










MAX[®]
PROJECTS

THE MAX GROUP | MAX PROJECTS

| | | | | | | | | |
|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------------------------------------------------------------------------------|--------------------|-------------------------------------------------------------------------------------|------------------|-------------------------------------------------------------------------------------|-------------------|
| Our areas of capability | <p>Our teams have been involved in the construction, repair, rebuild and rehabilitation of many of Christchurch’s iconic buildings. This includes the Christchurch Art Gallery, the Christchurch Town Hall, and restoration of the historic Christchurch Hospital Nurses’ Memorial Chapel. In addition to new build, heritage, restoration, and high-end residential projects, we have also developed specialised expertise in the commercial vertical construction sector. Our areas of specialist capability are commercial, civil and heritage, delivery of carpentry and concrete packages, and provision of labour solutions (via Max People) within those sectors.</p> | | | | | | | |
| |  | Commercial |  | Heritage |  | Carpentry |  | Max People |
| |  | Civil |  | Residential |  | Concrete | | |
| Number of Staff | Our project leadership and management team are comprised of 20 FTEs, with a further 130+ staff available through our Max People pool of expert construction personnel. | | | | | | | |
| Areas of Operation | Max Projects undertakes projects across the South Island from its base in Christchurch. | | | | | | | |
| Years in Operation | Nine years | | | | | | | |
| Awards | <p>2016 - Ernst & Young Entrepreneur of The Year – Finalist, Dave McSorley (Managing Director). This accolade acknowledged Dave’s entrepreneurship creating a quality managed labour business model for the construction industry.</p> <p>2015 - Our Construction Manager, Richard Wiersma, was part of the team awarded a NZ Master Builders’ Federation Platinum Award, in recognition of outstanding achievement in commercial construction. (This is the highest accolade awarded by NZMBF - recipients must have won five or more national awards).</p> | | | | | | | |
| Memberships & Accreditations | <ul style="list-style-type: none"> ▪ SiteWise Green, Level 3 ▪ ACC WSMP, Tertiary Level achieved in 2016 (on first application) ▪ Canterbury Rebuild Safety Charter ▪ Canterbury Chamber of Commerce ▪ RCSA, and Safety Charter. | | | | | | | |





OUR CAPABILITIES

While Max Projects has significant 'in-house capability', this is amplified by our ability to draw on the resources and expertise of the Max Group. This means we can drive significant efficiencies and add value to our clients, for example, by rapidly increasing resources to fast track the delivery of a construction programme. **We specialise in commercial, civil and heritage projects and delivery of carpentry and concrete packages of work.** Our senior leadership have extensive experience managing projects in the capacity of the main building contractor. The Max Projects model is typically management as main building contractor whilst we self-perform specific packages of work in the carpentry, precast concrete, and foundation work. The benefits of self-performing this work is a reduction in costs and savings to our clients. The details of our construction capabilities and areas of expertise are:



| | |
|------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>COMMERCIAL</p>  | <p>Max Projects has had a significant presence in the Canterbury commercial construction sector for the past 3 - 4 years. Our team has enjoyed ongoing success in the award of work through competitive tendering processes. As a result, we have been a primary construction partner for several iconic commercial projects in the region. These include:</p> <ul style="list-style-type: none"> ▪ Spark Development, Cathedral Square, Christchurch. We were successfully awarded the carpentry package for this much sought-after project. Scope of works was the supply and installation of complex carpentry and insulation for this significant development in the city centre. ▪ Christchurch Hospital Acute Services Building: Max provided the formwork for in-ground foundations, in addition to the installation of more than 300 architecturally finished precast concrete panels to the building façade and stair cores. ▪ Tommy Taylor Court: This was a competitively tendered project for the structural and architectural repair of social housing apartments damaged in the Christchurch earthquakes. ▪ Ministry of Education (MOE) preferred contactor: the MOE has appointed Max as a preferred contractor for school construction projects and contracts across the Canterbury region. |
| <p>CIVIL</p>  | <p>Typically, Max involvement in the civil sector has been via the supply of managed labour teams from Max People. However, Max Projects is becoming more involved in this sector based on our ability to provide clients with price certainty with fixed lump sum services. As a result, we have experienced growth in demand for our experienced civil project staff. Our capability in this sector is based on expertise providing vital management and labour services to civil projects across New Zealand, including:</p> <ul style="list-style-type: none"> ▪ Southern Auckland Noise Wall project: This wall was constructed to protect residents from traffic noise on Auckland's Southern Motorway. Our teams constructed a 40km wall along the motorway, comprised of structurally installed acoustic attenuation panels. ▪ Irongate bridge Kaikoura: This was the fastest 7-span bridge ever built in New Zealand. Max provided foremen and carpenters to NCTIR to assist in construction in 2017. ▪ Lyttleton Wharf: Max provided a team of up to 40, including supervisors, to assist HEB Construction to demolish the old wharf, and build the new structure in 2014/15. ▪ Max subcontracted and provided labour teams to SCIRT projects throughout Christchurch, including the Colombo Street Bridge, Antigua Footbridge and Moorhouse Overbridge, from 2013 to 2015. |





