

Naylor Love

UNDER CONSTRUCTION

Naylor Love News

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Green team in action

Naylor Love has a nationwide environmental 'Green Team'. The Wellington region is keeping the green focus simple by aiming to reduce consumption and 'give back' to the environment.

In one initiative, staff are monitoring fuel consumption. Wellington team: "All the identical Ford Ranger vehicles in the Wellington fleet have a trip computer. This gave us the idea of the 'Ranger Challenge' to see who has achieved the greatest reduction in fuel use each month. A bit of healthy competition is a great way for us to keep fuel consumption at the forefront of everybody's mind, and our winners won't be giving up the trophy without a fight."

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Naylor Love a performance culture

We often refer to the continuing development of a performance culture at Naylor Love. You may ask what is a performance culture? The following includes extracts from an academic study into the building blocks of a performance culture that I believe clarifies that definition.

Culture is the learned assumptions on which people base their daily behaviour, "...the way we do things around here." Culture drives the organisation, its actions and results. It guides how our people think, act and feel. It is the "operating system" of the company, the organisational DNA.

A performance culture is based on discipline. This discipline promotes decisiveness and standards of excellence and ensures direct accountability. Such discipline is a main reason why commitments and expectations are always clear. On the other hand, a lack of resolve and sanctions in a culture usually characterises a culture in which there is little or no accountability. In a performance culture, proactive performance management blocks obstructive behaviours, and supports, reinforces and rewards constructive ones. In such a culture, people are truly engaged in the business of the organisation.

A highly disciplined organisation that has clear accountabilities and demands results may create the impression that it is stifled by hierarchy and rules. In fact, such demands have the opposite effect. When you have clearly articulated strategic intent and core values, along with disciplined people, you don't need hierarchy. When you have disciplined thought, you don't need bureaucracy. When you have disciplined action and strong leadership capability, you don't need excessive controls.

The emphasis on discipline may sound imposing and formal. In reality, it is not. Rather, this discipline recognises that clear boundaries, combined with flexibility within, are truly liberating. In order to make this disciplined performance culture work, organisations must have the following:

- Openness and trust: Candour is encouraged and there is a willingness to speak the unspeakable. An environment of trust reduces defensiveness when issues are raised. People react more honestly, ask questions more frequently, and are more spontaneous with their comments and ideas. The organisation derives greater value from its talent, and employees get to develop their competence and contribute to success.
- Managed differences: Conflicts are addressed and unfulfilled commitments are exposed, the better to learn



Rick Herd
Chief Executive

from and correct. Alternatives and options are looked at without a predetermined outcome. People express real opinions and move beyond the perceived "safe talk." Issues are resolved more effectively.

- Simplicity and focus: There is a razor-sharp focus on implementation, with clarity and precision defining what needs to be accomplished and how. There is a commitment at all levels to remove – not add – complexity from the way of doing business. Being results-driven and having fun are not seen as mutually exclusive, but dependent on one another. Changes occur, as do positive results.
- Playing to people's strengths: Leaders know their people and effectively match talent and task. They understand their people's strengths and how best to elicit them. They and their people focus less on closing gaps and more on learning and building on strengths.

We must work hard to create openness and trust. We must engender respect for, and manage, differences through productive conversations. We must educate management and front line staff on business realities and engage them in the changes. We must clearly articulate what must be accomplished and the resulting value for customers and the business. We must communicate constantly to all about expectations and results and recognised successes.

It is not unusual for organisations to develop a brilliant strategy and then fail to execute it. How many embark on a major change that does not get successfully implemented or takes too long? How many leaders sit at the executive table where good decisions were made, agreement achieved, commitments made, then only to watch, perplexed, as little or nothing happens? How often do we see creative ideas and innovative plans become stymied by bureaucratic process and energy-draining efforts? In most cases the cause is the absence of a performance culture.

A differentiating factor in a performance culture is the implementation; it is seen as a key business discipline and a core element of the culture. Operational decisions should

be linked directly to the strategic intent. Individual and organisational capabilities should be continually assessed for fit. Leaders should ensure accountability with consistent, defined levels of performance expectations. Implementation is often approached as something that is delegated down because it is too detailed for senior business leaders. In successful organisations it is the leaders' most important job. Implementation is a systematic, rigorous process that engages employees in the task of making the business a success.

