ANNUAL REPORT 2025/2026

FOR THE PERIOD ENDING 30 JUNE 2026

Business North Harbour

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FROM THE CHAIR

Dear Members, it is my pleasure to present the Chair's Report for Business North Harbour for 2025/2026.

This has been another year in which businesses have had to navigate a challenging economic environment. While lower interest rates provided some welcome relief during the year, rising operating costs, subdued consumer spending and wider economic and geopolitical uncertainty continued to place pressure on businesses of all sizes.

Against this backdrop, BNH has remained focused on what matters most: supporting, connecting and advocating for our members, while ensuring that the organisation itself remains strong, relevant and responsive.

REFLECTING ON THE YEAR

From the Board's perspective, it has been pleasing to see BNH continue to evolve in response to the changing needs of our business community.

Our focus remains firmly on ensuring that the programmes, services and advocacy undertaken by BNH provide genuine value to members. Member engagement and feedback are important in helping us determine where our resources can make the greatest difference.

Connection also remains at the heart of BNH. Bringing businesses together creates opportunities not only to build relationships, but to share knowledge and experience and strengthen the wider North Harbour business community.

An important part of this is collaboration beyond our own boundaries. I am particularly pleased that the Business Excellence Awards will return this year and, for the first time, will be held in conjunction with the Takapuna Beach Business Association. We are also delighted to welcome Massey University and their Business School as the principal sponsor of the Awards. This is an exciting opportunity to bring our two business communities together and celebrate business excellence across the wider North Shore.

REPRESENTING OUR BUSINESS COMMUNITY

Advocacy remains an important part of BNH's role. Decisions around transport, infrastructure, local government and the future development of our area can have a very real impact on businesses.

Maintaining constructive relationships with decision-makers and other business organisations ensures that our members have a voice and that the interests of North Harbour businesses continue to be represented.

Through attending Upper Harbour Local Board meetings during my time as Chair, I have seen first-hand the strong and constructive relationship BNH has with the Local Board. Their ongoing engagement with, and support for, our business community is greatly valued.

We will continue to strengthen relationships with other business organisations, recognising that working collaboratively where our interests align gives us a stronger collective voice and creates opportunities that can benefit the wider business community.

Finally, I would like to acknowledge our General Manager, Kevin O'Leary, and the entire BNH team. With a relatively small team supporting a business community of around 4,500 business owners and tenants, the breadth of what they deliver is impressive. Their professionalism, adaptability and commitment, together with their willingness to support one another, enable BNH to continue delivering a high level of service to our members. On behalf of the Board, I would like to thank them for their contribution throughout the year.

Our focus remains firmly on ensuring that the programmes, services and advocacy undertaken by BNH provide genuine value to members.

The proposed expansion of the Business Improvement District (BID) to include Albany Village and other businesses currently outside the BID boundary has also continued to progress. This is an important strategic initiative for BNH and one which has the potential to strengthen our organisation, broaden our business community and extend the benefits of BNH membership.

LOOKING AHEAD

As we move into 2026/2027, there are encouraging signs for business, although uncertainty remains.

For BNH, our focus will continue to be on delivering practical value to members, strengthening engagement, maintaining effective advocacy and ensuring the organisation remains financially and operationally sustainable.

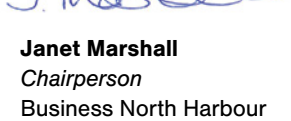
We will also continue to listen. The needs of businesses change, and BNH must evolve with them. Our role is not simply to continue doing what we have always done, but to understand where we can make the greatest difference and direct our resources accordingly.

I would also like to acknowledge Kate Greene for her outstanding contribution to BNH and our members over the past nine years and wish her every success for the future.

My thanks also go to my fellow Board members for their contribution, insight and support throughout the year, and to our Partners whose continued involvement assists BNH in delivering programmes and initiatives for our business community.

Most importantly, thank you to our members. Your engagement, feedback and support are central to the success of Business North Harbour.

I look forward to another year of working together to ensure North Harbour remains a connected, successful and resilient place to do business.



Janet Marshall
Chairperson
Business North Harbour



EXECUTIVE SUMMARY

Once again, I must preface this summary by referencing the difficult economic environment which continued to challenge many members during the 2025/2026 financial year, as the ongoing cost of living crisis continued to restrict both business and consumer spending. There was some positivity early in the financial year, with interest rates falling and inflation sitting within the RBNZ's 1 – 3 per cent target, but the ongoing and new geopolitical conflicts, increases in rates, power prices, food prices and unemployment all conspired against the expected economic growth that we were all hoping for.

The tough economic climate made securing partners for BNH a real challenge, however we were still able to attract two Platinum, five Gold and four Silver Partners, along with other partners specifically engaged for our Asian Business Collective events. The Ingham Group Platinum partnership continued to help raise awareness of BNH around the BID and in the wider community, with the Ambassadors using the two sign-written sponsored vehicles throughout the working week.

Our events programme encountered some challenges including the cancellation of the BNH Business Excellence Awards 2025, which after two outstanding years, proved to be a bridge too far for our existing and potential Awards partners. Following some internal discussions, it was decided to hold the Awards and the major Charity Event which we introduced last year, biennially in alternate years as they both require a huge amount of human resource and there are only so many times that you can go to the well for partnerships and prize/gift donations.

Despite this major exclusion from the events calendar, BNH was able to deliver 34 events during the year, 33 in-person and one webinar. These events included three outstanding business lunches, all of which were sold out as we welcomed Sir John Kirwan, Rt Hon Chris Hipkins and Hon Nicola Willis as our keynote speakers. In addition, we held an AI conference in November, our first half-day event and we introduced a new initiative for our eateries in March, with over sixty businesses participating in our inaugural 'Food Month'.

As was the case last year, we had to cancel a few planned events during the year due to limited member engagement but despite this, along with the events mentioned above, we successfully delivered events for our special interest groups including Women in Business, Men At Breakfast and our Asian businesses. We also delivered the One Day Sale for our retailers, wholesalers and distributors, the Table-Top B2B business showcase expo, events for our NFPs and our CEOs and we increased our evening networking only events from quarterly to monthly, with great success. During the year BNH welcomed more business delegations from provinces in China and we continued to deliver our Leadership and Business Mentoring Programme in partnership with Massey University, which has entered its sixth year.

BNH has been continually supporting members with the theme of buying local being a consistent message across our communication platforms and when appropriate, we have continued to advocate both formally and informally to our local MPs, and local and central government on behalf of members on a variety of topics. BNH also worked hard to keep members fully informed regarding relevant business-related topics, legislation, any support available to them from various organisations and local transport and roading issues.

