



2018/19

City of London / JB Riney – Annual Contract Board Report



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City of London & JB Riney
2018/19

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Appendix 1 – Riney Personnel Data

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HIGHWAYS TERM CONTRACT ANNUAL CONTRACT BOARD MEETING

1. Introduction

The City of London Contract Report will be presented in conjunction with JB Riney in highlighting how the highway term contract is performing, whilst highlighting how JB Riney (JBR) has contributed to the contract over the last year.

After completing the first year of the highway contract extension but the sixth year overall, works are progressing well, and the partnering ethos of the contract has become an integral part of this success. The contract has been praised by our internal procurement team and is very much seen as the leading contract within the City of London.

Over the last year the number of projects and maintenance works being delivered by JBR has remained at the high levels shown last year, not just for the highway section but for City Surveyors and Open Spaces. According to the Chamberlain's department, JBR have delivered £16,781,675.88 worth of work for the City of London (CoL), which is more than last years spend of £13,364,164.72. This is an all-time high!

The work delivered by JBR has been of the highest quality and projects continue to be delivered in an efficient and effective manner through early contractual involvement (ECI) and a partnering ethos.

The following report will look at each relevant section of the contract and try to summarise the pros and cons of the contract, whilst looking at the areas of improvement over the last year.

2. Tarmac Purchase

On the 12th May 2017, it was made clear that Tarmac Trading Limited had purchased the family shareholding of JB Riney & Co Ltd and now owns the company. Following this process, a report was sent to committee in August 2017 to make members and other departments aware of this change.

Riney and Tarmac have reassured the City of London that they will continue the partnering ethos that has delivered a highly successful, high quality and cost effective service for the Square Mile, and although the ownership change does introduce a degree of uncertainty, the City remains committed to working with both parties to ensure the contract remains on track and Riney's will trade as usual, retaining the company name and corporate identity.

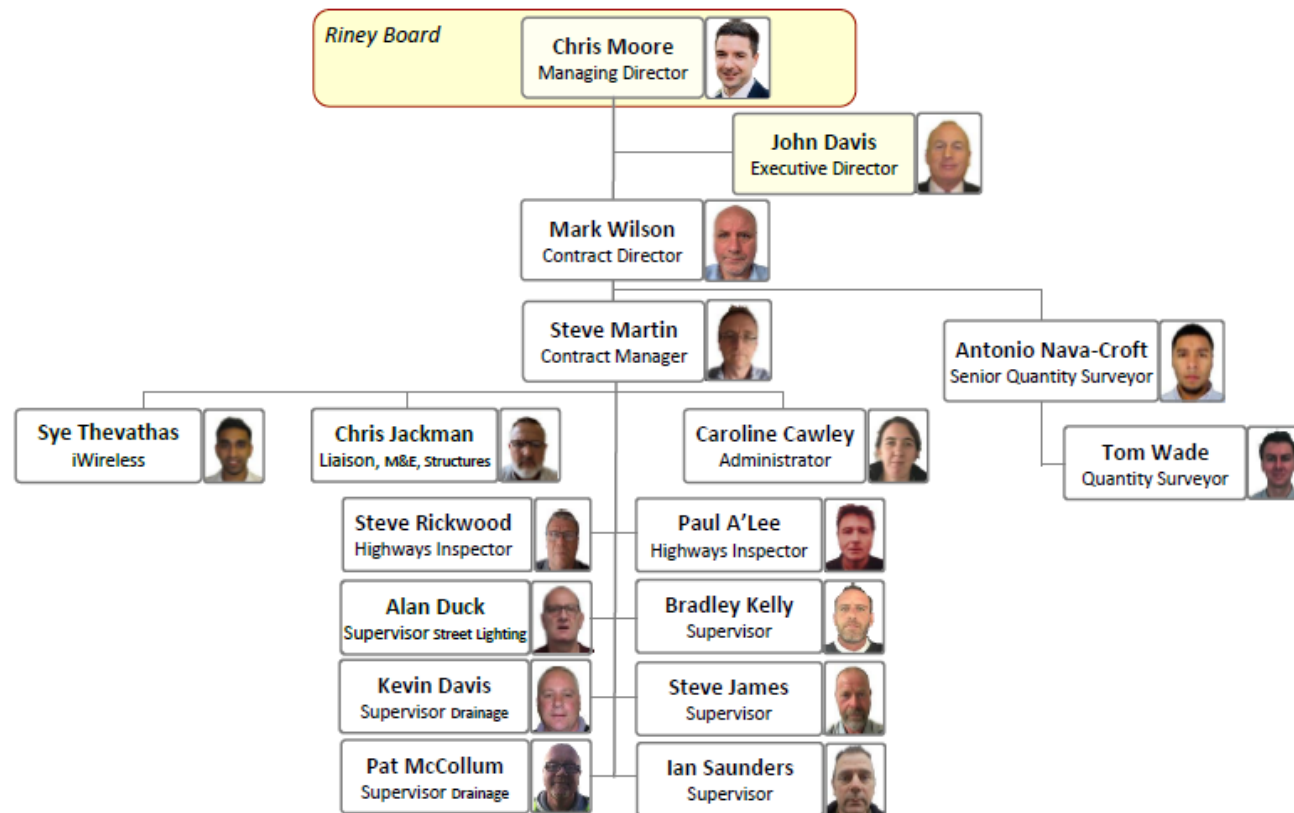
Now that the process is just over a couple of years old, it is safe to say that Tarmac have instigated some changes within JBR yet allowed JBR to operate in their own entity. After a few early changes and tweaks which caused a bit of disruption the overall processes seem to be working well, and improvements to progresses and H&S on site have greatly improved.

