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In This Issue

4 FROM MY PERSPECTIVE

Business Development Manager, Phil Clode

6 ROSEBANK ADVOCATES

6 Grant Hewison

8 Kimmy's Korner

10 ROSEBANK NEWS & EVENTS

12 Pathways to the Future

14 AI in 2026: Welcome to the future

16 Blum: Premium Quality on Display

18 CCTV Sponsors

21 BUSINESS NUTS & BOLTS

21 New Member profiles

22 Tips for Switching Off as a Business Owner

24 Why Public-Private Partnerships Are Essential for Community Crime Reduction

25 Hard-Won Safety Progress in Manufacturing Can't Be Taken for Granted

26 Navigating the Risk of Company Insolvency



Cover: Pathways to the Future Chairman, Bhavin Sanghavi and RBA's Kim Watts

With thanks to our partners ...



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From My Perspective

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



Welcome to the last edition of Roundabout Magazine before Christmas and the New Year. What a year it's been, filled with many highlights that made 2025 one to remember.

The most recent took place in mid-November, when 23 outstanding individuals received awards from Pathways to the Future Trust to help them with their careers. Pathways to the Future Trust is a very important

part of what we do here at the Rosebank Business Association. It is an independent charitable trust that the RBA supports financially and with our resources. Kim Watts, the trustees, and the team pour a tremendous amount of time and effort into Pathways.

Another highlight was the prudent management of the budget over the last financial year. It has been a testing year of change, with every business I know having to look at each detail of what they are spending. This includes membership to organisations like the RBA, as well as sponsorship and advertising spend. Many budgets have suffered the axe, but through it all, businesses in Rosebank have stayed committed to supporting the RBA. Myself, Kim, Maureen, and the RBA team want to thank you all for your support. Engaging with our members, partners, and supporters makes this job of running the RBA both more rewarding and a lot smoother. We see your smiling faces and we love the support you give us.

In this edition, we have a feature story on Blum, the world-leading, premium-quality manufacturer of hardware for your home.

Blum supplies hardware to the leading kitchen manufacturers, cabinetmakers, and designers across New Zealand. They have just refurbished their Rosebank showroom with new technology and storage solutions for areas like your bathroom, home office, and lounge, as well as the kitchen solutions they're best known for. Check out the story on page 16 - their range might surprise you.

On page 14, our feature writer Beth has delved into AI in 2026. She spoke to AI guru Justin Flitter, founder of New Zealand AI. This is a topic that is having a massive effect on jobs and learning and is probably the biggest thing since the invention of the Internet (if not bigger). Every seven months, the capability of AI is doubling. That is amazing - and also scary. Get yourself on board with the technology; it has become as important as learning to use a computer.

As we go forward into the holiday season, I want to wish you all a Merry Christmas and a Happy New Year.

Regards,

Phil Clode,
Business Development Manager

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Dr Grant Hewison

Plan Change 120 and the Future of the Rosebank Peninsula

Auckland's newly proposed Plan Change 120 (PC120) is designed to reset the city's intensification policies after the withdrawal of PC78. The plan aims to comply with new national legislation by redistributing housing capacity across the region while addressing natural hazard resilience. On paper, it looks like a technical exercise in zoning and modelling. But for the business community, and particularly for the Rosebank Peninsula, PC120 signals something deeper, with real implications for Auckland's industrial backbone.

Rosebank is one of Auckland's most productive and strategically important industrial precincts. From advanced manufacturing and logistics to creative industries and food production, the peninsula generates billions in gross domestic product every year and employs thousands across West Auckland. Its strength lies in something Auckland increasingly lacks: secure, well-located industrial land close to the city centre, a motorway network, and a skilled labour pool.

Yet this economic powerhouse barely features in the PC120 conversation.

While the plan significantly increases residential and business floorspace capacity across mixed use and centre zones, the modelling shows only marginal growth - or even a slight decline - in industrial capacity across Auckland. Heavy industry zones lose a small amount of floorspace under PC120, and light industry gains just 2%. At a regional scale, this looks insignificant. For Rosebank, where land availability is already critically constrained, these shifts matter deeply.



Why? Because PC120's big moves occur around Rosebank, not on it. The plan pours new housing capacity into surrounding areas such as Avondale, New Lynn, and parts of the northwestern corridor. These are precisely the neighbourhoods that help buffer the peninsula from incompatible land uses. As they intensify, the risk of reverse sensitivity grows, i.e., complaints about noise, truck movements, vibration, and early-morning operations that are the lifeblood of an industrial zone.

PC120 does nothing to address this. No new reverse-sensitivity protections. No mandatory acoustic mitigation requirements. No acknowledgement of the need to shield lawfully established industrial activities from residential pressure. The plan is silent on these issues.

