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2021 GREAT NORTH ROAD, AVONDALE

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Cover: Loto'a Havea, Allegion MD Brendon Simpson and Mekaele Sebsibachew.

With thanks to our partners ...



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From My Perspective

Phil Clode, Business Development Manager, phil@rosebankbusiness.co.nz



Election Time

By the end of this month, Kiwis will have had their say at the polls and we will have a new government, whatever that looks like. For businesses, the lead-up to an election creates an anticipation that stalls new hires and planning for growth. The number one issue for many is still the ability to get good staff; Aaron Martin discusses this in his column on page 27 as he outlines upcoming changes to work visas in the last quarter of 2023 and the start of 2024.

Check out our story about RBA Member FUJIFILM Business Innovation on page 16. Once purely a camera and printing company, they are now specialists in supporting Kiwi businesses to innovate and thrive. Carl Cimpoiias and Thomas Taylor can explain what they do in

more detail, so get in touch with them (see the end of the article for contact details) to get a more comprehensive understanding of their offering.

We also have a story by Beth Caunter on affiliate marketing and how it can improve your business's sales via channels you might not expect. Beth has interviewed a couple of experts in this field and their insight is an education.

Annual General Meeting

It's that time of the year again when we come together to reflect on our past year's accomplishments and chart a course for the future. We are excited to invite you to our Annual General Meeting (AGM), which promises to be an insightful and engaging event.

Date: October 26th Time: 5:00 PM
Location: BLUM on Rosebank Road

This past year marked a significant milestone for us as we transitioned into a flat-structured organisation. Our dedicated team members have risen

to the occasion, delivering exceptional results across all of our areas of responsibility. This newfound ownership in our respective areas has been a driving force behind our success.

During the AGM, we will provide a comprehensive overview of our financial performance for the last fiscal year and share our ongoing initiatives and endeavours. This is your opportunity to gain valuable insights into our operations, contribute to our future direction, and show your support for the RBA.

We look forward to your presence at the AGM on October 26th at BLUM on Rosebank Road at 5pm. Together, we can continue to build a brighter future for the RBA.

If you plan to attend, please RSVP via link below: <https://rba.zohobackstage.com/>

Regards,
Phil Clode,
Business Development Manager



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Dr Grant Hewison

Manifesto for Auckland - The deal Auckland needs from the next Government

The Mayor has released a Manifesto for Auckland, setting out the deal he wants to see from the next Government.

Ahead of the election, the Mayor is asking all political parties to commit to an Auckland Deal that will enable Auckland to address its urgent priorities as a region, and implement the Council's plan to fix Auckland.

The Manifesto for Auckland covers.

- Partnership & Devolution: A fundamentally different relationship between Auckland Council and central government based on mutual respect and alignment of goals.
- Transport: An integrated Transport Plan to enable people and goods to get around the city faster, cheaper and with lower emissions.
- Housing, Growth & Urban Regeneration: Tools and investment to enable Auckland to plan and deliver on infrastructure, to support growth in well-designed houses, and regenerate run-down poverty afflicted areas.
- Infrastructure, Water Reform & Climate Resilience: Finishing, fixing and protecting Auckland's existing infrastructure with tools to fund and finance the major investments required to deal with the deficit.
- Environment: Enabling Auckland to protect and make the most of its environment for future generations, including Auckland's Three Harbours.
- Social, Cultural and Economic Development: Partnership and tools to deliver on joint priorities.

More specifically on Transport, the Auckland Deal says it needs to include an Auckland Integrated Transport Plan which provides an aligned and integrated policy and investment strategy committed to by all parties that is appropriately funded and which will include:

- Passage of an Auckland Integrated Transport Bill that will provide for joint decision-making on transport, enabling Auckland Council to exercise greater democratic authority and strategic oversight of transport planning functions. Every other council in New Zealand has the ability to decide its transport policies and funding except Auckland. This makes no sense.
- Empowering Auckland Council to implement congestion charging, set its own parking fines, and other decisions

about Auckland's transport system.

- Transformation of the fragmented nature of transport governance under the integrated transport plan.
- A funding model that provides greater flexibility and enables Auckland to fund local projects with its share of the National Land Transport Fund, without excessive re-litigation and red tape imposed by the Waka Kotahi business case process.
- Agreement on priorities for investment, which will need to include:
 - o Building resilience, including running maintenance and renewals at a sustainable rate, which will require more revenue than currently allocated.
 - o Getting the most out of the existing network and assets including implementing dynamic lanes and other interventions to speed up buses, reduce emissions, and supporting Auckland to reduce the cost of temporary traffic management.
 - o Identifying efficiencies and reprioritisation options, and completing and maximising the benefits of current projects, such as the City Rail Link and the Eastern Busway.
 - o Progressing a rapid transit system, including the Northwestern busway.
 - o Moving freight more efficiently, which will require investment in the rail network as well as targeted road upgrades to address bottlenecks.

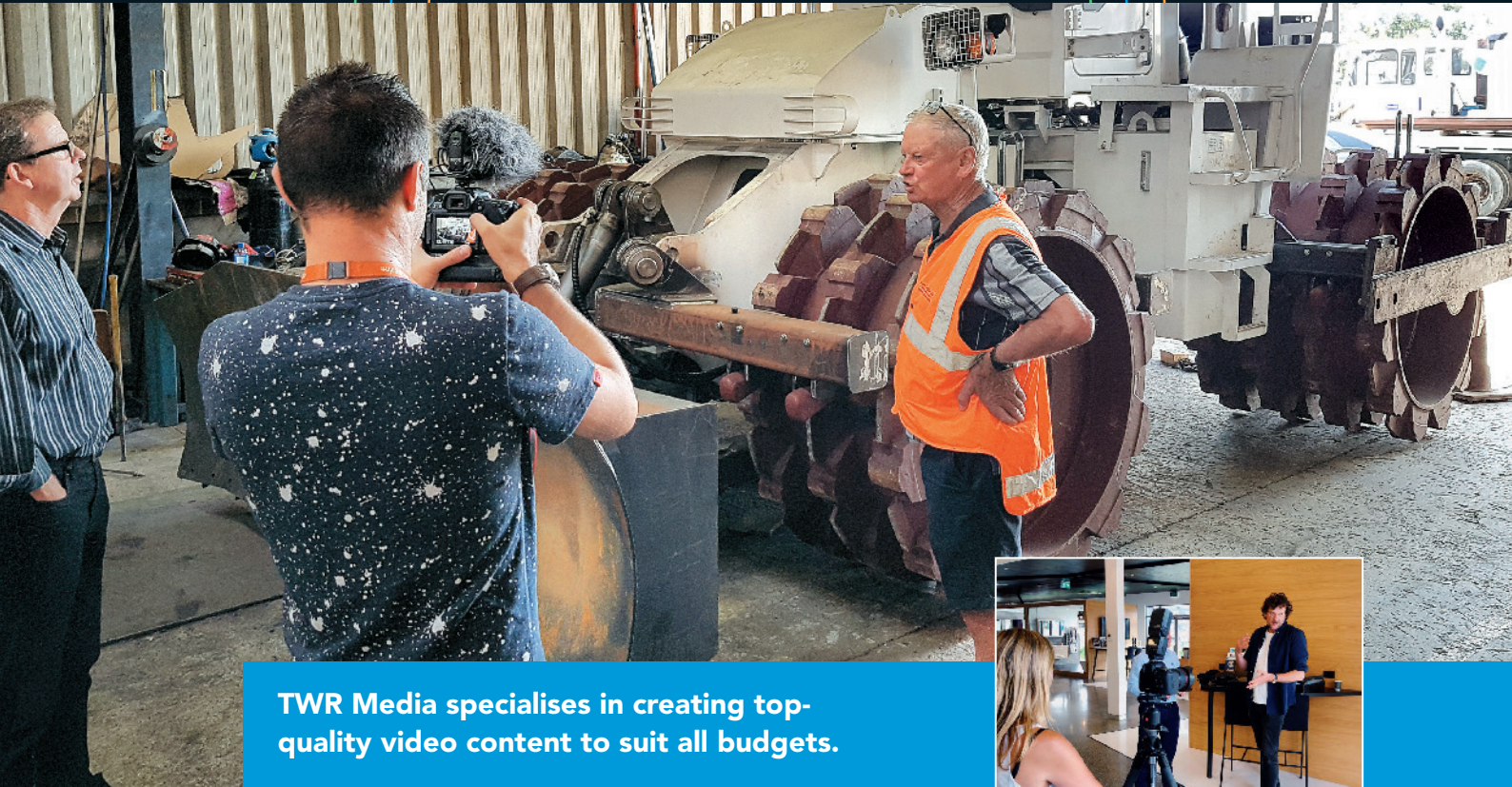
And on Infrastructure, Water reform & climate resilience, the Auckland Deal needs to include:

- Repeal of the Affordable Waters Reform, and replacement with access to Government-backed finance for Three Waters infrastructure alongside environmental and economic regulation.
- An annual transfer of tax revenue equal to GST charged on rates in Auckland Council.
- Rates paid on Crown property and other non-rateable land.
- Government to take the lead on developing a national funded solution to managed retreat - Auckland cannot cover more buy-outs.
- A fair agreement on supporting climate adaptation work, including Making Space for Water.

The Manifesto for Auckland sets out a plan to turn things around for both Auckland and New Zealand.

Mayor Wayne Brown says: "So, to whoever forms the next government: let's make a deal to fix Auckland and drive it forward."

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Kimmy's Korner

Kim Watts RBA Executive Engagement Manager
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During Mental Health Awareness Week, which took place 18 - 25 September, our Rosebank businesses actively embraced the initiative in a variety of ways.

Alstef Group

Alstef Group are specialists in airport baggage handling, warehousing and distribution solutions, and post and parcel handling system automation. When asked why they have embraced Mental Health Awareness Week, Alstef Group's reply was that not only was it a key focus for the company, but without happy and healthy staff, their business would not be able to perform - because it is all about the people! The thing about mental health pressures is that they can come from anywhere, whether related to work, home, finances, or any other stressors. Alstef Group tries to use Mental Health Awareness Week each year to introduce little changes their staff can make to effectively deal with whatever challenges they may be facing, whether at work or in their personal lives.



Alstef Group team

Here is a look at what Alstef Group staff got up to for the week by adopting Mental Health Awareness Week's "Five Ways for Five Days."

Monday 18 September - **Take Notice** (embracing mindfulness): a shared breakfast and lunchtime meditation session.

Tuesday 19 September - **Give** (kindness and generosity): collected non-perishable food items that went to Kai Avondale, along with a community rubbish clean-up of our Rosebank neighbourhood.

Wednesday 20 September - **Be Active**: lunchtime boot camp session or a not-so-energetic Wii sports competition.

Thursday 21 September - **Connect** (connecting with others): worked together to solve puzzles and held a "favourite place" photo competition.

Friday 22 September - **Keep Learning** (exercising the mind): held a book swap and learned how to thin out the office plants.

Congratulations to the Alstef Group employees for embracing Mental Health Awareness Week.

Hot dogs for dogs

Pets provide a powerful and holistic approach to improving mental health. They offer invaluable companionship and emotional support, combating our loneliness and stress by triggering the release of oxytocin. Their presence encourages physical activity and alleviates symptoms of depression and anxiety by providing routine and purpose. Caring for a pet fosters self-worth and a sense of accomplishment, while the social connections formed through pet ownership create a supportive community, which combats isolation and promotes mental well-being.

Security hardware specialists Allegion (NZ) Ltd supported the Saving Hope Foundation on Thursday, 7 September by asking their staff to buy a hot dog and enjoy puppy cuddles. Saving Hope Foundation is a charitable trust for dog rescue and rehabilitation. Since its formation, they have rescued, rehabilitated, and re-homed over 1,000 dogs and puppies.

Although the event did not align with the timing of Mental Health Week, Allegion recognised the connection between animals and mental health and their positive impact on wellbeing. Allegion likes to support community causes as much as possible, and the work of Saving Hope Foundation pulled on their heartstrings. They chose to help this worthwhile charity for the opportunity to bring in the doggos to be petted and loved by everyone. The staff raised over \$320 for the charity, saying, "When an organisation is dedicated to such admirable efforts, we try to do our part."

For more information on Saving Hope Foundation, contact Charlotte Whiter at charlottew@xtra.co.nz



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Scott Whitten
021 685 063

Rosebank News & Events

News, views and any other tidbits from the Rosebank Business Community.

RBA AGM and Hosting @ BLUM



This year we're especially privileged to have Blum hosting the AGM. Blum, a renowned name in the world of furniture manufacturers, stands as a testament to quality and innovation. For decades, this company has crafted furniture hardware that seamlessly combines functionality with aesthetics.

Blum and the Rosebank Business Association welcome you to join our Hosting/AGM event.

RBA AGM & Hosting @ BLUM

Where: 621 Rosebank Road, Avondale
When: Thursday, 26th October, 2023
Time: 4.30pm - 7.30pm
RSVP: maureen@rosebankbusiness.co.nz

EMA Business Update



With the General Election rapidly approaching, we know the incoming government's plans to support the business community and galvanize our economy remains front of mind for business leaders. The EMA's Head of Advocacy and Finance Alan McDonald will be speaking exclusively to the Rosebank Business Association on the post-election landscape.

This is an excellent opportunity to connect, share, and exchange perspectives on the state of business and economy in this time of change. We look forward to seeing you there.

EMA Update

Where: Browne St Eatery, 50 Rosebank Rd
When: Tuesday, 7th November, 2023
Time: 7.45am - 9.30am
RSVP: maureen@rosebankbusiness.co.nz

RHEEM Hosting



Rheem proudly manufactures locally in Avondale, with a strong connection to the West Auckland community. We're excited to host a Rosebank Association event at our office in November.

For over 50 years, Rheem has led the industry in producing electric and gas water heaters, serving countless Kiwi homes and businesses. We're committed to sustainability, with 65% of our products now having minimal packaging, waste reduction efforts, and a dedicated sustainability team.

We also offer Rheem Solar Solutions, making solar adoption easy for both residential and commercial

customers nationwide. We've even installed solar panels on our Avondale factory, reducing our carbon footprint.

Join us in November to learn how our products can benefit your business.

