



**Business
Canterbury**
Our Chamber of Commerce

Annual Report

2024/2025

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Our Values

Lead the charge
and the change.

- We encourage the pursuit of ambitious goals without fear of judgement or failure
- We stand up for what is right for our customers and region
- We inspire others to challenge the status quo
- We take ownership of everything we do.

Be the best business
partner.

- We know what our business community needs now and in the future
- We provide confidence and assurance during times of change
- We leverage collective knowledge and expertise
- We lean into difficult conversations.

Fiercely focused
on what's best for
our customers.

- We listen to understand, not reply
- We put ourselves in the shoes of others
- We understand our audience needs to deliver relevant and scalable solutions
- We take collective ownership to provide the right solution.

Commercially
driven for impact.

- We prioritise based on impact vs striving for perfection
- We make robust decisions based on data and insights
- We respond quickly to market changes and capitalise on emerging opportunities
- We understand how our choices and actions impact the bottom line.

Authenticity
matters.

- We celebrate success and grow from failure
- We hustle and have fun
- We respect and value each others differences
- We provide an environment where people can be their best.

President's Report

The 2024/25 year has been one of consolidation and strategic investment. Following a period of transformation, our focus has been on embedding change, strengthening our foundations, and supporting our members through what has remained a challenging economic environment. Like many of you, we too have felt the impact of these conditions through the engagement in our services and slower than anticipated growth.

Despite these headwinds, we've remained committed to enhancing member services and their value and impact, diversifying revenue pathways, building internal capability and streamlining our operations through automation and technology. These efforts are all geared toward delivering greater value and a more seamless membership experience.

Canterbury continues to show remarkable resilience and momentum. We're seeing strong economic growth, sustained net migration, record-high enrolments across tertiary education, and new businesses being established at twice the national rate.

Business Canterbury is ambitious for the region and committed to maintaining this momentum. As we look ahead to the 2025/26 financial year, we are sharpening our strategic focus, particularly in how we advocate nationally on your behalf. We are homing in on representation that reflects your views directly in Wellington and ensuring the Canterbury and South Island voice is heard clearly among decision-makers. Our team will continue to increase its presence in the capital and engage deeply with Ministers, officials, and other key stakeholders.

I want to acknowledge Chief Executive Leeann Watson for her resiliency and ongoing commitment to leadership over what has been a challenging past year and thank her for her dedication and excellence in execution. And to the rest of the Business Canterbury team who come to work each day to make Canterbury the best place in New Zealand to do business, thank you for everything you do.

We're also grateful for the ongoing support of Business Canterbury's 2024/25 strategic partners, the University of Canterbury, Orion, Westpac, 2degrees and Softsource vBridge, whose ongoing support enables Business Canterbury to deliver greater value and advocate effectively for the region's business community. We are also grateful to the many other partners who choose to support Business Canterbury in its mission to create a thriving business community.

To our members: thank you. Your continued investment, engagement and belief in Business Canterbury, especially during challenging economic times, is what makes our work to support you possible.

I'd like to thank Board members for the time they give freely and, looking ahead, I am confident Business Canterbury is strategically positioned for sustained growth and greater impact. The investments made this year are already delivering returns, and the organisation is well equipped to build on this momentum.

Thank you for your support.



Paul Deavoll
President
Business Canterbury



Chief Executive Report

Navigating change, investing in growth.

Kia ora,

This year has been all about building momentum across our new membership model, growing engagement and a laser focus on advocacy outcomes and impact to support our members through what has continued to be a very challenging business environment.

Over the last year, our focus has been on strengthening our value proposition and our partnerships to add value to our members. As well as increasing our impact through continuing to engage with Ministers, officials and key decision makers in Wellington. These investments have helped us expand our services and support, identify new revenue streams and strengthen our visibility, ensuring your voices and views are represented.

Businesses are engaging with us in new ways. Members are contributing more deeply to our advocacy to help shape the future of the region and the country. Many are investing in their own development or that of their teams by participating in public training or engaging us for in-house sessions. Others are seeking advice on complex HR challenges, joining sector-specific programmes to navigate disruption, and identifying future opportunities. Most importantly, we're proud that so many members see their investment in Business Canterbury as an investment in the future of their business, their people, and the region they choose to do business in.

