

RTANZ NEWS

Road Transport Association New Zealand Inc.

FROM THE NATIONAL EXECUTIVE



We uplift the stuff to be transported from pick-up point and drop it at delivery point. This activity is about as simple as imaginable. So why is there any need for membership of an industry sector organisation?

The whole process of transportation has become overly complex and is ridden with law and regulation, and it's unlikely to become less complicated anytime soon.

For a long period, membership of an industry sector association was compulsory. Together with many restrictive road transport licensing regulations, compulsory membership was revoked in the 1980s.

Then why be a voluntary member? It depends on where your activity is located, what you are transporting, how many vehicles you are operating, whether you wish to converse with your competitors, and how compliant your operation is within the regulatory framework.

Overarching all this is the government's indirect involvement in your business. Governments set the rules. The regulators apply the rules. An industry sector organisation monitors and is involved and consulted in setting the rules. Then it ensures reasonable application of the rules by the regulator.

Without oversight, governments could implement draconian and unreasonable laws and regulations. Without input into processes, outcomes could be inappropriate. Without a voice, an industry sector could be destroyed in favour of another transport mode. The wealth of industry knowledge for the benefit of industry is driven by membership.

From 2007 to 2016, with cooperation be-

tween government officials and industry representatives, great gains were made in road transport productivity. Since 2016, a change in policy has focused on improving compliance. Industry representation is vital.

With one voice supported by numbers on the ground, officials are obliged to take notice. To achieve one voice, there has to be an infrastructure. One voice does not come without a cost. This cost has to be recovered from the beneficiaries. There is no ability to impose any form of industry sector levy. Voluntary membership paying a fair membership fee must be the source of income required for the one voice.

Members are entitled to question value for money. Overly complex industry membership structures are a derivative of the days when transport licencing was rigidly regulated and every potential new entrant

into the industry had to run the gauntlet of opposition from every existing licence holder. Existing licence holders were required to have membership of one of a proliferation of industry structure branches throughout New Zealand. Unfortunately, it has taken a considerably long time to dismantle and replace the previous structures. Progress is being made.

The Road Transport Forum established in 1997 was a major move towards dismantling the structures but it has taken a further 22 years to bring about a commitment from the industry associations to contribute to one central authoritative voice.

So, membership is all about safeguarding your business from forces outside your control. The cost of membership should be looked at as an investment, not an expense.

Neil Reid

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“Membership is all about safeguarding your business from forces outside your control.”

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The year ahead

What new developments can members expect to see in the road transport industry as the 2020 general election draws closer?

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EV promises big savings

AlSCO's new heavy inter-city EV road freighter will slash fuel costs and cut carbon emissions.

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Legal advice for employers

Can employees swap public holidays, how do you hire seasonal workers, and what are entitlements for casual employees?

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MITO launches new courses

MITO is launching two new training programs to attract and retain truck drivers.

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TSL audits

NZTA is getting tougher on Transport Service Licence (TSL) holders. What should you do if you get audited?

Events

February 23: Wellington Truck and Transport Show, Upper Hutt

March 11-13: Engineering NZ Transportation Group Conference, Christchurch

March 13: Walking and Cycling Conference, Napier

March 29: Mangatainoka Truck Show n'Shine, Tui Brewery, Wairarapa

June 30: Road Transport Forum (RTF) Transport Summit, Te Papa, Wellington.

August 19-23: NZ Heavy Haulage Association Conference, Hamilton

Contact Us

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We welcome contributions and feedback from members. All articles and photos are subject to editing, space, and our acceptance policy.



Median barriers separate traffic on SH1 near Paekakariki north of Wellington. More barriers and lower speeds are planned nationwide.

Big issues facing road transport in 2020

By David Killick

Big roading projects, moves to cut the road toll, and tougher compliance are some of the changes RTANZ members can expect to see in 2020.

With the New Zealand general election scheduled to take place on September 19, we will see all major political parties vying to sell their policies.

While Kiwis have not always viewed transport and infrastructure as big priorities, that is likely to change this year.

Highway investment

The government has announced a \$12 billion infrastructure package including \$6.8 billion worth of transport funding. Most of that will be spent on road and rail.

But is it enough and is it being targeted at the right places?

Critics have long slammed a lack of spending as highway robbery, harming the road transport industry and the wider economy. Prime Minister Jacinda Ardern has hailed the package as the biggest infrastructure spend in a generation.

But the National Party opposition says that the Labour-led government's decision to shelve National's Roads of National Significance (RONS) was a bad idea – and now it has backtracked and is reviving some – but not all – of those projects.

Some projects, such as Transmission Gully and the Waikato Expressway, started under the previous government.

South Island mayors aren't happy and with good reason. The lion's share of the new spending on roads, \$5.3b, will go to the North Island and most of that, \$3.48b, to Auckland. The South Island will get only \$249 million.

While it makes sense to reduce congestion in New Zealand's largest city, pouring more money into Auckland takes funding away from the rest of the country. Growing areas like Tasman, Waimakariri, and Selwyn will miss out. There will be no four-laning of SH1 between Christchurch and Ashburton, and, unlike the North Island, no commuter rail links to reduce congestion caused by motorists.

While more spending on infrastructure has been welcomed by nearly everyone, expect to hear more arguments in coming months.

Extreme weather

The fragility of our highway network was dramatically underscored by weather events last year, such as the storms that flooded the Rangitata river in Canterbury, closing both SH1 and SH72 and severing the main road transport link in the central South Island. Storms on the West Coast took out part of SH7 and washed away a bridge.

In the North Island, a big slip closed SH4 connecting Whanganui and Raetihi.

With more extreme weather events this year a certainty (arguably the result of climate change), we are likely to see more pressure on the Government to upgrade highways. While we can't stop extreme weather events, we can certainly plan and adapt better!

Road to Zero

Cutting New Zealand's road toll became a priority with the release of the Government's Road to Zero strategy announced by Associate Transport Minister Julie Anne Genter. The strategy is now being rolled out around the country and includes installing more median safety barriers and reducing speed limits.

The strategy remains controversial, with critics arguing that multi-lane highways are

still a better solution, and that there is little in the plan to address another cause of crashes – bad driving by motorists (something that truck drivers have to deal with on a daily basis).

Compliance crackdown

Waka Kotahi, the NZ Transport Agency (NZTA), has had a chaotic two years which began with the revocation of certifications for heavy vehicle towing connections issued by Nelson engineer Peter Wastney and Auckland engineer Patrick Chu. Thousands more heavy vehicle certifications and WOFs have been revoked as NZTA responded to criticism that it failed in its core role of regulatory oversight. Both the CEO and chairman resigned. A new CEO, Nicole Rosie, is due to take up her role this month.

