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*Nielsen CMI, Feb 2015, fused database, based on AP 10+. Rotorua reach is based on the Rotorua circulation area. Audience is based on weekly unduplicated reach of NZME newspaper, magazines, radio stations, and monthly domestic unduplicated audience of NZME digital channels.

Thinking of entering the 2016 Westpac Business Excellence Awards?

It is that time of year again where we actively encourage entrants for our Westpac Business Excellence awards.

The awards process is a long one which started in March with entries being taken until 31 July 2016. The judging process commences in August and the Gala dinner and presentation of awards will be held Saturday 15 October.

So who should enter the awards? Essentially if you own or operate a business in the Rotorua region you should be entering. Whilst it is great to come through the process and stand on stage at the end as a category and/or supreme winner it is not all about that! The benefits of your business entering are far greater than being a winner. The entry process forces you to spend time inwardly focussing on your business. Your current systems, performance and goals all come under scrutiny, not only by yourself but the judges as well. Your business will be the winner from you taking this time to look inwardly and find areas in which to improve.

The entry document covers off all areas the judges are looking at. These are:

1. An Executive Summary of your business
2. Leadership- your leadership style. Your vision and how this is communicated

3. Customer focus: Who are your customers and how do you plan to grow? How do you measure customer satisfaction?
4. Quality of your product and how you manage it.
5. People management
6. Innovation and Knowledge – how do you encourage and introduce new ideas?
7. Planning – this covers your business plan and how you implement it.
8. Marketing - understanding your key market and how you reach this market. How to plan and review your market strategy.
9. Business performance – understanding your reporting systems – what are the key performance drivers in your business?
10. Community and the environment – what role does your business play?

You can see that the entry form itself provides a very important document in giving the business owner a very solid review of where the business is currently at.

All entrants receive feedback from our judges as to what they do well and areas they can look to improve.

A full list of categories and entry forms are available on our website www.rotorua-chamber.co.nz

A tool to help develop your business capability

CONTRIBUTOR:
Phil Becker



When you are busy running a business sometimes the focus is purely on getting things done that need to be done immediately. Often business owners and leaders are so focused on the everyday things that they do not stop and think about key areas in the business that will help ensure they are sustainable and successful in the long-term.

The Business of International Quality Barometer (BIQ™) is an online self-assessment tool developed by the Icehouse. The tool is for entrepreneurs and owner managers who want to get a better understanding of the strengths and weaknesses of their business to identify opportunities for growth. Focusing on six areas that contribute to business success: Leadership, Offering, Market, Processes, Governance, and Capital. This tool will help businesses identify areas of strength and areas for improvement.

The Bay of Plenty Regional Business Partner for the Rotorua Chamber of Commerce uses the BIQ™ as part of his business assessment tools. Prior to meeting with one of our Business Advisors, clients are invited to use the tool as a preliminary self-examination of the business.

Normally there is a fee charged to use the BIQ™ tool but as part of the Regional Business Partner programme, the Chamber of Commerce business growth team can provide access to the BIQ™ tool free of charge as part of the service to help develop capability in businesses.

By answering a series of simple questions across six areas you'll have instant access to a tailored report, plus a PDF copy you can download for future reference. The report uses traffic light reporting – red, amber and green. To identify what action is being taken against each business issue. Green means that the business is proactive in a particular area; amber equates to activities that need further work and red identifies areas for actioning. The report acts as a catalyst enabling business the owner or managers to become aware of gaps in capability across their business.

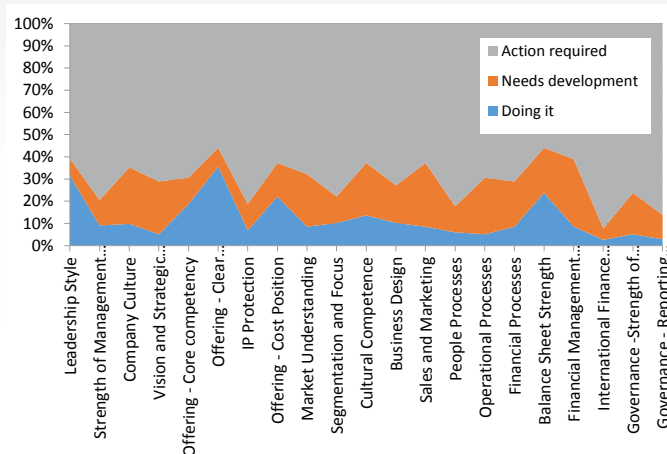
The chart on the right is a summary of all the reports actioned across the Bay of Plenty (the traffic light colours have been changed). The analysis has converted the traffic light reporting into businesses that are actively focusing on particular business areas; it identifies areas that need development along with areas that require action.

Looking positively, businesses right across the Bay are good at production with a strong product offering, with a good supporting balance sheet. Leadership is identified as a critical area and this is represented strongly. However, there is a belief that the management teams need to be strengthened.

