

Extraordinary Council Meeting Agenda - 30 March 2022



Meeting will be held electronically and livestreamed

Link to: [Otago Regional Council YouTube Channel](#)

Members:

Cr Andrew Noone, Chairperson	Cr Gary Kelliher
Cr Michael Laws, Deputy Chairperson	Cr Kevin Malcolm
Cr Hilary Calvert	Cr Gretchen Robertson
Cr Michael Deaker	Cr Bryan Scott
Cr Alexa Forbes	Cr Kate Wilson
Cr Carmen Hope	

Senior Officer: Sarah Gardner, Chief Executive

Meeting Support: Dianne Railton, Governance Support Officer

30 March 2022 09:00 AM

Agenda Topic	Page
1. APOLOGIES	
No apologies were received prior to publication of the agenda.	
2. CONFIRMATION OF AGENDA	
Note: Any additions must be approved by resolution with an explanation as to why they cannot be delayed until a future meeting.	
3. CONFLICT OF INTEREST	
Members are reminded of the need to stand aside from decision-making when a conflict arises between their role as an elected representative and any private or other external interest they might have.	
4. MATTERS FOR COUNCIL CONSIDERATION	3
4.1 ANNUAL PLAN 2022-23	3
The report was provided to Council on 23 March 2022, for Council to endorse supporting material for community engagement on the proposed Annual Plan 2022-2023 (proposed AP) and direct staff to begin that engagement. Council resolved to lay the report on the table, to be considered at a special Council meeting on or before 30 March 2022.	
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5. CLOSURE

4.1. Annual Plan 2022-23

Prepared for:	Council
Report No.	CS2219
Activity:	Governance Report
Author:	Mike Roesler, Corporate Planning Manager
Endorsed by:	Nick Donnelly, General Manager Corporate Services
Date:	23 March 2022

PURPOSE

- [1] This report enables Council to endorse supporting material for community engagement on the proposed Annual Plan 2022-2023 (proposed AP) and direct staff to begin that engagement.

RECOMMENDATION

That the Council:

- 1) **Notes** this report provides supporting information for community engagement on the proposed Annual Plan 2022-2023.
- 2) **Endorses** the supporting information for community engagement on the proposed Annual Plan 2022-2023.
- 3) **Authorises** community engagement for the Annual Plan 2022-23 to begin.

BACKGROUND

- [2] Councillors at their 23 February 2022 Finance Committee meeting made the following resolutions that provided staff with clarity on how to proceed with the Annual Plan process. Key resolutions included:
- *Approving draft financial estimates for 2022-2023 as a basis for engaging with the community*
 - *Approving a 'targeted community engagement' approach*
 - *Directing staff to prepare the supporting information for community engagement and for Council endorsement.*
- [3] Table 1 and 2 provide a recap of the headline expenditure and funding estimates as approved at the 23 February 2022 Finance Committee meeting. The detailed and underpinning estimates are formalised in a version of the financial model.

Table 1: Expenditure – proposed Annual Plan

Group	<i>(000's)</i>	21-22 LTP <i>(yr1)</i>	22/23 LTP <i>(yr2)</i>	22/23 AP <i>(draft)</i>
Regional Leadership		21,771	23,128	23,545
Environment		25,665	28,245	31,206
Safety and Resilience		17,500	18,959	19,289
Transport		32,880	35,840	34,762
Total Expenditure		97,816	106,172	108,801

Table 2: Funding – proposed Annual Plan

Funding <i>(000's)</i>	Source	21-22 LTP <i>(yr1)</i>	22/23 LTP <i>(yr2)</i>	22/23 AP <i>(draft)</i>
General rates		19,577	23,113	23,127
Targeted rates		20,462	24,128	24,101
Fees & charges; Grants		35,501	36,002	37,472
Reserves		8,348	8,000	9,174
Port Otago dividends; investment interest		13,928	14,928	14,928
Total Revenue		97,816	106,172	108,801

- [4] The proposed total rating revenue (general and targeted) is \$47.2 million. This is in line with the adopted LTP Yr2 estimated revenue. Compared to the LTP Yr1 the proposed total rates have increased by \$7.2 million (18%). This adopted increase is comprised \$3.6 million (18.1%) general rates, and \$3.6 million targeted rates.
- [5] Importantly, this proposed rating requirement includes a dividend 'offset' from Port Otago of \$14 million. Dividends increased over year 1 and 2 of the LTP to reduce rating impacts on the region's ratepayers.
- [6] The above increases are in line with what the Council consulted and agreed last year. In addition, Council is also sticking with the direction and work programme that this expenditure and funding supports.
- [7] While there is no significant change in the proposed AP, a decision was made to provide opportunity for community feedback.
- [8] Accordingly, the Finance Committee meeting, on 23 February 2022, agreed to a 'targeted community engagement' approach. It provides for both broad community feedback via our on-line platform 'Yoursay' and targeted feedback with key partners and stakeholders.

DISCUSSION

- [9] This report provides five items that Council staff intend on using for community engagement. They are attached for Council endorsement and include:
- Messaging material - for communication channels (attachment 1)
 - Online summary material for the proposed Annual Plan (attachment 2)
 - Partner and stakeholder list and assessment criteria (attachment 3)
 - Proposed Annual Plan 2022-23 (attachment 4)

- [10] Recommendation 2 of this report seeks Council's endorsement of the above material. This Committee has some scope at this meeting to direct on refinements to the material presented in this report. Council staff will advise at this meeting what, if any, impact Council requested change might have on the process and timelines.
- [11] Recommendation 3 seeks Council's approval for staff to begin community engagement. Council staff have programmed 31 March 2022 as the start date and plan to initiate the on-line platform and the follow-up promotion campaign.
- [12] Usually Council provides a 'rates calculator' as a background tool that enables people to assess their rates bill under the proposed plan. Unfortunately, the necessary valuation information provided by Valuation New Zealand (VNZ) will not be available in time to meet Council's process timelines. This is likely to be a 'one-off' occurrence and is due to work programme delays VNZ have experienced under the COVID pandemic. Council staff did investigate options for priming the 'rates calculator' with current rating data. This would result in highly inaccurate results due to the large shifts in Queenstown valuations missing from the current data set.
- [13] A 'work around' to this issue will be provided on the Council's website in the form of a simple manual worksheet that property owners can use to calculate the proposed rate for 2022-2023 using their last rate invoice.

Targeted engagement – partners and stakeholders

- [14] Attachment 5 identifies 'key stakeholders' for the purpose of targeted engagement and shows the selection process, including criteria. It's important to note that this process isn't precluding Councillors from talking to or meeting with any other parties – that discretion remains.
- [15] This process informs future targeted engagement leading up to, and inputting to, the next LTP. The aim is to embed engagement practices that:
- Assist Council leadership and the organisation to focus resource (i.e. time) on priority issues and objectives
 - Enables a deeper awareness and understanding of respective work programmes
 - Encourages partnership and synergy
 - Support decision-making particularly in LTP process.
- [16] Key stakeholders will be contacted and offered the opportunity to meet and discuss the proposed AP. In addition, separate meetings will be offered to entities representing our Iwi partners, who submitted to the LTP.
- [17] Importantly all groups and organisations that submitted to the LTP in April-May 2021 will receive letters from Council informing them about the proposed Annual Plan, including feedback opportunity.

Public Transport

- [18] At the Implementation Committee meeting on 9 March 2022, Council approved additional costs in relation to service improvements to accommodate changes to school services that have occurred in the Dunedin network at the start of 2022.

[19] The Committee asked for the financial impact of those costs and the rates increase to fund that, rather than using reserves to be provided.

[20] In the Annual Plan 2022-23 the additional costs of these services have not specifically been added to the Dunedin public transport budget, but they are intended to be covered within the existing bus contract and service improvements budgets. Those budgeted costs are shown below:

Sub Activity	21/22 LTP	22/23 LTP	22/23 AP
Bus Contracts (DN)	16,462,000	16,908,288	16,908,000
Low Cost Low Risk Services	527,000	1,339,392	880,000

[21] PT services are funded by a combination of fare revenue, Waka Kotahi subsidies, targeted rates and reserves. Reserves are used to fund any shortfalls in funding that occur as a result of fare and rate increases lagging behind cost increases.

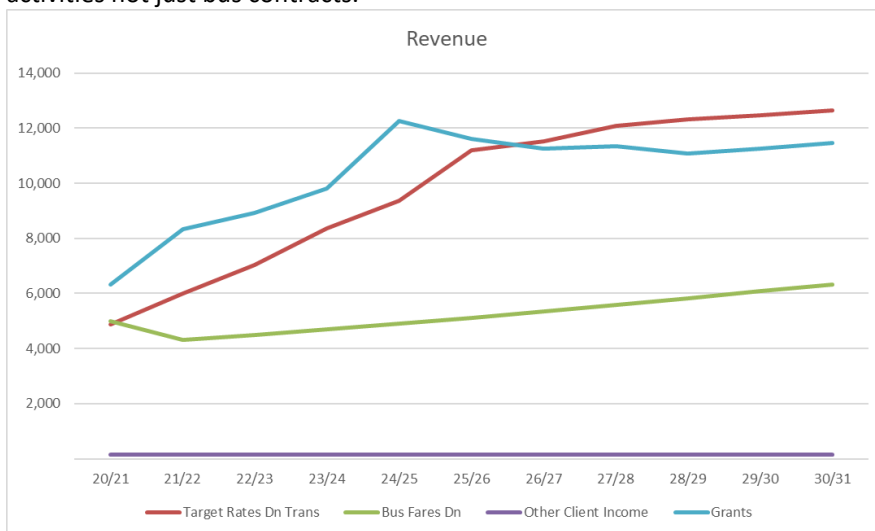
Account Description	21/22 LTP	22/23 LTP	22/23 AP	21/22 LTP	22/23 LTP	22/23 AP
Targeted Rates Dn Trans	4,806,500	5,429,076	5,531,920	29%	32%	33%
Grants	6,202,620	6,332,682	6,991,080	38%	37%	41%
Fares	4,300,000	4,491,264	3,200,000	26%	27%	19%
Reserve - SRD	1,152,880	655,266	1,185,000	7%	4%	7%

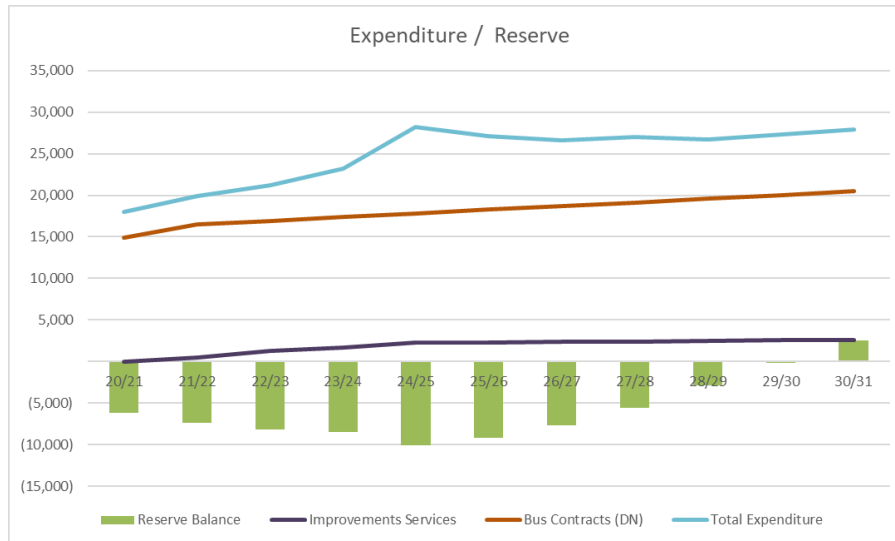
[22] The intention is to increase fares and rates over time to the point where operational costs are fully funded in the year they occur. In the short term this means a portion of cost is funded by the reserve being in deficit.

[23] Service improvements (low cost / low risk services) are funded by Waka Kotahi subsidies and targeted rates.

