



# Annual Impact Report

CJ Founds Associates  
2024/2025

[www.cjfoundsassociates.co.uk](http://www.cjfoundsassociates.co.uk)



**CJFOUND**  
associates

# Contents



3	Executive Summary	
4	Our Values	
5	Director’s Message	
6	The Year in Review	
8	Our Team	
9	Net Zero and Sustainability	
11	Driving Continuous Improvement	
12	Highways & Transportation	
17	Planning & Placemaking	
20	Digital Infrastructure	

# Executive Summary



2024 was a year of growth, impact, and innovation for CJ Finds Associates. Across Highways & Transportation, Digital Infrastructure, and Planning & Placemaking, we've strengthened our position as trusted advisors, delivering real, measurable change.

At the heart of our work is an unwavering commitment to Planet, People, and Prosperity—ensuring our projects drive long-term value for communities, businesses, and the environment.



# Our Values



At CJ Finds Associates, our values shape everything we do—excellence in our delivery, visionary thinking that looks beyond the brief, and a deep sense of ownership in every project. These principles guide our work with local authorities and partners to create lasting, meaningful impact.

## Excellence

We are known for the quality in all we do – that means we act with uncompromising integrity and behave ethically at all times. We do what we say we will, building trust, ensuring the highest pillars of quality and approval are hit with every project.

## Visionary

We respond creatively and decisively and we're not afraid to approach challenges differently or ask big questions. We will move into uncharted territory for the right outcome.

## Ownership

We own the outcomes and consequences of our actions, we constantly seek improvement and take the initiative to deliver high quality outcomes for our customers and each other. We have individual accountability and are trusting in the ownership of others within our team.





# Director's Message

---



## **Chris Founds** **Managing Director and Founder**

As I reflect on the past year, I feel an enormous sense of pride in how CJ Founds Associates has evolved and grown—not only in size but in depth, expertise, and impact.

We've taken deliberate steps to sharpen our specialisms, ensuring we remain a trusted partner to local authorities and organisations seeking forward-thinking advice on digital infrastructure, highways, and placemaking.

This year also marked a significant milestone as we bid a fond farewell to David Janusz, who retired after many years of outstanding service. David's technical expertise, combined with his patience and generosity in coaching and mentoring junior colleagues, leaves a lasting legacy.

Our Annual Impact Review offers a snapshot of the work we've delivered across diverse client projects, meaningful social value contributions, our growing environmental commitments, and the personal development of our team. It's a reminder that the work we do is about more than just delivering projects; it's about making a positive, lasting difference to communities, places, and people.

Thank you to our clients, partners, and team for another outstanding year. Here's to continuing that momentum into the year ahead.

# The year in review

## JANUARY

- Gained BLOOM accreditation
- Commenced the GM 5GIR Programme

## MARCH

- Presented at DSIT 5G Innovations Regions dissemination event alongside colleagues from GMCA
- Worked with St Helens Council supporting the development of its flagship digital infrastructure project
- Gained Cyber Essentials Certification

## APRIL

- Attended Connected North moderating discussions & joining industry panels
- Hosted our Local Authority Digital Fringe breakfast

## MAY

- Attended Traffex building wider highways awareness
- Joined CCS Construction Professional Services Framework
- Gained Constellia Accreditation
- Accredited on the Crown Commercial Services framework (RM6261)
- Upgraded IT platform moving to a managed system, gaining new apps, opening our capabilities for clients and offering more assurance to our clients of the security of our platforms.