The analysis does identify a spectrum of areas that need capability improvement including:

- Vision & strategic direction
- Culture
- IP protection
- Understanding the markets, the business is operating in
- Business Design
- Sales and channels to market
- Operational processes
- International finance
- Governance

If you want access to the BIQ™ tool and to start the journey of developing your businesses capability and to find out more about the Regional Business Partner Network call your local Regional Business Advisor on 021 420 991 or contact the Rotorua Chamber of Commerce.



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Time To Review

CONTRIBUTOR:
Don Gunn (Left) and
Heinz Fett (Right)
Rotorua Business Broker



With the 2016 financial year at an end, it is always a good idea to review one's position, not only from a business perspective but also from a personal perspective.

We have seen the latest real estate figures which indicate the Rotorua property market is still going gangbusters. It is all very well to sell in such a market, but there is still the consideration to look at either buying something else or renting. Either option can result in you not getting what you want or have been accustomed to, so it is really important that you seriously consider whether you are ready to sell your property.

The same can be said about selling your business and it is really important that you ask yourself some hard questions:

Why do I want to sell?

When you have a good reason to sell, you'll be more focussed and more likely to achieve the desired result. You may be keen to retire or change career, you may have had a change in health, business relationship or personal affairs, you may be unprepared to relocate your business or provide additional funds to keep it moving forward, or you may simply be keen to realise a capital gain on your investment.

Am I willing to meet the market price?

This is important whether you are selling anything from a house to a car, and it's no different with a business. If you are realistic with your asking price, you will achieve a sale much more quickly.

Do I have accurate and up-to-date records?

Anyone wanting to buy your business will want to look at your financial statements, your lease documents and any other important paperwork, just as car buyers look at the service history of a car. So have everything ready the moment your business goes on the market. You'll look far more professional and you'll speed up the selling process.

Do I have realistic time expectations?

Don't expect a sale overnight. It may take time to identify the right buyer, negotiate the best deal and satisfy any conditions of sale. Be patient and don't appear desperate or over anxious.

Have I picked the right time to sell?

The optimum time to sell your business is just prior to its peak, or when market conditions are extremely buoyant. It's important to make plans well in advance.

The above questions are the start of the selling process and there are other factors to take into account, such as setting the right price, doing the right preparation, finding the right buyer and getting the right offer.

We are happy to work with you to review your current situation; to help prepare your business for sale we can provide you with no obligation, free advice. It's a good time to get in touch whether you are looking to buy a business or become a business owner.



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Standard Forms In Commercial Leasing Introduction

CONTRIBUTOR:

Simon Collett
Partner
Holland Beckett Lawyers



INTRODUCTION

Leases are important — they are long-term, binding commitments.

They may well be the largest investment that a tenant will make in its business. A well drafted lease can make the difference between a business succeeding or failing.

For a landlord, a lease represents and protects a major asset and income stream.

Although to a large extent leasing has now been standardised, each landlord and tenant is different and very few commercial leasing situations will neatly fit the standard forms currently available on the market.

There is also a tendency to sign up to a standard form, without necessarily realising the effect of certain provisions in that form.

While the standard form leases available provide an excellent base, it is important to carefully consider your circumstances (and the relevant premises) and adjust the lease accordingly.

STANDARD LEASE FORMS

The most common form of lease adopted by commercial landlords in New Zealand is the Auckland District Law Society (ADLS) Deed of Lease.

The Property Council of New Zealand (formerly BOMA) also publishes a lease form, divided according to the category of the premises (office, retail or industrial).

Generally it is considered:

- The ADLS form is the most reasonable as between landlord and tenant, but that
- The Property Council forms are more comprehensive, and the different office, retail, and industrial forms mean that they are tailored for the different types of commercial property.

CRITICAL TERMS FOR ALL LEASES

There are certain provisions where the 'default' should never be taken as standard, but should be carefully considered depending on the relevant circumstances of landlord and tenant.

These include:

- the lease term, when it begins and rights of renewal;
- the rent and how it is calculated, the frequency of rent reviews, and their process, and the calculation of rent reviews;
- who will maintain and repair the premises, and who will bear the cost of this and other outgoings;
- the condition of the building at the start of the lease, and what obligations the tenant has to return it to this condition at the end;
- what, if any, security is given under the lease;
- what fitout modifications will be made to the space, who will pay for them, and who will own them after the lease ends; and
- what naming and signage rights are granted to the tenant.

The above ought to be considered no matter what type of property is being leased.

SUMMARY

Our standard leasing forms provide helpful starting points only. They require careful attention.

If a lease is poorly drafted or thought out, the errors will become "the gift that keeps on giving".



Size Matters!

Whatever your business goals, it's important to have access to legal expertise on all the issues that matter. With an office in Rotorua and around 40 lawyers working throughout the Bay of Plenty, our integrated team is large enough to offer you specialists in logistics, contracts, resource management, employment, health & safety, leasing, and more. Contact our team for all your legal requirements.

