

update

Your update from The Chamber



Canterbury on the move Changes to industry, transport and logistics
Transporting the Canterbury economy Planning for the future
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Transport – a mixed bag

Transport systems comprise the veins and arteries of our region that carry the lifeblood of our economy. Overall, Christchurch and Canterbury are relatively well served when it comes to transport infrastructure. We have some excellent examples of good transport systems, but we also have some which are found wanting and need early resolution. Transport is an area where a lot of long term planning and strategic thinking is required.

One of the jewels in the crown of transport in Canterbury is Christchurch International Airport Ltd (CIAL). Hats off to CIAL who have made a big investment in a world class terminal and are busy developing runway improvements. It is one of few airports in this part of the world with 24/7 aircraft movement operations. We are seeing good recovery post-earthquake with increased passenger numbers, particularly in the tourism sector. There has been a marked increase in the number of wide-bodied aircraft servicing our airport connecting directly with overseas markets, which is important for the exchange of people as well as valuable airfreight. Not long ago Christchurch had an annual airfreight deficit in terms of export cargo of around 40,000 tonnes (in other words, that cargo had to be moved north and shifted out of other airports after road carriage). Increasing wide-bodied aircraft will mitigate that problem.

The development of accommodation, hospitality, retail and light industrial infrastructure around the airport is also accelerating rapidly and providing a coordinated piece of infrastructure to service the wider community.

Historically, rail has linked our regions to our cities and our island to the north. There are serious questions being asked about the viability of the rail network which is costing the Government \$200 million a year, every year. Of local concern would be the TranzAlpine link due to the downturn in coal prices and no sign of early recovery. The TranzAlpine is seriously dependent on coal carriage and is certainly not viable if it is just used as a tourist route. However, the tourism offerings that both the TranzAlpine and the Coastal Pacific routes provide are unique. They are well-supported services and need to be protected and enhanced across the South Island. Rail serves an important but probably underutilised capacity in heavy freight connectivity, which is significant in a region where production is increasing, particularly of export-orientated produce that needs to be transported to our ports.

From a port perspective it is really encouraging to see the accelerated development of the business plans for the Port of Lyttelton. The Port of Lyttelton has the potential to be a world-class beachhead for our region and the South Island. We should also acknowledge the increased activity at the Port of Timaru and its linkages with the Port of Tauranga in terms of providing consolidated cargo offerings.

From a roading perspective, overall and relatively speaking, we are well served. The long term planning, particularly for roads of national importance through to 2020 by NZ Transport will mean that we continue to be well serviced. We are all impressed by the development of the overpass at the airport, which will markedly improve what is a major bottleneck on State Highway 1 and with respect to airport access. It is exciting to see the development of the northern arterial route, but we have a long way to go to resolve traffic congestion on our Northern Motorway. Brougham Street continues to be a thorn in the side of efficient transport with gridlock more often than not. This is particularly frustrating for traffic trying to get to the Port of Lyttelton. The Summit Road closure has been a major disadvantage in terms of road access to the port and it is pleasing to see, at last, agreement to get that road re-opened. We have general congestion in the city, which is partly due to the infrastructure rebuild and roadworks but also due to the fact that we have increased economic activity post-earthquake on roads that have reached their capacity. Good planning and novel alternatives for transport routes in and out of the city are both required.

Finally, we have a 30km limit introduced in our central city, designed to calm traffic and be more supportive of other transport modes in our central city. The jury is out on the effectiveness of that but let's see how it goes.

In summary, a pass mark for transport infrastructure, but still plenty of work to be done.

Peter Townsend

Chief Executive

Canterbury Employers' Chamber of Commerce

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Canterbury on the move

It's a familiar scenario for most of us since the earthquakes – our daily commute is often peppered with frustrating moments as we find ourselves sandwiched between heavy trucks, waiting for the slow-moving behemoths to navigate traffic cones, closed streets and short-phasing traffic lights.

But how often do we contemplate the significance of these heavy traffic movements and the wider industry they represent? According to the latest Westpac Industry Insights report into the transport, logistics and distribution sector, the industry produces \$12.5 billion per annum – around 5.4 per cent of New Zealand's GDP.

The wider contribution of the industry – particularly to our region – is far more significant. Our two major industries, tourism and agri-business, rely wholly on our transport network. Canterbury and the South Island is a generator of food and natural resources. Without transport, logistics and distribution to get these goods to and from markets, the local economy simply could not function.

Over the next two decades, we expect to see dramatic changes in the sector. Cargo ships will be getting much bigger, to improve efficiency on international routes. This will involve upgrading our ports, which Lyttelton Port Company is currently doing to meet the demand for deeper draught vessels. Increased competition between ports will also see more consolidation and alliances, as well as investment in additional infrastructure like inland port developments – two of which are being established in Canterbury. Rail will remain a factor, especially as ports utilise its efficiencies for container movements, but we are expecting to see many more trucks on the road.

Over the next 30 years, freight volumes nationwide, measured in tonne-kilometres, are expected to grow by almost 50 per cent. Rail and coastal shipping will take up some of that capacity, but the majority is expected to be carried by an expanding fleet of trucks.

This growth, while good news for the economy, is expected to test our infrastructure. Other road user's tolerance for sharing the road with a growing number of trucks – especially as our tourism industry seeks to drive growth in the independent travel market – will likely be a source of friction.



A somewhat hidden pressure for the industry is also the availability of skilled workers. An aging population and demand for skills in other areas could create a potential pressure point, right at the time when the industry's need is greatest.

The transport, logistics and distribution sector represents, quite literally, the flow of our economy's lifeblood. As demand expands over the next 30 years, with current limitations in available coastal shipping, the relative inflexibility of our rail network, and pressures on our roads, it is time for the industry in combination with Government to start seriously exploring alternative growth options.

And next time you are stuck behind a truck at the lights, it's worth considering that its Canterbury's future they are transporting.

The latest Westpac industry reports: Industry Insights – Transport logistics and distribution and Ship-shape November 2015 are available for download at: westpac.co.nz/business/economic-updates/economic-research-and-market-strategy/.

Rob Howie

Regional Manager – South Island
Commercial Corporate and Institutional
Westpac



Change in employment relations

The employment relations area is undergoing change – and employers need to know how new regulations and laws will affect their workplace.

Health and safety has had a shake-up, with the new Health and Safety at Work Act now in operation. The new law is aimed at getting people doing everything they reasonably can to achieve safety in the workplace – identifying possible hazards or risks and taking all reasonably practicable steps to eliminate or minimise those hazards or risks.

While the 'person in charge of a business unit' has overall responsibility to achieve a safe workplace, everyone else at work is now also expected to do everything reasonably practicable to do the same. Every workplace must make provision for staff to participate in improving health and safety on an ongoing basis, whether by way of safety reps on a health and safety committee, or by some other form of participation. Businesses operating in lower risk occupations that have fewer than 20 employees will not be required to have safety reps but may choose some other way of involving their staff in ongoing health and safety.

Penalties for non-compliance with the new law are higher than before – up to \$3 million and possibly imprisonment – for non-compliance resulting in death or serious injury.