Equally concerning is the absence of any industrial land protection strategy. As mixed use and centre zones gain substantial housing development capacity, especially within walkable catchments near rapid transit, land values rise. Developers chase higher-value residential opportunities. Industrial businesses, particularly lower-margin operators like repair services, trades, wholesalers, and emerging innovators, find themselves squeezed out.

PC120's modelling does not test these scenarios. It simply splits business floorspace in mixed use zones on a 50/50 basis between commercial and residential.

Add to this the fact that PC120 explicitly does not consider infrastructure capacity. This is a major issue for Rosebank, where freight, congestion, safety, and access difficulties already strain operations and the risks compound. Intensification in nearby suburbs without coordinated transport investment for Rosebank could choke the very network that enables Rosebank's productivity.

The RBA has long championed the area's role as West Auckland's industrial engine. But PC120 does not treat industrial land as having such value. It does not recognise Rosebank's regional significance. It does not align with Auckland's Future Development Strategy, which acknowledges industrial land scarcity. And it does not offer a plan for safeguarding the businesses that keep Auckland's economy moving.

What's needed is clear: explicit industrial land protection, stronger reverse-sensitivity controls, strategic buffering around the Rosebank peninsula, and infrastructure planning aligned with intensification. Rosebank must be protected, not just because it is productive, but because Auckland cannot afford to lose or weaken one of its most important economic engines.

PC120 may be a necessary step in meeting housing intensification targets, but without stronger industrial land safeguards, Auckland risks making its city denser - and its economic foundations weaker.



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Pathways to the Future Trust 2025: A Night of Recognition and Celebration

The Pathways to the Future Trust (PTTFT) hosted a warm and memorable celebration on Thursday, 13 November 2025, acknowledging 23 outstanding awardees at Blum's newly refurbished showroom. The modern setting provided an ideal space for recipients and their families, friends, and employers to gather and recognise the dedication and promise shown across a wide range of industries and stages of life.

Chairperson Bhavin Sanghavi, himself a proud past recipient, opened the evening with an inspiring address. He spoke of the lasting impact PTTFT has had on the careers of past recipients and highlighted why its mission remains so important today. His remarks underscored the importance of supporting individuals of any age who are dedicated to enhancing their skills, advancing their careers, and making a positive contribution to their workplaces and communities.

Kim Watts from the RBA followed by



Kim Watts and Bhavin Sanghavi

formally acknowledging the Trust's key partners. The EMA and Smith & Partners were thanked for their continued support and collaboration, which play a vital role in enabling PTTFT to provide meaningful assistance and recognition to its awardees each year.

The highlight of the evening was the presentation of the glass trophy awards. Each recipient was invited forward to be congratulated and photographed as they received their award, a simple but significant moment that captured pride, accomplishment, and encouragement from those around them. Employers and family members joined the recipients in celebrating these achievements, underscoring the collective effort that often sits behind personal success.

As the event came to a close, conversations continued among the attendees as they reflected on their accomplishments, the opportunities ahead, and the ongoing work of the Pathways to the Future Trust. The 2025 celebration was a testament not only to individual achievement, but to the power of community support and the lifelong value of continuing education and professional growth.





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Rosebank News & Events

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

Numbers that Drive Growth

On 13–14 Nov, The Icehouse hosted a two day Financial Skills Workshop with facilitator Matt Bellingham, where business leaders learned to dissect financial reports, build profit plans, use key ratios, and forecast cash flow to unlock hidden working capital. Three Rosebank business leaders received complimentary places, gaining razor-sharp financial insight. It was a deeply informative, practical workshop - empowering attendees to make smarter, more confident decisions for growth.



Avondale College Case Study



The Horticulture area at Avondale College has come to life with support from local RBA businesses through the Second Bite Composting initiative, which diverts surplus food into the school's composting and banana swale systems. The Wednesday lunchtime garden group is thriving, with more senior students getting involved and learning about seed sowing, seedling raising, polycropping, composting, fruit tree care, cover cropping, and regenerative soil practices. Next year, the school plans a waste audit, new NCEA Horticulture composting credits, and collaboration with other local schools.

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Showcasing the Latest in Water Innovation

Watersmart officially opened its water innovation hub at their new Saunders Place premises on 26 November.

Showcasing their innovative water solutions in real-time, the facility demonstrates how their own products can achieve water savings.

This includes a Hydraloop unit for recycling water for non-potable use and a WaterSAFE solution to treat rainwater from their outdoor tanks for potable consumption. A Flowgen system measures water usage and provides leak detection, while the beautifully designed Porous Lane permeable paving (made from 60% recycled tyres) filters stormwater and helps reduce flood risk.