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Being in Business can be lonely - but it doesn't have to be!

Being in business can be lonely, you may often feel like there's just not enough time in the day to sort out all the challenges of being in business let alone focus on your goals ... it is like the business is running you instead of the other way round.

As a business owner and as a business advisor, I have seen and experienced this sense of overwhelm first hand. When it happens, we tend to lose sight of the original purpose of setting up in business which, ironically enough, is generally to give us what we want or lead us to where we want to go.

Our personal goals and values should drive our business - not the other way round.

So what's the way back to control and clarity when you're stumbling from one day to the next, hoping the bills will be paid and the sky will eventually clear so you can work on your vision?

There are several options, including working with a personal business coach/mentor, an approach I wholeheartedly support. A coach/mentor can be used as a 'business partner', providing you with an independent advisor who may guide or advise you, helping unlock future improvements that take your business to the next level.

Assuming you are looking for particular skills in a mentor/coach, it's advisable to speak with your professional advisors (accountant, bank manager, lawyer) about what you are trying to achieve and the skill set you require. It may just be that they fit the bill or know someone who does. My experience is that if you can leverage off these existing networks you are likely to find the right person.

Another very effective mechanism is an advisory board or coaching club which I can personally attest to as a result of my participation in the Icehouse Owner-Operator Programme. It's a course that ultimately focuses your attention on the parts of the business that matter most - but only after you have assessed and decided on your personal (physical, mental, financial) goals.

The regular follow up sessions of courses such as these involve meeting as a group where you discuss your achievements (or otherwise) since the last session and then make commitments which are to be achieved before the next session.

For these advisory panels/coaching clubs to be most effective you do need to learn how to share information. But once you have 'opened up' the gems of wisdom from others can provide

immense benefit.

Whether you decide to use a coach, coaching club or formal advisory panel (Board), the key to your success is the accountability that this creates.

I found that something as simple as having a breakfast session with other business owners, where you can sometimes be challenged on points or issues, can get you thinking outside the square and help turn your "can't" into "cans".

BDO Rotorua offer a range of Business Development Services including one on one coaching to help take your business to the next level or group coaching in the form of a "coaching club" where a group of non-competing like-minded businesses meet on a regular basis holding each other accountable when it comes to taking action in your business.

It is all about having someone else to talk to as most small to medium business owners are often sole owners or proprietors with similar business issues.

If you would like to discuss these concepts further or how BDO can back your business success, call us today on 07 347 9087 to book a complimentary one hour meeting.

CONTRIBUTOR:

Stephen Graham,
Chartered Accountant Partner
BDO Rotorua



"It's been great having you along for the ride, literally."

BDO Partner Michelle Hill with Planet Bike owner Lennore Osborne.

At BDO the more we get to know our clients and their businesses, the more passionate we get about them. BDO Partner Michelle Hill has been helping Lennore and Ed at Planet Bike with tax and business advice. Now they're focusing on where the road will take them next.

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Collaboration and Research are Valuable Business Tools

Don't let the merger of Waiariki Institute of Technology and Bay of Plenty Polytechnic – temporarily named Waiariki Bay of Plenty Polytechnic – fool you into believing our staff and students are calling it a wrap. This couldn't be further from the truth, and if anything, the energy and output across our campuses have risen.

For example, with collaboration, partnership and research being high on this government's list of strategies for regional development, these activities are still a priority for the institution.

Waiariki Bay of Plenty Polytechnic's Rotorua Centre for Business, Research and Enterprise (CBRE) has been assisting local businesses in navigating the Callaghan Innovation's \$140m research and development (R&D) funding environment. The centre staff work directly with businesses and other external parties, including our students where appropriate, to develop joint projects that address innovation needs and deliver real value to all parties.

Degree student Jayson Grieve says his summer internship with ITCO, obtained through a Callaghan Innovation R&D Experience Grant, was invaluable.

"Working with the ITCO software engineers on a daily basis and learning how to work within an experienced development team has been a life-changing experience."

The second-year Bachelor of Computing, Communications and Technology student has been helping the Rotorua-based company develop a product designed to automate health and safety regulations and speed up health and safety approvals for contractors working on forestry and construction sites.

Alpha testing of the software product is planned to take place at the institute's Waipa Campus later this month. This project will provide ongoing opportunities for researchers and students to become involved with product development.

In the sporting sector, four Rotorua staff members have been working with The University of California Davis

to research the effects of massage and pneumatic compression on recovery in ultramarathon runners.

The project, requested by UC Davis, is being funded by Waiariki Bay of Plenty Polytechnic and directed by Dr Amanda Heapy (PhD), head of department for health and sport in Rotorua, alongside UC Davis' Dr Martin Hoffman (MD).

"There is no information about how massage effects your return to performance," says Dr Heapy.

"The more training you do can relate to higher performance levels so you want to be able to train well. As an athlete, you want to know if the recovery method you use will enhance your ability to recover to return to sport performance. For example, you want to know if your legs can actually run again well, not just feel better, so you can do the next training session or enter in the next event."