OUR BOARD



Janet Marshall
Colliers NZ
CHAIR



Hamish Coupe
McVeagh Fleming
DEPUTY CHAIR



Aaron Beard
Swift Construction Hire



Sarah Filipo
Edible Blooms



Jacqui Cheal
Ramada by Wyndham Albany



Greg Cramond
Cramond Electrical



Lisa Hill
Eclipse Recruitment



Linda Kirk
Confoil NZ



Mike Renner
Mike Renner and Associates

Crime in our BID remained low compared to many others and the amenity of the area is generally of a high standard, thanks largely to Dave's diligence, both outcomes being the envy of many other BIDs. We also increased the coverage of CCTV cameras within the BID with BNH receiving regular requests for footage from the Police to assist with their investigations.

BNH continued to provide members with the opportunity to improve their business sustainability by offering a number of different services, and towards the end of the financial year we were able to implement a new Sustainability Champion Awards Programme thanks to the commitment of two interns from Massey University.

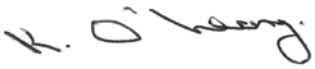
BNH has continued to work collaboratively on a number of initiatives for the benefit of our members with a variety of different stakeholders including but not limited to: local MPs, other BIDS, Ward Councillors, Upper Harbour Local Board, Kaipātiki Local Board, Tātaki Auckland Unlimited, Auckland Transport, Auckland Council Waste Management Team, Auckland Emergency Management, the BID Team at Auckland Council, Massey University, AUT, Unitec, Secondary Schools, Vector, Watercare, the EMA, Auckland Business Chamber, the Canton Chamber of Commerce and the Hong Kong New Zealand Business Association. As a result of these collaborations, the profile of BNH has continued to grow with our inclusion in a number of key strategic/advisory groups.

We have also continued to support other BIDs with ideas and resources whenever we have been approached with requests for assistance, and the possible expansion of the BID to include Albany Village and some other local businesses who currently sit outside our BID boundary has made significant progress.

Our BNH Ambassadors have continued to improve member engagement with and awareness of BNH and the accuracy of our database continues to improve, as has the look and feel of our new website which launched in August but remains a work in progress following a recent full website audit.

I believe that despite the challenges we faced, BNH has achieved excellent outcomes in support of our members and in our organisational development. These deliverables are the result of the Team's individual development and their collective efforts and teamwork. Throughout the year, the Team have once again proved to be very capable, resourceful and adaptable as everyone rallied round to seamlessly cover the extended absence of a Marketing and Events Manager for a four-month period. Everyone must be acknowledged individually and collectively for their excellent work, the level of service provided to members, their professionalism and for the ongoing development of our positive, safe and inclusive workplace culture and environment. Kate deserves a special mention for her outstanding service to BNH and our members over the past nine years which sadly ended on 30th June, as she moved on to new challenges.

The new financial year will no doubt bring its fair share of challenges, but I am confident that we will continue to have the capability to manage and mitigate any problems that arise, as individually and collectively we strive for continuous improvement both as an organisation and in the service offered to members.



Kevin O'Leary
General Manager
Business North Harbour



"Everyone must be acknowledged individually and collectively for their excellent work, the level of service provided to members, their professionalism and for the ongoing development of our positive, safe and inclusive workplace culture and environment."

OUR TEAM



Dave Loader
Crime Prevention Specialist and Social Responsibility Manager



Kate Thorpe
Office Manager



Bernadette Roberts
Marketing and Events Manager (to December 2025)



Sandra Craze
BNH Ambassador
Stakeholder/Transport Liaison



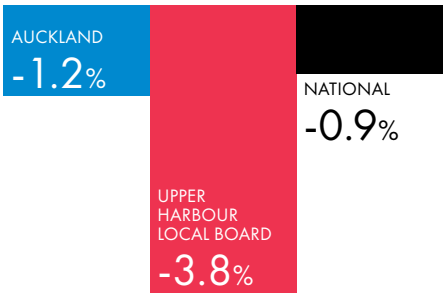
Debbie Cannon
Marketing and Events Manager (from January 2026)



Ben Yang
BNH Ambassador
Digital Marketing Coordinator

UPPER HARBOUR – THE NUMBERS TELL US IT'S BEEN TOUGH

The available data sourced from Infometrics shows that the Upper Harbour Local Board area has had more than its fair share of economic challenges, with the figures showing a reduction in GDP and an increase in unemployment, with both metrics illustrating just how tough it's been locally compared to Auckland and the rest of New Zealand. Despite these challenges, the area remains a sought-after location in which to live, work and run a business, as illustrated by the annual increases in population and business units.

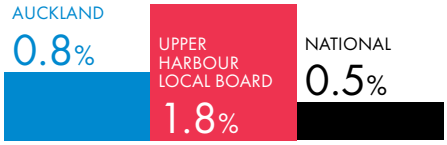


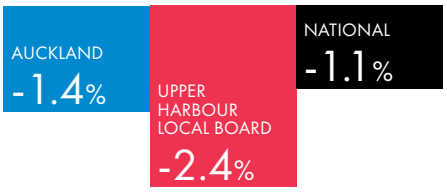
GDP, 2025
$9,094 MILLION

Annual average % change, year to March 2025

GDP in Upper Harbour Local Board measured $9,094m in the year to March 2025, accounting for 5.5% of total GDP in Auckland. GDP in UHLB, Auckland and New Zealand were all down compared to 2024.

(Please note that the Upper Harbour Local Board (UHLB) area is the narrowest mesh available for the economic data sourced from Infometrics.)





EMPLOYMENT, 2025
56,790 FILLED JOBS

Annual average % change, year to March 2025

Employment in Upper Harbour Local Board measured 56,790 in the year to March 2025, down 2.4% from a year earlier. Employment growth was lower than in Auckland (-1.4%) and New Zealand (-1.1%). In the year to March 2025, Upper Harbour Local Board accounted for 5.8% employment in Auckland, down from 5.9% in 2024.

