WELLINGTON FREE AMBULANCE
kia ora te tangata

Impact Report

2025/2026



Moving our communities to better health

Contents

	PAGE
From the Chief Executive	2
From the Board Chair	3
Our impact	4
Kia ora te Tangata | Strategy 2030	6
Our strategic goals	7
Goal 1: Models of care to meet patient needs	8
Goal 2: A dynamic and thriving workforce	10
Goal 3: Equity	12
Goal 4: Financial sustainability	14
Goal 5: Fit for purpose infrastructure	16
Goal 6: Smarter systems and insight	18
Acknowledging our supporters and communities	20
Statement of service performance	24
Financial statements	24
Independent auditor's report	31

About us

Legal name
Wellington Free Ambulance Service (Incorporated)

Other names
Wellington Free Ambulance, Wellington Free, WFA

Wellington Free Ambulance is a registered charity and an incorporated society, registered under the Incorporated Societies Act 2022.

Registration number
CC3137

Postal address
19 Davis Street, Pipitea,
Wellington, 6011

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Our Vision *Tō mātou moemoeā*

We are a trusted and reliable ambulance service providing excellence in emergency response and connected services that move our communities to better health.

Our Purpose *Tō mātou whāinga*

Wellington Free Ambulance exists to deliver an ambulance service that excels in emergency response and clinical communications, underpinned by proactive partnerships to deliver equitable health and wellbeing outcomes for our community.

Our Values *Ō mātou uara*









Executive Leadership Team

Ngā Pou Whakahaere (as of 30 June 2026)

Dan Pallister-Coward *Chief Executive*
Claire Carruthers *General Manager Fundraising, Communications and Community Programmes*
Dr Erica Douglass *Executive Medical Director*
Eric Tibbott *General Manager Operations*
Liz Belke *General Manager Commissioning and Strategy (not pictured)*
Tamlyn Leahy *Chief Financial Officer*



Pictured left to right: Eric Tibbott, Dr Erica Douglass, Dan Pallister-Coward, Claire Carruthers, Tamlyn Leahy. Not pictured: Liz Belke.

Our Board

Te Poari o Kia Ora Te Tangata (as of 30 June 2026)

Dame Kerry Prendergast *Board Chair*
Alan Isaac *Deputy Chair*
Dr Chris Masters
Helen Pocknall
Helmut Modlik
Louise Marsden
Michael Quigg
Neil Paviour-Smith



Pictured left to right: Neil Paviour-Smith, Dr Chris Masters, Alan Isaac, Louise Marsden, Dame Kerry Prendergast, Helen Pocknall, Michael Quigg, Helmut Modlik.

From the Chief Executive

Kia ora koutou,

I'm honoured to present Wellington Free Ambulance's annual impact report for 2025/2026.



Having joined Wellington Free Ambulance (WFA) as Chief Executive in early 2026, it has been humbling to become part of an organisation with a proud legacy. As we approach 100 years of services, I feel privileged to be part of WFA's next chapter, alongside our people, partners, and supporters.

Kia ora te Tangata | Strategy 2030 is an exciting plan that will build the foundations for another 100 years of service at WFA. When I consider each of the strategic goals, and as I reflect on the achievements in this report, three themes stand out: pace, performance and people.

Pace is about focusing on what matters most and working together to move forward.

As demand grows and community needs become more complex, WFA remains focused on evolving how we deliver care. This includes stronger partnerships with the wider healthcare sector, embedding enhanced virtual care in Clinical Communications, and integrating our different services to change the care we provide at events. These initiatives help ensure patients receive the right care, at the right time and by the right healthcare professional.

Performance is creating the right conditions to achieve the best patient outcomes.

This year the Integrated Operating Model was established, which is a long-term piece of work that will develop WFA's models of care and shape our services into the future. We've also continued to invest in fleet, communications infrastructure through the Public Safety Network, and harnessed technology and tools to promote connected care. These initiatives will support WFA now and into the future.

Most importantly, is people, and the ethos that they are at the centre of everything we do.

"He aha te mea nui o te ao - What is the most important thing in the world? He tāngata, he tāngata, he tāngata - It is the people, it is the people, it is the people."

What has struck me the most in my time here is the people.

Significant progress was made on expanding learning, education and development, and creating new opportunities for our workforce to grow their skills and capabilities. New support pathways were introduced to promote a positive and safe workplace where anyone can feel respected, valued, and safe to speak up. We also reinforced our commitment as an organisation that serves all communities, by building cultural competency through education and the introduction of a WFA tohu that represents the mana of our organisation.

From the people who work at WFA and that are at the heart of what we do every day, the agencies and organisations we work closely alongside to achieve better patient outcomes, and to the supporters and partners across all corners of our communities. Each achievement in this report is made possible by your collective efforts that are driven by the shared belief in free, equitable care for all.

Most importantly, these achievements are about the people we have the privilege of being there for in their most vulnerable moments. They are the reason we exist, why we continue to grow, and why we remain dedicated to delivering the best possible care.

Thank you to everyone who has been part of these achievements. Together, we can move our communities to better health.

Ngā mihi,

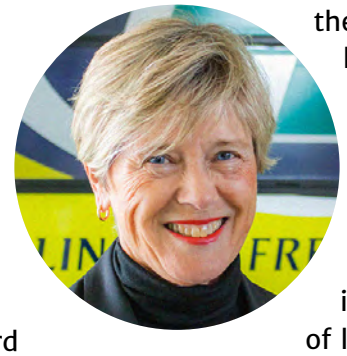
Dan Pallister-Coward
Chief Executive

He aha te mea nui o te ao – What is the most important thing in the world? He tāngata, he tāngata, he tāngata – It is the people, it is the people, it is the people.

From the Board Chair

Kia ora koutou,

It's my privilege, on behalf of the Board, to present Wellington Free Ambulance's 2025 / 2026 Impact Report.



This year marks 13 years since I was first appointed to the Wellington Free Ambulance Board, and six years as Board Chair. Throughout that time, I have seen this organisation continue to grow and change, while remaining loyal to its founding purpose: providing free ambulance services and care to the communities we serve.

This year was the start of a new chapter for Wellington Free Ambulance.

In January 2026, Dan Pallister-Coward was appointed as our new Chief Executive. Dan brings a range of experience from roles within health, emergency services and the not-for-profit sector.

He stood out not only for his professional background but also, for his passion for community and his commitment to building and fostering strong team collaboration, which has already made a positive impact. The Board is excited about the opportunities ahead under his leadership.

We also welcomed Tamlyn Leahy to the Executive Leadership Team as our Chief Financial Officer. Financial sustainability is one of our strategic goals in Kia ora Te Tangata | Strategy 2030, and a critical part in achieving our vision for the future. Tamlyn's appointment is an important step in preparing for the next phase of our organisation's growth.

At a governance level, I would like to acknowledge the guidance and contributions of all the board members who have helped support this essential service. This year, we farewelled board members Ria Earp and Leanne Southey, thanking them for their service and dedication. We were also pleased to welcome Helmut Karewa Modlik and Helen Pocknall to the Board. Both are highly respected leaders who offer extensive governance experience, valuable expertise and a strong connection to community.

This year, as every year, Wellington Free Ambulance's impact can be seen in the thousands of lives touched across the Greater Wellington and Wairarapa region.

Behind every one of these numbers are people, patients and whānau who relied on Wellington Free Ambulance. Providing care - free of charge - to our communities is only possible through many people, including our workforce, volunteers, leadership team, stakeholders, partners, supporters and donors.

On behalf of the Board, I would like to sincerely thank everyone who is involved with Wellington Free Ambulance and for the part you play in the successes shared throughout this report. Whether you provide care on the frontline, support operations behind the scenes, volunteer your time, partner with us or choose to support us through donations – you make a meaningful difference.

As we continue our work towards delivering on Kia ora te Tangata | Strategy 2030 and preparing to celebrate 100 years of service in 2027, I remain proud of all that we have achieved and confident in our people, purpose and future.

Ngā mihi,

Dame Kerry Prendergast
Board Chair

Providing care - free of charge - to our communities is only possible through many people, including our workforce, volunteers, leadership team, stakeholders, partners, supporters and donors.

Wellington Free Ambulance's impact

Tō Kia Ora Te Tangata Whakaaweawe



Emergency Ambulance Service (EAS)

Changing and saving lives through emergency ambulance response.

