

# @UCG

Spring 2016

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## + Building on technology

UCG's new headquarters in Brisbane Technology Park

What makes a strategic thinker?



NEW CONTRACTS AND FACES AT UCG



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## COVER

*UCG staff in front of the company's new purpose-built Australian headquarters at 2-4 Clunies Ross Court, Eight Mile Plains, Brisbane*



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**Rafael Luna**  
CEO



## New contracts, new faces for UCG

With the HFC program underway in Australia, UCG has been busy growing capacity in our design house to support our Telstra HFC MDU design program of works across the country. Many new entrants to the team have been added and I welcome them all to the UCG family.

The next three or four years of growth for the Australian operation will be largely driven by the accelerated rollout of the HFC program in the Australian market. UCG will not only be providing MDU design services but also MDU construction in a number of markets throughout the MDU rollout footprint.

I am delighted to announce UCG has recently been awarded a contract for FTTP construction services into Greenfield MDUs across Australia. This is a significant milestone for UCG as it cements our long-term engagement with nbn for this important program. We will be working diligently towards gaining market share and leveraging our very strong performance and track record that has categorised our delivery of services into Greenfield MDUs.

The New Zealand business continues to grow, with the addition of a number of new members joining

the team in order to meet the expected growth in the coming months. Eight employees from the Brisbane head office will be reassigned to support the New Zealand operation in roles ranging from scheduling, land access, consents and completions to handover. In the past, management has supported both countries and this is a first for employees to do the same. This provides us great flexibility because the Brisbane-based team members can move between supporting the Australian or New Zealand operations depending on where the needs are.

We have recently conducted a number of recruitment drives in both the North and South Islands of New Zealand, and this is also resulting in the addition of a number delivery partners that will allow us to meet the aggressive growth forecasts set for the next 12 months.

I welcome Paul Trotman to the UCG team as the new General Manager Operations for the New Zealand business. An article in this edition provides an insight into Paul's past career and aspirations for the New Zealand operation. I also welcome Don Zakroczymski, UCG's new Group

HSEQ Manager. Don will replace Ian Nowell, who is retiring at the end of December. Don and Ian will be working towards an orderly transition over the next few months and I will get a chance to thank Ian for his efforts in our Christmas edition.

Over the next quarter, we have some aggressive targets to hit so the year again finishes on a strong note, along with new contracts to mobilise. I look forward to working with you all towards finishing this year as strongly as we did 2015. 



**We welcome feedback**

Please email us at  
[talk-to-us@ucg.com.au](mailto:talk-to-us@ucg.com.au)  
[talk-to-us@ucg.co.nz](mailto:talk-to-us@ucg.co.nz)

## UCG reaches National EY Entrepreneur of the Year Awards

At a gala dinner in Sydney on the night of October 20, CEO Ralf Luna was one of a handful of entrepreneurs in contention for the national Entrepreneur of the Year in the Services category, as well as for the ultimate prize of being named Australian Entrepreneur of the Year. This is a prestigious competition coordinated by Ernst & Young whereby Ralf was named a northern regional winner in August and chosen to represent the region at the national finals. The awards not only celebrate the entrepreneurial skills of the individuals but also the company they represent, with 50 per cent of the allocated scoring going to the company's performance track record.

To reach the national finals was a tremendous outcome for Ralf and UCG. Aspen Medical Pty Ltd, a Canberra-based medical provider founded by Dr Andrew Walker and Glenn Keys in 2003 that provides health care services to clients in industries such as defence and mining across the globe, won both the Services category and overall Australian EY Entrepreneur of the Year Award.

Accompanied by family members, the board of




L-R: Ngaire McArthur, Roger McArthur, Clint Luna, Ralf Luna and Natalie Luna

UCG and long-serving members of the UCG team and fellow founding shareholders, Roger McArthur and Dale Anderson, Ralf said he had a sensational night and the whole program leading up to the national awards was a great experience.

"My nomination was a surprise to me, and was a direct consequence of Ernst and Young

tracking UCG's exceptional performance over a number of years. I had no idea when it started that it would lead to my nomination as a national finalist," Ralf said.

UCG looks forward to its continued growth and is grateful for the support it receives from clients, staff and delivery partners. 

# siteTRAX product update

By Darryl Gee, Software Development Manager

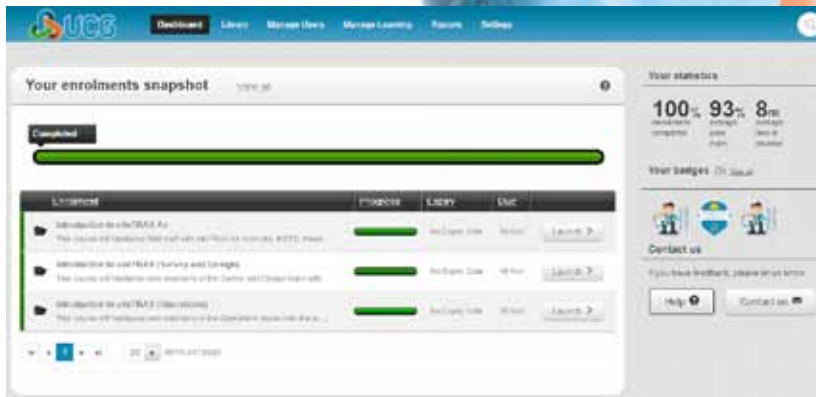


In recent months, Software Development has been working on creating e-learning classes and lessons for siteTRAX One.

With the recent release of the new e-learning portal, lessons have been added to allow employees and delivery partners to come to terms with parts of siteTRAX.

Classes covering the following areas have been completed and are available:

- siteTRAX Air covers how to access and complete field tasks, including prestart checklists, daily safety sheets all the way through to field completions tasks.
- Survey and design covers lessons for each stage of the UCG design process.
- Operations covers siteTRAX lessons on scheduling, quality assurance, rejections, variations and more.



