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FROM THE TOP



John Schipper, Chairman

"a leading West Auckland industrial and commercial precinct"

We will now be officially known as "Central Park Henderson Business" With this change our area has increased from 600 businesses to 1200; - Strength in Unity is what it is about for us all.

Greetings to you all, it's with much delight that we will now be officially known as "Central Park Henderson Business". We are here to serve you our members to the best of our ability, bat for the little guy, and make the business community proud. With this change our area has increased from 600 businesses to 1200; Strength in Unity is what it is about for us all.

Last night we had the unofficial launch of CPHB at the BA5 Event at the Hangar, you may ask why? Well the West Auckland Business Club has now been placed under our umbrella. Lawrence Ponniah and Tim Livingstone started WABC some 25yrs ago and have built it into a very worthwhile Business Club, they both thought it beneficial it be used as our networking arm, many thanks to you both for your foresight and vision for the WEST. Our members are more than welcome to come along, BA5 will continue in its current form, and we thank ATEED for their running of this event and others.

Speaking of events, WABC had a breakfast meeting with Brain Gaynor of Milford Asset Management, his Irish accent and humour was much appreciated for the early start. Simon Wickham, CEO of the Trusts has written an article in this edition about what Brian had to say. BNZ and RBA put on a fantastic function last Thursday evening at The Falls to recognize Pat

and Bryan Heron's contribution to West Auckland, it was great catching up with some of our elder statesmen that have served the West so well. I'm also attending the Prime Minister's annual dinner at the Croatian Cultural Center.

I read in this mornings Herald that AS Colours (Central Park) building is for sale and took particular interest in how West Auckland was described in the article which stated, 'Its location is within a leading West Auckland industrial and commercial precinct, the property is close to State Highway 16 and the newly opened Waterview Tunnel, giving it excellent access To Auckland's CBD, ports and airport'.... bring it on! West Auckland would be the closest commercial area to all the above amenities to do business in, and interact with. The article also states that business is drawn to this area because of its local labour pool.

In closing I'd like to mention our very own TRUSTS, they have been nominated in the TVNZ-NZ Marketing Awards for The Trusts Million Dollar Mission and we wish you well - West Auckland Business Precinct is all go!

John Schipper, Chair CPBA johns@davisfunerals.co.nz, 021 270 0992



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Cover: David Sutherland on Redefining the Whoa factor - Photography by LFHQ Studios







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The Central Park Henderson News is published by the Rosebank Business Association Inc for the Central Park Henderson Business Association. 3000 copies are distributed free to approximately 1200+ businesses in the Rosebank and Central Park business districts. Editorial included in this publication reflects the opinions of the contributing authors and does not necessarily represent the views of either Association.



'The Goods' from Garry

Garry Bates, **Business Development Manager**



We welcome New Member NZ Flower and Garden Show

Auckland has been without an international flower show for 10 years (last showcase was Ellerslie Flower Show in 2007), and we're excited for West Auckland who will play host to the inaugural NZ Flower & Garden Show on Wednesday, 29th November - Sunday,

3rd December later this year.

CPHB member, The Trusts Arena will be the home of this event over the next three years. The show expects to see over 70,000 visitors - both national and international, across the five days drawing out-of-towners into West Auckland with a potential growth in total tourism spend for the region.

The highly anticipated event has many great features planned to include gardens displayed by well-known industry designers, retail exhibitors, sculptured art pieces, opportunities to hear from the experts and much more.

It is expected that a large contingent of media attention will cover show features, including the glamorous Gala Opening for 1,000 guests who will be the first to experience the extravaganza in support of the official show charity, Breast Cancer Foundation NZ.

The show has a variety of categories with grants to support the participants and are open to anyone with an interest and passion for horticulture, landscape, and design. Consider retailing your industry products and service, or look no further to plan your end of year function or 'day at the gardens' as an ideal place to entertain your valued clients and staff. With a variety of hospitality packages available, there are options to suit everyone!

This is an exciting addition to the calendar of events for West Auckland, bringing benefits to our wider community with many ways for us to contribute to its' success. Opportunities for show sponsors, retail exhibitors and participants in featured categories are still available. Support the NZFGS Team and get in touch today!

For more info visit their website - nzflowergardenshow.co.nz or call Theresa Howard 021 894 224.





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United has opened two new buildings.

The first is **Te Puna**, our student hub which will form the centre of United life with our library, student support services, health services, teaching and study areas, and some food and retail outlets.