The road transport industry has been concerned that it may have to pick up the tab for NZTA's failures. However, the Road Transport Forum (RTF) is now working with NZTA on a replacement for the Operator Rating System (ORS).

The RTF says that while the ORS has been suspended, NZTA continues to collect data on all TSL (Transport Service Licence) holders which it uses in compliance and auditing. (For more on what members can expect when being audited by NZTA, see the article by TSL expert Michael Beedell on page 16.)

Driver shortage

New Zealand is not alone in facing a driver shortage. With the average age of drivers getting older, the industry is seeking ways to get more young people to join. MITO, the Motor Industry Training Organisation, is launching two new programs beginning this year. (See page 10 for details.)

[continued on page 3]

[continued from page 2]

Fuel prices and technology

Most sources predict global oil prices will rise from their 2019 average price of \$US63 per barrel to between \$US65 and \$US70 per barrel (still well below a high of \$US109 per barrel in 2012). However, the market is notoriously volatile with many factors in play.

Meanwhile, manufacturers are continuing with the push to develop alternative energy powered vehicles, especially electric vehicles (EVs). In New Zealand, Alscos has launched its first heavy EV road freighter which will operate between Rotorua and Tauranga, and which the company hopes will be the first of many. (See article on page 6.) More companies will also look at EVs as viable alternatives for shorthaul operations. The Government's Low Emission Contestable Fund, run by EECA (The Energy Efficiency and Conservation Authority), provides funding for new innovative EV ventures.

Roading projects

As mentioned, the government has announced \$6.8 billion worth of transport funding. Many big roading projects are already underway around the country. Some are due for completion this year, others will start, and some decisions are still to be made. The outcomes will affect daily operations for RTANZ members. Here are the main projects from north to south.

Northland

SH1 from Whangarei to Port Marsden will be upgraded to four lanes. At the time of writing, the government has yet to announce whether it will shift port operations from Auckland to Whangarei – something that coalition partner New Zealand First supports. There are strong pros and cons on both sides. Supporters say the move would improve Auckland's waterfront, boost the Far North, and boost rail. Opponents cite cost and the fact that when freight arrives in Auckland, much of it has already arrived at its final port and only needs to be trucked across town.



Wellington's SH1 Transmission Gully project, which is scheduled to open at the end of the year, is one of New Zealand's most significant road engineering projects.

Auckland

As well as the port issue, traffic congestion and public transport remain ongoing concerns in New Zealand's largest city. New highways will include the Penlink project in the north of the city; upgrading Mill Road to four lanes; connecting Manukau to Drury; widening SH1 from Papakura to Drury; and improvements to the Wiri to Quay Park Corridor to the west. The highway to the airport is already being improved.

Waikato/BOP

The Waikato Expressway is nearing completion with the Huntly section scheduled to open on February 14. The expressway will make SH1 four lanes from Bombay to south of Cambridge, once the Hamilton section opens in late 2021. Other improvements include a roundabout at the intersection of SH1/SH29, a four-lane Tauranga Northern Link, and upgrades on SH2 to Omokoroa.

Taranaki

Work is proceeding on the Awakino Tunnel Bypass, which involves building two bridges over the Awakino River as well as a stretch of new highway to make SH3 safer and quicker. Meanwhile, the Environment Court has yet to release a decision on appeals lodged against the proposed Mt Messenger Bypass.

Whanganui/Horowhenua/ Manawatū

Engineers are currently exploring a new route to replace a stretch of SH4 between Whanganui and Raetihi after a massive slip took out the road last October. A new temporary road was built on top of the slip, but only has a 30kmh speed limit.

Work is now starting on Te Ahu a Turanga, the new Manawatū-Tararua SH3 highway across the Ruahine Ranges. The highway will replace the route through the Manawatū Gorge, which was closed by slips in 2017.



Work is ongoing on SH1 through Kaikoura. Expect delays.

Following submissions from groups including RTANZ, most of the highway will now be four lanes. The project is scheduled to be completed by 2024.

SH1 will be four lanes from Otaki to North of Levin.

Wellington

The Peka Peka to Ōtaki expressway, on SH1 north of Wellington, will now open early in 2021, not this year as previously scheduled, according to NZTA.

Transmission Gully, the new Wellington SH1 motorway, is still scheduled to open this year but may also be delayed until early 2021. Once complete, the new motorway will bypass the current SH1 through Paekakariki and Pukerua Bay (see the picture on page 2) and eliminate the bottleneck through Plimmerton and Paremata. The motorway is one of New Zealand's biggest infrastructure projects in decades.

The second stage of SH58 (the Haywards Hill road) safety improvements is underway.

Marlborough/Tasman

RTANZ joined trucking firms and thousands of drivers in opposing slower speeds on SH6 between Nelson and Blenheim. Opponents say lowering speeds would harm businesses. NZTA has still to make a decision.

Canterbury

Work on SH1 through Kaikoura is still ongoing, despite the road officially opening in late 2017 following severe earthquake damage in 2016. Drivers can expect slow speeds and frequent delays.

Work on the Christchurch northern and southern motorways is progressing well. Improvements will be made to access and intersections on a variety of highways through Christchurch, Ashburton, West Melton, and SH75, the Akaroa highway. Critics say more action is needed, such as building four lanes from Christchurch to Ashburton.

West Coast

Weather events were the main news in 2019 with slips taking out SH6 between Harihari and Whataroa and part of SH7 near Greymouth. Both highways have now reopened; however, the closures highlighted the vulnerability of West Coast roads, and the local community, to extreme weather.

Otago/Southland

Improvements will be made to parts of SH6 around Queenstown.

The Dunedin City Council has launched "Our Streets", a project to improve the safety of Dunedin's busiest streets. Consultation is currently underway.

The Edenvale SH1 Realignment project in Southland was completed last December six months ahead of schedule. The new road improves safety by shifting traffic away from Edendale and the large Fonterra dairy processing plant.

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Transporting classrooms a challenging mission

By John Bond

I want to tell you about an experience I had with Pat and Janine Power, who were kind enough to take me out one evening to pilot two classrooms heading to Motueka.

My trip was a short one, from Christchurch to Amberley. To start with, let me thank Pat and Janine. What an experience this was!

We started at around 10:30pm as per the permits issued, which are required for every wide and/or heavy load being transported. It was obvious to me that the paperwork needed to be in order before any load hits the road; however, I was absolutely blown away by the checks and balances required once one starts to move. Power boards, councils, road construction sites, roading contractors, railways, and police are notified of movements, with this information duplicated to each area.