Each course is broken into a number of lessons, with each one taking about five to 10 minutes. Lessons contain details about how to use siteTRAX One as well as quizzes to reinforce the uptake of the content of the lessons.

Courses and lessons are repeatable so you can refresh your knowledge on siteTRAX at any time. By now, users of siteTRAX in Australia will have received an enrolment email from the new platform. Users of siteTRAX have been enrolled based upon roles performed within UCG. If you are an Australian user of siteTRAX and have not been enrolled, please contact Human Resources to update your details.

Courses and lessons are currently being developed to cover New Zealand MDU and it is expected these will be released over the coming period. As updates to siteTRAX One occur, new lessons will be created and older lessons will be uploaded. If you locate something in the courses that is not correct or requires more information, please raise a ticket in siteTRAX support (<https://ucg-softwaredev.zendesk.com>). Additionally, new courses and lessons will be released in conjunction with siteTRAX evolution modules as they are completed.

We hope you find these courses informative and helpful.

## Position profile:

The Delivery Partner Coordinator is part of the Human Resources team.

There are three persons who hold the position in Auckland to support the New Zealand business: Chetan Patel, Jim Donachie and Aurelio Marcelo who report to Carey Marsh, Delivery Partner Resources Manager. In Brisbane there are three persons – Erin Madden, Kristina Jergovski and Victoria Rameka – who report to Corey McCarthy, Group Human Resources Manager.

The role of the Delivery Partner Coordinator is to assist with the recruitment, onboarding and ongoing management of new delivery partner firms and their people. After a UCG Construction Manager and the owner or manager of a delivery partner agree the relationship can work, there are a number of requirements that must be met in order for the delivery partner's suitability to be validated. Insurances must be provided and a subcontractor agreement signed by both parties. The Delivery Partner Coordinator drives this process and helps educate the owner/manager of the requirements that apply to each of the delivery partner's workers.

At UCG there is a training matrix that specifies the training requirements of each delivery partner worker type, and the Delivery Partner Coordinator communicates with each worker to outline the qualification requirements that apply to them, working towards receipt of all required documentary evidence. Ultimately, the Delivery Partner Coordinator will inform the UCG business when each delivery partner firm is completely onboarded and when each worker meets the training and qualification requirements. An important declaration to be received is the statement from the delivery partner owner/manager that their onboarding worker is competent in the high-risk activities they shall perform on UCG worksites. The onboarding of each worker includes the completion of e-learning, which is administered through the Learn Connect website, as well as the attendance to a half-day UCG induction. The Delivery Partner Coordinator assists with the registration of client (nbn in Australia and Chorus in New Zealand) required training courses as well. Documentation provided during the on-boarding process that may expire is managed by the Delivery Partner Coordinator to ensure licences remain current at all times, which ensures workers remain eligible to be on UCG sites.

The Delivery Partner Coordinator ensures, through several IT dashboards visible to UCG Field Managers and HSEQ Advisors, that UCG representatives can check on the work eligibility of delivery partner workers in real time when visiting job sites. The administration of uniforms and UCG ID cards are administered by the Delivery Partner Coordinator as well.



L-R: Kristina Jergovski and Erin Madden

## Career profile

By Paul Trotman, GM Operations, New Zealand



In this issue of @UCG we meet the company's new General Manager Operations New Zealand, Paul Trotman.

I was born in Auckland, New Zealand, and brought up in Adelaide, Australia, so the most important thing to know about me, working for an Australian business in NZ, is that I am about as Kiwi as you can get but I still support Australia (just not against NZ!). My Australian friends call me a Kiwi and my Kiwi friends call me an Aussie, so I have the best of both worlds.

I am married to Amanda and we have three children – Olivia (13), Lachlan (11) and Meika (9). Amanda and I met on our travels in Europe in 1996 and, after living in London, Sydney and Dublin for five years, settled back in Auckland in 2001. We love living here. Amanda is from a heartland farming town called Woodbury, in South Canterbury. We enjoy travelling and the outdoors, especially in NZ. Beyond spending quality time with the family, I am a middle-aged weekend mountain bike rider who likes to snowboard when there's snow around.

### CAREER HIGHLIGHTS TO DATE

My background is in accounting – something I made the most of during my early travels, working in banking in London and Dublin in the late 90s, which was a really exciting time in that part of the world.

Returning to NZ in 2001, I had a stint in forestry with before joining NZ Post's CourierPost business in 2003. NZ Post sold half the courier business to DHL in 2005, and I was heavily involved in the separation process from NZ Post and the setting up of a commercially viable business. In the following

years, I had a number of interesting roles across commercial, sales, marketing, operations and general management, driving the creation of a world-class parcels business.

In 2011 I took a great opportunity to join the telecommunications services industry with Visionstream as Operations Director, overseeing the design, build, provisioning and maintenance of the copper and BAU fibre networks for Chorus in Auckland and Northland. During my time there we began the process of creating the capabilities to connect single- and multi-dwelling premises to the UFB network at a time when volumes were completely unknown and capabilities did not exist. It was a challenging but fun and interesting experience, and I was really enjoying myself in the role and the industry... Meanwhile, in late 2012, NZ Post had purchased back the 50 per cent of the courier company it had previously sold to DHL, and in 2013 I was made an offer I couldn't refuse to lead the integration of the courier company back into the NZ Post Group. Despite enjoying my current role, I accepted the offer, initially as GM of Operations, and then Chief Operating Officer for Express Couriers Ltd (CourierPost, Pace and Contract Logistics). This period was definitely a highlight in my career with the size and scale of the role. It was a relatively short opportunity as it came to an end two years later with the completion of the successful integration of this business back into the group, and my work there was complete.

### WHY THE BROADBAND BUILD?

I have a passion for NZ and a passion for our children's future. I see the development of our broadband capabilities as a key contributor to both of these things, and this is why the telecommunications services industry caught my attention back in 2011, and now again with UCG.