RHEEM Hosting

Where: 475 Rosebank Road, Avondale
When: Thursday, 23rd November, 2023
Time: 5.00pm - 7.30pm
RSVP: maureen@rosebankbusiness.co.nz

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“Empty chairs are not empty in reality; memories always sit there”



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Allegion Hosting

September saw Allegion hosting an amazing event, and we're thrilled to say 'Thank you for hosting'!

A big shoutout to Mekaele Sebsibachew and Loto'a Havea (Allegion employees) who received Pathways to the Future Trust awards. That's indeed a significant achievement and a testament to their hard work and dedication.

Events like these are essential for fostering collaboration and strengthening relationships, which are crucial for paving the way for brighter business futures. Thank you to Brendon Simpson for sharing your story, and here's to continued success and growth for Allegion and all those involved!



MD Brendon Simpson giving insight about Allegion New Zealand



Odette Jury and Caro Wedding



Janine Roberts, Bhavin Sanghavi, Keryn Ryan, Bruce Roberts and Karen Van Eden



Kelvin Hyland and Corina Paterson



Ismayil Mai, Donal Cronin, James McGoram an Greg Armstrong



Eva Havea and Catherine Farmer



Henry Ina Perez and Kevin Graham

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Celebrating the Spooky Season

Halloween is coming up on Tuesday, October 31, and businesses across the RBA are ready to help you celebrate.

JUMP
HALLOWEEN LIGHTS OUT
Dress up and come along to our once-a-year extravaganza!

28th October
7:00 - 9:00pm
For 8 - 18 year olds

\$25
Admission

\$35
VIP Admission

JUMP Avondale is hosting a Halloween Lights Out event on Saturday, October 28 for children aged 8 to 18 years. During this 2-hour event, JUMP will turn out all the lights and switch on the disco and laser lights, creating a safe and fun late-night experience for everyone. The JUMP staff will dress up in Halloween costumes, and everyone attending is encouraged to do the same. Bookings are open on the JUMP website: www.jump.co.nz.

When: Saturday, 28 October from 7:00 - 9:00 pm

Where: 6 Jomac Place, Avondale

Website: www.jump.co.nz



Hollywood Props and Sales has fake blood and fibre cobwebs on offer in small or large quantities, for anyone looking to add a gruesome touch to their home or Halloween party.

Where: Unit 8, 43 Fremlin Place, Avondale

Website: <http://www.hollywoodprops.co.nz/>

First Scene Costume and Party Hire is New Zealand's largest costume and party hire company. From props and decor like polystyrene gargoyles and fake eyeballs to every costume imaginable (killer clowns through to Austin Powers), First Scene has everything you need for a spooktacular Halloween.

Where: 334B Rosebank Road, Avondale

Website: <https://www.firstscene.co.nz/>



PetDirect carries monster-themed dog toys and an array of treats, and they have something more in the works - keep an eye on petdirect.co.nz for a Halloween-themed sale for both cats and dogs in the week before Halloween.

Where: Online only at petdirect.co.nz



Although it may seem strange that New Zealand's spring flowers and sunny weather coincide with dressing up as monsters, witches and ghosts, the day has its roots in Ireland and the ancient Celtic festival of Samhain (pronounced "SAH-win"), which in Gaelic means "summer's end." On Samhain, people celebrated the harvest and marked the seasons' transition from summer to winter. Because they believed that the veil between the living and the dead was thinnest at this time, people dressed up to scare off or bamboozle ghosts. The tradition has transformed several times over the past 2,000 years; in the medieval period, children went door-knocking for food or coins in exchange for a "trick" like a song or a joke, and new activities like pumpkin carving added to the fun.

Today, Halloween is a lighthearted holiday for ghouls of all ages, where children gleefully choose a costume and take to the streets in search of lollies and many adults look forward to a fancy-dress party or horror film (and taking a cut of the candy).

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Leaders in Business Innovation

Half a century ago, in the postwar era of beehive hairdos and The Beatles, a well-known Japanese camera company partnered with a pioneer in modern photocopying. Known then as Fuji Xerox (the name “Xerox” stemming from the word “xerography,” the modern form of photocopying), the business made its way to New Zealand in the early 80s and cemented itself into the national consciousness as a quality manufacturer of cameras, film, printers, and copiers. But fast forward to today, and the company - now called FUJIFILM Business Innovation - offers much more than you might expect.

“Everyone knows the FUJIFILM brand for cameras and for photographic printing, but today FUJIFILM Business is much more than that,” says Carl Cimpoias, Commercial Sales Manager for Auckland.

FUJIFILM Holdings owns more than 300 subsidiary companies globally and employs around 74,000 people across a range of sectors and industries. Here and across the Tasman, the FUJIFILM Business division is the technology arm of the global brand. “Our mission is to provide exceptional value through innovation to Kiwis and Kiwi businesses with our ‘NeverStop’ spirit.”

FUJIFILM Business Innovation has branches across New Zealand, 23 in total, from the far north to the deep south and across all the major city centres and rural locations. The head office is located out by the airport in Māngere, and the Kiwi-based team numbers over 800 people nationally. This wide-ranging footprint and being local, says Carl, is a big part of what sets the company apart from their competitors in New Zealand.

“We’re also the only company that is truly nationwide in New Zealand, and this gives our customers peace of mind,” he says. “Every person who goes to one of your sites or services one of your printers is a direct employee of FUJIFILM Business Innovation. From a service point of view, this provides greater consistency, better visibility, and higher service levels, which we measure continuously and are always trying to find ways to improve.”

FUJIFILM Business Innovation’s acquisition journey over the past few years has built on their solid foundation to create a well-rounded product and service offering for Kiwi businesses. The company sells and services directly to the whole of New Zealand and operates 4 leading edge business services: Digital Technology (printing equipment, screen/

audiovisual and software solutions), Process Automation (software-based solutions using technology like AI), ERP sales and support (via a recent acquisition called MicroChannel) and IT (through another acquisition in 2020, CodeBlue).

“MicroChannel and CodeBlue are part of the FUJIFILM ecosystem,” explains Carl. “MicroChannel are Microsoft, SAGE and SAP sales and support specialists, and CodeBlue are a fully managed IT service provider. Both allow us to help our customers in many different ways, not just printing.” Printing software and hardware is still, of course, the largest area of the business; this includes printers, photocopiers, paper, as well as workflow and scanning applications.

“We’re the market leader here in New Zealand, with approximately 50% of the market share across sectors like commercial, enterprise, education, government, and the printing industry itself.” On top of printing equipment and software, the company also offers a raft of digital solutions for Kiwi businesses, such as digital display screens for

advertising or office use (think the bright, inviting screens in realtors’ windows or wireless meeting rooms with interactive touch capacity).

“We sell to and support many customers with their meeting rooms and audiovisual requirements,” says Carl. “You can control the digital display screens and manage them remotely through different software platforms. You can have them running 24/7 - you can even run them in direct sunlight. If you’re looking to fit out a workspace, we can set up meeting rooms with screens or interactive spaces where you can utilise Teams and Zoom, for example, or as a communications tool to display company news and messages.”

Carl and Thomas Taylor, the Territory Manager for West Auckland, both live in West Auckland, and Carl says there is much to love about doing business out west.

“Both Thomas and I enjoy dealing with West Auckland business owners,” he says, “and the local people that work for them. It’s important to have that connection to the community. We both

have family and friends who work within businesses in West Auckland, and I think that’s quite important to have that local level of engagement for FUJIFILM.”