The second is **Mataaho**, our new trades and construction industry teaching space. At 7000 sqm it's the biggest open plan trades training environment in New Zealand. It's also the most cutting edge, combining traditional methods with new simulation and emulation gear including virtual welding, virtual spray painting booths, VR job sites for carpentry students, and modular automotive systems.

The automotive systems are designed by Lucas-Nülle, and allow students to study a range of componentry in a classroom environment. It recreates a vehicles system in a more accessible format. It also removes the need to purchase new cars for students to take apart. This is hugely helpful given the range of approaches and technologies available. Now Unitec can source componentry direct from manufacturers at



a much lower cost, to ensure automotive equipment is kept right up to date.

This new facility is so advanced and flexible it has opened up new opportunities for Unitec to partner with industry, as organisations will visit our site to train their own staff. This increases Unitec students' exposure to the workforce, including the ability to secure placements.

A further benefit is that emulation equipment does not carry the same health and safety

risks for students as working on a vehicle with live systems. This enables students to revisit lessons and get hands-on in their own time, increasing their practical skills.

The new facilities mark a significant milestone in Unitec's transformation. The institute is committed to its goal of being a world leader in contemporary applied learning, producing highly skilled, workready graduates.

unitec.ac.nz





Lennon Rolls celebrates Sgt. Pepper's Lonely Hearts Club Band 50th

'The John Lennon Phantom V' was recently displayed in London among 'The Great Eight Phantoms' Rolls-Royce Exhibition, at 'Bonhams' on Bond St, an area regularly visited by Lennon in the Phantom during the late 1960s.

Lennon took delivery of his Phantom V in Valentine Black on June 3, 1965, the same day as Edward H White left the Gemini 4 capsule to be the first American to walk in space. He had the Phantom V customised in rock-star style. The rear seat was converted to a double bed, and a television, telephone and refrigerator were installed, along with a 'floating' record player and a custom sound system - including an external loud hailer.

In April 1967, Lennon asked Surrey coachbuilders JP Fallon to give the Phantom a new paint job. It was unveiled days before the worldwide release of Sgt. Pepper's Lonely Hearts Club Band on June 1, and it seemed part of the overall album concept.

The new colour scheme is often described as 'psychedelic'. The colours, particularly the dominant yellow, reflected the cover of the Sgt. Pepper's Album. It's a floral Romany scroll design, as used on gypsy caravans and canal barges, with a zodiac symbol on the roof.

The car was shipped to the USA in 1970 when Lennon moved there and was loaned out to ferry other rock stars around such as The Rolling Stones, Bob Dylan and The Moody Blues. In 1977, after a period in storage, the Phantom V was donated by billionaire Jim Pattison to the Royal British



Columbia Museum in Canada

At the same 'Rolls' exhibition, a new Phantom has been unveiled by **Rolls-Royce Motor Cars.**

Dubbed the "New Phantom", the contemporary design includes an all-aluminium spaceframe architecture that will underpin every future Rolls-Royce.

It also debuts 'The Gallery', a luxury reinterpretation of the car's dashboard and instrument panel area. A reinvented 6.75 litre twin-turbo V12 engine powers the new

luxury car, designed to be one of the most silent of its type.

The new Phantom featured in a showcase of seven generations of Phantom, including

The Fred Astaire Phantom I, Sir Malcolm Campbell's Phantom II, Field Marshal Bernard Montgomery 'Butler' Phantom III, The Aga Khan Phantom IV, The John Lennon Phantom V, Queen Elizabeth II's Phantom VI state limousine and The First Goodwood Phantom - Phantom VII.



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Celebrating ten years of ACG Sunderland: The importance of service

Service to the school and community has been an integral part of life at **ACG Sunderland** since it was founded ten years ago.

Every year student leaders select charities to support through fundraising and volunteering. This year, they kicked off a project to refresh the primary school gardens. Now they're turning their attention to raising money for CanTeen, Youthline and Carelink Trust. All three charities were selected for their relevance and resonance with students.

"CanTeen works with young people similar in age to us. We thought it important to learn about the effects of cancer, and how to help those grappling with such struggles," explained ACG Sunderland student leader Hope Adams, Year 13.

"Youthline was a good charity to support because there is a substantial amount of stigma surrounding mental illnesses; and Carelink Trust accepts food donations during the Christmas period. The majority of us are lucky enough not to have experienced such struggles, so it's important that we develop a thankfulness for what we have."

