

Issue 215. February 2025

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Cover: The Vivid Accounting team

With thanks to our partners ...



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From My Perspective

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



New Year, New Beginnings

As we start the new year, I'm hopeful the country and the business community can join together to grow.

The question is: How do you grow your business? Or, at the very least, get back to pre-Covid numbers, before the country was shut down and began printing money to create the inflation we've been living with for over three years?

I think it comes down to how you operate as a business, as well as what you do

to service your clients. I have noticed a "she'll be right" attitude creep in over the last couple of years, and the small stuff can be missed or forgotten. People don't seem to have time for the future thinking and planning they once did, and I think that's down to the pressure of survival within a long recession, the first that many business owners will have seen in their lifetimes. You would have to go back to the 1970s and 1980s to find anything resembling the economic climate of the last five or six years.

On top of the recession, modern technology and communication systems, although they have opened up the world and given us the tools to do more, have also created more angst and a constant current of change that can be hard for older generations to keep up with.

My advice is to stay on task. Remember that your clients or partners are the lifeblood of your business and the reason it exists. Go that extra mile for them; they will appreciate it.

In this issue, we have a feature story on our very own RBA Treasurer and her accounting business here in Rosebank. Vivid Accounting was co-founded by Janine Roberts and Shane Chan after the two ran separate businesses over a number of years and decided to combine their resources. Their mission is "to make

a difference with the people we interact with," a perfect example of keeping service at the forefront.

If you are looking for an accounting firm that can do everything from bookkeeping to providing advisory services, please contact either Janine and Shane; I'm sure they will be of tremendous help.

I have been fortunate to have an operation done on my left ankle in early December.

This was my first-ever major operation and I was as nervous as one might expect. I shouldn't have been concerned; my care, from the surgery to the recovery, has been fantastic, and the surgeon and his team first class. I did feel sorry for myself over Christmas, not being out and about, but the sacrifice was necessary. Sometimes you have to look at the bigger picture for future outcomes, and this was one of those instances. So if you see me hobbling around in a moon boot, don't be concerned - all is well.

Regards,

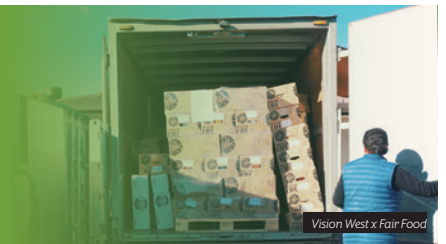
Phil Clode,
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Rosebank Advocates

With **Dr Grant Hewison**, specialising in local government consultancy and legal services



Time-of-Use Charging Amendment Bill Introduced

The government recently introduced the Land Transport Management (Time-of-Use Charging) Amendment Bill to make the legislative changes necessary for “time-of-use” or congestion charging.

Dr Grant Hewison

The Bill notes that New Zealand’s largest cities (such as Auckland) face significant traffic congestion compared to cities with similar population densities. This congestion hampers access to work, education, health services, and social activities while increasing costs for businesses, which in turn impacts economic productivity and quality of life. Time-of-use charging is proposed as a solution to improve traffic flow and optimise the use of the road network. By charging motorists for using specific parts of the network at certain times, the system encourages behaviour changes, such as altering travel times, routes, destinations, or modes of transport. A small reduction in vehicles on congested routes can significantly improve traffic flow, enhancing overall network productivity and delivering greater economic benefits (as set out in The Congestion Question, Technical Report, Ministry of Transport, 2020).

The Bill establishes a framework for implementing time-of use-charging schemes in New Zealand. It enables local authorities, such as Auckland Council, to identify areas of problematic congestion, propose indicative scheme areas, and outline potential charging zones. A scheme board will be responsible for developing and operating the scheme, with the New Zealand Transport Agency (NZTA) chairing the board and holding a casting vote in cases of disagreement.

Proposed schemes require public consultation and an impact assessment before they can be submitted to the Minister of Transport. The Minister, in consultation with the Minister of Finance, will assess whether the proposal meets the proposed

statutory criteria. If the criteria are satisfied, the Minister may recommend that Cabinet authorise the scheme via an Order in Council. This order will define the scheme area, maximum charges, and how the maximum charge will be raised over time.

Once a scheme is operational, charges within approved areas may be adjusted by a notice issued by NZTA with 28 days’ notice. Changes to charging areas within a scheme area require public consultation before a notice and land transport record changing them can be issued by NZTA. Revenues collected from these schemes will be reinvested in land transport activities within the scheme region, guided by a framework that ensures alignment with the investment principles of a scheme.

Additional provisions address privacy, data security, and exemptions for emergency vehicles. NZTA is expected to provide non-statutory guidance to streamline scheme design and operation, supporting consistent implementation across regions.

Economic assessments of potential schemes suggest varied cost-benefit outcomes, depending on the scope of the scheme. For example, studies of Auckland congestion pricing indicate returns ranging from \$0.70 to \$1.80 per dollar spent (The Congestion Question, Cost benefit analysis, Ministry of Transport, 2019). Potential risks, such as impacts on small businesses within inner-city zones, will be assessed through public consultation to ensure informed decision-making and mitigation of adverse effects. Past reviews have identified no substantial income losses for other groups, and the Bill’s requirements for impact assessments and public engagement will support equitable implementation.