If you think your business could benefit from this kind of support (and what business wouldn't?) then why not contact us to discuss your ideas.

Centre for Business, Research and Enterprise

Phone +64 7 346 8811

Email research@waiariki.ac.nz



Photo caption (L to R): Stephen Cox, Business Developer for the Centre for Business, Research and Enterprise, helped match up Jayson Grieve and ITCO's Mark Wilkinson for a valuable internship project.



Natura Aura
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Natura Aura

Natura Aura specialises in New Zealand Made Designer Hosiery with Maori tribal patterns & designs. Iwi Creations Hosiery are renowned around the world for their originality, complexity and strong lines. There are four different styles depicting traditional tattoos and markings.

Natura is the Latin name for 'Nature' and Aura is 'Essence or Spirit'. We fuse science, art and fashion to make our New Zealand Made Designer Blunt Umbrellas and High Street garments unique. Our designs we use are microscopic images of Harakeke (New Zealand Flax).

The purpose of the Harakeke is not only to bind together, but also to clothe humanity. In choosing to design high end garments and umbrellas using modern materials and processes, combined with traditional concepts of Mātauranga Māori and links the Western world to Māori.

We are proud to work with local businesses that have the same values as we do. Stockists for Iwi Creations Hosiery are Ahu Boutique, Simply New Zealand and Te Puia.

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Hayes Engineering was established in Rotorua by Tom Hayes 56 years ago in 1960. Initially the company manufactured flagon washers, conveyors and saw milling equipment whilst also dabbling in fork hoists and parking meter straighteners! The motto was "We make anything", so when Tom was asked if he could make a corrugated iron machine and with no previous experience, Tom took on the task, and 56 years later Hayes International has exported 1575 machines to 85 countries around the world.

Roll formers are machines, which take flat metal, usually steel coil, and run it through a series of rotating forming stations to form a profile. The steel is then cut to length to produce the finished product. Corrugated Iron is the most easily recognisable product produced by roll forming. Since the early days of Hayes Roll forming manufacture, steel coil properties have changed and machinery has become more complex with sophisticated automated punching and control systems.

The name may have changed slightly along with the current American ownership some 20 years ago but the company



has continued to be innovative and like Tom in the early days, rarely walks away from engineering challenges to provide solutions for the building industry.

Originally situated in Karaka St where Big Save furniture's new premises are now facing Lake Road, Hayes Engineering moved to the old Hume Concrete site in Riri St around 1990 where they continue to operate from today. Being American owned Hayes are now part of the largest Roll Forming group of companies in the world, having manufacturing businesses in America, China, Australia, Italy, and Spain.

Sales offices are also located in different parts of the world such as England, South America, Russia and Turkey. Customers from anywhere in the world can have their equipment tailored to suit their requirements by having the various companies in the group working together to provide a solution to meet their needs.

Hayes International focuses on getting the best out of their staff through promotion and training. Recognising an employee's drive to further their knowledge and progress into different areas of the business is one of the keys to our success. One of the initiatives to maintaining a relatively low staff turnover is to provide the training and pathways for the employees to grow. From CNC Lathe operators who started with the business as Steel Bay labourers to trades staff who have progressed through service to Sales, Engineering and Service Managers, it is about recognising the potential and fostering a belief in our employees that there are no closed doors if they have the drive and ability. This is also a legacy from Tom Hayes with some of the current key management staff having started with the company under Tom as much as 35 years ago on the shop floor.

Today Hayes International continues to promote trades as an attractive option for school leavers. Hayes are actively involved in the local Gateway student initiative allowing school students to experience working in the engineering environment for one day a week. It is quite common for the student to request work over the school holidays once they have experienced what Hayes has to offer. The different areas that students could be exposed to are Electrical, Fabrication, Light fabrication, Machining and General Engineering or assembly fitting.

Hayes International also promote pathways for trade staff by actively recruiting apprentices and at any one time can employ up to half a dozen apprentices spread across the various departments. The company prides itself on providing the best possible training for the apprentices who may at the completion of their training, seek employment elsewhere. Part of this commitment is ensuring that the new trade's person will carry a great work ethic and a broad skills base to their new employer.

For those employees that have a desire to test and commission the equipment, a role in the service/installation side of the business literally provides the opportunity to see the world as 98% of the equipment manufactured by the company is exported around the world and requires installation technicians to commission the machinery on site.

Roll forming equipment manufacturing is not a very common industry so recruiting employees who specialise in this field is difficult and this is why the company promotes in house training. This also helps to erode the myth that school leavers must continue to universities for a degree rather than seek a trade based employment option.

All the equipment is designed and manufactured in Rotorua with a strong design team who complete the mechanical, roll tooling and electrical design in house. Visitors to the site are consistently surprised that this type of equipment is manufactured locally.

