



Will be considered for: release in full

## MIN-4292 - State Highway 25A workforce planning

22 August 2023

The Office of Hon Carmel Sepuloni has requested information regarding the workforce mahi (identifying the skills and approach needed to progress recovery works) for the State Highway 25A (SH25A) emergency recovery works to use as a case study to further support cyclone recovery works in other regions across New Zealand.

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### Waka Kotahi NZ Transport Agency's response:

- The procurement method for SH25A Taparahi Bridge includes removing the impediments to profit, while still ensuring we are getting value for money. Considerations for contractor, staff and crew selection include speed of delivery and deployment, dedication, and local knowledge and relationships.

### Taparahi Bridge

- When working through option selection for restoring SH25A access – the relevant factors included the delivery timeframe, including legislative compliance. The option selected (bridge) has a minimal impact on ecology and allows winter working, noting that an earthworks solution is limited by weather, ecology, and methodology (import and tip sites).
- Contractor selection was based on methodology and resourcing to deliver the bridge option.
  1. **Using materials that were readily available in New Zealand:**
    - a. Waka Kotahi had the plate required for the girders in stock for another project, being Takitimu North Link Stage 1. The plate was released for this project and replacement plate ordered. Note Takitimu North Link Stage 1 requires the plate next year for beam fabrication.
    - b. Piles designed using casings that are common sizes, allowing quick purchase.
  2. **Fabricating materials off site:**
    - a. Bridge fabrication off site, at a factory that can and is working 24/7.
    - b. Precast fabrication of bridge units allows for an assembly process similar to Meccano, speeding up the erection of the bridge. This allows more components to be constructed quickly at the same time.
  3. **Resources (people and plant)**
    - a. Specialist crews are required for piling, precast, steel fabrication, and erection. Waka Kotahi has an existing prequalification system which identifies the skills required. As part of the procurement process, ensuring both the plant and the resources would be available (noting that the Taparahi Bridge utilises both a piling crew from Fulton Hogan and from McConnell Dowell). The 100-tonne piling rig is from McConnell Dowell.
  4. **Working hours:**
    - a. Resources – to enable extended working hours 7am – 12am. The team will move to 24/7 work for some operations, and this is expected to commence on 1 September 2023.



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### How to identify the right resources?

- Waka Kotahi has selected the staff on this project based on their skillsets and dedication, including local knowledge and relationships. Our suppliers have been selected on the same basis. Where possible our contractor is utilising local suppliers, all of whom have an interest in achieving the successful delivery of the bridge structure to open up SH25A. Waka Kotahi has been very clear that this is a priority corridor, and as such has diverted resources to this work.
- We have engaged closely with Thames Coromandel District Council from the outset and throughout the process. The Council has been very supportive, working with us to achieve a quick outcome for the building consent waiver for the bridge structure.
- We are also continuing to engage with local iwi and the Department of Conservation.

### SH25A corridor wider works

- A recovery and resilience programme of work has been identified and is being prioritised for delivery, utilising the opportunity to progress works while SH25A is closed, and the bridge is being constructed.
- Waka Kotahi works closely with industry and monitors our programme at a regional level to understand where our constraints are – being both with our internal resourcing and that of our suppliers in terms of capability and capacity. We review performance of the delivery of our suppliers, which can then inform when a supplier is best suited to a certain task.

### Procurement

- Our procurement approach for the Coromandel includes the following:
  - Clear scope – knowing what the risk is and who this sits with.
  - Being clear on the outcome – is this speed of delivery, or lowest cost?
  - Selecting appropriate contract forms and procurement methods.
    - Registrations of interest for different activities.
    - Direct appointment based on specialist requirements and capacity.
    - Cost Reimbursable form is used where programme is critical.
    - Open tender where appropriate.
  - Working with Business associations to understand local resources.
  - Working with local contractors to utilise local contacts. (Where the common purpose helps).
  - Relationship contracting – based on trust and respect.

## MIN-4292 – Further information on State Highway 25A workforce planning

23 August 2023

Following the initial advice to the office of Hon Carmel Sepuloni, we have been asked to provide information on how the SH25A workforce has been sufficiently supported to deliver a large-scale recovery project to time, so the model may be replicated for other aspects of rebuild.

### Waka Kotahi NZ Transport Agency's response:

- Please note that the following information only covers the SH25A Taparahi Bridge. We have been advised that the crews on the wider corridor are currently local crews.

#### People

- As of Friday 18 August 2023, there were 46 people working onsite.
- Up to 100 people will be working at the Taparahi Bridge site with additional labour dedicated to offsite works at the peak of the job.

#### Local Housing

- Around 95 percent of the construction crew either live locally (existing and permanent residents) or are housed locally (temporarily).
- The remaining 5 percent are people who travel to site for a day or two at a time and for them we use local motels such as the Tuscan and the Avalon.
- We currently have signed 10 leases (properties are 2-4 bedrooms), mostly in Thames but we will need more.
- Some of our workers are hosted at the Junction Hotel and at the Lady Bowen Bed and Breakfast.

#### Onsite

- We have established temporary offices, a meeting room, an undercover area, lunchroom, facilities such as bathrooms and showers, a first aid room, a security hut and other facilities.
- We also have a local business onsite selling food including evening meals for people working nightshifts.

#### Workers

- At the end of the month, we will have three extra teams of workers onsite (with a fourth in reserve) doing 10-hour shifts, 7 days a week on critical elements such as the reinforced concrete works.
- The four work fronts will include the piling team and three teams on reinforced concrete works ahead of the steel beam installation.
- Some workers on the site will remain on either day shift only, or a day and afternoon shift, as required.
- The offsite works such as the prefabrication of bridge components is underway 24/7. The Eastbridge teams are working two shifts.