We started off slowly as one of the trailer's steering units on the trailer was not functioning correctly, which meant that the trailer would not be able to turn corners. Once this was sorted, we headed down Dyers Pass Road toward QEII Drive. Well, just travelling this small distance was an experience, as we started piloting, with our unit being well out in front of the loads with another pilot positioned between us and the heavy haulage trucks with the two classrooms on board. The reason for this was to warn oncoming traffic that they would need to pull over.

Supporting this trip were three pilots, one power authority unit, and a support vehicle sited well back behind the loads. This guy put things back, if signs needed to be dismantled



Caution, heavy load: Two classrooms are transported to Motueka.

or road cones had to be moved. My experience started right away, when oncoming traffic could not read the flashing sign that read "STOP". I could not believe my eyes as drivers showed no signs of even slowing down. I realized just how dangerous this job was for the pilots and those whom they were trying to protect. I understood why there was a need for two pilots: because if they got past the first, they would not get past the second pilot, due to being in radio contact.

These loads crisscross the road continuously, missing overhead lighting systems, traffic lights, traffic islands, trees, powerlines and other challenging obstacles. On reaching the first rail crossing of many, the load comes to a halt, the pilot contacts KiwiRail and awaits permission before the load can cross. Once

permission has been given, the load can cross. KiwiRail is then contacted and advised that the load has now crossed the crossing.

I had no idea of the intensity that these pilots are under as they travel the route several times a week. Low bridges create a huge problem as the load may have to be diverted for kilometers. Roads need to be blocked off, so the load can travel on both sides. Traffic control is vital.

I was impressed how Pat and Janine work as a team to ensure safe working practices were adhered to while doing the piloting role. Communication via CB radios notified most of the line haul trucks travelling at night that the load was heading their way. These professional drivers pulled over well in advance to ensure a safe distance was created between them and the oncoming load. There were a few trucks that had no radios, which caused the team a headache, by trying to find a safe pullover place for these vehicles.

The short distance I travelled with this team certainly opened my eyes to the problems they face moving heavy and/or wide loads. It also gave me concerns how our roads are not designed for all road users, with engineers developing their structures around cars and light vehicles. It is a shame that these roading engineers don't spend time gaining their class 5 licenses, travel the road driving a heavy vehicle, spend time working in heavy haulage and piloting these loads, across the roads that they design. I am sure their attitudes would change, and roads would be being structured based on facts and experience.

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AlSCO's new EV freighter will save an estimated 25,000 litres of diesel and 67 tonnes of carbon emissions yearly.

AlSCO launches heavy inter-city EV road freighter

Massive savings on fuel and huge cuts in CO₂ emissions are just some of the reasons AlSCO New Zealand is excited by the launch of its first inter-city heavy EV truck.

Ongoing costs in maintenance are another reason AlSCO, along with many transport companies around the world, view EVs as the technology of the future.

AlSCO says the truck will operate between Rotorua and Tauranga and will be the first of many Heavy EV Road Freighters in its fleet. The project was partially funded through the EECA (The Energy Efficiency and Conservation Authority) Low Emission Contestable Fund.

Speaking at the launch in Auckland in November, Climate Change Minister James Shaw said: "Solving climate change is about creating healthier, more accessible and cleaner towns and cities, as well as cheaper, easier and greener ways of moving goods around."

AlSCO's New Zealand Group General Manager, Mark Roberts, said a compelling argument for the higher investment for a Heavy EV, compared to a diesel equivalent, was the swift payback on operational expense. Rob-

erts said operational savings would recoup the additional investment in less than six months; thereafter providing a consistent financial advantage.

"We trust the transport industry and wid-

"[This] is potentially a game-changer. It is an exciting step for AlSCO, and for the heavy transport industry."

— Mark Roberts, general manager, AlSCO NZ

er business will be most interested in the financial viability of our Heavy EV freighter and coupled with significant emission reductions it is a powerful story," said Roberts.

"By adapting the build, and our operational model slightly, we are looking to demonstrate that the new EV technology is viable for business, and implementation is possible right now. That is potentially a game-changer. It is an exciting step for AlSCO, and for the heavy transport industry."

EECA Chief Executive Andrew Caseley said: "AlSCO's project is a great example of what EECA's Low Emission Contestable Fund is for. They're pushing the boundaries, proving that electric heavy freight is possible, good for profitability, and good for the planet. It's a compelling case for industry to get onboard, and EECA is delighted to have supported it."

EV technology impresses

The AlSCO Heavy EV will be up to 22.5 tonnes fully laden and will have a range to full battery of 200kms. AlSCO selected its shortest heavy distribution route of 284 kilometres.

AlSCO is installing charging stations at all three depots on the route, so the EV can recharge while it is being loaded and unloaded. This will enable the driver to complete the return trip between Rotorua and Tauranga within a normal eight-hour shift.

The freighter is based on a Hino GH 1828 with SEA-Drive® 180 power-system, offering 259kW continuous power, 372kW maximum power; 1852 Nm continuous torque, and a maximum torque of 3500 Nm. It produces zero emissions, has fewer moving parts, and lower operating costs.

The lightweight composite design by Action Manufacturing, which brought the European technology to New Zealand, has produced regular fuel savings of 5 to 7 per cent in similar vehicles. The truck body is designed with a curved aerodynamically shaped roof, reducing down force, which reduces drag. Side skirts also smooth airflow to reduce drag. AlSCO, Action Manufacturing, and SEA Electric have worked jointly to reduce overall drag coefficients and extend the range of the EV.

The vehicle will save an estimated 25,000 litres of diesel and 67 tonnes of carbon emissions yearly. AlSCO says that is the equivalent of all of AlSCO Rotorua's emissions from electricity use in 2018 or 50 per cent of air travel emissions from the entire AlSCO Group in 2018. Estimated energy savings are likely to be "highly conservative", says AlSCO.

AlSCO has a fleet of 350 vehicles, but the 15 diesel road freighters consume one third of AlSCO's fleet fuel. AlSCO's long-term objective is to replace all 15 of its diesel freighters, combining battery life technology with further operations and handling innovations.



AlSCO's new EV road freighter is based on a Hino GH 1828.

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Sharks, alligators, and snakes in business

By John Barley

Sharks and alligators in business: Business leaders are on the lookout daily. Fear of what they may bite off prevents listening to what may be said or offered.

A friend phoned me. He mentions a snake. The natural instinct is to fear a snake. He says, "Look at the snake. Do not only see the snake. Understand the nature of the snake and its purpose. When a snake devours an animal, it will curl its way around the trunk of a tree and crush the animal within so it can be digested. The snake needs the tree to survive."