Compliance with the new law comes down to doing everything reasonably practicable to ensure safety in your workplace. Non-compliance comes down to not doing everything reasonably practicable to ensure the workplace is safe.

If someone in the workplace is hurt, and the employer has failed to do everything reasonably practicable to make sure the workplace is safe, the employer could be held liable. But if the employer had done everything reasonably practicable to make the workplace safe, the employer would not be liable.

Parental leave changes have now come into effect. The Parental Leave and Employment Protection Act provides for more paid parental leave (18 weeks) to greater numbers of employees, including casual and short-term workers.

A welcome aspect of the new law is that parental leave payment can be made even if the employee resigns their position. This will reduce the problem of uncertainty – employers not knowing whether or not their employee will actually return to work after their period of parental leave. It will allow employees to be upfront about whether or not they intend to return to the workplace, giving employers more certainty for business planning.

The new law also provides for 'keeping in touch' days where employees can work limited hours during their paid leave if they choose. This will help employees keep their work skills current and make their full return to work easier.

[These new provisions will allow for better transitions in and out of parental leave and better communication in the workplace.](#)

Casual work is now more clearly defined in the Employment Relations Amendment Act 2016.

Employment agreements must now specify the number of guaranteed hours of work and must provide for compensation payment if shifts are cancelled with insufficient warning. These provisions address complaints made about 'zero hours' casual contracts in some industries.

The new Act requires employers to keep records that are detailed enough to demonstrate that minimum employment entitlements are being complied with.

The Act also sets out more clearly the circumstances in which an employee can be barred from secondary employment with another employer – protecting commercially sensitive information, conflicts of interest etc.

Holiday pay continues to cause headaches in some workplaces.



Some high profile organisations have admitted underpaying holiday pay as a result of inadequacies in their payroll operation.

Payroll operators are facing difficulties in sorting out what to pay for annual holidays for employees who work irregular hours. The difficulty arises from the fact that the requirements set by the Holidays Act stem from the 1940s when working weeks were based on traditional Monday to Friday hours. This is no longer the case for a significant number of employers and workers.

>> businessnz.org.nz

BusinessNZ recommends changing the Act so that the unit of calculation of holiday pay is based on hours rather than days or weeks, since employment patterns these days are so flexible that there is no consistent definition of a week or a work day.

As employment regulations undergo amendment, it's important for businesses to keep up to date with the changes. Your regional business organisation, The Chamber can provide the latest information and advice on new employment relations requirements.

Kirk Hope
Chief Executive
BusinessNZ



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FEATURE

TRANSPORTING CANTERBURY'S ECONOMY

In the five years since the devastating 6.3 magnitude earthquake Christchurch's transport infrastructure has come a long way. From cordoned off streets to an abundance of road works, limited freight movements and a never ending slew of road cones, Canterbury was faced with challenge after challenge.



Businesses did their best to manage and now developments in the transport sector are well underway; new airlines and airport redevelopment has once again made Christchurch an accessible destination, motorways are under construction in every direction and the new Midland Port is set to open shortly.

Today, Rhys Boswell, Christchurch International Airport's general manager of Strategy and Sustainability, thinks the transport sector is tracking better than ever before.

"Growth occurs in a very irregular fashion. If you go back and look at the growth profile of Christchurch over the past 50 years it would be very stepped, with peaks and troughs," he says.

"We are just coming out of a trough associated with the combined effects of the earthquakes and the GFC and we've become quite a mature market from a domestic point of view, for a population of our size, and as New Zealanders in general, because we travel a lot."

Thanks to Christchurch's crucial role as the acknowledged Gateway to the South Island and the addition of new services by a number of airlines, particularly those based in Asia, the airport is now experiencing an influx of traveller numbers. This year it looks set to achieve 6.3 million passenger movements - eclipsing pre-earthquake figures. This, coupled with further expansion plans, means that by 2025 the airport hopes to welcome 8.5 million passengers.

Not only does this benefit the airport, Rhys says, but it will add an additional \$1 billion to Canterbury's economy annually and create 10,000 jobs.

However, to reach that goal a great deal of work and considerable long-term planning has been undertaken, allowing the airport to not only focus on the development of passenger services, but also put freight back on the radar.

Freight leaving Christchurch has generally been held in the belly-hold of scheduled passenger aircraft, due to the small number of dedicated freighter services in the area. Beyond the Qantas freighter that flies between Christchurch and Sydney there has been little need to sustain dedicated freighters, Rhys says. However, as passenger movements increase, so do the key opportunities for freight in and out of the region.

"The simple calculation is the more aircraft, and the larger the aircraft we get access to in Christchurch, the greater the freight capacity," he says.

"DEMAND EQUALS SUPPLY."



A large component of the airport's freight and transport strategy is the development of Dakota Park. Conceived as a light industrial, logistics and distribution-focused park, Dakota Park is based around air-freight handling facilities.



Two anchor tenants at Dakota Park which are driving a considerable expansion in air-freight services are Freightways and Courier Post. Together they require 27,000sqm of warehousing space, attached to aircraft parking facilities, taxiways and lighting, which the airport is currently constructing. This important stage of Dakota Park's development involves a capital investment of more than \$50 million dollars and will be completed by 2018.

"The move to this location was first conceived back in the 1990s. It was understood that when the airport grew to a certain size, there would be pressure on the on-going ability to operate freight activities out of the existing facilities. We have effectively reached that point now," Rhys says.

"It's also a cyclical proposition, because the more business activity you get at an airport, the more the stimulating effect to passenger movements, which grow and result in more freight opportunities, which drives demand for freight logistics."

A key component to the expansion of Christchurch Airport was access, something aided by the NZ Transport Agency.

"For the project to succeed we needed to provide access to distinct activity areas within the airport", Rhys says.

"The terminal and passenger activity area is serviced by the Memorial Avenue Interchange. To the north we've got the tourism transport hub, known as Mustang Park; and in the south we've got Dakota Park being serviced off the Southern Airport Access.

Forward thinking and planning was especially important when it came to airport access, which was why the airport and the Transport Agency began discussions more than 10 years ago.

"We wanted to separate the three very different vehicle movement types," Rhys says.

"We've got the Christchurch passenger coming to and from the airport via Memorial Avenue and that will continue as it does presently; we've got tourism activity centred around Harewood Road, where tourists can pick up a vehicle and proceed on their journey; and we've got heavy trucks, fuel vehicles and the like coming in and using Dakota Park at the moment."

Transport Agency Southern regional director Jim Harland says the airport is extremely valuable to the region, and it had to be a key player after the earthquakes as the organisations involved in transport planning and delivery got together to ensure the right things were happening as quickly as possible.

Given the way people changed their travel patterns around Christchurch following the quakes, something had to be done quickly to maintain efficient transport links, he says.

A partnership between the Transport Agency, CERA, the Ministry of Transport, Environment Canterbury (ECan), Christchurch City Council, Waimakariri Council, Selwyn District Council, CIAL, Port of Lyttelton and KiwiRail was established to lead this work, resulting in the Greater Christchurch Transport Statement.

"This had as its priority port and airport access, the Western Corridor linking Belfast and Hornby, access from the north and south-west and city links," Jim says.

