



MANUREWA BUSINESS ASSOCIATION

**MANUREWA BUSINESS  
ASSOCIATION INC.  
ANNUAL GENERAL MEETING**

**6pm Monday 3rd November 2025**

Held at Southmall Shopping Centre  
Conference Room (upstairs)  
185 Great South Road, Manurewa

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## MANUREWA BUSINESS ASSOCIATION INC. NOTICE OF ANNUAL GENERAL MEETING

6pm Monday 3rd November 2025

Held at Southmall Shopping Centre Conference Room  
(upstairs), 185 Great South Road, Manurewa

### AGENDA

1. **Welcome**
2. **Apologies**
3. **Register of Interest**
4. **Confirmation of Minutes** of previous AGM held Monday 30th September 2024 and any matters arising
5. **Chairman's Report**
6. **Town Centre Manager's Report**
7. **Financials**
  - A. Approval of Audited Performance Report for the Year ending 30 June 2025.
  - B. Treasurer's Report.
  - C. That Manurewa Business Association receive and approve the 2026-27 budget which includes a BID targeted rate grant amount of \$420,217.88, noting there will be an increase of 5% (\$20,010.38) to the BID targeted rate grant for the 2026-27 financial year.
  - D. Ask the Manurewa Local Board to recommend to the Governing Body the amount of \$420,217.88 be included in the Auckland Council draft 2026-27 annual budget consultation process.
8. **Confirmation of the MBA draft business plan 2026-27**
9. **Introduction of Nominees**
10. **Voting of New Committee**
11. **Confirmation of 2025-26 Committee Members**
12. **Appointment of Auditor - BVO Audit**
13. **Update on Strategic Plan**
14. **General Business**
15. **Refreshments**

Please RSVP by Friday 24th October 2025 to [manager@manurewabusiness.co.nz](mailto:manager@manurewabusiness.co.nz)

## MANUREWA BUSINESS ASSOCIATION INCORPORATED – CONSTITUTION AND RULES

### NOTES

1. **Membership:** A person must be a Full Member of the Association to vote and stand for election to the Executive Committee. Please refer to the constitution for qualifications for a Full Member.
2. **Executive Committee:** The Executive Committee shall consist of an uneven number of members and no less than five voting members and no more than nine voting members.
3. **Election of members to the Executive Committee:** The procedure for nominations is as follows:
  - A. Nomination of candidates for election as members of the Executive Committee:
    - Shall be made in writing, signed by two Full Members of the Association and accompanied by the written consent of the candidate.
    - Shall be delivered to the Secretary of the Association not less than seven days before the date fixed for the holding of the Annual General Meeting. **(by 5 pm on Monday 27th October 2025)**
  - B. Nominations can be sent or delivered to Manurewa Business Association, 4 Station Rd, Manurewa or emailed to [manager@manurewabusiness.co.nz](mailto:manager@manurewabusiness.co.nz) **(by 5 pm on Monday 27th October 2025)**.

The Business Improvement District (BID) Area Map and the MBA Constitution can be requested from the Manurewa Business Association or can be found on our website - [www.manurewabusiness.co.nz](http://www.manurewabusiness.co.nz).

Please RSVP by Friday 31st October 2025 to [manager@manurewabusiness.co.nz](mailto:manager@manurewabusiness.co.nz)

## MANUREWA BUSINESS ASSOCIATION 2024 ANNUAL GENERAL MEETING

Monday, 30th September 2024

Location: Southmall Meeting Room, Level 1, 185 Great South Road,  
Manurewa from 6:00 PM - 7:00 PM

### 1. PRESENT

Neil Punja (Town Centre Manager), Tony Parkes (Chair - Bonded NZ), Ken Penney (Ken Penney's Barber Shop), Bev Perry (Manurewa RSA), Gabrielle Ariki (Manurewa RSA), Ian Leader (Local Works), CM (South Lotto), Luella Linaker (Pride Project), Akiko Tokeda (Cafe Koko), Joseph Allan (Manurewa Local Board), Regan Fitness (TJ Car Wash), Bobby Wong (Print and Stitch), Ezekiel Robson (Salubrious Trust), Alexis Ranson (The Warehouse Clendon), Gary Bal (Harcourts), Mandeep Kaur (Harcourts), Norman and Amber Ly (Amber's Roast), Sam Steele (LJ Hooker)

### 2. APOLOGIES

Penny Yan (Print & Stitch), Nilesh Kumar (Southmall Jewellers), Iona Tusa (Iona Security)

**Moved: KEN PENNEY**

**Seconded: IAN LEADER**

### 3. CONFIRMATION OF MINUTES FROM 2023 AGM

The minutes from the Annual General Meeting held on 30 October 2023 were accepted as a true and correct record.

**Moved: KEN PENNEY**

**Seconded: GABRIELLE ARIKI**

### 4. CHAIRMAN'S REPORT

The Chairman's report was circulated and summarised by Chair, Tony Parkes. There were no matters arising and the report was received by all present.

#### Key Points from the Chairman's Report:

- The Santa Parade was successful.
- The MBA covers Manurewa and Clendon and aims to expand further in the coming years.
- Clendon has been part of the MBA for 3-4 years.
- Āpōpō Studios supports businesses in the arts industry.
- Events like "Coffee with a Cop" and "Manurewa Meets" provide valuable networking opportunities.

Tony thanked the MBA Executive Committee, Manurewa Local Board, MBA staff, Local Police, The Pride Project, and the Manurewa Youth Council for their support.

Ken Penney acknowledged the MBA Executive Committee's achievements.

**Moved: KEN PENNEY**

**Seconded: REGAN FITNESS**

## 5. FINANCIALS

### 5A.

#### **Approval of Audited Performance Report for the Year ending 30 June 2024.**

Neil Punja presented the Audited Performance Report.

#### **Key Points:**

- Manurewa and Clendon Town Centres are fully occupied.
- A 5% increase in spending transactions was recorded.
- The Link bus has secured funding for the next year.

Regan Fitness commended the MBA's performance and the 5% increase in transactions. Ken Penney commended Neil Punja for his presentation. Tony Parkes praised Neil Punja's marketing skills.

**Moved: KEN PENNEY**

**Seconded: GABRIELLE ARIKI**

### 5B.

#### **2025-26 Budget Approval**

That Manurewa Business Association receive and approve the 2025-26 budget which includes a BID targeted rate grant amount of \$400,207.50, noting there will be an increase of 10% (\$36,382.50) to the BID targeted rate grant for the 2025-26 financial year, and;

The Manurewa Business Association approved the 2025-26 budget, which includes a BID targeted rate grant amount of \$400,207.50. This represents a 10% increase (\$36,382.50) to support initiatives like the Santa Parade and the Auror crime reporting tool.

**Moved: KEN PENNEY**

**Seconded: REGAN FITNESS**

### 5C.

#### **Recommendation to the Governing Body**

Ask the Manurewa Local Board recommend to the Governing Body the amount of \$400,207.50 be included in the Auckland Council draft 2025-2026 annual budget consultation process

The Manurewa Local Board was asked to recommend to the Governing Body that \$400,207.50 be included in the Auckland Council draft 2025-2026 annual budget consultation process.

Luella Linaker enquired about the process if the Local Board does not recommend the amount. Neil Punja clarified that this has never happened before. Ken Penney sought further clarification on the process, and Neil Punja confirmed it is part of the bid process.

**Moved: KEN PENNEY**

**Seconded: ALEXIS RANSON**

## 6. SPECIAL RESOLUTION

### #1:

That the Manurewa Business Association existing constitution (rules)document (last updated September 2022) be replaced with the proposed new constitution (rules) dated September 2024 presented at the Annual General Meeting of the Manurewa Business Association on 30 September 2024 and that such alterations be effected by replacing the existing constitution document (last updated September 2022) with the proposed Manurewa Business Association constitution (dated September 2024). A copy of the proposed new constitution (dated September 2024) can be viewed at [www.manurewabusiness.co.nz](http://www.manurewabusiness.co.nz)

**Moved: KEN PENNEY**

**Seconded: ALEXIS RANSON**

## 7. INTRODUCTION OF NOMINEES FOR 2024-25 COMMITTEE

**The following seven nominations were received:**

1. Tony Parkes - Bonded Insurance
2. Nilesh Kumar - Southmall Jewellers
3. Bret Norris - LJ Hooker
4. Penny Yan - Print & Stitch
5. Iona Tusa - Iona Security
6. Alexis Ranson - The Warehouse, Clendon

## 8. VOTING OF NEW COMMITTEE

- Rules 14 and 15 of the constitution were referenced.
- The minimum number of nominees (5) was reached.
- Nominees were voted in automatically.
- Nominations were opened to the floor.

