West Coast Regional Council

Annual Report 2025 – 2026

WEST COAST
REGIONAL COUNCIL

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Message from the Chair

The past year has had challenges and opportunities for governance of our stunning region. Your councillors have remained focused on delivering practical outcomes for our communities while maintaining strong governance, financial discipline, and a clear commitment to protecting the West Coast's natural environment.

It was a year of transition. Following the 2025 local government elections, Council welcomed new elected members and undertook a comprehensive induction programme to ensure all councillors were well prepared to fulfil their governance responsibilities. The renewed Council brings fresh perspectives, while continuing the long-standing commitment to transparent decision-making, accountability, and service to the people of the West Coast.

The past year has highlighted the importance of resilience. Across the region, we continued significant investment in flood protection, hazard management, and emergency preparedness. Work on major flood protection programmes in Westport, Greymouth, Hokitika and Franz Josef reflects Council's commitment to protecting lives, property, critical infrastructure, and economic activity in the face of increasing weather and climate-related risks. Alongside these physical investments, improvements to flood warning systems, natural hazard information, and emergency management capability have strengthened our preparedness for the future.

During the year, Council expanded the scientific evidence base that underpins decision-making through environmental monitoring, technical assessments, and the publication of updated environmental reporting. The review of the Regional Pest Management Plan, continued biosecurity surveillance, support for catchment groups, and community-led restoration initiatives demonstrate the strength of partnership approaches to environmental management. These efforts are helping to ensure the natural resources upon which our communities, culture, and economy depend remain healthy and resilient for future generations.

Council continued to fulfil its regulatory responsibilities in a changing national policy environment. The ongoing reform of the resource management system has created uncertainty across local government, requiring adaptability and careful stewardship of resources. While some planning programmes have been paused pending legislative direction, Council has remained focused on delivering effective consenting, compliance, and environmental protection functions while preparing for future reforms.

Financially, the year reinforced the importance of prudent management. Council continued to invest in critical infrastructure and services while maintaining a strong focus on value for money and long-term sustainability. Our commercial activities and investment portfolio contributed to our overall financial position, helping reduce pressure on ratepayers while supporting delivery of essential services. As always, we remain mindful of the financial challenges facing households, businesses, and communities across the Coast.

This report demonstrates solid organisational performance. Most of our key performance measures were achieved, reflecting the dedication and professionalism of staff across the organisation. Where targets were not fully met, Council is committed to learning from those results and making the improvements necessary to continue raising our performance.

I would like to acknowledge the dedication of our councillors, Chief Executive Darryl Lew, and the entire Council team. I also thank our partners, including Poutini Ngāi Tahu, territorial authorities, community organisations, government agencies, and the many West Coast residents who contribute their time, expertise, and passion to strengthening our region.

The challenges facing local government are significant. Climate change, infrastructure resilience, environmental protection, economic development, and regulatory reform will all require careful leadership and sound decision-making. However, the West Coast has always demonstrated resilience, innovation, and a strong sense of community. Council is well positioned to build on the progress of the past year and continue working towards a thriving economy, a healthy natural environment, and resilient communities.

By working together we continue to create positive outcomes for the West Coast and ensure ours is a region where people, communities, and businesses can thrive.

Colin Smith Chair, West Coast Regional Council

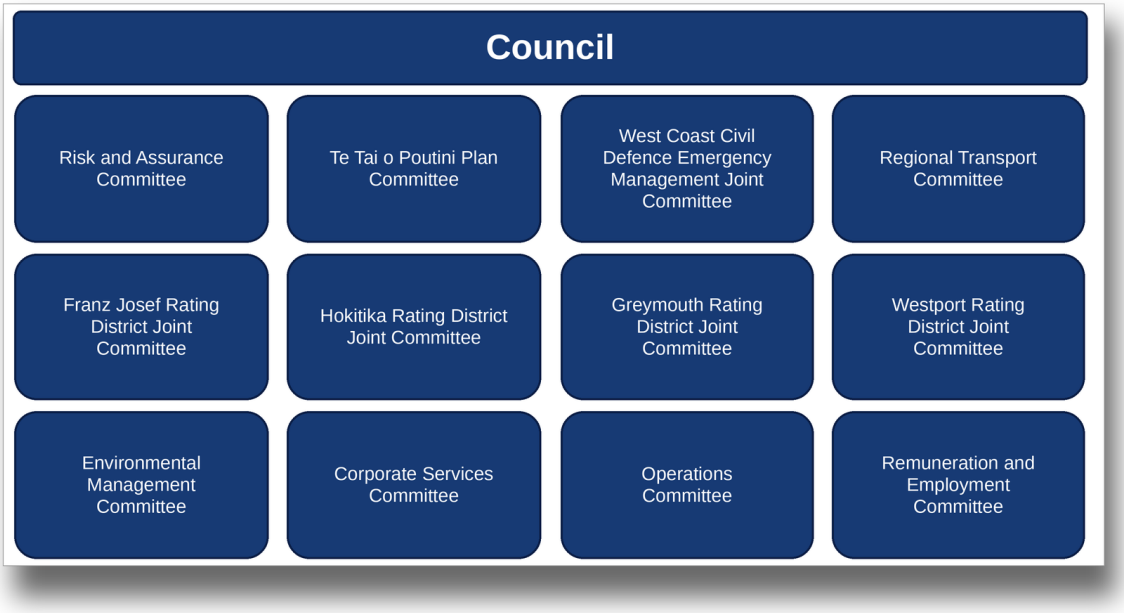
West Coast Regional Councillors
Back row: Andy Campbell, Ashley Cassin, Allan Birchfield, Chris Coll
Front row: Peter Ewen, Colin Smith (Chair), Mark McIntyre (Deputy Chair)

Councillors over the past 12 months

West Coast Regional Council	
WCRC from 01 July 2025 until 16 October 2025	**Chair:** Peter Haddock **Buller Constituency** Chris Coll, Mark McIntyre **Grey Constituency** Allan Birchfield, Peter Ewen, Brett Cummings **Westland Constituency**: Andy Campbell
WCRC from 17 October 2025 to 30 June 2026	**Chair:** Colin Smith **Buller Constituency** Chris Coll, Mark McIntyre **Grey Constituency** Allan Birchfield, Peter Ewen, **Westland Constituency** Andy Campbell, Ashley Cassin

Council committee structure

The committee structure adopted by this Council supports effective, open and transparent governance. It also separates decision-making on regulatory responsibilities from decision-making on non-regulatory responsibilities.



Governance

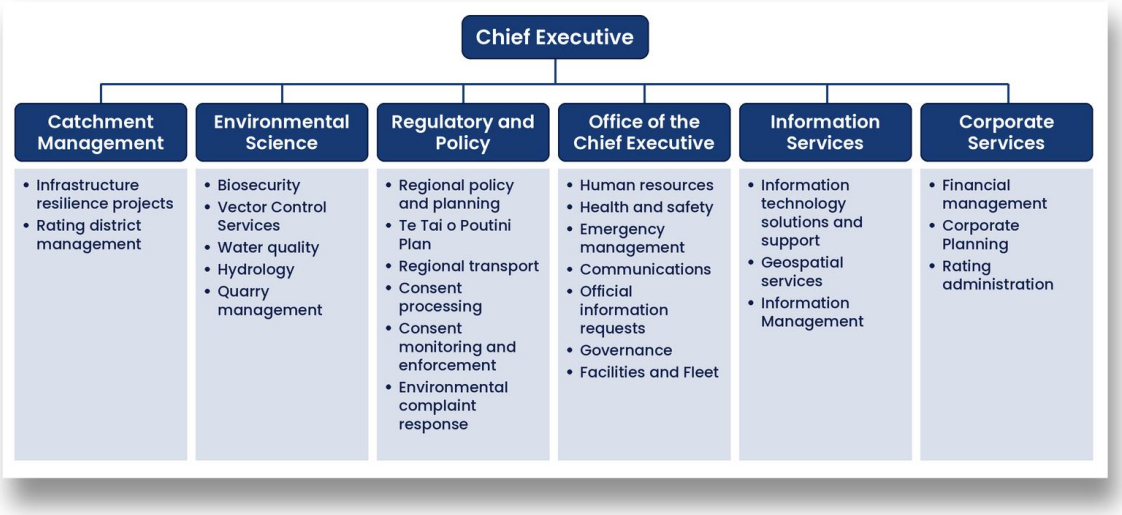
Councillors are elected by the community at local body elections every three years. The next election is scheduled for October 2028. Councillors focus on setting strategy and policy through the long-term and annual plans together with ongoing governance of activities through the Council committee structure.

Governance statement

Under the Local Government Act 2002 (LGA) Council is required to produce a new Governance Statement within six months of every triennial election. This document is available on the Council's website and includes information about the following:

- Functions, responsibilities, and activities of the local authority
- Details of any local legislation
- Bylaws of a local authority
- The electoral system used and the opportunities to change it
- Representation arrangements
- Councillors' roles and conduct
- Governance structures, membership, and delegations
- Meeting processes
- Consultation policies
- Policies for liaising with Māori
- Management structure and relationship between management and elected members
- Equal Employment Opportunity Policy
- Key planning & policy documents and the process for their development and review
- Public access to Council and elected members
- Process for requesting official information

Organisational structure



Working together with Māori

Te Rūnanga o Ngāti Waewae and Te Rūnanga o Makaawhio are the Ngāi Tahu rūnanga which are kaitiaki for Te Tai Poutini/West Coast. They are collectively referred to as Poutini Ngāi Tahu.

The foundation of Council's relationship with Poutini Ngāi Tahu is the Mana Whakahono ā Rohe (Iwi Participation Arrangement). In October 2020 representatives of Te Rūnanga o Ngāti Waewae, Te Rūnanga o Makaawhio, Te Rūnanga o Ngāi Tahu, and WCRC came together at Arahura Marae for New Zealand's first signing of such an arrangement. It sets out a framework for iwi and Council to work together on processes and protocols for the future and is an expression of the strong relationship between the parties.

Local government elections and council induction: honouring the relationship with Poutini Ngāi Tahu

Following the October 2025 local government elections, Council welcomed a new intake of elected members. A thorough induction process was held to ensure new councillors were well equipped to take up their governance responsibilities.

A series of dedicated workshops covering the full scope of Council business were held including one at Arahura Marae. This provided an opportunity to ensure councillors were grounded in the Mana Whakahono ā Rohe agreement, and its importance to Council's work, from the start of their term.

Statement of compliance and responsibility

The Council and management of the West Coast Regional Council confirm compliance with all statutory requirements for the Annual Report, as set out in the Local Government Act 2002.

Responsibility

The Council and management of the West Coast Regional Council accept responsibility for the preparation of the annual financial statements and the judgements used in them.

The Council and management of the West Coast Regional Council accept responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In the opinion of the Council and management of the West Coast Regional Council, the annual financial statements for the year ended 30 June 2026 fairly reflects the financial position and operations of the West Coast Regional Council.

West Coast Regional Council hereby confirms that all statutory requirements contained in the Local Government Act 2002, in relation to the Annual Report 2025 - 2026 have been complied with.

Colin Smith

Chairman

Date: 27 October 2026

Darryl Lew

Chief Executive

Date: 27 October 2026

Notes for readers

Intended levels of service, performance measures and targets

This Annual Report provides performance information on the Year 2 targets set out in the West Coast Regional Council Long-term Plan 2024-2034 (LTP).

Detail of performance achieved against each level of service is provided in the relevant section of this performance report. The levels of service set out in the LTP have been selected as key indicators, sufficient to allow all-of-Council performance to be meaningfully assessed. Some of the levels of service have targets with a 100% achievement requirement. In such cases, any deviation from this requirement is reported as a 'fail'; there is no allowance of variance. Likewise, where external influences result in the target not being achieved, this is likewise reported as a 'fail'. Evidence has been provided for external audit on all reported performance.

Long-term Plan 2024-2034 commitments

In addition to the levels of service, performance measures and targets, the LTP sets out commitments to be delivered during the lifespan of that plan. This Annual Report provides an update on performance against those commitments in Year 3 of the LTP.

Reporting on Financial Performance

This Annual Report provides a comprehensive and audited set of accounts. Financial information is presented after each of the five activities, together with whole of council financial performance information, and the statement of accounts, including notes.

Common asset information

All groups of activities use day-to-day operational assets (buildings, motor vehicles, plant and equipment, office furniture and computer equipment). The Council maintains sufficient operational assets to undertake its activities. The operational assets are maintained to sufficient service levels to enable staff to complete their duties safely, efficiently, and effectively. All maintenance budgets are included in Council's operational expenses.

Next section: How to read the reported non-financial performance

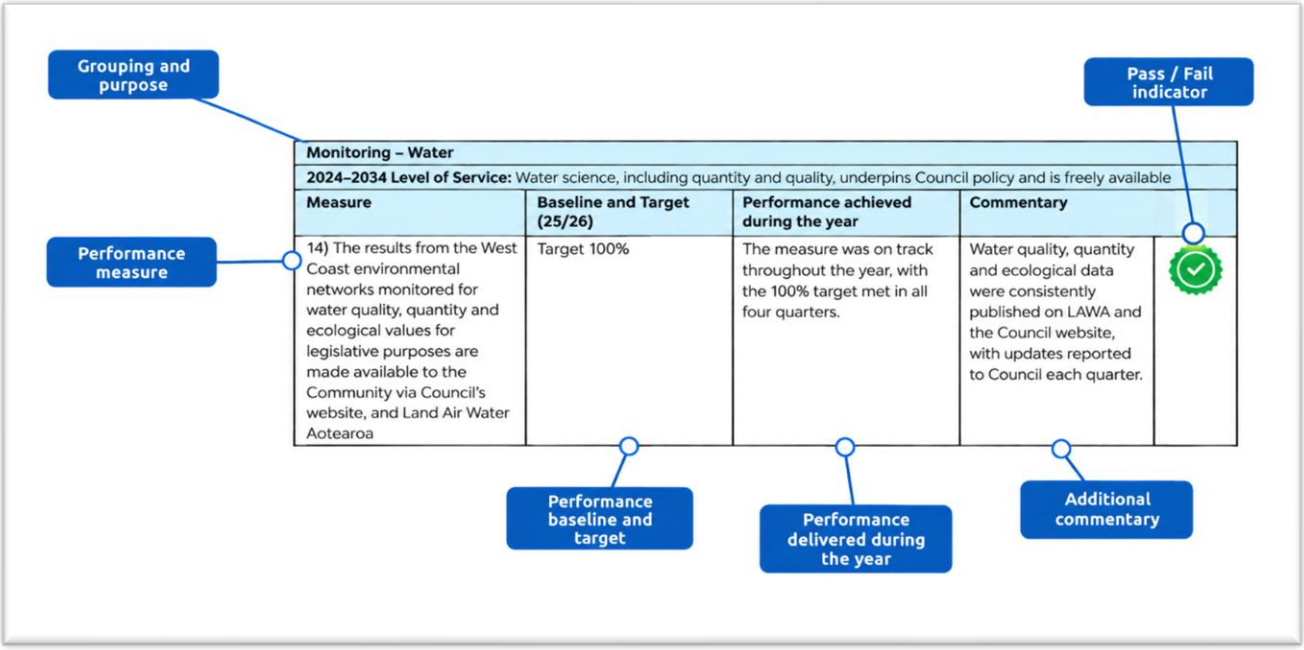
Under the Local Government Act 2002, Council is required to aggregate and report financial and non-financial information in groups of activities. The 2024-2034 LTP establishes five activities, and this Annual Report is formatted to clearly report against each of those activities.

To support reader understanding of these activities, context has been provided. This context allows readers to see how each activity enables WCRC to deliver a thriving economy, healthy natural environment and support the West Coast community.

To enable effective reporting on performance against each of the activities, the LTP established 30 non-financial performance measures spread across the activities as a whole. This Annual Report provides information about each measure, including the target, and summarises end-of-year performance. An example is provided below.

Note: The 30 non-financial performance measures are not intended to enable a report on all work delivered for the community by WCRC. These 30 measures are intended to be indicators of overall performance. For some of the groups of activities, supplementary information is provided on other work delivered throughout the year for the community.

Example:



Groups of activities

Our activities

Council's five activity groups are:

- Regional leadership
- Infrastructure and resilience
- Natural environment
- Policy and regulation
- Commercial activities

The following sections of the Annual Report summarise what we planned to deliver during year 2 of the LTP 2024 - 2034, and what we delivered during the year.

Regional leadership

There are two primary activities within this group:

- Governance
- Working with Poutini Ngāi Tahu

Why we put effort into these activities

Governance

Governance provides the structure and mechanisms for decision-making, provides oversight of how work programmes are progressing and ensures accountability within Council. The October 2025 local government elections brought a new intake of elected members into Council. A comprehensive induction programme, including a workshop grounded in our relationship with Poutini Ngāi Tahu, ensured new councillors were well-equipped to take up their responsibilities. Alongside this, the shift of key committees to a two-monthly meeting cycle reflects growing organisational stability. Our focus for this activity remains enabling these governance bodies to function effectively.

Working with Poutini Ngāi Tahu

Poutini Ngāi Tahu possess a deep, traditional understanding of the land, waterways, and ecosystems of the West Coast. By working closely with Poutini Ngāi Tahu, Council benefits from indigenous knowledge, enabling sustainable resource management and environmental outcomes. This relationship remains a valued part of how Council carries out its work across the region.

