



HBRC Investment Structure

The Chamber has consistently supported the Hawke's Bay Regional Council's (HBRC) proposal for the council's assets to be held and managed through a holding company. The HBRC has recently released a Statement of Proposal (for) Managing investment through an 'investment company' which is simply another name for the holding company.

We agree and support the broad economic objectives outlined in the HBRC's Statement of Proposal for such a company although note that the objectives are for the Council and not the proposed company itself.

We need people who have the ability and credibility to guide the CEO and management team, who have done the deals and walked the talk

In the Chamber's view the performance of the investment portfolio can be substantially improved by using this structure and focusing on optimising of financial returns and real economic value added.

We believe that to achieve the objectives proposed we will require governance with a high level of commercial skill and experience. However, we note that HBRC proposes that the directors of this holding company be the existing councillors- all nine of them – and we do have a serious concern about this.

We do not intend any disrespect to the current sitting councillors, but in our view

on principle it is commercially unacceptable for governance of this company to be undertaken by politicians who are elected under a wider political process rather than a clear appointment for this purpose based entirely on commercial skill and experience.

The Port of Napier Limited is another key strategic asset owned by HBRC which has been a strong performer, having an independent board and management

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Silver Whisper, Sun Princess, and the Clipper Odyssey pictured from Bluff Hill lookout in Napier.

Continued from page 1

structure. The success of that model should be followed here.

We note that the Local Government Act states:

A local authority may appoint a person to be a director of a council organisation only if the person has, in the opinion of the local authority, the skills, knowledge, or experience to—

- (a) guide the organisation, given the nature and scope of its activities; and
- (b) contribute to the achievement of the objectives of the organisation.

With respect, we suggest that under any objective test that directors sourced only from the council would not meet that criteria. We acknowledge that council may be concerned about public interest in asset sales or acquisitions however the solution is easy- simply hold those issues for a shareholders vote i.e. the Council and let the commercial directors convince you or not.

To operate effectively and add value in this context, directors need a considerable level of ability and experience sufficient to understand and debate complex issues and to make sound decisions. We need people who have the ability and credibility to guide the CEO and management team, who have done the deals and walked the talk. People who have experienced the complexity of

investment operations and of potential or actual failure and disaster, but who knows what success looks like and who really do have good and seasoned judgment of risk.

In our view this means that most directors, perhaps with one exception amongst a board of five or six or more, need to be familiar with high level business – with its cultures, processes and decision making. Legal, finance and accounting expertise can be valuable, but it should come with real familiarity and experience of the high level business context in which the board will operate and inexperience in this context can be a serious problem.

The absence of the necessary capability and experience on a board can be very damaging as the board's performance is constrained by its own limitations of knowledge, experience and capability and with respect simply appointing elected councillors as directors ex officio is vastly insufficient for the proper task that the community should expect from such an investment structure. Otherwise why do it?

In the Chamber's view it is wrong for the Hawke's Bay Regional Council to not make the most of its investment portfolio and we expect that a correct decision to form such a company should be equally balanced by strong experienced commercial directors and appropriately experienced staff.

Endorsed by the Board of the Hawke's Bay Chamber of Commerce.

Hawke's Bay Tourism Update

On the 7th April Hawke's Bay Tourism launched its revised destination brand.

Previously known as Hawke's Bay Wine Country, the revised brand is simply "Hawke's Bay" and is designed to be an umbrella brand for the entire Hawke's Bay region.

The brand update was led by Hawke's Bay Tourism's Chairman- George Hickton and General Manager- Annie Dundas.

Chairman of Hawke's Bay Tourism George Hickton said "We have a major task to raise the awareness and attractiveness of the region to domestic and international travellers. As a starting point we need to be consistent about the regions brand and the way we use it in our promotional campaigns. The brand is Hawke's Bay and we are being consistent with the new design in incorporating all the elements we have been using over the past few years. This is simply updating our image but retaining the core attributes of sun and lifestyle while adding a compelling promotional message for our target markets"

The architect of the brand work is Kim Thorp, regarded by many as one of the best in the advertising world, and a local Hawke's Bay resident. Mr Thorp also designed the original Hawke's Bay brand ten years ago and said "When we developed Hawke's Bay Wine Country we always knew it would evolve over time and we believe its new treatment has a wider usage for all areas within Hawke's Bay and multiple tourism sectors"

The new brand is the result of three months work of reviewing the Hawke's Bay Wine Country brand, message and visitor experience and included an extensive consultation period with councils and key stakeholders within the local tourism industry.

