

Social Outcomes Review 2021

Central Interceptor

Watercare
An Auckland Council Organisation

Ghella
1914 5 Generations of Tunnelers

ABERGELDIE
COMPLETE INFRASTRUCTURE

Jacobs

Hapaitia te ara tika kia pūmau ai te rangatiratanga mō ngā uri whakatupu.

*Foster the pathway of knowledge
to strength, independence
and growth for future generations.*

Contents

2	Foreword
3	Watercare
3	The Central Interceptor
4	What are Social Outcomes?
6	Tikanga Māori
8	Tikanga and Te Ao Māori
9	Cultural Outcomes Group
10	Wānanga Māreikura
12	TBM naming
14	Te Matatini
16	Education
18	Internships
20	Kate Edgar Scholarships
21	Marine Shells
22	Dig Deep
24	Good to Great
26	MATES in Construction
28	Two-day Induction
30	Training Centre
30	PPE for All
31	Breast cancer awareness
32	Community engagement
34	Make Give Live
35	Morningside Urban Market Garden
36	Laundry
37	School activities
38	Our focus for 2022

Foreword

The Central Interceptor is a wastewater tunnel that is the biggest project of its type in New Zealand. Planning and concept design commenced in 2009 and in 2018 Ghella Abergeldie JV was awarded the contract to undertake its construction.

The tunnel is being built to last 100 years and will leave a legacy to the people of Tāmaki Makaurau based on the considerable environmental, social, economic and cultural benefits it will deliver.

However, our ambition for Central Interceptor extends beyond building a tunnel. Over the next four years we have the opportunity to create a legacy in a number of other ways. We have commenced a series of programmes that we believe will result in sustainable social outcomes.

A Cultural Outcomes Group made up of representatives from Mana Whenua, Watercare and Ghella Abergeldie JV has been established to provide guidance on the development and implementation of the programmes.

This Social Outcomes Review explains why we are undertaking the programmes and what has been achieved to date.

We feel privileged to have the opportunity to make our contribution to the wellbeing of Tāmaki Makaurau for the generations to come.



Shayne Cunis
Executive Programme Director, *Watercare*



Francesco Saibene
Project Director, *Ghella Abergeldie JV*

Watercare

Watercare is a lifeline utility providing water and wastewater services to 1.7 million people in Auckland. We supply reliable, high-quality drinking water to homes and businesses and collect, treat and manage their wastewater in environmentally-responsible ways.

As a Council-controlled organisation we are fully owned by Auckland Council. Our services and programmes are financed through user charges and borrowings.

We manage assets worth more than \$10 billion and plan and build infrastructure to ensure we support growth today and into the future. The Central Interceptor is the principal project in an \$11 billion, 20-year capital works programme which commenced in 2018.

The Central Interceptor

The Central Interceptor is a wastewater tunnel that will run between Grey Lynn and the Māngere Wastewater Treatment Plant. The tunnel will run underground for 14.7 kilometres at depths of between 22 and 110 metres and will cross the Manukau Harbour about 15 metres below the seabed. Along the route it will connect to the existing wastewater network, which will divert flows and overflows into the tunnel.

The Central Interceptor tunnel and link sewers are needed to ensure there is sufficient capacity in the Auckland wastewater network to meet projected population growth and intensification. It is also required to provide resilience for ageing and critical assets and to reduce the effect of combined sewer overflows that occur in central Auckland, leading to an improvement in regional water quality.

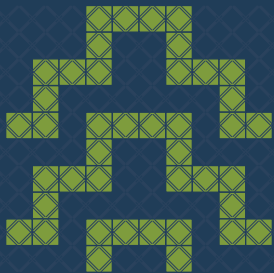
What Are Social Outcomes?

In broad terms, the objective of our Social Outcomes activities is to develop capability in individuals, groups and communities, both within the project and the wider society.

The focus is on individual personal and professional growth, community wellbeing and inclusivity. Our approach is holistic and the foundation of Social Outcomes is tikanga Māori.

Four pou have been adopted as a framework on which the programmes will be developed and implemented.

TUĀKANA-TEINA

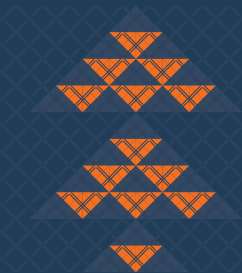


Effective succession, mentoring, future workforce, internships, apprenticeships, career pathways.

Mā te tuākana te teina e tōtika, mā te teina te tuākana e tōtika

The older will lead the younger, and the younger will lead the older.

MAURI ORA

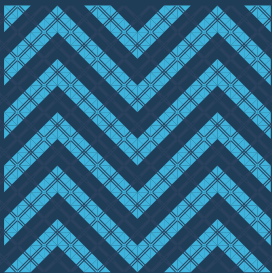


Creating wellbeing, maintaining mauri/life-force /essence of both people and the environment.

Mauri mahi, mauri ora; mauri noho, mauri mate

Industry begets wellbeing & prosperity; idleness begets poverty.

WHANAUNGATANGA

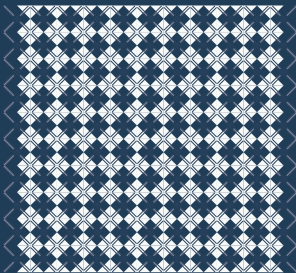


A family-based approach to work, being community minded, ensuring quality of stakeholder, community and industry relationships. Practicing and honouring culture and values.