"Immediately after the quakes, traffic patterns in Christchurch changed massively - no longer heading into and through the city to jobs and the CBD, instead people had to go around the city centre. Ring road traffic increased by 30 to 50 per cent."

As for the long term plan, Jim says it was important the Transport Agency considered whether or not they were doing the right thing.

"There was a genuine effort made by the transport partners to ensure our big highway projects were still what Christchurch needed both long-term and post-quakes," he says.

Highway manager Colin Knaggs says the Transport Agency recognises the work on the city's roads has caused stress for many people.

"We affect people's lives and it takes time to talk to those who are personally affected by a new highway alignment and take them through that process," he says.

To make the process as easy as possible, much forethought and consultation was put in. Work on the Western Corridor was delayed by a year due to ongoing consultation with people and businesses in the area, including CIAL, and many rearrangements had to be made, including a redesign of the golf course, a chicken farm, a sawmill and airport access details.

Bordering the airport, the Russley Road upgrade (part of the Western Corridor) is one of a number of roading projects currently being undertaken by the Transport Agency. The existing two-laned Russley Road (SH1) between Harewood Road and Avonhead Park is being upgraded to a four-lane median separated expressway.

The inclusion of the Russley Memorial Bridge (over Memorial Avenue) will mean improved traffic flow for freight in particular between Belfast and Hornby and it will improve safety.

Not only will the bridge be functional, it will also be stylish.

"It will make a statement. It's a gateway for Christchurch we can all be proud of," Jim says.





When the bridge and the Russley Road upgrade to four lanes is complete in 2017/18, it will not only benefit tourists but also local residents and businesses as it will reduce congestion and improve travel times.

In the west, as well as the work near the airport, the Western Corridor will see the introduction of the Western Belfast Bypass, a new four-lane extension of the Northern Motorway bypassing Belfast and joining Johns Road. The existing two-lane Johns Road between the Groynes and Harewood Road will be upgraded to four-lanes. All work in the west is set to be complete in 2018.

“The Western Belfast Bypass will remove about half the traffic from the Belfast area, which is quite significant, and it will allow substantial improvements to amenity in this neighbourhood, as well as improved Metro reliability,” Jim says.

Other projects soon to be under construction, known as part of Christchurch’s Roads of National Significance, are the Northern Arterial and Southern Motorway Stage 2.

Colin says the Northern Arterial, set to be finished in 2019/20, will ensure people from the north and people heading north have a safer and more reliable journey.

This new four-lane highway, to the east of Redwood, will connect the existing Christchurch Northern Motorway to QEII Drive near Winters Road. The Christchurch City Council is also planning a further link from QEII Drive into Cranford Street, and the widening of Cranford St to Innes Road.

Tenders are currently out for the Transport Agency’s part of the project and a preferred tenderer is set to be officially announced in early July this year.

As for work in the south, by 2019/20 the second stage of the Christchurch Southern Motorway will carry more than double the current traffic volumes and improve access to Christchurch and Selwyn districts. The completed motorway will halve travel times between Rolleston and the central city during peak times, reduce congestion and increase safety. Contractors are now bidding to build Stage 2, with the preferred bidder set to be announced mid-2016.

The total value of all the work happening in greater Christchurch at the moment totals approximately \$1 billion, Colin says.

Not only was it important to create “ring roads” for people and freight journeys in and around Christchurch, freight access to areas such as the Port of Lyttelton had to be a priority to keep the economy functioning, Jim says.

A large portion of freight for the South Island comes out of Lyttelton, and the freight generated on the Canterbury plains and further afield is critically important, says Lyttelton Port Company chief executive Peter Davie.

“The majority of manufacturing plants in Christchurch are south or west, we have very few agri-manufacturing plants to the north,” he says.

“And we move, by volume, 98 per cent of the cargo out of the region through the port.”

Thanks to the continued upgrade of the Port, South Island exporters are able to access the same number of services to the likes of North Asia and Singapore that they can out of the North Island, and the growth shows no signs of stopping.

Peter says there are currently 12 projects underway, some of which include the rebuild and redevelopment of the Port in regards to strengthening and increasing infrastructure, a new container wharf, work with inner harbour wharves and paving around the cargo handling areas as well as things like electricity and electrical reticulation.

“It is repair work but really it’s an opportunity to develop a Port for the next 30 years,” Peter says.

“What the earthquake gave us was a once-in-a-lifetime opportunity to look at what we had, look at what was damaged and say ‘how do we build a Port that is state of the art and really catering for the future?’”

Since the earthquake the Port has seen steady growth in container numbers, increasing by 50 per cent since 2010.

Peter says this will only be amplified by the major growth driver within the region – irrigation.

“Irrigation on the plains leads to higher productivity,” he says. “A hectare of land that is irrigated produces three to four times as much as non-irrigated and given that the vast majority from Canterbury is food and seeds, it’s exported. That means when we look forward we see good, steady growth in the level of exports.”

To cope with future growth and future proof the Port, a Midland Port in Rolleston is being developed and is set to open on June 1.

Connected by rail, it will mean containers coming to and from the Port will be easily moved by rail and ease congestion on the roads.

“If you think about the efficiency of moving goods, a longer distance rail is a very good way to move cargo, particularly in places like Canterbury.

“When you can move 60 containers with one or two engines pulling it, it’s a lot more efficient than doing it with 10 to 20 trucks.”

The 27-hectare, multi-million dollar project will be developed in two stages.

Response from industry so far has been strong, Peter says, with both importers and exporters wanting to put cargo through the depot.

“They recognise it’s a more efficient way of doing things and that will work to the benefit of all parties.”

With the Port utilised for exports and imports – Peter says imports are now steady with a number of “housing rebuild” utilities such as appliance arriving – the need for the Port and it’s effect on Canterbury’s economy is obvious.

“It’s more than significant, it’s critical. I mean, quite honestly without the Port I say to people, ‘where did you get your cup of coffee from this morning?’”





Behind the brand

Introducing SB Global Logistics.

Tell us about your company, SB Global Logistics.

SB Global Logistics is a New Zealand owned and managed organisation, formed in 1990 by Stephen and Anita Bateman.

Today employing a team of 50, we have progressed to the cutting edge of the freight industry - global logistics. No longer is a straightforward door-to-door delivery service enough for all products or customers. Through an integrated and expert approach we are able to offer a range of services including international freight forwarding, customs consulting, inventory management, warehouse and distribution services. This in turn allows customers to simply focus on their own core competencies, be it manufacturing, producing, designing, or marketing and selling.

Our vision of the future needs of customers has meant we are continually evaluating and investing in new technology to ensure our systems provide comprehensive information transparency with our overseas offices and customers.

Our association as a partner of the DB Schenker network in 2009 was a significant step and advancement for the SB group. Being locally owned and now representing one of the world's largest logistics organisations has made SB very unique in our market and set a bright future for our people and customers.

How and why was this business established?

At the time we were established, we could see a need for a new customer-focused and innovative freight forwarder who could build a business that employed the best team and offer an experience to customers that would encourage them to keep coming back and be our biggest raving fans. Our business has grown over the past 25 years with this simple philosophy in our minds. In this marketplace growing by referral is a key success factor to any new or established business.