Account Description	21/22 LTP	22/23 LTP	22/23 AP	21/22 LTP	22/23 LTP	22/23 AP
Target Rates Dn Trans	258,230	656,302	431,200	49%	49%	49%
Grants	268,770	683,090	448,800	51%	51%	51%

[24] The revenue and expenditure / reserve estimates included in the LTP for Dunedin PT are shown below. Note targeted rates, expenditure and reserves cover all Dunedin PT activities not just bus contracts.





- [25] In the LTP 2021-31 Dunedin targeted transport rates had increases of 23%, 17% and 19% included in years 1-3. Reserve deficits occur in years 1-4 at which point the reserve deficit reaches a maximum of \$10.051m.
- [26] The Annual Plan 2022-23 has reduced the targeted rate increase slightly to 15% and \$1.0m remains reserve funded (LTP year 2 \$1.1m).
- [27] If the additional cost of service improvements relating to school services (\$144k pa) was added to targeted rates the additional increase would be 2.4% making the total targeted rate increase 17.4%.
- [28] If the operational deficit included in the Annual Plan 2022-23 of \$1.0m (this includes provision for service improvements) was added to targeted rates the additional increase would be 16.7% making the total targeted rate increase 31.6%.
- [29] Note that would still leave a reserve deficit of approximately \$6.5m outstanding so further targeted increases would be required in the 2022-23 or subsequent years to repay this amount.

OPTIONS

- [30] This report is focused on specific recommendations of the 23 February 2022 Finance Committee meeting that do not require options.
- [31] Following the ‘targeted community engagement’ Council will have the option to decide on final changes, if any, to the AP.

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [32] No considerations.

Financial Considerations

- [33] The draft AP contains expenditure and revenue statements for Group of Activity.

- [34] The funding impact of the draft AP on individual property rates will be calculated following receipt of required valuation data. There is a chance that this will be after the engagement period.
- [35] Fees and charges as agreed at the 23 February 2022 Finance Committee meeting will be scheduled and provided on-line engagement platform.

Significance and Engagement

- [36] Under the Local Government Act 2002 there is expectation is that no significant or material change.

Legislative and Risk Considerations

- [15] The process outlined in this report is consistent with the relevant planning requirements under the Local Government Act 2002.

Climate Change Considerations

- [37] No considerations.

Communications Considerations

- [38] The Council's Communication Team are managing the messaging and use of channels to inform people of the opportunity to provide feedback about the AP.

NEXT STEPS

- [39] The planned next steps include:
- Targeted community engagement (31 March to 29 April 2022)
 - Meetings with partners and stakeholders, where requested
 - Reporting community feedback to the 25 May Finance Committee)
 - Final adjustments to the draft estimates (post 25 May 2022 Finance Committee meeting)
 - Adoption of the AP 2022-2023 (23 June 2022)

ATTACHMENTS

1. Messaging Material - for Communication Channels [4.1.1 - 1 page]
2. Online Summary Material for the Proposal Annual Plan [4.1.2 - 8 pages]
3. Partner and Stakeholder List and Assessment Criteria [4.1.3 - 6 pages]
4. Proposed Annual Plan [4.1.4 - 37 pages]

Messaging for use in communication channels

PRINT Advertisement

Have your say

on our proposed Annual Plan for 2022-23

You told us what you wanted in our 2021-31 Long Term Plan – a 10-year programme of work– and this year Otago Regional Council proposes some minor changes as part of this one-year Annual Plan.

Jump online to find all the details:

yoursay.orc.govt.nz/AP22

Footer:

Have your say by 29 April 2022

To see a paper copy:

0800 474 082

customerservices@orc.govt.nz

ORC logo – QR code

DIGITAL advertisement

ORC's Proposed Annual Plan for 2022-23

Available now

Have your say by 29 April

(includes link to yoursay.orc.govt.nz/AP22)

Social media

Have your say on ORC's proposed Annual Plan 2022-23

The ORC is catching up on its work and responding to central government expectations to achieve more for the wellbeing of Otago's environment and communities.

We are sticking very closely to the 2021-31 Long Term Plan the community helped us form last year, with some minor changes. We are also sticking to our forecast 18% rates rise.

Have your say by 29 April 2022.

Find out more at: yoursay.orc.govt.nz/AP22

Annual Plans

Annual Plans provide a process for the ORC to review the detailed budgets contained in the Long-term Plan 2021-31 (LTP).

The nature and level of change to the LTP is of interest to the community and influences the way we reach out.

Where change is not significant, we can carry on with the programme as already agreed with the community.

To find out how to submit on an annual plan, click [here](#).

Proposed Annual Plan 2022-23

We have completed a draft Annual Plan that reflects a review of the detailed financial budgets in year two of the LTP. While no significant change is proposed to the LTP agreed back in June last year, there some minor adjustments. Therefore, public feedback is now open until 1 May 2022.

Click here to go to our proposed Annual Plan 2022-23 information and to provide your feedback.

Draft Annual Plan 2022-23 Your Say web page

What's the Story?

Why is Council planning to increase rates for next year?

These are challenging times for everyone in Otago as we balance what is expected of us with what is affordable and achievable. Otago Regional Council (ORC) is both catching up on its work and responding to central government expectations to achieve more for the wellbeing of Otago's environment and communities.

Our 10-year Long term-Plan 2021-31 (LTP), as consulted with the community last year, set out the services and work. This proposed Annual Plan 2022-23 aligns very closely with what was agreed in the LTP – we intend sticking to our plan.

There's a lot to be done and doing more costs more.

How we pay for the planned services is defined in our Financial Strategy provided in the LTP. It shows a stepped increase in rating in the first two years and much smaller increases beyond. Year 2, being this proposed Annual Plan, shows an 18% increase in average total rates.

It's important to note that we have carefully considered the use of all available funding sources, including investment income and debt, to reduce the need for and impact of rating Otago's households and businesses.

We're keen to hear from you before 1 May 2022 about our proposed plan via our feedback form below.

Kā mihi nui

Andrew Noone, Otago Regional Council Chairperson

What will you get for your money?

Our proposed Annual Plan 2022-2023 delivers a work programme across the following activities. It closely reflects what was agreed last year following consultation with the community. There are only minor adjustments.

Environment

Environmental management is at the heart of what Otago Regional Council does. Our focus is to improve how our natural resources are managed. We have made good progress on improving Otago's regional plan framework, which sets the guidance and rules for the community.

Our effort 'on the ground' is increasing, including: our priority site enhancement projects; grant-funded programmes; catchment group support; and more work delivering our Regional Pest Management Plan. Importantly, we continue to progress with an integrated catchment action planning approach - a new way to decide and achieve 'on the ground' results.

Quality environmental information is essential, and we have improved our science and monitoring capacity.

The proposed Annual Plan supports the LTP work programme, with key points including:

Land and water

- Progressing the Land and Water Regional Plan review (target of December 2023 to notify a plan for the community)
- Environmental monitoring network and operational work continues to grow in scale and complexity (e.g., Wetlands, estuaries, water quality attributes)
- Science work is focused on supporting the Land and Water Regional Plan review and direct the monitoring programme (e.g., Coastal programme, Impact of land activity)
- New grant funded enhancement programmes (e.g., Te Haka Pupu/ Pleasant River restoration).

Biodiversity and biosecurity

- Continue to improve knowledge on Otago's biodiversity to inform monitoring and future work
- Support of Catchment initiatives through Eco Fund and government grants (such as: Jobs for Nature; and Wallabies Pest Contract Management); and education awareness progressively integrated into farm support programmes.
- Strengthening the regional partnership approach with Councils, other agencies and Kāi Tahu.
- Regional Pest Management Plan is implemented with improved IT systems and work practices including inspections and compliance checks.
- Continued regional-scale pest and predator projects (e.g., Predator Free Dunedin).

Air quality

- Continue with the Air Regional Plan review with an issues and option paper(s) completed by June 2023.
- Continue to monitor air quality and pollutants.
- Air quality implementation remains reprioritised until 2023-2024.

Transport

In line with the LTP, the proposed Annual Plan supports improved bus services in Dunedin and Queenstown. Key assumptions have been made about: patronage (including COVID pandemic and visitor number effects); targeted rating on the geographic benefit areas (increases by \$1.4million); low emission technologies (linked to contract renewals and government support/policy; Waka Kotahi support for the 'living wage' (uncertain); and a national ticketing system (from year 4).

Dunedin Buses:

- Service improvements aligned with contract renewals with service operators.
- Fare structure (e.g., \$2 dollar fares) requires further careful consideration. The service continues to cost more to run than its funding provides and is creating debt.
- Changes to current routes and timetables (e.g., Palmerston-Dunedin) to be considered in a separate process

Queenstown Buses:

- The process of considering infrastructure development and the associated business case remains on track (year 7-8 LTP).

- Queenstown Ferry service is included in the proposed Annual Plan.

Safety and Resilience

As with the LTP, the proposed Annual Plan provides for a steady increase in Council's capacity to understand natural risks, to educate communities and guide decision-making on action. Our priorities for the next 10 years are flood protection, drainage control and river management. Climate change is a critical and related issue.

Points to note include:

Flood protection, drainage and river management

Our LTP Infrastructure Strategy identifies the flood and drainage schemes managed by Council and highlights key issues that influence the service provided. From these issues we understand:

- we need to know more about how climate change and development impacts on catchments
- improved asset management planning is necessary to see how change impacts the service, and decisions facing Otago communities
- there is uncertainty about the community's appetite for risk (e.g., climate change) and the costs associated with maintaining service levels.

The proposed Annual Plan work programme is consistent with the LTP. Key work components include:

- climate change adaptation investigations
- Taieri and Clutha flood protection scheme reviews
- flood damage repair and government subsidised resilience works
- pump station and technology improvements
- fish passage adaptation investigations
- core river management functions - control of channel erosion, willow maintenance, vegetation control, removing obstructions, and repairing key erosion works.

Emergency management

The proposed Annual Plan includes an increase of three full-time equivalent staff (from 14 to 17) to the emergency management team.

Regional Leadership

The proposed Annual Plan is consistent with the LTP that supports:

- Otago's elected regional councillors to perform their role
- Council's communication and engagement with the community
- Our regulatory work educating and ensuring regional and national rules are followed
- Overarching strategic planning largely focused on the implications of, and giving feedback on, national direction, policy and key issues.

Fees and Charges - we are proposing some changes to the scale of hourly charge out rates for staff time (e.g., consent applications), and the 'Deposits' amounts for 'Publicly notified application deposits', 'Deemed permitted activity', and 'Section 417 certificates'. The detailed schedule is available on our website [\[URL\]](#)

Paying for these services

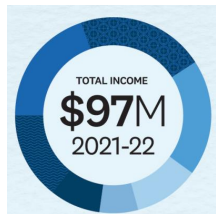
The table below shows the different types of funding used to pay for the Council’s work – totalling \$109 million for the proposed Annual Plan.

While all this funding is important it is usually the rates component that grabs attention – it provides 43% of the money needed to deliver all services.

Understanding the two types of rates on your bill gives insight on who pays for what. Ratepayers across the region don’t all receive the same service. This is reflected in the rates they pay.

- General rates are paid by all Otago ratepayers for services where there is a perceived benefit to everyone.
- Targeted rates are paid for service(s) to a specific community (e.g., a district or a smaller geographic area). These services may be public transport, flood protection, and drainage.

In a nutshell, people living in different parts of Otago may receive different Council services (targeted rates) depending on the local environment and economic activity where they live – and pay accordingly.



We are proposing to stick to the Financial Strategy consulted with the community last year. The rate income required in the proposed Annual Plan 2022-23 remains unchanged.

It equates to a 18% increase in average total rates.

Our total funding has changed and this largely reflects funding from central government for Environmental work.

