

Pursuing Excellence  
Valuing People

# campbell-tyson

CHARTERED ACCOUNTANTS

## BUSINESSMATTERS

# Campbell-Tyson unveils future leadership plans

**Campbell-Tyson has announced a number of significant changes and appointments as the practice starts the process of transitioning leadership to the next generation.**

Nigel Hicks, who has been a Partner for 15 years and joined the firm in 1975, has taken up the role of Managing Partner with current Managing Partner, Terry Harris becoming a Consultant (see article on page 3).

The practice has also appointed three new Managers – Anya Maxwell (an internal promotion), Amber Bates, who joins us from Te Awamutu and Philippa O'Mara, who joins us from Britain.

"Terry has led the practice for 26 years, and has made the decision to progressively hand over his management role and client servicing responsibilities to the other five Partners," says Nigel.

"In line with good business practice, we have been preparing for this transition for some time, and in allowing for an overlap of roles we ensure that clients' business requirements are met seamlessly.

"Terry has been an outstanding business leader within greater Auckland and Counties, and has been an innovative, dedicated and visionary manager of our business.

"In consultation with Terry, the other Partners have been working towards his progressive withdrawal, and our decision to enlarge the Team Manager structure from five to seven reflects a commitment to have the resources to meet existing and future business growth."

As a practice, Campbell-Tyson has always

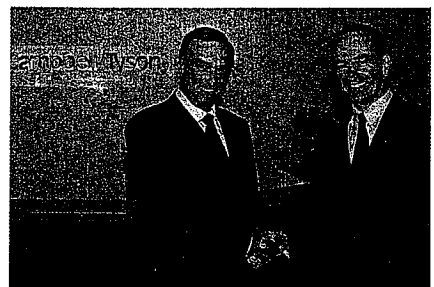
been committed to be at the leading edge of new ways of operating. For example, it was Terry who introduced the "Team" structure concept to the practice at a time when it was still regarded as innovative in New Zealand. This broadened the firm's client-servicing capability with the appointment of senior staff, Business Services Managers and Team Leaders.

Over the many years that this has operated and been continually refined, it has proven to be a supportive environment for many individuals in which to shine and reach their full potential.

Terry says, "At Campbell-Tyson the team is made up of a group of ordinary people who work together to create something quite special for themselves and the firm's clients, and I feel quite privileged to have worked with so many really nice and capable people."

He said he is very pleased to be handing over the leadership of Campbell-Tyson to Nigel Hicks, as he knows Nigel believes in the core values underpinning Campbell-Tyson.

The Managing Partner's role at Campbell-Tyson is to provide leadership and direction, and to ensure the practice has the business infrastructure in place to succeed. This better enables the other Partners to devote their energies and time to client servicing. Nigel



Terry Harris (left) and Nigel Hicks

will continue to have client service commitments.

Our latest innovation is the appointment of Philippa O'Mara as Business Development Specialist, a role she filled for an accounting practice in Britain before emigrating to New Zealand.

Philippa will seek opportunities to become involved with assisting our clients to grow their businesses, and will be available to all Partners as a resource. We will cover this new service in depth in the next edition of Business Matters.

Nigel Hicks commented that he was particularly pleased with the internal promotion of Anya Maxwell to Business Services Manager.

"We have a commitment to growing the skills of our people, and to see Anya mature and achieve promotion follows a long tradition at Campbell-Tyson of promoting to senior positions from within."

## Franklin – Locate, Invest, Grow

Enterprise Franklin Development Trust, a business organisation which provides the Franklin District Council with economic development advice, has recently published a booklet entitled Franklin County – Locate, Invest, Grow.

Some of the interesting statistics about Franklin in the publication are:

- Population: 57,000
- Businesses: 7,300, producing \$1.2 billion in goods and services
- Our largest employer is the manufacturing and building sector (30%) followed by retail (23%) and primary (22%)
- Average household spending is \$50,177 (15% higher than the national average)
- We grow a third of the nation's vegetables
- We have 49 schools

**New Managing Partner Nigel Hicks is deputy chairman of Enterprise Franklin.**

# Community Involvement

## Campbell-Tyson Business Breakfast Series

Campbell-Tyson sponsors the Business Breakfast Series organised by the Enterprise Franklin Development Trust. The Business Breakfast is held monthly, featuring speakers and topics relevant to all businesses operating in the Franklin area.