3. Riney's People and Structure



CITY OF LONDON
Highways Maintenance and Repair Services Term Contract
Organisational Structure

RINEY



Riney's Ethnicity, Disability, Age Profile, Religion Profile and Formal Grievances are shown in Appendix 1

4. Top 5 Successes

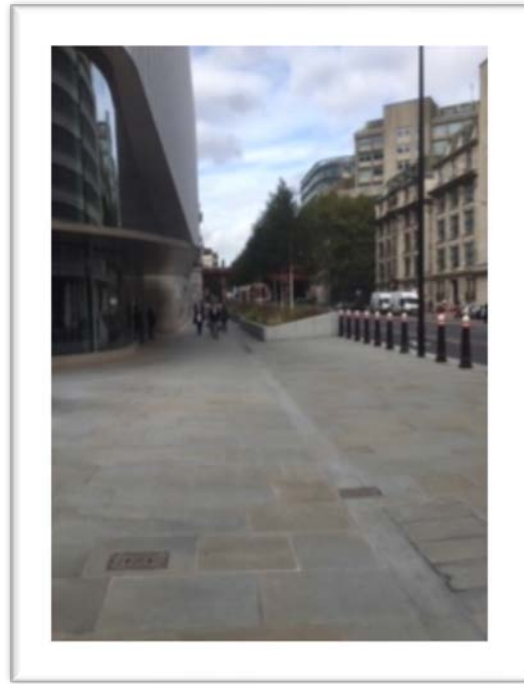
Goldman Sachs (Future Public Space Programme)

After a years' worth of design and almost two years of construction, the Goldman Sachs project is almost but complete. With a construction cost of approximately £7million the project has certainly pushed our design and implementation skills to the limit, but the outcome is world class. Without great work by our project manager, the in-house design team and our partnering contractors Riney's this scheme wouldn't have been possible, and the opening deadline would not have been met.

