



Otago
Regional
Council

Draft
Annual Plan
2026-2027

DRAFT

Otago Regional Council

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Change ahead but work continues

Something all Otago residents probably agree on is that we want a thriving, prosperous and well-managed region, with strong environmental safeguards.

This is a priority for Otago Regional Council and Councillors are focused on doing this in the most cost-effective ways possible.

Councillors know people are concerned about the cost of their rates. We've worked hard to find efficiencies to deliver an overall zero percent rates increase for the year ahead while still delivering important work for Otago.

Exactly what rates look like for individual properties varies depending on location and the services provided but the overall zero increase is well down on the 8.7% increase that was forecast during the Long-Term Plan.

While reducing costs, there is still plenty of important work to protect the environment and provide public transport services for Otago. We are confident we can deliver for our people and our environment within the zero budget increase proposed.

You may be aware that the government is proposing significant reform that could see disestablishment of regional councils. If these changes go ahead, the earliest they will take effect from will be around three years from now.

We'll continue to work hard for Otago, including providing public transport, monitoring Otago's air, land, waterways and natural hazards, compliance monitoring and enforcement, river management, flood and drainage schemes; harbourmaster functions and emergency management response.

We aim to show that whatever governance the future brings to Otago, we will hand over our role in the best of heart, supported by a great staff willing to give their all for any new arrangements which come our way.



Hillary Calvert
Chairperson, Otago Regional Council

Overview



Brighton Beach, Ōtepoti Dunedin

Why does this document matter?

Annual and long-term Plans, outline the services Otago Regional Council (ORC) intends to provide, how much it will cost to deliver those services and where the money will come from to pay for those services. ORC's Long-Term Plan 2024–2034 (LTP) was publicly consulted and put in place in 2024. It sets out Council's activities, work programmes and financial needs for the ensuing three years and, in less detail, over 10 years.

Each Annual Plan process enables us to adapt and change our Long-Term Plan in response to community needs and central government changes. The Annual Plan 2026–27 covers the third year of the LTP and provides a one-year snapshot of Council's intended work, including financial information like costs, funding, and rates.

The Annual Plan is important for letting the community know what the Council is planning for the coming year. It details how our plans are progressing and reflects changes to the planned work programmes, while ensuring Council stays aligned to its long-term goals.

ORC's Strategic Directions document underpins the Long-Term Plan and outlines broad goals that encompass all Council activity. This integration helps to ensure that council's efforts are aligned with intended outcomes.

In developing Council's Annual and long-term plans elected regional councillors consider information and advice, including legislation that sets our roles and conduct, infrastructure plans such as flood, drainage and river schemes, natural hazards and climate change initiatives, transport plans and bus services, as well as operational plans and government directives.



What has changed since the Long-Term Plan?

In the Long-Term Plan a rates increase of 8.7% was forecast for year three – the 2026-27 financial year. The planned rates increase was to help fund an expanded Council work programme. Through the Annual Plan process, Council has reviewed planned work, financial forecasts, assumptions and taken into account affordability for ratepayers. Adjustments have been made to programmes and budgets, resulting in a zero percent (0%) overall rating increase for 2026-27.

This commitment to not increase rates was achieved through considering Council direction and planned work programmes, and balancing this with the important need to reduce the rating impact on people in Otago, whilst still delivering for communities and the environment.

The original LTP work programme for year three included:

- Large-scale environmental fund.
- Passenger transport service improvements for Dunedin and Queenstown.
- Increased spending on river management and environmental implementation projects.
- A range of governance and democracy related work, including implementing the Climate Change Strategy.
- New Information Technology licences and higher depreciation costs for replacing critical hardware and software.
- Increased expenditure on land and water science and monitoring.
- Provision for inflation across all operational expenditure.

Through the Annual Plan process, Council reviewed the planned spending and work programmes for year three of the LTP. The review focused on value, affordability, and fiscal discipline, with the intention of finding efficiencies and operating prudently. Council has looked to find savings and efficiencies internally such as staff capability reducing reliance on consultants and contractors.

External factors have also impacted on planned expenditure and revenue for 2026-27. For example, the government directive to pause planning work has resulted in anticipated budget underspends in the current year. Council intends to apply the unspent funds from 2025-26 to pay for planned work in 2026-27, therefore reducing the rates required to fund work in the coming year. Reduced Government co-funding for public transport has also impacted the rating requirement, as Council decided not to progress with some planned public transport service improvements for Dunedin, the Queenstown ferry

service improvements, and some regional public transport trials, as these were deemed to be unaffordable without the co-funding.

Additionally, Council has secured grant funding for some resilience projects in Flood Protection and Drainage, and in our Natural Hazards programmes. This will enable some new projects to be undertaken and some planned projects to be completed earlier than originally expected.

The draft Annual Plan still reflects the intent and direction signalled in the LTP, while navigating uncertainty and ensuring work programmes align with revised government directions. ORC remains committed to delivering for the environment and people of Otago and the majority of our work programmes remain on track as outlined in the LTP 2024-34. There are, however, some adjustments due to legislation, funding changes, and work to find efficiencies, including through revised timing or changes to how work is delivered and some plans to expand work programmes have been revised or put on-hold. The following pages outline the original LTP year three work programme, and the adjustments. Areas with key programme changes include:

- Regional planning
- Land and water planning
- Air plan and air strategy implementation
- River management

Other changes include increased grant funding for planned LiDAR work in Natural Hazards, which enables faster progress while having a minimal impact on rates. Our flood protection and drainage schemes also received grant funding for six projects, again enabling Council to progress planned work earlier than planned. These capital works will have a minimal impact on rates as Council will use reserves to fund these and smooth the repayments over time, as these works also benefit future residents and rate payers.

Receiving this funding demonstrates the confidence central government has in the ORC to deliver. The organisation has been proactive and flexible; rephasing programmes to ensure that we are in position to maximise the benefit to Otago from these and other opportunities.

All of this means that the proposed draft Annual Plan provides for a work programme that has a total operating expenditure of \$146.094 million. This is an increase of \$5.460 million compared to 2025-26, it also represents a reduction of \$8.623 million against the estimated LTP expenditure for year three. As a result of the programme and budget changes, the rates requirement in the draft Annual Plan 2026-27 remains at \$68.467 million which is the same as 2025-26 and is notably lower than planned for LTP year

three. Although the overall rates required remains the same, individual rates will vary; general rates are reducing by 3.5% (-\$1.082 million), while targeted rates are increasing overall by 2.9% (1.082 million). There is a mix of changes across targeted rate types including:

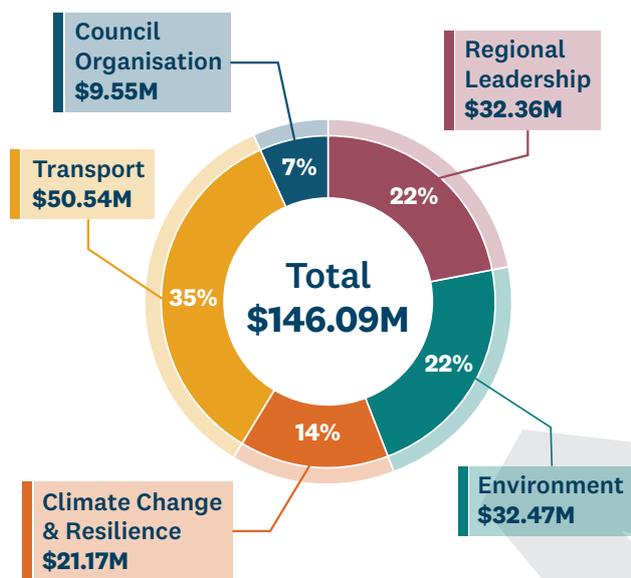
- Queenstown public transport targeted rate increasing by 23.1% (\$0.812 million) due to continued delivery of service improvements. These improvements were set out in the LTP and are co-funded by the government.
- Dunedin public transport targeted rate decreasing by 3.9% (-\$0.415 million) due to planned service improvements being put on hold. These improvements were set out in the LTP but did not receive government co-funding and are therefore not proceeding.
- Flood protection, drainage and river management rates largely remain the same as current year, with any increase in expenditure being covered by the relevant reserve, with the exception of the Alexandra Flood protection rate which is increasing by 20.7% (\$21,000).
- Catchment management rate increasing by 6.5% (\$0.351 million)
- Harbour management rate increasing by 5.7% (\$0.051 million) largely due to inflation and higher cost of fuel and insurance.
- Other targeted rate changes are less than 5% and \$150,000 for the rate type.

The dividend received from Port Otago continues to be \$20 million for the 2026-27 financial year. This reduces the amount needed from general rates to fund ORC work, and therefore benefits all Otago ratepayers.

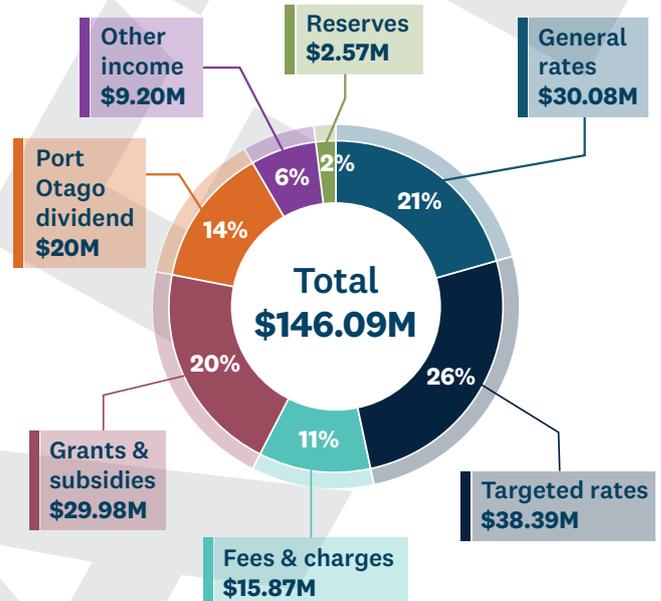
Financial Summary

This Annual Plan includes a total operating expenditure of \$146.094 million and capital expenditure of \$18.904 million for 2026-7. Council uses a range of mechanisms to fund its important work. Less than half of ORC’s funding comes from rates; the rest comes from a range of sources including fees and charges, bus fares, grants, reserves, Port Otago Ltd dividends, interest and investments.

Cost of ORC work



How we fund our work



The table below shows the proposed operating costs related to each group of activities and the associated funding sources.

