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HISTORIC
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REPAIR



ISSUE 48

CONSTRUCT





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Foreword



Joanne Conway

Executive Group Chair and CEO

THIS YEAR SEES THE BUSINESS COMMITTED TO DELIVERING HIGH QUALITY SOLUTIONS TO SUPPORT CLIENTS AND COMMUNITIES

At the start of 2024, the FM Conway senior leadership team agreed a three-year strategy to build on its 63-year legacy. Our business is strong, and we have more than demonstrated our capability and resilience in recent years when faced with challenging economic conditions. This is testament to the strength of our business model and the capability of our people.

Over the next three years, we are committed to a significant investment programme incorporating several exciting initiatives, which I look forward to sharing in future editions of Construct. We remain committed to working with our clients and customers on developing innovative solutions and implementing sustainable practices. Carbon reduction continues to drive innovation within the company, alongside efforts to ensure adoption of a circular economy model within the wider construction industry. Our success in delivering a surfacing project in Westminster using a 92% recycled material is a great example of this, and demonstrates our ongoing commitment to deliver benefits for our clients and wider society.

We also know that our priority remains the same: to foster a culture of equality, diversity and inclusion, and to have a positive impact wherever we go. I'm proud to say that we are attracting more women into the business and have made a pledge to increase our female workforce to 30% by 2030. This is just a snapshot of our work, but we are quickly gaining recognition for our commitment to supporting and celebrating all individuals.

I hope this gives you a glimpse of the exciting opportunities ahead, and we look forward to sharing more in the future.



FM Conway recently hosted two high-profile events, bringing together leaders from across the industry to discuss the biggest challenges faced within the sector. The first of these took place last November when the business arranged a unique trip around the capital aboard Lord Peter Hendy's vintage Routemaster bus, which was won during a charity auction for the Railway Benefit Fund.

The event provided a first-hand look at the business' iconic working locations and an exclusive insight into its future plans for delivering sustainable infrastructure improvements across London.

The second event, held more recently in April, built on the crucial conversation started at the Lord Hendy bus tour and encouraged

attendees to acknowledge and collaborate upon their sustainability ambitions.

This time, FM Conway brought together industry leaders at JCB's global headquarters to witness the manufacturer's latest innovations and experience live demonstrations of equipment which could help shape the future of the industry.



STORM

Suffolk was one of the worst hit areas of the UK during storms Babet and Ciarán

FLOWLINE'S EMERGENCY RESPONSE CAPABILITY PROVED ITS VALUE AS TWO HUGE STORMS HIT SUFFOLK WITHIN THE FIRST MONTH OF A NEW CONTRACT

Last autumn, the UK was hit by two major storms in quick succession: Babet and Ciarán. One of the worst hit areas was Suffolk, where Flowline, part of the FM Conway group, played an important role in the clean-up less than three weeks into a new term contract.

The team is contracted by Milestone Infrastructure to maintain the county's drainage infrastructure as part of Milestone's new highways services contract with Suffolk County Council. The contract began on 1 October 2023, and includes cyclical cleaning and maintenance, as well as reactive and emergency response.

Suffolk has around 150,000 individual drainage assets, of which 120,000 are cleaned every year as part of the cyclical maintenance programme. The cleaning crews can also be

called out to respond at any time if drains or gullies are blocked or overflowing.

Just 19 days into the new contract, Storm Babet hit the county, depositing 100mm of rain in four days. "Initially the storm warnings were more about high winds than rainfall, but from my experience I knew that rain and flooding would be an issue," says Milestone's business director Paul Herbert. "I worked alongside Suffolk County Council and Flowline to agree the right resource levels that would be needed for the issues we foresaw happening due to the extreme weather conditions."

This involved doubling the crews on standby and, eventually, having "all hands on deck", says Flowline contract manager Natalie Beales, adding: "We analysed flood zones to help decide where to deploy our vehicles. In some places roads were blocked because people had tried to drive through the floods and got stuck, so we had to be very agile in our logistics and work out the best routes to get our vehicles where they needed to be."

Roads were also blocked by trees and branches brought down in the storm's



FORCE /

“The priority was to keep the main roads running”

high winds. The Milestone highways teams worked hard to clear the roads, enabling Flowline’s crews to tackle the surface water. The first priority was to keep the county’s A & B roads, which make up 20% of the highway network, open to traffic.

“Both roads were closed temporarily while we cleared the flood water off the carriageway,” says Natalie. “The priority was to get it done as quickly as possible and try to keep the main roads running.”

Suffolk is a large rural county, and many communities rely on local roads to travel between home, school and work. “Four schools were cut off by the flood water,” says Paul. “We worked with the emergency services to clear the flooding and get the young children out of their schools and safely back to their homes.

“You can’t stop the rain, so you have to deal with the situation as best you can,” he adds. “As soon as the worst of the storm had abated, we were dealing with the aftermath and cleaning up.”

When the floods subsided, many roads were thick with silt that had run off from adjacent fields. Milestone used excavators to dig it out, then Flowline went in to clean the silt out of the gullies and jet the lines.