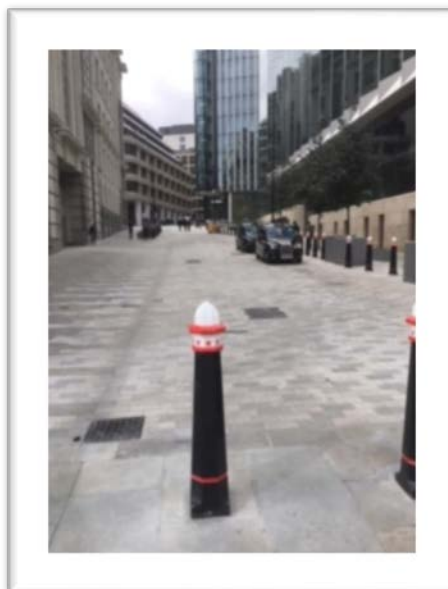
Shoe Lane



Aldgate Square Plaque



Stonecutter Street



Street Lighting Review (Smart City Programme)

In line with DBE's Smart City programme, the highway's team have made massive inroads into delivering this project with lighting works completed of the main and side roads. The next phase will involve the roll out of footway and alleyways with an end date towards the end of this financial year.

The lanterns all have integral nodes that allow them to talk to the access points through an RF MESH system, which in turn talks to the software, thus allowing for the lanterns to be fully controlled from a central location. Lighting levels will be fully flexible and adjusted to ensure the appropriate lighting levels can be achieved, in line with the lighting strategy.

We are now working with Urban Control and other sensor providers in delivering more sensors on street to provide real time data, which will allow us to roll out more Smart City objectives. Our primary focus will be on air quality and traffic sensors.

Crossrail (Strategic Infrastructure Programme)

Further to a Highway's and Riney's excellent reputation, Riney's and the highways group were approached by Crossrail to undertake the public realm works in and around the Crossrail stations. This was presented to and agreed by committee that the highways team would work on the design with Crossrail, whilst working with Riney's in implementing the public realm works.

Riney's were very keen to take on these works and work with the City of London. Extra resources have been made available to help manage the forthcoming workloads and provide ECI, when required. All works at Farringdon East, Liverpool Street and Moorfields are well underway and the projects are all on programme.



Security Works (Security Programme)

Further to previous events in and around London, the focus on HVM solutions has massively increased. With DBE now taking ownership of the security programme, Riney's have become a critical partner in implementing these works in conjunction with ATG. Below shows the infrastructure implemented for St. Paul's, which is one of a few locations.



Wifi Nodes (Gigabit City Programme)

With the above project being the key gigabit project within the DBE Portfolio, it is critical that this was delivered, to ensure we have a world class wifi network. As a result, Steve Bage and Sye Thevathas has been engaging with highways in relation to rolling out the wifi network. Both Riney's and highways have worked in collaboration to provide the necessary support to deliver this project. The street works team have also heavily assisted in this process in relation to the critical fibre connections, where required.

The project has progressed at pace and with the highways team and Riney's support in delivering the hard infrastructure, the wifi project is almost complete and the City has world class wifi network.

Looking forward, this good relationship is continuing with Rineys' and both parties are continuing to work with Steven Bage and Sye Thevathas in rolling out the 400 small cell units across the City.

5. Projects

2018/19 was another busy year in terms of delivering projects but was a heavy year in relation to project design, where a significant amount of ECI has taken place to ensure we are prepared to allow for delivery of the project boom. This has been further increased by the introduction of the Crossrail and Security projects within the square mile.