Our advocacy continues to gain momentum, with Business Canterbury firmly established as the trusted, direct link between Canterbury businesses and key decision-makers at both local and central government levels. We've created more meaningful opportunities for businesses to raise issues around red tape, policy, and reform with more than 29 Ministerial engagements across the year. A highlight has been leading initiatives like the Canterbury Ambition, which reinforces our role as the driving voice for the region's future. By expanding our engagement, we have built a sustainable platform that delivers progress, outcomes and real value for our members.

Internally, we've focused on delivery. We've refined our planning, strengthened our execution, and kept our eye on what matters most: value for our members. That's been our measure this year, not just how many people we've reached, but what's changed because of it. Are businesses better equipped to deal with disruption? Are they more confident in navigating a changing environment? Do they feel more connected across our business community? These are the questions we're using to ensure our work is focused on impact and value.

We've also deepened our regional engagement. From Selwyn to North Canterbury, we've worked to ensure our support is accessible, relevant, and responsive to local needs. This has helped drive member growth and reinforce our role as a connector across the region.

The economic climate has created pressure that we too have felt across our services, but we have continued to invest in capability, visibility, and new ways of working, knowing that short-term pressure will pass and our focus on being the best business partner and most influential business voice in New Zealand will set us up for long-term resilience.

This investment has been guided and supported by strong governance. I'd like to acknowledge our Board, led by President Paul Deavoll and joined by Erin Black, Glenn Hansen, Grant Walker, and Hayley Hobson, for their strategic oversight and continued belief in our direction. Their commitment to long-term outcomes and confidence in our delivery has been instrumental in turning transformation into tangible progress.

I also want to recognise the incredible Business Canterbury team for their energy, resilience, commitment, and belief in what we do to support you, our members. Our impact and the outcomes we have achieved for our members this year are a testament to their dedication.

To our many supporting partners and our 24/25 Strategic Partners – 2degrees, Orion, the University of Canterbury, Softsource vBridge and Westpac – thank you for walking alongside us and helping us deliver greater value to our members

And to our members – thank you for your trust, engagement, and willingness to partner with us and see us as part of your business success.

Looking ahead to 2025/26, we remain focused on growing the impact we can have and the value you receive from your Business Canterbury membership. That means being deliberate about where we invest, how we deliver, and how we measure success. It means continuing to evolve, not just what we offer, but how we offer it. And it means staying anchored in our mission: to back businesses to thrive by building capability, connections and advocacy.

Thank you for your on-going support, trust and confidence.

I look forward to keeping you updated throughout the year.

Nga mihi,



Leeann Watson
Chief Executive
Business Canterbury



Your Team

Staff as at September 2025

Charmaine Visser

Business Advisor – Global Trade/Regional Business Partner Programme

Clare Whitworth

Sales Account Manager

Danielle Belcher

Learning Advisor

Genevieve Thornley

Business Services Manager

Georgia Walker

Marketing and Communications Coordinator

Grant McEwan

Finance Manager

Hannah Weeds

Brand and Engagement Specialist

Holly Andrews

Senior Events Manager

Jagdev Sidhu

Business Advisor/Regional Business Partner Programme

Jason MacRae

Business Advisor/Regional Business Partner Programme

Jeremy Hanna

Chief Operating Officer

Joanne Koers

Executive Assistant

John Hamilton

Business Advisor - Manufacturing

Justine Johnson

Receptionist/Export Documentation Advisor

Kerry Bannon

Accounts and Payroll Specialist

Kiley Charteris

Partnership and Projects Support

Leeann Watson

Chief Executive

Markus Koelbl

Digital Analyst/Support Coordinator

Mel Rushton

Digital Marketing Specialist

Michael Prisk

Human Resources/Employment Relations Consultant

Parth Malhotra

Sales Account Manager

Rebecca Golding

Events Manager

Suyaka Gutama

Training and Events Administrator

Tait Dench

Head of Advocacy and Strategy

Tyler Culling

Business Advisor/Regional Business Partner Programme



Board and Life Members

Our Board

The Board for 2024/25 included the following appointees:

Paul Deavoll

President
Business Canterbury

Erin Black

Managing Director
Connect Consultancy

Glenn Hansen

Group Financial Controller
Vortex Engineering

Grant Walker

Chief Executive Officer
The Outsource Collective

Hayley Hobson

Director
Team Direction

Our Life Members

These members have been appointed in recognition of their significant contribution to Business Canterbury and the wider business community over a long period of time.

Life Members are appointed at the Annual General Meeting following a recommendation from the Board.