## JUNE

- IPEC Digital Connectivity Webinar
- Launched Carbon Reduction Plan
- Company Together Day focussing on Mental Health Wellbeing session with MIND followed by a fun team sports teambuilding

## JULY

- Became OS Licensed Partner opening up our GIS offering and capabilities

## AUGUST

- Reaccredited with the Fair Employment Charter

## SEPTEMBER

- Attended Connected Britain, moderating panels on the Local Authority Stage and joining wider panel discussions
- Living Wage Employer Certification renewed for the 2nd year, cementing our commitment to our employees for fair wages

## OCTOBER

- Became a corporate member of LCRIG
- Attended and presented at Highways UK

## NOVEMBER

- Launched GIS proposition to enhance Client solutions

## JANUARY

- Tech UK North West Telecoms Showcase
- UKTIN & DSIT dissemination event on 5G Innovation Advance Wireless Programme at Royal College of Physicians

## FEBRUARY

- Office opening at 13 Connect at the Cross, Neston
- New website launch

CJFA Today





# Our Team



Our team brings together a blend of strategic thinkers, technical specialists, and place-focused practitioners. United by shared values and a commitment to public good, we work collaboratively to deliver innovative, high-quality service with real-world results.



**Chris Founds**  
Managing Director



**Nathan Spilsted**  
Place & Planning Lead



**Sarah Founds**  
Technical Director



**Hannah Cheyne**  
Business Manager &  
PMO Lead



**Ryan Smith**  
Highways Delivery Lead



**Hayley O'Brien**  
Project Manager



**Trevor Challen**  
NEC Contract Supervisor



**Oliver Founds**  
Research Technician



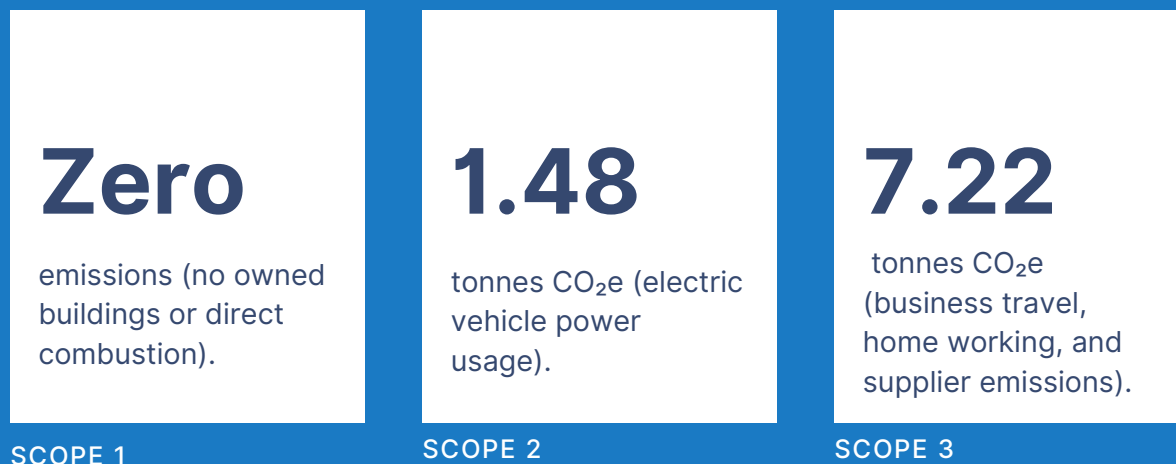
**Alana Gaughan**  
GIS & Data Lead

# Leading the Charge Towards Net Zero



As a business, sustainability is more than a commitment—it's embedded in everything we do. As part of our Planet, People, and Prosperity approach, we are driving meaningful action on carbon reduction, sustainable transport, and responsible business practices, ensuring we help create a greener future while delivering impactful infrastructure and digital transformation projects.

## Carbon Reduction Plan: Real Action, Real Impact



 **Total emissions: 8.7 tonnes CO<sub>2</sub>e.**

Our Carbon Reduction Plan (CRP) is fully aligned with the UK's Net Zero by 2050 goals, ensuring that our operations contribute to long-term sustainability while meeting the evolving environmental standards of our public sector and private sector partners. presence into a powerful marketing tool.

With innovative strategies and engaging content, we help brands connect with their audience and achieve their goals.





# Clear Targets for a Sustainable Future



We track, report, and refine our carbon reduction strategy annually to ensure continued progress.