The framework proposed in the Bill reflects findings from the project The Congestion Question, which evaluated congestion pricing options in Auckland (Inquiry into congestion pricing in Auckland, Transport and Infrastructure Committee, 2021). The study underscores the need for well-informed public engagement and robust impact assessments to ensure the schemes are both effective and equitable.

The government says that time-of-use charging represents a critical step toward improving New Zealand’s transport system by addressing congestion and enhancing network productivity.



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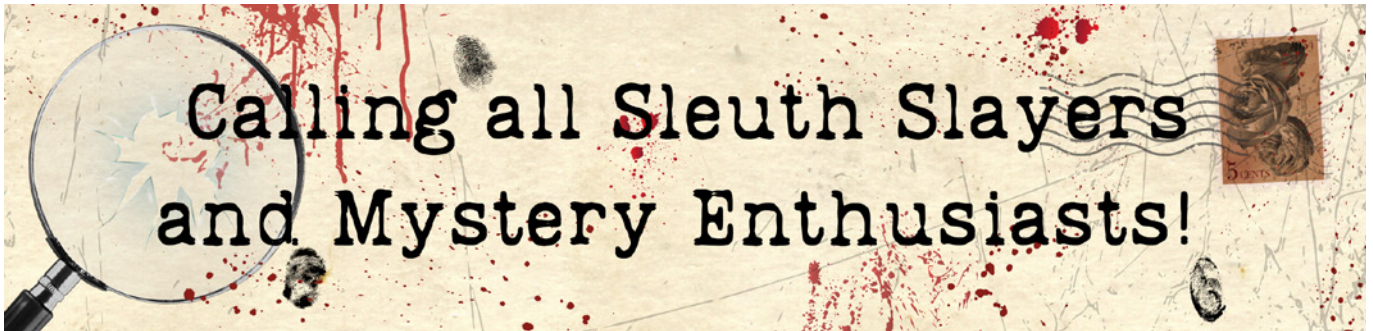
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Kimmy's Korner

Kim Watts RBA Executive Engagement Manager
Phone: 021 639 509, kim@rosebankbusiness.co.nz



It's time to gather your business team and register for the Rosebank Business Challenge at Riversdale Reserve on Tuesday 18th February, 4:30 pm – 6:30 pm.

This year's thrilling theme: **'Who killed Rosie Bank's' - is a playful twist on the classic game of Cluedo!**

Join the Investigation:

- Solve puzzles, uncover clues, and crack the case!
- Was it Colonel Tyrell with a telephone wire in the showroom or Major Ganache

with a fire extinguisher in the supply closet?

Now in its 4th year, this event keeps getting bigger and better – a perfect mix of fun, teamwork, and plenty of laughs, with low-impact activities suitable for all skill levels!

- The two-hour experience includes working out 'Who Killed Rosie Banks', along with prizes up for grabs – all rolled into one thrilling event.

- Finish the afternoon by sharing a picnic with your workmates - if you choose!

Don't miss out on this unique team-building adventure! Grab your crew, sharpen your detective skills, and register today for an unforgettable experience!

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<https://forms.zoho.com/rosebankbusinessassociation/form/WhokilledRosieBanksRegistrationForm>



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Rosebank News & Events

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

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The Rosebank Business Association, in partnership with The Trusts, invites you to an exclusive event at their new whare on Rosebank Road.

The Trusts, a valued RBA business partner, are committed to supporting vibrant West Auckland communities by reinvesting profits into local schools, businesses, and groups.

Bring your business cards for a chance to win a \$200 Trusts Gift Card - valid at ANY Super Liquor Store, bar, or restaurant operated by The Trusts (excludes Mt Albert Pak'n'Save).

We look forward to seeing you there!

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The Trusts Hosting

Where: Level 1, 703 Rosebank Road

When: Thursday, 13th FEBRUARY, 2025

Time: 5.00pm - 7.30pm

RSVP: maureen@rosebankbusiness.co.nz

Best Blooms Hosting



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Best Blooms Hosting

Where: 571A Rosebank Road, Avondale

When: Thursday, 20th MARCH, 2025

Time: 5.00pm - 7.30pm

RSVP: maureen@rosebankbusiness.co.nz

Scaling Up Workshop



Save this date

Scaling Up Workshop

Where: Browne St Eatery, 50 Rosebank Rd

When: Tuesday, 18th MARCH, 2025

Time: 7.45am - 9.30am

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Visionwest Christmas From The Heart

A HUGE Thank You

Christmas may seem a while ago but the team at Visionwest Community Trust wanted to thank everyone in the Rosebank Business Association and business community who gave gifts towards the Christmas From The Heart 2024 and ensured children and families who would otherwise have missed out had a joyful Christmas Day.

Over the five days of the event, 4,320 people were supported with essential food items to help them through the Christmas period and special Christmas food to enable them to create an awesome Christmas dinner.

2,166 children were provided with gifts - one large gift and a couple of "stocking fillers" each. That adds up to almost \$210,000 worth of food provided and almost \$95,000 worth of children's gifts.

Each family to visit Christmas From The Heart 2024 were treated to a truly festive event with a free café and sausage sizzle, supervised crafts and giant games for the kids, and free haircuts.

For the second year in a row, we had a hairdresser onsite and he proved very popular. The cost of a professional haircut is prohibitive for many whānau, and some had not been inside a hair salon for a long time. One mother had been cutting the hair of her three sons for the past couple of years and confessed to feeling a degree of guilt that her boys never looked as smart as their school class mates. Mother and sons were beaming as they left Christmas From The Heart with trendy fade cuts.



