MANUKAU

HEART
OF THE SOUTH

20th Annual General Meeting October 2026





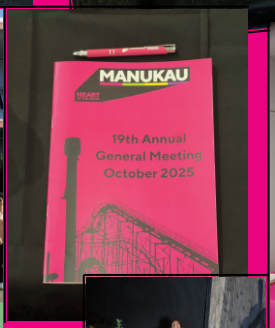
















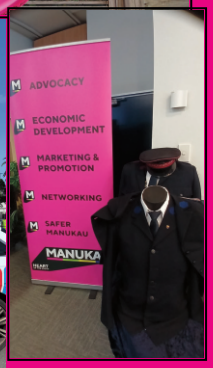
MANUKAU
HEART OF THE SOUTH

- ADVOCACY
- ECONOMIC DEVELOPMENT
- MARKETING & PROMOTION
- NETWORKING
- SAFER MANUKAU































Agenda

20th ANNUAL GENERAL MEETING

July 2025 – June 2026

of the Manukau Business Association Incorporated

Wednesday 21st October 2026 – 7.30am - 9.00am

Woodside Bar & Restaurant, 3 Ronwood Avenue, Manukau

1) Registration & Breakfast
2) Welcome & Apologies
3) Minutes of the 2025 AGM
4) Interests Register
5) Annual Report & Key Results (2025 – 2026)
6) Treasurer's Financial Report (2025 – 2026)
7) Wero Science Hub presentation – David Comery, Waka Pacific Trust
8) Draft Strategic Plan 2027 - 2032
9) Business Plan 2027 & 2028
10) Budgets 2027 & 2028 *
11) Election of Executive Board
12) Motion: to re-appoint Auditors – Kudos Murray Audit Limited
13) General Business & Networking

* Proposed Budget for 2027/ 2028

Motion: To approve the 2027/2028 budget which includes a BID targeted rate of $749,542 noting there will be a 9% increase of $61,889 to the BID targeted rate for the 2027/2028 financial year. Further ask the Otara-Papatoetoe Local Board to recommend to the governing body the amount of $749,542 be included in the Auckland Council draft 2027/ 2028 annual budget consultation process.

All supporting AGM Documentation can be found on the Documents page of our website and by scanning here.

www.businessmanukau.co.nz/docs

AGM 2025 Minutes - for approval

Manukau Business Association Incorporated

Minutes of 19th Annual General Meeting
Tuesday, 21st October 2025 – Woodside Bar and Restaurant, Manukau

1. Attendance

Voting Members

1	Brian Maposua	VM	Alignz Recruitment
2	TJay Asiata		Alignz Recruitment
3	Stephen Grey	VM	Chester Grey Accountants Ltd
4	Sean Lim	VM	Escape Masters Manukau
5	Shama Shah	VM	iGlow Spa
6	Hayden Dahm	VM	Manukau Toyota
7	Michael Helps		Manukau Toyota
8	Ilango Krishnamoorthy	VM	Mercury Printz
9	Linda Crosbie	VM	Ministry of Social Development
10	Manawa Udy	VM	Ngahere Communities
11	Naadia Jackson-Amiga		Ngahere Communities
12	John Rowan	VM	Property Owner
13	Chris Prowse	VM	Property Owner
14	Vanessa Lim	VM	Property Owner
15	David Midgen	VM	Property Owner
16	Mike Yang	VM	Property Owner
17	Julie Yang		Property Owner
18	Grant Alexander	VM	Property Owner
19	Therese Shum	VM	Property Owner
20	Arthur Rutherford		Property Owner
21	Bruce McFarlane	VM	Property Owner
22	Belinda Sutton	VM	Van Den Brink Group
23	Kim Green	VM	Wiri Licensing Trust
			23 (18 Voting Members)

Non-Voting Attendees

1	Aaron Jones		BNZ
2	Joseph Liava'a		Commerce Commission
3	Keu Mataroa		Cook Islands Consul General
4	Hazel Jennings		Dale Jennings Associates Ltd
5	Angharad Sturrock		Due Drop Events Centre
6	Audrey Williams		Manukau: Heart of the South
7	Janene Pryce		Manukau: Heart of the South
8	Tivoli Fa'aumu		Manukau: Heart of the South
9	Theresa Salesa		Manukau: Heart of the South
10	Anita Keestra		Manukau Institute of Technology
11	Apulu Reece Autagavaia		Ōtara-Papatoetoe Local Board Chair

Total Attendees 34

AGM 2025 Minutes – for approval

2. Apologies

Ashraf Choudhary	Ōtara-Papatoetoe Local Board
Debra Law	Law & Associates
Sohail Chaudry	The Computer Warehouse
Emily May	Jaedon Enterprises Ltd
Rachel Darlington	Business Like NZ Ltd
Andy Gollings	Red Badge Group
Krishna Sharma	Barker Business Brokerage

All documents relating to the 2025 AGM can be found on our website.
https://www.businessmanukau.co.nz/docs

3. Welcome

Audrey Williams, Manukau Business Association's General Manager (GM) welcomed and thanked attendees.