What we achieved in 2025-2026, key regional leadership deliverables

People & capability

Progress was made this year in strengthening the organisation's people capability. Improvements to HR systems and processes have streamlined day-to-day administration, giving staff and managers more reliable tools to support recruitment, performance management, and workforce planning.

Streamlined committee meetings

In February 2026 the Operations and Environmental Management Committees shifted from monthly to bi-monthly meetings — a change reflecting the organisation's growing stability and maturity in governance.

Health & safety accreditation

WCRC maintained its Telarc health and safety accreditation this year. The audit was completed in June 2026 within the current financial year. This accreditation, awarded by NZ's leading certifier of occupational health and safety management systems, provides independent assurance that Council's health and safety practices meet recognised national standards. Maintaining this certification reflects WCRC's ongoing commitment to a safe working environment for staff and contractors.

Our regional leadership performance against targets for year ended 30 June 2026

<table>
<tr><th colspan="4">Governance</th></tr>
<tr><td colspan="4">2024-2034 Level of Service: Council maintains effective, open and transparent democratic processes</td></tr>
<tr><th>Measure</th><th>Baseline and target (25/26)</th><th>Performance achieved during the year</th><th colspan="2">Result</th></tr>
<tr><td>1) Percentage of Council meetings elected members attend</td><td>Target[1]: 80%</td><td>15 council meetings took place during the performance year, including two extraordinary meetings. Elected member attendance through the year varied from a maximum of 100% attendance to a minimum of 80% attendance.

The target applies to each elected member individually and was met for the 2025-26 financial year.

We note attendance has improved over the year.

<table><tr><td>Councillor</td><td>% of meetings attended</td></tr><tr><td>Chair Smith</td><td>82%</td></tr><tr><td>Cr Birchfield</td><td>80%</td></tr><tr><td>Cr Cassin</td><td>91%</td></tr><tr><td>Cr Campbell</td><td>100%</td></tr><tr><td>Cr Coll</td><td>100%</td></tr><tr><td>Cr Ewen</td><td>100%</td></tr><tr><td>Cr McIntyre</td><td>93%</td></tr></table></td><td>Achieved</td><td> </td></tr>
<tr><td>2) Response to official information requests within statutory timeframes</td><td>Target: 100%</td><td>100 official information requests were received during the reporting year, with four LGOIMA requests not responded within the timeframes. With a target</td><td>Not Achieved</td><td> </td></tr>
</table>

[1] Target applies to each elected member individually

		of 100%, this is "Not achieved". The overall result for the year is 95.74%.		
3) Council's Long-term Plan (LTP), Annual Plan and Annual Reports meet audit requirements	Target: Unqualified audit opinion achieved for LTP and Annual Report	The Annual Plan 2026-27 was adopted by Council 23 June 2026 and published later on the WCRC website. The Annual Report 2025-26 was adopted by Council on 27 October 2026 with an unqualified audit report. The LTP 2027-37 is currently being prepared and on track. Although the previous qualification on asset valuation was removed by the Auditor, a new audit qualification was received on the Annual Report FY25. This is a technical qualification as the LTP 2024-2034 did not allow comparison between the previous seven business groups LTP 2021 – 2031, and the now five business groups.	Not Achieved	

Working with Poutini Ngāi Tahu				
2024-2034 Level of Service: Work in partnership with Poutini Ngāi Tahu toward outcomes that are in iwi, hapu and regional interest				
Measure	**Baseline and Target (25/26)**	**Performance achieved during the year**	**Result**	
4) Council WCRC and Poutini Ngāi Tahu work together to review and implement the Paetae Kotahitanga ki Te Tai Poutini (Partnership Protocol) and Mana Whakahono ā Rohe (RMA Iwi Participation Arrangement)	Review of Partnership Protocol and Participation Arrangement every three years Target: Review of arrangement	The review of the Poutini Ngāi Tahu Partnership Protocol and Mana Whakahono ā Rohe (MWāR) Participation Arrangement has been deferred indefinitely, following changes under the Resource Management Act replacement legislation that removes the statutory framework for MWāR agreements. Given these changes, progressing a review of the existing arrangements is no longer considered appropriate. Instead, Council will work in partnership with Poutini Ngāi Tahu to determine the future approach to the iwi–Council relationship, including appropriate partnership arrangements under the new legislative framework.	Non-Applicable	N/A

Regional Leadership Funding Impact Statement for the year ended 30 June 2026

	2024/25 LTP	2025/26 LTP	2025/26 Actual
Sources of operating funding			
General rates, uniform annual general charge, rates penalties	610	704	705
Targeted rates	-	-	-
Subsidies and grants for operating purposes	768	160	13
Fees and charges	25	25	-
Internal charges and overheads recovered	-	-	7,451
Income from investments	-	-	-
Fines, infringement fees and other receipts	-	-	265
Total operating funding (A)	**1,403**	**889**	**8,433**
Applications of operating funding			
Payments to staff and suppliers	1,091	449	7,336
Finance costs	395	503	936
Internal charges and overheads applied	-	-	331
Other operating funding applications	-	-	-
Total applications of operating funding (B)	**1,486**	**952**	**8,604**
Surplus / (deficit) of operating funding (A-B)	**(83)**	**(63)**	**(171)**
Sources of capital funding			
Subsidies and grants for capital expenditure	-	-	-
Development and financial contributions	-	-	-
Increase / (decrease) in debt	662	861	3,345
Gross proceeds from sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	83	63	-
Total sources of capital funding (C)	**745**	**924**	**3,345**
Applications of capital funding			
Capital expenditure:			
- to meet additional demand	-	500	-
- to improve the level of service	355	286	-
- to replace existing assets	307	75	334
Increase / (decrease) in investments	-	-	-
Increase / (decrease) in reserves	-	-	2,840
Total applications of capital funding (D)	**662**	**861**	**3,174**
Surplus / (deficit) of capital funding (C-D)	**83**	**63**	**171**
Funding balance ((A-B)+(C-D))	**-**	**-**	**-**

Infrastructure and resilience

There are three primary activities within this group:

- Infrastructure – flood and erosion protection
- Emergency management
- Flood warning

Why we put effort into these activities

The West Coast faces some of New Zealand's most significant natural hazard risks including flooding, landslides, coastal hazards, earthquakes and the increasing impacts of climate change. WCRC's infrastructure and resilience work helps protect communities and support emergency management. It provides the monitoring, hazard information, technical expertise and operational capability needed for informed planning and investment decisions.

During 2025-26, Council continued to strengthen flood intelligence, expand monitoring capability, improve public access to hazard information and invest in the systems, technology and partnerships needed to improve community resilience. Significant progress was made in modernising flood response procedures, enhancing the hydrometric monitoring network, improving natural hazard information, and supporting district councils and emergency management partners with robust, evidence-based information.

Infrastructure – flood and erosion protection

Flood and erosion protection infrastructure safeguards lives, homes, businesses and critical regional assets across the West Coast. The region's high rainfall, steep catchments, dynamic rivers and exposed coastline create ongoing floods and erosion risks for many communities. Council manages, maintains and improves flood protection assets, including stopbanks, rock protection and river-control work, and works with rating districts, iwi, territorial authorities and central government agencies to plan and fund upgrades where risk and community benefit are greatest. This work supports safer communities, protects transport links and lifeline infrastructure, and helps maintain confidence for households, businesses and investors across the region.

Emergency management

WCRC contributes to West Coast Civil Defence Emergency Management alongside territorial authorities, emergency services, iwi, lifeline utilities and community organisations. The focus is on readiness, response and recovery planning so communities have clear information, practical evacuation arrangements and coordinated support when severe weather, flooding or other emergencies occur.

This was the final year for the WCEM portion of the Resilient Westport project. While the focus of the project was evacuation planning, we also progressed additions to emergency management equipment for Reefton and

Westport. One of the highlights was working with the community to build resilience, including running business continuity planning workshops with local businesses. We used National Emergency Management Agency (NEMA)resilience funding to leverage the Resilient Westport projects and extend evacuation planning and enhanced emergency caches to Greymouth and Westland. The fuel plan scheduled for year two of the LTP has been deferred to year three, and we have received NEMA resilience funding to complete it.

Flood warning intelligence

Providing reliable flood intelligence is one of WCRC's most important public safety functions. Throughout the year the Hydrology Team continued to strengthen the region's flood monitoring capability through optimising the monitoring network, investing in monitoring infrastructure, improving operational procedures and modernising information systems.

A significant milestone was the completion of a comprehensive redevelopment of Council's Flood Manual. Drawing on lessons from recent extreme weather events, including Cyclone Gabrielle, the revised manual introduced updated operational procedures, catchment-specific response guides, revised flood frequency information, designed rainfall analysis and a new Coastal Flooding Guide. These improvements have strengthened preparedness, improved consistency during flood events and enhanced coordination with emergency management partners.

The hydrometric monitoring network continued to expand through telemetry upgrades, installation of new river level monitoring stations on the Karamea and Mokihinui rivers, expansion of the rainfall monitoring network for the Buller catchment, and improvements to remote monitoring capability through the use of cameras. A comprehensive network review also identified future opportunities to improve monitoring coverage and resilience across the region.

Innovation remained a key focus throughout the year. New Power BI dashboards, and improved digital reporting tools were developed to centralise hydrological information and improve operational efficiency. Combined with the new flood manual, and ongoing collaboration with local agencies, WCRC provides emergency responders with faster access to relevant, real-time information. Council also became an active partner in the South Island regional flood forecasting programme. This ensures the West Coast remains aligned with national best practice in flood forecasting while maintaining operational efficiencies.

During the year the team responded to 14 significant rainfall events, including the October 2025 flood events with a total of 111 alarms responded to by WCRC's Flood Impact Risk Specialist Team (FIRST). These events provided valuable opportunities to test and refine flood response procedures while collecting important data to improve flood forecasting, flood frequency analysis and future planning.

Hydrology staff also strengthened community engagement by supporting public flood preparedness meetings, providing flood information through media and online platforms, and collaborating closely with partner agencies to improve regional flood readiness.

What we achieved in 2025-2026 key infrastructure & resilience deliverables

Understanding natural hazards

The Natural Hazards programme continued to strengthen the information available to communities, emergency managers and decisionmakers, supporting better understanding of natural hazard risks across the West Coast.

A major achievement during the year was the public launch of the Regional Natural Hazards Portal and redevelopment of Council's natural hazards webpages. The portal provides improved public access to information about flood, landslide, earthquake, tsunami and coastal hazards while supporting new legislative requirements for natural hazard information in Land Information Memoranda (LIMs). This work has significantly improved transparency, accessibility and consistency of hazard information across the region.

Council also made significant progress in improving natural hazard modelling. Regional landslide susceptibility modelling was undertaken and enhanced using improved LiDAR elevation data, providing greater confidence in hazard identification and supporting future land-use planning, emergency management and infrastructure

decision-making. The landslide modelling methodology has attracted national interest through presentation at specialist conferences.

A range of additional technical investigations were completed during the year, including flood modelling, coastal hazard assessments, geomorphic investigations and hazard mapping updates. These projects continue to improve Council's understanding of natural hazard risks while supporting planning, climate adaptation and infrastructure investment decisions.

The Natural Hazards Team also played a key role in implementing new legislative requirements relating to natural hazard information. Working closely with Buller, Grey and Westland district councils, staff developed new systems to improve the sharing of hazard information for inclusion in LIMs, while establishing processes to ensure hazard information remains current, accessible and consistent across the region.

Community engagement remained an important priority throughout the year. Staff participated in regional resilience roadshows, community meetings, school presentations and national forums to improve awareness of natural hazards and encourage informed decision-making. The launch of the hazard portal has also reduced the need for manual enquiries while making hazard information more readily available to the public.

Community resilience & partnerships

Building resilient communities requires strong partnerships. Throughout the year WCRC continued working closely with West Coast Emergency Management, territorial authorities, iwi, Crown Research Institutes, NIWA, MetService and other regional councils to improve hazard information, emergency preparedness and response capability.

Council contributed to the development of national initiatives including the National Flood Model, regional flood forecasting improvements and natural hazard information standards. Staff also participated in national technical workshops and specialist forums, ensuring the West Coast continues to adopt emerging best practice in flood risk management, hazard assessment and climate adaptation.

Public education and engagement also remained an important focus. Community resilience events, flood preparedness workshops and school presentations helped improve public understanding of natural hazards while strengthening relationships with communities across the region.

Innovation & future readiness

Innovation continued to underpin Council's approach to infrastructure and resilience. Investment in telemetry, digital monitoring systems, environmental data platforms, Power BI dashboards and online hazard information

has improved the reliability, accessibility and quality of information available to emergency responders, planners and the public, all while improving efficiencies.

Council is committed to continue investing in flood intelligence, natural hazard information and monitoring capability to ensure communities are better prepared for future natural hazard events and have access to the information needed to make informed decisions about risk and resilience.

Protecting Coast communities and industries remains one of WCRC's most visible and important responsibilities. During 2025-26, significant progress was made across major flood protection programmes throughout the region.

This work sits within Council's wider Annual Plan focus on delivering services that keep Coast communities safe, support the regional economy and strengthen resilience without relying on operating debt. Infrastructure and resilience activities also connect with regional leadership, natural hazards planning, climate adaptation and community engagement across the West Coast.

Franz Josef Stage 2

Construction started on the Rubbish Dump stopbank in June 2025, enabling the project to meet Kānoa funding requirements. By July 2025 the lined stopbank had been completed and the unlined stopbank was progressing ahead of schedule. Procurement also advanced for the Milton & others stopbank while future protection options associated with Havill's Wall continued to be assessed. These works form part of the wider Waiho River Southside Protection programme, which is intended to reduce future flood risk for the Franz Josef community through a shared local and central government funding approach.

Greymouth Flood Protection Scheme Additional funding was secured to enable delivery of Stages 2, 4 and 5 of the stopbank improvement programme. Detailed design activities were completed and the project moved from planning into implementation. The upgrades focus on the remaining sections of the Greymouth Flood Protection Scheme at Blaketown and Cobden, building on the earlier completion of Stages 1 and 3 around the Greymouth CBD. Works include raising stopbank heights, improving landward batters, vegetation clearance and replacing flood gates at key road and rail crossings, including Preston Road Bridge, Anzac Park and Raleigh Street. Once complete, the upgrades will bring these sections up to the same level of service as the rest of the scheme, improving protection for residential, commercial and industrial areas and helping reduce disruption to road and rail links during flood events.

Hokitika Flood Protection Scheme

Progress continued on the Hokitika Flood Protection Programme, building on earlier stage works and supporting future resilience against flood and coastal hazards. Stage 3 focuses on upgrading the existing stopbank on the north side of the Hokitika River, from SH6 downstream towards Sunset Point, adjacent to the town centre. This stage follows the completed Stage 1 works and is intended to lift the town's flood protection to a consistent level of service, supporting protection for homes, businesses, essential services and critical regional infrastructure. The design also recognises the increasing risks associated with more intense rainfall events, larger river floods, storm surge and projected sea-level rise, with allowance for future climate conditions included in stopbank height and resilience planning.

Westport Flood Protection Scheme

The Westport Flood Protection Scheme remains the largest flood protection programme being delivered on the West Coast and is a key component of the Resilient Westport programme. Cat's Creek flood protection works were

completed while consenting, detailed design, investigations, hydraulic modelling and procurement progressed across multiple sections including Upper Buller, Floating Lagoon, Avery's, Lower Buller, Orowaiti and North End.

Due to significant challenges to deliver the planned scheme for the available funding, an in-depth review of the scheme was undertaken between January and August 2026 estimating the original scheme to cost in excess of $70 million.

Community consultation is to be carried out in September/October 2026 on an amendment to the 2024-2034 LTP with two options for a revised scheme with a change in Level of Service, the addition of protection at Carters Beach and an increase in funding required from ratepayers. Council will consider the consultation and amended LTP for adoption in December 2026. Adoption of an amended LTP will allow construction to commence in January 2027.

The wider Resilient Westport package brings together physical flood protection, improved emergency planning and future growth planning, with WCRC leading the protect measures through stopbanks and floodwalls in partnership with Buller District Council, iwi, central government and the community.

Across all schemes, Council's delivery approach combined engineering design, consenting, procurement, hydraulic modelling, community consultation and funding negotiations. This ensured projects were not only construction-ready but also aligned with long-term resilience objectives and the practical needs of the communities they are designed to protect.

Protecting communities and industries

Investment in flood protection infrastructure provides confidence for communities and businesses to continue investing in the region. These projects reduce flood risk, protect critical transport links and infrastructure, support economic activity and improve community resilience. They also complement emergency management and flood warning work by giving communities better information, clearer response arrangements and stronger physical protection. The continued delivery of flood protection programmes throughout 2025-26 demonstrates WCRC's commitment to improving long-term resilience across the West Coast and to working with communities so that protection, preparedness and adaptation are planned together.

Modernising flood preparedness

One of the year's biggest achievements was the complete redevelopment of the West Coast Flood Manual, incorporating updated flood frequency analysis, catchment-specific response guides, coastal flooding guidance and improved operational procedures based on lessons from Cyclone Gabrielle. This has significantly strengthened Council's flood preparedness and emergency response capability.