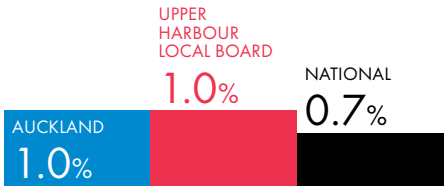
BUSINESS UNITS, 2025
14,619

Annual average % change, as at February 2025

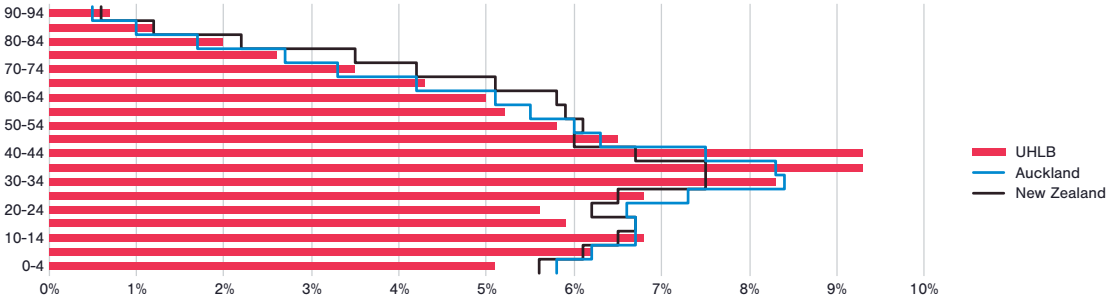
Total business units in Upper Harbour Local Board measured 14,619 in February 2025, up 1.8% from a year earlier. Growth was greater than in New Zealand (0.5%) and Auckland (0.8%). In the year to March 2025, Upper Harbour Local Board accounted for 6.4% of business numbers in Auckland, up from 6.3% in 2024.

POPULATION, 2025 84,500
Annual average % change, year to 30 June 2025

Upper Harbour Local Board's total population was 84,500 in 2025, up 1.0% from a year earlier. Total population grew by 1.0% in Auckland and 0.7% in New Zealand over the same period. In the year to March 2025, Upper Harbour Local Board accounted for 4.7% of population in Auckland, up from 4.4% in 2020.



AGE COMPOSITION BY FIVE YEAR AGE GROUP, 2025 *% of total, as at 30 June 2025*

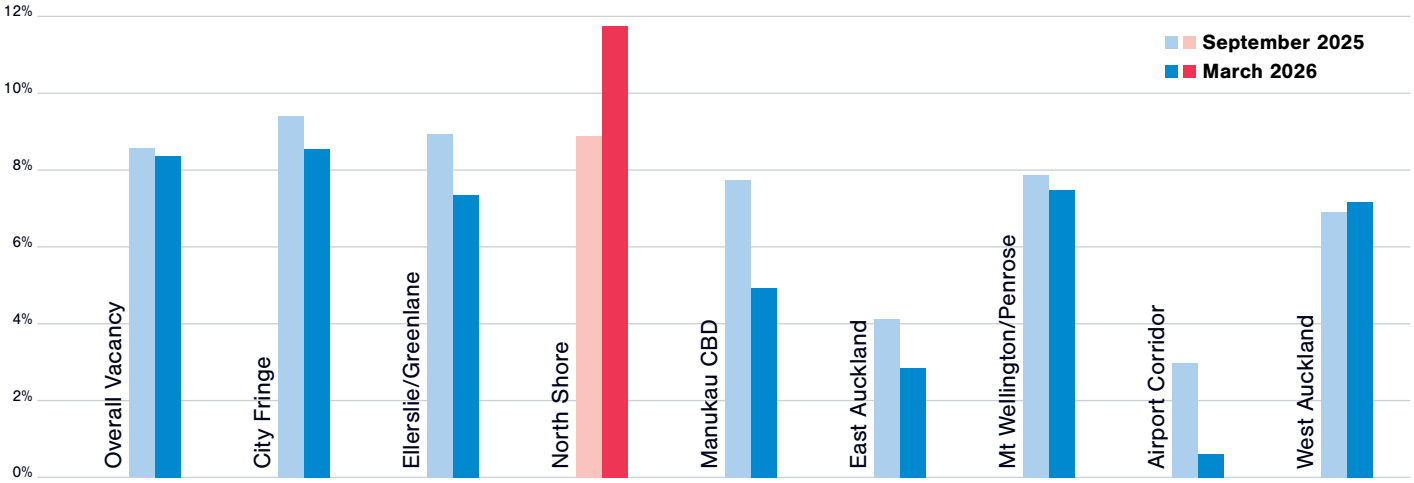


COMMERCIAL PROPERTY RETURNS

With its continued growth, the UHLB area continues to offer local opportunities for commercial property owners and investors.

(Information provided by Colliers NZ Research)

AUCKLAND METRO VACANCY BY PRECINCT (%)



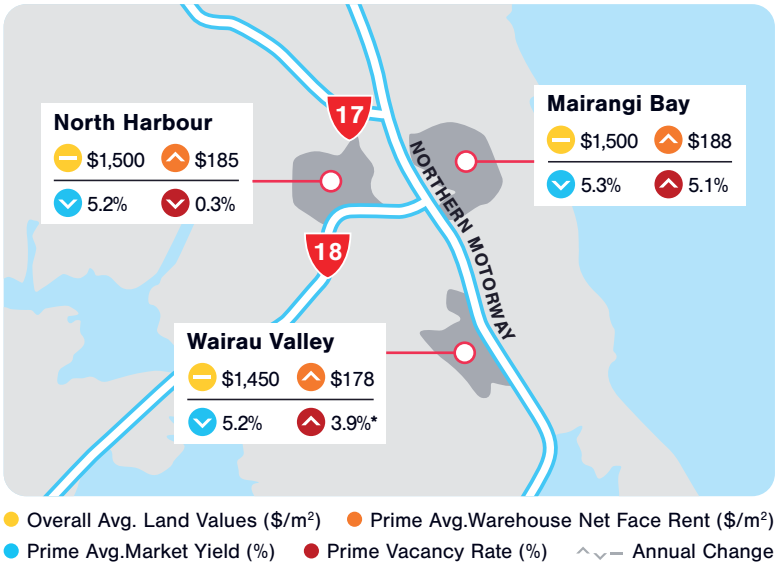
The North Shore metropolitan office vacancy rate was 11.8% in March 2026, up from 7.0% the year prior, and above the whole of Auckland rate of 8.4%. Prime office vacancies on the Shore have been the major increase over this period, rising to 20.8% in March 2026 from 5.5% in March 2025. This is primarily due to the relocation of One NZ to their new premises in the Wynyard quarter, leaving their large space at Smales Farm vacant. This vacancy rate will drop with new plans for the Smales Farm space coming through. The North Shore secondary office vacancy rate has been steadier, holding at 8.0% in March 2026 and only marginally higher than 7.6% a year earlier.

Our latest retail vacancy data for June 2026 shows that the North Shore has underperformed the rest of Auckland. Retail vacancy rates in the North Shore were at 4.8%, while the average rate across all of Auckland was only 3.7%.