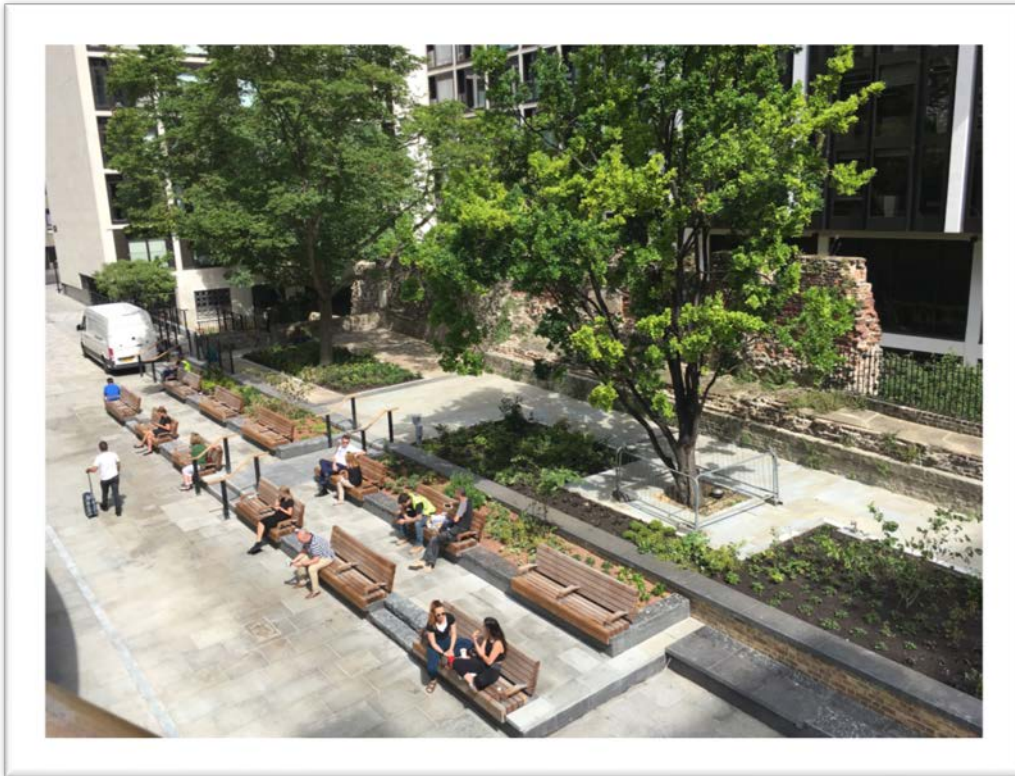
Highly political schemes such as Goldman Sachs, London Wall (St. Alphage Gardens), Leadenhall and Lime Street have drawn to a close, with Bloomberg being two months ahead of schedule.

Other projects such as Barts, Security works, 60-70 St. Mary's Axe, Lombard Street have all been delivered throughout the year on time and too budget. The only project that has slipped slightly is Mite Square, but this was due to supplier problems with the granite, which has subsequently been resolved.

The following photos help to show some photographs of our successfully delivered and current schemes:



Fredericks Place (plus BT chambers)



St. Alphage Gardens (London Wall) – Plan View



Bart's Close – public space



Leadenhall Street Junction St. Marys Axe (30 saved working days)



Lime Street – Shared Service and restricted access



60-70 ST. Mary's Axe



Lower Thames Street / Monument Street

Other Projects that have started:	
Bank Interim Project	Beech Street (Silk Street amendments and infrastructure)
2-6 Cannon Street	Middlesex Street
Safe Courtesy crossing points	Security Projects
20 Farringdon Street	22 Bishopsgate
Water Refill Points	Greening Cheapside
Crossrail – Farringdon East, Liverpool Street and Moorfields	Cycleway Improvements - Queen St and others
Mark Lane	Puddle Dock Improvements
60 London Wall	3 x sites in Moorgate
Barts Close	80 Fenchurch Street

A key factor in delivering these factors for JBR has been Mark Wilson and Steve Martin, who continue to effectively manage the client and the designer's needs, which in turn manages the contract effectively. In conjunction with Bradley Kelly, Ian Saunders and Steve James the process has become seamless. The addition of Antonio and Tom Wade helps to manage the costs of our works more effectively.

Finally, it should be noted that the introduction of Mark Wilson has helped to support Steve Martin to help ensure that the team managers and JBR have a joint up approach. This helps in providing the effective delivery of many factors across the contract by having such an inclusive style with our term contractors.