Ehara tāku toa i te toa takitahi, engarī he toa takitini

My strength is not as an individual, but as a collective.

TANGATA WHAKAPAPA



Embracing the wholeness of a person, true inclusion.

Poipoia te kākano kia puāwai

Nurture the seed so it may blossom.

The lessons and traditions of the past prepare us for the future.

Why build a legacy?

Creating a legacy involves building on what already exists, creating new opportunities, addressing inequities and developing capability.

COMMITMENT TO TIKANGA MĀORI

For many decades our activities have harmed whenua and wai. While the tunnel will go some way some to reducing this harm, we are partnering with Mana Whenua to address these issues within a te Ao Māori framework which will result in sustainable delivery outcomes.

Te Ao Māori also brings with it responsibilities to apply resources, time and knowledge to make a contribution to the greater good.

TAKING A LONG-TERM VIEW

The nature of our business is building for the future. It is a view of the world that is based on long-term planning. This influences how we make decisions, the way in which we engage with others and how we can help to address wider societal issues.

BUILDING CAPABILITY

The project has four more years to run. Time is on our side to work with Mana Whenua and other partners to develop programmes that are relevant, proven, targeted and inclusive.

We will also be able to assess the effectiveness of programmes and have the opportunity to make refinements.

Social Outcomes Framework

VALUES

Māori values of Whanaungatanga, Rangatiratanga, Manaakitanga, Wairuatanga and Kaitiakitanga guide all aspects of our Social Outcomes activities.

The values also reflect the aspirations that are held for iwi, organisations and communities. And importantly, the values express the fundamental role that the Māori worldview plays in identifying areas of need, determining how relationships are managed and prioritising the activities which will be performed.

POU

The four pou, on the opposite page, are the programmes under which the activities fall. While each has a particular focus, activities can be relevant to more than one of them.

For the sake of reporting on our Social Outcomes activities we have grouped them based on:

- Tikanga Māori
- Education
- Good to Great*
- Community engagement.

*Good to Great
Before CI commenced, Watercare committed to achieving a 'great' outcome with regards to Health, Safety and Wellness. A number of activities have been implemented as part of the Good to Great programme, five of which are included in this review.

Tikanga Māori

Tikanga and Te Ao Māori

The Central Interceptor is committed to the Tiriti o Waitangi principles of:

Tino Rangatiratanga

Self determination

Pātuitanga Partnership

Mana Taurite Equity

Whakamarumarutia

Protection

Kōwhiringa Options



ABOUT:
Shayne Cunis, Executive Programme Director, Watercare (left) and Francesco Saibene, Project Director, Ghella Abergeldie JV (right).

As a part of the expression of these principles, we adhere to Tikanga Māori and take every opportunity to incorporate te Ao Māori across the project.

The Social Outcomes Implementation Strategy incorporates Māori values to guide its initiatives. One of the fundamental principles of CI is ensuring Mana Whenua are consulted regularly, brought in to decision-making environments and hold the project to account in regards to its commitment in te Ao Māori.

BROAD RANGE OF INITIATIVES

Our initiatives are broad in scope and have included contracting Māori small businesses across a range of industries including professional services, translation, artisans and small crafting businesses, as well as training providers.

The project takes every opportunity to promote te Ao Māori to both employees and the wider community. We have embedded the Wānanga Māreikura programme and incorporated Māori cultural components within our induction process.

In addition, we support employees who wish to participate in Māhuru Māori, a multi-faceted cultural competency programme.

TE WIKI O TE REO MĀORI

Every year one of the most anticipated te Ao Māori engagements is Te Wiki o te Reo Māori where challenges are set for staff across all aspects of the project. Activities range from desk-based quizzes, whakawhanaungatanga opportunities across the project, video education opportunities and the favourite, physical activities involving local Tūpuna Maunga. In addition, the honouring Te Wiki o te Reo Māori has become business as usual.



Tikanga Māori

Cultural Outcomes Group

Kaitiaki kaitiakitanga mauri – pupuri i te mauri mena ka tau te mauri o te taiao ka tau te oranga o te ira tangata *If the life force of the environment is in balance, the wellbeing of mankind is assured.*

This whakataukī expresses the vision of the partnership between Watercare and the Mana Whenua Kaitiaki Managers Forum (MWKMF). MWKMF represents 19 iwi authorities in Tāmaki Makaurau.

A Cultural Outcomes Group (COG) has been established for CI, made up of representatives from MWKMF, Watercare and Ghella Abergeldie JV.