The development in technology during the life of my children has been exponential, and this has been done off the back of a copper-enabled network. We can only imagine what is going to happen over the coming years as we move from copper to fibre and remove capacity as a restriction to what can be achieved. It's great to be a part of that journey.

### WHY HAVE YOU CHOSEN TO JOIN UCG?

One of my three career aspirations is to work for a company that strives for excellence in what they do, and has a vision, goal, and brand that I can connect with and be proud of. I have quickly learned this is a statement UCG epitomises.

### WHAT ARE YOUR IMMEDIATE GOALS?

My first 90-day plan is to discover the rhythm and heart of UCG by getting to know as many employees and delivery partners as I can, and understanding the challenges and opportunities both internally and externally. I am also looking forward to reintroducing myself to Chorus and gaining their perspective on how we are going. [U](#)

## Brisbane Technology Park

By Peter Robbie, Chairman of Graystone

Graystone was delighted to carry the responsibility of relocating UCG to its new first-class Queensland headquarters located at 2-4 Clunies Ross Court in Brisbane Technology Park (BTP).

Totalling 1500sq m, the UCG office sits within the new Innovation Precinct at BTP. The precinct is situated on the corner of Logan and Miles Platting Roads, and is the pre-eminent development site at BTP. The next three years will see further amenity growth, including a variety of restaurants and a market repositioning of BTP's Conference Centre adjacent to the UCG office. There is also an adjoining Quest hotel and multi-deck car park currently under construction.

Graystone was instrumental in attracting UCG to BTP in 2013. However, the rapid growth of the

organisation in the past three years has meant UCG required incremental growth space in the short term to house its increasing number of teams. For the medium term, it became obvious UCG would require a new purpose-built facility to consolidate the teams into one efficient layout.

It was critical that we enable UCG's growth to continue undisrupted until the new headquarters within the Innovation Precinct was complete. Graystone facilitated offices in adjacent buildings until the new purpose designed office facility was complete. The temporary leases were aligned to expire at the commencement of the 2-4 Clunies Ross Court lease, allowing UCG to avoid double occupancy costs throughout a critical transition period.



Peter Robbie and Ralf Luna

The 2-4 Clunies Ross building is intended to be retained as a long-term investment by associated Graystone entities, along with other buildings in the precinct. As such, Graystone is looking forward to a long-term relationship with UCG and is proud to have UCG as the dominant corporate tenant in its new flagship building. [U](#)



## Business Development Update

By Peter Zeegers, Business Development Manager

The Business Development team has been busy during the last few months working on alternative contracts now that our original nbn contracts are heading towards finalisation. UCG has been successful in securing a Greenfields MDU and Minor Works contract with nbn for all states (apart from WA) and is in final stages of negotiation on a number of others. We were also awarded a contract to undertake quality inspections over some nbn field works.

Promising negotiations are underway with a number of prime contractors working directly with nbn on the recently awarded MIMA (Multi-technology Integrated Master Agreement) project. To date, UCG has secured a contract with Lendlease for New South Wales and Queensland, and we are pursuing opportunities in other states.

In recent news, nbn's decision to no longer use the Optus HFC network and focus on the Telstra network puts UCG in a strong position to capitalise on our current Telstra design contracts. Regardless of nbn's decision, our existing work

in Queensland on the Optus network will continue until nbn finalises the works.

nbn has also announced a large-scale trial of a new technology termed FTTC (Fibre To The Curb), also known as FTTdp (Fibre To The Distribution Point). This variation on the existing Fibre To The Node rollout will draw fibre all the way past a home or business and join to a premises existing copper lead-in cable. This will allow for much shorter copper runs and avoids expensive civil costs inside properties. UCG is investigating opportunities in both design and construction of this technology.

Significant growth is underway in UCG's New Zealand business and the recent appointment of Paul Trotman as General Manager Operations will oversee a projected doubling of UCG's presence and additional work allocation. As mentioned in previous articles, UCG has been allocated additional work areas and has opened offices and warehouses in the South Island as part of the expansion.

UCG is once again nominating for this year's Financial Review Fast 100 awards. [📌](#)

## + HSEQ UPDATE



## Working at height

By Ian Nowell, Group HSEQ Manager

The scope of work requiring works at height has increased markedly over the last 12 months.

Increasingly, recent projects both in Australia and New Zealand include a requirement to access telecommunications infrastructure on poles where shared services such as electricity are located. Extreme care needs to be taken when performing this type of work.

### WHAT IS WORKING AT HEIGHT?

Examples of work activities that are classified as working at height:

- working on trestles
- working on a flat or pitched roof
- working from an elevated work platform
- working on a ladder
- working at ground level adjacent to a deep excavation
- working on poles.

We all have obligations placed upon us to maintain a safe place of work by ensuring that:

- all work at height is properly planned and organised
- a risk assessment is carried out for all work conducted at height (this means any height whether it is 10cm or 10m)



- appropriate work equipment is selected and used
- people working at a height are adequately trained and competent
- equipment used for work at height is properly inspected and maintained
- risks from fragile surfaces are properly controlled.

Earlier this year we had an incident in New Zealand where a worker was badly injured while climbing a ladder. Poor risk assessment and failure to implement adequate controls could potentially have resulted in a fatality.

The UCG safety system has three main controls for the prevention of falls. Firstly, the completion of the daily risk assessment is essential to identifying potential hazards and risks. The risk assessment must be thorough and the controls robust. We are not talking about a dingo's breakfast here (i.e. a

drink of water and a look around).

Secondly, the Safe Work Method Statements (SWMS) for working at height and climbing poles are documents that were developed to ensure works at height are conducted safely and it is important that all persons who perform this scope of work read and understand them.