The brand was welcomed with huge enthusiasm from those who attended the presentation including Mayor of Hastings Lawrence Yule and Graham Avery from Sileni. Both took the floor to praise the new brand and pledge their support.

Kerry-ann Gibbs, Manager of Scenic Hotel Te Pania, Napier said "it's fantastic to have one unified brand the entire region can adopt and support and I absolutely love how it looks-it rocks"

Annie Dundas, General Manager of Hawke's Bay Tourism is delighted with the reaction to the new work."In a short space of time we have refreshed the brand and created a campaign tagline that has urgency, and that people want to use. In a cluttered advertising market we are hoping to stand out and grow visitor arrivals to the entire Hawke's Bay region"

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Research and Development

Statistics New Zealand have just released their biennial Research & Development Survey (R&D) which provides an important measurement and evaluation of New Zealand's R&D performance.

R&D is important for economic growth and for sustaining a dynamic New Zealand economy that is capable of competing successfully on the international stage. R&D is also vital in addressing a range of socio-economic issues unique to New Zealand. Research and development (R&D) can help develop new products or services that improve business competitiveness, productivity and growth.

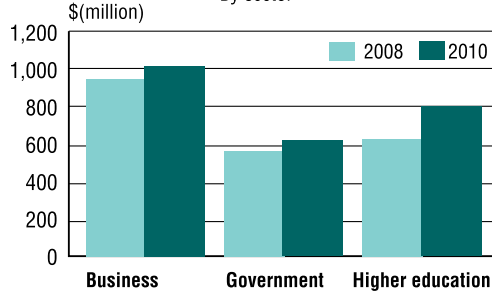
In headline form the results look good.

■ Total research and development (R&D) expenditure for 2010 was almost \$2.5 billion, up 13 percent from \$2.2 billion reported in 2008.

■ As a percentage of gross domestic product (GDP), total research and development spending for 2010 was 1.30 percent, compared with 1.19 percent in 2008.

However when we look more closely there are some sector trends that may be useful for New Zealand overall, but are less satisfactory of the traditional sectors of the New Zealand economy and these traditional sectors still

Total research & development expenditure
By sector



Source: Statistics New Zealand

constitute the bulk of our exports and importantly are the bulk of Hawke's Bay's economy.

Primary industry R&D investment in the two years to 2010 grew 1%, however food and beverage manufacturing R&D fell 21%. In contrast metal product manufacturing was a standout sector which grew 28% or a significant \$55M.

If we look at the source of funds for the 2010 R&D the business sector itself provides nearly 90% of this effort. However the government proportion in business in 2010 is down 5% on 2008 despite much rhetoric about the NZ Fast Forward project and now

the Primary Industry Partnership.

It is acknowledged that government including universities provided some substantial research capacity through their various research arms although not necessarily in business itself.

The survey also provides a basis for benchmarking this R&D performance against other countries and notwithstanding the increase in attention (or noise) about R&D and the New Zealand GDP investment at 1.3% still lags Australia at 1.97% and the average of the OECD at 2.33%. New Zealand's business direct R&D expenditure is 0.5 per cent of GDP. This is low compared to countries such as Australia (0.8 per cent), and Finland (2.4 percent).

Not in this report but one stand out is that Hawke's Bay companies are very early users of the TECH NZ grants from the Ministry of Science of Innovation. Hawke's Bay businesses clearly see R&D as giving business the edge which we need to survive and thrive in a fast-changing and increasingly competitive marketplace. Hawke's Bay's most successful companies are those that invest regularly in R&D. It is a key driver of innovation, business success and economic growth.

The Companies Act in a Modern World

The Regulatory Reform Bill is currently before the Select Committee with the expectation that it would be passed into law this year. The Bill would amend 13 Acts, including the Companies Act 1993 ("the Act") with the aim to remove duplication, unnecessary requirements, inconsistencies with other Acts, and also to reduce compliance costs for NZ businesses. The key changes affecting the Act include those involving electronic voting and receiving electronic notices. It has been estimated that the changes to the Act could result in savings of up to \$1,500,000.00 in total for businesses per year.