Expanding the flood monitoring network

Council continued investing in the regional hydrometric network through telemetry upgrades, installation of new river level monitoring sites on the Karamea and Mokihinui rivers, expanding the rainfall network to improve flood management and modelling of the Buller River, and improve network coverage in Westland (Bruce Bay) with new cameras at the Waiho River improving communications resilience. A comprehensive network review has identified future opportunities for expanding monitoring coverage across the region.

Responding to significant floods

The hydrology team successfully managed 14 rainfall events throughout the year, including the October 2025 floods with WCRC's FIRST team responding to 111 alarms. These events provided valuable information for refining flood forecasting, emergency response procedures and long-term flood planning.

Better flood intelligence

Council developed and introduced new digital flood intelligence tools, including Power BI dashboards and improved environmental data systems, providing staff and emergency responders with faster access to real-time information and improving operational decision-making during flood events. The Buller Flood Forecast Model, developed in partnership with Earth Sciences NZ was completed and has been embedded in flood intelligence activates.

Community preparedness

Hydrology staff supported community resilience through public meetings, flood preparedness events, media updates and improved online information. This work helped communities better understand flood risks and informed evacuation planning by improving Council's understanding of local flood impacts.

Regional landslide modelling

A major advancement in understanding landslide risk was completed through development and enhancement of the regional landslide susceptibility model using improved LiDAR data. The work supports future land-use planning, infrastructure investment and emergency management and has attracted national and international interest.

Working with communities

Natural Hazards staff participated in regional resilience roadshows, school presentations and community engagement activities while collaborating with West Coast Emergency Management, district councils and national agencies to improve public awareness and preparedness.

Our infrastructure performance against targets for the year ended 30 June 2026

Infrastructure				
2024-2034 Level of Service: Life and property are protected by the building, monitoring and maintenance of flood, drainage and erosion infrastructure				
Measure	**Baseline and Target (25/26)**	**Performance achieved during the year**	**Result**	
5-7) Rating District assets are maintained, repaired and renewed to the levels of service defined in the respective Asset Management Plans (continued)	5) Complete and record all inspections of rating district assets Target: 100%	Inspection coverage progressed steadily through the year, reaching approximately 69% (1,270 of 1,839 assets) by year end, against the 100% target. The shortfall was primarily due to vegetation overgrowth obscuring access to the remaining 307 assets. A clearance and reinspection programme is planned to complete coverage.	Not Achieved	
	6) Hold meetings with all rating districts annually, or as agreed with the spokesperson of the rating district committee Target: 100%	Joint Committee Meetings were held with all rating districts during the reporting year. Where the annual meeting cycle was adjusted, this was done in agreement with the relevant Rating District Committee spokesperson.	Achieved	
	7) Perform all capital and maintenance works as agreed in the annual work programme Target: 100%	Delivery of capital and maintenance works tracked to agreed scope, schedule and budget at Hokitika, Franz Josef and Greymouth for most of the year. The not achieved result is driven by Westport, where the work programme was revised from the initial agreed scope, compounded by May/June flood damage across the network (including riprap failures and groyne damage) that added further pressure to the maintenance and capital programmes late in the year.	Not Achieved	

8) Rating district asset management plan review timeframes are met	Review rating district asset management plans every third year, or earlier where information indicates a significant change from what is stated in the asset management plan Target: Not Applicable	There is no reporting requirement for this measure during the 2025 – 2026 financial year.	Non-Applicable	N/A

Emergency Management				
2024-2034 Level of Service: Emergency Management West Coast will increase risk awareness and readiness, and ensure a coordinated and appropriate response and recovery from a civil defence emergency to reduce the impact on people and property				
Measure	**Baseline and Target (25/26)**	**Performance achieved during the year**	**Result**	
9) An operative Group Plan under the CDEM Act is in place at all times and reviewed within statutory timeframes by the Joint Committee	The Group Plan is operative. Rolling reviews have commenced. Target: Operative Group Plan	The existing Group Plan remained operative throughout 2025/26 while the updated plan progressed through drafting, consultation, and a National Emergency Management Agency technical review, which required amendments. By Q4, these amendments — including a foreword and mihi— were incorporated, and the plan was advised for submission to the Minister's Office. The Group plan has been endorsed by the Minister with minor changes required. It will be adopted at the November Emergency Management Committee meeting.	Achieved	

10) A Group Work Programme implementing the Group Plan objectives is approved and reviewed 6-monthly by the Coordinating Executive Group	Target: Group work programme reviewed 6-monthly	The Group Work Programme met its target of 6-monthly review by the Coordinating Executive Group throughout 2025/26. It was reviewed and approved in August 2025, before the 2026/27 work plan was workshopped by CEG in April, approved in May, then endorsed by Joint Committee that same month.	Achieved	
11) Comply with the West Coast Civil Defence Emergency Management Partnership Agreement	Ensure full compliance with the Partnership Agreement Target: 100%	Full compliance with the West Coast CDEM Partnership Agreement was maintained throughout 2025/26. The agreement was resocialised with members at the Coordinating Executive Group and Joint Committee, remaining operative as the terms of reference for the WCEM Joint Committee. A review by CEG commenced in October 2026.	Achieved	
12) Maintain a suitably trained team to staff the Emergency Coordination Centre	Maintain at least 30 trained staff	The target of at least 30 trained staff was exceeded all year, moving from 45 (Q1) to 43 (Q2) then settling at 35 CIMS-trained staff for Q3 and Q4. A further CIMS course is scheduled for 28 - 29 September 2026 to refresh or complete staff training.	Achieved	

Flood Warning				
2024-2034 Level of Service: Provide timely and high-quality information for the region's telemetered rivers				
Measure	**Baseline and Target (25/26)**	**Performance achieved during the year**	**Result**	
13) Real-time river level and rainfall information is made available to the community	Target: Flood warning network operational 100% of the time during flood events	During Q1 and Q2, while the flood warning monitoring network was operational 100% of the time, including during flood events, a fault occurred with Council's public website. This meant that during the 18	Not Achieved	

		November 2025 flood event in the Waiho, Wanganui, and Hokitika rivers, river level and rainfall information was not available to the community (online) for approximately 3.5 hours. Flood warnings were issued in accordance with the Flood Warning Manual; however, the website error meant the Level of Service measure was not fully met. In Q3, a flood alarm had not been acknowledged within one hour of being hit. In Q4, similar to Q1, while the flood warning monitoring network was operational 100% of the time, a fault occurred with Council's public website, meaning rainfall and river level data was not available to the community (online) for approximately 30 hours. In May, an external outage in the cellular network meant data from Westland was not available for 22 hours. Although not applied in this year's reporting, an exclusion to the KPI states that failure resulting from "external system outages and damage caused by flooding or earthquake" would not influence the performance measure, as faults of this nature are outside the control of the department.	

[1]*Karamea River, Mokihinui River, Buller River, Grey River, Hokitika River, Waiho River*

[1]*Excluding scheduled maintenance, external system outages and as a result of damage caused by flooding or earthquake*

Infrastructure and Resilience Funding Impact Statement for the year ended 30 June 2026

	2024/25 LTP	2025/26 LTP	2025/26 Actual
Sources of operating funding			
General rates, uniform annual general charge, rates penalties	1,039	1,170	1,172
Targeted rates	3,087	4,663	3,867
Subsidies and grants for operating purposes	893	620	334
Fees and charges	284	288	-
Internal charges and overheads recovered	-	-	-
Income from investments	-	-	-
Fines, infringement fees and other receipts	-	-	151
Total operating funding (A)	**5,303**	**6,741**	**5,524**
Applications of operating funding			
Payments to staff and suppliers	5,753	6,250	7,674
Finance costs	465	699	249
Internal charges and overheads applied	-	-	2,505
Other operating funding applications	-	-	-
Total applications of operating funding (B)	**6,218**	**6,949**	**10,428**
Surplus / (deficit) of operating funding (A-B)	**(915)**	**(208)**	**(4,903)**
Sources of capital funding			
Subsidies and grants for capital expenditure	7,890	6,683	4,359
Development and financial contributions	-	-	-
Increase / (decrease) in debt	2,268	5,164	4,418
Gross proceeds from sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	259	479	-
Total sources of capital funding (C)	**10,417**	**12,326**	**8,777**
Applications of capital funding			
Capital expenditure:			
- to meet additional demand	134	14	-
- to improve the level of service	9,084	11,994	8,531
- to replace existing assets	284	110	-
Increase / (decrease) in investments	-	-	-
Increase / (decrease) in reserves	-	-	(4,658)
Total applications of capital funding (D)	**9,502**	**12,118**	**3,873**
Surplus / (deficit) of capital funding (C-D)	**915**	**208**	**4,903**
Funding balance ((A-B)+(C-D))	**-**	**-**	**-**

Natural Environment

There are three primary activities within this group:

- Monitoring water
- Monitoring air
- Biodiversity and biosecurity

- 4,000 native trees planted in Cape Foulwind
- 12 priority lakes, surveyed, with no new high-risk aquatic weed incursions
- 12 engagement meetings about the future of pest management
- 21 swimming-sites monitored; 97.6% met safe swimming guidelines
- 19 groundwater level sites monitored
- 25 rainfall sites monitored
- Two flow sites monitored as representative catchments

Why we put effort into these activities

The West Coast's natural environment is one of the region's greatest assets. Healthy rivers, lakes, estuaries, groundwater, biodiversity and productive landscapes support the region's economy, culture, recreation and way of life.

WCRC's natural environment activities provide the scientific evidence, environmental monitoring, community partnerships and biosecurity leadership needed to protect these values and support informed decision-making. Through long-term monitoring, collaborative catchment management and strategic pest management, Council works alongside communities, iwi, landowners, industry and government agencies to ensure environmental management is based on robust science, local knowledge and practical action.

During 2025/26 the Environmental Science Group continued to strengthen the region's environmental evidence base, expand community-led environmental initiatives, modernise monitoring programmes and lead strategic projects that will shape environmental management across the region for years to come.

Environmental quality monitoring

Environmental science underpins many of Council's statutory responsibilities and provides the evidence needed to support planning, resource management and environmental investment decisions. Throughout the year the Environmental Quality Team delivered an extensive programme of monitoring, technical investigations and scientific reporting to improve understanding of West Coast rivers, lakes, estuaries, groundwater and air quality.

Major achievements included publication of the State of the Environment Report 2024, completion of a regional river water quality trends assessment using up to 15 years of monitoring data, a comprehensive groundwater quality assessment, annual Lake Brunner and West Coast lakes reports, estuary health investigations, faecal source tracking studies and expansion of the regional air quality monitoring programme.

These projects have strengthened Council's understanding of long-term environmental trends, helping identify where environmental quality is improving, where pressures remain, and where future monitoring and management effort should be focused.

Routine monitoring continued across freshwater, groundwater, recreational water quality, lakes, estuaries and air quality, ensuring Council continued to meet its statutory responsibilities while providing reliable environmental information to support communities, resource users and decisionmakers.

Together, these programmes continue to strengthen the scientific evidence available to Council, ensuring environmental decisions are informed by high-quality monitoring, sound science and long-term environmental data.

Biosecurity

Protecting the West Coast from invasive pest plants remains critical to safeguarding biodiversity, productive land, cultural values and community wellbeing.

Throughout the year Council continued implementing the current Regional Pest Management Plan while also commencing the review of the next plan. This represented one of the year's most significant strategic initiatives and included extensive engagement with iwi, industry, neighbouring councils and the wider community to help shape future biosecurity priorities.

Operational delivery was strong across surveillance, education and pest management programmes. Annual surveillance of lakes, marine environments, high-risk pathways and priority pest management areas continued to provide early detection of new incursions while supporting long-term management of established pest species. Community education programmes, Weedbusters initiatives and freshwater biosecurity campaigns helped raise awareness of pest threats and encourage proactive management by landowners and water users.

Council also strengthened its leadership role through continued participation in the Southern Biosecurity Alliance, improving collaboration with other South Island regional councils through shared surveillance, research, planning and preparedness initiatives. This collaborative approach helps improve regional biosecurity outcomes while delivering greater value for ratepayers through shared knowledge and coordinated action.

Catchment coordination

Building resilient catchments relies on strong local leadership and collaboration. Throughout the year our externally funded Catchment Coordination Programme continued to grow, supporting communities to take practical action to improve water quality, biodiversity, and sustainable land management across the West Coast.

The programme expanded its support for community-led catchment groups, establishing new groups while continuing to work alongside existing catchment organisations throughout the region. Through workshops, field days, planting events and community meetings, the team helped connect landowners, iwi, industry, schools and community organisations around shared environmental goals.

Significant achievements during the year included supporting large-scale riparian planting projects, facilitating biodiversity initiatives such as the Cape Foulwind kiwi survey, delivering rural resilience and environmental workshops, assisting catchment groups to access external funding and sponsorship, and supporting community-led projects focused on wetland restoration, whitebait habitat enhancement, predator control and sustainable land management.

The programme also worked with farmers to improve environmental outcomes through practical on-farm initiatives, water quality monitoring, riparian restoration and knowledge sharing. These partnerships have

strengthened community capability while empowering local people to identify and lead environmental improvements within their own catchments.

What we achieved in 2025-2026 key natural environment deliverables

State of the Environment Report published

The State of the Environment Report 2024 was published providing the region's most comprehensive assessment of environmental conditions across freshwater, groundwater, biodiversity, air quality and natural hazards and establishing an important evidence base for future planning. State of the Environment community meetings were held, from Karamea to Franz Josef.

Technical reports produced

- Groundwater Quality Assessment
- West Coast Lakes Report
- Lake Brunner Water Quality Report
- Surface Water Quality State Report
- Surface Water Quality Trends Assessment Report

Trends and state of regional water quality technical reports

Completed the first regional assessment of 15 years of river water quality trends and state, helping identify where water quality is improving, remaining stable or declining and informing future freshwater management priorities.

First comprehensive estuary investigations

Completed detailed estuary assessments across multiple West Coast estuaries, establishing valuable baseline ecological information and confirming sediment contaminants remained well below guideline values.

Better understanding of recreational water quality

Undertook microbial source tracking investigations that identified the likely sources of faecal contamination in priority catchments, allowing more targeted management responses with territorial authorities. Three new reference sites added to the monthly water quality monitoring network to better understand environmental change.

Community-led environmental action

Established two new catchment groups while supporting three existing groups, creating stronger local leadership for environmental management.

Bringing external funding to the Coast

Secured sponsorship, external funding and in-kind support for catchment projects, leveraging Council investment to deliver greater environmental outcomes.

Delivered community workshops on

- Constructed wetlands
- Whitebait habitat restoration
- Predator control
- Riparian planting
- Stream health
- Rural resilience

RPMP review

Commenced review of the Regional Pest Management Plan, undertaking one of the largest community engagement programmes delivered on the Coast for regional biosecurity.

Protecting West Coast lakes

Completed surveillance of 12 priority lakes with no new high-risk aquatic weed incursions detected.

Marine surveillance

Completed marine pest surveillance at Jacksons Bay and continued investigation of potential new species through specialist taxonomic analysis.

Freshwater biosecurity

Delivered Check, Clean, Dry awareness programmes through regional events, boat ramps and direct engagement with recreational water users to reduce the spread of freshwater pests.

Strong operational delivery

Maintained delivery of the Biosecurity Annual Operating Plan with all 64 KPIs delivered as proposed in the operating plan.

