



Birkenhead Town Centre Association Inc (BTCA)

Annual Report

2026

Annual General Meeting



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AGM Agenda 19 October 2026

Welcome - Chair Steve Simms

Apologies

Previous AGM Minutes

Chairpersons Report

Village Report

Treasurer's Report 2025/2026 - Adrienne Leslie

Adoption of financial statements

Auditors Report

Budget 2027 / 2028

Strategic Plan 2027 - 2032

Business Plan 2027/ 2028

Election of Chair & Executive Committee

Appointment of auditor

General Business

Meeting Close

Minutes of the 2025 Annual General Meeting

5:45 pm for 6:30 pm Monday 13th October 2025

Birkenhead Town Centre Association Inc

Trading as Birkenhead Village Association (BVA)

Meeting held Birkenhead Library, Birkenhead, Auckland

1 - PRESENT

Current Executive Committee

Steve Simms - BBC (Chair)

Adrianne Leslie - The Hive Accounting (Treasurer)

Dominique Tuck - Kidzstuff Online

Suzanne Harper - Auto Super Shoppes

Tony Cradwick - Highbury Eye

Stuart Weir - KempsWeir Lawyers

Kae Condon - BVA Manager

Kaipatiki Local Board / Auckland Council

Danielle Grant: Auckland Council (Elect)

Melanie Kenrick: Kaipatiki Local Board (Elect)

Paula Gillon: Kaipatiki Local Board (Elect)

Danielle Grant: Kaipatiki Local Board (Elect)

Melanie Kenrick: Kaipatiki Local Board (Elect)

Raymond Tan: Kaipatiki Local Board (Elect)

Water Care

Ben Halliwell – Elected Members Relationship Manager

Aldio Perkasa – Senior Project Manager - Design Delivery

Peter Kukulsky – Project Manager - Construction Delivery

BID Member

Jason Brown: Chelsea Rise Construction

Rob Finn: Landlord – 243 Hinemoa St.

Shannon Grange: Bliss Hair

Geoff Harper: Tenant -Auto Super Shoppe

Paul Salmon: Landlord – 9 Birkenhead Ave

Andrew Tuck: Landlord – 16 Mokoia Rd

Ming Wei Goh: Mokoia Road Dental

Andy Winter: The Engine Room

Vicky Winter: Landlord – 34 Enterprise St

Nigel Russell: Landlord – 10 Birkenhead Ave

Stacey Simpkin: International Rescue

Paul Sommerville: Landlord– 42 Enterprise St

Pauline Sommerville: Landlord- 42 Enterprise St

Carmen S: Local Business

Erica Wills: Dan Bidois Office

Aung Tin: Beulah

Observers / Assistants

Simon Condon: Northcote College (Door)

Neeli Govender: Birkenhead Library

Dan Bidois: MP for Northcote

Steve Simms welcomed members and called the meeting to order.

2 - APOLOGIES

Mohini Bahn - Number Works N Words

Thomas Doo - Thomas Doo Trust

Danielle Hancock - Elite Holdings Limited

Stephen Wong - Rawene Chambers

Pete Taylor - Barfoot & Thompson

Conrad Young - Life Pharmacy

Resolution 1: to accept the apologies

Moved: Suzanne Harper

Second: Andy Winter

Carried

3 - CONFIRMATION OF 2024 MINUTES

2024 AGM Minutes:

Recommendation: That the Minutes of the previous AGM held on 25 September 2024 be confirmed as a true and correct record of the business transacted

Resolution 2: to accept the 2024 AGM minutes as a true record of proceedings. No matters were arising

Moved: Dominique Tuck

Second: Shannon Grange

Carried

Minutes 2025

4 - COMMITTEE REPORTS

a) Chair

Chair Steve Simms presented the Chairperson's written report to the 2025 AGM:

Resolution 3: to receive and accept the Chair's AGM 2025 report

Moved: Andy Winter **Second:** Shannan Grange **Carried**

b) Manager

Manager Kae Condon presented the Manager's written report to the 2025 AGM:

Resolution 4: to receive and accept the Manager's AGM 2025 report

Moved: Dominique Tuck **Second:** Shannon Grange **Carried**

5 - FINANCIAL REPORTS

a) Treasurers

Financial Reports

Treasurer Adrienne Leslie presented the Treasurer's written report to the 2025 AGM:

Resolution 5: to receive and accept the Treasurer's AGM 2025 report

Moved: Shannon Grange **Second:** Dominique Tuck **Carried**

b) Annual Report & Audit Report

Annual Report for the year end 30 June 2025 Prepared by The Hive Birkenhead was available to AGM attendees:

Independent Audit Report for the year end 30 June 2025 Prepared by Hart & Co North Shore was available to AGM attendees:

Resolution 6: that BVA receive and approve the Audited Annual Report for the Financial Year 1 July 2024 to 30 June 2025

Moved: Shannon Grange **Second:** Tony Cradwick **Carried**

c) Proposed Income & Expenditure Budget 2026 - 2027 Targeted Rate%

Proposed Income & Expenditure Budget for 1 July 2026 to 30 June 2027

Provided to the Executive Committee prior to the AGM and was available to AGM attendees:

Resolution 7: that Birkenhead Town Centre Associated Inc. receive and approve the proposed income and expenditure budget for the 1 July 2026 to 30 June 2027 Financial Year noting there will be no increase in the Association's BID targeted rate grant for 2025/2026. Further ask the Kaipatiki Local Board to recommend to the governing body the amount of \$229,027 be included in the Auckland Council draft 2026/2027 annual budget consultation process

Moved: Dominique Tuck **Second:** Shannon Grange **Carried**

d) Business Plan 2026-2027

The Business Plan for the period 1 July 2026 to 30 June 2027

Provided with the proposed Income & Expenditure Budget to the Executive Committee prior to the AGM and was available to AGM attendee

Resolution 8: that BVA approves the Business Plan for the period 1 July 2026 to 30 June 2027. That the Association note that the Executive Committee has authority under the Rules of the Association to make changes to the Business Plan as necessary through the period

Moved: Andy Winter **Second:** Adrienne Leslie **Carried**

Minutes 2025

6. Election of Members to Executive Committee

a) Chair, Secretary and Treasurer Nominations

Chair: One nomination for Chair received in accordance with rule 15.

Recommendation: The nomination for 2025/2026 Chair is Steve Simms

Treasurer: The appointment of Treasurer shall be carried out in accordance with rule 17.1 at next Board meeting

Secretary: The appointment of the Secretary shall be carried out in accordance with rule 16.2 at next Board meeting

Resolution 9: that BVA approves and appoints Steve Simms as chair for 2025/2026

Moved: Adrienne Leslie **Second:** Geoff Harper **Carried**

Resolution 10

To approve the nominated chair and Executive Committee positions for the 2025/26 as per the BVA Constitution rule 15.4

Moved: Adrienne Leslie **Second:** Geoff Harper **Carried**

b) Committee Nominations

Election of Members to Executive Committee

The candidates nominated for the executive committee of BVA were received in line with the constitutional rule 15.

7. Appointment of Auditor

Resolution 11: that BVA appoint Hart & Co as Auditor for the 2025/2026 financial year

Moved: Adrienne Leslie **Second:** Shannon Grange **Carried**

8. General Business

a) Parking

Steve Simms outlined to Local Kaipatiki Board Members that Birkenhead is being unfairly targeted by parking wardens in recent times. Evidence obtained has reported that the enforcement team have been rostered more often than normal in the area. Local Board will follow up with AT.

b) Sewage Upgrade

Birkenhead Sewage Upgrade Presentation to members.