Carl is also enthusiastic about all the benefits of living and raising a family in the West Auckland region. “From a life point of view, it’s got everything you need: shops, beaches, forests, golf courses, a wide range of sports clubs, wineries, great cafés, and restaurants.”

Carl and Tom welcome you to get in touch to discuss your business needs and the services they can offer. “We lease a lot of our equipment, which is beneficial for cashflow, so if you’re doing a lot of printing - proposals, sales material, general office documents, whatever it may be - we can recommend and tailor a solution to fit your business, from a small, desktop-type unit to a full-scale modern office multi-function device. We also have new and refurbished machines if you’re looking for something more cost effective.”

To speak with Carl or Tom, get in touch by email at carl.cimpoias.dc@fujifilm.com and thomas.taylor.ns@fujifilm.com

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Is Affiliate Marketing Right for Your Business?

By Beth Counter

As the cost of living climbs and people look for ways to earn extra income, the term “affiliate marketing” has been making the rounds on social media. If you believe the Internet, affiliate marketing is an easy way for everyday people to make fast cash from the comfort of their laptop in a few easy steps: create content related to a product, funnel potential customers to a unique link for that product, and collect a commission when the customer makes a purchase. If it all sounds too simple, it is; despite the online buzz, there’s a lot more to affiliate marketing than pop-up Instagram influencers. According to Emily Do, Event and Marketing Manager at The Commission Factory, if your business has an ecommerce side, affiliate marketing can be a low-risk, high-value component of your marketing strategy.

“Affiliate marketing is all the different forms of online marketing,” Emily explains, “but on a performance basis - a cost-per-sale basis.” The Commission Factory is a top Australian affiliate marketing agency that works with brands big and small from all over the world, from Lululemon and Puma to New Zealand’s own Comvita, Ecostore and Nature Baby. As The Commission Factory explains on their website (commissionfactory.com), the affiliate marketing model is, at its very boiled-down basics, a system whereby an affiliate - be that a publication, website, coupon, review, paid search or influencer - attracts consumers to a product link and receives a commission for each completed online sale. For a business to advertise through an affiliate, they must have an ecommerce site so that sales made by affiliates can be tracked. Examples of affiliate marketing include: an advertiser’s product appearing in a publication, news site, or comparison site; coupons and cash back, where the customer can get a discount; a review of an advertiser’s product; paid search; and influencer marketing.

“Skyscanner is an affiliate,” says Emily by way of example. “If you want to go from Auckland to Sydney, then the site stacks up which flights are the most competitive. You click through, and once you purchase your flight, Skyscanner gets paid a commission.”

The same goes for Velocity Frequent Flyer miles and Qantas points. “If you decide you want to use their portal and purchase a product they’re promoting,” explains Emily, such as a holiday package or other points-based reward, “then they would have an arrangement with that retailer, and the retailer pays them a bounty or reward for sending them that customer.”

Printed magazines can also be affiliates, thanks to QR codes that consumers can scan to be taken to a product. So can channels

targeted at university students, opening up new audiences of potential customers that would normally be out of touch to business owners. “Ecommerce brands can be listed in places that only students can access because they have a student card or a verified email address associated with the university. There are many different types of affiliate partners; it goes on and on.”

Affiliates can play a major role in driving potential customers to your ecommerce site. Emily says that affiliates effectively provide free brand exposure, and it’s the affiliate - not the business - taking all the risk. “The great thing for ecommerce brands is that affiliate marketing is low risk,” she says. “The advertiser only pays for performance when a sale converts; the affiliate can get clicks, they can get impressions, but they aren’t paid until there’s a sale. So advertisers can tap into different audiences that they may not necessarily have access to or they can make sure that they’re in front of their competitors. If they’re not there, affiliate marketing is a great way to be there.”

But, she cautions, this type of marketing doesn’t work with just any affiliate, or when an advertiser insists on telling the affiliate exactly what to say to promote their product. Successful affiliate marketing, she says, comes from strong relationships - and it builds with time.

“A lot of it is based on relationships and understanding each other’s objectives,” Emily says. “It’s not like paid search ads or a Facebook ad where you pump money in and switch it on. It’s relationships with these businesses and understanding that it’s a win-win situation; whatever you’re doing with that affiliate partner, the creative and the campaign has to be authentic and in alignment with their audience. I’ve worked with large brands in the past where they do not understand it’s a two-way process. If the campaign doesn’t match with the affiliate’s audience, then it’s not authentic to them and it’s less likely to work. The whole point of this is that we want it to work - we don’t want to pray and hope and see that it’s not working.”

Simone Anderson, an Auckland-based influencer, agrees. Simone has grown her social media following over years of documenting her fitness journey and giving followers a window into her everyday home and family life. She works with both small New Zealand businesses and larger brands, and says that a natural alignment between an influencer and the brand they’re promoting is key.

“Especially for small brands, it’s important to make sure that they’re reaching out to people they enjoy following - they know what that

person does and what content they produce - so they've got that trust in their page and in that platform already. You couldn't just reach out to anyone and go, 'Hey, share this.'"

According to both Emily and Simone, the role of an influencer in affiliate marketing is varied and depends on both the influencer and the campaign. While some occasions might call for a post about a product with an accompanying affiliate link, others may fit better with an in-store activation, where an influencer is invited to an event or launch to create content or do a product demo and is given a discount code to pass on to their followers.

"Some brands love the affiliate link and affiliate code," says Simone. "That usually comes with a brand deal, so the client can track the sales really easily and how I'm performing. It provides a good driver for my audience - often the code runs out after 24 hours or it's shorter term, and the client can track how many sales were made with that code."

Emily warns against assuming influencers will always produce "quick wins" or that a single post gone viral is all you need. "It may take more than just one post to reach the influencer's audience; it could be several posts over a period of time, native to what they do and in line with what they believe and already post. Once again, it goes back to understanding each other's business objectives, ensuring synergy and collaborating together."

Like Emily, Simone cautions that trying to push too much control over how an influencer or other affiliate promotes your product is counterproductive. "When small brands reach out asking for a post and a story set and a reel in exchange for their product, the influencer may politely decline because it sounds like a lot of work, and it freaks them out - whereas if they just reach out in a natural way, they're likely to get a post and a reel and a story set anyway, but without the big guidelines around it."

She says that receiving briefs and key talking points are common with larger brands, but there has to be some freedom for the affiliate to do things their way. "If the brand takes all control, what's the point of using the influencer? You can contact an agency to create content for you. You have to have quite a bit of trust in that person, so that's why it's important to find someone you're aligned with."

While affiliate marketing agencies often have a size threshold for working with a client, such as a certain volume of sales per year, influencers like Simone are open to working with businesses of all sizes. And while the bigger brands go through her management team and deal in formal contracts and briefs, she says that small businesses can often just reach out to an influencer to begin a conversation and see how things go. "Lots of the time, for small Kiwi businesses, it's such a natural fit that influencers will just

happily share in exchange for that product," she says, "so the brand isn't investing a big amount."

And the benefits, she says, aren't only in connecting products and services with an engaged following. "You can get instant results and data on how many people have viewed that story. Most influencers will send that information within 24 hours. You'll know exactly who, at what age and from what demographic, saw and clicked on that product, and you also know the direct sales result from that instantly. It's a really powerful form of marketing, if you get the correct alignment there."