Activity group	Funding source (\$'000s)							Total
	General rates	Targeted rates	Fees & charges	Grants & subsidies	Port Otago dividend	Other income	Reserve funds	
Regional Leadership	26,752	934	4,771	78	0	0	-176	32,359
Environment	17,305	11,048	0	1,933	0	0	2,189	32,475
Climate Change & Resilience	4,514	11,772	343	5,241	0	256	-961	21,166
Transport	4,526	14,634	10,756	22,732	0	0	-2,108	50,540
Council Organisation	-23,019	0	0	0	20,000	8,949	3,624	9,554
TOTAL FUNDING	30,078	38,389	15,870	29,985	20,000	9,205	2,568	146,094

There are different kinds of rates - general rates fund work that provides benefits across the whole region and are paid by every ratepayer. Targeted rates can be region-wide charges, such as the emergency management rate, or can be applied to specific properties which benefit from the activity. There is no increase to the overall rates revenue for 2026-27; however, the spread of rates varies depending on the types of rates that are applicable to each area and across individual properties. The actual rates for each property will vary depending on the location and services provided.

More information on the finance and funding implications can be found in the delivery sections and in the forecast financial information section of this draft Annual Plan 2026-27.

Strategic Directions 2024-2034

ORC's Strategic Directions 2024-2034 will continue to inform decision-making over this LTP planning review cycle. Embedding Strategic Directions throughout our work programmes and achieving the goals we have set should ensure that our aspirations – or community outcomes – are progressed over the course of the Long-Term Plan 2024-34.

Partnership: Otago Regional Council has effective and meaningful partnerships with mana whenua, creating better outcomes for our region.

Communities: Otago has cohesive and engaged communities that are connected to the environment and each other.

Environment: Otago has a healthy environment ki uta ki tai (from the mountains to the sea), including thriving ecosystems and communities, as well as flourishing biodiversity.

Resilience: Otago builds resilience in a way that contributes to community and environmental wellbeing through planned and well-managed responses to shocks and stresses, including natural hazards.

Climate: Otago is a climate-resilient region that plans for and invests in initiatives that reduce emissions and help us adapt to our changing climate.

Transport: Otago has an integrated transport system that contributes to the accessibility and connectivity of our community, reduces congestion and supports community wellbeing aspirations.

This diagram outlines the focus areas and the community outcomes we want to achieve for each focus area.



Strategic Goals

Our ambition is to make significant progress towards realising our vision over the next ten years by aligning our work programmes with six focus areas. We have set goals that link to the outcome for each focus area, which allows us to arrange and prioritise our work to ensure our aspirations are fulfilled.

The goals we have set for each focus area are as follows:

Partnership

- 1 Te ao Māori concepts of intergenerationally and deeply connected systems are incorporated throughout Council's work programmes.
- 2 Mātauraka Māori and the principle of te mana o te wai are incorporated into our environmental planning, management, and decision making.
- 3 We always go above and beyond our statutory responsibilities (as prescribed in local government and treaty settlement legislation) to support the intention of the Crown to uphold the principles of the Treaty of Waitangi.

Communities

- 1 Our communities trust us, and they are satisfied with us and the outcomes that we are delivering.
- 2 Our communities are supported and empowered to achieve better environmental outcomes.
- 3 The social, cultural, economic, and environmental wellbeing of Otago is consistently improving.

Environment

- 1 Ecosystems are healthy, our water and air are clean, and biodiversity loss is arrested across the region.
- 2 We predict and address emerging environmental issues before they arise.
- 3 Our regional plans are effective at ensuring our resources are managed sustainably within biophysical limits in a planned and considered way.

Resilience

- 1 Plans are in place to ensure that the region's most vulnerable communities (geographic and demographic) and ecosystems are resilient in the face of natural hazards.
- 2 Our infrastructure is designed and built to accommodate variability and uncertainty associated with changing weather patterns and sea level rise.
- 3 Our Regional Policy Statement and regional plans control development in areas that are vulnerable to natural hazards.

Climate

- 1 The carbon footprint of our organisation is reduced in line with our Climate Change Strategy, and we are supporting and collaborating with others to do the same.
- 2 Climate change mitigation and adaptation are key considerations in all our decisions.
- 3 Our agriculture and horticulture systems are more climate resilient in the face of changing weather patterns, water availability and consumer choice.

Transport

- 1 Congestion is reduced and connection is increased throughout the region.
- 2 Carbon emissions are reduced and air quality is improved across the region, supported by our efficient and affordable public transport services.
- 3 Active transport is the preferred mode for short journeys in urban areas.

Partnering with Mana Whenua

What does this mean?

The Otago Regional Council values its enduring partnership with Te Rūnanga o Ngāi Tahu and the seven Papatipu Rūnaka from Otago and Southland. We work collaboratively with iwi and their regional entities to give effect to Te Tiriti o Waitangi and ORC's strategic goals. These partnerships reflect our commitment to acknowledging and respecting the unique and enduring connection that iwi have with the land.

For the Otago Regional Council, legislative requirements represent the baseline. We strive to go beyond these statutory obligations to ensure meaningful engagement with iwi, upholding our commitment to Te Tiriti o Waitangi and the partnership it represents. This approach also recognises the significant value that engagement with Māori brings, particularly in sharing of knowledge and wisdom as takata whenua.

Steps to achieve this

Otago Regional Council has established frameworks and forums, which serve as the formal mechanisms through which Iwi Māori can meaningfully participate and contribute their perspectives to regional decision-making.

Key partnership actions include:

- **Mana-to-Mana governance hui** – regular meetings between Kāi Tahu ki Otago Rūnaka, Ngāi Tahu ki Murihiku representatives, and ORC Councillors to discuss shared governance priorities.
- **The Memorandum of Understanding and Protocol (2003)** – a foundational agreement between ORC, Te Rūnanga o Ngāi Tahu, and Kāi Tahu ki Otago that guides effective consultation and liaison.
- **Charter of Understanding - He Huarahi mō Ngā Uri Whakatupu (2025)** – formalises partnership with Te Ao Mārama Inc. and Southland rūnaka, recognising shared interests across regional boundaries.
- **Collaborative policy development** – we maintain an ongoing partnership with Aukaha 1997 Ltd (on behalf of Otago rūnaka), and Te Ao Mārama Inc. (on behalf of Murihiku rūnaka) to ensure iwi perspectives are embedded in ORC's policy work and projects.
- **Operational support and resourcing** – we maintain regular engagement at the staff level with both Aukaha and Te Ao Mārama Inc., alongside our strategic partnership with mana whenua, to ensure Māori perspectives are embedded across key policy and planning processes.

Supporting and embedding Te Tiriti commitments

These initiatives are enabled through ORC's internal planning and resource allocation, including:

- A dedicated Senior Advisor Iwi Partnerships and Engagement to lead and coordinate iwi engagement and capacity building across the organisation.
- Implementation of recommendations from an independent Te Tiriti o Waitangi audit conducted by Te Kura Taka Pini.
- Ongoing, sustainable funding commitments to Aukaha Ltd and Te Ao Mārama Inc. to support their capacity and long-term planning.
- Organisational development initiatives aimed at building cultural capability, deepening staff understanding of te ao Māori, and fostering more meaningful and authentic engagement with mana whenua.
- Alignment with ORC's Strategic Directions, which place partnership at the centre of achieving long-term environmental wellbeing and a thriving Otago.



What we will deliver

Our work is structured into five portfolios, which are aligned to our strategic directions.

We describe each portfolio in the following sections, including an overview of the work we do, why we do it and planned activities. We have also included levels of service, measures and targets for each portfolio, which we report against quarterly:

Regional Leadership

- Governance and Community Engagement
- Regional Planning
- Regulatory

Environment

- Land and Water
- Biodiversity and Biosecurity
- Air

Climate Change and Resilience

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

Transport

- Transport (including Regional Land Transport and Public Transport)

Council Organisation

- Internal Services
- Port Otago

Regional Leadership



Makarora River

Regional Leadership

The work we do in Regional Leadership supports both the elected body of Council and the organisation in its role of decision making, partnering with mana whenua, and engaging with the community across the specific legislative responsibilities and other matters important to the Otago community.

We have three core activities within our Regional Leadership work:

- Governance and Community Engagement
- Regional Planning
- Regulatory

Group Revenue and Expenditure - Regional Leadership

2025/26 Annual Plan \$000s		2026/27 LTP \$000s	2026/27 Annual Plan \$000s
15,518	Governance and Community Engagement	15,187	15,469
2,640	Regional Planning	2,304	2,215
14,173	Regulatory	14,525	14,676
32,331	Expenditure	32,017	32,359
26,240	General Rates	26,193	26,752
883	Targeted Rates	1,220	934
4,643	Fees & Charges	4,445	4,771
77	Grants	75	78
10	Other Income	260	0
478	Reserves	(176)	(176)
32,331	Revenue	32,017	32,359

Governance and Community Engagement

What we do and why

Connecting our communities in a timely and meaningful way to the work of the regional council is vital.

Through our elected representatives and communication and engagement activities, the many diverse voices from around Otago can be heard and be part of our decision-making process. In turn, we share the stories about our work to raise awareness of the results of the investment Otago people make in us.

We aim to provide quality leadership that benefits our region and our work in this activity supports Councillors to carry out their duties.

Supporting governance, good decision-making, and connecting and engaging with our communities in a timely way are essential. Legislation also enshrines principles, powers, duties and functions that underpin this activity and the need for it.

Key programmes that make up this activity are:

- Communications and Marketing
- Governance and Democracy
- Engagement and Partnerships

Key work for Year Three

The table below outlines key aspects of Council's work programme from 1 July 2026.

PLANNED WORK	
Existing work [no change]	<ul style="list-style-type: none"> • Provide and promote governance processes and democratic decision-making by ensuring and supporting elected member committee structure and Council meetings. • Councillor and external appointees: Council meetings and workshops; Mana to Mana; regional meetings; governance advice; projects. • Provide communications and strategic engagement which enables the community to understand and participate in ORC's programmes and decision-making. • Communications and marketing materials including Te Mātāpuna The Source quarterly newsletter; community survey; website. • Supporting a partnership approach and representation of Te Ao Māori view in ORC work, including advice through partnership agreements. • Customer service and support for public enquiries. • Legal advice and responding to information requests (Local Government Official Information and Meetings Act 1987). • Develop and deliver robust and effective corporate planning and reporting for accountability and transparency. • Secretariat support for the Otago Mayoral Forum and Chief Executive forum. • Enviroschools regional coordination and support. • Business improvement, risk and assurance work to support organisational efficiency. • Strategy development, implementation and advice: climate change, indigenous biodiversity, and air quality.
Revised work [change]	None to report
Key Projects [one off]	None to report

Level of Service Statements, Measures and Targets

Provide and promote governance processes and democratic decisions that are robust and transparent to the community.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
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%

Develop and deliver robust and effective corporate planning and reporting.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Deliver our Long-Term Plan, annual reviews of the LTP, and reporting of performance against plan as per the statutory requirements.	Annual Plan [Yr2] adopted by Council prior to 30 June 2025. Council financial and activity performance against the Year 3 LTP 2021-31 reported to Council by October 2024.	Annual Plan [Yr3 LTP] adopted by Council prior to 30 June 2026. Council financial and activity performance against the Year 1 LTP 2024-34 reported to Council by October 2025.	LTP 2027-37 adopted by Council prior to 30 June 2027 Council financial and activity performance against the Year 2 LTP 2024-34 reported to Council by October 2026.	Annual Plan adopted by Council prior to 30 June each year. Council financial and activity performance reported to Council by October each year.