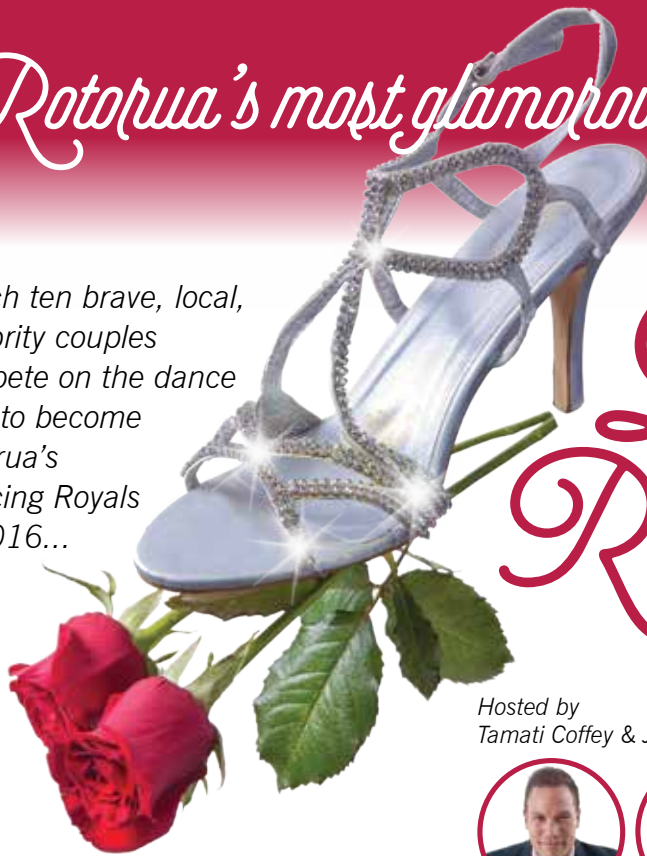
With many of the building material suppliers in New Zealand using Hayes equipment, there is a good chance that the roof on your house has been run off a Hayes International machine.

That Hayes International continues to survive and grow in today's markets is testament to the quality of staff that they employ. The company's reputation is built on quality, service and innovation.



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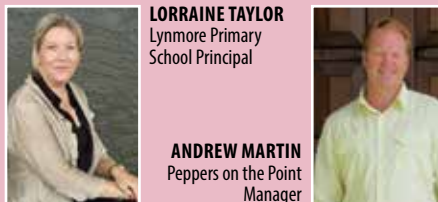
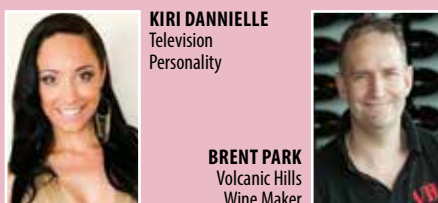
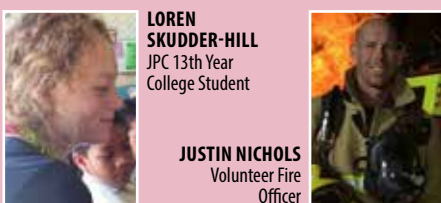
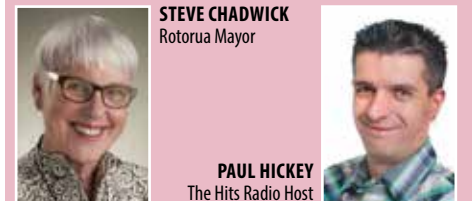
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Continuous Employment of Seasonal Workers

CONTRIBUTOR:

Helen Nathan
Director, East Brewster

The Employment Court in *New Zealand Meat Workers and Related Trade Union Inc v AFFCO New Zealand Limited* has ruled that seasonal meat workers had remained continuously employed after they had been laid off at the end of the meat processing season. The Court considered the terms of the expired collective agreement which the meat workers had been employed under and the environment within which the agreement operated. The Court found that the off-season continued to constitute a period of employment during which the employee will not be offered work and will not be paid. This meant that the company's lockout of the meat workers when they refused to sign new individual employment agreements, was unlawful.

In that case, the terms of the expired collective agreement and the manner in which that had operated were highly relevant to the outcome. However, employers of other seasonal workers should take heed of that outcome; and consider the terms of their employment agreements and how they customarily operate, to ensure that they have correctly assessed the employment rights of seasonal workers.

The same caution should be applied to casual employees. Many employees are employed on a "casual" employment basis which, on analysis, may not meet the tests of the definition of casual employment. In some cases, this is so from the outset. In other cases, the regularity or length of employment can change the casual relationship into one of permanent part time and sometimes permanent full time. The fact that an employment agreement was labelled as "casual" will not assist the employer who tries to rely upon it, if the nature of the employment is not consistent with that label.

These issues most often arise when an employer chooses not to re-engage or to change the terms of engagement for an employee previously considered to be seasonal or casual,

without considering the full extent of that employee's ongoing rights. It is important to properly categorise the employment and to comply with appropriate processes before changes are imposed. If that is done, the employer's intended outcome may still be achieved through appropriate processes without leading to dispute.