Although students always aim to raise as



much money as possible, they say the dollar amount is not the focus.

"We like to prioritise raising awareness," says student leader Veronica Semau. "With CanTeen, for example, we focused on making sure students were aware of what they were supporting and what teens with cancer go through. We did this by having people from CanTeen come in to speak about it and then we sold bandanas and CanTeen boxes."

All service and charity activities are student led and involve students at every level of the school – from preschool to college.

"We take pride in being a relatively small school and always try and include all year groups in school services and activities," Veronica said. "It strengthens our Sunderland family bond and gives us a sense of pride that we are leaving a legacy behind for future generations."

ACG Sunderland 6 Waipareira Ave, Henderson 09 838 7070

New Suzuki for CPNZ Henderson

On Friday 11 August, at West City Auto Group's new dealership in Westgate, CPH News was on hand at the presentation of a new vehicle to Community Patrol's NZ McLaren Park /Henderson patrol. This being the fifth Community patrol area in the West/ Nor West district that has been supported by West City Auto Group ,The Trusts Community Foundation (TTCF) and Holden, Kia and most recently Suzuki NZ. The new Suzuki Vitara 4x4, is fitted out for the task, also serviced and maintained by West City Suzuki.

Deputy Prime Minister Paula Bennett did the honours as local MP and Minister of Police, to a big turnout of volunteer patrollers and police officers, with 'TTCF' Chair Linda Cooper and West City owner John Blewett adding their support.

Also in attendance was Chris Lawton, Trust Board Chair CPNZ, council community safety officer Michael Alofa, Sgt. Dan Weir and Senior Constable Marty Spear, who all expressed their delight in this fantastic initiative focused toward Community Security.



John Blewett told CPH News, the new space, on the corner Maki St & Northside Drive is marked for the West City Suzuki & Kia brands, and due to open in October. He added "there is a lot happening at the Auto Group, and we celebrate 25 years in operation next year, from our beginnings on Corban Hill."

The support of the Community Patrols fits

well with West City's vision statement 'We're part of your community'.

If you any questions about CPNZ please contact:

Massey Police station Ph: 09 832 4099 or Email: msh129@police.govt.nz Web: cpnz.org.nz

Business breakfast with Brian Gaynor

It was a real pleasure to MC the breakfast with Brian Gaynor (Executive Director and Head of Investments at Milford Asset Management) who recently gave an insightful view into the world and local economy. The tone of his address was very positive, reminding us all we're very lucky to live where we do, to enjoy a modestly growing economy and to be thankful we live in a wellregulated financial environment with stable governments that are not run by dictators, nutters or megalomaniacs (my words not Brian's by the way (I'm not mentioning any names but some World leaders will come to your mind no doubt).

These functions put on by West Auckland Business Club and ATEED always attract interesting speakers, Brian was certainly one of them. When asked what his Wishlist for an incoming Government in New Zealand to do was, he interestingly summed it up along the lines of "don't change much". Irrespective of any political views he might have (he didn't make those obvious if he did strongly feel one way or another) he presented facts and evidence that gave me a resounding feeling that New Zealand is well placed right now to capitalise on the past and build our bench-strength beyond our previous reliance on primary industry, given our recent growth in tourism, tech sector, services and construction.

Of course, he rightly noted as a little country on the bottom of the globe we need to watch global shocks and 'black swans', post Brexit and Europe, Trump and Kim Jong going head to head in war were a couple of watch outs. Those aside we're making our way better than most globally and sometimes I wonder if as New Zealanders to coin an old John



Clarke phrase "we don't know how lucky we are".

Beyond the interest in the speaker of the day, there's very good reason to attend as many of these sorts of West Auckland Business Club events as you can as a local business person out west. Every time I've gone along I've met new business leaders, found new people we could do business with, shared thoughts with another Westie facing similar challenges or opportunities, and always found such things a great way to reconnect with colleagues with a common interest in growing business and fostering the great sense of community West Auckland enjoys.

If you haven't been before I'd encourage your attendance, if you haven't been in a while come on back, it'd be great to see you again. Leadership can be a lonely job sometimes and it's important to have a network around us all that can share ideas, solve challenges and work together to support each other. That's a key role and function of the West

Auckland Business Club. If that's not enough, it's also heartening to know that every dollar raised at these events goes to supporting a local cause too. See you at the next one.