“We were just getting through it when Storm Ciarán arrived,” recalls Paul. “Rainfall hit ground that was still saturated, and we all found ourselves back out for round two.”

Storm Ciarán arrived in Suffolk, bringing more heavy rain and high winds. Flowline’s crews all joined the emergency response team again, alongside Milestone, the emergency services and Suffolk County Council.

“We all work alongside Suffolk Highways as one team, coming together to tackle the challenge proactively,” says Paul. “I would like to send my heartfelt and sincere thanks to all the teams who were involved.”

LOCATION



ROAD TO NET ZERO

AN INTELLIGENT, DATA-DRIVEN APPROACH IS ENABLING FM CONWAY TO DEMONSTRATE POTENTIAL CARBON SAVINGS ON ITS NATIONAL HIGHWAYS FRAMEWORK

One year into its Pavement Delivery Framework with National Highways, FM Conway is in a good position to help the organisation to achieve its net zero aspirations. The framework team has been collecting in-depth information on carbon emissions since the framework started and can identify where savings can be made in future.

“We have shared net zero visions and goals with National Highways,” says framework delivery manager Andy Weymouth. “We understand the materials and what’s involved in their production, so are best placed to help them achieve their ambitions.”

In its 2021 Net Zero Highways plan, National Highways committed to net zero emissions from its construction and maintenance activities by 2040. It has since published a roadmap to decarbonise asphalt materials that identifies technologies and processes to achieve that aim, including greater use of warm mixes and recycled asphalt products (RAP).

FM Conway already offers these solutions and has been collecting data on all activities involved in making and laying asphalt materials, to demonstrate where savings can

be made. “We measure carbon at a granular level to get a complete breakdown of where the carbon sits,” explains carbon manager Muhammad Ikram. “We know the origin of the raw materials we procure, and couple that with activity data to provide insight on where the carbon hotspots lie.

“For example,” he adds, “some of the specialist aggregates we use are sourced from Ireland and Norway. We know these come from land-won sources, giving us precise information of the embodied carbon,

FM Conway is one of National Highways’ most advanced suppliers on the journey to net zero carbon





The business collects data on all the activities involved in making and laying asphalt materials

which primarily comes from the dynamite utilised for extraction. Combining this data with the emissions from shipping to our wharf gives us the overall embodied carbon emissions for this raw material.”

Ikram continues: “We have significantly invested in our energy monitoring systems and can get half-hourly meter readings at our plants to give us the energy breakdown in manufacturing the asphalt. Telematics data is also collected from the vehicles and plant used and goes into calculating the actual carbon cost.

“Many businesses rely on national databases, but we are measuring constantly. We can see that the values differ depending on the asphalt type, and that materials manufactured from each plant also have unique carbon values. In addition, our approach in calculating carbon allows us to realise the impact of using new additives and emerging technologies.”

This approach makes it easy to see the impact of changing working methods and materials – something FM Conway calls ‘stackable technologies’. “You don’t have to use them all, but by stacking them together you can get to the ultimate goal,” says Ikram.

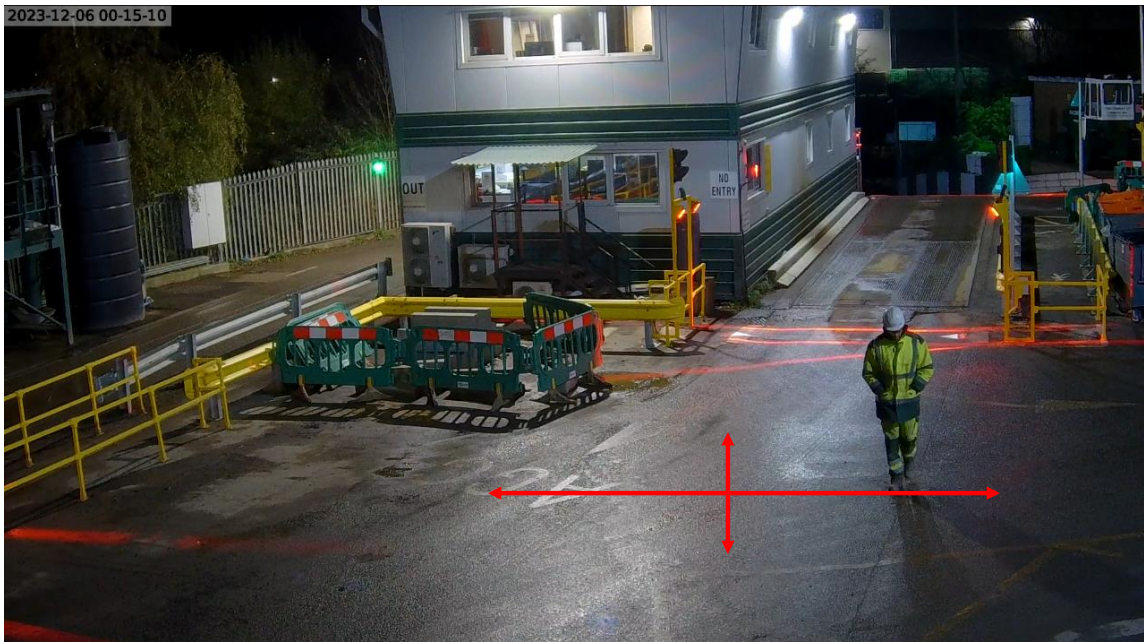
The figures show the biggest savings can be made by incorporating high RAP content where the location is appropriate. FM Conway is currently laying 10,000t of warm mix asphalt on the A34 with 50% RAP in the binder and base courses and 30% in the surface course, and has previously laid material with even higher recycled content on National Highways’ network.