Current Life Members:

Andrew Logie

Bruce Fraser

Michael Greene

Peter Davie

Peter Townsend

Richard Ballantyne

Dr Rod Carr

Roger Barker

Syd Bradley



Strategic Partners

We partner with Canterbury organisations whose values align with ours and who share our purpose to **back business to thrive** by building capability, connections and advocacy.

Our partnerships enable us to keep our membership fees affordable, provide extensive support across multiple industries and market-leading resources, and offer a comprehensive training and events calendar. We are very grateful for their ongoing support throughout 2024/25 and their commitment to Business Canterbury.



A leading software-defined telecommunications provider, committed to driving digital outcomes for New Zealand Inc and increasing the productivity of its business customers.



Central Waitaha Canterbury's electricity distributor, committed to powering a cleaner and brighter future with our community.



An innovative provider of ICT services and business solutions.



A globally recognised university for internationally renowned teaching and research.



Providing a range of business banking accounts and solutions to meet your needs.

Supporting Partners

Business Canterbury is proud to work with the following partners throughout 2024/25, who provide **outstanding service and value** for us and our members.

Supporting Partners



Global Trade Partners



Manufacturing Partners



HR Partner



Canterbury Trusted

This year, Canterbury Trusted has continued to define what it means to lead with trust, integrity and responsibility in our region.

Backed by Business Canterbury's 165+ years of experience supporting local businesses, Canterbury Trusted transforms decades of expertise into a clear, consistent measure of what it means to be trusted in Canterbury.

Over the past 12 months, more businesses from a wide range of industries have joined the Canterbury Trusted network. These organisations are helping make trust in business more visible and tangible across the region, as well as giving customers, clients, employees and partners greater confidence in who they choose to work with.

Looking ahead, Canterbury Trusted is set to grow its reach and impact even further. With a clear purpose and strong foundations, it will continue to set the standard for trusted business practice in Canterbury.

**CANTERBURY
TRUSTED™**

Awarded by Business Canterbury



“‘Do the right thing and doing things right’ is one of our values at Caliber, and we genuinely mean it. I’m proud to see that recognised, and proud to be part of the Christchurch business community. Big thanks to Business Canterbury for getting behind this. Let’s make it a nationwide standard.”

- Caliber Design

“Since becoming Canterbury Trusted, we’ve found ourselves in conversations with businesses we wouldn’t have connected with before. Having that shared accreditation makes things flow more naturally, it’s like an instant bridge of trust. It’s also lifted our profile in the network and put us in front of the right kind of people. The accreditation itself is a real stamp of credibility. The Business Canterbury vetting process is thorough, so when clients see we’re Canterbury Trusted, it removes a lot of the guesswork, they know we deliver on what we say. What I really value is being part of a group of businesses that genuinely care about doing good work and building strong reputations. It’s not just about looking good on paper; these are people who are serious about results. That makes it a strong community to be part of, and it opens doors that would have been harder to get through on our own.”

- Ruffells

“Being awarded Canterbury Trusted has helped our business build trust faster with new leads and gain real client confidence.”

- Computer Culture



Canterbury Trusted Businesses (as of August 2025)

Academy Funeral Services
Accounting Solutions
Anderson Lloyd
Ashburton District Council
Baker Tilly Staples Rodway
Beca Ltd
Bishop Associates Recruitment
Caliber Design
Cambridge Partners
Computer Culture
Contented
Corcoran French
Deta
EdenFx HSE Recruitment NZ
Eliot Sinclair & Partners
Gallagher Insurance
Hazlett Insurance
Ian Cartwright Sales Coaching
Jolly Billboards
Kitchen Concepts
Like Minded Learning
Lowes Industries
Many Caps Consulting
Men at Work Canterbury

MintHC
National Credit Insurance
Newfield Roofing
NZME
Online Distribution
Orion New Zealand
Oxygen8
Purple Shirt
Quinovic Merivale Property Management
Rodgers & Co Limited
Ross Galt Lock and Alarm
Ruffells Productions
Ryan Recruitment
Sharp Glass
SideKick
SignBiz
Softsource VBridge
Southbase Construction
Taggart Earthmoving
Te Pae
The Connect Group
University of Canterbury
Westpac
2Degrees Mobile Limited

Bold Company

Bold Company is your source for local business news and podcasts. Every day, we hear stories that remind us why Canterbury is one of the best places to do business, stories of bold ideas, resilient leadership, and innovative thinking. Bold Company is where we bring those stories to light.

Created by Business Canterbury, this platform exists to champion the people behind the progress. From market disruptors and tech pioneers to community champions and award-winners, we celebrate the businesses shaping our region — and driving our national economy forward.

