

2025-2026

ANNUAL REPORT

NorthWest
COUNTRY
BUSINESS ASSOCIATION

North West Country Incorporated

www.northwestcountry.co.nz

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EXECUTIVE COMMITTEE & TEAM



Andrew Howard
Chair



Robbie Hannon
Waimauku



James Scott
Helensville



Teresa Nobilo
Kumeu



Nicky Horsbrough
Helensville



Andy Cummins
Helensville



Jane Clements
Kaukapakapa



Malhar
Panghwagh
Riverhead



Parakai
Vacancy



Diego Barrese
Governance
Intern



Danielle Hancock
General Manager



Rebecca Beavis
Membership
Ambassador

VISION AND VALUES

Vision

The North West - Auckland's creative playground and premiere place to live, work and do business and the location of choice for Aucklanders looking for a new experience.

Mission Statement

Your business support for a thriving community.

Values

- Adventurous - we are positive, we challenge, we explore, and we express ourselves passionately.
- Welcoming- We are down to earth, friendly and helpful.
- Supportive - of each other with a strong sense of community.

Purpose and Description

North West Country Incorporated is a business improvement district, collaborating with Auckland Council to deliver economic benefits to business members. North West Country was formed in 2013, after merging business associations in Kumeu and Helensville.

Supporting more than 460 members and 420 landowners, North West Country delivers marketing, training, events, competitions, advocacy, and grants to members. The organisation is funded through a BID Targeted Rate Grant from Auckland Council, sponsorship, grants and venue hire income, and associate membership fees.

Office Location

103C Mill Road, Helensville.

FINANCIAL YEAR ENDING 30 JUNE 2026

CHAIR'S REPORT

Dear Members and Stakeholders,

It is a privilege to present the Chair's report for the year ended 30 June 2026.

This was a year of transition, practical delivery, and a clearer focus on the areas where the Association can make the greatest difference for local businesses.

I was elected Chair at the Annual General Meeting on 14 October 2025, succeeding James Scott, who led the Association through the first part of the reporting year. I acknowledge James for his leadership and for the orderly handover, and I thank the Executive Committee and General Manager for maintaining continuity through that transition.

The year in context

Businesses across the North West continued to operate in a demanding environment. Cost pressures remained high, discretionary spending was constrained, and long-standing challenges around transport, flooding, infrastructure, and the geographic spread of our district continued to affect members differently. Against that backdrop, our role was to be useful: to connect businesses, provide practical support, advocate on the issues that matter, strengthen local resilience, and promote the North West as a place to live, work, visit, and do business. The year's work increasingly concentrated on business performance, flood and emergency resilience, and a stronger tourism and place identity.

Member value and business capability

The 2025 North West Country Business Awards were a major highlight. They provided an important platform to recognise local enterprise, celebrate the people behind our businesses, and create positive exposure across the district. The Awards Gala in November brought businesses and supporters together at a time when celebrating progress and resilience genuinely mattered. During the year, the Association also developed and launched its first High Performance business programme, marketed as PerformIQ. This moves us beyond one-off events and information sharing into a more structured capability-building offer. The programme combines practical coaching, peer connection, and performance intelligence tools, and provides a strong foundation for measurable business improvement in the year ahead. The service-performance results confirm a substantial lift in activity. Event ticket sales increased from 65 to 950, and the Association held 11 business networking events compared with two in the previous year. Member communications, access to the Helensville Business Hub, and connections to specialist support also remained important parts of our service.

Resilience, infrastructure, and advocacy

Resilience remained central to our work. Early in the year, the Committee adopted a formal risk register and a Business Continuity Plan. We continued to strengthen the Business Hub's role as an emergency and business resilience centre, supported by previously secured funding of \$15,000 toward backup power infrastructure and related facilities. The Kumeu and Huapai Flooding Toolkit was initiated to turn repeated experience into practical support for affected businesses. It is intended to help businesses prepare, respond, recover, and navigate the agencies involved, while strengthening our evidence base for continued advocacy with Auckland Council, the Rodney Local Board, and other relevant organisations. The Association also supported local initiatives involving Future Kumeu, town centre and public amenity matters, community security, and the West Auckland Airport emergency transport resilience project. Not every issue can or should be funded from the BID targeted rate. Our role is often to convene the right parties, support credible funding pathways, and add a coordinated business voice.

Promoting the North West

The inaugural Te Awaroa Helensville Heritage Festival and the Helensville Santa Parade were significant community-facing successes. Alongside the Business Awards, they brought people into our town centres, showcased local businesses, and strengthened connection across the district. We also commenced a Destination Management Plan and continued work to build a coherent tourism identity. Our food and beverage producers, natural environment, history, visitor experiences, and proximity to Auckland are considerable assets, but they need to be presented as a connected destination rather than unrelated attractions. The Committee approved Business North West as the Association's trading name, while retaining North West Country Incorporated as the legal entity. This is intended to make our business purpose clearer, support a refreshed online presence, and provide a stronger platform for future member, advocacy, and destination activity. Governance and financial stewardship The Committee strengthened its governance disciplines during the year. A new Financial Policy was adopted, creditor approvals were clarified, and forward-looking forecasts and budget-to-actual reporting were reinforced.