6. Highway Maintenance and Asset Management

The recent introduction of the 'Well-Managed Highway Infrastructure: A code of practice' helped us to benchmark against our processes by providing a summary of 36 recommendations.

It is vital to appreciate that we couldn't have completed such valuable works without the help of JBR, who have willingly brought into this process and this culture. We now have one of the most robust highway maintenance regimes across London, in terms of delivery but also financial and data management systems.

Last year our profiling and data management process ensured that we brought our budgets in at less than the 2% mark. It is always nice to meet these targets', but it shouldn't be underestimated how important a mild winter is to the profile.,

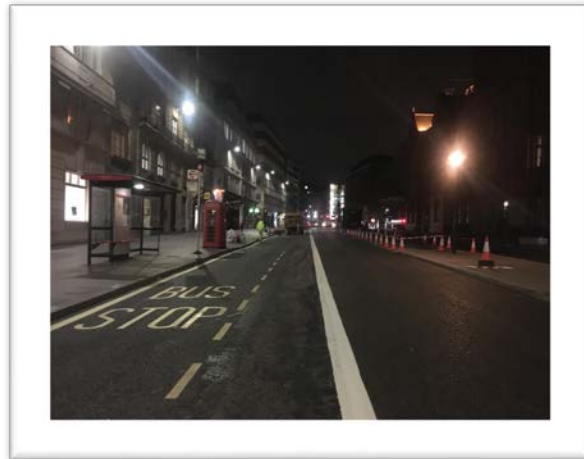
Further to reviewing our defect data analysis, it was becoming apparent that we were undertaking a lot of make safe's opposite building sites. It was also proving difficult to source funding retrospectively, after the damage has been done. This is not cost effective to progress with this process therefore working in partnership with our contractor; the preparation and reparation process was introduced. This process can be supported through the S106 process and any changes project would be supported via the S106 process and the S278 process.

7. Carriageway and Footway Resurfacing

The workmanship is of the highest quality with both carriageway and footway works, where the external parameters such as weather and traffic pressures allow it to be. The personnel within the contract continue to work well with CoL officers and most of the jobs are delivered to a high standard. The following photos show PRN carriageway works undertaken over the last year:



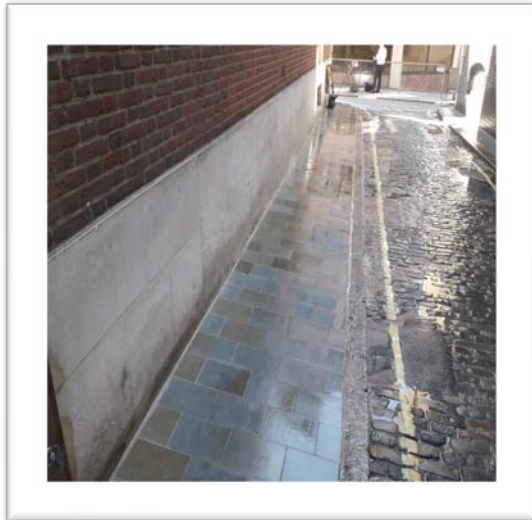
Holborn (Holborn Circus to Grays Inn Rd)



Holborn (Holborn Circus to Grays Inn Rd)

There have been some issues with the deliveries from Tarmac plants over the last year, but a lot of work has been undertaken to resolve this issue. It would still appear works outside of normal hours causes a problem, but we shall continue to manage the problem. Moving to the app process which would give us real time data on deliveries would seem advantageous, so we can manage things on site accordingly whilst also having an audit trail.

Further to introducing the planned footway maintenance programme to using the Detailed Visual Inspection (DVI) data, it is possible to determine our red areas and target these in a more cost-effective way. In the past, we have relied on reactive maintenance to undertake repairs, which isn't cost effective and results in the defects coming back repeatedly, but it does protect us from insurance claims, which is the main risk. Planned maintenance is a more cost-effective way of targeting our red areas, whilst giving us a greater insight into the improvements made. It also provides a great opportunity for extra funds to be used in an efficient and visible manner, to help reduce our highway backlog.



