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porirua city

Construction and Demolition Waste Minimisation

Report 4 – Labour Market Analysis

June 2021

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1 Context

Porirua City Council (PCC), and its partners (Kainga Ora, Hutt City Council (HCC) and Kapiti Coast District Council (KCDC)) are seeking to put forward a business case to utilise, repurpose and sell resources arising from construction and demolition activities in the region. To inform the business case, seven reports have been commissioned (Figure 1), ultimately culminating in one consolidated report (Report 8).

This is Report 4 – Labour Market Analysis which summarises the information gathered on the anticipated labour and skills requirements associated with small, medium, and large-scale models (see Report 3 – Business Model). It also summarises the expected availability of those skill sets and opportunities for upskilling through local training and development initiatives.

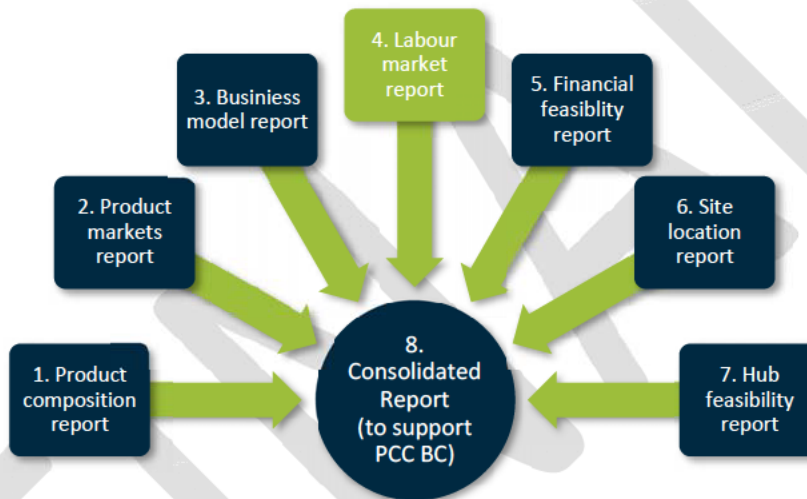


Figure 1 Report structure to inform the business case

2 Skill and capacity requirements

Each of the small, medium, and large operation options can be expected to require a combination of and varying levels of input in the skill areas identified in the following sections. Table 1 provides a high-level summary of the level of commitment required from each skill set at the three facilities model scales.

Table 1 Anticipated level of commitment by skill area and scale of operation

Role	Small	Medium	Large
Management			
Staff and resources	Green	Amber	Red
Markets	Amber	Amber	Amber
Contracts and relationships	Green	Red	Red
Site and operations	Green	Amber	Red
Administration			
General administration	Green	Amber	Red
Customer service	Green	Amber	Amber
Health and safety	Amber	Amber	Red
Operations			
Skilled workforce	Green	Amber	Amber
Unskilled workforce	Amber	Red	Red
Research and development	Amber	Amber	Red

(Key: level of commitment – green = low, amber = medium, red = high)

2.1 Management

2.1.1 Staff and resources

Management resource is required to ensure staff and resource allocation on a day-to-day basis. This role is typically filled by a Site Supervisor position.

2.1.2 Markets

Resource is required to manage the end markets receiving the products produced at the facility. Input from this management role would influence the gate rate set for customers to the facility and, therefore, the uptake of its use. Responsibility for markets would typically fall to a Commercial Management role.

2.1.3 Contracts and relationships

Contracts and relationships will be in place on a variety of levels and require skilled management. For example:

- Agreements to receive material at the facility
- Agreements to accept material from the facility
- Contracts, partnerships or other agreements with Council and its partners

Responsibility for contracts and relationships would typically fall to a Commercial Management role.

2.1.4 Site and operations

Management of the site and its operations would be undertaken by a supervisor. The Site Supervisor is usually responsible for the safe and efficient operation of the site. Including:

- Prioritisation and allocation of tasks
- Machinery maintenance

2.2 Administration

2.2.1 General administration

General administration associated with the operation of the facility including processing of weighbridge and point of sale records.

Additionally, overhead administrative requirements associated with pay role, employment and human resources which would be undertaken off site.

2.2.2 Customer service

Customers of the facility will require interface to understand how they interact with the facility. This role would involve fielding questions and giving instructions both electronically, by phone and on site.

2.2.3 Health and safety

Health and safety is typically considered the responsibility of all persons on site. However, in the case of a large facility, a nominated Health and Safety officer could be expected who would be responsible for the upkeep of the associated management system including inductions, training, and reporting. Such a role would typically be undertaken by a Site Supervisor who would manage day to day site specific requirements, with management oversight. The nature of this oversight would be dependent on the structure of the operating entity.