ROLE OF THE COG

The role of the COG is to have an on-the-ground presence that can identify and respond quickly to emerging issues under the umbrella of its overall objectives:

- Acknowledging the cultural and spiritual importance of the whenua
- Recognising mana whenua as kaitiaki
- Creating opportunities for social, economic and environmental enhancement
- Providing mana whenua with the opportunity to be actively involved in CI

ACTIVITIES AND INITIATIVES

The influence of the COG is wide and varied. Here is a small number of activities and initiatives:

- Early engagement in relation to archaeological sites
- Appointment of cultural advisors
- Cultural induction programmes for all workers
- Karakia and blessings prior to construction of each stage of work
- Engaging with industry groups to relay the importance of kaitiakitanga
- Developing programmes to educate the wider community on the cultural aspects of groundwater and Taonga
- Advising on the use of appropriately sourced native species when landscaping

TOP:

Tame te Rangi, Chair
Watercare Mana Whenua Kaitiaki Managers Forum

Tikanga Māori

Wānanga Māreikura

In the day-to-day work of CI we interact frequently with Mana Whenua and Mataawaka. In these meetings, we adhere to tikanga Māori, recognising our role as a treaty partner and the importance of this in creating a culturally informed workplace.

Across the Central Interceptor project we uphold Tikanga Māori both on marae and in our offices. Some of the most prominent roles in tikanga processes are those of Kaikaranga and Kaiwaiata Tautoko, which are held by Māori women. The responsibility of these roles falls to a very small group and can weigh heavily on our wāhine Māori, as these positions reflect the hierarchies of Māori communities and the sacredness of the roles themselves.

ROLE OF MĀORI WOMEN

The Kaikaranga, (the caller), for example, normally takes years of training from childhood before responsibility at the marae is conferred. Expecting Māori women to carry out these roles in a corporate environment without proper preparation puts them under considerable spiritual and emotional pressure.

The Wānanga Māreikura initiative recognises that Māori women in corporate organisations feel a sense of whakamā or shame at taking on these roles, but will still do so out of obligation.

The whakamā can come from the corporate role being in conflict with the role they hold on their own marae or it can be because they are disconnected from that knowledge and tikanga.

THE TE KAA PROGRAMME

The initiative was designed and facilitated by Precious Clark (Ngāti Whātua, Waikato, Te Uri o Hau, Ngāti Hē and Ngāti Pākeha).

Precious is the creator of Te Kaa, a programme which has a mission to help 10,000 people positively identify with Māori culture. Through working with Precious and the Te Kaa programme, these women have grown in their mātauranga Māori and gained the confidence to take on the roles of Kaikaranga and Kaiwaiata Tautoko in both a professional setting, and on their own marae. More than anyone, Māori need the tools and knowledge to move in te Ao Māori.

The success of the programme has been illustrated by the high completion rate, with 14 of the 17 participants graduating at Umupuia marae. Participants included wāhine from CI and the wider Watercare organisation.



A SUCCESS STORY

Kelly Brown (Ngāi Takoto) took part in the Wānanga Māreikura programme. She has learned how to take on the roles of Kaikaranga and Kaiwaiata Tautoko for CI.

Kelly says that taking the Te Kaa course with Precious has given her a connection to te Ao Māori which she never experienced growing up. Her parents were part of the 'robbed generation', forbidden from speaking Māori at school, and cut off from their culture.

Te Kaa provided Kelly with the resources to engage with te Ao Māori. She is now steeped in the role of Kaiwaiata Tautoko and is confident in her ability to represent the project on marae.

This knowledge has been valuable beyond the workplace and has enabled Kelly to participate on marae with her son who is schooled in a bilingual unit. She says that she is proud to be with him as they journey through te Ao Māori.

LEFT:

Left to right: Amaria Walker, Kelly Brown and Waimania Teddy practicing standing in formation together during a break.



Ko te ahurei o te tamaiti
arahia ō tātou mahi
Let the uniqueness of
the child guide our work

Tikanga Māori

TBM naming

Matariki signifies the start of the Māori New Year and as the star cluster associated with the environment, we believed it connected beautifully with the end goal of the TBM.

Along with many other industries, tunnelling has historical traditions embedded in modern practice. One of these is giving female names to tunnel boring machines (TBMs). We can see this tradition in the name of the patron saint of tunnelers, Santa Barbara.

PROFESSOR RANGI MĀTĀMUA

Construction of the TBM was completed in Germany around the time of Matariki 2020. With the guidance of Professor Rangi Mātāmua, an indigenous studies and astronomy academic at the University of Waikato, we used Matariki as the source of names to choose from.

As the impact of the TBM will benefit future generations in particular it made sense that ngā Rangatira mō āpōpō, the decision makers of tomorrow, should have the naming rights.

SCHOOL PARTICIPATION

We visited sixteen local schools talking with students about our project in both English and te Reo Māori, depending on the class. We showed them the technology behind the TBM, the details of the tunnel and also talked about Matariki and its connection to the environment. The students were then asked to choose a name for our machine that they believed best represented the future impact of the TBM.

DURING OUR SCHOOL VISITS TO NAME THE TBM, WE SPENT TIME AT TE WHĀNAU WHĀRIKI REO MĀORI IMMERSION UNIT AT RICHMOND ROAD SCHOOL. OUR PRESENTATION WAS MADE IN TE REO MĀORI AND AS THE STUDENTS WERE WELL VERSED WITH ALL ASPECTS OF MATARIKI, WE FOCUSED MORE ON THE TBM AND THE WIDER INFRASTRUCTURE PROJECT.

THE OPPORTUNITY TO CONNECT WITH THESE FUTURE LEADERS IN TE REO MĀORI WAS INSPIRING AND WE HOPE TO ENGAGE FURTHER WITH TE REO MĀORI UNITS ALONG THE ROUTE OF THE TUNNEL.

