



RINEY

2019/20

City of London / JB Riney – Annual Contract Board Report

Giles Radford and Steve Martin
City of London & JB Riney
2019/20

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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 another successful year, it is clear the partnering ethos of the contract has become an integral part of its success. The contract has been praised by our internal procurement team and continues to be seen as one of the leading contracts within the City of London.

Over the last year the number of projects and maintenance works being delivered by JBR has somewhat dipped with the impact of Covid. However, other than shutting down for two weeks in the first lockdown, Riney's in conjunction with the highways teams (design and maintenance) have continued to work at full pace in delivering mandatory maintenance works, in addition to critical capital projects such as Bank. However, even with this forward thinking approach and a determination to keep things going the spend with Riney's for this year has been £9,911,825.59, which is a significant reduction from the contractual high spend last year, which was £16,781,675.88, but this was to be expected given the circumstances that we have all experienced.

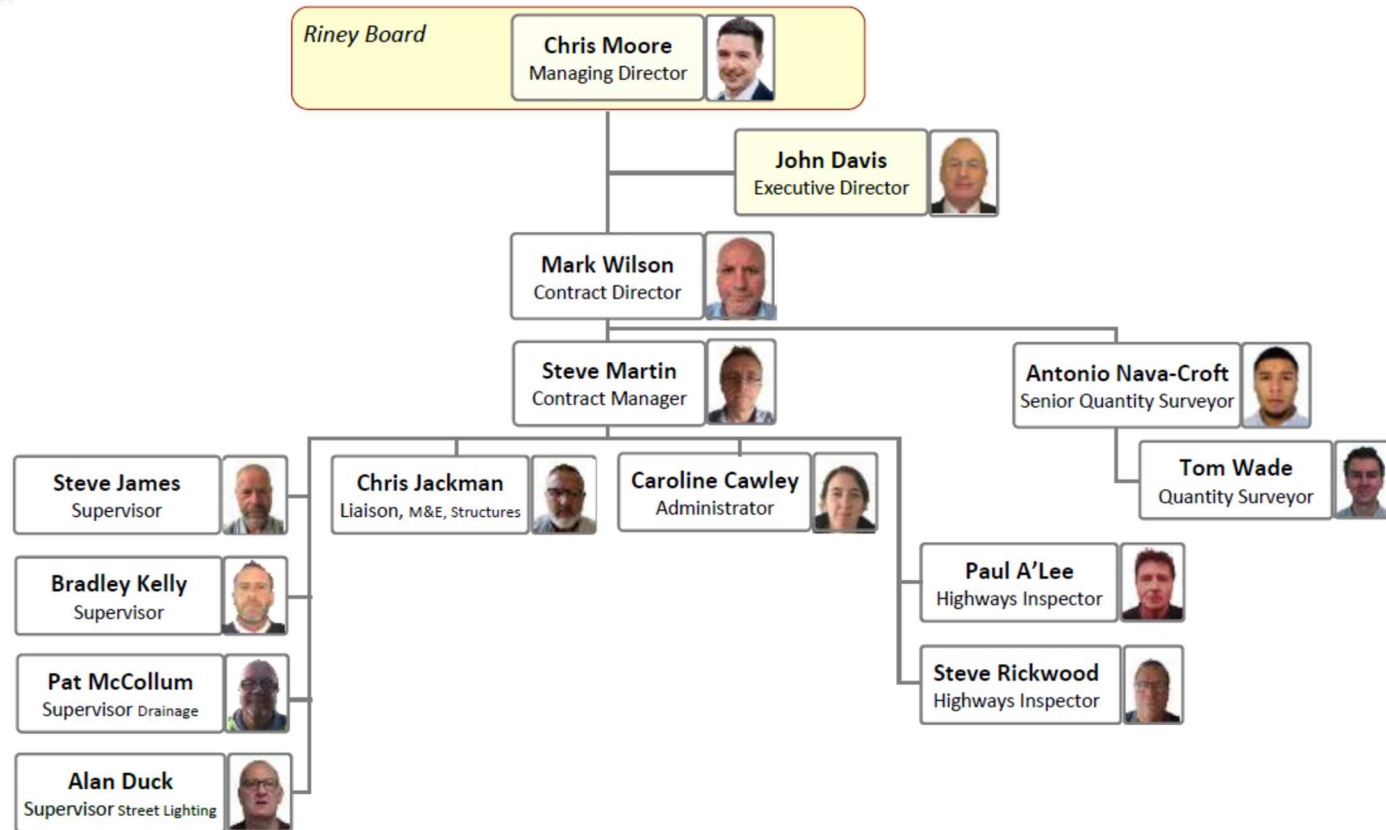
The work delivered by JBR has during very difficult times continued to be of the highest quality and projects continue to be delivered in an efficient and effective manner through early contractual involvement (ECI) and a partnering ethos.