The industrial sector continues to perform strongly across Auckland and the North Shore precincts. Auckland's industrial vacancy rate was 2.8% in our February 2026 data. The North Shore has a strong industrial sector but has underperformed here and has a vacancy rate of 3.8% across its industrial precincts. This easing in conditions follows a very tight market with vacancies averaging 2.3% over the past decade (for context, the average industrial vacancy rate across Auckland for the 20-years prior to COVID was 4.1%).

The CV of the North Harbour BID reduced by just under $34M during the year to $6,481,791,000 as at 20th August 2026, reflecting the challenging commercial property market.

MARKET INDICATORS BY PRECINCT





MARKETING & COMMUNICATIONS

MENTAL HEALTH IN BUSINESS WITH SIR JOHN KIRWAN

The 2025/26 year was one of strong growth, engagement, and innovation for Business North Harbour.

Through a combination of high-quality events, enhanced communications, strategic partnerships, and expanded digital platforms, we continued to deliver meaningful value to our members and the wider business community.

Over the year, we hosted 33 events and workshops, attracting more than 1,730 registrations and achieving excellent satisfaction ratings, while our communications reached thousands through *FYI* Magazine, e-newsletters, social media, and our newly launched website.

We also strengthened connections across diverse business sectors through initiatives such as Women in Business, the Asian Business Collective, and the introduction of our Men at Breakfast series. These achievements were made possible through the ongoing support of our partners, stakeholders, sponsors, and members, whose commitment enables us to champion business growth, collaboration, and resilience across the North Harbour region.

PARTNERSHIP FUNDING

$82,000 Platinum, Gold, Silver Partnerships.

$ 12,900 Event Category Partnerships.

$95,500 Total value of all Partnerships.

Many thanks to our Partners and stakeholders for their financial support.

FYI MAGAZINE

3 Issues

2 PRINT ISSUES
- 5,000 Copies

1 ONLINE ISSUE
- first full online issue
- 650 online reads across all issues.

BUSINESSNH.ORG.NZ

30,000 total website users.

New website launched July 2025.

SURVEYS

24 surveys sent.

392 responses

SOCIAL MEDIA

19% LinkedIn growth.

7% Facebook growth.

17% Instagram growth.

E-NEWSLETTERS

24 e-newsletters sent.

90,200 recipients.

23% e-newsletter average open rate.

29% highest open rate.

19 Special news sent.

56,500 recipients.

26% open rate on special news (e.g. What's On Updates).

EVENTS

33 events and workshops.

1,730 total event registrations.

4.56 Overall speaker quality rating (out of 5).

4.54 Overall event quality rating (out of 5).

BRAND AMBASSADORS

1996 communications/contacts with members completed by the relationship team

212 new businesses located in the BID, as identified by BNH Ambassadors



BUSINESS LUNCHEON WITH THE LABOUR PARTY



PRE-BUDGET LUNCHEON WITH HON NICOLA WILLIS

STAND-OUT EVENTS

Business Luncheon with the Labour Party

7 November 2025, 120 guests

EVENT SUMMARY

More than 120 business and community leaders attended this pre-election event with Rt Hon Chris Hipkins. Addressing New Zealand's economic challenges, he outlined Labour's vision for sustainable growth, focusing on innovation, renewable energy, infrastructure, and support for high-growth sectors. Hipkins highlighted Labour's priorities of jobs, health, housing, and cost of living, while a Q&A session with Carmel Sepuloni and Shanan Halbert provided further discussion on issues impacting businesses and communities. Attendees welcomed the opportunity for open dialogue and policy insight.

FEEDBACK

"Appreciated the forum, lovely catering, leisurely networking, and that the speakers chose to stick around longer than they initially indicated. Thanks for a good event."

Mental Health in Business with Sir John Kirwan

3 October 2025, 180 Guests

EVENT SUMMARY

This sold-out event welcomed more than 180 attendees ahead of Mental Health Awareness Week. Through a powerful and deeply personal presentation, Sir John Kirwan shared his journey with anxiety and depression, providing practical strategies for building resilience, improving wellbeing, and creating psychologically safe workplaces. Attendees left inspired by his honesty, humour, and actionable insights, reinforcing the importance of prioritising mental health and fostering stronger, more connected workplace cultures.

FEEDBACK

"Sir JK was an outstanding speaker with a great message, very well delivered. Possibly the best BNH event I have attended so far. And the lunch was excellent too - very very good!"

"Amazing event and Sir John Kirwan was an amazing speaker and its such an important topic he is addressing. Really great of Business North Harbour to arrange this."

Pre-Budget Luncheon with Hon Nicola Willis

26 May 2026, 180 guests

EVENT SUMMARY

More than 180 attendees joined Business North Harbour's sold-out pre-Budget event with Finance Minister Hon Nicola Willis. Ahead of Budget 2026, Willis outlined the Government's plans to modernise the public sector through restructuring, workforce reductions, and increased use of AI and automation. She also addressed the economic challenges facing businesses, including inflation, high interest rates, and reduced consumer spending. The event provided valuable insights into New Zealand's economic outlook and gave attendees the opportunity to engage directly with the Finance Minister during an interactive Q&A session.

FEEDBACK

"I was excited about the exclusive pre-budget announcement from a high level official and there were some good people in the room to network with."

"Thank you for the professional coordination of such a high-quality topic and speaker. It was also a valuable networking opportunity. Much appreciated."

PARTNERSHIPS AND FUNDING

The ongoing difficult economic climate resulted in a decrease in income from partnerships for the second consecutive year. However, the final figure still enabled BNH to continue to provide a wide range of programmes and services to members.

Ingham North Harbour, as a Platinum partner, again provided two vehicles for our Ambassadors, with other Platinum, Gold, Silver and Event category partnerships totalling $71,483.

Funding from Upper Harbour Local Board saw the continuation of our food waste programme for members and the introduction of two new initiatives, a Pop-up Business School and Crime Prevention/ Safety Workshops for ethnic business owners, with both initiatives being carried over into the current financial year. BNH continued to work closely with Kaipātiki Local Board to initiate a business support programme on their behalf in the Wairau Valley, having received a further $15,000 for this project.

BNH would like to sincerely thank all our partners and stakeholders for their contributions as this ongoing financial support is vital and is very much valued and appreciated.