Here's a couple of comments from families who were invited to Christmas From The Heart 2024:

"I can sleep at night now knowing my kids have something just for them on Christmas Day. Such a huge help, thank you." - JB from Avondale.

"We have no family at all. Its just me and my son. We feel lonely and have no one to get us gifts and no money to buy anything. But now we can celebrate and enjoy and play together." - LS from Henderson.

Thank you again, Rosebank Business Association - you are all awesome!

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Auckland Rail Network Shutdown: What Businesses and Commuters Need to Know

Auckland's rail network is undergoing its first extended closure, marking a pivotal step in preparing the city's infrastructure for the much-anticipated City Rail Link (CRL) opening in 2026. The current 32-day shutdown is part of a larger, 96-day plan that will see significant upgrades completed by January 2026.

This project, led by KiwiRail, involves critical improvements to transform the rail network from a freight-dominated system to one capable of handling high-frequency metro services. According to KiwiRail Chief Infrastructure Officer André Lovatt, these changes are essential to unlocking the full benefits of the CRL, which will double Auckland's rail capacity, improve reliability, and significantly cut journey times.

"What we're doing in this period of time is upgrading our network from a freight train network to one that can withstand or accommodate the very high-frequency metro trains that are going to be on the tracks when the CRL opens," Lovatt explained.

Scheduled closures to minimise impact

KiwiRail and Auckland Transport have carefully scheduled the closures to coincide with school holidays and public holidays, aiming to reduce disruption for commuters and businesses alike. The current shutdown began on December 26, 2024, and runs through January 27, 2025. Additional closures are planned for:

- Easter and Term One holidays (April 12–27, 2025)
- King's Birthday weekend (May 30–June 2, 2025)
- Matariki weekend (June 20–23, 2025)
- Labour weekend (October 24–27, 2025)
- Summer holidays (December 20, 2025–January 26, 2026)

Shorter closures and reduced service periods are also planned for mid-2025, including 24 days of single-line operations and additional backup closures, which will be utilised only if necessary.

Major infrastructure upgrades

The work being carried out during these closures includes replacing track foundations, upgrading drainage, and modernising power and signalling systems across Auckland's network. Specific upgrades include:

- Rebuilding tracks on the Western Line between New Lynn and Swanson and on the Southern Line between Newmarket and Britomart.
- Replacing aging sleepers on bridges in Newmarket, Parnell, and Tāmaki Drive.
- Completing station upgrades at Middlemore and building new stations in Drury and Pareātā.
- Addressing temporary speed restrictions and improving overall reliability.

The closures also impact freight operations, with more trucks carrying goods typically transported by train to and from the Southdown freight hub. This has led to increased traffic in areas like Onehunga and Penrose.

To ease congestion, freight trucks are following designated routes with active traffic management from the Auckland Transport Operation Centre, including traffic light prioritisation to maintain

flow.

Lovatt emphasized the scale of the work, noting that KiwiRail is compressing "a decade's worth of work into 15 months." Once completed, the network will support trains running every four to five minutes in the city, with significant reductions in travel time—for example, the trip from Henderson to the CBD will take just 35 minutes.

Support for commuters

To accommodate commuters during the rail closures, Auckland Transport has implemented a comprehensive plan, including rail replacement buses running every 20 minutes and additional express services during peak times. Group Manager of Public Transport Operations Rachel Cara stated that the organisation is well prepared for the challenges of this busy period.

"We're confident that the plan we have will be able to cope with the number of passengers that will be moving through this four-week period," Cara said. She also noted that the Auckland Transport Operations Centre is actively monitoring traffic flow and making adjustments to keep the network running smoothly.

The current shutdown has caused some disruption, but both KiwiRail and Auckland Transport are committed to minimising the impact on businesses and commuters. Lovatt highlighted the long-term benefits: "We are going to be able to operate more frequent trains, and trains will be able to run faster. This will transform how Aucklanders travel."



Key points to note:

- The 32-day rail shutdown runs from December 26, 2024, to January 27, 2025, as part of a broader 96-day plan.
- The upgrades will prepare the rail network for high-frequency metro services when the CRL opens in 2026.
- Major works include track replacements, station upgrades, and modernised power and signalling systems.
- Rail replacement buses are running every 20 minutes, with additional express services during peak periods.
- The City Rail Link will double Auckland's rail capacity and reduce travel times significantly, with trains running every four to five minutes in the city centre.

While the rail closures present challenges, the investment in Auckland's transport infrastructure is expected to deliver substantial benefits for commuters, businesses, and the city as a whole.

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Don't Be a D****:

Local Resident Urges End to Illegal Dumping

An Auckland resident is calling out illegal dumpers, urging them to not be a “d****” after repeatedly witnessing piles of rubbish left outside the Salvation Army store in New Lynn.

Michael Poh, a long-time local, said this has been a daily issue for the past three or four years. “Please, don’t be a d****,” he implored those responsible for the unsightly mess.

Poh emphasised the impact this illegal dumping has on charitable efforts. “[The Salvation Army] is trying to help people that are in need, so people that are really down in the dumps,” he said. “But now they have to put all this expense into putting your garbage into the dump.”

According to Poh, the dumped rubbish not only creates additional expenses, but also consumes the time and energy of Salvation Army staff who are forced to clear it. During one of his morning walks, Poh captured a photo of discarded goods outside the store and shared it on the New Lynn community Facebook page. He noted that by the time he took the photo, part of the pile had already been cleared.