2.3 Operations

2.3.1 Skilled workforce

The skilled workforce in this instance refers to personnel with specific training to demonstrate skill and competence in machinery operation. There is an opportunity to expand the definition of the skilled workforce as it applies to the C&D operation (see 4.4 Environmental employment).

While skilled resources may be engaged as a stand-alone resource, due to the average machine operational hours (20 hours per week), it is not uncommon for the skilled workforce to also fall under the Site Supervisor role. The skilled workforce may also undertake duties associated with the unskilled workforce requirements when machinery is not in use.

2.3.2 Unskilled workforce

Unskilled workforce in this instance refers to personnel who do not require any specific machinery training to undertake their role. Their role is primarily labour based, involving manual sorting of materials received at the facility.

2.3.3 Research and development

C&D waste is anticipated to evolve over time. An element of research and development is required to ensure the facility remains relevant and opportunities are realised. Responsibility for delivery would typically sit with the Commercial Manager who may or may not engage additional resource.

2.4 Summary of resourcing requirements

Table 2 provides detail of the anticipated commitment in each of the skill sets in terms of full time equivalent (FTE) commitment per week. Where there are part-time roles, it is anticipated that the party contracted to undertake these services would have other roles within their organisation that would be allocated to these resources to make them up to full time equivalents. Likewise, cover for staff leave is anticipated to cover from the contractor's wider resource pool.

It could also be expected that individuals are capable in one or more of the required skills and the ability of an individual to fulfil multiple roles is also dependant on the scale of the operation.

Table 2 Skill and capacity requirements by scale of operation in terms of FTE

Scale of operation		Small	Medium	Large
Job title description	Commercial Manager, including research and development	0.5	0.5	1
	Skilled workforce, including Site Supervisor	1	2	2
	Administrator, including customer service	0.5	1.5	2
	Unskilled workforce	1	2	3

3 Training and development

3.1 Skills Hub

Porirua Development is a 30-year project targeting development in eastern Porirua. While the Crown has overall responsibility for the project, the partners to the project are, Kainga Ora, Porirua City Council and Ngāti Toa Rangatira. The partnership with Ngāti Toa in the west will improve state housing in Titahi Bay, Mana and Tawa (Figure 1).

A key feature of the project is the delivery of a Skills Hub, a project with a 25-year duration. The opportunity to deliver the Skills Hub has been released to the competitive market, the successful provider has not yet been identified and the project is expected to commence 1 July 2021.

It is expected that the Skills Hub will have the ability to train, develop and support local resource into employment in administrative, skilled and unskilled roles within the C&D facility. Appealing career pathways are also easily identified within the operation, with the ability to progress from unskilled to skilled and then on to management roles, for example.