## 9. CONFIRMATION OF 2024-25 COMMITTEE MEMBERS

**Moved: GARY BAL**

**Seconded: ALEXIS RANSON**

Tony Parkes acknowledged Ken Penney's 20 years of service on the committee. Ken Penney expressed his enjoyment of his time on the committee and congratulated Neil Punja on his good work. Neil Punja thanked Ken Penney for his support and presented him with a gift.

## 10. APPOINTMENT OF AUDITOR

David Knightley of Blackmore Virtue & Owens was appointed as auditor.

**Moved: REGAN FITNESS**

**Seconded: ALEXIS RANSON**

## 11. TOWN CENTRE MANAGER'S REPORT

Neil Punja presented the Town Centre Manager's Report.

### Key Points:

- Initiatives discussed included "Coffee with a Cop," Safer Plates, Smokefree initiatives, increased spending, safety, placemaking, and support for businesses.
- Āpōpō Studios was highlighted as a local success story.
- Collaboration with Manurewa Trade Academy was mentioned.
- Focus on a five-year plan, partnerships, safety, and security.

Neil Punja acknowledged Ian Leader for his project management and consultancy.

### Motion

That the Town Centre Manager's Report be accepted.

**Moved: KEN PENNEY**

**Seconded: ALEXIS RANSON**

## 12. UPDATE ON STRATEGIC PLAN 2020-2025

Neil Punja presented an update on the Strategic Plan 2025-2026, which is available in booklet, magazine, and online formats.

### Motion

That the update on the Strategic Plan 2020-2025 be accepted.

**Moved: KEN PENNEY**

**Seconded: ALEXIS RANSON**

## 13. CONFIRMATION OF THE MBA DRAFT BUSINESS PLAN 2025-26

Neil Punja presented the MBA draft business plan 2025-26. He highlighted the plan's optimistic outlook, focus on community, and support for businesses. Neil Punja acknowledged the contributions of the Local Board, MBA Committee, Pride Project, Southmall, and other partners. He also acknowledged Alexis Ranson for her support of the Kai for Kids programme.

### Motion

That the MBA draft business plan 2025-26 be accepted.

**Moved: KEN PENNEY**

**Seconded: ALEXIS RANSON**

## 14. GENERAL BUSINESS

The date of the first Executive Committee meeting after the AGM was proposed for 28 October 2024.

### Meeting Conclusion

The meeting concluded at 7:00 PM. Drinks and nibbles were served.

### Next Meeting

The next Executive Committee meeting will be held on Monday, 4 November 2024, at 5:45 PM in the Manurewa Business Association Office, 4 Station Road, Manurewa, with an online option available.

## CHAIRMAN'S REPORT FOR THE MANUREWA BUSINESS ASSOCIATION (MBA) - 2025

Tony Parkes

### INTRODUCTION:

Tēnā koutou katoa and welcome to the 2025 Annual General Meeting for the Manurewa Business Association. The 2024-25 financial year was a significant period for our association, as it marked the conclusion of our five-year strategic plan, '**Moving Manurewa Together 2020-2025**'. It was a year of tangible progress, where our collective efforts produced positive results for our business district and the wider community.

Reviewing the year's activities, our focus on **PERCEPTION** has seen us shape the narrative of our town centres through targeted marketing campaigns and the successful return of the Manurewa Santa Parade, which was a well-attended community celebration.

A core part of our work is **PEOPLE**. We have worked to strengthen the business community through our 'Manurewa Meets' networking events and have deepened community engagement with safety initiatives like 'Coffee with a Cop'. Our commitment to local youth continues through our support for the Manurewa Works programme.

We have also focused on making our town centres a better **PLACE** to be. The presence of our Ambassadors has been instrumental in enhancing safety, and their operational expertise is now being shared to assist with the training of the Papakura Angels. Our investment in the Auror crime reporting platform, as part of a wider Southern Corridor partnership, highlights our commitment to using technology to support our members. Furthermore, thanks to the continued support of the Manurewa Local Board, the Manurewa Link Bus continues to provide vital connectivity for our community.

From a **PERFORMANCE** perspective, it has been a challenging economic climate for retail across Auckland and Manurewa has shown considerable resilience. While we saw a slight downturn in overall spend, our district performed better than the regional average, maintaining our market share. This is a testament to the strength and determination of our local business community. Internally, the Association's own financial performance remains robust, ensuring we are well-positioned for the future.

We have also strengthened our advocacy, formalising a partnership with the Papakura Business Association through an MOU for shared services to ensure our collective voice is stronger.

While we acknowledge these successes, we remain focused on the ongoing challenges. The rise in retail crime and aggressive behaviour is a serious concern. Your association has been proactive on this front, providing strong advocacy and feedback toward the national retail crime plan, using on-the-ground intelligence from our Ambassador programme to push for effective solutions.

### Looking Ahead:

As we close one chapter, we begin another with our new **Strategic Plan for 2025-2030**. This plan sets a clear direction for the future, designed to leverage the growth and investment across South Auckland. It provides the roadmap to ensure our business district is well-positioned to adapt and thrive.

This work would not be possible without collaboration. I extend my thanks to my fellow board members for their voluntary service and strategic guidance. My gratitude also goes to our Town Centre Manager, Neil Punja, and his dedicated team, whose work implements our plans on a daily basis.

Finally, thank you to our members and our key partners, especially the Manurewa Local Board and the NZ Police, for your continued support.

I am confident that by continuing to work together, we will build a more prosperous and resilient future for the Manurewa Business District.

Yours sincerely,



Tony Parkes



Chairman  
Manurewa Business Association

## TOWN CENTRE MANAGER'S REPORT FOR THE YEAR ENDED 30 JUNE 2025

Manager: Neil Punja

### TĒNĀ KOUTOU,

The 2024-25 year has been one of significant activity and progress for the Manurewa Business Association. Despite a challenging national economic backdrop, our town centres have shown remarkable resilience, and our team has worked tirelessly to deliver a safe, vibrant, and supportive environment for our members. This year also marks the successful completion of our 2020-25 strategic plan, and I am proud of what we have collectively achieved.

### Operational Highlights: A Year in Review

Our work this year was focused on delivering tangible outcomes across our four strategic pillars:

- **PLACE: Enhancing Safety, Amenity, and Accessibility**

Our core focus remains creating a safe and welcoming environment. The Town Centre Ambassador Programme has been a cornerstone of this effort. Their visible presence, engagement with businesses, and de-escalation of anti-social behaviour are invaluable. This year, their expertise was recognised through their role in training the new Papakura Angels team, cementing a strong partnership with the Papakura Business Association, which has been formalised with an MOU for shared services.

To support this work, we rolled out the Auror crime reporting platform across the Southern Corridor, providing a unified system for tracking and responding to retail crime. Our monthly meetings with NZ Police and the new 'Great South' operational group have ensured our efforts are coordinated and intelligence-led. We have also been persistent in our advocacy with Auckland Transport and Auckland Council for infrastructure upgrades, including progressing decorative lighting for the transport interchange canopy and continuing to lobby for paving and streetscape improvements.

- **PERCEPTION: Promoting a Positive Narrative**

Changing perceptions is key to attracting visitors and investment. The highlight of our events calendar was undoubtedly the successful return of the Manurewa Santa Parade, which brought immense joy back to the community after a two-year hiatus.

Our regular events like Coffee with a Cop and Safer Plates have continued to strengthen relationships between businesses, the public, and Police. We also launched new initiatives like the monthly Manurewa Meets networking events and the Retailers of Rewa video series to celebrate the success and diversity of our local businesses.

- **PEOPLE: Fostering Community and Connection**

The Manurewa Link Bus continues to be a vital service, and I am pleased to report that we have secured ongoing funding from the Manurewa Local Board, who have also approved a feasibility study to explore expanding the service in the future.

Āpōpō Studios has navigated a period of transition, with a change in management and ongoing studio renovations. It remains a key project with huge potential as a creative and social enterprise hub for our community, and we are excited to see it develop under its new leadership.