To summarise, in high performance cultures, effective leaders clearly articulate a strategic framework of mission, vision and values, strategic goals, and the "critical few" measurable priorities. They design and take accountability for managing service-orientated, efficient business processes and structures. Leaders engage their people and work hard to learn their strengths and preferences. They manage their talent well and encourage ongoing learning. They communicate rigorously and often.

If I am not communicating with you enough, please tell me!

Cover story continued

A gift of a native tree, the first of many in the region, has been eagerly accepted by six clients of completed projects. Green Team: "The tree planting ties in nicely with the project's opening ceremony, is an opportunity to thank the client for their patience and cooperation throughout the construction process, and gives back to the environment at the same time."

The Wellington region is constantly looking for meaningful ways to recycle. "At Wellington East Girls' College, which is a demolition site, we have been working with the school to re-use timber from the old building in the school art and carpentry projects."

The Wellington 'Green Team' is also driving for power reduction in the office. "We are happy to report that we have reduced our power consumption since Christmas by 12% through simple initiatives such as reminding everyone to switch off overnight."



Titoki planting at Redwood School, left to right: Mike Daly (leading hand), James Prestney (QS cadet), Audrina Stanley (QS) and Taehee Kim (QS cadet).

Teamwork going Peak to Peak

The leading edge winter multisport race, held annually, links the two ski mountains in Queenstown on the shores of Lake Wakatipu. The race is carried out in five stages – 2km of skiing or snowboarding, 17km of downhill mountain biking, 7km of kayaking, 9km of running and 9km of uphill road biking. The course traverses snow-covered mountains, steep ski field access roads, state highways, rural roads, public reserves, walking tracks and cycling tracks.

This year Naylor Love Central selected a team of eager candidates to participate in the 2015 Queenstown Peak to Peak race - Kirk 'Concussion' Pullar (skiing), Pete 'Road Rash' Long (downhill mountain biking), Gary 'The Ringer' Erving (kayaking), Rob 'Spare Kilograms' Branch (running) and Gary 'The Machine' Erving (again, with the uphill road biking). With nicknames like these, how could they not do well?

The team came fourth in the Business House category, with an overall time of 2:35:12, beaten to bronze medal position by only eight seconds. Spokesperson for the team Kirk Pullar said, "A great day was had by all. We celebrated afterwards with a few beers and look forward to getting a better time next year."

Pictured left are Pete Long (top) and Gary Erving doing the hard yards.





Meet director Steve Reindler

Steve Reindler, a director of Naylor Love since 2013, is from Auckland. He and his wife Lynne and family really enjoy the outdoors in their spare time.

“The waters off Hahei on the Coromandel Peninsula are currently our favourite marine playground. The coast line is simply perfect for sea kayak adventures, and others say there is good fishing somewhere out there, but that bit remains elusive to me!”

Steve and Lynne have a strong background in small yacht racing that includes the Olympic 470 class “which we raced at the Tamaki Yacht Club ‘before kids’. That all seems a long time ago now, but strangely I’m starting to feel a hankering for getting back into it, and the apple of my eye this time is a foiling Moth (so that I can overtake power boats, of course). Now to be honest, my wife Lynne thinks I’m a bit crazy about this, so there is some push back occurring. The oft heard comment seems to be ‘just how many toys can you use...?’”

The Reindler family includes three boys. “Our three sons are a big part of our lives. All three studied engineering (one slipped away to Canterbury for his degree to escape Auckland - the others are Auckland alumni), and we’re lucky to have two of them, Oscar and Joseph

currently living in Auckland. The other, Sam, is an engineer on the London Underground (and yes, he always was mad keen about trains!)”

Steve, too, is an engineer, with a background in large-scale infrastructure and heavy industry manufacturing through executive roles with New Zealand Steel and Auckland International Airport. He became a consultant and director in 2008, and was President of IPENZ (New Zealand Institution of Professional Engineers) in 2011. Before Steve branched out as a consultant engineer, he spent 22 years with New Zealand Steel and BHP Steel Ltd, followed by another eleven years with GM Engineering at Auckland International Airport Ltd.

Lynne and Steve are keen mountain trekkers, getting to the European Alps about once every two years. “To date we’ve done the Mount Blanc and Matterhorn walks, with the latter being seriously hard work, and this year we will be in the Dolomites in northern Italy in September. (It was Austria before one of those border squabbles got out of hand not so long ago.) In between these years we usually get down to the Southern Alps where we’ve done so many of the great walks and other tramps that we’re starting to repeat ourselves. And in a good year we

manage to get some of our sons on the trail with us. The offer of a holiday in Europe seems to do the trick!” The accompanying photograph shows Steve and Lynn on the summit of Te Aroha, looking south-east over the Kaimai Range.