If there was no tree, the snake would die. Has the business become the snake?

Businesses can consume the owners and resources. Is it time to find something new? Opportunities are cloaked in misfortune or fear. All we see is the snake, the shark, or the alligator.

Are you thinking of selling the business and if so, do you have a plan? If you do, well done! You are further ahead than most business owners. So, the next question will definitely apply to you.

What would interfere or disrupt that plan

and how uncomfortable would it be financially for the business? Would the sharks not only circle but they would attack? The alligators would also want their fair share.

The good news! Your association can supply a set of questions for you to complete and answer. We know being alligator busters that there will be many further questions that will need to be explored. That's where we can provide guidance – not just insurance policies.

To avoid the alligators and sharks there needs to be an understanding of not only the foe but also the business and you (the owner or leader).

Ask "what if". What if there was a disruption to the plans? How would the insurance policies respond? Would there be money in the pot to do what needs to be done? About 70 per cent of all businesses do not reopen after a disaster.

Currently, one of the alligators is the economy. Many trucks are being laid up and yet there are still financial repayments to be made. Is What happens if through pressure the owner becomes ill?

I spoke to a client of mine about health and safety (alligator or shark?). We discussed the relevance of recording near misses in assessing the patterns that are going unnoticed in the workplace. What were the reasons for the near misses? If you have a lot of near misses, in all probability you will have a major incident if the symptoms and signals are not recognized. The alligator comes into the boat.

The solution is not to bust the alligator. We need to understand how to keep it out of the boat by being aware and compassionate about the people that have been hurt.

Insurance companies do their part but only after the alligators have removed your limb. They do not prevent the disruption.

RiteTrack NZ Ltd wants to transport business owners from a point of being overwhelmed with information to a place of wisdom — on the way preventing the alligators and sharks disrupting the journey.

• John Barley is founder of Rite Track NZ Ltd. Call 027 289 3162 or email: solutions@ritetrack.co.nz.



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Can employees move a public holiday?

By Amanda Douglas



Some of our employees have asked that they observe Waitangi Day on Friday, 7 February 2020, instead of on Thursday, 6 February 2020. Can we agree to move the public holiday to another day, as requested?

Yes, section 44B of the Holidays Act 2003 Act allows employers and employees to agree in writing to transfer any whole public holiday on another day (or 24 hour period), as long as the purpose of the transfer is not to avoid the employee's minimum entitlements under the Act. In addition, the following criteria must be met:

1) The public holiday that is to be transferred to another day is identified, and is otherwise a working day for the employee; and

2) The day to which the public holiday is to be transferred is identified (or identifiable), would otherwise be a working day for the employee, and does not fall on another public holiday or part of a public holiday.

So, for example, if the employee is normally scheduled to work Monday through Friday, and Waitangi Day falls on Thursday, the employer and employee may agree in writing to transfer that public holiday on Friday, to accommodate the employee's request.

That means that the Friday in question must be treated as the employee's public holiday for purposes of the Act. However, the Act prohibits a transfer of a public holiday, where the purpose of the transfer is to reduce the number of paid public holidays that the

employee would otherwise be entitled to in any year.

An employer, however, is not required to agree to such request. The employer may adopt a policy prohibiting the transfer of a public holiday to another day.

Our company is looking to hire additional drivers during the summer fruit picking season, but may not be able to guarantee continuous work after summer is over. How should we go about hiring these employees?

A fixed term employment agreement is generally used for short-term employment, such as seasonal or project work. The fixed term employment agreement should specify the start and end date, and the length of the fixed period must be reasonable and related to the work required. If the precise end date is unknown, the fixed term agreement should indicate the expected end date, or state that the agreement would terminate at the completion of the particular project or at the end of the season, for example.

It is also crucial that the reason for the fixed term is genuine and recorded in the agreement. Not all reasons are accepted as genuine, however, and we find that many fixed term reasons are not drafted well enough to validly end the contract.

There is a lot more to keep in mind with the use of fixed term employment agreements (such as calculation and payment of holiday pay during the fixed term), so it is best that you seek independent advice when employing workers on a fixed term basis.

Are our casual employees entitled to take paid annual leave?

Those employees who are engaged on a true casual basis – meaning that there is no expectation of ongoing work or any regular work pattern whatsoever – are not entitled to take paid annual leave. The reason for this is that the entitlement only arises after 12 months of continuous employment, and casual work, by its very nature, would not amount to continuous employment.

However, casual employees are entitled to receive at least 8 percent of their gross earnings as holiday pay. This figure may be paid at the end of each employment arrangement in addition to the employee's pay, or the parties can agree to include it as part of the employee's pay on a "pay as you go" basis.

It is important to distinguish between casual and irregular employees, however. As the term would suggest, irregular employees' schedules are irregular, meaning that their days and hours of work vary.

However, unlike casual employees, irregular employees are still employed on an ongoing basis, and there is an expectation that they will continue to work for the employer. This distinction is key because irregular employees, unlike casual employees, are entitled to paid annual leave after each 12-month period of continuous employment under the Holidays Act 2003.

As the consequences of a misclassification could be costly, it is best to seek legal advice if you are unsure about the correct employment status of your employees.

• If you have a question, please email: amanda.douglas@wynnwilliams.co.nz with the subject line: RTANZ Ask a Lawyer.



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Maintaining employee morale in times of change

What can employers do to ensure changes in the business don't destroy employee engagement and morale?

Whether it's resignations, restructuring, re-branding, a new way of working, or simply a move to a new office building, any sort of business change involving employees can affect employees' morale, engagement and levels of job security. So how can you make sure people's expectations are managed, while still meeting business needs?

Change is essential so that businesses can stay ahead of the game and in some cases, it is needed for business survival. The market is competitive, and businesses must make tough decisions in order to survive and thrive.

Employee trust is crucial to running a successful business, especially during workplace changes. Outside forces that dynamically change policies, systems, finances, and even job security may also drastically change workplace climate for employees.

Employers need to make employees aware of the reasons for change, when it will be undertaken, anticipated timeframes, and what it means for each employee. Stability in a work environment is important for employees and uncertainty allows employees to create their own worst-case scenarios, which can often be scarier than reality.

Information must be readily available for all employees and updated regularly. Business owners should also be visible leading during the change because high-potential employees can be lost to competitors if they see the business as unstable or unpredictable.

There is no one right way to manage workplace change or how employees transition through change, although it is important to support employees before, during, and after significant change.

Information must go both ways and it is critical to ask employees for input, to address concerns as they arise, to identify the influencers within employee groups, and to engage them in your efforts.