Our natural environment performance against targets for year ended 30 June 2026

Monitoring - Water				
2024-2034 Level of Service: Water science, including quantity and quality, underpins Council policy and is freely available				
Measure	**Baseline and Target (25/26)**	**Performance achieved during the year**	**Result**	
14) The results from West Coast environmental networks monitored for water quality, quantity and ecological values for legislative purposes are made available to the community via Council's website, and Land Air Water Aotearoa	Target 100%	The measure was on track throughout the year, with the 100% target met in all four quarters. Water quality, quantity and ecological data were consistently published on LAWA and WCRC websites, with updates reported to Council each quarter.	Achieved	

15) Work programmes are established for areas found to breach legislative or regional planning requirements	Target 100%	No breaches of legislative or regional planning requirements were identified, meaning no work programmes were required.	Achieved	

Monitoring - Air				
2024-2034 Level of Service: Our air quality work programme is based on data and research				
Measure	**Baseline and Target (25/26)**	**Performance achieved during the year**	**Result**	
16) Compliance with NESAQ requirements for airshed monitoring and reporting	Target airshed monitoring and reporting is completed to the NESAQ requirements	The measure was on track throughout the year, with airshed monitoring and reporting completed in accordance with NESAQ requirements each quarter, including public communication of a PM10 exceedance in Reefton and a breach at the Greymouth investigative site in Q4.	Achieved	

Monitoring – Biodiversity and Biosecurity				
2024-2034 Level of Service: Appropriate regulatory tools are in place for species type and there is a consistent policy framework for managing identified species				
Measure	**Baseline and Target (25/26)**	**Performance achieved during the year**	**Result**	
17) Maintain and implement a Regional Pest Management Plan (RPMP); and prepare an Operating Plan and Annual Report in accordance with the Biosecurity Act	Operating plan prepared Annual Report completed	A new Operational Plan for 2026-2027 was prepared. Additionally, the 2025-2026 annual report was developed for Council. The measure was on track throughout the year, with the RPMP discussion document progressing through drafting, Council approval, and stakeholder consultation. Biosecurity Operating Plan was completed and reported as meeting 99% of identified KPI targets.	Achieved	

Natural Environment Funding Impact Statement for year ended 30 June 2026

	2024/25 LTP	2025/26 LTP	2025/26 Actual
Sources of operating funding			
General rates, uniform annual general charge, rates penalties	5,022	5,507	5,515
Targeted rates	-	-	-
Subsidies and grants for operating purposes	1,767	598	482
Fees and charges	-	-	-
Internal charges and overheads recovered	-	-	-
Income from investments	-	-	-
Fines, infringement fees and other receipts	-	-	19
Total operating funding (A)	**6,789**	**6,105**	**6,015**
Applications of operating funding			
Payments to staff and suppliers	7,471	6,598	2,962
Finance costs	-	-	-
Internal charges and overheads applied	-	-	2,018
Other operating funding applications	-	-	-
Total applications of operating funding (B)	**7,471**	**6,598**	**4,980**
Surplus / (deficit) of operating funding (A-B)	**(682)**	**(493)**	**1,035**
Sources of capital funding			
Subsidies and grants for capital expenditure	-	-	-
Development and financial contributions	-	-	-
Increase / (decrease) in debt	382	93	-
Gross proceeds from sale of assets	-	-	
Lump sum contributions	-	-	-
Other dedicated capital funding	682	493	-
Total sources of capital funding (C)	**1,064**	**586**	**-**
Applications of capital funding			
Capital expenditure:			
- to meet additional demand	43	-	-
- to improve the level of service	28	-	-
- to replace existing assets	311	93	283
Increase / (decrease) in investments	-	-	-
Increase / (decrease) in reserves	-	-	752
Total applications of capital funding (D)	**382**	**93**	**1,035**
Surplus / (deficit) of capital funding (C-D)	**682**	**493**	**(1,035)**
Funding balance ((A-B)+(C-D))	**-**	**-**	**-**

Policy and regulation

There are five primary activities within this group:

- Resource Management Act (RMA) policy and planning
- Consent activities
- Compliance activities
- Transport activities
- Supporting navigational safety

Why we put effort into these activities

Resource Management Act (RMA) policy and planning

WCRC develops and maintains Resource Management Act (RMA) policy and planning documents that manage the environment on the Coast, promoting sustainable management of our natural and physical resources including land, water air and coastal environments.

Consent activities

The WCRC consenting work programme is focused on granting permissions for activities meeting the purpose of the RMA. The consents we issue provide the community with the ability to meet their social and economic needs, while also protecting resources for future generations.

Compliance activities

The Compliance Team monitors and promotes compliance with the RMA, resource consents, plans and other environmental requirements. It identifies and responds to non-compliance, using education and enforcement tools where appropriate, and works to prevent, remedy or mitigate adverse environmental effects.

The team also investigates public complaints about potential breaches of the RMA through the pollution hotline, as well as investigating activities that may be occurring without the required resource consent.

Transport activities

WCRC plays a key role in regional transport on the West Coast, encompassing strategic planning and service delivery. Council is responsible for developing and maintaining regional transport plans, including the Regional Land Transport Plan (RLTP), which sets regional transport priorities and provides the framework for allocating funding to transport infrastructure and services.

WCRC also administers the Total Mobility scheme, providing subsidised taxi and companion driving services to support people with disabilities to remain mobile and participate actively in their communities.

Navigation and harbour safety

The navigation and harbour safety work programme primarily focuses on maritime safety and regulates recreation activities on the region's lakes and rivers. WCRC is also responsible for responding to oils spills in the marine environment.

Key policy and regulation deliverables

Resource Management Act reform

The Resource Management (Consenting and Other System Changes) Amendment Act 2025 introduced changes that paused council work on reviewing and amending RMA plans. The intent is to avoid local authorities committing significant resources to plan-making during the transition from the RMA to the new resource management system.

As a result, work on the formal review of the Regional Policy Statement, Land and Water Plan, Coastal Plan and Air Plan has been paused. The focus has shifted to reviewing existing documents and spatial data in preparation for the anticipated changes and new planning frameworks.

Environmental protection

A focus on significant sources of discharge resulted in wastewater and landfill consents being audited, with remedial action required where compliance issues were identified.

Helping grow the economy

As the region's natural resource regulator, WCRC is responsible for balancing the needs of development with sustainability and meeting the expectations of the wider community. Our goal is to ensure development and economic activity do not come at the expense of the healthy natural environment Coasters value and depend on.

Over the last financial year, Council received over 200 applications for a resource consent. For a consent to be granted an application must comply with the RMA, relevant National Policy Statements and Standards, as well as the rules and policies in our regional planning documents. The applications must be audited and processed within strict timeframes.

Modernising mobility support

Council successfully completed the rollout of the new Total Mobility card, replacing the old paper voucher system, with positive feedback from transport providers and users. Paper vouchers were phased out by 31 July 2025, and the new card can now be used within the West Coast and across other participating regions nationwide, giving users greater flexibility when travelling. Alongside this transition, the subsidy rate changed from 75% to 65%, and the maximum fare cap adjusted from $30.00 to $27.00, effective from 1 July 2026.

Supporting navigational safety

WCRC secured funding for navigation safety improvements, including a three-year pilot for a regional harbourmaster. This expands WCRC's responsibilities beyond the coastal marine area, providing the ability to regulate navigation safety activities on the region's lakes and rivers as well as along the coast.

Council has also ensured a Regional On-Scene Commander (ROSC) is available to audit oil spill plans and respond to oils spills. Staff have now been trained to fulfil this role internally, strengthening the region's ability to respond effectively to maritime incidents and emergencies.

Our policy and regulatory performance against targets for year ended 30 June 2026

Policy and Planning				
2024-2034 Level of Service: Good management of the West Coast's environment is supported by up-to-date legislative planning documents based on sound evidence and processes				
Measure	**Baseline and Target (25/26)**	**Performance achieved during the year**	**Result**	
18) – 21) Ensure the Regional Policy Statement, Regional Plans and Strategies meet legislative requirements	Compliance with statutory requirements and internal timetables for the preparation review and implementation of policies, plans and strategies Target: 18) Regional Policy Statement – Notify Plan Change	Central Government designated "Plan stop" has meant that work on the Regional Policy Statement continues to be on hold. This work programme is on hold to give effect to Central Government expectations in advance of the new planning system coming into force. This target is therefore not met.	Non-Applicable	N/A
	19) Land and Water Plan – Review	Central Government designated "Plan stop" has meant work on Regional Land and Water Plan remains on hold. This work programme is on hold to give effect to central government expectations in advance of the new planning system coming into force. This target is therefore not met.	Non-Applicable	N/A
	20) Coastal Plan – Review Plan	Central government designated "Plan stop" has meant work on Regional Coastal Plan continues to be on hold. This work programme is on hold to give effect to central Government expectations in advance of the new planning system coming into force. This target is therefore not met.	Non-Applicable	N/A

	21) Air Plan – Review Plan	Central government designated "Plan stop" has meant work on the Regional Air Plan is on hold. This work programme is on hold to give effect to central government expectations in advance of the new planning system coming into force. This target is therefore not met.	Non-Applicable	N/A
22) Achieve and maintain an operative Te Tai o Poutini Plan	Target: Mediation	Appeals were lodged against every chapter of the plan, and resolving these has extended the mediation and Schedule 1 processes beyond the original 30 June 2026 target. It is important to note that this reflects the time required to work through the volume of appeals rather than any delay in process itself. The Schedule 1 process continues to progress at pace, and all parties remain committed to reaching resolution as efficiently as possible.	Non-Applicable Timeframes for Appeal are set by the Environment Court	N/A

Consent Activities				
2024-2034 Level of Service: Processing and administration of resource consents is efficient and effective				
Measure	**Baseline and Target (25/26)**	**Performance achieved during the year**	**Result**	
23) Process all resource consent applications within statutory timeframes	Target 100%	A total of 168 resource consent applications were processed during the year, of which one missed the statutory timeframe (in Q4). Against a target of 100%, the measure was not achieved for the full year. While all applications processed in Q1–Q3 were completed within statutory timeframes, one of the 28 applications processed in Q4 missed the required timeframe.	Not Achieved	

Compliance Activities				
2024-2034 Level of Service: Maintain the compliance functions of Council in a manner that promotes transparency and accountability to the West Coast community				
Measure	**Baseline and Target (25/26)**	**Performance achieved during the year**	**Result**	
24) The number of compliant or non-compliant point source discharges to water or discharges likely to enter water	All significant [2] consented discharges are monitored at least annually Target: 90%	Wastewater treatment plant data was reviewed and reported on, landfill monitoring visits were completed, and all significant consented discharges were checked by year-end.	Achieved	
Measure	**Baseline and Target (25/26)**	**Performance achieved during the year**	**Result**	
25) -26) Operate a 7.00am – 9.00pm pollution incident service	25) Respond to all urgent / high risk reported incidents within 24 hours Target: 100%		A total of 93 complaints and incidents were reported during 2025/26, with all urgent/high-risk incidents responded to within 24 hours and	

[2] Significant Consented Discharge includes: any consented discharge from a municipal sewage scheme or landfill, any consented discharge from a working mine site and any large-scale industrial discharge

		A total of 93 complaints and incidents were reported during 2025/26, with all urgent/high-risk incidents responded to within 24 hours and non-urgent incidents responded to within required timeframes throughout the year.	non-urgent incidents responded to within required timeframes throughout the year.	
	26) Respond to non-urgent medium/high risk reported incidents within 10 working days, and non-urgent/low risk reported incidents desktop response only. Target: 100%			

Regional Transport				
2024-2034 Level of Service: Land transport policies that deliver efficient and effective transport solutions, land transport infrastructure and services for the West Coast				
Measure	**Baseline and Target (25/26)**	**Performance achieved during the year**	**Result**	
27) All regional transport plans for the West Coast are kept current in accordance with statutory requirements	An operative Regional Land Transport Plan and Regional Public Transport Plan Target: 100%	The RPTP was kept up to date in accordance with statutory requirements, in particular the changes to fare structures as required by central government. All necessary reporting has been provided on time and on schedule, including key budget information. The 2027 RLTP review is currently on schedule and has met all statutory timeframes (attached agenda) The new RTC and RTAG were successfully established after the election -	Achieved	

Harbour Navigation and Safety				
2024-2034 Level of Service: Assist with maintaining safe and navigable waterways in the region				
Measure	**Baseline and Target (25/26)**	**Performance achieved during the year**	**Result**	
28) Review the navigation safety and harbour management responsibilities of the region and implement the outcomes of the review.	Target: 100%	Funding was secured, the review programme scoped, and tender documents prepared through the Government Electronic Tenders Service, with a consultant review now underway and the Regional Harbourmaster role established to provide oversight.	Partially achieved	

Policy and Regulatory Funding Impact Statement for the year ended 30 June 2026

	2024/25 LTP	2025/26 LTP	2025/26 Actual
Sources of operating funding			
General rates, uniform annual general charge, rates penalties	2,003	2,333	2,336
Targeted rates	329	502	642
Subsidies and grants for operating purposes	390	360	408
Fees and charges	833	926	2,750
Internal charges and overheads recovered	-	-	-
Income from investments	-	-	-
Fines, infringement fees and other receipts	-	-	-
Total operating funding (A)	**3,555**	**4,121**	**6,137**
Applications of operating funding			
Payments to staff and suppliers	5,103	5,317	5,736
Finance costs	139	198	206
Internal charges and overheads applied	-	-	2,014
Other operating funding applications	-	-	-
Total applications of operating funding (B)	**5,242**	**5,515**	**7,956**
Surplus / (deficit) of operating funding (A-B)	**(1,687)**	**(1,394)**	**(1,820)**
Sources of capital funding			
Subsidies and grants for capital expenditure	-	-	-
Development and financial contributions	-	-	-
Increase / (decrease) in debt	1,720	1,259	1,238
Gross proceeds from sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	282	221	-
Total sources of capital funding (C)	**2,002**	**1,480**	**1,238**
Applications of capital funding			
Capital expenditure:			
- to meet additional demand	-	-	-
- to improve the level of service	272	-	-
- to replace existing assets	43	86	-
Increase / (decrease) in investments	-	-	-
Increase / (decrease) in reserves	-	-	(582)
Total applications of capital funding (D)	**315**	**86**	**(582)**
Surplus / (deficit) of capital funding (C-D)	**1,687**	**1,394**	**1,820**
Funding balance ((A-B)+(C-D))	**-**	**-**	**-**

Commercial activities

There are two primary activities within this group:

- Investment portfolio
- Commercial operations

Why we put effort into these activities

Investment portfolio

WCRC has a significant investment portfolio managed externally by private investment management company JBWere. The investment portfolio is maintained to provide a financial return to Council. That financial return partially funds some of the operational expenses associated with the delivery of core Council activities.

Commercial operations

Similar to the investment portfolio, WCRC's commercial arm has been created to provide a financial return to Council, with the expectation this results in ratepayers not having to fund some of Council's mandatory work programmes. These would otherwise need to be funded through rates. Our commercial activities have additional benefits for the Coast. The quarries provide a consistent source of rock and rubble for some of our large number of flood protection schemes, together with a commercial return on private sales of materials.

Vector Control Services provide a financial return to Council and, by nature of the work delivered, help maintain a healthy natural environment.

What we achieved in 2025-2026 key commercial activity deliverables

Possum Free Te Kinga – maintaining the Coast's unique natural environment

Over the past year, Te Kinga installed more than 420 new DOC150 traps, strengthening the inner and outer predator-control rings and improving protection against stoats and rats. A highlight was the installation of 125 traps on the southern slopes of Te Kinga in a single day using heavy-lift drones, which transported bundles of traps to staff working down the mountain. Traps were deployed at 100m spacings, significantly improving predator control coverage across the maunga.

Possum detections within the project area remained restricted to the periphery, with most detected animals successfully removed. In cases where removal was not confirmed, follow-up monitoring indicated the possums were no longer present and had likely vacated the area naturally.

Te Kinga also continued to engage local learners through partnerships with Tai Poutini Polytechnic, Papa Taiao Earthcare, Lake Brunner School and Grey High School Gateway students, providing hands-on conservation experience and insight into predator control in action.

Our commercial activities performance against targets for year ended 30 June 2026

Investment Portfolio				
2024-2034 Level of Service: Effective management of Council's investments				
Measure	**Baseline and Target (25/26)**	**Performance achieved during the year**	**Result**	
29) Endeavour to achieve the JBWere projected dividend forecast	New measure Target: Achieve projected dividend	JBWere have reported the return on investment for FY26 was 15.61%. Total funds under JBWere management at 30 June 2026 were $16.130m for the Main Fund and $$1.021m for the Catastrophe Fund.	Achieved	

Commercial activities				
2024-2034 Level of Service: Effective management of Council's commercial activities				
Measure	**Baseline and Target (25/26)**	**Performance achieved during the year**	**Result**	
30) Operate VCS and quarry activities in line with respective business plans.		Business unit activities operating in line with KPIs in both VCS and quarry business plans, and no variance forecast across the plans throughout the year.	Achieved	

Commercial activities funding Impact Statement for year ended 30 June 2026

	2024/25 LTP	2025/26 LTP	2025/26 Actual
Sources of operating funding			
General rates, uniform annual general charge, rates penalties	-	-	-
Targeted rates	-	-	-
Subsidies and grants for operating purposes	-	-	-
Fees and charges	324	323	7,037
Internal charges and overheads recovered	-	-	-
Income from investments	4,633	3,686	2,486
Fines, infringement fees and other receipts	-	-	-
Total operating funding (A)	**4,957**	**4,009**	**9,523**
Applications of operating funding			
Payments to staff and suppliers	4,087	3,059	6,634
Finance costs	44	44	-
Internal charges and overheads applied	-	-	583
Other operating funding applications	-	-	-
Total applications of operating funding (B)	**4,131**	**3,103**	**7,216**
Surplus / (deficit) of operating funding (A-B)	**826**	**906**	**2,307**
Sources of capital funding			
Subsidies and grants for capital expenditure	-	-	-
Development and financial contributions	-	-	-
Increase / (decrease) in debt	588	423	-
Gross proceeds from sale of assets	-	-	52
Lump sum contributions	-	-	-
Other dedicated capital funding	(1,306)	(1,256)	-
Total sources of capital funding (C)	**(718)**	**(833)**	**52**
Applications of capital funding			
Capital expenditure:			
- to meet additional demand	-	-	-
- to improve the level of service	66	30	30
- to replace existing assets	42	43	
Increase / (decrease) in investments	-	-	-
Increase / (decrease) in reserves	-	-	2,329
Total applications of capital funding (D)	**108**	**73**	**2,359**
Surplus / (deficit) of capital funding (C-D)	**(826)**	**(906)**	**(2,307)**
Funding balance ((A-B)+(C-D))	**-**	**-**	**-**

Audit opinion

The Audit Office
Te Mana Arotake

Independent Auditor's Report

To the readers of the annual report of West Coast Regional Council for the year ended 30 June 2026

The Auditor-General is the auditor of West Coast Regional Council (the Council). The Auditor-General has appointed me, Stuart Mutch, using the staff and resources of Ernst & Young, to carry out the audit on his behalf.

We have audited the information in the annual report of the Council that we are required to audit in accordance with the Local Government Act 2002 (the Act). We refer to this information as "the audited information" in our report.