Ben Halliwell, Aldio Perkasa, Peter Kukulsky: Water Care

Steve thanked all in attendance for participation

Meeting closed at 7:40

**Chairperson's Report
2026**

Steve Simms

Chairperson's Report

2026

It has been a full year for Birkenhead, and I want to begin by thanking my fellow Executive Committee members. Their time, judgement and willingness to step in have helped the Birkenhead Town Centre Association (BTCA) serve our businesses and our village through a period of change.

The Executive Committee joins me in thanking Kae Condon who has been our Destination Manager for 16 years and has now moved on to new adventures. Kae has been responsible for turning "Lowbury" into "Highbury" over that time and we have a vibrant town centre that Auckland can be proud of. There is a genuine appreciation of the vibrancy, events, relationships and pride she brought to this place over so many years. On behalf of the Association, thank you, Kae.

Several achievements stand out. The Birkenhead Santa Parade returned in December, bringing an estimated 4,000 people into the village and showcasing the efforts of local schools, community groups, businesses and volunteers. The Health and Wellness Expo also grew its participation and received positive feedback.

Access to the town centre was a major concern during the lengthy Rawene Road car park closure. The Association kept the impact on businesses in view and worked with the Kaipātiki Local Board, Auckland Council and Auckland Transport as the car park reopened and further parking improvements were completed. The Executive also completed a new 2027–2032 strategy, giving the Association a clear record of the priorities developed with members and stakeholders.

I warmly welcome the businesses that have joined the Association and the new ventures that have opened in Birkenhead over the past twelve months. Every new opening adds to the choice, energy and character of our village.

My thanks also go to Auckland Council and the Kaipātiki Local Board for their support and engagement throughout the year, and to our members, volunteers and community partners for continuing to back Birkenhead Village.

Steve Simms
Chair, Birkenhead Town Centre Association Inc

Village Centre Report 2026

Steve Simms

Village Centre Report 2026

The past twelve months brought memorable events and visible improvements to Birkenhead Village, alongside a difficult period of construction and reduced access for many businesses.

Our **Christmas Festival and the return of the Santa Parade** were a highlight of the festive season. The December parade drew an estimated 4,000 spectators, with 31 entries and around 250 participants from schools, community groups and local businesses. Families filled the streets, and many stayed in the village afterwards. The event showed what Birkenhead can achieve when businesses, residents and volunteers come together.

The **Sugar Town Art Deco Vintage Carnival** brought heritage and activity into the village over Labour Weekend. Spending across Birkenhead that weekend was 14.1% higher than the comparable weekend in 2024, although the event was one of several factors behind that result. Our **Health and Wellness Expo** was also well patronised, with stronger participation than the previous year and positive feedback from attendees.

There has been a substantial uplift in the village centre itself. Auckland Transport's **Mokoia Road globe lights upgrade** was completed ahead of schedule. The refurbished lights have enhanced the character of the street and made a noticeable difference after dark. The first phase of the **Birkenhead Avenue footpath upgrade** has transformed the appearance of that part of the village. We look forward to phase two extending that improvement.

These gains came with real disruption. The extended Rawene Road car park closure, lighting works and footpath construction affected access during a concentrated period. Reopening the car park was therefore an important milestone for businesses and visitors. We have also worked with Auckland Transport on parking layout and line marking changes to make village parking easier and safer to use.

Despite the disruption, Birkenhead recorded **\$118.1 million in spending in the twelve months to June 2026, up 1.0% on the previous year**. Some individual months and business categories were softer, reflecting the pressure felt on the ground. The new businesses opening in the area, restored parking access and completed streetscape work have added fresh energy to the village.

Thank you to the businesses that kept welcoming customers through the works, and to everyone who organised, supported or took part in our events. Thanks also to Auckland Transport, Auckland Council and the Kaipātiki Local Board for their work with the Association on the village centre improvements.

**Treasurer's Report, Financial
Statements and Reports
2025 - 2026**

Adrianne Leslie

**Proposed Budget
2027 - 2028**

Treasurer's Report

for the year ended 30 June 2026

It is my pleasure to present the Treasurer's Report for the financial year ended 30 June 2026.

The past financial year has continued to be a challenging one for businesses, with ongoing pressure on the retail and commercial sectors. Against this background, the Association has continued to work towards supporting and promoting the Birkenhead business community, delivering events, marketing initiatives, security and beautification projects, and activities designed to encourage people into the Village.

Financial Performance

For the year ended 30 June 2026, the Association recorded total revenue of \$272,113, compared with \$240,588 in the previous year. This represents an increase of approximately \$31,525. The Association's primary source of income continues to be the Auckland Council Targeted Rate Funding, which provided \$229,027 during the year. Additional grants and sponsorships contributed a further \$37,174, demonstrating the importance of continuing to seek additional funding opportunities to support the work of the Association.

The Association also received \$5,800 in donations and fundraising income, including a \$5,000 donation towards the Harcourts Santa Parade.

Where the Money Was Spent

A significant portion of expenditure was directed towards commercial activities and initiatives within the Village.

These included:

Heritage events and activities	Latin American events
Christmas and Christmas decorations	Mother's Day and Valentine's Day activities
Local brand campaigns and marketing	Santa Parade activities
Facebook and Mailchimp marketing	Security and camera initiatives
Graffiti, security and beautification	Product and visual development
Support activations and community events	

The Association's purpose remains to develop and enhance business in the Birkenhead Town Centre, while fostering collaboration and improving the environment of the Village.

Conclusion

Despite the financial challenges of the year, the Association has continued to invest in Birkenhead Village and provide activities and services aimed at supporting local businesses and attracting people to the area. I would like to thank the Executive Committee, Town Centre Manager, staff, contractors, sponsors and local businesses for their contribution throughout the year. I also acknowledge the work undertaken across the Association to keep Birkenhead Village active, attractive and connected.

As Treasurer, I am pleased to present the financial results for the year ended 30 June 2026 and recommend that the Association continues to focus on prudent financial management while ensuring that its resources are directed towards activities that provide the greatest benefit to the Birkenhead business community.

Adrianne Leslie

Treasurer - Birkenhead Town Centre Association Incorporated

Performance Report

Birkenhead Town Centre Association Incorporated
For the year ended 30 June 2026

Prepared by TBH

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Compilation Report

Birkenhead Town Centre Association Incorporated For the year ended 30 June 2026

Compilation Report to the Directors of Birkenhead Town Centre Association Incorporated.

Scope

On the basis of information provided and in accordance with Service Engagement Standard 2 Compilation of Financial Information, we have compiled the financial statements of Birkenhead Town Centre Association Incorporated for the year ended 30 June 2026.

These statements have been prepared in accordance with the accounting policies described in the Statement of Accounting Policies.

Responsibilities

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

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

No Audit or Review Engagement Undertaken

Our procedures use accounting expertise to undertake the compilation of the financial statements from information you provided. Our procedures do not include verification or validation procedures. No audit or review engagement has been performed and accordingly no assurance is expressed.

Independence

We have no involvement with Birkenhead Town Centre Association Incorporated other than for the preparation of financial statements and management reports and offering advice based on the financial information provided.

Disclaimer

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

The Business Hub
272 Glenfield Road, Glenfield

Dated: 30 September 2026

Entity Information

Birkenhead Town Centre Association Incorporated For the year ended 30 June 2026

'Who are we?', 'Why do we exist?'