## Sustainable Initiatives we're undertaking that are driving change:

 **Electric Vehicle Fleet** – All highways supervision services in West Sussex and beyond are delivered using EVs, reducing Scope 2 emissions.

 **Remote & Hybrid Working** – We prioritise virtual collaboration and green travel policies to cut unnecessary travel-related emissions.

 **Eco-Friendly Procurement** – We work with sustainable suppliers, prioritising partners that share our commitment to reducing carbon footprints.

 **Green Transport Strategies** – Encouraging public transport use, car-sharing schemes, and eco-driving courses.

Sustainability is no longer a choice—it's a necessity. Our role in digital infrastructure, highways, and placemaking allows us to embed low-carbon strategies into the very fabric of the projects we deliver. By aligning our work with the UK's Net Zero goals, CJ Funds is not just adapting to the future—we're helping to build it.



We travelled 20,563 electric car miles equating to 4.5 tonnes of CO2. This made a saving of 4.7 tonnes Vs a non electric vehicle

By switching our travel policy to travel by train rather than car, we reduced our car mileage by 73% compared to the previous year.

# Driving Continuous Improvement

## Investing in Excellence



Our success is built on the expertise, dedication, and continuous development of our team. We believe in setting the highest industry standards, fostering a culture of learning and professional growth, and equipping our people with the skills to drive real impact.

Through ongoing CPD, specialist qualifications, and industry accreditations, we ensure that our team remains at the forefront of innovation, ready to tackle complex challenges and deliver exceptional results for our clients.

 **Hayley O'Brien achieved APM Project Management Qualification, enhancing expertise in project lifecycles, stakeholder management, and governance.**



Our new office and co-working space in Neston creates space for collaboration, learning, and growth—supporting team development in a vibrant setting.

In addition we were delighted to be reaccredited, and achieve the following accreditations:



**By maintaining high industry standards and investing in professional development, we continue to drive innovation, excellence, and impact.**