“We can deliver the carbon savings and efficiencies National Highways is looking for if we are brought in early enough,” explains senior contracts manager Simon Ditton. “If a scheme is already designed, we are limited in the efficiencies we can make. Early contractor involvement gives us the opportunity to introduce new materials.”

Andy adds: “FM Conway and National Highways are both fully certified in accordance with PAS 2080, the global standard for whole life carbon management in infrastructure and the built environment. We are one of their most advanced suppliers on this journey, and we want to support them through the decarbonising process and share best practice that can be rolled out across the whole network.”

CAMERA CREW

ARTIFICIAL INTELLIGENCE IS BEING
INSTALLED AT FM CONWAY DEPOTS AS
PART OF ITS 10-YEAR HEALTH AND SAFETY
STRATEGY TO ELIMINATE RISK



FM Conway is exploring the many ways in which artificial intelligence (AI) can help improve the business, including driving productivity and carbon savings. One of the benefits it offers is the ability to identify unsafe activities and help to change behaviours.

The business is already using AI in 1,100 company vehicles to help monitor driving behaviour, using a system that can identify when a driver has been distracted, and subsequently prompt them to adjust this behaviour. Now, that same technology is being transferred to FM Conway's depots and yards to help minimise risk and improve safety.

"We are introducing the idea of a 'virtual supervisor' – using AI to help support supervisors carrying out their duties," explains managing director Andrew Cox. "We want to assist the supervisor in ensuring the most important rules and procedures we have in our business are in place and being followed.

"This will help us prevent the most serious forms of harm to our workforce," he adds.

The AI is linked to CCTV cameras in the yards and depots. The cameras can be 'taught' rules that need to be adhered to, and then identify when someone fails to comply – for example if they are not using the designated walkways or are walking too close to a HGV.

"We are looking to use CCTV to monitor the things that are really important – to help prevent behaviour or potential incidents that could result in someone having a serious accident," says security and risk director Paul Cerexhe. "The CCTV system is given a set of rules and goes through thousands of hours of footage and information to improve upon the accuracy of its reported notifications."

As a result of this deep learning, some cameras in the FM Conway yards and depots can tell the difference between a human and any other object, even if the person is lying down or only part of the body is visible to the camera. Other cameras can tell if someone is wearing the appropriate hard hat and high visibility clothing.

The camera sends an alert when it sees someone in an unauthorised location

"We don't see AI replacing any of our people. We see it as a support to help our people to follow these important rules"

Every time the camera picks up something it has been programmed to look for, it can send an alert to the supervisor or manager, who can talk to and educate individuals on their unsafe behaviour. As the system is rolled out across the company's 18 fixed locations, it may pick up too many alerts for managers to deal with effectively, which is why Andrew describes the AI as a 'virtual supervisor', put in place to help the existing workforce.

"We want a system that doesn't rely on us having to take action for every alert," he explains. "With future developments in mind, we are looking at automating the system so that when the camera detects footage that requires reporting, it will speak to the person in the yard as well as alerting the manager in the area and automatically reporting it as a near miss on our in-built system.

"We don't see AI replacing supervisors or any of our people," he adds. "We see it as a support to help our people to follow these important rules and, potentially, enable us to do more and increase productivity."

Identifying unsafe behaviour and sending an alert is the first stage, but the real benefit comes when the system can actually stop unsafe actions. This is already happening at the asphalt plants, where the company's fleet of Liebherr loading shovels has been fitted with a similar AI camera system that not only detects if a person is behind the machine when it is reversing, but also automatically stops the machine. "Eventually we want it on every bit of plant," says Paul.

LEGACY BUILDING

SHARED AMBITIONS ARE DRIVING SOCIAL VALUE ON TERM MAINTENANCE PROJECTS IN HAMMERSMITH & FULHAM AND INSPIRING THE NEXT GENERATION OF ENGINEERS

The London Borough of Hammersmith & Fulham and FM Conway recognise that social, economic and environmental impact is as important as the infrastructure works delivered within the community. The two organisations are committed to creating a legacy for generations to come.

The biggest project currently underway in the borough is the remediation of Hammersmith Bridge. “The project has been a focal point for us for a while, and we’ve used it as an opportunity to do something that, as highway engineers, we don’t usually do – to go out to schools and talk about engineering,” says Ian Hawthorn, the borough’s assistant director – highways.