Represent the diverse views and interest of the region in a fair and equitable way through engagement, communication and partnership.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Increase opportunities for engagement with diverse groups across Otago to lift awareness and understanding of the work of the regional council and seek feedback on performance.	Create and implement engagement plan and establish engagement data.	Maintain or increase numbers.	Maintain or increase numbers.	Maintain or increase numbers.

Provide relevant, timely and accessible communications which enable the community to understand and participate in ORC's programmes and decision-making.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Biannual survey is conducted to understand and improve community awareness, perceptions and expectations of ORC.	Report against the action plan to Council by March 2025.	Survey and action plan completed by March 2026.	Report against the action plan to Council by March 2027.	Survey and action plan completed by March 2028.
Customers express high levels of satisfaction with customer service provision.	Develop Customer Policy to determine satisfaction levels.	Meet or exceed satisfaction target of 85%.	Meet or exceed satisfaction target of 85%.	Meet or exceed satisfaction target of 85%.



Regional Planning

What we do and why

This activity sets the strategic direction for Otago's natural resources through a resource planning framework and programme that guides how people interact with the environment. In this framework, the Regional Policy Statement sits over the various regional plans, including water, land, air and the coast. They set out objectives, policies and rules for sustainably using natural and physical resources in Otago.

Other strategies and plans are also needed to support regulation, on-the-ground action, and community capacity building. Strategic direction and collaboration on important regional issues, such as climate change and community wellbeing, help support better outcomes for Otago communities.

Another important component of this activity is working with Otago's city and district councils on resource management and urban development. An integrated approach is sought via liaison with other functions, such as engineering, hazards management and transport planning.

The key programmes that make up this activity are:

- Regional planning programme
- Urban development
- Response to policy issues

Key work for Year Three

The table below outlines key aspects of Council's work programme from 1 July 2026.

PLANNED WORK	
Existing work [no change]	<ul style="list-style-type: none"> • Implement Regional Planning Programme: Regional Policy Statement. • Respond to national legislative processes. • Input to territorial authorities planning processes. • Advocate for Otago region at a national level.
Revised work [change]	<ul style="list-style-type: none"> • Regional leadership in implementing the new resource management system • Supporting the development and/or review of Future Development Strategies in Queenstown and Dunedin and enabling their transition to spatial planning.
Key Projects [one off]	None to report

Level of Service Statements, Measures and Targets

Support Otago's councils and communities to manage environmentally sustainable urban growth.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Support integrated and well managed urban growth across Otago.	Joint Queenstown Future Development Strategy completed by 30 June 2025.	No Target	No Target*	No Target

*Note: Policy measures are unable to be set until the Government's RMA direction is fully released. Once known, all related measures and associated targets will be realigned to these mandated requirements.

Lead a regional approach to biodiversity management in collaboration with mana whenua, local councils, and other stakeholders.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Develop a regional biodiversity strategy and implement ORC actions.	Draft regional biodiversity strategy is made available for public consultation by 30 June 2025.	Regional biodiversity strategy is adopted by 30 June 2026.	ORC actions from the regional biodiversity strategy are implemented, and the effectiveness of the strategy is monitored and reported to Council annually.	ORC actions from the regional biodiversity strategy are implemented, the effectiveness of the strategy is monitored and reported to Council annually, and the strategy is reviewed every three years.

Lead a regional approach to climate change in collaboration with mana whenua, local councils, and other stakeholders.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Develop a Regional Climate Change Strategy and implement ORC actions.	ORC actions from the Regional Climate Change Strategy are implemented, and the effectiveness of the strategy is monitored and reported to Council annually.	ORC actions from the Regional Climate Change Strategy are implemented. The effectiveness of the strategy is monitored and reported to Council annually.	ORC actions from the Regional Climate Change Strategy are implemented. The effectiveness of the strategy is monitored and reported to Council annually.	ORC actions from the Regional Climate Change Strategy are implemented. The effectiveness of the strategy is monitored and reported to Council annually, and the strategy is reviewed every three years.

Lead a regional approach to air quality improvement in collaboration with mana whenua, local councils, and other stakeholders.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Develop a Regional Air Quality Strategy and implement ORC actions.	Draft Regional Air Quality Strategy is made available for public consultation along with the revised Air Plan by 30 June 2025.	Draft Air Quality Strategy revised following public consultation by 30 June 2026.*	Regional Air Quality Strategy is adopted by June 2027.*	ORC actions from the Regional Air Quality Strategy are implemented, the effectiveness of the strategy is monitored and reported to Council annually, and the strategy is reviewed every three years.

**Targets have been revised from those set in the LTP.*



Regulatory

What we do and why

This activity ensures that ORC can fulfil its role as a regulatory authority supporting the sustainable management of water, land, air and the coast. We process resource consents, monitor activities and ensure the rules are applied. We investigate activities that don't comply, providing services to ensure activities in Otago are consistent with both national and regional rules in the Resource Management Act (RMA).

As well as undertaking consent processing and monitoring compliance with consents, RMA and regional plans, ORC has an educational and awareness-raising role. The regulatory teams work with Otago communities to increase knowledge and understanding of environmental matters.

We are also responsible for maritime activity and navigational safety on lakes, rivers and harbours and for the regulation of ports under the Maritime Transport Act. In Queenstown and Wānaka, navigational safety is delegated to the Queenstown-Lakes District Council. This work has a mix of achieving environmental (e.g. oil spill response) and people focussed (e.g. navigation) outcomes.

The key programmes that make up this activity are:

- Consent processing
- Compliance monitoring
- Incident response, investigation and enforcement
- Harbours and waterway management

Key work for Year Three

The table below outlines key aspects of Council's planned work programme from 1 July 2026.

PLANNED WORK	
Existing work [no change]	<ul style="list-style-type: none"> ● Processing consents under regional plans and national regulations is a mandatory activity with mandatory timeframes. ● Implementating and providing regional context to national regulation and standards. ● Consent fund to support consent processing costs to community and catchment groups for environmental enhancement projects. ● Compliance monitoring - undertaking audits and compliance inspections for RMA consents, forestry and dairy activities and undertaking appropriate follow-ups to ensure compliance with conditions. ● Supporting behaviour change and compliance education activities and workshops on topics as dairy effluent rules, consent processes, winter grazing, wastewater, earthworks, contaminated land rules and best practice. ● Incident response: Maintaining a 24/7 pollution hotline response to environmental complaints. ● Investigating environmental incidents, taking appropriate enforcement action and legal proceedings. ● Harbourmaster services and navigational safety including signange, bouys and education. ● Oil spill response capability.
Revised work [change]	Hazardous Activities and Industries List (HAIL) work will now be undertaken by the Compliance and Environmental Data and Delivery teams (previously part of the science work programme).
Key Projects [one off]	IRIS NextGen

Level of Service Statements, Measures and Targets

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			
	2024/2025	2025/2026	2026/2027	2027-34
Percentage of resource consents applications processed within Resource Management Act 1991 legislative timeframes.	≥ 98%	≥ 98%	≥ 98%	≥ 98%
Percentage of public enquiries for consent information responded to within 10 working days.	Maintain or increase Note: Year 1 establish a measurement baseline	98%	98%	98%

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			
	2024/2025	2025/2026	2026/2027	2027-34
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 inspection/audits completed each year, as per the compliance audit and performance monitoring schedule targets*.	≥90%	≥90%	≥90%^	≥90%
Percentage of significant non-compliance incidents identified where action is taken in accordance with Compliance policy**.	100%	100%	100%^	100%

*Note: Compliance audit and performance monitoring schedule is presented and approved by Council each year.

**Note: The Compliance plan 2023-2026 is available on the the ORC website.

^Note: As part of a planned technology improvement programme to strengthen how services are delivered to ORC customers, the Compliance team will be transitioning to a new system across 2026-27, taking the lead for a sector-wide implementation. During the transition, existing performance measure reporting will be temporarily suspended for a period, as system configurations are established and tested. Reporting will only recommence once data can be produced reliably and with appropriate assurance. Should reliable data become available earlier, partial reporting will be provided in the interim, using transition appropriate targets.

Provide effective and efficient environmental response services to pollution incidents or notifications of non-compliant activities.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Maintain 24-hour/7 day a week response for environmental incidents.	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 2 exercises per year. *	20 responders attend 2 exercises per year.*
*Target revised for the Annual Plan 2026-2027. This is in alignment with Maritime NZ training requirements.				

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 MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Maintain compliance with Port and Harbour Marine Safety Code.	External review is completed and deemed to be code consistent.	Annual self review is completed by ORC and Port Otago Ltd (POL) and signed off by the chief executives.	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.

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 MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
The safety campaign for recreational 'boaters' is delivered.	80% achieved	Develop and deliver a recreational boating engagement plan.	Develop and deliver a recreational boating engagement plan.	Develop and deliver a recreational boating engagement plan.