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. Riney's People and Structure



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



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

3. Top 5 Successes

COVID Response

With the original lockdown coming into force on the 23rd March 2020 the City and the Country was entering into difficult times. This brought significant change in a very short amount of time, which involved a lot of hard work by City of London (round the clock working) and their associated contractors. It was pivotal to determine what was mandatory works and put measures into place (revised risk assessments and method statements) to allow these to progress, whilst also determining how we manage the non-mandatory works without costing the corporation additional monies, due to abortive works.

The Highways team managed this process well with clear and concise instructions. Street inspections and highway maintenance works under legislation were deemed mandatory works and continued under strict new rules. All projects were stopped and halted whilst we created a matrix of importance and likelihood of return. This process lasted for about two weeks whilst we waited for government guidance and clarity over the construction sector. Within three weeks planned maintenance and security works had commenced and from this point onwards projects were phased back in, using revised risk assessments and method statements.

City of London maintenance and design teams have worked tirelessly alongside our term contractor JB Riney, who have been excellent during the process to ensure the City carried on, even during these very difficult times.

Not only was the above a great success but corporately this process merged into the transport response, which allowed us to make significant change on street, to create more cycling and walking spaces within the City. Working with City Transportation, the highway team and Riney's was able to respond quickly to these requests. The transition from temporary measures, to temporary plus has been seamless in terms of its roll out, and we now look forward to the permanent phase.



Threadneedle Street – Temp +



Mandatory Works during the pandemic

Bank (Capital Programme)

Works on the Bank on Safety scheme commenced soon after the Lord Mayor's Show in 2019. The project has provided 600m² of additional footway around the junction, as well as enhanced security with the introduction of bollards to protect the footways around the junction. This has provided a safer and more comfortable pedestrian experience, with the additional space becoming more practical in the current climate.

The work required close collaboration with our colleagues in TfL signals, with a total of 28 signal poles that had to be relocated or removed. A task made all the more challenging given the limited cover available above the Bank underground station structure. The project was completed in September 2020 and it is anticipated that the success of this scheme will be built on with the more ambitious All Change at Bank project currently due to commence in late 2021.



Bank junction with Princes St - Before



Bank Junction with Princes St - After



Bank Junction facing towards Mansion House
- Before



Bank Junction facing towards Mansion House
- After



Footway extension outside Mansion House

Riney's along with highway design team have been critical in the efficient implementation of this project in a timely manner, which is a massive achievement given the restraints of this location.

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.