Legal Name of Entity

Birkenhead Town Centre Association Incorporated

Entity Type and Legal Basis

Incorporated Society

Registration Number

Incorporated Society Number-1568912

Date of Incorporation - 19th October 2004

Entity's Purpose or Mission

Development and enhancement of business in the Birkenhead Town Centre

Entity Structure

Birkenhead Town Centre Association Incorporated is governed by an Executive Committee. At the year end, the committee comprises:

Chairperson - Steve Simms

Town Center Manager - Kae Condon

Executive committee:

- Pete Taylor
- Dominique Tuck
- Suzanne Harper
- Tony Cradwick
- Rob Finn
- Andy Winter
- Conrad Young
- Shannon Grange
- Adrianne Leslie

Main Sources of Entity's Cash and Resources

The entity's main source of funding are Targeted Rate Funding from Auckland Council, grants from Auckland Council, Lion Foundation and Sponsorship Incomes.

Main Methods Used by Entity to Raise Funds

Grants and Sponsorships

Physical Address

The Committee, C/- 3/27 Mokoia Rd, Birkenhead, Auckland, New Zealand, 0600

Postal Address

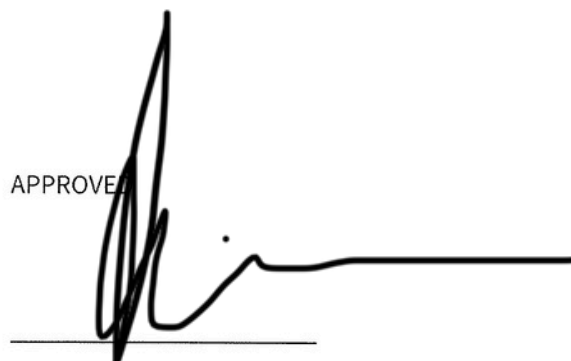
The Treasurer, P O Box 34-879, Auckland, New Zealand, 0746

Approval of Financial Report

Birkenhead Town Centre Association Incorporated
For the year ended 30 June 2026

The Trustees are pleased to present the approved financial report including the historical financial statements of Birkenhead Town Centre Association Incorporated for year ended 30 June 2026.

APPROVED



Steve Simms

Chairperson

Date 01/10/2026.....

Adrianne Leslie

Adrianne Leslie

Treasurer

Date 01/10/2026.....

Statement of Service Performance

Birkenhead Town Centre Association Incorporated For the year ended 30 June 2026

What the Entity is Seeking to Achieve over Medium and Long Term

The Birkenhead Town Centre Association Inc. is a not-for-profit organisation that aims to develop and enhance business in the Birkenhead Town Centre.

Significant Achievements and Entity's Key Activities:

1. To assist and guide the development and advancement of the commercial interests of business people and businesses in the Birkenhead Village commercial district through a co-ordinated, structured and measurable communications, branding, marketing and economic development programme.
2. To foster and promote generally the welfare of the business community of Birkenhead Village commercial district and in particular to provide a forum for networking and collaboration of members and sharing of information.
3. To improve the environment of the Birkenhead Village Commercial District so as to attract and retain business in order to drive employment and economic growth.
4. To capitalize on the unique assets and profile of the Birkenhead Village commercial district use that as a means of establishing an identity and positioning for the area.
5. To make arrangements with and/or advocate to the Government, Local authorities and/or persons, council controlled organisations, other corporations or associations for the improvement of amenity, streetscapes, utilities, transport, services or other infrastructure, and for lighting, surfacing, security and cleaning to the benefit of the Birkenhead Village Commercial District.
- 6 To administer the BID partnership funding.

Statement of Financial Performance

Birkenhead Town Centre Association Incorporated

For the year ended 30 June 2026

'How was it funded?' and 'What did it cost?'

	NOTES	2026	2025
Revenue			
General grants	1	266,201	239,827
Donations, koha, bequests and other general fundraising activities	1	5,800	-
Interest, dividends and other investment revenue	1	112	761
Total Revenue		272,113	240,588
Expenses			
Expenses related to commercial activities	2	137,704	114,816
Other expenses	2	152,681	144,018
Total Expenses		290,385	258,834
Surplus/(Deficit) for the Year		(18,272)	(18,246)

These Financial Statements are subject to a audit and should be read in conjunction to the audit report and notes to the Financial Statements.

Statement of Financial Position

Birkenhead Town Centre Association Incorporated

As at 30 June 2026

'What the entity owns?' and 'What the entity owes?'

	NOTES	30 JUN 2026	30 JUN 2025
Assets			
Current Assets			
Cash and short-term deposits	3	34,995	92,360
Debtors and prepayments	3	579	3,756
Other Current Assets	3	5,945	6,504
Total Current Assets		41,519	102,619
Non-Current Assets			
Property, Plant and Equipment	5	90,256	110,813
Total Non-Current Assets		90,256	110,813
Total Assets		131,775	213,432
Liabilities			
Current Liabilities			
Creditors and accrued expenses	4	7,352	13,481
Total Current Liabilities		7,352	13,481
Non-Current Liabilities			
Revenue Received in Advance	4	-	57,257
Total Non-Current Liabilities		-	57,257
Total Liabilities		7,352	70,738
Total Assets less Total Liabilities (Net Assets)		124,423	142,695
Accumulated Funds			
Accumulated surpluses (or deficits)	6	124,423	142,695
Total Accumulated Funds		124,423	142,695

These Financial Statements are subject to a audit and should be read in conjunction to the audit report and notes to the Financial Statements.

Statement of Cash Flows

Birkenhead Town Centre Association Incorporated

For the year ended 30 June 2026

2026

2025

Cash Flows from Operating Activities

Operating receipts (money deposited into the bank account)

Donations, koha, bequests and other general fundraising activities	5,920	-
General grants	208,944	239,947
Interest or dividends received	112	761
Total Operating receipts (money deposited into the bank account)	214,976	240,708
Payments related to commercial activities	(303,539)	(262,501)
Total Cash Flows from Operating Activities	(88,563)	(21,793)

Cash Flows from Other Activities

Receipts from other activities

Receipts from sale of property, plant and equipment	2,261	-
Proceeds from loans borrowed from other parties	-	57,257
Receipts from other activities	34,995	58,319
Total Receipts from other activities	37,256	115,576

Payments from other activities

Payments to acquire property, plant and equipment	(1,080)	-
Payments for other activities	(4,978)	(37,068)
Total Payments from other activities	(6,058)	(37,068)

Total Cash Flows from Other Activities

31,199 **78,508**

Net Increase/(Decrease) in Cash

(57,364) **56,715**

Bank Accounts and Cash

Opening cash	92,360	35,645
Net change in cash for period	(57,364)	56,715
Closing cash	34,995	92,360

These Financial Statements are subject to a audit and should be read in conjunction to the audit report and notes to the Financial Statements.

Statement of Accounting Policies

Birkenhead Town Centre Association Incorporated

For the year ended 30 June 2026

'How did we do our accounting?'

Basis of Preparation

The entity is permitted by law to apply the Tier 3 (NFP) Standard issued by the External Reporting Board (XRB) and has elected to do so. A PBE may apply the standard if it does not have public accountability and has total annual expenses less than or equal to \$5,000,000. All transactions in the Performance Report are reported using the accrual basis of accounting. The Performance Report is prepared under the assumption that the entity will continue to operate in the foreseeable future.

Goods and Services Tax (GST)

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

Revenue Policy

Revenue is measured at the fair value of the consideration received or receivable for the sale of goods and services, excluding goods and services tax rebates and discounts, to the extent it is probable that the economic benefits will flow to the entity and revenue can be reliably measured.

Sales of services are recognised in the period by reference to the stage of completion of the transaction at the end of the reporting period.

Lease income is recognised on a straight line basis over the life of the lease.

Interest received is recognised as interest accrues, gross of refundable tax credits received.

Income Tax

Birkenhead Town Centre Association Incorporated is wholly exempt from New Zealand income tax having fully complied with all statutory conditions for these exemptions.