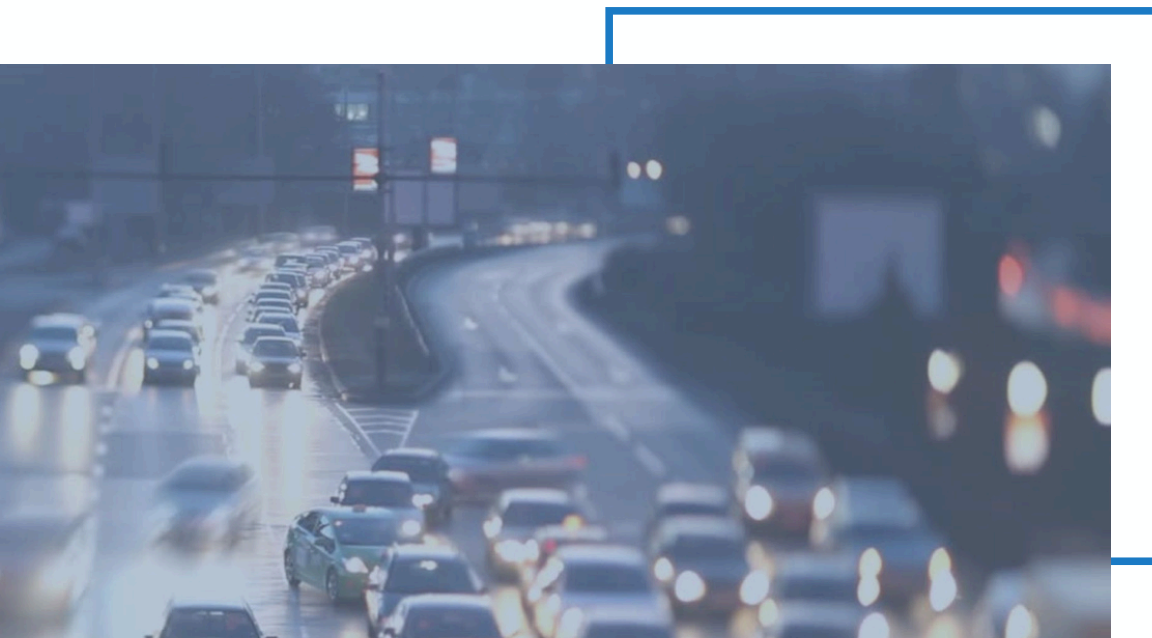
# Highways & Transportation



# Shaping the Future of Highways Through Expertise & Collaboration



CJ Found's continues to play a leading role in advancing the UK's highways sector, offering specialist advisory services that drive efficiency, sustainability, and safety. Our involvement in Highways UK saw us lead key discussions on procurement, network resilience, and Net Zero strategies, shaping industry dialogue on the future of highways management. Alongside this, our work with local authorities across the UK has strengthened infrastructure strategies, procurement frameworks, and contract management processes.





# Spotlight: Highways & Transportation



## Enhancing Highways Management

In partnership with Wokingham Borough Council, we worked closely with the Contract Manager and Senior Leadership Team to extend their highways management programme.



**WOKINGHAM**  
**BOROUGH COUNCIL**

- ✓ Optimising procurement strategies, aligning them with Wokingham's long-term objectives.
- ✓ Improving operational efficiencies within the council's highways maintenance programme.
- ✓ Driving value-for-money solutions, ensuring public funds deliver maximum impact.

This collaboration highlights our ability to bring innovation to local authority partnerships while driving practical, sustainable improvements.



**FACT:** we facilitated award-winning transformation and cultural improvement for the Council's highway service



# Spotlight: Highways & Transportation



## Improving Highways

We played a central role in guiding the procurement of West Sussex's new Highway Maintenance Contract, ensuring the process was strategically aligned with long-term infrastructure goals. Awarded to Volker Highways & FM Conway, the contract supports:

- ✓ Better-maintained road networks, improving public safety.
- ✓ Sustainable infrastructure, with a strong focus on Net Zero targets.

Through the West Sussex Client Services Framework, CJ Founds Associates led PMO transformation and delivered improvements in flood alleviation and drainage, alongside NEC4 Site Supervision services across highways, structural patching, and drainage projects. Our use of electric vehicles for site supervision highlights our commitment to reducing carbon emissions while maintaining high standards of delivery.

**FACT:** we have supported with site supervision on over 60 Projects



**FACT:** we enabled smarter, data driven planning and decision making

# Spotlight: Highways & Transportation



## Resolving Complex Procurement Challenges



The Royal Borough  
**Windsor &  
Maidenhead**

Supporting RBWM in procuring its new Highways Term Maintenance and Professional Services Contract, we provided a strategic, risk-managed approach when changes were made to one of the procurement lots.

CJFA ensured procurement continuity, reinforcing our reputation as a trusted partner in complex infrastructure procurement, providing:

- ✓ Rapid problem-solving to mitigate delays and maintain compliance.
- ✓ Development of a robust suite of contracts and specifications.
- ✓ Expert navigation of public sector procurement challenges.



**FACT:** expert NEC-4 and contract insight

# Planning & Placemaking



# Planning and Placemaking through understanding and strategic vision



We understand that great places don't happen by chance—they are shaped by strategic vision, technical expertise, and collaborative planning. Our work in placemaking and planning supports local authorities and organisations in developing sustainable, future-ready communities, ensuring that infrastructure, housing, and economic development align with long-term goals.

From Local Plan reviews to site allocations and evidence-based policy guidance, we provide critical expertise that drives well-planned, economically resilient, and connected places.

Our work in placemaking and planning is rooted in a deep understanding of place-based policy, infrastructure needs, and community engagement. Whether supporting local authorities, developers, or national bodies, we help bridge the gap between policy, delivery, and long-term impact—ensuring that places are not only well-planned but also resilient, connected, and sustainable.