Funding Type (000's)	Current Year (2021-22)	What we agreed LTP (2022-23)	Proposed Annual Plan (2022-23)
General Rates	19577	23113	23127
Targeted Rates	20462	24128	24101
Grants (eg from central government)	18856	18510	22102
Other income (eg bus fares)	10483	10509	8258
Fees and charges (eg consents)	6408	6984	7111
Reserves	8348	8000	9174
Dividends and Investments	13928	14928	14928
Total Funding	97816	106172	108801

Activity Cost (000's)	Current Year (2021-22)	What we agreed LTP (2022-23)	Proposed Annual Plan (2022-23)
Regional Leadership			
Governance and Engagement	5728	6327	6585

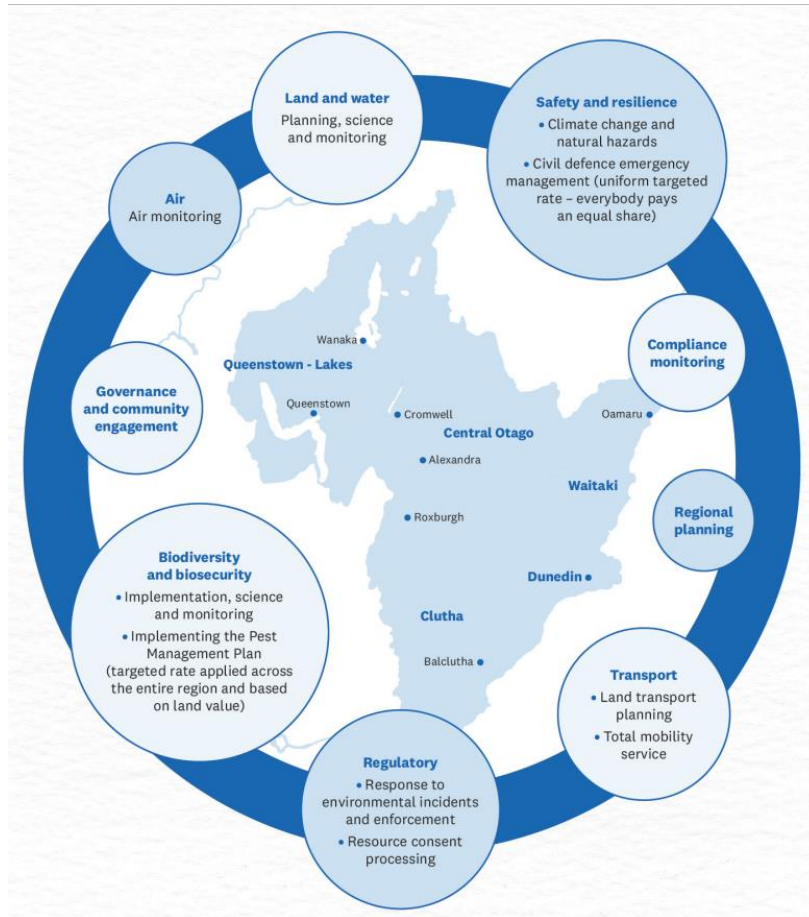
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Regional Planning	3681	3500	3483
Regulatory	12363	13301	13477
Environment			
Land and Water	16033	18040	18936
Biodiversity and Biosecurity	9149	9390	11454
Air	482	815	816
Safety and Resilience			
Climate change and Hazards	2732	3763	3413
Flood protection, Drainage and Rivers management	12009	12400	12540
Emergency management	2759	2796	3335
Transport	32880	35840	34762
Total Cost	97816	106172	108801

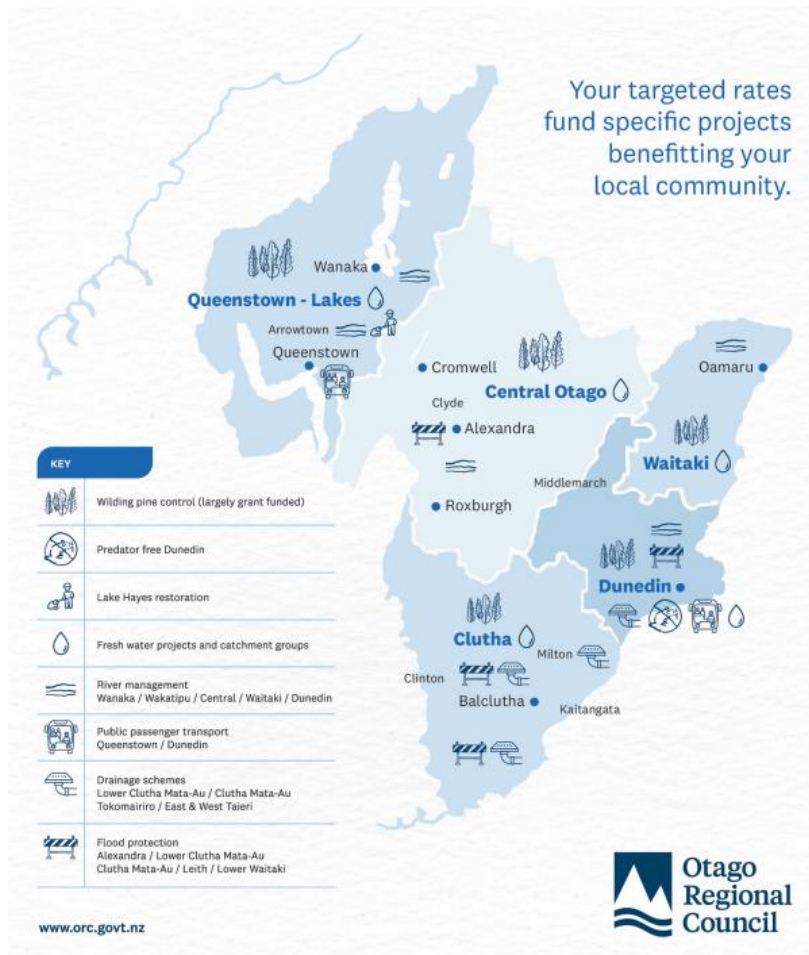
Council Meeting 2022.03.23

Extraordinary Council Meeting 2022.03.30

Services funded by general rates across Otago



District Targeted rates



Stakeholder selection and assessment

Selection criteria

Stakeholders have been selected using the following criteria:

1. They were submitters to the 2021 Draft LTP consultation process
2. They are representative of specific or broad interests
3. Technical understanding and expertise to inform ORC financial planning
4. Involvement in existing key ORC projects, including freshwater and public transport
5. Level of resourcing
6. The stakeholder is regionally focused
7. Depth of interest (including overlapping regulatory or legislative responsibilities)
8. Breadth of information and communication channels

Selected stakeholders

Due to timeframes, limited resourcing and the commitments that come with responding to one-on-one stakeholder discussion, targeted engagement will only occur with defined stakeholders.

Key stakeholders for the purpose of this project have been selected using the criteria above. These are:

- Dunedin City Council
- Queenstown Lakes District Council
- Central Otago District Council
- Clutha District Council
- Waitaki District Council
- Department of Conservation
- Business South
- Otago Fish and Game
- Federated Farmers
- Otago Catchment Community
- Forest and Bird

A broader assessment of these stakeholders is provided at Table 2 in Appendix 1.

Stakeholders who were assessed as not meeting some but not all of the criteria are also assessed, at Table 3 in Appendix 1. These stakeholders should be considered 'possibles', or 'next cabs off the rank' should staff capacity and timeframes permit.

It's important to note that the criteria and resulting levels of stakeholder interaction isn't 'fixed in stone' and will be assessed as Council moves into the LTP process. An underlying theme is that 'leadership time' is valued appropriately (ie how it is used in decision-making process) and focuses on matters that make the most difference for Otago.

Selection process

Submitters to the LTP were assessed using the criteria above. Stakeholders who met all the criteria are included in Table 2, below.

Table 1: Key stakeholders

Stakeholder	Selection criteria met	Detail
Dunedin City Council	All	Breadth of interests Complementary work programmes and resourcing Deep understanding of ORC work programmes Technical expertise Broad range of interests and communication channels
Queenstown Lakes District Council	All	Breadth of interests Complementary work programmes and resourcing Deep understanding of ORC work programmes Technical expertise Broad range of interests and communication channels
Central Otago District Council	All	Breadth of interests Complementary work programmes and resourcing Deep understanding of ORC work programmes Technical expertise Broad range of interests and communication channels
Clutha District Council	All	Breadth of interests Complementary work programmes and resourcing Deep understanding of ORC work programmes Technical expertise Broad range of interests and communication channels
Waitaki District Council	All	Breadth of interests Complementary work programmes and resourcing Deep understanding of ORC work programmes Technical expertise Broad range of interests and communication channels
Department of Conservation		Breadth of interests Complementary work programmes and resourcing Deep understanding of ORC work programmes Technical expertise Broad range of interests and communication channels
Business South	Most	Breadth of interests Semi-complementary work programmes and resourcing Peripheral understanding of ORC work programmes Technical expertise

		Broad range of interests and communication channels
Otago Fish and Game	Most	Defined environmental focussed interests Complementary work programmes and resourcing Deep understanding of ORC work programmes Technical expertise Broad range of interests and communication channels
Federated Farmers	Most	Defined environmental focussed interests Complementary work programmes and resourcing Deep understanding of ORC work programmes Technical expertise Broad range of interests and communication channels
Otago Catchment Community	Most	Freshwater focused interests Complementary work programmes and resourcing Deep understanding of ORC work programmes Technical expertise Broad range of interests and communication channels
Forest and Bird	Most	Environmentally focused interests Complementary work programmes Deep understanding of ORC work programmes Technical expertise Broad range of interests and communication channels

Submitters to the LTP process who were assessed as meeting some, but not all of the assessment criteria are listed below. These stakeholders should be considered 'the next cabs off the rank'.

Table 1: Secondary stakeholders

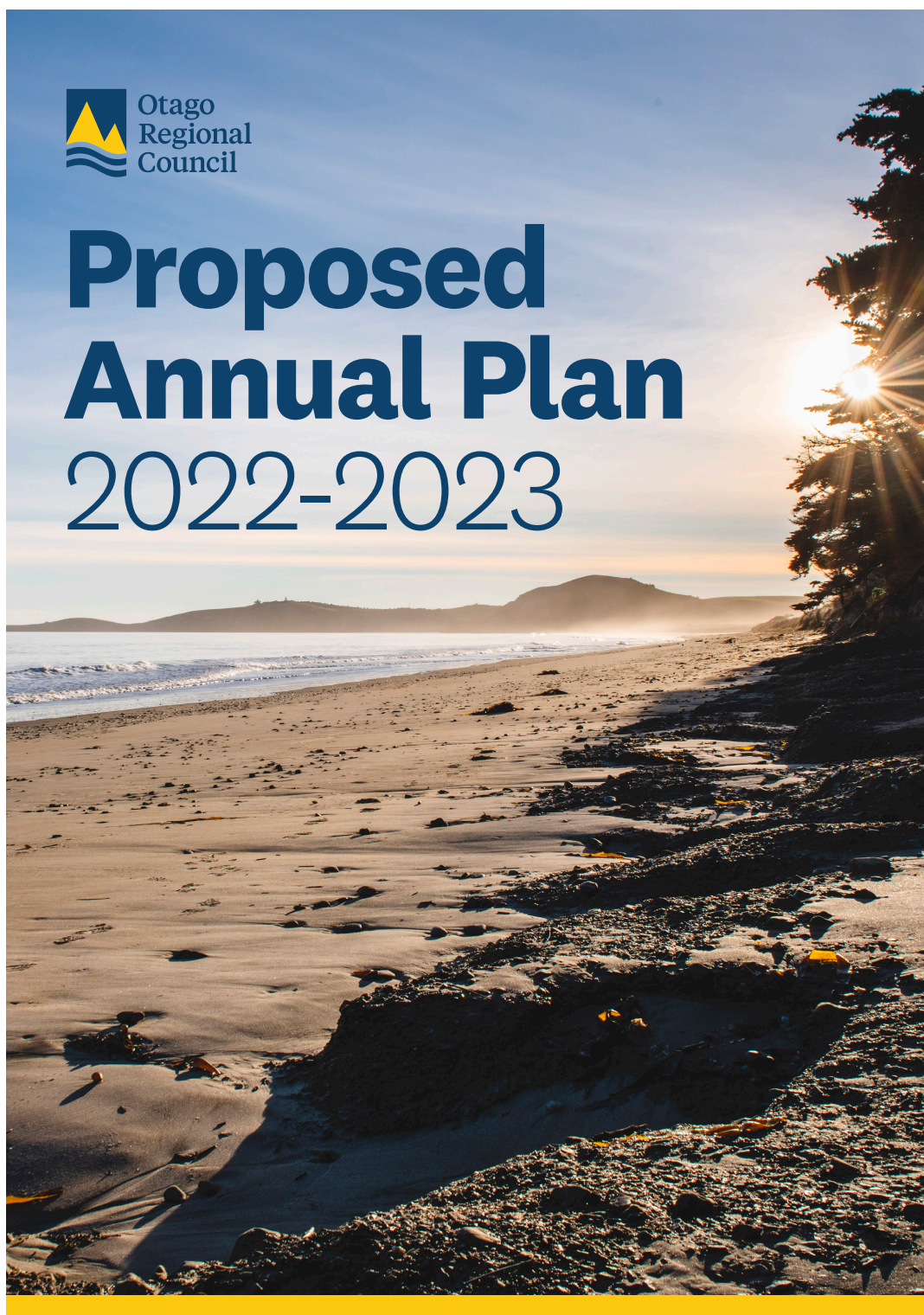
Stakeholder	Selection criteria met	Detail
Wai Wanaka	Some	Breadth of interests Expertise in the catchment planning and environmental management spaces Complementary work programmes and resourcing Deep understanding of ORC work programmes Broad range of interests and communication channels Geographically specific focus
Predator Free Dunedin	Some	Specific interests Expertise in biosecurity Complementary work programmes and resourcing Deep understanding of ORC pest control Specific interests and communication channels