53,205 ambulance responses

38,163 patients treated and transported for more care

15,042 patients treated at home or in the community

2,265,562 kms collectively travelled

Our highly trained crews and teams are here to help, whatever the emergency. This includes:

Urgent Community Care

Caring for patients at home and in the community. **2,523** responses

Pōneke Promise

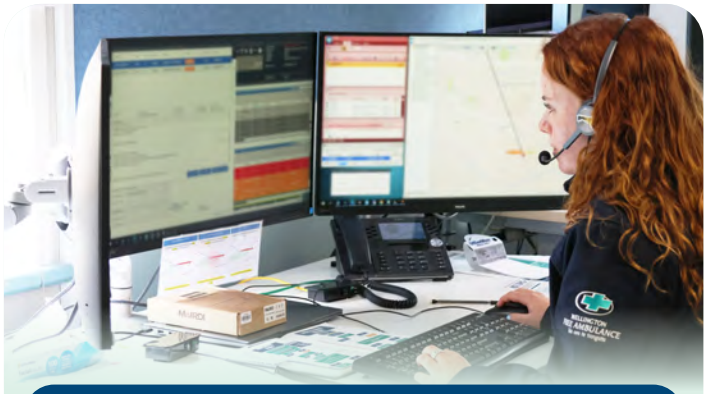
Keeping Wellington City safe in partnership with NZ Police. **329** responses

Co-Response Team

Supporting people in crisis, in collaboration with mental health services and NZ Police. **233** responses

Rescue Squad

Helping those in the most extreme of circumstances. **67** responses



Clinical Communications Centre (CCC)

Help on the end of the phone, answering emergency 111 calls, and dispatching ambulances across the region.

252,308 calls answered

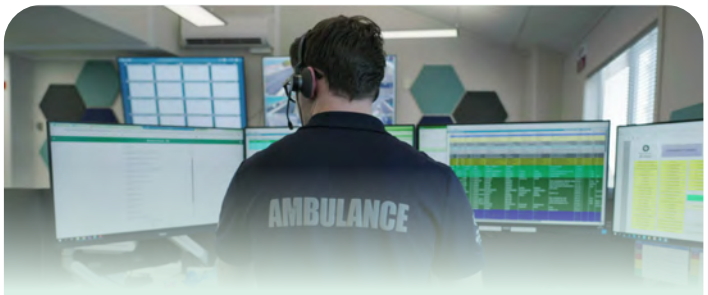
192,030 emergency 111 calls

60,278 non-urgent calls

The Clinical Hub provides telehealth care over the phone, supports triage, and assists crews.

39,381 emergency 111 calls supported by Clinical Paramedic Advisors and clinicians

13,710 calls safely treated over the phone



Where 111 calls came from across our region:

- **31%** Hutt Valley
- **31%** Wellington
- **13%** Kāpiti
- **13%** Porirua
- **12%** Wairarapa

Top five reasons people needed an ambulance:

- Chest pain
- Breathing problems
- Falls
- Fainting / unconscious
- Abdominal pain



Patient Transfer Service (PTS)

Connecting people to care through transfers to and from scheduled health appointments and treatment.

48,661 patient transfers

1,507,395 kms collectively travelled

Top five reasons for patient transfers:

- Dialysis treatment
- Non-emergency transport to hospital or other healthcare providers
- Flight transfers to healthcare providers across the motu
- Residential care transfers
- Hospice transfers



The Lloyd Morrison Foundation Heartbeat programme

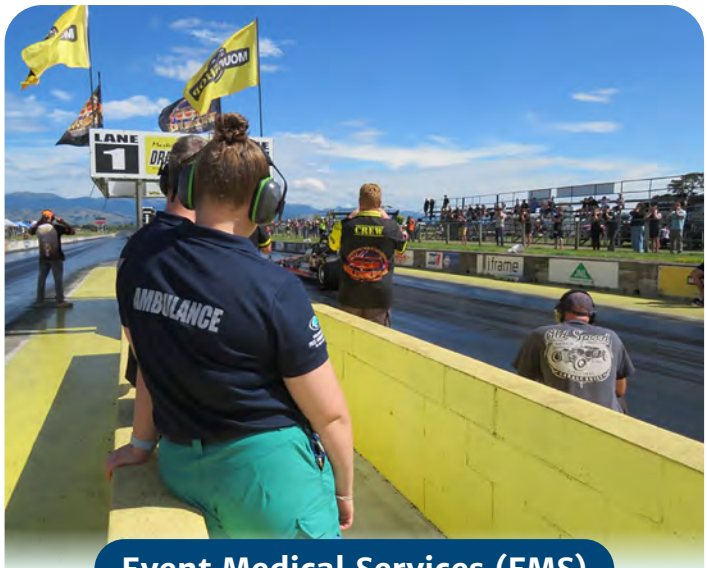
Teaching communities how to perform CPR and use an AED in a sudden cardiac arrest.

8,998 people taught how to perform cardiopulmonary resuscitation (CPR)

248 training courses held

93 automated external defibrillators (AEDs) installed in the community this year

586 public AEDs available across Greater Wellington and Wairarapa

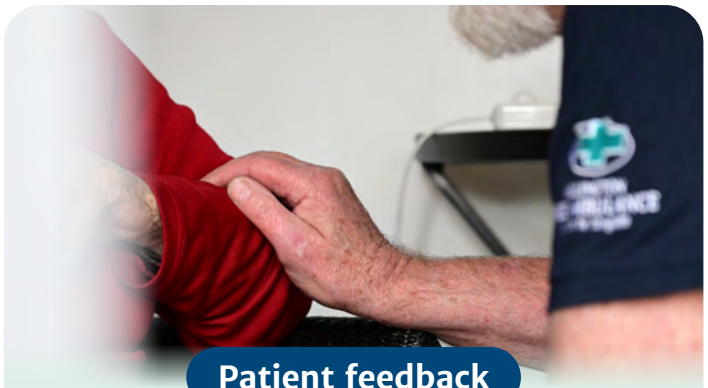


Event Medical Services (EMS)

Keeping communities safe by providing medical services at a range of events across Greater Wellington and Wairarapa.

571 events attended by Wellington Free Ambulance

12,814 collective hours by Event Medics



Patient feedback

People who received care from us agreed or strongly agreed they:

Were satisfied with our services	**98%**
Were treated with kindness and respect	**98%**
Received care sensitive to their cultural needs	**96%**
Felt paramedics did everything to control their pain	**99%**
Found call takers very helpful and reassuring	**87%**

Kia ora te Tangata – Strategy 2030

The whakataukī Kia ora te Tangata was bestowed on Wellington Free Ambulance and translates to *'keep people living'*. This meaning is carried on our vehicles that bring lifesaving and life-changing support every day.

Kia ora te Tangata | Strategy 2030 considers our service as a living system that works together to nourish and sustain our patients and our people.

Our patients are at the heart of everything we do.

They stand in the centre, supported by their whānau and the structures that support their wellbeing (seen in the model Te Whare Tapa Whā). We need to work with our patients, communities and partners in health in order to be successful.

Two strong mountains support this strategy, protecting and supporting the patient: models of care, the way we deliver our services, and our workforce. We need to get these right if we are to succeed.

Equity is a stream that runs throughout.

The whenua that supports these peaks and forms are our strong foundations: finance, infrastructure and systems and insight must be fit for purpose to sustain us.

We will keep this promise to our communities to 2030 and beyond.



Strategic Goals: Summary

1. Ngā tauira manaaki hei whakaea i ngā hiahia o ngā tūroro
   Models of care to meet patient needs

2. He ohu mahi akiaki me te momoho
   A dynamic and thriving workforce

3. Mana taurite
   Equity

4. Toitū ā-pūtea
   Financial sustainability

5. Tūāhanga hāngai ki te kaupapa
   Fit for purpose infrastructure

6. Ngā pūnaha me ngā kitenga atamai ake
   Smarter systems and insights



Strategic Goal 1

Models of care to meet patient needs

Ngā tauira manaaki hei whakaea ngā hiahia o ngā tūroro

We will develop the models we use to deliver care to safely meet increased community need.

Connecting services through the Integrated Operating Model

This year, we completed a discovery phase to understand how we currently operate and where we can make improvements in working better together. A list of recommendations are being considered by the Executive Leadership Team.

Key findings:

- Demand has increased by **12%** since before the pandemic.
- While demand continues to grow, patient needs are also changing, with an increasing number of people requiring access to alternative care pathways rather than transport to an emergency department.
- Differences between information received through 111 calls and what crews encountered on scene highlight the need for diverse crew skills.
- Initiatives to manage seasonal demand are now required year-round.
- Workforce growth has increased the need for more leadership support.

Harnessing partnerships in the Hutt Valley

Wellington Free Ambulance works closely with healthcare providers and other agencies to help patients get the right care, by the right healthcare professional.