HIWA-I-TE-RANGI

Of the five names in contention, Hiwa-i-te-Rangi was by far the preferred choice. The newly named Hiwa-i-te-Rangi was decorated with artwork created by students from three of the schools involved in the naming. All was revealed at a special ceremony in December 2020.



MATARIKI:
 Hiwa-i-te-Rangi is the youngest star in the constellation and symbolises prosperity and vigorous growth. It is the star to which we send our wishes, hopes and dreams to at the beginning of each new year.

LEFT:
 Standing proud. The artwork for Hiwa-i-te-Rangi was created by students from Mt Roskill Primary, May Road School and Hay Park Primary School.



Tikanga Māori

Te Matatini

Te Matatini, the pre-eminent global Kapahaka festival, is a bi-annual event that will be hosted in February 2022 by Tāmaki Makaurau.

This large-scale festival which draws thousands of fans and spectators from across Aotearoa will be held for the first time at Eden Park. As the CI project office is based at Eden Park, we connected with the Te Matatini managing committee to offer our support.

It is the ambition of the managing committee to promote sustainable practices for the duration of the event so we have been working closely with them regarding access to potable water.

OUR ROLE

As part of the welcome package to competing teams, we contracted local small Māori artisan businesses to provide taonga, and sponsor the publication of the printed handouts for each competing region.

CI has also provided meeting rooms, resources and workspaces within our offices to ensure the managing committee is able to make the most of its time together which becomes more critical as the event nears.

During the event itself we will be installing water refill stations around the venue, as well as providing environmentally friendly water vessels for attendees.



TOP:
Nga Tumanako from Auckland won the 2019 event in Wellington.

ABOVE:
The 2017 event was hosted by Ngāti Kahungunu in Hastings.



Education

Internships

Watercare is committed to growing the capability of our young Māori and Pasifika leaders. We partner with Tupu Toa which runs an Internship Programme that provides employment pathways and professional opportunities for Māori and Pasifika tertiary students.

The internships run for 12 weeks over summer. The intern becomes one of the team and go through a full induction programme as a way of becoming familiar with the expectations of working on a large construction project.

MENTORING

By shadowing a senior manager, the intern gets up close and personal with most aspects of the project and has a view behind the scenes, for example observing the decision-making process. The learning also extends to broadening the intern's awareness of wider industry issues.

LAST YEAR, WE RECRUITED ONE INTERN FROM TUPU TOA AND WE'VE RECENTLY SIGNED AN AGREEMENT TO RECRUIT THREE INTERNS EACH YEAR FOR THE NEXT THREE YEARS.

“MĀORI LEADERSHIP IN ANY ORGANISATION IS IMPORTANT, HEOI ANŌ, MĀORI LEADERSHIP THAT IS FOCUSED ON WĀHINE MĀORI BRINGS A DIFFERENT PERSPECTIVE WHICH CAN EMULATE VALUES AND SUCCESS FOR A COMPANY.”

RICHARD WAIWAI | POUTIAKI, TIKANGA MĀORI (PRINCIPAL ADVISOR), WATERCARE



LEFT: In November 2020, we hosted 29 summer interns at the Umupuia Marae at the beginning of their internship programme where they got to experience the richness of powhiri, karanga, mihi and whanaungatanga.



A SUCCESS STORY
Maia Wati-Cooper (Ngāti Porou, Ngāti Kahungunu)

Maia is an engineering student who is in her last year of study at Auckland University. Maia's engineering journey commenced as a child living on a farm in Hawke's Bay and spending a lot of time outdoors, as she puts it, 'figuring things out'. An expo she attended in year 12 led her to Auckland.

Maia came to us through the University of Auckland and did her internship in 2019/2020 and was assigned to the environmental team. One of the features of the internship for her was the practical experience she gained. It ignited a passion for environmental engineering and was invaluable in enhancing Maia's learning experience back at uni.

The marae visit at the beginning of the internship was a highlight for Maia and reinforced to her the importance of manaakitanga across all areas of CI.

“It was immensely rewarding for me to be part of Watercare's college outreach programme. I was able to share my experience with students and tell them about the opportunities that are out there for young Māori and Pasifika.”



Education

Kate Edger Scholarships

Kate Edger was a visionary. In 1877 she was the first woman in New Zealand to gain a university degree. She became a strong advocate for women's education, a champion of the suffragette movement and a vocal supporter for women's contributions to public life.

It was more than fitting that a scholarship should be established bearing her name. The Kate Edger Educational Charitable Trust provides funds for the promotion, advancement and encouragement of women in tertiary education.

We named our training TBM Kate, in honour of Kate Edger. Kate is used to train tunnelers in preparation for Hiwa-i-te-rangi commencing her work on boring the 14.7 kilometre-long Central Interceptor.

At the same time Watercare donated \$5,000 for the Trust to provide an award to support a female engineering student. The recipient was Maya Ranzinger who is in her second year of study at the Auckland University of Technology.

We will continue to make this award over the life of the project as a way of playing our part in building on the legacy of Kate Edger and increasing the number of women engineers.