The most recent breakfast featured Sarah Trotman, previous CEO of "Business in the Community" which provides free mentoring to over 4,000 businesses a year. Sarah is now developing a number of initiatives within the small business sector, including The Small Business Expo to be held at the Auckland Showgrounds in July. This is shaping up to be the largest single event ever held for small businesses in New Zealand.

Sarah holds a number of Board positions, is a business mentor and a judge for various business awards. She is also a commentator on small business issues which includes a weekly column in the New Zealand Herald Business section.

At the breakfast, Sarah gave a summary of her tips for successful business ownership. These include:

1. Prepare a business plan
2. Say yes to everything if it fits your plan/niche
3. Don't be afraid to make tough decisions
4. Don't be worried about taking your time
5. Be focused, confident and passionate
6. Delegate as much as possible
7. The X factor – stand up and shout about it!
8. Work smarter
9. Be a bit cheeky
10. Have fun!

## The Small Business Expo

For those of you interested in attending The Small Business Expo, Campbell-Tyson has put together a complementary package which includes tickets, travel to and from the expo, and refreshments. This is a great opportunity to network with fellow business owners while attending this very exciting event. To join us, complete the attached form, register online or ring Melissa at Campbell-Tyson.

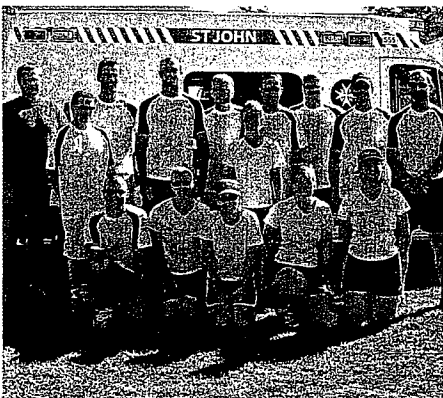
## Our people

In recent months the team at Campbell-Tyson has been very active, participating in a number of events including the Great Lake Relay, Round the Bays and The Easter Show to name just a few.

### Great Lake Relay 2005

The first social event of the year was the Great Lake Relay in February. Five staff members from Campbell-Tyson ventured down to Taupo to compete in the relay along with nine others. They all took part, taking turns running a section to complete the 160km race around the lake. It was extra special as this year's race marked the 10th anniversary of the relay.

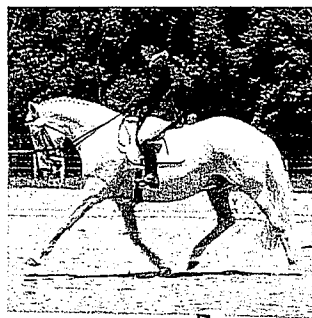
Our team successfully completed the race at 4.20pm and was placed 145th out of a total of 181 social running teams – not a bad effort at all for our first attempt and a fantastic team building exercise for all those involved!



[Nigel Hicks, Jeff Rowsell, Mathew Robertson, Sara Hill & Frances Saunders from Campbell-Tyson participated in the event]

### Horse riding success

Glen Beal and Cathy Jameson have both ridden their way to victory recently at two separate horse riding events. Glen, riding Joss Bayly's Jet Stream, won the National 5-year-old Show Jumping Championship at the New Zealand Horse of the Year Show. Cathy also had success on her horse Apple Jack at this year's Royal Easter Show. Over two days of competing Cathy was named the Royal Easter Show Elementary Dressage champion for 2005.



Cathy Jameson on Apple Jack



Glen Beal on Jetstream

### Round the Bays

A total of 11 runners represented Campbell-Tyson in this year's 8.4km race along the Auckland waterfront.

It was a great day out for all those involved, walking or running.