The Committee Charter was reviewed and adopted, and a governance intern joined the Association. The Association changed accountants to ECE Astute in Helensville. Kelly Perkinson took on the Treasurer role, and Nicky Horsbrough was elected Deputy Chair. Their contribution, alongside that of the full Committee, strengthened the oversight supporting the General Manager's work. The compiled Performance Report records total revenue up 10.4 per cent, Associate membership fees more than doubled to, and ticket-sale revenue rose significantly. These are encouraging signs that the Association is broadening both its reach and its revenue base beyond the BID targeted rate grant. However, expenditure increased by 26.2 per cent, producing a small deficit compared with a small surplus last year. The main increase was concentrated in business promotion, marketing, and special events as the work programme expanded. The deficit is manageable within the current balance sheet, but it should not be normalised or allowed to become structural. The expanded programme is matched by sharper budgeting, clearer return measures, reliable forecasting, and greater external funding leverage. Since year-end, the Committee has approved a dedicated Finance and Risk Sub-Committee. This provides a practical mechanism for deeper scrutiny of financial performance, risk, forecasts, and the sustainability of future commitments.

Partnerships and people

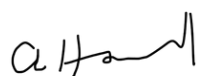
The Association's reach depends on partnership. I thank the Rodney Local Board, Auckland Council's BID team and wider staff, neighbouring business organisations, community groups, service providers, and local businesses that contributed time, ideas, venues, expertise, and support.

I particularly acknowledge our 2025/26 sponsors, Smith and Partners Lawyers, Harcourts the Difference, and Walsh Concrete. Their support allowed the Association to extend what could be delivered from the targeted rate alone. I also thank Danielle Hancock for her energy, persistence, and commitment as General Manager. The breadth of the work programme is significant for a small organisation, and its delivery relies heavily on her relationships and local knowledge. My thanks also go to Nicky, Kelly, the Executive Committee, our governance intern, contractors, volunteers, and those who completed their service during the year.

Looking ahead The priorities for 2026/27 are intentionally concentrated: helping businesses lift performance, completing and embedding practical flooding support, and building a credible tourism identity. Members approved a 4.5 per cent increase in the BID targeted rate grant to \$215,280, and that support carries an obligation to show clear value and measurable progress. The challenge is not a shortage of worthwhile ideas. It is choosing the work where our limited resources can have the greatest leverage. Reporting must become more outcome-focused, with clearer measures of business engagement, programme impact, resilience-tool adoption, destination reach, and additional funding or partner contribution.

We finish the year with a stronger platform, a more focused work programme, and a clearer public-facing identity. There is more to do, but the direction is right. We will remain practical, ambitious for our district, careful with members' money, and focused on the people who power the North West economy.

Sincerely,



Andrew Howard - Chair, North West Country Incorporated

August 2026

ACHIEVEMENTS 2025/2026

HELPING GROW BUSINESS PLAN

Provide relevant information to members about the association's activities and the opportunities for promotion and assistance.

- Provide bi-monthly business magazine to be delivered to members
- Undertake a complete update of website including full business and member survey
- Build information database on website for members
- Provide monthly e-newsletters to members.
- Provide regular networking events
- Upgrade the business hub to a business resilience centre with support from AEM and grants.

Provide a Business Excellence Program for members.

- Adding relevant promotion, training opportunities, mentoring and support to help grow their businesses and encourage them towards participating in our annual business awards.
- Provide training seminars and programs for members.
- Lift participation in 2025 Business Awards.
- Develop and host promotional programmes for members.
- Assist businesses through the provision of a business hub for meetings and hot desks, as well as a location for staff training.

Engage with organisations, agencies and council.

- Ensure the association understands the issues affecting its members.
- Be a strong advocate both at local and national government level on behalf the association's membership.

WHAT WE ACHIEVED

- Provided quarterly business magazine to members due to changes with the publisher
- Undertook a partial update of website including full business and member survey
- Built information database on website for members
- Provided monthly e-newsletters to members.
- Provided regular networking events
- Upgraded the business hub to a business resilience centre with support from AEM and grants.

- Provided a Business Excellence Program for members.
- Extended our collaboration with The Better SMB to create the higher performance programme.
- Provided training seminars and programs for members.
- Lifted participation in 2025 Business Awards including 8 new sponsors.
- Develop and hosted social media promotions, advertorials and website blogs for members.
- Assisted businesses through the provision of a business hub for meetings and hot desks, as well as a location for staff training.

- Sent out an annual membership survey.
- Developed the role of Membership Ambassador to better support members.
- Advocated to both local and national government level on behalf the association's membership for flooding support, better infrastructure and tourism support.

GIVING TO THE COMMUNITY



ACHIEVEMENTS 2025/2026

HELPING GROW BUSINESS

Make our brand instantly recognisable.

- Ensure our online presence is up to date and relevant.
- Update online presence to clearly indicate business association as well as businesses we represent.
- Issue window stickers to all businesses.
- Continue online advertising to raise profile of area.
- Hold events that raise the associations profile and recognition.

Work with businesses, agencies and iwi to improve our townships and key destinations.

- Work with council agencies and the Local Board to improve the look and feel of our townships.
- Investigate partnerships with businesses, council and other agencies to progress town centre improvements.
- Advocate for a community response plan for all townships.
- Advocate to the Rodney Local Board on member issues.
- Assist business members with infrastructure issues and communicating issues to the relevant authorities for maintenance and repair.

Promote the District to Visitors

- Support events across the area to encourage locals to visit the business centres.
- Assist businesses in local promotions.
- Run competitions to encourage visitor spend.
- Update website to provide better visitor information.

WHAT WE ACHIEVED

- Constant review of our online presence to ensure it is up to date and relevant.
- Updated the home page to make the directory more usable and accessible
- Issued window stickers to all businesses.
- Continued online advertising to raise profile of area.
- Held the business awards that raised the associations profile and recognition.