Those school visits include helping schoolchildren to construct a bridge, as part of an initiative developed by FM Conway and its long-term client the Rochester Bridge Trust (see box).

Hammersmith & Fulham has an industrial strategy that includes a commitment to ‘engage with schools and young people to inspire the next generation of engineers’. “We want young people to see engineering as a career choice in the future,” explains

Ian. “It’s brilliant to see engineers and construction workers in their high visibility jackets sitting down with children in the classroom talking about bridges and engineering, and why that’s important.”

Ian also provides support to Donna Kelly, the borough’s service manager for highway operations and protection, who is at the forefront of a London-wide campaign to encourage more women into engineering. He says the work with schools offers an opportunity to reach young women in a very direct way: “A lot of these education programmes are being led by women engineers and apprentices from FM Conway. Hammersmith & Fulham is pleased to work alongside FM Conway to support women in engineering and provide opportunities to showcase that. It has enabled us to achieve far more than we thought we would.”

The feedback from schools has been incredibly positive, with children and their teachers really enjoying the visits from FM Conway’s structures team and the chance to go onto the site. “The bigger picture is that we’re introducing young children to the industry and widening their knowledge and interest in STEM [science, technology,



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PHOTOGRAPHS: H&F COUNCIL/MATT GRAYSON

engineering, mathematics] subjects,” says FM Conway contract manager Craig Mason.

Ian adds: “FM Conway established the London Construction Academy, which offers us the opportunity to bring talent into the industry from the local community as well as giving children from Hammersmith & Fulham a different career path with accessible opportunities.”

However, it is not only children who are interested in the work going on at Hammersmith Bridge. The team regularly gets visits from university students and engineers from all over the world who want to see the Victorian engineering and the modern repairs. And residents can also talk with team members about how the work is going.

“One option for Hammersmith & Fulham would have been to put signs up explaining what is going on and showing the diversion routes, but instead we have got marshals on the site managing pedestrians and members of the public 24/7,” explains Craig. “It gives them an in- person contact if there is anything they want to discuss.”

Sadly, people who are thinking of ending their lives are sometimes drawn to the bridge. Ian says: “The team working on the bridge have bought into the fact that they’re part of the solution and approached the situation with a lot of compassion.” Operatives and marshals have received training and support from two charities with expertise in helping suicidal people, Samaritans and The Listening Place, so they can recognise and help anyone who might be in this situation. “They need to be conscious of their own wellbeing, but if they know they’ve got support from us, they can carry out their jobs and also provide this role in community support,” says Craig.

The social value of FM Conway’s work is not just linked to Hammersmith Bridge. Elsewhere across the borough, the business is working with residents to plant rain gardens that provide natural flood management. “There is a long history of FM Conway working with us on sustainable drainage projects,” says Ian, who explains that the borough has a programme to replace hard paving with sustainable solutions. “We are keen that communities are part of that process and take ownership of the green areas. Also, we want to show that engineering is interesting, fun and exciting to do.”

BUILDING BRIDGES IN THE COMMUNITY

‘Let’s Build a Bridge’ is a joint initiative run by the Rochester Bridge Trust and FM Conway, that provides an interactive engineering activity for school children to construct a 10m span cable-stay bridge. The Rochester Bridge Trust is a Kent-based bridge-owning charity

that FM Conway has worked with since 2015 as term maintenance contractor.

Planning for the ‘Let’s Build a Bridge’ initiative began in 2021, with the education bridge kit (similar to that in the photograph) completed in early 2023. Since then, FM Conway

experts have visited schools and guided students in the use of real-world materials and techniques, to enhance their STEM skills and build connections to careers in civil engineering.



SETTING CARBON STANDARDS

THE HIGHEST RECYCLED CONTENT EVER USED ON A UK ROAD IS ONE OF THE SOLUTIONS CONTRIBUTING TO HUGE CARBON SAVINGS ON A WESTMINSTER PROJECT



FM Conway has again set a new standard for recycled asphalt surfacing, laying a mix with 92% recycled content on a residential road in Westminster. The material is part of a low carbon approach that has resulted in the project saving 100t of carbon emissions.

Westminster City Council launched the project to bring the previously privately-owned Elmfield Way up to its adoptable standard. As Westminster's highways partner, FM Conway had used a low carbon model on previous planned preventative maintenance (PPM) projects, and Westminster City Council decided to take the same approach with Elmfield Way.

The business had already set records with recycled content on Westminster's roads, as performance manager Ivan Farrell explains: "Having previously completed two large trials in this area – at Sutherland Avenue, where we used 80% recycled material and Third Avenue, which had 85% recycled content – we wanted to see if we could push the boundaries even further."