Emily agrees. "The affiliates are experts in what they're doing," she says. "If you can track it, anything is possible."

She feels that the positive complexity and possibilities attached to affiliate marketing may actually be one reason businesses avoid it. "Whether it's enterprise or small to- medium-sized businesses, it's many moving parts, which also involves making sure you have the right team to do the creative or be hands-on in terms of communicating your product sales or product releases."

And, like any marketing technique, affiliate marketing should never be your only strategy - or something you wade into blindly. "It's something you should do alongside other things," Emily says. "It should be complementary to everything you're doing. Affiliate marketing can have a better ROI than other channels, but it's good business practice to not put your eggs in one basket. Even enterprises make the mistake of viewing affiliate marketing as something they want to try on the side, but it should be complementary to everything you're doing so you can enforce and amplify the same messages across your channels."

Although small businesses may be drawn to the low or no-budget option of approaching social media influencers directly (often with an offer of product exchanged for post), Emily says that working with an affiliate agency has its perks. A small business might not have the capacity or budget to advertise across multiple media or contact each customer who checks out without buying - and this is where an agency's partners can step in to meet those needs. "Say you're a business that can't do AI chat in the backend for your customers or marketing to customers who have abandoned their cart, you can tap into our tech partners. Or our mobile partners who specialise in mobile advertising. It's a plethora of everything."

Simone encourages Kiwi businesses who have never tried using affiliates to "dip their toes in" and give it a go. "You'll learn what works and what doesn't, who your correct audience is, and what influencers to work with. I don't think there's any harm in trying it."

You can learn more about the details of affiliate marketing on The Commission Factory's website, commissionfactory.com. Find Simone Anderson on Instagram at @simone_anderson.



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Jason Ennor
MyHR Co-founder
and CEO

Developing fundamental business leadership skills

In business, everyone recognises the importance of good leadership. Effective leaders set the tone, keep team members motivated, foster relationships, and develop talent.

Large organisations often invest in leadership training for executives and upper management, but businesses of all sizes can benefit from equipping leaders with the essential skills to set themselves and the business up for long-term success.

So what skills do leaders need, and how do you develop them?

Build your leadership foundations

Leaders often rise up because of their technical abilities or subject matter expertise, rather than their ability to motivate and lead people. But leadership skills, like any other skill, can be learned.

The key is breaking down the high-level results, like high performance and productivity, into the practical foundations of leadership.

Think of a pyramid with self-awareness and communication as its base. On top of that comes the ability to provide context and set expectations for team members, manage performance, and develop talent. The pyramid is topped by advanced skills in creating psychological safety, building trust, and driving culture.

Understand your natural leadership style

There's no one-size-fits-all approach to leadership. To lead authentically, start by understanding your own style of leadership, personal preferences, and strengths and weaknesses.

This also means understanding the way other people work and communicate and how they want to be treated. Many leaders are good at leading people who are like them, but they may need to learn how to adjust when leading people who have different ways

of working and communicating.

Task conflict not relationship conflict

Disagreements are inevitable when people work together, so leaders need to know how to harness and handle conflict.

The key is guiding conflict into task conflict, so people are safe to challenge each other about ideas or processes without it spilling over into personality or relationship conflict.

This can be challenging, but setting aside personal feelings and getting people with different skill sets to work in a complementary way will help.

Connect people to purpose

People want to feel that what they do matters. Leaders need to be able to provide context for their team members, motivating them and connecting them to the organisation's purpose.

This is all about helping people see where their work fits within the broader context. Leaders need to understand the company mission and strategic goals and how the team contributes to those goals, and then help individuals connect their everyday work to those bigger goals.

Give feedback

Giving fair, constructive feedback is fundamental to supporting achievement, helping develop people's skills, and correcting unsatisfactory performance or conduct.

Leaders need to set clear expectations for team performance and behaviour, and they need to ensure people are held to those expectations.

Holding people to account can be uncomfortable, but there are many different techniques and interventions that work, including having open conversations, asking people to redo work (with support), or changing the rhythms or structure of tasks.

Develop others

Developing people's talents is all about understanding what motivates someone and what they are looking to achieve, and then matching those career goals to training and development.

There is strong science to back developing skills on the job rather than focusing solely on training courses or higher education. The 70:20:10 model of learning — where the bulk of training is done actively at work and the other 30% is made up of formal learning and social learning, like mentoring and working together — can be very effective.

A working environment where it is safe to make mistakes also helps people learn, so long as they are supported by feedback and guidance.

Combining these skills

Leaders who develop these fundamental skills and combine them in managing others will become adept at motivating people and helping them to learn and grow. This raises individual and team performance while also building trust, loyalty and psychological safety, as well as driving positive company culture.



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Bret Gower
Smith & Partners Lawyers

How can I get out of my lease?

How to terminate your commercial lease

Signing a commercial lease agreement is a significant step for any business. However, unforeseen circumstances can lead to the need for early lease termination. In this article, we'll explore your options to exit a commercial lease.

Understanding Your Lease

Start by thoroughly reviewing your lease document (with your lawyer if necessary). It should contain essential information regarding any termination options available to you, notice periods, and penalties for early termination. A clear understanding of these terms is crucial, and you should have your lawyer explain anything you are not clear about. In most instances, for example under the commonly used ADLS form of lease, early termination by the tenant is not a standard option.

It cannot be stated too strongly the importance of maintaining a good working relationship with your landlord, particularly if you wish to negotiate an early termination of the lease. Generally, landlords are not obliged to provide an early release to their tenants and, having granted a lease for a fixed period of time, expect the tenant will perform their side of the agreement. Landlords can, and do, enforce the tenant's (and if necessary the guarantor's) obligations e.g. the obligation to pay the rent until the end of the agreed term (which can be very costly to you as the tenant).

Mutual Agreement

The most straightforward way to exit a commercial lease is through mutual agreement between you and the landlord. If your

landlord is willing to negotiate on termination (by you directly in the first instance, or by your lawyer if you are not successful), then terms can be documented in a deed of surrender. This document should outline the agreed-upon terms, including financial settlements (which might include things like re-letting fees or several months' extra rent), any outstanding rent or outgoings payments, and property handover details.

Assigning or Subletting

Assigning or subletting your lease is another option. This involves transferring your lease to a new tenant who assumes your obligations. Depending on the terms of your lease and whether you have provided any personal guarantees or other security you may remain liable if the new tenant defaults, and in most cases landlord approval will be required. Depending on the circumstances you might engage a commercial real estate agent to help you find a suitable tenant.

Lease Break Clauses

In some limited circumstances commercial leases can include lease break clauses that set out conditions and procedures for early termination. These clauses are rare and may require specific notice periods, payment of a break fee, or other conditions – so seek legal advice early if you wish to explore this option.

Breach of Lease by Landlord

If your landlord breaches the lease agreement, such as failing to provide essential services or maintaining the property as agreed, you may have grounds for termination. Termination will not generally be the first option available to you to remedy a landlord breach so you should consult a lawyer to assess whether their actions constitute a breach and what remedies are available.

Conclusion

Exiting a commercial lease can be complex and needs to be approached methodically and with caution. Start by reviewing your lease agreement, and seek legal advice when necessary, to explore all available options. Negotiating with your landlord or finding a tenant to step into your shoes are often the preferred methods for early termination. Remember that each situation is unique – and to a certain extent will depend on the type of property involved.