- Worked with Rodney Local Board to improve the look and feel of our townships.
- Met with a range of developers to consider investment in Kumeu accommodation, communicated with AT to improve town centre signage.
- All townships received community response plans.
- Advocated to the Rodney Local Board on member issues.
- Assist business members with infrastructure issues and communicating issues to the relevant authorities for maintenance and repair.

- We supported Arts in the Ville, Big Little Local, Kumeu Show, Helensville Show and the community Santa Parades.
- Commenced the Destination Management Plan for the North West.
- Ran the Christmas Window Decorating competition to encourage local spend.
- Promoted member services and events through our newsletters, dedicated emails and website.
- Placed ads in social media, local newspapers and the business magazine to promote the area



FINANCIAL YEAR ENDING 30 JUNE 2026

TREASURER'S REPORT

The 2025/2026 financial year was one of extending our work programme as far as possible to deliver as much as we could to support businesses and make the most of new opportunities. Key relationships were improved with Auckland Council Healthy Waters, Tataki Auckland Unlimited and The Better SMB to deliver significant work programmes at low cost.

We hosted the 2025 Business Awards raising \$6,000 in sponsorship and \$10,275 in ticket sales. This event still runs at a loss, keeping ticket prices low to make the event more accessible to all members. We provided \$22,798 in local community event grants such as the Community Patrols, Santa Parades, Big Little Local, Arts in the Ville, and the inaugural Helensville Heritage Festival.

Grants and sponsorship have increased this year to a total of \$32,267, with a successful further grant of \$40,000 relating to the Climate Change Grant to support the Business Flooding Toolkit Pilot Study.

An opportunity arose to support the Waimauku Shopping Village with a public toilet, which had been an ongoing project for four years. This was an unbudgeted opportunity that cost \$13,188.79 to deliver in its first year, and generated \$791 in income, running at a loss for Year 1. Toilet entry has been set at \$2 per person.

As part of the Auckland Council BID Policy 2025 we can confirm that we have an up-to-date conflict of interests register held in BoardPro and included in all minutes. The board operates within the North West Country Executive Committee Charter and engage standard accounting practices with an external accountant. North West Country Incorporated acts within the XRB Reporting Tier 3 requirements.

- Total revenue/ grants for the year: \$259,816
- Total expenditure for the year: \$278,807
- Net surplus (loss) for the year: (\$12,991)
- Cash Balance at 30 June 2026 \$78,488

Of the cash reserves, \$40,000 was grants for the Business Flooding Toolkit pilot study to commence in July 2026.

Financial projects for 2026/2027 indicate returning to a small surplus retaining our cash reserves. There are no monies borrowed that require repayment. There are no BID Targeted Rate accumulated funds. We can confirm that the financial management has been undertaken in accordance with the Business North West Financial Policy 2026.

Your sincerely,



Treasurer

BUDGET PERFORMANCE

2025-2026

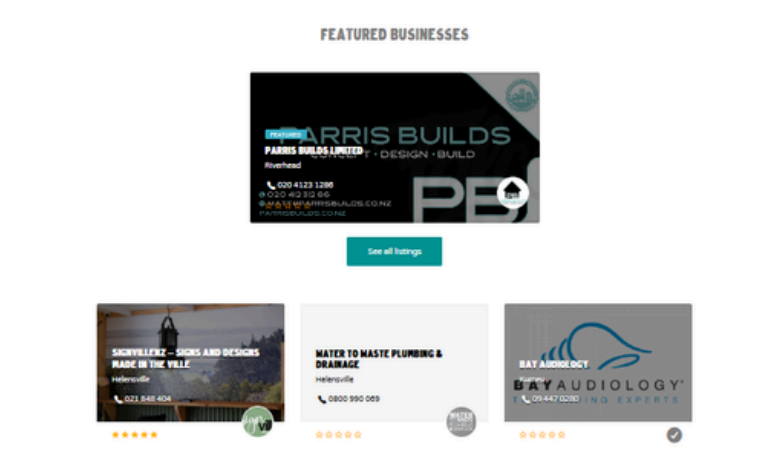
Forecast Income		Actual Income	
TOTAL INCOME	\$270,910	TOTAL INCOME	\$298,848
Forecast Operating Expenses		Actual Operating Expenses	
TOTAL OPERATING EXPENSES	\$145,489	TOTAL OPERATING EXPENSES	\$144,043
Forecast Overheads		Actual Overheads	
TOTAL OVERHEADS	\$124,028	TOTAL OVERHEADS	\$119,911

VARIANCES

Income	We received additional income through the Climate Change Grant..
Operating Expenses	Increases in costs from some suppliers was balanced by savings found in delivery.
Overheads	The WEST Magazine was reduced to quarterly by the publisher, and paid advertising was reduced.

2026

supporting local businesses to create a thriving community



BUSINESS PLAN

2027-2028

HELPING GROW BUSINESS

Provide relevant information to members about the association's activities and the opportunities for promotion and assistance.

- Provide quarterly business **magazine** to be delivered to members
- Undertake an update of **website** including full business and member survey
- Maintain the Tourism website on behalf of the tourism members
- Provide monthly e-newsletters to members.
- Provide/ host regular networking **events**

Provide a Business Excellence Program for members.

- Continue to partner with The Better SMB to provide the High Performance Programme for members.
- Provide **training** seminars and programs for members.
- Develop and host **promotional** programmes for members.
- **Assist** businesses through the provision of a business hub for meetings, hot desks, as well as a location for staff training.

Engage with organisations, agencies and council.