Simon Wickham CEO - The Trusts









Now! You have to read this article with your heart not your head.

Go into your cave, find your inner child and follow us on this magical journey at the Whoa! Studios in Henderson where David Sutherland has built a world-class dream machine, a far cry from his humble beginnings in the IT industry.

David started a system management company Integral Technology Group, in his West Auckland garage in 1993 and sold it 20 years later for many millions, a bit like Steve Jobs and Apple really but no-one has made a movie about Dave's life yet.

Armed with a simple vision, he went on the war path for many years, buying land and some disused farm machinery buildings in Henderson, he wanted to erect an oasis of fun on a 13,000 square meter site and give back to the community.

"Giving back" is in his DNA, sharing millions with charities, sponsoring children, setting up water projects in Bali, you name it he has done it.

But you've got to give to him, it takes an enormous amount of guts and instinct to choose a derelict part of Henderson and build a \$20 million project without investors. As he says himself, "it was

all or nothing, I wanted a magical place worth the trip from anywhere in New Zealand and wanted to make it a premium family destination."

No expenses were spared, including the giant, crochet trampoline-like net, hand-woven by 76-year-old Japanese artist Toshiko Horiuchi MacAdam. The psychedelic nylon structure, which can accommodate up to 50 children, is the first in Australasia and likely to remain the only one.

David also spent a million dollars just on

the shades around the places. He sent his puppeteers on courses with leading American puppeteer Peter Linz of The Muppets. Only the best for David's project so state of the art technology was a must.

An epic outdoor playground with a pirate ship, a turreted castle, built-in trampolines and the theatre inside with some fantastic on-stage entertainment at the ready, the kids have their work cut out.

The theatre houses a state-of-the-art movie set where live pantomime-



Photography by LFHQ Studios





Photography by LFHQ Studios

style shows, based on a movie "Custard's World' is still in development, but performed every weekend and every day during the school holidays.

Photography by LFHQ Studios

"We're trying to create a family experience where you can come and see something that normally wouldn't be accessible," says the born and bred West Aucklander. "It's grounded in strong community and family values, and the desire to give back to the community and bring New Zealand's movie-making talent and pedigree to the fore."

And the best news is yet to come... Not a cheerio or a chicken nugget in sight.

Many other places focus on the entertainment and do not challenge the taste buds especially of the younger crowd, but once again, not David. He wanted premium. And he found it.

That's how Ben Bayly came onto the stage. Not busy enough being Dad of three, the executive chef at two of New Zealand's top restaurants, The Grove and Baduzzi, a Television star judge on MKR, David convinced Ben to bring his premium standards to the Whoa complex, and "The Grounds" restaurant was born.

Ben says the food there is designed to be eaten "family style" with everyone sharing one or two dishes from each section of the menu.

"I want families to eat together like they do in places like Italy or China," he says. "They have great culinary traditions that we should be looking to embrace like sitting around a table and sharing high-quality food."

And we trust him when it comes to know what high quality

means and that's why Ben makes the kids sausages from the same recipe used at The Grove.

The reviews speak for themselves and all in all, it is a great success for West Auckland.

What most people don't know yet, is that the complex caters for families as well as large numbers, corporate or not. Dave and Ben are adamant than they can easily welcome, entertain and feed 500 plus guests at any given time.

Given the trend of giving meetings more of a fun festival of feel has started in New Zealand, the Whoa! complex has opened just in time.

"The growing convergence between the business and creative industries, as well as boredom with the conference industry status quo, are changing how organisations design their conferences to better engage with their audiences and that's when the Whoa! studios come in. We offer the complete experience, made to measure," says David.

And as the business is constantly growing, David has hired extra help in the shape of event management expert Rebecca Nelson, "taking the pressure of Ben and myself for a change," he adds.

Puppetry and storytelling workshops, dance shows, corporate events and special charity days are all part of Whoa! Studio's plan, though really, the potential for the site seems limitless.

So whether you want to take your family, your inner child or your team for an experience beyond extraordinary, please do not he sitate to contact the:

Whoa! team on 09 838 4553 and let the magic begin.



BUSINESS BRASS TACKS



Corporate Governance: How SMEs Can Benefit From A Board Of Independent Directors

Tim Livingstone
UHY Haines Norton Consultant

UHY Haines Norton Consultant Tim Livingstone explains how a Board of independent directors can provide benefits to SMEs as well as larger businesses.