- **PERFORMANCE: A Strong and Resilient Business District**

In a year where Auckland's overall retail spending saw a downturn, Manurewa held its ground. Our final economic data shows a total spend of \$301.5 million. While this was a slight decrease of 1.1% from the previous year, it significantly outperformed the Auckland-wide BID average, which saw a 2.5% decrease. This demonstrates the loyalty of our local customers and the resilience of our business community.

Our advocacy has been a major focus. We made a formal submission to the government's Ministerial Advisory Group on retail crime, using direct, on-the-ground intelligence from our Ambassadors to call for more effective tools to manage anti-social behaviour.

## Looking Ahead to 2025-2030

As we move into our new 5-Year Strategic Plan, we will build on this strong foundation. Key priorities for the coming year include delivering Year One of our new annual plan, growing our Ambassador programme, and progressing the proposed **BID expansion campaign** to close the gaps between Manurewa, Wiri, and Takanini.

I want to extend a huge thank you to our dedicated staff, particularly our Ambassador team who are on the frontline every day. My thanks also go to the MBA Board for their strategic guidance and to all our members and partners for their continued collaboration and support.

It is a privilege to serve this community, and I look forward to working with you all to achieve our shared goals in the year ahead.

Ngā mihi,



Neil Punja



Town Centre Manager

Manurewa Business Association

## TREASURER'S REPORT MANUREWA BUSINESS ASSOCIATION FOR THE YEAR ENDED 30 JUNE 2025

### Tēnā koutou katoa,

It is my pleasure to present the Treasurer's Report for the Manurewa Business Association (MBA) for the financial year ended 30 June 2025.

This report summarises our financial performance and position, which are detailed in the full "Group Performance Report" prepared by Bay Accounting & Taxation Limited and audited by BVO Audit. These audited accounts are presented for your approval.

### Overview

Despite a challenging national economic backdrop, the 2024-2025 financial year has been exceptionally successful for our association. We have ended the year in a robust financial position, recording a significant surplus. This result is a testament to the prudent management of our funds and, crucially, the team's success in securing substantial external funding for key community projects.

Economically, our town centres have shown remarkable resilience. As noted in the Manager's Report, while Manurewa saw a minor 1.1% decrease in total spend (to \$301.5 million), this significantly outperformed the Auckland-wide BID average, which saw a 2.5% decrease. Our financial strength allows us to continue supporting this resilience and invest in a vibrant, safe, and prosperous Manurewa.

### Financial Performance (Statement of Financial Performance)

The association's financial performance was strong, driven by an increase in both our core BID grant and significant success in securing external grants.

- **Total Revenue:** We achieved a Total Revenue of **\$741,129**. This is a substantial increase from \$583,505 in the prior year.
- **Total Expenses:** Our Total Expenses were **\$596,026**, compared to \$501,789 in 2024, reflecting a significant increase in delivering valuable projects for our members.
- **Net Surplus:** This resulted in a Net Surplus for the year of **\$145,103**. This is a fantastic outcome, well up from the \$81,716 surplus recorded in 2024.

### Key Revenue Drivers

Our core funding, the Auckland Council BID targeted rate grant, was **\$363,825**.

However, the team's outstanding efforts in securing external funding were the primary driver of our strong result. Key grants and donations included:

- **\$171,795** from Auckland Council (non-BID), including vital funding from the Manurewa Local Board for placemaking, CCTV, and the Ambassador programme.
- **\$60,000** in donations for the "Kai for Kids" programme.
- **\$22,148** in sponsorship for the Pride Project.

## Key Areas of Expenditure

Our expenditure directly reflects our commitment to delivering on our strategic pillars of **PLACE, PERCEPTION, PEOPLE, AND PERFORMANCE.**

- **Volunteer and Employee Costs:** At **\$240,102**, this remains our largest expense, primarily funding our highly effective Town Centre Ambassadors and management team.
- **Costs of Providing Goods or Services:** This category grew to **\$259,752** and included key member-facing projects such as:
  - o **\$40,620** for the Manurewa Link Bus service.
  - o **\$38,763** for the successful return of the Manurewa Santa Parade.
  - o **\$13,718** for the “Safer Plates” crime prevention event.
  - o Significant investment in the Āpōpō Studios project.

## Financial Position (Statement of Financial Position)

Our balance sheet is the strongest it has been, placing us in an excellent position to launch our new 2025-2030 Strategic Plan.

- **Total Assets:** Our assets have grown significantly to **\$402,658** (from \$114,476 in 2024).
- **Total Liabilities:** Our liabilities also increased to **\$214,905** (from \$72,315).
- **Net Assets (Accumulated Funds):** This leaves the association with Net Assets of **\$187,754**, a significant increase from \$42,160 last year.

The primary reason for the large increase in both Assets and Liabilities is positive. Our cash at bank has grown to **\$367,017** because we have successfully secured **\$183,651** in grants for specific projects that are yet to be completed. This “Unused donations and grants” figure is recorded as a liability, as the funds are tagged for future work. This is a sign of a healthy pipeline of funded projects, not a financial burden.

## Conclusion

The Manurewa Business Association is in a strong and secure financial position. We have a healthy surplus, robust cash reserves, and a clear pipeline of funded projects.

This position of strength allows us to confidently move forward into our new 2025-2030 strategic plan, knowing we have the resources to deliver on our commitments to you, our members.

I would like to extend my sincere thanks to our funders, particularly the Manurewa Local Board, our valued members, and Neil Punja and his team for their diligent financial management over the past year.

I move that the Audited Group Performance Report for the Manurewa Business Association Inc. for the year ended 30 June 2025 be received and approved.

Thank you.

Gigesh Pala

**Treasurer**

**Manurewa Business Association Inc.**



## Performance Report

Manurewa Business Association Inc.

For the year ended 30 June 2025

Prepared by Bay Accounting & Taxation Limited

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## Compilation Report

Manurewa Business Association Inc.

For the year ended 30 June 2024



Compilation Report to the President of Manurewa Business Association Inc..

### Scope

On the basis of information provided and in accordance with Service Engagement Standard 2 Compilation of Financial Information, we have compiled the financial statements of Manurewa Business Association Inc. for the year ended 30 June 2024.

These statements have been prepared in accordance with the accounting policies described in the Notes to these financial statements.

### Responsibilities

The Office Bearers are solely responsible for the information contained in this financial report and have determined that the accounting policies used are appropriate to meet your needs and for the purpose that the financial statements were prepared.

The financial statements were prepared exclusively for your benefit. We do not accept responsibility to any other person for the contents of the financial statements.

### No Audit or Review Engagement Undertaken

Our procedures use accounting expertise to undertake the compilation of the financial statements from information you provided. Our procedures do not include verification or validation procedures. No audit or review engagement has been performed and accordingly no assurance is expressed. However, an audit has been conducted by Blackmore Virtue & Owens, and we refer readers of the performance report to Blackmore Virtue & Owens' audit opinion.

### Independence

We have no involvement with Manurewa Business Association Inc. other than for the preparation of financial statements and management reports and offering advice based on the financial information provided.

### Disclaimer

We have compiled these financial statements based on information provided which has not been subject to an audit or review engagement by us. Accordingly, we do not accept any responsibility for the reliability, accuracy or completeness of the compiled financial information contained in the financial statements. Nor do we accept any liability of any kind whatsoever, including liability by reason of negligence, to any person for losses incurred as a result of placing reliance on this financial report.

*Bay Accounting & Taxation Ltd*

#### **Bay Accounting & Taxation Limited**

Chartered Accountants  
8 Donovan Street  
Blockhouse Bay  
Auckland

Dated: 23 September 2024

## Approval of Financial Report

Manurewa Business Association Inc.

For the year ended 30 June 2025

The Office Bearers are pleased to present the approved financial report including the historical financial statements of Manurewa Business Association Inc. for year ended 30 June 2025.

APPROVED



Neil Punja

Town Centre Manager

Date ..30 October 2025.....



Tony Parkes

Chairperson

Date ..30 October 2025.....

## Entity Information

### Manurewa Business Association Inc. For the year ended 30 June 2025



#### Legal Name

Manurewa Business Association Inc.

#### Type and Legal Basis

Manurewa Business Association Inc. is an Incorporated Society registered under the Incorporated Societies Act 2022.

#### Registration Number

1813899

#### Purpose or Mission

Manurewa Business Association Incorporated is the local business association acting on behalf of Manurewa & Clendon. Our objective is to ensure that our town centres are known as pleasant, safe, accessible and connected places that attract, grow and retain business, which in turn drives employment and economic stability in the area. Manurewa Business Association Inc. is a not for profit Incorporated Society currently representing approximately 500 businesses in the Manurewa and Clendon precinct.