- Ensure the association understands the issues affecting its members.
- Provide a Membership Ambassador and Events Administrator to support members, share the values of the organisation, and improve our programme delivery.
- Be a strong **advocate** both at local and national government level on behalf the association's membership.

PROMOTING OUR DISTRICT

Make our brand instantly recognisable.

- Ensure our **online** presence is up to date and relevant.
- Update **online** presence to clearly indicate the business association as well as businesses we represent.
- Continue online **advertising** to raise profile of area.
- Hold **events** that raise the associations profile and recognition.
- Host the 2027 Business Awards.

Work with businesses, agencies and iwi to improve our townships and key destinations.

- Work with council agencies and the **Local Board** to improve the look and feel of our townships.
- Investigate **partnerships** with businesses, council and other agencies to progress tourism opportunities
- **Partner with** Tataki Auckland Unlimited to deliver better tourism experiences for the area.
- **Advocate** to the Rodney Local Board on member issues.
- **Assist** business members with infrastructure issues and communicating issues to the relevant authorities for maintenance and repair.

Promote the District to Visitors

- **Support events** across the area to encourage locals to visit the business centres.
- Assist businesses in **local promotions**.
- **Partner** with Tataki Auckland Unlimited to support tourism in the area.
- Provide a tourism **website** to provide better visitor information.

FORWARD STRATEGY

Committee

- Executive Committee members are empowered to be champions for the business association and local businesses
- Executive Committee members are welcomed onto the board with a strong onboarding programme.
- Business leaders are attracted to and welcomed to the Executive Committee positions.
- Executive Committee members are provided with guides for how to communicate with businesses at all levels.

Communication

- We provide clarity to our members.
- We provide regular and meaningful communications to all members in a format that they can interact with.
- We are responsive and able to help all business members.
- We will promote events in our area and in neighbouring areas that will benefit our members.

Connectivity

- We provide connections and connectivity opportunities for all members.
- We connect with neighbouring business improvement districts to maximise the benefits and reach for our members.
- Executive Committee members connect individually with business owners within their individual districts.
- We bring a range of specialist trainers to the area to add benefits to members.

BUSINESS NORTH WEST DRAFT BUDGET 2027-2028

Budget Name	Budget Allocation 2027/2028	Comments
Business North West Income		
Approved Budgets		
Associate Membership Fees	\$ 12,500.00	\$400 Associate, \$200 Partner
BID Targeted Rate	\$ 215,280.00	
BID Targeted Rate Increase (5%)	\$ 10,764.00	To recover inflationary losses
Business Hub Hire	\$ 12,000.00	
Grants	\$ 10,000.00	
Interest	\$ 100.00	
Waimauku Toilet Income	\$ 8,000.00	
Ticket Sales Business Awards	\$ 10,000.00	
Magazine Advertising	\$ 4,000.00	
Member Paid Advertising	\$ 4,000.00	On directory listing upgrades and marketing emails
Other Income		
Tourism Membership	\$ 10,000.00	
Total Income	\$ 296,644.00	
Operating Expenses		
Accountancy Fees [Operating Expenses]	\$ 3,500.00	
Audit Fees [Operating Expenses]	\$ 2,100.00	
Bank Charges [Operating Expenses]	\$ 100.00	
Business Hub Rental	\$ 18,000.00	
Business Hub Rental OPEX	\$ 4,000.00	
Insurance [Operating Expenses]	\$ 2,300.00	PI and contents
Management Fees [Operating Expenses]	\$ 89,000.00	
Management Fees [Operating Expenses] Mileage, Postage	\$ 6,384.00	
Management Fees [Operating Expenses] Commission on grants	\$ 1,000.00	Grants and Sponsorship income
Meeting & AGM Expenses Honorariums	\$ 400.00	Catering and meeting room fees for Board meetings and AGM
Honorariums	\$ 16,100.00	
Office Expenses & Printing [Operating Expenses] (Ecotricity)	\$ 2,000.00	Ecotricity and small hub maintenance costs
Phone & Internet Costs [Overheads]	\$ 2,100.00	Starlink
Subcontractors (cleaners)	\$ 2,500.00	Business Hub
Email & Web Hosting [Operating Expenses]	\$ 2,000.00	
Software Subscriptions (SimplyBookMe, Xero, HubSpot)	\$ 6,042.00	Cost increases allowing for Sub-committee software in BoardPro
Management Fees-Membership Ambassador	\$ 30,000.00	
Waimauku Toilet	\$ 8,200.00	Monthly Portacom rental
Other Operating Expenses		
Tourism North West Website	\$ 500.00	
Total Operating Expenses	\$ 196,226.00	
Overheads/ Projects		
Business Promotion Program - Magazine	\$ 5,000.00	Quarterly magazine costs
Business Promotion Program - A&P Shows and Expos	\$ 500.00	Marketing business members who attend A&P Shows
Business Promotion Program - Marketing Contractor	\$ 19,200.00	
Business Promotion Program - Video Marketing Contractor	\$ 6,000.00	
Business Promotion Programme - PerformIQ Subscription	\$ 5,000.00	
Business Promotion Programme - Business Awards	\$ 35,000.00	
Grants Paid Community Patrols	\$ 1,000.00	
Other Oveheads		
DMP grant to Tourism NW	\$ 9,500.00	For DMP implementation
Total Overheads/ Projects	\$ 81,200.00	
Combined Budget		
Total Income	\$ 296,644.00	
Total Operations and Expenses	\$ 277,426.00	
Difference	\$ 19,218.00	
BNW Budget		
Total Income	\$ 286,644.00	
Total Operations and Expenses	\$ 267,426.00	
Difference	\$ 19,218.00	
Tourism Budget		
Total income	\$ 10,000.00	
Total Operations and Expenses	\$ 10,000.00	
Difference	\$ -	

MANAGER'S REPORT

This year has been the year of events and making the most of opportunities as they arose.