		Geographically specific focus
Otago Rescue Helicopter Trust	Some	Existing agreement with ORC Specific interests Good communications channels
Queenstown Airport Corporation	Some	Specific interests Corporate/planning focus Moderate understanding of ORC work programmes Specific interests and communication channels Geographically specific focus
Central Otago Wilding Conifer Group	Some	Specific interests Expertise in biosecurity Complementary work programmes and resourcing Deep understanding of ORC pest control Specific interests and communication channels Geographically specific focus
Guardians of Lake Hawea	Some	Breadth of interests Understanding of environmental management Complementary work programmes and resourcing Understanding of ORC work programmes Specific range of interests and communication channels Geographically specific focus
Friends of Lake Hayes	Some	Breadth of interests Understanding of environmental management Complementary work programmes and resourcing Understanding of ORC work programmes Specific range of interests and communication channels Geographically specific focus
Yellow Eyed Penguin Trust	Some	Specific interests Expertise in biodiversity and biosecurity Complementary work programmes and resourcing Deep understanding of ORC pest control Specific interests and communication channels Geographically specific focus
University of Otago		Specific interests Broad expertise Peripherally complementary work programmes and resourcing Moderate understanding of ORC responsibilities Specific interests and communication channels Geographically specific focus

Otago Polytechnic		<p>Specific interests Broad expertise</p> <p>Peripherally complementary work programmes and resourcing Moderate understanding of ORC responsibilities Specific interests and communication channels Geographically specific focus</p>
Wakatipu Wilding Conifer Group		<p>Specific interests Expertise in biosecurity</p> <p>Complementary work programmes and resourcing Deep understanding of ORC pest control Specific interests and communication channels Geographically specific focus</p>
Waitaki Irrigators Collective		<p>Specific interests, primarily water take and use Understanding of environmental management Complementary work programmes and resourcing Understanding of ORC work programmes Specific range of interests and communication channels Geographically specific focus</p>
Glenorchy Community Association		<p>Specific interests Peripheral understanding of environmental management Complementary work programmes and resourcing Peripheral understanding of ORC work programmes Specific range of interests and communication channels Geographically specific focus</p>
Shaping Our Future		<p>Breadth of interests Understanding of environmental management Complementary work programmes and resourcing Understanding of ORC work programmes Specific range of interests and communication channels Geographically specific focus</p>
Tiaki Maniototo		<p>Breadth of interests Understanding of environmental management Complementary work programmes and resourcing Understanding of ORC work programmes Specific range of interests and communication channels Geographically specific focus</p>
Strath Taieri Irrigation Company		<p>Specific interests, primarily water take and use Understanding of environmental management Complementary work programmes and resourcing Understanding of ORC work programmes Specific range of interests and communication channels Geographically specific focus</p>

<p>Generation Zero</p>		<p>Breadth of interests Broad understanding of environmental management Complementary work programmes and resourcing Peripheral understanding of ORC work programmes Specific range of interests and communication channels to a traditionally hard to reach audience</p>
<p>Pomahaka Watercare Group</p>		<p>Breadth of interests Understanding of environmental management Complementary work programmes and resourcing Understanding of ORC work programmes Specific range of interests and communication channels Geographically specific focus</p>

DRAFT



Proposed Annual Plan 2022-2023

Council Meeting 2022.03.23

Extraordinary Council Meeting 2022.03.30

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Introduction from the Chair

These are challenging times for everyone in Otago as we balance what is expected of us with what is affordable and achievable. Otago Regional Council (ORC) is both catching up on its work and responding to central government expectations to achieve more for the wellbeing of Otago's environment and communities.

Our 10-year Long term-Plan 2021-31 (LTP), as consulted with the community last year, set out the services and work. This proposed Annual Plan 2022-23 aligns very closely with what was agreed in the LTP – we intend sticking to our plan.

There's a lot to be done and doing more costs more.

How we pay for the planned services is defined in our Financial Strategy provided in the LTP. It shows a stepped increase in rating in the first two years and much smaller increases beyond. Year 2, being this proposed Annual Plan, shows an 18% increase in average total rates.

It's important to note that we have carefully considered the use of all available funding sources, including investment income and debt, to reduce the need for and impact of rating Otago's households and businesses.

We're keen to hear from you before 29 April 2022 about our proposed plan via our feedback form available on-line or out customer services .

Ngā mihi nui
Andrew Noone
Chair
Otago Regional Council

Overview

Why does this document matter?

This proposed Annual Plan 2022-2023 (AP) reflects the results of a process that decides what adjustments, if any, are required to the adopted Otago Regional Council Long-term Plan 2021-31 (LTP).

The LTP assists Council to achieve the purpose of local government under the Local Government Act (2002) to:

- [1] Enable democratic local decision-making and action by, and on behalf of, communities and
- [2] Promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.

Council has identified how it contributes to 'well-being' and this is reflected in Part two Community Outcomes section of the LTP.

Priorities and Direction (LTP 2021-31)

Importantly the LTP 2021-31 describes the Council activity and work programmes that will deliver desired community outcomes. The required expenditure and funding (including rates) for this activity is also identified.

What change is proposed ?

The adopted position for year 2 (being 2022-2023) of the LTP indicated an 18.1% increase in total rates (ie general and targeted rates) would be required to fund the agreed direction, priorities and associated work.

This proposed Annual Plan 2022-2023 sticks to what was agreed for the LTP, but with some adjustments including:

- Additional external grants funded work including the Jobs for Nature programme, the Mt Pleasant/Te Haka Pupu River restoration project, and the Wallabies Pest Contract Management programme. Note this represents most of the total additional LTP year2 expenditure.
- Additional staffing for Emergency Management Activity.
- Iwi liaison staff capacity in the governance and engagement activity
- A requirement to reclassify natural hazards LIDAR work programme expenditure from capital to operational expenditure.
- Reprioritising existing expenditure tagged to developing the Land and Water Plan to complete an economic assessment of Otago's natural fresh water.

The net impact of these changes in expenditure as been managed to keep within the LTP year 2 total average rate requirement of 18.1%.

What we will deliver

In this section you'll find an outline of our work represented as ten activities grouped under four key headings:

Our work activities:

- Regional Leadership
 - Governance and Engagement
 - Regional Planning
 - Regulatory
- Environment
 - Land and Water
 - Biodiversity and Biosecurity
 - Air
- Safety and Resilience
 - Climate Change and Hazards
 - Flood Protection, Drainage and River Management
 - Emergency Management
- Transport
 - Transport (including Regional Land Transport and Public Transport)

Regional Leadership

This Group of Activities include the following council activities:

- Governance and Community Engagement
- Regional Planning
- Regulatory

Group Revenue and Expenditure (10yrs) - Regional Leadership

2021/22 AP \$000s		2022/23 LTP \$000s	2022/23 Proposed AP \$000s
5,728	Governance and Community Engagement	6,327	6,585
3,681	Regional Planning	3,500	3,483
12,363	Regulatory	13,301	13,477
21,771	Expenditure	23,128	23545
15,706	General rates	16,340	16,499
188	Targeted Rates	200	200
5,300	Fees & Charges	5,805	5,833
75	Grants	75	75
270	Other Income	276	260
233	Reserves	432	678
21,771	Revenue	23,128	23,545

Governance and Engagement

What we do

This activity includes work to support Otago’s elected regional council representatives to complete their duties. It also ensures the council can enable and strengthen democracy at a regional level through our support of structures and process. Examples include:

- Elected member committee structure, council meetings,
- Secretariat support for the ‘Otago Mayoral Forum’
- Partnership with Kāi Tahu and Iwi liaison
- Council communications and engagement capacity and expertise to assist with connecting council and the community

Why we do it

Supporting governance, good decision-making, and connecting and engaging with our communities are essential features of a civilized society. Connecting the community in a timely and accessible way to decision-making and the work of Council is critical. Legislation also enshrines principles, powers, duties and functions that underpin this activity and the need for it.

Key work for years 2 to 3

The proposed Annual Plan maintains the level of capacity associated with council’s activity to date, albeit with a 1 full time equivalent increase associated with capacity to support partnership with Kāi Tahu and Iwi liaison and strategic stakeholders. Planned projects are identified in Part 1 ‘Partnering with Manu Whenua’ of the Long-term Plan.

Level of Service Statements, Measures and Targets

The service statements (LoS), measures and targets for this activity are defined in the table(s) below.

LOS: Provide and promote governance processes and democratic decision making that is robust and transparent for the community.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Percentage of council agendas that are publicly available two working days or more before a meeting	100%	100%	100%	100%
Percentage of official information requests responded to within 20 working days of being logged.	100%	100%	100%	100%

LOS: Develop and deliver robust and effective corporate planning and reporting.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Deliver our statutory requirements with acceptable process and deliverables to decision-makers and the community.	Unmodified audit reports received	Unmodified audit reports received	Unmodified audit reports received	Unmodified audit reports received

LOS: Build mana whenua participation in Council decision making through a treaty-based partnership approach in our engagement.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Work done in partnership with iwi; increase the number of outputs and groups working together on projects.	Establish baseline	Maintain or Increase numbers	Maintain or Increase numbers	Maintain or increase numbers
Build the bicultural competency of ORC staff and councillors.	≥50 participants in programme per year	≥50 participants in programme per year	≥50 participants in programme per year	≥30 participants in programme per year

LOS: Provide relevant, timely and accessible communications and engagement activities which enable the community to understand and participate in ORC's programmes and decision making.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Annual survey is conducted to understand and improve community awareness, perceptions and expectations of ORC.	Survey completed to establish baselines and a report made public	Survey results show increased community awareness and improved perception of ORC performance	Survey results show increased community awareness and improved perception of ORC performance	TBC
Customers express high levels of satisfaction with customer service provision.	Determine methodology and conduct benchmarking of customer satisfaction	Customer satisfaction levels are maintained or improve	Customer satisfaction levels are maintained or improve	Customer satisfaction levels are maintained or improve

Regional Planning

What we do and why

This activity includes work that provides overarching strategic direction and support across Council and particularly the 'Environment' group of activity. It provides leadership with advice to effect or influence change. Much of the work under this activity is required by national legislation and also assists the council and Otago community to align with national direction.

The Regional Policy Statement (RPS) is a critical component of this activity that umbrella's the various plans required under the Resource Management Act. These plans include water (fresh water, land and coast), air, and waste.