“I’ve seen it three times worse,” Poh said, describing rubbish spilling onto the footpath and obstructing nearby businesses. “And every morning, every day it gets cleared, every night it gets filled up again.”

He questioned whether illegal dumpers are simply mimicking the actions of others. “They’ve put posters up there saying, ‘No dumping, it’s illegal, we’ll fine you, we’ll [report it] to the police,’ but



nothing really deters it.”

Poh highlighted the variety of items he regularly sees dumped, including clothes, furniture, and appliances. “So if it rains, I don’t think you can use it all, it’s all soiled,” he said. As a videographer, Poh urged people to donate goods properly and called on the community to devise a creative solution to the issue.

Ben Mack, Salvation Army Territorial Media Officer, said the organisation typically refrains from discussing illegal dumping publicly because “unfortunately, media reports often make the problem worse.” However, he assured the public that their teams are trained to handle the issue. “We continue to accept donations with a smile and encourage the public to bring donations to our Family Stores during business hours.”

Kay Thomas, Chairperson of the Whau

Local Board, acknowledged the ongoing illegal dumping problem outside the New Lynn Salvation Army store. She noted that the car park where the dumping occurs is privately owned, complicating the council’s ability to intervene. “It’s really awful that the Salvation Army, which does so much good, ends up with bills because of dumping, but because it is private property, it doesn’t come within council’s remit,” she said.

Thomas highlighted the role of “Pooch Patrol,” a community-led initiative where dog owners collaborate to make streets safer, cleaner, and more welcoming. Members of the patrol notify the council of any issues they encounter. “It’s a way for them to act as extra eyes for the council so we can respond more quickly,” Thomas explained. While this initiative doesn’t directly address the Salvation Army’s illegal dumping problem, Thomas acknowledged the community’s frustration.

“I know the local members are really frustrated by the fact that an organisation like the Salvation Army, which does so much good, ends up with this ongoing issue just about every Christmas period,” she said.

Despite the efforts of the Salvation Army and the community, the problem persists due to the complexities surrounding private property and council dumping regulations. Poh and others hope a more sustainable solution can be found to support the charitable work of the Salvation Army and maintain the area’s cleanliness.



Enviro NZ: Patiki Road Resource Recovery Centre

Enviro NZ has been a leader in waste minimisation and resource recovery since 1995, offering innovative waste solutions to support New Zealand’s transition to a low-emissions, sustainable future.

Partnering with councils and businesses nationwide, Enviro NZ provides comprehensive services ranging from standalone waste management to integrated resource recovery solutions. Their commitment to cleaner, greener communities drives their work, helping clients reduce waste, increase recycling, and achieve their environmental goals.

The Patiki Road Resource Recovery Centre is one of 47 Enviro NZ owned and operated facilities throughout New Zealand.

Neeraj Rattan has been Patiki Road Resource Recovery Centre manager for over seven years. He and his team exemplify the Enviro NZ commitment to the service of customers.

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- Our people - are the key to our success. They are diverse, hardworking, loyal, and honest.
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Vivid Accounting:

Passionate About Your Business

Are you looking for an accounting firm that can help your business with more than just bookkeeping? The team at Vivid Accounting would be happy to help you with the basics that keep your business running – and the future planning that can set you up for long-term success.

“Our main mission is to make a difference with the people we interact with,” says co-founder and director Shane Chan, formerly of SWLC Chartered Accountants on the North Shore. After working closely for a number of years with the RBA’s own Janine Roberts of Haven Accounting, the two decided to combine resources and merge their firms, bringing together a breadth and depth of experience that would allow them to offer both standard accountancy services and high-level consulting.

“From our experiences in the accounting industry, Janine and I came to the same conclusions,” Shane explains. “As the industry has gotten bigger and tech like Xero has made it easier to set up a firm and be an accountant, the industry has

split into two camps: high-end advisors and bookkeepers. The bookkeepers are there to just get the basics done, and their experience is limited to what they’ve been exposed to. The high-end advisors can do the basics, but they only want to serve clients who can afford those high-level services.”

Most New Zealand businesses, he says, sit in the middle. “They want all the basics done, but they also want someone competent and with the experience to provide the more technical advice as they need it. We set up Vivid to fill that gap.”

Founded in early 2024, Vivid offers standard accounting services like preparation of financial statements, tax returns, GST returns, and payroll returns, as well as advisory services like tax consulting, board governance, and future and succession planning. Along with directors Shane and Janine, the senior team includes Associate Director Erik Chamonte, who is also a lawyer. Together, they have a combined

experience of over 50 years, each having earned their expertise by working locally and abroad with clients of all sizes and across a variety of industries.

“We’ve probably seen a lot more than a lot of smaller accounting firms out there, given our respective backgrounds,” says Erik. “We provide a big firm experience in a small firm package. We offer that breadth of experience that you don’t ordinarily get with a small accounting firm.”

Adds Shane, “We’re much younger than what you’d expect for leaders of a firm, but the depth of our expertise goes beyond the chronological years we’ve been working. We’re young, we’re responsive, and we understand what business owners today care and think about. We’re a new cohort coming through, and we want to do things in a way that matters for people today.”