| | |
|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>HERITAGE</p>  | <p>Our role in the post-earthquake construction sector includes restoration and seismic strengthening the historic Christchurch Hospital Nurses' Memorial Chapel (profiled in Track Record, below). Construction Manager, Richard Wiersma was specifically recruited for his extensive heritage expertise. With Richard's involvement in heritage projects and Max Project's organisational track record, our heritage capability is extensive. Our shared portfolio of heritage projects includes:</p> <ul style="list-style-type: none"> ▪ Old Stone House, Cracroft: Work included installing new diaphragm walls and roof connections, deconstruction and reconstruction of chimneys, replacement of the stone lintels and sealing concrete walls and foundations with pressure injected epoxy. ▪ Pitches Store (Central Otago): Work included reinstatement and repointing of stonework, refurbishment of matai flooring and construction of a new corrugated roof. ▪ Christchurch Art Gallery: Refurbishment of Pilularis timber floors, protection/storage, and reinstatement of items with historical value. ▪ Bridge of Remembrance: Structural repairs following the Christchurch earthquake whilst retaining the aesthetic integrity of the bridge's architecture. ▪ Christchurch Town Hall: Full repair and restoration of the 1972 heritage-listed Town Hall, working with Hawkins and Christchurch City Council on a strict QA system for all aspects of work to adhere to both quality and the heritage requirements. |
| <p>RESIDENTIAL</p>  | <p>Max Projects takes special pride in the procurement and delivery of high-end housing. We align ourselves with our client and architect to achieve delivery of the best possible quality. Max sees the building and delivery of a house, the same as commissioning of a piece of artwork which our client and architect can be in awe of. Our goal is to ensure both client and architect are happy to recommend Max as their builder of choice. In addition to this, our Construction Manager, Richard Wiersma, has more than 40 years' expertise leading high-end residential projects. Examples from his portfolio of residential construction projects include:</p> <ul style="list-style-type: none"> ▪ Jaya Residence in Millbrook, Queenstown: This is an architecturally designed house fitting into the central Otago vista, with extensive use of Millbrook stone cladding and feature hardwood beam lintels to exterior windows and doors. The house has an open plan living with high skillion ceilings which feature hardwood timber trusses. ▪ Drinnan House, Millbrook, Queenstown: A striking double-storied architecturally designed house with extensive views over the Millbrook golf course. Our client's comment when their home was completed, was "this is not a house, it is a piece of art". ▪ Day House, Criffel Hill, Wanaka: This expansive single-storey, schist stone and timber clad award-winning house is built on an exclusive subdivision overlooking Lake Wanaka. The design includes a 20-metre-long lap pool located in the centre of the house. This project won the Registered Master Builders' Federation Gold Award (Southern Region) and Gold Reserve Award (National Competition) in the 'new homes over \$1 million' category. |






PAST PROJECTS

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Christchurch City Council Nurses' Memorial Chapel September 2017 – September 2018 \$1.7M</p>  | <p>This heritage project required deconstruction of the historic Nurses' Memorial Chapel by hand, with each piece being documented and labelled, in preparation for reconstruction. The original parquet flooring was retained, and new elements constructed, including a new slate roof ordered from the UK. Some complexities were encountered, such as the discovery of asbestos in the main entrance subfloor. This required containment of the area, with no access permitted for eight weeks while removal was completed.</p> <p>The delay impacted the entire site, but the Max team worked to proactively address programme slippage. For example, they removed a large window to create a second access point and adjusted methods and programme, so workstreams could be undertaken concurrently rather than via a slower, sequential approach. As a result, there were four teams working at the same time, on the east-west, north-south, basement and roof areas. While the original plan was to complete each face and structural element in sequence over six months, the same work was achieved in four months.</p> <p>The team fielded by Max was highly skilled tradespeople, with expertise in the techniques and care essential to limit damage to heritage features. The timber work was fragile but highly significant to the project, and some damage was expected.</p> <p>Our strong identification of risks and implementation of a site-specific plan to minimise and manage these, ensured we completed the project safely, on time, to the satisfaction of our client. This was supported by our use of a consistent dynamic scaffolding system which could be altered at short notice and certified as safe to proceed with minimal lag time.</p> |
| <p>McConnell Dowell Lyttelton Tunnel Deluge System July 2017 – March 2018 \$160K</p>  <p>CREATIVE CONSTRUCTION™</p> | <p>Max constructed a new pump station with concrete foundation and floor. Service ducts were cast in place, we plastered and painted the exterior solid-fill concrete block walls, and constructed timber roofing with corrugated iron cladding.</p> <p>A key challenge of this project was the restricted work site. Our crews were working in a space-constrained/fully isolated work area, adjacent to a services road, with limited space for storage. Given the location, a key consideration was to carefully sequence and co-ordinate deliveries of materials to site, and to minimise traffic management issues.</p> <p>Our quality assurance and procedures ensured a quality project was completed with only one minor painting defect. The project was also brought in on budget with some client-directed variations to contract. There were no accidents or incidents, with only one near miss reported. This was closed out in a Toolbox talk and measures put in place to prevent reoccurrence.</p> |



| | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Fulton Hogan Christchurch Art Gallery February 2015 – December 2016 \$5M</p>  | <p>We undertook earthquake repairs to the Christchurch Art Gallery during and following, its base isolation retrofit. The scope of works included new timber flooring, plastering, and painting works, door works and installation of a new suspended ceiling.</p> <p>With tight timeframes, our ability to innovate was key to project success. For example, for the repair of existing wooden floors, we developed a simple system for working through and grading flooring. With inspections required after the flooring was lifted, and an immovable deadline for the reopening of the Gallery, it was essential to lay the retrofitted flooring extremely fast and join it seamlessly to existing floors. Planning and preparation were essential to a high-quality finish and maintaining the programme. To ensure readiness to install the moment we got the ‘green light’; as floors were lifted, we de-nailed, cleaned, and stacked components according to thickness and straightness. This attention to detail was essential; there had been up to six sandings completed in parts of the Gallery, so the thickness of the component floorboards varied by up to 4mm.</p> <p>Other challenges included the demands of working under an NEC3 form of contract. Project administration demands were stringent and included protocols such as ‘before and after’ photographs for all works, and clear articulation of quantities/rates. However, Max’s People administration was diligent. Our delivery met or exceeded contract requirements for quality, and was achieved on budget and on time, to support the Gallery reopening on the scheduled date.</p> |
| <p>Hawkins Construction Christchurch Town Hall January 2016 – March 2017 \$1.8M</p>  | <p>On this project, we undertook the installation of formwork systems for replacement of the earthquake-damaged foundations, walls, stairs, and slabs of the Christchurch Town Hall. The project also required concrete repairs to the earthquake-damaged elements of the building which were retained.</p> <p>The programme was challenged by delays caused by groundwater, and significant additional works. However, the Max team kept the formwork package on track through proactive planning and by forming some works ahead of time when there were opportunities to stay ahead of the production curve. On a project which was significantly delayed, the Max team’s ability to innovate resulted in a six week ‘gain’ in the programme. This was achieved by combining three separate concrete pours into one large pour of >350m3 of concrete. As a result, the internal auditorium of the main building was progressed much faster than initially planned.</p> <p>As well as playing a vital role in the overall critical path for the project, the Max crew’s performance was strong. Works were completed without safety or environmental incident, to fully meet quality, time, and budget requirements.</p> |



| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Ministry of Education Northcote School - HD Unit January 2017 \$77K</p>  | <p>This project entailed the strip-out of an existing toilet block, followed by the construction of a High Dependency Unit within the existing structure. Included within the works package was the construction of a new timber ramp, decking, doors, and frames.</p> <p>Carried out in the January school holidays, the project was extremely timebound - all work had to be completed before the school reopening for the new academic year. This was substantially achieved, despite the short three-week programme, with some minor works being completed after school hours.</p> <p>Our contract performance was strong – all work was completed with zero harm and on budget. The standard of quality achieved, and MOE’s high satisfaction levels have resulted in Max being awarded further MOE contracts.</p> |
| <p>Fortis Construction Cathedral Junction October 2012 – October 2013 \$22M</p>  | <p>Cathedral Junction was one of the first post-earthquake projects to get off the ground in Christchurch and involved repair and complete fit-out of Quest Apartments, Hotel 115 and fit-out of 18 retail units. Managing Director, Dave McSorley, was the project’s Site Manager, overseeing more than 170 staff and up to ten contractors, at any given time.</p> <p>This use of a managed labour model to deliver a project was extremely innovative and successful. All works were completed on budget and on time, to a standard of quality which the client described as ‘going above and beyond to deliver to the highest of standards.</p> |
| <p>CPB Construction Christchurch Hospital Acute Services Building (Concrete Package) July 2016 – November 2017 \$1.5M</p>  | <p>Max Projects provided formwork systems for in-ground foundations and the installation of feature precast concrete panels throughout the new Acute Services Building, located at Christchurch Hospital. The specialist precast concrete works which our team delivered included installing up to nine floors of architecturally finished units.</p> <p>Foundations for the project were provided in accordance with a demanding programme. Supply and installation of all foundational concrete formwork were achieved while coordinating with revised structural design requirements.</p> <p>All aspects of this project were completed to specification and programme and within budget. In particular, the quality of the final product was noted as being ‘high’. Our client benefited from Max Projects ability to undertake the formwork package, working flexibly, and in a way which accommodated events and delays which impacted the critical programme.</p> |