Electronic voting is widely used in overseas jurisdictions and would enable increased shareholder participation in corporate decision making and reduce costs for companies having to deal with postal votes and proxy forms. The changes would enable shareholders to use internet-based technologies to attend meetings and

participate in voting by way of audio, visual or electronic means for example, casting votes by email or on a website. Previously the legality of voting electronically had been a grey area. It is important that the ability to contribute electronically includes the opportunity to hear or view information being presented and to put forward questions to the board and management.

While it would seem that there would be less discussion opportunities for those participating electronically, this would be offset by the increased number of shareholders who could actually participate in a meeting and contribute via the voting system.

The Companies Act which governs the means of sending notices and other documents to shareholders will also be amended to make it clear that shareholders may opt to receive notices electronically. This will make it easier for shareholders to cast a vote without attending a meeting,

appointing a proxy or casting a vote by post and makes receiving notices and other company documents electronically more convenient.

It is up to each individual company to decide whether it is in the best interests of that company to opt in to using electronic shareholder participation for company decisions, and for shareholders to "opt in" to receiving communications electronically.

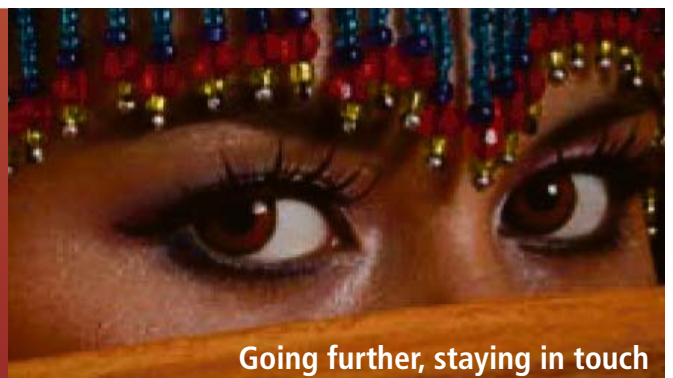
Does the reduced printing and postal costs, travel costs for staff and shareholders and labour costs in collecting and processing postal votes justify the initial outlay in setting up those internet-based technologies. If so then electronic voting and notices is the way of the future.

Written by Graham Healey, Langley Twigg.



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Going further, staying in touch

user accounts

You might be the only person who uses your computer, but that's no excuse to get slack where security is concerned. Most people think having a password when your computer starts will protect them.

To a certain extent it will, stopping casual passersby from snooping around your emails but it's not going to prevent criminals from hacking your machine after its stolen or using spyware access tools, especially if you only have one User Account.

Windows' default account is what Microsoft calls an Administrator account. The account allows the user to alter Windows' configuration, install software and the like.

If you haven't set up any other accounts on your machine then yours will be an Administrator type. While it sounds ultra-secure the nerds think not. However you should definitely setup a password for the Administrator user.

If you've installed any software on your machine the User Account Control should have kicked in to ensure you really wanted to put the software on your hard drive. The message, before installation, is "Do you want the following programs to make changes to this computer".

To reduce the risk of cyber criminals installing malicious software, like spyware and viruses, it is best to create what Microsoft calls a "Standard" user account for everyday use. The reasoning is that Standard users, and cybercriminals, have far less ability to cause damage.

In a Standard account you require the Administrator password to change Windows settings and install new software, and will not be allowed to say yes or no to new installations without it. It's effectively another layer of security.

Remember another security measure is the strength of your password. It needs to be something that is not obvious to anyone who knows you, and should contain a mix of numbers, letters and symbols.

It's also a good idea not to use the same password for all your online accounts because if someone cracks it they have cracked them all.

To set up a new User Account go to Start>Control Panel and click Add or Remove User Accounts. You can set a complex password for the old Administrator account and downgrade your existing user account to Standard user here, but don't forget to choose different passwords.



Business Profile

Local design and digital print **expertise**



Claire Allison of ClearImage

Claire Allison thoroughly enjoys her job and takes great pleasure in personally dealing with all her customers who recognise her ability for quality design and print services with a quick turnaround.