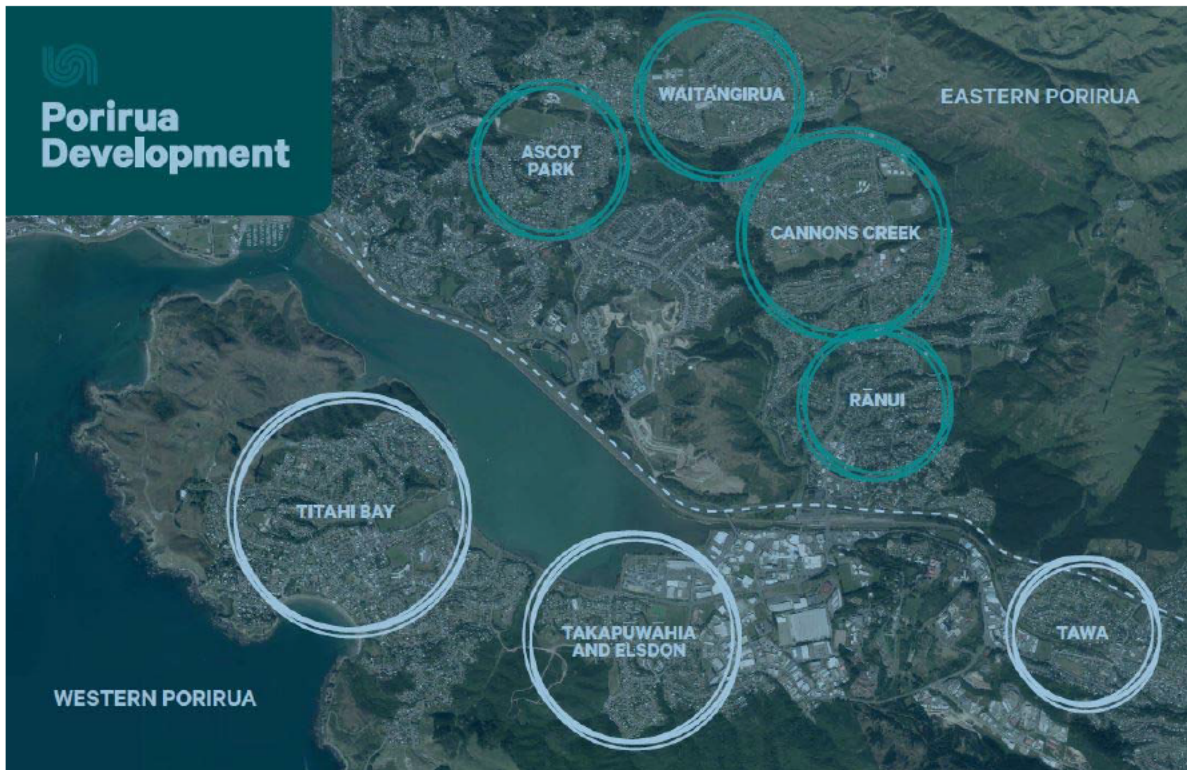


Figure 2 Porirua Development - Eastern and Western suburbs

3.2 Construction Plus

Construction Plus is an initiative developed by Kainga Ora and has been successfully implemented in Auckland developments of the same nature as the Porirua Development.

An interview was held with representatives from Construction Plus who provided a greater level of context to the formation of the initiative. That discussion clarified that Construction Plus has been developed specifically for the Auckland environment and while the principals are transferable it is not a 'plug and play' model. It includes very specific pathways for education, training, employment and pastoral care. Furthermore, it provides a cohesive platform for integrating community engagement with opportunities in the Auckland based civil alliance (Piritahi).

The Porirua Skills Hub features partnership with similar equivalent entities to those engaged in Construction Plus in Auckland including Kainga Ora, iwi groups and the private sector who deliver training initiatives. It is unlikely that Kainga Ora will seek to establish Construction Plus in Porirua as it offers several duplicate services to the Skills Hub. Furthermore, community engagement, education and facilitation are likely to have a greater effect if there is a single, dedicated entity delivering the outcomes sought.

4 Risks and opportunities

4.1 Skills and labour shortage

There is a shortage of skills and labour throughout New Zealand. While this is felt almost universally, regardless of industry, it is most likely to impact the ability to effectively resource the skilled and unskilled

workforce required for the operation as these are in direct competition with the construction industry. The Porirua Development Skills Hub is likely to be an invaluable resource for attracting local labour resources into the operation. Management and administration resources may be slightly less impacted.

4.2 Range of skill levels

The range of skills required to successfully deliver a C&D waste diversion facility is broad. At one end there is a need for commercial expertise and market knowledge and at the other a need for engaged, competent labour, both of which are essential to the success of the operation.

The market knowledge, commercial capability and relationship management skills are typically held within the private sector. While the private sector is more likely to hold and retain the skilled management and commercial expertise, they may struggle to attract and retain the right skilled and unskilled workforce due to the degree of competition in the market.

4.3 Volunteer roles

Volunteer and community-led initiatives are common within the waste industry and this is often because of the desire to 'do the right thing' when it comes to waste diversion. Volunteer initiatives on their own typically lack the full range of skills required to deliver a full-scale commercial operation and often focus on the diversion and re-sale of domestic commodities.

There is opportunity to leverage off the goodwill aspect of the industry to attract people into employment which will be important when competing for resource with other infrastructure industries. Further, it is possible that a volunteer based 'second-hand shop' be established in conjunction with transfer station upgrades that handled residential C&D materials, both receipt and sale.

Consideration needs to be given to how the management of the new C&D facility, new transfer station and existing landfill are coordinated, including oversight from a health and safety perspective.

4.4 Environmental employment

Feedback from participants in the industry directly involved in C&D diversion is that they perceive their employment to fall under the category of 'Environmental'. The labour workforce involved in soft-strip exercises take pride in their work; they are engaged in and take ownership of the outcomes.

Job market surveys are conclusive; one of the key things the current workforce looks for in their employment is that their job makes a positive difference. The implication of this feedback is that there is an opportunity to attract a workforce who are motivated by a desire to do the right thing. This link is not so readily made by other industries competing for resources.

Furthermore, a potential ancillary consequence is that the resulting products from the C&D operation are of a higher quality than if the workforce involved in creating them were not motivated by delivering positive environmental outcomes.

5 Conclusion

A broad range of skills are required to deliver a C&D waste diversion operation. The entire suite of skills describes a fully resourced, commercial enterprise with varying degrees of commitment in each skill area dependent on scale. Highly skilled commercial management expertise is found in the private sector and an

engaged workforce is required to effectively deliver the diversion outcomes sought.

Waste minimisation is an area receiving increasing public attention and is underpinned by a sense of responsibility to the environment. The workforce is motivated by their ability to make a positive impact.

Working with the local Skills Hub initiative to promote the waste sector and the C&D diversion operation has the potential to attract a range of labour resources who are engaged in the waste industry. This helps to offset this risk of not being able to attract the resources required for the operation.

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