Bank Accounts and Cash

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

Changes in Accounting Policies

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

Property, Plant and Equipment and Investment Property

Property, plant and equipment and investment property are stated at historical cost less any accumulated depreciation and impairment losses. Historical cost includes expenditure directly attributable to the acquisition of assets, and includes the cost of replacements that are eligible for

capitalisation when these are incurred.

An item of property, plant and equipment or investment property is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the year the asset is derecognised.

Upon derecognition, the asset revaluation reserve relating to the asset disposed shall be transferred to retained earnings.

Depreciation

Account	Method
Plant & Equipment	SL
Computer Equipment	SL

Notes to the Performance Report

Birkenhead Town Centre Association Incorporated For the year ended 30 June 2026

	2026	2025
1. Analysis of Revenue		
General grants		
Targeted Rate Funding	229,027	229,027
Grants & Sponsorship	37,174	10,800
Total General grants	266,201	239,827
Revenue from commercial activities		
Donations Income	800	-
Harcourts Santa Parade Donation	5,000	-
Total Revenue from commercial activities	5,800	-
Interest, dividends and other investment revenue		
Interest Income	112	761
Total Interest, dividends and other investment revenue	112	761
	2026	2025

2. Analysis of Expenses

Expenses related to commercial activities		
Advertising & Branding	250	-
Brand Experience - Music	4,565	3,691
Event - AGM	435	428
Event - Business Networking	174	-
Event - Heritage	15,826	15,295
Event - Latin American Events	11,455	9,335
Event - Anzac Day	-	174
Event - Birkenhead Business Directory	-	2,000
Event - Christmas	9,298	16,296
Event - Christmas Decorations	1,381	713
Event - Facebook	5,760	4,268
Event - Fairy Lights	-	428
Event - Local Brand Campaign	4,952	3,898
Event - Mothers Day	7,065	4,115
Event - Product Development	1,736	6,559
Event - Valentines Day	950	1,168
Event - Visual Events	688	2,322
Event and Maintenance - Norfolk Pine Lighting	-	3,180
Graffiti Security and Beautification	4,877	4,413

	2026	2025
Mailchimp	1,938	1,650
Market View	5,079	-
Needs Assessment Issues	95	273
Public Liability Insurance	2,356	3,426
Reimbursement - Telephone	600	939
Repairs and Replacement of Assets	10,556	10,731
Santa Parade	21,002	1,000
Security - Camera	1,739	3,484
Security Contract	16,006	14,802
SP-Support activations	8,705	-
Ugly to Art	217	225
Total Expenses related to commercial activities	137,704	114,816
Other expenses		
Accounting Fees	2,600	3,321
Audit Fees	3,265	3,210
Bank Fees	6	45
Computer Expenses & Xero Fees	1,018	561
Depreciation	21,637	23,297
Fines & Penalties	-	50
General Expenses	493	656
Internet	347	111
Management Contract - Marketing and Admin	101,213	97,795
Mileage	1,121	1,721
Printing & Stationery	681	565
Student Support	8,492	9,059
Website & Wi-Fi Costs	11,808	3,628
Total Other expenses	152,681	144,018
	2026	2025

3. Analysis of Assets

Cash and short-term deposits

ANZ 02 Current Account	498	807
ASB 00 Cheque Account	3,689	60,847
ASB 50 Savings Account	30,104	30,014
ASB 52 Savings Plus Account	704	691
Total Cash and short-term deposits	34,995	92,360

Debtors and prepayments

	2026	2025
Prepayments	579	3,756
Total Debtors and prepayments	579	3,756
Other current assets		
GST	5,945	6,504
Total Other current assets	5,945	6,504

	2026	2025
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4. Analysis of Liabilities

Creditors and accrued expenses

Accounts Payable	7,352	13,481
Total Creditors and accrued expenses	7,352	13,481

Other current liabilities

Rounding	-	-
Total Other current liabilities	-	-

Revenue Received in Advance

Council Payment received in advance	-	57,257
Total Revenue Received in Advance	-	57,257

	2026	2025
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5. Property, Plant and Equipment

Plant and Equipment

Opening Balance	109,926	132,900
Plant and machinery purchased	1,080	-
Accumulated depreciation - plant and machinery	(21,314)	(22,974)
Total Plant and Equipment	89,692	109,926

Other Fixed Assets

Opening Balance	887	1,209
Accumulated depreciation - fixed assets	(323)	(323)
Total Other Fixed Assets	564	887

Total Property, Plant and Equipment	90,256	110,813
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	2026	2025
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6. Accumulated Funds

Accumulated surpluses or (deficits)

Opening Balance	142,695	160,940
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	2026	2025
Current year earnings	(18,272)	(18,246)
Total Accumulated surpluses or (deficits)	124,423	142,695
Total Accumulated Funds	124,423	142,695

7. Related Party Transactions

There were no transactions involving related parties during the financial year.

8. Ability to Continue Operating

The entity will continue to operate for the foreseeable future.

9. Contingent Liabilities

At balance date there are no known contingent liabilities. The association has not granted any securities in respect of liabilities payable by any other party whatsoever.

10. Audit

These financial statements have been subject to audit. Please refer to the auditor's report.

11. Securities & Guarantees

There are no securities and guarantees as at 30 June 2026 (Last year - nil).

12. Capital Commitments

There were no capital commitments during the year under review.

13. Events After the Balance Date

There were no events that have occurs after the balance date that would have a material impact on the Performance Report.

Hart&Co

NORTH SHORE

Hart & Co. - North Shore
Chartered Accountants

Unit D, 44 Constellation Drive
Rosedale, Auckland 0632

Principal: Kelvin J Inns

INDEPENDENT AUDITOR'S REPORT

To the Members of Birkenhead Town Centre Association Incorporated

Opinion

We have audited the financial information in the Performance Report of Birkenhead Town Centre Association Incorporated, which comprise the Statement of Financial Position as at 30 June 2026, and the Statement of Financial Performance and Statement of Cash Flows for the year then ended, a Statement of Accounting Policies and Notes to the Performance Report including material accounting policy information and other explanatory information. We were not engaged to audit the Entity Information or Statement of Service Performance and accordingly these statements, representing other information, are not included in our audit.

In our opinion, the financial information in the accompanying Performance Report presents fairly, in all material respects, the financial position of Birkenhead Town Centre Association Incorporated as at 30 June 2026, and its financial performance and its cash flows for the year then ended in accordance with the requirements of the Tier 3 (NFP) Standard issued by the New Zealand Accounting Standards Board of the External Reporting Board (XRB).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Performance Report section of our report. We are independent of Birkenhead Town Centre Association Incorporated in accordance with Professional and Ethical Standard 1 'International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than in our capacity as auditor we have no relationship with, or interests in, Birkenhead Town Centre Association Incorporated.

Other Information: Entity Information and Statement of Service Performance

The Board are responsible for the other information. The other information comprises the Entity Information and Statement of Service Performance but does not include the Performance Report and our auditor's report thereon.

Our opinion on the financial information in the Performance Report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Performance Report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Performance Report or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Board's Responsibility for the Performance Report

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

- (a) the selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods that present service performance information that is appropriate and meaningful in accordance with the Tier 3 (NFP) Standard;
- (b) the preparation and fair presentation of the Performance Report which comprises:

- the Entity Information;
- the Statement of Service Performance; and
- the Statement of Financial Performance, Statement of Financial Position, Statement of Cash Flows, Statement of Accounting Policies and Notes to the Performance Report in accordance with the Tier 3 (NFP) Standard, and

(c) for such internal control as the Board determine is necessary to enable the preparation of a Performance Report that is free from material misstatement, whether due to fraud or error.