TOP:
L-R Francesco Saibene, Project Director GA JV; Shayne Cunis, Executive Programme Director, Watercare; Maya Ranzinger, award recipient; Nina Tomaszki, General Manager, Kate Edger Educational Charitable Trust; Bernice Chiam, Sustainability and Community Outcomes Manager, Central Interceptor



Education

Marine Shells

Between three and four million years. This is a number that gives some perspective to the concept of legacy. Whenua has a habit of keeping things to itself until such time that its stories are unearthed.

DIGGING DEEP

During excavation of the diaphragm wall at our Māngere construction site shells dating back to between three and four million years were found at a depth of around 30 metres. In addition, a prehistoric whale vertebra believed to be from a baleen whale was also unearthed.

These were significant and rare finds that set off a chain of events that involved having the shells identified and dated by scientists from GNS Science, and Auckland and Otago universities.

AUCKLAND MUSEUM

CI is partnering with Auckland Museum and specialist palaeontologists to document these taonga.

We have funded the museum to employ two part-time specialists who will carry out further field work, help with species identifications and catalogue all the discoveries.

These discoveries will then be housed at Auckland Museum to help facilitate education projects as well as future research by our teams and the wider scientific community. Mana Whenua will take an active educational role in all activities.

“FROM THE FIRST DISCOVERY, THERE HAVE ALREADY BEEN A NUMBER OF IDENTIFICATIONS MADE, REVEALING THAT THE SAMPLE CONTAINED UPWARDS OF 100 DIFFERENT SPECIES OF MOLLUSC. FURTHER, SEVERAL OF THESE SPECIES WERE PREVIOUSLY UNKNOWN TO SCIENCE AND REPRESENT A SIGNIFICANT STEP FORWARD IN OUR UNDERSTANDING OF THE GEOLOGICAL HISTORY OF THE TĀMAKI REGION.”

AUCKLAND MUSEUM



Education

Dig Deep

Lifelong learning should be available to everyone but for many of us there are either barriers or there is no direct access to opportunities that many of us take for granted.

Dig Deep is an apt metaphor that perfectly expresses the intent of this learning programme. It creates challenges and takes participants out of their comfort zone in a supportive and encouraging environment.

UNCOVERING A NEED

During our first project induction sessions, we found that literacy and comprehension levels of some of our workforce were low. Construction today involves considerable information flow, particularly around work practices and health and safety. Low literacy levels in the workforce can lead to accidents if employees do not understand what they need to do around our sites.

We also found that the issues were wider than literacy and numeracy. Many of the inductees lacked confidence and couldn't see any prospects for advancement in the industry or how they could qualify for higher pay.

ABOUT THE PROGRAMME

Dig Deep is a literacy and numeracy programme designed specifically for CI. The programme runs for seven weeks (six hours per week) and is lead by a tutor from Education Unlimited at the CI Training Centre at Māngere.

The programme includes modules on goal setting, communication and health and safety to help inductees navigate through their current positions and prepare them for new roles.

To date, CI has supported four cohorts and 18 people have graduated. The success of Dig Deep has led to the development of further programmes to support staff on a career pathway.

GOAL SETTING

An important part of the programme is goal setting. 'What do I want to get out of this?' 'How can I get ahead?' 'How can I make things better for my family?'

These are questions that most of us grapple with. Answering these is where Dig Deep proved itself, with help from Paul McDonald. Paul is a triple Olympic gold medal-winning canoeist and provides guidance and inspiration to each group of students.

GRADUATION DAY

The fitting finale to each Deep Dig course is a graduation ceremony. Each graduate makes a speech talking about what they gained from the programme and their aspirations for the future. The occasion is inevitably heartwarming, rewarding and profound.

The benefits of Dig Deep are far reaching. As well as promotions and new job assignments, graduates said they felt more confident speaking in a group situation. While there was no lack of commitment previously, there was a greater sense of involvement in the CI project.

And the icing on top? They can now give their children more help with their homework and reading, – something they'd always felt was beyond them.

THE REASONS FOR IMPLEMENTING DIG DEEP EXTEND BEYOND THE LIFE OF CI. WHEN THE PROJECT ENDS, OUR EMPLOYEES WILL BE BETTER QUALIFIED, MORE EXPERIENCED AND BETTER ABLE TO LOOK AFTER THE FUTURE OF THEIR FAMILIES.



A SUCCESS STORY

Ernest Gotz (foreground) commenced working at CI as a labourer and was promoted to a Leading Hand role after graduating from Dig Deep.

Ernest regularly fills out Observation Cards and undertakes other initiatives to keep his workmates safe. He recently took home a manual on a new piece of machinery to study. Ernest shared what he had learnt with his work mates and explained to them the parts of the manual that were difficult to follow.

He won an 'Employer of the Month' award because of his dedication to health and safety.

LEFT:

Two recent graduates with Paul McDonald.



Good to Great

MATES in Construction

The construction industry has the highest proportion of suicides across all industries in New Zealand. MATES in Construction is making an important difference to improving the mental health of our workers.

ABOUT MATES

MATES in Construction is a charity that delivers a programme to reduce suicides through peer-to-peer support, raising onsite awareness and taking volunteers through Connector Training.

MATES field officers are trained in suicide intervention skills and have experience in the building and construction industry which enables them to engage easily with the workers onsite.