Get specialist legal advice tailored to your circumstances to protect your rights and interests throughout the process. In the first instance you can speak to commercial property expert Bret Gower, Commercial Director at Smith and Partners on 09 837 6893 or email him bret.gower@smithpartners.co.nz.

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Scott Carter
Matrix Security

Who's Really Monitoring Your Alarm?

The need for comprehensive security is on the rise. While visible guarding and patrols can deter crime, the question remains: who is responsible for monitoring your properties alarm system or CCTV?

When it comes to monitoring, many electrical or security installation companies charge a premium, claiming to offer 24/7 surveillance. However, the reality often falls short. Outsourcing to remote third-party 'bureau' companies leaves you in the dark about who's really watching over your assets. And in case of an emergency, these companies lack a localised patrol force to respond promptly, leaving you potentially vulnerable and at risk.

With Matrix Security, you get a complete security solution. From technical installation to guarding, monitoring, and patrol response, we handle it all in house with our staff. With one bill, full peace-of-mind, and a comprehensive report, our solution is tailored to provide the protection and service you're actually paying for.

Don't settle for a service that falls short. Choose Matrix for a reliable and effective security solution that's there when you need it most.

Matrix offers the following benefits:

1. Visibly deter crime and promote safety

Patrolling officers in marked cars, wearing professional well branded uniforms are easily identifiable. This visual presence acts as a strong deterrent to criminal activity.

2. Surveillance of multiple locations

Patrol officers can patrol on foot or by car, which means they can monitor multiple areas during a shift. Through randomised but consistent rotations, they can keep an eye on several areas and help ensure that the premises and community are secure. Patrol

officers can cover ground quickly, get to an alarm activation in a timely manner, and potentially catch criminals in the act.

3. Perform a range of security checks

In addition to responding to alarms, patrol officers can deliver a wide range of security checks including carrying out external and internal inspections, ensuring doors and windows are locked and that there are no unauthorised people onsite, escorting employees to vehicles at night and looking for any signs of vandalism or damage. The scope of the checks and response actions are tailored to the need of the client.

4. Drive actionable insight with data

Security patrol software is used to collect, analyse, and report data (including photos) on incidents allowing insights for mitigating future risk. The use of data enables everyone involved in the decision-making process to understand which factors have contributed to past security problems allowing for the development of an effective security strategy. The areas that have seen the highest number of incidents should naturally have their security needs addressed first. A closer look at the types of incidents that have affected the premises should have a direct impact on threat mitigation planning.

5. Cost effective option

The business or homeowner can choose the scope of the officers' work and the frequency of visits to site which are charged in units of time. Cost savings can also be achieved through reduced losses and liabilities from break-ins, vandalism, and other damage.

6. Peace of mind

Mobile security patrols are a good choice for business owners who own several companies or buildings, or larger premises, as patrols can cover a wider area faster and more efficiently than traditional static security guards. Patrol officers offer around-the-clock protection in a designated area to ensure that the premises are safe and secure. They also offer peace of mind to employees especially for businesses that operate a 24 hour, 7 days a week shift.

Expert help and advice

With our extensive knowledge and experience, Matrix Security sales and operations consultants can work with you to scope requirements and make recommendations to improve security on premises. Our consultations are obligation free.



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Taina Henderson
Henderson Reeves

Standing up for yourself: tips for self-represented litigants

If you are planning to represent yourself in the Family Court, and are wondering where to start, read on. If you are not going to use a lawyer the responsibility falls on you to advocate effectively for yourself. When you are your own lawyer, you don't have a sounding board or a filter between you and the Court during what is a very stressful experience. You need to have a good grasp not only of what you want to achieve, and what to file, but also of how what you say and do can affect the outcome of your case. The following tips will help you put your best foot forward.

Get some upfront advice

It can help your case enormously to get at least some initial advice from a lawyer - you don't have to go on and have that lawyer act for you in Court. When you understand how the processes work, and how the Judge will work through the issues you will have a better chance at being able to effectively present your case to the Family Court.

Filing Documents

If you are going to the Family Court then you have either made an application or been served with an application made by someone else.

If you have been served with an application, firstly, you will need to write and file the formal documents that stop the process and give you the right to be heard. In these documents you need to include what your position is on whatever is asked of the court. This is a technical document to put you on the record as opposing whatever proceedings are already issued against you. There will be time limits, if you do not get these documents into court on time, you may lose your right to be heard on the matters contained in the document.

The Ministry of Justice, Family Court website has lists of the documents you need to file, and for templates for applications, notices of opposition, affidavits etc.

In a scenario where you are responding to proceedings already issued against you, the document that is needed is usually a Notice of Opposition. Then your second document will be an affidavit in response which should answer the allegations already presented to the Court by the other party.

Affidavits

Affidavits are documents that you write setting out the evidence

you have to offer in support of your application, or your notice of opposition. You will need to swear or affirm the truth of your affidavit before a JP, Court Registrar or lawyer before you file it.

When you prepare your affidavit, know that you will be judged by what you say and how you say it. Once the court has accepted your Notice of Opposition or Application, the issue becomes what evidence is before the court, and this will be what is contained in your affidavit.

Your affidavit should only include statements of fact that are relevant to the proceedings filed against you. Do not go on a rant, set out your grievances with how the relationship ended or give statements of opinion about the people making allegations against you, except to give contrary evidence about who you are as a person.

When you are in the Court Room

Once you get to your Court date, head to the Family Court and check the Court Room on the list of cases being heard that day.

Self-represented litigants should expect to be seated at a table and be invited to speak when it is appropriate. You should stand whilst speaking to a Judge because it shows that you have the floor and no one can interrupt you whilst you are having your say. When you are addressing a Judge in the Court you should call them Sir or Ma'am.

If you are unsure about what a Judge has said, you can politely ask the Judge to clarify what they have said when it is your time to speak.

There is a service of Family Court navigators called Kaiarahi who may be able to offer some guidance although they don't give legal advice <https://www.justice.govt.nz/family/kaiarahi-o-te-kooti-a-whanau/>

Top tips for making a Family Court application

- Attend a Parenting Through Separation course.
- Go to Family Dispute Resolution (subsidised mediation with a counsellor), it is a requirement before making certain applications.
- See a family lawyer for some initial advice on your application and the evidence you need to file.
- Before you file any documents be clear on what is and isn't relevant to your application.
- Conduct yourself respectfully in Court.
- Affidavits should only include information that is factual and relevant.
- Learn the COCA principles - a child's welfare and best interests are paramount.
- Get personal support to deal with your own stress and emotions.
- Check out the internet resources through the Ministry for Justice website.

Henderson Reeves are your local lawyers, and we are here to help. Phone us on 09 281 3723. Listen to our Divorce Café podcast to hear the latest episode - a chat with Family Court Judge Lex de Jong for more insights into the Family Court process.



Jennifer Wyatt Sargent
Human Resources Consultant

Merit is King: Managing an Aging Workforce

*This article is the second
in a 2-part series exploring
prejudice against older workers
in the New Zealand workforce.*

**“Prejudice is a great time saver.
It enables us to form opinions
without the facts.” Anonymous**

To outperform competition from both the local market and abroad, a company needs a highly skilled workforce. This is just as important to long-term survival and prosperity as a strong capital base. Recruitment should be based purely on merit; however, there is an apparent reluctance among many New Zealand employers to recruit older workers - or to look within at their own older workers, who have instead been dismissed by managers as “past it.”