Rosebank members are welcome to visit the hub. Simply call 0800 110 808 or email hello@watersmart.co.nz to make an appointment.



Who Knew Clean-Ups Could Be This Revealing!

On 5th November, NZ Plastics - Clean Sweep, in partnership with Imagin Plastics (Ben Blakley) and the RBA, held its third annual clean-up at the Kurt Brehmer Walkway in Rosebank. Seventy volunteers - the largest turnout yet - collected litter and helped protect the local environment. A prize was awarded for the most unusual item found: an array of men's underwear. Plastics NZ runs Clean Up Week to show how the plastics industry can prevent litter, protect waterways, and engage communities in sustainable practices.

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ROSEBANK BUSINESS CHALLENGE



Pathways Awards

The Pathways to the Future Trust awards evening on Thursday, 13 November 2025, at Blum New Zealand was a fantastic celebration of West Auckland's rising stars. Twenty-three deserving employees were recognised for advancing their careers, supported by families, colleagues, and bosses who came together to cheer them on. It was inspiring to see local businesses uniting to celebrate the leaders of the future, with the room buzzing with energy, pride, and excitement. From applause-filled speeches to smiles all around, the evening perfectly highlighted the talent, dedication, and potential shaping the next generation of West Auckland's workforce.







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AI in 2026:

Welcome to the future

With 2026 right around the corner, the future beckons – and so does the growing potential of AI.

Generative AI, including large language models like those used in ChatGPT, has come a long way since it burst onto the world stage in late 2022. Now, at the dawn of 2026, AI has rapidly evolved from an experimental nice-to-have to an increasingly essential tool for keeping your business competitive. So what's new – and how can the current AI technology benefit your business?

"AI is changing the skills that people need to be competitive and relevant in the job market," says Justin Flitter, Founder of New Zealand AI. "And it's changing the skills that businesses need to be relevant to customers, competitors and future employees."

Justin characterises AI's capability as doubling every seven months. Whereas early models of ChatGPT could instantly complete simple tasks that might save human beings a couple of minutes, current models can do in an afternoon what it would take people weeks to complete.

"The AI assistants of today can automate many of the repetitive administrative tasks that businesses have to do every day," says Justin. "AI can also create content that matches your brand in tone and voice, whether that's proposals, writing resource consent applications, or designing sales and marketing collateral. The difference is not that it couldn't do it a few years ago - it's that the speed and accuracy and quality of the responses that you get are phenomenally better."

Justin says that the secret to benefitting from efficiency of AI lies in giving it the right jobs to do – and training it to do them well.

He advises starting with an inventory of which processes slow the cadence of your business, as well as which mind-numbing tasks your team hates the most.

"It's not about asking how we make our people work faster and harder," he explains. "It's actually: How do we enable our people to enjoy their work more, letting us generate more value for our customers with the same resources that we've got, without increasing our costs? How are we going to unlock capacity in our business to generate more value?"

One example Justin cites is the ever-tedious month-end report. Although the content varies each time, the process is always structured the same way: teams across the business provide an update. But creating that update requires one unlucky soul to spend hours tracking down data and shaping it into palatable paragraphs.

"Imagine," say Justin, "if you could have an AI agent that looks through your Outlook emails from the last month and starts stitching together a narrative, then goes into HubSpot and generates a report. Instead of taking 20 hours of your month to do the report, it only takes you 5 minutes. You're not going to be able to automate the entire process, but there are parts of it where it would be really easy to use AI."

Another use-case for efficiency: training a chat bot (also known as an AI agent or AI assistant) to help your team with menial administrative tasks - especially ones that are prone to human error. Justin describes a real-world example where contractors doing repair work were required to submit paperwork with the right job code so they could be paid correctly. If they wrote down

the wrong code, it created a huge task for the office team to reconcile the paperwork. "That's 40, 50 hours a month -- a whole FTE -- just checking that the contractors have used the right job code," he says. "Which is a complete waste of time, right? A task that no one should have to do."

To solve the issue, Justin's team at New Zealand AI created an AI agent in WhatsApp that contractors could ask for the right code. "Using text or voice, in 140 different languages, they can ask it: 'Hey, what's the job code for installing a gas water cylinder?' And it'll go: 'It's 7839. And by the way, here's the health and safety guidelines to make sure you install it correctly.' Not complicated to do, and not expensive as a solution. But a really practical way of saving someone having to do this task that they hate every month."

Essential to making the most of your investment in AI, says Justin, is training the technology and giving it clarifying feedback as it learns. In fact, he says, the process is akin to onboarding any other new hire.

"The ability to give these tools context to teach them, to give them information about your business and your products and your services and all of these types of things - it's like having a new team member. You've got to upskill them, right? You've got to teach them about your business and the industry and give them some skills. You've got to show them where your files are.