What's the secret of taking a great idea and turning it into a sustainable business?

We are in a service industry that demands many skills in understanding our customer's needs and delivering within their expectations. We are challenged every day with finding the right logistics solutions for customers amongst many obstacles and forces that frequently test us. Our people's ability to face these challenges and find the answers has reinforced our approach to being in business: to be a respected and trusted partner with our people committed to delivering excellence.

What were some of the early challenges you faced and how did you overcome them?

Starting a business has many challenges and often these are unexpected and outside your control, but how you react under these moments is the true test of our sustainability. I recall the time we chartered a 747 freighter aircraft from Christchurch to Turkey, and we learnt a few hours into the flight that the destination government had disallowed its landing rights. Some quick thinking was required to identify alternative airports during the flight, as well as the necessary ground logistics to move the cargo over land from this new unscheduled stop-over. Ultimately, thanks to the work of our team, the cargo was still delivered on time.

What is the key to the success of SB Global Logistics?

The key to SB's success in surviving and flourishing over 25 years has been clearly its people and the strong culture that has been built up over this time. We have stuck to simple plans of growth and included our people in this strategy. The leadership of the company is a key influencer in our success, with clear set objectives and practiced values. Our culture would be described as a fun and energetic team environment, where our people are given responsibility to make decisions each day, as well as the support, encouragement and tools to ensure they can perform.



How has the business changed since it was established in 1990? How have you responded to global trends in the industry?

We have changed in terms of our service offering and have responded by developing a capability to now offer a full suite of logistics services to customers: a “One Stop Shop”. We have learnt from our multi-national partner DB Schenker and like them have a comprehensive list of services that we now specialise in.

Customers now look to us as partners in their supply chain, and expect us to be able to handle not just the transport of goods but many ancillary services including inventory management, quality checking goods, refitting, re-labelling and packing goods, storage and distribution. We are also now experiencing the growth of online sales, where we inventory-manage customer’s goods, pick and pack orders and deliver these items globally.

In 2009 you partnered with DB Schenker – what has this association with an international company brought to the business?

Besides the obvious benefits of having a truly global network, we understand the importance of providing our customers with global reach. That’s why we’re integrated at the heart of our operations, where every touch point in the supply chain counts.

We have the connections on the ground and around the globe to ensure there are always solutions at hand. Plus the benefit of our direct relationship model throughout the network means fewer points of contact, less confusion and clear transparency of cargo throughout its transit.

DB Schenker is the world’s second largest transportation and logistics services provider based on revenues and performance. Being part of this global network has been a huge asset for SB, allowing us to offer consistency of service, security of overseas monies owing to us, and to be part of a global organisation that recognises and practices economic success, social responsibility, and environmental protection.



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You also recently moved to a new premises at Dakota Park. How important is that connection with the airport and transport network?

Our new 5500m² purpose-built facility at Dakota Park, Christchurch Airport has been a strategic move to provide for our projected growth over the next 10 years. We have bold plans to further establish our handling of perishable cargo on site and this is an important development for SB as we grow and develop this service in line with the expected growth of food and beverage exports from our region.

Our building is well situated, close to main highways with good access in and out. We have also invested in high-level security systems in the building that comply with the regulatory authorities we work with every day.

We have been very happy working with Christchurch Airport, from the design phase of our facility to the final delivery in 2014, and believe that the Dakota Park subdivision has been very well planned and built for the future. We are confident that we will see many more logistics companies choosing sites in this area.

>> www.sbgl.co.nz

What is your vision for the future of SB Global Logistics?

Our vision is to continue to create a company that delivers great service to exporters and importers and is highly recommended by its customers and suppliers. Our services will continue to diversify and be adaptable to the customer's needs. We also see ourselves as an organisation where our people are supported, their skills are developed and they feel a strong sense of engagement in the business.

Do you have any advice for other entrepreneurs looking to develop and launch a new business?

The SB journey has many great stories. The company has a very good record with people and businesses in its community. It has been a journey where we have focused on service and continuous improvement in everything we do. This is the attitude we have each day and making this our clear focus, the results just take care of themselves.

We have always had a clear purpose to be trusted and respected, which has been the foundation of our organisation.



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- › **Module 1: Focusing on the Leadership Role** - Tuesday 2 August
- › **Module 2: Engaging Teams and Individuals** - Tuesday 9 August
- › **Module 3: Leading Teams Through Change** - Tuesday 16 August
- › **Module 4: Excellence in Communication** - Tuesday 23 August
- › **Module 5: Handling Conflict in the Workplace** - Tuesday 30 August
- › **Module 6: Managing Performance** - Tuesday 13 September
- › **Module 7: Programme Review** - Tuesday 18 October

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- 21 & 22 June Essential Training for Health & Safety Representatives - Stage 1
- 22 June Women in Leadership - Your Personal Brand
- 28 & 29 June Advanced Training for Health & Safety Representatives - Stage 2

JULY

- 5 July Contractor Management
- 6 July Top Tips for Amazing Websites
- 7 July Network After 5
- 7 July New Member Function
- 7 July Time Management
- 21 July Health & Safety from a Management Perspective
- 25 & 26 July Advanced Training for Health & Safety Representatives - Marlborough - Stage 3
- 26 July Courageous Conversations
- 26 & 27 July Essential Training for Health & Safety Representatives - Stage 1
- 26 July Women in Leadership - Practical Advice for Securing Board Roles
- 27 July ExportNZ Breakfast
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AUGUST

- 2 August Essential Leadership Skills Programme - 7 modules starts
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- 10 August Customer Service Skills
- 16 August Excellent Administrator
- 16 & 17 August Advanced Training for Health & Safety Representatives - Stage 2
- 17 August Migrating from a Hazard to a Risk
- 18 August Global Connections
- 23 & 24 August Essential Training for Health & Safety Representatives - Stage 1
- 25 August Essential Supervision Skills Programme - 5 modules starts
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Meet the Chamber team!

Melicia Clough

Employment Relations & HR Adviser

Melicia provides HR, and employment relations advice, together with HR consultancy services, to help employers navigate anything to do with people in their business.

Melicia has many years of experience as an HR professional in New Zealand and the UK with large companies including retail, manufacturing, education, insurance and the public sector. She has a particular interest in pragmatic solutions, leadership and niche support to small and medium sized local businesses. Melicia has worked alongside business owners, leaders and senior managers delivering practical HR solutions including but not limited to performance management, change management, disciplinary processes, recruitment and retention, engagement of employees and leadership capability.

Melicia Clough

Employment Relations & HR Adviser

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Calling time on the Holidays Act

The Holidays Act debacle – time for the Act to take its leave!

At the time of writing this article much gnashing, wailing and finger-pointing is evident across the various media platforms as a result of ‘revelations’ that potentially thousands are being underpaid holiday pay.



This should really come as no great surprise.

Not because, as alleged by a vocal minority, employers seek to take advantage of their employees but because of three fundamental facts.