For SMEs with adequate financial resources, forming a Board and appointing an independent director can provide real, tangible benefits. As an independent director of SMEs and a client-facing partner, I have experienced first-hand many positive outcomes resulting from the appointment of a Board and independent directors.

The advantages of having a Board with independent directors include:

- Allowing business owners to step out of the busy day-to-day operations and work "on" the business.
- Assisting in developing disciplines around formulating strategies for the business and setting long term objectives.
- An independent director with SME exposure will be able to share invaluable general, objective business experience, knowledge and networks.
- Helping the business owners to understand which 'hat' they wear when making decisions, i.e. shareholder versus Board member vs employee. An independent director will help to ensure the Board stays focused on Board duties and not stray into management issues.
- Many SMEs are family businesses, and an independent director will help to separate the family relationships from management relationships. This requires a deep and genuine respect for each Board member's strengths and expertise.

An alternative to a Board is the creation of an Advisory Board, which has the purpose of providing advice without the authority to make decisions. Effective Advisory Boards will enhance the SME's relationship network and positively influence its reputation

by being advocates for the business.

In order to find an independent director, we recommend either using the SME's own networks and connections, or searching the New Zealand Institute of Directors directory (iod.org.nz). As experienced business advisors, we can assist in setting up Boards and in the search for an independent director.

In our experience, the benefits provided by appointing an independent director far out-weigh the costs involved.

Tim Livingstone is an expert in corporate governance. If you have any questions regarding the content of this article, or would like to discuss how corporate governance may benefit your business, please contact Tim on (09) 839-0298 or email timl@uhyhn.co.nz.

What's On

Friday Night Jams - The Hangar Bar

104 Central Park Dr, Henderson Friday 1, 8, 15, 22, & 29 September 10:00am - 3:00pm Night Markets - KMart car park, Waitakere Plaza, 5 Vitasovich Ave, Henderson Thursdays 7, 14, 21 & 28 September from 5:30pm -11:00pm

Space Aliens from Outer Space! - Whoa! Studios

8-14 Henderson Valley Rd, Henderson, 11:00am to 12:00am / 2:00pm to 3:00pm Saturdays and Sundays, 2 & 3, 9 & 10, 16 & 17, 23 & 24 September

The 31st Trusts Art & Sculpture Awards Exhibition

Shed 2 Corban Estate Arts Centre Cnr 426 Great Nth Rd & 2 Mt Lebanon Ln, 7-15 October, Daily from 10am-4pm

The Trusts ARENA

- Paw Patrol Race to The Rescue
- · Auckland Brick Show LEGO Display
- Alice Cooper
- Marley: NZ All-Stars
- New Zealand Flower & Garden Show is back!

65 - 67 Central Park Dr,

For details - thetrustsarena.co.nz

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Terms of Trade - an essential part of your Business - Part 1

Andrew Knight
Partner McVeagh Fleming Lawyers

Companies that provide goods or services on standard terms (including credit terms) should have regular legal check-ups of their terms of trade and their practices to ensure their terms accurately reflect their business practices, meet all of their requirements and cover off their key risks so that they are valid, enforceable and binding.

Terms of trade often contain virtually all of your key legal rights and remedies in respect of the customers that you supply to and if drafted appropriately, can greatly assist in managing disputes in a cost-effective and beneficial way while complying with law in respect of the way that you conduct business.

Importantly, your terms will contain and protect a supplier's main right - the right to be paid for the goods and/or services that the supplier provides - and often how that payment will be calculated.

Bad Terms Can Damage Your Business

We have seen numerous examples of people using terms adapted from sources on the internet or copied from businesses that are quite different in the way they operate. Setting aside issues of copyright, using terms that "don't fit" can cause no end of problems. We have seen goods' suppliers using terms that are entirely directed at services, suppliers having delivery and risk provisions that do not match their actual business practices, people warranting matters that are not within their control and even New Zealand businesses using terms that refer to foreign laws.

Often, these problems make terms difficult or impossible to enforce, or worse, give customers claims in respect of breaches of terms that the supplier could never have performed. Very few businesses (if any) are identical in every respect of their business - using "template terms" is a recipe for disaster.

"Short" Terms are not always best

We are also often very surprised to hear people say that they

want their terms to be "short and simple" so they will not be off-putting to their clients. However, faced with the same clients in a dispute situation, those same people wish that their terms had been much more detailed, accurate and highly protective of their rights and interests.