Because when you're building something in Canterbury, you're in bold company.

Season Two of the Bold Company Podcast

This season, we sat down with eight bold leaders, from aerospace to plant-based foods, virtual reality to sustainable fashion. Their stories reached far and wide, with over **30,000 social impressions, 1,500+ downloads**, and a **4.9-star rating on Spotify**, a testament to the appetite for local business stories told well.

Featured guests included:

- Mark Rocket – Kea Aerospace
- Sakthi Ranganathan – JIX Reality
- Flip Grater – Grater Goods
- Colin Mansbridge – Crusaders
- Ross Milne – Leafit Foods
- Claire Waghorn – Christchurch International Airport
- Oakley Inkersell – Cleaner Cars
- Peri Drysdale – Untouched World

These conversations offered a behind-the-scenes look at bold leadership, big ideas, and the people shaping Canterbury's future.

A big thank you to our podcast supporters



RUFFELLS®

The latest season of the podcast is sponsored by Christchurch Airport, growing the engine room for Canterbury businesses, and ChristchurchNZ, the city's economic development agency, shaping an economy where people and places thrive. Production support was provided by the team at Ruffells, one of Christchurch's leading creative studios.



Advocacy

As the second-largest Chamber of Commerce in New Zealand and the largest business support organisation in the South Island, Business Canterbury plays an important leadership role in shaping the policy environment for business. This year has been one of the most significant yet on the advocacy front, with major national reforms underway including; the Holidays Act, health and safety legislation, the Resource Management Act, and government procurement policy – alongside the real and pressing challenges businesses face locally with councils.

Over the past three years, **we have evolved our advocacy strategy to deliver stronger outcomes for members**, and this year we have really started to see the impact. Our approach now combines robust, evidence-based insights with deeper engagement at every level of decision-making. The **Quarterly Canterbury Business Survey** has become a cornerstone of this strategy, providing the data and context that give weight to our positions. At the same time, we have focused on building direct relationships with officials as the people who shape policy advice – so that Canterbury's voice is heard at the earliest stages of development. This complements our increased engagement with Ministers, creating a top-down and bottom-up approach that ensures influence from both ends. To support this, we strengthened our advocacy capability with a slightly different structure, repositioning one of our leadership roles with a dedicated focus on Advocacy and Strategy alongside our CEO.

The results speak for themselves. Over the past year, we have held **more than 30 ministerial meetings**, including three with the Minister for Workplace Relations and Safety, **which have led to tangible improvements to business policy**. We have also engaged with **more than 20 senior officials**, primarily through our six-weekly advocacy trips to Wellington, which are **positioning Canterbury businesses in the centre of national policy conversations**. Locally, we have maintained **quarterly meetings with all Canterbury Mayors and Council CEOs** and facilitated **targeted forums such as Developer Forums** to address specific challenges and opportunities.

At a local level, we have also been working on the **Canterbury Ambition**, which has brought together the private sector and local government across **11 local authorities in Canterbury** to identify, refine and then agree on what sets our region apart and how Councils right across Canterbury can get in behind our private sector and champion growth. This work is expected to be released in the coming year.

Lastly, a key focus this year has been **elevating Canterbury's role in New Zealand's economic narrative**. Our region is a **powerhouse of growth and resilience**, yet its contribution is often understated. Since 2018, more than 40,000 people have moved to Canterbury – more than any other region. Our manufacturing sector leads the country in confidence, exports through our ports are up 12% year-on-year, our economy is the fifth most diversified in New Zealand, ahead of Auckland and Wellington and 82% of Canterbury businesses report confidence in managing disruption.

All of this points to the greater need for consistent support in policy discussions for businesses here in Canterbury, and investment that appropriately reflects the opportunities for our local businesses to lead the New Zealand economy. And that is what we aim for here at Business Canterbury – every day.

“Business Canterbury is invested in our Business Community with a wealth of knowledge, experience and resources to advocate for Canterbury.”

“I think any institution like yours that provides advocacy is worth its weight in gold.”



Learning and Development

This year, our Learning and Development (L&D) programme was shaped by the shifting priorities of the business community, with a deliberate focus on relevance and adaptability to meet specific organisational needs.

Across **66 courses** and more than **1,300 participants**, we concentrated on building practical capability in areas identified as high impact. **Our flagship offerings in leadership, health and safety, and business fundamentals** reflected consistent demand for foundational skills that support their growth.