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Put Bullying on your Hazard Board

The Health and Safety at Work Act (2015) introduced additional changes this month. One of the areas of legislative reform is Workplace Bullying and the associated stress it can cause. As a PCBU (person conducting a business) responsibility falls on you to identify, manage, mitigate and change aspects of your business environment that are contributing to a culture of bullying.

Worksafe NZ define bullying as repeated and unreasonable behaviour directed towards a worker or a group of workers that creates a risk to health and safety. Occurring over a period of time, it extends to victimising, humiliating, intimidating or threatening a person.

A recent Survey of Working Life by Statistics NZ revealed 10% of employees had experienced discrimination, harassment or bullying at work in the previous 12 months. In 2013, a survey by Victoria University found almost 1/3 of the 16,000 Public Service Association members who responded had experienced bullying in the state sector. The Banking Workers Union surveyed its employees and found that 40% of bank employees experienced bullying. Of rising occurrence is inappropriate use of technology at work leading to cyberbullying.

It's easy to see that Bullying is not good for business – it demotivates people, reduces output and results in poor work performance. But more than that, Employers who don't deal with it risk breaching the Employment Relations Act 2000 (ERA), Health and Safety in Employment Act 1992 (HSE Act), Human Rights Act 1993 (HRA) and the Harassment Act 1997 (HA).

Classic signs that a team member may be suffering workplace stress brought on by bullying include;

- heightened sensitivity
- unsatisfactory performance
- low morale
- increased mistakes and accidents
- resignation
- customer complaints
- increased absences

Employers' responsibilities are clearly spelt out in the new Act. These include developing a culture where bullying cannot thrive, extending from staff and directors right through to clients and customers.

How in practice can this be achieved, particularly where habits are deeply entrenched? A good starting point is to review policies and processes against bullying. If you don't have such a policy, develop one. It will be your guide should any incident come to your attention but also your defence should Worksafe NZ consider your actions in this area deficient.

Have a look for possible situations where bullying may occur in your day to day operations and put the necessary controls in place. This could include offering a support person for anyone dealing with a difficult client, re-allocating staff rosters to avoid 'personality conflicts' or introducing a reward system for staff displaying positive behaviour.

Make sure that any incidents of this nature are treated appropriately and without prejudice. Create a complaint-handling process and make sure all staff know what to do and who to talk to in such a situation. Assure staff of your confidentiality and discretion. Endeavour to deal with complaints in a timely way so that issues do not spiral out of control.

Finally, make sure that adequate training is offered to managers responsible for implementing and monitoring bullying policies and processes. Ideally, this forms part of their annual performance review and key performance areas.

For more information about Bullying and other Human Resource issues, call Kellie and the team at Talent ID Recruitment on 0800 850 080 or visit www.TalentID.co.nz.



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Why engaging your team is important - what we can learn from the Millennials

CONTRIBUTOR:

Allison Lawton

Director

AVID Creative Business Agency



A lot has been written about the different characteristics of the generations and I believe we can learn a lot from the Millennials about the advantages of engaging and involving staff to improve business results.

This table provides food for thought about how each generation sees the world and wishes to be engaged.

I believe the Millennials have it right with "focus on involvement" because this applies to everyone regardless of age, personality, gender and/or beliefs. Everyone wants to feel involved, to be included, to feel important. So as leaders and managers how do you do this? And why would you do this?

BOOMER	GENX	MILLENNIAL
1945-1964	1964-1980	1980-2000
Brand awareness	e-mail or IM	Just text me
Loyal to job	Work to live	Play then work
Print me a copy	Send me a copy	I'll Google it myself
Respect my title	Respect my ideas	Respect my skills
Focus on process	Focus on results	Focus on involvement
Work comes first	Family comes first	Friends come first
		Confident, Open to change, Connect

In my experience it takes courage and confidence to "hand over" trust to your staff, and by this I mean there is an assumption that as the manager or team leader, you should know everything because that's why you're the manager. I think this is a fallacy and a sure way of disengaging staff who ultimately deliver your financial results. These results, either weak or strong, are heavily influenced by the way staff feel.

As a manager you do need to have the knowledge, skills base and confidence to lead your team but the manager also has a responsibility to create a team environment by focusing on involvement that is safe, values discussion, and is open to ideas which will lead to unleashing the potential of staff's ideas, energy and ultimately, financial results.

So, how do you move from the current style of either focusing on process, or focusing on results to focusing on involvement?

If you are a team leader:

1. Have weekly 1:1's with each team member focusing on what went well, what and how could things be improved, what projects or tasks are coming up and give considered feedback.
2. Have either a weekly or fortnightly team meeting to discuss broader issues, initiatives and to build team rapport, morale and confidence.

If you are the owner or a senior leader, I am a big believer in developing the organisation's vision, mission, customer proposition and values (strategic intent) to endorse and support the behaviour and culture of the organisation.