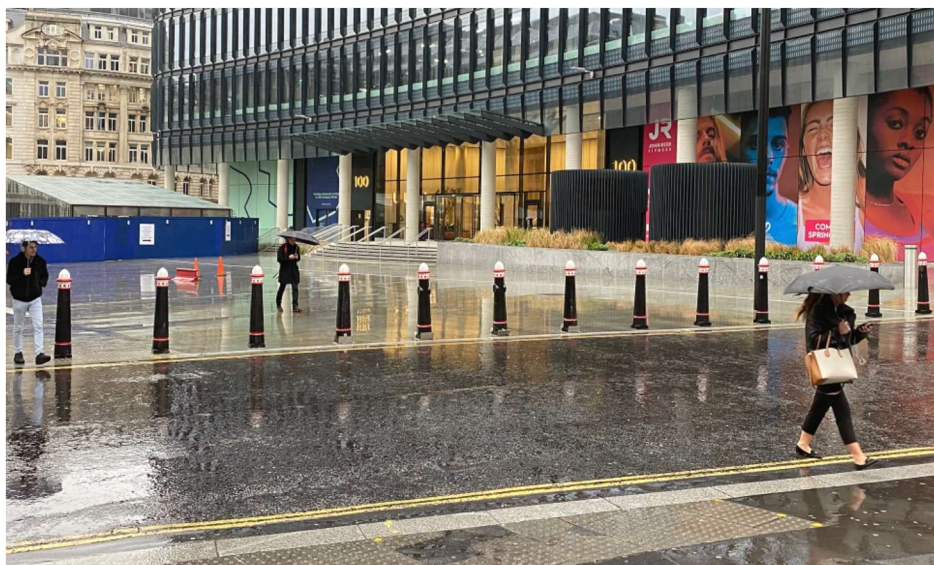
We are now working with Urban Control and other sensor providers in delivering more sensors on street to provide real time data, which will allow us to roll out more Smart City objectives. Our primary focus will be on air quality and traffic sensors.



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.

All works at Farringdon East, Liverpool Street (below) and Moorfields are now nearing completion. However, it would appear Crossrail could be two years away from opening, but at least our work is complete.



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, working in conjunction with the City of London's internal highways design team.

4. Projects

2019/20 was busy year in terms of delivering projects even with all the outside influences such as Covid providing national restraints. It has also been 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 future projects.

Highly political schemes such as Goldman Sachs, Bank, Transport Response and the security Programme.

Other projects such as Bart's, 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:



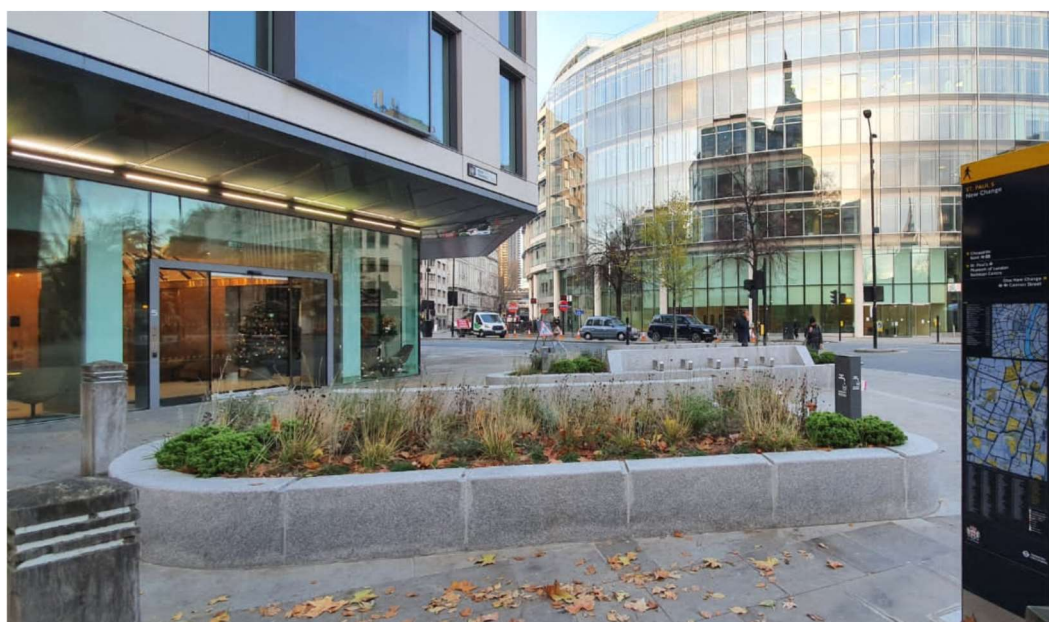
Bart's Square – Public Space



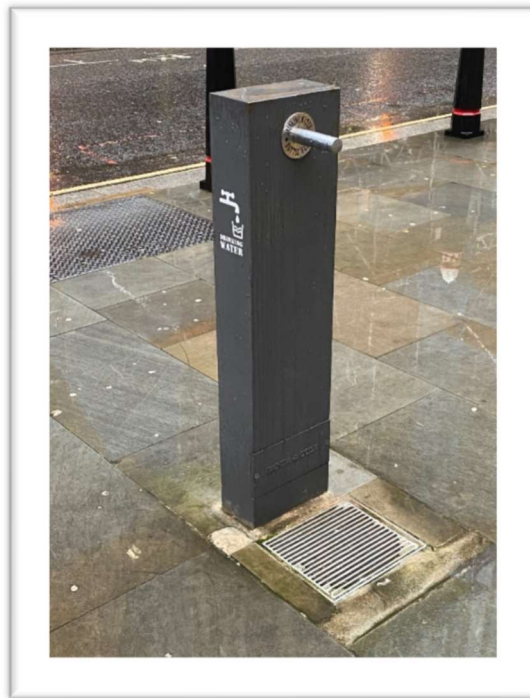
Leadenhall Market – East and West Entry points



22 Bishopsgate (Great St. Helens)

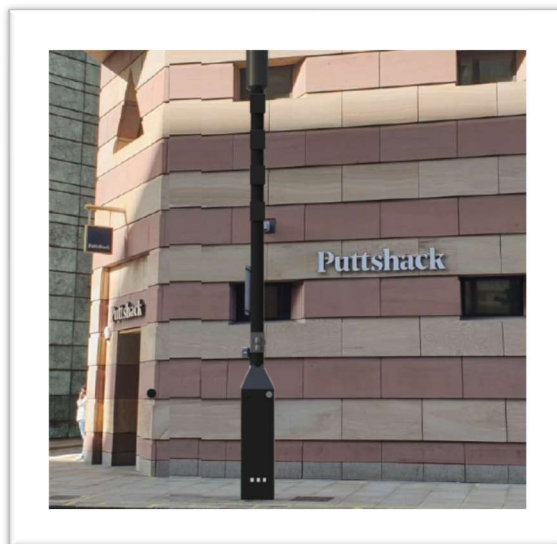


Greening Cheapside



Water Refill Points

Transport Response – Temp + (picture by Jordan Griffin brown)



Freshwave – gigabit City programme – Rney's installing and connecting key infrastructure

Other Projects that have started and progressing:	
Transport Response (semi-permanent and permanent works)	Beech Street (Silk Street amendments and infrastructure)
2-6 Cannon Street	Middlesex Street – petticoat market
Cycle Quietway's	Further security projects throughout the square Mile
20 Farringdon Street	22 Bishopsgate
60 London Wall	150 Bishopsgate (Heron Plaza)
Mark Lane / Fenchurch St station	Cycleway Improvements - Queen St and others
Puddle Dock Improvements	3 x S278's for sites along Moorgate
100 Minories	Queenhithe Globe View

A key factor in delivering these factors for JBR has been Steve Martin and his supervisors Steve James and Bradley Kelly, who continue to effectively manage the client and the designer's needs, which in turn manages the contract effectively. The addition of Antonio and Tom Wade also helps to manage the costs of our works more effectively.

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.