We are also required to report on:

- whether the Council has complied with the requirements of Schedule 10 of the Act (Schedule 10) that apply to the annual report; and
- the completeness and accuracy of the Council's disclosures about its performance against benchmarks that are required by the Local Government (Financial Reporting and Prudence) Regulations 2014 (the Regulations).

We refer to this information as "the disclosure requirements" in our report.

Opinion on the audited information

In our opinion:

- the financial statements on pages 54 to 86 present fairly, in all material respects, the Council's financial position as at 30 June 2026, and the results of the operations and cash flows for the year ended on that date, in accordance with Public Benefit Entity Reporting Standards Reduced Disclosures;
- the statement of service provision for the year ended 30 June 2026 on pages 10 to 43:
    - is appropriate and meaningful and prepared in accordance with the Council's measurement bases or evaluation methods and Public Benefit Entity Reporting Standards Reduced Disclosures; and
    - presents fairly, in all material respects, the Council's actual levels of service for each group of activities, including the levels of service achieved compared with the intended levels of service, whether any intended changes to levels of service were achieved, and the reasons for

any significant variation between the levels of service achieved and the intended levels of service.

- the funding impact statement for the year ended 30 June 2026 on page 53, has been prepared, in all material respects, in accordance with clause 30 of Schedule 10;
- the funding impact statements for each group of activities for the year ended 30 June 2026 on pages 14, 25, 31, 39 and 43 have been prepared, in all material respects, in accordance with clause 26 of Schedule 10; and
- the statements comparing actual capital expenditure to budgeted capital expenditure for each group of activities for the year ended 30 June 2026 on pages 14, 25, 31, 39 and 43, have been prepared, in all material respects, in accordance with clause 24 of Schedule 10.

Report on the disclosure requirements

We report that:

- the Council has complied with the information disclosure requirements of Part 3 of Schedule 10 for the year ended 30 June 2026; and
- the Council's disclosures about its performance against benchmarks required by Part 2 of the Regulations for the year ended 30 June 2026 are complete and accurate.

Emphasis of Matter: Local Government reform

As described in note 24, the government has announced it wants to phase out regional councils. The eventual outcome for the council is dependent on future cabinet decisions and enactment of enabling legislation. Because of the significant uncertainty about the outcome and timing of any future reorganisation, the financial statements have continued to be prepared on a going concern basis. Our opinion is not modified in respect of this matter.

Basis for our opinion on the audited information and the disclosure requirements

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards, the International Standards on Auditing (New Zealand), and New Zealand Auditing Standard 1 (Revised): *The Audit of Service Performance Information* issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the *Responsibilities of the auditor for the audited information and the disclosure requirements* section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on the audited information and our report on the disclosure requirements.

Responsibilities of the Council for the audited information and the disclosure requirements

The Council is responsible for preparing the audited information and the disclosure requirements in accordance with the Act. The Council's responsibilities include the preparation and fair presentation of the financial statements and service performance information in accordance with Public Benefit Entity Reporting Standards Reduced Disclosures.

This includes:

- the selection of elements/aspects of service performance, performance measures and/or descriptions, and measurement bases or evaluation methods to enable the presentation of service performance information that is appropriate and meaningful; and
- the preparation of a statement of service provision, in accordance with the Council's measurement bases or evaluation methods, that provides an appropriate and meaningful basis to enable readers to assess what has been achieved for the year.

The Council is responsible for such internal control as it determines is necessary to enable it to prepare the audited information and the disclosure requirements that are free from misstatement, whether due to fraud or error.

In preparing the audited information and the disclosure requirements the Council is responsible for assessing the Council's ability to continue as a going concern. The Council is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to amalgamate or cease all of the functions of the Council or there is no realistic alternative but to do so.

The Council's responsibilities arise under the Act and the Regulations.

Responsibilities of the auditor

Responsibilities for the audited information

Our objectives are to obtain reasonable assurance about whether the audited information, as a whole, is free from material misstatement, whether due to fraud or error, and to issue a report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers taken on the basis of this audited information.

For the budget information reported in the audited information, our procedures were limited to checking that the budget information agreed to the Council's Annual plan or Long-term plan as applicable.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the audited information, 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.

- We 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 Council's internal control.

- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.

- We evaluate whether the selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods present an appropriate and meaningful assessment of the Council's service performance.

- We evaluate whether the service performance information is prepared in accordance with the Council's measurement bases or evaluation methods, and presents fairly, in all material respects, in accordance with Public Benefit Entity Reporting Standards Reduced Disclosures, the actual service performance achieved compared with the intended levels of service.

- We conclude on the appropriateness of the use of the going concern basis of accounting by the Council and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Council 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 information we audited 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 Council to cease to continue as a going concern.

- We evaluate the overall presentation, structure and content of the audited information, including the disclosures, and whether the audited information represents, where applicable, the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Council 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.

Responsibilities for the disclosure requirements

Our objective is to provide reasonable assurance about whether the Council has complied with the disclosure requirements. To assess whether the Council has met the disclosure requirements we undertake work to confirm that:

- the Council has made all of the disclosures required by Part 3 of Schedule 10 to the Act and Part 2 of the Regulations; and

- the disclosures required by Part 2 of the Regulations accurately reflect information drawn from the audited information and, where applicable, the Council's long-term plan and annual plans.

Our responsibilities for the audited information and for the disclosure requirements arise from the Act and the Public Audit Act 2001.

Other information

The Council is responsible for the other information included in the annual report. The other information comprises all the information included in the annual report other than the audited information and the disclosure requirements, and our auditor's report thereon.

Our opinion on the audited information and our report on the disclosure requirements do not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the audited information and our report on the disclosure requirements, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the audited information and the disclosure requirements, or our knowledge obtained during our work, or otherwise appears to be materially misstated. If, based on our work, 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.

Independence

We are independent of the Council in accordance with the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand) as applicable for audits of public interest entities issued by the New Zealand Auditing and Assurance Standards Board.

In addition to the audit we have carried out an engagement in the area of Debenture Trust Deed Reporting assurance, which is compatible with the independence requirements. Other than the audit, our report on the disclosure requirements, and this engagement, we have no relationship with, or interests in, the Council

Stuart Mutch
Ernst & Young
On behalf of the Auditor-General
Wellington, New Zealand
29 October 2026

Finances

Financial statements

The following pages present the financial results of the Council for the 2025/2026 year compared against the budget set in the 2024 -2034 LTP.

In particular, the following information is presented:

- the practices and assumptions used in preparing the financial information
- where the Council's income came from and where it was subsequently spent
- the effect of the income and expenditure on the overall net worth of Council
- what the Council owes and owns
- cash payments and receipts during the year
- additional supporting information.

Whole of Council Funding Impact Statement for the year ended 30 June 2026

	2024/25 Long Term Plan	2024/25 Actual	2025/26 Annual Plan	2025/26 Actual
Sources of operating funding				
General rates, uniform annual general charge, rates penalties	8,674	8,470	9,747	9,728
Targeted rates	3,417	3,376	4,516	4,509
Subsidies and grants for operating purposes	3,819	2,501	1,002	1,236
Fees and charges	1,465	6,550	4,575	9,787
Income from investments	4,633	1,509	4,336	2,486
Fines, infringement fees and other receipts	-	252	-	435
Total operating funding (A)	**22,008**	**22,658**	**24,177**	**28,181**
Applications of operating funding				
Payments to staff and suppliers	23,505	26,905	24,009	30,341
Finance costs	1,045	1,043	1,144	1,392
Other operating funding applications	-	-	-	-
Total applications of operating funding (B)	**24,550**	**27,948**	**25,154**	**31,733**
Surplus / (deficit) of operating funding (A-B)	**(2,542)**	**(5,289)**	**(977)**	**(3,552)**
Sources of capital funding				
Subsidies and grants for capital expenditure	7,890	5,166	14,958	4,359
Development and financial contributions	-	-	-	-
Increase / (decrease) in debt	5,621	6,500	14,490	9,000
Gross proceeds from sale of assets	-	17	-	52
Lump sum contributions	-	-	-	-
Other dedicated capital funding	-	-	-	-
Total sources of capital funding (C)	**13,511**	**11,683**	**29,448**	**13,412**
Applications of capital funding				
Capital expenditure:				
- to meet additional demand	177	-	-	-
- to improve the level of service	9,805	10,838	27,973	8,561
- to replace existing assets	987	-	167	617
Increase / (decrease) in investments	-	-	-	-
Increase / (decrease) in reserves	-	(4,444)	332	682
Total applications of capital funding (D)	**10,969**	**6,394**	**28,471**	**9,860**
Surplus / (deficit) of capital funding (C-D)	**2,542**	**5,289**	**977**	**3,552**
Funding balance ((A-B)+(C-D))	**-**	**-**	**-**	**-**

Statement of Comprehensive Revenue and Expense for the year ended 30 June 2026

	Notes	2024/25 Actual $000	2025/26 Annual Plan $000	2025/26 Actual $000
Revenue				
Rates	3	11,846	14,263	14,237
Subsidies and grants	3	7,667	15,960	5,479
Direct charges revenue - subsidised	3	1,788	4,575	2,867
Direct charges revenue - full cost recovery	3	4,762	3,300	7,037
Gain / (loss) on disposal of assets		17	-	52
Other Income		252	-	435
Net (loss) / gain on financial instruments at fair		1,228	1,037	2,208
Interest income		378	-	279
Total revenue		**27,938**	**39,135**	**32,594**
Expenditure				
Interest	5	1,059	1,144	1,392
Depreciation and amortisation	11	445	499	583
Salaries and wages	4	10,468	11,752	12,086
Other operating expenses	6	16,516	12,257	17,267
Total expenditure		**28,488**	**25,652**	**31,327**
Net surplus / (deficit) for the year		**(550)**	**13,483**	**1,268**
Other comprehensive revenue and expense				
Revaluation reserve movement	19	10,901	-	-
Total other comprehensive revenue and expense		**10,901**	**-**	**-**
Total comprehensive revenue and expense		**10,351**	**13,483**	**1,268**

Statement of Changes in Equity for the year ended 30 June 2026

	2024/25 Actual $000	2025/26 Annual Plan $000	2025/26 Actual $000
Balance at 1 July	207,880	211,308	218,231
Net surplus / (deficit) for the year	(550)	13,483	1,268
Revaluation reserve movement	10,901	7,239	-
Balance at 30 June	**218,231**	**232,030**	**219,499**

Statement of Financial Position as at 30 June 2026

	Notes	2024/25 Actual $000	2025/26 Annual Plan $000	2025/26 Actual $000
Assets				
Current assets				
Cash and cash equivalents	7	4,604	4,037	8,511
Receivables	8	9,488	4,000	3,771
Inventory	9	823	759	652
Loan advances	10	-	-	-
Other financial assets	10	-	1,000	-
Prepayments		505	-	320
Total current assets		**15,420**	**9,796**	**13,254**
Non-current assets				
Property, plant and equipment	11	229,020	248,039	235,807
Intangible assets	12	7	707	52
Investment in associate	14	181	181	181
Other financial assets	10	15,614	14,000	17,507
Total non-current assets		**244,822**	**262,927**	**253,547**
Total assets		**260,242**	**272,723**	**266,801**
Liabilities				
Current liabilities				
Borrowings	17	8,800	7,686	3,000
Payables and deferred revenue	15	16,417	4,873	12,627
Employee entitlements	16	1,092	484	1,164
Total current liabilities		**26,309**	**13,043**	**16,790**
Non-current liabilities				
Borrowings	17	15,350	27,250	30,150
Future quarry restoration	18	351	400	362
Total non-current liabilities		**15,701**	**27,650**	**30,512**
Total liabilities		**42,010**	**40,693**	**47,302**
Equity				
Accumulated comprehensive revenue and expense	19	41,247	61,952	41,613
Rating district equity	19	3,883	3,978	3,531
Revaluation reserves	19	157,204	151,100	157,203
Investment growth reserve	19	14,840	14,000	16,130
Catastrophe fund	19	1,058	1,000	1,021
Total equity		**218,232**	**232,030**	**219,499**
Total liabilities and equity		**260,242**	**272,723**	**266,801**

Statement of Cash Flows for the year ended 30 June 2026

	Notes	2024/25 Actual $000	2025/26 Annual Plan $000	2025/26 Actual $000
Cash flows from operating activities				
Rates revenue		12,134	14,263	14,400
Investment income		378	4,336	279
Other income		11,661	20,535	19,767
Payments to suppliers and employees		(22,334)	(23,882)	(31,609)
Interest paid		(1,059)	1,144	(1,392)
GST (net)		-	-	-
Net cash flow from operating activities		**780**	**16,397**	**1,445**
Cash flows from investing activities				
Sale of investments		2,200	-	955
Sale of property, plant, and equipment		-	-	-
Purchase of property, plant, and equipment		(10,925)	(28,140)	(7,494)
Purchase of investments		-	-	-
Loan advances repayments		-	-	-
Net cash flow from investing activities		**(8,725)**	**(28,140)**	**(6,539)**
Cash flows from financing activities				
Proceeds from borrowing		6,500	14,923	9,000
Repayment of borrowing		- -	433	-
Net cash flow from financing activities		**6,500**	**14,490**	**9,000**
Net increase in cash and cash equivalents		(1,445)	2,747	3,907
Opening cash and cash equivalents		6,049	1,290	4,604
Closing cash and cash equivalents		**4,604**	**4,037**	**8,511**

Notes to Financial Statements

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Note 1: Statement of Accounting Principles

Reporting entity

The West Coast Regional Council (the Council) is a public benefit entity (PBE) for financial reporting purposes. The financial statements of the Council are for the year ended 30 June 2026. The financial statements and performance information were authorised for issue by the Council on 27 October 2026.

Basis of preparation

The financial statements and performance information have been prepared on the going concern basis; the accounting policies have been applied consistently throughout the period.

Statement of Compliance

The financial statements have been prepared in accordance with the requirements of the Local Government Act 2002 (LGA 2002), which include the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

The financial statements of Council comply with PBE Standards Reduced Disclosure Regime (PBE Standards RDR) and disclosure concessions have been applied. Council is eligible to report in accordance with PBE Standards RDR because it does not have public accountability and is not large.

Prior year comparatives are re-classified from the previous year Financial Statements where necessary to reflect current year presentation.

Presentation currency and rounding

The financial statements are presented in New Zealand dollars, and all values are rounded to the nearest thousand dollars ($000).

The remuneration for the chief executive, severance payment, and related party transaction disclosures are rounded to the nearest dollar.

Goods and services tax (GST)

All items in the financial statements are stated exclusive of goods and services tax (GST), except for receivables and payables, which are presented on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense. The net amount of GST recoverable from, or payable to, the Inland Revenue Department (IRD) is included as part of receivables or payables in the statement of financial position. The net GST paid to, or received from the IRD, including the GST relating to investing and financing activities, is classified as an operating cash flow in the statement of cash flows. Commitments and contingencies are disclosed exclusive of GST.

Budget figures

The budget figures are those approved by Council at the beginning of the year in the Long-term Plan or Annual Plan (unaudited). The budget figures have been prepared in accordance with NZ GAAP, using accounting policies consistent with those adopted by Council for the preparation of the financial statements.

Cost allocation

Council has derived the cost of service for each significant activity using the cost allocation system outlined below.

Direct costs are those costs directly attributable to a significant activity. Direct costs are charged directly to significant activities. Indirect costs are those costs which cannot be identified in an economically feasible manner, with a specific significant activity. Indirect costs are charged to significant activities using appropriate cost drivers such as actual usage, staff numbers and floor area. For the purposes of the Funding Impact Statements, overheads are allocated to each activity, for the Statement of Comprehensive Revenue and Expenses, overheads remain within the activity for which they occurred.

Note 2: Significant accounting judgements, estimates and assumptions

The preparation of Council's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future reporting periods.

Judgements

In the process of applying the Council's accounting policies, management has made the following judgements, which have the most significant effect on the amounts recognised in the consolidated financial statements:

Estimates and assumptions

The key assumptions concerning the future, and other key sources of estimation uncertainty at the reporting date, with significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. Council based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of Council. Such changes are reflected in the assumptions when they occur.

Future quarry restoration provision

Details of the significant accounting judgements, estimates and assumptions related to Council's future quarry restoration provision are provided in Note 18: Provisions.

Revaluation of property, plant and equipment and investment.

Details of Council's valuation of land, buildings and infrastructure assets is provided in Note 11: Property, plant and equipment. Details of Council's valuation of investment is provided in Note 14: Investment.

Useful lives and residual values of property, plant and equipment

The useful lives and residual values of assets are assessed using the following indicators to inform potential future use and value from disposal:

- condition of asset based on assessment of experts employed by the Group;
- nature of the asset, its susceptibility and adaptability to changes in technology and processes;
- nature of the processes in which the asset is deployed;
- availability of funding to replace the asset; and/or
- changes in the market in relation to the asset.

The estimated useful lives of the asset classes held by the Group are listed in Note 11: Property, plant and equipment.

Note 3: Revenue

Revenue is measured at fair value. The specific accounting policies for significant revenue items are explained below:

Revenue from non-exchange transactions

Rates revenue

General rates, targeted rates, and uniform annual general charges are recognised at the start of the financial year to which the rates resolution relates. They are recognised as the amounts due. Council considers the effect of payment of rates by instalments is not sufficient to require discounting of rates receivable and subsequent recognition of interest revenue.