Congratulations to Jeremy Fletcher (Cathy Jameson's partner) who was first to cross the finish line for Campbell-Tyson with a time of 44.5 minutes closely followed by Frances Saunders, at 49.3 minutes. The walkers came through the finish line around the 92 minute mark. Overall, a fantastic effort. Well done!

### Golf Tournament

This year's Campbell-Tyson Golf Tournament took place on the 11th of March and was thoroughly enjoyed by all participants. Thirty staff members headed to the Clarks Beach course for the firm's annual Golf Tournament. We competed in teams of four or five, with everybody playing from the best shot before moving on to the next hole.

After the tournament we enjoyed a barbeque on the beach and had our official presentation of prizes which is always thoroughly enjoyed by all.

## Terry Harris – making a difference for 39 years

Terry Harris has made an outstanding contribution to Auckland and Counties business and community life for nearly four decades.

In addition to being our Managing Partner for some 26 years, Terry served on numerous community related and corporate boards, and in 1987 was awarded the OBE for his services to the community.

Two of the more high profile roles he filled was as a board member of what eventually became the ASB Bank (four years as Deputy Chairman and three years as Chairman) and Chairman of South Auckland Health.

Terry joined the then firm of Campbell White in 1966, becoming a partner in the business two years later.

It was Terry who in 1979 led the merger talks between Campbell White and Tyson, Milne & Walker, and became the first Managing Partner of the enlarged firm that emerged named Campbell-Tyson.

In 2001 he was also the driving force behind the merger with Hart Saunders Professional Group.

Terry chose to work in Counties as a young man because of his desire to "make a difference" to the community in which he lived and worked, and he has always been a strong advocate for Pukekohe and the Counties region.

Only last year he was among the small group of Auckland business leaders that were instrumental in convincing the Auckland Racing Club that it should abandon its intention to relocate its training facilities to Mangere, and instead join forces with Counties Racing in developing facilities at Pukekohe. This will in time lead to Counties becoming an even stronger centre of equine excellence.



Terry is proud of the culture that has developed at Campbell-Tyson, which is based on teamwork and values-based leadership. Terry says, "Where values-based leadership is practiced, the first question asked is – is it consistent with the firm's values, and is it fair? – before what is the easiest, most expedient or financially attractive?"

After 39 years with the firm Terry has decided to reduce his involvement, and by year end will be working with us as a Consultant.

His future plans involve spending some "time off" in 2006 with his wife Mary, and then pursuing some personal interests that he has put on the back burner.

### EDITORIAL

## Retaining your workforce in a tight employment market

With unemployment running at around 3% of the workforce, many in business are facing a new phenomenon – how to manage their business when they cannot hire people with the necessary skills they require?

Some have never encountered such a challenge before. Regardless of the effort they put into recruitment, they have reservations about the choice they have, and the quality of those presenting.

Anecdotal evidence suggests that we may well have to get used to a shortage of skilled, trained workers, particularly in the trades, regardless of whether unemployment stays at such low levels.

Through a combination of older workers retiring, neglect in training the next generation over the past 20 years, and the young seeking better opportunities overseas, there is a real shortage of people with the skills required to keep business humming.

One recruitment or retention tactic employed by some is to simply pay higher wages or offer more attractive incentives.

In doing this they are seeking to outbid their competitors to attract staff, or retain existing staff. One of the inevitable consequences of this approach is to increase costs and reduce profitability, putting downstream strains and stresses on other aspects of the business.

A more far-sighted approach is to create a working environment that your employees value and appreciate. Get this right and you will find that your workforce is not so readily prepared to trade what they have for a little more money.

Numerous research studies show that most employees are not driven purely by money. If you get the money right, then factors such as, recognition for contribution, being involved, feeling that you are contributing to the company's overall success and being valued, all rate highly.

The key naturally is to get the money "right" in the first place, and given recent movements in wages you should make a point of finding out what the current market rate is. Don't wait until your best employees have left you before moving to meet the market.

Once you have the money right you can then focus on the intangibles, or the feel good factors.