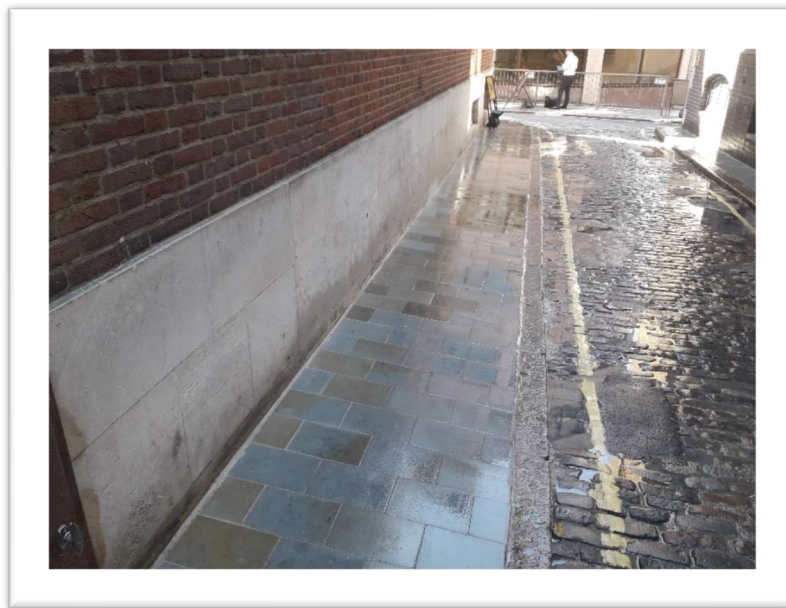
7. Carriageway and Footway Resurfacing

The footway planned maintenance programme has been of the highest quality this year, where the external parameters such as weather and traffic pressures allow it to be. However, the resurfacing element has experienced some problems with the supply of materials to our works, and some question being asked over the supervision of the works on site. This was however addressed at the time and the supply of materials has vastly improved, helped by the sue of a new app (real time data – better comms) and the supervision of carriageway works has improved. Nevertheless, the personnel within the contract continue to work well with CoL officers and we shall always continue to push for a high standard of finish. The following photos show PRN carriageway works undertaken over the last year:



Aldersgate Street (The A1 - boundary with Islington)

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.



Temple Lane

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, in addition to the transport response. They have been excellent when called upon.

9. M&E Projects and Maintenance

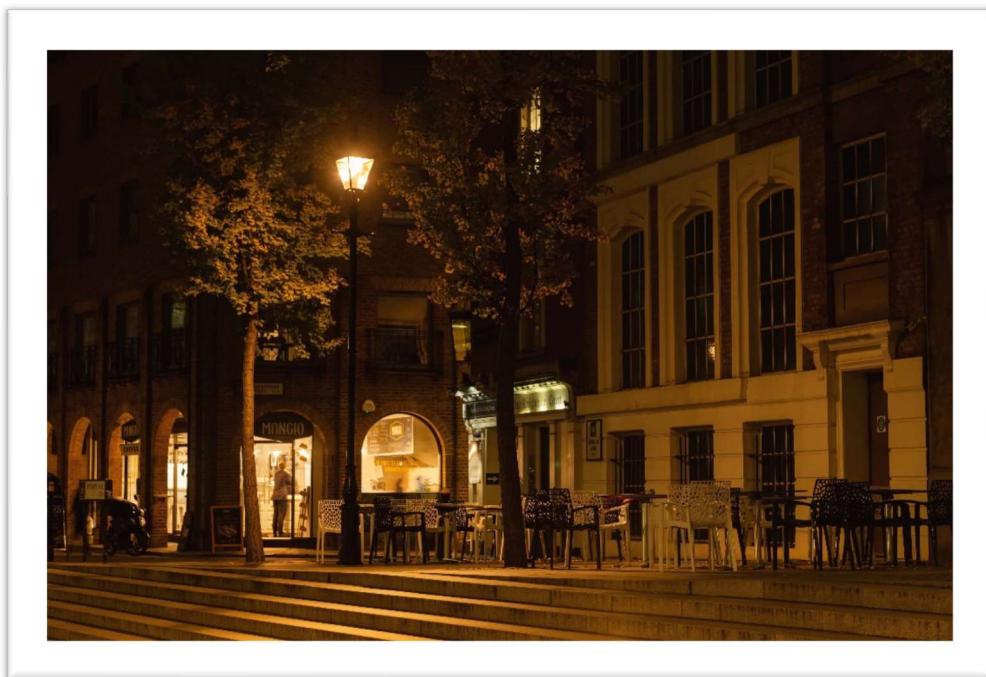
The M&E team continue to effectively deliver the maintenance regime for Street lighting, which involves night scouting and maintenance repairs/replacements as and when required. A good partnering relationship is clear for all to see and the work is being delivered to a sufficient standard.