Thirdly, the UCG working at heights permit is mandatory where there is a risk of falling 2m or more. This is an important control that contains various stop points to ensure that controls are put in place. However, it is of no use whatsoever if the user doesn't ensure that the stop points contained within the permit are implemented.

Be safe, especially for your own sake and your family's! [📌](#)



## Technology Update

By Roger McArthur  
Chief Technology Officer

### SKYPE FOR BUSINESS

Skype for Business has finally been rolled out for all UCG locations. There were some teething problems with the migration in New Zealand, with a supplier service fault in a key link, but this has now been resolved. The user experience should, in general, be better, however we are aware of sound quality issues in the new Brisbane office that are being worked on and should be resolved by the time this newsletter goes to print – thank you all for your patience.

The New Zealand WAN project has also been completed so that the same topology is applied to all UCG offices now. This should provide a better experience for all, especially on inter-office calls.

### NEW BRISBANE OFFICE TECHNOLOGY

The new Brisbane office move went very smoothly, and a HUGE thanks to the Tech Project team for their support to ensure everyone was able to be productive as soon as they arrived in the new office. Despite some of the issues mentioned above regarding sound quality in the new meeting rooms, the new technology is working well and, within days, was being used to good effect training new designers almost immediately.

### RFOG

Australian Unity's Willandra Village in Sydney is UCG's first site for RFoG deployment, and, as mentioned in the last newsletter, was completed on time and budget. To extend this network, UCG will be trialling some data over coax technology to part of the Willandra Village as a proof of concept test for Australian Unity and UCG. The equipment has arrived from Spain and we will look to deploy it over the coming months. I will provide an update in the next newsletter.

### IS THAT A SUPERVISOR IN YOUR POCKET?

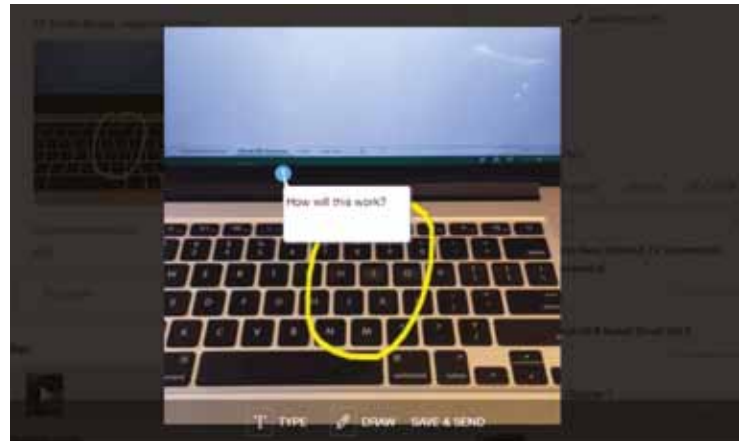
The trial of this technology in New Zealand has taken a back seat while the New Zealand organisation has been re-designed to take advantage of the growth opportunities, with the demand for services on the Chorus UFB FTTP network growing substantially.

However, things have not stopped completely. We are now trialling a new product that is preferred over the one we mentioned in the last newsletter, called Rescue Lens. This has some significant advantages over the previous trial product in that requests for assistance can be done via a chat session, that can include marked-up photos, and it also supports voice and video sessions as needed. UCG is just putting some how-to documents together for this next trial to be focused on areas that have significant demands on remote support – namely the South Island, where travel time may be three to five hours from where the supervisor may be, and where the delivery partner may be having issues that need urgent support. I will be working with the new New Zealand team and Rex Buckley to get this underway as soon as possible.

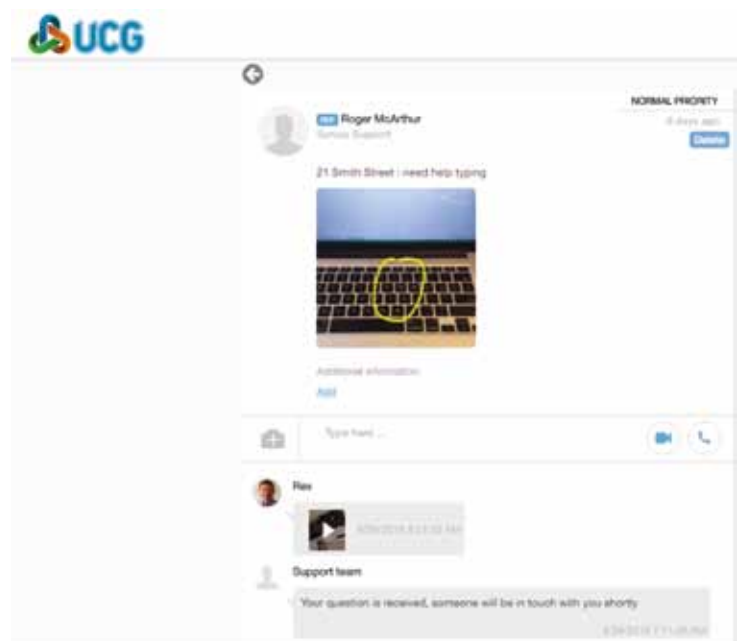
### WHAT IS FTDP?

Recently, nbn announced it was shelving plans to upgrade the Optus HFC network, and instead move much faster towards a new technology – Fibre To The delivery point (FTDP). This short article provides an overview of what FTDP is. (Note – the content has been extracted from iinet blog page and nbn blog.)

FTDP is similar to Fibre to the Node technology in which nbn fibre runs from the nbn network to point of interconnect and then terminates at cabinet/node near the group of premises it will be servicing, and then utilises the existing copper network to connect each individual premises. However, for FTDP, instead of a node in your street, FTDP delivers fibre to a "distribution



Easy annotations and markup



Response with link to training video

point unit" or DPU near your premises before connecting via the copper network to your residence.