People will adjust at different rates. Don't expect complete buy-in at the start, but don't

let issues go unaddressed. Open communication goes a long way toward building credibility and acceptance.

When undergoing change management, business owners should be mindful of the following considerations:

- **Get Advice.** If your business changes may result in redundancies, major changes to jobs, or any other changes that significantly impact employees, get advice about how to carry out

“Employee trust is crucial to running a successful business, especially during workplace changes.”

a robust and legally defensible change process;

- **Timeframe.** The pace of change can have an impact on change success. Move too fast and you risk creating confusion; move too slow and you lose momentum;

- **Impact.** Consider how changes will affect employees, culture, and workflow;

- **Identify potential obstacles**

This might be stakeholder resistance to change, budgetary or regulatory. Plan for how these will be managed;

- **Open Communication.** Keep employees and other impacted stakeholders notified and engaged throughout the process;

- **Involvement.** Involve employees in the change process as much as you can. If people have a chance to have a say in any changes at an early stage, they are more likely to accept them;

- **Transparency.** Where possible, transparency is good practice, but it is especially important to avoid employees feeling left in the dark;

- **Support.** What training and support can you offer employees to help them deal with the change?

Engagement involves having open discussions and addressing questions at all levels of the business. Discuss upcoming changes and show employees how they're involved in the business changes.

Recognise good work and when an employee is doing something well – tell them. It is important for employees to feel their efforts are being recognised, and this further perpetuates their desire to go above and beyond for clients, which in turn, adds value to your business.

Remind your team they are valued. One of the biggest mistakes business owners make is overlooking the power of recognition. Employees' morale hinges on whether they feel valued by their employer.

Emphasise the importance of fun and look for opportunities to team-build because major changes can remind employees that many aspects in their employment are out of their control.

All the more reason why, when a business is forced to change, that business owners should focus on showing dedication to their employees.

Share successes and accomplishments employees have recently achieved at team meetings, shout coffees, morning teas or even surprise your team with a half-day off.

If you don't plan well before making a change in your business, you will almost always have to plan for fallout after it's made. Metrics and business goals matter – but so do employee needs, like feelings.

The common themes in managing change and maintaining employee engagement are communication, care, recognition, and appreciation. These small but important considerations can go a long way to maintaining employee morale and commitment to your business.

- *For advice regarding managing change well in your business, call SBS on 0508 424 723 or email info@safebusiness.co.nz.*

MITO launches new training programs to attract and keep good staff

Two new training programs will contribute to upskilling truck drivers, and others who want careers in road freight transport, Road Transport Forum (RTF) chief executive Nick Leggett says.

The New Zealand Certificate in Commercial Road Transport Skills (Level 3) and the New Zealand Certificate in Commercial Road Transport (Heavy Vehicle Operator – Level 3), are available this year.

“Trucking is an industry where on-the-job training and assessment is particularly relevant,” Leggett says. “Getting a heavy transport licence is just the start of it.

“It is increasingly important to offer career pathways, via training and opportunities to upskill, and to encourage good employees to move across different parts of the industry. That's the way we will attract new and diverse talent, and keep that talent.

“We have an ageing workforce, with an average driver age of 54, and what worked 20 years ago is no longer relevant to younger people in the job market.

“Our industry needs to be responsive and offer both training and career pathways if we want to make an impact on driver shortages. Industry estimates a 4,000 shortfall in avail-

able drivers.”

Industry has worked with MITO on a targeted review of qualifications, with some RTF funding and input from businesses. Qualifications for the road transport sector span natural career progression, from new entrants to managerial and senior qualifications, from level 2 to level 5.

“The RTF is working on a cadetship programme to be launched this year to incorporate and build on the existing qualification frame work and to provide employers with another tool to attract and retain good staff.”

- *More information: www.mito.org.nz.*

Knowing transport risks vital for businesses

Almost all companies will have health and safety risks associated with using vehicles. You don't need to be a transport company to have this concern.

A quick search on any news site will reveal plenty of incidents during work hours involving different types of vehicles. Protecting your people from vehicle risk has to be a priority.

Much of this risk comes from the complexity of managing different groups of people each having different roles and needs, and using a range of transport.

Rule number one is every business is responsible for the health and safety of its own workers, as well as anyone visiting its location, whether an office, warehouse, factory or other facility. Risks need to be anticipated and managed carefully.

Greg Dearsly, President of the New Zealand Institute of Safety Management (NZISM), has some important advice for managing health and safety related to vehicle use.

Know the people or community in and around your organisation

Information is key when it comes to managing risk and fully understanding your operations and supply chain is vital.

Capture this information in a database so that you can use it to improve health and safety systems and processes. Whether this is mapped on a spreadsheet or through sophisticated IT, you need to know what's happening on a day-to-day basis in order to manage it.

Understand how your vehicles are used

This will range enormously between different types of organisations but it's important to know the number of vehicle movements, the types of vehicles and goods involved, whether they are on-site, external and what are the peak times of activity. Once again, if you are aware of this, it can be managed.

Know the risks

If you know how your vehicles are used, you can analyse the associated risks. The best

way to gather this is talking to your team so that you become deeply familiar with what really happens daily when they use vehicles. There will always be risks so it's important to identify them, discuss them, and work out how they can be better managed.

Develop processes to manage health and safety

Set up a plan and make sure people understand it and its importance. The information needs to be short and easy to remember.

It's also very important to make sure everyone has the opportunity to be informed whether it's through direct communication, such as emails, on-site using posters, signs and maps, or posts on your website. Then consistently cover different aspects of it in various ways such as on social media, newsletters, video or set up some internal awards. Make it interesting!

Understand the human aspects of health and safety

No matter how much you emphasise the importance of health and safety, there will be times when people lose focus. Good examples are using mobile phones while walking around a work-site or when driving.

Having great health and safety is both about awareness and it being part of an organisation's culture. Get your team to talk about it constantly, emphasise its importance, listen to people's concerns and take action. It is everyone's responsibility.

Involve a health and safety practitioner or professional

Health and safety is an important part of everyday business — not only is it vital to support your people as they work to support themselves, their families and communities, it also makes operational and business sense.

Accessing health and safety advice from an expert can be done through the Health and Safety Association of New Zealand (HASANZ) or the New Zealand Institute of Safety Management (NZISM).



Greg Dearsly, President of the New Zealand Institute of Safety Management.

HASANZ is a representative body of all workplace health and safety professions in New Zealand and operates an online register of experts.

NZISM is the largest professional body for health and safety in New Zealand. It has an internationally aligned accreditation programme and Continual Professional Development (CPD) for its members that delivers the highest standards of health and safety professionalism and consequently, healthier and safer workplaces. It has 13 branches nationally, 1,900 members and more than 60 corporate supporters. Its membership is made up of professionals and practitioners working across a broad range of industries and sectors.