You've got to give them the right instructions so they know what's expected and can deliver value. It's exactly the same process with AI."

Equally important is training your team to generate the right prompts. "The accuracy is there based on how you frame the questions," Justin says. "It's how you're using it -- and it's not complicated. Think critically about the work that you're trying to do and the process that you want to go through, so that you inform the AI tool with the right context to generate a good response."

If you have been avoiding the world of AI, Justin says it's never too late to dive in. He suggests finding those people within your business who are already using the technology -- and there will be a few -- and asking them what they do and how they do it.

"Be open-minded; be curious. Sit down with somebody who has been using it and get them to show you around. You've just got to have your own sense of curiosity - get in and start exploring."

And if you need some support or training? "You can come to the New Zealand AI Academy and watch some of the videos or join a webinar. Learn some skills. Then start thinking about how to apply it practically and responsibly to your business."

*Special thanks to Justin Flitter of New Zealand AI (newzealand.ai).
Story by Beth Caunter.*



kitchenmania

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If you've never described a storage system as "life changing," chances are you haven't experienced Blum's premium quality hardware.

"We create storage solutions that help people's lives every day," says Holly Pugh, Marketing Specialist at Blum. Think hinges, drawer runners, and other hardware. Every Blum product is manufactured in Austria, and most come with a limited lifetime guarantee. And inside Blum's newly refreshed showroom on Rosebank Road, Kiwi designers and cabinetmakers can see the products in action across multiple areas of the home, including bathrooms, bedrooms, and entertainment areas.

"We've generally been perceived as just having hardware for the kitchen," Holly says, "but we actually produce a lot more."

Founded in Austria, the journey of this globally renowned hardware manufacturer started with a single stud – a horseshoe stud. From there, says Holly, "the business progressed into making hinges, and then it snowballed into the global company it

is today." Fifteen years ago, Blum took over an existing hardware company here in Aotearoa, and Blum New Zealand was founded. There are now two showrooms, one in Christchurch and the other here in Rosebank.

Blum's customers are furniture designers and cabinetmakers, who come in to tour the showroom when they need inspiration or the perfect product to suit their next build. (Local designers and cabinetmakers have also built most of the showroom itself, combining Blum's European manufacturing with top quality Kiwi design and craftsmanship.)

"We don't sell directly to consumers," explains Holly, "so a homeowner wouldn't come in off the street and purchase directly from our showroom." Instead, designers specify the product – or, in layman's terms, "the designers design a specific style of furniture, the cabinetmaker makes that style, and we provide all of the hardware."

The motion technologies on offer go far beyond your average



runners for the cutlery drawer. Soft closing BLUMOTION can be integrated into lift systems, doors, and drawers. Also at your fingertips – literally – are products for easy-open doors and drawers. “We have technologies like SERVO-DRIVE, an electronic function where you can open and close your cabinet with a light touch or the push of a button,” says Holly. “We’ve also got a mechanical technology called TIP-ON, which is where you just tap the cupboard and it will pop open.”

If you need big-time organisation in a small space, Blum also offers solutions like pocket doors to conceal closets and dividers for drawer organisation. The Blum SPACE TOWER – a pull-out drawer system that allows access to your items from three sides – is the ultimate in space-saving storage. “It’s life changing,” says Holly. “That’s our premium pantry system, but it works really well in bathrooms and other areas as well.”

The refresh of the Rosebank Road showroom has allowed the Blum team to showcase the use of their hardware in a variety of ways. Focusing on different incorporations of their products across the home, the showroom features kitchen and lounge areas, a home office area, as well as solutions for the laundry and bathroom. “We’ve got a really cool custom-built couch where we’ve fitted runners and a drawer in one end,” says Holly. “You pull the drawer out, and it’s a rack for a couple of wine glasses and bottles. There’s also an area where you can see how to conceal a little home office with a pocket door system.”

Next year, she says, the showroom will add a complete bedroom unit. “We want our customers to see how the product flows and functions across different areas.”

Blum’s products stand out, Holly says, because of their enduring quality. “Our products go through years of testing before we launch them,” she says. “So when we launch a product, it’s pretty much perfect. It’s ready to go. Our products have limited lifetime guarantees because we know they will last a lifetime.”

The longevity of the Blum New Zealand team is indicative of a high quality internal culture, too. “A majority of the staff here have been here for 10+ years,” says Holly. “We have some people who were here with the company before it became Blum, so that’s 30+ plus years. We’ve got some absolute veterans.”

The employees across the Christchurch and Auckland sites number around 50 in total, and Holly describes the team as “quite close knit.” “We do a lot of team building stuff,” she says. “Lots of barbeques and things like that. And every month, a couple of staff members cook for the entire business, and everyone comes and



has lunch together.