LEARNING LAB - AI IN BUSINESS


ASIAN BUSINESS COLLECTIVE LUNCH

PLATINUM PARTNERS 2025/26

ember KOROWAI TAKITINI

Ingham North Harbour HYUNDAI

GOLD PARTNERS 2025/26

BENEFITZ → Design → Web → Print → Signage

driveline leasing and finance

insphire

parkland

Spark nz | Business Hub Auckland North

SILVER PARTNERS 2025/26

ASSA ABLOY

Orange MARKETING

Rothbury INSURANCE BROKERS

VANGUARD SECURITY

TRANSPORT AND ROADING

Despite BNH continuing to advocate for members on transport, parking and roading issues that affect accessibility to, in or around the BID, there doesn't seem to have been any improvement in traffic flows in the usual congestion hot spots within and adjacent to the BID. Unfortunately, until Auckland Transport (AT) are able to provide effective, efficient and affordable transport alternatives, most people will continue to use their cars, so the problem isn't likely to show any signs of improvement in the foreseeable future.

On a positive note, thanks to the excellent working relationships that BNH enjoys with a number of key organisations, more often than not, we were able to continue to give members prior warning and ongoing updates regarding roading and infrastructure projects that were likely to affect access to business premises within the BID, for owners, employees and customers.

Sandra and Dave worked tirelessly to successfully free up a number of on-street parking spaces in Tawa Drive that were being illegally occupied 24/7. They also worked very hard to keep off-street parking available to member businesses on two parcels of land on Paul Matthews Road with limited success despite their best efforts.

We again offered feedback to AT on a proposed Parking Management Plan for Albany and contacted AT on numerous occasions regarding the delayed construction of Rosedale Bus Station, as both projects could have a significant impact on local businesses. Each of these proposals are ongoing, so we will continue with our efforts to obtain the best possible outcomes for members.

BNH maintained our position as a member of the AT Strategic Business Reference Group, which met quarterly early in the year to discuss key issues affecting transport and roading across the city, such as planning, infrastructure projects, parking challenges and the impending introduction of congestion charging. Unfortunately, these meetings were suspended due to the restructure of AT as parts of the organisation are brought under the Auckland Council umbrella.









CRIME PREVENTION

Business North Harbour continued to deliver comprehensive safety, security, and community support initiatives throughout the 2025/26 financial year.

During 2025/26, BNH again managed nightly security patrols with Vanguard Security Services Ltd. These activities supported early intervention, improved situational awareness, and strengthened relationships with local businesses. While the nightly security patrols were primarily focused on detection and the prevention of crime within our business area, their night reports also included any:

- Addresses of identified illegal dumping items
- New, fresh graffiti/tagging incidents
- Street lamp outages
- Bus shelter or street sign vandalism
- Boy racers assembly

When these incidents are reported, they are followed up with the appropriate authorities for rectification.

PATROLS

Nightly security patrols run **365** days a year with a particular focus on areas of risk of trending crime.

730 reports received on security issues, graffiti, illegal dumping, street lighting outages, and suspicious behaviour and vehicles.

62 visits to BNH members' premises, resulting in 22 physical risk assessments to advise how to reduce future criminal offending.

VEHICLE CRIME

76% decrease in stolen cars.

40% decrease in vehicle break-ins in the last 12 months.

The additional daytime police security patrols at the Constellation and Albany park and ride locations have continued. This presence has definitely helped to reduce incidents.



COMMUNITY SAFETY

19 meetings between BNH and key stakeholders, including NZ Police, Vanguard Security Ltd, and attendance at monthly NSSN meetings.

26 reported incidents of burglary, a decrease of 33% on 2024/25.

SUSTAINABILITY & WASTE MINIMISATION

Business North Harbour continued to advance sustainability initiatives that support waste reduction, resource recovery, and environmental responsibility across the BID.







FOOD WASTE PROGRAMME

It was a very positive outcome that the Upper Harbour Local Board (UHLB) approved BNH's funding application, enabling the subsidised food waste collection service for members to continue for the 2026/27 financial year.

The programme delivered strong environmental and social outcomes:

$4,414 funding received from UHLB for 2025/26.

31.81 tonnes (31,810 kg) of food waste diverted from landfill.

82.46 tonnes (82,460 kg) of greenhouse gas emissions reduced from landfill this year.

6 FREE food waste collections plus FREE kitchen bins offered to BNH members.

29 organisations receiving weekly collections, including cafes, catering companies, sports clubs, churches and commercial businesses.

INORGANIC COLLECTIONS

2 inorganic collections were delivered (Sept 2025 and May 2026).

52 businesses that participated.

162.5m^3 total material collected.

89m^3 recycled by Abilities Group.

73.5m^3 sent to landfill.

RECYCLING AND UPCYCLING

450 pallets recycled, reducing roadside waste and upcycling to businesses that require additional pallets.

These initiatives supported responsible waste management and reduced the environmental impact across the BID.

FINANCIAL STATEMENTS

A summary of the financial statements from the Financial Performance Report for the year ended 30th June 2026, is available below. The full audited accounts with detailed notes to the financial statements and the Auditor's Report are available on the BNH website businessnh.org.nz/agm-reports/ as is a copy of the Treasurer's Report for the 2025/2026 financial year.

STATEMENT OF FINANCIAL PERFORMANCE

REVENUE	Notes	2026 $ Actual	2026 Budget (Unaudited)	2025 $ Actual
NHBID Targeted Rate Levy		846,747	846,744	822,085
Grants Received		15,374	29,414	40,457
Partnership	2	95,483	90,999	110,808
Subscription from Members		22,900	25,000	24,701
Function & Events Income		44,341	93,630	78,189
Advertising Income		11,735	9,500	10,705
Revenue from Providing Goods/Services		0	1,350	1,977
Interest Revenue		10,649	3,000	10,728
Other Revenue		1,575	1,500	15,250
Total Revenue		**1,048,805**	**1,101,137**	**1,114,900**
EXPENSES				
Employee Related Costs	3	552,019	542,783	513,361
Costs re Member Programmes & Services	4	314,278	402,499	351,932
Lease and Rental Expenses	5	98,352	74,000	96,490
Other Expenses	6	83,200	76,824	72,145
Total Expenses		**1,047,849**	**1,096,106**	**1,033,928**
NET SURPLUS BEFORE DEPRECIATION		**956**	**5,031**	**80,971**
LESS DEPRECIATION ADJUSTMENTS				
Depreciation		20,925	17,200	23,041
Amortisation of Intangibles		7,475	2,880	(0)
Loss (Gain) on Disposal of Property, Plant and Equipment		1,275	0	0
Total Depreciation Adjustments		**29,675**	**20,080**	**23,041**
SURPLUS/(DEFICIT) FOR THE YEAR		**(28,719)**	**(15,049)**	**57,931**