FACTS

Project
Elmfield Way

Client
Westminster City Council

Contract period
June – July 2023

FM Conway divisions

- Term Maintenance
- Surfacing
- Aggregates & Asphalt
- Civil Engineering
- Lighting

Technical director Mark Flint was confident the business could develop a mix with even higher recycled content. "I knew we could increase the percentage and still be within the capabilities of the plant and Westminster's performance specification," he says. "We started with 50% RAP [reclaimed asphalt pavement], increased it to 65%, and eventually got up to 70%, then added recycled and reclaimed aggregate to bring the total recycled content up to 92%."

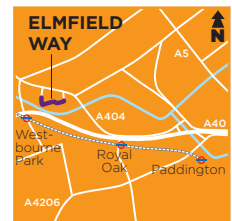
The mix was developed at FM Conway's Technology Centre and incorporates a bespoke polymer modified binder to make it more durable.

The two organisations work collaboratively to challenge traditional specifications and find more sustainable approaches, and have developed a matrix for selecting the best material for any location to maximise service life and responsible recycling.

At Elmfield Way, the 78% carbon reduction was achieved by adopting 'stackable' technologies and techniques. In addition to



LOCATION



the high recycled content, these included producing the surfacing material as a warm mix and laying it as a single layer, which reduced the thickness – and therefore the total volume – of material by 30%.

Using the same vehicles to take plantings to FM Conway's Heathrow plant for recycling and bring the new surfacing material to site reduced vehicle movements and cut fuel use. And, on site, the planers, pavers and rollers were powered by HVO [Hydrotreated Vegetable Oil] fuel, while the welfare unit was solar powered and smaller machines like mini-excavators, disc cutters and compaction plates were all electric.

The project also involved laying new footways, drainage repairs and installing new lighting columns and lamps. "As we were bringing the road up to adoptable standards, we looked at the project holistically, similar to the way we look at PPM projects, to see what needed doing and in what way we should do it," explains Westminster City Council's operations manager Mark O'Leary.

ELMFIELD WAY IN NUMBERS

1,600m²
of carriageway
resurfaced

450m²
of new footway

280t
of surfacing
material supplied

30t CO₂e
total carbon
emissions

78%
estimated
carbon savings

Again, a low carbon model was used for the footways, which were constructed with a 50mm slab, shallower foundation and lower strength concrete, resulting in a 50% carbon saving over Westminster's standard specification.

"The whole scheme was accelerated from the purchase order being raised in March 2023 through to getting it completed for the residents by the summer holidays," says Ivan. "This included all survey works, drainage and lighting checks to inform the design. It did not give much time to source the recycled materials, but the team pulled together to make it a success."

Westminster City Council and FM Conway are confident that the technologies and methods used at Elmfield Way can be implemented on other projects elsewhere. As FM Conway's sustainability director Matt Tallon says: "FM Conway is dedicated to changing industry specifications, reducing the mineral dependency on quarries and delivering greener solutions to meet the environmental demands of the industry."

LONDON

LONDON'S LATEST LUXURY HOTEL IS A CONVERSION OF A CENTURY-OLD GOVERNMENT BUILDING IN THE HEART OF WESTMINSTER, WITH PUBLIC REALM TO MATCH THE HISTORIC SURROUNDINGS

London's Whitehall is lined with imposing government buildings. Now, one of them, the Old War Office, has been converted into a luxury hotel development, with FM Conway carrying out public realm works to ensure it sits comfortably within its historic surroundings.

The Grade II* listed Old War Office was built in the early 1900s, with a huge stone façade housing soaring ceilings, grand staircases, oak panelling and mosaic floors. Senior political figures, including Winston Churchill, David Lloyd George, and Lord Kitchener, worked there over the next 100 years, as well as James Bond author Ian Fleming. But by the 21st Century the building was no longer suitable, and in 2015 it was sold to

FACTS

Contract
The Old War Office

Location
Whitehall, London

Client
Ardmore

Contract period
December 2022 – December 2023

FM Conway division
– Term maintenance

the Hinduja Group, which had an ambitious £1.4 billion plan to restore the interiors and convert it into a 5-star Raffles hotel, spa and restaurants and build 85 private residences. After six years behind hoardings, the building re-emerged in September 2023 after contractor Ardmore completed a £500 million refurbishment.

As part of that contract, Ardmore appointed FM Conway to carry out the public realm works around the building. "It's an incredible building," says the head of contracts Mark Goudy. "I feel very fortunate to have worked on it."

The work focused on creating new vehicular access and additional layby and drop-off areas, removing some of the existing hostile vehicle mitigation (HVM) walls and installing 71 new HVM bollards. "The aim was to bring an open feel to the new public realm, and to create access to the building on foot and by car," Mark explains.

The Old War Office is bound by roads on all four sides. In Horse Guards Avenue, the



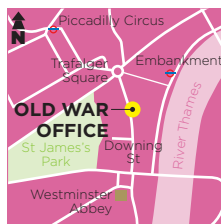
LANDMARK

team created a new layby and a vehicle entrance to service the courtyard in the centre of the building, while another new entrance in Whitehall Court will give service vehicles access to the hotel's ballroom, which has been built within a new five-storey basement. There are another two new vehicle entrances in Whitehall Place, including one for the underground car park.