This year, Wellington Free Ambulance's diversion programme achieved full regional coverage across Greater Wellington and Wairarapa, with several Hutt Valley general practices joining the initiative.

This allows patients who need medical care but may not require transport to an emergency department to be referred directly to a participating general practice or medical clinic when clinically appropriate.

These partnerships play an important role in connecting patients with community-based care, while reducing pressure on emergency departments and the wider healthcare sector.

Tackling increased community need through enhanced virtual care

Based in the Clinical Hub within Wellington Free Ambulance's Clinical Communications Centre, a team of clinical paramedic advisors help determine the most appropriate response for people who call 111 through telehealth services.

This may be an ambulance response, clinical assessment and support over the phone, or a referral in the community. The team also offers clinical guidance to paramedic crews responding to complex cases.

In the last year:

- **35%** of incidents reviewed by the Clinical Hub were safely managed over the phone.
- Due to the care provided over the phone, an average of **37** ambulance responses each day were able to be safely redirected to other patients in greater clinical need.
- **8.6%** of incidents received the care they needed over the phone or in the community.

Supporting safe communities at events

Events such as Ultra Festival demonstrate that Wellington Free Ambulance's role extends beyond the response of our emergency ambulances.

Ultra Festival attracted more than 26,000 people to Wellington's waterfront in April. Through Event Medical Services, Wellington Free Ambulance established a fully staffed on-site medical centre, bringing together event medics, paramedics, medical directors, and an emergency department nurse to support the event.

During the festival, Wellington Free Ambulance treated 122 patients, with eight needing additional hospital care. By managing patients within the event environment, the Event Medical Services team reduced demand on the Clinical Communications Centre, Wellington Free Ambulance's Emergency Ambulance Service, and Wellington Hospital's Emergency Department.

By delivering high-quality medical care at public events, Event Medical Services help keep communities safe while supporting the resilience of the wider health system.

> The level of planning and professionalism involved clearly made a meaningful difference – not just on the day, but for Wellingtonians who rely on emergency services being available when they need them most.
>
> *– Andrew Little, Mayor of Wellington*





Strategic Goal 2

A dynamic and thriving workforce

He ohu mahi akiaki me te momoho

We will invest in our people, embracing contemporary and dynamic models to develop and retain our workforce.

Supporting a growing workforce through learning, education and development

This year, we strengthened and expanded our learning, education and development opportunities across the organisation to help people in building their skills and capabilities, and support safe clinical practice and career progression.

Strengthening existing learning and development opportunities

- **Skills Days** were expanded with dedicated time for people to practice clinical skills, facilitated by educators.
- **Wellington Free Ambulance's learning system** was upgraded to better engage, support and track learning across the organisation.
- **Study Assistance** was reviewed and refined, offering financial assistance to one-off external study and courses.
- **Induction programmes** were updated to help all new people succeed from their first day.

Expanding learning and career pathways

- **EMPoWeR Learning** is a new programme delivering clinical learning through podcasts, webinars, workshops and resources.
- **Peter Macdonald Scholarship** is a new scholarship offering financial support for people's tertiary study as they start their clinical careers in paramedicine.
- **People Capability Framework** supports career growth, development and progression across Wellington Free Ambulance.
- **Our partnership with the Australasian College of Paramedicine (ACP)** provides paramedics with funded access to education and professional development resources.

> Their educational material is well structured and incredibly relevant. I have found the webinars interesting and informative as well as being a great way to collaborate with others.
>
> *– Australasian College of Paramedicine Feedback*

Creating a positive and supportive workplace

Everyone deserves to feel safe, respected and valued at work, and confident speaking up when something doesn't align with Wellington Free Ambulance's values or Code of Conduct.

Wellington Free Ambulance has a range of policies and support options in place to help create a positive workplace environment.

This year, we focused on ensuring our people understand the different support options available to them.

We also partnered with Fair Way Resolution, an independent organisation that provides a safe, impartial and confidential external channel for our workforce to seek support or raise concerns.

Through Fair Way Resolution, our people can access Kāpehu, an informal workplace coaching service, and Speak Up, a confidential and independent way to raise formal concerns.

These services are self-directed, confidential and available whenever needed, helping to create a workplace where people feel empowered to speak up.

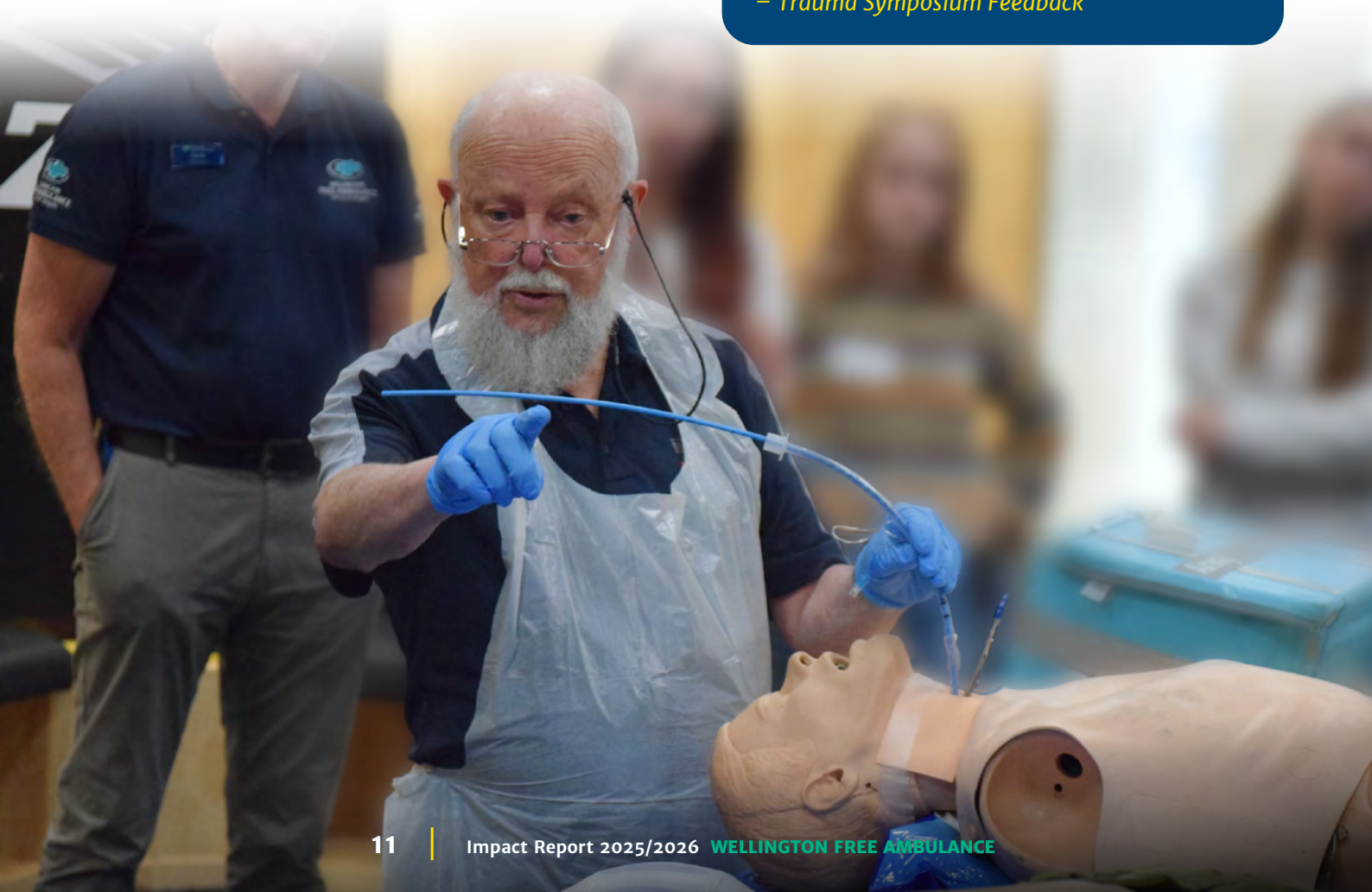
Training in trauma care

As part of our commitment to increasing ongoing education, Wellington Free Ambulance held a trauma care education event for patient-facing personnel.

The event, called the Trauma Symposium, was designed to grow knowledge and practical skills in pre-hospital trauma care. It featured expert presentations, clinical simulations, interactive equipment stations and Q&As.

Collaboration was a central part of the event, bringing together senior clinicians, medical directors and leaders from Wellington Free Ambulance, NZ Police, Te Whatu Ora, and leading researchers. With 208 attendees, the Trauma Symposium was an important way to listen, learn and share expertise, build on our inter-agency relationships and grow understanding of trauma care.