In partnership with Te Awaroa Museum and The Helensville Railway Museum, we delivered the inaugural Te Awaroa Helensville Heritage Festival.

North West Country further supported a range of visitor events across the year by providing manpower, seed funding and free marketing; encouraging visitors to the area. The Kumeu and Helensville Shows and Santa Parades were supported along with Big Little Local, and Arts in the Ville.

The 2025 Business Awards were a huge success, with the introduction of a new award category; the High Performance Award in collaboration with The Better SMB.

This collaboration was then extended with the release of PerformIQ, a new tool free for all businesses to measure their performance, and compare to other businesses in their industry. As a founding partner, North West Country had PerformIQ launched in March 2026 ahead of New Zealand.

With all of our memnbers accessing PerformIQ we will be able to see the performance baseline of our region, identify where businesses need the most help, and support them to lift performance 35% by 2035.



The success of the Helensville Business Hub has seen North West Country invited to speak at multiple emergency forums and share the story.

The Waimauku Toilet collaboration is a key asset to support our businesses and enable the shopping village to be a key tourism hub for the Muriwai gannet colony. We need to build awareness of the unit to increase its income so that it can cover costs.

We have commenced our Destination Management Plan with the support of Tataki Auckland Unlimited and have engaged with 82 operators to identify their needs.

A stylized, handwritten signature in dark ink, appearing to read 'Danielle Hancock'.

Danielle Hancock
General Manager

MINUTES (in Review)

AGM 2025



Name:	NorthWest Country Incorporated
Date:	Tuesday, 14 October 2025
Time:	6:00 pm to 6:21 pm (NZDT)
Location:	Country Club Huapai, 23 Vintry Drive, Huapai
Board Members:	James Scott, Nicky Horsbrough, Robbie Hannon, Teresa Nobilo-Healey, Kelly Perkinson, Jane Clements, Andrew Howard
Attendees:	Danielle Hancock
Apologies:	Mark Dennis, Andy Cummings

1. Opening Meeting

1.1 Welcome

1.2 Quorum



Quorum

The Chair confirms that we have quorum today that consists of at least six full members of the association.

Attendance list full members:

James Scott, Helensville District Health Trust

Kelly Perkinson, The Riverhead

Jane Clements, The Kaukapakapa General Store

Teresa Nobilo-Healey, Zubu Women's Fashion Boutique

Robbie Hannon, Waimauku Village Pharmacy

Nicky Horsbrough, Harcourts The Difference

Holly Southernwood, FIGG

Jack Hayes, Huapai-Kumeu Lions

Steven Law, Scream Trust

Associate Member attendance:

Andrew Howard, Prime Strategies Group

Decision Date: 14 Oct 2025

Outcome: Approved

1.3 Apologies



Apologies

The North West Country Executive Committee accepts the apologies.

Decision Date: 14 Oct 2025

Mover: James Scott
Seconder: Andrew Howard
Outcome: Approved

1.4 Confirmation of Minutes from 2024 AGM

North West Country Inc AGM 2024 22 Oct 2024, the minutes were confirmed as presented.

Confirmation of Minutes from Previous Meeting

North West Country Incorporated receive and confirm the 2024 AGM Draft Minutes held at the North West Country Business Hub at 5:30pm on the 22nd October 2024 as a true and accurate record of the AGM.

Decision Date: 14 Oct 2025
Mover: James Scott
Seconder: Teresa Nobilo-Healey
Outcome: Approved

1.5 Interests Register

2. Annual Reports and Decisions

2.1 Chair's Report

Chair's Report

The North West Country Incorporated Executive Committee accepts the Chair's Report 2025.

Decision Date: 14 Oct 2025
Mover: Nicky Horsbrough
Seconder: Kelly Perkinson
Outcome: Approved

2.2 Treasurer's Report

Treasurer's Report

The North West Country Incorporated Executive Committee accepts the Treasurer's Report 2025.

Decision Date: 14 Oct 2025
Mover: Jane Clements
Seconder: Teresa Nobilo-Healey
Outcome: Approved

2.3 Approval of Audited Annual Financial Statements for Year End 30 June 2025

Approval of Audited Financial Statement Year End 30 June 2025

North West Country Incorporated receive and approve the Annual Financial Statements for the Financial Year 1 July 2024 to 30 June 2025.

Decision Date: 14 Oct 2025
Mover: Andrew Howard
Seconder: Nicky Horsbrough

Outcome: Approved

2.4 Manager's Report



Manager's Report

North West Country Incorporated Executive Committee accepts the Manager's Report 2025.

Decision Date: 14 Oct 2025
Mover: Kelly Perkinson
Seconder: Teresa Nobilo-Healey
Outcome: Approved

2.5 Approval of Annual Budget for July 1st 2026 to 30 June 2027



Approval of Annual Budget for July 1st 2026 to 30 June 2027

North West Country Incorporated approve the following financial year 2026/2027 draft budget which includes a BID targeted rate grant amount of \$215,280 which includes a 4.5% increase or \$9,270 for the 2026/2027 financial year. Further ask the Rodney Local Board recommend to the Governing Body the amount of \$215,280 be included in the Auckland Council draft 2026/2027 annual budget consultation process.

Decision Date: 14 Oct 2025
Mover: James Scott
Seconder: Teresa Nobilo-Healey
Outcome: Approved

2.6 Approval of Draft Business Plan 2026-2027



Approval of Draft Business Plan 2026-2027

North West Country Incorporated receive and approve the Draft Business Plan 2026-2027.