The benefits of developing the strategic intent is to "involve" everyone in this crucial phase, which gives visibility to the higher level thinking and creates one vision for all. It is a powerful process that leads to engagement because there is a focus on involvement which in turn leads to ownership, to trust and to empowerment.



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Two Speed



CONTRIBUTOR:
Satish Ranchhod
Senior Economist



Following firm growth in the latter half of 2015, the New Zealand economy is facing a mixed outlook over the coming year. Challenges in the external sector, especially weakness in dairy export earnings, are resulting in significant headwinds. But at the same time, a large pipeline of construction work and firm service sector activity (including tourism) are boosting demand, as is strong population growth. All of this is resulting in a very two speed economy.

At the softer end of the spectrum, business confidence has fallen in parts of the economy that are exposed to external conditions, particularly in the dairy sector. This no doubt reflects the significant headwinds these parts of the economy are facing, including low prices for some key exports and sluggish demand from some of our main trading partner economies. The downturn in the dairy sector will be a significant drag on export earnings, and will weigh on conditions in related industries and those centres that service the agriculture sector.

However, outside of dairying regions, conditions are looking firmer, particularly in the main urban centres. A key reason

for this is a large pipeline of construction work, especially in Auckland and Canterbury.

Also supporting higher levels of economic activity in urban regions (and elsewhere) is the current boom in the tourism sector. Tourism is now the nation's largest export earner, with the wider Tourism, Hospitality and Recreation sector directly employing around 9% of the workforce and contributing \$11.0 billion, or 4.8%, to New Zealand's GDP. Visitor numbers are at high levels, and occupancy rates and revenue per available room at hotels are rising. On top of this, our discussions with those in the sector point to strong order books over the coming months.

Growth in tourism and service exports has partially offset the weakness in dairy export earnings. However, conditions in the two sectors do have differing effects on the economy:

- The dairy sector is overwhelmingly New Zealand owned, meaning the majority of profits (or losses) remain in New Zealand. In contrast, many tourism businesses operating in New Zealand, particularly in accommodation and air travel, are overseas owned, which means profit is likely to be repatriated, reducing the economic benefits.
- New Zealand's dairy regions, with a few exceptions, are not our major tourist destinations. Thus while at a national level, dollars of revenue earned by tourism may appear to offset dairy losses, some rural regions will still face tough conditions.
- The tourism and dairying sectors will also have differing impacts on upstream (supplier) industries, and spill-overs for spending more generally.

Tourism has been a particular boon for Rotorua/Bay of Plenty, with guest nights approaching 3.5 million over the past year. In addition, strong population growth in the region is driving new dwelling construction activity, and the horticulture sector is enjoying a purple patch. Together, these conditions have meant that households in Rotorua/Bay of Plenty have been among the most confident in the country for some time.

Putting it all together, we are left with a firm but uneven outlook for GDP growth over the coming year. However, the dairy sector's woes are clearly weighing on the minds of businesses across the country. The latest Quarterly Survey of Business Opinion showed that, although businesses generally experienced solid trading in the first quarter of the year, they are much less upbeat about the near-term outlook. To date, businesses' hiring and investment intentions have remained resilient to these developments, but it's worth watching to see if this remains the case over the coming months.

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Benefit fraud - the right people getting the right support

CONTRIBUTOR:

Mike Bryant
Regional Commissioner for Social Development
Bay of Plenty



Most people are honest and are entitled to the benefit assistance they receive. However, we're aware that for a small group of people this isn't always the case.

There are a number of changes to the way we're tackling benefit fraud across the Bay of Plenty.

While investigation and prosecution of deliberate fraud continues to be a part of our core business, we are also working more in the fraud prevention space.

The main focus of this work is to try and intervene earlier with clients to ensure they are declaring their true circumstances, and before they incur large debts.

We're using an intelligence-led approach to fraud using data matching and information sharing with other organisations, as well as data analysis to help target interventions to reduce long term welfare dependency.

The Ministry's need for individual and community support to prevent benefit fraud is on-going. We hope to increase the visibility of Fraud Intervention Services across the region, not just in Ministry sites, to ensure the right people are getting the right support.

Some over-payment stats

October 2014 – September 2015

- \$5.4 million in over-payments
- Prospective savings \$473,000*
- 64 prosecutions

October 2015 – March 2016

- \$2.3 million in over-payments
- Prospective savings \$632,000*
- 37 prosecutions

* Prospective savings to the Ministry by cancelling / reducing benefits as a result of fraud intervention

Allegations and suspicions of benefit fraud can be made anonymously on 0800 556 006.