New Zealand's record in workplace health and safety needs improving, and it is everyone's role to help achieve this. Wherever transport is involved, health and safety needs specific consideration and management.

• For more information, please visit the website: www.nzism.org.



New Zealand Institute of Safety Management

- CPD including FREE monthly webinars
- Accreditation Programme - pathway to HASANZ Register
- Regular networking across our 13 branches
- Mentoring Programme
- Peer Support Network
- Discounted industry events and training programmes
- Resources, newsletters and tools

To find out how NZISM can benefit your business, visit our website:

www.nzism.org



Supporting
1,900
health & safety
professionals
every day



Scott Asplet Northland, Auckland, Bay of Plenty, Waikato

Hello Region Two members, Happy New Year to you all, may this year bring new happiness, new goals and new achievements.

We are actively planning the year ahead. Nationwide we will be rolling out the NZTA supported Rollover prevention presentations. Jeff Fleury will be taking these presentations and I encourage those who have not yet taken advantage of these workshops to do so. I have sent out an email, requesting an expression of interest. The minimum numbers at any one presentation is at least 15 drivers.

Depending on numbers, we could possibly hold these workshops in the following locations: Whangarei, Auckland, Hamilton, Rotorua, Tauranga, Taupo, Whakatane, and Opotiki.

The response thus far has been good in some areas, Tauranga having the most numbers to date.

I have heard from members about the 4085D Operator Statement of Compliance for inspection/ servicing of the park brake control valves and the interpretation by some testing stations. To clarify, for a vehicle with a sealed air operated park brake control valve the technician/operator simply needs to tick the boxes as shown below:

Mechanical parking brake

Checked brake lever including engagement security and linkages for stretch, wear and damage to ensure maximum force can be applied

For driveshaft-mounted brakes, confirmed condition and adjustment is within manufacturers specifications

✓ Air parking brake

Disassembled and checked parking brake control valve, including ingress of dirt, dust and wear

✓ Air parking brake cannot be disassembled or overhauled due to design

✓ Checked parking brake control positively locks into park position

Then complete the rest of the document as required and sign and date the appropriate boxes.

Please note the document is only referring to mechanical and air-operated parking systems; electronically controlled park brake control systems are currently excluded.

I am investigating “operators must maintain the parking brake assembly on their vehicles in accordance with the manufacturer’s recommendations”. We have been unable to procure any of the manufacturers’ recommendations for servicing park brakes. NZTA is yet to reply.

A lot is happening around the region currently with roading. The Huntly section of the expressway is nearing completion (February 2020) and of course the speed limit reviews are taking place nationwide. I probably sound like a broken record, but I encourage you to reply with feedback when requested, positive or negative. I must also acknowledge the members who do reply; it is greatly appreciated.

To contact Scott Asplet, call 800 367 782 (option 2) or 027 44 55 785 or email: sasplet@rtanz.co.nz



Sandy Walker Gisborne, Hawke’s Bay, Wellington, Manawatu-Wanganui, Taranaki

A great break and lots of stops to yak in men’s play stores (the tool section) and you guessed it, the same old conversations with slight grins about what was past business pain or gain that is starting to sort itself out with everyone having a story to tell.

There is one thing you can guarantee and that is there are never two years alike when it comes to workload. Some say global warming is to blame, I say how about normal seasonal change that has repeated itself for decades and that we should adjust accordingly as we have done in the past. We appear to be a couple of weeks late seasonally, but I will bet everything will grow finishing in the same time frame adding a little bit of chaos that we are all so used to and adapt well to.

In adapting, there has been lots of talk about compliance, ORS and the like, and for some they will still struggle and that is because you are dragging the chain, which is a lot easier than pushing it, that is for sure. However, you need to get yourself into a space of preventative maintenance rather than urgently required maintenance if detected at a roadside stoppage. For those who are diligent and don’t just turn the key off and walk away, the rewards come with the machine going to work every day and hopefully you are tipping a bit of coin into your back pocket.

Yes, no matter who you are, you will always get the odd incident you cannot avoid or plan for (blown turbo, etc) and that is simply called the joys of motoring, but there are lots that could be avoided and that will reflect in your business performance which will be dialled back in later in the year with a renewed ORS system.

This is the year for you to turn your business into something your competitors will envy where you should be earning the right revenue – you cannot give a five star service

for a two star price, neither can you compete with that and remain viable. If you can honestly say you cannot afford to do it for any less and you are already giving a 100 per cent service level acting as your customer’s right arm – then you must walk away.

I will almost bet there is a bean counter involved somewhere in the chain. They are commonly known as three-year wonders. On the other hand, there are hatchet men saving companies from the brink from bad decisions or poor business skills. They may offer short-term variations to assist getting the company back on track, but most importantly, no matter which part of the chain you are in, cashflow is the one thing everyone needs. Just ask the bank: They will assist and charge a healthy percentage for the privilege. Perhaps you should, too, and get the revenue trending upwards and back in your pocket.

To contact Sandy Walker, call 027 485 6038 or 0800 367 782 (option 3) or email swalker@rtanz.co.nz



John Bond

Christchurch, North Canterbury, Buller, Nelson, Marlborough

Well, Christmas and New Year have come and gone, with all the presents and rest period now a blur, apart from those real family get-togethers, spending time with your friends, or just helping someone out, which will be etched into your memory banks for years to come.

On January 21 and 22, we were privileged to welcome RTF CEO Nick Leggett, who took the time out to visit our members in Nelson and Blenheim to discuss with them the impact of the blanket approach to speed changes being initiated.

Nick had a strong interest in meeting operators whose business and customers will be directly impacted by the new speed reductions on SH6, so that he can better illustrate the industry's issues to officials.

The RTANZ and RTF will both be looking at all the speed change initiatives that NZTA is looking to proceed with, so that we can put in a submission either for or against their decision. We are totally opposed to a blanket approach to reducing road speeds; neither do we believe that speed is the cause of all accidents.

We, as an industry, have identified areas that need to be addressed such as drug and alcohol testing, better driver training, and harder infringement for careless driving. However, until the government brings all the driving elements together and scrutinizes them all on an equal footing, fatalities will continue, but hopefully at a slower rate.

We are also scheduling more opportunities for our operators and their drivers to attend the Rollover Prevention presentation for 2020. The government is introducing its Road

to Zero, road safety strategy for 2020-2030. The transport industry totally supports the vision where no one is killed or seriously injured on our roads. Therefore, we also totally support NZTA's endeavours to provide the industry with a presentation to drivers, which will provide sound training and education on how to manage their truck from rolling over and having unnecessary accidents.