Rates late payment penalties are recognised as revenue once rates become overdue.

Rates remissions are recognised as a reduction of rates revenue when Council has received an application that satisfies its Rates Remission Policy.

Recoveries from Ministry of Civil Defence and Emergency Management

Recoveries from the Ministry of Civil Defence and Emergency Management are recognised following the approval of the grant. Revenue is recognised as eligible costs are incurred.

NZ Transport Agency subsidies

Council funding assistance from NZTA, which subsidises part of Council's costs in carrying out its Land Transport responsibilities. The subsidies are recognised as revenue upon entitlement as conditions pertaining to eligible expenditure have been fulfilled.

Other grants received

Other grants are recognised as revenue when they become receivable unless there is an obligation in substance to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as income in advance and recognised as revenue when conditions of the grant are satisfied.

Direct charges – subsidised

(i) Rendering of services – subsidised

Rendering of services at a price that is not approximately equal to the value of the service provided by the Council is considered a non-exchange transaction. This includes rendering of services where the price does not allow Council to fully recover the cost of providing the service (e.g. resource consents, rating district works etc.), and where the shortfall is subsidised by income from other activities, such as rates. Generally, there are no conditions attached to such revenue.

Revenue from exchange transactions

Direct charges – full cost recovery

(ii) Rendering of services – full cost recovery

Revenue from the rendering of services (e.g. VCS pest control contracts) is recognised by reference to the stage of completion of the service. Stage of completion is measured by reference to management estimation of work performed to date as a percentage of total estimated work required for each contract. When the contract outcome cannot be measured reliably, revenue is recognised only to the extent the expenses incurred are eligible to be recovered.

(iii) Sale of goods – full cost recovery

Revenue from the sale of goods (e.g. quarried rock etc.) is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer, usually on delivery of the goods, and when the amount of revenue can be measured reliably and it is probable that the economic benefits or service potential associated with the transaction will flow to the Council.

Interest and dividends

Interest income is recognised using the effective interest method. Dividends are recognised when the right to receive payment has been established.

Breakdown of rates revenue

	2024/25 Actual $000	2025/26 Actual $000
Rates revenue comprises:		
General rates	8,470	9,728
Targeted rates attributable to activities:		
River, Drainage and Coastal Erosion	1,870	2,346
One District Plan	320	642
Regional Emergency Management	1,186	1,521
Total rates revenue	**11,846**	**14,237**

Breakdown of subsidies and grants

	2024/25 Actual $000	2025/26 Actual $000
Department of Conservation Predator Free Te Kinga	1,444	29
Department of Conservation Biosecurity	44	358
Emergency Management recoveries	-	214
Rating district contributions	22	-
Government infrastructure project funding	5,166	4,362
Lakes surveillance co-funding	-	40
Land Information New Zealand LiDAR project funding	302	-
Mfte Freshwater Management Funding	299	-
National Emergency Management Agency resilience action plan funding	27	-
National Telemetry Project	-	55
NZTA transport planning and mobility funding	357	408
NZTA Regional Planning	6	-
Regional Maritime Safety Programme	-	13
Total subsidies and grants	**7,667**	**5,479**

Breakdown of direct charges revenue – subsidised

	2024/25 Actual $000	2025/26 Actual $000
Infringements and fines	61	-
Wanganui River - Contributions to historic works	-	117
Resource consents and compliance monitoring	1,727	2,750
Total direct charges revenue - subsidised	**1,788**	**2,867**

Breakdown of direct charges revenue – full cost recovery

	2024/25 Actual $000	2025/26 Actual $000
VCS contractual rendering of services	4,432	6,520
Quarried rock sale of goods	330	517
Total direct charges revenue - full cost recovery	**4,762**	**7,037**

Revenue Exchange/Non exchange

	2024/25 Actual $000	2025/26 Actual $000
Revenue comprises:		
Revenue from non-exchange transactions		
Rates	11,846	14,237
Subsidies and Grants	7,667	5,479
Direct Charges Revenue - Subsidised	1,788	2,867
Other Income	252	435
Net (loss) / gain on financial instruments at fair value through surplus or deficit	1,228	2,208
Interest income	378	279
Total Revenue from non-exchange transactions	**23,159**	**25,505**
Revenue from exchange transactions		
Direct Charges Revenue - Full Cost Recovery	4,762	7,037
Commercial Property Rental Income	-	-
Gain/(loss) on disposal of assets	17	52
Total Revenue from exchange transactions	**4,779**	**7,089**
Total Revenue	**27,937**	**32,594**

Note 4: Personnel costs

Salaries and wages

Salaries and wages are recognised as an expense as employees provide services.

Superannuation schemes

Defined contribution schemes employer contributions to Kiwisaver, SuperEasy and Superlife are accounted for as defined contribution superannuation schemes and are expensed in the surplus or deficit as incurred.

Breakdown of personal costs and further information

	2024/25 Actual $000	2025/26 Actual $000
Salaries and wages	10,468	12,138
Increase / (decrease) in annual Leave liability	177	(77)
Increase / (decrease) in long service leave provision	5	4
Increase / (decrease) in accrued payroll	(4)	-
Increase / (decrease) in time in lieu liability	7	21
Total employee benefits	**10,653**	**12,086**

Elected representatives' remuneration

	2024/25 Actual $000	2025/26 Actual $000
Chairman Councillor Smith	-	75
Councillor McIntyre	55	68
Councillor Coll	15	61
Councillor Birchfield	55	60
Councillor Ewen	55	60
Councillor Campbell	55	60
Councillor Cassin	-	43
Chairman Councillor Haddock	101	31
Deputy Councillor Cummings	66	20
Councillor Dooley	29	-
Total elected representatives' remuneration	**431**	**478**

Council employee remuneration by band

	2024/25 Number	2025/26 Number
Total annual remuneration by band for employees as at 30 June		
< $60,000	3	6
$60,000 - $79,999	38	20
$80,000 - $99,999	26	29
$100,000 - $119,999	14	13
$120,000 - $139,999	8	6
$140,000 - $159,999	4	10
$160,000 - $179,999	6	4
$180,000 - $310,000	6	9
Total employees	**105**	**97**

Total remuneration includes any non-financial benefits provided to employees.

At balance date, the Council employed 86 (2024/25 - 96) full-time employees, with the balance of staff representing 11 (2024/25-9) full-time equivalent employees. A full-time employee is determined on the basis of either a 37.5 hour or 40 hour working week (2024/25 was determined on the basis of a 37.5 hour working week).

Severance payments

For the year ended 30 June 2026, the Council made three settlement payments to employees totalling $58,600 (2024/25: one settlement payment totalling $4,997).

Key management personnel compensation

	2024/25	2025/26
Number of full-time equivalent members	7	8
Remuneration	1,309	1,465
Total full-time equivalent personnel	**7**	**8**
Total key management personnel remuneration	**1,309**	**1,465**

Chief Executive remuneration

The total remuneration including any non-financial benefits paid or payable for the year ended 30 June 2026 to the Chief Executive was $332,160 (2024/25 $324,404)

Note 5: Finance costs

Borrowing costs are recognised as an expense in the period in which they are incurred.

	2024/25 Actual $000	2025/26 Actual $000
Interest on borrowings	1,059	1,392
Total finance costs	**1,059**	**1,392**

Note 6: Other expenses

	2024/25 Actual $000	2025/26 Actual $000
Aircraft hire	1,914	3,163
Contractors and Consultants	4,903	5,232
Hearing commissioners	1,226	574
Insurance premiums	511	467
IT and Communications charges	575	560
Poison Control	337	42
Travel, Training and Seminar Expenses	365	158
Total Mobility	385	429
Audit fees - Long Term Plan	-	-
Legal Fees	460	762
Audit fees - Annual Report	204	195
Other operating expenses	5,198	5,684
Total other expenses	**16,078**	**17,266**

Note 7: Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. Bank overdrafts are shown separately in current liabilities in the statement of financial position.

	2024/25 Actual $000	2025/26 Actual $000
Cash at bank and on hand	3,546	7,490
Cash equivalents (Catastrophe Fund)	1,058	1,021
Total cash and cash equivalents	**4,604**	**8,511**

Note 8: Receivables

Short-term receivables

Trade and other receivables are recorded at the amount due, less any provision for receivables deemed uncollectable. A receivable is considered to be uncollectable when there is evidence the amount due will not be fully collected. The amount uncollectable is the difference between the amount due and the present value of the amount expected to be collected.

	2024/25 Actual $000	2025/26 Actual $000
Current receivables		
Rates Receivables	868	699
Other receivables	8,818	2,486
Accrued other receivables	195	973
Sub-total	**9,881**	**4,158**
Less provision for uncollectability	(393)	(387)
Total current receivables	**9,488**	**3,771**
Non-current receivables	-	-
Total receivables	**9,488**	**3,771**
Total receivables comprise:		
Receivables from non-exchange transactions – this includes outstanding amounts for rates, grants, infringements, and fees and charges that are partly subsidised by rates	475	313
Receivables from exchange transactions - this includes outstanding amounts for commercial sales and fees and charges that have not been subsidised by rates	9,013	3,459
Total receivables	**9,488**	**3,771**

Movements in the provision for uncollectability of receivables are as follows:

	2024/25 Actual $000	2025/26 Actual $000
Balance at 1 July	393	393
Additional provisions made during the year	-	-
Provisions reversed during the year	-	(6)
Receivables written-off during the year	-	-
Balance at 30 June	**393**	**387**

Note 9: Inventory

Inventories held for consumption in the provision of services not supplied on a commercial basis are measured at the lower of cost or net realisable value. The write down from cost to current replacement cost, or net realisable value, is recognised in the surplus or deficit. Inventories held for use in the provision of goods and services on a commercial basis are valued at the lower of cost (using the "First In First Out" method) and net realisable value.

	2024/25 Actual $000	2025/26 Actual $000
Poison and pest supplies	767	54
Rock in quarries	56	595
Total inventory	**823**	**649**

Note 10: Other Financial Assets

Council classifies its financial assets into the following three categories: loans and receivables, held-to maturity investments, and fair value through surplus or deficit.

The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and re-evaluates this designation at every reporting date.

Carrying value approximates fair value of financial instruments that are not traded in an active market.

Held to maturity investments

Held to maturity investments are assets with fixed or determinable payments and fixed maturities that Council has the positive intention and ability to hold to maturity.

After initial recognition they are measured at amortised cost using the effective interest method. Gains and losses when the asset is impaired or de-recognised are recognised in the surplus/deficit. Investments in this category include fixed term deposits and surety bonds.

Financial assets at fair value through surplus or deficit

Financial assets and liabilities are initially recognised at fair value plus transaction costs unless they are carried at fair value through surplus or deficit in which case the transaction costs are recognised in the surplus or deficit.

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date. Council fund manager JBWere obtains independent verified market prices from third parties such as trading banks, broking houses and originating companies for all assets/securities. Managed funds are valued at the value date price used as the exit price at month end and can be deemed to be fair value. JBWere valuations use the redemption unit price to value unit trust products. The value of a unit is based on the net value of the relevant fund.

Loans and receivables

These are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market.

After initial recognition they are measured at amortised cost using the effective interest method. Gains and losses when the asset is impaired or de-recognised are recognised in the surplus/deficit. Loans and receivables are classified as "loan advances" in the statement of financial position.

Impairment of other financial assets

At each balance sheet date Council assesses whether there is any objective evidence that a financial asset or group of financial assets is impaired. Any impairment losses are recognised in surplus or deficit. A provision for impairment of receivables is

established when there is objective evidence that Council will not be able to collect all amounts due according to the original terms of receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the effective interest method.

	2024/25 Actual $000	2025/26 Actual $000
Current other financial assets		
Financial assets at fair value through surplus or deficit	15,590	17,484
Held to maturity investments	24	24
Total current other financial assets	**15,614**	**17,508**
Non current other financial assets		
Loan advances (Pest Control Research LP)	-	-
Total held to maturity investments		
Total other financial assets	**15,614**	**17,508**
Other financial assets by asset class		
Australasian equities	4,288	4,497
Fixed interest	7,262	7,916
International equities	3,271	3,699
LGFA borrower notes	750	1,354
Property equities	43	42
Total other financial assets	**15,614**	**17,508**

Note 11: Property, Plant and Equipment

Property, plant and equipment consist of:

- Operational assets – These include land, buildings, plant and equipment, and vehicles.
- Infrastructure assets – Infrastructure assets are the river, drainage and coastal protection systems owned by Council. They include rock protection work and stopbanks.

Land and infrastructure assets are measured at fair value. All other asset classes are measured at cost less accumulated depreciation and impairment losses.

Revaluation

Land, buildings, and infrastructure assets are revalued with sufficient regularity to ensure their carrying amount does not differ materially from fair value and at least every three years.

The most recent valuation of operational land and buildings was performed by an independent valuer, Coast Valuations Ltd. The valuation is effective as at 30 June 2023.

Infrastructure assets were independently valued as of 30 June 2025 at fair value determined on a replacement costs basis by WSP, New Zealand. The primary assumptions applied in estimating the infrastructure assets' fair values are the unit prices for rock, fill and rubble and construction rates. Other key assumptions are that the bulk of the assets are assumed to have an indefinite useful life, are maintained in perpetuity, and do not depreciate. An allowance has been added for design, engineering, administration, site establishment, and other reasonable costs associated with creation of renewal of assets, including the removal and disposal of any residual assets. A further allowance has been added for the cost of resource consents and other Resource Management Act 1991 (RMA) cost implications of renewing assets. For depreciating assets, straight-line depreciation has been adopted.

Revaluation movements are accounted for on a class-of-asset basis. The net revaluation results are credited or debited to other comprehensive revenue and expense and are accumulated to an asset revaluation reserve in equity for that class-of-asset.

Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive revenue and expense but is recognised in the surplus or deficit.

Any subsequent increase on revaluation that reverses a previous decrease in value recognised in the surplus or deficit will be recognised first in the surplus or deficit up to the amount previously expensed and then recognised in other comprehensive revenue and expense.

Additions

The cost of an item of property, plant, and equipment is recognised as an asset only when it is probable that future economic benefits or service potential associated with the item will flow to the Council and group and the cost of the item can be measured reliably.

Work in progress is recognised at cost less impairment and is not depreciated.

In most instances, an item of property, plant, and equipment is initially recognised at its cost. Where an asset is acquired through a non-exchange transaction, it is recognised at its fair value as at the date of acquisition.

Costs incurred subsequent to initial acquisition are capitalised only when it is probable future economic benefits or service potential associated with the item will flow to the Council and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant, and equipment are recognised in the surplus or deficit as they are incurred.

Disposals

Gains and losses on disposals are determined by comparing the disposal proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit. When revalued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to accumulated funds.

Depreciation

Depreciation is provided on a straight-line basis on all property, plant, and equipment other than land and certain infrastructure asset categories, at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives. The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

Operational Assets	**Useful Life**
Buildings (non-component)	50 - 67 years
Building components	6.7 - 20 years
Portable buildings	10 years
Plant and equipment	4 - 6.7 years
Trucks	6.7 years
Motor vehicles	6 - 7 years
Capitalised quarry costs	Based on pattern of benefits from the specific quarries
Infrastructural Assets	**Useful Life**
Bridges, roads and accessways	10 - 80 years
Drains and channels	Unlimited
Pipes, culverts and floodgates	25 - 80 years
Seawalls, stopbanks and earthworks	Unlimited
Structures	25 - 80 years

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each balance date.

Infrastructure assets including seawalls, stopbanks and earthworks; and drains and channels, are constructions or excavations of natural materials on the land and have substantially the same characteristics as land, in that they are considered to have

unlimited useful lives, and in the absence of natural events, these assets are not subject to ongoing obsolescence or deterioration of service performance and are not subject to depreciation.

Expenditure incurred to maintain these infrastructure assets at full operating capability is charged to the surplus/(deficit) in the year incurred.

Impairment of property, plant and equipment

Property, plant and equipment that have a finite useful life are reviewed for impairment at each balance date and whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value, less costs to sell and its value in use. If an asset's carrying amount exceeds its recoverable amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount.

For revalued assets, the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the surplus or deficit.

The reversal of an impairment loss on a revalued asset is credited to other comprehensive revenue and expense and increases the asset revaluation reserve for that class of asset. However, to the extent that an impairment loss for that class of asset was previously recognised in the surplus or deficit, a reversal of the impairment loss is also recognised in the surplus or deficit.

For assets not carried at a revalued amount, the reversal of an impairment loss is recognised in the surplus or deficit.

Vested land and infrastructure assets

No assets were vested with Council in 2025/26 (2024/25: nil).