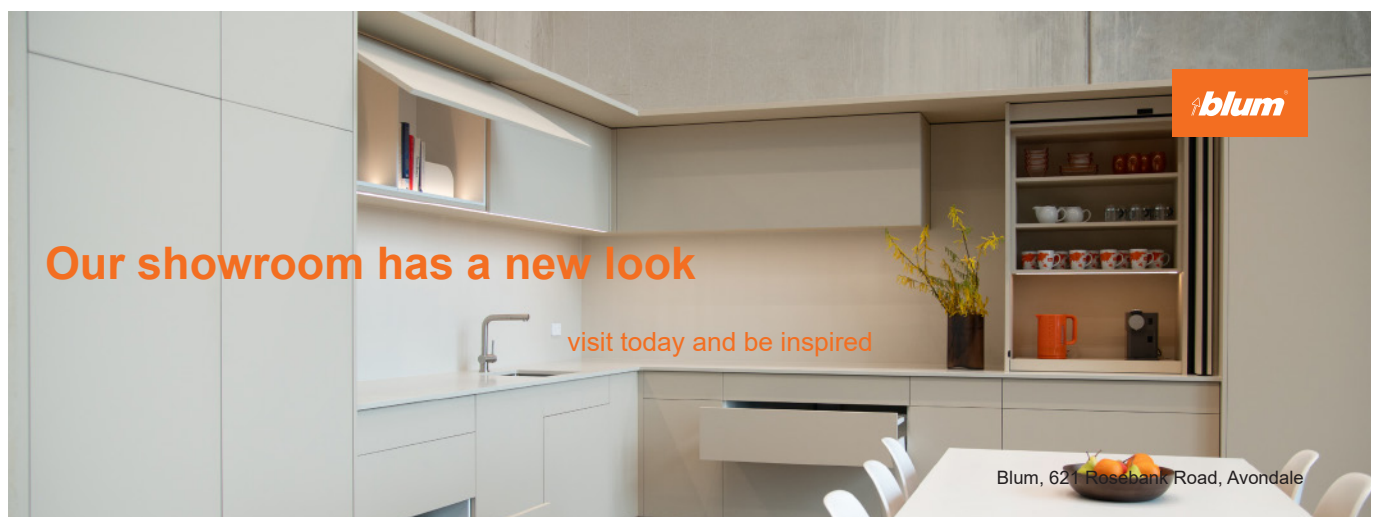
“We’re a really, really close company. Everyone’s very friendly because everyone’s been here for so long.”

Thanks to Blum’s rigorous testing and quality standards, and a team dedicated to displaying their products in the best light, Blum’s Rosebank showroom is the perfect place to see Blum in action within modern spaces. “We’re showcasing a lot of trends in our showroom,” says Holly. “There’s a cream kitchen – cream kitchens are very popular at the moment – and we’ve got really beautiful textured drawer fronts that match the benchtop, which is quite cool.”

But, she emphasises, Blum’s technologies and their Auckland and Christchurch display spaces are built to outlast any interior design flavor of the month.

“Our products have an impressive longevity, and the showroom is built for longevity, too.”

To learn more, visit blum.com/nz.



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CBRE delivers strategic sales, leasing, valuation, and property management solutions for industrial property owners, occupiers, and investors. Firmly established in West Auckland, with a deep understanding of the local market and a commitment to client success, our team supports businesses across key precincts, including Rosebank, Henderson, and Hobsonville.

Luke Goldstone is a key member of CBRE's West Auckland industrial team, known for his integrity, clear communication, and results-focused approach. Prior to joining CBRE in 2021, Luke served for 12 years as a sergeant in the New Zealand Police, and he brings a disciplined, client-first mindset to every engagement. His strong local relationships and market knowledge make him a trusted advisor to businesses navigating the dynamic industrial landscape of West and Northwest Auckland.

Luke's clients benefit from CBRE's integrated service platform and global reach. As the world's largest commercial real estate services firm, CBRE connects local expertise with international insights, data, and networks. Whether you're looking to lease,

acquire, or divest industrial property, Luke delivers tailored advice and seamless execution to help your business succeed.



CBRE

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Dynamic Security: Protecting What Matters Most

Dynamic Security has quickly become one of Auckland's most trusted and forward-thinking electronic security integrators. Established in 2020, the company began with a simple mission: to provide reliable, innovative, and customer-focused security solutions for every Kiwi business. Today, Dynamic Security operates with a strong and dedicated team of skilled technicians, project managers, and support staff, all serving the greater Auckland region.