We are pushing for as many drivers as possible this year to become part of a group who, once they have completed the presentation, have not rolled their vehicle. From a health and safety perspective, this gives their companies some real credibility.

I can see exciting things happening this year, with new motorways being completed or near completion, thus providing a greater opportunity to gain productivity from time saving, due to better roading structures.

Members are looking at ways to improve their business, as we face more and more issues placed on us. We are looking at how we can provide you with continuous up-to-date weather and road information that assists you to plan your schedules. More visits to branches will assist us by seeking new ideas on what is required, so we can organise workshops that will provide us a better understanding on the issues we face each day. This year we planned to hold constructive workshops around logbooks, HPMV, or any other program, as required by our members.

To contact John Bond, call 027 444 8136 or 0800 367 782 (option 4) or email jbond@rtanz.co.nz



Simon Carson

Christchurch, Mid Canterbury, South Canterbury, West Coast

Happy New Year to all our members from across the region. I trust you all earned yourselves a relaxing break with your family and friends.

There's no doubt that a few of the lucky ones may just be heading off on annual break right about now. Unseasonal weather has been one of the talking points over the break, everything from one in 20 year floods hitting the area to smoke from the Australian bushfires descending on many areas of the South Island. I believe we are sometimes far too quick off the mark to complain about events that may disrupt us in our daily lives for a day or two, but please give a thought to the families, communities, businesses, and wildlife of our neighbours, Australia. Our thoughts are with them all while they battle this tragic event.

Back to the Rangitata floods of late 2019. A lot of work goes on behind the scenes when an event like this hits us with little or no warning. During these events, RTANZ moves to quickly engage with the right people from a variety of sources, ensuring that our members receive up-to-date information concerning accessibility and productivity. If any of you see Andrew Dixon, Roading Engineer from Timaru District Council, out and about make sure you buy him a beer (if it's after 5:00 pm), or at least give him a pat on the back. If it wasn't for the work Andrew did for RTANZ during this time there would have been no access for HPMV vehicles, and a much more challenging detour for all general access operators.

We have been working with RTANZ members to identify significant industry pinch-points, areas within your business or

sector where challenges exist, not just for you, but for all operators undertaking specific sector work. The National Livestock Transport and Safety Group, the South Island Port User, and the Fuels and Intermodal Working Groups are all good examples of operators collectively discussing specific issues and formulating a clear strategy toward either resolution or suitable compromise.

Ideally, isn't that what every sector needs? It's the 21st century and this is the way to best deliver results, working as a united group and using collaborative strengths to focus on your desired outcome. Operators' requirements are different now to what they may have been 10 years ago, so I encourage you to give this some thought and consider the opportunity that exists for you to work collectively with industry peers, and for RTANZ to address the concerns you have. Talk to us about this; it works, there is definite proof in the pudding.

Lastly, a reminder to operators, if things have changed within your business, if you have moved premises, taken on work in other sectors, or even recruited new staff who need to receive our information, please drop me a quick email so we can update our database on your business for the new year. Accurate member information certainly helps us deliver the right tools to you as we move into what will hopefully be an exciting and productive 2020.

To contact Simon Carson call 027 556 6099 or 0800 367 782 (option 5) or email scarson@rtanz.co.nz



Alan Cooper Otago, Southland

Hello Region Five members; welcome back to another year of road transport with its ongoing challenges we all face daily; I trust you will all have a safe and prosperous year.

I hope you had a chance to catch up with your friends and family over the barbeque at Christmas.

This year, as well as being a leap year, is also an election year, where we get a chance to clean out the cupboards and reposition the economy or stick with the current three-ring circus. I will let you make up your own minds.

We all know that our industry is the single most important in our country, as without us, everything grinds to a halt.

So, the Road Transport Forum (our voice at Parliament) is holding a political summit in Wellington, at Te Papa, on June 30.

The RTF is looking to invite all relevant transport organizations from rail, sea, and road to engage with the various party leaders and the transport spokespeople from each political party, prior to the general election this year which is (possibly going to be in September and must be held by November 21).

Just for your interest, please take time out to read the article in the December/Jan Truck & Driver magazine, on page 46, concerning the current practice of deferred payments being used by large corporates, which are basically using small operators as banks and is blatantly an unfair business practice.

After a couple of weeks off, I went out to you (the members) and asked for an expression of interest for holding more of the Jeff Fleury rollover prevention presentations, on how to prevent heavy vehicle roll-overs. The presentations are

supported by NZTA.

This is about providing an opportunity for our professional drivers to learn truck safety and what not to do, in order stay on the road.

These events are crucial to your health and safety strategies. I have had great feedback with some operators indicating they were interested in having some of their drivers attend; so I will be having one or two in Otago and one in Gore at this stage, probably in April/May.

I also asked you if any of you were interested in a copy of the Road Code for heavy vehicle drivers and had a really good response to that. I still have a small quantity if you would like one for the smoko table or your work library?

Just a reminder that the road works and repair season is about to get underway, so please slow down when driving through. I know truck drivers are very good at this, but car drivers tend to speed through. The reason for slow speeds is to get a better road surface for the base of the new seal, which makes them last longer.

Summer has finally arrived, and the resealing crews are well ahead of the task, so we hope to have a shorter period of slow patches for you and your rigs to navigate through.

To contact Alan Cooper, call 027 315 5895 or 0800 367 782 (option 6) or email acooper@rtanz.co.nz

Employer attitudes key to solving driver shortage

By Nick Leggett

The driver shortage in the road freight transport industry is well known. Since I started at the Road Transport Forum (RTF) just over a year ago, many operators have talked to me about the shortages they face in securing drivers to enable them to run their businesses effectively.

Our industry isn't unique in this dilemma. An ageing population is taking its toll on our workforce, across New Zealand and the developed world. We've seen it coming for many years.

The world has changed and we are living in a period where there is fierce competition to secure an able, skilled, and qualified workforce. Pay, conditions, and investment in training all play a part in workers making choices about jobs and careers. Can they see a future, is there a path to promotion, management, or business ownership?

There is a stark contrast I've detected as I move around the country: the differences between companies that are short of drivers and those who are not. Why is this? Well, for a start it appears employer attitude and commitment to staff play a big part.

I recently met two operators. The first one had a diverse workforce, including many women drivers and an average age that was proba-

bly 15 years younger than the industry average. The team was enthusiastic about their work and genuinely committed to the company that paid them well and invested in their gaining skills and qualifications. The staff were the best ambassadors for gaining new drivers; the company literally had a waiting list of people wanting to start with them.