There is also value in developing strategic direction on non-RMA plans, such as biodiversity, and for important issues such as climate change. Information needed to support the understanding of community wellbeing when setting direction and priorities is also important.

As part of this activity we work with our partners to give effect to strategic direction. An important component is working with Dunedin City Council and Otago's District Councils on resource management matters and urban development. Input, by way of a whole-organization perspective, into ORC's transition to integrated catchment action planning. This forms the basis of levels of service, planning, and engagement.

Key work for years 2 to 3

The proposed Annual Plan provides additional capacity to complete comprehensive economic assessment relating to Otago's freshwater. This new work adds to the LTP stepped increase in capacity to provide direction on non-RMA plans, important regional issues and urban development. We also have a work programme to improve our understanding of regional wellbeing issues and what that means for Council and its partners. The result sought is the provision of better advice to leadership to assist decision-making and our response to community needs.

Level of Service Statements, Measures and Targets

The service statements (LoS), measures and targets for this activity are defined in the table(s) below.

LOS: Support Otago's councils and communities to manage environmentally sustainable urban growth.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Develop an integrated planning framework that enables well managed urban growth across Otago	Establish partnership agreements with DCC and QLDC by 30 June	Develop draft regional Urban Development Strategy by 30 June	Joint ORC and DCC/QLDC HBA* update and joint FDS** completed by 30 June	no target

*Housing and Business Capacity Assessment (HBA)

** Future development strategy (FDS)

LOS: Develop and maintain an environmental planning framework that aligns with national directions and enables sustainable management of natural and physical resources.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Complete review of existing Regional Policy Statement (RPS)	Respond to hearing recommendations within specified timeframes	Make RPS operative by 30 June 2023	no target	no target
Lead the development, implementation and review of Integrated Catchment Plans (ICP), in collaboration with iwi and community.	Commence development of an Integrated Catchment Planning programme and report to Council on progress by 30 June	Commence spatial systems and analysis to inform and define ICP programme by 30 June	Prepare Integrated Catchment Plan (Target detail to be determined)	Prepare Integrated Catchment Plans (Target detail to be determined)

LOS: Collect information on Otago regional wellbeing (economic, social, cultural, and environmental) and identify significant issues.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Report on community wellbeing indicators	Develop baseline wellbeing indicators and report to Council	Annual report on wellbeing indicators and issues completed and reported to Council	Annual report on wellbeing indicators and issues completed and reported to Council	Annual report on wellbeing indicators and issues completed and reported to Council

LOS: Collect and make publicly available accurate, relevant and timely information on climate change in Otago.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Information on climate change in Otago is shared with the community and stakeholders.	no target	Regional GHG* inventory completed and reported to Council by 30 June	no target	Regional GHG inventory completed reported to Council by 30 June 2024 OCCRA** completed and reported to Council by 31 Dec 2026

* Green House Gas Inventory

**Otago Climate Change Risk Assessment

LOS: Lead a regional approach to climate change in partnership with local councils and iwi.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Report on regional stakeholder engagement and collaboration on climate change	No target (programme commences Yr2)	Complete an annual report on regional climate change collaboration and report to Council	Complete an annual report on regional climate change collaboration and report to Council	Regional partnership priorities and approach defined, formalised and reported to Council by 30 June 2025. 2025-2031: Regional partnership approach implemented

Regulatory

What we do and why

As a regulatory authority we provide services to ensure that activities in Otago are consistent with both national and regional rules. This activity gives effect to the Council's Regional Plans under the Resource Management Act, and other specific requirements under Maritime Transport Act, and Building Act. Our regulatory work includes:

- Consent processing
- Compliance monitoring of consents and permitted activities
- Incident response, investigations and enforcement
- Harbours and waterway management

A common theme across this work is our role of applying the rules developed under the various legal/ planning frameworks, and how we work with the communities and individuals to achieve desired results for Otago.

Judgement is required on what the appropriate balance is between enforcement (that can result in legal proceedings), and influencing via advice, education and sometimes support. It provides elected leadership with an important lever to effect change where needed and in an appropriate way. The desire for this dual approach is reflected in our regional plans and bylaws.

We have already taken significant steps with implementing an internal review that recommended substantive improvement in Council service. The steps have included additional staffing for: consent processing, increasing compliance audits, input into plan changes, and incident response coverage to better reflect the demand across the region. The focus of this additional capacity is on Land and Water and reflects Council's broader priority to implement a freshwater framework that aligns Otago with national objectives on freshwater reform.

Key work for years 2 to 3

The proposed Annual Plan 2022-23 maintains the agreed LTP programme. As a recap a significant step in capacity (staff) occurred in 2020/21 as a result of an internal review. The LTP focused on completing the implementation of that review, and importantly delivering the desired and increased service including:

- Consent processing – continues to build, particularly in year 1, on the stepped change in staff capacity that occurred in 2020/21. We will focus on managing expiring consents with the assumption that most will result in applications for replacement, including Deemed Permits. While some uncertainty exists about new consents, such as for intensive winter grazing, there will be other critical work to undertake.
- Compliance monitoring - a stepped change in staff capacity occurred in year 1 to meet the planned increase in consenting and permitted activity including the associated administration and supporting systems. An increase in an education-first approach to on-site engagement with farmers and consent holders about National Environmental Standards Fresh Water (NESFW).

Contaminated sites is also part of our work programme, albeit small in comparison, and includes the support or coordination of a remediation fund.

- Incident response, Investigations and Enforcement – some redeployment of staff capacity to compliance monitoring activity.

Service delivery over this LTP will reflect the Council's desire to assist the community in understanding the changes, the requirements, and overarching reasons. There is clearly a lot of change that will continue to occur on how Otago manages its fresh water resource – this activity is crucial piece of the integrated delivery jigsaw.

- Harbours and waterways management – modest increase in planned work supporting education and enforcement of the bylaw via the addition of a trainee harbour master and a small craft in Central Otago.

Level of Service Statements, Measures and Targets

The service statements (LoS), measures and targets for this activity are defined in the table(s) below.

LOS: Provide effective, efficient and customer centric consenting processes under the Resource Management Act (RMA) 1991 to enable the lawful use of natural and physical resources.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Percentage of resource consent applications processed in accordance with Resource Management Act 1991 legislative timeframes.	≥98%	≥98%	≥98%	≥98%
Percentage of public inquiries for consent information completed within 7 working days.	establish baseline	maintain or increase	maintain or increase	maintain or increase

LOS: Provide effective and efficient compliance monitoring, investigations and enforcement services and take appropriate actions to ensure the lawful use of natural and physical resources.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Percentage of performance monitoring returns completed each year, as per the Compliance Audit and Performance Monitoring Schedule targets.	≥90%	≥90%	≥90%	≥90%
Percentage of programmed inspections/audits completed each year, as per the Compliance Audit and Performance Monitoring Schedule targets.	≥85%	≥90%	≥90%	≥90%
Percentage of significant non-compliances identified where action is taken in accordance with Compliance Policy.	100%	100%	100%	100%

LOS: Provide effective and efficient environmental response services to pollution incidents or notifications of non-compliant activities.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Maintain 24-hour/7 day a week response for environmental incidents.	Pollution hotline staff available/on call 24/7	Pollution hotline staff available/on call 24/7	Pollution hotline staff available/on call 24/7	Pollution hotline staff available/on call 24/7
Maintain 20 appropriately trained responders for maritime oil pollution incidents.	20 responders attend 3 exercises per year	20 responders attend 3 exercises per year	20 responders attend 3 exercises per year	20 responders attend 3 exercises per year

LOS: Develop and maintain robust regulations and procedures to enable safe use and navigation of our region's ports, harbours, coastal areas and inland waterways.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Maintain compliance with Port and Harbour Marine Safety Code.	Annual self review* is completed by ORC and POL and signed off by the Chief Executives.	Annual self review* is completed by ORC and POL and signed off by the Chief Executives.	External review** is completed and deemed to be code consistent.	Annual self review* is completed by ORC and POL and signed off by the Chief Executives.

*Annual self-review is conducted by the Harbourmaster and the GM Marine of Port Otago Ltd and it is jointly signed off by the CE of ORC and the CEO of Port Otago Ltd.

**External review is conducted by Maritime NZ every 3 years.

LOS: Promote and encourage safe use of ports, harbours, coastal areas and inland waterways and take appropriate action in response to non-compliance and incidents.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Major incidents on Otago's harbours and waterways will be responded to.	Major incidents and ORC's response are reported to Council quarterly	Major incidents and ORC's response are reported to Council quarterly	Major incidents and ORC's response are reported to Council quarterly	Major incidents and ORC's response are reported to Council quarterly
On-water engagement, education of recreational users and safety campaigns are documented and reported annually.	Report to Council by 30 June	Report to Council by 30 June	Report to Council by 30 June	Report to Council by 30 June

Environment

This Group of Activities include the following council activities:

- Land and Water
- Biodiversity and Biosecurity
- Air quality

Overall direction

Environmental management is at the heart of what the regional council does. Our focus is to enhance the overall effectiveness of environmental management by:

- Continuing the review of our regional plans (for water, air and coast), while still working with community groups, stakeholders and land managers to promote good environmental outcomes
- Increasing our level of work in biosecurity management
- Continuing to promote well-coordinated and cross-agency biodiversity initiatives across the region
- Transitioning towards integrated catchment action planning, to improve what we do and the results achieved for freshwater, land, the coastal environment, or ecosystems
- Increasing our science capacity with a focus on environmental monitoring to better inform our regional planning and understanding of Otago's natural resources.

Due to funding pressures, we are pausing most of our air quality work until year 3 LTP. Beyond that, we'll be striving to develop more effective solutions to manage air pollution in Otago. In the meantime we continue with a air monitoring and regional planning work.

Group Revenue and Expenditure - Environment

2021/22 AP \$000s		2022/23 LTP \$000s	2022/23 Proposed AP \$000s
16034	Land and Water	18,040	18,936
9149	Biodiversity and Biosecurity	9,390	11,454
482	Air	815	816
25665	Expenditure	28,245	31,206
13938	General rates	17,078	16,859
3373	Targeted Rates	5,171	4,814
200	Fees & Charges	205	205
3877	Grants	2,536	5,518
964	Other Income	364	364
3313	Reserves	2,890	3,446
25665	Revenue	28,245	31,206

Land and Water

What we do

- We assess and monitor the health of Otago’s fresh- and coastal water and their ecosystems and investigate the risks and issues likely to affect their values;
- We prepare, assess, and review the Regional Plan: Water and Coast
- We carry out non-regulatory interventions that support sustainable land management practices and environmental initiatives that enhance Otago’s water bodies and coast.

Why we do it

Otago’s water bodies and its coast are highly valued by the community:

- Majority¹ of Otago’s rivers and lakes are swimmable; and support a wide range of recreational activities
- Freshwater is a key resource for domestic use, agriculture and electricity;
- Otago’s waters provide the habitats for 25 species of indigenous freshwater fish, of which 18 are classified as threatened or at risk; and for a large range of marine life and sea birds.

Water also plays a significant role in Kāi Tahu spiritual beliefs and cultural traditions. When the natural environment is strong and healthy, the people are strong and healthy and so too is their mana.

Degrading freshwater quality is a key community concern in the region. Although parts of the region have good or excellent water quality, some catchments have degraded water quality and there have been a greater number of degrading water quality trends than improving trends across ORC’s monitoring sites between 2006 and 2017. There have also been strong pressures on water allocation in some parts of the region.

ORC has a key role to play to ensure Otago’s water bodies and coast support healthy ecosystems, and a healthy community:

- Only ORC has the power to control the use of water, land, and the coast under the Resource Management Act (1991)
- It must engage with the region’s communities to define visions and objectives for the region’s freshwater bodies, and identify the methods to achieve these visions and objectives (National Policy Statement for Freshwater (2020))
- It has the technical expertise and knowledge to advise on the region’s environmental health, issues and risks, and to monitor natural water resources.