STATEMENT OF FINANCIAL POSITION

ASSETS	Notes	30 Jun 2026	30 Jun 2025
Current Assets			
Bank Accounts and Cash	7	64,120	317,299
Term Deposits	8	298,808	251,151
Trade Receivables		9,793	10,954
Prepayments		10,245	576
Interest Accrual		1,590	1,952
Business Credit Cards		-	6,223
Goods and Services Tax		13,735	8,969
Total Current Assets		**398,290**	**597,125**
Non-Current Assets			
Property, Plant and Equipment	9	106,124	111,620
Intangible Assets	10	4,983	0.00
Total Non-Current Assets		**111,107**	**111,620**
Total Assets		**509,397**	**708,745**
LIABILITIES			
Current Liabilities			
Business Credit Cards		5,993	-
Trade Payables		51,836	30,527
Accruals and Provisions		6,000	12,361
Receipts In Advance	11	30,390	236,201
Wages and Holiday Pay Accrued		52,331	36,891
Hire Purchase Liability		467	1,666
Total Current Liabilities		**147,017**	**317,646**
Total Liabilities		**147,017**	**317,646**
TOTAL ASSETS LESS TOTAL LIABILITIES (NET ASSETS)		**362,380**	**391,099**
EQUITY			
Retained Earnings		362,380	391,099
Total EQUITY		**362,380**	**391,099**



For and on behalf of the Association: **Janet Marshall (Chairperson)** Date: 2 October 2026

BUSINESS PLAN 2026/2029

PROVIDING PROGRAMMES AND SERVICES FOR MEMBERS THAT:

- *empower economic prosperity and growth*
- *provide networking opportunities for business development*
- *provide opportunities for capability development*
- *ensure that members' concerns are heard*

all remain priorities for the BNH Executive Committee. BNH will continue to achieve these outcomes by offering a range of relevant opportunities, programmes and services to members, where possible tailored to their identified needs.

OUR SUCCESSES

BNH was able to deliver successful outcomes in all of the identified priority areas noted below, as during the 2025/2026 financial year we remained committed to increasing member awareness of and engagement with BNH. This enabled us to ensure that as many members as possible were aware of and enjoyed the benefits of membership.

- *Supporting members to achieve and maintain financial sustainability*
- *Review member feedback and implement any necessary changes*
- *Provide relevant programmes and services*
- *Organise and host world class events*
- *Review CCTV capability and opportunities*
- *Maintain links between businesses, schools and tertiary providers*
- *Support members on their business sustainability journey*
- *Support members with their business continuity and resilience*
- *Increase member engagement*
- *Raise member awareness*
- *Improve BNH profile*
- *Increase BNH reach*
- *Launch the new BNH website*
- *Maintain key stakeholder relationships*
- *Ongoing support of special interest groups*
- *Complete the BID expansion feasibility process*
- *Support the implementation of corporate social responsibility initiatives*
- *Nurture organisational development*
- *Ongoing governance succession plan*
- *Implement the new 4-year strategic plan*
- *Review year 1 of the 4-year strategic plan*

WHAT THE FUTURE HOLDS

Increasing member awareness and engagement will remain of major importance for BNH. We will achieve this by contacting existing businesses and property owners and engaging with any new businesses that we become aware of operating within the BID. As far as is practicable, we will continue to provide relevant and engaging events, learning opportunities, programmes, services and communications for members. BNH will support members on their business sustainability journey and with their business continuity plans by providing access to subject-matter experts and any relevant resources. Whenever possible, to support members unable to attend events or learning opportunities, we will make resources available via the BNH website.

As the planned significant growth within our region progresses, BNH will continue to work closely with a range of key stakeholders on relevant issues as they arise, to achieve the best possible outcomes for members. These collaborations will include advocacy both formal and informal, with and on behalf of our members, on a range of topics. We will continue to ensure that the voice of business is heard as we look to minimise any negative impacts on our local business community from proposals and initiatives that other organisations or authorities are looking to introduce. The infrastructure that business needs to operate efficiently, the provision of adequate business-zoned land, access to a diverse and skilled workforce and the easing of congestion in and around our BID will all be part of BNH's ongoing advocacy on behalf of our members, and we will continue to promote and support the implementation of improved sustainable business practices.

To enable us to keep members fully informed about any plans or policies relevant to our local business community, BNH will continue to actively engage with decision-makers at all levels within central and local government including Auckland Council, Auckland Transport, Upper Harbour Local Board and other key stakeholder organisations.

We will continue to work in the best interests of our members as we strive for continuous improvement both organisationally and in the programmes and services offered to members. BNH has identified our high-level priorities for the next 3 years, some of which span more than one financial year due to the scope of certain projects.

PRIORITIES

PRIORITIES 2026/2027

- Review member feedback and implement any necessary changes.
- Continue to provide relevant programmes and services.
- Organise and host world class events.
- Enhance CCTV capability.
- Maintain links between businesses, schools and tertiary providers.
- Support members on their business sustainability journey.
- Introduce a new BNH Sustainability Champion Award Scheme.
- Support members with their business continuity and resilience.
- Increase member engagement.
- Raise member awareness.
- Improve BNH profile.
- Increase BNH reach.
- Employ another BNH Ambassador.
- Deliver the Business North Harbour Business Excellence Awards (biennial).
- Expand 'Food Month' (relies upon funding from UHLB).
- Maintain key stakeholder relationships.
- Ongoing support of special interest groups.
- Ensure organisational resilience.
- Complete the BID expansion process.
- Prepare to implement the BID expansion (if ballot successful).
- Complete a full website audit.
- Maintain an effective governance group.
- Review year 2 of the 4-year strategic plan.
- Review relevance of the strategic plan.

PRIORITIES: 2027/2028

- Review member feedback from 2026/2027 and implement any necessary changes.
- Continue to provide relevant programmes and services.
- Organise and host world class events.
- Maintain key stakeholder relationships.
- Ongoing support of special interest groups.
- Deliver another successful charity partnership event (biennial).
- Nurture organisational development.
- Review year 3 of the 4-year strategic plan.
- Review relevance of the strategic plan.

PRIORITIES: 2028/2029

- Review member feedback from 2027/2028 and implement any necessary changes.
- Continue to provide relevant programmes and services.
- Organise and host world class events.
- Deliver another successful Business Awards (biennial).
- Review year 4 of the 4-year strategic plan.
- Develop a new 4-year strategic plan.

KPIS FOR 2026/2027

RESOURCES

To provide members with relevant information, resources, and support services that enhance business capability and organisational resilience.

- Provide members with the latest news and useful links via the BNH website and other communication platforms.
- Provide members with access to useful information and resources from key stakeholders and presenters via the BNH website.
- In collaboration with Auckland Emergency Management and other organisations, provide access to resources and events supporting business continuity planning and emergency preparedness.
- In collaboration with tertiary institutions provide access to internship opportunities for members.