Minutes of the 2024 AGM were reviewed with no matters arising.

Move to accept the 2024 AGM minutes.
Moved: Belinda Sutton, Van Den Brink Group
Seconded: David Midgen, Property Owner
All in favour – no-one against

4. Interests Register – For Noting
Audrey Williams highlighted the 2023-2024 Board Members that have provided the Manukau Business Association paid services throughout the year.

5. Annual Report 2024/2025
Stephen Grey, Chair of the Manukau Business Association presented his summary of the past year. See his full summary in the Annual Report @ *https://www.businessmanukau.co.nz/docs*

Audrey Williams, GM, presented the 2024/2025 Annual Report. To summarise:

- Advocacy – We entered submissions to both central and local government on the IRD reform bill, retail crime, parking issues in Manukau, AT's 'room to move' plan, and the AUT to bus/train station walk and cycle route. Strengthened relations with the Otara-Papatoetoe Local Board.
- Economic Development – Commercial and Industrial building vacancy rates in Manukau are on average 5.9%, compared to Auckland City (13.9%) and Newmarket (9.3%).
  We developed a Tertiary Hub Advisory Panel bringing together the 18 Manukau Tertiary Providers into one room to work together on common issues and goals.
  Promoted 8 External events in and around Manukau
- Marketing & Promotion – Campaign with Stuff and the Manukau Courier over the year including a 2 page spread for our Tertiary Providers and our 'Manukau: more than a mall' campaign. There is so much more to Manukau than just the mall.
- Safer Manukau – Other than shoplifting, Manukau has had some of its lowest reported crime rates in years. We continue to work on our CPTED initiatives through our Community Liaison Officers, beautification projects, and working with businesses and property owners.
- Networking – 41 Manukau: Heart of the South events; 8 stakeholder events; 49 opportunities for our businesses to engage and network. KPIs well and truly met.

Audrey Williams went on to thank her team for the hard work over the past year in helping to deliver the Associations objectives.

Move to accept the 2024/2025 Annual Report which includes the Chair's report and the General Manager's report.

Moved: Ilango Krishnamoorthy, Mercury Printz Ltd
Seconded: Mike Yang, Property Owner
All in favour – no-one against

6. Treasurer's Financial Report

Belinda Sutton, MBA Treasurer, presented the Treasurer's Report 2024/2025.
The Treasurer's Report and audited end of year financials 2024/2025 are available to view at https://www.businessmanukau.co.nz/docs

Move to accept the 2024/2025 Treasurer's Report.
Moved: Chris Prowse, Property Owner
Seconded: David Midgen, Property Owner
All in favour – no-one against

7. Business Plan 2026/2027
The Business Plan for the 2025/2026 year was presented and moved at last year's AGM.
The 2026/2027 Business Plan was presented.
Both Business Plans can be viewed at https://www.businessmanukau.co.nz/docs

Move to accept the Business Plan 2026/2027
Moved: Belinda Sutton, Van Den Brink Group
Seconded: David Midgen, Property Owner
All in favour – no-one against

8. Budget 2026/2027
Proposed Budget for 2026/2027 – *Move to approve the 2026/2027 budget which includes a BID targeted rate of $687,653 noting there will be a 6% increase of $38,924 to the BID targeted rate for the 2026/2027 financial year. Further ask the Otara-Papatoetoe Local Board to recommend to the governing body the $687,653 be included in the Auckland Council draft 2026/ 2027 annual budget consultation process.*

Move to accept the Budget 2026/2027
Moved: Ilango Krishnamoorthy, Mercury Printz Ltd
Seconded: David Midgen, Property Owner
All in favour – no-one against

9. Election of Executive Board 2025/2026
Nominations for the Executive Board were read by Audrey Williams, General Manager

Stephen Grey	Chester Grey Accountants Ltd (existing)
Belinda Sutton	Van Den Brink Group (existing)
Rachel Darlington	Business Like (NZ) Ltd (existing)
Ilango Krishnamoorthy	Mercury Printz Ltd (existing)
Debra Law	Law & Associates (existing)
Sohail Chaudhry	The Computer Warehouse (existing)
Shama Shah	iGlow Spa (existing)
Kim Green	Wiri Licensing Trust (existing)

AGM 2025 Minutes – for approval

Brian Maposua	Alignz Recruitment (new)
David Midgen	Property Owner (new)

Move to accept the Board nominations 2025/2026
Moved: Chris Prowse, Property Owner
Seconded: Bruce McFarlane, Property Owner
All in favour – no-one against

Audrey Williams then went on to thank two Board members:

- Emily May – Emily has been on the board for nine years and has brought many years of experience and dedication to the board. Thanks was given to her and well wishes for her future.
- Ashraf Choudhary – Ashraf was the Otara-Papatoetoe Local Board representative on our Board. We thank him for his dedication to the Executive Board and also wish him well.