With over 20 years in the design and print industry Claire has thoroughly embraced digital technology using it to maximum advantage and specialising in cost effective short run print jobs.

Originally from Auckland, Claire loves the Bay and enjoys creating comfortable working relationships in which she can personally interact with her clients.

Claire's talents are especially suited to small businesses wanting smaller quantities of printed material and may require assistance with the design and layout of their publicity material. She loves managing total projects and her clients appreciate her personal service, attention to detail and focus on delivery. Working from her home office in Napier Road, Havelock North means Claire has fewer restrictions on her time and project manages each job herself.

She designs and prints a range of products and her extensive portfolio includes business stationary, labels,

Continued on page 5

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Continued from page 4



business cards, letterheads, compliment slips, brochures, rack cards, corporate publications, calendars, entry forms and certificates. She has some novel ideas for promoting business and is happy to discuss concepts with potential clients – any time, any day. She's more than happy to attend to last minute jobs - another benefit of being self-employed and working from home.

Amongst the high tech equipment in the office is a digital colour press and all the gear to finish jobs such as folding, laminating and

guillotining. If additional expertise is needed such as copy writing and photography Claire has well known and trusted contacts she can call upon.

Originally from Auckland, Claire loves the Bay and enjoys creating comfortable working relationships in which she can personally interact with her clients. Readers may have read about an impaled cyclist a few months ago and Claire reassures her clients and potential clients that she is now fighting fit again.

The Here and Now Made Easy

I think we all now realise that there's not going to be any quick fix to our economic woes. What this means is that we have to learn to grow our businesses in spite of things like a shrinking market, tough competition and flat prices. To do so, we need to get our businesses in the best possible shape by:

- Iron discipline on budgeting and spending. Preparing a budget to control your spending is vital when cash is tight. It also pays to review your suppliers to ensure you are getting value for money (e.g. do you have a fixed quote from your accountant?) and to check all their invoices carefully.

- Effective yet low-cost or free marketing. Even when you have a full customer or client base you still need to be marketing to replace those lost by attrition. Effective marketing can be totally free or carried out at low cost so find out how at www.marketingmadeeasy.co.nz.

- Top-class systems. It's no good working hard and then falling flat by forgetting to send out invoices, collect your debts, paying your suppliers twice or keying in all your supplier invoices twice into your POS as well as your accounting software - all of which are common!

- Regular and up-to-date reporting so you can make early decisions on how to improve in areas where things are not going well and are not just guessing on the areas which need attention. For example, your average \$ sale so you can work on ways to improve this or your labour productivity rate which will probably identify too many unproductive hours.

But look on the bright side. Just think how easy business will be when things finally turn around!

If you have any tax or business queries of any kind telephone 0800 ASK NICK, e-mail me at nick@abac.co.nz or use "Contact Us" on www.abac.co.nz. The information in this article is of a general nature and should not be relied upon as a substitute for specific advice.

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BOOSTING BUSINESS IN THE BAY

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Building Your **Business** Options

The launch of the new Regional Business Partnership saw 150 business people at the War Memorial Centre on 15 March to learn more about the benefits this could bring to their businesses.

Hawke's Bay Chamber of Commerce and Hawke's Bay Regional Council economic development team (Venture Hawke's Bay) have partnered to connect Hawke's Bay businesses with the programmes provided through New Zealand Trade and Enterprise (NZTE) and the Ministry for Science and Innovation (MSI).

At the launch, two businesses who have already tapped into the MSI's TechNZ funding gave an overview of their experiences and benefits to their business. Lance Dear of Biovapor Heat Treatment System talked about his container fumigation operation, and Sam Wood spoke about his product "World's First Personal Brewery" a home brewery system.

"These guys were light hearted but memorable. It was a really optimistic session and by the end of the evening there was a buzzing atmosphere," said Jenny Brown from the Regional Council economic development unit.

The Regional Council is administering MSI's Tech NZ programme. This provides businesses with funding, support and advice to undertake R&D projects and build commercialisation capabilities.