MARKETING COMMS & PARTNERSHIPS

To increase engagement with members and stakeholders through effective communications, digital platforms, and strategic partnerships.

- Publish three issues of FYI magazine, including one digital edition.
- Increase online readership of FYI magazines to an average of 500 reads per issue.
- Distribute a minimum of 24 editions of the fortnightly YOUR News e-newsletter.
- Increase average email open rates from 23% to 28%, increase click-through rates from 2.6% to 3% and maintain a bounce rate below 1%.
- Increase visitor numbers to businessnh.org.nz by 5%.
- Develop new partnerships with local businesses and key stakeholders including local board and tertiary providers.

EVENTS

To deliver high-quality events and initiatives that support networking, learning, advocacy, and business growth including:

- 6 Business Capability Workshops, including St John training, attracting a total of 180 attendees.
- 2 Women in Business events, attracting a total of 300 attendees.
- 2 Men at Breakfast events, attracting a total of 150 attendees.
- 3 CEO and Not-for-Profit Forums, attracting a total of 80 attendees.
- 11 networking functions, attracting a total of 400 attendees.
- 2 North Harbour Asian Business Group events, attracting a total of 100 attendees.
- 3 Business Luncheons, attracting a total of 500 attendees.
- Secure and grow Event Category Partnership revenue for 2026/27.
- Host and deliver the annual ONE DAY SALE in December 2026, attracting at least 45 participating businesses.
- Expand March Food Month 2027 to include Albany in collaboration with the Upper Harbour Local Board.
- Expand the B2B Networking & Business Showcase event to attract external visitors and feature 45 exhibitors.
- Deliver the biennial Business Excellence Awards 2026 in collaboration with the Takapuna Business Association.
- Deliver four business and networking events in collaboration with Massey University Business School.

SUSTAINABILITY

BNH continues to support members on their sustainability journey by providing practical resources, expert guidance, and initiatives that reduce waste and strengthen environmental responsibility.

- Deliver one sustainability-themed event.
- Provide education, resources and access to subject matter experts to support members on their sustainability journey.
- Implement the BNH Sustainability Champion Awards Programme.
- Arrange inorganic waste collections twice a year.
- Secure adequate funding to maintain the food waste management programme.
- In collaboration with Auckland Council and UHLB promote effective waste management.

ADVOCACY

BNH represents members' interests by engaging with key decision-makers on issues affecting business, transport, and local economic growth.

- Advocate both formally and informally to key decision-makers on important topics affecting business, investment, transport and infrastructure.
- Advocate collaboratively with other BIDs and key stakeholders when appropriate.
- Maintain positive relationships with local and central government representatives.
- Continue to develop positive relationships with NZ business chambers.
- Continue to develop positive relationships with offshore delegations offering import/export opportunities.

MEMBER ENGAGEMENT

BNH strengthens connections with members by providing clear communication, useful resources, and varied opportunities to participate and give feedback.

- Contact or visit businesses in 1,400 commercial properties.
- Provide resources advising members and affiliates of BNH programmes and services and the benefits of membership.
- Distribute branded promotional materials to increase awareness of BNH.
- Identify and engage with special interest groups.
- Identify and implement new opportunities for members to engage with BNH.
- Provide a variety of opportunities for member feedback.

SOCIAL MEDIA

To strengthen BNH's online reach and engagement across key social media channels.

- Increase Facebook followers by 7%.
- Increase Instagram followers by 7%.
- Increase LinkedIn followers by 10%.

BUDGET 2026/27 AND DRAFT 2027/28

BNH is committed to financial transparency and operating in accordance with the requirements of the Auckland Council Business Improvement District Policy (2025). We have produced a three-year Business Plan on pages 16–19 which is supported by a draft budget through to 30th June 2028. The final 2026/27 budget is presented on page 21 to support the achievement of the outcomes and KPIs outlined for the current financial year. Further information can be found in the Treasurer's Report which is available on the BNH website businessnh.org.nz/agm-reports/

VARIANCES TO 2026/27 BUDGET

The targeted rate total of $872,149, which was approved by members at the 2025 AGM, provides a significant portion of the operational budget for the current financial year and we have worked hard to attract partnerships and grants to supplement this income in an ongoing difficult economic climate. As far as is practicable, cost neutrality between the targeted rate levy and the programmes and services provided to BNH members remains an outcome for BNH and the Executive Committee, either annually or over an extended period of time.

BNH made a surplus over the last few years, so it was decided to invest some of our cash reserves into increasing the number of events on offer to members in the 2026/27 financial year, employing another BNH Ambassador to help with ongoing operational challenges and we also put aside some budget for the BID expansion process. Additionally, increases in event and general operating costs continue to present an ongoing challenge.

Consequently, the final budget deficit figure is greater than the draft budget presented last year. We are confident that these adjustments to the draft budget will enable BNH to increase the level of programme and service delivery to members during the current financial year.



DRAFT 2027/28

Prior to the AGM 2026, an SGM in September sought approval from members to complete the BID expansion process. The draft budgets for 2027/28 both with and without the expansion were presented at the SGM and are included in the budget summary for complete transparency. The ballot result was unsuccessful which means that at the AGM 2026 member approval will be sought for the collection of $915,756 as the Targeted Rate levy for the 2027/28 financial year and for the overall draft budget as presented. The Targeted Rate levy figure includes an increase of $43,607 representing a 4.8% average increase over the current financial year. This would be equivalent to an average increase of $18 for the year with the additional income being used to protect BNH from inflation by covering ongoing increasing costs and to enable BNH to maintain the same level of services and programmes for our members.

As we all continue to operate in challenging economic times BNH will once again look to secure any additional income required above the Targeted Rate levy from other revenue streams, such as partnerships and grants from external stakeholders. The Executive Committee believes that BNH can deliver its business plan objectives based upon the draft budget, so it is with confidence that we present these budgets for your review and approval. In line with all budget forecasts, any changes to the economic environment or programme development may necessitate amendments to the operational component.