In preparing the Performance Report, the Board are responsible on behalf of the entity for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intend to liquidate the entity or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Information in the Performance Report

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

As part of an audit in accordance with ISAs (NZ), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial information in the Performance Report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the use of the going concern basis of accounting by the Board and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial information in Performance Report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Restriction on Responsibility

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



Kelvin J Inns
Hart & Co North Shore
Auckland
2 October 2026

Proposed Budget

1 July 2027 - 30 June 2028

Account	2026/27	2027/28
Trading Income		
Funding Received	10,000.00	10,000.00
Grants & Sponsorship	15,000.00	15,000.00
Lion Foundation Grant	9,000.00	0.00
Targeted Rate Funding	229,027.00	229,027.00
Total Trading Income	263,027.00	254,027.00
Gross Funds	263,027.00	254,027.00
Other Income		
Donations Income	0.00	0.00
Interest Income	0.00	0.00
Total Other Income	0.00	0.00
Operating Expenses		
Accounting Fees	4,000.00	4,000.00
Audit Fees	3,785.00	3,785.00
Brand Experience - Music	4,200.00	4,200.00
Computer Expenses & Xero Fees	1,044.00	1,044.00
Marketing Development Fund	10,000.00	10,000.00
Event - AGM	500.00	500.00
Event - Anzac Day	200.00	200.00
Event - Birkenhead Business Directory	1,000.00	1,000.00
Event - Business Networking	2,000.00	2,000.00
Event - Christmas Festival & Santa Parade	20,000.00	20,000.00
Event - Christmas Decorations	1,100.00	1,100.00
Event - Facebook / Social Media Advertising	4,000.00	4,000.00
Event - Fairy Lights	1,000.00	1,000.00
Event - Heritage	15,000.00	15,000.00
Event - Local Brand Campaign	4,800.00	4,800.00
Event - Mothers Day	5,000.00	5,000.00
Event - Product Development	1,000.00	1,000.00
Event - Valentines Day	1,500.00	1,500.00
Event - Visual Events	2,400.00	2,400.00
Event and Maintenance - Norfolk Pine Lighting	1,500.00	1,500.00
Graffiti Security and Beautification	3,000.00	3,000.00
Mailchimp	3,000.00	3,000.00
Management Contract - Event management	24,000.00	24,000.00
Management Contract - Marketing and Admin	95,000.00	95,000.00
Market View	5,100.00	5,100.00
Mileage	1,000.00	1,000.00
Printing & Stationery	600.00	600.00
Public Liability Insurance	3,000.00	3,100.00
Reimbursement - Telephone	600.00	600.00
Repairs and Replacement of Assets	5,000.00	5,000.00
Security - Camera	3,000.00	3,000.00
Security Contract	16,000.00	16,000.00
SP-Support activations	0.00	0.00
Social Media Contractor	8,100.00	8,100.00
Website IT and Hosting	2,000.00	2,000.00
Total Operating Expenses	253,429.00	253,529.00
Net Surplus / (Deficit)	9,598.00	498.00

Strategic Plan

1 July 2027 - 30 June 2032



BIRKENHEAD VILLAGE

STRATEGIC PLAN

1 July 2027 – 30 June 2032

FY 2028-2032

Auckland's most authentic village destination

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This document is the 5 Year Strategic Plan of the Birkenhead Town Centre Association Inc (BCTA). It presents the BCTA's strategic aspirations for Birkenhead Village.

The plan was formulated by the Executive Committee on **6 June 2026** in a strategic review workshop, held at Birkenhead Library with an independent facilitator.

1. Executive Summary

Birkenhead Village enters the July 2027 - June 2032 period from a position of genuine strength, and also at a point of transition. The village has benefited from sustained work in events, branding, streetscape, lighting, placemaking and advocacy. At the same time, economic uncertainty, disruption from infrastructure works, changing consumer behaviour, safety concerns, parking pressure and competition for customer attention have reinforced the need for a sharper strategy.

The central proposition is simple: Birkenhead Village aspires to be recognised as **Auckland's most authentic village destination**.

Its competitive advantage is not one attraction or one retail category. It is the combined experience of independent businesses, hospitality, heritage, bush and harbour connections, human scale, local ownership, community relationships and the distinctive village 'vibe'.

The strategy deliberately separates governance from operations. The Executive Committee sets direction, outcomes, priorities, budgets and measures. The Village Manager, contractors and delivery partners translate those priorities into annual work programmes.

Six strategic pillars

- **Identity, Destination & Vibe** - define and promote what makes Birkenhead unmistakably Birkenhead.
- **Clean, Safe & Attractive** - protect the basic conditions that make people want to visit, invest and stay.
- **Business Prosperity & Investment** - grow visitation, spend, collaboration, resilience and appropriate investment.
- **Heritage, Experiences & Activation** - use stories, events and distinctive experiences to build reputation and visitation.
- **Connected Village & Stakeholder Engagement** - create meaningful two-way relationships with businesses, landlords, customers and community.
- **Advocacy, Access & Infrastructure** - champion parking, transport, connectivity, public realm and infrastructure.

Across every pillar, BCTA will apply three principles: authenticity, sustainability and measurable value. Sustainability remains important, but is treated as a cross-cutting principle rather than a standalone strategic programme.

By 2031, success means a village that is more recognisable, cleaner, safer, better connected and more economically resilient - with businesses and landlords able to see clear value from the BID programme.

2. Birkenhead Today - Strategic Context

Birkenhead is one of Auckland's relatively rare authentic village centres. It combines an established commercial centre with mature residential neighbourhoods, heritage character, native bush, harbour connections and a substantial base of independently operated businesses. Earlier strategic work identified a business base of roughly 300 enterprises, supported by commercial property owners and a diverse mix of hospitality, health, beauty, professional, retail and service activity.

The 2024-2027 strategy provided a broad evidence base covering the business mix, destination assets, tourism opportunity, infrastructure, transport, competition, development pressure and the strengths and weaknesses of the centre. The June 2026 strategy review workshop confirmed that much of that foundation remains valid, but that the strategy now needs to be more focused, measurable and governance-led.

What makes Birkenhead different

- A compact, walkable centre rather than a large mall or extended strip.
- A high proportion of independent and locally visible businesses.
- A strengthening hospitality and food offer alongside beauty, health, service and second-hand/vintage clusters.
- A combination of older village buildings and new development - 'old meets new'.
- Immediate access to bush, views, harbour and the wider Chelsea landscape.
- A multigenerational community where personal relationships and local recognition remain important.
- A location close to central Auckland that can still feel distinctly local and village-like.

Strategic pressures

- Economic uncertainty and changing household spending behaviour.
- Infrastructure and construction disruption affecting access, parking and confidence.
- Cleanliness, antisocial behaviour and perceptions of safety.
- Inconsistent presentation and maintenance of some private and public spaces.
- Parking constraints and weak connections between the ferry, bush, visitor attractions and village.
- Competition from larger commercial centres and other Auckland village destinations.
- The risk that growth and redevelopment erode the qualities that make Birkenhead distinctive.

Strategic opportunity

The opportunity is to move from being a collection of successful individual businesses to a coherent destination village: one with a recognisable identity, strong customer reasons to visit, measurable stakeholder value and a public realm that supports confidence.

3. Vision, Purpose and Strategic Framework

Vision

Our aspiration is for Birkenhead Village to be **Auckland's most authentic village destination**.

Purpose

The BTCA's purpose is: **to strengthen the prosperity, character, vibrancy and long-term resilience of Birkenhead Village for businesses, landlords, residents and visitors.**

Our strategic promise

BCTA will protect and strengthen the qualities that make Birkenhead distinctive while creating the conditions for businesses, property owners and the wider village to prosper.