Specialising in access control, CCTV, alarm systems, intercoms, and ongoing planned preventive maintenance (PPM), Dynamic Security delivers complete end-to-end solutions tailored to commercial, educational, healthcare, retail, and industrial environments. The team is trained and certified across leading platforms, including Inner Range Integrity C Inception, ICT Protege GX/WX, Gallagher SMB, Hikvision, Dahua, Hanwha, Nx Witness VMS, and more, ensuring they can service and integrate both new and existing systems with precision.

A core mantra drives the business: "Protecting what matters most." This philosophy guides every project, from small retail upgrades to complex commercial installations. Dynamic Security has completed standout projects across Auckland, including work at Commercial Bay, Auckland City Mission, Belfast School, Douglas Pharmaceuticals, Kiwibank branches, and the Mānawa Bay retail precinct. Their reputation for quality workmanship, fast response times, and transparent communication has positioned them as a preferred provider for facility managers, construction

companies, and local businesses.

Beyond installation, Dynamic Security prides itself on long-term partnerships, offering maintenance, system health checks, system upgrades, and ongoing support to keep clients safe and secure year-round.

Dynamic Security continues to grow steadily under strong leadership and a dedicated team committed to excellence, innovation, and customer trust.

Contact Business Director Nik Prajapati on 021 02970144 or by email at nik@dynamicsecurity.co.nz.



Dynamic Security

Phone: 09 886 7344
Email: nik@dynamicsecurity.co.nz
Website: <https://dynamicsecurity.co.nz/>

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Jason Ennor
MyHR Co-founder and CEO

Tips for Switching Off as a Business Owner

All business owners know how difficult it can be to take time away from the business, even when you're not at work!

The Christmas holiday season provides the perfect opportunity to recharge your batteries, whether you close operations for a few weeks or leave trusted team members in charge.

It's all about giving yourself time to truly detach and disconnect mentally, so you can come back ready for the new year.

Here are some tips to help you have a proper break without the constant pull of work.

Set clear boundaries

Before you head off on your break, let your team know you're taking time off. Set expectations about when you'll be checking in and how they can reach you in case of an emergency.

Establishing boundaries early can help both you and your employees feel confident in the holiday downtime. It also sets a good example about the importance of switching off.

Delegate responsibilities

Every leader needs someone who can handle day-to-day operations while they're away, so if you don't already have a second-in-command (2IC), now is the perfect time to name one.

Obviously, you need a person you can trust to make good decisions in your absence. They will also need your support (and mentoring) to establish themselves.

It's all about empowering your 2IC to step up to the responsibility, so you can be at ease knowing your business is in capable hands.

Establish an emergency contact system

In case something truly urgent comes up, establish a clear emergency contact system.

Let your team know the process for reaching you only in cases of real emergencies, so you're not bombarded with messages about non-critical matters.

This will give you the peace of mind to actually step away from your business without feeling like you're abandoning it.

Turn off notifications

Work communications are often the biggest culprit when it comes to distracting us from relaxation. They rarely stop piling up!

Try disabling any message or email notifications on your phone

and computer. Set an "out of office" auto-reply that outlines when you'll be back and provides alternative contacts for urgent matters.

You could also log out of your accounts completely or delete your team messaging apps.

If you still find it hard to resist monitoring your communications, set a designated time once or twice a day to check, rather than constantly being tempted to check in.

Trust your team

One of the hardest parts about stepping away is the fear that your business will fall apart without you.

We've already talked about the importance of a loyal 2IC, but your whole team is there for a reason – to help run the business. Trust them to make decisions in your absence.

By empowering your people to take the reins, you'll not only reduce your own stress, but also build a culture of leadership within your business.

Take care of your physical and mental health

The holidays are the perfect time to recharge your body and mind.

Research has shown that people who effectively switch off from work are happier, healthier, and experience less fatigue.

Make self-care a priority when you're away from work - whether that means getting enough sleep, exercising, eating well, or simply taking time to relax and be with family and friends.

Your health is vital to your success as a business owner and leader, so don't skimp on giving yourself the break you need to come back refreshed.

Set goals for the new year, but don't obsess over them

While it's tempting to use the holiday season to plan for the year ahead, try to avoid putting too much pressure on yourself to work through new goals or ideas during this time.

We are often at our most creative when we're relaxed or doing something other than working. Jot down thoughts as they come to you and revisit them when you're back at work.

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Ravina Ram
Matrix Security, 09 579 1567

Why Public-Private Partnerships Are Essential for Community Crime Reduction

Reducing crime and building safer communities in New Zealand requires commitment from all those tasked with protecting the public.

Collaboration between NZ Police and private security providers, such as Matrix Security Group, has become an essential part of this effort. Together, the men and women in uniform form a unified, visible, and proactive presence that strengthens safety for residents and businesses alike.