The Chamber of Commerce administers the new NZTE Capability Development Voucher Scheme. This enables qualifying businesses to access government funding for training, coaching or other business capability up-skilling services via registered providers. The system supports businesses that have demonstrated a capacity to innovate and grow and those which have export potential. Sharp Edge Engineering received the first two vouchers at the launch.



"Since the launch of the programme, ten more vouchers have been issued so it's really positive to see local businesses taking this opportunity to upskill," said Karen Cooper, from Hawke's Bay Chamber of Commerce.

If you've got ambitious plans for growth, come talk to us – Jenny Brown, Hawke's Bay Regional Council 06 833 8049, and Karen Cooper, Hawke's Bay Chamber of Commerce, 06 876 5938, M 027 406 6526.

Critical **investment** for business owners over 50

With eight in ten business owners now aged over 50, the most critical investment these business owners can make over the next 10 years is in defining their succession plan.

How succession is achieved, will not only determine the quality of the owners' retirement, but importantly the future wealth of their children.

If you fall into this over 50 age category, answering the following questions will help you be much more prepared for the succession planning process:

1. Determine the state of your business:
What are the debt levels?
What family members are and want to be in your business?
How will succession affect both your

business and personal assets?

2. Define your retirement needs:
How many years until you wish to retire?
Does a separate retirement property need to be purchased?
How will you achieve a guaranteed, inflation proof income?
What current investment and insurance options will be beneficial?

Succession requires all parties to be in agreement. Family members often have difficulty with communicating with each other when succession planning is on the table. Have a family meeting to discuss and air all issues.

Once an agreement has been reached,

I strongly recommend your Will and a Memorandum of Wishes (for Trusts) be documented, and the legal and taxation ramifications of your plan considered.

Develop and document your succession plan about 5 - 10 years before you plan to exit the business.

Make a commitment to start the process and surround yourself with quality advisers to ensure your desired retirement lifestyle is achieved.

For further information contact:
Denis Hames, Principal and Succession Adviser,

WHK Central Hawke's Bay 06 8585540





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New Zealand Government

snapped



Melissa McCormack, Shannon Zaloum & Leanne Welsh of Napier. The BA5 held at Morice Ltd & Surveying the Bay.



Fran Binning and Brett Burgess in the Vidals Barrel Room at Green Drinks.



John Newland and Alan Mackintosh in the Vidals Barrel Room at Green Drinks.



Attendees at the Air New Zealand BA5 held at Air New Zealand in Napier.



Rosemary Newport and John Hutchinson BA5 held at Air New Zealand in Napier.

events

How to Simply Monitor Your Business Health

Gavin Welsh, Simplify Ltd

DATE: Tuesday 3 May 5:30 – 6:45pm

LOCATION: Chamber Boardroom Hastings

Ways to easily assess how your business is performing.

Re-engaging With Your Employees

Louise Parsons, Dale Carnegie NZ

DATE: Tuesday 10 May 7:15 – 8:30am

LOCATION: Venue TBC, Napier (dependant on numbers)

Addressing the issue of employment engagement is a must given the current economic climate.

A Better approach to Digital Marketing

Matt Miller, Mogul

DATE: Tuesday 17 May 7:15 – 8:30am

LOCATION: Chamber Boardroom Hastings

Strategies to enable you to connect with your customers in a relevant, meaningful way that will create greater loyalty, market share and profitability.

Are You Maximising Your Business Potential?

John Hutchinson, Plan A Consulting

DATE: Wednesday 25 May 7:15 – 8:30am

LOCATION: Chamber Boardroom Hastings

This presentation will focus on ways to increase efficiencies, productivity and profitability.

How to Simply Monitor Your Business Health

Gavin Welsh, Simplify Ltd

DATE: Tuesday 31 May 7:15 – 8:30am

LOCATION: Venue TBC Napier (dependant on numbers)

Ways to easily assess how your business is performing.

Farewell Bill... Welcome Martyn!

After 30 years at Somerset Smith Partners, Bill Dalton has decided to relax a little. New partner Martyn Lee is a familiar face at Somerset Smith.

Martyn's 'hands on' experience over the last 17 years with the firm will ensure continuity of sound, proven advice provided by a professional team of financial advisors.

Talk with partners Andrew Pearson, Martyn Lee or Anthony Sableton about your financial future today.