Key projects

The proposed Annual Plan 2022-23 maintains the agreed LTP programme. As a recap the key work programmes include:

- Preparation of the Land and Water Regional Plan. It will define freshwater objectives, as required by national legislation and set policies and rules for decision-making. Work includes:
 - Programmed consultation across FMU/Rohe
 - Underpinning work supporting discussions on options, and presentation of preferred options. This includes science support (eg modelling, freshwater accounting, land use mapping, groundwater resources, ecological threshold analysis)
 - Development of ‘region-wide’ provisions
 - Drafting of plan for notification in December 2023
- Review of the Regional Plan: Coast for Otago

¹ This estimate applies to larger rivers and lakes, defined as “rivers that are fourth order in the River Environment Classification system and lakes with a perimeter of 1.5km or more” – ORC Policy Committee Report – 29 Nov 2018 - PPRM1843

- Notified by 2025-2026
 - Update existing rules and policies based on latest information and legislation and set policies and rules for decision-making
 - Includes science support (ie coastal monitoring, mapping and analysis)
- Environmental Enhancement (fresh water implementation)
 - Priority site specific projects of Lake Hayes, Tomahawk Lagoon and Lake Tuakitoto
 - Support for catchment groups and land managers delivering desired results
 - Develop a regional perspective, including a programme and funding approach for enhancement and remediation
 - Complete scoping study for an Otago Lakes Strategic Plan
- Preparation of Integrated Catchment Plans
 - Integrates actions for water, ecosystems, biodiversity, and biosecurity, and natural hazards mitigation
 - Year 1 - establish the new worksteam
 - Year 2 - resources to commence planning including spatial systems and analysis (additional 3fte)
 - Year 3 onwards - Planning and implementation (additional 6fte)

Level of Service Statements, Measures and Targets

The service statements (LoS), measures and targets for this activity are defined in the table(s) below.

LOS: Monitor the state of Otago’s freshwater resources and coastal environment and make accurate, relevant and timely information publicly available.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Implement a regional coastal environment monitoring programme	Develop regional coastal monitoring programme and report to Council by 30 June	Annual report on monitoring programme completed and reported to Council	Annual report on monitoring programme completed and reported to Council	Annual report on monitoring programme completed and reported to Council
Implement freshwater and estuarine environment monitoring programmes	Annual report on monitoring programme completed and reported to Council	Annual report on monitoring programme completed and reported to Council	Annual report on monitoring programme completed and reported to Council	Annual report on monitoring programme completed and reported to Council
Percentage of data from the water monitoring network* that is captured quarterly.	≥95% data capture achieved	≥95% data capture achieved	≥95% data capture achieved	≥95% data capture achieved

* Details of the State of the Environment network and the water monitoring sites across Otago are available on the ORC website: <https://www.orc.govt.nz/managing-our-environment/water/water-monitoring-and-alerts>

LOS: Monitor Otago’s land use and make accurate, relevant and timely information on sustainable land use publicly available.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031

Develop and implement a regional land use monitoring programme	Develop regional land use monitoring programme and report to Council	Annual report on monitoring programme completed and reported to Council	Annual report on monitoring programme completed and reported to Council	Annual report on monitoring programme completed and reported to Council
Percentage of data from the land-use monitoring network* that is captured quarterly.	no target (programme established in Yr2)	≥95% data capture achieved	≥95% data capture achieved	≥95% data capture achieved

*Details of the land-use monitoring network and sites will be available on the ORC website once the programme is established.

LOS: Provide a robust and integrated environmental planning framework for Otago's land, water and coast resources.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Complete the Land and Water Regional Plan (LWRP)	Report to Council on proposed management options for 3 Rohe or FMU's* by 30 June	Report to Council on proposed management options for 5 Rohe or FMU's by 30 June	Notify LWRP by 31 December 2023	no target
Complete a review of the Regional Plan Coast	no target (programme commences Yr 2)	Issues and options papers developed and reported to Council by 30 June	Community engagement for development of Regional Plan - Coast completed and reported to Council by 30 June	Notify Regional Coastal Plan for Otago by 30 June 2026.

*In Otago there are five Freshwater Management Unit (FMU). The Clutha/Mata-au is the largest FMU in Otago and has been divided into five sub areas called rohe. For mor detail visit the ORC website:

<https://www.orc.govt.nz/plans-policies-reports/regional-plans-and-policies/water/freshwater-management-units>

LOS: Support Catchment Groups in Otago to deliver their environmental outcomes and objectives.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
'Otago Catchment Communities' is supported to meet deliverables and targets of funding agreement.	Funding is administered as per agreement	Funding is administered as per agreement	Funding is administered as per agreement	Funding is administered as per agreement

	Report to Council on deliverables and targets achieved by 30 June	Report to Council on deliverables and targets achieved by 30 June	Report to Council on deliverables and targets achieved by 30 June	Report to Council on deliverables and targets achieved by 30 June
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LOS: Promote and enable best practice land management for soil conservation, water quality preservation, the efficient use of water and to enhance Otago's biodiversity and ecosystems.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Land owner/community led projects promoting best practice land management for soil conservation, water quality and the efficient use of water are identified and supported.	Three or more projects supported per year	Three or more projects supported per year	Three or more projects supported per year	Three or more projects supported per year

LOS: Collaborate with iwi, communities and landowners to develop and deliver a programme of actions to improve water quality and indigenous biodiversity in selected degraded waterbodies.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
At least three site specific action plans for selected degraded waterbodies are developed, prioritised, and implemented.	Projects confirmed and priority actions identified by 30 September	Projects confirmed and priority actions identified by 30 September	Projects confirmed and priority actions identified by 30 September	Projects confirmed and priority actions identified by 30 September
	90% of priority actions undertaken as scheduled	90% of priority actions undertaken as scheduled	90% of priority actions undertaken as scheduled	90% of priority actions undertaken as scheduled

Biodiversity and Biosecurity

What we do

- We lead and facilitate collaboration on biodiversity programmes and initiatives in the region.
- We investigate, monitor and provide information about Otago's biodiversity, including improving our understanding of its vulnerability to climate change
- We lead pest and biosecurity management in the region
- We promote and support community and farmer initiatives to protect and enhance Otago's biodiversity and ecosystems

Why we do it

Otago's biodiversity is under threat as a result of both past and current human activities. Mapping in 2020 showed that some ecosystem types are as low as 3% of their historical distribution and there are 10 ecosystems (of 62) with a distribution of less than 10 ha. At the species level, some 44% of Otago's bird species are threatened or at risk; 88% of lizard species; and 72% of indigenous fish species. Current threats to biodiversity include invasive species (both weeds and predators), vegetation clearing, habitat fragmentation and grassland "improvement", poor water quality (nutrients and sediments), dredging and overfishing. Climate change adds significantly to the risks of continuing decline.

There are many agencies and stakeholders across different land tenures involved in and/or with an interest in biodiversity in Otago. Knowledge and data to inform development of programmes and initiatives for protection and restoration is not collated or coordinated across the region.

At a national level the 2020 *Te mana o te Taieo*, National Indigenous Biodiversity Strategy, articulated the urgency of addressing biodiversity decline in New Zealand and the draft National Policy Statement on Indigenous Biodiversity identified a key role for regional government in leading collaboration and coordinating efforts.

ORC is the only agency with a remit across all of Otago to promote biodiversity protection and enhancement. It has a key role in facilitating regional collaboration, including both developing a monitoring approach and seeking to partner in projects and initiatives. While ORC currently has its own Biodiversity Strategy and Action Plan, these need to be refined and updated alongside development of the regional strategy, to reflect new knowledge about Otago's biodiversity values which is now available, and which can provide priorities to better target action.

Pest management supports Otago's ability to enable thriving biodiversity (the variety of life in a given habitat), maintain healthy ecosystems and use natural resources for economic gain (eg TB free land). Under the Biosecurity Act 1993, Otago's Regional Pest Management Plan (RPMP) identifies 51 species to be managed by land occupiers, with oversight from us.

Key work for years 2 to 3

The proposed Annual Plan 2022-23 maintains the agreed LTP programme. As a recap the programme includes:

- Development of a regional partnership approach to indigenous biodiversity
 - We are lifting our leadership role in the region by facilitating and coordinating a regional biodiversity hui and working with TA's, other regional agencies and Kai Tahu to develop a regional strategy to inform partnerships and future regional investment in biodiversity protection, restoration and enhancement.
- Increase indigenous biodiversity knowledge and develop a monitoring approach
 - We are doing more to improve our knowledge about Otago's biodiversity over [this LTP through continuing and building on our mapping and inventory work](#). This informs the development of our monitoring framework for indigenous biodiversity that is planned for implementation from year 2. This

monitoring framework will provide a better understanding of the vulnerability of Otago's biodiversity, including to climate change.

- Implementing the RPMP

Our LTP includes a modest increase in staff capacity to undertake more education, engagement and enforcement to manage pests. This additional work consolidates our existing role as defined under the RPMP. Our work programme will build progressively over years 1 to 3 LTP.

Planned work on rabbit will substantially increase with more inspections, monitoring and support of local rabbit control groups. Management of other biosecurity threats, for example in marine ecosystems, will need to be progressively developed over time as resources permit.

Current regional-scale pest and predator projects addressing biodiversity threats, such as wilding conifer and possum control will continue to be supported and their coverage is planned to increase over time.

New central government funding for wallaby control is included the proposed Annual Plan 2022-23.

- Partnerships to maintain the gains already achieved by OSPRI's TBfree work and Predator Free Dunedin start from 2022-23 (year 2).

To improve the effectiveness and efficiency of these operations, strategies will be progressively developed to inform on-ground investment for the future. As part this we will increase our investment in biosecurity data and information systems to ensure that progress is monitored and that actions are as effective and efficient as possible.

- Supporting on-ground biodiversity restoration, enhancement and protection initiatives

New central government grants relating to 'Jobs for Nature' scheme are included the proposed Annual Plan 2022-23.

The Eco Fund grants programme will gradually expand over the LTP providing increasing opportunity for local groups to access support for their activities.

Otago Catchment groups and their environmental enhancement initiatives will continue to be supported and increasingly ORC will be looking to invest in landscape restoration and enhancement as an integrated part of our regional pest and predator control programmes.

Education and awareness about Otago's biodiversity and how to protect/restore it will be progressively integrated into our farm support programmes and in the longer term into our approach to farm plans.

Level of Service Statements, Measures and Targets

The service statements (LoS), measures and targets for this activity are defined in the table(s) below.

LOS: Monitor the state of Otago's indigenous biodiversity ecosystems and make accurate, relevant and timely information publicly available				
Performance Measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Develop and implement a regional indigenous biodiversity ecosystems monitoring programme	No target (programme not being undertaken)	Develop monitoring programme (including requirements of NPSIB*) and report to Council by 30 June	Annual report on monitoring programme completed and reported to Council	Annual report on monitoring programme completed and reported to Council
Percentage of data from the biodiversity monitoring network** that is captured quarterly.	No target	No target	≥95% data capture achieved	≥95% data capture achieved

**National Policy Statement on Indigenous Biodiversity*

*** Details of the regional indigenous biodiversity ecosystems monitoring network and sites will be available on the ORC website once the programme is established.*

LOS: Collaborate with iwi, DOC and other key organisations to develop, coordinate and deliver a programme of actions to enhance indigenous biodiversity.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Actions listed in the Biodiversity Action Plan (BAP) are prioritised and progressed.	Priority actions achieved within timeframes specified in annual work plan	Priority actions achieved within timeframes specified in annual work plan	Priority actions achieved within timeframes specified in annual work plan	Priority actions achieved within timeframes specified in annual work plan
Partnerships established in line with the Biodiversity Action Plan and joint projects developed.	Establish baseline number of partnership engagement activities and events, and report to Council	Maintain or increase number of partnership engagement activities and events, and report to Council	Maintain or increase number of partnership engagement activities and events, and report to Council	Maintain or increase number of partnership engagement activities and events, and report to Council
	Joint projects scoped and milestones identified and reported to Council	Joint projects developed and progress against milestones publicised and reported to Council	Joint projects developed and progress against milestones publicised and reported to Council	Joint projects developed and progress against milestones publicised and reported to Council

LOS: Provide support and funding to selected initiatives and organisations across the region which deliver biosecurity, biodiversity and environmental outcomes that align with our strategic objectives.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Complete a report on the initiatives and organisations supported and the key deliverables achieved.	Report to Council by 30 June	Report to Council by 30 June	Report to Council by 30 June	Report to Council by 30 June
Percentage of funding administered as per agreements.	100%	100%	100%	100%

LOS: Develop and deliver practices and programmes that give effect to the Regional Pest Management Plan (RPMP).				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Priority targets within the Biosecurity Operational Plan (BOP) are identified and achieved.	Priority actions achieved within timeframes specified in annual work plan	Priority actions achieved within timeframes specified in annual work plan	Priority actions achieved within timeframes specified in annual work plan	Priority actions achieved within timeframes specified in annual work plan

Air

What we do

- We monitor air quality and pollutant emissions, and investigate emission sources
- We prepare, assess, and review the Regional Plan: Air for Otago
- We carry out non-regulatory interventions that support clean heating and warm homes; and the reduction of other harmful emissions

Why we do it

Some of Otago's communities have among the worst air quality in New Zealand. In Otago air pollution is mostly driven by emissions from home heating home insulation and ventilation and is mostly observed in winter. Arrowtown, Clyde, Cromwell, Alexandra and Milton are the pollution hotspots of the region. Outdoor burning is an additional factor to air pollution.