10. Auditors

Move to accept that Kudos Murray Audit Limited be appointed as our Auditors.
Moved: Chris Prowse, Property Owner
Seconded: David Midgen, Property Owner
All in favour – no-one against

11. General Business

- Audrey Williams highlighted the events that we have delivered so far this year. She also noted that our five-year Strategic Plan will be due for renewal 2027-2032. The draft copy of the plan will need to be presented at the 2026 AGM. There will be a series of workshops and 1-1 meetings in the new year to develop the new plan.
- Rough sleepers – With the warmer weather, there has been an uptick in rough sleepers in the area. Audrey Williams went through some of the things that businesses and property owners can do if they have unwanted people on their property.
    - If they feel comfortable to, they can ask any unwanted person on their property to move off. They can say that they are trespassed.
    - If the unwanted person will not move, or moves and then comes back, the business / property owner can contact the Police on 111 to come and remove them.
    - Any unwanted belongings left on the property is considered dumped rubbish and can be removed by the business and/or property owner.
- There was a question about whether window washing is illegal. Audrey pointed out that it is not however if it is done in an aggressive or unsafe way, then the Police can be called.
- Parking – It was brought up that the parking around Hayman Park is unsafe and blocks the footpaths. There is parking across the road that is free over the weekend. The public needs re-educating here however we will highlight this with AUDO/AT again.

With no further business the meeting closed at 8.55am.

From the Chair



Stephen Grey

This last year has been a year of significant activity with the reach to our community ramped up with a range of events and business development activities.

I am personally impressed at the noticeable lift in public profile for Business Manukau (BM) in our patch. This hasn't happened by chance but is the result of several initiatives supported by the board and expertly delivered by the team.

Today BM has professional premises with a great public profile on the busiest street in town. These premises have opened up the opportunity to have events in house as well as being available for our members to host their own events there.

Our Community Liaison Officers are an enthusiastic team who have made their presence felt on the streets, brightly dressed in corporate pink. I can't thank these guys enough who go beyond "the call of duty" to support the Board and Audrey tirelessly with our busy schedule of events as well as spending time on the streets helping out the public, increasing the profile of Manukau: Heart of the South as a friendly and safe place to visit and enjoy as well as doing business. They logged nearly 1500 issues in the 2025-2026 year which were successfully attended to by local authority and business organisations.
The tasks set by Audrey in hosting a range of events which have reach to members as well as the visiting public has been extensive.

This activity has paid dividends for our business community where the last 12 months to June, have resulted in a 0.7% increase in spend which is above the regional average and in an economic climate which has been difficult.

Our vacancy rates are significantly lower than the region with only 3.6% industrial and commercial vacancy and retail at 1% as compared to the Auckland Region at 13%.

The future for Manukau: Heart of the South is looking bright, we have weathered the economic storm with growth and as the economic climate eases, Manukau: Heart of the South is in a good position to capitalise on the momentum.

There are two key initiatives currently being worked on.

1. **Student Accomodation:** At present, there are limited options for students requiring accomodation near their Manukau studies. We are currently working on encouraging a developer to construct purpose built student accomodation which will benefit our students with conveniently located accomodation in a student oriented environment, ensuring that they are safe and well cared for.
2. **Nightlife:** One of the attractions for students to a location is a vibrant nightlife. This also benefits our wider community with a range of food and entertainment offerings. The board is also working on plans to attract businesses offering these services to Manukau.

I would like to thank the board for their enthusastic support for Business Manukau and the expertise they bring to the table. It has been a pleasure working with this team. I wish Aaron, Rachel, Kim and Dave, who are stepping down from the board, well and thank them for their generosity and experience they have offered to the board.

Audrey, backed up by Janene and the team have put in a super human effort this last year with a relentless calender of activities and community engagement. Without such a dedicated team the results would have been very different.

From the General Manager



Audrey Williams

As we begin this new year, I want to extend my sincere thanks to all our members. To everyone who has reached out with questions, CCTV footage requests, and general enquiries; to those who have hosted, presented at, or attended one or more of our many events; and to the businesses and property owners who have generously allowed us to take over their carparks - you are the people who make every day different for me and my team. Your engagement is what keeps Manukau moving forward.

There are also some groups who deserve a special mention and an even bigger thank you.

To all our members, stakeholders, and community contributors who gave their time and insights into the 2027–2032 Strategic Plan - your input has shaped the first stepping stone for Manukau's next thirty years. This plan marks the beginning of a much longer journey, and your voices have ensured it starts on solid ground.