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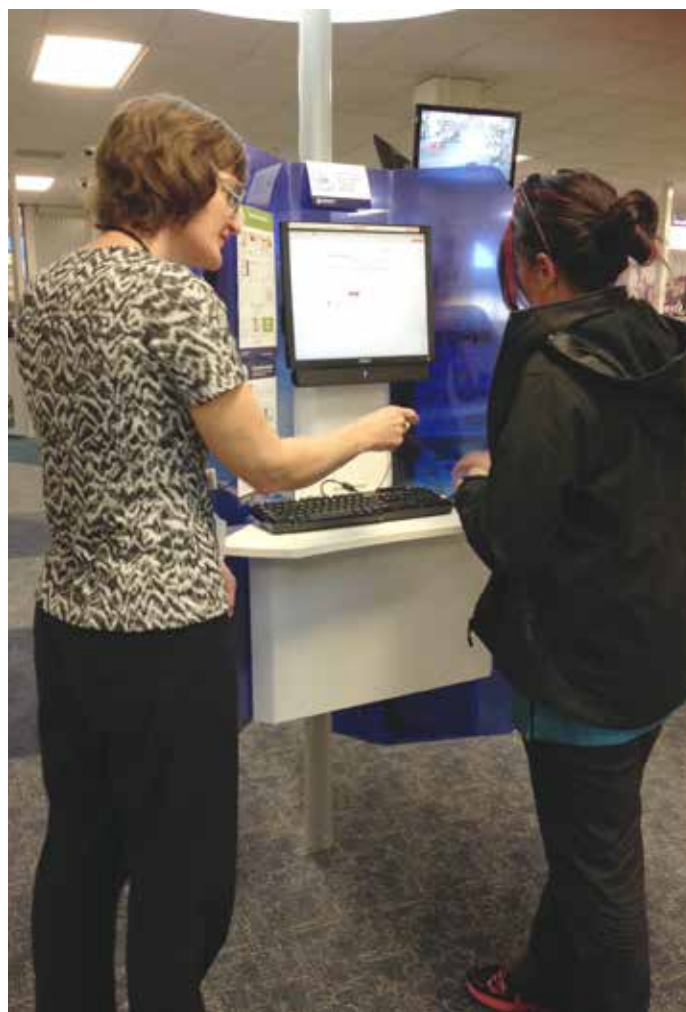
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Shona Patrick—(07) 921 8051 or email shona.patrick007@msd.govt.nz

www.workandincome.govt.nz/business





Ever wondered what is the best time to start on your sustainability strategy?

Are you sure you are focusing on the right thing that will achieve the outcome you are wanting? Can you remember what happened on these dates?

4th February 2004,

A date meaningless to many of you, but to most of your customers this date changed their lives. It also changed the way you do business. It is not a date to remember like 9/11, nor is it a date that many people celebrate like their birthday each year. It is a date most people will never remember and yet it has affected many businesses more than most dates that you celebrate within your own business. For this is the date that your customers were able to talk to each other and they began socialising and a social network began to grow.

21st March 2006,

Another date that also changed the way many people, your customers began to communicate with each other. By this time the first social network had dominance in the market that would be hard to break. This required then a point of difference to survive or it too would fail as many of the other players in the social network space had in the short period since 4th February 2004 for it to survive.

Since these dates these two social networks now dominate this space with between 85-92% of all individuals and businesses having accounts in both these social networks in 2015. Of course we are talking about Facebook and Twitter. Within 12 years nearly all businesses and individuals now have a presence on both these platforms.

Think that you just have to be on Facebook? Think that your customers aren't reached by twitter? Think that this social network thing is just for the young people of today? Think that no one is interested in sustainability?

If you are looking for effective customer focused sustainability actions, the first place to start is find out what your customers are talking about. To do this be where your customers are talking. Go to your social media pages and post about your sustainable actions and results. Be transparent about your actions. You might be surprised at the new customers you find. Keep up to date with what's happening around NZ and the world. Supporting great ideas, companies and products.

You can follow us at sustainablenz@sustainableroto on twitter for the No1 sustainable social media site in NZ.

 An advertisement for Dawson Insurance Brokers. It features the company logo at the top, followed by the text 'Serving your Commercial, Industrial, Rural and Personal Insurance needs' and 'Independently • Reliably • Professionally'. Below this, it lists 'We Provide:' with three bullet points: 'Convenience All your insurance requirements from a single source', 'Choice Policies selected to best suit your needs', and 'Knowledge Use our professional experience and skills'. The ad also mentions 'The Right Cover for The Best Value' and 'MEMBERS OF: IBANZ' and 'NZbrokers'. At the bottom, it provides contact information: 'Offices Throughout NZ', 'Ph: 0800 32 00 32', and 'Email: brokers@dawson.co.nz'.

An advertisement for Redspot creative solutions. It features a large quote: 'Your brand is the single most important investment you can make in your business.' attributed to Steve Forbes. Below the quote, it asks '...how does yours look?' and states 'We have creative and cost effective ways to modernise, refresh and enhance your business brand.' A list of services includes 'graphic & website design', 'print collateral & signage', and 'animation, multimedia & movies'. The Redspot logo is prominently displayed, along with the text 'creative solutions'. At the bottom, it provides contact information: 'P 07 347 3110', 'www.redspot.co.nz', and '1239 Haupapa Street Rotorua 3010'.

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