Pleydell Street



King Street

The above photos help to show where our planned footway monies have been used to replace the footway but also future proof the footway from further damage by implementing a 300mm by 200mm Yorkstone setts, which helps to protect the footway from overrunning vehicles.

8. Lining

With the introduction of excel lining the quality of lining seems to have improved throughout the contract. However, for the granite sett areas, we have started to take a different approach by using a cold lay MMA system, which is applied by a specialist contractor and the process seems to be working well.

It should be noted how the liners reacted to the dockless parking bays and helped us to deliver these initiatives at pace, which in turn helped to solve this political minefield.

9. M&E Projects and Maintenance

The M&E team continue to effectively deliver the maintenance regime for Street lighting, which involves night scouting and maintenance repairs/replacements as and when required. A good partnering relationship is clear for all to see and the work is being delivered to a sufficient standard. The recent introduction of Scott Peppiatt in conjunction with Alan Duck seems to be working well.

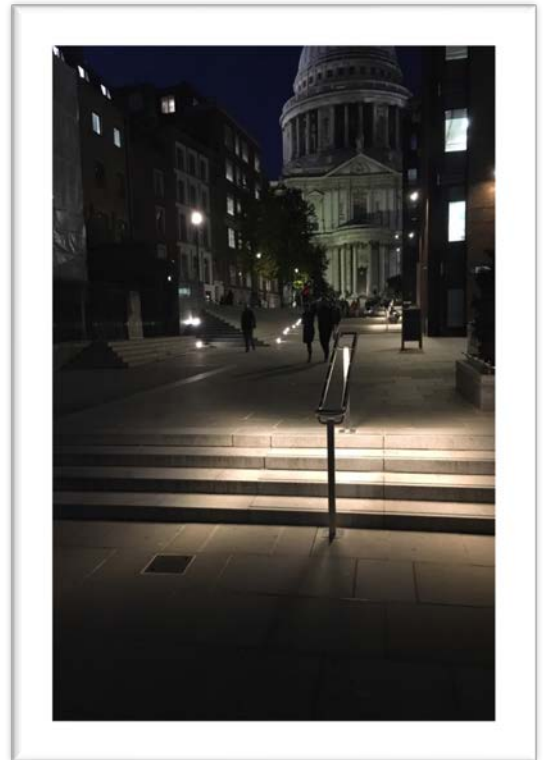
The maintenance of the irrigation systems and fountains are also critical to the City and require a large amount of organisation to ensure the necessary testing and maintenance has been undertaken for these features. This is certainly not an easy task within a specialised field, yet Riney's in partnership with the M&E team make this process seem effortless.

Works for developments have greatly improved and JBR continue to deliver these works on time and to budget. These works are now co-ordinated with our SLR upgrade project. The new M&E tracker helps to manage this process more closely.

The below photos help to show some of our more decorative lighting implemented by the M&E teams, including the lighting at Southwark Bridge (ILR) and the installation of feature lighting along Sermon Lane to align with our Street Lighting Strategy.



Illuminated River – London Bridge and Southwark Bridge



Street Lighting Project – Sermon Lane

10. Drainage Works

The drainage element of the contract continues to work very well despite Kevin Davis being on long term sick leave. During this difficult time, Pat McCullum took over from Kevin and JBR continue to run the operational side of the process to the highest standards. Maintenance works have been efficiently delivered; whilst the CoL has continued to keep the mining gang's busy with several projects within the City.



Devonshire Row Sewer – Repairing a collapsed connection



Devonshire Row Sewer

Looking forward, communication between JBR and CoL seems to be working well. The City continues to maintain a great relationship with Thames Water, with their ambition to continue undertaking major drainage works (connections & diversions) within the square mile, via the City and JBR. This became evident with the recent removal of a fatberg in Foster Lane.