Both agree that it is the calibre of the team’s abilities, as well as their comprehensive service offering, that sets Vivid Accounting apart. Their staff of

eight is well-versed in the basics, and the senior team members have each spent time in high-level advisory roles, working with businesses at different stages in their life cycle and learning what is needed to support each phase. “We’ve built a team that can deliver support at those different tiers,” says Shane. “We could take a start-up business from sole trader all the way to a multi-million-dollar national business if they wanted to -- we do have that ability.”

Vivid’s mission to make a difference in people’s lives goes beyond delivering a service – it’s what drives them as they build their clientele. “If you care about your business enough, it makes us want to make that difference,” Shane says. “For us, it’s not about just getting your tax returns done or getting your financial statements done. If that’s what you need, and that’s what you care about, then absolutely. But if you want someone to sit down with you once a year so you can plan for the future, or you want someone to talk to you about your personal investments and how that interacts with your business – if we can be that one little push that helps you get to where you want to be, that’s exciting.”

That ethos also extends to the team itself. Shane and Erik describe an internal environment where career development and employee support are priorities. “We care about the futures of our staff,” says Shane. “We want to be a good place to work and we want our staff to give 100% to our clients. It’s about recruiting people who will care on our behalf, and the only way for them to do so is if we care about



them and want to make a difference in their lives by giving them the training, the career opportunities, and the support they need.”

Shane and Erik agree that launching the business in the Rosebank area has been a great choice. As well as having a good number of clients local to Rosebank and the West Auckland area, the RBA itself has stood out as a benefit. “Rosebank has a really good business community compared to most areas in Auckland,” says Erik. “The RBA really does stick out as far better than other business associations in the areas that I’ve worked in; it’s a very collegiate community in a business sense.”

With a service offering that can adapt to suit businesses big or small, Erik and

Shane invite RBA members to come by for a chat and a coffee, or to check out their website (www.vividaccounting.co.nz) and to consider if your business might benefit from a fresh perspective.

“If you’re a business owner who hasn’t thought about succession, how you’re going to retire, or how you’re going to sell the business, we can help,” says Shane, “from assisting with the tax element to high-level legal issues, structuring, and due diligence on a deal itself. If you want to go out with a bang, it takes a couple of years to prepare.”

Adds Erik, “If your business isn’t being serviced at the right stage in your life cycle, or maybe you’ve felt like you’ve never had an alternative to your long-term accountant, then here we are.

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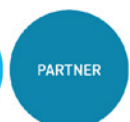
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Upping Your Game: All About Scaling Up

With the dawn of a new year, is it time to take your business to the next level? The term “scaling up” is commonly used to describe general business growth, such as when a business gets so busy they need to expand their operations or upgrade their technology to cope with demand. But business coach Rob Morris, of RBA partner RGM Consulting, says that scaling up can mean so much more.

“Quite naturally, it sounds like getting bigger and growing revenue, and that is often a part of it. But fundamentally, we’re talking about scaling up the value of the business - its enterprise value,” says Rob. “Trying to create a more valuable business for the owners. Often that goes hand in hand with growing revenue, but sometimes it doesn’t.”

Successful scaling up should not only add value to your business, says Rob, but give you back the time and freedom you envisioned for yourself at the outset.

“When people start a business, they typically think, ‘It’s going to be great, I’m going to be my own boss, and it’s going to be fun and I’ll have a lot of free time.’ But as they become successful and start growing, the opposite normally

happens: the business starts to become all-consuming. As you put the foundations in place to grow the value of the business, you free up time for the owner and business leaders to enjoy the ride.”

Rob came to business coaching after enjoying a decades-long career in the tech industry, working for 16 years at Ericsson in Sweden (the number one supplier of mobile networks globally) and then as CFO and head of the commercial and strategy team at Spark Digital. He’s now a certified Scaling Up coach, and works with businesses across New Zealand and overseas, including RBA members Accent Construction, Hardware Direct, Bon Accord, Madison Qualitex, and Total Property Solutions. He says that the way scaling up looks in reality can vary between businesses and industries.

“For one premium-quality food and beverage company, for example, with a strong position in the New Zealand market and massive export opportunities, it’s trying to help them figure out what markets to pursue, what not to do, and how to sequence it while growing their own capabilities.

“Another example is an IT company that

has tripled their profit over three years, but increased revenue only about 50%. In that case, it’s been about growing the value of the business by simplifying things and getting very focused about what they’re doing.”

Rob says that common pitfalls occur when a business grows without a solid plan.

“Many business owners or leaders get stuck working in the business, and they never get around to working on the business and figuring out where they’re going to take it,” he says. “Perhaps they’ve been growing so rapidly that the wheels are starting to come off and they need tools and frameworks and structures to help them manage the growth. Or some of these businesses have been around for a long time, and they’ve been running a good business, but it has stagnated and they want to push through to the next level.”

Rob notes that there are lots of opportunities for businesses once they reach the “mid-market” space (i.e. turning over between 20 and 200 million per year), but reaching that size also comes with some common growing pains.

The Four Decisions™ entrepreneurs must master in order to scale



SCALING UP
CERTIFIED COACH 

Having an abundance of opportunities itself can be a setback (“You end up going into spaces where probably you shouldn’t and make a couple of bad choices, then all of a sudden you’ve drained the business”) and there’s a risk of “growing yourself broke” by focusing so firmly on revenue and profit that you lose sight of what you’re investing into working capital.

Also common is the need for exit preparation when the owner(s) wants to phase themselves out and retire while still accelerating the business.

“If you’re in a big corporate, you can have whole teams work on this stuff all the time,” says Rob. “If you’re in a mid-sized company, you don’t have that luxury. Tools and frameworks need to be pragmatic and deliver value immediately.”