"The main challenge on the project was logistical," Mark explains. "The work was planned with phased completions to fit around the main building works. The original intention was that we would be given access to one side of the building at a time, but as we progressed there were design changes that meant the scaffolding stayed up longer than planned. We had to re-programme the works to do smaller phases at a time on each side.

"We were in constant liaison with Ardmoré regarding the restrictions and how they would impact on us," he adds. "We have had a very transparent and collaborative relationship with them."

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Another challenge was the long lead time required for the HVM bollards. "We managed to fast track delivery of the bases, which allowed us to complete some areas of works and then come back later to install the bollards themselves," explains Mark.

Throughout the 12-month project, the team liaised with Westminster City Council over parking suspensions and traffic management permits, and collaborated with FM Conway term maintenance colleagues who were working in the area at the same time. As the Old War Office is close to the Cenotaph, where annual Remembrance Day commemorations are held, and was also on the parade route for the King's coronation, the team had to ensure the footpaths were clear for those events and everyone attending could get around the area safely.

As the project neared completion, Ardmoré asked FM Conway to do some additional work, which included re-laying all the granite setts in the new courtyard, taking the total value of the contract over £2 million.

ACCESS ALL AREAS

A NOVEL SOLUTION ENABLED THE
TEDDINGTON LOCK FOOTBRIDGES TO STAY
OPEN FOR THE MAJORITY OF A PROGRAMME
OF COMPLEX REPAIR WORKS

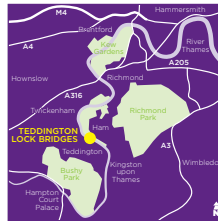
In 2019, an inspection of the Grade II-listed Teddington Lock Footbridges in southwest London revealed that the historic structures needed significant repairs.

The bridges, built in the 1880s to carry pedestrians over the River Thames between Ham on the north side and Teddington on the south, are a suspension bridge from Teddington to a small island in the river, and a girder bridge from the island to Ham.

The inspection found corrosion to the ironwork in both structures, as well as some small sections of damage to the concrete deck. Defects were also found on the main structure's southern approach ramp requiring its complete replacement.

"The ramp is a safety critical part of the project, but in order to get the work underway, we decided to proceed with the repairs in Phase 1 and progress the design, planning application and listed building approval for the ramp replacement at the same time," explains Sam Emmett, the engineer who is managing the project on behalf of the London Borough of Richmond upon Thames. "Work to replace the ramp will follow on after completion of Phase 1."

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Phase 1 involved jet washing all the existing metalwork to remove salt water, shotblasting to remove the old paint, finding all the corroded iron elements and replacing with new steel sections, and applying a new paint system to protect the bridges in future. Corroded areas included the underside of the bridge, where the concrete deck sits





within iron troughs, channel sections that run between the bridge pylons, brackets connecting the troughs to the outer parapet, and sections of the parapets themselves.

For FM Conway, the biggest challenge was accessing all these areas without causing excessive disruption to people using the bridges.

“Teddington Lock Footbridges are a really critical piece of infrastructure, and demand on the bridges is huge,” explains Sam. “They connect educational facilities – children who live in Teddington use them to go to school in Ham – and, as Ham doesn’t have a station, people cross the other way to use the station in Teddington.”

The crossing facilitates around 7,000 pedestrian movements a day during the week and 9,000 at weekends, and closing the bridges for the duration of the contract was not an option, as the nearest alternative crossings are too far away.

“FM Conway’s solution was to install a bespoke light-weight access system, suspended from the bridge using rope techniques,” explains FM Conway project manager Toby Allen, who adds that the

FACTS

Contract
**Teddington
Lock
Footbridges**

Client
**London
Borough of
Richmond
upon Thames**

Contract
period
**September
2023 – January
2024**

FM Conway
division
- Structures

system also extended above the deck to protect the public during high level works.

The access system was designed to fully encapsulate all the water, grit, paint and debris. However, as the bridges were only designed for pedestrian loads, the team had to continually monitor any additional weight from the access system and repair activities.

“Careful planning was key to manage the loading restrictions on the two bridges,” explains Toby. “There was a complex sequence of works and each access system had a maximum load, meaning the water from jet-washing and grit from blasting had to be removed instantly.”

“The water was pumped into storage containers on pontoons and the vacuum shotblast system had two nozzles, one for blasting and one to vacuum, which instantly removed the grit and corrosion at source,” he adds. “The footway width also had to be reduced to manage pedestrian loading.”

The team aimed to carry out more than 75% of the work with the bridges open, using night-time closures to prepare the internal parapets, which could not be completed while pedestrians were on the crossing.

ON TERM MAINTENANCE

5 MINUTES

Q How long have you worked at FM Conway?