We provides a wide range of services for our members including promotion of Manurewa to encourage an environment that is attractive to new businesses, supports employment growth and welcomes the public into our town centres.

A key role of Manurewa Business Association Inc. is our partnership with Auckland Council, the Manurewa Local Board, Counties Manukau Police and other local authorities to bring about improvements for the betterment of the Manurewa and Clendon Town Centres by lobbying for the interests of local businesses and the community.

There is also a focus on the wider area, with collaborations between Manukau through to Tuakau for the development of a South Auckland Business Alliance between the business associations along the Southern Corridor.

#### Structure

Manurewa Business Association Inc. operates with 5 full time staff and a Town Centre Manager who run and manage the day to day operations. They report to an elected executive board of office bearers and supporting committee members.

The Association is governed by a constitution consistent with the Auckland Council BID Policy 2022.

#### Main Sources of Cash and Resources

Manurewa Business Association Inc. is part of the Auckland Council BID Partnership Programme . Business associations are legal entities established under the Incorporated Societies Act. They are independent from Auckland Council. A BID (Business Improvement District) Programme is a local economic development initiative run by a business association in partnership with the council. To fund a BID programme, Auckland Council collects a targeted rate from all commercially rated properties located within an approved BID. Targeted rates are based on the businesses' property capital value and a fixed charge per property.

The agreed rates are returned in full from Auckland Council to the business association as a grant on a quarterly basis. This provides a regular income to fund member activities as strategically planned.

#### Main Methods Used to Raise Funds

The annual grant, paid quarterly from Auckland Council is our main source of income. In addition we have annual memberships and other sponsorship towards promotions and events including other grant income related to events, placemaking and safety initiatives driven by the Association.

## Reliance on Volunteers and Donated Goods or Services

The Executive Board and Chairman are volunteers and their role is crucial to the strategic and governance of Manurewa Business Association Incorporated.

## Executive Board

Tony Parkes (Chairperson)  
Sam Steel (Committee Member)  
Brett Norris (Committee Member)  
Alexis Ranson (Committee Member)  
Nilesh Kumar (Committee Member)  
Penny Yan (Committee Member)

## Auditors

Blackmore Virtue & Owens  
Level 2, 18 Broadway  
Newmarket  
Auckland

## Banks

ASB Bank  
Great South Road  
Manurewa

## Website/ Phone/ Email

[www.manurewabusiness.co.nz](http://www.manurewabusiness.co.nz)  
+64 9 269 5252  
[neil@manurewabusiness.co.nz](mailto:neil@manurewabusiness.co.nz)

## Physical Address

4 Station Road  
Manurewa  
Auckland 2102

## Postal Address

PO Box 75586  
Manurewa  
Auckland 2243

## Consolidated Statement of Service Performance

Chartered Accountants

Manurewa Business Association Inc.

For the year ended 30 June 2025

### Description of Outcomes

The Manurewa Business Association (MBA) is committed to fostering the economic and social vitality of the Manurewa and Clendon town centres. As a key partner in Auckland Council's Business Improvement District (BID) Programme, our core mission is to create a safe, vibrant, and accessible environment that attracts and retains business, stimulates employment, and serves our diverse community.

The 2024-25 financial year marked the successful completion of our **'Moving Manurewa Together 2020-2025'** strategic plan. The work and achievements outlined below were guided by its four pillars: Perception, People, Place, and Performance. These outcomes have provided a strong foundation as we transition into our new strategic plan for 2025-2030. Throughout the 2024-25 year, we have collaborated extensively with our partners—including the Manurewa Local Board, NZ Police, Southmall, and local community organisations—to deliver initiatives that enhance our town centres as prime destinations to live, work, visit, and invest.

The MBA's operational focus, led by our dedicated Town Centre Management and Ambassador Team, has been on improving safety perceptions, enhancing the retail and service mix, and strengthening community connections. We believe these efforts drive increased foot traffic, support sustainable economic growth, and cultivate a positive identity for Manurewa.

### Description and Quantity of the Outputs

Our outcomes for the 2024-25 financial year were delivered through the following key outputs:

#### 1. Perception: Celebrating Manurewa as a great place to do business

We focused on actively promoting a positive narrative for the Manurewa Business District, showcasing its unique identity and diverse offerings.

- **Marketing & Communications:** Delivered a multi-channel marketing plan telling the real story of Manurewa and Clendon, positioning them as attractive retail destinations. This included the ongoing promotion of the **'Buy Local Manurewa'** strategy.
- **Business Attraction:** Maintained high building occupancy rates and supported new business fit-outs and relocations, enhancing the diversity and quality of our retail environment.
- **Signature Events:** Successfully delivered key promotional events such as the **Manurewa Santa Parade**, which was revived with strong support from local businesses and community trusts, drawing significant crowds to the town centre.

#### 2. People: Keeping community at the heart of doing business

We delivered a range of initiatives to celebrate our cultural diversity, engage our youth, and strengthen connections between businesses and the community.

- **Community Engagement:** Strengthened community ties through signature safety events like **'Coffee with a Cop'** and **'Safer Plates'**.
- **Business Networking:** Launched the highly successful **'Manurewa Meets'** monthly networking events to foster business-to-business collaboration and celebrate local success stories.
- **Youth & Employment:** Continued our support for youth leadership initiatives and actively promoted local employment opportunities through the **Manurewa Works** programme.
- **Apopo Studios:** Maintained our commitment to **Apopo Studios**, laying the groundwork for future upgrades and partnerships to establish it as a world-class creative hub.

#### 3. Place: Creating safe, attractive, and accessible town centres



We invested significantly in improving the physical environment of our town centres to enhance public safety and create a welcoming atmosphere.

- **Safety & Security:** Secured **\$95,000** in funding from the Manurewa Local Board to support vital placemaking activities, CCTV monitoring, and the Town Centre Ambassador programme. This investment was crucial for enhancing public safety and confidence.
- **Crime Prevention Technology:** Rolled out the Auror crime reporting platform across the district, creating a shared intelligence network with business members and NZ Police. This was part of a wider Southern Corridor partnership with Manukau, Papakura, and Pukekohe BIDs to tackle retail crime.
- **Ambassador Programme:** Maintained a visible and proactive Ambassador presence in the Manurewa and Clendon town centres, providing assistance and acting as a key liaison for safety matters. The programme's expertise was recognised through its role in assisting with training for the Papakura Angels team.
- **Connectivity:** Secured **\$50,000** from the Manurewa Local Board for the fifth consecutive year to operate the **Manurewa Link Bus**, providing essential, free transport and improving connectivity across the business district.

#### 4. Performance: Being a strong advocate and valuable resource

The MBA continued to provide strong leadership and advocacy for its members while ensuring the organisation remains sustainable and fit for the future.

- **BID Growth:** The BID targeted rate grant was increased by 5% to **\$363,825** for the 2024-25 year, enabling an expansion of services. This core funding enabled the MBA to deliver its operational plan for the year. The grant was applied to key areas including the funding of the Town Centre Management and Ambassador teams, the delivery of marketing campaigns and community events, investment in safety and crime prevention initiatives like the Auror platform, and providing ongoing advocacy and support for our members.
- **Our Local Economy:** In a challenging year where the total spend across all Auckland BIDs decreased by 2.5%, Manurewa demonstrated strong resilience. Our district saw only a minor decrease in spending (-1.1%) and transactions (-1.5%), outperforming the regional average and successfully maintaining our 1.2% market share of the total Auckland BID economy.
- **Advocacy & Strategic Partnerships:** Successfully advocated for community benefit funding to support key infrastructure projects. We also formalised our strategic partnership with the Papakura Business Association through a Memorandum of Understanding (MOU) for shared services and joint advocacy on initiatives benefiting the wider South Auckland region.
- **Advocacy on Crime & Safety:** Provided strong advocacy and feedback toward the national retail crime plan, using intelligence gathered from our Ambassador programme to inform strategies for dealing with the rise in violent and aggressive behaviour in our Town Centres.
- **Member Support:** Provided ongoing support and resources to our approximately 500 member businesses across the Manurewa and Clendon precincts.

#### 5. Apopo Studios Limited (Outcome)

Apopo Studios Outcome Apopo Studios, operating as a social enterprise under the Manurewa Business Association (MBA), functions as a community-led creative hub with a core mission to strengthen the local creative sector, celebrate culture, and open pathways to opportunity in Manurewa.