Movements in the carrying value for each class of property, plant, and equipment are as follows:

2025/26	Cost / valuation 1/07/25	Accumulated depreciation / impairment 1/07/25	Carrying amount 1/07/25	Tsf WIP to Expense	Transfers	Additions	Disposals (cost)	Disposals (accumulated depreciation)	Depreciation	Cost / valuation 30/06/26	Accumulated depreciation / impairment 30/06/26	Carrying amount 30/06/26
Operational assets												
Land	1,745	(23)	1,722	-	-	-	-	-	-	1,745	(23)	1,722
Quarry development	794	(356)	438	-	-	7	-	-	-	801	(356)	444
Buildings	1,878	(700)	1,178	-	-	68	-	-	(24)	1,946	(724)	1,223
Plant and equipment	6,670	(4,368)	2,302	-	-	560	(654)	654	(467)	6,577	(4,181)	2,395
Total operational assets	**11,087**	**(5,447)**	**5,640**	**-**	**-**	**635**	**(654)**	**654**	**(491)**	**11,069**	**(5,284)**	**5,785**
Infrastructure assets												
Bridges, roads and accessways	505	-	505	-	(505)	-	-	-	-	-	-	-
Drains and channels	3,508	-	3,508	-	(1,124)	113	-	-	-	2,497	-	2,497
Pipes, culverts and floodgates	1,285	-	1,285	-	(979)	150	-	-	(10)	456	(10)	446
Seawalls, stopbanks and earthworks	196,725	-	196,725	-	(68,032)	3,625	-	-	-	132,317	-	132,317
Structures	2,959	-	2,959	-	70,640	12,701	-	-	(79)	86,300	(79)	86,220
Infrastructure capital work in progress	18,398	-	18,398	(2,759)	(13,137)	6,040	-	-	-	8,542	-	8,542
Total infrastructure assets	**223,380**	**-**	**223,380**		**(13,137)**	**22,628**	**-**	**-**	**(89)**	**230,111**	**(89)**	**230,022**
Total property, plant and equipment	**234,467**	**(5,447)**	**229,020**		**(13,137)**	**23,263**	**(654)**	**654**	**(580)**	**241,180**	**(5,373)**	**235,807**

2024/25	Cost / valuation 1/07/24	Accumulated depreciation / impairment 1/07/24	Carrying amount 1/07/24	Transfers	Additions	Disposals (cost)	Disposals (accumulated depreciation)	Depreciation	Cost / valuation 30/06/25	Accumulated depreciation / impairment 30/06/25	Carrying amount 30/06/25
Operational assets											
Land	1,728	(6)	1,722	-	-	-	-	(1)	1,745	(23)	1,722
Quarry development	893	(356)	537	-	-	(99)	-	-	794	(356)	438
Buildings	1,837	(672)	1,165	24	17	-	-	(28)	1,878	(700)	1,178
Plant and equipment	5,046	(3,622)	1,424	(24)	1,313	(43)	47	(415)	6,670	(4,368)	2,302
Total operational assets	**9,504**	**(4,656)**	**4,848**		**1,330**	**(142)**	**47**	**(444)**	**11,087**	**(5,447)**	**5,640**
Infrastructure assets											
Bridges, roads and accessways	43	-	43	-	-	-	-	-	505	-	505
Drains and channels	4,117	-	4,117	-	-	-	-	-	3,508	-	3,508
Pipes, culverts and floodgates	2,043	-	2,043	-	-	-	-	-	1,285	-	1,285
Seawalls, stopbanks and earthworks	182,150	-	182,150	-	2,965	-	-	-	196,725	-	196,725
Structures	2,763	-	2,763	-	-	-	-	-	2,959	-	2,959
Infrastructure capital work in progress	12,090	-	12,090	-	6,308	-	-	-	18,398	-	18,398
Total infrastructure assets	**203,206**	**-**	**203,206**	**-**	**9,273**	**-**	**-**	**-**	**223,380**	**-**	**223,380**
Total property, plant and equipment	**212,710**	**(4,656)**	**208,054**		**10,603**	**(142)**	**47**	**(444)**	**234,467**	**(5,447)**	**229,020**

Note 12: Intangible Assets

	Computer Software $	Total $
Cost		
At 30 June 2025		
Cost	346	346
Accumulated amortisation and impairment	(339)	(339)
Net Book amount	7	7
Year ended 30 June 2026		
Opening net book amount	7	7
Addition	47	47
Disposal		-
Amortisation Charge	(2)	(2)
Closing net book amount	**52**	**52**
At 30 June 2026		
Cost	393	393
Accumulated amortisation and impairment	(341)	(341)
Net book amount	**52**	**52**

Software acquisition and development

Computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs that are directly attributable to the development of software for internal use are recognised as an intangible asset. Direct costs include the software development employee costs and an appropriate portion of relevant overheads.

Staff training costs, costs associated with maintaining computer software, and costs associated with development and maintenance of the Council's website are all recognised as expenses when incurred.

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each financial year is recognised in the surplus or deficit.

The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

Asset Class	Useful Life	Useful Life
Computer software	3 – 5 years	20% - 33.3%

Intangible assets that have an indefinite useful life, or are not yet available for use, are not subject to amortisation and are tested annually for impairment.

For further details, refer to the policy for impairment of property, plant, and equipment in Note 11. The same approach applies to the impairment of intangible assets.

Note 13: Depreciation and Amortisation Expense by Group of Activity

	2024/25 Actual $000	2025/26 Actual $000
Commercial Activities	67	68
Infrastructure & Resilience	55	144
Natural Environment	86	127
Policy & Regulation	22	20
Regional Leadership	215	224
Total depreciation and amortisation expense	**445**	**583**

Note 14: Investments

Regional Software Holdings Limited

Regional Software Holdings Limited (RSHL) is an unlisted company incorporated and registered under the Companies Act 1993 and is a Council Controlled Organisation (CCO) as defined in section 6 of the Local Government Act. RSHL was classified as an associate in 2023 as council's previous CEO was on the Board of Directors of RSHL. As the current CEO is not on the board RSHL has been reclassified as an investment.

	2024/25 Actual $000	2025/26 Actual $000
Investment in Regional Software Holdings Limited	181	181
Total investments	**181**	**181**

Note 15: Payables and Deferred Revenue

Short-term creditors and other payables are recorded at their face value. Payables are generally non-interest bearing and are normally settled on 30-day terms. Therefore, the carrying value of payables approximates their fair value.

	2024/25 Actual $000	2025/26 Actual $000
Trade Payables	4,627	2,403
Deposits and bonds	4,598	5,162
Accrued Expenses	1,717	1,121
Retentions	59	183
Other Revenue in Advance	5,416	3,758
Total payables and deferred revenue	**16,417**	**12,627**

Note 16: Employee Entitlements

Short-term employee entitlements

Employee benefits that are due to be settled within 12 months after the end of the year in which the employee provides the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date and annual leave earned to, but not yet taken, at balance date. Council has no long-term employee entitlements.

	2024/25 Actual $000	2025/26 Actual $000
Accrued Employee Entitlements	958	1,003
Payroll accrual	134	161
Total current employee entitlements	**1,092**	**1,164**
Non-current employee entitlements	-	-
Total employee entitlements	**1,092**	**1,164**

Note 17: Borrowings

Borrowings are initially recognised at their fair value. After initial recognition, all borrowings are measured at amortised cost using the effective interest method. All bank borrowing is secured to LGFA and secured over the Debenture Trust Deed.

	2024/25 Actual $000	2025/26 Actual $000
Current portion		
Secured loans	8,800	3,000
Non-current portion		
Secured loans	15,350	30,150
Total borrowings	**24,150**	**33,150**

Note 18: Provisions

A provision is recognised for future expenditure of uncertain amount or timing when:

- there is a present obligation (either legal or constructive) as a result of a past event;
- it is probable that an outflow of future economic benefits will be required to settle the obligation; and
- a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an interest expense.

Critical accounting estimates and assumptions

The provision for restoration requires estimates of the future costs of restoration of six mining sites (2024/25 six mining sites). Discounted cash flow analysis is used to assess the future liability using a model which was peer reviewed. The major assumption inputs into the estimate that could have a material impact on the provision amount in the next 12 months are outlined below.

Discount rate

The discount rate applied to the provision is 2.97% to 5.12% (2024 – 2025, 3.14% to 5.87%) depending on the life of the quarry. This is the New Zealand Treasury risk free rate and is updated if required each year.

Expected costs

The expected costs of restoration are considered for each site and estimated based on current requirements and usage of the assets. This estimate is reviewed each year, management considers it highly unlikely that this assumption will materially change in the next 12 months. However, if the regulation of environment restoration changed during the year, this could have a material impact on the provision.

Timing of outflows

The estimates are based on cash outflows being required at the end of the remaining life of the permit. This is between 1 to 46 years depending on the site. It is highly unlikely that the timing of these cash outflows will change within the next 12 months. However, if the cash out flows were required significantly earlier (for example the remaining life of permits were shortened) this could have a material impact on the provision balance, due to the discounted cash flow model used.

Breakdown of future quarry restoration liability

	2024/25 Actual $000	2025/26 Actual $000
Balance at 1 July	443	351
Disposal of mining permits	-	-
Unwinding of discount rate adjustment	(92)	10
Increase in provision	-	-
Balance at 30 June	**351**	**361**

Note 19: Equity

Equity

Equity is the community's interest in the Council and is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into a number of reserves. The components of equity are:

- Retained earnings;
- Restricted reserves; and
- Asset revaluation reserves.

Restricted and Council created reserves

Restricted reserves are a component of equity generally representing a particular use to which various parts of equity have been assigned. Reserves may be legally restricted or created by Council. Restricted reserves are those subject to specific conditions accepted as binding by Council and which may not be revised by Council without reference to the Courts or a third party. Transfers from these reserves may be made only for certain specified purposes or when certain specified conditions are met. Also included in restricted reserves are reserves restricted by Council decision. The Council may alter them without references to any third party or the Courts. Transfers to and from these reserves are at the discretion of the Council.

	2024/25 Actual $000	2025/26 Actual $000
Total equity		
Balance at 1 July	42,752	41,246
Net surplus / (deficit) for the year	(550)	1,268
Transfers (to) / from rating district equity	265	352
Transfers (to) / from investment growth reserve	(1,173)	(1,290)
Transfers (to) / from catastrophe fund reserve	(47)	37
Equity Balance at 30 June	**41,246**	**41,613**
Rating district equity		
Balance at 1 July	4,148	3,883
Transfers (to) / from accumulated comprehensive revenue and expense	(265)	(352)
Rating Districts Equity Balance at 30 June	**3,883**	**3,531**

Rating district equity represents the unspent credit balances of the 23 River, Drainage and Coastal Protection rating districts. These balances, originally raised by targeted rates, can only be spent within these Rating Districts.

	2024/25 Actual $000	2025/26 Actual $000
Revaluation reserves		
Infrastructure assets		
Balance at 1 July	145,905	156,806
Net revaluation gains / (losses)	10,901	-
Balance at 30 June	**156,806**	**156,806**
Buildings		
Balance at 1 July	398	398
Net revaluation gains / (losses)	-	-
Balance at 30 June	**398**	**398**
Revaluation reserves balance at 30 June	**157,204**	**157,204**
Investment growth reserve		
Balance at 1 July	13,667	14,840
Transfers (to) / from accumulated comprehensive revenue and expense	1,173	1,290
Investment Growth reserves balance at 30 June	**14,840**	**16,130**

The investment growth reserve is fully funded by investments and was created when Council received Crown payments following the cessation of native logging. These funds are invested in accordance with Council investment policy with the objective of generating income and capital growth.

	2024/25 Actual $000	2025/26 Actual $000
Catastrophe fund reserve		
Balance at 1 July	1,011	1,058
Transfers (to) / from accumulated comprehensive revenue and expense	47	(37)
Catastrophe fund balance at 30 June	**1,058**	**1,021**

The Catastrophe fund reserve is fully funded by investments and was created when Council withdrew from the Local Authority Protection Programme (LAPP) Disaster Fund. The purpose of the reserve is to provide ready access to funding in the event of catastrophes and assist with funding of insurance excesses and uninsurable costs.

Note 20: Commitments and Contingencies

Operating lease commitments - Council as lessee

Council leases plant and equipment in the normal course of its business. Most of these leases have a non-cancellable term of 36 months. The future aggregate minimum lease payments payable under non-cancellable operating leases are as follows:

	2024/25 Actual $000	2025/26 Actual $000
Not later than one year	49	51
Later than one year and not later than five years	51	-
Later than five years	-	-
Total non-cancellable operating leases	**100**	**51**

Capital Commitments

Capital commitment represent capital expenditure contracted for at balance date but not yet spent. There is $5.51m of capital commitments as at 30 June 2026 (2025: Nil). This relates to infrastructure work being carried out in Westport, Greymouth and Franz Josef.

Riskpool

West Coast Regional Council was previously a member of the New Zealand Mutual Liability Riskpool scheme ('Riskpool'). The Scheme is in wind-down; however, the Council has an ongoing obligation to contribute to the Scheme should a funding call be made in respect of historical claims (to the extent those claims are not covered by reinsurance or where reinsurance recovery is delayed), and to fund the ongoing operation of the Scheme.

The likelihood of any call in respect of historical claims diminishes over time as limitation periods expire. However, following the Supreme Court's decision in August 2023 concerning mixed defect claims, a number of proceedings against Riskpool have progressed.

Several Member Councils have brought proceedings against Riskpool in relation to such claims. Two of these proceedings have been heard by the High Court, with judgment currently awaited. These cases are expected to provide clarity on the scope of Riskpool's historical obligations and the interpretation of Scheme documentation.

At this stage, the total potential liability associated with these matters cannot be reliably quantified.

Contingent assets - Grey River Dredge

Council's VCS Business Unit has an agreement, dated 8 September 2014, with Birchfield Minerals Ltd with regard to the costs of obtaining the Grey River Dredge consent as part of the process of readying the Dredge for sale. Elected West Coast Regional Councillor Allan Birchfield is a shareholder and director of Birchfield Minerals Ltd. VCS Business Unit will recover the costs of the resource consent and various marketing costs of $157,025 (2024/25 $157,025) plus a percentage of the sale price if a sale agreement for the Dredge is secured. There is no certainty of recovery of these costs until a sale agreement for the Dredge is secured. During 2025/26 no costs were incurred by VCS Business unit with regard to this agreement (2024/25 $nil).

Note 21: Related Party Disclosure

Related party disclosures are not required to be made for transactions with related parties that are:

- within a normal supplier or client/recipient relationship;
- on terms and conditions no more or less favourable than those that it is reasonable to expect the Council and group would have adopted in dealing with the party at arm's length in the same circumstances; and
- where the transactions are consistent with the normal operating relationships between the entities and are on normal terms and conditions for such group transactions.

For 2025/26 there are no related party transactions requiring disclosure.

Note 22: Rating Base Information

The following rating base information for The West Coast Regional Council is disclosed based on the rating base information at the end of the preceding financial year:

	2024/25	2025/26
Number of rating units	25,104	25,278
Total capital value of rating units	$12,502,525,400	$13,789,803,921
Total land value of rating units	$6,518,463,950	$7,140,392,350

Note 23: Explanation of Major Variances Against Budget

The budget figures are from the 2025/26 Annual Plan. The principal variances between actual results and budget are explained below.

Statement of comprehensive revenue and expense

The net surplus for the year was $1.268 million, compared with a budgeted surplus of $13.483 million.

The adverse result to budget mainly reflects subsidies and grants being $10.481 million below budget because the timing of major infrastructure projects deferred, impacting both expenditure and the related funding recognition. Excluding subsidies and grants, total revenue was favourable to budget by $6.541 million with contract revenue contributing $3.737 million towards this result.

Personal costs were $0.334 million (3%) above budget, reflecting salary movements and overtime within the river catchments team and delivery of VCS contracts.

Other operating expenses were $5.012 million above budget, principally from Te Tai o Poutini Plan hearing and technical costs, higher commercial aerial activity that was supported by related contract revenue, and additional specialist and consultancy costs.

Statement of cash flows

Net cash from operating activities was $1.445 million which was $14.9512million below budget. Investment income received in cash was $4.057 million below budget because most portfolio returns were retained and reinvested within the JBWere portfolio rather than received as cash. Payments to suppliers and employees were $7.727 million above budget, reflecting the higher operating activity (commercial pest control – aerial activity) and costs noted above.

Net cash flow from investing activities was $21,601 positive movement. Capital expenditure payments were $20.646 million below budget because major flood protection and other infrastructure projects progressed later than planned or deferred to later years. Consequently, net borrowing drawn during the year was $5.490 million below budget as not required to fund capital projects.

Unbudgeted proceeds of $0.955 million were received from JBWere investment.

Statement of financial position

Property, plant and equipment spend was $12.232 million lower than budget, and due to the timing of major infrastructure not being delivered to plan.
Cash and cash equivalents were $4.028 million above budget.
Other financial assets (JBWere investment and LGFA borrower notes) were $3.507 million above budget due to investment portfolio performance and the retention of returns within the portfolio.
Payables and deferred revenue were $4.860 million above budget, reflecting year-end project creditors, deposits and grant funding received in advance.
Total borrowings were $1.786 million below budget because less debt was required as capital expenditure was deferred.
Total equity was $12.531 million lower than budget, consistent with the lower-than-budgeted net surplus.

Note 24: Local Government Reform

Central Government is progressing reforms intended to simplify local government structures, reduce duplication and better align local government arrangements with the new planning and environmental management system.

In May 2026, the Government announced the Head Start for Simplifying Local Government pathway, a voluntary process enabling eligible groups of territorial authorities to submit locally developed proposals for the establishment of new unitary authorities ahead of the Government's wider local government reform programme.

