



Town Manager's Report

Over the past year, the Panmure Business Association has taken deliberate steps to strengthen its internal capability and deliver more meaningful outcomes for its business community. Despite ongoing economic pressures and evolving expectations, we have achieved significant progress across events, partnerships, safety initiatives, member engagement, and strategic planning.

Events & Promotions

This year, the PBA undertook a thorough review of its events and promotions portfolio to ensure activities deliver consistent and direct value to members. This allowed us to identify the strongest-performing campaigns and pivot toward high-impact, cost-efficient initiatives. As a result, we moved away from broad, general events and focused on targeted programmes that make better use of our voucher system.

This shift has produced tangible results: voucher redemption rates have increased from an average of 60% to a reliable 80–90% per campaign. Members have reported greater satisfaction with initiatives that drive real spending and increase customer engagement. By cutting waste and reallocating resources to what works, we are now better placed to tailor future campaigns to business needs and seasonal demands. The move toward targeted activations has also allowed smaller businesses to benefit more directly, rather than being overshadowed within large-scale events. In addition, the improved data from voucher use has helped us better understand customer behaviour and measure campaign outcomes with greater confidence. These insights place us in a stronger position to replicate and scale successes in the year ahead.

Strategic Partnerships and Collaboration

Our 12 Days of Christmas campaign delivered its strongest results to date, supported by the long-standing partnerships we have maintained with the Panmure Library, the council organisation formerly known as Eke Panuku, and the wider business community. These relationships enabled us to extend the campaign's reach and, in a fortunate turn, secure the temporary use of a carpark at the edge of the town centre to host our festive season launch activation. Delivering Panmure's own Christmas tree lighting was a significant milestone for our community and a moment of pride for local businesses and families. We are already exploring opportunities to build on this success and deliver an even more engaging activation in the upcoming festive season, with the aim of making it a cherished local tradition.

The PBA also continued to advance its public art initiatives with the installation of a new mural in the alleyway at 78 Queens Road. This location had long been known for being dark and uninviting, even with existing community lighting. By partnering with a local artist, we were able to transform the space with a piece that is vibrant, grounded, and deters vandalism. The mural has already improved the atmosphere and public perception of the area, contributing to a greater sense of place and safety. Importantly, this artwork is intended to act as the anchor for a larger art trail, making use of electrical boxes around the town centre to create a cohesive visual journey.



This approach allows us to develop the project in manageable stages with our current finances, while maintaining momentum and community interest.

To further diversify our engagement efforts, particularly with younger residents, the PBA partnered with a youth group to deliver our first-ever e-sports tournament. The event was an overwhelming success and highlighted the potential of gaming as a platform for connection, inclusion, and positive activation of local spaces. It also demonstrated that there is strong demand for youth-oriented engagement within our town centre. While plans to deliver additional smaller tournaments in collaboration with the library were delayed due to staffing changes and maternity leave, the initial success has reinforced our commitment to this work. We are now exploring how to reintroduce youth-focused initiatives in alignment with our annual business plan, with the goal of creating sustained pathways for local young people to connect with Panmure in meaningful ways.

Security progress

The Summer Security Initiative, delivered from December to February with the support of the Executive Committee, was highly effective. Strong positive feedback from businesses confirmed the value of the trial, and the programme will be expanded and repeated this year. This success shows that practical, creative solutions can deliver meaningful outcomes without placing significant financial pressure on our business community.

Building on that momentum, we are currently trialling a new approach to address a long-standing need for increased and consistent foot patrols and security presence in the town centre. To deliver this innovative solution, the PBA has informally partnered with a private security company. Inspired by the successes of the Newmarket Security Initiative and the Manurewa Ambassadorship Programme, our model combines the strengths of both while keeping it local and harnessing the entrepreneurial drive of our own Security Liaison Officer, Taniela Kaivelata.

Despite tight financial constraints and a challenging economic environment, the PBA has been able to deliver exceptional value through this trial. However, it remains a temporary initiative, and significant financial support will be required if the business community wishes to see it continue beyond April 2026. Work is already underway to explore funding options.

Engagements and Strategic Expansion

Over the past year, we successfully delivered a series of Power Hour and Security Chat sessions. These provided valuable networking opportunities for members while minimising disruption to their business operations. The format has proven effective, and we intend to expand on it with more targeted networking sessions in the future. We encourage members to participate and share feedback to ensure these events continue to be useful and impactful.



Professional development was another highlight during the year. The PBA team undertook capability building and internal process reviews through several key opportunities: attendance at the BID conference in Hastings, completion of a Crime Prevention Through Environmental Design course by two team members, and participation in the Melbourne Mainstreet Conference. These experiences exposed the team to new ideas and best practice from comparable town centres, provided valuable connections with industry peers, and deepened our understanding of the wider economic landscape. They also reinforced our ambition for the future of Panmure by showcasing successful initiatives implemented in areas facing similar challenges.

In addition, our associate membership programme was successfully soft-launched. We have seen encouraging interest from businesses and organisations outside the BID area wishing to engage with the association. To support this growth, we are undertaking internal system and process upgrades. While the launch marks an important milestone, we will continue to monitor the programme over the coming year to ensure it aligns with the objectives set out in our annual business plan.

Future Direction

Intentional advocacy: Over the past year, it has become clear that large-scale advocacy is less effective in the current economic climate. While it remains part of our role, our focus for the year ahead will shift to targeted, achievable advocacy efforts that deliver direct benefit at the local level.

Practical value delivery: Our voucher programme continues to serve members well and will remain a cornerstone of our practical support strategy. We will build on its success to deliver initiatives with measurable impact.

Incorporated Society re-registration: We remain on track to complete re-registration well ahead of the April 2026 deadline.

A word of thanks

I would like to thank the Executive Committee for their support over the past year. To the PBA team, your tenacity and commitment to our business community—despite the challenges we have faced and my period of maternity leave—has been invaluable. I look forward to building on this momentum and making the coming year even more successful.

Thank you also to our members and supporting partners for their ongoing dedication to Panmure and its business community. Your collaboration and belief in our collective vision continue to drive our progress.

A handwritten signature in black ink, appearing to read "Elaine Soakai".

Elaine Soakai

Town Manager