For the 2024–2025 financial year, the MBA affirmed its commitment to the studio and was "laying the groundwork for future upgrades and partnerships to establish it as a world-class creative hub". Apopo Studios supports local creatives and businesses by providing affordable, professional facilities and offering high-impact growth packages that include professional video and photography, marketing strategy, and cashflow guidance.



## Consolidated Statement of Financial Performance

Manurewa Business Association Inc.

For the year ended 30 June 2025

	NOTES	2025	2024
<b>Revenue</b>			
<b>Donations, fundraising and other similar revenue</b>			
Donations received		68,331	238
Fundraising Revenue		22,148	-
Grants		614,033	568,748
<b>Total Donations, fundraising and other similar revenue</b>		<b>704,511</b>	<b>568,985</b>
Interest, dividends and other investment revenue	1	4,619	3,520
Other revenue	1	31,998	10,999
<b>Total Revenue</b>		<b>741,129</b>	<b>583,505</b>
<b>Expenses</b>			
Expenses related to public fundraising	2	74,804	53,431
Volunteer and employee related costs	2	240,102	227,859
Costs related to providing goods or service	2	259,752	198,860
Grants and donations made	2	520	445
Other expenses	2	20,848	21,194
<b>Total Expenses</b>		<b>596,026</b>	<b>501,789</b>
<b>Surplus/(Deficit) for the Year</b>		<b>145,103</b>	<b>81,716</b>

## Consolidated Statement of Financial Position

Manurewa Business Association Inc.

As at 30 June 2025

	NOTES	30 JUN 2025	30 JUN 2024
<b>Assets</b>			
<b>Current Assets</b>			
Bank accounts and cash	3	367,017	90,359
Debtors and prepayments	3	8,831	1,259
Other Current Assets	3	5,750	9,737
<b>Total Current Assets</b>		<b>381,598</b>	<b>101,355</b>
<b>Non-Current Assets</b>			
Property, Plant and Equipment	5	21,060	13,120
<b>Total Non-Current Assets</b>		<b>21,060</b>	<b>13,120</b>
<b>Total Assets</b>		<b>402,658</b>	<b>114,476</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Creditors and accrued expenses	4	21,114	9,920
Employee costs payable	4	10,140	7,973
Unused donations and grants with conditions	4	183,651	54,422
<b>Total Current Liabilities</b>		<b>214,905</b>	<b>72,315</b>
<b>Total Liabilities</b>		<b>214,905</b>	<b>72,315</b>
<b>Total Assets less Total Liabilities (Net Assets)</b>		<b>187,754</b>	<b>42,160</b>
<b>Accumulated Funds</b>			
Accumulated surpluses or (deficits)	6	187,754	42,160
<b>Total Accumulated Funds</b>		<b>187,754</b>	<b>42,160</b>

## Consolidated Statement of Cash Flows

Manurewa Business Association Inc.

For the year ended 30 June 2025



	2025	2024
<b>Cash Flows from Operating Activities</b>		
<b>Donations, fundraising and other similar receipts</b>		
Grant Received	637,396	540,167
Grant Received - Apopo	126,358	-
Donation Received	68,331	238
Interest, dividends and other investment receipts	4,619	3,104
Cash receipts from other operating activities	38,636	12,138
GST Refund (Payable)	51,960	82
Payments to suppliers and employees	(637,204)	(491,197)
Donations or grants paid	(520)	(445)
<b>Total Cash Flows from Operating Activities</b>	<b>289,574</b>	<b>64,086</b>
<b>Cash Flows from Investing and Financing Activities</b>		
Payments to acquire property, plant and equipment	(13,406)	(4,377)
Prior Period Adjustments	490	-
<b>Total Cash Flows from Investing and Financing Activities</b>	<b>(12,916)</b>	<b>(4,377)</b>
<b>Net Increase/ (Decrease) in Cash</b>	<b>276,658</b>	<b>59,710</b>
<b>Cash Balances</b>		
Cash and cash equivalents at beginning of period	90,359	30,650
Cash and cash equivalents at end of period	367,017	90,359
Net change in cash for period	276,658	59,710



## Statement of Accounting Policies

Manurewa Business Association Inc.

For the year ended 30 June 2025



### Basis of Preparation

The entity has elected to apply Tier 3 NPF Standard (Not-For-Profit) on the basis that it does not have public accountability and has total annual expenses equal to or less than \$5,000,000. All transactions in the Performance Report are reported using the accrual basis of accounting. The Performance Report is prepared under the assumption that the entity will continue to operate in the foreseeable future.

Manurewa Business Association Incorporated has control over Āpōpō Studios Limited, a wholly-owned subsidiary. The financial statements of Āpōpō Studios Limited are consolidated into of Manurewa Business Association Incorporated due to the following reasons:

Āpōpō Studios Limited has been consolidated from 1 July 2024 as substantial costs have incurred in the financial year ending 30 June 2025.

### Specific Accounting Policies

The following is a summary of the significant accounting policies adopted by the association in preparation of accounts.

#### Accounts Receivable

Accounts receivables are stated at their estimated realisable value after providing against debts where collection is doubtful. Bad debts are written off during the period in which they are identified.

#### Bank Accounts and Cash

Bank accounts and cash in the Statement of Cash Flows comprise cash balances and bank balances (including short term deposits) with original maturities of 90 days or less.

#### Fixed Assets

Fixed assets of plant & equipment are stated at cost less aggregate depreciation, Depreciation has been calculated using maximum rates permitted by the Income Tax Act 2007. All other assets purchased are not amortised but expenses in the current year of purchase.

#### Income Tax

Manurewa Business Association Inc. is subject to Income Tax pursuant to section DV8 of the Income Tax Act 2007.

#### Grants

Grants received are included in operating revenue. If particular conditions are attached to a grant that would require it to be repaid if those conditions are not met, then the grant is recorded as a liability until the conditions are satisfied.

#### Goods and Services Tax (GST)

The entity is registered for GST. All amounts are stated exclusive of goods and services tax (GST) except for accounts payable and accounts receivable which are stated inclusive of GST.

#### Changes in Accounting Policies

There have been no changes in accounting policies. Policies have been applied on a consistent basis with those of the previous reporting period.

## Notes to the Performance Report

Manurewa Business Association Inc.  
For the year ended 30 June 2025

	2025	2024
<b>1. Analysis of Revenue</b>		
<b>Donations, fundraising and other similar revenue</b>		
Auckland Council BID	363,825	346,500
Donations Received - Apopo Studio Lights	3,500	-
Donations Received - Kai for Kids	60,000	-
Donations Received - Manurewa Works	3,500	-
Donations Received - Other	1,331	238
Grant - Auckland Council	171,795	140,394
Grant - Foundation North	-	37,500
Grant - Grassroots Trust Limited	-	16,440
Grant - Manurewa Chess	-	4,924
Grant - Pub Charity Limited	12,636	16,440
Grant - Rano Community Trust Limited	10,083	6,550
Grant - Other	55,694	-
Sponsorship - Pride Project	22,148	-
<b>Total Donations, fundraising and other similar revenue</b>	<b>704,511</b>	<b>568,985</b>
<b>Interest, dividends and other investment revenue</b>		
Interest Income	4,619	3,520
<b>Total Interest, dividends and other investment revenue</b>	<b>4,619</b>	<b>3,520</b>
<b>Other revenue</b>		
Gift - Manurewa Historical Society	20,492	-
Other Revenue	11,506	6,199
WINZ Reimbursement	-	4,800
<b>Total Other revenue</b>	<b>31,998</b>	<b>10,999</b>
	2025	2024

## 2. Analysis of Expenses

<b>Expenses related to public fundraising</b>		
Event - AIMS Hip Hop	261	250
Event - ANZAC Day Parade	104	174
Event - Armistice Day	130	18,099
Event - Blue Light JAM	88	717
Event - Bowls Network	-	373
Event - Catering Expenses	185	304
Event - Christmas / Santa Parade	38,763	851
Event - Coffee and Cake	-	1,108
Event - Coffee with a Cop	4,000	4,158
Event - Golf Day Networking	2,488	1,099
Event - Kai for Kids	3,000	-
Event - Manurewa Meets	755	940