Another company I visited complained about their inability to get drivers and asked what the RTF was doing about it. When I asked how many women drivers they had working for them, they told me they didn't like employing women because they got pregnant and they also had reservations about ethnic groups. Further revelations showed they were a fairly poor payer compared to some of the competition.

I told them that the RTF can advocate and it can help set up opportunities for the industry, but ultimately, the solution to the workforce shortage lies in every business having the right attitude to its potential workforce and making changes to shifts, pay, education and safety that will attract a new generation of drivers.

It's easy to blame everyone else for a shortage, but I firmly believe the solution to our industry shortages lie with us.

So how do we overcome this? The RTF has

to provide a structure for better supporting businesses to attract workers. This year, we hope to announce a cadetship that will begin to usher in a new generation of workers.

The industry has started putting in place the framework to support a cadetship and operators want to invest in their teams' skillsets and qualifications.

We have been involved in creating a Workforce Development Strategy with MITO, which will lead to a national action plan.

This strategy is backed up by qualifications that operators should encourage their staff to obtain. The New Zealand Certificate in Commercial Road Transport Skills (Level 3) and the New Zealand Certificate in Commercial Road Transport (Heavy Vehicle Operator – Level 3), are available this year.

The woeful enrolments of industry workers in MITO qualifications needs to improve. Potential and current employees need to see they are valued. Otherwise, those staff members you will be losing to retirement in the next three years won't be replaced as young people go where they are wanted.

• Nick Leggett is CEO of the Road Transport Forum. For course details, see www.mito.org.nz.



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How to protect your Transport Service Licence

By Michael Beedell

As has been well-publicised recently, the New Zealand Transport Agency (NZTA) has been taking a tougher stance on how it regulates TSL holders, having moved away from a willing and co-operative compliance model to one of enforcement.

Some of the NZTA's activities have included the revocation of TSLs held by some large operators. That has led to challenges through the District Courts and the High Court with some, at the time of writing, still going through the Court system.

TSL holders, and that includes companies, must be deemed fit and proper to hold their licence and all persons in control are also required to be fit and proper under the legislation. Where the NZTA determines that such persons are not fit and proper, then revocation of the licence may follow.

A proactive approach to compliance with the legislation could lessen the potential exposure to action being taken by the NZTA, including revocation proceedings.

If a transport operator has appeared on the NZTA's radar, for whatever reason, it is possible that an audit of that TSL holder's compliance will be conducted, commonly known as a Section 198 Audit. Potentially, little notice will be given to carry out such an audit.

The operator will be required to provide certain documentation by a specified date, for example, within seven days, requiring the gathering of quite a bit of information; that will probably impact on the day-to-day running of the business. If you already keep that information in an accessible form, that will make life much less arduous.

The following are examples of what may be demanded for an audit under this section:

- a list of all vehicles operated under the TSL
- a complete list of drivers
- all documentation relating to drivers' traffic offending
- the employer's copies of all drivers' log-book pages
- all fuel purchase receipts, monthly fuel summaries, etc.

- all weigh dockets, load dockets/ manifests, permits and invoices relating to the carriage of goods

- the GPS movement records of the vehicles

- a copy of the company's organisational chart

- a list of all maintenance staff, positions and qualifications

- copies of all company policies and procedures

“The question is: If you are asked to produce this information, can you? If not, how much effort will be required to get it?”

dures including, but not limited to, health and safety, training, safe driving procedures, complaints and disciplinary matters.

This list is not exhaustive and has been summarised.

The question is: If you are asked to produce this information now, can you? If not, how much effort will be required to get it?

Drivers

Don't forget that transport service drivers must be fit and proper persons under the legislation. An audit might reveal offending by drivers that causes the NZTA concern and that could lead to the revocation of their driver licences classes 2, 3, 4 and 5, or endorsements (P, V, I and O), as applicable, and the disqualification from being a transport service driver for up to 10 years.

Fleet Audits

The Section 198 audit will often include a fleet audit. The NZTA will usually provide a list of vehicles operated by the TSL holder and will stipulate which ones – if not all – will be required for inspection.

The NZTA will stipulate when and where the inspections are to take place, for example, VTNZ at whatever location or, if you have

adequate workshop facilities, the inspections may be carried out at your premises. Again, this will likely impact on the day-to-day running of the business.

Additional Information

The NZTA may also ask for a questionnaire to be completed by a person in control, to provide further background information regarding the operation of the transport service.

Possible sanctions

There are significant penalties that can be applied if an audit is not facilitated or if other offences are revealed (fines of up to \$25,000).

What to do

It is important to think carefully about how to respond but time may not be on your side. My suggestion is that you co-operate fully. If you are in doubt about what to do, seek advice. You have the services of the Road Transport Association at your disposal, you could seek legal advice from a lawyer, and I can help. I have worked with a number of lawyers who specialise in this area whom I can recommend. The thing many lawyers have told me for many years, is to get advice early and don't leave it too late!

If you need to write policy documents (infringement and driving offences, fatigue management, alcohol and drugs, etc.), I can help. If you need more advice, just give me a call or send me an email. All contact will be treated in the strictest confidence.

Michael Beedell worked for the LTSA, Land Transport NZ and the NZTA between 1998 and 2019. For the last eight years he was the national manager of a team of adjudicators responsible for making decisions on the fitness and propriety of TSL-holders, persons in control, vocational endorsement holders (P, V, I and O endorsements) WoF/CoF Certifiers and transport service drivers (classes 2, 3, 4 and 5). His team would suspend/disqualify/ revoke licences, where appropriate. Michael was the most senior statutory decision maker in this field when he left the NZTA.

- Contact Michael at MPB Consulting, mpbconsultingnz@gmail.com, call 027 727 9023.

Getting started: The main steps needed to get your TSL

So you want to start a transport business. Easy! All you need is to get a few mates, get some wheels, find some customers, and away you go.

Once, that may have been the case, but now you need to go through a strict regulatory process administered by the New Zealand Transport Agency (Waka Kotahi).

There's actually a good reason for this: making sure only the most qualified and knowledgeable operators are let loose on

New Zealand roads. No cowboys!

That keeps our roads safer, and also provides reassurance to customers that road transport operators are reliable and trustworthy.

If you plan to operate a truck, you will need to get a Transport Service Licence (TSL).

For details on the process and helpful advice, we recommend looking at the NZTA website: nzta.govt.nz.

There are FOUR main steps:

- work out what type of service you will be operating
 - complete forms and pay fees
 - get a certificate of knowledge of law and practice (most operators)
 - be approved as a “fit and proper person”
- More information: rtanz.co.nz