Businesses this year showed particular interest in leadership development and sustainability roadmap planning, recognising both as essential tools for navigating uncertainty and preparing for long-term success. These initiatives signalled a broader shift toward embedding agility and strategic foresight into organisational culture, with leaders expected to guide teams through change and align operations with evolving market and regulatory expectations.

In addition to our public courses, **we facilitated 34 tailored in-house workshops**, which made up nearly a third of all L&D sessions. These bespoke sessions were co-designed with employers to address immediate challenges for their business and ways of operating, such as enhancing communication, improving customer service and reinforcing health and safety practices.

Our Navigating Business Change pilot series created space for organisations to reflect, recalibrate and respond to the pressures of transformation together. Developed in response to the challenges businesses were actively facing and supported by our 2024/25 Strategic Partners, the series focused on the practical realities of leading through disruption, with expert guidance from Dr. Lucy Hone, Dr. Denise Quinlan and Dr. Suran Dickson.

Participants described gaining clarity, reconnecting with their teams, and finding value in shared conversations with others facing similar pressures. What stood out in the feedback was that when learning is timely and grounded in real-world challenges, it resonates.

“Very enlightening. Provided context and ideas of how I operate and rationales on why others operate as they do.”

“Fresh approach through intuitive facilitators coupled with great venue!”

“The Business Canterbury team succeeds in providing a welcome, comfortable working environment in which to learn new skills and make new connections.”

“Every time I attend a course at Business Canterbury everyone is so nice and friendly, and it feels like they are ‘invested’ in your learning and business.”



Events

This year, our events programme was a dynamic platform for connections, insights and shared learning. We engaged over **6,000 attendees across more than 100 events, forums and room hires**, each thoughtfully designed to **build capability, inspire, connect, strengthen relationships and provide practical value**.

Our events responded directly to evolving business priorities, ensuring relevance, agility and strategic impact in a rapidly changing environment. Businesses gained direct access to the Prime Minister, Ministers, MPs, Government Agencies and Officials, sector experts and industry leaders to discuss key topics such as health and safety, regulation and compliance, innovation, and regional development. **These engagements provided the opportunity for businesses to have their say, influence outcomes and have a seat at the table, helping to surface important issues that informed policy and contributed to meaningful reform work.**

Our bespoke business events attracted strong attendance, featuring standout speakers like Serge van Dam, who shared actionable insights on **leveraging AI**, and Di Foster, who delivered a **compelling perspective on leadership responsibility in navigating business challenges**. We continue to refine these offerings by identifying emerging needs and launching a new session each quarter, ensuring our content remains responsive, relevant and empowering for business leaders.

The Connect After 5 series remained one of our most popular formats, offering a relaxed environment for attendees to connect and learn about host businesses while providing hosts with a platform to showcase their operations and stories. These events **enabled genuine connection and community amongst those networking**.



The Women in Business Forum continued to be a standout offering, attracting 300+ attendees per event. The forum continues to be **praised for its authenticity and depth, highlighting the demand for diverse perspectives and genuine leadership stories**.

Sector-specific events delivered targeted value for manufacturers and exporters. A highlight was the exclusive Export Breakfast with Air New Zealand CEO Greg Foran, which explored global **opportunity through a regional lens**. Our **manufacturing factory tours and workshops offered pragmatic insights into innovation, productivity and cost-efficiency**.

This year, we saw a significant rise in **room hire activity**, which brought new audiences into Business Canterbury, enhancing visibility and **providing valuable support for our members**.

“I feel that Business Canterbury covers all the things that matter to people who attend events.”

“Engagement with everyone who comes through the door is acknowledged 100% all the time by someone from the organisation, and if they are not caught at the door most definitely, they are acknowledged inside the venue and love this about your point of difference that your team brings.”

“Very well organised event. I wasn't sure what to expect coming into the session as it was my first but would highly recommend to others. I took away so much from the morning and can't speak highly enough of the speakers! What a stellar line up!!”

“Very well organised again and fantastic support from the Canterbury businesses. Leeann is such an advocate for the region and is a wonderful chair. I found this session particularly insightful and very pleased we brought our admin team along.”

Business Advisory

This year, Canterbury businesses have demonstrated remarkable resilience and adaptability amid ongoing economic and global challenges. Our business advisory services, including our work as a Regional Business Partner, have focused on **delivering practical, tailored advice to help businesses strengthen operational resilience, address workforce challenges, and navigate shifting local and global market conditions.**

Global Trade and Manufacturing

Our work with global trade and manufacturing sectors continues to be critical as businesses adapt to global market changes, including **navigating US tariffs and exploring new markets such as India, the EU, and Southeast Asia.** We support businesses in **compliance, cost reduction, and operational efficiency improvements, particularly through energy management, lean processes and digital transformation.** This has been complemented by sector-specific events and learning and development offerings.