> The key clinical principles are clear, practical, and easily applied in real-world situations. Feedback reflected that participants found the presentation both enjoyable and valuable, reinforcing learning through practical examples and discussion.
>
> *– Trauma Symposium Feedback*





Strategic Goal 3

Equity

Mana taurite

We will operate in a way that uplifts the mana of our communities.

Cultural competency through education

Akoranga | learning is an important way we can ensure services are culturally safe and inclusive.

This year, we offered several learning opportunities to promote cultural competency within the workforce, including:

- Three new learning modules on Te Tiriti o Waitangi, te reo Māori, and health equity in an ambulance setting.
- Several sessions on tikanga in trauma care at Wellington Free Ambulance's Trauma Symposium.
- Several workshops to build understanding of rainbow and takatāpui communities, delivered by InsideOUT Kōaro.
- Online access to all supporting resources and recordings from education events and workshops, including karakia guidance.

Wellington Free Ambulance's Tohu

This year, we introduced the Wellington Free Ambulance tohu. This visual representation of our organisation's purpose, identity and connection to community has been specially created to sit alongside our existing Wellington Free Ambulance brand.

The tohu was created by local Māori ringatoi (artist) Stephen Thorpe and everyone at Wellington Free Ambulance was given the opportunity to contribute to the tohu's creation.

The tohu embodies the spirit of who we are and the community we serve.

The words shared by our people through the consultation process speak of care and compassion, trust and reliability, excellence and professionalism, and above all, community and togetherness.

They reflect the heart of our mahi: people coming together to uplift, protect, and care for one another.



Manaia:

The Kaitiaki (Guardian) embodies our commitment to supporting and caring for the community.



Manawa lines:

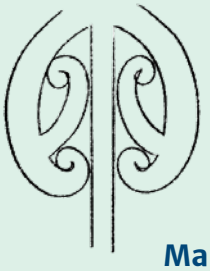
Representing the connections and unity created, and collective strength nurtured within our service.



Ngutukāka:

Representing the flowering of the kākā plant, this tohu symbolises how we help our community continue to grow and blossom through empathy, care and nurturing.





Mangopare:

Used to symbolise the strength, determination and resilience within our service to the community. The mangopare portrays excellence and professionalism.



Taniko:

This weaving design symbolises protection, connection and communication, and portrays how our community can depend on us when needed most.



Strategic Goal 4

Financial sustainability

Toitū ā-pūtea

We will achieve financial sustainability, including service streams and right-sided reliance on fundraising. Contracts will be reflective of real costs, diversified income.

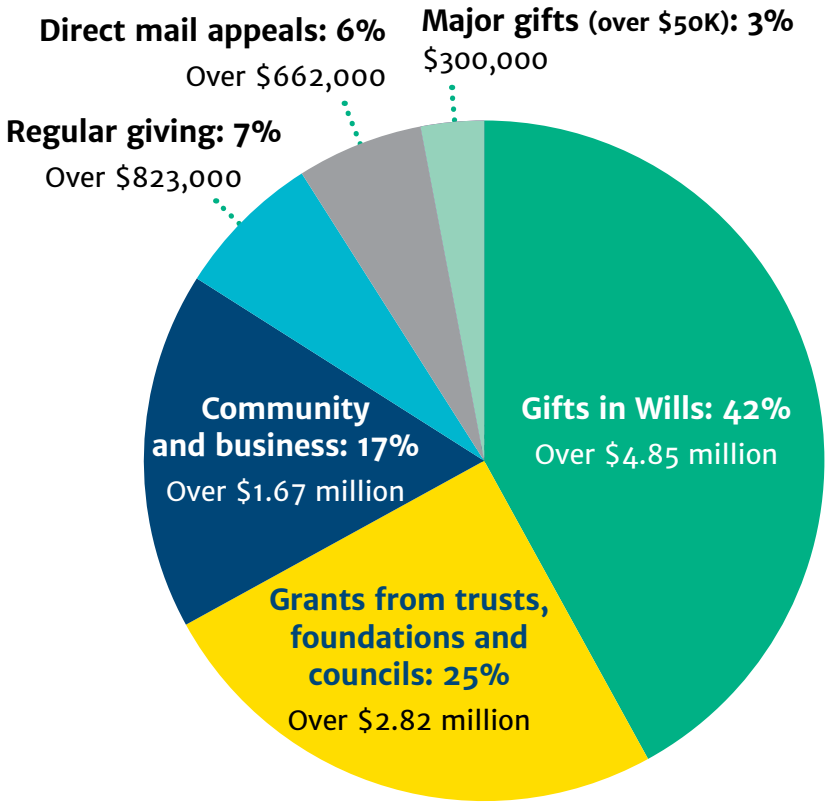
Acknowledging our communities of supporters, donors and funders

We are thankful to everyone who contributes to Wellington Free Ambulance.

Community contributions are essential to keep services free of charge and fund essential items such as stations and facilities, vehicles, and key equipment that crews need to save and change lives every day.

In 2025/2026, the total contribution through a variety of fundraising activities was approximately **$11.14 million.**

Where Wellington Free Ambulance's donations came from (2025/2026 financial year)



Safer and stronger communities thanks to our Cornerstone Partner

Through The Lloyd Morrison Foundation Heartbeat Community CPR Training Programme, we teach people lifesaving cardiopulmonary resuscitation (CPR) skills, where they can locate their nearest community automated external defibrillator (AED), and how to use an AED in an emergency. We also install and maintain a network of public and private AEDs across the region.

2025/2026 programme impact

Taught CPR to

8,998 people aged from 5–87

Delivered

248 CPR courses and events across workplaces, schools, community groups and public events

Maintained

586 public AEDs across the region, including 93 installed this year

Supported approximately

300 private AEDs, including 41 installed this year

The programme is made possible through the generous support of Wellington Free Ambulance's Cornerstone Partner Julie Nevett and The Lloyd Morrison Foundation, which has proudly funded the programme since 2015.

Over the past year, Wellington Free Ambulance AEDs, supported by The Lloyd Morrison Foundation, helped save seven lives, including the programme's youngest survivor, aged 13. Three patients were awake and speaking before crews arrived due to early defibrillation from community AEDs.

Thanks to this ongoing partnership, thousands of people each year gain the confidence and skills to act in an emergency, helping to build safer and stronger communities.

> The presentation was clear, informative and engaging. Wellington Free Ambulance connected wonderfully with our members and your approachable personality really helped put everyone at ease. I'm confident that those who attended now feel equipped with the knowledge and confidence to respond effectively should a situation arise where CPR or use of the AED is required.





Strategic Goal 5

Fit for purpose infrastructure

Tūāhanga hāngai ki te kaupapa

We will create an infrastructure that is sustainable and fit for purpose.

Improving security across Wellington Free Ambulance facilities

To ensure stations and office facilities are safe workplaces for everyone at Wellington Free Ambulance, a series of physical security upgrades were rolled out across the region.

Upgrades were tailored to the needs of each ambulance station or office. They include enhanced CCTV, new gates and fencing, upgraded security lighting, and swipe or fob card entry. Together, these system upgrades will improve security across the organisation.

A future-focused ambulance fleet

Wellington Free Ambulance is focused on enhancing the fleet to best meet the needs of patients, people and services. This year, several specialist vehicles were added to the existing fleet:

- **The Complex Care Ambulance** supports the safe and dignified care of patients with complex needs from across the Wellington region.
- **The Wheelchair Van** can accommodate two patients who are wheelchair users and two ambulatory patients, ensuring we can provide accessible transport for patients with different mobility needs.
- **The Major Incident Support Team (MIST) Vehicle** is a specialist unit available for rapid deployment in a major incident to support ambulance operations, under the command of the ambulance commander. It is an essential response unit in a civil defense or natural disaster event or emergency, or a mass casualty situation.

> Whether responding to medical crises, natural disasters, or large-scale incidents, ambulance teams provide a vital link between the scene of the emergency and the wider health system.
>
> *– Carrie McKenzie, Manager Operational Readiness and Response, WREMO*

- **Six Patient Transfer Service Response Cars** are all plug-in hybrid vehicles. This is one way we can reduce our carbon footprint and create a more sustainable fleet whilst providing safe, comfortable vehicles for transporting patients to and from medical appointments and treatments.
- **The Dual-Stretcher Ambulance** can accommodate two patients in stretchers and four ambulatory patients, increasing the ability to safely transport patients to essential healthcare appointments and treatments.