FOUNDATION PARTNERS

Watercare and GJ JV are both foundation partners of MATES in Construction. CI is the first civil construction project in New Zealand to fund a full-time field officer who is assigned to both CI and a number of other construction projects across the country.

ONSITE SUPPORT

We introduce MATES to all CI staff at their project induction course and also during regular onsite sessions.

Through the skills of the MATES team, a secure and supportive environment is created that encourages workers to talk about sensitive and very personal issues.

“THE CENTRAL INTERCEPTOR PROJECT’S FOUNDATION PARTNERSHIP WILL MAKE A SIGNIFICANT CONTRIBUTION TO HELP TRANSFORM THE CONSTRUCTION INDUSTRY THROUGH HIGHLIGHTING THE IMPORTANCE OF AND LOOKING AFTER THE MENTAL HEALTH OF CONSTRUCTION WORKERS.”

VICTORIA MCARTHUR, CEO
MATES in Construction

In addition, MATES runs Connector Training for those people onsite who volunteer to support the MATES team. A Connector is trained to help keep someone who is in crisis safe, while connecting them to professional help.

Richie Hepi is the CI Field Officer for MATES in Construction. He has worked with us since Covid-19 and has seen the positive effect that the programme has had.

“The induction process introducing MATES has been really important because as soon as someone joins the team, they’re made aware of the support that’s available. This means that right from the outset help is available for anyone that needs it.”

● *Mental health issues don’t ‘belong’ to the workplace or affect a single individual. When MATES helps one individual, they also help a team, an organisation, a whānau, a community.*

A selection of responses given after a session during induction:

“The session came at the right time as I have a family member who is struggling with suicidal thoughts.”
Ongoing contact and support was offered.

“I’m having relationship problems and just want someone to talk to. I’m not thinking about suicide, but would like an occasional welfare call.”

“I would like you guys to come to our office and let all our guys know. I want to run a Connector course in Christchurch.”

“Just want to have a chat as I’m missing home.”

● *To date, 2,000 people have undertaken General Awareness Training, 75 Connectors have been trained and five people have received Applied Suicide Intervention Skills Training.*

LEFT:
Richie Hepi, CI Field Officer, MATES in Construction.



Good to Great

Two-day Induction

Induction covers a lot of ground. It is an essential introduction to life at CI, bringing people together in a safe, supportive environment to understand ‘why’ we do things and ‘how’ we work together. Induction is not a once-over-lightly exercise. It is a comprehensive, collaborative and immersive experience.

The two-day Induction sets CI apart from other projects and everyone that works on the project irrespective of whether they are an employee or a sub-contractor participates in the programme.

The Induction sessions are wide and varied. The emphasis is on participation and practical sessions are run which cover onsite situations that inductees will encounter.

There are the customary health & safety-related sessions that focus on site hazards, risk analysis, working at heights and onsite threats.

FROM HEALTH, SAFETY & WELLNESS, TO TE AO MĀORI, TO BEING A GOOD NEIGHBOUR
The starting point is an introduction to te Ao Māori. CI is a tikanga Māori project. Inductees gain an understanding of its wide ceremonial importance in activities such as site blessings. In addition, they are introduced to the impact that project activities have on whenua and the importance of protecting archaeological sites.

WHILE INDUCTEES RECEIVE JOB-SPECIFIC INFORMATION, THEY ALSO DEVELOP AN UNDERSTANDING OF HOW THEIR ROLES FIT ALONGSIDE THOSE OF OTHERS IN THE WIDER PROJECT.

WE’VE FOUND THAT THIS ASPECT OF INDUCTION RESULTS IN GREATER EMPATHY WITH WORK MATES, A MORE COHESIVE WORKFORCE AND THE PROJECT RUNS MORE EFFICIENTLY.

Except for Māngere, our sites are close to surrounding homes which heightens the need to be a good neighbour. On one of our sites the Stakeholder and Community team created a temporary off-street parking area for a family, cut away some noxious weeds for another and worked with a further family to create an alternative vegetable garden.

INDUCTION FINALE
Induction concludes with the presentation of a security ID badges to all inductees by Shayne and Francesco. The presentation is an acknowledgement of the critical role the two-day course plays in preparing our work-force for life at CI.



● *An important part of Induction is the visibility of our two project directors, Shayne Cunis of Watercare and Francesco Saibene of GAV. Together they introduce CI’s one family culture and demonstrate CIs commitment to the wellbeing of its workers.*

LEFT:
This shot reflects the diversity of our workforce.



Good to Great

Training Centre

We want our workforce to be the best trained and the most skilled in construction sector. Our training centre is the hub that creates a learning environment that develops high-level skills, capability and competence.

The physical learning space needs to complement the range of training programmes we deliver. Our training centre is a purpose-built facility adjacent to our main site at Māngere.

Some of the spaces have been designed to simulate project situations where workers can learn and practice new skills in a safe and controlled environment. For example, knowing how to respond to situations such as a chemical spill in order to avoid serious environmental damage.

TOP:
The Training Centre includes two teaching spaces, board room, training TBM, cafeteria, scaffolding platforms, outdoor settings and a mining training facility.

Good to Great

PPE for All

PPE for All is an initiative that ensures that everyone onsite has access to adequate Personal Protection Equipment.