During 2026, West Coast Regional Council worked alongside Buller District Council, Grey District Council, Westland District Council and Poutini Ngāi Tahu in developing a West Coast Head Start Outline Proposal. Regional councils were not eligible to formally submit proposals under the Head Start pathway.

On 3 August 2026, Grey District Council and Westland District Council approved submission of the West Coast Outline Proposal. Buller District Council did not endorse the proposal following a tied vote. The proposal remained eligible for submission because it had the support of a majority of the directly affected territorial authorities. West Coast Regional Council subsequently provided a letter of support as an affected council.

The Outline Proposal identifies a single West Coast unitary authority as the model to be tested through a detailed design process. Submission of the proposal does not constitute a decision to establish a unitary authority or commit the affected councils to a final future structure.

On 24 September 2026, the Government announced that additional work was required before Cabinet determines which Head Start proposals should progress to detailed design. Cabinet is expected to consider the proposals in early 2027. The Government has stated that proposals endorsed by Cabinet are expected to be developed in further detail and considered for final approval during 2027, with any Head Start changes intended to be in place ahead of the 2028 local government elections.

The Government is also continuing to develop a backstop process for areas that do not progress through Head Start. Decisions on that process are expected in early 2027.

The outcome, scope and timing of local government reform as it relates to the West Coast Regional Council remain uncertain. At the date these financial statements were authorised, it was not possible to reliably determine what effect the reforms may have on the Council's future governance structure, functions, assets, liabilities or service delivery arrangements.

The financial statements have been prepared on a going concern basis. Based on the information available at the date the financial statements were authorised, Council considers the going concern basis of accounting to remain appropriate notwithstanding the uncertainty associated with the future structure of local government.

Note 25: Events after the Balance Date

There were no other significant events after balance date that required adjustment or disclosure in the financial statements.

Local Government (Financial Reporting and Prudence) Regulations 2014

Council is required to include these statements in its Annual Report in accordance with these regulations.

What is the purpose of this statement

The purpose of this statement is to disclose the Council's financial performance in relation to various benchmarks to enable the assessment of whether the council is prudently managing its revenues, expenses, assets, liabilities, and general financial dealings.

The Council is required to include this statement in its annual report in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the regulations). Refer to the regulations for more information, including definitions of some of the terms used in this statement.

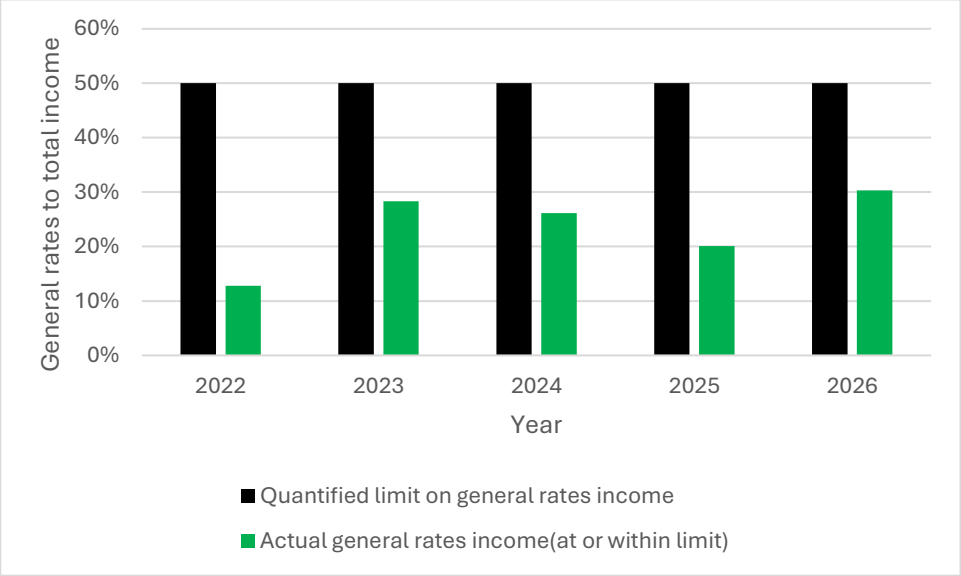
Rates affordability benchmark

The Council meets the rates affordability benchmark if:

- its actual rates income equals, or is less than, each quantified limit on rates; and
- its actual rates increases equal, or are less than, each quantified limit on rates increases.

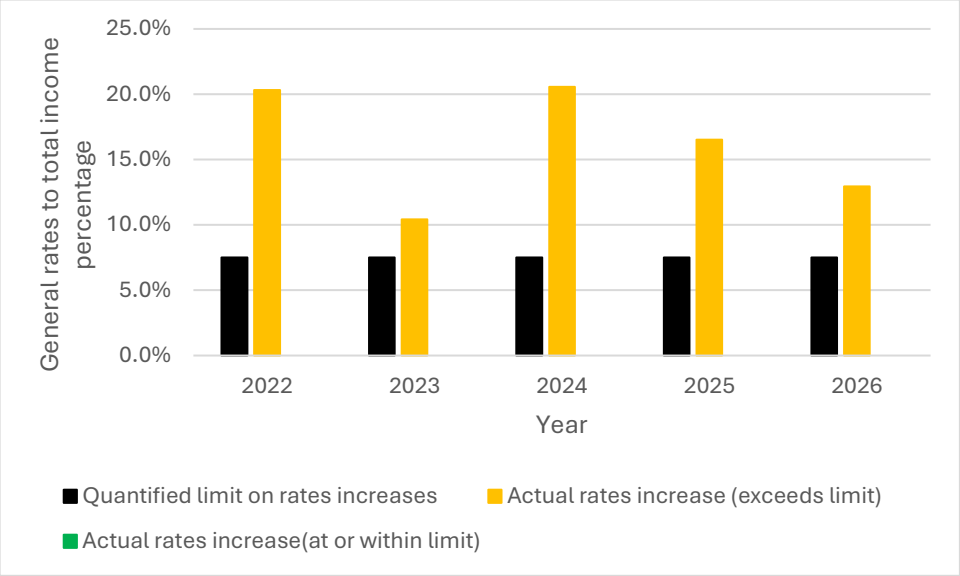
Rates (income) affordability

The following graph compares the Council's actual general rates income with a quantified limit on general rates contained in the financial strategy included in Council's LTP. The quantified limit is that general rates will not exceed 50% of total income.



Rates (increases) affordability

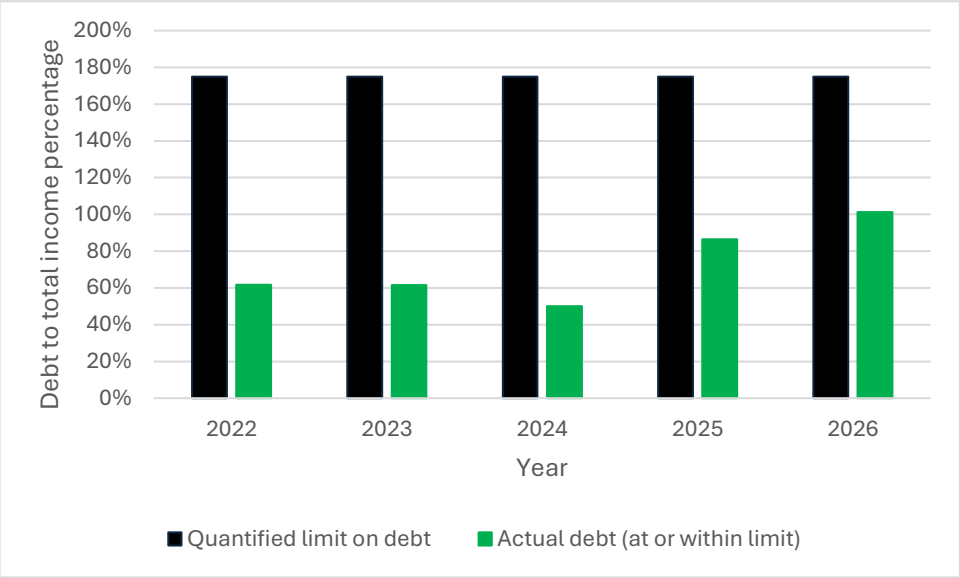
The following graph compares the Council's actual general rates with a quantified limit on rates increases included in Council's LTP. The quantified limit is that general rates increase will not exceed 7.5%.



Debt affordability benchmark

The Council meets the debt affordability benchmark if its actual borrowing is within each quantified limit on borrowing.

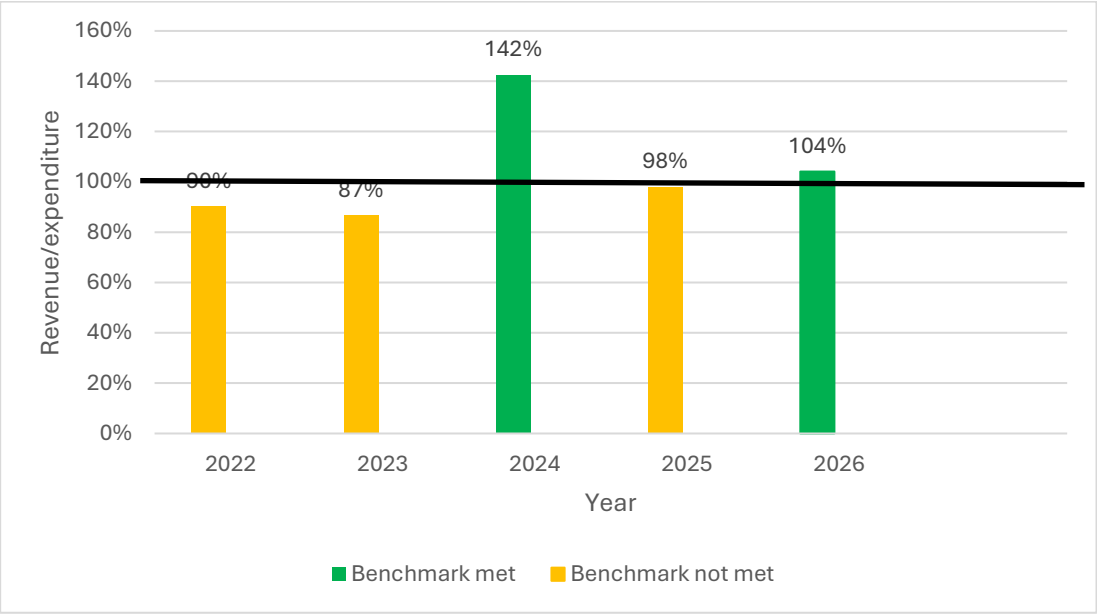
The following graph compares the Council's actual borrowing with a quantified limit on borrowing stated in the Financial Strategy included in Council's LTP. The quantified limit is debt will not exceed 175% of total revenue.



Balanced budget benchmark

The following graph displays the council's revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, or equipment) as a proportion of operating expenses (excluding losses on derivative financial instruments and revaluations of property, plant, or equipment).

The council meets this benchmark if its revenue equals or is greater than its operating expenses.



Essential services benchmark

Council meets this benchmark if its capital expenditure on network services equals, or is greater than, depreciation on network services.

Network services means infrastructure related to:

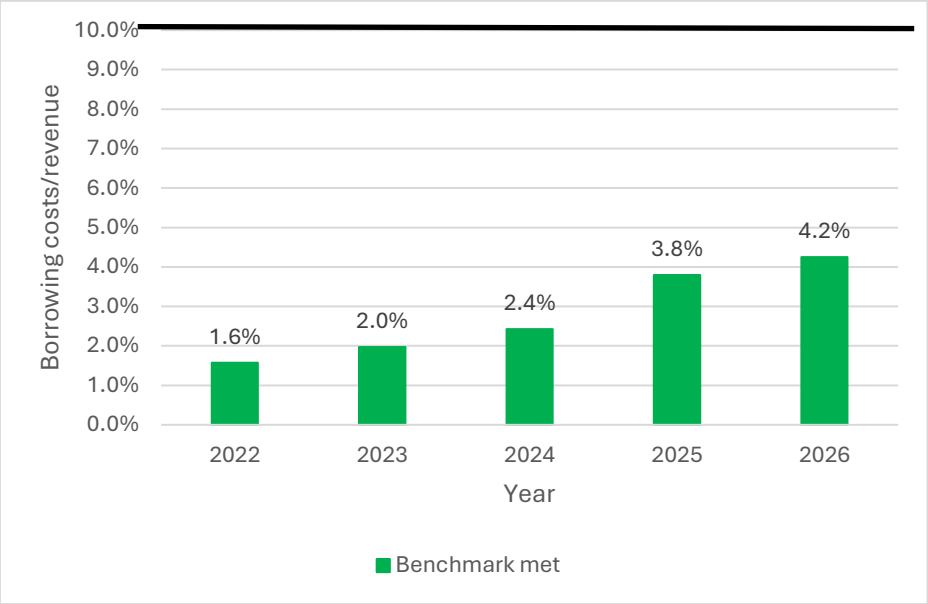
- water supply;
- sewerage, and the treatment and disposal of sewerage;
- stormwater drainage;
- flood protection and control works; and
- provision of roads and footpaths.

Council's only network services relate to flood protection and control works. Council does not provide any other network services. These network services are in the form of assets such as rock protection, stopbanks, seawalls etc. These assets are not subject to depreciation. Council's capital expenditure on flood protection and control network assets will always be equal to or greater than the depreciation expense. As there is no depreciation, the graph required by schedule 5 of the Local Government (Financial Reporting and Prudence) Regulations 2014 cannot be produced.

Debt servicing benchmark

The following graph displays the council's borrowing costs as a proportion of revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, or equipment).

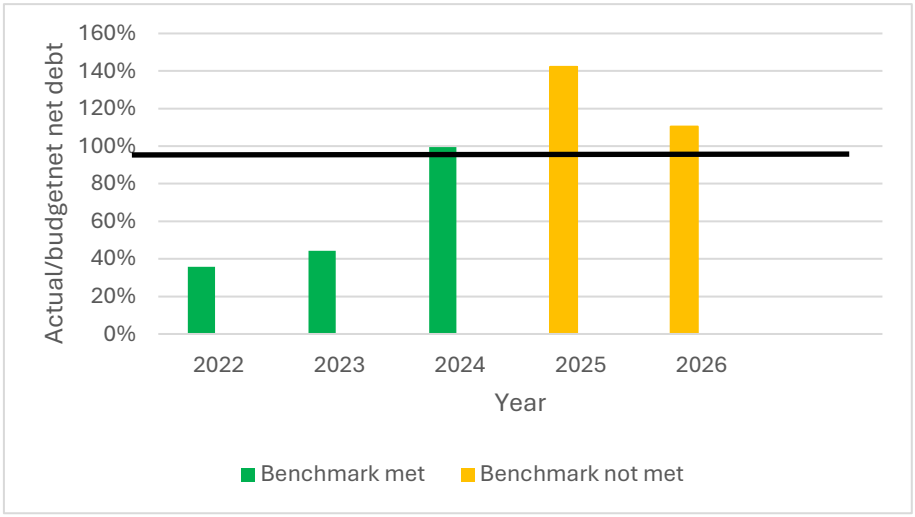
Because Statistics New Zealand projects the council's population will grow more slowly than the national population growth rate, it meets the debt servicing benchmark if its borrowing costs equal or are less than 10% of its revenue.



Debt Control Benchmark

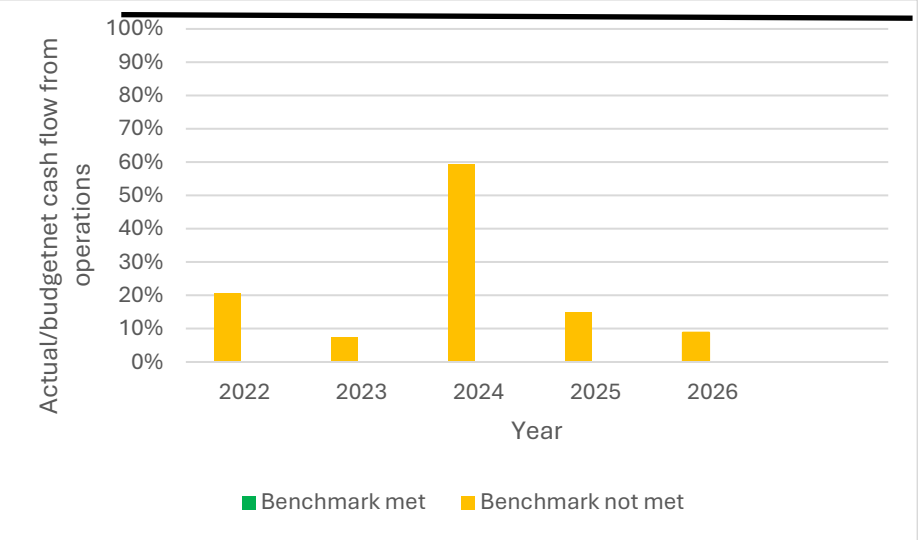
The following graph displays the council's actual net debt as a proportion of planned net debt. In this statement **net debt** means financial liabilities less financial assets (excluding trade and other receivables).

The Council meets the debt control benchmark if its actual debt equals or is less than its planned debt.



Operations Control Benchmark

This graph displays the council's actual net cash flow from operations as a proportion of its planned net cash flow from operations. The council meets the operations control benchmark if the actual net cash flow from operations equals or is greater than then planned net cash flow from operations.



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