> Having access to a dual-stretcher ambulance will mean there is less waiting for transfers for our patients, especially those who need to be taken from the Wairarapa to Wellington or come back again. It's important to remember that if you get taken to hospital by helicopter or road ambulance for example after a serious crash, heart attack or something really life threatening – they don't bring you back. If you need to be transferred closer to home to continue your treatment - that's our job. And we want to do that as safely for each patient as possible.
>
> *– Patient Transfer Officer David*





Strategic Goal 6

Smarter systems and insights

Ngā pūnaha me ngā kitenga atamai ake

We will improve integration across systems and better use frontline data insights for greater impact.

Connecting patients to community-based care

With the increase in partnerships with healthcare providers and agencies across the region, a dedicated Alternative Care Pathways tool has been developed.

This tool provides paramedics and clinicians with easy access to referral information and forms to connect patients with the most appropriate support provider beyond ambulance response.

The tool improves the consistency and accuracy of referral information, while making it easier for paramedics to advocate for patients and the support they need.

> I want to say thank you, well done to the staff of many parts of our beautiful, complex health system, and show both my appreciation and absolute respect. This feedback is totally based on my own very recent personal experience presenting as an acute patient.
>
> Everyone involved from the 111 operator, ambulance, helicopter and cardiac staff at Wellington Hospital performed with clockwork effectiveness, efficiency and professionalism. Collectively they were all one team.
>
> When I say one team, they were all not just totally focused on the care of the patient but also gave great support to the family. Follow up was pretty well immediate and within 24 hours after release.
>
> Why do I send this? I wanted to ensure my experiences, which showed a well-oiled dedicated system functioning very well, was acknowledged and appreciated.
>
> *– Patient Feedback*

The Public Safety Network

The Public Safety Network (PSN) is a suite of shared critical communications solutions for New Zealand's frontline emergency services responders, and for the now wider public safety sector, consisting today of cellular and land mobile radio elements.

Together, these technologies provide emergency services with a modern, secure and resilient critical communications ecosystem enabling services to do their jobs, stay safe and support the community.

Wellington Free Ambulance already has priority access and roaming across the Spark and One NZ cellular networks via PSN SIM cards.

This year work has focused on preparing Wellington Free Ambulance to operate on the new secure encrypted digital PSN Land Mobile Radio (LMR) network by installing new devices across fleet and stations. The LMR network is being built as a network of last resort – a radio system designed to work for frontline responders when other systems may not.

Whether responding to a natural disaster or weather event, working in remote areas, or experiencing high network demand, the Public Safety Network solutions are helping ensure Wellington Free Ambulance's people are safe and connected in any situation.



Acknowledging our community of supporters, donors and funders

Cornerstone Partner

We extend a special thank you to our Cornerstone Partner – Julie Nevett and The Lloyd Morrison Foundation.



Credit: Kāpiti Coast District Council



Ambulance donors

Our thanks go to those who've made the extraordinary commitment to help fund a new ambulance or vehicle that will join Wellington Free Ambulance's future fleet.

Estate of Anne Conwell

Estate of Morris Moller

Pearson Family Trust

Sheryll Johnson

The Lloyd Morrison Foundation

Walter and Rana Norwood Charitable Trust

This also includes the following contributors to specialist vehicles within the fleet:

Bob and Dorothy Garratt Family Trust

Carol Tse (No2) Family Trust

Estate of Brian Matthew Carter

Freemasons New Zealand – Westminster Lodge

Hutt Mana Charitable Trust

Pub Charity

The Lion Foundation

Tonks Family Foundation Limited

Business Partners

Every one of our business partners plays a crucial role in keeping the free in Wellington Free Ambulance.

- Jina's World of Fresh Produce
- KPMG
- New World Thorndon
- Roofing Association of New Zealand – Wellington
- Silicon Systems
- Tommy's Real Estate
- Western Mailing
- Z Energy



Support Crew Partners

We're grateful to have the support of organisations across the region who form our dedicated Support Crew.

- AD Architecture
- Allworks
- Blue Star Group (New Zealand)
- Brendon Motors Group
- City Cleaning Services
- Dinosaur Polo Club
- Dovetail Builders
- Flamingo Technologies
- Fulton Hogan
- Highflo Copper Fittings
- Jade Property Management
- KJ & LM Burns Ltd.
- Kleenrite (Wellington) Limited
- Mojo Coffee
- Plumbline
- Roof Wellington
- SDR Electrical
- Specsavers New Zealand
- Spiral Web Solutions
- The Co-operative Bank
- The Featherston Tavern
- The Integral Group Limited
- Ultibend Industries
- Wellington Master Builders Association
- Winstone Aggregates



Grants from Trusts, Foundations and Councils

The following funders, charitable estates and trusts generously contributed grants in support of our vital work in the community.

- 33 Club Trust Board Inc
- Alan and Melvyn Burnet Charitable Trust
- Alan Thomas Foundation Trust
- Aotearoa Gaming Trust
- BEA Trust
- Beatrice and Arthur Wade Charitable Trust
- Bert and May Wilson Charitable Trust
- Bowen Trust
- Brian Whiteacre Trust
- Carol Tse (No2) Family Trust
- Carterton Central Lions Club
- Cenacle Sisters Trust Board
- Dorothy L Newman Charitable Trust
- E M Pharazyn Trust
- Elizabeth Cobb Trust
- Fenix Foundation
- Four Winds Foundation
- Frances Henrietta Muter Charitable Trust
- Freemasons New Zealand – Westminster Lodge
- Gaynor Charitable Nominees Limited
- Grassroots Trust Central
- Greytown Lands Trust
- Heretaunga Bookfest Charitable Trust
- Hutt Mana Charitable Trust
- Ian and Beverley Newton Family Trust
- Johnsonville Charitable Trust
- Kiwi Gaming Foundation Ltd
- Lions Club of Waikanae Inc
- Michael Williams Family Trust
- Mokoia Masonic Perpetual Trust
- New Zealand Community Trust
- Okiwi Trust
- One Foundation
- Paddy Brow Charitable Trust
- Pelorus Trust
- Pub Charity
- Rano Community Trust
- Ray and Vivien Ward Charitable Trust
- Ray Watts Charitable Trust
- Society of Mary Trust Board
- Sybil Lane Charitable Trust
- The Gift Trust
- The Jack Jeffs Charitable Trust
- The Lion Foundation
- The Lloyd Morrison Foundation
- The Mohan Trust
- The Nick Lingard Foundation
- The Trusts Community Foundation
- Tonks Family Foundation Limited
- Walter and Rana Norwood Charitable Trust
- Warren and Anne Plimmer Foundation
- Wigley Family Trust

This includes funding from the following councils:

- Carterton District Council
- Hutt City Council
- Kāpiti Coast District Council
- Masterton District Council
- Porirua City Council
- Upper Hutt City Council
- Wellington City Council

Gifts in Wills

We'd like to acknowledge and thank the people who left a gift in their will to Wellington Free Ambulance.

- Arthur N Button Charitable Trust
- Betty Stoker Charitable Trust
- Bob and Dorothy Garratt Family Trust
- Elva and Graeme Porteous Charitable Trust
- Margaret Ann Tibbles Charitable Trust
- The Estate of Alexander Donald John McClymont
- The Estate of Alfred John Jones
- The Estate of Alison Cook
- The Estate of Alison Margaret Sweetman
- The Estate of Alison Mary Thurlow
- The Estate of Anne Conwell
- The Estate of Brian Matthew Carter
- The Estate of Christine Joy Walsh
- The Estate of Colleen Alice White
- The Estate of Cyril Lindsay Sandars
- The Estate of David Nicholson
- The Estate of Desmond Matthew Hardy
- The Estate of Don Picken
- The Estate of Eric Morris Trott
- The Estate of Fionnuala Mary Smyth
- The Estate of Gerhardus Suurenbroek
- The Estate of Gillian Roberts
- The Estate of Gray Charles Goddard
- The Estate of Gwendolen Esmee Dixon
- The Estate of Hariata Ngaruekiterangi Tahana
- The Estate of Henry Ernst Ward
- The Estate of Jacqueline Dorothy Hudson
- The Estate of Jane Dykes
- The Estate of Janet Allan Whisker Williams
- The Estate of John Christos Gastaris
- The Estate of John Telford O'Sullivan
- The Estate of Judith Margaret Turner
- The Estate of Kathleen St Clair
- The Estate of Kathryn Hamilton
- The Estate of Keith Charles Flinders
- The Estate of Kenneth Alexander Roberts
- The Estate of Kevin John Purcell
- The Estate of M L Donworth
- The Estate of Malcolm Anthony Andrews
- The Estate of Maria Judith Newman
- The Estate of Marjorie Aimee Ellen Todd
- The Estate of Morris Moller
- The Estate of Nanette Levett
- The Estate of Norma Margaret Ashworth
- The Estate of Peter Alfred Hyde
- The Estate of Peter Ferguson MacLean
- The Estate of Peter Greco
- The Estate of Peter Neville Blackwood
- The Estate of Peter Turney
- The Estate of Phylis Toomath
- The Estate of Robert Malcolm McCuish
- The Estate of Rodney William James Bane
- The Estate of Rosaleen Carson
- The Estate of Steven Delfroy George
- The Estate of Suzanne Schiff
- The Estate of Tasman John Cook
- The Estate of Theresa Rosa
- The Estate of Thomas McQuade Berthold
- The Estate of Wendy Frances Bryant
- The Estate of William Blight
- The Estate of William Hanna
- The Kelleher Charitable Trust
- The Norman Francis Paton Charitable Trust
- The Roger Vernon Charitable Trust
- Z and R Castle Memorial Trust