These partnerships combine specialised skills, wider coverage, and shared intelligence to create a stronger, more responsive safety network.

1. Increased visibility and deterrence

Public and private security working in the same areas significantly boosts visibility. Patrolling officers, security vehicles, and monitoring activity all contribute to an environment where offenders understand they are more likely to be observed and caught. This combined presence creates a powerful deterrent to opportunistic and repeat offending.

2. Faster response and smarter resource allocation

NZ Police are required to prioritise emergency and high-risk incidents. Private security companies complement this by responding quickly to alarms, anti-social behaviour, and suspicious activity - often addressing issues before they escalate.

This coordinated approach allows the police to focus where they are needed most, while ensuring communities receive timely support across a broader range of incidents.

3. Stronger information sharing and intelligence insights

Matrix Security gathers real-time data from patrols, alarm responses, mobile reporting tools, and CCTV monitoring. When shared appropriately with NZ Police, this information assists with:

- identifying crime trends and hotspots
- recognising repeat offenders
- supporting investigations with verified evidence
- improving prevention strategies.

This partnership and flow of information allows both agencies to operate with greater accuracy and confidence.

4. Community reassurance and visibility

Communities feel safer when they see security providers and the police working in alignment. Matrix Security's daily presence across shopping centres, industrial zones, and residential areas gives residents and business owners reassurance that concerns will be acted on quickly - even when the police are attending higher-priority callouts. It reinforces the message that safety is a shared and coordinated effort.

5. Prevention at the front line

While the police focus on both response and investigation, security teams play a critical role in prevention. Regular patrols help identify vulnerabilities, such as unsecured premises or early signs of disorder, before they develop into incidents. This proactive protection helps reduce repeat crime and strengthens long-term community safety.

6. Leveraging technology for better outcomes

Modern security operations increasingly use tools like real-time GPS tracking, AI-supported cameras, mobile reporting, and advanced monitoring platforms.

Combined with police intelligence systems, these technologies strengthen visibility, improve evidence quality, and reduce response times across the board.

Matrix Security's role in supporting police and communities

Matrix Security actively partners with NZ Police through patrol operations, incident response, monitoring, and information sharing. By complementing police capability with trained officers, advanced technology, and proactive community engagement, Matrix contributes to safer neighbourhoods and more resilient business districts across Auckland.

These public-private partnerships are essential - and they work. Together, NZ Police and security providers help reduce crime, increase trust, and create stronger, safer communities for all New Zealanders.

For a free security appraisal, contact Ravina Ram, Customer Relationship Manager, on 09 579 1567 or 021 336 276, or by email at ravina.ram@matrixsecurity.co.nz. www.matrixsecurity.co.nz

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Paul Jarvie, EMA Manager of
Employment Relations & Safety

Hard-Won Safety Progress in Manufacturing Can't Be Taken for Granted

Manufacturing accounted for 29,224 injury claims in 2024, making it one of the highest-risk industries in New Zealand. Statistics like this underline the sector's long and difficult health and safety journey.

But insights from the 2025 Workforce Insights Programme tell a story worth celebrating. Released in late October, the report outlines a sector that is maturing, learning, and adapting. While there is more work to do, manufacturing is quietly becoming safer and smarter.

The report found that 86% of manufacturers made changes to improve safety in the past year. More than two-thirds now rate themselves as having high maturity in understanding their health and safety responsibilities, and almost three-quarters believe they fully understand the risks their people face on the job.

Leadership behaviour is also improving. Ninety-five percent of employers encourage staff to speak up about safety, and three-quarters routinely discuss safety issues through toolbox talks, meetings, or health and safety representatives. Worker satisfaction with employer responses has lifted to 80%, up from 73% last year. That's a sign of growing trust, which is essential for honest conversations about risk.

The report also highlights strong action in managing long-known injury drivers. Musculoskeletal disorders remain the most common harm in manufacturing. Now 91% of manufacturers train staff in safe manual handling, 54% vary tasks to reduce repetition, and 45% provide lifting aids – all major investments in long-term worker health.

Machine guarding, once a major weak spot, has also improved. Eighty-two percent of manufacturers now fit physical guards, 66% ensure clear machine controls, and more than half have installed emergency stop devices. Add to this the 60% that have upgraded PPE and the 53% that have changed work practices, and you see tangible progress on many fronts.

Manufacturing makes up about 10% of the workforce but 15% of injury claims, or roughly 32,900 incidents annually – an injury rate of 139 per 1,000 employees. This is still too high, but given the

sector's complexity, the momentum is clearly positive.