New Heading



Nice clear sewer – Clearing Fatberg's

11. City Surveyors (Open Spaces)

The highways team continue to work closely with the City Surveyor's team, which is strongly aided by JBR via Sye Thevathas, who is managing the projects very well. Richard Litherland and the surveyor's team are now very happy with the finished schemes being produced. The below shows the recent introduction of new Tennis Courts at Queen's Park.



Queen's Park – Tennis Courts

Looking forward, Surveyors have approximately £400K worth of work that they would like to be delivered by JBR for the forthcoming year.

12. Special Event Support

JBR throughout the year have provided support to the events team as and when required. This process has worked ok and the current personnel fully appreciate and facilitate the given requirements.

For the Lord Mayor show last year, JBR sourced a cheaper island removal process which was implemented and proved to be successful. Although concerns over the cost of supporting events are sometimes questioned, which might be an opportunity for Riney's too review their costing processes.

Looking forward, JBR will continue to support the City with major events and the process will only improve.

13. H&S / CDM

It should be noted that there has been a big culture shift towards H&S, which has seen a big shift in workings practices. The recent introduction of full PPE being worn on site and the mechanical installation process are just some of the improvements made.

It should also be noted how effective Riney's are at minimising utility strikes within the city considering the number of stats in every street. The record for utility strikes is very low which is something to be proud of, from both sides of the contract. It should also be noted that near misses are actively recorded but again we have very few, which in turn restricts the number of minor and major incidents.

Report	Number
Major	0
Minor – lost time	0
Minor – Member of the public (MoP)	5
Near Miss / Unsafe Act / Unsafe Condition	12
Environmental Incident	0
Environmental Near Miss	0

In terms of CDM, the Principal Designer role was brought in house. This was a good step and allowed for the quality of the Pre- construction information (PCI) Pack to be significantly improved therefore allowing for Riney's Construction Phase Plan (CPP) to also improve. This information in conjunction with the design packs provided, ensures we provide high quality information to the right people at the right time.

A project and CDM Tracker were also created out of the above changes, which allows us to not only track projects in more detail but also ensures all elements of CDM have been adhered to before a project can start on site. This tracker now forms the foundation to the Team Leader meeting where we discuss the progress of highway projects. Appendix B shows the current project and CDM tracker.

In addition, Riney's have continued to support our needs in terms of seeking Asbestos surveys for the pipe subways, whilst also contracting and managing Fountaineers to manage the Legionella process for the irrigation systems and fountains upon the highway. This has helped highways to ensure that we were in line with the corporate policies for both areas.

14. Sustainability Data Support

Although there has been a compliance with Schedule 7 certain standards has dropped lately. However, with the return of Caroline Cawley key data sets are now being captured again, and we can start to introduce innovation through evidence-based data.

15. KPI's

Overall, JBR have performed to a high level and have passed this years' KPI's. Please refer to Appendix 2. There was a couple of failures within the contractual year, but these were resolved via a lesson's learnt process each time.

16. Innovation and Publicity Opportunities

We have introduced a new Innovation Tracker that will allow us to drive new concepts through the contract. Below demonstrates some of the ideas we have implanted and/or looking to implement.

Over the last year, publicity opportunities have certainly increased with Riney's grab lorry appearing at St. Patrick's Day and the forthcoming Lord Mayor's Show.



Riney's Low Entry High Vision Grab lorries.

In addition to the above, the city has taken the opportunity to work with Riney's in improving their image on street. It was therefore agreed by both parties to be more outward looking, by improving our communication and site appearance to the wider audience (public). Riney's should be leading by example on this matter demonstrating to the utility companies and others best practice within the square mile. This has been achieved by investing in new barrier and messaging ideas.