Funding Impact Statement - Regional Leadership

2025/26 Annual Plan \$000s	\$000s	2026/27 LTP \$000s	2026/27 Annual Plan \$000s
Sources of Operating Funding			
26,240	General rates, uniform annual general charge, rates penalties	26,193	26,752
883	Targeted rates	1,220	934
77	Subsidies and grants for operating purposes	75	78
4,643	Fees and charges	4,445	4,771
0	Internal charges and overheads recovered	0	0
10	Local authorities fuel tax, fines, infringement fees and other receipts	260	0
31,853	Total Sources of Operating Funding (A)	32,193	32,536
Applications of Operating Funding			
24,585	Payments to staff and suppliers	23,602	23,908
0	Finance costs	0	0
7,610	Internal charges and overheads applied	8,286	8,390
0	Other operating funding applications	5	0
32,195	Total Applications of Operating Funding (B)	31,893	32,298
(342)	Surplus (deficit) of operating funding (A - B)	300	238
Sources of Capital Funding			
0	Subsidies and grants for capital expenditure	0	0
0	Development and financial contributions	0	0
0	Increase (decrease) in debt	0	0
0	Gross proceeds from sale of assets	0	0
0	Lump sum contributions	0	0
0	Other dedicated capital funding	0	0
0	Total Sources of Capital Funding (C)	0	0
Applications of Capital Funding			
	Capital Expenditure - To meet additional demand	0	0
	Capital Expenditure - To improve level of service	32	0
29	Capital Expenditure - To replace existing assets	30	30
(371)	Increase / (Decrease) in reserves	238	209
0	Increase / (Decrease) in investments	0	0
(342)	Total Applications of Capital Funding (D)	300	238
342	Surplus / (Deficit) of Capital Funding (C - D)	(300)	(238)
0	Funding Balance ((A - B) + (C - D))	0	0

Environment



Kekeno / NZ fur seal, Kātiki Point

Environment

The work we do in the Environment is diverse and aims to support Otago to have a healthy environment, including thriving ecosystems and communities, and flourishing biodiversity. It also encompasses both the completion and implementation of plans relating to Otago's natural environment (e.g. land and water planning, Regional Pest Plan, Biodiversity Strategy).

We have three core activities within our Environment work:

- Land and Water
- Biodiversity and Biosecurity
- Air

Group Revenue and Expenditure - Environment

2025/26 Annual Plan \$000s		2026/27 LTP \$000s	2026/27 Annual Plan \$000s
20,125	Land & Water	22,834	19,235
11,996	Biodiversity & Biosecurity	12,993	12,011
1,769	Air	1,808	1,229
33,891	Expenditure	37,636	32,475
17,744	General Rates	19,681	17,305
10,557	Targeted Rates	15,479	11,048
0	Fees & Charges	0	0
2,830	Grants	2,371	1,933
0	Other Income	0	0
2,759	Reserves	105	2,189
33,891	Revenue	37,636	32,475

Land and Water

What we do

Our role involves working with Otago communities to manage activities that impact on health and wellbeing of waterbodies and freshwater ecosystems. To do this well, we need robust, integrated and consistent regional plans and strategies. We drafted a new Land and Water Regional Plan (LWRP), with mana whenua, Kāi Tahu. The intention of the plan was to give comprehensive direction for managing land and water resources in the region. However, further work on the plan has been paused as we await Government direction. This will ensure our plan is able to align with the new National Policy Statement on Freshwater Management, which the government is developing.

We also assess water quality and quantity through our network of monitoring sites across the region. This data informs planning and future decision-making. Our water monitoring and science programmes have expanded and include monitoring estuaries, the coast, groundwater, biomonitoring, land-use and soil monitoring.

We collaborate with communities to protect Otago's water and land resources through education, engagement and action. Our implementation programme includes education and support for landowners and catchment groups, as well as involvement in community-led projects.

The key programmes which make up this activity are:

- Land and Water Planning
- Land and Water Implementation
- Land and Water Science and Monitoring

Key work for Year Three

The table below outlines key aspects of Council's planned work programme from 1 July 2026.

PLANNED WORK	
Existing work [no change]	<ul style="list-style-type: none"> • Developing Catchment Action Plans with communities (focus on Taiari/Taiari in 2026-27). • Catchment advisors and project delivery specialists work with communities, and land-owners to provide education, workshops and support project delivery. • Freshwater Implementation: Funding of community-based groups to improve water quality, support best practice land use and regulatory change; Funding of Otago Catchment Communities to support catchment improvement actions and initiatives. • Implement environmental monitoring programmes for land, freshwater resources and coastal environment with over 250 fixed land and water monitoring sites. • Implement a water quality monitoring network review.

Why we do it

Protecting our high-quality freshwater and improving degraded freshwater is a key community concern in the region. Although some parts of the region, such as the lakes, river and stream reaches are located at high elevations, typically they have good or excellent water quality. Other parts, such as urban or more intensively farmed catchments, often have poorer water quality. Specific catchments, or Freshwater Management Units, will have distinctive characteristics that create unique challenges, requiring different solutions to improve water quality when it is degraded. Additionally, there is pressure on water allocation in some drier inland parts of the region.

ORC has a key role to play to ensure Otago's land, water and coast support healthy ecosystems, and community well-being.

- ORC has powers to control the use of water, land and the coast under the Resource Management Act 1991.
- ORC must engage with the region's communities and develop regulatory methods and non-regulatory responses to achieve visions and objectives.
- ORC has the technical expertise and knowledge to advise on the region's environmental health, issues and risks, and to monitor water resources.

Importantly, 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.

	<ul style="list-style-type: none"> • Science reporting, monitoring design and analysis including annual and State of the Environment (SoE) reporting, water allocation reviews, highly allocated catchment assessments, scientific advice and support for catchment management planning and environmental projects with over 2500 science tests undertaken each year. • Science programmes across domains of coast and estuaries, wetlands, lakes, water quality, ground water, hydrology, land and soil. • Recreational water quality tested at 25 summer swimming spots.
Revised work [change]	<ul style="list-style-type: none"> • Land and Water Planning: Preparing for new environmental planning legislation and environmental standards for land, water, and coast. The LTP work programme for the Land and Water Regional Plan was paused to reflect government direction and will ramp up again in 2026-27 to reflect new legislation and standards as they develop. • No further remediation work for Tomahawk lagoon. Budget had been included in LTP year three , however the action plan is now complete. • Support for new priority projects for degraded water bodies was removed in AP2025-26 and the LTP year three budget is also now removed.
Key Projects [one off]	<ul style="list-style-type: none"> • Hill country erosion programme - MPI funded.



Level of Service Statements, Measures and Targets

Implement environmental monitoring programmes across the region which provide accurate, relevant and timely information to decision-makers and the Otago public.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Report the results of environmental monitoring for freshwater, land use, estuarine, and regional coastal environments.	Annual report for each of the four environments to Council prior to 30 June 2025. [4 reports = achieved]	Annual report for each of the four environments to Council prior to 30 June 2026. [4 reports = achieved]	Annual report for each of the four environments to Council prior to 30 June 2027. [4 reports = achieved]	Annual report for each of the four environments to Council prior to 30 June each year. [4 reports = achieved]

Provide a robust and integrated environmental planning framework for Otago’s land, water and coast resources.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Complete the Land and Water Regional Plan (LWRP).	Freshwater hearing panel nominations and required documents submitted to Chief Freshwater Commissioner by 30 June 2025.	Review the draft LWRP against new national direction to freshwater.*	No target*	Target TBC*
Complete a review of the Regional Plan Coast.	No target	Issues and options papers developed and reported to Council by 30 June 2026.	No target	Draft Regional Plan Coast ready for Council decision on notification by 30 June 2028.*
*Targets have been revised from those set in the LTP. Policy measures are unable to be set until the Government’s RMA direction is fully released. Once known, all related measures and associated targets will be realigned to these mandated requirements.				

Promote and enable best practice land management for soil conservation, water quality preservation and the efficient use of water.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
ORC led and community/landowner supported workshops and events are delivered which promote best practice land management for soil conservation, water quality and/or the efficient use of water.	At least 12 ORC led workshops or events are delivered annually.	At least 12 ORC led workshops or events are delivered annually.	At least 12 ORC led workshops or events are delivered annually.	At least 12 ORC led workshops or events are delivered annually.

Partner with iwi and collaborate with communities and landowners to develop and implement projects which enhance water quality and indigenous biodiversity in selected degraded water bodies.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Site specific projects are developed for selected degraded waterbodies.	Project actions have been progressed as scheduled. <i>Note:</i> [>80% = achieved]	At least 80% of project actions are progressed as scheduled.	No target.*	No target. TBC

*Note: All site specific projects will be done by June 2026. Future projects to be determined.

Develop and maintain an integrated catchment management (ICM) programme that aligns with national directions and enables sustainable environmental management.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Catchment Action Plans give effect to the ICM programme and are developed in partnership with iwi and in collaboration with the community.	One Catchment Action Plan to be presented to Council for approval by 30 June 2025.	One Catchment Action Plan to be presented to Council for approval by 30 June 2026.	One Catchment Action Plan to be presented to Council for approval by 30 June 2027.	One Catchment Action Plan to be presented to Council for approval by 30 June each year.



Biodiversity and Biosecurity

What we do

Biodiversity

Council's biodiversity work programme is growing and our monitoring programme is progressing. We are strengthening partnerships across the region and we encourage and empower communities to take local action through our ECO Fund.

Our biodiversity work programme incorporates:

Collaboration and partnership

- Support to community groups and partners for joint projects.
- Joint project delivery via support and advice to partners and community.
- Administration and support associated with grant funding.
- QEII covenant incentive and partnership funding.
- OSPRI transition initiatives.

Technical advice and management

- Management plans for high biodiversity sites.
- Education material.
- Catchment and operational planning (to implement strategy).

Science-based monitoring

Biosecurity

Our Regional Pest Management Plan 2019-2029 (RPMP) sets out the framework for how pest plants and animals will be managed in Otago. It is supported by our Biosecurity Strategy that looks at how we will work with organisations and communities to achieve the goals set out in the RPMP.

Our biosecurity work supports the control of prolific pests, such as feral rabbits. We do this by educating our communities and facilitating compliance through funding projects. Council also plays a lead role in facilitating government funding and overseeing projects such as wilding conifer removal and wallaby eradication.

The key programmes which make up this activity are:

- Biodiversity implementation
- Biodiversity monitoring
- Catchment planning and advice
- Biosecurity (pest management)

Why we do it

At a national level, the Te Mana o te Taiao — Aotearoa New Zealand Biodiversity Strategy 2020 articulated the urgency of addressing biodiversity decline in New Zealand, and the National Policy Statement for Indigenous Biodiversity 2023 identified a key role for regional government in leading collaboration and coordinating efforts.

Under the Biosecurity Act 1993, Otago's Regional Pest Management Plan identifies 51 species to be managed by land occupiers, with oversight from ORC.

There are many agencies and stakeholders across different land tenures involved in or with an interest in biodiversity in Otago. ORC has 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.

Key work for Year Three

The table below outlines key aspects of Council's work programme from 1 July 2026.