AGM 2026/2027 BUDGET SUMMARY

KEY INCOME STREAMS	Actual 24/25 (Unaudited)	Actual 25/26 (Unaudited)	Proposed 26/27 as published	Final 26/27	Proposed 27/28	Proposed 27/28 Expansion
NHBID Targeted Rate	822,084	846,747	846,747	846,747	872,149	872,149
Proposed BID Targeted Rate Increase			25,402	25,402	43,607*	152,851**
Associate Membership	24,301	22,900	25,000	24,000	23,000	23,000
Advertising and Promotion	10,705	11,735	10,000	11,000	11,000	11,000
Platinum, Gold and Silver Partnerships	70,333	62,583	67,000	71,000	71,000	71,000
External Programme Grants	58,149	41,764	4,000	15,000	4,000	4,000
Events and Economic Development	87,119	43,976	102,000	92,000	92,000	92,000
Business Capability Programme	4,878	1,080	10,000	7,880	9,500	9,500
Special Interest Groups	4,475	12,900	7,000	6,000	6,000	6,000
Interest and Training Room Hire (+ Sundry income)	24,340	10,212	4,500	7,500	7,500	7,500
Total Estimated Income	**1,106,384**	**1,053,897**	**1,101,649**	**1,106,529**	**1,139,756**	**1,249,000**
PROGRAMME EXPENDITURE						
Crime Prevention	125,056	117,553	130,000	127,666	129,000	144,000
Transport	19,199	20,105	20,000	20,716	21,500	21,500
Member Communications	129,131	102,484	97,000	95,750	97,000	107,000
Events and Economic Development	101,814	98,808	157,000	156,500	157,000	177,000
Business Capability Programme and NHBID Projects	47,680	30,003	55,000	50,500	20,500	24,500
Advocacy	134,980	135,464	141,000	146,342	150,000	150,000
Special Interest Groups	6,977	15,600	16,000	10,000	10,000	10,000
Total Estimated Programme Costs	**564,837**	**520,017**	**616,000**	**607,474**	**585,000**	**634,000**
OPERATING EXPENDITURE						
Personnel	314,092	335,723	325,000	362,946	370,000	430,000
Administration and Accounting	76,213	81,785	84,000	88,600	88,600	88,600
Premises	72,490	73,452	76,500	78,000	79,950	79,950
IT/Computer	9,937	16,353	13,500	17,390	17,500	17,500
Depreciation	20,404	30,815	17,000	27,200	26,500	26,500
Board Honorariums	7,116	7,500	7,500	7,500	7,500	7,500
Total Estimated OPEX	**500,252**	**545,628**	**523,500**	**581,636**	**590,050**	**650,050**
Total Estimated Programme and OPEX	**1,065,089**	**1,065,645**	**1,139,500**	**1,189,110**	**1,175,050**	**1,284,050**
ESTIMATED SURPLUS/DEFICIT	**41,295**	**-11,748**	**-37,851**	**-82,581**	**-35,294**	**-35,050**

*5% increase in total targeted rate (4.8% average and $18 average) to cover increased number of events, costs related to events and the business capability development programme.

**5.6% increase in targeted rate ($21 average) to cover increased number of events, costs related to events and the business capability development programme.

**Includes an increase in the flat rate from $150 to $300


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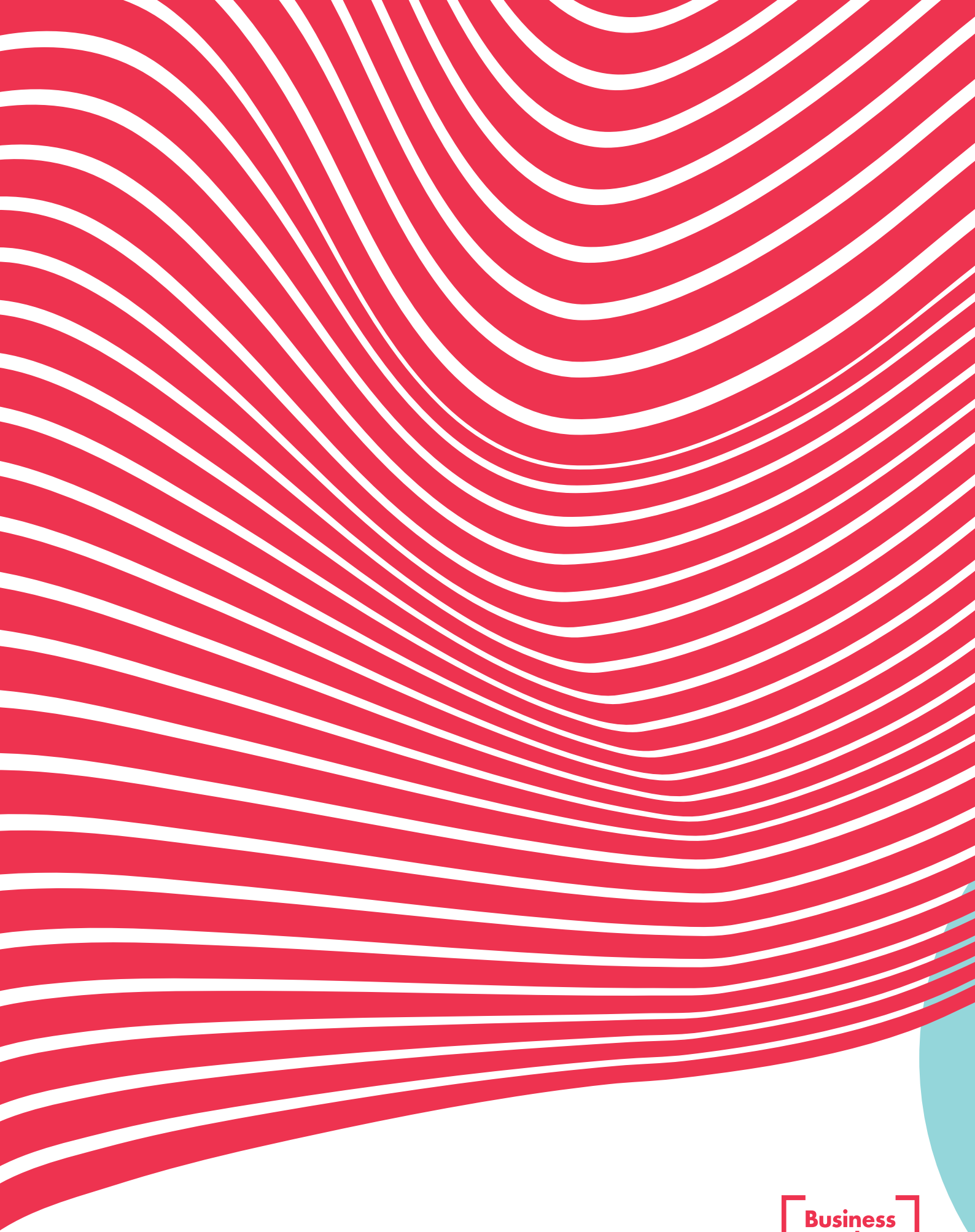







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