Fact 1. The nature of the labour market is considerably different now than it was even 20 years ago. As a country we have moved away from a manufacturing base where production demanded regular and largely fixed inputs, including labour hours, to achieve efficiencies. Employment, and our economy, has moved increasingly to the service sector where flexibility is key and variable hours (and therefore payment) the norm. The traditional Monday to Friday working week is now but one of a myriad of different forms of working arrangements.

Fact 2. The legislation. The present Holidays Act has its genesis in legislation dating back to the early 1920s. Annual holidays as a universal entitlement did not exist until 1944. Factories and shops and other places of employment had different rules. Annual Holidays and Public holidays were dealt with separately in legislation or in national occupational awards. Eventually, in 1981, the largely separate elements were brought together for the first time into a single nationally-applicable whole – but retained many of the characteristics of former legislation. Many argued then that the Act did not reflect modern-day workplaces or serve its stakeholders well. Reviews followed, for the most part achieving nothing. Case law added to complexity – particularly around public holiday pay calculation.

In 2003 the Act was again overhauled and what emerged removed some complexities but added greater complexity in other areas. Fundamentally, though, the requirement to pay someone for their annual holidays at the greater of their average weekly earnings over the preceding 52 weeks or their current ordinary weekly pay has been a cornerstone of holidays legislation since 1944. The thinking behind this being to ensure that nobody would be adversely affected, relative to their current pay, when taking holidays. As a long-standing requirement there really can be no legitimate excuse for failing to comply with this requirement except, as already noted, in practice, hours of work and pay (and the various components of pay) are frequently much more variable now than they were in the past.

Fact 3. Payroll function has become largely computerised. So, in order to comply with legislation two things are required: firstly payroll software must be capable of consistently and accurately delivering outputs consistent with the Act, and secondly and very importantly, the need to provide accurate information to the payroll program. There are those that argue that with the move to computerisation, those administering payroll functions are less likely to ensure that information is updated in a timely manner – a ‘set and forget’ scenario is allowed to develop. If an administrator fails to detect a change in circumstances of a particular employee and does not ensure that the comparison is made between average weekly earnings and ordinary weekly pay – there is a significant risk that the employee will be inadvertently underpaid or, in some cases, overpaid.

There has been a remarkable lack of clarity around precisely what the issues are in reports of problems affecting MBIE’s own payroll and those of other organisations discovered as a result of Labour Inspectors carrying out more intensive audits than resourcing has previously allowed. It appears, though, that a central issue has been around a failing – for whatever reason – to ensure that annual holiday entitlements are being provided in the manner specified by the Act, principally the failure to compare the two required calculations and apply the one giving the greater result.

The Labour Inspectorate has acknowledged that it has seen no evidence amongst the audits it has reported on of an intention by employers to underpay their employees. It has also acknowledged that the complexity of the legislation has been a causal factor.

Difficulty arises because under the Act the requirement is to calculate annual holiday pay on a weekly basis. But of course, many employees don't want to take their annual holidays in multiples of a week – they want the flexibility to be able to take leave in days – or even hours – and their employers want to accommodate those desires where it is reasonable to do so.

The Holidays Act requires that all employees be provided with four weeks annual holidays. It then leaves it to employers and their employee to agree what constitutes four weeks having regard for their particular circumstances. In the case of an employee working a fixed two days per week this is quite straightforward: the employee would logically be entitled to eight days annual holidays - but what of the employee who may work anything between 10 and 25 hours each week and a variable number of days? Even more complex is shift work, e.g. some 12 hour shifts have employees working 36 hours one calendar week and 48 the next. Because of the variability in hours in many workplaces, organisations have often agreed that entitlements to holidays be recorded in days or hours. There is nothing in the Act which prohibits this. However, as noted, when it comes to payment, the Act provides no latitude – it requires calculation of weekly pay. There is a disconnect between time and money.

The Act provides too much opportunity for errors to be made – it provides for too many methods of calculating holiday pay for different types of leave or circumstances and frequently involves distinguishing between regular and irregular payments, and contractual entitlements from discretionary bonuses.

And please don't get me started on determining whether a day "would otherwise be a working day" for the purpose of determining an employee's entitlement to a paid public holiday!

By any measure the Holidays Act has passed its use-by date. Legislation which does not recognise the reality of a modern workplace is not fit for purpose. The time has come not for further tinkering around the edges but a fundamental re-think.

Keith Woodroof
Employment Relations Adviser
keithw@cecc.org.nz



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Sick... again!?

As an employer, how many times do you find yourself questioning the genuineness of an employee's sick leave? Short term and regular taking of sick leave is an area that can cause frustration. As we know, the pressures that can be caused by someone taking 'suspicious' sick leave can result in managers losing their patience with an employee, rather than taking assertive and timely steps to understand the circumstances of the leave. It is natural for an employer to question "How can I fairly manage this?" for fear of the dreaded Personal Grievance.



Employees are legally entitled to five days paid sick leave after six months of employment, and five days sick leave for every subsequent 12 months of employment. Some larger employers provide more than this as part of their employment agreements and there is nothing more frustrating when a pattern emerges that indicates an employee may be using the entitlement as 'additional holiday'. So what, if anything, can an employer do to minimise business costs of possible abuse of sick leave entitlement?

- If you see a pattern of sick leave emerging, consider having a 'carefrontation' discussion with your employee. Be careful not to assume abuse, but focus on your concern for health and wellbeing/personal circumstances and agree what actions all parties can take to improve the situation.
- If after this discussion the situation does not improve and there are no apparent underlying medical circumstances that should warrant the amount of sick leave or the pattern, then have a discussion about the effect that this amount of leave is having on their performance output/achieving business goals/pressures on others.
- If you have no evidence of abuse, you should tread carefully and make no accusations. Often the observation and the subsequent discussion will be enough for an employee to think twice about non-genuine 'calling in sick' if they know you are becoming more aware of a pattern.
- Don't be afraid to discuss informally your concerns if you have had information, for example, that they had been out drinking the night before. This is not a formal allegation of dishonesty (because after all a person cannot work if still drunk or severely hungover!) but generally a transparent concern that IF the information were to be correct that you would be disappointed that this situation was allowed to adversely affect attendance.
- If you have to decline a period of other leave, make it clear that the taking of sick leave on a date that has been previously declined for leave will require the employee to produce evidence of clinical observation on that day (i.e. doctors visit) and a subsequent medical certificate issued on that day.