Decision Date: 14 Oct 2025
Mover: Andrew Howard
Seconder: Jane Clements
Outcome: Approved

2.7 Appointment of Auditor for year-end 30th June 2026.



Appointment of Auditor for year end 30 June 2026

North West Country Incorporated appoint Cornelius du Plessis of Murray Audit as Auditor for North West Country Incorporated for the 2025-2026 financial year.

Decision Date: 14 Oct 2025
Mover: James Scott
Seconder: Andrew Howard
Outcome: Approved

2.8 Draft 3 Year Strategic Plan



Draft 3 Year Strategic Plan

North West Country Incorporated receive and approve the Draft 3 Year Strategic Plan 2026-2028.

Decision Date: 14 Oct 2025
Mover: Andrew Howard
Seconder: James Scott
Outcome: Approved

3. Election of Committee Members

3.1 Election of Executive Committee Members



Election of Appointed Members

North West Country Incorporated Executive Committee elect Kelly Perkinson of The Riverhead onto the Executive Committee

Decision Date: 14 Oct 2025
Mover: James Scott
Seconder: Nicky Horsbrough
Outcome: Approved



Re-election of Retired Committee Members

North West Country Incorporated Executive Committee re-elect retired committee member Robbie Hannon of Waimauku Village Pharmacy onto the Executive Committee.

Decision Date: 14 Oct 2025
Mover: James Scott
Seconder: Nicky Horsbrough
Outcome: Approved



Appointment to the Executive Committee with Voting Rights

North West Country Incorporated Executive Committee reappoints Andrew Howard, Prime Strategies Group, to the Executive Committee as an Associate Member,
and is awarded voting rights on the Executive Committee.

Decision Date: 14 Oct 2025
Mover: James Scott
Seconder: Teresa Nobilo-Healey
Outcome: Approved

3.2 Election of Chair



Election of Chair

North West Country Incorporated Executive Committee elects Andrew Howard, Prime Strategies Group, to the role of Chair.

Decision Date: 14 Oct 2025
Mover: James Scott
Seconder: Kelly Perkinson

Outcome: Approved

3.3 Election of Deputy Chairperson



Election of Deputy Chairperson

The North West Country Incorporated Executive Committee elects Nicky Horsbrough, Harcourts The Difference, to the role of Deputy Chairperson.

Decision Date: 14 Oct 2025

Mover: James Scott

Seconder: Andrew Howard

Outcome: Approved

3.4 Retiring Members



Retiring Members

The North West Country Incorporated Executive Committee moves a vote of thanks to James Scott, Tim van der Kraaij, Chrissy Pridmore, and Sam Hayfield for their service.

Decision Date: 14 Oct 2025

Mover: Andrew Howard

Seconder: Teresa Nobilo-Healey

Outcome: Approved

4. Close Meeting

4.1 Close the meeting

Next meeting: AGM 2026 - 13 Oct 2026, 6:00 pm

Signature: _____

Date: _____



Performance Report

North West Country Incorporated
For the year ended 30 June 2026

Prepared by ECE Astute Accounting

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Compilation Report

North West Country Incorporated For the year ended 30 June 2026

Compilation Report to the Directors of North West Country 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 North West Country 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 Governing Committee 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

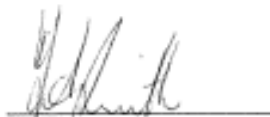
Our procedures use accounting expertise to undertake the compilation of the financial statements from information you provided. Our procedures do not include verification or validation procedures. No audit or review engagement has been performed and accordingly no assurance is expressed.

Independence

We have no involvement with North West Country 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.

A handwritten signature in dark ink, appearing to read 'J. Smith', is written over a horizontal line.

ECE Astute Accounting

Dated: 22 July 2026

Entity Information

North West Country Incorporated For the year ended 30 June 2026

Legal Name of Entity

North West Country Incorporated

Entity Type and Legal Basis

Incorporated Society

Registration Number

221767

Entity's Purpose

Improving the North West business district by collaborating with Auckland Council to deliver valuable support to business members and the wider community. This includes providing marketing opportunities, training, events, competitions, advocacy, and access to grants that help businesses grow, connect, and thrive.

Entity Structure

Governance Committee

Andrew HOWARD - Chairperson

James SCOTT

Nicola HORSBROUGH - Acting Chairperson

Teresa NOBILO-HEALEY

Malhar PANCHWAGH

Robbi HANNON

Andrew CUMMINGS

Catherina CLEMENTS

Danielle HANCOCK - Manager and Acting Secretary

Main Sources of Entity's Cash and Resources

Grants

Main Methods Used by Entity to Raise Funds

Sponsorship, venue hire and associate membership subscriptions.

Entity's Governance Arrangements

The Governance Committee makes all the arrangements this includes a Chairperson and Officers; the Manager provides support to the Governance Committee as being the acting Secretary.

Physical Address

103 Mill Road, Unit C, Helensville, 0800, New Zealand

Approval of Financial Report

North West Country Incorporated For the year ended 30 June 2026

The Governance Committee are pleased to present the approved financial report including the historical financial statements of North West Country Incorporated for year ended 30 June 2026.

The Performance Report has been approved by those charged with Governance.

APPROVED

Andrew Howard

Andrew HOWARD

Chairperson

Date 29 July 2026

A stylized, handwritten signature in black ink.