We often assist clients (both suppliers and customers) that are involved in disputes over arguments over trade terms. Sometimes the dispute is that those terms are confusing, incomplete or lacking important protections available under existing law - and these were left out to keep the terms "short and to the point". Often, the person seeking to rely on the terms was unaware the terms were lacking, or had omitted certain terms without having an appreciation of the risk they were taking.

Striking a balance between "user friendly" terms and the management of risk is not always a simple exercise and there is a degree of commercial judgement required. However, to enable our clients to make effective judgements, we provide full advice so our clients know the risks entailed in taking shortcuts. We also get to know the businesses of our client in more detail, so we can be sure we have covered all key points of risk. This also helps us assist with other related issues - have you considered getting guarantees for the customer - and if so, why not? Do you provide credit? What information may you want to send to them? We then help you secure your position appropriately and help you fulfil other business objectives that you may not have considered.

Terms Directed at Consumers Have Special Rules

Standard terms directed at people that are ordinarily acquiring credit or your products for household or domestic purposes have their own special rules.

There are a large number of consumer protection statutes in New Zealand and these need to be considered carefully.

Equally, if you are not providing goods or services in such circumstances, you need to be clear about that and ensure that the consumer protection statutes are excluded to the fullest extent possible.

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ISSUE 16

BUSINESS BRASS TACKS



Promises, Promises: What do the election policies hold for moving people and goods?

By Setareh Masoud-Ansari, Barrister, Public Law Chambers

Introduction

With the 2017 elections a few weeks away, the parties have released their transport policies knowing this is the second biggest issue in Auckland after the housing shortage. But understanding all the policies isn't easy. It seems no party is still willing to take public private partnership (PPP) seriously despite a global trend that this is the future. So what's in store.

Funding

As of Friday 11 August, the government and Council have agreed that there is a \$1billion shortfall to fund the Auckland transport programme. This is due to the pace of population and commercial business growth in Auckland. The government wants the rate payer to pick up the tab, the Council wants special levies and new powers to implement the levies.

Labour appears to be more open to alternative methods of funding transport infrastructure. They have announced they will seriously consider fuel taxes, introducing new legislation, likely related to congestion charging.

National has also picked up on congestion charging in response to Labour's announcement. If commercial transport operators and businesses are in favour of the approach, then if National gets in, they may explore that option.

NZFirst and Greens are unsurprisingly the only parties that favour user pays, PPPs and congestion charging.

There is of course the controversial Targeted rate which is helping fund CRL. Although that is not the National party's preference, it is the only available tool to the Council if no other methods are able to be pursued.

What's clear is that no matter who forms the next government, there is a high likelihood that some new costs are going to be borne by residents and businesses if the woeful state of Auckland's transport problem is to be solved.

So when all this money comes in, what is it going to fund. We

RESTAURANT & CAFE 22 Alderman Drive Henderson Ph. 835 0070 www.thefalls.co.nz examine the options proposed by each party.

Rail

A key theme is the expansion of the rail network, and upgrading the existing network to encourage freight movement. National proposes a third main rail line in Auckland, dedicated freight line. Price est: \$100m.

The Greens proposed to develop "land port" facilities to minimise heavy truck movements and facilitate road to rail transfer, as well as encouraging most heavy goods to be carried by rail.

NZFirst intend to create a 'railways of national importance' and implement more rail options in Auckland and connect the regions to Auckland.

Labour and the Maori want the same: reopen the Napier-Gisborne rail line, upgrade the Northland line, and add a Marsden Point link.

Coastal Shipping

An increase in Coastal Shipping is proposed by all of the parties. Not only is it logical, it is now essential given the high rates of natural disaster NZ has suffered lately.

The Greens intend to investigate introducing a concessionary "tonnage tax" or container tax on coastal shipping lanes.

NZFirst want to provide a favourable fiscal regime for coastal shipping for New Zealand resident companies who register vessels and employ New Zealanders.

Roads

National ranks the development of the road network as its top priority with rail.

An example of this being their policy to fast track and build the \$1.85billion East West Link.

Although Labour, Greens and NZFirst consider that roads are important, their view is that road development should allow rail, bus way and freight way construction at the same time. If thats not affordable, then focus on rail, bus and freight way first.

Summation?

My view is that there aren't too many differences between the parties. It's simply the tools and timing of funding each option that differs between the parties.

This column for information only. Should have any queries please contact Setareh directly, contact details on www.publiclawchambers.com



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