We are all important to the project and all entitled to the proper equipment needed for protection. This includes long-term workers, subcontractors and visitors, irrespective of their roles.



Good to Great

Breast Cancer Awareness

Pink has become synonymous with raising awareness of breast cancer. That gave us an idea about how we could raise funds for the Breast Cancer Foundation.

Every year more than 3,000 women in New Zealand are diagnosed with breast cancer. The Breast Cancer Foundation works tirelessly to raise awareness and funds for cancer research and each October it runs Breast Cancer Awareness Month.

This event provides the opportunity to receive education about the recognition, treatment and prevention of breast cancer. The CI Wellness team runs toolbox talks on our sites to make sure the messages about breast cancer were reaching our predominantly male workforce.

Some of the CI team volunteered for the street appeal and a 'Pink Out' day was held to raise funds through the sale of home baking.

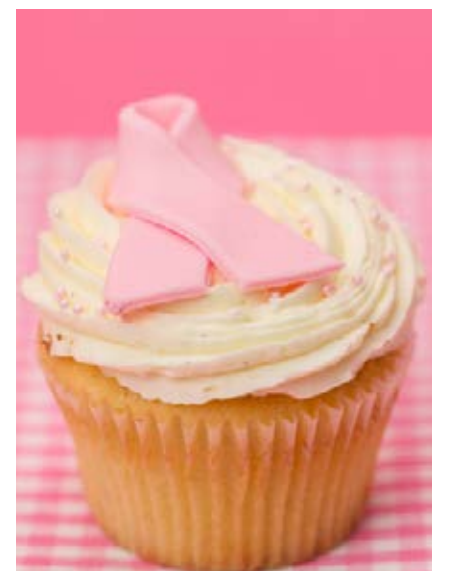
THE PINK HARD HAT PROGRAMME

Each visitor that comes to one of our sites is given a pink hard hat to wear. For every hat worn we donate \$10 to the Breast Cancer Foundation.

The pink hats are also a reminder to our employees that there are visitors who may require extra attention while onsite.

When a hat is handed to a visitor, they'll often ask why they are pink. This creates an opportunity to have a chat about breast cancer and what we're doing to raise awareness and make donations.

To date, CI has donated \$5,100 to the Breast Cancer Foundation through our Pink Hard Hat programme.



TOP:
Waiting for guests of the TBM naming ceremony.

ABOVE:
Home baking at its finest.



Community engagement

Make Give Live

Make Give Live is a social enterprise that brings people in the community together for a common cause. It started out as a group providing support for mothers with newborn children, promoting their wellbeing and aiming to ease the isolation of early motherhood.

The team at Make Give Live applies generous portions of love and skill to produce beautiful knitwear for sale. For every item that is purchased, one is gifted to a Kiwi in need.

We were introduced to Make Give Live when looking for a supplier to provide beanies for our workers. We decided to reach out to staff at May Road School in Mt Roskill, one of the schools on the tunnel route, to ask if they would like a donation of beanies.

No, they said politely, but we would love some slippers. The Make Give Live team went to work and 200 pairs of slippers were presented to the pupils at a heartwarming assembly.

“IT WAS A JOY TO MAKE THE SLIPPERS KNOWING THEY WERE GOING TO WARM THE FEET OF THE CHILDREN AT THIS SCHOOL.”

LIZZIE GRACE
Make Give Live

This year we will donate another 300 pairs of slippers and will continue to look for opportunities to work with Make Give Live and more schools.

“A BIG THANK YOU FROM EVERYONE AT MAY ROAD SCHOOL TO ALL WHO HAVE BEEN INVOLVED IN THIS VENTURE. WE GREATLY APPRECIATE THE PRACTICAL SUPPORT FOR OUR TAMARIKI.”

BETH NOAKES
Deputy Principal, May Road School



TOP:
Children from May Road School celebrating the arrival of their slippers.

IMAGE ABOVE:
Claire Conza, Founder, Make Give Live.



Community engagement

Morningside Urban Market Garden

Grow Space is a social enterprise that works to bring communities together through urban food gardens. One of its initiatives is the Morningside Urban Market Garden (MUMG) which is located at Eden Park.

The market garden is a collaborative effort between several local organisations and cafes. Their first goal is to provide a source of fresh food which is grown locally and supplied to local eateries. The second is to provide an education in market gardening to local migrant and refugee women.

GROWING AND SUPPLYING LOCAL

The MUMG enables neighbourhood businesses like cafes and grocers to have a food production network that is located within Morningside. Currently, eight cafes are supplied with produce weekly.

With the support of Grow Space the women participate in a two-year education programme. In the first year they are taught to run a market garden as a business, while in the second year, they transition into a mentoring role and pass their skills and knowledge on to the next group.

We see the potential of this project in providing support and foundations to migrant and refugee women who are rebuilding their lives in New Zealand. It is also fulfilling to play our part in the utilisation of public space in such a creative way.

“THE MORNINGSIDE URBAN MARKET GARDEN HAS ENABLED OUR CAFES TO ENGAGE WITH AND PROVIDE OUR CUSTOMERS WITH LOCAL PRODUCE MUCH MORE CONSISTENTLY THAN WE EVER COULD BEFORE.