PLANNED WORK	
Existing work [no change]	<p>Biosecurity:</p> <ul style="list-style-type: none"> • Deliver the Regional Pest Management Plan; Review the plan (Commenced in July 2025, due for notification in 2027). • Surveillance of biosecurity issues and threats; 3,000+ pest inspections or monitoring visits expected to be undertaken in 2026-27. • Development and implementation of marine biosecurity programme. • Support and delivery of community-led pest management approach for rabbits and a site-led programme for pest plant and animals. • National programme delivery of pest control programmes for wallabies, wilding conifer and Check, Clean, Dry. • Education, advice, and information provided to landowners and the public about the impacts of pests and appropriate methods of control. <p>Biodiversity:</p> <ul style="list-style-type: none"> • Hosting Otago Biodiversity forums and delivery of associated projects. • Funding to support environmental work in the community including ECO Fund, incentive funding and the large-scale environmental fund (up to \$2 million to be allocated in 2026-27). • Delivery and/or support of OSPRI transition; education materials; high biodiversity site management plans; mana whenua engagement. • Coordinating collaboration on biodiversity programmes and initiatives within the region. <p>Science and monitoring:</p> <ul style="list-style-type: none"> • Development of an indigenous biodiversity monitoring programme (ecosystems, species, freshwater biodiversity and threat status reports). • Advise on the review of the Biodiversity Strategy; threatened species mapping; Scroll Plain Management Plan development; wetland delineation and mapping.
Revised work [change]	None to report.
Key Projects [one off]	None to report.

Level of Service Statements, Measures and Targets

Implement an indigenous biodiversity monitoring programme across the region which provides accurate, relevant and timely information to decision-makers and the Otago public.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Report the results of environmental monitoring for regional indigenous biodiversity ecosystems. <i>Note: monitoring programme reporting includes freshwater, inland and coastal wetland, coastal and terrestrial ecology.</i>	Annual report completed prior to 30 June 2025.	Annual report on monitoring programme completed and reported to Council on 30 June 2026.	Annual report on monitoring programme completed and reported to Council on 30 June 2027.	Annual report on monitoring programme completed and reported to Council on 30 June each year.
<i>Note: 4 reports = achieved; 3 reports = partially achieved; <3 reports = not achieved</i>				

Collaborate with iwi, DOC and other key organisations through leading the Otago Biodiversity Forum and develop, coordinate and deliver a programme of actions to enhance indigenous biodiversity.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Biodiversity forum-based joint projects to enhance indigenous biodiversity are developed.	New projects and associated milestones are developed and reported to Council and forum partners.	At least one new project is developed and implemented with biodiversity forum partners	At least one new project is developed and implemented with biodiversity forum partners	At least one new project is developed and implemented with biodiversity forum partners
Joint projects are implemented against milestones.	Project actions have been progressed as scheduled. <i>[>80% = achieved]</i>	At least 80% of project actions are progressed as scheduled.	At least 80% of project actions are progressed as scheduled.	At least 80% of project actions are progressed as scheduled.

Provide support and funding to selected initiatives and organisations across the region which deliver environmental outcomes that align with our strategic objectives.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Alignment between *initiatives and deliverables receiving Council funding, and Council's strategic biodiversity strategic objectives. * Initiatives and deliverables provided by non-council groups and organisations.	80% alignment [80-100% = achieved]	All environmental projects and initiatives are aligned to at least one of the Council's environmental strategic objectives.	All environmental projects and initiatives are aligned to at least one of the Council's environmental strategic objectives.	All environmental projects and initiatives are aligned to at least one of the Council's environmental strategic objectives.

Develop and deliver practices and programmes that give effect to the Regional Pest Management Plan.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Actions within the Biosecurity Operational Plan (BOP) are progressed.	90% of actions progressed within time frames specified. 100% of targets for priority pests are delivered.	80% of non-priority pest management actions are achieved.* 100% of priority pest management actions are achieved.*	90% of pest management actions are achieved.*	90% of pest management actions are achieved.*
*Targets have been revised from those set in the LTP. This is to align with the Regional Pest Management Plan and the Biosecurity Operational Plan.				

Ensure that ORC's externally funded biosecurity programmes (such as wilding conifers, wallabies and Check, Clean, Dry) are delivered as per agreements.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Externally funded biosecurity projects/programmes are implemented as per their agreements.	90% of deliverables in the agreements with central government are progressing as scheduled.	90% of deliverables in the agreements with central government are progressing as scheduled.	90% of deliverables in the agreements with central government are progressing as scheduled.	90% of deliverables in the agreements with central government are progressing as scheduled.

Ensure that ORC's externally funded Freshwater programmes (such as Essential Freshwater Hill Country Erosion Funding) are delivered as per the agreement.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Externally funded freshwater projects/programmes are delivered as per their agreements.	90% of deliverables in the agreements with central government are progressing as scheduled.	90% of deliverables in the agreements with central government are progressing as scheduled.	90% of deliverables in the agreements with central government are progressing as scheduled.	90% of deliverables in the agreements with central government are progressing as scheduled.



Air

What we do and why

Good air quality is necessary for health and wellbeing. We are responsible for making sure our region complies with the government's National Environmental Standard for Air Quality 2004 and, under the Resource Management Act 1991, for controlling the discharge of contaminants into the air.

Meeting air quality standards is especially challenging in areas with extremely cold winter weather and temperature inversions. Otago's air quality often degrades during winter when domestic heating emissions increase with cold and calm weather and inversion layers occur.

We monitor air quality at sites across Otago, including Milton, Mosgiel, Dunedin, Alexandra, Clyde, Cromwell and Arrowtown. These sites measure the concentration of particles in the air and capture a mixture of pollutants.

Key programmes which make up this activity are:

- Regional Plan - Air
- Air science and monitoring

Key work for Year Three

The table below outlines key aspects of Council's planned work programme from 1 July 2026.

PLANNED WORK	
Existing work [no change]	<p>Science and monitoring:</p> <ul style="list-style-type: none"> • Monitoring ambient air quality for PM10 and PM2.5 concentrations at 13 sites across Otago; Installing monitoring sites/assets. • Data analysis, State of the Environment reporting against NES-Air quality and specific studies. • Provide expertise and advice for air planning and implementation (ongoing). <p>Air planning and strategy implementation</p> <ul style="list-style-type: none"> • Development of an updated framework to manage air quality under the new resource management legislation. • Public education campaigns including Burn, Dry, Breath Easy and rural burn offs.
Revised work [change]	<ul style="list-style-type: none"> • Development of the Regional Plan Air was paused due to government directive and will ramp up again in 2026-27 to reflect new legislation and standards as they develop. • Development of the Regional Plan Air was paused due to government directive and will ramp up again in 2026-27 to reflect new legislation and standards as they develop.
Key Projects [one off]	None to report.

Level of Service Statements, Measures and Targets

Monitor Otago’s air quality and make accurate, relevant and timely information publicly available.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Implement regional air monitoring programme.	Annual report on monitoring programme completed and reported to Council.	Annual report on monitoring programme of previous calendar year completed and reported to Council. Note: 95% = achieved	Annual report on monitoring programme of previous calendar year completed and reported to Council.	Annual report on monitoring programme of previous calendar year completed and reported to Council.

Provide a robust and integrated environmental planning framework for Otago’s air resource.

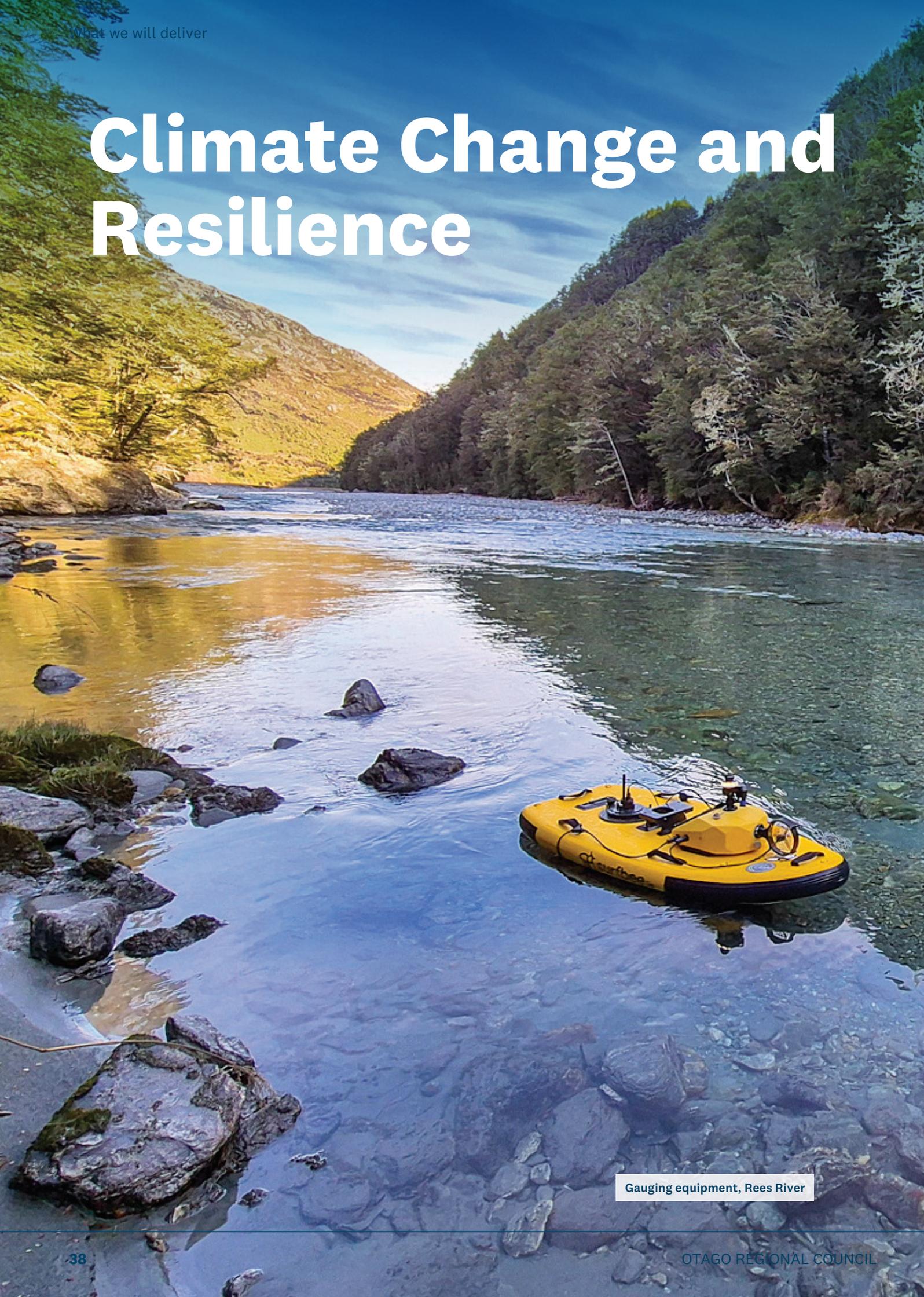
PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Complete the review of the Regional Plan - Air	Council approves Regional Plan - Air for notification by 30 June 2025.	Complete a public engagement campaign and pre-notification consultation on draft Regional Plan – Air.*	No target*	Target TBC*.
*Targets have been revised from those set in the LTP.				