“But I need to add that having travelled extensively, with I think at least one circumnavigation of the world every year for the last thirty years, I am qualified to vouch that we do live in paradise, and that the South Island back country is paradise within a paradise. It’s no wonder immigration to New Zealand is so strong!”

Steve brings a wealth of governance experience to his directorship role. He is also a director of Meridian Energy Ltd, Resolve Group Ltd, Yachting New Zealand, Broome International Airport Group, Chairman of Waste Disposal Services, and is an independent advisor to Transfield Services Ltd. He was previously a director of Stevenson Group Ltd, Port of Napier Ltd and Waste Resources, and an advisory director of Glidepath Ltd.

“Naylor Love now finds itself in an almost unprecedented building boom in New Zealand. These should be the halcyon years for Naylor Love where we make good earnings to help support the business in leaner times.

Unfortunately that part of the story is not happening as much as I would like to see. We really need to be doing better in the current environment, and this will happen when we learn to consistently identify construction risks, and then manage them tightly. For me this is the undoubted priority focus for Naylor Love, right across the company. Please have a quiet moment to reflect on what this means to you personally, and consider what is the contribution you can make to help Naylor Love achieve consistent risk management.”

The other interesting challenge from Steve’s perspective is to keep moving to a more commercial basis for decision-making on the jobs Naylor Love are managing throughout New Zealand. “The company has a built a superb reputation for being a fair, honest and reasonable company to deal with. Without compromising that reputation, there is a need to

demonstrate to clients that Naylor Love must also ensure it is acting commercially, and doing that will, in many circumstances, involve working closely with our clients to explain our side of the proposition and help them understand our decisions.

“The end goal always is that we are creating an enterprise that will be financially sustainable for the long term. This means the company is a secure employer providing interesting careers and challenges for its employees, whilst also rewarding the shareholders for the risks they have taken investing in Naylor Love.”



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Dotterels next door

The endangered New Zealand dotterel/tuturiwhatu is found only in New Zealand. Breeding success is usually low at unmanaged sites where cats, stoats, hedgehogs and rats are the most common predators of eggs and chicks.

One of Auckland's Green Team projects is protecting nesting North Island dotterels (a subspecies of the New Zealand dotterel). Annie Day: "There are only 2000 North Island dotterels left, and some are nesting right on our doorstep. As part of Naylor Love Auckland's Community Challenge we are partnering with the Auckland Council Biosecurity team to help protect the nesting dotterel.

"Naylor Love Auckland has taken over the trap line in Onepoto creek which is set to catch mice, rats and stoats. Onepoto Creek is one of the waterway feeders to the catchment area where the dotterels will be nesting. The more vermin we can catch, the better off the dotterels will be."

Auckland City Council staff showed Naylor Love staff how to set the traps and bait them. "We are using three types of traps. The timber box with a small hole in the front has mouse traps baited with peanut butter inside. The black box has rat poison in it, and the DOC200 (the mother of all traps) is baited with rabbit jerky for stoats."

The traps, spaced about 50 metres apart and marked with two pink ribbons, were checked the first weekend. "The first find was – "WOW we got one!" - a big skinny rat with its head caught in the trap. The trap was cleared, baited again, and we set off for the next trap. The next find I approached the trap from the back, thinking we had caught a little field mouse. I went to pick up the timber box to take the back off and shake it out when a very long tail came over the front followed by a furry backside. I dropped the box and may have screamed - a little. We found three very big rats that day. As this story goes on the rats are getting even bigger!"

By mid-August, the Green Team was half way through the trapping season, it had reduced the predator population by fourteen rats and ten mice, and the dotterels were pairing up and starting to nest.

The Department of Conservation's national recovery plan for the New Zealand dotterel lists the goals required to bring about an increase in the population, and to ensure it is self-sustaining. Predator control, community involvement and research are key components of this plan. Naylor Love Auckland is playing its part in protecting its 'next-door' dotterel population.

Taranaki

Project Goldrush

The largest consumer and food service cheese manufacturing plant in Australasia is to be found in Eltham at Fonterra's Collingwood Street site. It produces 70,000 tonnes of cheeses for domestic and export markets each year.