We have introduced the mixed fencing to help manage our larger sites. This seems to effectively stop the fencing blowing over and helps to site to look more professional. We do of course still have heras fencing sites as we roll this concept out, but we have found a solution that involves weighting the feet down to stop these blowing over as well. These can be seen below;



The City is also working with Rineys to ensure their gangs use handheld devices to meet the requirements of Street Manager. These devices will ensure quick data capture which will in turn allow for better data analysis, whilst promoting a paperless operation.

After much chasing from the City, Riney's will introduce a Linked In and facebook page. This will provide us with the opportunity to promote our schemes in conjunction with Riney's across social media in a positive light. Members and stakeholders can be added and included with the positive messaging.

We have also undertaken a material review where Riney's have agreed to resurface a street using a new recycled rubber product from Tarmac. The City will be one of the first to use this new product. The City has also undertaken a material review that has allowed us to review the paving materials we use. This will result in some on street trails next year to allow us to provide future resilience for future years. We are one of the first to take this approach and welcome the opportunity with Riney's.

17. Summary

During year seven of the contract, both the City and JBR have yet again improved the contract in terms of new personnel and processes that help to deliver a more efficient and effective contract, whilst taking the opportunity to make changes as we progress through the contract extension.

The very good performance of JBR can be clearly seen within the KPI's for the year although improvements can be made in order to further improve the performance of the contract. This has resulted in a couple of failures this year, but these have been addressed and the performance overall has again improved.

One of the main reasons for the continual high performance by JBR, is the personnel that works on the contract but more importantly we keep the best gangs here within the city which ensures the quality of the work remains but the culture is also positive and consistent, which tied together with the use of the best materials for aesthetics and durability purposes, makes the perfect match. It is also evident that JBR employees are very proud to work upon this contract and this ethos runs through the team, which is great to see from the client's side.

On reflection, year seven has been another strong year and the amount of work delivered this year is evidence of this success. Full praise to JBR and City of London highway staff should be given to acknowledge the hard work from both sides. I just hope that the forthcoming year proves to be as successful, if not better especially with the volume of schemes that need to be implemented over the next 12 months. It's going to be a very busy year!!

Riney's Diversity Information

<u>Age profile 2019</u>	<u>Under 20</u>	<u>20-34</u>	<u>34-49</u>	<u>50-64</u>	<u>65+</u>	<u>Total</u>
<u>Number</u>	<u>19</u>	<u>68</u>	<u>91</u>	<u>82</u>	<u>14</u>	<u>274</u>
<u>Percentage</u>	<u>6.9</u>	<u>24.8</u>	<u>33.2</u>	<u>29.9</u>	<u>5.2</u>	<u>100</u>

<u>Disability Gender Status 2019</u>	<u>Total</u>	<u>Managers</u>	<u>39</u>	<u>Non Managers</u>	<u>235</u>
		<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
<u>No. of Employees</u>	<u>274</u>	<u>34</u>	<u>5</u>	<u>224</u>	<u>11</u>
<u>No. of Disabled Employees</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>

<u>Employee Religion Profile 2019</u>						
<u>Christian</u>	<u>Muslim</u>	<u>Hindu</u>	<u>Sikh</u>	<u>Other</u>	<u>Not Stated</u>	<u>No Religion</u>
<u>42 %</u>	<u>18%</u>	<u>3%</u>	<u>1%</u>	<u>1%</u>	<u>23%</u>	<u>12%</u>

<u>Ethnicity Data 2019</u>		2019	
		%	No.
White	British	41.6	114
	Irish	15.3	42
	Other White Background	12.8	35
Mixed	White & Black Carribean	1.8	5
	White & Black African	1.1	3
	White & Asian	1.5	4
Asian Or Asian British	Indian	2.9	8
	Pakistani	0	0
	Bangladeshi	5.5	15
	Other	0.7	2
Black or Black British	Caribbean	4.4	12
	African	1.8	5
	Other Black Background	5.5	15
Chinese or other Ethnic Group	Chinese	0	0
	Other Ethnic Group	5.1	14
		100	274

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