### THE BENEFITS OF AN FTDP CONNECTION

So you're probably wondering how delivering fibre to a DPU differs from delivering it to a node. It relies less on the copper network than FTTP, with only 10 to 200m of copper connection in an FTDP connection, compared to up to 1km of copper in an FTTP connection, pushing the nbn fibre closer to your premises. Even better, because the length of copper network it requires is so short, nbn can look at employing G.fast technology – a technology that has been trialled in other countries, which works with 400m of copper or less and uses higher frequencies than VDSL2 technology to achieve even higher speeds. In fact, recent trials show an impressive 500Mbps over 250m of copper line.

For large MDUs, the existing FTTP is still a likely solution and a space where UCG is very comfortable. [🔗](#)



## Technology choice

By James Wakelam  
National Construction Manager, Greenfields

Technology choice provides a mechanism for interested parties to pay for a change to their nbn access technology. The cost to change technology infrastructure for an Area Switch could range from tens of thousands of dollars to a few millions of dollars. For an Individual Premises Switch, the cost could range from a few thousand dollars to tens of thousands of dollars. The overall cost is generally dependent upon size and complexity of the project.

### WHY IS THE PROGRAM AVAILABLE?

It's expected the current rollout will meet the bandwidth needs of the vast majority of broadband users. nbn has explored ways to meet community demand for additional bandwidth beyond what is planned in the initial rollout. Technology choice can be the election of fixed wireless, FTTN, FTTB, FTTP and, for customers within the HFC footprint, the election of FTTP.

### AREA SWITCH

Area Switch refers to the option to switch an eligible group of premises to an alternative nbn technology. Applicants may include incorporated associations, bodies corporate of MDUs and local and state government bodies.

### WHO IS ELIGIBLE TO APPLY?

Examples of Area Switch applicant types include:

- a whole town or community, represented by a local council, originally planned to receive FTTN, fixed wireless or satellite technology
- an urban apartment block that was originally

planned to receive FTTB technology can apply to change to a FTTP solution.

- a regional business park with multiple tenants can apply to change from FTTN to FTTP.

### THINGS TO CONSIDER

Some of the eligibility criteria that nbn considers with each application includes:

- smaller Area Switches covering a portion of the premises in a node area may also be possible, but are unlikely to be as cost-efficient with regard to network deployment;
- all premises covered by an application need to be contiguous, i.e. if the application covers three streets, it must include all the houses in the streets;
- the proximity of the applicant's proposed location to already constructed nbn infrastructure;
- if an application is submitted for an MDU, all premises in an MDU must be covered.

### INDIVIDUAL PREMISES SWITCH

Individual Premises Switch refers to the option to switch eligible individual premises to an alternative nbn technology. E.g. a school or house in a suburban street with existing FTTN technology can apply for FTTP.

### WHO IS ELIGIBLE TO APPLY?

Applicants may include individuals, businesses, local government, state government organisations and nbn service providers on behalf of individuals.



Ultimo site Sydney

Applications can only occur once the original technology for their area has been deployed. Individual Premises Switch cannot be used to bring forward the proposed installation schedule.

Examples of Individual Premises Switch applications:

- a house in regional areas with existing or future fixed wireless or satellite technology.
- a house in a suburban street with existing FTTN technology can apply for FTTP technology.
- a single premise in an apartment block with existing FTTN or FTTB technology can apply to change to an FTTP solution.

### UCG'S INVOLVEMENT IN TECHNOLOGY CHOICE

UCG has found technology choice requires much more engagement with users who elect the different technology because they want to get the best result possible, which is increasingly important when they part-funds the design and construction process.

UCG's very first technology choice site was completed in Darlinghurst, Sydney, which included 251 units plus seven essential services.

In mid-October, nbn assigned a 338-unit complex plus 10 essential services site in Ultimo, Sydney, to UCG. Construction is scheduled to start in mid-November. That's a significant amount of revenue for UCG and our Delivery Partners. [📍](#)

## UCG signs nbn New Developments MDU Panel Contract

On September 22, UCG signed a new contract with nbn to become a new development panel contractor. The scope of works in the agreement covers the provision of nbn services to new multi-dwelling units (apartments) as they are being built.

UCG CEO Ralf Luna commented: "We see the new contract as very important to UCG. Not only does it cement our ongoing relationship with our key customer nbn but it also focuses on ongoing growth in the Australian new residential property industry.

"UCG has been involved with nbn since 2013 doing this type of work. In that time, we've established a reputation as one of nbn's leading "greenfield" delivery partners. We are often chosen to undertake some of the more complex and extensive developments and

are recognised by the development industry as a reliable, good-quality and competent construction company. The new contract allows nbn to more easily select and engage delivery partners as previously every job had to go through a time-consuming tendering process."

The new contract now establishes a fixed price per living unit (based on the size of the site) along with a schedule of rates for work in the street to connect the building to the nearest nbn location.

"Previously we were only involved in the in-building cabling, now we can undertake the streetworks to bring the NBN into the building. This enables UCG to offer more services and develop further construction capability for our client," Ralf said.

UCG has nominated to be a panel contractor in all states except WA, leveraging off its extensive presence now established across the country. As nbn's technology evolves over time, it is expected these developments will be incorporated into the contract – which means UCG will also evolve its technical delivery capability.

"The challenge for UCG is to fully engage with nbn's various regional deployment teams, ensuring we deliver on-time at the best quality whilst satisfying the needs of the property developers," Ralf said.

A UCG delivery team structure has been established, and Ralf will be taking a personal interest in the running of this contract. [📍](#)





## Strategic thinking

By Susan Minnekeer, General Manager, MTM Delivery - FTTx

Strategic thinking is a vision for action that does not focus on how things will get done but rather what to pursue and why. The future is unknown, however strategic thinking is to focus on the long-term future – going beyond what we currently know and focus on a future that is yet to be.