Funding Impact Statement - Environment

2025/26 Annual Plan \$000s	\$000s	2026/27 LTP \$000s	2026/27 Annual Plan \$000s
Sources of Operating Funding			
17,744	General rates, uniform annual general charge, rates penalties	19,681	17,305
10,557	Targeted rates	15,479	11,048
2,830	Subsidies and grants for operating purposes	2,371	1,933
0	Fees and charges	0	0
0	Internal charges and overheads recovered	0	0
0	Local authorities fuel tax, fines, infringement fees and other receipts	0	0
31,131	Total Sources of Operating Funding (A)	37,531	30,286
Applications of Operating Funding			
27,825	Payments to staff and suppliers	30,507	25,865
0	Finance costs	0	0
5,624	Internal charges and overheads applied	6,604	6,084
0	Other operating funding applications	0	0
33,449	Total Applications of Operating Funding (B)	37,112	31,949
(2,318)	Surplus (deficit) of operating funding (A - B)	419	(1,663)
Sources of Capital Funding			
0	Subsidies and grants for capital expenditure	0	0
0	Development and financial contributions	0	0
0	Increase (decrease) in debt	0	0
0	Gross proceeds from sale of assets	0	0
0	Lump sum contributions	0	0
0	Other dedicated capital funding	0	0
0	Total Sources of Capital Funding (C)	0	0
Applications of Capital Funding			
	Capital Expenditure - To meet additional demand	0	0
414	Capital Expenditure - To improve level of service	529	526
434	Capital Expenditure - To replace existing assets	445	443
(3,166)	Increase / (Decrease) in reserves	(555)	(2,633)
0	Increase / (Decrease) in investments	0	0
306	Total Applications of Capital Funding (D)	419	(1,663)
(306)	Surplus / (Deficit) of Capital Funding (C - D)	(419)	1,663
(2,624)	Funding Balance ((A - B) + (C - D))	0	0

Climate Change and Resilience



Gauging equipment, Rees River

Climate Change and Resilience

The work we do in climate change and resilience is aimed at supporting the region to adapt to the effects of climate change and to manage and reduce the risks of natural hazards. Work is integrated to ensure that science and technical knowledge supports practical management of risks and includes infrastructure-based flood protection services, adaptation planning and disaster preparedness.

We have three core activities within our Climate Change and Resilience work:

- Natural hazards and climate change
- Flood protection, drainage and river management
- Emergency management

Group Revenue and Expenditure - Climate Change and Resilience

2025/26 Annual Plan \$000s		2026/27 LTP \$000s	2026/27 Annual Plan \$000s
3,438	Natural Hazards & Climate Change	4,339	4,936
12,189	Flood Protection, Drainage & River Management	13,609	12,102
4,000	Emergency Management	4,076	4,128
19,627	Expenditure	22,024	21,166
4,349	General Rates	4,907	4,514
11,628	Targeted Rates	12,464	11,772
337	Fees & Charges	349	343
1,753	Grants	498	5,241
256	Other Income	256	256
1,305	Reserves	3,550	(961)
19,627	Revenue	22,024	21,166

Natural Hazards and Climate Change

What we do and why

The key programmes within this activity are:

- Natural hazards
- Adaptation — natural hazards and climate change
- Flood planning and forecasting

These work programmes combine to both set direction on the management of natural hazard risks in Otago and provide advice on managing related risk. Our role is to:

- Monitor and investigate natural hazards to inform our understanding of risk and opportunity relevant to community resilience.
- Communicate our understanding of risk and, where appropriate, options for managing it. This is both internally to Council and externally to a wide range of organisations, groups and affected communities.
- Develop a comprehensive spatial approach to natural hazards to inform future priorities, at the same time as undertaking projects for the risks we already know about.

- Lead and collaborate on key projects to prepare and adapt to natural hazards and climate change.
- Support other activity, particularly Emergency Management and ORC's engineering team, to understand impacts of flood events. This is provided in a planned way, through scenario development and in real time, assessing actual events as they occur.

While there is legislation that directs ORC to address natural hazards risk and climate change as part of regional-scale planning, our experience, knowledge and community also tells us that we need to be active regarding the wide variety of substantive natural hazards present in Otago. Hazards can impact people, property, infrastructure and the wider environment, so it is important to be aware and manage risk where practicable.

Key work for Year Three

The table below outlines key aspects of Council's work programme from 1 July 2026.

PLANNED WORK	
Existing work [no change]	<ul style="list-style-type: none"> • Otago natural hazards risk assessment. The natural hazards management and adaptation programmes are based on this assessment. Scoping to be completed Year 2 and implementation starts Year 3 with phased delivery over time. • Identification, assessments and mapping of natural hazards and risks such as flood hazard, debris flow hazard and lake tsunami; risk and mitigation investigations in Teviot Valley/Roxburgh, flood hazard and mitigation investigations of Lindsay Creek, Water of Leith, Alexandra, Clutha Delta. • Natural hazard monitoring and data collection: Includes topographical data, regional LiDAR, and coastal hazards monitoring plan. • Maintaining the Otago Natural Hazards Database. • Support to ORC teams, communities, territorial authorities (TAs) and others with natural hazard and risk information to inform decisions; assist territorial authorities with natural hazards and risk information (e.g. District Plan reviews, plan changes). • Natural hazards adaptation: leadership and support of programmes that increase resilience by responding to natural hazards and risk. Including the DCC's Citywide Adaptation and Resilience Project, South Dunedin Future, Clutha Delta and The Head of Lake Whakatipu. • Flood warning service based on innovative technology (e.g. flood and coastal hazard forecasting, rain radar).

	<ul style="list-style-type: none"> Review and update the flood warning service. Ensure that information used operationally for flood response is robust and systems are in-line with industry best practice. <i>Note: Development and implementation of ORC's Climate Change Strategy is lead by the strategy team and included within the Governance and Community Engagement activity budget.</i>
Revised work [change]	<ul style="list-style-type: none"> LiDAR programme brought forward due to timing of grant funding received for 2026-27. Revised timing of some natural hazards projects including coastal hazards, Brewery Creek, and Stoney Creek.
Key Projects [one off]	None to report.



Level of Service Statements, Measures and Targets

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			
	2024/2025	2025/2026	2026/2027	2027-34
Natural hazards information is available via the web-based Otago Natural Hazards Database.	Database is accessible and up-to-date 100% of the time.	Database is accessible and up to date 100% of the time. Partially achieved: 80-99% Not achieved: <80%	Database is accessible and up to date 100% of the time. Partially achieved: 80-99% Not achieved: <80%	Database is accessible and up to date 100% of the time. Partially achieved: 80-99% Not achieved: <80%
Percentage of flood warnings that are issued in accordance with the flood warning manual.	100%	100% Partially achieved: 80-99% Not achieved: <80%	100% Partially achieved: 80-99% Not achieved: <80%	100% Partially achieved: 80-99% Not achieved: <80%

Collaborate with communities and stakeholders to develop and deliver natural hazards adaptation strategies.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Deliver a natural hazards management and adaptation work programme based on a new prioritisation process.*	New measure	Natural hazards prioritisation process as presented to the Safety and Resilience Committee in November 2024 is completed by June 2026.*	Annual review of priorities is completed by June 2027.*	Annual review of priorities is completed each year.
Implement prioritised natural hazard risks adaptation works.	The first Head of Lake Whakatipu natural hazards adaptation strategy completed by 31 December 2024. Actions developed, implemented and reviewed, as per Head of Lake Whakatipu natural hazard adaptation strategy.	Actions developed, implemented and reviewed, as per Head of Lake Whakatipu natural hazard adaptation strategy.	Actions developed, implemented and reviewed, as per Head of Lake Whakatipu natural hazard adaptation strategy.	Actions developed, implemented and reviewed, as per Head of Lake Whakatipu natural hazard adaptation strategy.
Implement prioritised natural hazard risks adaptation works.	Support the South Dunedin Future Programme - South Dunedin Future natural hazards	Support the South Dunedin Future Programme - South Dunedin Future natural hazards adaptation plan	Support the South Dunedin Future Programme - South Dunedin Future natural hazards	Support the South Dunedin Future Programme - South Dunedin Future natural hazards

	adaptation plan progresses as per annual work plan.	progresses as per annual work plan.	adaptation plan progresses as per annual work plan.	adaptation plan progresses as per annual work plan.
Implement prioritised natural hazard risks adaptation works.	No target	Phase 1 and phase 2 of the Clutha Delta natural hazards adaptation programme completed by 30 June 2026.*	Phase 3 and phase 4 of the Clutha Delta natural hazards adaptation programme completed by 30 June 2027.*	Actions developed, implemented and reviewed, as per Clutha Delta natural hazards adaptation strategy.
<i>*Targets have been revised from those set in the LTP.</i>				

DRAFT

Flood Protection, Drainage and River Management

What we do and why

Otago Regional Council has a range of flood protection and drainage schemes which make up this activity.

They are:

Flood protection and drainage

Alexandra flood protection
Leith flood protection
Lower Clutha flood and drainage
Lower Taieri flood protection scheme

East Taieri drainage
Tokomairiro drainage
West Taieri drainage

River management

Central Otago rivers and waterways
Clutha rivers and waterways
Dunedin rivers and waterways
Lower Waitaki river control scheme (Environment Canterbury)
Queenstown-Lakes' rivers and waterways
Waitaki rivers and waterways
Designation and bylaws

ORC owns and is responsible for operation and maintenance of the above schemes. The only exception is the Lower Waitaki River control scheme that we own but commission external management for some parts. ORC is responsible for infrastructure, including 218km of floodbanks, 14 pumping stations, 42 bridges, 535km of drains, and 369 culverts — all of which can be impacted by things like climate change, settlement trends and change in land use. Around 43,000ha of rural and urban land is serviced by infrastructure associated with these schemes. ORC's Infrastructure Strategy provides more detail on the schemes, associated infrastructure assets, the issues, service standards, work programmes and purpose.

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.
- Operation of drainage schemes 24/7 to support activity on land associated with the scheme.
- Bylaw processing and monitoring technical compliance with bylaws.
- River management including the control of channel erosion, willow maintenance, vegetation control, removing obstruction, and repairing critical erosion works.
- Input to consent applications for gravel extraction with a focus on flood protection and river health.

Key work for Year Three

The work programme, as defined in the Infrastructure Strategy, has been reviewed and updated as part of the Annual Plan 2026-27. The detailed draft work programme can be found on the ORC website.