CLIENT TESTIMONIALS

“What a team... I’ve worked with Max People on two complex jobs now, the most recent being the Bridge of Remembrance where teamwork and communication were pivotal. Max People integrated and worked really well with our team of engineers and guys on the ground – the end result being a great working atmosphere and no issues at all. I’m working down in Queenstown now and just waiting for Max to have a presence there, too”.

Trevor Watling - Site Supervisor

Bridge of Remembrance



“Max Projects were engaged on the restoration and seismic strengthening of the Nurses Memorial Chapel project.

Following the discovery of asbestos and other construction challenges, we experienced a slippage of 13 weeks. With a completion date and Mayoral opening already set, the Team called on additional skilled resources from its sister company, Max People

I am pleased to say that despite all the challenges Max Projects finished on time. I look forward to working with this Team again in the near future.”

Richie Moyle – Programme Manager

Nurses Memorial Chapel



*“The City Care and I/JFC Joint Venture team engaged with Max People from a managed labour capacity for all the decorative formwork on the **Christchurch Victoria Square project**. There was a lot intricate details involved in this particular formwork; the quality and accuracy needed to be of an extremely high standard as this is a Christchurch City Crown project and one that not only Otakaro but the general public had huge investment in. Max People delivered on these high-quality expectations.*

From a budgetary capacity, the Max People’s managed labour model compounded cost savings week on week enabling our Quantity Surveyor to ensure the project’s bottom line was always protected. They completed the work in the allocated project timelines and were adherent to the stringent on-site health and safety expectations. I look forward to working with Max People in the future and would recommend their Managed Labour model to my colleagues going forward.”

Brent Cations – Project Manager

Victoria Park





QUALITY, HEALTH & SAFETY

Quality assurance is the responsibility of everyone in our business

In our experience, client focus is an absolute pre-requisite for quality. Key to this is attention to detail gained by listening to our clients, understanding the brief and asking the right questions before we start. With this approach, Max Projects can be appointed with confidence in our ability to deliver fully to all contract quality specifications.

To support the achievement of client-focused quality outcomes, we have invested in the development of a Quality Management System based on **ISO 9001:2008**. Quality control begins during the estimation and pricing phase (for example, ensuring subcontractor submissions are fully compliant with contract requirements) and continues right through to project closeout. Throughout each project, the processes and protocols which form the Max quality management system ensure all contract information is documented, and any new information or revisions are tracked and communicated clearly.

For all projects, it is our objective to hand over a structure built to agreed Quality specifications and free from defects. Our company philosophy is that clients should not need to monitor quality.

At the Max, safety is both a practice and an attitude

As a construction partner, Health and Safety is a priority for Max. However, providing safe work sites for all Max stakeholders (our employees and subcontractors, client representatives/staff and worksite visitors) requires ongoing effort. Central to this is our commitment to promote and facilitate a strong health and safety culture. In our experience, health and safety measures become most effective when safety becomes both an individual practice and an attitude.

At Max, it is our experience, that Health and Safety systems and processes are most effective when safety is adopted as both an individual practice and an attitude.

Our clients engage Max with full confidence in our industry-leading H&S practice, which includes SiteWise Green accreditation and our membership of the Canterbury Rebuild Safety Charter. For each contract we deliver, a Max Site Specific Safety Plan (SSSP) sets out the standard processes required to manage a healthy and safe construction site environment. Every SSSP is specifically tailored to suit the variables of the specific construction site and clearly sets out the responsibilities of each party; workplace control and management responsibilities; management of hazards; communication protocols, emergency planning and evacuation processes.

Having established our processes and procedures, so Max is a market leader in construction industry health and safety, our ongoing focus is to continue to ensure our worksites are the absolute safest they can be.