- Employers may request proof of sickness, such as a medical certificate, at any time without needing reasonable suspicion that the leave is not genuine. Consider informing your employee in advance that you will be requesting medical certification from now on for any further sick leave absences. If the absence is for a period of less than three consecutive calendar days the employer will be responsible for the reasonable costs of obtaining that proof.
- An employer should not make an allegation of dishonesty about the genuineness of an employee's sick leave without reliance on a high standard of evidence, commensurate with the seriousness of that allegation.
- If your Employment Agreement allows, or the employee otherwise agrees, organise for an independent assessment from another medical practitioner and request that the employee attends and provides consent for you to receive information. Any refusal to do so may assist in an employer's ability to question genuineness further down the line.
- Medical Certificates issued by doctors are legal documents and an employer is entitled to know the clinical opinion on safe activities/restrictions and timeframes. If a certificate does not provide this (and many don't) you can contact the issuer to have this clarified. No certificates should be indefinite as clinical observation is necessary to determine a person's continuing need for time off.
- Information disclosed on a medical certificate should be based on the doctor's clinical observation, with patient comment clearly distinguished from clinical observation. If a doctor has not seen the patient when issuing the certificate, you can request that a clinical observation take place.
- A useful reference around what to expect from medical certification can be found from The Medical Council of NZ: www.mcnz.org.nz/assets/News-and-Publications/Statements/Medical-certification.pdf
- Unless a public health issue, an employer is not entitled to know private details of an illness unless the employee has provided consent to gain this information, so be careful only to request and provide information that doesn't compromise privacy.
- You can request further information about how the doctor was able to provide an opinion of a patient's incapacity as a result of a retrospective medical certificate.
- You can make it clear to employees who have no apparent and underlying medical circumstances that retrospective medical certificates will normally not be accepted.
- If a medical certificate simply 'signs an employee off work' and you have other duties, provide the doctor with a list of other duties available and request that he/she provides a clinical judgement as to the patient's ability to fulfil any or all of these other duties temporarily.

- It can sometimes be useful for the doctor to consider any information from an employer about the patient's work environment, the workplace support available and possible alternate duties. Many times employers are not taking the initiative to contact the doctor with this information.

Employers wanting clarity on what amounts to genuine sick leave can be guided by the court's decision in *Taiapa v Te Runanga O Turanganui A Kiwa Trust*. Bruce Taiapa worked for a private training institute in Gisborne. He requested leave to attend the New Zealand secondary school's waka ama championships in Rotorua. His employer declined the request, but offered three days leave as a compromise. Taiapa did not respond to the offer and it was expected that he would be at work the following week.

Taiapa arrived at work on the Monday but left early. He told his manager he was suffering from a long-standing calf injury. A colleague saw him leaving town. When his manager tried to contact him the following morning, Taiapa did not respond. The employer subsequently discovered a Facebook photo of Taiapa at the waka ama championships. Taiapa obtained a medical certificate before returning to work. However, he was dismissed for misleading his employer. Taiapa challenged the dismissal.

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The court held that a proper process had been conducted by the employer and that dismissal was justified. Taiapa had misled his employer, which undermined the necessary trust and confidence in the employment relationship. The court's decision also confirmed that it was not the place of employers to determine what was an appropriate way to recuperate from sickness or injury. Activities that assist a sick or injured employee's recuperation are acceptable.

It will only be where activities are inconsistent with recuperation, that an employer may question whether an employee is genuinely ill. Those activities will obviously differ given the circumstances of an employee's illness or injury.

Employers should keep an open mind about different types of recuperation. Provided activities aid an employee's recovery, they are likely to be deemed acceptable. Medical opinion should be sought where necessary.

No one case will be the same and it is important that employers take all the circumstances into consideration and act fairly before taking any action. Remember, that there will always be many more employees who wouldn't dream of throwing a sickie versus those that do!

If you would like further advice on managing cases of sick leave fairly, please contact The Chamber.

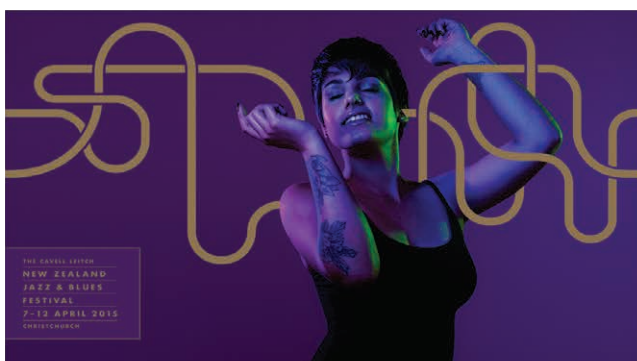
Melicia Clough
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We're moving back to Kilmore St!

After five years of insurance claims, demolition, land issues, design contracts and consents the Chamber team is finally moving back into Kilmore St on 22 July.

Our purpose-built building will host most of our training courses and some of our events and we look forward to having a modern, functional home to share with our members.





Workplace health and safety

New Legislation – The Health and Safety at Work Act 2015

Under the Health and Safety at Work Act 2015, who is responsible for workplace health and safety?

In short, everyone:

The business itself – a new legal concept will be a Person Conducting a Business or Undertaking (PCBU). A PCBU will usually be a business entity, such as a company, rather than an individual.

The business will have the primary duty under the new law to ensure the health and safety of workers and others affected by the work it carries out.

That's why the business may also need to consult with other businesses where it shares a worksite or is part of a contracting or supply chain, to make sure all workers are safe and healthy.

Officers – includes directors and other people who make governance decisions that significantly affect a business. Officers have a duty of due diligence to ensure their business complies with its health and safety obligations.

Workers – must take reasonable care to ensure the health and safety of themselves and others, and to comply with the business' reasonable instructions and policies.

Other people who come to the workplace, such as visitors or customers, also have some health and safety duties. It's all about taking responsibility for what you can control.

What are the other key changes?

The Health and Safety at Work Act shifts the focus from monitoring and recording health and safety incidents to proactively identifying and managing risks so everyone is safe and healthy. This might not necessarily mean major changes to your day-to-day operations, but it is the business' duty to think about who may be affected by its business. This includes workers, contractors, customers and visitors.

The business will also need to engage workers in health and safety matters and implement effective participation practices to allow workers to contribute to health and safety on an ongoing basis.

What do you need to do?

Your business needs to proactively identify and manage its health and safety risks, and make sure information about health and safety is shared with workers, and workers are engaged in matters that could affect their health and safety.

Use these tips to get your health and safety processes on the right track:

- Identify health and safety hazards and risks, and take steps to prevent these from harming people.
- Make sure health and safety in your business is led from the top, is understood by your workers, and is reviewed regularly.
- Hold regular training on health and safety matters.
- Engage workers in health and safety matters that affect them.
- Support all officers to get up to date with health and safety issues and key risk factors.
- Report and monitor health and safety goals.
- Regularly review any incidents.
- Carry out frequent health and safety audits.

Why is the law changing?

We have a problem in this country. Too many New Zealanders die or are seriously hurt while working. In comparison with other similar countries, our workplace health and safety record is woeful. Every year:

- 52 people die on the job,
- hundreds more are seriously injured, and
- 600-900 die from work-related diseases.

Something has to change. We all need to work smarter and work together to do something about it.

It's time for all New Zealanders to become Safety Leaders.

Steve Cooper stevec@cecc.org.nz

Helen Mason helenm@cecc.org.nz

Alan Boswell alanb@cecc.org.nz



Why we need foreign investment

Working to promote New Zealand exports, I'm constantly reminded how interconnected our world is. New Zealand exporters are part of the global integration trend that's enabling higher incomes here and around the world.

Foreign direct investment (FDI) is a great example of that integration. Foreign investment can enable the growth of businesses and jobs that wouldn't occur if reliant on domestic investment alone.

New Zealand has grown strongly since colonial days, with a base of foreign investment to develop early businesses and infrastructure like road and railway.