Strategic thinking has been key to UCG's success. However, strategic thinking is not just for our CEO and the board of directors. It is for everyone at UCG to embrace and think creatively about how each one of us can improve our organisation. I am fortunate to be working with many strategic thinkers within UCG – individuals who have been willing to step outside the box and make suggestions/changes that will add value to UCG for its long-term success.

We all have the easy choice of conventional, safe thinking, however, to be strategic is to think unconventionally about the future and challenge the status quo. It is sounds simple but strategic thinking takes practice, skill, determination and discipline. To step out of the box is to step out of what we already know and take a risk. A mainstay of UCG's culture statement is determination, which embodies the view that we at UCG take measured risks to stay ahead of our competition!

### RECENT EXAMPLES OF STRATEGIC THINKING INITIATIVES WITHIN UCG:

- Field initiative – change in the order of issuing splicing

– splicing of the AJL is now to be issued at the beginning of the construction process. This small but important change in process will ensure work is not held up in at the end of the construction and completions stage.

- Administration initiative – with work finishing in one of our Australian work programs, the Australian team suggested that they could be trained and work on New Zealand scheduling, which had a real need for additional resources.
- Design initiative – the survey and design team created a new forecasting model for survey and design, which allows for large allocation of work from our clients to be entered once and the model will provide a detailed step by step forecast, including resources.
- Administration initiative – identifying a partner to assist with bulk title purchasing and contact details.

### HOW CAN YOU BE A STRATEGIC THINKER?

Start by thinking about how you can make improvements to your role, then expand your thoughts to ways in which your business unit could be improved. Finally, give thought to any improvements that can be made for our delivery partners, our clients and, ultimately, UCG.

Please email your value-creating ideas, big or small, to talk-to-us@ucg.com.au or talk-to-us@ucg.co.nz.



The UCG Culture Statement includes: "Determination – ambitious and energetic. Assists to win new business and retain our customers. Takes measured risks to stay ahead of the competition. Works hard to find solutions."



## UCG announces new nbn Approved Training Partner

By Corey McCarthy, Group Human Resources Manager

Milcom Institute has been newly adopted as UCG's preferred nbn approved Training Provider and shall provide training services to interested Delivery Partners of UCG. Milcom is a registered Training Organisation (RTO) specialising in the delivery of a broad range of telecommunications courses, inclusive of those courses that meet the nbn mandatory technical accreditations required to be held by workers to work on the nbn network.

Milcom has training facilities in Melbourne, Sydney and Brisbane, and can provide training in any area UCG operates. Their capability extends to offering certificate 3 or 4 in Telecommunications or the more specific courses that can meet nbn's technical accreditation requirements. As a newly appointed nbn-Approved Training Provider, Milcom now also offers direct assessments of telecommunications

workers for fast-tracked nbn accreditations.

UCG Delivery Partners are free to choose an nbn-approved RTO of their choice, however, UCG has requested Milcom to reach out to the owners and managers of its Delivery Partners to offer support.

"To reach out to delivery partners and guide them through which accreditations their workers need and work to obtain them as quick as possible is really important. We have a dedicated Client Manager for UCG and its Delivery Partners now in Cassandra Brownsdon, and we have great training facilities and qualified trainer/assessors ready to meet UCG's workforce needs," said Rohan Anderson, Asia Pacific Manager of Milcom Institute.

"I am very pleased with the new partnership because nbn and its prime construction partners are



L-R: Cassandra Brownsdon, Rohan Anderson

all requiring UCG's delivery partners to obtain the technical accreditations. The days of not holding the accreditations and being permitted to work on the network are behind us," said Corey McCarthy, UCG's Group Human Resources Manager.

Milcom Institute Asia Pacific Manager Rohan Anderson can be contacted on 0418 880 645 or rohan.anderson@milcom.edu.au. Client Manager Cassandra Brownsdon can be contacted via cassandra.brownsdon@milcom.edu.au. Rohan and Cassandra look forward to guiding delivery partners through the accreditation process.

# Partner PROFILE

This issue we meet valued UCG Delivery Partners Nathaniel Estorco from Oftech Solutions Ltd (NZ) and Ciprian Bogdan from Active Building Solutions (Australia).

## Oftech Solutions Ltd

Based in Auckland, Oftech Solutions Ltd is owned by Nathaniel Estorco and shareholder Boyd Estorco.

Before he started working on the Chorus project, Nathaniel was an IT technician at PC Onsite. He was introduced to UCG through his friend Roderick Laus of 3ML Ltd.

"Roderick told me he was applying with UCG for an MDU project, and suggested I undergo training in fibre. I found the work very interesting and decided I wanted to become an owner-operator," Nathaniel says.


"I learned quickly and became interested in building fibre connections in high-rise buildings around Auckland. With Roderick's help I sought contract work with UCG and established Oftech Solutions."

Nathaniel was drawn to Chorus because of the size, scale and longevity of the project.

"Because Chorus is a big company and they have long-term projects around New Zealand, this is a huge benefit to me as a sub-contractor," he says.

"The UCG team is really helpful and friendly. UCG makes the job of the technician easy and efficient."

Oftech Solutions Ltd is currently working on the MDU provisioning in businesses and apartments in and around Auckland.

"The best part of the job for me is the cabling. I also enjoy the challenge of troubleshooting and dealing with customers," Nathaniel says. 



## Active Building Solutions



L-R: Ciprian with his national operations manager Nick

Sydney-based Active Building Solutions (ABS) began working on the NBN project in 2013 on the pit and pipe remediation program. In its first year of operation, the company expanded its capabilities and started cable hauling and splicing.

"We've been doing small fibre to the premise builds and schools before moving into more complex/commercial builds and FTTB," founder Ciprian Bogdan says.


"Exciting opportunities and ongoing work definitely caught our attention at the beginning. Also, the team is very diversified, and we thought we could add some value to the project with our skills and expertise.

From pit and pipe to activating the equipment, ABS is working on all types of sites from complex/commercial to FTTB. With teams in NSW, Queensland and Victoria, ABS is moving

forward towards new challenges.