Rob says that the first step in scaling up is to review your business to determine what ducks need to be in a row - like having a leadership team in place - before making any changes. “You need to diagnose the business and say, ‘Okay, you have a model here which is good to scale right now,’ or ‘We need to put some foundations in place first, so that we’re not scaling a mess.’ That’s quite important. You also need to know whether the prize is big enough to make a material impact on the value of the business, because that’s what we’re after.”

Rob recommends reading Verne Harnish’s book *Scaling Up*, which he gives to each of his clients, and invites readers to check out the free tools on his website (rgmconsulting.co.nz).

“I recommend that you sequence and stage the work,” he adds. “You don’t want to try to change everything at once because it’s just too risky. One of the things we like to do is figure out the main constraint that’s holding the business back right now, and start there. It’s a question I ask often: What’s the biggest constraint holding the business back? You really want to be working on that main issue.”

If doing it all yourself seems a little overwhelming, Rob says that’s common, too. “Often people try it themselves, then realise they need some help and come to somebody like me. The model I mainly use is directly coaching the leadership team, so it’s quite



intensive. You’re much more likely to succeed because it’s what I do every day, plus you’ve got that external voice and somebody to help hold the team and the leader accountable for the plan they’ve built.”

Done right, he says, scaling up can inject some passion and enthusiasm back into your experience running your business. The most important requirement, he adds, is the strong desire to make it happen.

“Whether to make changes is a matter of the ambition of the owner or leader of the business. It’s really, ‘Do you want it?’ and ‘Are you prepared to commit to the process?’ Because it’s hard work - it takes a lot of discipline and focus. That’s just honest - that’s how it is.

“But scaling up is fundamentally about improving the value of the business, so you’re building a better-quality business by putting foundations in place that are going to give you, the owner, more time - and more fun, really. It’s never a bad idea to do that.”


You can join Rob in a Scaling Up session on the 18th March. Please contact the RBA direct to book a space. Special thanks to Rob Morris of RGM Consulting. For more information about the Scaling Up system, visit rgmconsulting.co.nz. By Beth Caunter

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Ecofest 2025; A Vital Spark Of Sustainability For West Auckland

More than 400 EcoFest events are expected to take place in next years' third, Auckland-wide EcoFest with at least 100 in and around West Auckland, facilitated by the original founders of the event, EcoMatters.

True to the organisation's local festival goals of 13 years ago, the regional EcoFest is all about sparking sustainable behaviour, fostering a love of nature and raising environmental awareness. Waiheke Resources Trust, Kaipātiki Project and the Beautification Trust gradually joined with EcoMatters to offer Tāmaki Makaurau much wider access to four weeks of fun and education.

As in previous years, a range of enterprises, charities and individuals will set up stalls, creative demonstrations, open gardens, studio or shop doors with a range of free and paying events. In 2025, EcoFest will run from March 22 to April 22.

2024 saw Aucklanders take part in night-time bike raves, zip-line adventures, Fair Food sorting, workshops on edible mushroom growing, butter making, landscaping and even climate anxiety. Attendees got the chance to try new plant-based and organic foods and condiments, and even learnt to draw flowers and plants with finesse.

This year is set to offer many of these popular events as well as the fifth Street Art Bike Challenge, a new harvest festival, a rammed earth building demonstration and an array of repair and creative workshops.

As organisers prepare for another vibrant event, they recognise that environmentally reckless political decisions both in Aotearoa and the world means our natural spaces, our whenua, needs

more protection than ever. The festival is the perfect public antidote to worrying global trends and a place to feel positive, proactive and hopeful in our West Auckland backyard.

"EcoMatters has been supporting great and necessary mahi for our natural environment for 22 years and it's absolutely wonderful to see this festival grow into a collaborative project with like-minded partners," says EcoMatters CEO Carla Gee.

"At the same time as we celebrate the good, we can't ignore that this a challenging time in history - a time to amplify our care for Papatūānuku in Tāmaki Makaurau. Being part of EcoFest is a fun and meaningful way to do this, so we encourage people to think about supporting the environment and their communities by joining in the fun."



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Business Nuts & Bolts

Business to Business advice from **RBA Members & Partners**

Mooi Skin

How can a business coach help to accelerate your business? Owner of Mooi Skin Haley Asbridge shares her story.

Haley Asbridge is the owner and founder of Howick-based beauty business Mooi Skin. Born in Rotorua, Haley grew up loving everything to do with beauty, but as a child, she never imagined it could be a career or that she

could turn it into a super-successful business. Now, with a waiting list of loyal

Kate de Lautour
The Icehouse

customers travelling from around the super city to her clinic and with state-of-the-art laser technology costing as much as a late-model Porsche, there's a lot to think about. Having an Icehouse business coach has allowed Haley to breathe, prioritise the things that truly matter in life, and grow her business beyond her wildest dreams.

The idea to start her own business came about when Haley saw a gap in the market for a high-end skin clinic which also offered "a dollop of relaxation and touch." Training in the early 2000's at the Joyce Blok School of Beauty and going on to combine management and tutoring roles gave Haley a solid foundation of knowledge and networks to launch the business. She started looking for the right location, finding the ideal spot on the high street and starting the fit out.

Engaging Spatial Studio designer Kristen Basra provided the perfect relaxing environment Haley envisaged. Opening the Mooi doors 18 months before the pandemic gave Haley a chance to build a client base before the lockdowns shut beauty businesses for an extended period.