Naylor Love of the Waikato and Bay of Plenty region is pleased to be working with Fonterra, Beca and a host of local subcontractors on Project Goldrush. The Naylor Love team of Kris MacCauley (project director), Mike Ross (project manager), Mark Binney (site manager) and Dayalan Naidoo (quantity surveyor) are extending the Fonterra plant for production of their 'Taranaki Gold' cheese.

Every construction project presents unique challenges, and this one is no exception. Management of these issues, however, is being undertaken through a collaborative approach and regular meetings with all stakeholders to ensure a successful outcome.

The site is adjacent to Kiwi Rail's North Island main trunkline (NIMT). The rail service, of course, cannot be interrupted, so a controller has been engaged to ensure that tilt panels are not swung over rail lines while Kiwi Rail is moving freight. To allow for the additional weight of the NIMT, foundations have been additionally reinforced to protect the services' pipes.

The new facility is being connected to an existing building, which remains operational. Health and safety is therefore paramount, and a full time Naylor Love Health and Safety Manager has been appointed for the job.

Taranaki's winter weather conditions aren't always conducive to construction. Kris MacCauley commented that "no wet weather days have been allowed for on this project, meaning that the site team works in all weather. This is real dedication if you have ever experienced a blustery Taranaki winter's day!"

Construction is halfway to completion. Foundations have been finished and tilt panels mostly erected, allowing Comfloor and roofing to be installed. Kris MacCauley: "We would

like to extend special thanks to our subcontractors who have made achieving various targets on this job so successful. The total team approach has been a great way to work. We look forward to handing a fantastic facility to Fonterra."

At the lower end of New Zealand, in Edendale, Southland, is another Fonterra plant, the world's largest MPC (milk protein concentrates) dairy processing site. Recent expansion there has increased the milk processing capacity by 1.4 million litres a day to 16 million litres, and lifted the cream processing capacity to 550,000 litres a day. Naylor Love Dunedin constructed the new chilled water building, and a new switch room (transformer) building to run the wastewater plant.

Central

Pak'nSave

The estimating and operations team here has been working hard on the Pak'nSave tender which has just been awarded to Central. The supermarket will be built on the four hectare greenfield Frankton Flats site.

Notably, this is the first Pak'nSave supermarket to be built by Naylor Love for Foodstuffs in the South Island, although several have been built in the North Island, including Pak'nSave Petone's extension and covered car park, Pak'nSave Massey and the nearly completed Pak'nSave Whakatane refurbishment.

Wellington

St Catherine's College

Wellington has just been awarded St Catherine's College, a Catholic secondary school for girls, and the team is due to start on site at 14 Bourke Street, Kilbirnie, Wellington in the coming weeks.

At present, the site contains two existing classrooms and a car parking area. Once the site is levelled, work will begin on a new two-level classroom block. This incorporates a new reception area - much needed for the school - classrooms, studios, administration area, meeting rooms, resource rooms and links to the current



school blocks. Once the new classroom block is completed, and when students and staff have settled in, final adjustments will be made to the existing school reception area, which will be converted to meeting rooms. Car parks will be altered to suit the new layout, and landscaping is planned.

Redwood School, Tawa

Naylor Love was tasked with completing a remediation and upgrade of an administration block at Redwood School in sunny Tawa.

Work consisted of demolition to enable a complete exterior re-clad on cavity system; 75% interior re-clad; lengthening of internal and external framed walls; re-pitching, re-framing and replacing the roof; new windows and doors; a complete electrical overhaul; a complete gas overhaul; and finishing touches such as new carpet and vinyl, and a new reception desk.

An engineered scaffold and shrink wrap system over the build enabled work to continue through all the inclement weather during the four months of the project. "Wellington's flooding and howling winds were no match for our weather protection system." The wise decision for its use contributed to Naylor Love handing over the project on time.

"The school principal is rapt. We worked with the school to enable the free use of the library whilst undertaking the construction work. This was no mean feat, as we had to build a new roof over the library! Careful initial planning, a well-executed hoarding tunnel constructed at the library entry, and full height hoardings within the library allowed our works to proceed. We managed the safety of the staff and children throughout construction very well. We are proud to say that everyone involved in the project is happy with the result."

Going strength to strength

Bronson Brown, a site manager with Naylor Love Auckland, arrived in New Zealand from Durban, South Africa, in 2008. His parents and sister had already been here for nine years, a reason in itself for Bronson to come, but there was another. “I had four friends shot dead in six months and never wanted to become a statistic.”