# Spotlight: Planning & Placemaking



## Supporting a critical local plan review

CJ Finds provided specialist advisory support to the South Downs National Park Authority, guiding them through a compressed and complex Local Plan review process. With a Regulation 18 consultation deadline looming and committee sign-off required, the Authority needed expert input and support to manage site allocations, evidence gathering, and strategic planning. Our role included:

- ✓ Technical expertise – Delivering robust site allocations, land availability assessments (LAA), and key evidence documents.
- ✓ Collaborative partnership – Working closely with the Authority to align strategic planning objectives with local development priorities.
- ✓ Deadline-driven project management – Extending our engagement from six to eight months to ensure all required evidence was submitted on time and to the highest standard.



## Delivering Impact & Strategic Planning Excellence

As a result of our involvement, the South Downs National Park Authority:

- ✦ Successfully published all supporting evidence within the required timeline.
- ✦ Gained committee approval for key planning documentation, keeping the Local Plan process on track.
- ✦ Extended our engagement, reflecting the value of our expert guidance and flexible approach.

By embedding technical rigour, strategic oversight, and collaborative working, CJ Finds ensured that the South Downs Local Plan process remained on schedule, robust, and aligned with long-term sustainability goals.





# Digital Infrastructure



# Shaping the UK's Digital Future Through Leadership & Collaboration



CJ Finds is at the forefront of digital infrastructure transformation, playing a leading role in major 5G, fibre, and smart places projects for a number of local authorities across the UK.



In 2024, we were actively involved with Connected North and Connected Britain, hosting the Local Authority stage, moderating panel debates, and working closely with DSIT, UKTIN, and TechUK—helping shape the national conversation on digital infrastructure and connectivity.



# Spotlight: Digital & Infrastructure



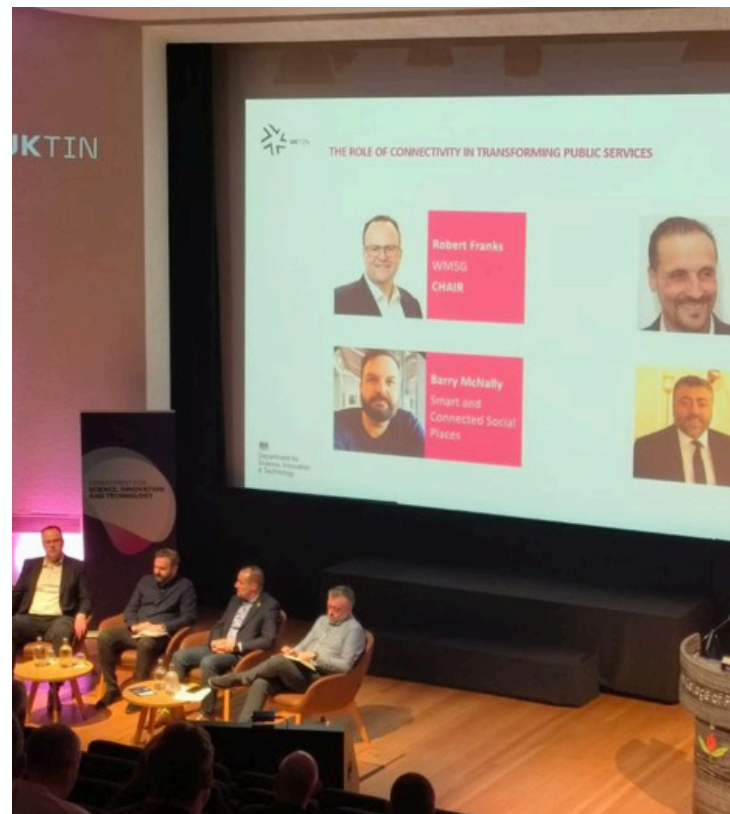
## Advancing 5G adoption in Greater Manchester



CJ Found's led the Greater Manchester 5G Innovation Region (5GIR) programme, which saw £36M of funding aimed at accelerating 5G adoption across key sectors.