Rising labour and product costs were starting to provide a headache in the summer of '22, and that's when Haley called the

Icehouse offices looking for help.

"I was finding business ownership pretty lonely. I thought maybe I needed a general manager but I wasn't sure. I knew I needed someone who understood finance and brand. Icehouse suggested I meet business advisor Carollyn Chaplin and that's taken Mooi to a whole new level, starting with diving into brand and our values and leading into developing the business plan and who fits in where."

Haley adds that initially she thought she only needed help hiring a general manager, but after working through the plans with Carollyn, she discovered that isn't what she needed.

"Over the past two years, we've worked intensively on so many parts of the business: where the money comes from, where the gaps are, have I got the right people, where is my role in this business, what do I want to focus on, and with four children, how can I make this business work for our family? We have delved into the profitability measures of treatments and retired outdated offerings, staying true to the brand: 'Beautiful through glowing skin.' Carollyn has challenged me and kept me accountable, and ultimately, we have seen more than 20 percent growth year on year since she's been working with me."

After in-depth planning and feasibility studies, Haley has invested in new equipment, including a \$300,000 NZD Sciton laser machine designed to treat any skin type and help lessen the effects of a host of complaints, from brown spots to red veins and rosacea.

The staff morale is high as grateful clients experience "incredible results."

With the business outgrowing the space, Haley has taken on the neighbouring lease and expanded the staff to a team of eight.

Yes, expansion is a risk, and yes, new capital is a steep investment, Haley acknowledges. However, developing a closely monitored financial growth plan with Carollyn and ensuring targets and KPIs are met has given her the confidence to scale the business to reach a perfect balance for her family, her team, and her customers.



Icehouse coach Carollyn Chaplin with Haley Asbridge



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Bret Gower
Smith & Partners

Understanding Term Sheets and Non-Binding Offers

When it comes to buying or selling a business, two critical documents often come into play: the term sheet and the non-binding offer. These documents serve as the foundation for negotiations and set the stage for the final agreement. Understanding their roles, differences, and implications is essential for both buyers and sellers.

Differences between term sheets and non-binding offers

While both term sheets and non-binding offers are used in business transactions, they serve slightly different purposes and contain distinct elements.

Purpose

Term Sheet: Primarily used in share purchase scenarios to outline the terms of the investment.

Non-Binding Offer: Used in the context of buying or selling business assets (including as a going concern) to express interest and outline the basic terms of the proposed transaction.

Content

Term Sheet: Focuses on the investment structure, governance, and conditions precedent.

Non-Binding Offer: Emphasises the purchase price, payment terms, due diligence, and closing conditions.

What is a term sheet?

A term sheet is a preliminary document that outlines the basic terms and conditions under which an investment will be made. It serves as a blueprint for the final agreement and helps both parties understand the key points of the deal before committing to a binding contract.

Key components

Valuation: The agreed-upon value of the business or a mechanism for calculating the value.

Investment Amount: The amount of money being invested or the purchase price.

Equity Structure: Details on the ownership percentages post transaction.

Governance: Information on board composition and the decision-making processes.

Conditions Precedent: Specific conditions that must be met

before the transaction can proceed.

Term sheets are typically non-binding, meaning that while they outline the intentions of both parties, they do not legally obligate either party to proceed with the transaction. This non-binding nature allows for flexibility and further negotiation.

What is a non-binding offer?

A non-binding offer is a document that expresses a party's interest in buying or selling a business under certain conditions. Like the term sheet, it outlines the key terms of the proposed transaction but does not legally bind the parties to complete the deal.

Key components

Purchase Price: The proposed amount to be paid for the business.

Payment Terms: How and when the payment will be made.

Due Diligence: The process and timeline for the buyer to investigate the business.

The non-binding offer serves as a starting point for negotiations and provides a framework for the due diligence process. It helps both parties to align their expectations and identify any potential deal-breakers early on.

Non-binding nature

Both documents are generally non-binding, allowing for flexibility and further negotiation. However, they typically do contain certain binding provisions, such as confidentiality or exclusivity clauses that protect both parties' interests – and often include provisions that determine at what point a legally binding agreement will occur.

Importance in business transactions

Both term sheets and non-binding offers play crucial roles in business transactions. They provide a clear framework for negotiations, help manage expectations, and identify potential issues early in the process. By outlining the key terms and conditions upfront, these documents can save time and reduce the risk of misunderstandings or disputes later on.

For buyers, these documents offer an opportunity to thoroughly evaluate the business and ensure that it meets their investment criteria. For sellers, they provide a chance to gauge the seriousness of potential buyers and secure favourable terms.

Smith and Partners' commercial team is experienced in dealing with term sheets and non-binding offers and can advise on, help negotiate, and draft these for you to help smooth out the sale and purchase process. Contact Bret Gower on 09 837 6893 or bret.gower@smithpartners.co.nz.



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Joanna Hall
EMA Senior Policy Advisor

Immigration Policy: On Track But Hasn't Yet Reached Destination

In December last year, the government introduced a series of significant changes to New Zealand's immigration policies aimed at supporting businesses, addressing workforce gaps, and ensuring that migration works in the best interests of migrants, employers, and New Zealanders.

Immigration can help solve the fundamental issue of how we're going to provide the skills New Zealand's workforce needs, now and in the future. For the most part, employers use migration as a last resort when they can't find the right skills onshore. While the labour market has more available people in it currently, that doesn't always equate to the right skills being available.