Be prepared to be flexible to meet people's needs. This may involve job sharing, people working less than 40 hours a week, and treating each person as an individual with unique needs.

This is not pandering to people. It is recognition that they have a choice and that money is not the sole driver of people's work ethic or reason for staying with a company.

Another strategy is a commitment to training so that you are constantly upskilling the ability of your people. Through training you give them the ability to take on more responsibility and undertake a broader range of tasks.

Investing in your people in this way is not a guarantee that you will eliminate staff turnover, or shortages. It will, however, create an environment where your people will think twice before moving for a few more dollars in their pay packet.

Nigel Hicks, Partner

# RUN THAT BY ME AGAIN...

## Doug Ellison

Business Services Manager Doug Ellison left our employment in March after working with us for two years, having made the decision to work in Central Auckland. We thank Doug for his contribution to the business and wish him well in his future career.

## Employment Agreements

If you have not already updated your employees' employment agreements then you are in breach of your employer responsibilities. If your agreements are not compliant, act immediately by contacting your normal Campbell-Tyson advisor or George Morrell.

There are two particular topics that must be covered by new employment agreements. These are:

- The employee's rights under new holidays legislation, and the payment of time and a half and a day off in lieu. Even employees who are paid a salary are entitled to additional payment.
- The employee's right to go to mediation to resolve differences, and the mediation process that is to be followed.

## Vigilance and prevention solve Internet concerns

There are two big Internet scares doing the rounds at present, the security of internet banking and spyware, which enables hackers to access your telephone and run up high toll bills.

### Internet banking

Internet banking has transformed the way we do banking, and in spite of what you might read in the media, provided you take the proper precautions, it is as safe as any other form of banking.

Fortunately, to date there has been very few instances of unauthorised people gaining access to banking accounts. In truth, it happens far more regularly through means such as cheques, credit cards, ATM cards and forgery than through Internet banking.

As an Internet banking user, you can be pretty sure that your bank's computer is safe from illegal entry. If something goes wrong at the bank it will be human error on their part, and they will readily reimburse you.

The vulnerable part of the chain is your computer, and you have to play your part in ensuring your defences are up-to-date and adequate.

No business should engage in Internet banking if it does not have a fire wall and anti-virus protection. Nor should you access your business account from home, unless your home computer's defences are also first class.

If you do personal banking from home from a vulnerable computer, it is not wise to have your business and personal accounts linked.

Also, most prudent Internet banking users will not use public computers in Internet cafes to do their banking, as it is relatively easy for a hacker to tamper with public computers.

At least two banks (ASB and BankDirect) offer what is known as "two tier" security for Internet banking, and it is obvious the other banks will be moving to this double security soon. Some without two kinds

of security have manual systems which provide a degree of security checking.

Do not place total trust in your fire wall and virus software to make you invulnerable to attack. At least weekly you should undertake a manual audit of bank withdrawals, looking for entries that do not "look right".

### Spyware

Spyware is the latest "nasty" to surface and, as it is not a virus, it will not be picked up by anti-virus programmes.

Spyware comes into your computer attached to email or Internet usage, and has two capabilities.

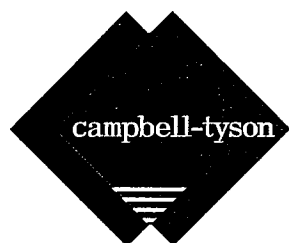
It can change information on your web page, and transport information from your computer or web page to another site. In this respect it is often a nuisance rather than a financial risk.

Its other ability is of greater concern, in that it can access your telephone system and make toll calls using your phone line. Many people have only realised that they have been invaded when they receive an unexpectedly high toll bill from their telephone supplier.

The problem has developed to the point where the telephone companies are advising home users of simple precautions they can take to protect themselves against Spyware, such as disconnecting the telephone cable to the modem when you are not on the Internet.

The best defence you have to Internet concerns is vigilance, knowledge and up-to-date security measures.

For more information speak to your Campbell-Tyson advisor or our IT associates at Biztek, Tony Canning or Brett Slater on 09-238 9222.



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