# Performance Report

For the year ended 30 June 2025



Event - Other	12	213
Event - Rangatahi of Rewa	-	2,450
Event - Retailers of Rewa	2,065	491
Event - Safer Plates	13,718	1,332
Event - Shop & Win Promotion	3,431	3,204
Event - Skate Park	-	172
Event - Sponsorship - Harry Potter	-	122
Event - Sponsorship - Powerlifting	1,328	435
Event - Sponsorship - Tag Games	-	500
Flags	4,475	16,440
<b>Total Expenses related to public fundraising</b>	<b>74,804</b>	<b>53,431</b>

## Volunteer and employee related costs

Contracting Costs	75,000	75,000
KiwiSaver Employer Contributions	4,779	3,770
Wages - Ambassadors (WINZ)	117,836	109,637
Wages - Employees	42,487	39,452
<b>Total Volunteer and employee related costs</b>	<b>240,102</b>	<b>227,859</b>

## Costs related to providing goods or services

Accident Compensation	166	476
Advertising & Promotions	8,937	7,149
Annual ISB Software	960	-
Apopo Project	5,174	37,500
Audit Fees	7,294	2,850
Bank Fees	194	100
Commonplace Licence - 5 Year Plan	12,625	-
Computer Expenses	5,586	2,713
Conference Expenses	5,614	4,272
Consultancy - 5 Year Plan	6,933	9,900
Event - JAM 2024 Sponsorship	466	-
Event - Likeable Lab Networking	104	-
General Expenses	662	124
Gifts	190	-
Health & Safety	171	149
Insurance	7,147	6,683
Light, Power, Heating	5,694	-
Manurewa Link Services	40,620	36,901
Market Reporting (MBA / Clendon)	5,688	5,250
Marketing Contracting fees	25,215	-
Meeting Expenses AGM/MBA/Other	2,076	3,518
Motor Vehicle Expenses	4,289	4,577
Newsletter	-	7,319
Office Expenses	6,045	6,607
Placemaking - Crime Reporting	747	2,120
Placemaking - Manurewa Library	576	



# Performance Report

For the year ended 30 June 2025



Placemaking - Mural Lighting	2,500	3,583
Placemaking - Walkway Lights	7,500	-
Promotional Expenses - Placemaking Activity	61	11,493
Promotional Expenses - Videography	7,450	6,575
Rent - Apopo	19,009	-
Rent - Carpark	400	1,200
Rent - Office	11,040	11,040
Repairs and Maintenance	3,917	4,979
Resource Guidebook	4,650	-
Safety & Security	1,494	1,120
Small Value Assets	1,983	3,455
Sponsorship - Dance	25	-
Sponsorship - Sporting Award	300	5,174
Staff Catering Expenses	2,449	901
Staff Training & Welfare	10,739	3,241
Storage Costs	1,270	1,270
Subcontractor	17,500	-
Subscriptions	2,168	932
Telephone & Internet	5,225	3,526
Travel & Accommodation	613	59
Uniforms	2,967	759
Website/Social Media/Hosting	3,320	1,342
<b>Total Costs related to providing goods or services</b>	<b>259,752</b>	<b>198,860</b>

## Grants and donations made

Donations	520	445
<b>Total Grants and donations made</b>	<b>520</b>	<b>445</b>

## Other expenses

Accounting and Payroll Costs	15,374	15,325
Depreciation	5,467	4,861
Interest Expense	7	7
Legal expenses	-	1,000
<b>Total Other expenses</b>	<b>20,848</b>	<b>21,194</b>

2025 2024

## 3. Analysis of Assets

### Bank accounts and cash

ASB 00 - Apopo	90,155	-
ASB Bank Current Account	99,276	10,466
ASB 01 Account	60,000	-
ASB Credit Card	(571)	1,355
ASB Savings Account	118,158	78,539
<b>Total Bank accounts and cash</b>	<b>367,017</b>	<b>90,359</b>

### Debtors and prepayments



# Performance Report

For the year ended 30 June 2025



Prepayments	8,831	859
<b>Total Debtors and prepayments</b>	<b>8,831</b>	<b>859</b>
<b>Other current assets</b>		
Advance - Employee	-	400
GST Refund (Payable)	5,578	9,565
Withholding tax paid	172	172
<b>Total Other current assets</b>	<b>5,750</b>	<b>10,137</b>
	<b>2025</b>	<b>2024</b>

## 4. Analysis of Liabilities

### Creditors and accrued expenses

Accounts Payable	21,114	9,920
<b>Total Creditors and accrued expenses</b>	<b>21,114</b>	<b>9,920</b>

### Employee costs payable

Wages Payable - Payroll	3,864	2,703
Annual Leave Provision	6,276	5,270
<b>Total Employee costs payable</b>	<b>10,140</b>	<b>7,973</b>

### Unused donations and grants with conditions

Grant Received in Advance - Apopo	83,599	-
Grant Received in Advance	100,052	54,422
<b>Total Unused donations and grants with conditions</b>	<b>183,651</b>	<b>54,422</b>

2025 2024

## 5. Property, Plant and Equipment

### Computer Equipment

Computer Equipment - Apopo	2,410	-
Less Accumulated Depreciation on Computer Equipment	(402)	-
<b>Total Computer Equipment</b>	<b>2,008</b>	<b>-</b>

### Motor Vehicles

Vehicles owned	3,913	-
Accumulated depreciation - vehicles owned	(717)	-
<b>Total Motor Vehicles</b>	<b>3,196</b>	<b>-</b>

### Furniture and Fittings

Furniture and fittings owned	15,348	12,702
Accumulated depreciation - furniture and fittings owned	(10,560)	(9,725)
<b>Total Furniture and Fittings</b>	<b>4,788</b>	<b>2,977</b>

### Plant and Equipment

Plant and machinery owned	39,566	37,755
Accumulated depreciation - plant and machinery owned	(31,037)	(27,612)
<b>Total Plant and Equipment</b>	<b>8,529</b>	<b>10,143</b>



# Performance Report

For the year ended 30 June 2025



	2025	2024
<b>Office Equipment</b>		
Office Equipment	2,627	-
Less Accumulated Depreciation on Office Equipment	(88)	-
<b>Total Office Equipment</b>	<b>2,539</b>	<b>-</b>
<b>Total Property, Plant and Equipment</b>	<b>21,060</b>	<b>13,120</b>
	2025	2024

## 6. Accumulated Funds

<b>Accumulated Funds</b>		
Opening Balance	42,160	(39,556)
Accumulated surpluses or (deficits)	145,593	81,716
<b>Total Accumulated Funds</b>	<b>187,754</b>	<b>42,160</b>
<b>Total Accumulated Funds</b>	<b>187,754</b>	<b>42,160</b>

## 7. Lease Commitments (to be confirmed)

Āpōpō Studios Limited, Level 1, 4 Station Road, Manurewa

To be paid within 1 year after 30/06/2024: \$32,587.50 and building outgoings of \$813.44

1 year – 5 years: \$32,587.50 and building outgoings of \$813.44 per annum

After 5 years: Based on right of renewal being exercised

Photocopiers

\$320.79 for 60 months from 1 September 2024 with Fujifilm Leasing NZ Ltd

## 8. Subsidiary - Āpōpō Studios Limited

Āpōpō Studios Limited is a wholly-owned subsidiary of Manurewa Business Association Incorporated.

The financial statements of Āpōpō Studios Limited for the 15 months ending 30 June 2025 have been consolidated into those of Manurewa Business Association Incorporated due to the reasons outlined above.

## 9. Goods and Services Provided in Kind

In order to add value to the budget and delivery of outcomes to our business members, we constantly seek to enhance/increase or maximise the budget in the following ways. We source income from special grants, sponsorship and member contributions to marketing initiatives. We also try and gain free publicity wherever possible to enhance positive media exposure for Manurewa. This is calculated based on equivalent advertising value. We calculate the 'Earned media Value' for social media based on industry standards for engagement. Wherever possible we negotiate media discounts and additional free coverage. Our members host monthly network events, providing venue, refreshments and snacks, as well as prizes. In addition, prizes and donations are sourced for promotions and other marketing initiatives.

The value of these goods and services have not been valued within the Performance Report as there is no reliable means of quantifying a value on these goods and services.

## 10. Events After the Balance Date

There have been no events after balance date that would have a material impact on the performance report.