Ciprian says UCG's reputation and ongoing commitment to deliver quality results in a safe and timely manner is one of the key reasons he decided to join them as a delivery partner.

"We have regular meetings and catch-ups to ensure we are all on the same page, and we discuss any issues or good news stories. Open communication between us and UCG has been paramount in establishing and maintaining a great working relationship," he explains.

The biggest on-the-job challenge for ABS is educating customers about the program and how they can benefit from it. Despite this, Ciprian says he enjoys challenging and difficult jobs, as they provide great satisfaction when everything is complete and the customer is happy. 

## Fighting fire with Fibre!

### INTRODUCING THE UCG FIBRE FIGHTERS!

It was a midwinter's day, pouring rain with a chill outside that had everyone fighting over the heaters first thing in the morning. A few members of the Auckland consent team were discussing the need to get more active. Eating only what can be conveniently found at the local bakery across the road from work and moaning about wasting money on the gym, it was decided we should enter a sports team. A quick look at Google and we found indoor netball.


Faafetai (Tai), Iemaima (Maima), Julie (Julie) and

Amiria (Ah-me-de-ah) were the first to enrol. A few emails later and we had a team from all over the office - Consent: Elena, Land Access: La'sasha, Scheduling: Lee T, Daniel J, Completions: Sara, Warehouse: Legance and Daniel T and, all the way from Australia, Rex. We had a UCG netball team!

Our first few games were a hoot and our two left feet made a great appearance as people tumbled down the court huffing and puffing like you wouldn't believe! We had only one rule to start - just have fun! So, every game we played always had a few laughs and it wasn't long before



the other teams saw us as the fun guys that just couldn't stop giggling.

More and more people now want to join in. With the support of UCG (thank you Ralf) we now have matching shirts! If you're keen to join, come and see one of us to get involved or just pop along to a match to support us. We'll win next time, I tell ya! 

# Employee Awards 3rd Quarter 2016



**Australian Outstanding Achievement Award**  
 Brian Bracken, Field Supervisor

Brian is a stalwart of UCG and in yester-years headed up UCG's operation in Tasmania. After a short break in 2015, Brian was happy to take up a Field Supervisor opportunity and has continued doing a great job ever since. After a short break in 2015, Brian led the way in adapting to team changes, and has provided invaluable support to senior management who were new to the MDU program. Some long days combined with Brian's know-how have yielded some great results for the team in Tasmania.



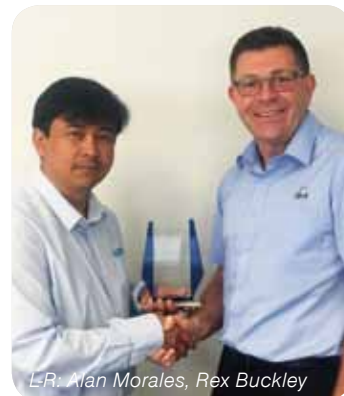
**Australian Outstanding Achievement Award**  
 Karl Walker, Software Developer

Karl's endless dedication and commitment to excellence continues to build the confidence we have in our in-house applications. He is an influential member of the Software Development team who consistently demonstrates innovation and helps support the company's overall business strategy. Karl has been recognised for the timely and successful delivery of a project to the Commercial team, which required UCG's technology to adapt to the changes made to the claims processes.



**NZ Outstanding Achievement Award**  
 Mark Thomasson, Project Manager

Mark plays a pivotal role in a position that straddles both office and field responsibilities, and he does very well in both. Leveraging off his pre-UCG management experience, Mark provides great support to his internal team mates and plays a very important role in communicating with nbn. More recently, Mark moved into supporting FTTB/Complex job sites with immediate positive results, testament to his ability to learn new technologies.



**NZ Outstanding Achievement Award**  
 Allan Morales, SME

Allan has been identified as a catalyst of change. He has revolutionised the training and development of UCG's delivery partner workforce by implementing innovations which aim to improve our technicians' product knowledge and bolster their productivity. One of his exciting projects includes the construction of a MDU lab in the Dunedin offices, which simulates the NGA fibre installation process. Master of Chorus' fibre testing mechanisms, Allan is always found imparting knowledge to future leaders of the industry. He has redefined teamwork with his unwavering support to the regional teams and delivery partners.

# Delivery Partner Awards



**Delivery Partner Award NZ**  
 Sohit Gagneja, 3ML Limited

Sohit recently won a technician award from Chorus, and has been recognised by many other companies. He consistently strives to perfect the quality of his workmanship and has become a role model for many apprentices. He is always in a constant state of readiness and does not hesitate to work unscheduled hours to deliver the highest quality of customer care. His understanding of Chorus network installation processes, in addition to his proficiency in using the client's software applications, adds further advantage to his unmatched work ethic.



**Delivery Partner Award NZ**  
 Wesley Simmers, FTTX Limited

Wesley Simmers represented UCG while performing fibre installation in two apartment blocks located in Meadowbank Retirement Village in Meadowbank, Auckland. Wesley's pleasant personality and his respect towards the elderly residents made the project a big success. It was a proud moment for the company when the village manager recognised the impeccable standards of work, and requested UCG to use FTTX for deployment of fibre throughout the village.



**Delivery Partner Award Australia**  
 Ciprian Bogdan, Active Building Solutions

Ciprian is Director of Active Building Solutions - a firm based in Sydney that works on UCG's complex sites. UCG's Steve Kelleher and Rob Anderson turn to Ciprian and his team to complete large and/or difficult sites, and paid tribute to the construction results at the Sydney Fish Markets and Port of Townsville as sterling examples of quality workmanship and customer relations managed by Ciprian and his team.