Discrimination in any form is a dangerous trap. Discrimination during the selection process denies a company broad access to the skills and talents they need and reduces the average merit of those selected, creating more organisational inefficiency and mediocrity.

Typical prejudices around older workers include*:

1. They are more expensive to employ

This is true if an organisation’s pay rates reflect the number of years a person has spent in a job. Pay scales based on each role’s size and content reward employees based on their job, not who has been there longer.

2. Performance declines with age

Aging inevitably affects performance when the work is physically demanding, but there is growing evidence from various industries that older workers are more productive than younger employees. One study found that any relationship between age and performance depended on how the performance was measured, and an examination of 111 occupations found that experience was a better predictor of performance than age. Older workers, particularly at management level, often combine their experience and job knowledge with strategies that can more than compensate.

3. Sight and hearing deteriorate with age.

This can be true - but poor hearing caused by excessive noise might reflect an environmental hazard within the organisation. Some hearing problems can be helped by hearing aids or by using a modified receiver on the phone. Some older people with poor eyesight can manage when they use larger characters on their computer screens, and good lighting usually benefits everyone, not just older workers.

4. They can’t cope with technology

While adolescents are the single biggest group of Internet users, the next biggest group is retirees. The biggest issue with technology tends to be overcoming older people’s reluctance to

use it, but with training, most rapidly adapt.

5. They are less willing to learn

Many organisations provide older workers with few opportunities to upskill, so this perception may be from a lack of opportunity rather than lack of ability. Older people may also be less concerned with learning if they see few benefits in it, which in turn affects their motivation. Training opportunities for younger workers qualifies them to move on. Training opportunities for older workers enables them to stay.

6. They find it harder to learn

When an older worker and a younger worker have similar levels of education, learning ability or intelligence, they tend to have a similar ability to learn on training programmes. Older workers who have undertaken regular study or training tend to learn at the same rate as younger workers, although the level of achievement can drop noticeably when an older worker has not undertaken any form of study for some years. Importantly, older workers generally retain more information than younger people. The often-rapid changes in the workplace these days means training can have a short shelf-life, so the decision not to train workers because of their age is hard to justify, and those workers invariably make good use of training before leaving the workforce.

7. They won’t stay with the organisation as long as younger people

Age and experience can bring stability to a team or organisation. The job tenure of older people tends to be longer than that of younger people, who gain some experience then move on to develop their careers. Older workers represent a wealth of accumulated knowledge and experience and an investment in training that would be expensive and foolish to waste.

8. Their intelligence declines and they forget things

A 20-year study of intelligence and memory found no serious decline until people reached 90 years and more — and while older people could be slower to process information, they tended to better evaluate that information and make good decisions, possibly due to life experience. Working memory, which temporarily stores information while a person performs cognitive tasks, is unaffected by age, and one’s knowledge base continues to grow. Practice improves the performance of older adults, but not of young adults, suggesting older workers are more engaged by the task and are prepared to work to improve their skill level.

9. They don’t like change

Change has become an inevitable factor of work. While older people can be resistant to change, everybody, whatever their age, has to be prepared and adapt as required.

10. They can’t do shift work

While older workers (especially with longer job tenure) take less sick leave, this tends not to be the case for older shift workers, possibly because they find it harder to make the circadian adjustments necessary for shift work.

11. Old and young workers don’t mix

The common assumption is that older workers can be bossy and don’t like taking orders from young managers. There is always

the risk that younger workers could feel intimidated by older colleagues' backgrounds and experience, but some employers find that having older workers in a predominantly young workforce improves absenteeism and staff turnover.

12. They aren't team players

Younger workers tend to be more effective in group or team situations; less concerned with status and control, they can accept and support the transfer of group leadership. However, older workers with well-developed interpersonal skills will be more successful at gaining and/or retaining employment than those lacking such skills. Older women deliberately and proactively generate social networks both at work and outside work, creating support for times of crisis. Their use of groups suggests they can work collaboratively and could make better team members than older men.



Harriette Thompson

13. They are less enthusiastic

Henry David Thoreau said, "None are so old as those who have outlived enthusiasm." The natural enthusiasm of youth often dissipates over the years; depending on how they deal with disappointments and frustrations, some will be old at 30 and others young at 60. Norman Vincent Peale claimed it is "the rejuvenation of the mind that keeps enthusiasm alive and [...] restrains aging in spirit and mind, perhaps even in body too."

14. They block the progress of younger workers

While this might seem reasonable to assume, employers increasingly complain that job openings attract fewer and fewer applications from young people. In December 2021, Statistics NZ reported that the unemployment rate of young New Zealanders was three times the national average. Since the early 2000s, the unemployment rate of the 15-24 age group has been approximately three to four times that of the 25-64 age group, and usually over 2.5 times that of the overall working-age population. According to Labour Market Manager Andrew Neal, "A contributing factor to why youth unemployment rates are higher than the national average could be that a lot of unemployed teenagers are in education. Being in education means only having fixed periods of availability for work, which increases the challenge of finding a suitable job."

However, young people are more dynamic in the labour market and are usually unemployed for shorter periods. Young people are a traditional source of seasonal labour; their participation in the labour force tends to increase in the December and March quarters and during summer holidays, then dips in the June and September quarters when school is in session. Long-term unemployment is significantly higher among those in older age groups; in the September 2021 quarter, 38.2% of unemployed people aged 25-64 were looking for work for more than 6 months, compared with 21.4% of unemployed people aged 15 - 24.

The reduction in the number of young people entering the job market has also been impacted by a reduction in the birth rate, poor work ethic (more children coming from homes where neither parent has worked), and by a reluctance of employers to take on

youngsters with few basic skills who need close supervision and extensive training.

15. They have more health problems and are less physically fit

Many health issues relate to aging, however the rate of physical aging - and its effect on health and work performance - varies from person to person. Older workers, particularly in manual and high-stress occupations, are likely to suffer more health problems than younger workers. An American study of public safety officers found that age was not a predictor of physical fitness; some officers in their 60s were fitter than officers in their 40s, and more mature officers performed differently (for example, mentoring younger officers and more quickly creating effective plans in an emergency). Consider the following:

- At 69, Ed Whitlock became the oldest person to run a marathon in under 3 hours.
- At 75, cancer survivor Barbara Hillary became the first Black woman to set foot on the North Pole - and the first to set foot on the South Pole 5 years later.
- At 76, cancer survivor Harriette Thompson ran her first marathon, and at 91 became the second-oldest marathon runner in United States history.
- At 73, Tamae Watanabe was the oldest woman to reach the summit of Mount Everest.

16. They are less creative

This can be true, but there are some outstanding examples of creative older people:

- At 87, Pablo Picasso produced 347 engravings in the course of a year.
- At 90, Leonid Hurwicz received the Nobel Prize in Economics.
- At 50, Jack Cover invented the Taser stun gun.
- At 62, J.R.R. Tolkien published "The Fellowship of the Ring."
- At 81, Barbara McClintock, a geneticist, was awarded the Nobel Prize in Medicine and Physiology.
- Michealangelo started painting the ceiling of St Peter's Chapel when he was 71 and finished it when he was 89.