## 11. Going Concern

Manurewa Business Association Group has adequate resources to continue operations in the foreseeable future. This conclusion was reached after making enquiries and having regard to circumstances which are likely to affect the Group including the Executive Board's adoption of the going concern basis is supported by the Association's proactive measures, which include a planned 5% increase in the Manurewa BID Targeted Rate Grant for the 2025-26 financial year, as well as actively pursuing additional grant opportunities.

## INDEPENDENT AUDITOR'S REPORT



### TO THE MEMBERS OF MANUREWA BUSINESS ASSOCIATION INCORPORATED

We have audited the accompanying Group performance report of Manurewa Business Association Incorporated on pages 7 to 18 which comprises the consolidated statement of financial position as at 30 June 2025, the consolidated statement of service performance, the consolidated statement of financial performance, the consolidated statement of cash flows for the year ended 30 June 2025, and the notes to the performance report, including a summary of accounting policies.

### OPINION

In our opinion:

- the reported outcomes and outputs, and quantification of the outputs to the extent practicable, in the statement of service performance are suitable;
- the performance report presents fairly, in all material respects, the financial position of Manurewa Business Association Incorporated as at 30 June 2025, and its financial performance and cash flows for the year ended 30 June 2025, and notes to the performance report, including a summary of accounting policies, prepared in accordance with the Tier 3 (NFP) Standard issued by the New Zealand Accounting Standards Board of the External Reporting Board (XRB).

### BASIS FOR OPINION

We have conducted the audit in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)) and New Zealand Auditing Standard 1 (Revised) 'The Audit of Service Performance Information' (NZ AS1 (Revised)). Our responsibilities under those standards are further described in the *Auditor's Responsibilities* section of our report.

We are independent of the Manurewa Business Association Incorporated in accordance with Professional and Ethical Standard 1 (Revised) *Code of Ethics for Assurance Practitioners* issued by the New Zealand Auditing and Assurance Standards Board, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other than in our capacity as auditor, we have no relationship with, or interests in Manurewa Business Associations Incorporated.

### THE RESPONSIBILITY OF THE EXECUTIVE COMMITTEE FOR THE PERFORMANCE REPORT

The Executive Committee is responsible on behalf of the group for determining that the Tier 3 (NFP) Standard is acceptable in the group's circumstances and, for:

- (a) the selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods that present service performance information that is appropriate and meaningful in accordance with the Tier 3 (NFP) Standard;
- (b) the preparation and fair presentation of the performance report which comprises:
  - the entity information;
  - the consolidated statement of service performance; and
  - the consolidated statement of financial position of Manurewa Business Association Incorporated as at 30 June 2025, and consolidated statement of financial

#### BVO Audit

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- performance, consolidated statement of cash flow and the notes to the performance report, including a summary of accounting policies. in accordance with the Tier 3 (NFP) Standard, and
- (c) for such internal control as the Executive Committee determines is necessary to enable the preparation of the performance report that is free from material misstatement, whether due to fraud or error.

In preparing the performance report, the Executive Committee is responsible on behalf of the Group for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Executive Committee either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

## AUDITOR'S RESPONSIBILITY

Our objectives are to obtain reasonable assurance about whether the performance report as a whole is free from material misstatement whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (NZ) will always detect a considered material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of the accompanied performance report.

A further description of the auditor's responsibilities for the audit of the financial statements is located at the XRB's website at:

<https://www.xrb.govt.nz/standards/assurance-standards/auditors-responsibilities/>

## RESTRICTIONS ON RESPONSIBILITY

This report is made solely to the Executive Committee, as a body representing the members of the Society. Our audit has been undertaken so that we might state to the Executive Committee those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Society and the Executive Committee as a body, for our work, for this report, or for the opinions we have formed.



**BLACKMORE, VIRTUE & OWENS**  
**AUCKLAND**  
**31 OCTOBER 2025**

## PROPOSED BUDGET 2026-27

The following budget has been developed to support the delivery of this Annual Plan. It is based on a proposed 5% increase to the BID targeted rate grant, which is essential for maintaining and growing our core services, particularly the Town Centre Ambassador programme.

INCOME	AMMOUNT	NOTES
Auckland Council BID Grant	\$400,208	Base BID Grant for 2025-26
Proposed 5% BID Grant Increase	\$20,010	To be approved at AGM; targeted for Ambassador growth
Manurewa Local Board Safety & Placemaking	\$140,000	Subject to LB funding
Manurewa Local Board Link Bus	\$50,000	Subject to LB funding
Manurewa Local Board BID Expansion	\$15,000	Grant from MLB 2025/26 work programme
Other BIDs (Shared Services)	\$15,000	Contribution to shared services (e.g., Auror)
Sponsorships, grants and other income	\$49,282	Contestable grants and business sponsorship
<b>TOTAL INCOME</b>	<b>\$689,500</b>	
OPERATING EXPENSES	AMOUNT	NOTES
Accident Compensation	\$1,000	ACC levies
Accounting and Payroll Costs	\$15,000	Bookkeeping, reporting, and IRD filing
Advertising & Promotions	\$20,000	Multichannel advertising and promotions
Ambassador Costs	\$10,000	Training, uniforms, and resources
Audit Fees	\$2,700	Annual audit as per BID requirements
BID Expansion Campaign	\$15,000	Costs for consultation and ballot process
Business Conferences & Training	\$5,000	Professional development for staff and board
Computer Expenses	\$5,000	Hardware and software for staff
Consultancy	\$15,000	Specialist project and strategic advice
Contracting Costs	\$85,000	Town Centre Manager contract
Donations	\$1,000	Support for local community groups/schools
Event - ANZAC Day Parade	\$1,000	Wreath, staffing, and event support
Event - Armistice Day	\$1,000	Wreath, staffing, and event support
Event - Audio Equipment	\$1,000	For placemaking and community events
Event - Blue Light JAM	\$2,000	Youth engagement programme support
Event - Christmas / Santa Parade	\$20,000	Annual community Christmas event
Event - Coffee with a Cop	\$10,000	Community safety and engagement event
Event - Kai for Kids	\$20,000	Community support programme
Event - Manurewa Meets	\$8,000	Business networking events
Event - Retailers of Rewa	\$10,000	Local business promotion initiative

OPERATING EXPENSES	AMMOUNT	NOTES
Event - Safer Plates	\$5,000	Vehicle crime prevention event
Event - Shop & Win Promotion	\$10,000	Retail promotion to drive local spend
Flags	\$10,000	Town Centre flag programme
General Expenses	\$2,000	General office running costs
Health & Safety	\$2,000	H&S compliance and resources
Insurance	\$8,000	Association and Committee liability
KiwiSaver Employer Contributions	\$6,500	Staff Kiwisaver contributions
Marketview Reporting	\$6,000	Local economic data and insights
Meeting Expenses	\$3,000	AGM, Committee, and other meeting costs
Memberships	\$5,000	Subscriptions to affiliated bodies
Motor Vehicle Expenses	\$10,000	MBA patrol vehicle running costs
Newsletter	\$12,000	'Manurewa Heart' and 'Manurewa Buzz'
Office Expenses	\$10,000	Office costs for Manurewa and Clendon
Printing & Stationery	\$1,500	General office printing requirements
Promotional Expenses - Collateral	\$15,000	Printing of marketing materials
Promotional Expenses - Manurewa Link	\$5,000	Link bus signage and promotion
Promotional Expenses - Placemaking	\$10,000	Support for placemaking activities
Promotional Expenses - Signage	\$10,000	General signage expenses
Promotional Expenses - Touchscreen Kiosks	\$5,000	IT and maintenance for public kiosks
Promotional Expenses - Videography	\$15,000	Promotional video content creation
Rent - Office	\$12,000	Rent for 4 Station Road, Manurewa
Repairs and Maintenance	\$10,000	Office and equipment maintenance
Safety & Security systems	\$10,000	Office CCTV and security
Shuttle Service - Taxis United	\$50,000	Manurewa Link Bus service operation
Small Value Assets	\$1,000	Minor asset purchases
Sponsorships	\$1,000	Local community sponsorships
Staff Training & Welfare	\$2,000	Staff professional development and wellbeing
Subscriptions - Auror Crime Reporting	\$15,000	Crime reporting and prevention platform
Telephone & Internet	\$3,000	Phone and internet costs
Town Centre Cleanup	\$2,000	Support for cleanup initiatives
Travel & Accommodation	\$2,000	Management travel for conferences/events
Wages - Ambassadors	\$90,000	Ambassador staff wages
Wages - Employees	\$40,000	Other employee wages
Wages - Safety/Security/CCTV	\$40,000	Staff costs for safety programmes
Website/Social Media/Hosting	\$15,000	Digital presence and hosting fees
<b>TOTAL OPERATING EXPENSES</b>	<b>\$689,500</b>	
<b>NET SURPLUS</b>	<b>\$0</b>	

## Key Performance Indicators (KPIs)

The success of this plan will be measured against the following KPIs:

- Achieve a year-on-year increase in positive media mentions.
- Maintain or increase local spend and transaction counts, aiming to outperform the Auckland regional average.
- Successfully secure the proposed 5% BID targeted rate increase at the 2025 AGM.
- Deliver at least 10 business networking and training events throughout the year.
- Increase member engagement with the Auror crime reporting platform.
- Successfully complete the BID expansion complete the BID expansion ballot process by 1 November 2026.