The link between air quality and human health has been well established. The pollutant of most concern in Otago is particulate matter (PM). Particulate matter can result in a range of health serious effects depending on where it ends up in the human body.

ORC has a key role to play to protect Otago's people from the risks of air pollution. Only ORC has the power to control discharges of pollutants to air under the Resource Management Act (1991) and must implement the National Environmental Standards for Air Quality (2004).

Key projects

The proposed Annual Plan 2022-23 maintains the agreed LTP programme. As a recap the programme includes:

- Review the Regional Plan: Air – requires an update to existing rules, policies and information to provide an appropriate regulatory framework for Otago.
 - Continue with the Air Regional Plan review with initial issues and option paper(s) completed by June 2023
 - Drafting in year 4 for notification by 30 June 2025
- Maintaining our air quality monitoring over the next 10 years
- Pausing our air quality implementation work until July 2023. An Air Implementation Strategy will be drafted to direct the suite fo future action(s) to reduce air pollution.

Level of Service Statements, Measures and Targets

The service statements (LoS), measures and targets for this activity are defined in the table(s) below.

LOS: Monitor Otago's air quality and make accurate, relevant and timely information publicly available.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Implement regional air monitoring programme.	Annual report on monitoring programme completed and reported to Council	Annual report on monitoring programme completed and reported to Council	Annual report on monitoring programme completed and reported to Council	Annual report on monitoring programme completed and reported to Council
Percentage of data from the air monitoring network* that is captured quarterly.	≥95% data capture achieved	≥95% data capture achieved	≥95% data capture achieved	≥95% data capture achieved

* Details of the State of the Environment network and the air monitoring sites across Otago are available on the ORC website: <https://www.orc.govt.nz/manaia-our-environment/air>

LOS: Provide a robust and integrated environmental planning framework for Otago's air resource.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Complete review of the Regional Plan – Air.	no target (programme commences Yr2)	Issues and options papers developed by 30 June	Community engagement for development of Regional Plan - Air completed by 30 June	Regional Plan - Air notified by 30 June 2025

LOS: Develop and implement partnerships and programmes to reduce harmful emissions and support clean heating, warm homes and clean air.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Clean heat, clean air implementation programme has a high level of local engagement in targeted air sheds.	no target (programme commences Yr 3)	no target (programme commences Yr 3)	Establish engagement levels in all targeted air sheds	Engagement levels improve in all targeted air sheds

Safety and Resilience

This Group includes the following council activities:

- Natural Hazards and Climate Change
- Flood Protection, Drainage and River Management
- Emergency Management

Overall Direction

Risk management and building resilience is a key focus for ORC and we have continued to build on our previous LTP with additional expenditure for this group of activity. This reflects signals from government and our community about climate change and the need act.

The challenge is to support our communities to understand the implications of risk and to make informed decisions. Our priority focus areas for the next 10 years in safety and hazards are flood protection, drainage control and river management. Climate change is a critical and related issue. We are focused on developing a comprehensive spatial approach to natural hazard risks to inform future priorities, at the same time as undertaking specific projects for the risks we already know about.

Our LTP contains an Infrastructure Strategy. It identifies the flood and drainage schemes that we manage and highlights key issues that influence the services we provide. From these issues we understand that:

- There is complexity that needs to be better understood about how climate change and development impacts on catchments
- We need to improve our asset management planning to better understand how change impacts on our service and the decisions the community faces
- Our plan to maintain service levels is shadowed by uncertainty about our communities' expectations regarding managing changing risk (e.g. climate change impacts) and the associated costs. We work collaboratively on these issues with government, city and district councils, and technical advisory groups.
- This LTP maintains current services and address the issues outlined above.

While our planned capacity for natural hazards activity is increasing we have maintained our resource associated with climate change adaptation over the short term. This reflects our funding priorities particularly for fresh water work and an expectation that our level of work will build as direction from central government consolidates. This LTP maintains the existing level of capacity for emergency management response.

Group Revenue and Expenditure – Safety & Resilience

2021/22 Annual Plan \$000s		2022/23 LTP \$000s	2022/23 Proposed AP \$000s
2,732	Climate Change and Natural Hazards	3,763	3,413
12,010	Flood Protection, Drainage and River Management	12,400	12,540
2,759	Emergency Management	2,796	3,336
17,500	Expenditure	18,959	19,289
3,116	General rates	3,859	3,935
9,611	Targeted Rates	10,002	10,337
408	Fees & Charges	462	522
1,700	Grants	1,558	1,337
736	Other Income	831	869
1,929	Reserves	2,247	2,289
17,500	Revenue	18,959	19,289

Natural Hazards and Climate Change

What we do

- We set direction on the management of natural hazard risks and support decision making for the mitigation of natural hazards and adaptation to climate change.
- We provide information and warnings about natural hazards and climate change.
- We engage with people, communities, iwi partners, and other stakeholders in the region to develop partnerships and implement projects to address natural hazards and adaptation to climate change and to increase awareness and understanding.

Why we do it

The Otago region is exposed to a wide variety of natural hazards that impact on people, property, infrastructure and the wider environment. The natural hazards threats range from coastal erosion and flooding in lowland coastal areas to alluvial fan deposition, landslip, rock fall, river and lake flooding in alpine areas of the region. There is a need to consider all of these and their interactions as well as the additional risk and uncertainty created by climate change. The RMA requires that natural hazards risks and climate change are addressed as part of regional scale planning.

While high risk places have been identified there is a need to have comprehensive assessment and spatial mapping of the risks to inform planning and decision making. Within communities and businesses there are also different levels of awareness and risk tolerance to hazards, including the implications of climate change and the need for adaptation. Community engagement and communication, including as part of planning for natural hazards and climate change adaptation, is needed to inform the community, and facilitate the awareness and planning necessary to ensure resilient communities.

Key work for years 2 to 3

The proposed Annual Plan 2022-23 maintains the agreed LTP programme. As a recap the programme includes:

- Develop a comprehensive risk assessment and mapping of natural hazards across Otago.
- Plan the implementation of the Otago Climate Change Risk Assessment.
- Work collaboratively with district and city councils to inform planning for natural hazards.
- Continue to lead the South Dunedin climate change adaptation programme in partnership with DCC.
- Planning and strategy development for managing natural hazards risk for Lindsay Creek and Clutha Delta.
- Managing natural hazard and climate adaptation risk for Roxburgh and the Head of Lake Wakatipu in conjunction with District Councils.
- Continue to monitor and provide information on natural hazards and events, including making improvements to the coastal hazard monitoring network.
- Continue to provide timely warning of flood events and operate the 24/7 flood monitoring.

Level of Service Statements, Measures and Targets

The service statements (LoS), measures and targets for this activity are defined in the table(s) below.

LOS: Provide information on natural hazards and risks, including the effects of climate change, so that communities and stakeholders can make informed decisions.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Relevant and up to date natural hazards information is available via the web-based Otago Natural Hazards Database.	Database information is checked and updated monthly	Database information is checked and updated monthly	Database information is checked and updated monthly	Database information is checked and updated monthly
Percentage of flood warnings that are issued in accordance with the flood warning manual.	100%	100%	100%	100%

LOS: Collaborate with communities and stakeholders to develop and deliver natural hazards adaptation strategies.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Complete regional natural hazards risks assessment (NHRA) and develop a regional approach for prioritising adaptation* to inform adaptation planning and implementation.	Commence natural hazard risk assessment and investigation of prioritisation approach	Report to Council on progress of natural hazard risk assessment and	Complete natural hazard risk assessment and define a regional approach for	Develop a regional prioritisation plan for natural hazard risks adaptation

		prioritisation approach	prioritising adaptation	
Implement prioritized natural hazard risks adaptation works.	Work in priority areas** is delivered as per plan by 30 June	Work in priority areas** is delivered as per plan by 30 June	Work in priority areas** is delivered as per plan by 30 June	Work in priority areas** is delivered as per plan by 30 June
	The Head of Lake Wakatipu natural hazards adaptation strategy progresses as per annual work plan	The Head of Lake Wakatipu natural hazards adaptation strategy progresses as per annual work plan	The first Head of Lake Wakatipu natural hazards adaptation strategy completed by 30 June	Actions developed, implemented and reviewed, as per Head of Lake Wakatipu natural hazard adaptation strategy
	Collaboration framework for South Dunedin and Harbourside natural hazards adaptation strategy is defined by 30 June	South Dunedin and Harbourside natural hazards adaptation strategy progresses as per annual work plan	South Dunedin and Harbourside natural hazards adaptation strategy progresses as per annual work plan	Actions developed, implemented and reviewed, as per South Dunedin and Harbourside natural hazard adaptation strategy

* The regional approach for prioritising adaptation is based on natural hazard risk and other criteria

** Priority areas include Head of Lake Wakatipu and South Dunedin and Harbourside

Flood Protection, Drainage and River Management

What we do

Council operates and maintains seven flood protection and drainage schemes throughout Otago. The schemes, associated infrastructure assets and more specific detail such as the issues, service standards and work programmes are provided in our Infrastructure Strategy (IS).

Core functions include:

- Maintenance, renewal, and development of infrastructure.
- Investigation, development and renewal of amenity projects.
- Operation of flood protection and drainage schemes during floods.
- Bylaw processing and monitoring of technical compliance with bylaws.
- River management including the control of channel erosion, willow maintenance, vegetation control, removing obstructions, and repairing critical erosion works.
- Input to consent applications for gravel extraction with a focus on flood protection, river health.
- Processing of consents in conjunction with Council's Natural Hazards activity where consent applications may affect flood protection assets and/or rivers.

Why we do it

While there is a relationship between the purpose of our flood protection and drainage work there is also a fundamental difference. Flood protection schemes are intended to protect people and property from flood events. Drainage schemes are designed to maintain the productive capability of land on an ongoing basis but within the limitation of the flood protection schemes.

River and waterway management works are carried out to maintain river and stream channel capacity, channel stability and environmental outcomes in scheduled rivers and waterways.

Council also has responsibilities under the Soil Conservation and Rivers Control Act 1941, Land Drainage Act 1908 and other requirements such as ensuring our infrastructure is appropriately managed, and the management and maintenance of Otago rivers.

Operational and Capital Work Programme - 10 years LTP, 30 years Infrastructure Strategy

Up to date information about Council's planned operational and capital works programme is provided on the ORC Annual Plan 2022-2023 website page. The figures presented for years 2 and 3 represent a more detailed level of planning, years 4 to 10 is more indicative, and years 11 to 30 are more subject to changes in strategic direction. For example completing the year 1-2 scheme performance reviews is highly likely to impact decisions about future service.