Summary financial statements

COMPLIANCE STATEMENT

Presented on page 24 to 30 are the Summary Financial Statements of the Wellington Free Ambulance Group ("the Group") for the year ended 30 June 2026 which were extracted from the Consolidated Performance Report and were authorised for issue by the Board Members on 21 September 2026. An unmodified audit opinion was issued on the full Financial Statements for the year ended 30 June 2026 on 21 September 2026.

The Consolidated Financial Statements of the Group, have been prepared in accordance with New Zealand Generally Accepted Accounting Practice and they comply with "Not-For-Profit (NFP) accounting standards as appropriate" for a Tier 1 NFP. The Board Members have made an explicit and unreserved statement of compliance with NZ NFP in the notes to its Consolidated Financial Statements.

As the Summary Financial Statements do not include all of the disclosures that are included in the Consolidated Performance Report, it cannot be expected to provide as complete an understanding as produced by the Consolidated Statement of Comprehensive Revenue and Expense, Statement of Financial Position and Statement of Cash Flows of the Group. These Summary Financial Statements are in compliance with PBE FRS-43: *Summary Financial Statements* and the Consolidated Performance Report complies with NFP standards.

The reporting currency is New Zealand Dollars.

SUMMARY STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE

For the year ended 30 June 2026

	Note	2026 $	2025 $
REVENUE RECEIVED			
Revenue from Exchange Transactions		67,959,487	62,314,700
EXPENDITURE INCURRED			
Operational & Administrative Costs		78,701,451	71,682,237
NET SERVICE DELIVERY (DEFICIT) BEFORE DONATIONS AND GRANTS		**(10,741,964)**	**(9,367,537)**
REVENUE/(EXPENDITURE) FROM NON EXCHANGE TRANSACTIONS			
Fundraising and Donations - Non-Capital Items	1	8,144,022	10,626,174
SURPLUS/(DEFICIT) FOR THE YEAR BEFORE CAPITAL DONATIONS		**(2,597,942)**	**1,258,637**

SUMMARY STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE (CONTINUED)

For the year ended 30 June 2026

	2026 $	2025 $
SURPLUS / (DEFICIT) FOR THE YEAR BEFORE CAPITAL DONATIONS from previous page	**(2,597,942)**	**1,258,637**
REVENUE FROM NON EXCHANGE TRANSACTIONS - CAPITAL DONATIONS		
Donations - General Capital Items	4,556,209	1,776,012
Donations - Wairarapa Station Build	2,840	2,540,378
SURPLUS FOR THE YEAR	**1,961,106**	**5,575,027**
Share of Surplus of Equity-Accounted Investment	205,488	163,950
OTHER COMPREHENSIVE INCOME		
Investment Revaluation Surplus for the Year	1,273,966	1,283,960
TOTAL COMPREHENSIVE INCOME	**3,440,560**	**7,022,938**

Approved on behalf of the Board:

DIRECTOR .....
Dame Kerry Prendergast DNZM JP
Dated: 22 September 2026

DIRECTOR .....
Alan Isaac CNZM
Dated: 22 September 2026

SUMMARY CONSOLIDATED STATEMENT OF FINANCIAL POSITION

as at 30 June 2026

	2026 $	2025 $
CURRENT ASSETS		
Cash and Bank Balances	10,355,682	9,943,072
Trade and Other Exchange Receivables	1,612,650	2,171,278
Inventory	1,386,933	1,471,763
	13,355,265	**13,586,113**
NON CURRENT ASSETS		
Investments and Equity Accounted Investment	20,932,580	19,696,045
Property, Plant and Equipment and Intangibles	25,932,807	22,240,539
TOTAL ASSETS	**60,220,652**	**55,522,697**
CURRENT LIABILITIES	(14,865,303)	(14,232,710)
NET ASSETS	**45,355,349**	**41,289,987**
ACCUMULATED FUNDS		
Capital Funds	42,732,304	39,785,880
Investment Revaluation Reserve	2,623,045	1,504,107
TOTAL ACCUMULATED FUNDS	**45,355,349**	**41,289,987**

SUMMARY STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2026

	Accumulated Comprehensive Revenue & Expense $	Investment Revaluation Reserve $	Total Equity $
BALANCE AS AT 1 JULY 2024	**27,036,175**	**7,159,140**	**34,195,314**
Total Comprehensive Revenue and Expense	7,022,937	–	**7,022,937**
Adjust for Available for Sale Revaluation Surplus for the Year	(1,283,961)	1,283,961	–
Disposal of Investments	7,010,729	(6,938,994)	**71,736**
CLOSING BALANCE AS AT 30 JUNE 2025	**39,785,880**	**1,504,107**	**41,289,987**
Total Comprehensive Revenue and Expense	3,440,560	-	**3,440,560**
Adjust for Available for Sale Revaluation Surplus for the Year	(1,273,966)	1,273,966	-
Disposal of Investments	779,831	(155,028)	**624,803**
CLOSING BALANCE AS AT 30 JUNE 2026	**42,732,304**	**2,623,045**	**45,355,349**

SUMMARY STATEMENT OF CASH FLOWS

For the year ended 30 June 2026

	2026 $	2025 $
Net Cash Flow from Operating Activities	3,942,960	4,172,563
Net Cash Flow from Investing Activities	(3,530,350)	(1,043,686)
NET (DECREASE) / INCREASE IN CASH HELD	**412,610**	**3,128,877**
OPENING CASH AND DEPOSITS BALANCE	**9,943,073**	**6,814,195**
CLOSING CASH AND DEPOSITS BALANCE	**10,355,683**	**9,943,073**

NOTES TO THE SUMMARY FINANCIAL STATEMENTS
For the year ended 30 June 2026

NOTE 1: REVENUE FROM NON EXCHANGE TRANSACTIONS

Included in Revenue from Non Exchange Transactions are the following:

	2026 $	2025 $
GRANTS FROM LOCAL BODIES		
Hutt City Council	119,846	119,846
Kāpiti Coast District Council	26,528	26,528
Porirua City Council	64,874	63,907
Upper Hutt City Council	40,000	37,200
Wellington City Council	106,507	104,215
Masterton District Council	30,882	30,276
Carterton District Council	8,500	5,000
South Wairarapa District Council	–	30,114
TOTAL GRANTS FROM LOCAL BODIES	**397,137**	**417,086**
Bequests	4,242,020	–
Goods and Service In Kind	169,723	–
Donations and Appeals	3,335,142	–
TOTAL NON-EXCHANGE REVENUE	**8,144,022**	**417,086**

SUMMARY CONSOLIDATED STATEMENT OF SERVICE PERFORMANCE
For the year ended 30 June 2026

Our Purpose – Why we exist

Wellington Free Ambulance (WFA) exists to deliver an ambulance service that excels in emergency response and clinical communications, underpinned by proactive partnerships to deliver equitable health and wellbeing outcomes for our community.

WFA has been a part of Aotearoa New Zealand's healthcare system for nearly 100 years. In 1927, Sir Charles Norwood had the vision to create an equitable and accessible health service, where emergencies should cost neither lives nor money. It is our privilege to honour this legacy as the only emergency ambulance service for the Greater Wellington and Wairarapa region.

This is done through the WFA Service (Service) with financial support from the WFA Trust (Trust). Collectively, our organisation is a consolidated entity called the WFA Group (Group). For further information on our organisation's vision, purpose, values and strategic goals please refer to WFA's Kia ora te Tangata | Strategy 2030 or to our annual impact report.