To our Board members who generously give their time, energy, and expertise to guide and support me so we can achieve the best outcomes for Manukau's businesses - thank you. I would also like to acknowledge those Board members who will be standing down at the AGM.

This April marked Janene's 10th anniversary with the association. Although her role has evolved over the years, as our Comms and Events Manager she remains my right arm and my sounding board. Her ability to adapt, anticipate, and deliver often with very little notice is extraordinary.

To Janene, Charlotte and to our CLOs: your unwavering commitment to making Manukau better shines through in everything we accomplish together. No matter what crazy idea I come up with, your response of *"sure, why not"* is immeasurable. You bring energy, resilience, and heart to every project, every event, and every challenge. Thank you for your support team. You make the work we do not only possible, but meaningful.

Thank you all for a great 2025–2026 year. The 2026–2027 year has already started strongly, and I am excited to see what we will have achieved together by June 2027. With your continued support, engagement, and commitment, I know we will deliver another year of meaningful progress for Manukau.

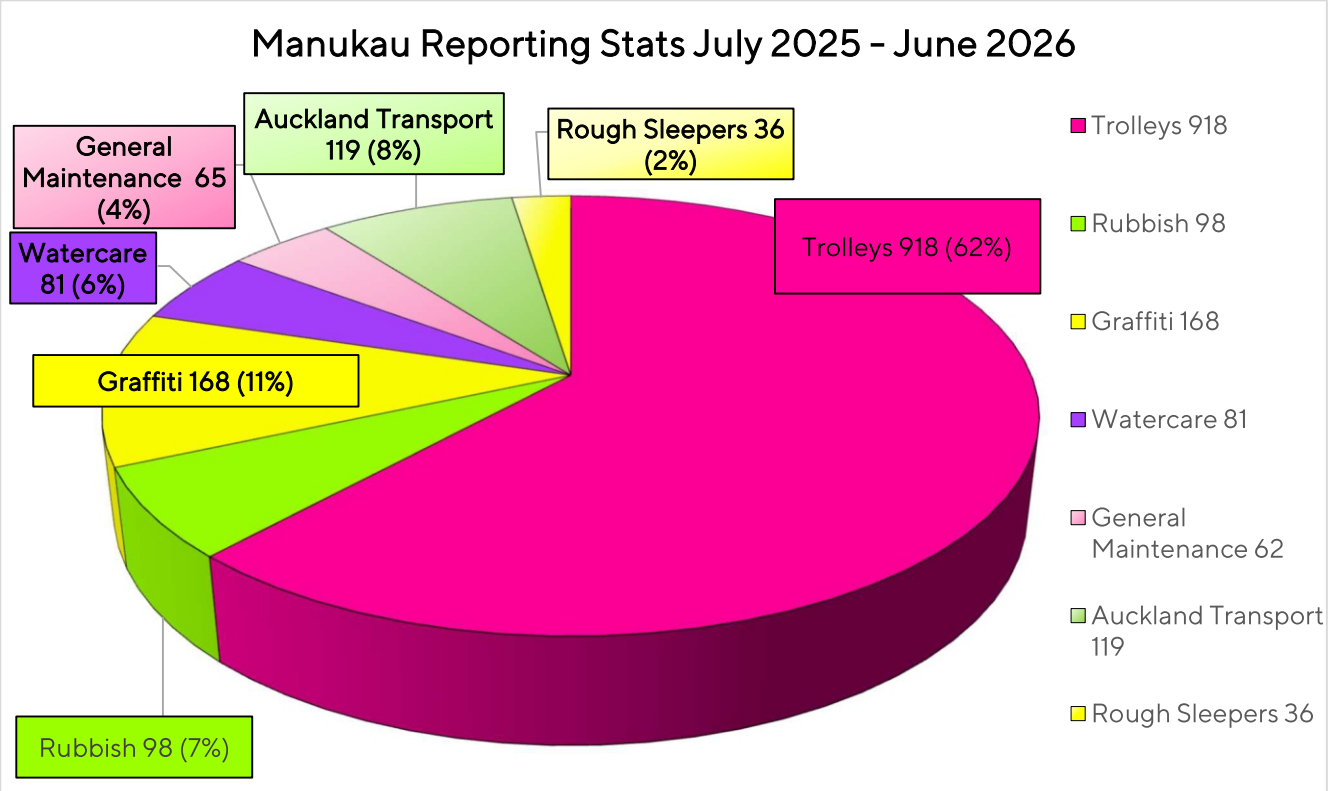


Annual Report 2025 - 2026

This year has been a blend of business-as-usual delivery, ongoing development, refinement of our core activities, and several exciting new beginnings. This year we have seen our Networking Opportunities increase from 49 last year to a staggering 60 this year. That is 5 per month and in some cases we have delivered two in onAe day. We will let you read about these events in our full Annual Report (QR Code can be found on the first page of this booklet).