Today our exporters earn revenue from businesses that in many cases have been developed with the assistance of foreign investment. Businesses need to build scale and capability to be able to export, and this is often not achievable with domestic investment alone.

New Zealand has a relatively shallow capital base, so our businesses benefit greatly from being able to access foreign investment. Most of that investment comes from our long-term trading partners - currently 52 per cent comes from Australia, 8 per cent from the US, 5 per cent from the UK and around 0.7 per cent from China.

In economic terms, FDI encourages efficiency by allowing resources to be directed to their most valuable use. In practical terms, it allows businesses to introduce the new technology and techniques that keep them competitive. And it produces lots of jobs - currently one in five New Zealanders works in a firm that has grown with the help of some foreign investment.

It's worth considering these benefits, given there seems to be some reluctance in the public mind about the place of FDI in New Zealand. It can be easy for politicians to point to FDI and raise concerns about sovereignty, but often without mentioning the protective framework in New Zealand law that screens sensitive investment.

Also not mentioned is the power of foreign investment to keep interest rates down. By being connected and integrated with other economies, we escape the 'risk premium' associated with more restrictive, slower-growing economies.

Within the economy, the ability of FDI to grow and revitalise cities or industries is well understood.

In my home town of Wellington, we are watching the redevelopment of the landmark store Kirkcaldies & Stains with a \$20 million refit by the Australian-based, South African-owned retailer David Jones. This is the kind of investment that can have huge benefits for local economies.

What if we decided to restrict foreign investment?

The effects would be stifling. If we restricted FDI, our ability to grow and develop new businesses would be severely constrained. Our ability to forge free trade agreements and achieve significant export gains would be compromised. And we would lose our reputation as an even-handed, open economy engaged with the rest of the world.

All investments carry some risk, but foreign investment has been positive for New Zealand throughout our history, and can continue contributing to a strong economic future.

Foreign Direct Investment in New Zealand can be downloaded from www.exportnz.org.nz and www.nzier.org.nz.

Catherine Beard

Executive Director
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“UC gave me the technical grounding and understanding of business processes to progress my career.”

Hadley Trounson – BCom graduate



More than just a tourist attraction

Since the early 1970s Shantytown has been a must-see attraction on the West Coast and remains so today. A museum, education facility and conference centre Shantytown is attracting visitors from all over the world.

With upwards of 60,000 visitors annually, Shantytown is much more than just a place where you can step back in time. The gold rush themed attraction is multi-faceted, boasting educational facilities, interactive displays and a recently rebranded conference centre.

In recent years it is not only locals who are making the most of Shantytown, the overseas market has also become a large contingent. Since the Canterbury earthquakes, visitor numbers have grown steadily and that is aided by the fact Christchurch is a portal to the South Island, chief executive Andrea Forrest says.

“It is where most of our international visitors enter the South Island and many domestic visitors who fly south come via Christchurch.”

Shantytown sees a 50-50 mix of international and domestic tourists with the largest portion of international visitors hailing from Australia, China and Taiwan. Although Shantytown has been a destination for the Chinese tourist market for more than a decade now, Andrea puts the recent increase in tourist numbers down to the introduction of the China Southern flights direct into Christchurch as well as targeted overseas marketing. There is also growth from places such as Russia, the Czech Republic and Lithuania.

“I think it’s great for the Coast – the better the Coast does the better Shantytown does,” Andrea says.

The increase in tourism is also linked to the evolution of Shantytown over the last decade.

Andrea says Shantytown understands its international tourists are well travelled and their expectations are more sophisticated. Self-guided tours, multi-lingual brochures and an increase in audio-visual technology have all been part of the upgrade.

Exposure within West Coast’s local community has also increased.

Shantytown staff often participate in community events and have pioneered several of their own including an annual children’s Halloween party.



From a tourist perspective Andrea says there is much to do. From exploring the historical aspects of the West Coast lifestyle, panning for gold, bush walks or watching a holographic-style murder mystery movie, the options are seemingly endless.

Riding the steam train, Andrea says, is by far the most popular attraction, with around 99 per cent of visitors hopping on board. However, when website statistics are analysed, the most searched building or display is the hospital.

“We probably put that down to the fact that people like the gory, hardship tales and people can compare it to their experiences today when they go to hospital – there’s a direct shock factor attached to that.”

And, it’s not just tourists who frequent the replica-mining town. With the addition of the West Coast Events Centre Shantytown has become a conference destination. Shantytown has been offering conferencing for 15 years in what was known colloquially as the “conference centre at Shantytown,” Andrea says.

However, after engaging in research around local users of the conference centre and professional conference organisers it became apparent a rebrand was needed.

“What became clear was is that the perception of the Coast as a conference centre destination was not always glamorous,” Andrea says.

“There were discussions about how long it takes to get there, the cost of getting there, and the caution of crossing the Alpine Passes in the winter.”



Following the rebrand, which has so far been successful – in March there was not a weekend free – Andrea says the West Coast Events Centre will stand alone.

From national multi-day conferences of anywhere between 10 and 400 people, awards dinners, family reunions and shows, Andrea says the event centre team can do it all, and not only is it of benefit to Shantytown but to the wider region.

“If we hold a conference of 200 people and it goes for three days, the economic benefits to the wider Grey and Westland districts of accommodation and transport spends are pretty big,” Andrea says.

Looking forward Andrea expects to see visitation continue to increase and the addition of more interactive attractions on site. Currently, research is underway on the feasibility of creating a regional archive centre at Shantytown for the Coast.

“Shantytown is working towards further expansion and a higher profile out there so that everybody knows where we are, knows we exist – a ‘must see’ attraction.”

>> shantytown.co.nz

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Orly marks return to city with state of the art services

One of New Zealand's most advanced video, animation and TV commercial production facilities has opened within central-city Christchurch with a focus on using a new generation of technology to help local and national businesses promote themselves to the world.



First established on 22nd November 1962, Orly Productions was forced to relocate from the city when the 22nd February 2011 earthquakes largely destroyed the company's Salisbury Street studios. After four years working from the outskirts of the city, Orly made the decision to take on the architectural design of the building themselves and recently completed building the studio facilities on the company's former site.

Producer/director Ross Beck says the range of high-tech services the company can now offer is enabling Orly to help more New Zealand businesses compete on the local and international market.

"The range of services we can offer now - from video, animation and TV commercial production to interactive business presentations - means that businesses based in Christchurch and across the country can access production facilities that are of an international standard and quality," says Ross.

"The new studio is a significant resource for local businesses, meaning they can tell their stories to the world through advertising, presentations, and digital media in ways not previously possible."

The company is also bringing more international work to Christchurch.

"We're currently producing both video and 3D animation for local clients like Tait Communications and Hamilton Jet among many others to help them market their products and services across the world, often in very unique ways.

"We're also designing and shooting TV commercials and promotional videos combining live action and animation for Australian clients like Sealy Australia."

Ross says the design of the new facilities highlight the creative talents of the team. "We see this as an opportunity to bring a new standard of quality and the technology to the local market."

"Working with our engineers, we were able to come up with a creative solution for every part of the new building, which offers state-of-the-art production, editing and special effects development."