The 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. Fountaineers changing to Aquaneo has been flawless, if anything the service has improved.

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 in line with the lighting strategy, whilst showing a picture of the festive lighting that we install every year with the team.



Sermon Lane – Heritage Lantern 2700K



Sermon Lane – Heritage columns, illuminated handrail and CoL wall fittings



St.Paul's xmas Tree



Bucklesbury (Court and Bloomberg)

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 for us and Thames Water within the City.



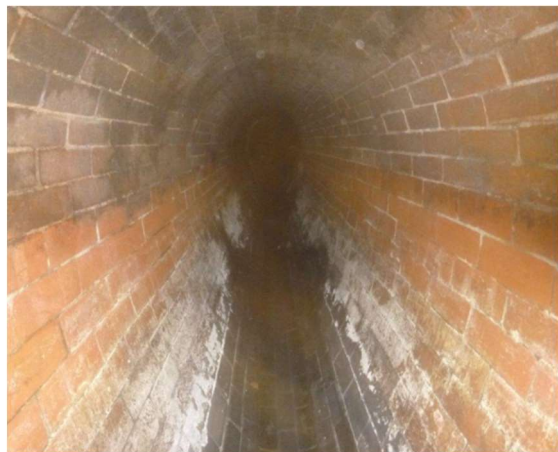
Devonshire Row Sewer – Repairing a collapsed connection



Devonshire Row Sewer



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. Jonathan Cooper and the surveyor's team are now very happy with the finished schemes being produced. The below shows the resurfaced car park at Epping Forest.



Epping Forest Visitor Car Park

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 up until February 2020 provided support to the events team as and when required, but since then Covid has had a drastic effect on this sector of works.

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 working practices. The recent introduction of full PPE being worn on site and the mechanical installation process are just some of the improvements made. Riney's ability to pass their H&S KPI's on a continual basis is also evidence of best practice.

Riney's are very effective at minimising utility strikes within the city considering the number of streets 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 to ensure we capture concerns raised on site, whilst being able to share this information so we can learn from the experience. The following table shows that incidents involving a member of the public have reduced which is great news. However, the number of near misses has increased but we believe that this is due to a change in culture, which actively admits to mistakes so we can learn from them. This open and honest approach will result in a more successful outcomes as we move forward. It also helps to avoid minor (lost time) and major incidents from occurring by the art of learning from each other.

Report	2018-19	2019-20
Major	0	0
Minor – lost time	0	0
Minor – Member of the public (MoP)	5	3
Near Miss / Unsafe Act / Unsafe Condition	12	18
Environmental Incident	0	0
Environmental Near Miss	0	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.

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.

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 has also undertaken a material review that has allowed us to review the paving materials we use, whilst also reviewing the processes for managing waste within the contract such as using 'lift and relay'. This will result

in some on street trails next year to allow us to provide 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 eight of the contract, both the City and JBR have yet again improved the contract in terms of streamlining 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 eight has been another strong but challenging year, and the amount of work delivered this year through difficult times 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 contractual year proves to be as successful, given the challenging times we now find ourselves in.