Contributing expert insight and facilitating collaboration among stakeholders, we supported Greater Manchester's Smart Decarbonisation Network – a project that uses 5G technology to integrate smart energy networks, optimise traffic flow, and reduce carbon emissions through a citizen-centric approach.

We ensured that advanced wireless solutions aligned with the region's strategic energy and transport goals by deploying them to improve air source heat pump connectivity and pilot digital road network environments.



**FACT:** By enabling hundreds of Air Source Heat Pumps with 5G connectivity there is potential to save residents up to £500 on their energy bills

# Spotlight: Digital & Infrastructure



## Delivering Full-Fibre Connectivity for the St Helens Town Centre Plan

A key pillar of St Helens' Town Centre Plan is the rollout of full-fibre connectivity, unlocking new opportunities for businesses, public services, and local economic growth. CJ Founds led the end-to-end procurement process, helping the authority:

- ✓ Define the project's technical and commercial requirements, ensuring alignment with future-proofed connectivity needs.
- ✓ Identify and evaluate potential suppliers, leading to the selection of a preferred provider that met cost, quality, and long-term infrastructure goals.
- ✓ Support contract negotiations and delivery planning, ensuring a smooth rollout and maximum public benefit.



St.Helens Council

**FACT:** We will deliver over 12km of new fibre network connecting to over 1500 premises



The deployment of ultrafast fibre is a transformative step in enhancing St Helens' digital infrastructure, supporting local businesses, driving investment, and ensuring long-term economic resilience. By combining strategic leadership with procurement expertise, CJ Founds has played a central role in delivering a connected, future ready St Helens.





# Spotlight: Digital & Infrastructure



## Leading the St Helens Smart Borough Board Fostering Collaboration & Innovation

CJ Founds has played a pivotal role in leading the St Helens Smart Borough Board, bringing together key stakeholders from digital, housing, social care, and health sectors to ensure a cohesive, cross-sector approach to digital transformation.

Through our leadership, the Board has:

- ✓ Encouraged knowledge-sharing among public sector organisations, private businesses, and community leaders.
- ✓ Created a collaborative framework to integrate digital connectivity, smart technologies, and data-driven decision-making across St Helens.
- ✓ Identified opportunities for digital inclusion, ensuring that advancements in infrastructure benefit residents, businesses, and public services alike.



By embedding collaborative digital governance, CJ Founds has helped position St Helens as a national leader in place-based digital innovation.

Stackable Use Cases against Outcomes

Theme	Connected solutions	Outcomes sought	Strategic Alignment
Sustainability	Air quality, Damp/Mould, smoke alarms, Net zero	Minimum air quality standards, fire prevention	Good Landlords Charter
Facilities Management	Void monitoring, preventative maintenance, energy	Improve efficiency and reduce SHP costs	Social Housing Decarbonisation
Telecare and supported living	Personal alarms, personalised monitoring eg fall prevention, alexa-ification	Reduced costs to NHS & LA through preventative action and personalised support	PSTN switchover
Personal Security	Panic alarms and alerts	Improve tenant safety	Good Landlords Charter
Wellbeing	Connected mental health support, Connected community activities and support	Bringing more workless people with mental and other health challenges into the workforce	Live Well, bringing more people back into the workplace
Digital inclusion	Access to free Wi-Fi for targeted groups	Engagement with public services and improved skills	Good Landlords Charter

SMART BOROUGH BOARD

ST HELENS BOROUGH COUNCIL





# Spotlight: Digital & Infrastructure



## STFC Hartree & 5G Supporting the 5G Ecosystem

CJ Founds Associates played a key role for the STFC Hartree 5G Ecosystem project, working with key stakeholders to help award UKRI funding. As part of the evaluation team, we supported the establishment of a 5G private standalone network, ensuring that SMEs (10–12 initially supported) can fully utilise advanced 5G connectivity for innovation and business growth.