Ross says maintaining a successful business for over five decades has always been about focusing on looking after our clients with good service and creative quality, supported by the latest technological innovations.

"We've always believed there's a real need for both the services and facilities we are able to provide based here in Christchurch - and our investment in the new studios underscores our commitment to the city."

As well as television commercials and video features - now shot in ultra-high definition 6K digital across Australasia or within the Orly sound stage - the company now specialises in producing 3D animation and motion-graphics and a range of other online content, as well as smartphone and tablet applications for iOS and Android.

Orly has also pioneered a new, interactive presentation system. Completely designed and developed by Orly, and now used by companies around the country, iPRES is a scalable business presentation solution providing much better cut through and connectivity with clients than dated slide based presentations.

"Ultimately, success for our clients is based on how well we adapt to changing technology and the demands of local and international businesses and their audiences," says Ross.

"We're passionate about what the future holds, both for our company and the city. We're proud to be back in the centre of Christchurch, and to be able to offer a full spectrum of the latest media production resources that will help local businesses tell their own stories in the best possible way - and showcase them to an increasingly discerning, global market."



Moving it all, around the world

Air New Zealand aims to maintain a strong and price-competitive network reach which meets the needs of Kiwi exporters and importers and fulfils the airline's aspiration to help to supercharge New Zealand's success.



Cargo is an important facet of Air New Zealand's business and is important to New Zealand's high value export chain. The national carrier plays a key role in moving time-sensitive, high value exports and imports, carrying close to 30 per cent of air-freighted exports from New Zealand and more than a third of New Zealand's air-freighted imports.

Each week more than 380 international Air New Zealand flights carry cargo to and from 33 cities in 18 countries around the globe and the airline has transported more than 37 million kilograms of exports from New Zealand. Air New Zealand's cargo network includes 50 partner airlines and 15 land-based operators opening up 120 destinations to exporters and importers so that New Zealand can sell to and import product from almost any point on the globe.

The airline works with exporters in the meat, seafood, produce and flower industries, along with others, to understand specific product requirements and uses its experience, knowledge and resources to help customers to access key international markets.

South Island International Cargo sales manager Simone Pickard says Air New Zealand Cargo is focused on further expansion both by growing existing markets and by setting up new freight services to Ho Chi Minh City, Vietnam and Osaka, where the airline will soon begin flying.

"Establishing new ports requires significant planning," she says.

"We need to set up our new ground handler, ensure unit loading devices (ULDs) are at the port for start-up and consider local regulations and requirements which differ from port to port."

In addition to introducing new services, Air New Zealand is adding capacity and frequency to existing international markets, for example transitioning to daily services between Auckland and Houston for the peak season, between December and February.

In New Zealand there are currently three dedicated cargo terminals: Auckland, Wellington and Christchurch.



The first of its kind

When Corinne Watson moved to New Zealand to find a job in the early 2000s she was surprised to discover her industry did not yet exist here.

A project and operations manager for corporate transport fleets in the UK, Corinne helped to analyse and interpret GPS data. However, she soon found out there were no equivalent roles in New Zealand and the technology was in its infancy.

“What I saw were a lot of fleets jumping into the technology but not knowing how to get value from it,” she says.

“So we started out back in 2005 helping people understand what the technology was.”

As the founder of CCS Innovation in Logistics, Corinne is now part of a team of six, four of whom are based in Christchurch, that investigate GPS data for transport fleets and then help them to use the data in a way that can benefit their business.

“There are a lot of different GPS companies in the country but we are the only people that work with anything. We’re saying to a transport company ‘hey, let’s help you get some more value out of that system.’”

Based in Christchurch, CCS Logistics worked with South Island based fleets prior to the earthquakes. However, due to the “survival mode” nature of fleets post-quake, the company decided to expand its reaches to the North Island.

“We really needed to lift our sights beyond the local market so we started talking to North Island transport companies and since then a significant amount of our work now comes out of there,” Corinne says.

Now, five years on, business is back to pre-quake levels locally and Corinne says that was due to South Island customers who remained committed to working with the company.

In order to best benefit businesses CCS Logistics developed its own software that helps to analyse and breakdown fleet GPS data. Trends are then examined in the data and similar fleets can be compared against one another in the context of their industry.

Then what they do is create an action plan for the customer with five things that the customer can do that is going to make a difference to their stats.

“If you do five things every month, you’re going to have done 60 things by the end of the year and suddenly we’ve got fleets that have reduced their over-speed events by 90 per cent and they’ve cut their idling down from 60 hours a month to one hour.”

And they are not the only benefits, Corinne says workplace morale is also affected.

“One of the main bits of feedback we get through our programme is the fleets are seeing a massive improvement in their culture and their staff engagement.”

Aside from that, fleets that actively respond to their GPS data can expect to cut down on fuel, maintenance and safety savings – partly thanks to recent Government initiatives.

“The Transport Agency has the ORS (Operator Rating System) which monitors fleet infringements and safety issues; with a higher rating, the fleet benefits from better relationships with the authorities and fewer barriers to gaining approvals for operating permits”.

Insurance premium discounts are also an incentive, Corinne says. When risk is being reduced then there are generally a lower number of claims, which in turn means your premium falls, she explains.

“That alone can be worth more than anything else.”

With the introduction of the new health and safety legislation this year, comes changes to the way fleets must run their businesses. Now principle contractors need to ensure their contractors or owner-drivers are meeting the new health and safety rules, whereas once upon a time responsibility fell on the individuals.

“They can’t contract out their health and safety obligations anymore, so we are starting to work with a number of fleets that have owner-drivers to gain visibility of their levels of compliance, and provide support where necessary.”

Corinne says that as awareness for GPS systems and its analysis opportunities becomes more widely known more fleets will get on board.

Currently she estimates around 75 per cent of fleets use GPS technology but only a third are using it for continuous improvement.

“It’s not rocket science; it’s just about doing basic things well.”

Welcome to new members

A key objective of the Chamber is to encourage members to do business with other members. This will ensure that membership is successful and additional business is generated for our region. When liaising with fellow members to do business, please act professionally and respect their right to decline your services.

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Kaikoura Information & Tourism Inc. is the peak tourism body for tourism in the Kaikoura Region. It comprises three organisations under the KITI umbrella, Destination Kaikoura, Kaikoura i-SITE and Seafest.

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Tony Sewell Ltd was established in January
2016 as the commercial operating vehicle
for Tony Sewell a Professional Director
and Business Advisor specialising in the
Property and Construction Sector.

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Alan Trent, Business Manager

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Trent Building Solutions Ltd was started in
December 2008 by Richard and Aimee Trent.
It is a small well established boutique building
company that specialises in architectural homes
and hill builds. They are also experienced in
doing renovation and repair work.

Uprising Ventures Limited

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The Canterbury Employers' Chamber of Commerce is a membership-based organisation providing assistance at all levels and in all areas of business. The current organisation is a combination of the local Chamber of Commerce and Employers' Association. This enables members to access both traditional Chamber assistance - international trade, lobbying, networking, commerce advice - and Employers' Association assistance - employment law, employment relations, advocacy and HR - through one membership.

cecc.org.nz

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