**Delivery Partner Award Australia**  
 Travis Guiver, CBG Services

CBG Services Director Travis Guiver and employee Kris O'Neill operate for UCG in south-east Queensland on the HFC project. Like many of UCG's smaller delivery partners, Travis is a hands-on director who, through the support of his team, provides excellent surveying and construction workers. "Great to work with," was the comment shared by UCG's Dale Anderson, Kevin Larkin and Will Hall.

## GET ON THE FAST TRACK!

UCG is always developing new strategies to fast track "new to industry" delivery partners or persons with some but minimal practical experience. On both sides of the Tasman, Delivery Partner Coordinator teams provide information on gaining the required work type competencies and register new persons on UCG induction courses that provide additional knowledge.

Recently, Allan Morales, one of UCG New Zealand's subject matter experts, constructed a training facility in the Dunedin warehouse and modified some of the training previously given to include a much larger hands-on component. The results have been very encouraging, with participants reporting higher levels of learning after receiving the training. There are now plans to construct similar training "labs" in Wellington and Auckland. Further to the "lab" training, new entrants can be provided some field experience with existing delivery partners of UCG.

If you are a new entrant to the industry, you do not necessarily need to set up your own business. UCG has existing delivery partner firms who want to expand their businesses, so contact the UCG Delivery Partner Coordinator teams today and they can forward your application to a delivery partner who operates in your area. 📍

## Shitbox Rally 2016 follow-up

Dear Ralf,

Just a quick line to thank UCG for its support of our rally team "Jelley's Endeavour" in the Mysterybox Rally. I have just returned from South Australia, where we finished the rally in five days. The rally took us from Adelaide to Kingoonya, Coober Pedy, William Creek, Blinman and back to Adelaide (approximately 2500km). With the help of UCG, we ended up raising over \$11,000 for the Cancer Council, which was in the top 15 fundraisers.

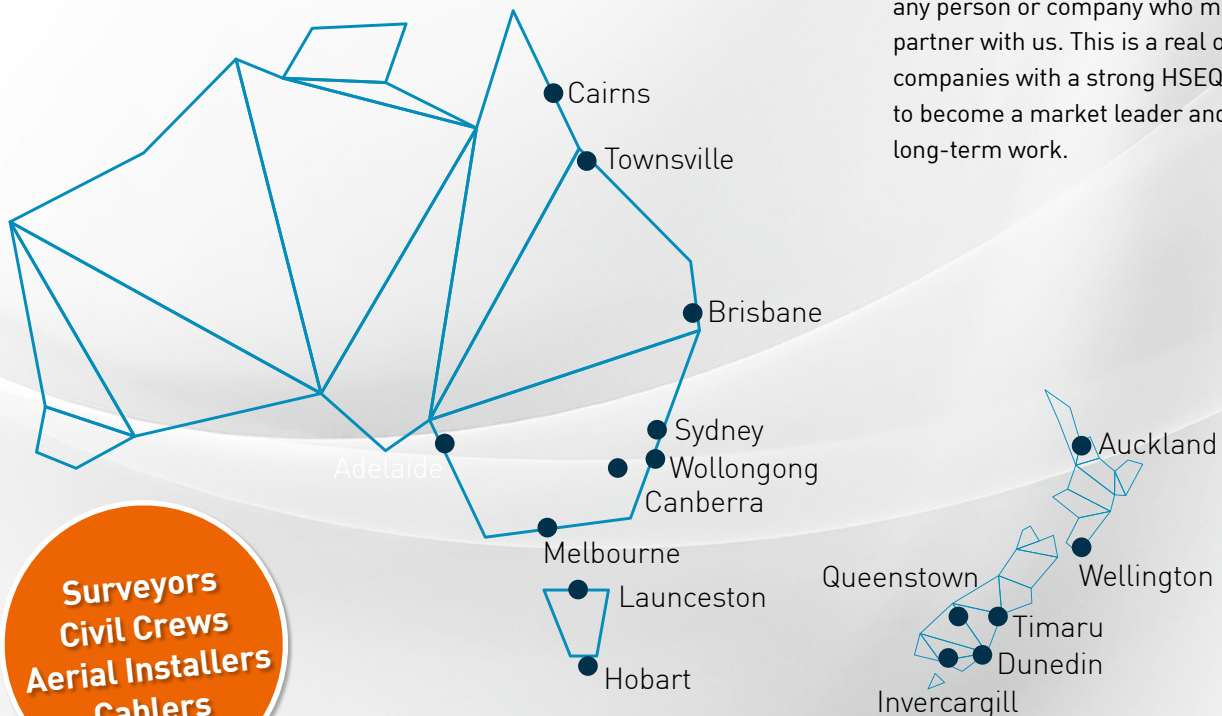
We were lucky enough to get to drive a lovely old Falcon ute with over 309,000km on the clock, which only overheated twice and sustained one shredded tire. We did most of the rally in top hat and tails, and also took circus equipment to keep the troops entertained with our hoola-hooping and juggling. Thank you again for backing this cause.

Regards,

Elizabeth Jelley, UCG Completions and Handover Team Leader



## GREAT OPPORTUNITIES NOW EXIST FOR UCG'S CURRENT DELIVERY PARTNERS BASED IN AUSTRALIA TO EXPAND OPERATIONS INTO NEW ZEALAND



In New Zealand we are ideally looking for delivery partners who have end-to-end capability in survey, civil work and cabling. In Australia we currently need Surveyors for the eastern states. We want to hear from any person or company who may be able to partner with us. This is a real opportunity for companies with a strong HSEQ track record to become a market leader and to sustain long-term work.

Contact UCG's friendly Delivery Partner Onboarding teams to lodge your inquiry today.

We want to expand our workforce and look forward to hearing from you!

To enquire about becoming a delivery partner to UCG

**NEW ZEALAND**

ph +64 9 6331247

email [work@ucg.co.nz](mailto:work@ucg.co.nz)

**AUSTRALIA**

ph +61 3088 2778

email [work@ucg.com.au](mailto:work@ucg.com.au)