The Manukau: Heart of the South brand is now firmly established, with our team instantly recognisable across the district as the "Team in Pink." Our presence also continues to grow online, with Facebook followers steadily increasing and new channels launched this year on Instagram and TikTok to expand our reach and engagement. Our crime rates are continuing to fall along with vacancies at the end of June 2026 Manukau's vacancy rates were . Commercial: 3.6%. Industrial: 3.6% and Retail 1% .Compared to Auckland City and City fringe areas averaging 14%-16% with retail at 13%. Card spend is up 0.7% compared to Auckland Region of 0.4%. Manukau is becoming the destination of choice to live, shop, work, study, and play.

Outcomes 2025- 2026



Outcomes 2025-2026

60

Networking Opportunities

1 - 3.6% Building Vacancy Rate

20-foot Christmas Tree



Safer Plates

291 vehicles made safer or 1,164 screws changed

Coffee with a Cop

711 Drinks Served

Street Cleanup

345kgs Litter Collected

E-Waste

1,159kgs Collected

Card Spend

Manukau : Spend $1,053.9M +0.7%

Auckland Region: Spend $26,068.4M +0.4%

Thank you to our Board

Thank you to our Board for the time, guidance, and vision they bring to Manukau: Heart of the South. Their commitment and voluntary contribution of expertise strengthens our organisation and supports the betterment of the entire Manukau area.
The following board members are re-standing for the year 2026-2027. This year we have one new nominee.



Stephen Grey - Chair
Chester Grey Accountants



Belinda Sutton – Treasurer
Van Den Brink Group



Ilango Krishnamoorthy
Mercury Printz



Debra Law
Law & Associates



Sohail Chaudhry
The Computer Warehouse



Shama Shah
iGlow Spa



Brian Maposua
Alignz Recruitment

Executive Board Nominee 2026-2027



Sean Lim
Escape Masters Manukau

Sean is the owner of Escape Masters Manukau. Before running his own business, he worked as a product design and manufacturing engineer in consumer electronics and industrial materials processing. Nowadays he uses his engineering skills to craft mechanical puzzles and props, creating immersive, hands-on escape room challenges and adventures for the local community.

Always curious about how things work and human connections, Sean loves combining storytelling, tech, and engineering to create fun, memorable experiences that bring people together.

Special Thanks

At this AGM we farewell four of our board members who between them have generously given an incredible 31 years to the association.



Aaron Jones
BNZ

Aaron has been a cornerstone of the Manukau: Heart of the South Board for an extraordinary 15 years, many of those as Chair. His commitment, leadership, and unwavering drive to position Manukau as a true destination within Auckland have shaped the foundation of multiple strategic plans over more than a decade.

Even after BNZ moved outside the association's boundary, Aaron chose to remain on the Board as an appointed member, continuing to guide us through long-term goals with the same dedication and strategic insight he has always brought to the table.

Aaron, the Board meetings will not be the same without you. We cannot thank you enough for your leadership, your consistency, and your remarkable contribution to Manukau's growth and future.



Rachel Darlington
Business Like (NZ) Ltd

Rachel has served on the Board for 13 years, joining at the 2013 AGM. During her tenure she has held the role of Treasurer, and her financial expertise has been an invaluable asset to the organisation. Her steady guidance and deep understanding of our financial processes have been especially appreciated during AGM season, where her support has consistently strengthened our governance and ensured smooth delivery year after year.

Alongside her professional strengths, Rachel's fun, upbeat personality has brought a wonderful energy to the Board. She has a knack for keeping spirits high, adding humour at just the right moments, and making even the busiest AGM season feel a little lighter.

With her new role in Wiri, we may still see her at Manukau/Wiri joint events .



Kim Green
Wiri Licencing Trust

Kim has served on the Board for the past two years, bringing a valuable depth of understanding of the hospitality industry. She has an outstanding ability to take a vague concept and expand it into something meaningful and actionable.



David Midgen
Property Owner

Although Dave has sold his property, he has expressed interest in remaining involved as an appointed member.

Dave is a strategic thinker who is never afraid to share his knowledge, and his contributions have been consistently insightful.

Treasurer's Report 2025-2026

Last year, there was plenty of talk that lower interest rates and improving conditions would finally signal the end of a tough economic period. While there have been some positive signs, many businesses continue to face challenging trading conditions and economic uncertainty.

Against that backdrop, I am pleased to report that the Manukau Business Association has delivered a very strong financial result for the year ended 30 June 2026.

Income Statement Revenue for the year was $688,922, which was $22,292 ahead of budget. This was supported by our Targeted Rate Grant, MSD funding, additional grant income, and other revenue streams.