Level of Service Statements, Measures and Targets

The service statements (LoS), measures and targets for this activity are defined in the table(s) below.

LOS: Provide the standard of flood protection and control agreed with communities.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Major flood protection and control works are maintained, repaired, and renewed to the key standards defined in relevant planning documents.	≥80% of planned maintenance programme completed	≥85% of planned maintenance programme completed	≥90% of planned maintenance programme completed	≥90% of planned maintenance programme completed
	Schemes function to their constructed design standards	Schemes function to their constructed design standards	Schemes function to their constructed design standards	Schemes function to their constructed design standards
	≥90% of renewals programme completed	≥90% of renewals programme completed	≥90% of renewals programme completed	≥90% of renewals programme completed

LOS: Respond efficiently and effectively to damage from natural hazard events.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Damage identified, prioritised and a repair programme communicated with affected communities in a timely manner.	Programme developed and communicated within 3 months of the event	Programme developed and communicated within 3 months of the event	Programme developed and communicated within 3 months of the event	Programme developed and communicated within 3 months of the event

LOS: Maintain channel capacity and stability, while balancing environmental outcomes and recognising mana whenua values in rivers.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Percentage of identified and reported issues that have been investigated and appropriate action determined and communicated to affected landholders within 20 working days.	100%	100%	100%	100%
Percentage of planned maintenance actions achieved each year	≥90%	≥90%	≥90%	≥90%

Emergency Management

What we do and why

This activity is responsible for the co-ordination of hazard reduction, readiness, response and recovery for emergency events. It is provided in partnership with councils, emergency response organisations and other stakeholders of the Otago region.

The work of the Otago CDEM Group is administered and co-ordinated by the Otago Regional Council, while governance and operations are overseen by the Coordinating Executive Group (CEG) and the Otago CDEM Joint Committee.

This Committee has the statutory responsibility for civil defence emergency management in Otago. It is a statutory committee of Council under the Civil Defence Emergency Management Act 2002 (the Act) and the Local Government Act. Ultimately it is responsible for:

- Integrating and coordinating civil defence emergency management planning and activities
- Ensuring the response to and management of the adverse effects of emergencies within Otago
- Overseeing the coordination of the response and recovery activities across a range of agencies.

Key work for years 2 to 3

The proposed Annual Plan includes an increase compared to the LTP, of three full-time equivalent staff (from 14 to 17) for the emergency management team.

Level of Service Statements, Measures and Targets

The service statements (LoS), measures and targets for this activity are defined in the table(s) below.

LOS: Support the Otago CDEM Group in improving the resilience of Otago to civil defence emergencies.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Support is provided to the Otago CDEM Group as per the CDEM Act and Otago CDEM Partnership Agreement	Fulfil all requirements as the administering authority	Fulfil all requirements as the administering authority	Fulfil all requirements as the administering authority	Fulfil all requirements as the administering authority

LOS: Provide resources to coordinate an efficient and effective region-wide response to a civil defence emergency.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
An adequate Emergency Coordination Centre (ECC) facility and staffing are available	Adequate staff* who are trained and available for any activation of the ECC	Adequate staff* who are trained and available for any activation of the ECC	Adequate staff* who are trained and available for any activation of the ECC	Adequate staff* who are trained and available for any activation of the ECC
	An appropriate facility** is available for activation at all times	An appropriate facility** is available for activation at all times	An appropriate facility** is available for activation at all times	An appropriate facility** is available for activation at all times
ECC activated in a timely manner	ECC activated within 1 hour of Group Controller's decision to activate	ECC activated within 1 hour of Group Controller's decision to activate	ECC activated within 1 hour of Group Controller's decision to activate	ECC activated within 1 hour of Group Controller's decision to activate

*Adequate staffing consists of staff who are trained (two staff trained as leads across each of the six functions) and available (a minimum of four staff per function) for any activation of the ECC.

**An appropriate ECC facility is an IL4 rated building (67% of building code) with power and communication contingencies

Transport

There is one activity also named Transport. It includes the key work programmes of:

- Regional Land Transport Plan
- Public Transport Dunedin
- Public Transport Queenstown
- Regional Total Mobility Service

Group Revenue and Expenditure – Transport

2021/22 Annual Plan \$000s		2022/23 LTP \$000s	2022/23 Proposed AP \$000s
407	<i>Transport Planning</i>	417	424
20,371	<i>Dunedin Public Transport</i>	21,648	20,667
9,767	<i>Queenstown Public Transport</i>	11,381	11,261
2,335	<i>Other Programmes (including Total Mobility)</i>	2,394	2,410
32,880	Expenditure	35,840	34,762
745	General rates	763	762
7,290	Targeted Rates	8,756	8,750
250	Fees & Charges	256	301
13,203	Grants	14,341	15,172
8,517	Other Income	9,293	7,016
2,874	Reserves	2,432	2,761
32,880	Revenue	35,840	34,762

Regional Land Transport Plan (work programme)

What we do and why

Transport features strongly in our changing world, with climate change, technology and our expectations of lifestyle all in the mix. We are already seeing the opportunities of non-fossil fuelled and autonomous vehicles, along with the use of smart technology in the provision of transport services. Embracing change will require significant decisions about the transport network and how it's used and will provide positive benefits over the long run.

For ORC's part we need to be responsive to Government Policy Statement on Land Transport 2018, Government direction on climate change and urban development. Our regional transport system is an enabler of economic growth and social cohesion, connecting businesses, providing access to and between communities, and ensuring that we can import and export goods.

The LTP provides for a Regional Land Transport Programme that co-ordinates transport planning across the region. It enables a resilient, multi-modal transport system for the safe efficient and effective movement of people and goods around the region. The Otago and Southland Regional councils share this planning function through the support of a Regional Transport Committee.

A new Regional Land Transport Plan must be developed every 6 years and the plan reviewed after 3 years of operation. A new plan was completed for the period 2021-2031. It outlines proposed transport network improvements for the next six years, and forms the application for funding from the National Land Transport Fund for the next three years. This RLTP will influence decisions taken throughout this LTP cycle and potentially beyond.

Key work for years 2 to 3

By statute, the Committee is responsible for the preparation, review and implementation of the Regional Land Transport Plan. It shapes decisions and actions about Otago's land transport system and reflects central government's strategic direction including:

- Improving accessibility to transport and create more choice in how we travel
- Reducing the impacts of transport on climate change
- Improving urban environments and public health
- Reducing deaths and serious injuries

Level of Service Statements, Measures and Targets

The service statements (LoS), measures and targets for this activity are defined in the table(s) below.

LOS: Advocate for Otago's regional transport planning priorities and aspirations at a national level				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
The Regional Land Transport Plan (RLTP) is reviewed and submitted in line with the Land Transport Management Act 2003 and any guidance issued by the New Zealand Transport Agency (NZTA)	RLTP implementation progress reported annually to Regional Transport Committee	RLTP implementation progress reported annually to Regional Transport Committee	RLTP review completed and adopted by Council by 30 June 2024	RLTP completed and adopted by Council by 30 June 2027

Public Transport Dunedin and Queenstown (programme)

What we do and why

The LTP was agreed on the assumption that the ORC will continue to maintain responsibility for the provision of public passenger transport over the next 10 years. The work programme covers the operation of the buses (Dunedin and Queenstown) and ferries (Queenstown), as well as the 'Total Mobility' scheme.

Operators are contracted by ORC to provide bus services in Dunedin, bus and water ferry services in Queenstown, and to provide the Total Mobility scheme across the region. Orbus, our public transport network, is our largest work programme.

Our LTP supports this strategic direction by outlining how we will continue to improve Otago's public passenger transport services. This includes planning, working with partners on the long-term vision for public transport across the region and on the delivery of infrastructure that supports public transport services in Dunedin and Queenstown, and renewing contracts (with service improvements) for Dunedin and Queenstown public transport services as required.

The next 10 years will be a challenging but exciting period for our public transport system as it responds to changes from population growth and movement, to uncertain economic conditions. Technology is improving and more accessible, at the same time we have national goals to lower carbon emissions. Public transport will need to become the preferred mode of travel for more people more often to support broader societal, economic and environmental outcomes.

Importantly this LTP signals, during this 10 year planning horizon, significant decisions on public transport infrastructure, particularly in Queenstown. At this stage the Council is working with its partners to bring this vision to life for future community consideration.

This programme faces challenges including:

- COVID impact on patronage numbers for the Queenstown. We continue to carefully consider our planning assumptions about future patronage in regards to the COVID pandemic and tourism.
- Private motor vehicle use - a large number of urban residents are opting to use alternative modes of travel, largely single occupancy private car trips. This means the Otago region, particularly the areas paying the targeted transport rate, is not fully benefiting from public transport. Higher patronage provides more funding for more public transport service improvement - a virtuous cycle that reduces traffic volumes, reduces greenhouse emissions, reduces the need for infrastructure to accommodate private vehicles (eg carparking, roading), improves safety, and encourages more active lifestyles.
- Financial sustainability - delivering a service that attracts desired levels of patronage whilst remaining financially sustainable for our customers, ratepayers and our funding partners is an important issue. Expenditure on public transport needs to be at a level our communities can afford. To date the service has been operating with a shortfall, even with the Waka Kotahi 51% contribution. This shortfall has been supported by reserve funds and additional one-off grants. The transport reserves are in deficit reflecting this situation. Without the transport services making a positive contribution (via fares), there are reduced funds to keep making desired changes and improvements. The Dunedin Public Transport Joint Committee - consisting of Otago Regional Council and Dunedin City Council and NZTA will consider funding, including fares over this LTP cycle.

Key work for years 2 to 3

The proposed Annual Plan 2022-23 maintains the agreed LTP programme. As a recap the programme includes:

- Dunedin bus service contract renewals in year 2 that provide opportunity for further service improvements
- The 'living wage' adjustment for bus drivers was included in year 1. Any future adjustments are subject to council consideration and support from Waka Ko Tahi.
- Assumptions on fare revenue for Dunedin services are based on pre-COVID levels
- Assumptions on Queenstown bus services are based on a delayed recovery of patronage due to the COVID pandemic and impacts to tourism.
- Queenstown contract renewals with associated service improvements are planned in year 4 of this LTP and development of infrastructure from Years 7 and 8.
- Assumptions on changes in the bus fleet to low greenhouse emission are based on the timing of contract renewals, Government funding and procurement process, and an open mind regarding the type of technology.
- Increased targeted rating of property in the areas where there is direct benefit for the services provided. It increases a further \$1.4million, from \$7.3million (yr1) to \$8.7million (yr2).
- The maximum Total Mobility fare subsidy remains unchanged with Council currently subsidizing 50 percent of the total fare up to a maximum of \$25 per trip.

Level of Service Statements, Measures and Targets

The service statements (LoS), measures and targets for this activity are defined in the table(s) below.

LOS: Provide efficient, reliable and accessible public transport services that meet community needs.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Annual public transport boardings in Queenstown per capita	increase*	increase	increase	increase
Annual public transport boardings in Dunedin per capita	increase*	increase	increase	increase
Overall passenger satisfaction with Wakatipu Public Transport system at annual survey.	97%	97%	97%	97%
Overall passenger satisfaction with Dunedin public transport system at annual survey	93%	97%	97%	97%
Percentage of scheduled services delivered (reliability)**	95%	95%	95%	95%
Percentage of scheduled services on-time (punctuality – to five minutes)***	95%	95%	95%	95%
Percentage of users who are satisfied with the provision of timetable and services information	establish baseline	maintain or increase	maintain or increase	maintain or increase
Percentage of users who are satisfied with the overall service of the Total Mobility scheme	establish baseline	maintain or increase	maintain or increase	maintain or increase

*The 2020-21 boardings per capita will form the baseline for these targets.

**Reliability is based on scheduled trips completed in full. A service trip leaving the origin stop >59 seconds early or >9 minutes and 59 seconds late is deemed not to have operated.

***Punctuality is based on scheduled service trips leaving origin stop between 59 seconds before and four minutes and 59 seconds after the scheduled departure time