A I'm a civil engineer by profession and joined FM Conway 17 years ago. I initially worked as a project manager and then as a contracts manager in the building maintenance division, before moving to the structures team, where I ran the structures arm of the London Highways Alliance Contract (LoHAC). I have also spent time in civils and rail. In 2022 I took on the role of running the term maintenance division, and in July 2023 was made managing director.

In my career I've been fortunate enough to experience many different aspects of the business and understand the people here and how FM Conway operates. But I also really understand our clients' business and how we can help them achieve their goals.

Q What do you like about the job?

A Term maintenance is the beating heart of FM Conway. The work we do is our core business, but what we do for the communities in those locations is so much more than that, and it's something the workforce should be really proud of. We may be in the south of England, but some of those communities are among the most deprived in the country, so the social value aspect of what we offer is really important.

Term contracts can be up to 12 years long, which gives us time to build really strong relationships. This is so important as our clients can go through periods of huge investment and experience budget constraints within this cycle. As a key partner to our clients we are best placed to support them when they really need it.

Q What does your job involve?

A Term maintenance is a big business. We have an annual turnover of around £120 million and a workforce of 450 plus 100 managerial staff. We currently have term contracts with 14 London boroughs, and with Transport for London, Brighton & Hove City Council and West Sussex County Council. Those contracts are really varied and call on every aspect of the business, including structures, traffic management, surfacing, lighting and WDM. We also undertake a lot of public realm work for developers, like the recent projects at the National Portrait Gallery and the Old War Office.

A key priority for me is building the teams for each of our term contracts. It's really important to get the right people into the right roles, with figureheads who understand the intricacies of the borough or council.

Q What are the main challenges for your clients?

A Our clients have all set targets for reducing carbon and increasing social value, but they are also dealing with the cost-of-living crisis. They all have different priorities and it's important that we understand where these priorities are so that we can tailor our service to provide the best support.

The majority of our clients have less money to spend, so we try to help them to do things differently and make sure they're getting the best value for the money they spend with us. That means that we must make sure our relationships are strong so that we can have a conversation with them about the benefits of doing things differently or using alternative materials. Strong relationships enable us to be a bit more empowered to challenge the way things are done.



MATT SMITH
MANAGING
DIRECTOR,
TERM
MAINTENANCE

Q How are you helping clients address these challenges?

A Our clients are all trying to solve the same challenges when it comes to net zero carbon and social value, but but no one can do it on their own. All the good ideas need to be shared to make sure everyone is doing everything they can. We have the ability to be the link because we've got such coverage – especially in London.

If we're bringing innovation or trialling a new material with one client, we want to be sharing that across them all. A great idea in one borough should ripple out to the other boroughs. That's why we brought many of our term maintenance clients together on a London bus tour and to JCB's World Headquarters recently and gave them a chance to discuss what works for them and share best practice with each other.

ROYAL RECOGNITION

FM CONWAY'S APPROACH TO OCCUPATIONAL ROAD SAFETY HAS BEEN ACKNOWLEDGED WITH THE PRESTIGIOUS PRINCE MICHAEL OF KENT AWARD

FM Conway has joined a prestigious group of organisations as a recipient of the long-running Prince Michael International Road Safety Award, which recognises outstanding achievement and innovation in improving road safety globally. The business, which is an industry leader in road safety, won the award in the 'Safer Road Users' category for its transformational approach to managing occupational road risk.

"This is a great honour for FM Conway. We feel very privileged and honoured to be recognised by Prince Michael of Kent," says Joanne Conway, executive group chair and CEO of the FM Conway group. "We're delighted that our work to reduce risk in this area is being recognised. Road safety is our biggest risk as a business and we're working hard to ensure that everyone on the road can go home safe every day."

The company applied its Big Ten in 10 health and safety approach to eliminating fatal and

life-changing harm on the strategic road network, resulting in the implementation of innovative technologies to engineer out the risks associated with operating vehicles in urban environments. The approach also focused on targeting risk at a behavioural level, and saw FM Conway deliver tailored training for drivers.

The business's occupational road risk initiative has also won the Constructing Excellence Award for Health, Safety and Wellbeing Excellence and the National Highways Award for Exceptional Contribution to Road User Safety in 2022. "Our business has always made great strides in the name of road safety, and our late chairman Michael Conway received his MBE for his contributions to the safety of all road users," explains FM Conway SHEQ managing director Andrew Cox. "There are many examples of our success, but we are not stopping there. We will always look at what we are doing and search for ways in which we can improve and do it better."





SUPPORTING SKILLS

In May, FM Conway hosted its first ever women's careers day event at its head office welcoming over 20 women from all stages of their careers to learn more about the industry. The attendees were given an introduction to FM Conway, as well as taking part in workshops to help them build essential skills. The day was a great success, highlighting the importance that equality and diversity can play in tackling the industry's skills shortage.

GOLD STANDARD

FM Conway has been awarded Gold membership of the 5% Club, a movement of employers that aspire to have 5% of the workforce in earn and learn positions – including apprentices, sponsored students and graduates on formalised training schemes – within five years of joining. The business is one of just 120 employers that have achieved the Gold standard, demonstrating FM Conway's significant commitment to nurturing the careers of professionals across the industry.