WorkSafe's Bayesian Insights for Manufacturing reinforce that the strongest lever for improvement is employer belief. Understanding your health and safety responsibilities is the single most powerful driver of change. Right now, 68% of manufacturing employers say they have a mature understanding of their obligations, but only 51% strongly believe that health and safety is “good for business.” Closing that gap matters. When leaders treat safety as an investment in productivity, retention and reputation, performance improves across the organisation.

Professional advice is another proven catalyst. Fifty-three percent of employers sought external safety guidance last year, and they were far more likely to make further improvements. At the EMA, we see this firsthand. We have delivered health and safety training for decades, and we now graduate learners through to the NZ Diploma in Workplace Health and Safety Management (Level 6). We recently celebrated our 100th graduate and have launched a Safety AdviceLine to give employers fast access to expert support. Once businesses start engaging with specialists, they build the confidence and systems needed for continuous improvement.

However, the WorkSafe report also reveals areas needing attention. Only 48% of manufacturers regularly review the effectiveness of their risk controls. That means nearly half are not checking whether their safety systems still work once installed.

And while 75% have workers exposed to machinery, only 16% have advanced controls such as presence-sensing systems. The hierarchy of controls shows an over-reliance on PPE and administrative controls — the least effective safety measures — rather than eliminating or engineering out hazards.

For example, 93% use PPE, 81% provide protective clothing and gloves, and 77% provide safety information, but only 25% substitute hazardous substances with safer options, and just 13% use isolation methods to remove workers from risk.

PPE fit testing also remains inconsistent, particularly for respirators, and small oversights like this can determine whether a worker finishes their career healthy or ill.

To consolidate progress, we need a coordinated manufacturing sector action plan built around three levers: belief, engagement, and review.

To access our Safety AdviceLine and have your health and safety questions answered, visit ema.co.nz/services/health-and-safety/.



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Tam Irvine
Smith & Partners

Navigating the Risk of Company Insolvency

In the world of New Zealand company law, directors must walk a tightrope. The Companies Act 1993 obliges them to act in the best interests of the company while keeping a watchful eye on the rights of creditors. This balance is easy when the business is stable and financially going forward; the company's success is equally as good for its shareholders as it is for its creditors. This balance is not so easy when revenue

drops and the company suffers financial setbacks. As this legal tightrope of potential liability starts to shift, directors must take care to recalibrate their own actions in order to avoid falling into personal liability.

The challenge often lies in recognising when this shift begins. It's rarely announced with fanfare. Instead, it creeps in quietly: cash flow tightens, invoices linger unpaid, and expenses – whether from rising interest rates, utility bills, or unexpected repairs – start to mount. Directors who notice these warning signs must resist the temptation to rely on optimism or hope for a quick turnaround. The law expects them to act with caution and realism, not wishful thinking.

As a company's tightrope wobbles, directors should brace themselves for scrutiny. On liquidation, decisions will be analysed in hindsight. Directors should ensure that records of their decision making is up to date. Such transparency demonstrates responsible governance and reduces the risk of creditors imagining the worst when information is lacking.

Boardroom dynamics add further complexity. Directors must exercise independent judgment, even when part of a board. Recent case law underscores the dangers of adopting a herd mentality. Whenever a director disagrees with the rest of

their board, they should insist that their dissent is recorded in the meeting's minutes. They should also consider obtaining independent legal or professional advice.

Obtaining advice becomes even more critical as insolvency risks grow. While often costly, it's an investment in both the company's future and the director's own protection. Once received, independent advice should be carefully recorded in the company's files. This helps to protect against later liquidator scrutiny by demonstrating that decisions were made responsibly.

Company contracting practices also deserve attention. In uncertain times, directors should insist on written, signed agreements with clear payment terms. Smaller, regular payments are preferable to large, discretionary ones (making financial commitments more manageable). If some stakeholder offers to bail out the company, directors must ensure that any promises are legally binding before relying on them. To do otherwise risks breaching the prohibition on reckless trading – a mistake with serious consequences.

Insurance can be another shield in the director's arsenal. Such insurance should factor in the company's size and the nature of its business. This can be a valuable safety net to cushion a dangerous fall.

Ultimately, the guiding principle is simple: as financial uncertainty grows, so should caution. Directors must be prepared to tighten controls, seek advice, and document every action until the company either regains its footing or tumbles into liquidation. The law doesn't expect directors to be fortune-tellers, but it does demand vigilance, transparency, and a willingness to act in the interests of all stakeholders.

For those seeking further guidance, expert help is available. Directors facing tough decisions should reach out to professionals who understand the intricacies of corporate law and governance. In the end, balancing competing duties isn't just about legal compliance – it's about leadership, integrity, and safeguarding the future of the company and its people.

For expert guidance, speak to Smith and Partners' senior solicitor, Tam Irvine, on 09 837 6837 or by emailing tam.irvine@smithpartners.co.nz.

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