PLANNED WORK	
Existing work [no change]	<ul style="list-style-type: none"> • Maintenance of flood and drainage infrastructure: floodbanks, pumping stations, bridges, drains, and culverts. • Response to flood events and post-event assessment and repair programmes. • Investigations looking at hazards in Middlemarch and Lindsay Creek (North Dunedin), resilience work for the Kaikorai Stream near Green Island. • Installation of river mouth monitoring technology in key areas. • Establish liaison groups – a decision made during the LTP process. Groups for Lower Taieri and Lower Clutha have been established; Tokomairiro group is planned. • River management across Otago.
Revised work [change]	<p>Flood protection and drainage</p> <ul style="list-style-type: none"> • Planned work on the Outram floodbank is not progressing due to the asset state not requiring anticipated interventions. Resources are being redirected into additional works in the Silverstream. • Regional infrastructure fund grants from the Ministry for Business Innovation and Employment have been secured for six projects across the Lower Clutha Flood Protection and Drainage Scheme and the Lower Taieri Flood Protection Scheme. This grant funding enables Council to accelerate planned work and deliver projects earlier. <p>River management</p> <ul style="list-style-type: none"> • In the LTP there was a focus on increasing quantity and scale of river management works across Otago with a significant ramp up of operational budgets forecast. However, analysis of the programme, the regulatory environment, the resource needs and availability has indicated a longer timeframe for this growth. Operational river management budgets for 2026-27 have subsequently been reduced to reflect this. • Reduction in river channel maintenance within scheme boundaries.
Key Projects [one off]	<ul style="list-style-type: none"> • Regional infrastructure fund grants from the Ministry for Business Innovation and Employment for six projects across the Lower Clutha Flood Protection and Drainage Scheme and the Lower Taieri Flood Protection Scheme.

Level of Service Statements, Measures and Targets

Protect communities, their livelihoods and infrastructure from the impacts of flood events.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Percentage of scheme maintenance programme: Major flood protection drainage and control works are maintained, repaired, and renewed to the key standards defined in relevant planning documents.	≥ 85% of planned maintenance programme completed.			
Percentage of scheme renewals programme: Major flood protection and control works are maintained, repaired, and renewed to the key standards defined in relevant planning documents.	≥ 85% of renewal programmes completed.			

Respond efficiently and effectively to community issues relating to rivers, schemes and flood events.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
The flood repair programme is made available to affected communities within 3 months of the event.	100%	100%	100%	100%
Percentage of identified and reported issues that have been investigated and appropriate action determined and communicated to affected landholders within 20 working days.	100%	98%*	98%*	98%*

**Targets have been revised from those set in the LTP.*

Maintain channel capacity and stability, while balancing environmental outcomes and recognising mana whenua values in rivers.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Percentage of planned maintenance programme: channel works are maintained, repaired, and renewed to the key standards defined in relevant planning documents.	≥ 85% of planned maintenance programme completed.			

Emergency Management

What we do and why

This activity is responsible for the coordination of emergency management including reduction, readiness, response and recovery from emergency events. It is provided in partnership with councils, emergency response organisations and other stakeholders of the Otago region.

The work of the Otago Civil Defence Emergency Management (CDEM) Group is administered and coordinated 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 Year Three

The table below outlines key aspects of Council's planned work programme from 1 July 2026.

PLANNED WORK	
Existing work [no change]	<ul style="list-style-type: none"> • Implementation of the Otago CDEM Group Plan. • Emergency Coordination Centre (ECC): ORC staff are trained, capable and the ECC is resourced to respond to emergency events. • Warning system remains operational; CDEM systems and databases maintained with IT set-up and software for emergency response. • Mana whenua emergency management facilitator: marae and mana whenua networks that are resilient in the face of emergencies. • Supporting Otago Lifelines group: defining regional critical infrastructure risk and identifying priorities for resilient infrastructure investment. • Supporting community resilience through education sessions and engagement activities such as the Clued Up Kids programme. • Establishment and continued support for community resilience groups.
Revised work [change]	<ul style="list-style-type: none"> • Tsunami study progressing; work is starting later than planned in the LTP and consultant costs are rephased across years three and four (2026-28).
Key Projects [one off]	Integrated projects with ORC's Natural Hazards team: Flood modelling, tsunami modelling.

Level of Service Statements, Measures and Targets

Support the Otago CDEM Group in improving the resilience of Otago to civil defence emergencies.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Support is provided to Emergency Management Otago to fulfil Otago CDEM Group requirements as defined in the CDEM Act and CDEM.	Fulfil all requirements as the administering authority and the Otago CDEM Partnership Agreement.	Fulfil all requirements as the administering authority and the Otago CDEM Partnership Agreement.	Fulfil all requirements as the administering authority and the Otago CDEM Partnership Agreement.	Fulfil all requirements as the administering authority and the Otago CDEM Partnership Agreement.

Provide resources to coordinate a region-wide response to a Civil Defence emergency

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Provide a regional coordination facility (ECC) capable of coordinating a region-wide emergency.	An appropriate facility as defined in the CDEM Partnership Agreement is available for immediate activation.	An appropriate facility as defined in the CDEM Partnership Agreement is available for immediate activation.	An appropriate facility as defined in the CDEM Partnership Agreement is available for immediate activation.	An appropriate facility as defined in the CDEM Partnership Agreement is available for immediate activation.
	Adequate staff (as defined in the Group Training and Capability Strategy) are trained and capable to coordinate a region-wide response.	Adequate staff (as defined in the Group Training and Capability Strategy) are trained and capable to coordinate a region-wide response.	Adequate staff (as defined in the Group Training and Capability Strategy) are trained and capable to coordinate a region-wide response.	Adequate staff (as defined in the Group Training and Capability Strategy) are trained and capable to coordinate a region-wide response.
Emergency Management Otago staff are available to respond 24/7 to a civil defence emergency.	Maintain a duty roster for 24/7 – 365 coverage for initial responses to civil defence emergencies.	Maintain a duty roster for 24/7 – 365 coverage for initial responses to civil defence emergencies.	Maintain a duty roster for 24/7 – 365 coverage for initial responses to civil defence emergencies.	Maintain a duty roster for 24/7 – 365 coverage for initial responses to civil defence emergencies.

Funding Impact Statement - Climate Change and Resilience

2025/26 Annual Plan \$000s	\$000s	2026/27 LTP \$000s	2026/27 Annual Plan \$000s
Sources of Operating Funding			
4,349	General rates, uniform annual general charge, rates penalties	4,907	4,514
11,628	Targeted rates	12,464	11,772
1,753	Subsidies and grants for operating purposes	498	5,241
337	Fees and charges	349	343
986	Internal charges and overheads recovered	0	935
256	Local authorities fuel tax, fines, infringement fees and other receipts	256	256
19,309	Total Sources of Operating Funding (A)	18,474	23,062
Applications of Operating Funding			
15,434	Payments to staff and suppliers	17,421	16,822
0	Finance costs	0	0
4,227	Internal charges and overheads applied	3,608	4,399
0	Other operating funding applications	0	0
19,661	Total Applications of Operating Funding (B)	21,029	21,222
(352)	Surplus (deficit) of operating funding (A - B)	(2,555)	1,840
Sources of Capital Funding			
0	Subsidies and grants for capital expenditure	0	0
0	Development and financial contributions	0	0
0	Increase (decrease) in debt	0	0
0	Gross proceeds from sale of assets	0	0
0	Lump sum contributions	0	0
0	Other dedicated capital funding	0	0
0	Total Sources of Capital Funding (C)	0	0
Applications of Capital Funding			
	Capital Expenditure - To meet additional demand	0	0
0	Capital Expenditure - To improve level of service	419	102
7,997	Capital Expenditure - To replace existing assets	8,066	13,556
(8,349)	Increase / (Decrease) in reserves	(11,040)	(11,818)
	Increase / (Decrease) in investments	0	0
(352)	Total Applications of Capital Funding (D)	(2,555)	1,840
352	Surplus / (Deficit) of Capital Funding (C - D)	2,555	(1,840)
0	Funding Balance ((A - B) + (C - D))	0	0

Transport



Transport

The work we do in Transport includes land transport planning and the provision of public transport. Our land transport planning work involves collaboration to improve the transport network across the region and apply for national funding for improvements. Council provides public transport services in Dunedin and Queenstown through private contractors, and is investigating other regional public transport options.

We have one core activity in our Transport portfolio, and within that activity we have four key underlying work programmes:

Regional Land Transport Plan	This programme delivers our two foundational transport plans; the Regional Land Transport Plan and the Regional Public Transport Plan.
Public Transport Dunedin	This programme delivers public passenger transport services (buses) in Dunedin City.
Public Transport Queenstown	This programme delivers public passenger transport services (buses and ferries) in the Queenstown-Lakes District.
Regional Total Mobility Services	This programme provides the government funded region-wide Total Mobility service to assist eligible people who are unable to use public transport.

Group Revenue and Expenditure - Transport

2025/26 Annual Plan \$000s		2026/27 LTP \$000s	2026/27 Annual Plan \$000s
46,637	Transport	54,111	50,540
46,637	Expenditure	54,111	50,540
4,358	General Rates	5,187	4,526
14,237	Targeted Rates	16,668	14,634
0	Fees & Charges	80	10,756
20,503	Grants	24,124	22,732
9,010	Other Income	10,179	0
(1,472)	Reserves	(2,127)	(2,108)
46,637	Revenue	54,111	50,540

Regional Land Transport Plan (work programme)

What we do and why

The LTP provides for a Regional Land Transport Programme that coordinates 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 six years and the Plan reviewed after three years of operation. The Plan was developed for the period 2021-2031 and then in 2024, the Otago and Southland Regional Transport Committees completed a mid-term review as required. The Otago Southland Regional Land Transport Plans (RLTP) outline the 30-year strategic objectives and 10-year network improvement plans for the regions' transport network. The mid-term review and the RLTP informed the detailed funding applications to the National Land Transport Fund for the three years from 2024-27.

Key work for Year Three

The table below outlines key aspects of Council's work programme from 1 July 2026.

PLANNED WORK	
Existing work [no change]	<ul style="list-style-type: none"> Support the Regional Transport Committee. Develop and review Regional Transport Plans. Prepare bid, submit and report Council's transport budget in Transport Investment Online. Develop a Regional Public and Active Transport Connectivity Strategy: A staged approach to the development of regional public and active transport connectivity and community transport initiatives.
Revised work [change]	None to report.
Key Projects [one off]	None to report.