GREAT PEOPLE

In November, FM Conway colleagues walked the streets of London's square mile as part of the historic Lord Mayor's Show parade. The Show is steeped in more than 800 years of history and commemorates the appointment of the Lord Mayor of London with a huge assortment of organisations coming together in celebration. Many colleagues donned their FM Conway colours and helped carry an inflatable hard hat, which was accompanied by two cargo bikes and a company vehicle.

SUPPORTING STUDENTS

— Award recognition

FM Conway has won the Leigh UTC's 2023 Business Partner of the Year award, in recognition of its support for students at the technical college.

Members of the HR and Learning & Development teams and six apprentices from across the business attended Leigh UTC's Annual Awards Dinner, and were delighted to be rewarded for the great work they are delivering.



A JOB WELL DONE



Cheam Park Farm
@cheamparkfarm

A massive "thank you" to @FMConwayLtd for some amazing line markings across both sites @cheamparkfarm. Children are already excited to use the new markings for games at lunchtime!!! @LEOacademies @LEOearlyyears



Human & Travels
@humantravl

Very kind of the @FMConwayLtd team member to sort out the badly placed barrier heading west on King Street C9



TarwaysAsphalte
@TarwaysAsphalte

Look at that finish! Great supply from @FMConwayLtd ❤️ to our job in Guildford last week! Minimum fuss ... maximum output 100 🍌 Thanks to all involved #tarways #since1972 #pavingtheway #nofilter #guildford



bourne_amenity • Follow

bourne_amenity We are incredibly grateful and fortunate to have many enduring client relationships and aim to celebrate them wherever possible.

As two family businesses rooted in shared values, we are proud to have been supporting @fm_conway for over two decades.

Bourne Amenity: "From one man and a tractor, to one of the country's leading suppliers and specialists in high quality landscaping materials".

FM Conway: "From one man and a lorry, to one of the leading infrastructure services companies in the UK".

Pictured delivering our Premium Blended Topsoil (TS6), Free-draining Subsoil and Ornamental Bark Mulch to Burgess Park, Southwark for use in Tree Pit cellular systems. Tree Pit Cells are designed to provide trees with optimal soil conditions for growth within an urban environment, without compromising the surrounding infrastructure.

Thank you for having us on site and we look forward to many more successful years of working together.

Compliment from
Jonathan Evans, head of highways client and contractual management services, Lincolnshire County Council

Division
Water and Drainage Management

Employee
Natalie Beales, Paul Hill

Location
Sleaford

"I just wanted to say a massive thank you to everyone in FM Conway and Flowline who helped deliver the Highway response to Storm Babet. Everyone involved dug in and went above and beyond. Big thanks! With a special mention for Natalie Beales who made it all happen!"

Compliment from
Mark Thompson, contracts manager, London Borough of Southwark

Division
Structures

Employees
Adam Brown, John Briggs, Glenn Scott, Bruce Doodney

Location
Camberwell Old Cemetery, London

"We would just like to thank Conway for the outstanding work that has been conducted at Camberwell Old Cemetery. The work is very high quality and the monuments have been restored in a very sensitive way. One of the observations made over the last few weeks is the pride and dedication of the team. This has been lovely to see, also the respect the team have showed families when burials have taken place. A HUGE thanks for this! Thanks to everyone for the management of this project, you all make it look easy, but we all know that it's not as simple as you make it look."

Compliment from
Member of the public

Division
Term Maintenance

Employee
Luke Williams, Alex Sampson, Mathieu Labelle

Location
Sloane Street, London

"I wanted to thank you for your kind donation of the pots that were removed from Sloane Street and given to us for our upcoming garden project. Kensington Primary School is quite a new school and over the past few years the PTA has slowly been raising funds to supply the school with items it did not have, and finally this year we will be renovating the garden space on the roof that requires some real TLC. Thank you again for your time, for being part of the lovely renovation of Sloane Street and for helping make our school a better place for the children to learn about gardening and to have a place to relax with nature."

Compliment from
Member of the public

Division
Surfacing

Employees
Joe Rumbold, John Mcateer, Robert Weeden

Location
Arundel, West Sussex

"Really efficient from start to finish. Plenty of notification prior to the work. Team appeared when they said they would, carried out the work amazingly swiftly, even managing to work around a car left in the street. Cheerful team. Beautiful new surface, and no mess left behind. Thank you!"

Compliment from
Marie-Claude Victor, contract performance officer (lighting & trees), London Borough of Brent

Division
Lighting

Employees
Ion Rebedia, Adrian Rebedia Oliver Sharp

Location
Kenton Road, Harrow

"Thank you very much for arranging for the crew to attend the Kenton festive lights switch-on event and for getting your contractors to check all the lamp posts and timers prior to the event. Adrian was super-helpful and the event went without a hitch, was incredibly well attended and received amazing feedback from all present as well as from the Mayors of Brent and Harrow."



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