Three central outcomes

- **Distinctive:** Birkenhead has a clear identity and reputation that differentiates it from malls, strip centres and other town centres.
- **Clean & Safe:** customers, workers, residents and investors experience a village that is cared for, welcoming and comfortable to spend time in.
- **Prosperous:** visitation, spending, business confidence, collaboration and investment strengthen over time.

Cross-cutting principles

- **Authenticity:** decisions should strengthen, not dilute, Birkenhead's character.
- **Sustainability:** environmental, financial and organisational sustainability should be considered across programmes rather than isolated as a separate activity.
- **Measurable value:** activity should have a clear reason, intended outcome and proportionate measure of success.

4. The Six Strategic Pillars

The strategy is based on six strategic pillars:

1. **Identity, Destination & Vibe** - define and promote what makes Birkenhead unmistakably Birkenhead.
2. **Clean, Safe & Attractive** - protect the basic conditions that make people want to visit, invest and stay.
3. **Business Prosperity & Investment** - grow visitation, spend, collaboration, resilience and appropriate investment.
4. **Heritage, Experiences & Activation** - use stories, events and distinctive experiences to build reputation and visitation.
5. **Connected Village & Stakeholder Engagement** - create meaningful two-way relationships with businesses, landlords, customers and community.
6. **Advocacy, Access & Infrastructure** - champion parking, transport, connectivity, public realm and infrastructure.

Detail on each of these follows.

Pillar 1 - Identity, Destination & Vibe

Strategic intent: Define and promote Birkenhead as a distinctive village people deliberately choose to visit, experience and return to.

Birkenhead's point of difference is the collective experience: independent businesses, hospitality, heritage, bush, harbour, compactness, local relationships and a sense of discovery. The strategy will make that experience easier to understand and easier to communicate.

Priorities

- Develop a clear destination narrative and consistent place-brand framework around authenticity and village character.
- Promote the village as a destination beyond its immediate catchment, including greater reach across the Harbour Bridge.
- Use food, beauty, health, second-hand/vintage, professional services and other clusters as reasons to explore multiple businesses.
- Improve digital destination content, visitor information and storytelling.
- Ensure major BCTA campaigns and place projects reinforce a coherent Birkenhead identity.

Success looks like

Stronger destination recognition; increased non-local visitation; digital reach and engagement; improved customer perception; evidence of cross-business visitation.

Pillar 2 - Clean, Safe & Attractive

Strategic intent: Create a village environment that visibly demonstrates pride, care, safety and confidence.

Cleanliness and safety are prerequisites for every other ambition. Presentation influences customer dwell time, business confidence, property value and whether the village feels like a destination.

Priorities

- Maintain a clear village safety programme combining prevention, visibility, reporting, CCTV/security initiatives and practical business advice.
- Advocate for appropriate Council cleaning, maintenance, lighting and public-realm standards.
- Work constructively with landlords and businesses to improve private-property and shopfront presentation.
- Respond quickly to graffiti, litter, antisocial behaviour and recurring presentation issues.
- Use regular audits and before/after evidence to demonstrate improvement and identify persistent problem areas.

Success looks like

Stakeholder perception of safety; presentation audit results; response times for recurring issues; reported incidents; landlord/business participation.

Pillar 3 - Business Prosperity & Investment

Strategic intent: Grow the local economy by increasing visitation, dwell time, spending, business collaboration and confidence to invest.

Economic development for BCTA means creating the conditions in which businesses can succeed. It is not about the Executive Committee advising individual operators how to run their businesses. It is about building demand, connecting businesses, understanding the market and advocating for the commercial environment.

Priorities

- Use MarketView, stakeholder feedback and other available data to understand customer origin, spending and sector performance.
- Encourage shop-local and business-to-business activity so more local expenditure circulates within the village.
- Develop sector-based promotion and collaboration where Birkenhead has genuine concentrations or strengths.
- Strengthen relationships with landlords, agents and prospective tenants to encourage an appropriate business mix.
- Support business resilience through relevant information, connection and access to specialist resources rather than duplicating professional advice.

Success looks like

Spend growth relative to comparable centres; vacancy trend; business confidence; cross-promotion participation; business/landlord satisfaction.

Pillar 4 - Heritage, Experiences & Activation

Strategic intent: Turn Birkenhead's stories, events and distinctive experiences into compelling reasons to visit and return.

Heritage is a major strategic asset but not the whole identity. Chelsea Sugar, early ferries, orchards, kauri, older buildings and local stories provide authenticity and depth. Events should use these assets to support destination development and economic activity rather than exist as standalone calendar items.

Priorities

- Grow the Heritage Festival progressively as a signature Birkenhead experience with stronger business participation.
- Develop heritage interpretation, trails, signage, digital stories and partnerships that make history visible year-round.
- Maintain an events portfolio where each major event has a defined strategic purpose, audience and economic/community outcome.
- Create experiences that connect hospitality, retail, heritage, bush and village exploration.
- Evaluate events on visitation, participation, engagement and business benefit - not attendance alone.

Success looks like

Event visitation; business participation; dwell time; event-related spend or sales feedback; heritage engagement; earned/digital reach.

Pillar 5 - Connected Village & Stakeholder Engagement

Strategic intent: Build stronger relationships through genuine two-way engagement and shared ownership of the village's future.

It is noted that there cannot be reliance on broad email communication alone. BCTA needs to know what businesses, landlords, customers and residents value - and stakeholders need to see what BCTA does with that feedback.

Priorities

- Introduce more personal and segmented engagement with businesses and landlords alongside mass communications.
- Create regular opportunities for informal Executive Committee/member connection, networking and feedback.
- Develop an ongoing stakeholder and customer feedback mechanism with periodic structured surveys.

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- Close the feedback loop by communicating actions and decisions arising from stakeholder input.
- Explore local champions, business clusters or other scalable ways to maintain human connection across the BID.
- Consider the role and value proposition of associate membership where it strengthens the wider village ecosystem.

Success looks like

Proportion of members personally engaged; survey response and sentiment; networking participation; landlord engagement; stakeholder understanding of BID value.

Pillar 6 - Advocacy, Access & Infrastructure

Strategic intent: Champion the external investment, access and infrastructure conditions required for long-term village success.

Many factors affecting Birkenhead sit outside BCTA's direct control. Advocacy is therefore a core BID function, particularly where transport, parking, construction, maintenance, intensification or public investment affect commercial performance.

Priorities

- Advocate consistently for parking availability, access and mitigation of disruption from major works.
- Strengthen physical and visitor connections between the village, ferry, Chelsea, bush walks and surrounding neighbourhoods.
- Pursue wayfinding, heritage interpretation and transport solutions that support destination visitation.
- Maintain constructive, evidence-based relationships with Auckland Council, Auckland Transport, Police, elected representatives and other agencies.
- Represent member interests on development, public realm, transport and policy decisions affecting the village.
- Investigate realistic destination links with tourism operators and central Auckland where they support measurable visitation.

Success looks like

Priority advocacy outcomes progressed; infrastructure commitments; disruption mitigation; access/parking indicators; stakeholder assessment of BCTA advocacy.

5. Delivery Model - From Strategy to Action

There is a recurring governance risk: Executive Committee members can become absorbed in operational delivery. This strategic plan therefore establishes a clear operating model.

Executive Committee - governs

- Owns the vision, strategic pillars and desired outcomes.
- Approves the annual business plan, budget and major resource allocations.
- Sets performance expectations and reviews the strategic scorecard.
- Maintains governance, financial oversight, risk management and accountability.
- Leads high-level advocacy and stakeholder relationships where Executive Committee involvement adds value.