More significantly, total expenditure was $574,394, which was $92,540 below budget. Savings were achieved across several areas. These savings were partially offset by increased investment in networking and events, reflecting our continued focus on supporting and connecting the local business community.

After accounting for depreciation of $58,369, there was a net surplus of $56,159, compared with a budgeted deficit of $75,556.

Balance Sheet Total assets at year-end were $375,154, with liabilities of $61,055. This resulted in net assets and accumulated funds of $314,099, up from $257,940 last year.

We also continue to maintain prudent reserves. As at 30 June 2026, funds of $197,609 have been earmarked for emergency camera replacement, a three-month operational contingency reserve, and future delivery of the Manukau Christmas Event.

Finally, I would like to acknowledge Audrey and her team for their excellent stewardship throughout the year. Their hard work has been instrumental in achieving these results.

Belinda Sutton, Treasurer

BALANCE SHEET	2026 Actuals	2025 Actuals
CURRENT ASSETS		
Bank accounts	$200,930	$ 289,805
Debtors and prepayments	$22,013	$ 24,773
Total Current Assets	**$222,943**	**$ 315,578**
NON-CURRENT ASSETS		
Fixed Assets as per Schedule	$152,211	$ 169,979
Total Assets	**$375,154**	**$ 485,557**
CURRENT LIABILITES		
Creditors and accrued expenses	$20,746	$ 198,957
Empl$oyee Costs Payable	$36,448	$ 27,124
Creditcard balances	$3,861	$1,536
Total Liabilities	$61,055	$ 227,617
Net Assets	$314,099	$ 257,940
Represented by		
Accumulated surpluses	$314,099	$ 257,940
Total Accumulated Funds	**$314,099**	**$ 257,940**

Audited Financial Statements 30 June 2026

Manukau Business Association Incorporated

For the year ended 30 June 2026

Abbreviated Financial & Audit Opinion

The following pages contain an abbreviated audit financial report from Kudos Murray Audit Ltd for the 2025-2026 financial year ending 30th June 2026. The full report can by found by scanning the QR code found on the Agenda page of this booklet.

INDEPENDENT AUDITOR'S REPORT

To the MEMBERS of the Manukau Business Association Inc. for the year ended 30 June 2026.

Report on the Financial Statements

Unqualified Opinion

We have audited the accompanying Performance Report of Manukau Business Association Incorporated on pages 6 to 16, which comprises the Entity Information, the Statement of Service Performance, the Statement of Financial Performance and Statement of Cash Flows for the year ended 30 June 2026, the Statement of Financial Position as at 30 June 2026, a Statement of Accounting Policies and Notes to the Performance Report including material accounting policy information and other explanatory information.

In our opinion, the accompanying Performance Report presents fairly, in all material respects:

- the entity information for the year ended 30 June 2026;
- the service performance for the year ended 30 June 2026, in that the service performance information is appropriate and meaningful and prepared in accordance with the entity's measurement bases or evaluation methods;
- the financial position of Manukau Business Association Incorporated as at 30 June 2026, and its financial performance, and cash flows for the year then ended,

in accordance with the Tier 3 (NFP) Standard issued by the New Zealand Accounting Standards Executive Board of the External Reporting Executive Board (XRB).

Basis for Opinion

We conducted our audit of the Statement of Financial Performance, Statement of Financial Position, Statement of Cash Flows, Statement of Accounting Policies and Notes to the Performance Report in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)), and the audit of the Entity Information and Statement of Service Performance in accordance with 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 for the Audit of the Performance Report section of our report. We are independent of Manukau Business Association Incorporated in accordance with Professional and Ethical Standard 1 'International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand) issued by the New Zealand Auditing and Assurance Standards Executive 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 opinion.

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

Kudos Murray Audit

Kudos Murray Audit Limited

7 October 2026

Murray Audit

Statement of Financial Performance

Manukau Business Association Incorporated
For the year ended 30 June 2026

	2026	2025
Revenue		
Government service delivery grants and contracts	659,897	599,522
General grants	10,000	4,400
Membership fees and subscriptions	2,400	2,608
Revenue from commercial activities	1,290	413
Interest and other investment revenue	5,292	7,278
Other revenue	10,043	-
Total Revenue	688,922	614,222
Total Income	688,922	614,222
Expenses		
Employee remuneration and other related expenses	314,416	330,112
Other expenses related to service delivery	318,347	313,358
Total Expenses	632,763	643,471
Surplus or deficit for the year	56,159	(29,249)

These financial statements have been subject to an audit engagement, and should be read in conjunction with the attached Audit Report