James SCOTT

Officer

Date 2 August 2026

Nicky Horsbrough

Nicola HORSBROUGH

Officer and acting Chairperson

Date 4th August 2026

Statement of Service Performance

North West Country Incorporated
For the year ended 30 June 2026

Description of medium to long term objectives

To support the sustainable growth of local businesses and promote the North West community by delivering advocacy, marketing, training, networking opportunities, events, and initiatives that strengthen the local economy and foster business success.

	2026	2025
Description and Quantification of the Entity's Key Activities		
Total Grants Revenue other than Bid Grants	8,678	16,842
Total Number of Event Ticket Sales	950	65
Total Number of Business Networking Events Held	11	2
Total Number of Events Sponsored	5	7

Statement of Financial Performance

North West Country Incorporated

For the year ended 30 June 2026

	NOTES	2026	2025
Revenue			
Grants and Sponsorship	1	220,135	213,538
Revenue from Commercial Activities	1	24,293	13,354
Associate Membership Fees	1	14,450	6,962
Interest and other Investment revenue	1	346	1,468
Other Revenue	1	592	-
Total Revenue		259,816	235,321
Expenses Related to Community Activities			
Advertising & marketing	2	44,572	13,587
Operating expenses	2	103,203	79,430
Operating lease payments	2	22,000	22,000
Professional and consulting fees	2	103,032	101,217
Total Expenses Related to Community Activities		272,807	216,233
Surplus/(Deficit) for the Year		(12,991)	19,088

This statement has been prepared without conducting an audit or review engagement, and should be read in conjunction with the attached Compilation Report.

Statement of Financial Position

North West Country Incorporated

As at 30 June 2026

	NOTES	30 JUN 2026	30 JUN 2025
Assets			
Current Assets			
Cash and short-term deposits	3	78,488	109,822
Debtors and prepayments	3	8,671	7,609
Total Current Assets		87,159	117,430
Non-Current Assets			
Property, Plant and Equipment	6	79,434	80,149
Total Non-Current Assets		79,434	80,149
Total Assets		166,593	197,580
Liabilities			
Current Liabilities			
Goods and services tax	4	(5,729)	(9,286)
Creditors and accrued expenses	4	21,099	31,197
Deferred revenue	4	40,000	51,502
Other current liabilities	4	-	(47)
Total Current Liabilities		55,370	73,366
Total Liabilities		55,370	73,366
Total Assets less Total Liabilities (Net Assets)		111,223	124,214
Accumulated Funds			
Accumulated surpluses (or deficits)	5	111,223	124,214
Total Accumulated Funds		111,223	124,214

This statement has been prepared without conducting an audit or review engagement, and should be read in conjunction with the attached Compilation Report.

Statement of Cash Flows

North West Country Incorporated
For the year ended 30 June 2026

	2026	2025
Cash Flows from Operating Activities		
Operating receipts (money deposited into the bank account)		
General grants	8,678	16,842
Government service delivery grants/contracts	154,508	189,000
Membership fees and subscriptions	13,100	8,012
Gross sales from commercial activities	30,437	15,853
Interest or dividends received	346	1,468
GST received	44,201	31,392
Total Operating receipts (money deposited into the bank account)	251,269	262,567
Operating payments (money withdrawn from the bank account)		
Payments related to commercial activities	(263,376)	(188,317)
GST paid	(42,182)	(33,421)
Total Operating payments (money withdrawn from the bank account)	(305,558)	(221,738)
Total Cash Flows from Operating Activities	(54,288)	40,829
Cash Flows from Other Activities		
Receipts from other activities		
Receipts from sale of property, plant and equipment	478	235
Receipts from other activities	40,067	51,502
Total Receipts from other activities	40,545	51,737
Payments from other activities		
Payments to acquire property, plant and equipment	(17,571)	(36,518)
Payments for other activities	(19)	-
Total Payments from other activities	(17,590)	(36,518)
Total Cash Flows from Other Activities	22,954	15,219
Net Increase/(Decrease) in Cash	(31,334)	56,048
Bank Accounts and Cash		
Opening cash	109,822	53,774
Net change in cash for period	(31,334)	56,048
Closing cash	78,488	109,822

This statement has been prepared without conducting an audit or review engagement, and should be read in conjunction with the attached Compilation Report.

Statement of Accounting Policies

North West Country Incorporated

For the year ended 30 June 2026

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.

Income Tax

North West Country 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.

Notes to the Performance Report

North West Country Incorporated
For the year ended 30 June 2026

	2026	2025
1. Analysis of Revenue		
General grants		
Grants Received (incl gst)	3,528	4,348
Grants Received (no gst)	5,150	12,495
Total General grants	8,678	16,842
Government service delivery grants/contracts		
BID Targeted Rate	206,010	189,000
Total Government service delivery grants/contracts	206,010	189,000
Membership fees and subscriptions		
Associate Membership Fees	14,450	6,962
Total Membership fees and subscriptions	14,450	6,962
Revenue from commercial activities		
Business Hub Hire	9,656	8,835
Email Mailing List Income Received	125	125
Event Sponsorship	5,448	7,696
Low value Asset sales	592	-
Magazine Advertising	3,455	1,460
Ticket Sales	10,266	2,934
Waimauku Toilet Income	791	-
Total Revenue from commercial activities	30,332	21,049
Interest, dividends and other investment revenue		
Interest	346	1,468
Total Interest, dividends and other investment revenue	346	1,468
	2026	2025