Level of Service Statements, Measures and Targets

Advocate for Otago's regional transport planning priorities and aspirations at a national level

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026- 2027	2027-34
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.	No target	RLTP implementation progress reported annually to Regional Transport Committee.	RLTP review completed and adopted by Council by 30 June 2027.	No target

Public Transport Dunedin and Queenstown (programmes)

What we do and why

The ORC contracts private operators to provide bus services in Dunedin, bus and ferry services in Queenstown, and the Total Mobility Scheme across the Otago region.

The Regional Public Transport Plan (RPTP) sets out the objectives and policies for delivering public transport in Dunedin, Queenstown and the wider Otago region. The plan aims to provide public transport solutions that are easy to understand and meet communities’ diverse needs. In short, public transport people want to use – more often.

Key work for Year Three

The table below outlines key aspects of Council's work programme from 1 July 2026.

PLANNED WORK	
Existing work [no change]	<ul style="list-style-type: none"> Implementing key actions in the RPTP as agreed by Council. <p>Public Transport Dunedin and Queenstown:</p> <ul style="list-style-type: none"> Manage and monitor private operator service delivery contracts in Dunedin and Queenstown for provision of 26 bus routes, and a ferry service in Queenstown. Planned operational service improvements for Queenstown public transport i.e. the business case proposal as consulted during the LTP process, with the exception of the planned ferry service expansion. Provide public transport communications, notifications and updates; digital timetables, real time bus tracker. <p>Regional Total Mobility scheme:</p> <ul style="list-style-type: none"> Provision of the Total Mobility scheme across Otago.
Revised work [change]	<p>Public Transport Dunedin and Queenstown:</p> <ul style="list-style-type: none"> Planned operational service improvements are not progressing and current delivery will be maintained. This is due to a government decision, via New Zealand Transport Agency, not to co-fund the improvements. Council decided at the 20 November 2024 Council meeting that it would be unaffordable without the co-funding and therefore are not proceeding with the Dunedin public transport (buses) increased frequencies and services or the Queenstown ferry service expansion. <p>Public transport trials and investigations:</p> <ul style="list-style-type: none"> Ōamaru – trial removed and an investigation of an Ōamaru to Dunedin service included. Central Otago (Alexandra/Clyde/Cromwell to Queenstown service) – trial removed and an investigation of options included. Balclutha/Airport to Dunedin – trial removed and an investigation of options included.
Key Projects [one off]	Preparation for National Ticketing System transition

Level of Service Statements, Measures and Targets

Provide efficient, reliable and accessible public transport services that meets community needs.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Annual public transport boardings in Queenstown.	Increase	Increase	Increase	Increase
Annual public transport boardings in Dunedin.	Increase	Increase	Increase	Increase
Overall passenger satisfaction with Whakatipu public transport system at annual survey.	Maintain or increase 3yr rolling average >=90%			
Overall passenger satisfaction with Dunedin Public Transport system at annual survey.	Maintain or increase 3 yr rolling average >=90%	Maintain or increase 3 yr rolling average >=90%	Maintain or increase 3 yr rolling average >=90%	Maintain or increase 3 yr rolling average >=90%
Service reliability – % Whakatipu scheduled services delivered.	New measure	>95%	>95%	>95%
Service reliability – % Dunedin scheduled services delivered.	New measure	>95%	>95%	>95%
Departure punctuality – % Whakatipu on-time departures from point of origin.*	New measure	>90%*	>90%*	>90%
Departure punctuality – % Dunedin on-time departures from point of origin.*	New measure	>90%*	>90%*	>90%
Arrival punctuality – % Whakatipu on-time arrivals to planned destination.*	New measure	New measure*	>90%*	>90%
Arrival punctuality – % Dunedin on-time arrivals to planned destination.*	New measure	New measure*	>90%*	>90%
Overall passenger satisfaction with Total Mobility system at annual survey.	Maintain or increase 3 yr rolling average >=90%	Maintain or increase 3 yr rolling average >=90%	Maintain or increase 3 yr rolling average >=90%	Maintain or increase 3 yr rolling average >=90%

**Measures and/or targets have been revised from those set in the LTP. The punctuality measure has been refined to report departure and arrival punctuality.*

Funding Impact Statement - Transport

2025/26 Annual Plan \$000s	\$000s	2026/27 LTP \$000s	2026/27 Annual Plan \$000s
Sources of Operating Funding			
4,358	General rates, uniform annual general charge, rates penalties	5,187	4,526
14,237	Targeted rates	16,668	14,634
20,503	Subsidies and grants for operating purposes	24,124	22,732
8,642	Fees and charges	9,688	10,756
0	Internal charges and overheads recovered	0	0
369	Local authorities fuel tax, fines, infringement fees and other receipts	571	0
48,109	Total Sources of Operating Funding (A)	56,238	52,648
Applications of Operating Funding			
45,509	Payments to staff and suppliers	52,746	49,407
0	Finance costs	0	0
859	Internal charges and overheads applied	1,201	952
0	Other operating funding applications	0	0
46,367	Total Applications of Operating Funding (B)	53,947	50,359
1,741	Surplus (deficit) of operating funding (A - B)	2,291	2,289
Sources of Capital Funding			
0	Subsidies and grants for capital expenditure	0	0
0	Development and financial contributions	0	0
0	Increase (decrease) in debt	0	0
0	Gross proceeds from sale of assets	0	0
0	Lump sum contributions	0	0
0	Other dedicated capital funding	0	0
0	Total Sources of Capital Funding (C)	0	0
Applications of Capital Funding			
	Capital Expenditure - To meet additional demand	0	0
0	Capital Expenditure - To improve level of service	0	0
0	Capital Expenditure - To replace existing assets	0	0
1,741	Increase / (Decrease) in reserves	2,291	2,289
0	Increase / (Decrease) in investments	0	0
1,741	Total Applications of Capital Funding (D)	2,291	2,289
(1,741)	Surplus / (Deficit) of Capital Funding (C - D)	(2,291)	(2,289)
0	Funding Balance ((A - B) + (C - D))	0	0

Council Organisation



Lake Hayes, Central Otago

Council Organisation

The work we do in Council Organisation provides business support to all other activities of Council, enabling them to deliver their work across the region.

Our internal business support services include information technology and services, records management, financial management and reporting, operational buildings and facilities, human resources, health and safety, and the vehicle fleet.

Our Port Otago activity relates to specific financial management matters between Council and Port Otago - matters that ensure the investment returns or dividends received, and the transactions associated with the council debt facility are accounted for appropriately.

We have two core activities within our Council Organisation work:

- Internal Services
- Port Otago

Group Revenue and Expenditure - Council Organisation

2025/26 Annual Plan \$000s		2026/27 LTP \$000s	2026/27 Annual Plan \$000s
8,148	Internal	8,930	9,554
8,148	Expenditure	8,930	9,554
(21,531)	General Rates	(21,531)	(23,019)
0	Targeted Rates	0	0
0	Fees & Charges	0	0
0	Grants	0	0
28,521	Other Income	30,019	28,949
1,157	Reserves	442	3,624
8,148	Revenue	8,930	9,554

Funding Impact Statement - Council Organisation

2025/26 Annual Plan \$000s	\$000s	2026/27 LTP \$000s	2026/27 Annual Plan \$000s
Sources of Operating Funding			
(21,531)	General rates, uniform annual general charge, rates penalties	(19,923)	(23,019)
0	Targeted rates	0	0
0	Subsidies and grants for operating purposes	0	0
0	Fees and charges	0	0
17,474	Internal charges and overheads recovered	19,822	18,912
27,587	Interest and dividends from investments	26,472	27,533
2,431	Local authorities fuel tax, fines, infringement fees and other receipts	935	2,484
25,962	Total Sources of Operating Funding (A)	27,306	25,910
Applications of Operating Funding			
18,743	Payments to staff and suppliers	20,509	21,352
5,464	Finance costs	6,603	5,625
140	Internal charges and overheads applied		22
0	Other operating funding applications	10	0
24,347	Total Applications of Operating Funding (B)	27,122	26,999
1,615	Surplus (deficit) of operating funding (A - B)	185	(1,090)
Sources of Capital Funding			
0	Subsidies and grants for capital expenditure	0	0
0	Development and financial contributions	0	0
24,700	Increase (decrease) in debt	15,000	15,000
5,846	Gross proceeds from sale of assets	524	521
0	Lump sum contributions	0	0
0	Other dedicated capital funding	0	0
30,546	Total Sources of Capital Funding (C)	15,524	15,521
Applications of Capital Funding			
	Capital Expenditure - To meet additional demand	0	0
797	Capital Expenditure - To improve level of service	791	787
10,885	Capital Expenditure - To replace existing assets	3,478	3,461
532	Increase / (Decrease) in reserves	11,440	8,365
19,947	Increase / (Decrease) in investments	0	1,818
32,161	Total Applications of Capital Funding (D)	15,709	14,431
(1,615)	Surplus / (Deficit) of Capital Funding (C - D)	(185)	1,090
(0)	Funding Balance ((A - B) + (C - D))	(0)	(0)

Forecast Financial Information



Poolburn, Central Otago

DRY

Operational expenditure

2025/26 Annual Plan \$000s	Activity	2026/27 LTP \$000s	2026/27 Annual Plan \$000s
15,518	Governance and Community Engagement	15,187	15,469
2,640	Regional Planning	2,304	2,215
14,173	Regulatory	14,525	14,676
32,331	Regional Leadership	32,017	32,359
20,125	Land & Water	22,834	19,235
11,996	Biodiversity & Biosecurity	12,993	12,011
1,769	Air	1,808	1,229
33,891	Environment	37,636	32,475
3,438	Natural Hazards & Climate Change	4,339	4,936
12,189	Flood Protection, Drainage & River Management	13,609	12,102
4,000	Emergency Management	4,076	4,128
19,627	Climate Change and Resilience	22,024	21,166
46,637	Transport	54,111	50,540
8,148	Council Organisation	8,930	9,554
140,634	Total Expenditure	154,717	146,094

Forecast operating expenditure at the activity level totals \$146.094 million compared to the \$154.717 million as consulted and agreed with the community for the LTP Year 3. The proposed total expenditure represents a decrease of \$8.623 million compared to the Year 3 Long-Term Plan forecast.

Sources of funding

2025/26 Annual Plan \$000s	Funding Source	2026/27 LTP \$000s	2026/27 Annual Plan \$000s
31,160	General Rates	34,438	30,078
37,306	Targeted Rates	45,832	38,389
13,622	Fees & Charges	4,873	6,134
25,162	Grants	27,068	29,985
29,156	Other Income	40,713	38,940
4,228	Reserves	1,794	2,568
140,634	Total Sources of Funding	154,717	146,094

The table above shows the forecast sources of funding applied to the cost of council activity. The total rating revenue (general and targeted) is \$68.467 million.