Murray Audit

Statement of Financial Performance

Statement of Financial Position

Manukau Business Association Incorporated
As at 30 June 2026

	NOTES	30 JUN 2026	30 JUN 2025
Assets			
Current Assets			
Bank accounts and cash	3	160,930	250,805
Short-term investment	3	40,000	40,000
Debtors, prepayments and other current assets	4	22,013	24,773
Total Current Assets		**222,944**	**315,578**
Property, Plant and Equipment	5	152,211	169,979
Total Assets		**375,155**	**485,557**
Liabilities			
Credit-card balances	3	3,861	1,536
Creditors and accrued expenses	6	20,746	198,957
Employee costs payable	7	36,448	27,124
Total Liabilities		**61,055**	**227,617**
Net assets (total assets less total liabilities)		**314,099**	**257,940**
Accumulated funds			
Accumulated surpluses	8	314,099	257,940
Total Accumulated funds		**314,099**	**257,940**

For and on behalf of the Association

Stephen Grey

Chairperson

Dated this 1 day of October 2026

Belinda Sutton

Treasurer

Dated this 1 day of October 2026

These financial statements have been subject to an audit engagement, and should be read in conjunction with the attached Audit Report

Murray Audit

Business Plan 2027 - 2028

Strategic Plan 2027 -2032

The Strategic Plan presented for approval at this AGM reflects the collective insights gathered from all members and stakeholders who participated in our workshops and one-on-one meetings. Your contributions have shaped a comprehensive and forward-looking plan for the next phase of our development.

For those who wish to review the full Strategic Plan, please use the QR code located on the front page of this booklet.

Long Team Strategic Goals

1. Advocate and support the Wero Science Hub
2. Expand the Manukau: Heart of the South business precinct boundary to Browns Road, Manurewa to include the Due Drop Events Centre.
3. Develop student accommodation and expand Manukau as a Tertiary Hub.
4. Support key stakeholders to bring major events to Manukau.
5. Develop a Manukau Entertainment Passport

Strategic Priorities

Safety

Creating a secure, welcoming environment that encourages people to visit, stay, and invest in Manukau.

1. Continue to strengthen the Community Liaison Officer (CLO) Programme. We will maintain our current CLO service and employ two additional CLOs over the busy summer period to ensure strong coverage and support for Christmas and summer community activations. This seasonal uplift provides greater visibility, improved responsiveness, and enhanced engagement during peak activity months.
   To build capability within the team, two or more CLOs will be supported to complete their COA security certification, expanding their professional skill set and enable them to undertake a broader range of safety, compliance, and community-focused duties. This investment strengthens operational resilience and lifts the overall standard of service delivery.

2. Improve lighting, visibility, and surveillance in high-risk areas by leveraging the $21,889 Targeted Rate increase. We will undertake a comprehensive survey of the BID area to identify locations where the current CCTV network has gaps and where lighting levels are insufficient. This assessment will provide a clear map of priority risk zones and guide investment decisions.
   Using the survey findings, we will develop a staged CCTV expansion plan for the next 2–3 years, ensuring coverage is systematically improved and aligned with crime-prevention priorities. Alongside this, we will advocate to property owners and Auckland Council to upgrade lighting in identified areas, improving visibility, safety, and night-time activation across the precinct.
   This targeted approach strengthens surveillance, reduces blind spots, and enhances the overall safety environment for businesses, residents, and visitors.

3. Continue to advocate for improved policing, law & order, and youth engagement programmes. By working alongside the two police teams that cover the Manukau area and promoting all police initiatives and activities in the area.

Business Plan 2027 - 2028

Strategic Priorities

Economic Development

Driving growth, investment, and prosperity for local businesses and the wider Manukau economy.

1. Champion development of student accommodation to anchor Manukau as a Tertiary Hub.
2. Maintain the Manukau Tertiary Hub program which supports the 18 tertiary providers in Manukau to connect and support each other. The programme promotes clear pathways for students into Manukau businesses.
3. Advocate for the development of the infrastructure that includes residential accommodation, along with student accommodation to develop the population foundation for a night-time economy, including hospitality, entertainment, and cultural venues.

Networking & Events

Building connection, vibrancy, and community pride through high-quality events and business engagement.

1. $40,000 of the 9% Targeted Rate increase will be directed toward piloting new community events, with performance monitored via Marketview transaction numbers, total sales trends, and qualitative feedback from businesses and attendees.
2. Strengthen business networking programmes to support collaboration and growth. (Host a minimum of 10-member networking opportunities).
3. Collaborate with stakeholders to attract large-scale cultural festivals.

Marketing & Promotions

Positioning Manukau as an entertainment destination locally, nationally, and internationally.

1. Collaborate with stakeholders to develop a national and international marketing campaign promoting Manukau as the preferred destination over Auckland CBD.
2. Promote Manukau's unique attractions: Rainbow's End theme park, Wero white-water rafting, Wero Climb, Due Drop Event Centre, and cultural experiences.

Advocacy

Championing the needs of businesses, residents, and the community at local and national levels.