A key aspect of the government's recent reforms is the removal of the median wage requirement for the Accredited Employer Work Visa (AEWV), which was something we had advocated for in our policy manifesto ahead of the election.

Previously, this threshold served as a proxy for skill levels, but it had unintended consequences, including contributing to recent wage inflation pressures. This change will allow employers to hire migrants at the actual market rate for the job and location.

We want to see a system that's appropriate for the roles and skills, provides certainty for employers and migrants, and reduces compliance costs, so it's good to see many of the changes supporting this. These include:

- Removing requirements for completion of the Employment NZ online modules, and instead providing both migrants and employers the relevant information they need to know at the point in the process when they need it. This is more practical for both parties and will help reduce the compliance and admin burden for employers.
- As of April 2025, employers will be able to declare in good faith that they have advertised Australian and New Zealand Standard Classification of Occupations (ANZSCO) skill level 4 or 5 jobs with Work and Income. Previously, employers had to go through a 21-day wait time for Work and Income advertisement, so this will help timeliness in the recruitment process. However, employers will need to be mindful that engagement with Work and Income is done in a genuine way.
- Also welcome is a change in the visa duration of level four and five roles to one three-year visa, rather than a

two-year visa plus one-year extension. This provides more certainty for migrants as well as employers and reduces costs and time with extension applications, which will also prevent clogging up Immigration New Zealand's pipeline.

- The reduction of the experience requirements from three years to two is a positive; it still requires a baseline of experience, ensuring we're getting good skill levels, but is more appropriate for the variety of roles required.

In terms of future changes, we're anticipating more information about how the Job Check will be redesigned to streamline the experience for low-risk employers. The Job Check gateway is complex and compliance-heavy, so improvements here will be much appreciated.

With the visa duration increase and greater work rights for those on interim work visas, it's good to see more certainty provided for level four or five AEWV holders; however, pathways to residency will remain an area of uncertainty.

We don't want to see large numbers of migrants with much-needed skills having to depart a couple of years down the track, then face a situation in which unemployment isn't as high and employers are requiring more from the labour market.

The government has signalled it will review the residency settings early in 2025, and we look forward to working with them on this to ensure this work fixes the academic bias currently inherent in the system.

The introduction of seasonal visas is good in theory, and we know there has been a lot of consultation with groups that have seasonal requirements. However, the announcement in December didn't have much further information, so we're awaiting more details on how fit-for-purpose these will be.

We're mindful of the confusion continual changes cause both for employers and in providing certainty for potential migrants.

There were many changes in the latter part of 2024, and while many were positive, we've had feedback from EMA members that the sheer number being drip-fed out to employers is causing some confusion.

This has also resulted in many employers feeling like they need to use licensed immigration advisors to avoid missing something and ending up in breach of immigration law, risking their ability to hire migrants in the future. This contributes to the additional costs squeezing employers.

At the end of the day, we want a clear, consistent, and smart immigration system that supports a long-term workforce strategy across education and immigration for how we're going to provide the skills New Zealand needs now and into the future. We will continue to advocate with government for outcomes that take us in this direction.



Shelley Funnell
Henderson Reeves

Does your trust work? (A cautionary tale)

Trusts can be a great tool for managing assets that you want to pass down through generations of your family and keeping those assets safe from creditors. But like any 'tool', they can cause havoc if you don't know what you are doing.

Like a well-maintained tool in the tool-shed, a well-run trust will do what you want when you need it. That generally means the trust assets are protected in the event of a separation, a business failure, or a death.

The Trusts Act 2019 caused a rethink by many trustees a few years ago because it set out the significant obligations on trustees and means a far more thorough approach is now essential when managing a trust in New Zealand.

Annual trust reviews with your lawyer and accountant have now become a key component in ensuring a trust is (and remains) fit for purpose.

When did you last get your trust documents checked over? Do you have a paper trail for moneys going into and out of the trust, or do you manage it like it was another family bank account? Does the trust owe you money which could be available for the Official Assignee or creditors?

Are your trustees all still actively involved and right for the job? Is there someone who will have the power to appoint future trustees, and can beneficiaries be added after you are gone?

If you're not sure, then go and see a lawyer who knows the mechanics of trusts (like Henderson Reeves Lawyers) and get things sorted.

If you need a horror story to get you motivated, a case in point is the recent soap opera-worthy case of *Legler v Formannoji*, which involved the typical scenario of disentitled children suing the (younger) second wife.

Ms Formannoji has the role of the younger wife and stepmother in this story. After her husband died, she removed her stepchildren as beneficiaries of one of the trusts he had established and distributed all the assets to herself.

Leaving aside the obvious ethical issues, this was a risky strategy. Her winning the case was far from a sure thing. At the end of the day, Ms Formannoji was saved by the fact she did get legal advice at the right time about what she was doing with the trust - but it took years of litigation and going all the way to the Supreme Court to confirm that.

If you have a trust, even if you aren't planning a dramatic takeover, take an hour to sit down with an expert and make sure your trust is the right tool in the right condition when you need it. At Henderson Reeves we'll make it easy - you might even enjoy it. Call Shelley or Taina at 09 281 3723 or email Shelley at shelleymunnell@hendersonreeves.co.nz. We are happy to help.

That generally means the trust assets are protected in the event of a separation, a business failure, or a death



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