New Zealand is now very much home to Bronson and his family. “I have a beautiful wife Suzanne, two-and-a-half year old daughter Billie and seven-month-old twins: our little girl is Millar-Rose and our son is Tristan. They are my entire world!”

Back in South Africa in 2001, Bronson won the powerlifting world championships in the under 90 kg category (the third time he had represented South Africa in this event). Powerlifting is a strength sport consisting of three lifts: squat, bench press and deadlift. The highest total of these three disciplines on the day wins the prize. Powerlifters understandably have special diets, “but I wasn’t the best dieter. All the food that is bad for you tastes the best, so my diet was an ongoing battle – and it still is, sadly!

“I had always been small and was bullied when I was younger, so when I came back from my military service I started training with my father and then we just progressed into powerlifting. My father has won four world powerlifting championships; at the age of 68 he still coaches and competes in crossfit (so I have good genes). We trained together.

“All my best lifts were done when my bodyweight was 87 kg. My biggest official completion squat is 340 kg, my biggest bench press is 200 kg, and my biggest deadlift is 305 kg. My best total on a day was 775 kg at a bodyweight of 87 kg (almost nine times my bodyweight, which put me in the Elite 1 category in powerlifting.”

Powerlifting is an extremely popular sport in New Zealand and Australia. “Some of the current best lifters in the world hail from Australia.

“I competed up until the end of 2013. I called it quits once I won the national championship overall title. I managed to set four new New Zealand national records. Then I made a decision not to compete as it takes up a lot of time, which I would rather spend with my family. I still train three to four times a week though, but not with such heavy weights. I wake up at 4am every weekday morning and am at the gym by 5am.”

Bronson is also a MMA cage fighter. MMA (mixed martial arts) is a full-contact combat sport which allows the use of both striking and grappling techniques, both standing and on the ground. These techniques are taken from a variety of other combat sports and martial arts. The term ‘cage fighter’ refers to the caged fighting area, though amateur fights take place in a ring and not a cage.

“I no longer compete in the cage, but certainly think I have one more fight left in me! I do my conditioning training once a week as if I was training to fight, and try to do two jiu-jitsu classes a week as well. I have shared the mat a few times with MMA New Zealand and UFC (Ultimate Fighting Championship) legend Mark Hunt.

“My grandfather was a boxing trainer and promoter, and my father was a professional boxer for ten years, so I have always been around boxers and gyms, and I suppose it is in my blood. I was a nightclub bouncer for 16 years in South Africa (with my Dad too), and have kept myself sharp by training in boxing, jiu-jitsu and unarmed combat for a long time. So I suppose it was a natural progression, as a man, to want to step into the cage.”

Powerlifting and fighting get harder as one ages, “especially in the fight game. You know where your body is supposed to be but you can’t get there – ha! Especially

against the younger faster guys!

“I am only 43 years old, but I think if I could get fit enough when the children are older I will decide with my wife and maybe get into the cage for one last swan song! Let’s see!”

Although Bronson doesn’t coach either of the sports, “I will definitely be teaching my son and especially my daughters self defence as soon as they are able to learn.”

Bronson’s family is his main interest, but he also dives and fishes at every opportunity. “New Zealand really is a wonderful country to live in. For your children to be able to run around freely and enjoy things in life that children should be able to do is incredible. This is not possible in many areas of South Africa. Here there is no violence or insecurity whatsoever, and I wouldn’t live anywhere else! My wife and I were lucky enough to be able to buy a section out in Puhoi and build ourselves a lovely home for our children, so I feel very blessed.”





A bold statement

Since the Christchurch earthquakes, in response to growing workloads, Naylor Love Canterbury has upgraded its business facilities, introducing structural changes in its operational systems which include the financial, IT and document control systems. The regional office has also been building up a workforce with a robust skills base.

The previous Canterbury office in Moorhouse Avenue was no longer adequate. Naylor Love has therefore built a new complex in Cashel Street, which opened earlier this year. Matthew Charles, Design & Services Manager: "Dalman Architecture worked with Naylor Love to create a unique building. The new office was designed to be bold, with a dynamic three-dimensional cantilevered façade clad in warm timbers.

"The ground level houses our Group Operations; the boardroom opens out onto the atrium for larger events. Upstairs, the regional office has various meeting rooms and zones catering for all aspects of operations. Along with the open plan design are reclusive areas for critical disciplines. We went to great effort to create an environment that tells of quality, and shows different contemporary construction techniques." Staff are absolutely delighted with the layout and facilities.