2. Analysis of Expenses

Expenses related to commercial activities		
Accountancy Fees	3,492	2,750
Bank Charges	86	25
Business Hub Rental	18,000	18,000
Business Hub Rental OPEX	4,000	4,000
Business Promotion Marketing	40,382	12,607
Business Hub Cleaning	2,212	-
Event Support & Grants	22,548	21,129
Grants Paid	-	6,507
Insurance	964	734
Loss on Sale of Fixed Assets	-	1,584
Management Fees	97,541	96,567
Meeting & AGM Expenses	118	256

	2026	2025
Minor Assets	644	1,268
New Xmas Tree & Annual Storage	5,181	7,973
North West Special Events	45,478	15,777
Office Expenses & Printing	1,365	3,596
Phone & Internet Costs	1,669	1,659
Quarterly Business Magazine	4,190	980
Repairs & Maintenance	272	834
Signage Costs	190	1,409
Subscriptions	3,097	3,745
Waimauku Toilet Rental/Expenses	4,847	-
Website Maintenance	269	780
Total Expenses related to commercial activities	256,544	202,178
Other expenses related to service delivery		
Training Grants Program	-	1,400
Total Other expenses related to service delivery	-	1,400
Other expenses		
Audit Fees	2,000	1,900
Depreciation	14,127	10,231
Entertainment Non Deductible	136	524
Total Other expenses	16,263	12,655

2026 2025

3. Analysis of Assets

Cash and short-term deposits

Kiwibank Cheque Account - 00	27,283	89,849
Kiwibank Debit Card - 02	1,000	765
Kiwibank Savings Account - 01	50,205	19,208
Total Cash and short-term deposits	78,488	109,822

Debtors and prepayments

Accounts Receivable	8,671	7,345
Prepayments	-	264
Total Debtors and prepayments	8,671	7,609

	2026	2025
4. Analysis of Liabilities		
Creditors and accrued expenses		
Accounts Payable	21,099	31,197
GST	(5,729)	(9,286)
Total Creditors and accrued expenses	15,370	21,911
Deferred revenue		
Grants Received in Advance	40,000	51,502
Total Deferred revenue	40,000	51,502
Other current liabilities		
RWT Paid	-	(47)
Total Other current liabilities	-	(47)
	2026	2025

5. Accumulated Funds

Accumulated surpluses or (deficits)		
Opening Balance	124,214	105,126
Current year earnings	(12,991)	19,088
Total Accumulated surpluses or (deficits)	111,223	124,214
Total Accumulated Funds	111,223	124,214

6. Property Plant and Equipment

For the year ended 30 June 2026

Name	Opening Value	Purchases	Depreciation	Disposals	Closing Value
Furniture & Fittings					
Total Furniture & Fittings	32,193.75	4,154.86	6,156.30	0.00	30,192.31
Office Equipment					
Total Office Equipment	27,634.10	0.00	4,204.77	478.26	23,043.08
Plant & Equipment					
Total Plant & Equipment	17,998.41	11,966.25	3,766.01	0.00	26,198.65
Total	77,826.26	16,121.11	14,127.08	478.26	79,434.04

For the year ended 30 June 2025

Name	Opening Value	Purchases	Depreciation	Disposals	Closing Value
Furniture & Fittings					
Total Furniture & Fittings	10,507.16	24,109.48	2,422.89	0.00	32,193.75
Office Equipment					

Total Office Equipment	33,032.88	3,000.00	6,580.18	1,818.60	27,634.10
Plant & Equipment					
Total Plant & Equipment	5,702.47	13,523.83	1,227.89	0.00	17,998.41
Total	49,242.51	40,633.31	10,230.96	1,818.60	77,826.26

7. Contingent Liabilities and Guarantees

There are no contingent liabilities or guarantees as at 30 June 2026 Last year - nil).

	2026	2025
8. Commitments		
Commitments to lease or rent assets		
Monthly Business Hub Rental	1,725	1,725
Total Commitments to lease or rent assets	1,725	1,725
	2026	2025

9. Associated Person Transactions

Event Support & Grants Paid		
Farsky Consulting	2,842	-
Total Event Support & Grants Paid	2,842	-
Business Promotions Marketing		
Farsky Consulting	2,866	-
Total Business Promotions Marketing	2,866	-
Management Fees		
Farsky Consulting	97,541	-
Total Management Fees	97,541	-

Danielle Hancock is a sole trader T/A Farsky Consultants and is the Manager and acting Secretary of North West Country Incorporated.

10. Events After the Balance Date

There were no events that have occurred after the balance date that would have a material impact on the Performance Report (Last year - nil).

11. Ability to Continue Operating

The entity will continue to operate for the foreseeable future.

Auditor's report



INDEPENDENT AUDITOR'S REPORT

To the Committee of North West Country Incorporated

Opinion

We have audited the financial information in the Performance Report of North West Country Incorporated on pages 7 to 15, 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 North West Country 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 Committee of the External Reporting Committee (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 North West Country 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, North West Country Incorporated.

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cornelius@kudosmurray.com

62 Blackbridge Road, Dairy Flat, 0794



Restriction on Responsibility

This report is made solely to the Committee, as a body, in accordance with section 42F of the Charities Act 2005. Our audit work has been undertaken so that we might state to the Committee 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 Committee as a body, for our audit work, for this report, or for the opinions we have formed.

Other Information: Entity Information and Statement of Service Performance

The Committee are responsible for the other information. The other information comprises the entity information and statement of service performance but does not include the financial information in 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.

Committee' Responsibility for the Performance Report

The Committee are responsible on behalf of the entity 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 Committee 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 Committee 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 Committee 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 Committee, 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 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 Committee 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.



Kudos Murray Audit Limited
Auckland
25 August 2026



North West Country Incorporated
www.northwestcountry.co.nz