## Celebrate Manurewa as a great place to do business

### Perception

The Manurewa Business District has historically had a less than desirable reputation. However, this perception is no longer accurate. Today, Manurewa boasts a distinct identity and an engaging narrative that showcases the variety and diversity of its visitor and retail attractions. With one of Auckland’s largest Māori and Pasifika populations and exceptional access to all forms of public and private transportation, Manurewa presents considerable advantages and opportunities for building and attracting businesses to the District.

#### PRIORITIES

- Build on positive perceptions and connections with Manurewa residents and shoppers
- Actively promote and showcase local businesses, restaurants, food outlets and business opportunities
- Create and promote reasons to visit town centres and residential shopping precincts

#### PROGRAMMES

- Marketing and communications telling the real story of Manurewa and Clendon, positioning each as attractive retail destinations
- Shopper events and competitions
- Business attraction and retention program to increase retail diversity and attract at least one more anchor tenant
- Celebration of Manurewa’s richly diverse range of restaurants and food outlets

#### PROJECTS

	YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR	YEAR FIVE
Develop and deliver a comprehensive marketing and communications plan for the Manurewa Business Association and its members	●	●	●	●	●
Deliver pop-up activations for retail and/or community events and installations	●	●	●	●	●
Continue to develop Āpōpō Studios as a world-class creative industries hub in Manurewa	●	●	●	●	●
Maintain and grow the ‘Buy Local Manurewa’ strategy	●	●	●	●	●
Develop and deliver a campaign to celebrate and promote Manurewa’s richly diverse range of restaurants and food outlets	●	●	●	●	●

## Keeping community at the heart of doing business in Manurewa

### People

Community is everything in Manurewa, and for local business, a significant customer base and asset. With one of Auckland's most diverse communities, including one of the region's largest Māori and Pasifika populations, celebrating and activating Manurewa's rich heritage and exciting array of cultural practices and traditions provides a catalyst for building community and commerce.

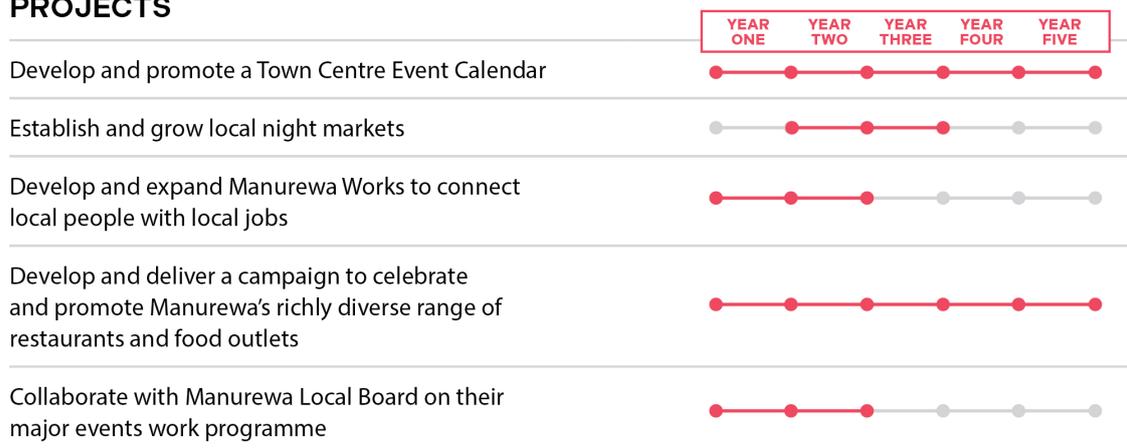
#### PRIORITIES

- Celebrate and enhance cultural diversity as a unique strength and difference
- Celebrate and promote Manurewa's rich history and heritage
- Foster and support local employment and education

#### PROGRAMMES

- Explore the establishment of night markets featuring high-quality locally produced crafts, clothes, textiles and entertainment
- Explore the establishment of a programme of cultural events and celebrations
- Build on and develop linkages with local schools and community organisations
- Support local business to better attract, serve and connect with culturally diverse customers

#### PROJECTS



Our town centres will be safe, attractive, easy to access places we are proud of

## Place

Attractive, vibrant and well-connected town centres and shopping precincts are places that encourage people to visit, socialise and do business. They also help to increase safety and minimise the risk of criminal and antisocial activity which is a major priority for Manurewa Business District. Creating an environment that reflects, inspires and complements local community will enhance and sustain local 'ownership', pride and participation in Manurewa's town centres and shopping precincts.

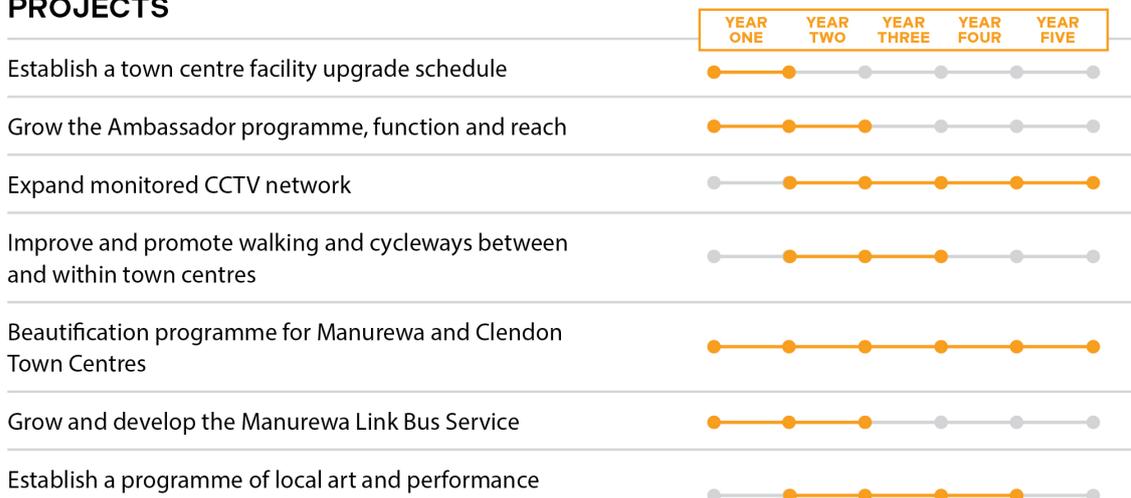
### PRIORITIES

- Improve attractiveness and safety of town centres, shopping precincts and street environments
- Increase frequency and variety of public art and performance
- Improved business, commuter and shopper connections with public and community transport

### PROGRAMMES

- Maintain and develop the Ambassadors programme
- Collaborate with public transport agencies to make travel in and around Manurewa easy and affordable
- Advocate and lead Town Centre beautification and planting programs
- Collaborate with local arts agencies to create and deliver a programme of public art and performance
- Establish a Clean and Safe strategy to augment and coordinate town centre safety and beautification initiatives

### PROJECTS



MBA will be a strong, valuable resource and advocate for local business

## Performance

A thriving and sustainable local economy and business community needs a strong central agency to be a catalyst, resource and independent advocate for local development. Manurewa Business Association's recent boundary expansion and membership growth requires the Association to undergo its own development to ensure it remains fit for purpose, now and for the future.

### PRIORITIES

- Develop organisational capacity and sustainability
- Business support and services
- Advocacy to Council and other key stakeholders

### PROGRAMMES

- MBA 'Fit for the Future' organisational development programme
- Establish events and resources to guide and advise business performance, planning and development
- Collaborate on innovative projects that benefit business in Manurewa
- Champion the voice, needs and concerns of Manurewa business

### PROJECTS