1. Advocate for improved transport access, traffic flow, and connectivity.
2. Strengthen relationships with Local Board, Councilors, Central Government, and agencies.

2027-2028 Proposed Budget

REVENUE	Proposed 2027-2028 Budget	Approved 2026-2027 Budget
Targeted Rate Grant (TRG)	$ 687,653	$ 648,729
TRG 6% increase		$ 38,924
Proposed increase 2027-2028 (9%)	$ 61,889	
Total TRG 2027-2028	$ 749,542	$ 687,653
OTHER REVENUE		
Interest Received	$ 4,200	$ 4,200
Other Received	$ 13,596	$ 23,184
Total Sundry Revenue	$ 17,796	$ 27,384
Total Revenue	**$ 767,338**	**$ 715,037**
LESS EXPENSES		
Strategic Priorities		
Advocacy & Stakeholder	$ 6,000	$ 6,000
Economic Development	$ 6,000	$ 6,000
Marketing & Promotions	$ 32,974	$ 22,980
** Networking & Events	$ 71,502	$ 33,000
*Safer Manukau	$ 236,980	$ 210,000
Total Strategic Priorities	**$ 353,456**	**$ 277,980**
Operating Expenditure		
Accounts & Auditor	$ 9,600	$ 8,400
Consultants & Legal	$ 3,600	$ 5,100
Insurance	$ 7,500	$ 8,000
Printing & stationary	$ 7,300	$ 9,300
Rent & Opex	$ 60,000	$ 60,000
Wages	$ 264,996	$ 270,000
Other	$ 36,464	$ 76,257
Total Operating Expenditure	**$ 389,460**	$ 437,057
Total Expenses	**$ 742,916**	$ 715,037
Net Surplus/(Deficit) Before Depreciation	$ 24,422	$ -
Less Depreciation	$ 24,720	$ 29,424
Gain on Sale of Fixed Assets		
Net Surplus/(Deficit) After Depreciation	-$ 298	$ 29,424

**$40,000 of the 9% allocation will be directed toward piloting new community events, with performance monitored via Marketview transaction numbers, total sales trends, and qualitative feedback from businesses and attendees.

*$21,889 of the 9% increase will be allocated to Safer Manukau to conduct a comprehensive survey of the BID area to identify locations where the current CCTV network has gaps and where lighting levels are insufficient. This assessment will provide a clear map of priority risk zones and guide investment decisions.
Using the survey findings, we will develop a staged CCTV expansion plan for the next 2-3 years, ensuring coverage is systematically improved and aligned with crime prevention priorities.

2026 -2027 Highlights So Far

Towards the end of the 2025–2026 year, Manukau: Heart of the South received not one, but two anonymous nominations for the 2degrees Auckland Business Awards: Excellence in Customer Experience and Excellence in Marketing.

We began this financial year with the exciting announcement that we were named finalists in the Excellence in Marketing category. Although we didn't take home the award, for a small not-for-profit organisation we performed exceptionally well and stood proudly alongside some of Auckland's largest and most established businesses.

This recognition reflects the dedication, creativity, and commitment of our team and our community. Being nominated twice — anonymously no less, shows that the work we do in Manukau is being noticed, valued, and championed by others.

Alongside our regular Lunch & Learns, After-5 in Business events, and other member engagements, this year's standout evening event so far was the Blue September fundraiser. With almost 60 members attending, the night delivered a strong mix of awareness, connection, and fun. We raised close to $1,000, and our General Manager managed to make a lot of men feel a little uncomfortable (in the best possible way) by prompting honest conversations for men's health.






Major Events Coming






MANUKAU
MANUKAU: HEART
OF THE SOUTH




BUSINESS
IN MANUKAU
Celebrating 20 Years


Repco
MANUKAU


MANUKAU
105


MANUKAU


MANUKAU
MANUKAU


ADVOCACY
ECONOMIC
DEVELOPMENT




MANUKAU


HEART
OF THE SOUTH






QFB77


MANUKAU
HEART
MANUKAU






MANUKAU


CHEMIST


MANUKAU
HEART
OF THE SOUTH


Harvey
Norman



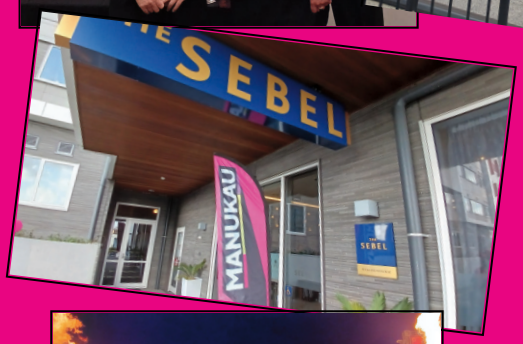














MANUKAU

HEART OF THE SOUTH

Manukau – the destination of choice to live, shop, work, study and play



































MANUKAU

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