KNOWING THAT WE WILL REGULARLY BE DELIVERED SEASONAL PRODUCE AND EDIBLE FLOWERS OF A BEAUTIFULLY HIGH STANDARD HAS BROADENED OUR ABILITY TO DELIVER EVER CHANGING MENUS THAT REFLECT BOTH OUR COMMUNITY AND THE SEASON WE ARE LIVING IN. KNOWING THAT THIS IS EMPOWERING NEW MIGRANT WOMEN IN OUR AREA, PROVIDING THEM WITH SKILLS AND AN INCOME, IS JUST AN ABSOLUTE BONUS.”

CATHIE COTTLE
Manager, Kind Café

TOP:
A group of women working at the MUMG.



Community engagement

Laundry

One of the objectives of the Cultural Outcomes Group is to realise opportunities for economic, social and cultural wellbeing. At the end of the project we intend to transfer a laundry to the Makaurau marae to operate as a stand-alone business.

ISSUE

Construction sites can expose employees to potentially harmful substances which can lead to a variety of short and long-term health problems.

Employees who are exposed to these substances could take residue home on their soiled PPE if there has been significant exposure. This could then pose a risk to whānau or household members who share the washing machine used to clean the PPE.

SOLUTION

We are in the process of starting up a commercial laundry at Māngere. We have installed two containers; one with washing machines and driers and the second with sewing and embroidering machines in addition to storing PPE, which will be collected daily from all our construction sites and washed at the laundry.

The laundry will not only benefit the health, safety and wellbeing of our workers and whānau, but will also create a commercial enterprise. We are currently working closely with Te Ahi Waru and Makaurau Marae to launch the laundry operation.



TOP:
The laundry has been fitted out and is ready to start operating.

IMAGE ABOVE:
An ancillary unit which holds new stock has laundered PPE ready for dispatch.



Community engagement

School activities

Children are our future. Forgive the cliché, but they are the generation, along with their children, that is going to benefit most from the benefits of CI. And they are the ones who will make the big infrastructure decisions that will affect the quality of life in the next century.

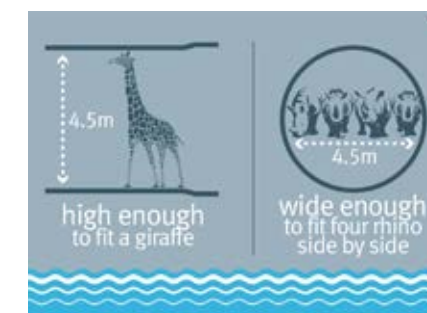
Along the tunnel route there are 28 schools and 17 construction sites. Schools have generously welcomed members of the stakeholder engagement team to meet with their students to talk about why the tunnel is being built.

We have also run sessions on how to identify potential construction dangers. To make them realistic, we take a truck to each school to show the children just how big they are. One of teachers becomes an honorary (stationary) driver and the children have to figure out where the blind spots are.

One of things that the children need to get their heads around is the scale of the tunnel. A giraffe and four rhinoceroses helped us out with this one.

RELOCATING SKINKS

Skinks are a protected species and are relocated when our environmental teams find them during the preparation of some of the sites. Children from nearby schools join us when they are released into their new habitats.



TOP:
Students at May Road School completely engaged in a truck safety lesson.

ARTWORKS

At Blockhouse Bay children illustrated how they used water. The artwork they created included the recreational – fishing and swimming to the practical – bathing and cooking. Their artwork has been used on the hoardings that are attached to our site fencing.

The engagement we have with schools is very flexible and enables us to tailor our efforts to individual schools. This means in some schools we might work in te reo Māori instead of English, while in others we focus more on the environmental aspects of CI than on construction.

The goal however, is always the same: to give local children a meaningful connection to the project in their community.

Our focus for 2022

The leadership of Watercare and Ghella Abergeldie JV have embraced a major initiative that is in the process of delivering significant social legacy outcomes for the people of Tāmaki Makaurau.

The Cultural Outcomes Group has provided invaluable input which has included a framework that not only provides us with a robust structure to guide our activities, but it also ensures that we stay true to the values that support our objectives.

DOING MORE

When we look back on the past year we can feel encouraged with the progress that has been made. Would we have liked to achieve more? Absolutely.

So among our objectives for the next year is to increase intensity, expect more of ourselves and become more ambitious.

HOW WILL WE PROGRESS?

There are three areas in particular that we want to focus on.

Cultural competency

We will become more culturally competent, aware and knowledgeable as individuals and as an organisation. We want to get to a point where we are more at 'ease' with tikanga Māori and have it become a normal part of our identity and behaviour.

Industry leadership

Our industry and peers are facing the same issues as us. We want to be supportive but at the same time we want to lay down a challenge. This isn't to say that we are better than anyone else, but we believe we're putting down a marker with our social outcomes' aspirations. We want to influence others and set a standard for the construction sector.

Wāhine and Māori businesses

There are two groups that we wish to apply added attention to in the year ahead, although not at the expense of other groups or issues. The first is wāhine Māori and Pasifika in terms of developing leadership capability and supporting them into the engineering profession.

The second group is small Māori businesses. Stronger, more resilient enterprises will increase employment opportunities and help create prosperous communities.

As we roll out our social outcomes programme, we can already see benefits emerging. This not only provides us with encouragement, but also a real sense of momentum.

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