Our Services – How we achieve our purpose

- **Emergency Ambulance Service (EAS):** Our highly trained paramedics and first responders provide emergency pre-hospital care to anyone who needs us across Greater Wellington and Wairarapa. They are constantly on the move and work closely with other emergency services and the wider healthcare sector to ensure they're in the best position to respond to time critical emergencies, wherever and whenever they're needed to provide life-saving care.
- **Clinical Communications Centre (CCC):** WFA operates one of three ambulance communications centres in Aotearoa New Zealand. Our CCC based in Thorndon is staffed by emergency medical dispatchers and call takers, responsible for answering 111 calls across the country and dispatching ambulances across the region.
- **Patient Transfer Service (PTS):** PTS helps people on their healthcare journey, such as transferring patients to scheduled treatments and appointments, supporting transitions between hospital and aged care facilities, or to and from a Hospice Inpatient Unit.
- **Event Medical Services (EMS):** EMS provides a range of medical services at events, specifically tailored to ensure attendees are safe and well-cared for. This includes a team with a wide range of skills and qualifications, and who are directly connected to CCC and WFA's Clinical Hub, with support from EAS.
- **The Lloyd Morrison Foundation Heartbeat Programme:** Through The Lloyd Morrison Foundation Heartbeat Programme, WFA teaches our communities the crucial cardiopulmonary resuscitation (CPR) skills that can help them save a life, free of charge. The Lloyd Morrison Foundation Heartbeat Programme also maintains a network of public automated external defibrillators (AEDs) across the region, looking after their registration, installation, and maintenance.

Our Strategy – Our goals to achieving our mission

Kia ora te Tangata | Strategy 2030 has been created to position us for the future. The six goals are reflective of the areas we must focus on to ensure our service; our people and our organisation are prepared to meet the needs of our current and future communities and workforce.

1. **Models of Care to Meet Patient Needs | Ngā Tauira Manaaki hei Whakaea i Ngā Hiahia o Ngā Tūroro:**
   We will develop the models we use to deliver care to safely meet increased community need.
2. **A Dynamic and Thriving Workforce | He Ohu Mahi Akiaki me te Momoho:**
   We will invest in our people, embracing contemporary and dynamic models to develop and retain our workforce.
3. **Equity | Mana Taurite:**
   We will operate in a way that uplifts the mana of our communities.
4. **Financial Sustainability | Toitū ā-Pūtea:**
   We will achieve financial sustainability, including service streams, and right-sided reliance on fundraising. Contracts reflective of real costs, diversified income.
5. **Fit for Purpose Infrastructure | Tūāhanga hāngai ki te kaupapa:**
   We will create an infrastructure that is sustainable and fit for purpose.
6. **Smarter Systems and Insight | Ngā pūnaha me ngā kitenga atamai ake:**
   We will improve integration across systems and better use frontline data insights for greater impact.

Our Standards and Measures – How we track our progress

WFA's Emergency Ambulance and Clinical Communications Centre services are primarily funded through Health New Zealand | Te Whatu Ora's National Ambulance Team. The Ambulance Team commission our emergency ambulance services on behalf of Health New Zealand | Te Whatu Ora (HNZ) and the Accident Compensation Corporation (ACC).

Each quarter, we report to HNZ's Ambulance Team on our operational performance and patient experience. They align with our organisation's quality standards and form part of our contract for services with funders.

We also report on our organisational performance to ensure the ongoing sustainability of services.

A full disclosure Statement of Service Performance (SSP) can be found on the Charities Services website. For the purposes of this Summary Consolidated Statement of Service Performance, we have focused on the 2 key measures that we report quarterly to the Ambulance Team for Operational Performance and Patient Experience.

Operational Performance

MEASURE - AMBULANCE RESPONSE TIMES

WFA measures our ambulance response times to time-critical incidents. These are measured against national targets set by HNZ and ACC. Purple incidents are immediately life-threatening or time-critical, red incidents may be urgent and serious but not immediately life-threatening.

Measure	ACTUAL 2026	TARGET 2026	ACTUAL 2025	TARGET 2025
Urban **PURPLE** incidents reached in 6 minutes	64%	50%	66%	50%
Urban **PURPLE** incidents reached in 12 minutes	97%	95%	97%	95%
Urban **RED** incidents reached in 8 minutes	36%	50%	39%	50%
Urban **RED** incidents reached in 20 minutes	87%	95%	85%	95%
Rural **PURPLE** incidents reached in 10 minutes	72%	50%	78%	50%
Rural **PURPLE** incidents reached in 25 minutes	94%	95%	100%	95%
Rural **RED** incidents reached in 12 minutes	41%	50%	42%	50%
Rural **RED** incidents reached in 35 minutes	97%	95%	96%	95%

Note: *There has been a change to how some incidents are counted in response time reporting. Previously, incidents that were initially classified as PURPLE or RED but later downgraded to a lower priority were still counted. This year, those incidents are counted based on their final priority level. Prior year results have not been updated to reflect this change. This should be noted when comparing with previous years.*

There are many complex and nuanced factors that can contribute to ambulance response times. These response statistics demonstrate a continuing trend of increased pressure in the healthcare sector, which has contributed to significant increases in job volume, complexity, and demand for ambulance services.

WFA are constantly striving to ensure that we get to time critical patients as quickly as possible and can safely continue meeting increased community needs. Our focus has been exploring how we can adapt our models of care and partnering with community and health services to ensure people get the right care, at the right time, and by the right healthcare professional.

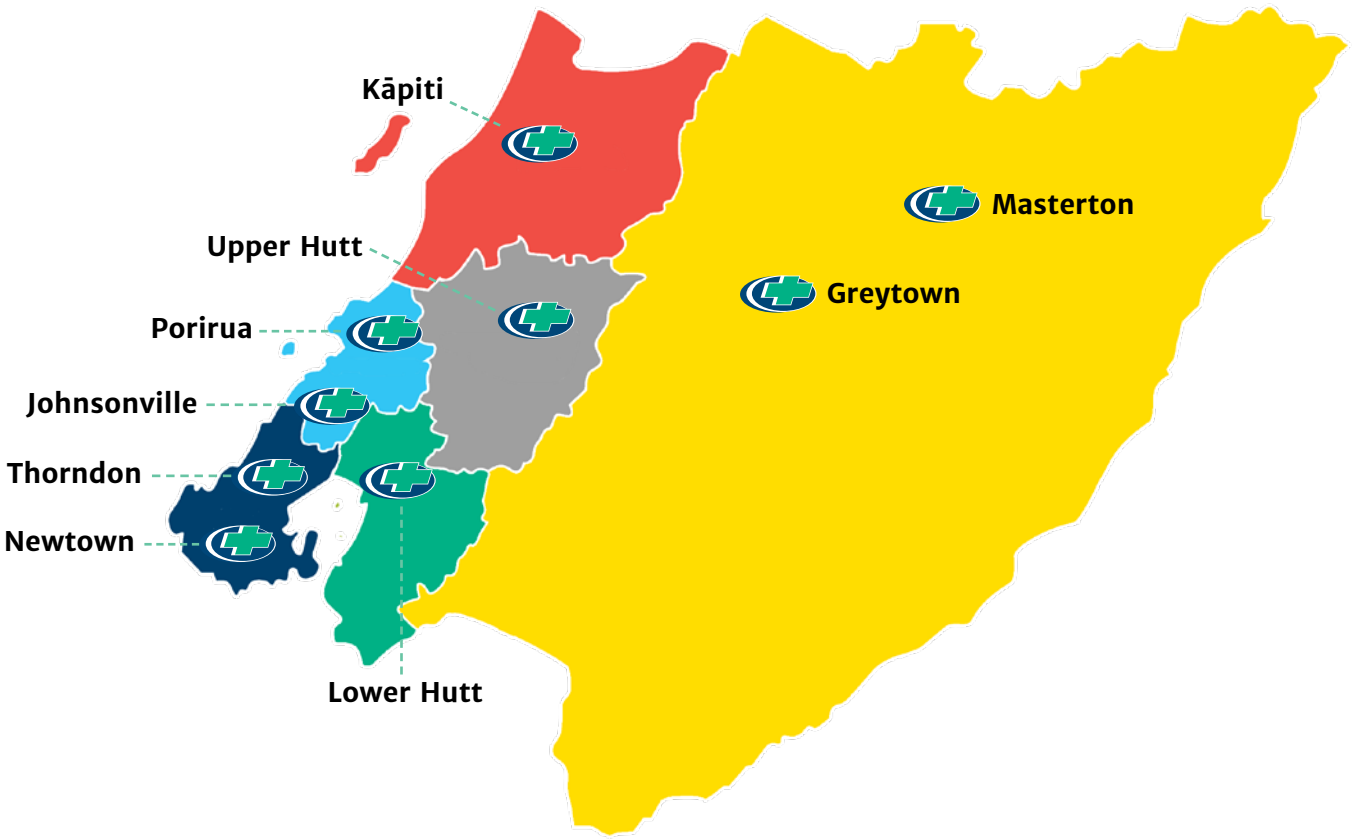
MEASURE – EMERGENCY 111 CALLS

Emergency 111 calls are often the first step in a person's healthcare journey, and they provide critical insights into community need. Information gathered through these calls, including ambulance demand, call volumes, patient demographics, locations and clinical presentations, helps WFA to understand who is using our services, when and where demand occurs, and how we can plan and deliver services to meet current and future community needs.