Village Manager - leads implementation

- Converts the strategy into annual programmes, project plans and campaigns.
- Coordinates members, landlords, agencies, suppliers and contractors.
- Reports progress, risks, budget position and outcome measures to the Executive Committee.
- Maintains day-to-day stakeholder relationships and identifies emerging issues.

Contractors and partners - specialist delivery

- Event management, social media, design, security, accounting and other specialist functions should be contracted where capability, independence or scale requires it.
- Each engagement should have clear scope, ownership, budget, deliverables and performance measures.

Annual planning cycle

- Review: assess scorecard, stakeholder feedback, market data and prior-year outcomes.
- Prioritise: identify the highest-value initiatives under each pillar.
- Resource: align budget, people and contractors to those priorities.
- Deliver: implement through defined project ownership and reporting.
- Measure: report outcomes, not just activity.
- Adapt: adjust the annual programme when circumstances change while retaining strategic direction.

Resource principle

BCTA should not assume that historical spending allocations remain optimal. If safety, cleanliness, destination development or another priority requires greater investment, the Executive Committee should consciously reallocate resources or seek additional funding rather than allowing the strategy to become an unfunded wish list.

6. Monitoring success

Strategic Outcome

By 2032, Birkenhead Village will be recognised as a vibrant, welcoming and authentic Auckland destination where business, community, heritage and environment combine to create an experience that is distinctly Birkenhead. The village will be cleaner, safer, better connected and more economically resilient. Businesses and landlords will see clear value in BID activities, residents will feel pride in their village, and visitors will increasingly choose Birkenhead as a place to explore, enjoy and return to.

Reporting discipline and measures

The strategy requires a small, stable set of measures. Baselines will be established during FY 2027/2028 and targets approved through annual business planning. The scorecard will cover economic prosperity, business confidence, destination reach, village safety, presentation, engagement, commercial resilience, events and experiences, digital destination performance and advocacy.

Measures:

- The Executive Committee will receive a concise strategic dashboard at least quarterly.
- Annual reporting will distinguish outputs (what BCTA did) from outcomes (what changed).
- Where a measure is not yet available, 2027/28 will establish a credible baseline rather than invent a target.
- Measures will remain proportionate to BCTA's scale and not create unnecessary administrative burden.

Business Plan
1 July 2027 - 30 June 2028

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BIRKENHEAD VILLAGE ANNUAL BUSINESS PLAN

1 July 2027-30 June 2028

Auckland's most authentic village destination

Contents of this plan

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Executive Summary

Birkenhead Village enters the 2028 financial year in a position of strength. It is benefiting from sustained work in events, branding, streetscape, lighting, placemaking and advocacy.

During the coming year it will, however, continue to face challenges with economic uncertainty, disruption from infrastructure works, changing consumer behaviour, safety concerns, parking and competition for customer attention.

Managing these challenges, mitigating the risks they pose, and continuing to support a thriving village, will require strong and collaborative relationships. A primary focus of this year's plan, therefore, is for Association to further develop and strengthen relationships with all stakeholders.

The 2027 financial year is transitional, with the departure of the Village Manager and appointment of the new Village Manager.

Overall, therefore, the 2028 financial year will be one of consolidation as the first full year in the role for the new Manager. They will be primarily tasked with establishing themselves in the role, enhancing operations, building relationships, and with the continued delivery of core events (as outlined below and in the budget).

Given these factors, this Business Plan is presented as a 'steady as she goes' plan delivering priorities, without highlighting significant changes or additions.

The associated Budget allocated to the plan priorities and events therefore remains largely unchanged from the 2027 financial year, with the overall Operating Expenditure being \$253,429, allocated as follows:

Admin & Operations	\$140,529
Advertising & Promotion	\$29,500
Entertainment	\$4,200
Events	\$50,700
Maintenance	\$9,500
Security	\$19,000
	\$253,429

The focus presented in this Business Plan will form the foundation for the new Village Manager, and will be reviewed with them in the latter part of the 2027 financial year.

Environmental Context

External

The village will continue to face ongoing risks and external pressures from the following:

- Economic uncertainty and changing household spending behaviour.
- Infrastructure and construction disruption affecting access, parking and confidence.
- Cleanliness, antisocial behaviour and perceptions of safety.
- Inconsistent presentation and maintenance of some private and public spaces.
- Parking constraints and weak connections between the ferry, bush, visitor attractions and village.
- Competition from larger commercial centres and other Auckland village destinations.
- The risk that growth and redevelopment erode the qualities that make Birkenhead distinctive.

Internal

The BTCA's focus will be on consolidating and sustaining the value that the organisation provides its members.

The Board will focus on governance matters, building its collective capability in the role, and ensuring that the new operating model supports the Village Manager in delivering the strategic and operational outcomes.

While the external environment poses ongoing challenges, the new Manager, appointment in late 2026 brings expertise that will help ensure the Association builds on its successful foundation and the village continues to thrive.

Focus for 2027 – 2028

This business plan is aligned with six strategic pillars:

- **Identity, Destination & Vibe** - define and promote what makes Birkenhead unmistakably Birkenhead.
- **Clean, Safe & Attractive** - protect the basic conditions that make people want to visit, invest and stay.
- **Business Prosperity & Investment** - grow visitation, spend, collaboration, resilience and appropriate investment.
- **Heritage, Experiences & Activation** - use stories, events and distinctive experiences to build reputation and visitation.
- **Connected Village & Stakeholder Engagement** - create meaningful two-way relationships with businesses, landlords, customers and community.
- **Advocacy, Access & Infrastructure** - champion parking, transport, connectivity, public realm and infrastructure.

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This table provides an overview of the main areas of activity during this year that will deliver on each strategic pillar.

Strategic Focus	What we will do	Summary of Budget
Identify, Destination and Vibe	Increased focus on creating the village atmosphere: ensuring appropriate signage, events and activities. Increased marketing of the village as a destination on social media and through other outlets. Include review of destination narrative, brand and marketing strategy, as well as advertising.	Admin & Operations (Management contract costs: \$119,000) Advertising & Promotion \$29,500
Clean, Safe and Attractive	Improve security through cameras and monitoring. Ensure ongoing contracts in place and regular review of security issues. Monitor cleanliness and engage Council organisations to sustain levels expected. Build relationship with Community Constable and others in NZ Police, ensuring clear roles and expectations. Meet with them 2 - 3 times per year to review and monitor risks. Maintain detailed safety and risk register with clear assessment and mitigation plan.	Security \$19,000 Maintenance \$9,500
Business Prosperity and investment	Business networking within and beyond the village. Increased promotion of the village as an investment option. Develop pitch to prospective investors, and arrange briefing sessions for interested parties.	Entertainment \$4200
Heritage, Experience and activation	Continued delivery of events and experiences: eg Heritage week; Christmas festival and Santa parade; Renaissance fair; Mothers' day; Valentines' day; Latin American events. Activities include: event purpose and planning, participant engagement, apply for consents, manage delivery and measure results. Assessment of new activation and engagement events. Develop a clear and consistent approach to establishing whether new ideas suggested are aligned with the strategies and will deliver value for the village.	Events \$50,700
Connected Village and stakeholder engagement	Increase social media engagement. Schedule and deliver increasingly regular and targeted posts. Implement a comprehensive relationship development and stakeholder engagement plan covering the nature of the relationship,	Advertising & promotion (social media \$8100)

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	purpose of communication, who is involved, how (in person, call, email etc), when and how often. This will cover other village and town centre associations, local community organisations and networks; Council and other priority stakeholders. Monitor delivery and effectiveness of relationships.	Admin & Operations
Advocacy, Access and infrastructure	Monitor Council, Government and other agency proposals that affect village – in particular regarding wayfinding and infrastructure. This would be done through reviewing their websites (eg akhaveyoursay) as well as monitoring various media channels. Engage the Executive Committee on situations or proposals that require BTCA advocacy to promote the village. Ensure appropriate meetings are arranged and/or submissions sent. Regular meetings with all business owners to monitor concerns and propose action to advocate. Keep a record of issues and concerns raised, noting follow up actions; report back to business owners to keep them informed.	Admin & Operations

Deliverables and outcomes

The plan will deliver momentum supporting three central outcomes:

- **Distinctive:** Birkenhead has a clear identity and reputation that differentiates it from malls, strip centres and other town centres.
- **Clean & Safe:** customers, workers, residents and investors experience a village that is cared for, welcoming and comfortable to spend time in.
- **Prosperous:** visitation, spending, business confidence, collaboration and investment strengthen over time.