A major milestone is the installation of a new private 5G network at the campus tech hub, where we are directly involved in both strategic advisory and evaluation roles to shape the impact of next-generation connectivity.

This initiative is set to be a flagship project for 2025, driving game-changing innovation from the heart of the City Region.



Science and  
Technology  
Facilities Council

## Hartree Centre



# Spotlight: Digital & Infrastructure



## Transforming the Liverpool City Region



The LCR Connect project is delivering a gigabit-capable full-fibre network, positioning Liverpool City Region as one of the UK's most digitally advanced areas.

Our technical advisory and programme management role helped:

- ✓ Delivery of a 300km full fibre network passing through six local authorities
- ✓ Connect businesses across the City Region
- ✓ Identify £105M in economic impact, projected to reach £1BN.
- ✓ Enhance global event infrastructure, including boosting connectivity for major events such as Eurovision and party conferences.



# Spotlight: Digital & Infrastructure



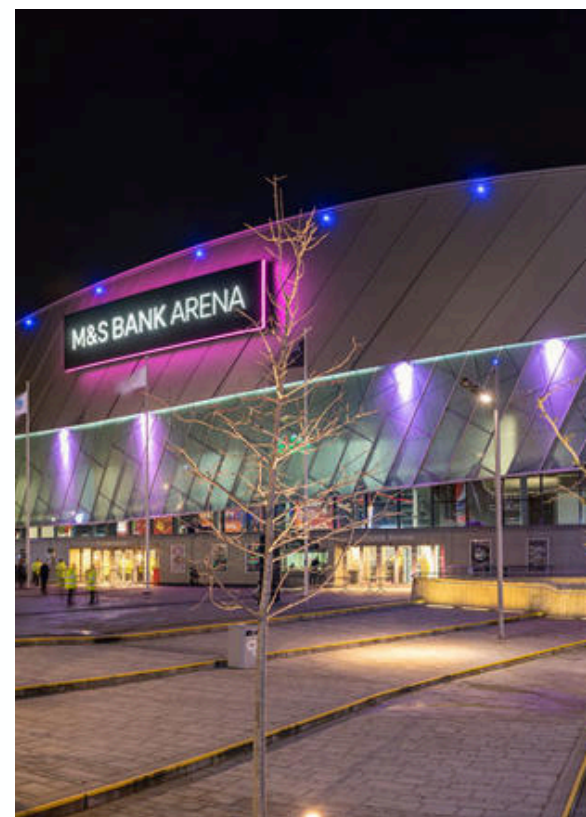
## HDD Open RAN Project Redefining Mobile Network Access

CJ Finds worked with Liverpool City Region Combined Authority and High Demand Density Open RAN initiative team. We supported pioneering new approaches to network deployment, with stakeholder engagement and leading the early sites identification process.

The project has successfully provided Open-RAN technology to a number of major venues across the City Region, to enhance the audience event experience.

Key pilot deployments included:

- 📍 Salt & Tar, Bootle – Deploying an Open RAN private network to improve connectivity at a major entertainment venue.
- 📍 ACC Liverpool – Comic Con Pilot – Using a 5G-powered Telepresence Robot to enable remote participation.
- 📍 M&S Bank Arena – Trialling eSIM technology to cut plastic waste and lower network carbon emissions.



**CJ Founds Associates is ready to drive the next wave  
of innovation, sustainability, and infrastructure  
transformation.**

**Let's shape the future together—contact us today.**

Visit us at: [www.cjfoundsassociates.co.uk](http://www.cjfoundsassociates.co.uk)

Contact us at: [info@cjfoundsassociates.co.uk](mailto:info@cjfoundsassociates.co.uk)

Connect on LinkedIn: [www.linkedin.com/company/cjfoundsassociatesciates](http://www.linkedin.com/company/cjfoundsassociatesciates)