Measure	ACTUAL 2026	TARGET 2026	ACTUAL 2025	TARGET 2025
% of callers who report being highly satisfied with the overall experience.	93%	>80%	85%	>80%
% EAS resolved by clinical telephone advice.	9%	>7%	6%	>7%

WFA has focused on how we can deliver community-based care through telehealth services and an expanded Clinical Hub. Using their experience, clinical judgement and digital tools, the Clinical Hub identifies emergency 111 calls that may need further investigation. They determine the best response, or whether a patient can receive the care and support they need over the phone, or through a referral elsewhere. This has supported WFA in safely treating patients over the phone, improving triage accuracy and matching our resources to those who need them.

We are constantly on the move to ensure patients get the right care at the right time, with nine ambulance stations across Greater Wellington and Wairarapa.



Independent Auditor's Report

To the Members of Wellington Free Ambulance Service (Incorporated)

Report on the summary consolidated financial report

Opinion

In our opinion, the accompanying summary consolidated financial report of Wellington Free Ambulance Service (Incorporated) on pages 24 to 27:

i. has been correctly derived from the audited consolidated financial report for the year ended 30 June 2026; and

ii. is a fair summary of the consolidated financial report in accordance with Public Benefit Entity Financial Reporting Standard 43 ('PBE FRS 43') Summary Financial Statements (**PBE FRS 43 Summary Financial Statements**).

The accompanying summary consolidated financial report comprises:

- the summary consolidated statement of financial position as at 30 June 2026;
- the summary consolidated statements of comprehensive revenue and expense, changes in equity and cash flows for the year then ended; and
- the summary consolidated statement of service performance on pages 27 to 30.

Basis for opinion

We conducted our audit in accordance with International Standard on Auditing (New Zealand) 810 (Revised) Engagements to Report on Summary Financial Statements (**ISA (NZ) 810 (Revised)**).

We are independent of Wellington Free Ambulance Service (Incorporated) in accordance with Professional and Ethical Standard 1 International Code of Ethics for Assurance Practitioners (Including International Independence Standards) (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (**IESBA Code**), and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

Other than in our capacity as auditor we have no relationship with, or interests in, Wellington Free Ambulance Service (Incorporated).

Summary consolidated financial report

The summary consolidated financial report does not contain all the disclosures required for a full consolidated financial report under Public Benefit Entity International Public Sector Accounting Standards (PBE Standards). Reading the summary consolidated financial report and the auditor's report thereon, therefore, is not a substitute for reading the audited consolidated financial report of Wellington Free Ambulance Service (Incorporated) and the auditor's report thereon. The summary consolidated financial report and the audited consolidated financial report do not reflect the effects of events that occurred subsequent to the date of our audit report on the consolidated financial report.

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Document classification: **KPMG Public**

KPMG

Use of this independent auditor's report

This independent auditor's 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 the independent auditor's report and for no other purpose. To the fullest extent permitted by law, none of KPMG, any entities directly or indirectly controlled by KPMG, or any of their respective members or employees, accept or assume any responsibility and deny all liability to anyone other than the Members for our audit work, this independent auditor's report, or any of the opinions we have formed.

Responsibilities of the Governance Board for the summary consolidated financial report

The Governance Board, on behalf of Wellington Free Ambulance Service (Incorporated), are responsible for:

- the preparation and fair presentation of the summary consolidated financial report in accordance with PBE FRS 43 Summary Financial Statements; and
- implementing necessary internal control to enable the preparation of a summary consolidated financial report that is correctly derived from the audited consolidated financial report.

Auditor's responsibilities for the summary consolidated financial report

Our responsibility is to express an opinion on whether the summary consolidated financial report is a fair summary of the audited consolidated financial report based on our procedures, which were conducted in accordance with ISA (NZ) 810 (Revised).

We expressed an unmodified audit opinion on the consolidated financial report in our audit report dated 21 September 2026

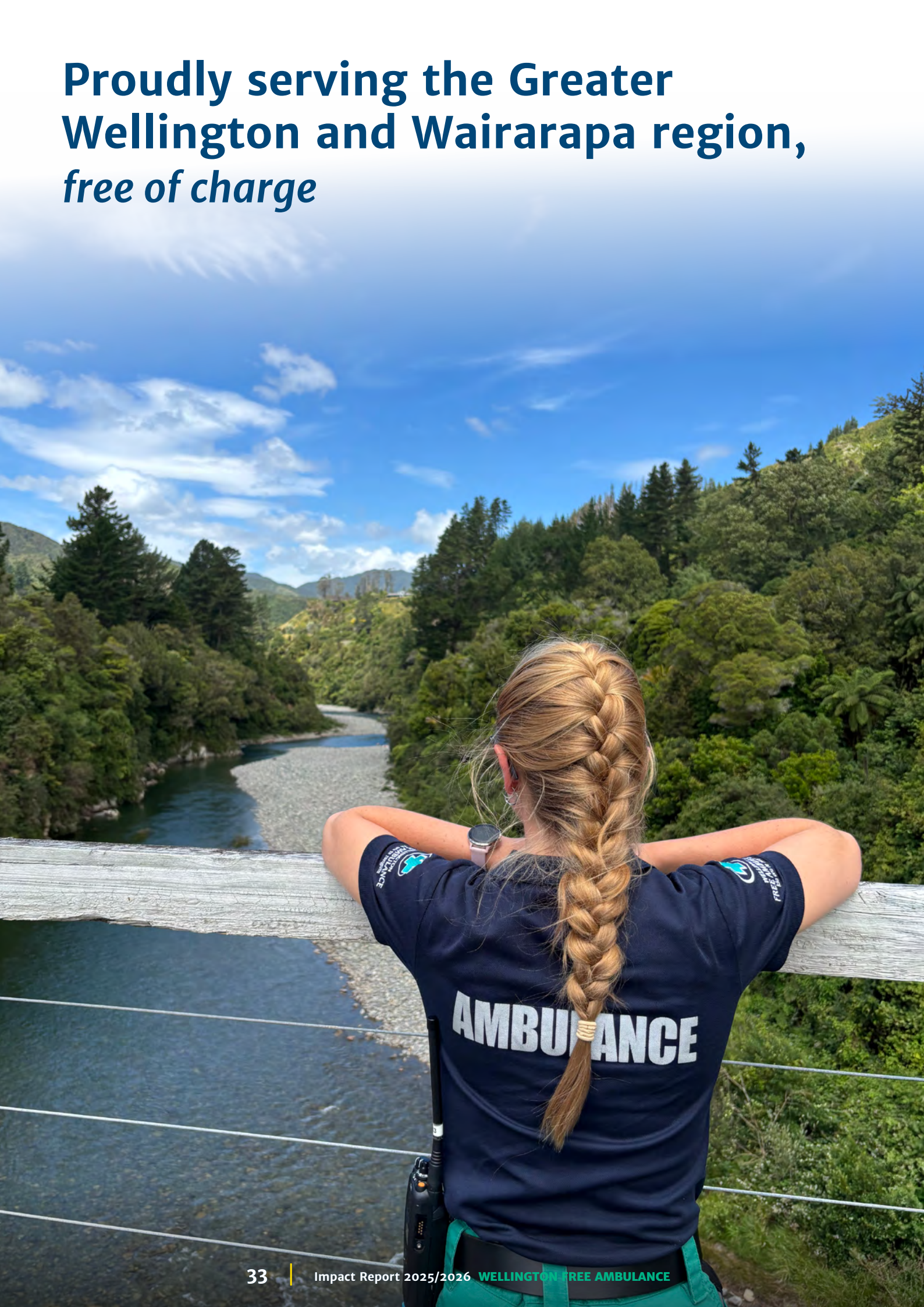
For and on behalf of:

KPMG

Wellington

22 September 2026

Proudly serving the Greater Wellington and Wairarapa region, *free of charge*





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FREE AMBULANCE
kia ora te tangata

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