Our engagement in high-tech sectors like aerospace, precision engineering and sustainable food innovation has **facilitated valuable new relationships at local, national and international levels.** Despite economic headwinds and a three-speed economy, businesses we've worked with are **gaining real momentum.** With support from our advisory services, they're **scaling operations and productions, expanding globally and attracting international investment, showing the tangible impact of targeted guidance and regional expertise.**

Human Resources Support

Demand for HR and employment advice rose sharply this year. We delivered over **180 HR Adviceline consultations**, primarily around the Holidays Act and employment agreements, and responded to **more than 600 requests for specialist HR expertise.** **Businesses sought support with restructures, redundancies, disciplinary processes, and contract updates.**

Specialist consulting services also saw increased uptake, including **culture and engagement surveys, workplace investigations, mediation, and on-site training.** Members are actively improving workplace culture and employee relations to reduce risk and cost, while positioning themselves as employers of choice in a recovering economy. Our **in-house HR training sessions** also saw strong uptake, reflecting the need for **practical skills and compliance support.**

We were also pleased to begin a new **three-year partnership with Sport Canterbury**, aimed at boosting support and training for Regional Sport Organisations (RSOs). This initiative connected RSOs with targeted, scalable support through a tailored learning programme, directly addressing their unique needs and enhancing regional collaboration.

“ Knowledgeable helpful people who make a huge effort to help and advise me. Many thanks for all you do.”

“ Business Canterbury business services and advisors are brilliant. Canterbury businesses are lucky to have such a partner to call on and thrive from.”

“ Excellent for advice about different business matters when needed.”

“ Interactions lately with your team have been very positive, especially updating HR stuff, contracts, policies etc.”

“ We have utilised your HR services most recently to our advantage where your HR leadership has been exceptionally helpful with sound effective guidance.”

“ My session with (my business advisor) was incredibly inspiring and has given me a clear and exciting direction for the next stage of (our business). I've made some key updates and developed a new proof of concept, which I'll be sharing with them soon as I explore the business contacts he recommended.”



Financial Statements

Summarised Consolidated Statement of Comprehensive Revenue and Expense For the Year Ended 30 June 2025

	2025 \$	2024 \$
Revenue		
Subscriptions	1,317,054	1,583,834
Member Activities	2,342,733	1,937,554
Investment and Other Revenue	75,393	76,943
Total Operating Revenue	3,735,180	3,598,331
Less Expenditure		
Personnel Costs	2,795,101	3,029,779
Affiliation Costs	255,649	263,560
Operation Costs	990,679	1,493,573
Finance Costs	56,699	35,640
Facilities Costs	86,492	77,437
Depreciation and Impairment	176,246	167,359
Total Operating Expenditure	4,360,866	5,067,348
Share of surplus of equity-accounted joint venture	1,813	778
Deficit for the Year	(623,873)	(1,468,239)
Other Comprehensive Revenue and Expense	428,669	0
Total Comprehensive Revenue and Expense for the Year	(195,204)	(1,468,239)

Summarised Consolidated Statement of Financial Position As at 30 June 2025

	2025 \$	2024 \$
Equity and Liabilities		
Reserves		
Accumulated Funds Closing Balance	1,898,422	2,522,295
Land and Buildings Revaluation Reserve	4,135,865	3,707,195
	6,034,287	6,229,490
Assets		
Bank Deposits and Receivables	1,295,369	1,640,697
Fixed Assets and Investments	6,805,581	6,528,581
	8,100,950	8,169,278
Current Liabilities		
Payables and Revenue in Advance	1,436,939	1,308,123
Non-Current Liabilities		
Term Loan	629,724	631,665
Net Assets	6,034,287	6,229,490

Summarised Consolidated Statement of Cash Flow For the Year Ended 30 June 2025

	2025 \$	2024 \$
Cash Flows from Operating Activities	(302,123)	(1,346,782)
Cash Flows from Investing Activities	(27,034)	167,630
Cash Flows from Financing Activities	(56,699)	614,360
Net Increase / (Decrease) in Cash Held	(385,856)	(564,792)
Add Opening Cash Brought Forward	1,042,217	1,607,009
Ending Cash Carried Forward	656,361	1,042,217