17. They have little business acumen

Entrepreneurs aren't always from younger age groups; a weird and wonderful idea for a successful business can pop into anyone's mind, regardless of their age. Older people who have gained maturity and experience can manage equally as well. For example, 17. John Pemberton invented Coca-Cola at age 55, and Colonel Harland Sanders started to franchise KFC at age 65.

**Trew, S and Wyatt Sargent, J "Working On: A Guide to Managing Older Workers" CCH New Zealand Limited.*



Kate de Lautour
The Icehouse

The ICEHOUSE Business Story: Craig van Asch from Exeloo

How would you explain Exeloo?

We make prefabricated, intelligent public toilet systems for municipal entities. Our focus is on parks and recreation, transit (buses, trains, and airways), main streets, and fully inclusive playgrounds. Our client base is in New Zealand, Australia, the United States, and Canada.

How was The Icehouse Owner Manager Programme relevant to your industry and business journey?

My cohort had a real mix of industries, but few heavy manufacturers were represented. As I got to know everyone and our relationships developed, I started to hear the common ground, and we soon realised just how aligned we all were.

I gathered a greater sense of perspective in problem solving; some validation for actions we had taken; and innovative ideas that we had not considered. The collective thinking brought together by the course was impressive, and our industry differences quickly fell away. I was lucky with the group I was part of; we worked very well together to help each other on common business issues. In the wider group, there was a collective bonding and appreciation of the exceptional and wonderful diversity and talent that New Zealand has to offer, which was a great takeaway.

Anything that you implemented into your business and lifestyle during the programme?

From a technical standpoint, "Knowing the Numbers" and the business finance block was certainly a hit amongst the group. My weakest area was finance, and it is something that I work hard on every day.

There was also a big emphasis on wellness. For me, it was making sure I take more time with my business partner, Andy



Harris, to get away from the day-to-day environment and do something we share an interest in (in our case, that is often fishing and diving). As an owner-manager, the business is always with you, and kicking back with a beer in the evenings and checking in helps gain perspective and alignment.

Any learnings from your business journey?

Resilience - an inability to shed the day-to-day challenges will disrupt focus.

Patience, which is a challenge for me. Without this, you cannot expect others to come along on the journey.

Energy - look after yourself and bring positive energy to the team.

Love your customers, for if you do not love them, they will not love you back. Sometimes it is easy to forget that they are paying your bills.

Model good behavior and be genuine. This sets the culture and will free your team to do the impossible. Without culture, there is no strategy.

Lastly, do not try to do everything yourself.

What motivates you to get up in the morning?

I love the people I work with and am constantly amazed at the commitment our team shows to doing the absolute best for our customers. It is a very cliché thing to say, but culture is everything. Andy and I work extremely hard on this; we are a small team, and putting energy into our staff provides big payoffs in productivity and commitment.

Collaborating to provide meaningful career pathways for our team has paid dividends in motivation and commitment. We all want a sense of purpose, and my sense of purpose is the development of our team.

Of course, we also do the traditional stuff with incentive programs, fishing trips and staff events, and we still find that this investment cannot be underestimated. Attracting and retaining good people is a key focus.

Another thing for me is a passion for manufacturing. My father led large manufacturing organisations in New Zealand, and he passed on to me the excitement and challenge of coordinating with suppliers, managing product inputs, and working with people to create things that people want.

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Aaron Martin
NZ Immigration Law

Brace yourself for change

Several important immigration events taking place in the fourth quarter of 2023 and at the start of 2024 will have significant impacts on employers and business owners.

1. The Green List Residence Visa for those on the Work to Residence pathway opens at the end of September. This is for Tier 2 Green List occupations and those 'highly paid' at twice the median wage.
2. The more restrictive 6-point skilled residence visa system will start in October, replacing the current system.
3. Five-year work visas become available at the end of November, but so does the standdown period for all work visa holders who cannot secure residence within that period.
4. At the end of February 2024, the median wage (the minimum employers need to pay to get a work visa) will increase to \$31.61 per hour, or the equivalent annual salary.

Green List Residence from the Work to Residence pathway

This is for workers paid twice the median wage and those who have been working in Tier 2 occupations on the Green List. A lucky few who were in the country during Covid with the authority to work in a Tier 2 occupation or be paid twice the median wage can start counting their requisite 2 years of work experience from 29 September 2021 - so they can file their applications on 29 September this year.

But watch out for these fishhooks: employers have to be accredited; English-language requirements have to be met; and the job has to match an occupation at Tier 2 (if that is the basis of the application). To bring some applicants up to the current median wage or to twice the current median wage, wage increases may be needed.

Six-Point Skilled Residence System

This replaces the current system. As announced, the restriction on the number of residence visa approvals will be removed when this comes into force. Why? Because the new system is so restrictive that fewer people are expected to qualify for residence.

Here are the numbers of applications expected by Immigration New Zealand:

For 2023/2024: 764
For 2024/2025: 1906
For 2025/2026: 2867

The new system favours those working in occupations where there is a registration requirement or an ability to become registered; only recognises Bachelor's Degrees and higher qualifications; and only recognises income from roles paying 1.5x the median wage (\$44.49, soon to be \$47.42) or higher. Older work visa holders might have an effective age cutoff of 53 if they have to rely on completing 3 years of experience before applying.

Five-year work visa holders will have standdown period at the end of the 5 years (see below). The system will penalise small to medium-sized businesses unable to pay 1.5 times the median wage and who don't require university graduates or have an occupation registration regime associated with the position and their industry.

Five-Year Work Visas

This sounds like an enormous benefit to business. As always, the government gives with one hand and takes away with the other. At the end of the work visa, if your employee cannot secure residence, they will be compelled to leave New Zealand for a 12-month period before they can reapply for a new work visa.

Employers need to identify early on whether or not their staff member holding the work visa is going to be able to secure residence. If not, employers need to manage how they are going to replace that person - is it going to be another international worker, or are you going to train a replacement and hope you manage to keep them long enough to receive the benefits of that investment in their training?

Increase in median wage

Once again, this proves the current government has no desire to stop a cost-of-living crisis; as wages are increased, despite productivity not increasing, they're receiving too much benefit through increased tax take via the PAYE system.

The median wage appears to be increasing by almost 2 dollars an hour every year. That is significant for large employers where there are multiple employees in the same role. Those employers will end up with the odd situation where recruitment of an international worker this year meant they were paying \$29.66 per hour, but in 2024, to recruit to the same role, they will have to pay \$31.61 per hour.

Rightly, existing staff members are going to look at the pay rate of those hired next year and want a corresponding increase in their pay. Pay parity doesn't just cause a rise in a single worker's pay rate because of the immigration process — it causes an across-the-board rise in pay to all employees and increases costs for the employer. The employer then passes that cost onto their customer base, and around and around we go.

The instruction to Immigration New Zealand to raise the median wage simply based on Statistics New Zealand data every year needs to be abandoned. It is one small thing that a government can do to remove some of the inflationary pressure that is driving up costs in New Zealand.

ALL OVER WEST AUCKLAND



From top left: Stuart Bode, Alister Hitchcock, Wesley Gerber, Matt Clifford, Mark Preston, Beterly Pan, Brendan Graves, Sunil Bhana, Sam Raines

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