The following summarises the deliverables and core outcomes to be achieved in FY 2028, showing alignment with the strategic outcomes.

The performance dashboard will ensure appropriate outputs and outcomes are measured and reported.

Key Deliverables	Outcomes	These support strategic outcome(s)
Establish and implement performance dashboard and baselines, along with a simple stakeholder feedback programme	Improved stakeholder relationships Positive stakeholder feedback. Ability to demonstrate measurable value	Clean & Safe Prosperous
Define the destination narrative and refresh the way Birkenhead's identity is communicated	Improved visitor numbers and experience. Increased business investment. Improved marketing reach.	Distinctive Prosperous
Prioritise clean/safe initiatives and clarify roles with Council, Police, landlords and businesses	Reduced complaints or issues with safety. Stronger relationships with key stakeholders.	Clean & Safe Prosperous
Strengthen the Heritage Festival and other major events around explicit strategic outcomes	Increased community engagement in events. Events deliver measurable positive return for members.	Distinctive Prosperous
Map the highest-priority access, parking, wayfinding and infrastructure advocacy issues	Clear results driven advocacy.	Distinctive Clean & Safe Prosperous

Detailed Agenda
2026 AGM

Agenda

Annual General Meeting

Notice is hereby given that the
Annual General Meeting of the Association will be held at
the Birkenhead Library, Hinemoa Street, Birkenhead
Monday 19th October 2026 at 5:00 pm for 6.00 pm start

1. Present

Chair confirms quorum and declares the meeting open and asks for conflict of interest declarations.

2. Apologies

Resolution 1: That the Birkenhead Town Centre Association Inc. accept the apologies.

Move:

Second:

CARRIED:

3. Minutes

The Minutes of the previous AGM held on Monday 13 October 2025 to be confirmed as a true and correct record of the business transacted.

Resolution 2: That the Birkenhead Town Centre Association Inc. receive and confirm the 2025 AGM Minutes of the Birkenhead Town Centre Association Inc held at 6:30 pm on Monday 13th October.

Move:

Second:

CARRIED:

4. Executive Committee Reports

4.a) Chairperson's written report – Steve Simms

Resolution 3: That the Birkenhead Town Centre Association Inc. receive the 2025/2026 Executive Committee Reports (being the report of the Executive Committee on activities for the 1 July 2025 to 30 June 2026 financial year).

Move:

Second:

CARRIED:

4.b) Village written report – Steve Simms

Resolution 4: That the Birkenhead Town Centre Association Inc. receive the 2025/2026 Village Centre Report (covering the objectives/achievements of the 1 July 2025 to 30 June 2026 financial year).

Move:

Second:

CARRIED:

5.a) Treasurer's end of year report – Adrienne Leslie

Resolution 5: That the Birkenhead Town Centre Association Inc. receive and accept the Treasurer's AGM 2026 report.

Move:

Second:

CARRIED:

5.b) End of year financial statements, performance report and audit to 30 June 2026.

Resolution 6: That the Birkenhead Town Centre Association Inc. receive and approve the Annual Financial Statements for the Financial Year 1 July 2025 to 30 June 2026.

Move:

Second:

CARRIED:

5.c) Proposed Income & Expenditure Budget for 1 July 2027 to 30 June 2028. No increase to the Targeted Rate

Resolution 7:

That Birkenhead Town Centre Association move to approve the following financial year 2027/2028 draft budget which includes a BID targeted rate grant amount of **\$229,027**, which includes a **0%** increase to the BID targeted rate grant for 2027/2028 financial year.

Further, ask the Kaipatiki Local Board recommend to the governing body the amount of **\$229,027** be included in the Auckland Council draft 2027/2028 annual budget consultation process.

Move:

Second:

CARRIED:

5.d) Strategic Plan 1 July 2027–30 June 2032

Resolution 8: That Birkenhead Town Centre Association Inc. approves the Strategic Plan for the period 1 July 2027 to 30 June 2032.

Move:

Second:

CARRIED:

5.e) Business Plan for 1 July 2027 to 30 June 2028

Resolution 9: That Birkenhead Town Centre Association Inc. approves the annual Business Plan for the period 1 July 2027 to 30 June 2028. That the Association note that the Executive Committee has authority under the Rules of the Association to make changes to the Business Plan as necessary through the period.

Move:

Second:

CARRIED:

6. Election of Members to Executive Committee and Chairperson

14.1 The Executive Committee shall consist of:

14.1.1 A Chairperson and

14.1.2 not less than four persons but no more than nine persons who are full members of the Association

6.a) Chairperson Nominations

16.1 The candidates for the role of Chairperson will be nominated prior to the Annual General Meeting using the same process contained in clause 15. Each candidate for the role of Chairperson must be a Full Member of the Association. The Chairperson will be elected using the same process contained in clause 15.

[Rule 15. Nominations of candidates for election as members of the Executive Committee:

15.1.1. Shall be made in writing signed by two Full Members of the Association and accompanied by the written consent of the candidate and

15.1.2 shall be delivered to the Secretary of the Association not less than seven days before the date fixed for the holding of the Annual General Meeting at which the election is to take place.]

The nominations for Chairperson are [nominees to be announced at the AGM).

An election for the appointment of the Chairperson shall be carried out.

Resolution 10: That the Birkenhead Town Centre Association Inc. appoints [Name] as the Chairperson for 2026/2027.

Move:

Second:

CARRIED:

6.b) Committee Nominations

Rule 15. Nominations of candidates for election as members of the Executive Committee:

15.1.1. Shall be made in writing signed by two Full Members of the Association and accompanied by the written consent of the candidate and

15.1.2 shall be delivered to the Secretary of the Association not less than seven days before the date fixed for the holding of the Annual General Meeting at which the election is to take place.

The nominations for the Executive Committee will be announced at the AGM.

An election of members for the Executive Committee shall be carried out in accordance with 15.1.1 as set out above.

Resolution 11: That the Birkenhead Town Centre Association Inc. approves the election of [Names of Elected Member] to the Executive Committee for 2026/2027.

Move:

Second:

CARRIED:

6.b.ii) Treasurer

The appointment of the Treasurer shall be carried out in accordance with Rule 17.1 as set out below.

17.1 The Treasurer shall be appointed to that position by the Executive Committee.

6.b.iii) Secretary

The appointment of the Secretary shall be carried out in accordance with Rule 16.2 as set out below.

16.2 The Secretary shall be appointed to that position by the Executive committee.

7. Appointment of Auditor

18. Auditor

18.1 The Auditor shall be appointed by the Association on an annual basis to carry out the functions set out in the rule.

Resolution 12: *That the Birkenhead Town Centre Association Inc appoint Hart & Co as Auditor for the Birkenhead Town Centre Association Inc. for the 2026/2027 financial year.*

Move:

Second:

CARRIED:

8. General Business

8.1 Guest Speaker to be advised

Meeting Closed:
