Extraordinary Council Meeting Agenda [2]
11 November 2026

Meeting will be held at the Otago Regional Council Chamber, Aonui, 180 High Street, Dunedin, Otago. This meeting will be live streamed on the ORC YouTube channel.

Members:
Cr Hilary Calvert (Chair)
Cr Kevin Malcolm (Deputy Chair)
Cr Robbie Byars
Cr Chanel Gardner
Cr Neil Gillespie
Cr Matt Hollyer
Cr Gary Kelliher
Cr Michael Laws
Cr Andrew Noone
Cr Gretchen Robertson
Cr Alan Somerville
Cr Kate Wilson

Senior Officer: Richard Saunders, Chief Executive
Meeting Support: Kylie Darragh, Governance Support Officer

11 November 2026 10:00 AM - 05:00 PM

Agenda Topic Page

1. WELCOME

2. APOLOGIES

No apologies had been received at the time of publishing.

3. CONFIRMATION OF AGENDA

The agenda to be confirmed as published.

4. DECLARATIONS OF INTEREST

Members are reminded of the need to stand aside from decision-making when a conflict arises between their role as an elected representative and any private or other external interest they might have. The Register of Member's Pecuniary Interests can be found on the ORC Website.

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This report seeks Council direction on proposed Long-Term Plan (LTP) 2027-37 business cases, activity build budgets, key result areas and levels of service.

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6. NOTICES OF MOTION 241

In accordance with Standing Order 27.1, a Notice of Motion has been received from Cr Kate Wilson for inclusion in the agenda for Council Extraordinary Meeting to be held on Wednesday, 11 November, 2026. This is attached.

7. CLOSURE

5.1. Draft LTP 2027-37 Activity Builds and Business Case Proposals

Prepared for:	Council
Report No.	S&C2651
Activity:	Organisational Planning and Performance
Author:	Jasmin Lamorie (Senior Corporate Planner), Joanne Greatbanks (Manager Organisational Planning and Performance)
Endorsed by:	Amanda Vercoe (General Manager Strategy and Customer)
Date:	11 November 2026
Portfolio Leads:	Cr Malcolm and Cr Gardner, Finance

PURPOSE

[1] This report seeks Council direction on proposed Long-Term Plan (LTP) 2027-37 business cases, activity build budgets, key result areas and levels of service.

[2] Council direction will enable continued refinement and consolidation of draft LTP 2027-37 budgets, work programmes and development of consultation options, leading to further consideration and decision making on 2 December 2026.

[3] This phase of LTP development, from November to February, is focussed on building a right-sized draft LTP and identifying the options on which councillors want community input and feedback. Following community consultation in March 2027, Council will have further opportunities to test and refine the LTP before its adoption in June 2027.

EXECUTIVE SUMMARY

[4] This report and attached supporting documents outline the proposed LTP budgets, key result areas and levels of service for each ORC directorate and management area, as presented in the Activity Build sheets at the Council workshop on 29 October 2026.

[5] This report and attached supporting documents also outline the proposed LTP business cases as presented in the Council workshop on 30 October 2026, incorporating subsequent adjustments and additional information requested by Councillors.

[6] Clear direction from Council, in relation to each management group base budget and each proposed business case, is now critical to enabling staff to proceed with developing a consolidated picture of draft LTP 2027-37 budgets, work programmes and consultation options to bring to Council for further direction at the 2 December 2026 Council meeting.

[7] Late changes or lack of direction may impact the organisation's ability to support a legislatively compliant process, including audit requirements and statutory timelines for LTP delivery.

[8] The broad timeframe for this phase of the LTP is below:

- October: Workshop on LTP Activity build and business cases
- November: Additional LTP Council meeting and briefings
- December: Council meeting to direct on budgets and consultation topics to inform the draft LTP and Consultation Document (CD)
- Late January: LTP Audit commences (4 week external audit)
- Early February: Council to consider the draft LTP and CD for consultation
- Mid March: Consultation opens

RECOMMENDATION

That the Council:

1) ***Considers*** *the draft LTP 2027-2037 activity builds for the groups below and endorses (with or without changes) each group's budget, direction of key result areas and levels of service for inclusion in the draft material to come back to Council on 2 December 2026*
2) ***Endorses*** *the* ***Environmental Delivery group*** *(including Consents, Compliance, Environmental Delivery Data and Systems, Harbourmaster, Environmental Implementation (non-catchments) budget, direction of key result areas and levels of service*
3) ***Notes*** *a workshop on 18 November will provide further information on the* ***catchment components*** *of the Environmental Delivery (including Integrated Catchment Management, Catchment Advisors, Large-scale environment fund, Eco-fund and Funding for Otago Catchments Community) budget, key result areas and levels of service, and the business cases for improvement freshwater outcomes and CAP implementation*
4) ***Endorses*** *the* ***Science and Resilience group*** *(including Engineering, Environmental Monitoring, Natural Hazards, Civil Defence and Emergency Management) budget, direction of key result areas and levels of service*
5) ***Notes*** *a workshop on 18 November will provide further information on the* ***science*** *budget, key result areas and levels of service*
6) ***Endorses*** *the* ***Regional Planning and Transport group*** *budget, direction of key result areas and levels of service*
7) ***Endorses*** *the* ***Strategy and Customer group*** *budget, direction of key result areas and levels of service*
8) ***Endorses*** *the* ***People and Corporate group*** *budget, direction of key result areas and levels of service*
9) ***Endorses*** *the* ***Finance group*** *budget, direction of key result areas and levels of service*
10) ***Considers*** *the* ***proposed business cases potentially for consultation****, and reviews additional information where it has been provided, and provides direction on next steps, including whether or not these meet the significant test*
11) ***Endorses*** *the direction (with or without changes) of the* ***air quality improvement initiative*** *and request this be progressed as a consultation topic for further review by Council on 2 December*
12) ***Endorses*** *the direction (with or without changes) of the* ***environmental improvement initiatives*** *and request that these be progressed as a consultation package, or instead embedded in base activity builds, for further review by Council on 2 December*
    a. *Lagarosiphon – increased investment*
    b. *Wilding Conifers – maintaining the baseline investment level*
    c. *Hill-Country Erosion – increased investment to receive government funding*

13) ***Endorses*** *the direction (with or without changes) of the* ***Queenstown/Central Otago transport initiatives*** *and progress these as a consultation package for further review on 2 December*
    a. *Queenstown Service Improvements*
    b. *Otago Central Lakes – Upper Clutha Trial funding option*
    c. *Otago Central Lakes – Sub-Regional Trial funding option*
14) ***Endorses*** *the direction (with or without changes) of the* ***Dunedin and Coast transport initiatives*** *and progress these as a consultation package for further review on 2 December*
    a. *Extend Mosgiel On-Demand to Outram and funding options*
    b. *Ōamaru service funding options*
    c. *Clutha trial / airport service*
15) ***Endorses*** *the direction (with or without changes) of the proposed funding for* ***growth service trials*** *and progress this as a consultation package for further review on 2 December*
16) ***Considers*** *the proposed* ***business cases for increased investment*** *where consultation isn't intended, and determine whether these meet the significance test and provide direction on next steps*
17) ***Notes*** *the following actions with respect to* ***other transport business cases****:*
    a. *The increased funding required for Total Mobility is included in the Transport activity build*
    b. *Proposed Public and Active Transport Connectivity Strategy implementation funding has been removed from the business case budgets*
    c. *Proposed Community Transport implementation funding has been removed from the business case budgets*
    d. *The increased funding for Mass Rapid Transit investigations will be included in the Transport activity build*
    e. *The increased funding for the On-Demand investigation for Queenstown Hill and Goldfield Heights will be included in the Transport activity build*
    f. *The increased funding for Queenstown PT infrastructure upgrades will be included in the Transport activity build, excluding the ferry realtime tracking*
    g. *The increased funding for the Dunedin PT improvements will be included in the base-build, noting this is subject to NZTA funding which wasn't received last time*
18) ***Notes*** *further information on the* ***Resource Management Reform business case*** *will be provided to support decision making in December*
19) ***Notes*** *further information on* ***Civil Defence and Emergency Management reform business case*** *package will be provided to support decision making in December*

BACKGROUND

[9] The LTP is a key planning document, outlining the long-term vision for the Otago region and setting out the activities and services we intend to deliver and how these will be funded. It is a statutory process defined in the Local Government Act 2002 (LGA).

[10] Although significant changes to the sector are underway through the Local Government (Systems Improvement) Act and the Simplifying Local Government policy, Councils are still required to produce an LTP for 2027-37. Recent changes to legislation mean that elected members should be aware of the revised purpose of local government, the focus on core services and future rates capping when considering LTP work programmes and budgets.

[11] A Council workshop was held on 29 October 2026 which outlined the LTP draft financial estimates and provided detailed information about key result areas, drivers, areas of delivery, service levels, budgets and funding methods for each ORC management group. Additionally, potential opportunities for new or expanded work programmes were included in business case information presented on 30 October 2026.

DISCUSSION

[12] The attached financial information provides a summary of the anticipated financial impacts to the draft LTP 2027-37, to support Council's consideration and direction.

[13] Activity build summaries are attached to this report and outline the proposed LTP budgets, key result areas and levels of service for each management area. Detailed Activity Build sheets were presented at the Council workshop on 29 October 2026 and outlined the drivers, geographic area and funding mechanisms for each key result area as well as expected costs and staffing for the next three years.

[14] This report seeks Council endorsement of direction on the activity build budgets and planned work in order for staff to continue with planning, budgeting and building a consolidated financial picture.

[15] The attached business case information covers a range of topics for Council to consider and provide direction on. The key topics being put forward for consideration as items to consult with the community relate to:

a. Air quality improvement initiatives,
b. Environmental improvement initiatives,
c. Queenstown/Central Otago transport initiatives,
d. Dunedin and coast transport initiatives and,
e. Public transport growth service trials

[16] There is also business case information on items not suggested for community consultation but where direction from Council is still required. These relate to a range of public transport work.

[17] Clear direction from Council is now critical to enabling staff to progress the next phase of necessary consolidation work ahead of the December Council meeting.

OPTIONS

[18] There are options provided in the attached business case information enabling Council to consider options related to the scale of work, budgets and/or funding mechanisms.

[19] Staff are not providing recommended options beyond the detail included in the attachments to this report.

SUMMARY OF CONSIDERATIONS

Community Outcomes

This work aligns with the following community outcomes from the ORC 2024-2034 Long-Term Plan:

Whole of Organisation

This work supports the whole organisation and, therefore, all Community Outcomes.

Councillor Priority Actions

Delivery of work that progresses Councillor Priority actions is included in the key result areas of various management groups and was identified in the activity build sheets presented to Council on 29 October 2026. The attached business cases address specific priority actions:

- CPA8, Identify priority locations for targeted resource investment into air quality improvement.
- EDA2, Assess opportunities for eradication or a step-change intervention for lagarosiphon.
- EDA3, Support community and voluntary efforts to control wilding pines.
- EDA4, Accelerate delivery of integrated catchment management plans.

Alignment with Central Government Legislation

This work is consistent with relevant central government policy and direction. Specifically, it aligns with the Local Government Act 2002.

Alignment with Otago Regional Council Internal Policy

The development of the LTP is informed by ORC's overall policy framework.

Financial Considerations

The budget for developing the LTP was approved through the 2024-2034 LTP and comes from the Regional Leadership activity budget. Financial consideration such as a balanced budget, implications of rates capping legislation and affordability are important aspects of developing the LTP 2027-37.

Legal Compliance/Risk

There is insignificant/minor risk that decisions arising from this report could expose Council to litigation, regulatory non-compliance, or breach of policy/legislation.

Reputational Risk

There is insignificant/minor risk that decisions arising from this report could adversely impact Council's reputation or community trust.

Climate Resilience

The impacts of climate-related risks (e.g. flooding, drought, extreme winds, coastal erosion, wildfires) on this work has not been assessed.

Carbon Emissions

The implications of this work on organisational or regional greenhouse gas emissions has not been assessed.

He Mahi Rau Rika: Significance, Engagement and Māori Participation Policy

This work is of MEDIUM significance as assessed against He Mahi Rau Rika.

Engagement with Mana Whenua

Staff engagement with Aukaha and Te Ao Marama has supported development of management area work plans as outlined in the memo provided to Council with workshop

material on 29 October 2026. Engagement is ongoing, and is on the agenda for Mana to Mana, to support governance engagement.

Stakeholder Engagement
Staff engagement with stakeholders supported development of specific management area work plans as outlined in the memo provided to Council with workshop material on 29 October 2026.

Communications
A proposed communications and engagement approach for LTP consultation will be presented to Council in November.

NEXT STEPS

[20] November 2026: Staff will action the direction provided by Council and refine work programmes and budgets as required.

[21] 02 December 2026: Draft budgets, the consolidated financial picture and consultation options will be brought to Council for direction.

ATTACHMENTS

1. Environmental Delivery Activity summary and SCRE [**5.1.1** - 8 pages]
2. Science and Resilience Directorate Activity Summary and SCRE [**5.1.2** - 13 pages]
3. Regional Planning and Transport Activity Summary and SCRE [**5.1.3** - 6 pages]
4. Strategy and Customer Directorate Activity Summary and SCRE [**5.1.4** - 7 pages]
5. People and Corporate Directorate Activity summary and SCRE [**5.1.5** - 7 pages]
6. Finance Directorate Activity Summary and SCRE [**5.1.6** - 4 pages]
7. Air quality initiatives business case and information [**5.1.7** - 18 pages]
8. Lagarosiphon business case and information [**5.1.8** - 33 pages]
9. Wilding conifer business case and information [**5.1.9** - 81 pages]
10. Hill country erosion business case and information [**5.1.10** - 21 pages]
11. Transport Business Cases and Information [**5.1.11** - 48 pages]

DRAFT LTP 2027-37 ACTIVITY BUILD SUMMARY | Environmental Delivery Directorate

MANAGEMENT AREA	BUSINESS UNIT: Environmental Implementation

1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037

WO NUMBER	WORK ORDER	KEY RESULT AREA
WO.128	ECO Fund	ECO Fund and incentive funding (to be called ECO Fund going forward)
WO.657	Large Scale Environmental Fund	Large scale fund
WO.652	Site-led programme	Site led biosecurity
NEW-LF	Lagarosiphon funding	Funding for LINZ for Lagarosiphon control work
WO.155	Wilding Conifers (ORC)	Wilding conifer community funding
NEW-CF	Community funding	**Community funding:** Includes QE11 ($50k) and nga whenua rahui ($50K) funding Balance farm awards ($20k) OCC funding ($430k)
NEW-SM	Surveillance and monitoring	Surveillance and monitoring
WO.473	RPMP Review	RPMP review and refinement
WO.124	Biosecurity Operations	**Biosecurity Compliance:** RPMP education and compliance inspections (for the pest plants and animals in the RPMP programmes: Exclusion, Eradication, Progressive Containment, Sustained Control and Site-led). Support regulation and understanding of the rules through to enforcement (default work/prosecution) if required.
NEW-DBP	Development of Biosecurity Programmes	**Development and refinement of Biosecurity Programmes** This includes development and refinement of marine, terrestrial and freshwater monitoring and surveillance programmes to inform regulatory and non regulatory responses for Biosecurity.
NEW-BIR	Biosecurity Incursion response	**Biosecurity Incursion response:** this includes pest plants and animals listed in RPMP - Exclusion programme, or new threats such as HPAI, freshwater gold clam, African Feathergrass.
WO.676	Biosecurity - Bio control	**Biocontrol:** (uses insects, animals or diseases to reduce plant or animal pests) ORC manages, monitors, releases organisms. Support and lead research for emerging opportunities.
WO.675	Biosecurity - Non-Regulatory	Biosecurity - non regulatory community support
WO.152	Wallabies (MPI)	Wallabies
WO.153	Wallabies (ORC)	Wallabies
NEW-WC	Wilding Conifers (ORC) strategy implementation	Wilding Conifers
WO.154	Wilding Conifers (MPI)	Wilding Conifers
NEW-CCD	ORC contribution to Check Clean Dry	Check Clean Dry
WO.126	Check Clean Dry	Check Clean Dry
WO.138	Integrated Catchment Management	Create and review Catchment Action Plans
WO.130	Environmental Management	Implement Catchment action plans - Specific projects to delivery and support for groups
WO.125	Catchment Advice	Catchment Advisors delivery and engagement
NEW-LH	Waiwhakaata/ Lake Hayes	Waiwhakaata/Lake Hayes
NEW-LT	Lake Tuakitoto	Lake Tuakitoto
NEW-BSI	Biodiversity strategy implementation	Biodiversity strategy implementation
NEW-TH	Te Hakapupu maintenance	Te Hakapupu maintenance

2. SERVICE PERFORMANCE

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS			Detail of change
		YR1: 2027-28	YR2: 2028-29	YR3: 2029-30	
Provide targeted advice, workshops and events that support landowners and communities to understand and adopt best-practice land management to support land, water management and biodiversity enhancement	% Participants report increased knowledge following ORC-supported advice, workshops and events.	≥80%	≥80%	≥80%	New measure. Outcome measure to represent the effect of the workshops
Catchment Action Plans are kept current and responsive, developed in partnership with mana whenua and collaboration with communities, to give effect to the Integrated Catchment Management Programme.	% CAP delivery groups receiving an annual ORC CAP action report within last 12 months of the last report.	100%	100%	100%	New measure. Delivery of the CAPs has been completed. This measure now serves a maintenance function, monitoring the continued ORC support of the CAPs.
Provide support and funding to selected initiatives and organisations across the region which deliver environmental outcomes that align with our strategic objectives.	% Funded projects that meet performance expectations as based on review of annual report.	100%	100%	100%	New measure. This measure previously determined whether funding criteria had been met. It has now been changed to a delivery-assurance measure (assesses ongoing performance rather than funding eligibility).
Develop and deliver practices and programmes that give effect to the Regional Pest Management Plan	% Actions in the Biosecurity Operational Plan are progressed.	≥90%	≥90%	≥90%	Reformat with SMART framework.
Deliver externally funded programmes in accordance with funding agreements and intended environmental outcomes.	% Externally funded programme deliverables on track in accordance with funding agreements	100%	100%	100%	General measure created to cover both all externally funded projects. No change in service levels.
Develop and implement projects which enhance water quality and biodiversity in selected water bodies and their catchments.	% Project actions progressed on schedule.	≥80%	≥80%	≥80%	Reformat with SMART framework.* newly added from LTP workshop. No change in service level.

MANAGEMENT AREA	BUSINESS UNIT: Consents

1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037

WO NUMBER	WORK ORDER	KEY RESULT AREA
RCP.FIN	Consents Processing - Consents	Assessment and processing of applications under the Resource Management Act 1991, Fast-track approvals legislation, national regulations and standards, and regional plans. Activities include application assessment, technical review, statutory processing, hearings support, decision-making processes, and coordination of specialist advice to support timely and robust regulatory decisions.
WO.448	Fast Track Consents	Fast Track administration and operational support functions required to implement and manage Fast-track consenting, including application and portal administration, maintaining consent records and data, coordinating working groups, preparing updates and reporting, stakeholder and community engagement, business support, process development, and implementation of regulatory requirements.
WO.47	Consents Administration	Administration and operational support functions, including processing minor corrections or small applications, consent surrenders, condition entry, records management, customer enquiries, reporting, system administration, implementation of national regulations and standards and business improvement initiatives that support the effective and efficient delivery of consent services.

WO.43	**Consent Public Enquiries**	Public enquiries and customer service and enquiry support for consent applicants, consent holders and members of the public. Activities include responding to enquiries about consent requirements and processes, providing application guidance, assisting customers to access consent information, supporting pre-application discussions, and directing requests to the appropriate technical staff.
WO.42	**Consent Application Subsidy**	Consent funding for environmental enhancement both the resource consents and compliance cost. Funding is allocated through established criteria and application processes. This activity comprises a dedicated budget and does not include associated staffing resources.

2. SERVICE PERFORMANCE

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS			DETAIL OF CHANGES
		YR1: 2027-28	YR2: 2028-29	YR3: 2029-30	
Provide timely, legislatively compliant, and customer-focused consenting services and advice, that enable the appropriate use of environmental resources.	% Resource consent applications processed within statutory timeframes.	≥98%	≥98%	≥98%	reformat with SMART framework. No change in service level.
Provide timely, legislatively compliant, and customer-focused consenting services and advice, that enable the appropriate use of environmental resources.	% Public enquiries for consent information responded to within 20 working days.	≥98%	≥98%	≥98%	reformat with SMART framework. Potential change in service level to match LGOIMA timeframes

MANAGEMENT AREA: **BUSINESS UNIT: Compliance**

1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037

WO NUMBER	WORK ORDER	KEY RESULT AREA
WO.27	**Incident Response**	Incident Response
IN99FIN	**Investigations and Enforcement**	Investigations and Enforcement
WO.9	**Compliance Technical Administration**	Compliance Technical Administration
RCM.FIN	**Compliance Monitoring**	Compliance Monitoring
WO.14	**Compliance Monitoring - Education**	Compliance Monitoring - Education and Engagement and non chargeable
WO.24	**HAIL**	Contaminated Land Register and Monitoring

2. SERVICE PERFORMANCE

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS			DETAIL OF CHANGES
		YR1: 2027-28	YR2: 2028-29	YR3: 2029-30	
Deliver compliance monitoring and investigations, with proportionate enforcement actions to ensure the lawful use of environmental resources.	% Programmed inspections and audits completed within the approved annual monitoring schedule	≥95%	≥95%	≥95%	Reformat with a SMART framework, target updated, r
Deliver compliance monitoring and investigations, with proportionate enforcement actions to ensure the lawful use of environmental resources.	% Significant non-compliance cases receiving a policy-consistent enforcement decision	100%	100%	100%	Reformat with a SMART framework
Deliver compliance monitoring and investigations, with proportionate enforcement actions to ensure the lawful use of environmental resources.	% Pollution-response roster coverage maintained 24/7/365.	100%	100%	100%	Reformat with a SMART framework

MANAGEMENT AREA: **BUSINESS UNIT: Environmental Delivery Data and Systems**

1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037

WO NUMBER	WORK ORDER	KEY RESULT AREA
R2RSM99FIN / WO.172 / WO.429	**Major Clients PM / R2RS42 Reg Data Admin / R2RS32 Admin - PM**	Compliance monitoring data and reporting of performance monitoring consent conditions, includes compliance support.
WO.424	**Procurement, Reg technical work, compliance support**	Procurement and contract management for all ED Groups, compliance administration and specialist technical support services across the Environmental Delivery Group. Key functions include contractor procurement and management, consent and compliance data management, regulatory reporting, financial administration, workflow and process improvement, records management, customer support, monitoring programme administration, low risk compliance work and screening, technical compliance audits, compliance grading and assessment, document management, system support, performance reporting, and coordination of regulatory and compliance work programmes.
NEW	**System Support and Reporting**	System support and reporting (Aquarius and Accela/Nextgen), includes Accela, Aquarius and Nextgen regulatory support implementation.

2. SERVICE PERFORMANCE

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS			DETAIL OF CHANGES
		YR1: 2027-28	YR2: 2028-29	YR3: 2029-30	
Deliver compliance monitoring and investigations, with proportionate enforcement actions to ensure the lawful use of environmental resources.	% Performance monitoring returns reviewed and actioned within the approved monitoring schedule timeframes.	≥95%	≥95%	≥95%	Rewording, target adjusted.

MANAGEMENT AREA: **BUSINESS UNIT: Harbourmaster**

1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037

WO NUMBER	WORK ORDER	KEY RESULT AREA
WO.230	**Harbour Management**	**Navigational Safety** -Navigational bylaws and monitoring of compliance and enforcement -Aids to navigation across the region including signage, buoys. Port and Harbour Marine Safety Code compliance for the Otago Region. -Maintain compliance with the PHMSC, self assessment every year and an external review every 4 years
WO.235	**Oil Spill - General**	**Oil spill response** - Maintain 20 trained staff for Oil Spill response. Equipment storage and maintenance.
NEW-ATN	**Signs, buoys and aids to navigation etc**	Ongoing placement, replacement, upgrading and navigational safety requirements for signage and aids to navigation across the region. ORC are responsible for some 250 AtoN and 100+ navigational safety signs
NEW-AE	**Engagement and advertising**	Promotion of boating safety and interactions with public stakeholders, notification of changes, incident and navigational safety matters.
NEW-SC	**Port and Marine Harbour Safety Code**	. Annual fee to Maritime New Zealand
-	**Central Lake Sampling**	Provide support for the EM team with the sampling programme for the Central Otago Lakes

2. SERVICE PERFORMANCE

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS			DETAIL OF CHANGES
		YR1: 2027-28	YR2: 2028-29	YR3: 2029-30	
Provide reliable and capable environmental response services to pollution incidents, notifications of non-compliant activities.	% Service availability of response cover maintained 24/7/365.	100%	100%	100%	New measure. More public facing measure to represent KRA.
Maintain compliant maritime safety controls across the region's navigable waterways.	Annual self-review has been completed within the last 12 months.	Completed	Completed	Completed	Reformat with SMART framework. No change in service level.
Promote and encourage safe use of all Otago's navigable waterways and take appropriate action in response to non-compliance and incidents.	% Major incidents reported to Council, including any non-compliance activities/educational engagement for effective navigational risk management.	100%	100%	100%	New measure. More public facing measure to represent KRA.

SCRE - MGT GRP $ - Cost Centre Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	Year 26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	Year 1 Movment $	 %
Compliance	Compliance Monitoring & Contaminated Sites	2012 - Compliance Monitoring & Contaminated Sites - Compliance	Operational revenue	Fees and Charges	1250 - Fees (Exchange)	-830,977	-1,085,597	-1,125,017	-1,165,509	-1,208,187	-1,250,452	-1,290,797	-1,330,637	-1,371,420	-1,413,589	-1,454,612	-254,620	31%
			Operational revenue Total			**-830,977**	**-1,085,597**	**-1,125,017**	**-1,165,509**	**-1,208,187**	**-1,250,452**	**-1,290,797**	**-1,330,637**	**-1,371,420**	**-1,413,589**	**-1,454,612**	-254,620	31%
			Operational expenses	Personnel Costs		509,026	641,015	668,176	691,563	715,767	740,819	766,748	793,584	821,359	850,107	879,861	131,989	26%
				Contract Services and Consultants	3360 - Contractors		20,360	20,849	21,307	21,797	22,212	22,656	23,109	23,548	23,995	24,427	20,360	-
					3390 - Consultants	10,424	10,180	10,424	10,654	10,899	11,106	11,328	11,554	11,774	11,998	12,214	-244	-2%
				Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	32,171	48,421	52,437	56,452	61,212	64,129	66,561	67,963	69,278	70,654	69,905	16,250	51%
					6150 - Internal Charges - Overheads	257,100	364,603	372,088	384,468	397,421	411,077	422,372	433,271	444,284	455,635	466,984	107,503	42%
				Other Expenses - Direct	3990 - Accommodation & Travel Related Costs	1,407											-1,407	-100%
					4470 - Other Sundry Expenses	20,849	1,018	1,042	1,065	1,090	1,111	1,133	1,155	1,177	1,200	1,221	-19,831	-95%
			Operational expenses Total			**830,977**	**1,085,597**	**1,125,017**	**1,165,509**	**1,208,187**	**1,250,452**	**1,290,797**	**1,330,637**	**1,371,420**	**1,413,589**	**1,454,612**	254,620	31%
		2012 - Compliance Monitoring & Contaminated Sites - Compliance Total				-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	200%
		2031 - Compliance - Other	Operational revenue	Rates Revenue	1110 - Rates - General	-2,047,476	-2,181,135	-2,258,546	-2,338,163	-2,421,870	-2,505,355	-2,584,727	-2,663,788	-2,744,965	-2,827,982	-2,909,833	-133,658	7%
			Operational revenue Total			**-2,047,476**	**-2,181,135**	**-2,258,546**	**-2,338,163**	**-2,421,870**	**-2,505,355**	**-2,584,727**	**-2,663,788**	**-2,744,965**	**-2,827,982**	**-2,909,833**	-133,658	7%
			Operational expenses	Personnel Costs		1,232,075	1,269,936	1,323,746	1,370,078	1,418,030	1,467,660	1,519,029	1,572,195	1,627,221	1,684,175	1,743,121	37,862	3%
				Contract Services and Consultants	3360 - Contractors		25,450	26,061	26,634	27,247	27,764	28,320	28,886	29,435	29,994	30,534	25,450	-
					3390 - Consultants	72,971	15,270	15,636	15,980	16,348	16,659	16,992	17,332	17,661	17,997	18,320	-57,701	-79%
					3480 - Legal Cost - General		2,545	2,606	2,663	2,725	2,776	2,832	2,889	2,943	2,999	3,053	2,545	-
					4340 - Repairs & Maintenance	10,424											-10,424	-100%
				Depreciation and Amortisation	4600 - Depreciation Expense	4,881	2,919	2,770	2,770	2,770	2,770	2,189	1,847	1,747	749		-1,962	-40%
				Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	16,086	75,658	81,932	88,206	95,644	100,201	104,001	106,193	108,247	110,397	109,226	59,572	370%
					6150 - Internal Charges - Overheads	622,298	722,326	737,155	761,682	787,344	814,398	836,776	858,367	880,184	902,672	925,158	100,029	16%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	14,577	14,839	15,196	15,530	15,887	16,189	16,513	16,843	17,163	17,489	17,804	262	2%
					3820 - Subscriptions		4,072	4,170	4,261	4,359	4,442	4,531	4,622	4,710	4,799	4,885	4,072	-
					3880 - Minor Equipment Purchases (<$1,000)		12,725	13,030	13,317	13,623	13,882	14,160	14,443	14,717	14,997	15,267	12,725	-
					3960 - Food & Catering Costs		5,090	5,212	5,327	5,449	5,553	5,664	5,777	5,887	5,999	6,107	5,090	-
					3990 - Accommodation & Travel Related Costs	19,268	19,615	20,086	20,527	21,000	21,399	21,827	22,263	22,686	23,117	23,533	346	2%
					4470 - Other Sundry Expenses	54,896	10,689	10,946	11,186	11,444	11,661	11,894	12,132	12,363	12,598	12,824	-44,207	-81%
			Operational expenses Total			**2,047,476**	**2,181,134**	**2,258,546**	**2,338,163**	**2,421,870**	**2,505,355**	**2,584,726**	**2,663,788**	**2,744,965**	**2,827,982**	**2,909,833**	133,658	7%
		2031 - Compliance - Other Total				-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	150%
		2033 - Contaminated Sites	Operational revenue	Rates Revenue	1110 - Rates - General		-151,791	-157,021	-162,420	-168,029	-173,871	-179,490	-185,186	-191,040	-197,093	-203,297	-151,791	-
			Operational revenue Total				**-151,791**	**-157,021**	**-162,420**	**-168,029**	**-173,871**	**-179,490**	**-185,186**	**-191,040**	**-197,093**	**-203,297**	-151,791	-
			Operational expenses	Personnel Costs			96,757	100,857	104,387	108,040	111,822	115,736	119,786	123,979	128,318	132,809	96,757	-
				Internal Allocations and Charges	6150 - Internal Charges - Overheads		55,034	56,164	58,033	59,988	62,049	63,754	65,399	67,062	68,775	70,488	55,034	-
			Operational expenses Total				**151,791**	**157,021**	**162,420**	**168,028**	**173,871**	**179,490**	**185,186**	**191,040**	**197,093**	**203,297**	151,791	-
		2033 - Contaminated Sites Total					-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-
	Compliance Monitoring & Contaminated Sites Total					**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	283%
	Incident Response & Enforcement	2010 - Incident Response	Operational revenue	Fees and Charges	1200 - Infringement Fees	-250,000	-250,000	-250,000	-250,000	-250,000	-250,000	-250,000	-250,000	-250,000	-250,000	-250,000	0	0%
					1250 - Fees (Exchange)	-50,000	-50,000	-50,000	-50,000	-50,000	-50,000	-50,000	-50,000	-50,000	-50,000	-50,000	0	0%
				Rates Revenue	1110 - Rates - General	-2,012,596	-2,253,352	-2,344,152	-2,435,882	-2,533,807	-2,627,050	-2,716,743	-2,804,421	-2,893,481	-2,985,431	-3,072,267	-240,756	12%
			Operational revenue Total			**-2,312,596**	**-2,553,352**	**-2,644,152**	**-2,735,882**	**-2,833,807**	**-2,927,050**	**-3,016,743**	**-3,104,421**	**-3,193,481**	**-3,285,431**	**-3,372,267**	-240,756	10%
			Operational expenses	Personnel Costs		1,222,030	1,275,789	1,328,628	1,374,248	1,421,513	1,470,129	1,520,499	1,572,609	1,626,446	1,682,144	1,739,691	53,759	4%
				Contract Services and Consultants	3360 - Contractors		18,324	18,764	19,177	19,618	19,990	20,390	20,798	21,193	21,596	21,985	18,324	-
					3390 - Consultants	104,244	152,700	156,365	159,805	163,480	166,586	169,918	173,317	176,610	179,965	183,205	48,456	46%
					3480 - Legal Cost - General	218,912	223,960	229,335	234,381	239,771	244,327	249,213	254,198	259,027	263,949	268,700	5,048	2%
					4340 - Repairs & Maintenance		5,090	5,212	5,327	5,449	5,553	5,664	5,777	5,887	5,999	6,107	5,090	-
				Depreciation and Amortisation	4600 - Depreciation Expense	767	1,253	2,052	2,411	3,235	4,092	4,967	5,860	6,771	7,700	8,646	487	64%
				Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	73,391	151,316	163,865	176,411	191,287	200,402	208,002	212,385	216,494	220,794	218,452	77,925	106%
					6150 - Internal Charges - Overheads	584,317	687,930	702,053	725,411	749,852	775,617	796,929	817,493	838,271	859,688	881,102	103,613	18%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	9,382	9,551	9,780	9,995	10,225	10,419	10,628	10,840	11,046	11,256	11,459	169	2%
					3990 - Accommodation & Travel Related Costs	23,455	23,876	24,449	24,987	25,562	26,047	26,568	27,100	27,615	28,139	28,646	421	2%
					4440 - Software Licenses & SaaS/IaaS Fees	3,127											-3,127	-100%
					4470 - Other Sundry Expenses	72,971	3,563	3,649	3,729	3,815	3,887	3,965	4,044	4,121	4,199	4,275	-69,408	-95%
			Operational expenses Total			**2,312,596**	**2,553,352**	**2,644,151**	**2,735,882**	**2,833,807**	**2,927,050**	**3,016,743**	**3,104,421**	**3,193,481**	**3,285,430**	**3,372,267**	240,756	10%
		2010 - Incident Response Total				-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	117%
	Incident Response & Enforcement Total					**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	117%
Compliance Total						**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	200%

SCRE - MGT GRP $ - Cost Centre Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	Year 26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	Year 1 Movment $	 %
Consents	**Consent Processing**	**2011 - Consents Processing**	Operational revenue	Fees and Charges	1250 - Fees (Exchange)	*-2,794,694*	-3,247,876	-3,349,506	-3,452,756	-3,560,653	-3,668,632	-3,774,417	-3,881,728	-3,990,787	-4,103,231	-4,217,237	-453,182	16%
			Operational revenue Total			***-2,794,694***	**-3,247,876**	**-3,349,506**	**-3,452,756**	**-3,560,653**	**-3,668,632**	**-3,774,417**	**-3,881,728**	**-3,990,787**	**-4,103,231**	**-4,217,237**	-453,182	16%
			Operational expenses	Personnel Costs		*1,404,927*	1,451,404	1,512,902	1,565,855	1,620,659	1,677,381	1,736,090	1,796,854	1,859,743	1,924,835	1,992,204	46,477	3%
				Contract Services and Consultants	3390 - Consultants	*573,342*	814,400	833,946	852,293	871,895	888,461	906,230	924,355	941,918	959,814	977,091	241,058	42%
					3480 - Legal Cost - General	*52,122*	101,800	104,243	106,537	108,987	111,058	113,279	115,544	117,740	119,977	122,136	49,678	95%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	*759,612*	859,912	877,566	906,764	937,315	969,521	996,161	1,021,866	1,047,839	1,074,610	1,101,378	100,300	13%
				Other Expenses - Direct	3990 - Accommodation & Travel Related Costs	*4,691*	20,360	20,849	21,307	21,797	22,212	22,656	23,109	23,548	23,995	24,427	15,669	334%
			Operational expenses Total			***2,794,694***	**3,247,876**	**3,349,506**	**3,452,756**	**3,560,653**	**3,668,632**	**3,774,417**	**3,881,728**	**3,990,787**	**4,103,231**	**4,217,237**	453,182	16%
		2011 - Consents Processing Total				*-0*	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	0	0%
		2028 - Consent Administration	Operational revenue	Rates Revenue	1110 - Rates - General	*-938,085*	-1,245,176	-1,286,427	-1,328,917	-1,373,155	-1,418,602	-1,462,531	-1,507,057	-1,552,638	-1,599,715	-1,647,781	-307,091	33%
			Operational revenue Total			***-938,085***	**-1,245,176**	**-1,286,427**	**-1,328,917**	**-1,373,155**	**-1,418,602**	**-1,462,531**	**-1,507,057**	**-1,552,638**	**-1,599,715**	**-1,647,781**	-307,091	33%
			Operational expenses	Personnel Costs		*542,384*	696,674	726,193	751,610	777,916	805,143	833,323	862,490	892,677	923,921	956,258	154,289	28%
				Contract Services and Consultants	3390 - Consultants	*30,600*	50,900	52,122	53,268	54,493	55,529	56,639	57,772	58,870	59,988	61,068	20,300	66%
					3480 - Legal Cost - General		20,360	20,849	21,307	21,797	22,212	22,656	23,109	23,548	23,995	24,427	20,360	-
					4065 - Iwi Partnerships, Contributions and Payments		10,180	10,424	10,654	10,899	11,106	11,328	11,554	11,774	11,998	12,214	10,180	-
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	*292,159*	412,758	421,232	435,247	449,911	465,370	478,157	490,496	502,962	515,813	528,662	120,599	41%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	*21,672*	22,062	22,592	23,089	23,620	24,068	24,550	25,041	25,517	26,001	26,469	390	2%
					3660 - Advertising and Engagement	*5,100*											-5,100	-100%
					3820 - Subscriptions	*4,170*	5,090	5,212	5,327	5,449	5,553	5,664	5,777	5,887	5,999	6,107	920	22%
					3990 - Accommodation & Travel Related Costs	*26,363*	22,062	22,592	23,089	23,620	24,068	24,550	25,041	25,517	26,001	26,469	-4,301	-16%
					4470 - Other Sundry Expenses	*15,637*	5,090	5,212	5,327	5,449	5,553	5,664	5,777	5,887	5,999	6,107	-10,547	-67%
			Operational expenses Total			***938,085***	**1,245,176**	**1,286,427**	**1,328,917**	**1,373,155**	**1,418,602**	**1,462,531**	**1,507,057**	**1,552,638**	**1,599,715**	**1,647,781**	307,091	33%
		2028 - Consent Administration Total				*-0*	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	100%
		2029 - Consent Appeals	Operational revenue	Rates Revenue	1110 - Rates - General	*-318,511*	-108,643	-111,250	-113,698	-116,313	-118,523	-120,893	-123,311	-125,654	-128,042	-130,346	209,868	-66%
			Operational revenue Total			***-318,511***	**-108,643**	**-111,250**	**-113,698**	**-116,313**	**-118,523**	**-120,893**	**-123,311**	**-125,654**	**-128,042**	**-130,346**	209,868	-66%
			Operational expenses	Personnel Costs		*108,477*											-108,477	-100%
				Contract Services and Consultants	3390 - Consultants	*15,637*											-15,637	-100%
					3480 - Legal Cost - General	*104,244*	76,350	78,182	79,902	81,740	83,293	84,959	86,658	88,305	89,983	91,602	-27,894	-27%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	*58,432*											-58,432	-100%
				Other Expenses - Direct	4060 - Council Subsidy/Contribution	*31,722*	32,293	33,068	33,796	34,573	35,230	35,934	36,653	37,349	38,059	38,744	571	2%
			Operational expenses Total			***318,511***	**108,643**	**111,250**	**113,698**	**116,313**	**118,523**	**120,893**	**123,311**	**125,654**	**128,042**	**130,346**	-209,868	-66%
		2029 - Consent Appeals Total				*-0*	0	0	0	0	0	0	0	0	0	0	0	-100%
		2030 - Consent Public Enquiries	Operational revenue	Rates Revenue	1110 - Rates - General	*-667,634*	-739,621	-764,950	-791,238	-818,552	-847,009	-874,321	-901,990	-930,426	-959,822	-989,946	-71,987	11%
			Operational revenue Total			***-667,634***	**-739,621**	**-764,950**	**-791,238**	**-818,552**	**-847,009**	**-874,321**	**-901,990**	**-930,426**	**-959,822**	**-989,946**	-71,987	11%
			Operational expenses	Personnel Costs		*433,907*	464,449	484,129	501,073	518,611	536,762	555,549	574,993	595,118	615,947	637,505	30,542	7%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	*233,727*	275,172	280,821	290,165	299,941	310,247	318,772	326,997	335,308	343,875	352,441	41,445	18%
			Operational expenses Total			***667,634***	**739,621**	**764,950**	**791,238**	**818,552**	**847,009**	**874,321**	**901,990**	**930,426**	**959,822**	**989,946**	71,987	11%
		2030 - Consent Public Enquiries Total				*-0*	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	75%
	Consent Processing Total					***-0***	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	14%
Consents Total						***-0***	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	14%

SCRE - MGT GRP $ - Cost Centre Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	Year 26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	Year 1 Movment $	 %
Environmental Implementation	Biodiversity Implementation	1005 - Biodiversity - Environmental Implementation	Operational revenue	Rates Revenue	1115 - Rates - Targeted	-1,472,179											1,472,179	-100%
			Operational revenue Total			**-1,472,179**											1,472,179	-100%
			Operational expenses	Personnel Costs		111,225											-111,225	-100%
				Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	3,217											-3,217	-100%
					6150 - Internal Charges - Overheads	58,432											-58,432	-100%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	1,876											-1,876	-100%
					3660 - Advertising and Engagement	5,324											-5,324	-100%
					3990 - Accommodation & Travel Related Costs	4,691											-4,691	-100%
					4060 - Council Subsidy/Contribution	995,530											-995,530	-100%
					4470 - Other Sundry Expenses	291,883											-291,883	-100%
					4470I - Other Sundry Expenses - Reserve Funded	2,084,880											-2,084,880	-100%
			Operational expenses Total			**3,557,059**											-3,557,059	-100%
		1005 - Biodiversity - Environmental Implementation Total				2,084,880											-2,084,880	-100%
	Biodiversity Implementation Total					**2,084,880**											-2,084,880	-100%
	Biosecurity	1006 - Biosecurity ORC - Environmental Implementation	Operational revenue	Rates Revenue	1115 - Rates - Targeted	-5,288,416	-4,088,120	-4,166,002	-4,303,826	-4,452,318	-4,593,743	-4,730,110	-4,863,454	-4,998,579	-5,138,025	-5,269,486	1,200,296	-23%
			Operational revenue Total			**-5,288,416**	**-4,088,120**	**-4,166,002**	**-4,303,826**	**-4,452,318**	**-4,593,743**	**-4,730,110**	**-4,863,454**	**-4,998,579**	**-5,138,025**	**-5,269,486**	1,200,296	-23%
			Operational expenses	Personnel Costs		2,002,044	1,753,871	1,828,185	1,892,173	1,958,398	2,026,941	2,097,885	2,171,311	2,247,306	2,325,963	2,407,372	-248,173	-12%
				Contract Services and Consultants	3360 - Contractors		211,744	216,826	221,596	226,693	231,000	235,620	240,332	244,899	249,552	254,044	211,744	-
					3390 - Consultants		463,190	416,973	426,146	435,948	444,230	453,115	462,178	470,959	479,907	488,546	463,190	-
					3480 - Legal Cost - General	52,122											-52,122	-100%
				Depreciation and Amortisation	4600 - Depreciation Expense	8,543	8,543	3,832	1,038								0	0%
				Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	160,856	226,974	245,797	264,617	286,931	300,603	312,003	318,578	324,742	331,192	327,678	66,117	41%
					6150 - Internal Charges - Overheads	1,051,771	1,031,895	1,053,079	1,088,117	1,124,778	1,163,425	1,195,394	1,226,239	1,257,406	1,289,532	1,321,654	-19,876	-2%
					6151 - Internal Charges - Plant	83,395	84,896	86,934	88,846	90,890	92,616	94,469	96,358	98,189	100,055	101,856	1,501	2%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	16,888											-16,888	-100%
					3660 - Advertising and Engagement	20,849											-20,849	-100%
					3990 - Accommodation & Travel Related Costs	38,466	21,967	22,495	22,990	23,518	23,965	24,444	24,933	25,407	25,890	26,356	-16,499	-43%
					4060 - Council Subsidy/Contribution	260,610	81,440	83,395	85,229	87,190	88,846	90,623	92,436	94,192	95,981	97,709	-179,170	-69%
					4470 - Other Sundry Expenses	1,592,873	203,600	208,486	213,073	217,974	222,115	226,558	231,089	235,479	239,954	244,273	-1,389,273	-87%
			Operational expenses Total			**5,288,416**	**4,088,119**	**4,166,002**	**4,303,826**	**4,452,318**	**4,593,743**	**4,730,110**	**4,863,454**	**4,998,579**	**5,138,025**	**5,269,486**	-1,200,297	-23%
		1006 - Biosecurity ORC - Environmental Implementation Total				-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	360%
		1014 - Biosecurity External - Environmental Implementation	Operational revenue	Subsidies and Grants	1300 - Grants Income	-1,772,148											1,772,148	-100%
			Operational revenue Total			**-1,772,148**											1,772,148	-100%
			Operational expenses	Other Expenses - Direct	4060 - Council Subsidy/Contribution	1,042,440											-1,042,440	-100%
					4470 - Other Sundry Expenses	729,708											-729,708	-100%
			Operational expenses Total			**1,772,148**											-1,772,148	-100%
		1014 - Biosecurity External - Environmental Implementation Total				0											0	-
	Biosecurity Total					**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	360%
	Environmental Management	1015 - Environmental Management - Environmental Implementation	Operational revenue	Rates Revenue	1115 - Rates - Targeted	-2,253,153	-4,007,243	-3,885,693	-4,000,914	-4,131,852	-4,265,449	-4,395,077	-4,526,506	-4,660,799	-4,799,440	-4,940,742	-1,754,090	78%
			Operational revenue Total			**-2,253,153**	**-4,007,243**	**-3,885,693**	**-4,000,914**	**-4,131,852**	**-4,265,449**	**-4,395,077**	**-4,526,506**	**-4,660,799**	**-4,799,440**	**-4,940,742**	-1,754,090	78%
			Operational expenses	Personnel Costs		1,156,736	1,987,720	2,071,944	2,144,463	2,219,518	2,297,200	2,377,603	2,460,820	2,546,947	2,636,092	2,728,355	830,984	72%
				Contract Services and Consultants	3360 - Contractors		258,820	223,335	217,595	222,599	226,828	231,365	235,993	240,476	245,045	249,456	258,820	-
					3390 - Consultants		305,400	312,730	319,610	326,961	333,173	339,836	346,633	353,219	359,930	366,409	305,400	-
					4065 - Iwi Partnerships, Contributions and Payments		50,900	52,122	53,268	54,493	55,529	56,639	57,772	58,870	59,988	61,068	50,900	-
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	607,690	1,169,480	1,193,490	1,233,199	1,274,748	1,318,549	1,354,779	1,389,737	1,425,060	1,461,470	1,497,874	561,791	92%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	5,066	38,181	39,097	39,958	40,877	41,653	42,486	43,336	44,159	44,998	45,808	33,115	654%
					3391 - Temporary Staff and Fees	229,337	203,600										-25,737	-11%
					3660 - Advertising and Engagement	5,212											-5,212	-100%
					3990 - Accommodation & Travel Related Costs	5,066	38,181	39,097	39,958	40,877	41,653	42,486	43,336	44,159	44,998	45,808	33,115	654%
					4470 - Other Sundry Expenses	244,045	61,080	62,546	63,922	65,392	66,635	67,967	69,327	70,644	71,986	73,282	-182,965	-75%
			Operational expenses Total			**2,253,153**	**4,113,363**	**3,994,360**	**4,111,972**	**4,245,464**	**4,381,220**	**4,513,163**	**4,646,954**	**4,783,536**	**4,924,508**	**5,068,062**	1,860,210	83%
		1015 - Environmental Management - Environmental Implementation Total				-0	106,120	108,667	111,058	113,612	115,771	118,086	120,448	122,736	125,068	127,320	106,120	-353734028%
	Environmental Management Total					**-0**	**106,120**	**108,667**	**111,058**	**113,612**	**115,771**	**118,086**	**120,448**	**122,736**	**125,068**	**127,320**	106,120	-353734028%
	Land & Water Implementation	1012 - Land and Water Implementation ORC - Environmental Implementation	Operational revenue	Rates Revenue	1115 - Rates - Targeted	-2,020,889											2,020,889	-100%
				Subsidies and Grants	1300 - Grants Income	0											0	-
			Operational revenue Total			**-2,020,889**											2,020,889	-100%
			Operational expenses	Personnel Costs		778,573											-778,573	-100%
				Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	32,171											-32,171	-100%
					6150 - Internal Charges - Overheads	409,022											-409,022	-100%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	7,506											-7,506	-100%
					3660 - Advertising and Engagement	15,300											-15,300	-100%
					3990 - Accommodation & Travel Related Costs	16,888											-16,888	-100%
					4060 - Council Subsidy/Contribution	52,122											-52,122	-100%
					4470 - Other Sundry Expenses	709,308											-709,308	-100%
					4470I - Other Sundry Expenses - Reserve Funded	104,244											-104,244	-100%
			Operational expenses Total			**2,125,133**											-2,125,133	-100%

SCRE - MGT GRP $ - Cost Centre						Year											Year 1 Movment	
Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	$	%
Implementation	**Implementation**	1012 - Land and Water Implementation ORC - Environmental Implementation Total				*104,244*											-104,244	-100%
		1013 - Land and Water Implementation External - Environmental Implementation	Operational revenue	Subsidies and Grants	1300 - Grants Income	*-160,536*											160,536	-100%
			Operational revenue Total			***-160,536***											160,536	-100%
			Operational expenses	Other Expenses - Direct	4470 - Other Sundry Expenses	*160,536*											-160,536	-100%
			Operational expenses Total			***160,536***											-160,536	-100%
		1013 - Land and Water Implementation External - Environmental Implementation Total				*0*											0	-
		Community funding and Partnership investment	Operational revenue	Rates Revenue	1115 - Rates - Targeted		-3,857,031	-3,876,836	-3,895,426	-3,915,289	-3,932,074	-3,950,079	-3,968,444	-3,986,240	-4,004,374	-4,021,880	-3,857,031	-
			Operational revenue Total				**-3,857,031**	**-3,876,836**	**-3,895,426**	**-3,915,289**	**-3,932,074**	**-3,950,079**	**-3,968,444**	**-3,986,240**	**-4,004,374**	**-4,021,880**	-3,857,031	-
			Operational expenses	Other Expenses - Direct	4060 - Council Subsidy/Contribution		3,857,031	3,876,836	3,895,426	3,915,289	3,932,074	3,950,079	3,968,444	3,986,240	4,004,374	4,021,880	3,857,031	-
			Operational expenses Total				**3,857,031**	**3,876,836**	**3,895,426**	**3,915,289**	**3,932,074**	**3,950,079**	**3,968,444**	**3,986,240**	**4,004,374**	**4,021,880**	3,857,031	-
		Community funding and Partnership investment Total					0	0	0	0	0	0	0	0	0	0	0	-
		Nationally funded programmes (external)	Operational revenue	Rates Revenue	1115 - Rates - Targeted		-842,861	-869,176	-894,238	-920,510	-945,994	-971,865	-998,290	-1,024,992	-1,052,482	-1,080,226	-842,861	-
				Subsidies and Grants	1300 - Grants Income		-5,436,661	-3,308,928	-1,949,620	-1,994,460	-2,032,354	-2,073,002	-2,114,463	-2,154,637	-2,195,575	-2,235,096	-5,436,661	-
			Operational revenue Total				**-6,279,522**	**-4,178,104**	**-2,843,858**	**-2,914,970**	**-2,978,348**	**-3,044,867**	**-3,112,753**	**-3,179,629**	**-3,248,058**	**-3,315,323**	-6,279,522	-
			Operational expenses	Personnel Costs			350,774	365,637	378,435	391,680	405,388	419,577	434,262	449,461	465,193	481,474	350,774	-
				Contract Services and Consultants	3360 - Contractors		5,706,431	3,585,173	2,231,942	2,283,276	2,326,657	2,373,191	2,420,655	2,466,647	2,513,514	2,558,758	5,706,431	-
					3390 - Consultants		66,170	67,758	69,249	70,841	72,187	73,631	75,104	76,531	77,985	79,389	66,170	-
				Internal Allocations and Charges	6150 - Internal Charges - Overheads		103,189	105,308	108,812	112,478	116,342	119,539	122,624	125,741	128,953	132,165	103,189	-
				Other Expenses - Direct	3660 - Advertising and Engagement		10,180	10,424	10,654	10,899	11,106	11,328	11,554	11,774	11,998	12,214	10,180	-
					3990 - Accommodation & Travel Related Costs		5,090	5,212	5,327	5,449	5,553	5,664	5,777	5,887	5,999	6,107	5,090	-
					4470 - Other Sundry Expenses		37,687	38,592	39,441	40,348	41,115	41,937	42,776	43,588	44,417	45,216	37,687	-
			Operational expenses Total				**6,279,521**	**4,178,104**	**2,843,858**	**2,914,970**	**2,978,348**	**3,044,867**	**3,112,752**	**3,179,629**	**3,248,058**	**3,315,323**	6,279,521	-
		Nationally funded programmes (external) Total					-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-
	Land & Water Implementation Total					***104,244***	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-104,244	-100%
Environmental Implementation Total						***2,189,124***	**106,120**	**108,667**	**111,058**	**113,612**	**115,770**	**118,086**	**120,448**	**122,736**	**125,068**	**127,319**	-2,083,004	-95%

SCRE - MGT GRP $ - Cost Centre Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	Year 26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	Year 1 Movment $	 %
Harbour Management	Harbour Management	2014 - Harbour Management - Harbour Management	Operational revenue	Rates Revenue	1115 - Rates - Targeted	-935,297	-987,559	-1,020,869	-1,048,730	-1,074,422	-1,110,069	-1,142,074	-1,164,692	-1,195,314	-1,225,784	-1,256,529	-52,262	6%
			Operational revenue Total			**-935,297**	**-987,559**	**-1,020,869**	**-1,048,730**	**-1,074,422**	**-1,110,069**	**-1,142,074**	**-1,164,692**	**-1,195,314**	**-1,225,784**	**-1,256,529**	-52,262	6%
			Operational expenses	Personnel Costs		452,015	471,129	491,091	508,280	526,069	544,482	563,539	583,263	603,677	624,805	646,674	19,114	4%
				Contract Services and Consultants	3360 - Contractors		71,260	72,970	74,576	76,291	77,740	79,295	80,881	82,418	83,984	85,495	71,260	-
					3390 - Consultants		30,540	31,273	31,961	32,696	33,317	33,984	34,663	35,322	35,993	36,641	30,540	-
					4340 - Repairs & Maintenance	19,806	5,090	5,212	5,327	5,449	5,553	5,664	5,777	5,887	5,999	6,107	-14,716	-74%
				Depreciation and Amortisation	4600 - Depreciation Expense	52,614	52,063	52,128	47,057	37,822	40,148	39,698	30,356	28,497	25,432	24,187	-551	-1%
				Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	32,171	48,421	52,437	56,452	61,212	64,129	66,561	67,963	69,278	70,654	69,905	16,250	51%
					6150 - Internal Charges - Overheads	175,295	206,379	210,616	217,623	224,955	232,685	239,079	245,248	251,481	257,906	264,331	31,084	18%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	2,815	2,866	2,934	2,999	3,068	3,126	3,189	3,253	3,314	3,377	3,438	51	2%
					3660 - Advertising and Engagement	20,849	21,223	21,733	22,211	22,722	23,153	23,616	24,089	24,546	25,013	25,463	374	2%
					3820 - Subscriptions	18,243	13,743	14,073	14,382	14,713	14,993	15,293	15,598	15,895	16,197	16,488	-4,500	-25%
					3840 - Fuel	14,460	14,720	15,074	15,405	15,760	16,059	16,380	16,708	17,025	17,349	17,661	261	2%
					3880 - Minor Equipment Purchases (<$1,000)		23,982	24,558	25,098	25,675	26,163	26,686	27,220	27,737	28,264	28,773	23,982	-
					3990 - Accommodation & Travel Related Costs	12,197	12,417	12,715	12,994	13,293	13,546	13,817	14,093	14,361	14,634	14,897	220	2%
					4260 - Insurance	7,818	8,637	8,844	9,039	9,246	9,422	9,611	9,803	9,989	10,179	10,362	818	10%
					4330 - Rent	19,717											-19,717	-100%
					4470 - Other Sundry Expenses	107,299	5,090	5,212	5,327	5,449	5,553	5,664	5,777	5,887	5,999	6,107	-102,209	-95%
			Operational expenses Total			**935,297**	**987,559**	**1,020,869**	**1,048,730**	**1,074,422**	**1,110,069**	**1,142,074**	**1,164,692**	**1,195,314**	**1,225,784**	**1,256,528**	52,262	6%
		2014 - Harbour Management - Harbour Management Total				-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	133%
		2034 - Harbour Management – Oil Spill	Operational revenue	Rates Revenue	1110 - Rates - General	-45,698	6,199	6,259	6,307	6,344	6,410	6,502	6,630	6,755	6,882	7,069	51,897	-114%
				Subsidies and Grants	1300 - Grants Income	-78,183	-37,251	-38,145	-38,984	-39,880	-40,638	-41,451	-42,280	-43,083	-43,902	-44,692	40,932	-52%
			Operational revenue Total			**-123,881**	**-31,051**	**-31,886**	**-32,677**	**-33,536**	**-34,228**	**-34,949**	**-35,650**	**-36,328**	**-37,020**	**-37,624**	92,829	-75%
			Operational expenses	Personnel Costs		57,844											-57,844	-100%
				Contract Services and Consultants	3360 - Contractors		2,545	2,606	2,663	2,725	2,776	2,832	2,889	2,943	2,999	3,053	2,545	-
					4340 - Repairs & Maintenance	1,042	1,018	1,042	1,065	1,090	1,111	1,133	1,155	1,177	1,200	1,221	-24	-2%
				Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	5,027	1,513	1,639	1,764	1,913	2,004	2,080	2,124	2,165	2,208	2,185	-3,514	-70%
					6150 - Internal Charges - Overheads	29,216											-29,216	-100%
				Other Expenses - Direct	3990 - Accommodation & Travel Related Costs	4,691	2,545	2,606	2,663	2,725	2,776	2,832	2,889	2,943	2,999	3,053	-2,146	-46%
					4330 - Rent	15,637	16,891	17,296	17,677	18,083	18,427	18,795	19,171	19,535	19,907	20,265	1,254	8%
					4470 - Other Sundry Expenses	10,424	6,540	6,697	6,844	7,001	7,134	7,277	7,423	7,564	7,707	7,846	-3,885	-37%
			Operational expenses Total			**123,881**	**31,051**	**31,886**	**32,677**	**33,536**	**34,228**	**34,949**	**35,650**	**36,328**	**37,020**	**37,624**	-92,829	-75%
		2034 - Harbour Management – Oil Spill Total				-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	0	-75%
	Harbour Management Total					**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	14%
Harbour Management Total						**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	14%

SCRE - MGT GRP $ - Cost Centre						Year											Year 1 Movment	
Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	$	%
Regulatory Data and Systems	Compliance Monitoring & Contaminated Sites	2013 - Performance Monitoring Fixed Fee - Regulatory Data and Systems	Operational revenue	Fees and Charges	1250 - Fees (Exchange)	-822,312	-1,196,179	-1,236,348	-1,278,290	-1,321,902	-1,367,159	-1,410,551	-1,454,477	-1,499,551	-1,546,133	-1,593,794	-373,866	45%
			Operational revenue Total			**-822,312**	**-1,196,179**	**-1,236,348**	**-1,278,290**	**-1,321,902**	**-1,367,159**	**-1,410,551**	**-1,454,477**	**-1,499,551**	**-1,546,133**	**-1,593,794**	-373,866	45%
			Operational expenses	Personnel Costs		504,724	708,304	738,317	764,158	790,903	818,584	847,235	876,889	907,579	939,345	972,222	203,581	40%
				Contract Services and Consultants	3390 - Consultants	31,273	40,720	41,697	42,615	43,595	44,423	45,312	46,218	47,096	47,991	48,855	9,447	30%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	286,315	447,154	456,334	471,517	487,404	504,151	518,004	531,370	544,876	558,797	572,717	160,839	56%
			Operational expenses Total			**822,312**	**1,196,179**	**1,236,348**	**1,278,290**	**1,321,902**	**1,367,158**	**1,410,551**	**1,454,477**	**1,499,551**	**1,546,133**	**1,593,793**	373,866	45%
		2013 - Performance Monitoring Fixed Fee - Regulatory Data and Systems Total				-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	0	-17%
		2015 - Regulatory Data and Systems Rates fund - Regulatory Data and Systems	Operational revenue	Rates Revenue	1110 - Rates - General	-2,808,734	-2,631,957	-2,720,105	-2,812,886	-2,909,343	-3,009,673	-3,105,519	-3,202,462	-3,301,972	-3,404,820	-3,510,068	176,778	-6%
			Operational revenue Total			**-2,808,734**	**-2,631,957**	**-2,720,105**	**-2,812,886**	**-2,909,343**	**-3,009,673**	**-3,105,519**	**-3,202,462**	**-3,301,972**	**-3,404,820**	**-3,510,068**	176,778	-6%
			Operational expenses	Personnel Costs		1,722,683	1,554,706	1,620,582	1,677,303	1,736,008	1,796,767	1,859,655	1,924,743	1,992,108	2,061,833	2,133,997	-167,977	-10%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	1,022,555	1,031,895	1,053,079	1,088,117	1,124,778	1,163,425	1,195,394	1,226,239	1,257,406	1,289,532	1,321,654	9,340	1%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	21,027	21,405	21,919	22,401	22,917	23,352	23,819	24,296	24,757	25,228	25,682	378	2%
					3660 - Advertising and Engagement	1,042											-1,042	-100%
					3990 - Accommodation & Travel Related Costs	21,027	21,405	21,919	22,401	22,917	23,352	23,819	24,296	24,757	25,228	25,682	378	2%
					4470 - Other Sundry Expenses	20,400	2,545	2,606	2,663	2,725	2,776	2,832	2,889	2,943	2,999	3,053	-17,855	-88%
			Operational expenses Total			**2,808,734**	**2,631,956**	**2,720,105**	**2,812,886**	**2,909,343**	**3,009,673**	**3,105,519**	**3,202,462**	**3,301,972**	**3,404,819**	**3,510,068**	-176,778	-6%
		2015 - Regulatory Data and Systems Rates fund - Regulatory Data and Systems Total				-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	333%
	Compliance Monitoring & Contaminated Sites Total					**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	100%
Regulatory Data and Systems Total						**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	100%
Grand Total						**2,189,123**	**106,119**	**108,666**	**111,057**	**113,611**	**115,770**	**118,085**	**120,447**	**122,735**	**125,067**	**127,318**	-2,083,004	-95%

DRAFT LTP 2027-37 ACTIVITY BUILD SUMMARY | Science and Resilience Directorate

MANAGEMENT AREA		BUSINESS UNIT: Science
1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037		
WO NUMBER	WORK ORDER	KEY RESULT AREA
WO.452	Land use	**Land Use:**
	Land Use	Land use and practice contaminant load modelling and scenario/risk modelling
	Land Use	Vegetation monitoring programme
	Land Use	Regulatory data collation
	Land Use	Contaminated land technical support
WO.456	Groundwater	**Groundwater:**
	Groundwater	**GROUNDWATER** - Regional/sub-regional state and trends in water quantity and resource use
	Groundwater	**GROUNDWATER -** Water Allocation effectiveness and management in high risk catchments/aquifers
	Groundwater	**GROUNDWATER** - State and trends of environment and water resource use in high risk catchments/aquifers that are connected
	Groundwater	**GROUNDWATER** - Aquifer and catchment scenario modelling in high risk catchments/aquifers with GW/SW interaction
	Groundwater	**GROUNDWATER** - Allocation effectiveness on economic and environmental outcomes for aquifers with tailored limits
	Groundwater	**GROUNDWATER** - GW/SW interaction studies for highly impacted catchments
	Groundwater	**GROUNDWATER** - Water race losses to support water balance accounting in high risk aquifers
	Groundwater	**GROUNDWATER** - Quality state and trend reporting at regional/sub-regional/high risk aquifers
	Groundwater	**GROUNDWATER** - Drinking water source protection
	Groundwater	**GROUNDWATER** - Bore security and database management
	Groundwater	**GROUNDWATER** - Regulatory effectiveness and contaminant targets
	Groundwater	**GROUNDWATER** - Contaminant source and land-use mapping
	Groundwater	**GROUNDWATER** - Aquifer characterisation and mapping
	Groundwater	**GROUNDWATER** - GW surveys and ecological monitoring
	Groundwater	**GROUNDWATER** - Scenario modelling of GW contaminants in high risk aquifers and SW connected systems
	Groundwater	**GROUNDWATER** - Impact of irrigation type and practice on GW quality in high risk aquifers
	Groundwater	**GROUNDWATER** - Catchment mitigation effectiveness
WO.459	Coasts and estuaries	**Coasts and Estuaries:**
	Coasts and estuaries	State of the environment estuary programme (analyse of state and trends of estuarine habitats, sediment and ecological and water quality)
	Coasts and estuaries	Monitoring, modelling, investigations, scientific and technical support in tidal river estuarine systems and ICEs
	Coasts and estuaries	investigate, sediment and nutrient sources as well as how sediment and nutrient sources have changed over time.
	Coasts and estuaries	Otago harbour monitoring and mapping programme
	Coasts and estuaries	Understand the effects of consents, coastal infrastructure and infrastructure management on ecology, water quality and habitat and map and monitor these consents over time to detect any trends or habitat and biodiversity loss
	Coasts and estuaries	Kelp forest mapping, monitoring and coastal water quality monitoring
	Coasts and estuaries	Coastal ecosystem, habitat and species mapping, monitoring and assessments.
	Coasts and estuaries	Expected change scenario modelling to inform limit setting / non reg actions using Baysian models and estuary specific models (dilution box models, CREST) and other models where needed (SW water reduction models)
	Coasts and estuaries	Provide evidence based information, guidance, monitoring and advice to support management, restoration and improvement of coastal ecosystems habitats and species through community groups, farmers and stakeholders.
	Coasts and estuaries	Provide evidence-based information to inform consenting best practice and management of infrastructure
	Coasts and estuaries	Provide evidence based mitigations, management options, monitoring and information for coastal ecosystem to support improvement and restoration within the CMA
	Coasts and estuaries	Mapping, monitoring and assessment of marine ecosystems within the CMA (Coastal SOE and mapping programme)
WO.458	Wetlands	**Wetlands:**
	Wetlands	**Wetland Monitoring:** Representative Wetland Condition Monitoring (One FMU/Rohe per Year)
	Wetlands	**Wetland Monitoring -** Regionally Significant Wetland Condition Monitoring (One FMU/Rohe per year)
	Wetlands	Wetland Pressure & Threat Assessment (all wetlands)
	Wetlands	High-Risk Wetland Condition Monitoring (including selected ICEs)
	Wetlands	**Wetland Inventory:** Wetland Extent & Distribution Monitoring (mapping, classification and delineation)
	Wetlands	Long-Term Wetland Reference Monitoring (significant but not listed in Schedule 9: RSWs)
WO.450	Terrestrial Biodiversity	**Terrestrial Biodiversity:**
	Terrestrial biodiversity	**State of Environment -** includes ecosystems
	Terrestrial biodiversity	**State of Environment -** includes indicator species group
	Terrestrial biodiversity	**State of Environment** - includes selected species group
	Terrestrial biodiversity	**Mapping and inventory** - includes Biodiversity Focus Areas, converted land and threatened environment mapping, and conservation assessments. Creature and ecosystem coms
	Terrestrial biodiversity	**NPS Indigenous Biodiversity** - includes mapping, monitoring, and consent and compliance analyses
	Terrestrial biodiversity	**Trials and case studies** - includes protection and restoration
WO.449	Freshwater Biodiversity	**Freshwater Biodiversity:**
	Freshwater biodiversity	Provide scientific support, ecological assessments, and technical advice to inform council decision-making.
	Freshwater biodiversity	Environmental Flows & Instream Values- Assess ecological outcomes under alternative flow management scenarios.
	Freshwater biodiversity	Understand species distribution, habitat needs, and ecological connectivity.
	Freshwater biodiversity	State of Environment (SoE) Monitoring & Reporting
	Freshwater biodiversity	Biodiversity Protection, Restoration & Conservation Planning - Identify current protections and future opportunities for biodiversity outcomes.
	Freshwater biodiversity	Spatial analysis and mapping - Develop spatial datasets and decision-support tools.
	Freshwater biodiversity	Fish passage
	Freshwater biodiversity	Understand and mitigate the effects of physical disturbances on freshwater ecosystems.
WO.460	Science Management	**Science Management:**
	Science Management	Future and emerging risk assessment
	Science Management	Developing cultural monitoring indicators and attributes
	Science Management	General management and admin

2. SERVICE PERFORMANCE					
LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS			Detail of change
		YR1: 2027-28	YR2: 2028-29	YR3: 2029-30	
Decision-makers and the Otago public have access to quality information and advice on Otago's freshwater, land-use, estuarine and coastal environments, enabling science-informed decisions regarding environmental condition.	% Scientific results and findings with public health implications provided to relevant authorities and stakeholders in accordance with established procedures and within required timeframes.	100%	100%	100%	New measures have been set to be more public focused and output driven. High public interest as related to potential public health implication.
Decision-makers and the Otago public have access to quality information and advice on Otago's freshwater, land-use, estuarine and coastal environments, enabling science-informed decisions regarding environmental condition.	% Land and water State of the Environment analysis and reporting is completed on schedule and publicly available through the appropriate maps, databases, or websites.	100% Yr1: setting baseline	100%	100%	New measures have been set to be more public focused and output driven, reporting the results from the science monitoring programme
Decision-makers and the Otago public have access to quality information and advice on Otago's terrestrial and freshwater biodiversity environments, enabling science-informed decisions regarding environmental condition.	% Biodiversity State of the Environment analysis and reporting is completed on schedule and publicly available through the appropriate maps, databases, or websites.	100% Yr1: setting baseline	100%	100%	New measures have been set to be more public focused and output driven, reporting the results from the science monitoring programme
Decision-makers and the Otago public have access to quality information and advice on Otago's air, enabling science-informed decisions regarding environmental condition.	% Air State of the Environment analysis and reporting is completed on schedule and publicly available through the appropriate maps, databases, or websites.	100% Yr1: setting baseline	100%	100%	New measures have been set to be more public focused and output driven, reporting the results from the science monitoring programme

MANAGEMENT AREA	BUSINESS UNIT: Environmental Monitoring

1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037		
WO NUMBER	WORK ORDER	KEY RESULT AREA
WO.157	EM Air Quality	**Air quality monitoring:** Monitor Otago ambient air quality to ensure accurate, relevant, timely information is available to the public. Data collected from Dunedin, Mosgiel, Milton, Alexandra, Cromwell, Wanaka, Arrowtown and Frankton.
WO.156	EM Air Climate	**Air climate**
WO.158	EM Biodiversity - Freshwater	**EM Biodiversity - Freshwater**
WO.159	EM Biodiversity - Terrestrial	**EM Biodiversity - Terrestrial**
WO.169	EM Management	**EM Management**
WO.170	EM Data Management	**Data Management:**
WO.166	EM Lakes	**Lakes Monitoring:** Collect samples from up to 48 coastal and central lake water quality sites once monthly for analysis.
WO.167	EM Wetlands	**Wetlands:**
WO.168	EM Coast	**Coast Environmental Monitoring:**
WO.162	EM Land Soils	**Land Soils monitoring:** Monitor and maintain 5 soil sites across Otago.
WO.163	EM Water Hydrology	**Hydrology:** Monitor and maintain 36 rainfall sites across Otago
WO.164	EM Water Quality/Surface Water	**Surface water monitoring:** Collect samples from 113 surface water quality sites once monthly for analysis. Monitor and maintain 117 surface water level sites (including 79 discharge sites) across Otago;
WO.165	EM Water Groundwater	**Groundwater monitoring:** Monitor and maintain 110 groundwater quantity sites across Otago; Collect samples from 105 groundwater quality sites quarterly for analysis.
NewEM01	Contact Recreation	**Contact Recreation:** Collect samples from 26 surface water recreational sites weekly during the period December to March (incl.) annually for analysis, ensuring accurate, relevant and timely information is available to internal stakeholders (science) and the public.
NewEM02	Electric Fishing	**Electric Fishing:** Carry out electric fishing at 16 SoE sites during the period December to March (incl.) annually to determine the identification, weight and length of fish species present.
NewEM03	Periphyton	**Periphyton:** Collect samples from 31 periphyton samples from SoE sites once monthly for analysis.
NewEM04	Disolved Oxygen	**Disolved Oxygen:** Monitor and maintain 16 dissolved oxygen sites across Otago.
	CAPEX	**Environmental Monitoring equipment - Captial Expense:** Air Quality, Land and Water only

2. SERVICE PERFORMANCE					
LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS			Detail of change
		YR1: 2027-28	YR2: 2028-29	YR3: 2029-30	
Decision-makers and the Otago public have access to quality information and advice on Otago's freshwater, land-use, estuarine and coastal environments, enabling science-informed decisions regarding environmental condition.	% Data from the rainfall, river-flow and water-level monitoring network that is captured quarterly and made available.	≥95%	≥95%	≥95%	No monitoring LOSM AP 2026-2027. New performance measures more accurately reflect the EM work that is of high interest to the public
Decision-makers and the Otago public have access to quality information and advice on Otago's freshwater, land-use, estuarine and coastal environments, enabling science-informed decisions regarding environmental condition.	% Data from the land-use monitoring network that is captured quarterly and made available.	≥95%	≥95%	≥95%	No monitoring LOSM AP 2026-2027. New performance measures more accurately reflect the EM work that is of high interest to the public
Decision-makers and the Otago public have access to quality information and advice on Otago's air enabling science-informed decisions regarding environmental condition.	% Data from the air quality monitoring network that is captured quarterly and made available.	≥95%	≥95%	≥95%	No monitoring LOSM AP 2026-2027. New performance measures more accurately reflect the EM work that is of high interest to the public
Decision-makers and the Otago public have access to quality information and advice on Otago's freshwater, land-use, estuarine and coastal environments, enabling science-informed decisions regarding environmental condition.	% Data from the continuous water quality monitoring network that is captured quarterly and made available.	≥95%	≥95%	≥95%	No monitoring LOSM AP 2026-2027. New performance measures more accurately reflect the EM work that is of high interest to the public
Decision-makers and the Otago public have access to quality information and advice on Otago's freshwater, land-use, estuarine and coastal environments, enabling science-informed decisions regarding environmental condition.	% Flood warning events that meet agreed thresholds generate an offical warning to flood officer.	100%	100%	100%	No monitoring LOSM AP 2026-2027. New performance measures more accurately reflect the EM work that is of high interest to the public
Decision-makers and the Otago public have access to quality information and advice on Otago's freshwater, land-use, estuarine and coastal environments, enabling science-informed decisions regarding environmental condition.	% Flow data from minimum flow sites will be available via the ORC WebPortal to stakeholders during irrigation season.	≥95%	≥95%	≥95%	No monitoring LOSM AP 2026-2027. New performance measures more accurately reflect the EM work that is of high interest to the public
Decision-makers and the Otago public have access to quality information and advice on Otago's freshwater, land-use, estuarine and coastal environments, enabling science-informed decisions regarding environmental condition.	Microbiology results from contact recreation monitoring sites are available to stakeholders post sample collection.	Within 72 hours of sampling	Within 72 hours of sampling	Within 72 hours of sampling	No monitoring LOSM AP 2026-2027. New performance measures more accurately reflect the EM work that is of high interest to the public
Decision-makers and the Otago public have access to quality information and advice on Otago's freshwater, land-use, estuarine and coastal environments, enabling science-informed decisions regarding environmental condition.	% Requests for environmental monitoring data shall be responded to within 10 working days.	100%	100%	100%	No monitoring LOSM AP 2026-2027. New performance measures more accurately reflect the EM work that is of high interest to the public

MANAGEMENT AREA	BUSINESS UNIT: Natural Hazards

1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037		
WO NUMBER	WORK ORDER	KEY RESULT AREA
HazNew01	Natural hazards and risks data capture and monitoring	**Natural hazards and risks data capture and monitoring** This KRA includes: - the regional LiDAR capture programme - an improved regional coastal hazard monitoring programme - river morphology data capture (e.g. LiDAR, cross sections) - identifying and testing new monitoring technologies to improve data capture efficiency and reduce cost (e.g. bathymetric LiDAR, InSAR)

WO.314	**Natural hazards and risks identification and assessments**	**Natural hazards and risks identification and assessments** This KRA includes: - landlside hazard assessments (regional and Dunedin focussed) - wildfire hazard investigations - Lake Wanaka tsunami investigation - river flood and/or coastal hazard assessments in higher priority areas as described in July 2026 Council paper - debris flood hazard assessments (Stoney Creek, Makarora Valley and Kingston) - natural hazards and risk assessments for the Taieri Plain - updated coastal tsunami assessment - river morphology assessment to inform sediment and erosion management plans
WO.318 (for TAs support) WO.314 (for internal support)	**Collaborate/support internal teams and TAs on natural hazard and risk**	**Collaborate with and support other teams and territorial authorities on natural hazard and risk issues to inform their decisions** This KRA includes: - informing spatial planning (district plan reviews, plan changes, structure plans, future development strategies, new spatial plans, adapatation planning) - provide technical support on natural hazard and risks issues to Engineering, CDEM, Policy, Environmental Implementation (CAPs), Consents
WO.312 and WO.334	**Operation - 24/7 flood warning service**	**Operate the 24/7 flood information and warning service** This KRA includes: - the maintenance and opration of flood forecasting system - the access to operational severe weather information and advice (MetService, rain radar) - the timely dissemination of flood information tailored to various groups (internal and extrenal) - improvements to the intelligence, processes, systems, tools used to deliver this service
HazNew02	**Inform and guide responses to NH and risks**	**Inform and guide responses to NH and risks (including identification of responses to NH and risks)** This KRA includes: - The continuation of the Clutha Delta natural hazard adaptation programme - The continuation of the support of the South Dunedin Future programme - The implementation of the Head of lake Whakatipu natural hazard adaptation strategy - The continuation of the Roxburgh Debris Flood Hazard Management Programme - The continuation of the Taieri Plains natural hazard Adaptation programme - The review of the 'Learning to Live with Flooding' strategy for lakes Wanaka and Whakatipu communities - The review of the 'Milton 2060 flood risk managemnet strategy'
HazNew03	**Accessibility of natural hazard and risk information**	**Natural hazard and risk information available and easily accessible to everyone** This KRA includes: - the development of GIS tool to present natural hazard risk assessment work ('Risk portal') - Improvement to the way natural hazard information is communicated in the NHDB portal. - The piloting/testing of new hazard engagement/communication tools

2. SERVICE PERFORMANCE

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS			Detail of change
		YR1: 2027-28	YR2: 2028-29	YR3: 2029-30	
At all times, communities, partners and stakeholders can access and interact with robust and understandable natural hazard information including exposure and risk.	% Availability Otago Natural Hazards Database on a 24/7/3	100%	100%	100%	Reformat with SMART framework. No change in service level.
At all times, communities, partners and stakeholders can access and interact with robust and understandable natural hazard information including exposure and risk.	% Plain language natural hazard information is available on the Natural Hazard Database within 10 working days of the published report.	100%	100%	100%	New measure. Better representation of KRA.
At all times, communities, partners and stakeholders can access and interact with robust and understandable natural hazard information including exposure and risk.	% Natural hazard database or exposure viewer information updated within 20 working days after finalised report.	100%	100%	100%	New measure. Better representation of KRA.
At all times, communities, partners and stakeholders can access and interact with robust and understandable natural hazard information including exposure and risk.	% Enquiries related to Natural Hazards are responded to within 7 working days.	100%	100%	100%	New measure. Better representation of KRA.
At all times, communities, partners and stakeholders can access and interact with robust and understandable natural hazard information including exposure and risk.	% Flood warnings issued in accordance with the approved Flood Warning Manual, including timely flood warning information data shared with Emergency Management Otago, councils, and other stakeholders to support emergency decisions.	100%	100%	100%	Reformat with SMART framework. No change in service level.
Collaborate with communities, stakeholders and partners to develop and deliver natural hazards management plans or strategies (including adaptation plans)	% Hazard management plans developed with community, stakeholders and partners.	100%	100%	100%	New measure. Better representation of KRA.
Collaborate with communities, stakeholders and partners to develop and deliver natural hazards management plans or strategies (including adaptation plans)	% Endorsed strategies reviewed and updated to schedule.	100%	100%	100%	New measure. Better representation of KRA.

MANAGEMENT AREA | **BUSINESS UNIT: Engineering - Flood Protection and Drainage**

1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037

WO NUMBER	WORK ORDER	KEY RESULT AREA
WO.81	**Alexandra Flood Scheme - Operations**	**Alexandra flood scheme: Operations and maintenance** of 1km of floodbanks, 3 pumping stations.
WO.80	**Alexandra Flood Scheme - Engineering**	**Engineering codes include depreciation, cost redistribution from oversight code, insurance , rates, and other overheads.**
AlexCapex	**Alexandra Flood Scheme - Capital**	**Capital works**
WO.88	**East Taieri Drainage - Operations**	**East Taieri: Operations and maintenance** of 3 pumping stations, 1 bridge, 128km of drains, 84 culverts.
WO.87	**East Taieri Drainage - Engineering**	Engineering codes include depreciation, cost redistribution from oversight code, insurance , rates, and other overheads.
ETaieriCapex	**East Taieri Drainage - Capital**	Capital works
WO.93	**Leith Flood Scheme - Operations**	**LeithFlood scheme: Operations and maintenance of** 6.7km of walls/channels.
WO.92	**Leith Flood Scheme - Engineering**	Engineering codes include depreciation, cost redistribution from oversight code, insurance , rates, and other overheads.
LeithCapex	**Leith Flood Scheme - Capital**	Capital works
WO.96	**Lower Clutha Flood/ Drainage Scheme - Operations**	**Lower Clutha: Operation and maintenance** of 110 km of floodbanks, 5 pumping stations, 4 bridges, 153km of drains, 189 culverts.
WO.95	**Lower Clutha Flood/ Drainage Scheme - Engineering**	**Engineering codes include depreciation, cost redistribution from oversight code, insurance , rates, and other overheads.**
LCluthaCapex	**Lower Clutha Flood/ Drainage Scheme - Capital**	**Capital works**
WO.99	**Lower Taieri Flood Scheme - Operations**	**Lower Taieri: Operations and maintenance** of 110 km of floodbanks.
WO.98	**Lower Taieri Flood Scheme - Engineering**	Engineering codes include depreciation, cost redistribution from oversight code, insurance , rates, and other overheads.
LTaieriCapex	**Lower Taieri Flood Scheme - Capital**	**Capital works**
WO.115	**Tokomairiro - Operations**	**Tokomairiro: operations and maintenance** of 17 bridges, 110km of drains, 74 culverts.
WO.114	**Tokomairiro - Engineering**	**Engineering codes include depreciation, cost redistribution from oversight code, insurance , rates, and other overheads.**
TokoCapex	**Tokomairiro - Capital**	**Capital works**
WO.121	**West Taieri - Operations**	**West Taieri: Operations and maintenance** of 3 pumping stations, 20 bridges, 144km of drains, 22 culverts.
WO.120	**West Taieri - Engineering**	**Engineering codes include depreciation, cost redistribution from oversight code, insurance , rates, and other overheads.**
WTaieriCapex	**West Taieri - Capital**	**Capital works**

WO. 90	**Flood/Drainage Schemes Oversight**	**Oversight-** Flood/Drainage Expenditure not tied to specific Schemes. Funded through an internal allocation to Schemes.
Lindsay1	**Lindsay Provisional Scheme**	**Lindsay Provisional Scheme**
LindsayCapex	**Lindsay Provisional Scheme**	**Lindsay Provisional Scheme**
	Flood response (across all schemes)	**Respond to flood events and post-event assessment and repair programmes:** Ensuring flood protection assets remain effective and communities continue to receive agreed levels of protection.
BFPFIN	**Bylaws**	**Bylaws**

2. SERVICE PERFORMANCE

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS YR1: 2027-28	TARGETS YR2: 2028-29	TARGETS YR3: 2029-30	Detail of change
Protect communities, their livelihoods and infrastructure from the impacts of flood events.	% Scheme maintenance programme completed: Major flood protection drainage and control works are maintained, repaired and renewed to the key standard.	≥85%	≥85%	≥85%	Reformat with SMART framework. No change in service level.
Protect communities, their livelihoods and infrastructure from the impacts of flood events.	% Scheme renewals programme completed: Major flood protection drainage and control works are maintained, repaired and renewed to the key standards.	≥85%	≥85%	≥85%	Reformat with SMART framework. No change in service level.
Respond promptly and transparently to community and landowner issues relating to rivers, schemes and flood events.	% Flood events (for which a repair programme is required) is shown on the website within three months.	100%	100%	100%	Reformat with SMART framework. No change in service level.

MANAGEMENT AREA — **BUSINESS UNIT: Engineering - River Management**

1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037

WO NUMBER	WORK ORDER	KEY RESULT AREA
WO.105	**River Management - Central Otago**	**RM Central Otago Maintenance**
WO.106	**River Management - Clutha**	**RM Clutha Maintenance**
WO.107	**River Management - Dunedin**	**RM Dunedin** Maintenance
WO.110, WO.111	**River Management - Wakatipu/River Management - Wanaka**	**RM Qtwn Lakes:** Maintenance
WO.108/WO.109	**River Management - Lower Waitaki Scheme/River Management - Waitaki**	**RM Waitaki:** Maintenance
WO.112	**River Management Oversight**	**Oversight**
RM- Clutha Capex	**River Managent - Clutha Capex**	**Capital works**
RM- Dunedin Capex	**River Managment - Dunedin Capex**	**Capital works**
RM- Qtown Lakes Capex	**River Management- Queenstown Lakes**	**Capital works**
RM- Waitkai Capex	**River Management- Waitaki**	**Capital works**

2. SERVICE PERFORMANCE

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS YR1: 2027-28	TARGETS YR2: 2028-29	TARGETS YR3: 2029-30	Detail of change
Respond promptly and transparently to reported community and landowner issues relating to rivers, schemes and flood events.	% Reported river and scheme issues investigated, with appropriate action determined and communicated within 20 working days.	≥98%	≥98%	≥98%	Reformat with SMART framework. No change in service level.
Maintain channel capacity and stability, while balancing environmental outcomes and recognising mana whenua values in rivers.	% Planned maintenance programme completed: channel works are maintained, repaired and renewed to the key standards.	≥85%	≥85%	≥85%	Reformat with SMART framework. No change in service level.

MANAGEMENT AREA — **BUSINESS UNIT: Emergency Management**

1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037

WO NUMBER	WORK ORDER	KEY RESULT AREA
WO.73	**Risk, Assurance and Recovery**	**Risk, Assurance and Recovery**
WO.75	**Operations**	**Operations**
WO.60	**Training and Capability**	**Training and Capability**
WO.76	**Community Resilience and Education**	**Community Resilience and Education**
CDEMNew1	**Regional Governance and Support**	**Regional Governance and Support**
Capex		**Earthquake Trailer Project, Tsunami Signage, NZRT Support**

2. SERVICE PERFORMANCE

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS YR1: 2027-28	TARGETS YR2: 2028-29	TARGETS YR3: 2029-30	Detail of change
Otago communities benefit from a Committee-led annual work programme, delivered by Emergency Management Otago, that strengthens the region's resilience to emergencies (as defined in the Emergency Management Act).	Regional council responsibility - % Otago EM Committee (EMC)-led priority programme actions delivered.	≥80%	≥80%	≥80%	New measure. Better representation of KRA.
Maintain the staffing and readiness required to activate an effective region-wide Emergency response (as defined in the Emergency Management Act)	Administration authority responsibility - % Staffed availability of Otago's Emergency Management monitoring and escalation capability 24/7/365.	100%	100%	100%	Reworded former measure about staff availability to focus on escalation capability.
Support the ORC achieve staffing and readiness required to coordinate an effective region-wide emergency response (as defined in the Emergency Management Act).	Committee partner responsibility - % Emergency management training sessions delivered against the training plan, to maintain an appropriate cohort capability.	≥80%	≥80%	≥80%	New measure that better represents what is within EM's control. It captures whether training sessions were delivered as planned, rather than attendance levels.
Otago communities are supported by a fit-for-purpose, annually tested Emergency Coordination Centre (ECC), ready to coordinate the Committee's response to emergencies (as defined in the Emergency Management Act).	Committee partner responsibility - % Otago EM Committee (EMC) minimum standards met, as confirmed by a self-assessment within the last 12 months.	100%	100%	100%	New measure. Better represenation of KRA.

SCRE - MGT GRP $ - Cost Centre						Year											Year 1 Movment	
Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	$	%
Emergency Management	Emergency Management	3001 - Emergency Management - Emergency Management	Operational revenue	Rates Revenue	1115 - Rates - Targeted	-4,113,912	-4,288,365	-4,421,857	-4,549,687	-4,700,256	-4,853,602	-5,002,090	-5,151,628	-5,301,520	-5,457,367	-5,616,423	-174,453	4%
			Operational revenue Total			**-4,113,912**	**-4,288,365**	**-4,421,857**	**-4,549,687**	**-4,700,256**	**-4,853,602**	**-5,002,090**	**-5,151,628**	**-5,301,520**	**-5,457,367**	**-5,616,423**	-174,453	4%
			Operational expenses	Personnel Costs		2,229,741	2,347,774	2,446,376	2,531,364	2,619,361	2,710,220	2,804,297	2,901,651	3,002,341	3,106,540	3,214,313	118,033	5%
				Contract Services and Consultants	3390 - Consultants	198,900	202,480	207,340	211,901	216,775	220,894	225,312	229,818	234,184	238,634	242,929	3,580	2%
				Depreciation and Amortisation	4600 - Depreciation Expense	47,318	34,249	24,949	7,378	5,888	5,888	5,670	5,384	2,211			-13,070	-28%
				Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	180,963	48,421	52,437	56,452	61,212	64,129	66,561	67,963	69,278	70,654	69,905	-132,542	-73%
					6150 - Internal Charges - Overheads	1,080,987	1,272,670	1,298,798	1,342,011	1,387,226	1,434,891	1,474,319	1,512,361	1,550,801	1,590,423	1,630,040	191,683	18%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	35,700	36,343	37,215	38,034	38,908	39,648	40,441	41,249	42,033	42,832	43,603	643	2%
					3660 - Advertising and Engagement	51,000	51,918	53,164	54,334	55,583	56,639	57,772	58,928	60,047	61,188	62,290	918	2%
					3810 - Stationery, Office Consumables & Postage	15,300	15,575	15,949	16,300	16,675	16,992	17,332	17,678	18,014	18,356	18,687	275	2%
					3990 - Accommodation & Travel Related Costs	51,000	51,918	53,164	54,334	55,583	56,639	57,772	58,928	60,047	61,188	62,290	918	2%
					4440 - Software Licenses & SaaS/IaaS Fees	172,003	175,099	179,301	183,246	187,461	191,022	194,843	198,740	202,516	206,364	210,078	3,096	2%
					4470 - Other Sundry Expenses	51,000	51,918	53,164	54,334	55,583	56,639	57,772	58,928	60,047	61,188	62,290	918	2%
			Operational expenses Total			**4,113,912**	**4,288,365**	**4,421,856**	**4,549,687**	**4,700,256**	**4,853,601**	**5,002,090**	**5,151,628**	**5,301,519**	**5,457,367**	**5,616,422**	174,453	4%
		3001 - Emergency Management - Emergency Management Total				-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	967%
	Emergency Management Total					**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	967%
Emergency Management Total						**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	967%

SCRE - MGT GRP $ - Cost Centre Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	Year 26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	Year 1 Movment $	 %
Engineering	Alexandra Flood Protection	3002 - Alexandra Flood Protection	Operational revenue	Fees and Charges	1250 - Fees (Exchange)	-200,000	-200,000	-200,000	-200,000	-200,000	-200,000	-200,000	-200,000	-200,000	-200,000	-200,000	0	0%
				Rates Revenue	1110 - Rates - General	-31,102	-33,457	-35,990	-38,715	-41,646	-44,799	-48,191	-51,839	-55,764	-59,986	-64,528	-2,355	8%
					1115 - Rates - Targeted	-124,407	-133,826	-143,959	-154,858	-166,583	-179,195	-192,763	-207,357	-223,057	-239,945	-258,112	-9,419	8%
			Operational revenue Total			**-355,509**	**-367,283**	**-379,949**	**-393,573**	**-408,229**	**-423,994**	**-440,953**	**-459,196**	**-478,821**	**-499,931**	**-522,639**	-11,774	3%
			Operational expenses	Personnel Costs		24,786	13,253	13,814	14,298	14,798	15,316	15,852	16,407	16,981	17,575	18,191	-11,534	-47%
				Contract Services and Consultants	3390 - Consultants			12,509							35,993	24,427	0	-
					4340 - Repairs & Maintenance	216,853	198,510	203,274	207,746	212,524	216,562	220,894	225,312	229,592	233,955	238,166	-18,343	-8%
				Depreciation and Amortisation	4600 - Depreciation Expense	38,821	38,821	40,763	40,763	40,977	40,520	38,502	38,502	38,502	38,502	38,502	0	0%
				Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Manag	25,212	108,011	111,287	114,848	118,560	122,326	126,010	129,752	133,571	137,514	141,529	82,799	328%
					6145 - Internal Charges - Motor Vehicles	3,217	4,842	5,244	5,645	6,121	6,413	6,656	6,796	6,928	7,065	6,990	1,625	51%
					6150 - Internal Charges - Overheads	11,686	6,879	7,020	7,254	7,498	7,756	7,969	8,175	8,383	8,597	8,811	-4,807	-41%
				Other Expenses - Direct	3990 - Accommodation & Travel Related Costs	1,876	1,910	1,956	1,999	2,045	2,083	2,125	2,168	2,209	2,251	2,291	33	2%
					4260 - Insurance		7,767	7,954	8,129	8,316	8,474	8,643	8,816	8,984	9,154	9,319	7,767	-
					4290 - Electricity & Gas	30,600	44,283	45,346	46,343	47,409	48,310	49,276	50,262	51,217	52,190	53,129	13,683	45%
					4295 - Rates	417	611	625	639	654	666	680	693	706	720	733	194	46%
					4470 - Other Sundry Expenses	2,040	13,234	13,552	13,850	14,168	14,437	14,726	15,021	15,306	15,597	15,878	11,194	549%
			Operational expenses Total			**355,509**	**438,121**	**463,344**	**461,514**	**473,071**	**482,865**	**491,333**	**501,903**	**512,379**	**559,113**	**557,966**	82,612	23%
		3002 - Alexandra Flood Protection Total				-0	70,838	83,395	67,941	64,843	58,870	50,380	42,706	33,558	59,182	35,327	70,838	-88547325%
	Alexandra Flood Protection Total					**-0**	**70,838**	**83,395**	**67,941**	**64,843**	**58,870**	**50,380**	**42,706**	**33,558**	**59,182**	**35,327**	70,838	-88547325%
	East Taieri Drainage	3007 - East Taieri Drainage	Operational revenue	Lease and Investment Properties	1280 - Lease Properties Income	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	-1,000	0	0%
				Rates Revenue	1110 - Rates - General	-76,131	-84,905	-94,690	-105,603	-117,774	-131,347	-146,484	-163,366	-182,194	-203,192	-226,609	-8,774	12%
					1115 - Rates - Targeted	-685,179	-764,145	-852,212	-950,428	-1,059,963	-1,182,122	-1,318,359	-1,470,298	-1,639,747	-1,828,725	-2,039,482	-78,966	12%
			Operational revenue Total			**-762,310**	**-850,050**	**-947,902**	**-1,057,031**	**-1,178,736**	**-1,314,468**	**-1,465,843**	**-1,634,664**	**-1,822,941**	**-2,032,917**	**-2,267,091**	-87,740	12%
			Operational expenses	Personnel Costs		309,831	132,526	138,142	142,977	147,981	153,160	158,521	164,069	169,811	175,755	181,906	-177,305	-57%
				Contract Services and Consultants	3390 - Consultants	72,971											-72,971	-100%
					4340 - Repairs & Maintenance	250,697	307,436	309,602	316,414	312,792	318,735	325,110	331,612	337,913	344,333	350,531	56,739	23%
				Depreciation and Amortisation	4600 - Depreciation Expense	36,863	52,469	68,072	70,341	75,280	66,106	77,075	133,987	186,210	187,152	178,275	15,606	42%
				Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Manag	100,848	432,043	445,147	459,390	474,241	489,305	504,041	519,007	534,285	550,054	566,116	331,196	328%
					6145 - Internal Charges - Motor Vehicles	16,086	24,211	26,218	28,226	30,606	32,064	33,280	33,982	34,639	35,327	34,952	8,125	51%
					6150 - Internal Charges - Overheads	146,079	68,793	70,205	72,541	74,985	77,562	79,693	81,749	83,827	85,969	88,110	-77,286	-53%
				Other Expenses - Direct	3660 - Advertising and Engagement	2,085											-2,085	-100%
					4260 - Insurance	15,300	9,162	9,382	9,588	9,809	9,995	10,195	10,399	10,597	10,798	10,992	-6,138	-40%
					4290 - Electricity & Gas	40,800	58,026	59,419	60,726	62,123	63,303	64,569	65,860	67,112	68,387	69,618	17,226	42%
					4470 - Other Sundry Expenses	5,100											-5,100	-100%
			Operational expenses Total			**996,659**	**1,084,666**	**1,126,187**	**1,160,203**	**1,187,817**	**1,210,231**	**1,252,484**	**1,340,665**	**1,424,394**	**1,457,775**	**1,480,502**	88,006	9%
		3007 - East Taieri Drainage Total				234,349	234,616	178,286	103,173	9,081	-104,238	-213,359	-293,999	-398,547	-575,142	-786,590	267	0%
	East Taieri Drainage Total					**234,349**	**234,616**	**178,286**	**103,173**	**9,081**	**-104,238**	**-213,359**	**-293,999**	**-398,547**	**-575,142**	**-786,590**	267	0%
	Leith Flood Protection Scheme	3003 - Leith Flood Protection Scheme	Operational revenue	Rates Revenue	1110 - Rates - General	-314,097	-314,097	-314,097	-314,097	-314,097	-314,097	-314,097	-314,097	-314,097	-314,097	-314,097	0	0%
					1115 - Rates - Targeted	-1,256,387	-1,256,387	-1,256,387	-1,256,387	-1,256,387	-1,256,387	-1,256,387	-1,256,387	-1,256,387	-1,256,387	-1,256,387	0	0%
			Operational revenue Total			**-1,570,484**	**-1,570,484**	**-1,570,484**	**-1,570,484**	**-1,570,484**	**-1,570,484**	**-1,570,484**	**-1,570,484**	**-1,570,484**	**-1,570,484**	**-1,570,484**	0	0%
			Operational expenses	Personnel Costs		86,753	26,505	27,628	28,595	29,596	30,632	31,704	32,814	33,962	35,151	36,381	-60,247	-69%
				Contract Services and Consultants	3390 - Consultants	51,000		33,358		54,493							-51,000	-100%
					4340 - Repairs & Maintenance	104,244	81,440	88,607	106,537	108,987	111,058	113,279	115,544	117,740	119,977	122,136	-22,804	-22%
				Depreciation and Amortisation	4600 - Depreciation Expense	360,442	358,397	334,297	341,615	366,453	389,452	389,209	369,837	369,837	369,837	369,837	-2,044	-1%
				Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Manag	50,424	216,022	222,574	229,695	237,121	244,653	252,020	259,503	267,143	275,027	283,058	165,598	328%
					6145 - Internal Charges - Motor Vehicles	3,016	4,539	4,916	5,292	5,739	6,012	6,240	6,372	6,495	6,624	6,554	1,523	51%
					6150 - Internal Charges - Overheads	40,902	13,759	14,041	14,508	14,997	15,512	15,939	16,350	16,765	17,194	17,622	-27,144	-66%
				Other Expenses - Direct	4260 - Insurance	18,360	18,690	19,139	19,560	20,010	20,390	20,798	21,214	21,617	22,028	22,424	330	2%
			Operational expenses Total			**715,140**	**719,353**	**744,559**	**745,803**	**837,396**	**817,709**	**829,188**	**821,634**	**833,559**	**845,837**	**858,012**	4,213	1%
		3003 - Leith Flood Protection Scheme Total				-855,344	-851,131	-825,925	-824,681	-733,088	-752,775	-741,295	-748,850	-736,925	-724,647	-712,471	4,213	0%
	Leith Flood Protection Scheme Total					**-855,344**	**-851,131**	**-825,925**	**-824,681**	**-733,088**	**-752,775**	**-741,295**	**-748,850**	**-736,925**	**-724,647**	**-712,471**	4,213	0%
	Lwr Clutha Flood Protection & Drainage	3004 - Lower Clutha Flood Protection & Drainage	Operational revenue	Lease and Investment Properties	1280 - Lease Properties Income	-185,760	-185,760	-185,760	-185,760	-185,760	-185,760	-185,760	-185,760	-185,760	-185,760	-185,760	0	0%
				Rates Revenue	1110 - Rates - General	-198,820	-182,726	-220,720	-265,051	-316,780	-377,138	-447,566	-529,744	-625,632	-737,519	-868,071	16,094	-8%
					1115 - Rates - Targeted	-1,102,284	-1,035,450	-1,250,745	-1,501,958	-1,795,084	-2,137,113	-2,536,206	-3,001,882	-3,545,250	-4,179,272	-4,919,072	66,834	-6%
				Subsidies and Grants	1300 - Grants Income	-731,340											731,340	-100%
			Operational revenue Total			**-2,218,204**	**-1,403,937**	**-1,657,224**	**-1,952,770**	**-2,297,623**	**-2,700,011**	**-3,169,532**	**-3,717,386**	**-4,356,642**	**-5,102,550**	**-5,972,903**	814,268	-37%
			Operational expenses	Personnel Costs		557,695	331,316	345,354	357,442	369,952	382,900	396,302	410,172	424,528	439,387	454,765	-226,380	-41%
				Contract Services and Consultants	3390 - Consultants	224,400		291,881									-224,400	-100%
					4340 - Repairs & Maintenance	871,480	992,550	1,011,159	1,062,170	1,086,599	1,107,244	1,129,390	1,151,978	1,173,865	1,196,169	1,217,700	121,070	14%
				Depreciation and Amortisation	4600 - Depreciation Expense	130,146	140,168	158,864	159,725	212,317	224,667	227,357	250,999	274,944	299,422	292,241	10,022	8%
				Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Manag	100,848	432,043	445,147	459,390	474,241	489,305	504,041	519,007	534,285	550,054	566,116	331,196	328%
					6145 - Internal Charges - Motor Vehicles	34,182	51,447	55,714	59,980	65,038	68,137	70,721	72,211	73,608	75,070	74,274	17,265	51%
					6150 - Internal Charges - Overheads	262,943	171,982	175,513	181,353	187,463	193,904	199,232	204,373	209,568	214,922	220,276	-90,960	-35%
				Other Expenses - Direct	3660 - Advertising and Engagement	5,212	5,306	5,433	5,553	5,680	5,788	5,904	6,022	6,137	6,253	6,366	94	2%
					3990 - Accommodation & Travel Related Costs	2,085											-2,085	-100%
					4260 - Insurance	15,300	15,575	15,949	16,300	16,675	16,992	17,332	17,678	18,014	18,356	18,687	275	2%
					4290 - Electricity & Gas	102,000	103,836	106,328	108,667	111,167	113,279	115,544	117,855	120,094	122,376	124,579	1,836	2%
					4295 - Rates		3,359	3,440	3,516	3,597	3,665	3,738	3,813	3,885	3,959	4,031	3,359	-
			Operational expenses Total			**2,306,291**	**2,247,583**	**2,614,783**	**2,414,095**	**2,532,728**	**2,605,881**	**2,669,560**	**2,754,108**	**2,838,929**	**2,925,969**	**2,979,034**	-58,707	-3%
		3004 - Lower Clutha Flood Protection & Drainage Total				88,086	843,647	957,558	461,325	235,105	-94,130	-499,972	-963,278	-1,517,713	-2,176,581	-2,993,869	755,560	858%
	Lwr Clutha Flood Protection & Drainage Total					**88,086**	**843,647**	**957,558**	**461,325**	**235,105**	**-94,130**	**-499,972**	**-963,278**	**-1,517,713**	**-2,176,581**	**-2,993,869**	755,560	858%
	Lwr Taieri Flood Protection Scheme	3005 - Lower Taieri Flood Protection Scheme	Operational revenue	Lease and Investment Properties	1280 - Lease Properties Income		-5,000	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000	-5,000	-
				Rates Revenue	1110 - Rates - General	-268,147	-275,422	-282,895	-290,570	-298,453	-306,550	-314,867	-323,410	-332,184	-341,196	-350,453	-7,275	3%

SCRE - MGT GRP $ - Cost Centre						Year											Year 1 Movment	
Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	$	%
Engineering	Protection Scheme	Flood Protection	Operational revenue	Rates Revenue	1115 - Rates - Targeted	-1,072,590	-1,101,690	-1,131,579	-1,162,279	-1,193,812	-1,226,201	-1,259,468	-1,293,638	-1,328,735	-1,364,784	-1,401,811	-29,100	3%
				Subsidies and Grants	1300 - Grants Income	-3,393,356	-827,820										2,565,536	-76%
			Operational revenue Total			**-4,734,094**	**-2,209,932**	**-1,419,474**	**-1,457,849**	**-1,497,265**	**-1,537,751**	**-1,579,335**	**-1,622,048**	**-1,665,919**	**-1,710,980**	**-1,757,264**	2,524,162	-53%
			Operational expenses	Personnel Costs		557,695	132,526	138,142	142,977	147,981	153,160	158,521	164,069	169,811	175,755	181,906	-425,169	-76%
				Contract Services and Consultants	3390 - Consultants	402,900		156,365	127,844								-402,900	-100%
					4340 - Repairs & Maintenance	406,552	442,830	453,458	463,434	474,093	483,101	492,763	502,618	512,168	521,899	531,293	36,278	9%
				Depreciation and Amortisation	4600 - Depreciation Expense	31,990	34,956	34,956	36,001	36,979	45,905	51,502	57,216	80,530	104,056	128,085	2,966	9%
				Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Manag	100,848	432,043	445,147	459,390	474,241	489,305	504,041	519,007	534,285	550,054	566,116	331,196	328%
					6145 - Internal Charges - Motor Vehicles	18,096	27,237	29,496	31,754	34,432	36,072	37,440	38,229	38,969	39,743	39,321	9,141	51%
					6150 - Internal Charges - Overheads	262,943	68,793	70,205	72,541	74,985	77,562	79,693	81,749	83,827	85,969	88,110	-194,150	-74%
				Other Expenses - Direct	3660 - Advertising and Engagement	2,085	5,599	5,733	5,860	5,994	6,108	6,230	6,355	6,476	6,599	6,718	3,514	169%
					4295 - Rates		1,018	1,042	1,065	1,090	1,111	1,133	1,155	1,177	1,200	1,221	1,018	-
			Operational expenses Total			**1,783,109**	**1,145,002**	**1,334,544**	**1,340,867**	**1,249,795**	**1,292,324**	**1,331,322**	**1,370,399**	**1,427,243**	**1,485,275**	**1,542,771**	-638,107	-36%
		3005 - Lower Taieri Flood Protection Scheme Total				-2,950,985	-1,064,930	-84,930	-116,982	-247,471	-245,427	-248,013	-251,649	-238,676	-225,706	-214,493	1,886,055	-64%
	Lwr Taieri Flood Protection Scheme Total					**-2,950,985**	**-1,064,930**	**-84,930**	**-116,982**	**-247,471**	**-245,427**	**-248,013**	**-251,649**	**-238,676**	**-225,706**	**-214,493**	1,886,055	-64%
	Non Scheme Management	3017 - Non Scheme Management	Operational revenue	Rates Revenue	1110 - Rates - General	-78,698											78,698	-100%
			Operational revenue Total			**-78,698**											78,698	-100%
			Operational expenses	Personnel Costs		12,393											-12,393	-100%
				Contract Services and Consultants	3390 - Consultants	52,122											-52,122	-100%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	5,843											-5,843	-100%
				Other Expenses - Direct	4470 - Other Sundry Expenses	8,340											-8,340	-100%
			Operational expenses Total			**78,698**											-78,698	-100%
		3017 - Non Scheme Management Total				-0											0	-100%
	Non Scheme Management Total					**-0**											0	-100%
	River Management - Central	3012 - River Management - Central	Operational revenue	Rates Revenue	1115 - Rates - Targeted	-408,554	-465,257	-529,829	-603,363	-687,103	-782,465	-891,062	-1,014,732	-1,155,565	-1,315,944	-1,498,583	-56,703	14%
			Operational revenue Total			**-408,554**	**-465,257**	**-529,829**	**-603,363**	**-687,103**	**-782,465**	**-891,062**	**-1,014,732**	**-1,155,565**	**-1,315,944**	**-1,498,583**	-56,703	14%
			Operational expenses	Personnel Costs		148,719	39,758	41,442	42,893	44,394	45,948	47,556	49,221	50,943	52,726	54,572	-108,961	-73%
				Contract Services and Consultants	3390 - Consultants	20,400	20,360	20,849	21,307	21,797	22,212	22,656	23,109	23,548	23,995	24,427	-40	0%
					4340 - Repairs & Maintenance	316,200	305,400	312,730	319,610	326,961	333,173	339,836	346,633	353,219	359,930	366,409	-10,800	-3%
				Depreciation and Amortisation	4600 - Depreciation Expense						2,190	4,429	50,141	96,769	96,769	96,769	0	-
				Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Manag	86,583	286,044	274,618	283,764	293,280	303,076	312,590	322,250	332,153	342,383	352,844	199,461	230%
					6145 - Internal Charges - Motor Vehicles	16,086	24,211	26,218	28,226	30,606	32,064	33,280	33,982	34,639	35,327	34,952	8,125	51%
					6150 - Internal Charges - Overheads	70,118	20,638	21,062	21,762	22,495	23,268	23,908	24,525	25,148	25,791	26,433	-49,480	-71%
				Other Expenses - Direct	3990 - Accommodation & Travel Related Costs	1,876											-1,876	-100%
			Operational expenses Total			**659,981**	**696,410**	**696,918**	**717,562**	**739,534**	**761,931**	**784,256**	**849,860**	**916,419**	**936,922**	**956,407**	36,428	6%
		3012 - River Management - Central Total				251,428	231,153	167,089	114,199	52,431	-20,534	-106,807	-164,871	-239,146	-379,023	-542,176	-20,274	-8%
	River Management - Central Total					**251,428**	**231,153**	**167,089**	**114,199**	**52,431**	**-20,534**	**-106,807**	**-164,871**	**-239,146**	**-379,023**	**-542,176**	-20,274	-8%
	River Management - Clutha	3011 - River Management - Clutha	Operational revenue	Rates Revenue	1115 - Rates - Targeted	-485,350	-570,824	-671,349	-789,579	-928,629	-1,092,166	-1,284,504	-1,510,714	-1,776,761	-2,089,661	-2,457,664	-85,473	18%
			Operational revenue Total			**-485,350**	**-570,824**	**-671,349**	**-789,579**	**-928,629**	**-1,092,166**	**-1,284,504**	**-1,510,714**	**-1,776,761**	**-2,089,661**	**-2,457,664**	-85,473	18%
			Operational expenses	Personnel Costs		148,719	132,526	138,142	142,977	147,981	153,160	158,521	164,069	169,811	175,755	181,906	-16,193	-11%
				Contract Services and Consultants	3360 - Contractors		50,900	52,122	53,268	54,493	55,529	56,639	57,772	58,870	59,988	61,068	50,900	-
					3390 - Consultants	71,400	20,360	20,849	21,307	21,797	22,212	22,656	23,109	23,548	23,995	24,427	-51,040	-71%
					4340 - Repairs & Maintenance	459,000	426,542	426,355	467,696	478,452	487,543	497,294	507,240	516,877	526,698	536,179	-32,458	-7%
				Depreciation and Amortisation	4600 - Depreciation Expense	2,446	1,317	1,266	662	662	662	662	662	662	662	662	-1,129	-46%
				Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Manag	86,583	286,044	274,618	283,764	293,280	303,076	312,590	322,250	332,153	342,383	352,844	199,461	230%
					6145 - Internal Charges - Motor Vehicles	16,086	24,211	26,218	28,226	30,606	32,064	33,280	33,982	34,639	35,327	34,952	8,125	51%
					6150 - Internal Charges - Overheads	70,118	68,793	70,205	72,541	74,985	77,562	79,693	81,749	83,827	85,969	88,110	-1,325	-2%
				Other Expenses - Direct	3660 - Advertising and Engagement		1,527	1,564	1,598	1,635	1,666	1,699	1,733	1,766	1,800	1,832	1,527	-
					3990 - Accommodation & Travel Related Costs		1,018	1,042	1,065	1,090	1,111	1,133	1,155	1,177	1,200	1,221	1,018	-
			Operational expenses Total			**854,351**	**1,013,237**	**1,012,379**	**1,073,104**	**1,104,982**	**1,134,583**	**1,164,167**	**1,193,722**	**1,223,331**	**1,253,777**	**1,283,203**	158,886	19%
		3011 - River Management - Clutha Total				369,001	442,414	341,030	283,526	176,353	42,417	-120,337	-316,992	-553,430	-835,884	-1,174,462	73,412	20%
	River Management - Clutha Total					**369,001**	**442,414**	**341,030**	**283,526**	**176,353**	**42,417**	**-120,337**	**-316,992**	**-553,430**	**-835,884**	**-1,174,462**	73,412	20%
	River Management - Dunedin	3010 - River Management - Dunedin	Operational revenue	Rates Revenue	1115 - Rates - Targeted	-265,543	-332,490	-416,315	-521,273	-652,692	-817,244	-1,023,281	-1,281,262	-1,604,283	-2,008,743	-2,515,171	-66,947	25%
			Operational revenue Total			**-265,543**	**-332,490**	**-416,315**	**-521,273**	**-652,692**	**-817,244**	**-1,023,281**	**-1,281,262**	**-1,604,283**	**-2,008,743**	**-2,515,171**	-66,947	25%
			Operational expenses	Personnel Costs		148,719	53,010	55,257	57,191	59,192	61,264	63,408	65,628	67,925	70,302	72,762	-95,708	-64%
				Contract Services and Consultants	3390 - Consultants	40,800	61,080	208,486	31,961	32,696	33,317	33,984	34,663	35,322	35,993	36,641	20,280	50%
					4340 - Repairs & Maintenance	377,400	437,740	448,246	458,107	468,644	477,548	487,099	496,841	506,281	515,900	525,187	60,340	16%
				Depreciation and Amortisation	4600 - Depreciation Expense	27,417	41,056	46,861	55,225	81,990	81,990	81,814	72,279	72,279	72,279	72,279	13,639	50%
				Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Manag	86,583	286,044	274,618	283,764	293,280	303,076	312,590	322,250	332,153	342,383	352,844	199,461	230%
					6145 - Internal Charges - Motor Vehicles	7,037	10,592	11,471	12,349	13,390	14,028	14,560	14,867	15,155	15,456	15,292	3,555	51%
					6150 - Internal Charges - Overheads	70,118	27,517	28,082	29,016	29,994	31,025	31,877	32,700	33,531	34,387	35,244	-42,601	-61%
			Operational expenses Total			**758,074**	**917,039**	**1,073,020**	**927,613**	**979,186**	**1,002,247**	**1,025,332**	**1,039,228**	**1,062,644**	**1,086,700**	**1,110,248**	158,965	21%
		3010 - River Management - Dunedin Total				492,531	584,549	656,705	406,340	326,494	185,003	2,052	-242,034	-541,639	-922,043	-1,404,922	92,018	19%
	River Management - Dunedin Total					**492,531**	**584,549**	**656,705**	**406,340**	**326,494**	**185,003**	**2,052**	**-242,034**	**-541,639**	**-922,043**	**-1,404,922**	92,018	19%
	River Management - Waitaki	3015 - River Management - Waitaki	Operational revenue	Rates Revenue	1115 - Rates - Targeted	-654,620	-711,349	-772,993	-839,980	-912,772	-991,872	-1,077,827	-1,171,231	-1,272,729	-1,383,022	-1,502,874	-56,729	9%
			Operational revenue Total			**-654,620**	**-711,349**	**-772,993**	**-839,980**	**-912,772**	**-991,872**	**-1,077,827**	**-1,171,231**	**-1,272,729**	**-1,383,022**	**-1,502,874**	-56,729	9%
			Operational expenses	Personnel Costs		148,719	53,010	55,257	57,191	59,192	61,264	63,408	65,628	67,925	70,302	72,762	-95,708	-64%
				Contract Services and Consultants	3390 - Consultants	71,400	20,360	20,849	21,307	21,797	22,212	22,656	23,109	23,548	23,995	24,427	-51,040	-71%
					4340 - Repairs & Maintenance	357,000	343,066	351,300	359,028	367,286	374,264	381,750	389,385	396,783	404,322	411,600	-13,934	-4%
				Depreciation and Amortisation	4600 - Depreciation Expense	1,284	788	1,451	3,113	3,113	3,113	3,113	3,113	3,113	3,113	3,113	-496	-39%
				Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Manag	86,583	286,044	274,618	283,764	293,280	303,076	312,590	322,250	332,153	342,383	352,844	199,461	230%
					6145 - Internal Charges - Motor Vehicles	23,123	34,803	37,689	40,575	43,996	46,093	47,840	48,849	49,794	50,783	50,244	11,680	51%

SCRE - MGT GRP $ - Cost Centre						Year											Year 1 Movment	
Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	$	%
Engineering	Waitaki	Management - Waitaki	Operational expenses	Internal Allocations and Charges	6150 - Internal Charges - Overheads	70,118	27,517	28,082	29,016	29,994	31,025	31,877	32,700	33,531	34,387	35,244	-42,601	-61%
				Other Expenses - Direct	4060 - Council Subsidy/Contribution	229,654	233,788	239,399	244,666	250,293	255,048	260,149	265,352	270,394	275,532	280,491	4,134	2%
			Operational expenses Total			**987,880**	**999,376**	**1,008,643**	**1,038,660**	**1,068,951**	**1,096,094**	**1,123,383**	**1,150,385**	**1,177,239**	**1,204,817**	**1,230,725**	11,495	1%
		3015 - River Management - Waitaki Total				333,260	288,027	235,650	198,679	156,179	104,221	45,556	-20,846	-95,489	-178,206	-272,148	-45,233	-14%
	River Management - Waitaki Total					**333,260**	**288,027**	**235,650**	**198,679**	**156,179**	**104,221**	**45,556**	**-20,846**	**-95,489**	**-178,206**	**-272,148**	-45,233	-14%
	River Management - Wakatipu/Wanaka	3013 - River Management - Queenstown Lakes	Operational revenue	Rates Revenue	1115 - Rates - Targeted	-566,566	-608,289	-653,085	-701,180	-752,817	-808,257	-867,779	-931,684	-1,000,296	-1,073,961	-1,153,050	-41,723	7%
			Operational revenue Total			**-566,566**	**-608,289**	**-653,085**	**-701,180**	**-752,817**	**-808,257**	**-867,779**	**-931,684**	**-1,000,296**	**-1,073,961**	**-1,153,050**	-41,723	7%
			Operational expenses	Personnel Costs		272,651	79,516	82,885	85,786	88,788	91,896	95,112	98,441	101,887	105,453	109,144	-193,135	-71%
				Contract Services and Consultants	3390 - Consultants	122,399	10,180	10,424	10,654	10,899	11,106	11,328	11,554	11,774	11,998	12,214	-112,219	-92%
					4340 - Repairs & Maintenance	306,000	234,140	239,759	245,034	250,670	255,432	260,541	265,752	270,801	275,947	280,914	-71,860	-23%
				Depreciation and Amortisation	4600 - Depreciation Expense	16,798	17,428	17,428	18,473	19,544	19,544	41,930	41,930	41,930	41,817	41,627	630	4%
				Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Manag	86,583	286,044	274,618	283,764	293,280	303,076	312,590	322,250	332,153	342,383	352,844	199,461	230%
					6145 - Internal Charges - Motor Vehicles	32,171	48,421	52,437	56,452	61,212	64,129	66,561	67,963	69,278	70,654	69,905	16,250	51%
					6150 - Internal Charges - Overheads	128,550	41,276	42,123	43,525	44,991	46,537	47,816	49,050	50,296	51,581	52,866	-87,274	-68%
				Other Expenses - Direct	3990 - Accommodation & Travel Related Costs	6,567											-6,567	-100%
					4060 - Council Subsidy/Contribution		10,180	31,273	31,961	32,696	33,317	33,984	34,663	35,322	35,993	36,641	10,180	-
					4470 - Other Sundry Expenses	51,274											-51,274	-100%
			Operational expenses Total			**1,022,994**	**727,184**	**750,947**	**775,648**	**802,080**	**825,037**	**869,862**	**891,604**	**913,441**	**935,825**	**956,153**	-295,810	-29%
		3013 - River Management - Queenstown Lakes Total				456,428	118,895	97,862	74,468	49,263	16,780	2,083	-40,080	-86,855	-138,136	-196,897	-337,533	-74%
	River Management - Wakatipu/Wanaka Total					**456,428**	**118,895**	**97,862**	**74,468**	**49,263**	**16,780**	**2,083**	**-40,080**	**-86,855**	**-138,136**	**-196,897**	-337,533	-74%
	River Management Oversight	3018 - River Management Oversight	Operational expenses	Personnel Costs		123,932	795,157	828,850	857,860	887,884	918,960	951,124	984,414	1,018,868	1,054,528	1,091,437	671,225	542%
				Contract Services and Consultants	3390 - Consultants	102,000	103,836	106,328	108,667	111,167	113,279	115,544	117,855	120,094	122,376	124,579	1,836	2%
				Depreciation and Amortisation	4600 - Depreciation Expense		379										379	-
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	58,432	412,758	421,232	435,247	449,911	465,370	478,157	490,496	502,962	515,813	528,662	354,326	606%
					6641 - Internal Recoveries - Flood Scheme and River Ma	-432,913	-1,430,218	-1,373,088	-1,418,820	-1,466,400	-1,515,378	-1,562,950	-1,611,251	-1,660,763	-1,711,914	-1,764,220	-997,305	230%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	7,975	8,144	8,339	8,523	8,719	8,885	9,062	9,244	9,419	9,598	9,771	169	2%
					3391 - Temporary Staff and Fees	132,600	101,800										-30,800	-23%
					3990 - Accommodation & Travel Related Costs	7,975	8,144	8,339	8,523	8,719	8,885	9,062	9,244	9,419	9,598	9,771	169	2%
			Operational expenses Total			**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	0	0%
		3018 - River Management Oversight Total				-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	0	0%
	River Management Oversight Total					**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	0	0%
	Scheme Oversight	3009 - Scheme Oversight	Operational expenses	Personnel Costs		61,966	1,139,726	1,188,018	1,229,599	1,272,634	1,317,176	1,363,278	1,410,993	1,460,377	1,511,491	1,564,393	1,077,759	1739%
				Contract Services and Consultants	3390 - Consultants	104,244	315,580	349,215	356,898	365,106	372,043	379,484	387,074	394,428	401,922	409,157	211,336	203%
					4340 - Repairs & Maintenance	62,546											-62,546	-100%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	29,216	591,620	603,765	623,854	644,873	667,031	685,359	703,044	720,913	739,332	757,748	562,404	1925%
					6641 - Internal Recoveries - Flood Scheme and River Ma	-504,238	-2,160,216	-2,225,735	-2,296,952	-2,371,206	-2,446,526	-2,520,203	-2,595,034	-2,671,426	-2,750,271	-2,830,580	-1,655,978	328%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	15,762	16,435	16,829	17,199	17,595	17,929	18,288	18,653	19,008	19,369	19,718	673	4%
					3391 - Temporary Staff and Fees		30,540										30,540	-
					3660 - Advertising and Engagement		11,198	11,467	11,719	11,989	12,216	12,461	12,710	12,951	13,197	13,435	11,198	-
					3820 - Subscriptions	1,042	3,054	3,127	3,196	3,270	3,332	3,398	3,466	3,532	3,599	3,664	2,012	193%
					3990 - Accommodation & Travel Related Costs	62,671	41,885	42,890	43,833	44,842	45,694	46,607	47,540	48,443	49,363	50,252	-20,787	-33%
					4470 - Other Sundry Expenses	166,790	10,180	10,424	10,654	10,899	11,106	11,328	11,554	11,774	11,998	12,214	-156,610	-94%
			Operational expenses Total			**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	-0	-64%
		3009 - Scheme Oversight Total				0	0	0	0	0	0	0	0	0	0	0	-0	-64%
		3016 - Bylaws	Operational revenue	Fees and Charges	1250 - Fees (Exchange)	-143,304	-201,319	-208,347	-215,518	-222,966	-230,722	-238,214	-245,818	-253,638	-261,724	-270,016	-58,015	40%
			Operational revenue Total			**-143,304**	**-201,319**	**-208,347**	**-215,518**	**-222,966**	**-230,722**	**-238,214**	**-245,818**	**-253,638**	**-261,724**	**-270,016**	-58,015	40%
			Operational expenses	Personnel Costs		61,966	132,526	138,142	142,977	147,981	153,160	158,521	164,069	169,811	175,755	181,906	70,560	114%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	29,216	68,793	70,205	72,541	74,985	77,562	79,693	81,749	83,827	85,969	88,110	39,577	135%
				Other Expenses - Direct	4470 - Other Sundry Expenses	52,122											-52,122	-100%
			Operational expenses Total			**143,304**	**201,319**	**208,347**	**215,518**	**222,966**	**230,722**	**238,214**	**245,818**	**253,638**	**261,723**	**270,016**	58,015	40%
		3016 - Bylaws Total				-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	100%
	Scheme Oversight Total					**0**	**-0**	**-0**	**-0**	**0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	-125%
	Tokomariro Drainage	3008 - Tokomariro Drainage	Operational revenue	Rates Revenue	1110 - Rates - General	-38,383	-45,858	-54,790	-65,461	-78,211	-93,444	-111,643	-133,388	-159,367	-190,406	-227,491	-7,476	19%
					1115 - Rates - Targeted	-153,531	-183,433	-219,160	-261,845	-312,843	-373,774	-446,573	-533,550	-637,468	-761,625	-909,964	-29,903	19%
			Operational revenue Total			**-191,913**	**-229,292**	**-273,950**	**-327,306**	**-391,054**	**-467,218**	**-558,216**	**-666,938**	**-796,835**	**-952,031**	**-1,137,455**	-37,378	19%
			Operational expenses	Personnel Costs		61,966	66,263	69,071	71,488	73,990	76,580	79,260	82,034	84,906	87,877	90,953	4,297	7%
				Contract Services and Consultants	3390 - Consultants	51,000											-51,000	-100%
					4340 - Repairs & Maintenance	127,699	144,556	158,450	161,936	165,660	168,808	172,184	175,627	178,964	182,365	185,647	16,857	13%
				Depreciation and Amortisation	4600 - Depreciation Expense	2,756	4,151	20,299	29,499	29,499	29,499	30,842	32,214	33,612	35,038	36,490	1,395	51%
				Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Manag	25,212	108,011	111,287	114,848	118,560	122,326	126,010	129,752	133,571	137,514	141,529	82,799	328%
					6145 - Internal Charges - Motor Vehicles	19,102	28,750	31,134	33,518	36,345	38,076	39,520	40,353	41,134	41,951	41,506	9,648	51%
					6150 - Internal Charges - Overheads	29,216	34,396	35,103	36,271	37,493	38,781	39,846	40,875	41,914	42,984	44,055	5,181	18%
				Other Expenses - Direct	3660 - Advertising and Engagement	1,042											-1,042	-100%
					3880 - Minor Equipment Purchases (<$1,000)		2,036	2,085	2,131	2,180	2,221	2,266	2,311	2,355	2,400	2,443	2,036	-
					4470 - Other Sundry Expenses		3,054	3,127	3,196	3,270	3,332	3,398	3,466	3,532	3,599	3,664	3,054	-
			Operational expenses Total			**317,993**	**391,217**	**430,555**	**452,886**	**466,996**	**479,623**	**493,327**	**506,632**	**519,988**	**533,727**	**546,287**	73,225	23%
		3008 - Tokomariro Drainage Total				126,079	161,926	156,605	125,580	75,942	12,405	-64,889	-160,306	-276,847	-418,304	-591,168	35,847	28%
	Tokomariro Drainage Total					**126,079**	**161,926**	**156,605**	**125,580**	**75,942**	**12,405**	**-64,889**	**-160,306**	**-276,847**	**-418,304**	**-591,168**	35,847	28%
	West Taieri Drainage	3006 - West Taieri Drainage	Operational revenue	Lease and Investment Properties	1280 - Lease Properties Income	-69,000	-69,000	-69,000	-69,000	-69,000	-69,000	-69,000	-69,000	-69,000	-69,000	-69,000	0	0%
				Rates Revenue	1110 - Rates - General	-96,607	-105,272	-114,714	-125,003	-136,215	-148,433	-161,746	-176,254	-192,063	-209,289	-228,061	-8,665	9%
					1115 - Rates - Targeted	-869,465	-947,450	-1,032,429	-1,125,031	-1,225,939	-1,335,897	-1,455,718	-1,586,285	-1,728,564	-1,883,604	-2,052,551	-77,985	9%
			Operational revenue Total			**-1,035,072**	**-1,121,722**	**-1,216,144**	**-1,319,035**	**-1,431,154**	**-1,553,330**	**-1,686,464**	**-1,831,539**	**-1,989,627**	**-2,161,894**	**-2,349,612**	-86,650	8%
			Operational expenses	Personnel Costs		309,831	132,526	138,142	142,977	147,981	153,160	158,521	164,069	169,811	175,755	181,906	-177,305	-57%

SCRE - MGT GRP $ - Cost Centre						Year											Year 1 Movment	
Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	$	%
Engineering	**West Taieri Drainage**	**Drainage**	Operational expenses	Contract Services and Consultants	3390 - Consultants	*52,122*											-52,122	-100%
					4340 - Repairs & Maintenance	*280,416*	386,840	379,445	387,793	354,207	360,937	368,156	375,519	382,654	389,925	396,943	106,424	38%
				Depreciation and Amortisation	4600 - Depreciation Expense	*161,124*	188,160	213,190	205,272	246,971	243,824	251,570	248,151	252,601	260,906	254,293	27,035	17%
				Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Manag	*100,848*	432,043	445,147	459,390	474,241	489,305	504,041	519,007	534,285	550,054	566,116	331,196	328%
					6145 - Internal Charges - Motor Vehicles	*11,059*	16,645	18,025	19,405	21,042	22,044	22,880	23,362	23,814	24,287	24,030	5,586	51%
					6150 - Internal Charges - Overheads	*146,079*	68,793	70,205	72,541	74,985	77,562	79,693	81,749	83,827	85,969	88,110	-77,286	-53%
				Other Expenses - Direct	3660 - Advertising and Engagement	*5,212*											-5,212	-100%
					4260 - Insurance	*7,650*	13,743	14,073	14,382	14,713	14,993	15,293	15,598	15,895	16,197	16,488	6,093	80%
					4290 - Electricity & Gas	*62,388*	71,260	72,970	74,576	76,291	77,740	79,295	80,881	82,418	83,984	85,495	8,872	14%
					4295 - Rates		5,497	5,629	5,753	5,885	5,997	6,117	6,239	6,358	6,479	6,595	5,497	-
			Operational expenses Total			***1,136,730***	**1,315,507**	**1,356,827**	**1,382,090**	**1,416,317**	**1,445,563**	**1,485,565**	**1,514,576**	**1,551,664**	**1,593,555**	**1,619,977**	178,777	16%
		3006 - West Taieri Drainage Total				*101,658*	193,785	140,683	63,055	-14,837	-107,767	-200,899	-316,963	-437,963	-568,339	-729,635	92,127	91%
	West Taieri Drainage Total					***101,658***	**193,785**	**140,683**	**63,055**	**-14,837**	**-107,767**	**-200,899**	**-316,963**	**-437,963**	**-568,339**	**-729,635**	92,127	91%
Engineering Total						***-1,353,508***	**1,253,788**	**2,104,008**	**956,623**	**150,294**	**-905,174**	**-2,095,502**	**-3,477,162**	**-5,089,674**	**-7,082,827**	**-9,583,504**	2,607,297	-193%

SCRE - MGT GRP $ - Cost Centre Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	Year 26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	Year 1 Movment $	 %
Environmental Monitoring	Air Monitoring	1002 - Air - Environmental Monitoring	Operational revenue	Rates Revenue	1110 - Rates - General	-510,959	-530,317	-561,504	-584,349	-607,932	-640,164	-679,457	-716,368	-756,120	-800,329	-842,774	-19,358	4%
			Operational revenue Total			**-510,959**	**-530,317**	**-561,504**	**-584,349**	**-607,932**	**-640,164**	**-679,457**	**-716,368**	**-756,120**	**-800,329**	**-842,774**	-19,358	4%
			Operational expenses	Personnel Costs		203,286	187,652	195,603	202,449	209,534	216,868	224,459	232,315	240,446	248,861	257,571	-15,634	-8%
				Contract Services and Consultants	4340 - Repairs & Maintenance	61,200	62,302	63,797	65,200	66,700	67,967	69,327	70,713	72,057	73,426	74,747	1,102	2%
				Depreciation and Amortisation	4600 - Depreciation Expense	77,009	97,614	113,782	121,239	128,437	145,204	169,683	192,182	217,326	246,457	274,799	20,605	27%
				Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	18,096	27,237	29,496	31,754	34,432	36,072	37,440	38,229	38,969	39,743	39,321	9,141	51%
					6150 - Internal Charges - Overheads	116,863	120,388	122,859	126,947	131,224	135,733	139,462	143,061	146,697	150,445	154,193	3,524	3%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	1,876	1,910	1,956	1,999	2,045	2,083	2,125	2,168	2,209	2,251	2,291	33	2%
					3990 - Accommodation & Travel Related Costs	6,567	6,685	6,846	6,996	7,157	7,293	7,439	7,588	7,732	7,879	8,021	118	2%
					4330 - Rent	5,212	5,306	5,433	5,553	5,680	5,788	5,904	6,022	6,137	6,253	6,366	94	2%
					4470 - Other Sundry Expenses	20,849	21,224	21,734	22,212	22,723	23,154	23,617	24,090	24,548	25,014	25,464	375	2%
			Operational expenses Total			**510,959**	**530,317**	**561,504**	**584,349**	**607,932**	**640,164**	**679,457**	**716,368**	**756,120**	**800,329**	**842,774**	19,358	4%
		1002 - Air - Environmental Monitoring Total				-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	175%
	Air Monitoring Total					**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	175%
	Biodiversity Science & Monitoring	1008 - Biodiversity - Environmental Monitoring	Operational revenue	Rates Revenue	1110 - Rates - General	-364,441	-405,931	-420,919	-436,457	-452,986	-468,824	-483,797	-498,290	-513,069	-528,350	-542,620	-41,490	11%
			Operational revenue Total			**-364,441**	**-405,931**	**-420,919**	**-436,457**	**-452,986**	**-468,824**	**-483,797**	**-498,290**	**-513,069**	**-528,350**	**-542,620**	-41,490	11%
			Operational expenses	Personnel Costs		203,286	214,459	223,546	231,370	239,468	247,849	256,524	265,502	274,795	284,413	294,367	11,173	5%
				Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	20,107	30,263	32,773	35,282	38,257	40,080	41,600	42,477	43,299	44,159	43,690	10,156	51%
					6150 - Internal Charges - Overheads	116,863	137,586	140,410	145,082	149,970	155,123	159,386	163,498	167,654	171,938	176,220	20,722	18%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	1,876	1,910	1,956	1,999	2,045	2,083	2,125	2,168	2,209	2,251	2,291	33	2%
					3990 - Accommodation & Travel Related Costs	5,629	6,748	6,910	7,062	7,225	7,362	7,509	7,659	7,805	7,953	8,096	1,119	20%
					4470 - Other Sundry Expenses	16,679	14,965	15,324	15,661	16,021	16,325	16,652	16,985	17,308	17,637	17,954	-1,714	-10%
			Operational expenses Total			**364,441**	**405,931**	**420,919**	**436,456**	**452,986**	**468,824**	**483,796**	**498,290**	**513,069**	**528,350**	**542,620**	41,490	11%
		1008 - Biodiversity - Environmental Monitoring Total				-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	175%
	Biodiversity Science & Monitoring Total					**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	175%
	Land & Water Science and Monitoring	1011 - Land & Water - Environmental Monitoring	Operational revenue	Rates Revenue	1110 - Rates - General	-5,452,478	-6,476,718	-6,545,854	-6,812,670	-7,105,540	-7,394,886	-7,675,025	-7,967,648	-8,259,909	-8,558,842	-8,818,490	-1,024,240	19%
			Operational revenue Total			**-5,452,478**	**-6,476,718**	**-6,545,854**	**-6,812,670**	**-7,105,540**	**-7,394,886**	**-7,675,025**	**-7,967,648**	**-8,259,909**	**-8,558,842**	**-8,818,490**	-1,024,240	19%
			Operational expenses	Personnel Costs		2,134,500	2,493,085	2,598,721	2,689,678	2,783,815	2,881,248	2,982,093	3,086,467	3,194,492	3,306,300	3,422,021	358,585	17%
				Contract Services and Consultants	3360 - Contractors		481,183	492,732	503,572	515,154	524,941	535,441	546,149	556,526	567,100	577,308	481,183	-
					3390 - Consultants	208,488	132,035	135,203	138,178	141,356	144,042	146,923	149,861	152,708	155,610	158,411	-76,453	-37%
					4340 - Repairs & Maintenance	104,244	94,929	97,207	99,345	101,630	103,561	105,632	107,745	109,792	111,878	113,892	-9,316	-9%
				Depreciation and Amortisation	4600 - Depreciation Expense	278,419	425,053	486,864	537,798	599,256	675,030	751,855	849,772	944,963	1,040,399	1,116,174	146,634	53%
				Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	261,391	514,473	557,141	599,799	650,376	681,367	707,206	722,109	736,081	750,701	742,736	253,082	97%
					6150 - Internal Charges - Overheads	1,227,066	1,599,436	1,632,272	1,686,581	1,743,405	1,803,309	1,852,860	1,900,670	1,948,979	1,998,774	2,048,563	372,370	30%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	19,702	45,810	46,909	47,941	49,044	49,976	50,975	51,995	52,983	53,990	54,961	26,108	133%
					3391 - Temporary Staff and Fees	416,976	274,860	72,970	74,576	76,291	77,740	79,295	80,881	82,418	83,984	85,495	-142,116	-34%
					3660 - Advertising and Engagement	5,212											-5,212	-100%
					3810 - Stationery, Office Consumables & Postage	10,424	2,545	2,606	2,663	2,725	2,776	2,832	2,889	2,943	2,999	3,053	-7,879	-76%
					3880 - Minor Equipment Purchases (<$1,000)		73,296	75,055	76,706	78,471	79,961	81,561	83,192	84,773	86,383	87,938	73,296	-
					3990 - Accommodation & Travel Related Costs	38,466	94,165	96,425	98,546	100,813	102,728	104,783	106,879	108,909	110,979	112,976	55,699	145%
					4060 - Council Subsidy/Contribution	57,334											-57,334	-100%
					4290 - Electricity & Gas		2,545	2,606	2,663	2,725	2,776	2,832	2,889	2,943	2,999	3,053	2,545	-
					4320 - Telephone Charges	41,698	123,178	126,134	128,909	131,874	134,380	137,067	139,809	142,465	145,172	147,785	81,480	195%
					4330 - Rent	26,061											-26,061	-100%
					4440 - Software Licenses & SaaS/IaaS Fees	15,637											-15,637	-100%
					4470 - Other Sundry Expenses	606,859	120,124	123,007	125,713	128,605	131,048	133,669	136,342	138,933	141,573	144,121	-486,735	-80%
			Operational expenses Total			**5,452,478**	**6,476,717**	**6,545,853**	**6,812,670**	**7,105,539**	**7,394,885**	**7,675,024**	**7,967,647**	**8,259,908**	**8,558,841**	**8,818,489**	1,024,239	19%
		1011 - Land & Water - Environmental Monitoring Total				-0	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	-1	3150%
	Land & Water Science and Monitoring Total					**-0**	**-1**	**-1**	**-1**	**-1**	**-1**	**-1**	**-1**	**-1**	**-1**	**-1**	-1	3150%
Environmental Monitoring Total						**-0**	**-1**	**-1**	**-1**	**-1**	**-1**	**-1**	**-1**	**-1**	**-1**	**-1**	-1	770%

SCRE - MGT GRP $ - Cost Centre						Year											Year 1 Movment	
Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	$	%
GM Science and Resilience	Stock Truck Effluent Disposal	4008 - Stock Truck Effluent Disposal Site Maintenance	Operational revenue	Rates Revenue	1110 - Rates - General	-84,554	-410,142	-418,770	-427,559	-436,107	-444,374	-453,283	-462,353	-471,583	-483,381	-495,461	-325,588	385%
				Subsidies and Grants	1300 - Grants Income	-88,005	-426,882	-435,863	-445,010	-453,907	-462,512	-471,784	-481,224	-490,831	-503,111	-515,684	-338,877	385%
			Operational revenue Total			**-172,560**	**-837,024**	**-854,633**	**-872,569**	**-890,014**	**-906,885**	**-925,067**	**-943,577**	**-962,414**	**-986,493**	**-1,011,145**	-664,464	385%
			Operational expenses	Contract Services and Consultants	4340 - Repairs & Maintenance	156,366	837,024	854,633	872,569	890,014	906,885	925,067	943,577	962,414	986,493	1,011,145	680,658	435%
				Depreciation and Amortisation	4600 - Depreciation Expense	16,194	16,645	11,414	11,414	11,378	10,410	10,410	10,410	10,410	10,410	10,311	451	3%
			Operational expenses Total			**172,560**	**853,669**	**866,046**	**883,983**	**901,392**	**917,295**	**935,477**	**953,986**	**972,824**	**996,902**	**1,021,456**	681,109	395%
		4008 - Stock Truck Effluent Disposal Site Maintenance Total				0	16,645	11,414	11,414	11,378	10,410	10,410	10,410	10,410	10,410	10,311	16,645	166448600%
	Stock Truck Effluent Disposal Total					**0**	**16,645**	**11,414**	**11,414**	**11,378**	**10,410**	**10,410**	**10,410**	**10,410**	**10,410**	**10,311**	16,645	166448600%
GM Science and Resilience Total						**0**	**16,645**	**11,414**	**11,414**	**11,378**	**10,410**	**10,410**	**10,410**	**10,410**	**10,410**	**10,311**	16,645	166448600%

SCRE - MGT GRP $ - Cost Centre Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	Year 26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	Year 1 Movment $	 %
Hazards	Flood & Low Flow Risk Management	3020 - Flood & Low Flow Risk Management - Hazards	Operational revenue	Rates Revenue	1110 - Rates - General	-614,965	-409,435	-421,545	-433,471	-445,994	-458,072	-470,193	-482,523	-494,935	-507,702	-520,530	205,530	-33%
			Operational revenue Total			**-614,965**	**-409,435**	**-421,545**	**-433,471**	**-445,994**	**-458,072**	**-470,193**	**-482,523**	**-494,935**	**-507,702**	**-520,530**	205,530	-33%
			Operational expenses	Personnel Costs		216,378	155,329	161,580	166,995	172,613	178,345	184,292	190,441	196,779	203,333	210,088	-61,049	-28%
				Contract Services and Consultants	3390 - Consultants	204,000	86,530	88,607	90,556	92,639	94,399	96,287	98,213	100,079	101,980	103,816	-117,470	-58%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	87,648	68,793	70,205	72,541	74,985	77,562	79,693	81,749	83,827	85,969	88,110	-18,855	-22%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	1,407	955	978	999	1,022	1,042	1,063	1,084	1,104	1,125	1,146	-452	-32%
					3660 - Advertising and Engagement	22,934											-22,934	-100%
					3820 - Subscriptions	76,500	71,260	72,970	74,576	76,291	77,740	79,295	80,881	82,418	83,984	85,495	-5,240	-7%
					3990 - Accommodation & Travel Related Costs	6,098	6,208	6,357	6,497	6,646	6,772	6,908	7,046	7,180	7,316	7,448	109	2%
					4440 - Software Licenses & SaaS/IaaS Fees		20,360	20,849	21,307	21,797	22,212	22,656	23,109	23,548	23,995	24,427	20,360	-
			Operational expenses Total			**614,965**	**409,435**	**421,545**	**433,471**	**445,993**	**458,072**	**470,193**	**482,523**	**494,935**	**507,702**	**520,530**	-205,530	-33%
		3020 - Flood & Low Flow Risk Management - Hazards Total				-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	67%
	Flood & Low Flow Risk Management Total					**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	67%
	Natural Hazards	3019 - Natural Hazards - Hazards	Operational revenue	Rates Revenue	1110 - Rates - General	-1,854,660	-3,119,112	-3,099,921	-3,363,092	-3,545,791	-3,086,381	-3,191,920	-3,438,087	-3,438,418	-3,707,998	-3,931,920	-1,264,452	68%
				Subsidies and Grants	1300 - Grants Income	-1,116,742										-461,676	1,116,742	-100%
			Operational revenue Total			**-2,971,402**	**-3,119,112**	**-3,099,921**	**-3,363,092**	**-3,545,791**	**-3,086,381**	**-3,191,920**	**-3,438,087**	**-3,438,418**	**-3,707,998**	**-4,393,596**	-147,710	5%
			Operational expenses	Personnel Costs		940,309	1,235,605	1,287,959	1,333,039	1,379,694	1,427,983	1,477,963	1,529,692	1,583,231	1,638,645	1,695,997	295,296	31%
				Contract Services and Consultants	3390 - Consultants	1,898,331	1,007,824	922,556	1,118,639	1,231,556	932,888	968,538	1,143,894	1,071,436	1,265,760	1,923,653	-890,507	-47%
				Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	5,027	7,566	8,193	8,821	9,564	10,020	10,400	10,619	10,825	11,040	10,923	2,539	51%
					6150 - Internal Charges - Overheads	414,865	619,137	631,847	652,870	674,866	698,055	717,236	735,743	754,444	773,719	792,992	204,271	49%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	6,192	7,990	8,182	8,362	8,554	8,717	8,891	9,069	9,241	9,417	9,586	1,798	29%
					3660 - Advertising and Engagement	10,424											-10,424	-100%
					3990 - Accommodation & Travel Related Costs	6,192	7,990	8,182	8,362	8,554	8,717	8,891	9,069	9,241	9,417	9,586	1,798	29%
			Operational expenses Total			**3,281,340**	**2,886,112**	**2,866,920**	**3,130,092**	**3,312,790**	**3,086,380**	**3,191,920**	**3,438,087**	**3,438,418**	**3,707,997**	**4,442,738**	-395,229	-12%
		3019 - Natural Hazards - Hazards Total				309,938	-233,000	-233,000	-233,000	-233,000	-0	-0	-0	-0	-0	49,143	-542,939	-175%
		3021 - Climate Change Adaptation - Hazards	Operational revenue	Rates Revenue	1110 - Rates - General	-970,981	-21,723	-21,723	-21,723	-21,679	-21,010	-20,290	-20,219	-20,219	-20,219	-20,219	949,258	-98%
			Operational revenue Total			**-970,981**	**-21,723**	**-21,723**	**-21,723**	**-21,679**	**-21,010**	**-20,290**	**-20,219**	**-20,219**	**-20,219**	**-20,219**	949,258	-98%
			Operational expenses	Personnel Costs		185,413											-185,413	-100%
				Contract Services and Consultants	3390 - Consultants	428,400											-428,400	-100%
				Depreciation and Amortisation	4600 - Depreciation Expense	21,926	21,723	21,723	21,723	21,679	21,010	20,290	20,219	20,219	20,219	20,219	-203	-1%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	81,804											-81,804	-100%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	891											-891	-100%
					3660 - Advertising and Engagement	31,273											-31,273	-100%
					3810 - Stationery, Office Consumables & Postage	2,085											-2,085	-100%
					3990 - Accommodation & Travel Related Costs	10,424											-10,424	-100%
					4470 - Other Sundry Expenses	306,000											-306,000	-100%
			Operational expenses Total			**1,068,217**	**21,723**	**21,723**	**21,723**	**21,679**	**21,010**	**20,290**	**20,219**	**20,219**	**20,219**	**20,219**	-1,046,494	-98%
		3021 - Climate Change Adaptation - Hazards Total				97,237	0	0	0	0	0	0	0	0	0	0	-97,237	-100%
	Natural Hazards Total					**407,175**	**-233,000**	**-233,000**	**-233,000**	**-233,000**	**-0**	**-0**	**-0**	**-0**	**-0**	**49,143**	-640,175	-157%
Hazards Total						**407,175**	**-233,000**	**-233,000**	**-233,000**	**-233,000**	**-0**	**-0**	**-0**	**-0**	**-0**	**49,142**	-640,175	-157%

SCRE - MGT GRP $ - Cost Centre						Year											Year 1 Movment	
Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	$	%
Science	Land & Water Science and Monitoring	1010 - Land & Water - Science	Operational revenue	Rates Revenue	1110 - Rates - General	-6,651,740	-6,008,071	-6,318,267	-6,810,487	-7,016,598	-7,216,626	-7,415,465	-7,616,590	-7,819,806	-8,029,080	-8,238,088	643,669	-10%
			Operational revenue Total			**-6,651,740**	**-6,008,071**	**-6,318,267**	**-6,810,487**	**-7,016,598**	**-7,216,626**	**-7,415,465**	**-7,616,590**	**-7,819,806**	**-8,029,080**	**-8,238,088**	643,669	-10%
			Operational expenses	Personnel Costs		2,505,253	2,475,598	2,580,493	2,670,812	2,764,289	2,861,038	2,961,176	3,064,817	3,172,085	3,283,109	3,398,018	-29,655	-1%
				Contract Services and Consultants	3390 - Consultants	1,678,589	2,147,980	2,321,496	2,675,134	2,736,661	2,788,656	2,844,431	2,901,320	2,956,444	3,012,617	3,066,845	469,391	28%
				Depreciation and Amortisation	4600 - Depreciation Expense	138,144											-138,144	-100%
				Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	32,171	48,421	52,437	56,452	61,212	64,129	66,561	67,963	69,278	70,654	69,905	16,250	51%
					6150 - Internal Charges - Overheads	1,110,202	1,238,273	1,263,695	1,305,740	1,349,733	1,396,110	1,434,472	1,471,486	1,508,887	1,547,438	1,585,984	128,071	12%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	17,826	21,012	21,516	21,989	22,495	22,922	23,381	23,848	24,301	24,763	25,209	3,186	18%
					3660 - Advertising and Engagement	20,849	21,224	21,734	22,212	22,723	23,154	23,617	24,090	24,548	25,014	25,464	375	2%
					3990 - Accommodation & Travel Related Costs	39,029	55,562	56,896	58,148	59,485	60,615	61,828	63,064	64,262	65,483	66,662	16,533	42%
					4440 - Software Licenses & SaaS/IaaS Fees	10,424											-10,424	-100%
					4470 - Other Sundry Expenses	1,099,253											-1,099,253	-100%
			Operational expenses Total			**6,651,740**	**6,008,070**	**6,318,266**	**6,810,487**	**7,016,598**	**7,216,625**	**7,415,465**	**7,616,589**	**7,819,805**	**8,029,079**	**8,238,087**	-643,670	-10%
		1010 - Land & Water - Science Total				-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	900%
	Land & Water Science and Monitoring Total					**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	900%
	Air/Biodiversity Science & Monitoring	1001/7 - Air/Biodiversity - Science	Operational revenue	Rates Revenue	1110 - Rates - General	-1,364,398	-1,858,313	-1,943,386	-2,000,255	-2,083,616	-2,164,690	-2,245,506	-2,327,547	-2,410,503	-2,496,477	-2,582,005	-493,915	36%
			Operational revenue Total			**-1,364,398**	**-1,858,313**	**-1,943,386**	**-2,000,255**	**-2,083,616**	**-2,164,690**	**-2,245,506**	**-2,327,547**	**-2,410,503**	**-2,496,477**	**-2,582,005**	-493,915	36%
			Operational expenses	Personnel Costs		395,566	550,133	573,443	593,514	614,286	635,786	658,039	681,071	704,908	729,580	755,115	154,567	39%
				Contract Services and Consultants	3390 - Consultants	198,064	945,722	973,631	972,679	995,050	1,013,956	1,034,235	1,054,920	1,074,963	1,095,388	1,115,105	747,658	377%
				Depreciation and Amortisation	4600 - Depreciation Expense	23,722	33,416	58,758	84,343	111,510	139,714	167,541	196,263	225,717	256,672	288,216	9,694	41%
				Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	17,694	26,632	28,840	31,048	33,667	35,271	36,608	37,380	38,103	38,860	38,447	8,937	51%
					6150 - Internal Charges - Overheads	175,295	275,172	280,821	290,164	299,941	310,247	318,771	326,997	335,308	343,875	352,441	99,877	57%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	2,815	3,820	3,911	3,997	4,089	4,167	4,250	4,335	4,418	4,502	4,583	1,005	36%
					3660 - Advertising and Engagement		15,779	16,158	16,513	16,893	17,214	17,558	17,909	18,250	18,596	18,931	15,779	-
					3990 - Accommodation & Travel Related Costs	6,567	7,640	7,823	7,996	8,179	8,335	8,502	8,672	8,836	9,004	9,166	1,073	16%
					4470 - Other Sundry Expenses	544,675											-544,675	-100%
			Operational expenses Total			**1,364,398**	**1,858,313**	**1,943,386**	**2,000,255**	**2,083,616**	**2,164,690**	**2,245,505**	**2,327,547**	**2,410,503**	**2,496,477**	**2,582,005**	493,915	36%
		1001/7 - Air/Biodiversity - Science Total				-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	183%
	Air/Biodiversity Science & Monitoring Total					**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	183%
Science Total						**-0**	**-1**	**-1**	**-1**	**-1**	**-1**	**-1**	**-1**	**-1**	**-1**	**-1**	-0	470%
Grand Total						**-946,334**	**1,037,431**	**1,882,420**	**735,034**	**-71,330**	**-894,766**	**-2,085,095**	**-3,466,755**	**-5,079,266**	**-7,072,419**	**-9,524,052**	1,983,765	-210%

DRAFT LTP 2027-37 ACTIVITY BUILD SUMMARY | Regional Planning and Transport Directorate

MANAGEMENT AREA | **BUSINESS UNIT: Policy and Planning**

1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037

WO NUMBER	WORK ORDER	KEY RESULT AREA
WO.LTP38	Spatial Planning	**Spatial Planning** - Compile region-wide spatial information - Provide advice on areas where natural environment constraints may limit development - Lead advice on development in the coastal marine area - Contribute to region-wide spatial plan development, including advice to Spatial Plan Committee, preparation of justification reports etc - Provide advice to Independent Hearing Panel as required - Support implementation, monitoring and review of Regional Spatial Plan - Regional Deal implementation
WO.LTP37	Environmental Planning	**Environmental Planning** - Assemble evidence: evaluate the existing state of air, water, soil, biodiversity and ecosystems in Otago - Review national instruments - Establish applicable environmental limits within the environmental limits framework - Identify matters where bespoke plan provisions are possible and provide advice on whether bespoke provisions are recommended - Prepare regulatory relief framework and consider impact of specified rules
WO.344	Response to issues	**Response to issues** - Input into central Government proposals impacting Otago - Input into plan changes, consents and Fast Track applications - Provide early input and draft submissions on land use plans that relate to regional policy matters
WO.LTP40	Residual RMA work	**Residual RMA work** - Provide advice on how the RMA applies in light of new system (likely to be largely reactive work)
WO.LTP39	Coastal Land Use Plan	**Coastal Land Use Plan** - Draft Coastal Marine Area Land Use Plan (covering structures, occupation etc) under Planning Act

2. SERVICE PERFORMANCE

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS YR1: 2027-28	TARGETS YR2: 2028-29	TARGETS YR3: 2029-30	Detail of change
Support Otago's councils and communities to plan for coordinated, environmentally sustainable use and development of resources.	% Milestones in Regional Spatial Plan project plan completed to schedule.	100%	100%	100%	New measure. Better representation of the work that is within organisation's control.
Support Otago's councils and communities to plan for coordinated, environmentally sustainable use and development of resources.	% Milestones in Natural Environment Plan project plan completed to schedule.	100%	100%	100%	New measure. Better representation of the work that is within organisation's control.
Support Otago's councils and communities to plan for coordinated, environmentally sustainable use and development of resources.	% Milestones in Coast Land Use Plan project plan completed to schedule.	100%	100%	100%	New measure. Better representation of the work that is within organisation's control.
Support Otago's councils and communities to plan for coordinated, environmentally sustainable use and development of resources.	% Submissions lodged within statutory timeframes.	100%	100%	100%	New measure. Better representation of the work that is within organisation's control.
Support Otago's councils and communities to plan for coordinated, environmentally sustainable use and development of resources.	A new regional plan is in place that gives full effect to national instruments.	Unable to be set due to reform	Unable to be set due to reform	Unable to be set due to reform	New measure reflecting the value of the work of the Policy team.

MANAGEMENT AREA | **BUSINESS UNIT: Transport**

1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037

WO NUMBER	WORK ORDER	KEY RESULT AREA
WO.488 - 511	Passenger Services - Bus - Dunedin Contracts	Units 1 - 5 Public Transport operations - Dunedin (excluding Oamaru trial);
WO.488-511	Passenger services - Bus - Dunedin Contracts	Units 1 extension for Oamaru trial; regional connectivity trials and implementation
WO.489 - 511	passenger services - Bus - Queenstown contracts	Queenstown PT bus contracts
WO. 489 - 511	passenger services - Bus - Queenstown contracts	MoE changes
WO.396 - 511	Passenger Services - Bus - Dunedin Operations	
WO.397 - 511	Passenger Services - Bus - Whakatipu Operations	
WO.324 - 524	Public Transport Promotion, Publicity & Info (Dn)	Advertising, communications, promotions
WO.325 - 524	Public Transport Promotion, Publicity & Info (Qt)	Advertising, communications, promotions
WO.407 - 525	Operations & Maintenance Of Real-Time and Ticketing Systems (Dn)	
WO.408 - 525	Operations & Maintenance Of Real-Time and Ticketing Systems (Qt)	
WO.471 - 525	NTS Ticketing System Transition (DN)	Delivery of National Ticketing Solution for Dunedin
WO.472 - 525	NTS Ticketing System Transition (QT)	Delivery of National Ticketing Solution for Dunedin
WO.171 - 512	Passenger Services Ferry (QT)	Delivery of ferry PT services
WO.399 - 514	Infrastructure - Repairs & Mtc (Dn)	Maintenance of Dunedin infrastructure
WO.400 - 514	Infrastructure - Repairs & Mtc (Qtn)	Maintenance of Queenstown infrastructure
WO.414 - 534	Public Transport Facilities & Infrastructure - Renewals of Existing (Dn)	Infrastructure renewals - Dunedin
WO.413 - 534	Public Transport Facilities & Infrastructure - Renewals of Existing (Qt)	Infrastructure renewals - Queenstown
WO.401 - 517	Total Mobility Operations	Operation of Total Mobility System
WO.402 - 519	Total Mobility Installs Wheelchair Hoists and Ramps	Operation of TM system
WO.403 - 521	Payments for Total Mobility Rides Wheelchair Hoists and Ramps	Operation of TM system
WO.393 - 1 +WO 327	Regional Land Transport Planning Management + RLTP RTC Meetings Mshipnot claimable	Regional Land Transport Plan
WO.327 - 1	Regional Land Transport Planning Management (RTC Membership and Meetings)	Membership of Regional Transport Committee
WO.470 - 3	Otago RPTP	Delivery of the Regional Public Transport Plan
WO.552 - 2	Model Development QT	Delivery of Transport Model in partnership with QLDC and NZTA
4008	Stock Truck Effluent Disposal Site Maintenance	Stock Truck Effluent Disposal Site Maintenance

2. SERVICE PERFORMANCE

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS			Detail of change

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	YR1: 2027-28	YR2: 2028-29	YR3: 2029-30	Detail of change
Advocate for Otago's regional transport planning priorities and aspirations at a national level.	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, within the agreed timeframe.	Completed	Completed	Completed	Rewording regards timeframe. No change in service level.
Provide efficient, reliable and accessible public transport services that meets community needs.	% Increase in annual public transport boardings in Queenstown.	>0% (any increase)	>0% (any increase)	>0% (any increase)	Reformat with SMART framework. No change in service level.
Provide efficient, reliable and accessible public transport services that meets community needs.	% Annual public transport boardings in Dunedin maintained.	≥0%	≥0%	≥0%	New measure. Reflects Dunedin bus boarding reaching maximum growth.
Provide efficient, reliable and accessible public transport services that meets community needs.	% Overall passenger satisfaction with Whakatipu public transport system at an annual survey.	Maintain or increase 3yr rolling average ≥90%	Maintain or increase 3yr rolling average ≥90%	Maintain or increase 3yr rolling average ≥90%	Reformat with SMART framework. No change in service level.
Provide efficient, reliable and accessible public transport services that meets community needs.	% Overall passenger satisfaction with Dunedin public transport system at an annual survey.	Maintain or increase 3yr rolling average ≥90%	Maintain or increase 3yr rolling average ≥90%	Maintain or increase 3yr rolling average ≥90%	Reformat with SMART framework. No change in service level.
Provide efficient, reliable and accessible public transport services that meets community needs.	% Overall passenger satisfaction with Total Mobility system at an annual survey.	Maintain or increase 3yr rolling average ≥90%	Maintain or increase 3yr rolling average ≥90%	Maintain or increase 3yr rolling average ≥90%	Reformat with SMART framework. No change in service level.
Provide efficient, reliable and accessible public transport services that meets community needs.	Service reliability - % Whakatipu scheduled services delivered.	≥95%	≥95%	≥95%	Reformat with SMART framework. No change in service level.
Provide efficient, reliable and accessible public transport services that meets community needs.	Service reliability - % Dunedin scheduled services delivered.	≥95%	≥95%	≥95%	Reformat with SMART framework. No change in service level.
Provide efficient, reliable and accessible public transport services that meets community needs.	Departure punctuality - % Whakatipu on-time departures from point of origin.	≥90%	≥90%	≥90%	No change.
Provide efficient, reliable and accessible public transport services that meets community needs.	Departure punctuality - % Dunedin on-time departures from point of origin.	≥90%	≥90%	≥90%	No change.
Provide efficient, reliable and accessible public transport services that meets community needs.	Arrival punctuality - % Whakatipu on-time arrivals to planned destination.	≥90%	≥90%	≥90%	No change.
Provide efficient, reliable and accessible public transport services that meets community needs.	Arrival punctuality - % Dunedin on-time arrivals to planned destination.	≥90%	≥90%	≥90%	No change.
Provide efficient, reliable and accessible public transport services that meets community needs.	Bus hub arrival punctuality - % Dunedin on-time arrivals to bus hub	≥90%	≥90%	≥90%	New measure to reflect timeliness in mid-point stop.
Provide efficient, reliable and accessible public transport services that meets community needs.	Bus hub arrival punctuality - % Whakatipu on-time arrivals to bus hub	≥90%	≥90%	≥90%	New measure to reflect timeliness in mid-point stop.

SCRE - MGT GRP $ - Cost Centre Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	Year 26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	Year 1 Movment $	 %
Policy and Planning	Land & Water Planning	1009 - Land Water Regional Plan - Policy and Planning	Operational revenue	Rates Revenue	1110 - Rates - General	-1,780,017											1,780,017	-100%
			Operational revenue Total			**-1,780,017**											1,780,017	-100%
			Operational expenses	Personnel Costs		559,910											-559,910	-100%
				Contract Services and Consultants	3390 - Consultants	408,000											-408,000	-100%
					3480 - Legal Cost - General	408,000											-408,000	-100%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	262,943											-262,943	-100%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	9,382											-9,382	-100%
					3660 - Advertising and Engagement	61,200											-61,200	-100%
					3990 - Accommodation & Travel Related Costs	9,382											-9,382	-100%
					4440 - Software Licenses & SaaS/IaaS Fees	61,200											-61,200	-100%
			Operational expenses Total			**1,780,017**											-1,780,017	-100%
		1009 - Land Water Regional Plan - Policy and Planning Total				-0											0	-100%
		1016 - Coast Plan - Policy and Planning	Operational revenue	Rates Revenue	1110 - Rates - General	-986,425											986,425	-100%
			Operational revenue Total			**-986,425**											986,425	-100%
			Operational expenses	Personnel Costs		497,698											-497,698	-100%
				Contract Services and Consultants	3390 - Consultants	255,000											-255,000	-100%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	233,727											-233,727	-100%
			Operational expenses Total			**986,425**											-986,425	-100%
		1016 - Coast Plan - Policy and Planning Total				-0											0	-100%
	Land & Water Planning Total					**-0**											0	-100%
	Regional Plan: Air	1004 - Regional Plan Air - Policy and Planning	Operational revenue	Rates Revenue	1110 - Rates - General	-369,465											369,465	-100%
			Operational revenue Total			**-369,465**											369,465	-100%
			Operational expenses	Personnel Costs		248,849											-248,849	-100%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	116,863											-116,863	-100%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	1,876											-1,876	-100%
					3990 - Accommodation & Travel Related Costs	1,876											-1,876	-100%
			Operational expenses Total			**369,465**											-369,465	-100%
		1004 - Regional Plan Air - Policy and Planning Total				-0											0	-100%
	Regional Plan: Air Total					**-0**											0	-100%
	Regional Planning & Policies	2009 - Regional Planning - Policy and Planning	Operational revenue	Rates Revenue	1110 - Rates - General	-2,219,631	-1,148,362	-1,100,845	-1,087,127	-1,105,419	-1,140,045	-1,173,915	-1,208,298	-1,243,351	-1,279,517	-1,316,303	1,071,268	-48%
			Operational revenue Total			**-2,219,631**	**-1,148,362**	**-1,100,845**	**-1,087,127**	**-1,105,419**	**-1,140,045**	**-1,173,915**	**-1,208,298**	**-1,243,351**	**-1,279,517**	**-1,316,303**	1,071,268	-48%
			Operational expenses	Personnel Costs		808,759	504,674	526,058	544,471	563,527	583,250	603,664	624,793	646,660	669,293	692,719	-304,085	-38%
				Contract Services and Consultants	3390 - Consultants	438,600	203,600	156,365	106,537	108,987	111,058	113,279	115,544	117,740	119,977	122,136	-235,000	-54%
					3480 - Legal Cost - General	510,000	152,700	125,092	127,844	119,886	122,163	124,607	127,099	129,514	131,974	134,350	-357,300	-70%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	379,806	275,172	280,821	290,165	299,941	310,247	318,772	326,997	335,308	343,875	352,441	-104,634	-28%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	7,506	2,036	2,085	2,131	2,180	2,221	2,266	2,311	2,355	2,400	2,443	-5,470	-73%
					3660 - Advertising and Engagement	5,212											-5,212	-100%
					3820 - Subscriptions	1,042											-1,042	-100%
					3990 - Accommodation & Travel Related Costs	7,506	5,090	5,212	10,654	5,449	5,553	5,664	5,777	5,887	5,999	6,107	-2,416	-32%
					4470 - Other Sundry Expenses	61,200	5,090	5,212	5,327	5,449	5,553	5,664	5,777	5,887	5,999	6,107	-56,110	-92%
			Operational expenses Total			**2,219,631**	**1,148,362**	**1,100,845**	**1,087,127**	**1,105,419**	**1,140,045**	**1,173,915**	**1,208,298**	**1,243,350**	**1,279,517**	**1,316,303**	-1,071,268	-48%
		2009 - Regional Planning - Policy and Planning Total				-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	0	-38%
		Natural Environmental Planning	Operational revenue	Rates Revenue	1110 - Rates - General		-1,823,326	-1,895,197	-2,026,474	-1,978,549	-2,053,235	-2,076,920	-2,134,816	-2,193,520	-2,254,011	-2,315,214	-1,823,326	-
			Operational revenue Total				**-1,823,326**	**-1,895,197**	**-2,026,474**	**-1,978,549**	**-2,053,235**	**-2,076,920**	**-2,134,816**	**-2,193,520**	**-2,254,011**	**-2,315,214**	-1,823,326	-
			Operational expenses	Personnel Costs			757,012	789,088	816,706	845,290	874,875	905,496	937,189	969,990	1,003,940	1,039,078	757,012	-
				Contract Services and Consultants	3390 - Consultants		509,000	521,216	532,683	544,935	555,288	566,394	577,722	588,699	599,884	610,682	509,000	-
					3480 - Legal Cost - General		50,900	52,122	53,268	54,493	55,529	56,639	57,772	58,870	59,988	61,068	50,900	-
					4065 - Iwi Partnerships, Contributions and Payments		50,900	52,122	53,268	21,797	22,212	22,656	23,109	23,548	23,995	24,427	50,900	-
				Internal Allocations and Charges	6150 - Internal Charges - Overheads		412,758	421,232	435,247	449,911	465,370	478,157	490,496	502,962	515,813	528,662	412,758	-
				Other Expenses - Direct	3350 - Courses, Conferences, and Training		12,216	12,509	12,784	13,078	13,327	13,593	13,865	14,129	14,397	14,656	12,216	-
					3660 - Advertising and Engagement		10,180	10,424	85,229	10,899	44,423	11,328	11,554	11,774	11,998	12,214	10,180	-
					3820 - Subscriptions		5,090	5,212	5,327	5,449	5,553	5,664	5,777	5,887	5,999	6,107	5,090	-
					3990 - Accommodation & Travel Related Costs		5,090	20,849	21,307	21,797	5,553	5,664	5,777	5,887	5,999	6,107	5,090	-
					4470 - Other Sundry Expenses		10,180	10,424	10,654	10,899	11,106	11,328	11,554	11,774	11,998	12,214	10,180	-
			Operational expenses Total				**1,823,326**	**1,895,197**	**2,026,474**	**1,978,549**	**2,053,235**	**2,076,920**	**2,134,816**	**2,193,519**	**2,254,011**	**2,315,214**	1,823,326	-
		Natural Environmental Planning Total					-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-
		Spatial Planning	Operational revenue	Rates Revenue	1110 - Rates - General		-2,563,935	-3,374,939	-3,237,642	-3,226,522	-2,806,354	-2,598,655	-2,669,713	-2,741,603	-2,815,644	-2,890,395	-2,563,935	-
			Operational revenue Total				**-2,563,935**	**-3,374,939**	**-3,237,642**	**-3,226,522**	**-2,806,354**	**-2,598,655**	**-2,669,713**	**-2,741,603**	**-2,815,644**	**-2,890,395**	-2,563,935	-
			Operational expenses	Personnel Costs			883,180	920,602	952,824	986,172	1,020,688	1,056,412	1,093,387	1,131,655	1,171,263	1,212,258	883,180	-
				Contract Services and Consultants	3390 - Consultants		661,700	1,355,162	1,065,366	1,089,869	888,461	736,312	751,039	765,308	779,849	793,887	661,700	-
					3480 - Legal Cost - General		203,600	312,730	479,415	490,441	222,115	113,279	115,544	117,740	119,977	122,136	203,600	-
					4065 - Iwi Partnerships, Contributions and Payments		178,150	130,304	95,883	43,595	44,423	45,312	46,218	47,096	47,991	48,855	178,150	-
				Internal Allocations and Charges	6150 - Internal Charges - Overheads		481,551	491,437	507,788	524,896	542,932	557,850	572,245	586,790	601,782	616,772	481,551	-
				Other Expenses - Direct	3350 - Courses, Conferences, and Training		24,432	25,018	25,569	26,157	26,654	27,187	27,731	28,258	28,794	29,313	24,432	-
					3660 - Advertising and Engagement		71,260	20,849	42,615	21,797	16,659	16,992	17,332	17,661	17,997	18,320	71,260	-
					3820 - Subscriptions		10,180	10,424	10,654	10,899	11,106	11,328	11,554	11,774	11,998	12,214	10,180	-
					3990 - Accommodation & Travel Related Costs		29,522	87,564	36,222	10,899	11,106	11,328	11,554	11,774	11,998	12,214	29,522	-
					4470 - Other Sundry Expenses		20,360	20,849	21,307	21,797	22,212	22,656	23,109	23,548	23,995	24,427	20,360	-
			Operational expenses Total				**2,563,935**	**3,374,939**	**3,237,642**	**3,226,522**	**2,806,354**	**2,598,655**	**2,669,712**	**2,741,603**	**2,815,643**	**2,890,395**	2,563,935	-
		Spatial Planning Total					-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-
	Regional Planning & Policies Total					**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	175%

SCRE - MGT GRP $ - Cost Centre Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	Year 26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	Year 1 Movment $	 %
Policy and Planning Total						***-0***	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	16%
Public Transport	**Public Transport - Dunedin**	**4001 - Public Transport Services Dunedin - Public Transport**	Operational revenue	Fees and Charges	1250 - Fees (Exchange)	*-356,723*	-330,856	-61,428	-51,788	-51,788	-12,948						25,867	-7%
					1730 - Bus Contracts - Gross	*-4,764,881*	-4,764,881	-4,764,881	-4,764,881	-4,764,881	-4,764,881	-4,764,881	-4,764,881	-4,764,881	-4,764,881	-4,764,881	0	0%
				Rates Revenue	1110 - Rates - General	*-1,992,030*	-2,081,077	-2,287,364	-2,307,614	-2,382,401	-2,467,982	-2,540,763	-2,620,528	-2,716,581	-2,921,938	-3,051,752	-89,047	4%
					1115 - Rates - Targeted	*-9,777,907*	-10,134,096	-10,959,245	-11,040,245	-11,339,392	-11,681,718	-11,972,838	-12,291,899	-12,676,111	-13,497,538	-14,016,796	-356,189	4%
				Subsidies and Grants	1301 - Grants Income - Supergold/CSC	*-1,595,021*	-1,915,698	-1,606,259	-1,606,259	-1,606,259	-1,606,259	-1,606,259	-1,606,259	-1,606,259	-1,606,259	-1,606,259	-320,677	20%
					1350 - Public Transport Subsidy Income	*-12,026,809*	-12,501,915	-13,575,451	-13,680,834	-14,070,030	-14,515,403	-14,894,156	-15,309,260	-15,809,128	-16,877,822	-17,553,387	-475,106	4%
			Operational revenue Total			***-30,513,371***	**-31,728,523**	**-33,254,629**	**-33,451,621**	**-34,214,751**	**-35,049,191**	**-35,778,897**	**-36,592,827**	**-37,572,959**	**-39,668,438**	**-40,993,074**	-1,215,151	4%
			Operational expenses	Personnel Costs		*691,533*	853,038	889,183	920,305	952,515	985,853	1,020,358	1,056,071	1,093,033	1,131,290	1,170,885	161,506	23%
				Contract Services and Consultants	3360 - Contractors	*27,063,597*	26,815,741	28,703,183	29,382,525	29,969,955	30,844,329	31,506,608	32,137,020	32,944,954	35,181,486	36,427,952	-247,856	-1%
					3390 - Consultants		500,780	276,528	42,616	43,468	44,292	45,180	46,084	47,004	48,180	49,384	500,780	-
					3480 - Legal Cost - General	*10,424*	10,653	10,877	11,106	11,328	11,542	11,774	12,009	12,249	12,556	12,869	229	2%
					4340 - Repairs & Maintenance		153,300	156,525	159,810	163,005	166,095	169,425	172,815	176,265	180,675	185,190	153,300	-
				Depreciation and Amortisation	4600 - Depreciation Expense	*7,598*	16,899	16,899	16,899	13,751	10,977	10,977	9,816	6,700	6,700	6,700	9,301	122%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	*397,336*	557,223	568,663	587,583	607,380	628,250	645,513	662,169	678,999	696,347	713,693	159,887	40%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	*6,381*	6,521	6,659	6,798	6,934	7,066	7,207	7,352	7,498	7,686	7,878	140	2%
					3391 - Temporary Staff and Fees	*10,424*	34,092	34,809	35,540	36,250	36,937	37,678	38,432	39,199	40,180	41,184	23,667	227%
					3660 - Advertising and Engagement	*53,512*	54,689	55,840	57,012	58,151	59,254	60,442	61,651	62,882	64,455	66,066	1,177	2%
					3810 - Stationery, Office Consumables & Postage	*22,934*											-22,934	-100%
					3930 - Software Purchase & Upgrade - Expensed		56,210	135,655	138,502	141,271	143,949	146,835	149,773	152,763	156,585	160,498	56,210	-
					3990 - Accommodation & Travel Related Costs	*11,071*	11,315	11,553	11,795	12,031	12,259	12,505	12,755	13,010	13,335	13,668	243	2%
					4440 - Software Licenses & SaaS/IaaS Fees		115,036	117,456	119,921	122,319	124,638	127,137	129,680	132,269	135,579	138,967	115,036	-
					4470 - Other Sundry Expenses	*436,371*	750,136	477,910	168,320	280,356	174,940	178,447	297,228	403,045	190,297	195,052	313,764	72%
			Operational expenses Total			***28,711,181***	**29,935,633**	**31,461,739**	**31,658,732**	**32,418,714**	**33,250,380**	**33,980,085**	**34,792,855**	**35,769,871**	**37,865,350**	**39,189,986**	1,224,452	4%
		4001 - Public Transport Services Dunedin - Public Transport Total				*-1,802,190*	-1,792,889	-1,792,889	-1,792,889	-1,796,037	-1,798,811	-1,798,811	-1,799,972	-1,803,088	-1,803,088	-1,803,088	9,301	-1%
		4004 - Public Transport Infrastructure Dunedin - Public Transport	Operational revenue	Rates Revenue	1110 - Rates - General	*-131,178*	-78,583	-80,236	-77,744	-75,038	-76,460	-77,993	-79,554	-81,142	-83,172	-85,251	52,595	-40%
					1115 - Rates - Targeted	*-524,711*	-314,332	-320,944	-310,974	-300,152	-305,842	-311,974	-318,216	-324,569	-332,689	-341,003	210,380	-40%
				Subsidies and Grants	1350 - Public Transport Subsidy Income	*-363,678*	-408,952	-417,555	-404,584	-390,504	-397,907	-405,884	-414,005	-422,270	-432,835	-443,652	-45,274	12%
			Operational revenue Total			***-1,019,566***	**-801,866**	**-818,735**	**-793,302**	**-765,694**	**-780,209**	**-795,851**	**-811,775**	**-827,981**	**-848,697**	**-869,905**	217,700	-21%
			Operational expenses	Contract Services and Consultants	3360 - Contractors	*207,000*	211,554	216,005	220,538	224,947	229,211	233,807	238,485	243,246	249,332	255,562	4,554	2%
					4340 - Repairs & Maintenance	*506,093*	590,312	602,731	572,764	540,747	550,998	562,045	573,291	584,736	599,365	614,343	84,219	17%
				Depreciation and Amortisation	4600 - Depreciation Expense	*152,133*	154,685	154,685	154,685	154,685	139,318	137,868	107,033	24,228	24,228	24,228	2,551	2%
				Other Expenses - Direct	4470 - Other Sundry Expenses	*306,473*											-306,473	-100%
			Operational expenses Total			***1,171,700***	**956,551**	**973,420**	**947,987**	**920,379**	**919,527**	**933,720**	**918,808**	**852,209**	**872,924**	**894,133**	-215,149	-18%
		4004 - Public Transport Infrastructure Dunedin - Public Transport Total				*152,133*	154,685	154,685	154,685	154,685	139,318	137,868	107,033	24,228	24,228	24,228	2,551	2%
	Public Transport - Dunedin Total					***-1,650,056***	**-1,638,205**	**-1,638,205**	**-1,638,205**	**-1,641,352**	**-1,659,493**	**-1,660,943**	**-1,692,939**	**-1,778,860**	**-1,778,860**	**-1,778,860**	11,852	-1%
	Public Transport - Other	**4006 - Total Mobility - Public Transport**	Operational revenue	Rates Revenue	1110 - Rates - General	*-892,494*	-1,064,748	-1,096,265	-1,126,724	-1,156,516	-1,185,524	-1,216,455	-1,247,928	-1,279,983	-1,320,297	-1,361,573	-172,254	19%
				Subsidies and Grants	1300 - Grants Income	*-2,574,029*	-1,850,174	-1,902,773	-1,953,884	-2,003,845	-2,052,458	-2,104,351	-2,157,156	-2,210,934	-2,278,685	-2,348,051	723,856	-28%
					1301 - Grants Income - Supergold/CSC		-771,551	-771,551	-771,551	-771,551	-771,551	-771,551	-771,551	-771,551	-771,551	-771,551	-771,551	-
			Operational revenue Total			***-3,466,523***	**-3,686,473**	**-3,770,589**	**-3,852,159**	**-3,931,912**	**-4,009,533**	**-4,092,357**	**-4,176,635**	**-4,262,467**	**-4,370,533**	**-4,481,175**	-219,950	6%
			Operational expenses	Personnel Costs		*101,613*	107,764	112,330	116,262	120,331	124,542	128,901	133,413	138,082	142,915	147,917	6,151	6%
				Contract Services and Consultants	3360 - Contractors	*3,202,602*	3,403,755	3,479,659	3,552,687	3,623,714	3,692,407	3,766,435	3,841,797	3,918,493	4,016,531	4,116,902	201,153	6%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	*58,432*	68,793	70,205	72,541	74,985	77,562	79,693	81,749	83,827	85,969	88,110	10,361	18%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	*938*	959	979	999	1,019	1,039	1,059	1,081	1,102	1,130	1,158	20	2%
					3990 - Accommodation & Travel Related Costs	*938*	959	979	999	1,019	1,039	1,059	1,081	1,102	1,130	1,158	20	2%
					4470 - Other Sundry Expenses	*102,000*	104,244	106,437	108,671	110,843	112,945	115,209	117,514	119,860	122,859	125,929	2,244	2%
			Operational expenses Total			***3,466,523***	**3,686,473**	**3,770,589**	**3,852,159**	**3,931,912**	**4,009,533**	**4,092,357**	**4,176,635**	**4,262,467**	**4,370,533**	**4,481,175**	219,950	6%
		4006 - Total Mobility - Public Transport Total				*-0*	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	67%
	Public Transport - Other Total					***-0***	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	67%
	Public Transport - Wakatipu	**4002 - Public Transport Services Whakatipu - Public Transport**	Operational revenue	Fees and Charges	1250 - Fees (Exchange)	*-663,394*	-431,623	-329,623	-128,941								231,771	-35%
					1730 - Bus Contracts - Gross	*-4,970,737*	-5,212,469	-5,212,469	-5,212,469	-5,212,469	-5,212,469	-5,212,469	-5,212,469	-5,212,469	-5,212,469	-5,212,469	-241,732	5%
				Rates Revenue	1110 - Rates - General	*-963,038*	-971,388	-1,010,562	-1,127,400	-1,220,576	-1,255,394	-1,292,415	-1,330,062	-1,368,410	-1,416,459	-1,465,620	-8,350	1%
					1115 - Rates - Targeted	*-4,315,635*	-4,349,036	-4,505,733	-4,973,083	-5,345,787	-5,485,058	-5,633,144	-5,783,732	-5,937,124	-6,129,320	-6,325,964	-33,401	1%
				Subsidies and Grants	1301 - Grants Income - Supergold/CSC	*-42,103*	-175,332	-42,715	-42,715	-42,715	-42,715	-42,715	-42,715	-42,715	-42,715	-42,715	-133,229	316%
					1350 - Public Transport Subsidy Income	*-5,468,121*	-5,386,748	-5,479,850	-5,938,697	-6,396,435	-6,577,629	-6,770,291	-6,966,210	-7,165,775	-7,415,827	-7,671,664	81,374	-1%
			Operational revenue Total			***-16,423,028***	**-16,526,595**	**-16,580,953**	**-17,423,304**	**-18,217,982**	**-18,573,265**	**-18,951,034**	**-19,335,188**	**-19,726,493**	**-20,216,791**	**-20,718,432**	-103,568	1%
			Operational expenses	Personnel Costs		*457,446*	636,375	663,339	686,557	710,586	735,456	761,197	787,839	815,414	843,953	873,492	178,929	39%
				Contract Services and Consultants	3360 - Contractors	*14,986,150*	14,142,156	14,333,230	15,080,508	16,081,489	16,386,337	16,714,863	17,049,308	17,389,673	17,824,747	18,270,181	-843,994	-6%
					3390 - Consultants		245,280	146,090	42,616	43,468	44,292	45,180	46,084	47,004	48,180	49,384	245,280	-
					3480 - Legal Cost - General	*3,127*	3,196	3,263	3,332	3,398	3,463	3,532	3,603	3,675	3,766	3,861	68	2%
					4340 - Repairs & Maintenance		111,398	113,742	116,129	118,450	120,696	123,116	125,579	128,086	131,291	134,571	111,398	-
				Depreciation and Amortisation	4600 - Depreciation Expense	*5,469*	5,469	5,469	5,469	5,469	5,469	5,469	5,469	1,873			0	0%
				Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	*5,027*	7,566	8,193	8,821	9,564	10,020	10,400	10,619	10,825	11,040	10,923	2,539	51%
					6150 - Internal Charges - Overheads	*262,943*	419,637	428,252	442,501	457,410	473,126	486,127	498,670	511,345	524,410	537,472	156,694	60%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	*4,224*	4,317	4,408	4,500	4,590	4,677	4,771	4,866	4,964	5,088	5,215	93	2%
					3660 - Advertising and Engagement	*26,847*	27,438	28,015	28,603	29,175	29,728	30,324	30,930	31,548	32,337	33,145	590	2%
					3810 - Stationery, Office Consumables & Postage	*11,467*	11,719	11,966	12,217	12,461	12,697	12,952	13,211	13,475	13,812	14,157	252	2%
					3930 - Software Purchase & Upgrade - Expensed		56,210	135,655	138,502	141,271	143,949	146,835	149,773	152,763	156,585	160,498	56,210	-
					3990 - Accommodation & Travel Related Costs	*4,222*	13,288	13,568	13,852	14,129	14,397	14,686	14,980	15,279	15,661	16,052	9,066	215%

SCRE - MGT GRP $ - Cost Centre						Year											Year 1 Movment	
Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	$	%
Public Transport	Wakatipu	Services Whakatipu -	Operational expenses	Other Expenses - Direct	4440 - Software Licenses & SaaS/IaaS Fees		33,920	34,634	35,361	36,068	36,751	37,488	38,238	39,002	39,977	40,976	33,920	-
					4470 - Other Sundry Expenses	198,091	350,611	193,114	346,323	92,439	94,191	96,080	98,002	99,959	102,460	105,020	152,520	77%
			Operational expenses Total			15,965,012	16,068,580	16,122,937	16,965,289	17,759,966	18,115,249	18,493,018	18,877,172	19,264,882	19,753,307	20,254,948	103,567	1%
		4002 - Public Transport Services Whakatipu - Public Transport Total				-458,015	-458,016	-458,016	-458,016	-458,016	-458,016	-458,016	-458,016	-461,611	-463,484	-463,484	-0	0%
		4005 - Public Transport Infrastructure Whakatipu - Public Transport	Operational revenue	Rates Revenue	1110 - Rates - General	-4,900											4,900	-100%
					1115 - Rates - Targeted	-19,600											19,600	-100%
				Subsidies and Grants	1350 - Public Transport Subsidy Income	-102,026	-120,739	-123,279	-125,866	-128,383	-130,816	-133,439	-136,109	-138,826	-142,300	-145,856	-18,713	18%
			Operational revenue Total			-126,526	-120,739	-123,279	-125,866	-128,383	-130,816	-133,439	-136,109	-138,826	-142,300	-145,856	5,787	-5%
			Operational expenses	Contract Services and Consultants	3360 - Contractors	50,000											-50,000	-100%
					4340 - Repairs & Maintenance	76,526	120,739	123,279	125,866	128,383	130,816	133,439	136,109	138,826	142,300	145,856	44,214	58%
			Operational expenses Total			126,526	120,739	123,279	125,866	128,383	130,816	133,439	136,109	138,826	142,300	145,856	-5,787	-5%
		4005 - Public Transport Infrastructure Whakatipu - Public Transport Total				0	0	0	0	0	0	0	0	0	0	0	-0	-100%
	Public Transport - Wakatipu Total					-458,015	-458,016	-458,016	-458,016	-458,016	-458,016	-458,016	-458,016	-461,611	-463,484	-463,484	-0	0%
	Regional Land Transport Planning	4007 - RTP - Public Transport Planning	Operational revenue	Rates Revenue	1110 - Rates - General	-461,137	-505,807	-298,471	-486,209	-418,233	-236,793	-452,647	-453,638	-256,004	-487,975	-490,267	-44,671	10%
				Subsidies and Grants	1300 - Grants Income	-479,958	-478,585	-261,779	-456,154	-384,406	-194,595	-418,220	-418,194	-211,416	-451,478	-452,453	1,373	0%
			Operational revenue Total			-941,095	-984,393	-560,250	-942,363	-802,640	-431,388	-870,867	-871,832	-467,420	-939,453	-942,720	-43,298	5%
			Operational expenses	Personnel Costs		406,451	161,646	168,495	174,393	180,496	186,814	193,352	200,120	207,124	214,373	221,876	-244,805	-60%
				Contract Services and Consultants	3390 - Consultants	263,413	635,236	200,352	571,257	420,006	36,873	464,785	454,033	37,603	496,748	486,816	371,823	141%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	233,727	103,189	105,308	108,812	112,478	116,342	119,539	122,624	125,741	128,953	132,165	-130,537	-56%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	3,753	3,836	3,916	3,998	4,078	4,156	4,239	4,324	4,410	4,520	4,633	83	2%
					3960 - Food & Catering Costs		4,088	4,174	4,262	4,347	4,429	4,518	4,608	4,700	4,818	4,938	4,088	-
					3990 - Accommodation & Travel Related Costs	3,753	7,924	8,090	8,260	8,425	8,585	8,757	8,932	9,111	9,338	9,572	4,171	111%
					4060 - Council Subsidy/Contribution	29,999	30,660	31,305	31,962	32,601	33,219	33,885	34,563	35,253	36,135	37,038	661	2%
					4470 - Other Sundry Expenses		37,814	38,610	39,420	40,208	40,970	41,792	42,628	43,479	44,567	45,680	37,814	-
			Operational expenses Total			941,095	984,393	560,250	942,363	802,640	431,388	870,867	871,832	467,420	939,452	942,720	43,298	5%
		4007 - RTP - Public Transport Planning Total				-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	##########
	Regional Land Transport Planning Total					-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	##########
Public Transport Total						-2,108,072	-2,096,220	-2,096,220	-2,096,220	-2,099,368	-2,117,509	-2,118,959	-2,150,955	-2,240,471	-2,242,344	-2,242,344	11,852	-1%
Grand Total						-2,108,072	-2,096,220	-2,096,220	-2,096,220	-2,099,368	-2,117,509	-2,118,959	-2,150,955	-2,240,472	-2,242,345	-2,242,345	11,852	-1%

DRAFT LTP 2027-37 ACTIVITY BUILD SUMMARY | Strategy and Customer Directorate

MANAGEMENT AREA	Communications and Marketing

1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037

WO NUMBER	WORK ORDER	KEY RESULT AREA
WO.5	Public Info/ Awareness & Promo	**Communications, Marketing and Brand** - Planning and implementation for communication campaigns to support key ORC activities and projects, including social media management - 110+ campaigns annually, 624 social media posts annually
WO.324 - (Dn) / WO.325 - (Qt)	Public Transport	Communications, Marketing and Brand for **ORBus Dunedin and ORBus Queenstown**. Advertising, social media, timetables, posters, changes, safety campaigns, media.
WO.4	Media	**Media engagement,** including media releases (120+ releases annually), media replies (350+ annually), media monitoring (daily emails)
WO.7	Website	**Website and social media management** = 68,000 website views a month,
New02	Design	**Inhouse design and production** of all ORC publications, newsletters, advertising material and communications campaigns, print and digital. Video content, including planning, shooting and editing.
New01	Strategic Comms	**Community Survey Action Plan 2026** - using survey feedback to drive continuous improvement. Publications including Te Mātāpuna | The Source - quarterly newsletter, Onstream - monthly digital newsletter, rates brochure (annual), plus other local community news stories and advertising

2. SERVICE PERFORMANCE

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS YR1: 2027-28	TARGETS YR2: 2028-29	TARGETS YR3: 2029-30	Detail of change
Provide relevant, timely and accessible communications which enable the community to understand and participate in ORC's programmes and decision-making.	% Community survey respondents who strongly agree that the information Otago Regional Council provides to the community is trustworthy, e.g hazard info, environmental, best practice, rules/regulations, navigational safety.	50%	50%	50%	New measure, more representative of the work programme (baseline: 44% in 2026 survey) Target was set to reflect the potential impact of the reform and future of local government.
Provides accurate, accessible and timely information on the website about consultation, public transport and natural hazards.	% Website pages in the consultation, public transport and natural hazards sections reviewed at least annually.	95%	95%	95%	New measure. A more public-focused measure and better representation of KRA.
Provide relevant, timely and accessible communications which enable the community to understand and participate in ORC's programmes and decision-making.	% Community survey delivered on schedule, providing data on community awareness, perceptions and the expectations of ORC.	100%	100%	100%	New measure. A more public-focused measure and better representation of KRA.
Provide relevant, timely and accessible communications which enable the community to understand and participate in ORC's programmes and decision-making.	Number of Te Matapuna | The Source newsletters sent to Otago residents per year.	4	4	4	New measure. A more public-focused measure and better representation of KRA.

MANAGEMENT AREA	Partnership & Engagement

1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037

WO NUMBER	WORK ORDER	KEY RESULT AREA
WO.480	Strategic Stakeholder Relationships	**Council strategic and community engagement:** - Strategic advice, support and training for ORC teams to improve community engagement across the organisation. - Coordinate ORC participation in Tier 1 community events, working with teams to improve their engagement (eg. Wānaka A&P show) - Refresh and support ORC strategic stakeholder system of key relationships.
WO.477	Iwi Relationships	**Iwi Partnerships support:** - Provide strategic advice to Councillors, ELT, Mana to Mana forum, managers and teams to uphold partnerships with mana whenua, operational and relationship support and cultural guidance - Training programmes, resources and learning opportunities to build ORC's cultural confidence, use of Te Reo, and competence in engaging iwi Māori and other Māori communities
WO.2	Enviroschools	**Enviroschools:** - Regional leadership and coordination for Otago Enviroschools, delivering the Regional Direction 2026-28 with the territorial authorities, delivery providers, partners, schools and early childhood centres. - Provide at least 15 Enviroschools development hui for schools and early childhood students, teachers and facilitators.

2. SERVICE PERFORMANCE

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS YR1: 2027-28	TARGETS YR2: 2028-29	TARGETS YR3: 2029-30	Detail of change
Enable Otago's diverse communities to be represented in a fair and equitable way in the decision-making that affects them, through effective partnerships and engagement.	% Medium/high significance engagement processes with an evaluation report to Council.	≥50%	≥60%	≥70%	New measure reflecting the quality of the process. YR1 target sets the baseline and would be adjusted in future years. *Reworded following feedback from the LTP workshop to show council's reflection on both the engagement results and process.
Uphold Te Tiriti o Waitangi through partnerships of mutual benefit with mana whenua.	Number of Mana-to-Mana forums or agreed equivalents held annually.	≥4	≥4	≥4	New measure, measure representing the iwi relationship KRA
Provide regional leadership and professional development to the Otago Enviroschools programme.	Number of professional development hui across the network led annually by ORC.	≥4	≥4	≥4	New measure, measure representing the enviroschools KRA

MANAGEMENT AREA	Strategy

1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037

WO NUMBER	WORK ORDER	KEY RESULT AREA
WO.543	STRATEGIC ADVICE	**STRATEGIC ADVICE** Providing leadership of the Strategy Team and enabling the team to provide strategic advice across the organisation. This includes supporting the development, implementation, and review of strategies, undertaking public engagement, monitoring, and reporting, and undertaking strategic analysis, scenario planning, and other strategic internal and external collaborative projects. This informs long-term decision-making, regional outcomes, and efficient delivery of Priority Actions. It also includes leading and supporting collaborative projects and work programmes across Otago's Councils and other agencies including the OCL Regional Deal, LG reform, Te Ropu o Taiao, Spatial Planning Group, ORED, Regional Waste Officer role, and others.
WO.555	CLIMATE STRATEGY	**CLIMATE STRATEGY** All climate-related work across the region is aligned with the collaboratively developed ORC Climate Strategy. This is achieved by: - Overseeing the implementation of the strategy. - Leading the delivery of specified actions with a focus on resilience including the Climate Change Risk Assessment, and also the organisational Greenhouse Gas Emissions Inventory. - Leading and supporting collaborative projects and work programmes across Otago's Councils and other agencies including OCOG, ZCA, and the Dunedin Climate Adaptation & Resilience Project. - Participating in national-level inter-agency groups e.g. Climate SIG and ASAP. - Keeping the strategy current by reviewing it at least every 3 years collaboratively with hapori māori and external stakeholders.
WO.542	BIODIVERSITY STRATEGY	**INDIGENOUS BIODIVERSITY STRATEGY** All indigenous biodiversity-related work across the region is aligned with the collaboratively developed ORC Indigenous Biodiversity Strategy. This is achieved by: - Overseeing the implementation of the strategy. - Leading the delivery of specified actions. - Leading and supporting collaborative projects and work programmes across Otago's Councils and other agencies including the Biodiversity Alliance and Otago Biodiversity Forum. - Participating in national-level inter-agency groups e.g. Biodiversity SIG. - Keeping the strategy current by reviewing it at least every 3 years collaboratively with hapori māori and external stakeholders.
WO.485	AIR QUALITY STRATEGY	**AIR QUALITY STRATEGY** All air quality-related work across the region is aligned with the collaboratively developed ORC Air Quality Strategy. This is achieved by: - Overseeing the implementation of the strategy. - Leading the delivery of specified actions. - Leading and supporting collaborative projects and work programmes across Otago's Councils and other agencies. - Participating in national-level inter-agency groups. - Keeping the strategy current by reviewing it at least every 3 years collaboratively with hapori māori and external stakeholders.
WO.476	MAYORAL FORUM	**MAYORAL FORUM AND CHIEF EXEUCTIVES FORUM** Providing secretariat support and advice to the Otago Mayoral Forum and Otago CE Forum, including managing the Mayoral Forum website, and leading and supporting collaborative Mayoral Forum and CE Forum projects across Otago's Councils.

2. SERVICE PERFORMANCE

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS YR1: 2027-28	TARGETS YR2: 2028-29	TARGETS YR3: 2029-30	DETAIL OF CHANGES
All of ORC's climate-related work across the region is aigned with the collaboratively developed ORC Climate Change Strategy.	The ORC Climate Strategy is reviewed and kept relevant, in collaboration with mana whenua, local councils, and other stakeholders.	≤ 3 years (frequency of review)	No Data Due	No Data Due	Reformat with SMART framework. No change in service level.

All of ORC's climate-related work across the region is aigned with the collaboratively developed ORC Climate Change Strategy.	% Council decisions informed by the Council-approved ORC Climate Strategy (where applicable).	100%	100%	100%	New measure - replacing annual implementation and effectiveness report. *Reworded following feedback from the LTP workshop. The intent is that Council can be confident its decisions align with ORC strategies.
All of ORC's indigenous biodiversity-related work across the region is aigned with the collaboratively developed ORC Indigenous Biodiversity Strategy.	The ORC Indigenous Biodiversity Strategy is reviewed and kept relevant, in collaboration with mana whenua, local councils, and other stakeholders.	No Data Due	≤ 3 years (frequency of review)	No Data Due	Reformat with SMART framework. No change in service level.
All of ORC's indigenous biodiversity-related work across the region is aigned with the collaboratively developed ORC Indigenous Biodiversity Strategy.	% Council decisions informed by the Council-approved ORC Indigenous Biodiversity Strategy.	100%	100%	100%	New measure - replacing annual implementation and effectiveness report. *Reworded following feedback from the LTP workshop. The intent is that Council can be confident its decisions align with ORC strategies.
All of ORC's air quality-related work across the region is aigned with the collaboratively developed ORC Air Quality Strategy.	The ORC Air Quality Strategy is reviewed and kept relevant, in collaboration with mana whenua, local councils, and other stakeholders.	No Data Due	No Data Due	≤ 3 years (frequency of review)	Reformat with SMART framework. No change in service level.
All of ORC's air quality-related work across the region is aigned with the collaboratively developed ORC Air Quality Strategy.	% Council decisions informed by the Council-approved ORC Air Quality Strategy.	100%	100%	100%	New measure - replacing annual implementation and effectiveness report. *Reworded following feedback from the LTP workshop. The intent is that Council can be confident its decisions align with ORC strategies.

MANAGEMENT AREA:	**Organisational Planning and Performance**

1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037

WO NUMBER	WORK ORDER	KEY RESULT AREA
OPPNew1	Annual Plan Delivery	**ANNUAL PLAN DELIVERY:** Organisation-wide leadership, coordination/collaboration and preparation of the 2028-29 & 2029-2030 AP
OPPNew2	Long Term Plan Delivery	**LONG TERM PLAN DELIVERY:** Organisation-wide leadership, coordination/collaboration and preparation of the 2030-40 LTP, including:- * ELT & Governance input and direction * Strategic planning * Financial strategy * Infrastructure strategy * Organisational prioritisation * Service value and performance framework * Community consultation and engagement * Legislative compliance * Audit assurance
OPPNew3	Annual Report Support	**ANNUAL REPORT SUPPORT:** Support Finance in the preparation of the Statement of Service Provision and related content, for adoption of the 2025-26 AP (LTP Yr3).
OPPNew4	Non-Financial Performance Reporting	**NON-FINANCIAL PERFORMANCE REPORTING:** Performance reporting delivered to ELT & Council, supporting the AP and LTP.
OPPNew5	Leadership & Integrated Planning	**INTEGRATED PLANNING/LEADERSHIP:** Creating a unified stewardship system that enables strategic alignment, quality planning, performance improvement, governance assurance, and decision-making.
WO.481	Risk	**RISK MANAGEMENT DEPLOYMENT:** Effective risk management arrangements to enable effective governance, prudent stewardship and informed decision-making. * Risk Management Reporting - Risk reporting delivered to ELT, ARC & Council. * Risk Audit Assurance Programme - Three lines model for effective risk oversight and controls.
WO.478	Business Transformation	**BUSINESS IMPROVEMENT & TRANSFORMATION IMPLEMENTATION:** Improvement initiatives and reporting delivered to ELT & Council, and focus on enabling the most cost-effective, service value-focused ORC.
WO.478	N/A	**ORGANISATIONAL PROJECT MANAGEMENT:** Creating a unified approach and overview for projects, within a broader structured approach to change, maturity and adaptation - providing greater consistency, clarity and support for project delivery.

2. SERVICE PERFORMANCE

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS			DETAIL OF CHANGES
		YR1: 2027-28	YR2: 2028-29	YR3: 2029-30	
Our community and Council have access to compliant, transparent and timely information about ORC's planning and performance.	% Legislatively required corporate planning and accountability documents, compliantly developed and delivered, with adoption by Council within statutory timeframes.	100%	100%	100%	Reframed to be SMART and output measures - on time and to standard.
	% Performance reporting against all applicable Long Term Plan measures, provided to executive and Council decision-makers on a quarterly basis.	100%	100%	100%	Reframed to be SMART and output measures - on time and completeness to support evidence-based decision-making.

MANAGEMENT AREA	**Customer and Governance**

1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037

WO NUMBER	WORK ORDER	KEY RESULT AREA
WO.673	Business Support	**Business Support:** High level administrative support (staff travel & accommodation, bookings, events etc), EAs to Chair/Deputy Chair, CE and ELT, Procurement administration
WO.483	Council & Committees	**Governance Support:** Councillor and external appointees (schedules, salary, travel, expenses, courses etc), Meetings (Agendas, Public Forum, Minutes, Livestream, Calendar & Website administration), Subscriptions (Taituarā, LGNZ, Rem Authority)
WO.482	Elections	**Elections**
WO.58	Customer Experience	**Customer Experience:** Dunedin and Queenstown front desks, multi-channel customer services, CRM management, National Ticketing transition (Y1).

2. SERVICE PERFORMANCE

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS			
		YR1: 2027-28	YR2: 2028-29	YR3: 2029-30	Detail of change
Provide and promote governance processes and democratic decision-making that is robust and transparent to the community.	% Public meeting agendas available two working days before the meeting.	100%	100%	100%	No change - legislative measure
Provide relevant, timely and accessible communication activities which enable the community to understand and participate in ORC's programmes and decision making.	% Customers satisfied (satisfied and highly satisfied) with ORC customer service as surveyed.	≥85%	≥85%	≥85%	Clarified the definition of "satisfied" and specified that it refers to surveyed customers.

SCRE - MGT GRP $ - Cost Centre						Year											Year 1 Movment	
Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	$	%
Communications and Marketing	**Communications and Marketing**	**2002 - Communications and Marketing**	Operational revenue	Rates Revenue	1110 - Rates - General	*-2,322,510*	-2,329,191	-2,456,104	-2,480,798	-2,614,549	-2,642,757	-2,779,387	-2,803,772	-2,945,401	-2,971,889	-3,119,508	-6,681	0%
			Operational revenue Total			***-2,322,510***	**-2,329,191**	**-2,456,104**	**-2,480,798**	**-2,614,549**	**-2,642,757**	**-2,779,387**	**-2,803,772**	**-2,945,401**	**-2,971,889**	**-3,119,508**	-6,681	0%
			Operational expenses	Personnel Costs		*1,244,282*	1,197,892	1,248,649	1,292,352	1,337,584	1,384,399	1,432,853	1,483,003	1,534,908	1,588,630	1,644,232	-46,390	-4%
				Contract Services and Consultants	3390 - Consultants	*62,546*	91,620	145,940	95,883	152,582	99,952	158,590	103,990	164,836	107,979	170,991	29,074	46%
				Depreciation and Amortisation	4600 - Depreciation Expense	*3,677*	3,677	3,274	2,336	550	550	550	550	550	476		0	0%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	*712,867*	756,723	772,258	797,952	824,837	853,178	876,622	899,242	922,098	945,657	969,213	43,856	6%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	*11,446*	10,695	10,952	11,193	11,450	11,668	11,901	12,139	12,370	12,605	12,832	-751	-7%
					3660 - Advertising and Engagement	*104,244*	219,888	225,165	230,119	235,412	239,884	244,682	249,576	254,318	259,150	263,815	115,644	111%
					3820 - Subscriptions	*93,820*	38,002	38,914	39,770	40,685	41,458	42,287	43,133	43,952	44,787	45,594	-55,818	-59%
					3990 - Accommodation & Travel Related Costs	*11,446*	10,695	10,952	11,193	11,450	11,668	11,901	12,139	12,370	12,605	12,832	-751	-7%
					4060 - Council Subsidy/Contribution	*10,424*											-10,424	-100%
					4470 - Other Sundry Expenses	*67,759*											-67,759	-100%
			Operational expenses Total			***2,322,510***	**2,329,191**	**2,456,104**	**2,480,798**	**2,614,549**	**2,642,756**	**2,779,387**	**2,803,772**	**2,945,401**	**2,971,888**	**3,119,507**	6,681	0%
		2002 - Communications and Marketing Total				*-0*	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	833%
	Communications and Marketing Total					***-0***	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	833%
Communications and Marketing Total						***-0***	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	833%

SCRE - MGT GRP $ - Cost Centre Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	Year 26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	Year 1 Movment $	 %
Customer and Governance	**Customer and Governance**	**2007 - Customer Experience**	Operational revenue	Rates Revenue	1110 - Rates - General	*-1,184,284*	-1,298,474	-1,340,341	-1,384,495	-1,430,487	-1,477,763	-1,523,055	-1,568,839	-1,615,660	-1,664,010	-1,713,306	-114,190	10%
			Operational revenue Total			***-1,184,284***	**-1,298,474**	**-1,340,341**	**-1,384,495**	**-1,430,487**	**-1,477,763**	**-1,523,055**	**-1,568,839**	**-1,615,660**	**-1,664,010**	**-1,713,306**	-114,190	10%
			Operational expenses	Personnel Costs		*674,041*	673,563	702,103	726,677	752,110	778,434	805,679	833,878	863,064	893,271	924,536	-478	0%
				Contract Services and Consultants	3360 - Contractors		55,990	57,334	58,595	59,943	61,082	62,303	63,549	64,757	65,987	67,175	55,990	-
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	*409,022*	481,551	491,437	507,788	524,896	542,932	557,850	572,245	586,790	601,782	616,772	72,529	18%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	*6,567*	6,685	6,846	6,996	7,157	7,293	7,439	7,588	7,732	7,879	8,021	118	2%
					3391 - Temporary Staff and Fees	*26,061*	61,080	62,546	63,922	65,392	66,635	67,967	69,327	70,644	71,986	73,282	35,019	134%
					3820 - Subscriptions		5,090	5,212	5,327	5,449	5,553	5,664	5,777	5,887	5,999	6,107	5,090	-
					3990 - Accommodation & Travel Related Costs	*11,258*	11,461	11,736	11,994	12,270	12,503	12,753	13,008	13,255	13,507	13,750	202	2%
					4470 - Other Sundry Expenses	*57,334*	3,054	3,127	3,196	3,270	3,332	3,398	3,466	3,532	3,599	3,664	-54,280	-95%
			Operational expenses Total			***1,184,284***	**1,298,474**	**1,340,340**	**1,384,495**	**1,430,487**	**1,477,763**	**1,523,055**	**1,568,839**	**1,615,660**	**1,664,010**	**1,713,306**	114,190	10%
		2007 - Customer Experience Total				*-0*	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	300%
		2039 - Governance	Operational revenue	Rates Revenue	1110 - Rates - General	*-2,091,565*	-1,968,560	-2,027,926	-2,065,439	-2,128,471	-2,185,057	-2,220,180	-2,266,336	-2,323,713	-2,158,961	-2,203,428	123,006	-6%
			Operational revenue Total			***-2,091,565***	**-1,968,560**	**-2,027,926**	**-2,065,439**	**-2,128,471**	**-2,185,057**	**-2,220,180**	**-2,266,336**	**-2,323,713**	**-2,158,961**	**-2,203,428**	123,006	-6%
			Operational expenses	Personnel Costs		*1,245,888*	1,263,630	1,298,553	1,330,512	1,364,353	1,394,744	1,426,977	1,460,005	1,492,701	1,526,192	1,559,304	17,742	1%
				Contract Services and Consultants	3390 - Consultants	*40,800*	25,450	40,475	26,634	27,247	43,120	28,320	28,886	45,715	29,994	30,534	-15,350	-38%
					3480 - Legal Cost - General	*10,200*	10,180	20,849	10,654	10,899	22,212	11,328	11,554	23,548	11,998	12,214	-20	0%
					4065 - Iwi Partnerships, Contributions and Payments		2,850	2,919	2,983	3,052	3,110	3,172	3,235	3,297	3,359	3,420	2,850	-
				Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	*32,171*	37,829	40,966	44,103	47,822	50,101	52,000	53,096	54,124	55,199	54,613	5,658	18%
					6150 - Internal Charges - Overheads	*151,922*	178,862	182,534	188,607	194,961	201,660	207,202	212,548	217,950	223,519	229,087	26,939	18%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	*20,641*	6,617	6,776	6,925	7,084	7,219	7,363	7,510	7,653	7,798	7,939	-14,024	-68%
					3660 - Advertising and Engagement	*5,212*	1,527	56,813	1,598	1,635	60,526	1,699	1,733	64,168	1,800	1,832	-3,685	-71%
					3820 - Subscriptions	*72,971*	83,374	85,375	87,253	89,260	90,956	92,775	94,631	96,429	98,261	100,030	10,403	14%
					3845 - Motor Vehicle Expenses		72,278	74,013	75,641	77,381	78,851	80,428	82,037	83,595	85,184	86,717	72,278	-
					3960 - Food & Catering Costs		10,180	10,424	10,654	10,899	11,106	11,328	11,554	11,774	11,998	12,214	10,180	-
					3990 - Accommodation & Travel Related Costs	*48,787*	55,990	59,940	58,595	59,943	63,858	62,303	63,549	67,700	65,987	67,175	7,203	15%
					4060 - Council Subsidy/Contribution	*62,546*											-62,546	-100%
					4070 - Election Expense			484,318			515,978			547,023			0	-
					4080 - Elected Members Allowances	*10,424*	14,863	15,220	15,554	15,912	16,214	16,539	16,869	17,190	17,517	17,832	4,438	43%
					4110 - Elected Members Expenses	*41,698*	8,958	9,173	9,375	9,591	9,773	9,969	10,168	10,361	10,558	10,748	-32,739	-79%
					4470 - Other Sundry Expenses	*172,003*	8,144	8,339	8,523	8,719	8,885	9,062	9,244	9,419	9,598	9,771	-163,859	-95%
			Operational expenses Total			***1,915,263***	**1,780,732**	**2,396,686**	**1,877,612**	**1,928,756**	**2,578,313**	**2,020,464**	**2,066,621**	**2,752,647**	**2,158,960**	**2,203,428**	-134,531	-7%
		2039 - Governance Total				*-176,302*	-187,827	368,760	-187,827	-199,715	393,256	-199,715	-199,715	428,934	-0	-0	-11,525	7%
		2040 - Business Support	Operational revenue	Rates Revenue	1110 - Rates - General	*-784,877*	-754,036	-779,014	-805,581	-833,205	-861,955	-889,310	-916,947	-945,306	-974,615	-1,004,593	30,841	-4%
			Operational revenue Total			***-784,877***	**-754,036**	**-779,014**	**-805,581**	**-833,205**	**-861,955**	**-889,310**	**-916,947**	**-945,306**	**-974,615**	**-1,004,593**	30,841	-4%
			Operational expenses	Personnel Costs		*481,458*	433,005	451,352	467,149	483,500	500,422	517,937	536,065	554,827	574,246	594,345	-48,453	-10%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	*292,159*	309,568	315,924	326,435	337,433	349,028	358,618	367,872	377,222	386,860	396,496	17,410	6%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	*5,630*	5,731	5,869	5,998	6,136	6,253	6,378	6,505	6,629	6,755	6,876	101	2%
					3990 - Accommodation & Travel Related Costs	*5,630*	5,731	5,869	5,998	6,136	6,253	6,378	6,505	6,629	6,755	6,876	101	2%
			Operational expenses Total			***784,877***	**754,036**	**779,013**	**805,581**	**833,205**	**861,954**	**889,310**	**916,947**	**945,306**	**974,615**	**1,004,593**	-30,842	-4%
		2040 - Business Support Total				*-0*	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	167%
	Customer and Governance Total					***-176,302***	**-187,827**	**368,760**	**-187,827**	**-199,715**	**393,256**	**-199,715**	**-199,715**	**428,934**	**-0**	**-0**	-11,525	7%
Customer and Governance Total						***-176,302***	**-187,827**	**368,760**	**-187,827**	**-199,715**	**393,256**	**-199,715**	**-199,715**	**428,934**	**-0**	**-0**	-11,525	7%

SCRE - MGT GRP $ - Cost Centre Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	Year 26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	Year 1 Movment $	 %
Organisational Planning and Performance	**Organisational Planning and Performance**	**2019 - Corporate Planning**	Operational revenue	Rates Revenue	1110 - Rates - General	*-973,123*	-674,991	-698,065	-980,716	-749,285	-774,219	-1,070,395	-823,227	-848,548	-1,162,651	-901,460	298,132	-31%
			Operational revenue Total			***-973,123***	**-674,991**	**-698,065**	**-980,716**	**-749,285**	**-774,219**	**-1,070,395**	**-823,227**	**-848,548**	**-1,162,651**	**-901,460**	298,132	-31%
			Operational expenses	Personnel Costs		*408,783*	411,867	429,318	444,344	459,896	475,992	492,652	509,895	527,741	546,213	565,330	3,084	1%
				Contract Services and Consultants	3390 - Consultants	*51,000*	25,450	26,061	69,249	27,247	27,764	73,631	28,886	29,435	77,985	30,534	-25,550	-50%
					3395 - Audit Fees	*156,366*			167,262			177,848			188,364		-156,366	-100%
					3480 - Legal Cost - General		3,054	3,127	5,860	3,270	3,332	6,230	3,466	3,532	6,599	3,664	3,054	-
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	*175,295*	199,499	203,595	210,369	217,457	224,929	231,109	237,073	243,098	249,309	255,519	24,204	14%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	*2,814*	5,599	5,733	11,719	7,629	7,774	12,461	8,088	8,242	13,197	8,550	2,785	99%
					3660 - Advertising and Engagement	*28,560*	10,180	10,424	28,765	10,899	11,106	30,585	11,554	11,774	32,394	12,214	-18,380	-64%
					3810 - Stationery, Office Consumables & Postage	*71,400*	9,671	9,903	26,101	10,354	10,550	27,753	10,977	11,185	29,394	11,603	-61,729	-86%
					3990 - Accommodation & Travel Related Costs	*7,505*	5,599	5,733	11,719	7,629	7,774	12,461	8,088	8,242	13,197	8,550	-1,906	-25%
					4470 - Other Sundry Expenses	*71,400*	4,072	4,170	5,327	4,904	4,998	5,664	5,199	5,298	5,999	5,496	-67,328	-94%
			Operational expenses Total			***973,123***	**674,991**	**698,065**	**980,715**	**749,284**	**774,219**	**1,070,395**	**823,227**	**848,548**	**1,162,651**	**901,460**	-298,132	-31%
		2019 - Corporate Planning Total				*-0*	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	600%
		2036 - Business Transformation	Operational revenue	Rates Revenue	1110 - Rates - General	*-242,470*	-107,908	-6,255	-6,392	-6,539	-6,663	-6,797	-6,933	-7,064	-7,199	-7,328	134,562	-55%
			Operational revenue Total			***-242,470***	**-107,908**	**-6,255**	**-6,392**	**-6,539**	**-6,663**	**-6,797**	**-6,933**	**-7,064**	**-7,199**	**-7,328**	134,562	-55%
			Operational expenses	Personnel Costs		*136,261*											-136,261	-100%
				Contract Services and Consultants	3390 - Consultants	*25,500*											-25,500	-100%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	*58,432*											-58,432	-100%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	*938*	1,527	1,564	1,598	1,635	1,666	1,699	1,733	1,766	1,800	1,832	589	63%
					3391 - Temporary Staff and Fees		101,800										101,800	-
					3810 - Stationery, Office Consumables & Postage		2,036	2,085	2,131	2,180	2,221	2,266	2,311	2,355	2,400	2,443	2,036	-
					3990 - Accommodation & Travel Related Costs	*938*	1,527	1,564	1,598	1,635	1,666	1,699	1,733	1,766	1,800	1,832	589	63%
					4470 - Other Sundry Expenses	*20,400*	1,018	1,042	1,065	1,090	1,111	1,133	1,155	1,177	1,200	1,221	-19,382	-95%
			Operational expenses Total			***242,469***	**107,908**	**6,255**	**6,392**	**6,539**	**6,663**	**6,797**	**6,933**	**7,064**	**7,199**	**7,328**	-134,561	-55%
		2036 - Business Transformation Total				*-0*	0	0	0	0	0	0	0	0	0	0	0	-100%
		2038 - Risk and Business Continuity	Operational revenue	Rates Revenue	1110 - Rates - General	*-242,470*	-234,739	-242,743	-250,799	-259,182	-267,796	-276,194	-284,728	-293,476	-302,513	-311,754	7,731	-3%
			Operational revenue Total			***-242,470***	**-234,739**	**-242,743**	**-250,799**	**-259,182**	**-267,796**	**-276,194**	**-284,728**	**-293,476**	**-302,513**	**-311,754**	7,731	-3%
			Operational expenses	Personnel Costs		*136,261*	142,023	148,041	153,222	158,585	164,135	169,880	175,826	181,980	188,349	194,941	5,762	4%
				Contract Services and Consultants	3390 - Consultants	*25,500*	20,360	20,849	21,307	21,797	22,212	22,656	23,109	23,548	23,995	24,427	-5,140	-20%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	*58,432*	68,793	70,205	72,541	74,985	77,562	79,693	81,749	83,827	85,969	88,110	10,361	18%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	*938*	1,527	1,564	1,598	1,635	1,666	1,699	1,733	1,766	1,800	1,832	589	63%
					3990 - Accommodation & Travel Related Costs	*938*	1,527	1,564	1,598	1,635	1,666	1,699	1,733	1,766	1,800	1,832	589	63%
					4470 - Other Sundry Expenses	*20,400*	509	521	533	545	555	566	578	589	600	611	-19,891	-98%
			Operational expenses Total			***242,469***	**234,739**	**242,743**	**250,799**	**259,182**	**267,795**	**276,193**	**284,728**	**293,476**	**302,512**	**311,754**	-7,731	-3%
		2038 - Risk and Business Continuity Total				*-0*	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	67%
	Organisational Planning and Performance Total					***-0***	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	189%
Organisational Planning and Performance Total						***-0***	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	189%

SCRE - MGT GRP $ - Cost Centre						Year											Year 1 Movment	
Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	$	%
Partnerships and Engagement	**Partnerships and Engagement**	**2027 - Enviroschools**	Operational revenue	Rates Revenue	1110 - Rates - General	-302,252	-337,795	-349,910	-362,155	-375,084	-387,727	-399,909	-411,947	-424,236	-436,935	-449,235	-35,543	12%
			Operational revenue Total			**-302,252**	**-337,795**	**-349,910**	**-362,155**	**-375,084**	**-387,727**	**-399,909**	**-411,947**	**-424,236**	**-436,935**	**-449,235**	-35,543	12%
			Operational expenses	Personnel Costs		172,553	187,832	195,790	202,643	209,736	217,076	224,674	232,538	240,676	249,100	257,819	15,278	9%
				Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	10,054	15,132	16,386	17,641	19,129	20,040	20,800	21,239	21,649	22,079	21,845	5,078	51%
					6150 - Internal Charges - Overheads	81,804	96,310	98,287	101,558	104,979	108,586	111,570	114,449	117,358	120,356	123,354	14,506	18%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	938	1,323	1,355	1,385	1,417	1,444	1,473	1,502	1,531	1,560	1,588	385	41%
					3810 - Stationery, Office Consumables & Postage	5,212	2,036	2,085	2,131	2,180	2,221	2,266	2,311	2,355	2,400	2,443	-3,176	-61%
					3960 - Food & Catering Costs		2,850	2,919	2,983	3,052	3,110	3,172	3,235	3,297	3,359	3,420	2,850	-
					3990 - Accommodation & Travel Related Costs	5,629	4,581	4,691	4,794	4,904	4,998	5,098	5,199	5,298	5,399	5,496	-1,048	-19%
					4060 - Council Subsidy/Contribution		27,730	28,396	29,021	29,688	30,252	30,857	31,474	32,072	32,682	33,270	27,730	-
					4470 - Other Sundry Expenses	26,061											-26,061	-100%
			Operational expenses Total			**302,252**	**337,794**	**349,910**	**362,155**	**375,084**	**387,727**	**399,909**	**411,947**	**424,236**	**436,935**	**449,235**	35,543	12%
		2027 - Enviroschools Total				-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	0	-29%
		2035 - Iwi Partnerships and Engagement	Operational revenue	Rates Revenue	1110 - Rates - General	-499,985	-532,931	-547,947	-562,612	-578,064	-592,596	-607,354	-622,371	-637,378	-652,788	-668,157	-32,946	7%
			Operational revenue Total			**-499,985**	**-532,931**	**-547,947**	**-562,612**	**-578,064**	**-592,596**	**-607,354**	**-622,371**	**-637,378**	**-652,788**	**-668,157**	-32,946	7%
			Operational expenses	Personnel Costs		123,252	134,165	139,850	144,745	149,811	155,054	160,481	166,098	171,912	177,929	184,156	10,913	9%
				Contract Services and Consultants	4065 - Iwi Partnerships, Contributions and Payments	306,000	311,508	318,984	326,002	333,500	339,836	346,633	353,566	360,283	367,129	373,737	5,508	2%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	58,432	68,793	70,205	72,541	74,985	77,562	79,693	81,749	83,827	85,969	88,110	10,361	18%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	938	955	978	999	1,022	1,042	1,063	1,084	1,104	1,125	1,146	16	2%
					3660 - Advertising and Engagement		1,222	1,251	1,278	1,308	1,333	1,359	1,387	1,413	1,440	1,466	1,222	-
					3990 - Accommodation & Travel Related Costs	938	2,036	2,085	2,131	2,180	2,221	2,266	2,311	2,355	2,400	2,443	1,098	117%
					4060 - Council Subsidy/Contribution		2,036	2,085	2,131	2,180	2,221	2,266	2,311	2,355	2,400	2,443	2,036	-
					4470 - Other Sundry Expenses	10,424	12,216	12,509	12,784	13,078	13,327	13,593	13,865	14,129	14,397	14,656	1,792	17%
			Operational expenses Total			**499,985**	**532,931**	**547,947**	**562,612**	**578,064**	**592,596**	**607,354**	**622,371**	**637,378**	**652,788**	**668,157**	32,946	7%
		2035 - Iwi Partnerships and Engagement Total				-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	100%
		2037 - Strategic Engagement	Operational revenue	Rates Revenue	1110 - Rates - General	-382,758	-442,440	-457,511	-472,795	-488,694	-505,076	-520,990	-537,149	-553,719	-570,839	-588,352	-59,681	16%
			Operational revenue Total			**-382,758**	**-442,440**	**-457,511**	**-472,795**	**-488,694**	**-505,076**	**-520,990**	**-537,149**	**-553,719**	**-570,839**	**-588,352**	-59,681	16%
			Operational expenses	Personnel Costs		246,505	268,331	279,701	289,490	299,622	310,109	320,963	332,197	343,823	355,857	368,312	21,826	9%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	116,863	137,586	140,411	145,082	149,970	155,123	159,386	163,498	167,654	171,938	176,220	20,723	18%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	1,877	1,911	1,957	2,000	2,046	2,085	2,126	2,169	2,210	2,252	2,293	34	2%
					3660 - Advertising and Engagement	5,212	4,581	4,691	4,794	4,904	4,998	5,098	5,199	5,298	5,399	5,496	-631	-12%
					3820 - Subscriptions		2,545	2,606	2,663	2,725	2,776	2,832	2,889	2,943	2,999	3,053	2,545	-
					3960 - Food & Catering Costs		3,054	3,127	3,196	3,270	3,332	3,398	3,466	3,532	3,599	3,664	3,054	-
					3990 - Accommodation & Travel Related Costs	1,877	9,162	9,382	9,588	9,809	9,995	10,195	10,399	10,597	10,798	10,992	7,285	388%
					4470 - Other Sundry Expenses	10,424	15,270	15,636	15,980	16,348	16,659	16,992	17,332	17,661	17,997	18,320	4,846	46%
			Operational expenses Total			**382,758**	**442,440**	**457,510**	**472,795**	**488,694**	**505,076**	**520,990**	**537,149**	**553,719**	**570,839**	**588,352**	59,681	16%
		2037 - Strategic Engagement Total				-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	100%
	Partnerships and Engagement Total					**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	25%
Partnerships and Engagement Total						**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	25%

SCRE - MGT GRP $ - Cost Centre						Year											Year 1 Movment	
Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	$	%
Strategy	**Strategy**	**2004 - Strategy**	Operational revenue	Rates Revenue	1110 - Rates - General	*-1,251,727*	-1,225,733	-1,423,354	-1,308,336	-1,351,394	-1,561,950	-1,438,388	-1,482,126	-1,703,491	-1,573,100	-1,620,289	25,995	-2%
			Operational revenue Total			***-1,251,727***	**-1,225,733**	**-1,423,354**	**-1,308,336**	**-1,351,394**	**-1,561,950**	**-1,438,388**	**-1,482,126**	**-1,703,491**	**-1,573,100**	**-1,620,289**	25,995	-2%
			Operational expenses	Personnel Costs		*678,094*	708,057	738,059	763,891	790,627	818,299	846,939	876,583	907,263	939,017	971,883	29,963	4%
				Contract Services and Consultants	3390 - Consultants	*104,244*	71,260	229,335	74,576	76,291	244,327	79,295	80,881	259,027	83,984	85,495	-32,984	-32%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	*286,315*	337,085	344,006	355,451	367,427	380,052	390,495	400,571	410,752	421,247	431,740	50,770	18%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	*5,536*	5,636	5,771	5,898	6,034	6,148	6,271	6,397	6,518	6,642	6,761	100	2%
					3660 - Advertising and Engagement		30,540	31,273	31,961	32,696	33,317	33,984	34,663	35,322	35,993	36,641	30,540	-
					3820 - Subscriptions	*36,485*	36,470	37,345	38,167	39,045	39,786	40,582	41,394	42,180	42,982	43,755	-16	0%
					3960 - Food & Catering Costs		3,054	3,127	3,196	3,270	3,332	3,398	3,466	3,532	3,599	3,664	3,054	-
					3990 - Accommodation & Travel Related Costs	*5,536*	7,163	7,335	7,496	7,668	7,814	7,970	8,130	8,284	8,442	8,594	1,627	29%
					4060 - Council Subsidy/Contribution		25,450	26,061	26,634	27,247	27,764	28,320	28,886	29,435	29,994	30,534	25,450	-
					4470 - Other Sundry Expenses	*135,517*	1,018	1,042	1,065	1,090	1,111	1,133	1,155	1,177	1,200	1,221	-134,499	-99%
			Operational expenses Total			***1,251,727***	**1,225,733**	**1,423,353**	**1,308,335**	**1,351,394**	**1,561,950**	**1,438,388**	**1,482,126**	**1,703,491**	**1,573,099**	**1,620,289**	-25,995	-2%
		2004 - Strategy Total				*-0*	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	-0	300%
	Strategy Total					***-0***	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	300%
Strategy Total						***-0***	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	**-0**	-0	300%
Grand Total						***-176,302***	**-187,828**	**368,758**	**-187,828**	**-199,716**	**393,255**	**-199,716**	**-199,716**	**428,933**	**-1**	**-1**	-11,526	7%

DRAFT LTP 2027-37 ACTIVITY BUILD SUMMARY | People and Corporate Directorate

MANAGEMENT AREA	BUSINESS UNIT: Information Systems

1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037

WO NUMBER	WORK ORDER	KEY RESULT AREA
WO.276	GIS	**GIS/Spatial - includes business intelligence** Provides trusted mapping, geospatial analysis, reporting and data-integration services to support informed decision-making across ORC and information sharing with the public. This includes strengthening data governance, access, privacy and repeatable data flows.
WO.279	Infrastructure	**IT Infrastructure and Services** Provides reliable, secure and scalable networks, servers, end-user devices and audiovisual technology so staff can access the systems and equipment needed to deliver ORC services. The team also provides technical guidance to ensure technology is implemented and managed using recognised good practice.
NEW-PD	IT Project Delivery	**IT Project Delivery** Delivers improvements to key business systems through business analysis, process design, configuration, testing and quality assurance. This includes supporting IRIS NextGen and ensuring systems remain current, effective and compliant with privacy, information-management and legislative requirements.
NEW-CS	Cyber Security and Risk Assurance	**Cyber Security and Risk Assurance** Monitors and manages cyber risk through readiness programmes, maturity assessments, staff education and security controls. It also maintains business continuity, disaster recovery and incident-response capability to protect information and sustain critical Council services.
WO.273	Computer Services - General	**IT management, change and business improvement, procurement and software** Provides the management, architecture, licensing, procurement and vendor oversight that keeps ORC's technology fit-for-purpose, supported and cost-effective. It also guides business improvement and the safe, governed adoption of emerging technologies such as AI and automation.

2. SERVICE PERFORMANCE

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS YR1: 2027-28	TARGETS YR2: 2028-29	TARGETS YR3: 2029-30	Detail of change
Not applicable	Not applicable	NA	NA	NA	NA

MANAGEMENT AREA	BUSINESS UNIT: Support Services + Records

1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037

WO NUMBER	WORK ORDER	KEY RESULT AREA
WO.563	MV Pool	**Fleet and Plant Management:** Manage ORC's fleet and plant assets through effective procurement, maintenance, replacement planning, utilisation, contract management and sustainability initiatives, ensuring assets remain safe, compliant, reliable and cost-effective.
WO.368	Buildings General	**Property and Facilities Management:** Manage ORC-owned and leased property, including accommodation planning, maintenance, compliance, renewals, service contracts and improvement programmes, ensuring facilities remain safe, functional and fit for purpose.
WO.558	Records and Information Management and Support Services	**Records and Information Management:** Deliver records and information management services to ensure Council information is secure, accessible and managed appropriately throughout its lifecycle, while supporting digitisation, governance and legislative compliance requirements. General corporate support services including administration, stationery and consumables procurement and mail/courier management.

2. SERVICE PERFORMANCE

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS YR1: 2027-28	TARGETS YR2: 2028-29	TARGETS YR3: 2029-30	Detail of change
Not applicable	Not applicable	NA	NA	NA	NA

MANAGEMENT AREA	BUSINESS UNIT: Legal Counsel

1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037

WO NUMBER	WORK ORDER	KEY RESULT AREA
WO.297	LGOIMA Requests	**LGOIMA** Responsible for the coordination and delivery of the Local Government Official Information and Meetings Act 1987 (LGOIMA) functions to ensure Council honours the principle of availability under LGOIMA which supports transparent decision making by Council and builds trust. This work entails managing LGOIMA request and complaints.
WO.294	Legal Counsel - General	**Legal Advice and Support** We provide legal advice and support across Council in all aspects of law that impact Council functions, including contracts, property matters, manuals and policies, warrants, and bonds. We act as Council's Privacy Officer/s, respond to requests to correct personal information, manage breaches, and ensure privacy resources at Council are purpose built, and fit for purpose.

2. SERVICE PERFORMANCE

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS YR1: 2027-28	TARGETS YR2: 2028-29	TARGETS YR3: 2029-30	Detail of change
Provide timely governance processes and democratic decision-making that is robust and transparent to the community.	% Official information requests responded to within the applicable statutory timeframe (20 working days of being logged).	100%	100%	100%	Reformat with SMART framework. No change in service level

MANAGEMENT AREA	BUSINESS UNIT: People and Safety + Internal Communications

1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037

WO NUMBER	WORK ORDER	KEY RESULT AREA
WO.328	People Services	**People Services, Learning and Capability**: Core service delivery and continuous improvement across the employee lifecycle (recruitment, onboarding, performance, remuneration, recognition, employee surveys, leave management, termination) and employment relations, industrial relations (PSA), change management, workforce planning, professional development and organisational development.
WO.323	Health, Safety and Wellbeing	**Health, Safety and Wellbeing**: Core service delivery and continuous improvement across hazard identification and critical risk and management, worker engagement and participation, wellbeing, incident reporting and investigation, return to work processes, H&S induction, training and information, emergency procedures, hazardous substance management, contractor management and assurance and monitoring audits.
WO.285	Internal Communications	**Internal Communications**: Deliver effective internal communications activities across ORC, ensuring kaimahi are informed, engaged and connected, and supporting collaboration, organisational culture and delivery of ORC priorities.

2. SERVICE PERFORMANCE

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS YR1: 2027-28	TARGETS YR2: 2028-29	TARGETS YR3: 2029-30	Detail of change
TBC	TBC	TBC	TBC	TBC	TBC

SCRE - MGT GRP $ - Cost Centre						Year											Year 1 Movment	
Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	$	%
Human Resources	Human Resources	5015 - Human Resources - Human Resources	Operational expenses	Personnel Costs		593,696	623,471	649,317	671,628	694,744	718,526	743,165	768,656	794,993	822,242	850,396	29,776	5%
				Contract Services and Consultants	3390 - Consultants	53,040	41,738	42,740	43,680	44,685	45,534	46,444	47,373	48,273	49,190	50,076	-11,302	-21%
					3480 - Legal Cost - General	30,600	45,810	46,909	47,941	49,044	49,976	50,975	51,995	52,983	53,990	54,961	15,210	50%
				Internal Allocations and Charges	6650 - Internal Recoveries - Overheads	-1,127,593	-1,133,626	-1,171,715	-1,205,520	-1,240,915	-1,275,074	-1,310,844	-1,347,689	-1,385,027	-1,423,487	-1,462,464	-6,033	1%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	212,529	183,545	187,950	192,085	196,503	200,237	204,242	208,327	212,285	216,318	220,212	-28,984	-14%
					3391 - Temporary Staff and Fees	17,850	22,905	23,455	23,971	24,522	24,988	25,488	25,997	26,491	26,995	27,481	5,055	28%
					3660 - Advertising and Engagement	34,170	34,632	35,464	36,244	37,077	37,782	38,537	39,308	40,055	40,816	41,551	462	1%
					3820 - Subscriptions	15,637	17,357	17,773	18,164	18,582	18,935	19,314	19,700	20,075	20,456	20,824	1,720	11%
					3990 - Accommodation & Travel Related Costs	13,604	10,180	10,424	10,654	10,899	11,106	11,328	11,554	11,774	11,998	12,214	-3,424	-25%
					4260 - Insurance	28,560	40,249	41,215	42,121	43,090	43,909	44,787	45,683	46,551	47,435	48,289	11,689	41%
					4440 - Software Licenses & SaaS/IaaS Fees	24,990	28,555	29,240	29,884	30,571	31,152	31,775	32,410	33,026	33,653	34,259	3,565	14%
					4470 - Other Sundry Expenses	102,918	85,184	87,229	89,148	91,198	92,931	94,789	96,685	98,522	100,394	102,201	-17,734	-17%
			Operational expenses Total			**0**	**1**	**1**	**0**	**1**	**0**	**1**	**0**	**1**	**1**	**0**	0	28%
		5015 - Human Resources - Human Resources Total				0	1	1	0	1	0	1	0	1	1	0	0	28%
	Human Resources Total					**0**	**1**	**1**	**0**	**1**	**0**	**1**	**0**	**1**	**1**	**0**	0	28%
Human Resources Total						**0**	**1**	**1**	**0**	**1**	**0**	**1**	**0**	**1**	**1**	**0**	0	28%

SCRE - MGT GRP $ - Cost Centre						Year											Year 1 Movment	
Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	$	%
Information Systems	Information Systems	5021 - Information Systems - Information Systems	Operational expenses	Personnel Costs		*2,582,671*	2,985,398	3,111,895	3,220,812	3,333,540	3,450,212	3,570,971	3,695,956	3,825,313	3,959,200	4,097,773	402,727	16%
				Contract Services and Consultants	3390 - Consultants	*964,747*	1,425,200	1,459,405	1,491,512	1,525,817	1,554,806	1,585,903	1,617,622	1,648,356	1,679,675	1,709,910	460,453	48%
					4340 - Repairs & Maintenance	*706,166*	10,180	10,424	10,654	10,899	11,106	11,328	11,554	11,774	11,998	12,214	-695,986	-99%
				Depreciation and Amortisation	4590 - Amortisation of Intangibles	*36,830*	766										-36,064	-98%
					4600 - Depreciation Expense	*490,706*	408,439	592,511	736,054	887,364	1,113,248	1,176,933	1,203,494	1,229,924	1,255,694	1,281,024	-82,267	-17%
				Internal Allocations and Charges	6650 - Internal Recoveries - Overheads	*-7,986,562*	-7,519,050	-7,704,920	-8,034,749	-8,382,404	-8,789,991	-9,045,348	-9,268,748	-9,491,988	-9,719,839	-9,947,120	467,512	-6%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	*19,702*	23,681	24,249	24,783	25,353	25,834	26,351	26,878	27,389	27,909	28,411	3,979	20%
					3391 - Temporary Staff and Fees	*396,127*	203,600										-192,527	-49%
					3820 - Subscriptions		453,010	463,882	474,088	484,992	494,206	504,091	514,173	523,942	533,897	543,507	453,010	-
					3990 - Accommodation & Travel Related Costs	*24,393*	101,800	104,243	106,537	108,987	111,058	113,279	115,544	117,740	119,977	122,136	77,407	317%
					4060 - Council Subsidy/Contribution		651,520	145,940	149,151	152,582	155,481	158,590	161,762	164,836	167,968	170,991	651,520	-
					4320 - Telephone Charges	*209,610*	310,490	317,942	324,937	332,410	338,726	345,500	352,410	359,106	365,929	372,516	100,880	48%
					4440 - Software Licenses & SaaS/IaaS Fees	*2,142,000*	2,667,160	2,731,172	2,791,259	2,855,457	2,909,709	2,967,905	3,027,263	3,084,780	3,143,392	3,199,974	525,160	25%
					4470 - Other Sundry Expenses	*413,610*	305,400	156,365	159,805	163,480	166,586	169,918	173,317	176,610	179,965	183,205	-108,210	-26%
					4470I - Other Sundry Expenses - Reserve Funded	*2,136,747*											-2,136,747	-100%
			Operational expenses Total			***2,136,748***	**2,027,593**	**1,413,108**	**1,454,843**	**1,498,474**	**1,540,981**	**1,585,421**	**1,631,225**	**1,677,779**	**1,725,764**	**1,774,541**	-109,155	-5%
		5021 - Information Systems - Information Systems Total				*2,136,748*	2,027,593	1,413,108	1,454,843	1,498,474	1,540,981	1,585,421	1,631,225	1,677,779	1,725,764	1,774,541	-109,155	-5%
	Information Systems Total					***2,136,748***	**2,027,593**	**1,413,108**	**1,454,843**	**1,498,474**	**1,540,981**	**1,585,421**	**1,631,225**	**1,677,779**	**1,725,764**	**1,774,541**	-109,155	-5%
Information Systems Total						***2,136,748***	**2,027,593**	**1,413,108**	**1,454,843**	**1,498,474**	**1,540,981**	**1,585,421**	**1,631,225**	**1,677,779**	**1,725,764**	**1,774,541**	-109,155	-5%

SCRE - MGT GRP $ - Cost Centre Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	Year 26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	Year 1 Movment $	 %
Internal Communications	**Governance & Financial Contributions**	**2006 - Governance & Financial Contributions - Internal Communications**	Operational revenue	Rates Revenue	1110 - Rates - General	*-220,660*											220,660	-100%
			Operational revenue Total			***-220,660***											220,660	-100%
			Operational expenses	Personnel Costs		*128,967*											-128,967	-100%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	*58,432*											-58,432	-100%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	*938*											-938	-100%
					3990 - Accommodation & Travel Related Costs	*938*											-938	-100%
					4470 - Other Sundry Expenses	*31,385*											-31,385	-100%
			Operational expenses Total			***220,660***											-220,660	-100%
		2006 - Governance & Financial Contributions - Internal Communications Total				*-0*											0	-100%
	Governance & Financial Contributions Total					***-0***											0	-100%
	Internal Communications	**Internal Communications**	Operational expenses	Personnel Costs			131,627	137,204	142,006	146,976	152,121	157,445	162,955	168,659	174,562	180,672	131,627	-
				Internal Allocations and Charges	6650 - Internal Recoveries - Overheads		-153,896	-160,008	-165,312	-170,818	-176,415	-182,225	-188,231	-194,415	-200,807	-207,390	-153,896	-
				Other Expenses - Direct	3350 - Courses, Conferences, and Training		955	978	999	1,022	1,042	1,063	1,084	1,104	1,125	1,146	955	-
					3990 - Accommodation & Travel Related Costs		955	978	999	1,022	1,042	1,063	1,084	1,104	1,125	1,146	955	-
					4470 - Other Sundry Expenses		20,360	20,849	21,307	21,797	22,212	22,656	23,109	23,548	23,995	24,427	20,360	-
			Operational expenses Total				**1**	**1**	**1**	**1**	**0**	**0**	**0**	**0**	**1**	**1**	1	-
		Internal Communications Total					1	1	1	1	0	0	0	0	1	1	1	-
	Internal Communications Total						**1**	**1**	**1**	**1**	**0**	**0**	**0**	**0**	**1**	**1**	1	-
Internal Communications Total						***-0***	**1**	**1**	**1**	**1**	**0**	**0**	**0**	**0**	**1**	**1**	1	-1967%

SCRE - MGT GRP $ - Cost Centre Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	Year 26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	Year 1 Movment $	 %
Legal Counsel	**Legal Counsel**	**2017 - Legal - Legal Counsel**	Operational revenue	Rates Revenue	1110 - Rates - General	*-1,236,135*											1,236,135	-100%
			Operational revenue Total			***-1,236,135***											1,236,135	-100%
			Operational expenses	Personnel Costs		*429,596*	0	0	0	0	0	0	0	0	0	0	-429,596	-100%
				Contract Services and Consultants	3480 - Legal Cost - General	*104,244*											-104,244	-100%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	*233,727*											-233,727	-100%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	*3,753*											-3,753	-100%
					3820 - Subscriptions	*70,517*											-70,517	-100%
					3990 - Accommodation & Travel Related Costs	*3,753*											-3,753	-100%
					4260 - Insurance	*379,448*											-379,448	-100%
					4470 - Other Sundry Expenses	*11,098*											-11,098	-100%
			Operational expenses Total			***1,236,135***	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	-1,236,135	-100%
		2017 - Legal - Legal Counsel Total				*-0*	0	0	0	0	0	0	0	0	0	0	0	-100%
		Legal Counsel	Operational expenses	Personnel Costs			451,314	470,437	486,903	503,944	521,582	539,838	558,732	578,288	598,528	619,476	451,314	-
				Contract Services and Consultants	3480 - Legal Cost - General		50,900	52,122	53,268	54,493	55,529	56,639	57,772	58,870	59,988	61,068	50,900	-
				Internal Allocations and Charges	6650 - Internal Recoveries - Overheads		-943,029	-973,953	-1,001,497	-1,030,373	-1,058,013	-1,086,997	-1,116,835	-1,146,994	-1,178,040	-1,209,420	-943,029	-
				Other Expenses - Direct	3350 - Courses, Conferences, and Training		3,820	3,911	3,997	4,089	4,167	4,250	4,335	4,418	4,502	4,583	3,820	-
					3820 - Subscriptions		71,786	73,509	75,126	76,854	78,314	79,881	81,478	83,027	84,604	86,127	71,786	-
					3990 - Accommodation & Travel Related Costs		3,820	3,911	3,997	4,089	4,167	4,250	4,335	4,418	4,502	4,583	3,820	-
					4260 - Insurance		356,300	364,851	372,878	381,454	388,702	396,476	404,405	412,089	419,919	427,477	356,300	-
					4470 - Other Sundry Expenses		5,090	5,212	5,327	5,449	5,553	5,664	5,777	5,887	5,999	6,107	5,090	-
			Operational expenses Total				**0**	**1**	**0**	**0**	**0**	**1**	**0**	**1**	**1**	**1**	0	-
		Legal Counsel Total					0	1	0	0	0	1	0	1	1	1	0	-
	Legal Counsel Total					***-0***	**0**	**1**	**0**	**0**	**0**	**1**	**0**	**1**	**1**	**1**	0	-1600%
Legal Counsel Total						***-0***	**0**	**1**	**0**	**0**	**0**	**1**	**0**	**1**	**1**	**1**	0	-1600%

SCRE - MGT GRP $ - Cost Centre Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	Year 26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	Year 1 Movment $	%
Safety & Wellbeing	**Health & Safety**	**5016 - Health & Safety - Health & Safety**	Operational expenses	Personnel Costs		*437,963*	487,019	507,655	525,423	543,813	562,846	582,546	602,935	624,038	645,879	668,485	49,056	11%
				Contract Services and Consultants	3390 - Consultants	*20,400*	35,630	36,485	37,288	38,145	38,870	39,648	40,441	41,209	41,992	42,748	15,230	75%
					4340 - Repairs & Maintenance	*918*	935	957	978	1,000	1,020	1,040	1,061	1,081	1,101	1,121	17	2%
				Depreciation and Amortisation	4600 - Depreciation Expense	*385*	385	91									0	0%
				Internal Allocations and Charges	6650 - Internal Recoveries - Overheads	*-866,015*	-889,769	-919,768	-946,510	-974,584	-1,001,802	-1,030,281	-1,059,625	-1,089,405	-1,120,088	-1,151,230	-23,754	3%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	*121,686*	123,545	126,511	129,294	132,268	134,781	137,476	140,226	142,890	145,605	148,226	1,859	2%
					3391 - Temporary Staff and Fees	*17,850*	15,270	15,636	15,980	16,348	16,659	16,992	17,332	17,661	17,997	18,320	-2,580	-14%
					3820 - Subscriptions	*82,977*	62,793	64,300	65,715	67,226	68,504	69,874	71,271	72,625	74,005	75,337	-20,184	-24%
					3990 - Accommodation & Travel Related Costs	*17,357*	7,635	7,818	7,990	8,174	8,329	8,496	8,666	8,830	8,998	9,160	-9,722	-56%
					4440 - Software Licenses & SaaS/IaaS Fees	*3,570*	3,634	3,721	3,803	3,891	3,965	4,044	4,125	4,203	4,283	4,360	64	2%
					4470 - Other Sundry Expenses	*162,909*	152,923	156,593	160,038	163,719	166,830	170,166	173,570	176,867	180,228	183,472	-9,986	-6%
			Operational expenses Total			***0***	**1**	**1**	**1**	**1**	**1**	**0**	**1**	**0**	**1**	**0**	0	68%
		5016 - Health & Safety - Health & Safety Total				*0*	1	1	1	1	1	0	1	0	1	0	0	68%
	Health & Safety Total					***0***	**1**	**1**	**1**	**1**	**1**	**0**	**1**	**0**	**1**	**0**	0	68%
Safety & Wellbeing Total						***0***	**1**	**1**	**1**	**1**	**1**	**0**	**1**	**0**	**1**	**0**	0	68%

SCRE - MGT GRP $ - Cost Centre Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	Year 26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	Year 1 Movment $	 %
Support Services	Corporate Support/Records	5003 - Support Services - Support Services	Operational expenses	Personnel Costs		991,708	1,003,205	1,044,738	1,080,598	1,117,752	1,155,964	1,195,555	1,236,514	1,278,828	1,322,606	1,367,834	11,497	1%
				Contract Services and Consultants	3360 - Contractors		5,090	5,212	5,327	5,449	5,553	5,664	5,777	5,887	5,999	6,107	5,090	-
				Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	20,107	15,132	16,386	17,641	19,129	20,040	20,800	21,239	21,649	22,079	21,845	-4,975	-25%
					6650 - Internal Recoveries - Overheads	-1,099,463	-1,188,230	-1,172,550	-1,212,116	-1,253,376	-1,294,714	-1,337,438	-1,381,257	-1,426,329	-1,472,928	-1,520,230	-88,767	8%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	9,007	9,169	9,389	9,596	9,816	10,003	10,203	10,407	10,605	10,806	11,001	162	2%
					3391 - Temporary Staff and Fees		61,080										61,080	-
					3810 - Stationery, Office Consumables & Postage	41,698	50,900	52,122	53,268	54,493	55,529	56,639	57,772	58,870	59,988	61,068	9,202	22%
					3820 - Subscriptions		5,090	5,212	5,327	5,449	5,553	5,664	5,777	5,887	5,999	6,107	5,090	-
					3990 - Accommodation & Travel Related Costs	10,883	11,079	11,345	11,594	11,861	12,086	12,328	12,575	12,814	13,057	13,292	196	2%
					4470 - Other Sundry Expenses	26,061	27,486	28,146	28,765	29,426	29,986	30,585	31,197	31,790	32,394	32,977	1,425	5%
			Operational expenses Total			**0**	**0**	**0**	**1**	**0**	**0**	**1**	**0**	**1**	**0**	**1**	-0	-5%
		5003 - Support Services - Support Services Total				0	0	0	1	0	0	1	0	1	0	1	-0	-5%
	Corporate Support/Records Total					**0**	**0**	**0**	**1**	**0**	**0**	**1**	**0**	**1**	**0**	**1**	-0	-5%
	Kuriwao Leases	5018 - Kuriwao Leases - Support Services	Operational revenue	Lease and Investment Properties	1280 - Lease Properties Income	-50,000	-50,000	-50,000	-50,000	-50,000	-50,000	-50,000	-50,000	-50,000	-50,000	-50,000	0	0%
			Operational revenue Total			**-50,000**	**-50,000**	**-50,000**	**-50,000**	**-50,000**	**-50,000**	**-50,000**	**-50,000**	**-50,000**	**-50,000**	**-50,000**	0	0%
			Operational expenses	Contract Services and Consultants	3390 - Consultants	5,212											-5,212	-100%
					3480 - Legal Cost - General	5,212	5,306	5,433	5,553	5,680	5,788	5,904	6,022	6,137	6,253	6,366	94	2%
			Operational expenses Total			**10,424**	**5,306**	**5,433**	**5,553**	**5,680**	**5,788**	**5,904**	**6,022**	**6,137**	**6,253**	**6,366**	-5,119	-49%
		5018 - Kuriwao Leases - Support Services Total				-39,576	-44,694	-44,567	-44,447	-44,320	-44,212	-44,096	-43,978	-43,863	-43,747	-43,634	-5,119	13%
	Kuriwao Leases Total					**-39,576**	**-44,694**	**-44,567**	**-44,447**	**-44,320**	**-44,212**	**-44,096**	**-43,978**	**-43,863**	**-43,747**	**-43,634**	-5,119	13%
	ORC Property - Operational	5023 - ORC Property - Operational - Support Services	Operational revenue	Other Income	1780 - Other Income	-100,000	-100,000	-100,000	-100,000	-100,000	-100,000	-100,000	-100,000	-100,000	-100,000	-100,000	0	0%
			Operational revenue Total			**-100,000**	**-100,000**	**-100,000**	**-100,000**	**-100,000**	**-100,000**	**-100,000**	**-100,000**	**-100,000**	**-100,000**	**-100,000**	0	0%
			Operational expenses	Contract Services and Consultants	3360 - Contractors		203,600	208,486	213,073	217,974	222,115	226,558	231,089	235,479	239,954	244,273	203,600	-
					3450 - Valuation Expense	5,212											-5,212	-100%
					3480 - Legal Cost - General	10,424	10,612	10,866	11,105	11,361	11,577	11,808	12,044	12,273	12,506	12,731	187	2%
					4340 - Repairs & Maintenance	182,427	101,800	104,243	106,537	108,987	111,058	113,279	115,544	117,740	119,977	122,136	-80,627	-44%
				Depreciation and Amortisation	4600 - Depreciation Expense	297,559	343,437	347,099	350,867	350,573	348,398	352,822	357,870	366,609	378,649	389,471	45,878	15%
				Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	2,011	9,079	9,832	10,585	11,477	12,024	12,480	12,743	12,990	13,248	13,107	7,068	352%
					6650 - Internal Recoveries - Overheads	-4,945,516	-5,724,941	-5,858,294	-5,983,848	-6,113,759	-6,221,411	-6,343,513	-6,468,390	-6,593,231	-6,723,590	-6,848,243	-779,424	16%
				Other Expenses - Direct	3810 - Stationery, Office Consumables & Postage		72,278	74,013	75,641	77,381	78,851	80,428	82,037	83,595	85,184	86,717	72,278	-
					3880 - Minor Equipment Purchases (<$1,000)		10,180	10,424	10,654	10,899	11,106	11,328	11,554	11,774	11,998	12,214	10,180	-
					3990 - Accommodation & Travel Related Costs		10,180	10,424	10,654	10,899	11,106	11,328	11,554	11,774	11,998	12,214	10,180	-
					4260 - Insurance	173,400	100,117	102,520	104,776	107,185	109,222	111,406	113,634	115,793	117,994	120,117	-73,283	-42%
					4290 - Electricity & Gas	137,700	458,100	469,094	479,415	490,441	499,759	509,755	519,950	529,829	539,896	549,614	320,400	233%
					4295 - Rates	571,200	739,969	757,728	774,399	792,209	807,261	823,407	839,875	855,832	872,093	887,791	168,769	30%
					4330 - Rent	3,060,000	3,338,591	3,418,717	3,493,931	3,574,290	3,642,200	3,715,045	3,789,347	3,861,343	3,934,710	4,005,535	278,591	9%
					4470 - Other Sundry Expenses	505,583	326,999	334,847	342,214	350,084	356,736	363,871	371,148	378,200	385,386	392,323	-178,585	-35%
			Operational expenses Total			**0**	**1**	**1**	**1**	**1**	**0**	**0**	**1**	**1**	**0**	**1**	0	125%
		5023 - ORC Property - Operational - Support Services Total				-100,000	-99,999	-99,999	-99,999	-99,999	-100,000	-100,000	-99,999	-99,999	-100,000	-99,999	0	0%
	ORC Property - Operational Total					**-100,000**	**-99,999**	**-99,999**	**-99,999**	**-99,999**	**-100,000**	**-100,000**	**-99,999**	**-99,999**	**-100,000**	**-99,999**	0	0%
	Vehicles	5019 - Vehicles /Plant - Support Services	Operational expenses	Personnel Costs		5,212	5,306	5,433	5,553	5,680	5,788	5,904	6,022	6,137	6,253	6,366	94	2%
				Contract Services and Consultants	3360 - Contractors		6,108	6,255	6,392	6,539	6,663	6,797	6,933	7,064	7,199	7,328	6,108	-
					4340 - Repairs & Maintenance	115,342	233,377	238,978	244,235	249,852	254,600	259,692	264,886	269,918	275,047	279,998	118,035	102%
				Depreciation and Amortisation	4600 - Depreciation Expense	636,017	727,413	867,529	1,009,609	1,176,141	1,284,380	1,375,434	1,431,834	1,486,509	1,543,441	1,529,684	91,395	14%
				Internal Allocations and Charges	6645 - Internal Recoveries - Motor Vehicles	-1,264,631	-1,639,960	-1,775,968	-1,911,947	-2,073,170	-2,171,959	-2,254,323	-2,301,829	-2,346,366	-2,392,969	-2,367,580	-375,328	30%
					6651 - Internal Recoveries - Plant	-83,395	-84,896	-86,934	-88,846	-90,890	-92,616	-94,469	-96,358	-98,189	-100,055	-101,856	-1,501	2%
				Other Expenses - Direct	3840 - Fuel	290,812	241,775	247,578	253,024	258,844	263,762	269,037	274,418	279,632	284,945	290,074	-49,037	-17%
					3845 - Motor Vehicle Expenses	72,971											-72,971	-100%
					4260 - Insurance	112,200	91,620	93,819	95,883	98,088	99,952	101,951	103,990	105,966	107,979	109,923	-20,580	-18%
					4470 - Other Sundry Expenses	344,005	367,549	376,370	384,650	393,497	400,973	408,993	417,173	425,099	433,176	440,973	23,544	7%
			Operational expenses Total			**228,533**	**-51,709**	**-26,941**	**-1,446**	**24,583**	**51,543**	**79,016**	**107,068**	**135,770**	**165,016**	**194,910**	-280,242	-123%
		5019 - Vehicles /Plant - Support Services Total				228,533	-51,709	-26,941	-1,446	24,583	51,543	79,016	107,068	135,770	165,016	194,910	-280,242	-123%
	Vehicles Total					**228,533**	**-51,709**	**-26,941**	**-1,446**	**24,583**	**51,543**	**79,016**	**107,068**	**135,770**	**165,016**	**194,910**	-280,242	-123%
Support Services Total						**88,958**	**-196,402**	**-171,507**	**-145,892**	**-119,736**	**-92,668**	**-65,079**	**-36,909**	**-8,093**	**21,270**	**51,277**	-285,360	-321%
Grand Total						**2,225,707**	**1,831,193**	**1,241,604**	**1,308,952**	**1,378,741**	**1,448,314**	**1,520,344**	**1,594,318**	**1,669,689**	**1,747,037**	**1,825,820**	-394,514	-18%

DRAFT LTP 2027-37 ACTIVITY BUILD SUMMARY | Finance Directorate

MANAGEMENT AREA		BUSINESS UNIT: Financial Planning and Analysis + Finance Team
1. KEY SERVICE AREAS, WORK PROGRAMMES & PROJECTS 2027-2037		
WO NUMBER	**WORK ORDER**	**KEY RESULT AREA**
WO.302	Financial Planning & Analysis	Budgeting, Reporting & Analysis
WO.208	Finance	Financial transactional services i.e. accounts payable, payroll, tax
WO.209	Rates Collection	Revenue accounting and collection including rates
WO.219	Treasury - ORC	Treasury - investment and debt management
		Budgeting - LTP's and AP's
		Monthly management reporting and financial support
		Other financial analysis i.e. LGOIMA's

2. SERVICE PERFORMANCE

LEVEL OF SERVICE STATEMENT	PERFORMANCE MEASURE	TARGETS			Detail of change
		YR1: 2027-28	YR2: 2028-29	YR3: 2029-30	
Provide timely and transparent financial reporting to support and inform Council decision-making and public accountability.	% Scheduled financial reports presented to Council on a quarterly basis	100%	100%	100%	New measure. Measure has been split to show both financial and non-financial reporting outputs

SCRE - MGT GRP $ - Cost Centre Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	Year 26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	Year 1 Movment $	 %
Finance	**Finance**	**5010 - Finance - Finance**	Operational revenue	Other Income	1780 - Other Income	*-100,000*	-100,000	-100,000	-100,000	-100,000	-100,000	-100,000	-100,000	-100,000	-100,000	-100,000	0	0%
			Operational revenue Total			***-100,000***	**-100,000**	**-100,000**	**-100,000**	**-100,000**	**-100,000**	**-100,000**	**-100,000**	**-100,000**	**-100,000**	**-100,000**	0	0%
			Operational expenses	Personnel Costs		*1,104,767*	1,125,439	1,173,126	1,214,186	1,256,682	1,300,665	1,346,189	1,393,306	1,442,071	1,492,545	1,544,784	20,673	2%
				Contract Services and Consultants	3390 - Consultants	*51,000*	50,900	52,122	53,268	54,493	55,529	56,639	57,772	58,870	59,988	61,068	-100	0%
					3395 - Audit Fees	*255,000*	279,950	286,669	292,976	299,714	305,408	311,517	317,747	323,784	329,936	335,875	24,950	10%
					3450 - Valuation Expense	*57,334*	10,180	10,424	10,654	10,899	11,106	11,328	11,554	11,774	11,998	12,214	-47,154	-82%
					3480 - Legal Cost - General	*5,212*	5,090	5,212	5,327	5,449	5,553	5,664	5,777	5,887	5,999	6,107	-122	-2%
				Depreciation and Amortisation	4600 - Depreciation Expense	*5,110*	5,212	5,212	5,212	5,212	5,212	5,212	5,212	5,212	5,212	5,212	102	2%
				Internal Allocations and Charges	6650 - Internal Recoveries - Overheads	*-1,521,125*	-1,519,291	-1,474,462	-1,524,237	-1,576,044	-1,627,896	-1,681,860	-1,737,587	-1,794,694	-1,853,668	-1,914,114	1,834	0%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	*7,036*	8,144	8,339	8,523	8,719	8,885	9,062	9,244	9,419	9,598	9,771	1,108	16%
					3391 - Temporary Staff and Fees	*104,244*	101,800										-2,444	-2%
					3810 - Stationery, Office Consumables & Postage	*1,042*											-1,042	-100%
					3820 - Subscriptions	*7,818*	5,090	5,212	5,327	5,449	5,553	5,664	5,777	5,887	5,999	6,107	-2,728	-35%
					3990 - Accommodation & Travel Related Costs	*7,036*	2,036	2,085	2,131	2,180	2,221	2,266	2,311	2,355	2,400	2,443	-5,000	-71%
					4020 - Bad & Doubtful Debts	*5,212*	10,180	10,424	10,654	10,899	11,106	11,328	11,554	11,774	11,998	12,214	4,968	95%
					4350 - Bank Fees & Charges	*5,100*	15,270	15,636	15,980	16,348	16,659	16,992	17,332	17,661	17,997	18,320	10,170	199%
					4470 - Other Sundry Expenses	*5,212*											-5,212	-100%
			Operational expenses Total			***100,000***	**100,001**	**100,001**	**100,000**	**100,001**	**100,001**	**100,000**	**100,000**	**100,000**	**100,000**	**100,001**	0	0%
		5010 - Finance - Finance Total				*0*	1	1	0	1	1	0	0	0	0	1	0	58%
	Finance Total					***0***	**1**	**1**	**0**	**1**	**1**	**0**	**0**	**0**	**0**	**1**	0	58%
	Rates Collection	**5022 - Rates Collection - Finance**	Operational revenue	Other Income	1510 - Rates Interest Penalty	*-1,453,110*	-1,527,000	-1,563,648	-1,598,049	-1,634,804	-1,665,864	-1,699,182	-1,733,166	-1,766,096	-1,799,652	-1,832,046	-73,890	5%
			Operational revenue Total			***-1,453,110***	**-1,527,000**	**-1,563,648**	**-1,598,049**	**-1,634,804**	**-1,665,864**	**-1,699,182**	**-1,733,166**	**-1,766,096**	**-1,799,652**	**-1,832,046**	-73,890	5%
			Operational expenses	Personnel Costs		*625,961*	765,299	797,726	825,647	854,544	884,453	915,409	947,448	980,609	1,014,930	1,050,453	139,338	22%
				Contract Services and Consultants	3390 - Consultants		10,180	10,424	10,654	10,899	11,106	11,328	11,554	11,774	11,998	12,214	10,180	-
					3450 - Valuation Expense	*306,000*	305,400	312,730	319,610	326,961	333,173	339,836	346,633	353,219	359,930	366,409	-600	0%
					3480 - Legal Cost - General	*5,212*	5,090	5,212	5,327	5,449	5,553	5,664	5,777	5,887	5,999	6,107	-122	-2%
				Internal Allocations and Charges	6650 - Internal Recoveries - Overheads	*119,406*	23,651	10,159	12	-9,895	-23,756	-37,498	-51,979	-68,125	-85,109	-103,895	-95,755	-80%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	*7,975*	8,144	8,339	8,523	8,719	8,885	9,062	9,244	9,419	9,598	9,771	169	2%
					3391 - Temporary Staff and Fees	*104,244*	101,800	104,243	106,537	108,987	111,058	113,279	115,544	117,740	119,977	122,136	-2,444	-2%
					3810 - Stationery, Office Consumables & Postage	*255,000*	254,500	260,608	266,342	272,467	277,644	283,197	288,861	294,349	299,942	305,341	-500	0%
					3990 - Accommodation & Travel Related Costs	*8,913*	2,036	2,085	2,131	2,180	2,221	2,266	2,311	2,355	2,400	2,443	-6,877	-77%
					4470 - Other Sundry Expenses	*20,400*	50,900	52,122	53,268	54,493	55,529	56,639	57,772	58,870	59,988	61,068	30,500	150%
			Operational expenses Total			***1,453,110***	**1,527,000**	**1,563,647**	**1,598,049**	**1,634,804**	**1,665,865**	**1,699,182**	**1,733,166**	**1,766,096**	**1,799,653**	**1,832,046**	73,890	5%
		5022 - Rates Collection - Finance Total				*-0*	-0	-1	-0	1	1	0	0	0	1	0	-0	37%
	Rates Collection Total					***-0***	**-0**	**-1**	**-0**	**1**	**1**	**0**	**0**	**0**	**1**	**0**	-0	37%
Finance Total						***0***	**0**	**0**	**-0**	**1**	**1**	**1**	**1**	**1**	**1**	**1**	0	167%

SCRE - MGT GRP $ - Cost Centre						Year										Year 1 Movment	
Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	$	%
Financial Planning & Analysis	**Finance**	**Financial Planning and Analysis**	Operational expenses	Personnel Costs			587,153	612,032	633,453	655,624	678,570	702,321	726,902	752,343	778,676	805,929	587,153	-
				Contract Services and Consultants	3390 - Consultants		20,360	20,849	21,307	21,797	22,212	22,656	23,109	23,548	23,995	24,427	20,360	-
				Internal Allocations and Charges	6650 - Internal Recoveries - Overheads		-617,693	-643,304	-665,414	-688,320	-711,887	-736,304	-761,565	-787,665	-814,668	-842,570	-617,693	-
				Other Expenses - Direct	3350 - Courses, Conferences, and Training		4,072	4,170	4,261	4,359	4,442	4,531	4,622	4,710	4,799	4,885	4,072	-
					3820 - Subscriptions		2,036	2,085	2,131	2,180	2,221	2,266	2,311	2,355	2,400	2,443	2,036	-
					3990 - Accommodation & Travel Related Costs		4,072	4,170	4,261	4,359	4,442	4,531	4,622	4,710	4,799	4,885	4,072	-
			Operational expenses Total				**1**	**1**	**1**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	1	-
		Financial Planning and Analysis Total					1	1	1	0	1	0	0	0	0	0	1	-
	Finance Total						**1**	**1**	**1**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	1	-
	Management Accountant	**2018 - Management Accountant - Management Accountant**	Operational revenue	Rates Revenue	1110 - Rates - General	*-817,074*											817,074	-100%
			Operational revenue Total			***-817,074***											817,074	-100%
			Operational expenses	Personnel Costs		*563,332*	0	0	0	0	0	0	0	0	0	0	-563,332	-100%
				Internal Allocations and Charges	6150 - Internal Charges - Overheads	*233,727*											-233,727	-100%
				Other Expenses - Direct	3350 - Courses, Conferences, and Training	*3,753*											-3,753	-100%
					3820 - Subscriptions	*2,085*											-2,085	-100%
					3990 - Accommodation & Travel Related Costs	*3,753*											-3,753	-100%
					4470 - Other Sundry Expenses	*10,424*											-10,424	-100%
			Operational expenses Total			***817,074***	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	-817,074	-100%
		2018 - Management Accountant - Management Accountant Total				*-0*	0	0	0	0	0	0	0	0	0	0	0	-100%
	Management Accountant Total					***-0***	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	0	-100%
Financial Planning & Analysis Total						***-0***	**1**	**1**	**1**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	1	-2067%

SCRE - MGT GRP $ - Cost Centre						Year											Year 1 Movment	
Management Group	Sub Activity	Cost Centre	Account_L3_Name	Account_L4_Name	Account_L5_Name	26/27AP	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	$	%
GM Finance	Treasury	5014 - Treasury - GM Finance	Operational revenue	Investment Revenue	1565 - Interest Received - Managed Fund	-750,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-1,000,000	-250,000	33%
					1566 - Interest Received - Port Otago	-4,820,970	-5,250,000	-6,000,000	-6,000,000	-5,250,000	-5,250,000	-5,250,000	-5,250,000	-5,250,000	-5,250,000	-5,250,000	-429,030	9%
					1570 - Interest Received - Banks & Other	-894,293	-610,800	-625,459	-639,220	-653,921	-666,346	-679,673	-693,266	-706,438	-719,861	-732,818	283,493	-32%
					1575 - Dividends - Port Otago Limited	-20,000,000	-20,000,000	-20,000,000	-20,000,000	-20,000,000	-20,000,000	-20,000,000	-20,000,000	-20,000,000	-20,000,000	-20,000,000	0	0%
				Lease and Investment Properties	1270 - Investment Properties Income	-780,500	-781,000	-781,000	-781,000	-781,000	-781,000	-781,000	-781,000	-781,000	-781,000	-781,000	-500	0%
				Rates Revenue	1110 - Rates - General	22,932,301	21,781,000	21,781,000	21,781,000	21,781,000	21,781,000	21,781,000	21,781,000	21,781,000	21,781,000	21,781,000	-1,151,301	-5%
			Operational revenue Total			**-4,313,462**	**-5,860,800**	**-6,625,459**	**-6,639,220**	**-5,903,921**	**-5,916,346**	**-5,929,673**	**-5,943,266**	**-5,956,438**	**-5,969,861**	**-5,982,818**	-1,547,338	36%
			Operational expenses	Contract Services and Consultants	3390 - Consultants	41,698	40,720	41,697	42,615	43,595	44,423	45,312	46,218	47,096	47,991	48,855	-978	-2%
					3395 - Audit Fees	10,200											-10,200	-100%
					3450 - Valuation Expense		35,630	36,485	37,288	38,145	38,870	39,648	40,441	41,209	41,992	42,748	35,630	-
				Interest	4510 - Interest Expense - LGFA	804,375	1,155,000	1,770,000	2,420,000	2,773,750	3,430,000	4,042,500	4,480,000	4,830,000	5,355,000	5,705,000	350,625	44%
					4520 - Interest Expense - Port Otago	4,820,970	5,250,000	6,000,000	6,000,000	5,250,000	5,250,000	5,250,000	5,250,000	5,250,000	5,250,000	5,250,000	429,030	9%
				Internal Allocations and Charges	6650 - Internal Recoveries - Overheads	-204,897	-229,049	-234,547	-239,707	-245,220	-249,879	-254,877	-259,974	-264,914	-269,947	-274,806	-24,152	12%
				Other Expenses - Direct	4470 - Other Sundry Expenses	153,000	152,700	156,365	159,805	163,480	166,586	169,918	173,317	176,610	179,965	183,205	-300	0%
			Operational expenses Total			**5,625,345**	**6,405,001**	**7,770,000**	**8,420,001**	**8,023,751**	**8,680,001**	**9,292,501**	**9,730,000**	**10,080,001**	**10,605,001**	**10,955,000**	779,655	14%
			Other revenue	Other revenue	1790 - (Gain)/Loss on Investment Portfolio	-1,068,089	-899,512	-1,001,136	-1,108,197	-1,220,985	-1,339,808	-1,464,988	-1,596,865	-1,735,797	-1,882,162	-2,036,358	168,577	-16%
					1791 - (Gain)/Loss on Investment Property	-171,700	-179,674	-181,293	-182,927	-184,578	-186,246	-187,930	-189,631	-191,349	-193,085	-194,837	-7,974	5%
			Other revenue Total			**-1,239,789**	**-1,079,186**	**-1,182,429**	**-1,291,124**	**-1,405,563**	**-1,526,054**	**-1,652,918**	**-1,786,496**	**-1,927,146**	**-2,075,247**	**-2,231,195**	160,603	-13%
		5014 - Treasury - GM Finance Total				72,094	-534,986	-37,888	489,657	714,266	1,237,601	1,709,910	2,000,238	2,196,416	2,559,893	2,740,987	-607,080	-842%
	Treasury Total					**72,094**	**-534,986**	**-37,888**	**489,657**	**714,266**	**1,237,601**	**1,709,910**	**2,000,238**	**2,196,416**	**2,559,893**	**2,740,987**	-607,080	-842%
GM Finance Total						**72,094**	**-534,986**	**-37,888**	**489,657**	**714,266**	**1,237,601**	**1,709,910**	**2,000,238**	**2,196,416**	**2,559,893**	**2,740,987**	-607,080	-842%
Grand Total						**72,094**	**-534,985**	**-37,887**	**489,657**	**714,268**	**1,237,603**	**1,709,911**	**2,000,239**	**2,196,417**	**2,559,895**	**2,740,988**	-607,079	-842%

PRIORITY ACTION BUSINESS CASE FOR LTP FUNDING

1. OVERALL SUMMARY OF PROPOSAL

What do you need? State FTE and/or $$.	Funding	**Business Unit Name:**	Strategy & Customer	**Approving GM Name:**	Amanda Vercoe
Which priority action does this relate to?	CPA8 - identify priority locations for targeted investment in air quality improvement initiatives, with a focus on achieving the greatest environmental benefits in Otago's poorest quality airsheds				

What are the sub actions that this funding is for?
Summarise your request.

Executive Summary
With a budget of no more than $5.1M, ORC could reduce discharges to air from domestic wood burners in Alexandra by up to 58% through a targeted funding pilot. Modelling estimates that the health cost savings associated with this would be in the order of $7M.

Background
More than two decades of monitoring and research have consistently shown that emissions from domestic wood burners are the primary cause of poor winter air quality in Otago. Experience in Otago and elsewhere in New Zealand demonstrates that targeted investment can successfully improve air quality in polluted airsheds, particularly when investment in cleaner heating is combined with enforceable rules and other non-regulatory initiatives.

The Government's 2025 'plan stop' provisions paused the review of the Regional Plan: Air. However, this does not remove ORC's wider responsibilities for air quality management. Through the Otago Regional Policy Statement and the Air Quality Strategy, ORC committed to providing incentives to support the transition to cleaner heating, including the replacement of wood burners.

In response to Priority Action CPA8, investment in the replacement of higher-emitting wood burners in Otago's worst-affected towns would, therefore, be the most effective way of achieving the greatest environmental benefits in Otago's poorest quality airsheds whilst also honouring existing commitments.

Proposal
Of all the monitored towns in Otago, Alexandra has the poorest air quality and is showing the least sign of improvement. It is therefore recommended that a funding pilot begin there, with potential expansion to other parts of Otago subject to uptake and success of the pilot. The criteria for the pilot would be as follows:
- Grant of up to $6,000 per household in Alexandra for the replacement of a higher-emitting wood burner with an ultra-low emissions burner (ULEB) or heat pump.
- Pilot length of 3-years to allow time for advertising and uptake, processing of building consents, and the availability of appliances and installers.
- Grant available for any property with a qualifying wood burner, regardless of occupation status (i.e. available for rental properties and holiday homes).

Attachment 1 provides an overview of alternative funding mechanisms, which helps to explain why a grant is recommended versus a loan.

A similar approach was very successful in the past (see Attachment 2). In 2007, ORC partnered with EECA to provide financial subsidies under the Clean Heat Clean Air (CHCA) programme to assist property owners to replace older wood burners with cleaner heating options. This ran for over 10 years, was funded through targeted rates, and led to the replacement of 1,250 older wood burners across the priority towns. In Alexandra specifically, 678 wood burners were replaced between 2008 and 2017, and at least 468 of these were funded through the CHCA programme. In terms of how effective this was, between 2005 and 2016, emissions from the use of wood burners in Alexandra reduced by 53% from 367 kg/day to 171 kg/day. This was attributed entirely to changes to the wood burner fleet.

Two options are presented below along with the benefits of each.

	OPTION 1	OPTION 2
Criteria	Replace the ~850 non-ULEB wood burners remaining in Alexanda	Replace the ~320 pre-2008 wood burners remaining in Alexandra
Impact	Could result in 58% reduction in emissions in Alexandra	Could result in 38% reduction in emissions in Alexandra
Maximum Budget	$5.1M	$1.9M
Considerations	This would be the most effective option as non-ULEB wood burners continue to be installed in Alexanda to this day	This would capture properties that did not previously receive funding under the CHCA programme but would exclude non-ULEBs that have been installed since then
Outcomes	Modelling undertaken in 2023 estimated that the health cost savings associated with this would be in the order of $7M	Modelling of health cost savings not undertaken

2. REQUEST DRIVERS

What are the consequences of not receiving this additional resource?

This is a Councilor Priority Action. Although air quality has been slowly improving in some areas as heating technologies have advanced, several Otago airsheds continue to exceed the human health standards in the NESAQ. There is also growing concern that rapid growth in some urban centres through both intensification and expansion could result in worsened air quality. This issue remains a priority for the community. Air quality continues to be identified as one of the region's most significant environmental issues, with concerns consistently raised through community engagement, the Pollution Hotline, and feedback and presentations to council from schools, community organisations, and health professionals. Investment in the replacement of higher-emitting wood burners in Otago's worst-affected towns would be the most effective way to address many of these concerns while awaiting the development of the proposed Ratepayer Assistance Scheme (as a potential alternative future funding option) and the new Regional Spatial Plan and Natural Environment Plan.

3. TRADE OFFS and/or REPRIORITISATION

Option	Associated Additional FTE	FTE Position Name	Associated Additional Funding $	Planned Service Delivery Benefits	Associated Disadvantages/ Risks	Timing - LTP Year
1. Status Quo Current Baseline No additional resource.	N/A	N/A	$0	Continuation of ambient AQ monitoring, compliance work, Burn Dry Breathe Easy campaign, and community-based projects.	No measureable improvement in air quality in the short-immediate term.	Ongoing
2. Future Desired Situation With requested resource.	N/A	N/A	Between $1.92M & $5.1M	Replace higher-emitting wood burners in Alexandra. This would be on top of the status quo work programmes.	Inevitable impact on rates, but the benefit would be demonstrable, quick, and significant reductions in emissions.	Pilot fund available for Yrs 1-3 of LTP

4. ADDITIONAL BUDGET REQUEST(S)

Budget Type: OpEx/CapEx	Addition $$$ Requested	LTP YR1 2027-28 $	LTP YR2 2028-29 $	LTP YR3 2029-30 $	LTP YR4-10 2029-37 $	
Option 1: Provide grants of up to $6,000 per household to replace **all 850 remaining non-ULEB wood burners** in Alexandra with a ULEB or heat pump. **This could result in 58% reduction in emissions in Alexandra.**	$5.1M	$510,000	$510,000	$510,000	$3.57M	Fund would be made available for Yrs 1-3 of the LTP, but cost recovery could be smoothed over 10 years
Option 2: Provide grants of up to $6,000 per household to replace **all 320 remaining pre-2008 wood burners** in Alexandra with a ULEB or heat pump. **This could result in 38% reduction in emissions in Alexandra.**	$1.92M	$192,000	$192,000	$192,000	$1.34M	Fund would be made available for Yrs 1-3 of the LTP, but cost recovery could be smoothed over 10 years
Why can't budget savings absorb this work?	This is additional funding requested to support a Priority Action, so additional funding would be on top of current work programmes.					
Will this change affect another business unit? State any interdependencies.	There may be an impact on the Finance Team in administering this grant, and the Communications & Marketing Team in publicising the availability of this grant.					

5. VALUE & AFFORDABILITY

What is the service delivery output per average ratepayer cost?	Depends on how Council would want to fund this. Could be from general rates or new targeted rates. Options for how this is funded (i.e. targeted or general rate) could form part of the LTP consultation package. It could be debt funded and paid off over a longer term. Reserve funding could also be used to contribute towards this.

6. CONSULTATION ITEMS

The two options - and options for funding this (general or targeted rates) - could be scoped with Council direction.

CPA8 Air Quality Actions	Avg Cost	YR1 27/28 LTP	YR2 28/29 LTP	YR3 29/30 LTP	YR4 30/31 LTP	YR5 31/32 LTP	YR6 32/33 LTP	YR7 33/34 LTP	YR8 34/35 LTP	YR9 35/36 LTP	YR10 36/37 LTP
FTE's		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Staff Time Cost and Overheads	**196,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Supplies services	Per year										
All non ULEB's											
1. $6,000 grant / 3,200 across 5 towns	320	1,920,000	1,920,000	1,920,000	1,920,000	1,920,000	1,920,000	1,920,000	1,920,000	1,920,000	1,920,000
2. $6,000 grant / Alexandra	85	510,000	510,000	510,000	510,000	510,000	510,000	510,000	510,000	510,000	510,000
Pre 2008 SFB's											
3. $6,000 grant / 930 across 5 towns	93	558,000	558,000	558,000	558,000	558,000	558,000	558,000	558,000	558,000	558,000
4. $6,000 grant / Alexandra	32	192,000	192,000	192,000	192,000	192,000	192,000	192,000	192,000	192,000	192,000
			0	0	0	0	0	0	0	0	0
Supplies/Services											
TOTAL OPEX		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL CAPEX		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL EXPENDITURE		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
FUNDING											
Subsidies & Grants		0	0	0	0	0	0	0	0	0	0
Targeted Rates:		0	0	0	0	0	0	0	0	0	0
1. $6,000 grant / 3,200 across 5 towns	100%	1,920,000	1,920,000	1,920,000	1,920,000	1,920,000	1,920,000	1,920,000	1,920,000	1,920,000	1,920,000
2. $6,000 grant / Alexandra	100%	510,000	510,000	510,000	510,000	510,000	510,000	510,000	510,000	510,000	510,000
3. $6,000 grant / 930 across 5 towns	100%	558,000	558,000	558,000	558,000	558,000	558,000	558,000	558,000	558,000	558,000
4. $6,000 grant / Alexandra	100%	192,000	192,000	192,000	192,000	192,000	192,000	192,000	192,000	192,000	192,000
General Rates		0	0	0	0	0	0	0	0	0	0
Reserves		0	0	0	0	0	0	0	0	0	0
TOTAL FUNDING											
OPERATING SURPLUS/(DEFICIT)											

IMPACT ON TOTAL RATES	**% of Total Rates**	**Option 1**	**Option 2**	**Option 3**	**Option 4**
Rates Increase - $	**AP26/27**	1,920,000	510,000	558,000	192,000
Rates Increase - %	**68,466,678**	**2.8%**	**0.7%**	**0.8%**	**0.3%**
Total Rates Increase / (Decrease)	**129,147**	**$14.87**	**$3.95**	**$4.32**	**$1.49**

AVERAGE RATES	**Rate Units**										
General Rates		$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Targeted Rate Options: Alexandra | Clyde | Cromwell | Arrowtown | Milton											
1. $6,000 grant / 3,200 across 5 towns	**11,207**	$171.32	$171.32	$171.32	$171.32	$171.32	$171.32	$171.32	$171.32	$171.32	$171.32
2. $6,000 grant / Alexandra	**3,854**	$132.33	$132.33	$132.33	$132.33	$132.33	$132.33	$132.33	$132.33	$132.33	$132.33
3. $6,000 grant / 930 across 5 towns	**11,207**	$49.79	$49.79	$49.79	$49.79	$49.79	$49.79	$49.79	$49.79	$49.79	$49.79
4. $6,000 grant / Alexandra	**3,854**	$49.82	$49.82	$49.82	$49.82	$49.82	$49.82	$49.82	$49.82	$49.82	$49.82
Targeted Rate Options: Also include Alexandra Rural and Cromwell Rural											
1. $6,000 grant / 3,200 across 5 towns	**14,571**	$131.77	$131.77	$131.77	$131.77	$131.77	$131.77	$131.77	$131.77	$131.77	$131.77
2. $6,000 grant / Alexandra	**5,158**	$98.88	$98.88	$98.88	$98.88	$98.88	$98.88	$98.88	$98.88	$98.88	$98.88
3. $6,000 grant / 930 across 5 towns	**14,571**	$38.30	$38.30	$38.30	$38.30	$38.30	$38.30	$38.30	$38.30	$38.30	$38.30
4. $6,000 grant / Alexandra	**5,158**	$37.22	$37.22	$37.22	$37.22	$37.22	$37.22	$37.22	$37.22	$37.22	$37.22

ATTACHMENT 1 – Alternative Funding Options

1. ***Voluntary Targeted Rates***

Voluntary targeted rates (VTRs) allow property owners to borrow money from a council to fund improvements. Participation is entirely optional, with loan repayments collected through the property's rates bill rather than conventional loan repayments. VTRs were attractive because the debt generally remained with the property rather than the owner, making finance more accessible and allowing councils to use their existing rating systems to recover repayments efficiently.

The model largely fell away from 2021 onwards following changes to the Credit Contracts and Consumer Finance Act (CCCFA). Because it was considered that councils were providing credit, they became subject to the same responsible lending and compliance requirements as commercial lenders. The resulting administrative and legal costs made many schemes uneconomic, leading councils to suspend or discontinue them.

Following advocacy from councils and the sustainability sector, the Government introduced regulations in 2024 exempting qualifying VTR schemes from the CCCFA. There are now signs that councils are beginning to revisit the model, but VTRs are yet to return to widespread use, with most councils waiting on the Ratepayers Assistance Scheme as a more attractive alternative.

2. ***Ratepayers Assistance Scheme****

The proposed Ratepayer Assistance Scheme (RAS) is a financing initiative being developed by Local Government New Zealand (LGNZ), the Local Government Funding Agency (LGFA), and Cameron Partners to help councils address affordability challenges while supporting investment in housing, infrastructure and sustainability. It is intended to provide a nationally consistent mechanism that councils can choose to participate in, rather than each council developing its own financing scheme. The proposed RAS is currently supported by many councils across New Zealand, representing 70% of NZ's population.

The RAS would be a new entity that is owned by councils, which means that the debt wouldn't sit on councils' balance sheets. The RAS will also undertake all administration of its loans, and the interest rates charged are low, so it has several advantages over traditional council options.

The scheme would enable eligible property owners to defer or finance certain costs through a loan secured against their property, with repayments collected over a long time period through the rates system or when the property is sold. Because the finance is secured against the property rather than the individual, it is intended to improve access to affordable finance for homeowners who may not qualify for conventional lending. Interest would apply, but at rates expected to be up to 2.5% below standard commercial lending.

The RAS is proposed to support three main products:

1. **Rate deferrals**, allowing eligible homeowners (currently proposed for those aged over 55) to defer payment of a portion of their annual rates.
2. **Deferred development contributions or development levies**, enabling developers to spread the upfront cost of council charges over a longer period.

3. **Property improvement loans** – also known as IMPACT (investment in property improvement and community transformation) loans - which could finance investments such as home insulation, clean heating, solar energy, resilience measures or other improvements approved by participating councils. The investment can provide a private benefit but will also need to provide a public benefit, hence it won't be able to be used for things like electric cars.

The third - IMPACT loans - would be the product that ORC could promote to enable homeowners to upgrade to cleaner forms of heating.

At the time of writing this memo, indications were that heat pumps would be included in the initial tranche of eligible improvements. It might be possible to have ULEBs included in the next tranche, but ORC would need to actively promote this.

Unlike previous VTR schemes, which each council established and administered individually, the RAS is intended to provide a standardised, nationally supported framework with central administration and funding. This is expected to reduce implementation costs for councils and overcome many of the legal and administrative barriers that previously limited the uptake of VTRs.

The final design, eligibility criteria and timing of the scheme remain under development, and participation would be voluntary for both councils and eligible property owners.

Nine councils in New Zealand have provided funding over several years to enable the ongoing development of RAS (Auckland, Tauranga, Hamilton, New Plymouth, Palmerston North, Hutt City, Wellington, Christchurch and Queenstown Lakes). They are not currently shareholders as there is no Council Controlled Organisation established yet. The funding that has been provided will be reflected in equity when the RAS is established.

Twenty-three councils have obtained formal approval at Council meetings to confirm their support for RAS and their intention to join as members (making RAS products available to their ratepayers) and to consider providing equity at the appropriate time. Of note, this group of Councils includes Queenstown Lakes District Council and Central Otago District Council.

**The information in this section was provided by Hugo Ellis of Cameron Partners Ltd.*

11. MATTERS FOR NOTING

11.1. An assessment of the Clean Heat Clean Air program's effectiveness

Prepared for:	Technical Committee
Activity:	Environmental - Clean Air Implementation Initiatives
Prepared by:	Deborah Mills, Environmental Scientist
Date:	2 May 2018

1. Précis

The purpose of this paper is to provide an assessment of the Clean Heat Clean Air (CHCA) programme's effectiveness. CHCA was designed to provide a financial incentive for homeowners to upgrade their solid-fuel burners to cleaner heating options. A paper presented to the Finance and Corporate Committee on 13 September 2017[1] detailed the financial status of the programme. This paper examines the environmental outcomes related to work done for the CHCA initiative, fulfilling s an annual plan target in the Air Management Planning project (A4 – Air Quality).

The CHCA programme was a central element of the Otago Regional Council's air quality strategy of 2007. This paper assesses the programme in relation to its original objectives; it is not an assessment of the air quality strategy itself.

Section 2 outlines the origin of the programme with consideration to the air quality strategy at the time. Details of the work accomplished through the programme are given in Section 3. Section 4 evaluates the effectiveness of the programme in relation to its original goals as well as some of the co-benefits that were achieved. Section 5 outlines some of the issues that arose from the evaluation of the programme to be considered in any future initiative.

2. Background

In 2004, wood burner emission and efficiency standards were introduced with the National Environmental Standards for Air Quality (NESAQ)[2]. Those standards served as a tool to assist councils in meeting the ambient air quality standards.

In 2007, Council developed a regional air quality management strategy[3] to provide direction for meeting the NESAQ. The strategy allowed for a regulatory framework, monitoring and reporting, communication with stakeholders, collaboration, and the provision of incentives. The expected outcomes from the strategy were:

1. Meeting the NESAQ by 2013 (the original date, since revised by central government to 2020)
2. Improving the health of Otago residents
3. Enhancing resident and visitor well-being

[1] ORC Report, *Clean Heat, Clean Air Initiative*, Report Number 2017/1032, Presented to the Finance and Corporate Committee on 13 September 2017

[2] All wood burners installed from 1 January 2005 on properties less than two hectares are to have a discharge of less than 1.5 grams per kilogram of dry wood burnt and a thermal efficiency of not less than 65%.

[3] ORC Report, *Otago Regional Council Clean Air Strategy: 2007-2013*, Report Number 2007/451, Presented to the Policy and Resource Planning Committee on 5 September 2007,

As part of the regulatory framework, the Otago Regional Plan: Air (Air Plan) addressed home heating discharges to air. Due to the severity of particulate pollution in Air Zone 1 towns, the Air Plan set stricter emission standards[4] for all heating appliances installed after 14 April 2007 (Alexandra, Arrowtown, and Cromwell) or 1 April 2009 (Clyde). In addition, ORC implemented a burner "phase-out" rule; as of 1 January 2012, the use of heating appliances with particulate discharges greater than 1.5g/kg became a prohibited activity in all Air Zone 1 towns.

Due to their age, most solid-fuel burners would not have met the new standards for emissions and efficiency at the time the air strategy was developed. As a consequence, approximately 3,200 solid-fuel burners[5] were due to be phased out of use in the four Air Zone 1 towns by 1 January 2012 (Alexandra, Arrowtown, Clyde, Cromwell).

An early project incentivising burner change, initiated in 2007/2008 by central government, showed that the community was interested in taking up financial incentives to change their home heating.

With that knowledge, a key component of the air strategy was Council's partnership with the central government when the Warm Homes Clean Heat project began in 2009 (run by the Energy Efficiency and Conservation Authority (EECA)). Through this programme, the ORC participated in and promoted financial subsidies as part of an effort to assist homeowners in Air Zone 1 with upgrading and phasing out their older solid-fuel heating appliances. This became the Clean Heat Clean Air programme in Otago (CHCA). The programme has run continuously since that time.

The next section details the work done in the CHCA programme in Air Zone 1 and Milton (AZ1+M), which was added to the scheme in 2009 once monitoring revealed the extent of the air quality issue over winter months.

3. CHCA Data

The original model of the CHCA programme provided financial incentives in the form of subsidies for insulation (where needed) and/or a new heating appliance. Over the life of the programme to 2018, approximately 2,150 claims have been filed with Council. Table 1 provides a high-level breakdown of those claims.

[4] All heating appliances to have a discharge of less than 0.7 grams per kilogram of fuel burnt and a thermal efficiency of not less than 65%

[5] 2013 Census meshblock dataset, *Area unit data about dwellings in the Otago Region,* containing data from 2001, 2006, and 2013. Stats NZ

Number	Activity	Description
2,150	Total claims	Includes all insulation and appliance installations in all areas of Otago (2008-2017, inclusive)
1,250	Number of appliances installed in Air Zone 1 and Milton (AZ1+Milton)	The majority of these are wood burners as opposed to no-emission appliances[6].
250	Number of insulation-only claims	No appliance retrofitted
700	Number of CSC holders	This was a priority group for the CHCA programme
650	Number of claims from areas outside of AZ1+M	From 2009 to 2012 the scheme was available in all of Otago; the majority of these claims were insulation-only

Table 1. Breakdown of CHCA claims from 2008-2017 inclusive

Figure 1 provides the annual and geographic distribution of appliances installed in AZ1+M. Most of the activity took place in Alexandra and Cromwell and peak activity in most towns occurred during 2011. EECA ended their general insulation subsidy in 2013, a move which clearly impacted Council's regional programme.

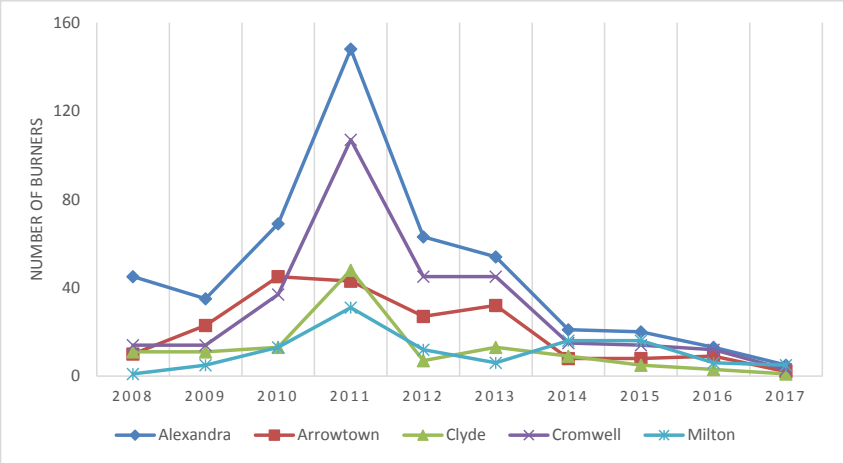

Figure 1. Distribution by year and town of the number of appliances installed through the CHCA programme

[6]Originally, the Warm Homes Clean Heat project required a no-emission appliance to replace a solid-fuel appliance, e.g. a heat pump, but due to resistance from the community ORC allowed for wood burner replacements.

Not all home heating installation activity that occurs is associated with the CHCA programme. Over the last 10 years, CHCA-related upgrades accounted for approximately 58% of all burners installed in existing houses in AZ1+M (Table 2).

Total # of solid-fuel burners in use at 2006	Total # of wood burners replaced since 2008	Total # installed using CHCA	Percentage of CHCA-related installations	Town
1,270	678	468	69%	Alexandra
640	326	219	67%	Arrowtown
300	212	132	62%	Clyde
970	606	318	52%	Cromwell
690	348	111	32%	Milton
3,870	2170	1248	58%	TOTAL

Table 1. Breakdown by town of total number of appliances installed in AZ1+M and how many were related to the CHCA programme

4. Programme evaluation

An incentive programme was a central element of council's original air quality strategy. The programme focused primarily on Air Zone 1 to create an accelerated push to replace old, non-compliant burners in order to meet the NESAQ by its original deadline of 2013. Council worked closely with central government, territorial authorities, and contractors to deliver maximum effort. Within Council, work streams supporting the programme cut across communications, operations, science, and the consents team.

This assessment looks at 3 main factors:

1. Did the CHCA programme accelerate the natural uptake of clean heat?
2. What were the effects on the environment in Air Zone 1 and Milton?
3. Have other co-benefits been realised as a result of the CHCA programme?

It also highlights some of the issues that arose during administration of the programme and what opportunities might exist for any future programme.

4.1 **Programme Uptake**

The programme was designed not only to assist homeowners with upgrading their old solid-fuel heating appliances, but to actively encourage homeowners to change to cleaner heating ahead of the phase-out date. Based on recent invoices, a household can expect to pay anywhere from $2500 to $8000 (median of $4000) for the installation of a new solid-fuel burner. CHCA programme incentives generally ranged from $1000-$2500.

Over the past 10 years (2008-2017), CHCA-assisted burner upgrades comprised the majority of all burner replacements in Air Zone 1 towns. The percentage of CHCA-assisted replacements in Milton is about one-third of total replacements (Figure 2). NB: There is no phase-out rule in Milton requiring the removal of old, inefficient burners.

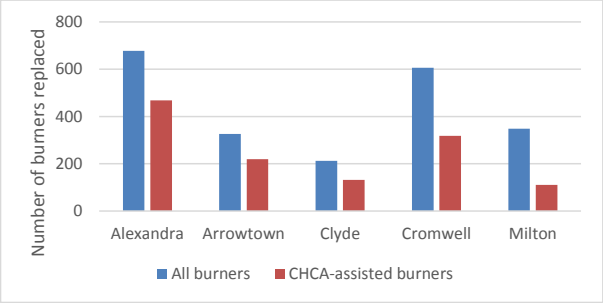

Figure 2: The total number of burners installed in existing houses from 2008-2017 (blue) and the number which were CHCA-assisted (red).

Every year a certain number of households replace their solid-fuel burners; a building consent from the local territorial authority is required for this activity. An analysis of those building consents for the three years prior to the CHCA's inception (2005-2008) and the four years after the EECA programme's funding ceased (2014-2017) indicates that the typical rate of replacement is between 3-4% per annum in Air Zone 1 towns and Milton.

During the period when the CHCA programme was most active (2009-2013), overall burner replacement rates were significantly higher than normal in every town (Table 3), ranging from 7 to 9%.

	2009	2010	2011	2012	2013	Average Replacement Rate (inc. CHCA)
Alexandra	5%	6%	12%	9%	5%	8%
Arrowtown	6%	7%	9%	6%	7%	7%
Clyde	5%	9%	17%	10%	6%	9%
Cromwell	5%	3%	14%	11%	7%	8%
Milton	12%	4%	9%	5%	5%	7%

Table 2 Overall burner replacement rates during years of key CHCA activity.

It does seem reasonable to assume that the CHCA incentive did encourage additional homeowners to take up burner replacements, i.e. people who may not have been inclined to change burners did so, given the financial incentive.

There is no hard evidence available to understand homeowner motivation; however, main programme messages included encouraging homeowners to upgrade their burners ahead of the phase-out date (2012), and encouraging those people selling their houses to upgrade as a benefit to potential buyers[7].

4.2 Effect on the environment

The desired outcome of burner phase-outs and/or a shift to clean heat appliances was to achieve lower particulate emissions and, therefore, lower particulate concentrations in airsheds. In this case, the term 'clean heat' refers to no-emission (heat pumps, gas, etc.) and low-emission (conventional burners at less than 1.5g/kg emissions and pellet fires) appliances.

[7] Personal communication, Lauren McDonald

Regular emission inventory surveys provide information regarding particulate emission trends in towns. The latest inventory performed for Otago (2016) included Alexandra, Arrowtown, and Milton.[8] Results of that study indicate that emissions reduced by approximately 50% in these areas from 2005 to 2017. Most of that change was attributed to "reduced coal use for domestic heating and the replacement of older wood burners with burners that meet the National Environmental Standard design criteria for wood burners" (Wilton).

State of the Environment (SoE) air quality monitoring data complement the emission inventory and provide a second measure as to the real effect on the environment. All of the towns targeted by the CHCA programme have 10 years of PM_{10} data. With that length of record, the effects of weather on particulate levels will be smoothed and trends resulting from interventions should appear.

Three indicators are used to track trends:

- Number of Exceedances during the calendar year (green bar)
- Winter average PM_{10} from May-August (red line)
- Average PM_{10} of the highest 10 days (purple line)

Except for exceedances, which are measured in number of days, the other two metrics are measured in micrograms of PM_{10} per cubic metres of air. The rationale for these metrics follows:

The number of exceedances is based on short-term, daily averages of PM_{10}. In instances where pollution levels are high this is a rather blunt measure, but useful to understanding the margin of improvement that is needed to meet the NESAQ.

Longer-term winter averages are taken by averaging the PM_{10} for the 123 days of winter (May through August); it indicates the seasonal pollution level. Lowering these averages requires a sustained and real change to particulate levels.

The trend in the average of the 10 highest days (top 8% of winter) is a useful measure of whether the PM_{10} load is reducing and is regarded as an early indicator of change.

Figures 3-7 indicate these metrics for the five towns under discussion.

[8] Emily Wilton, Environet Ltd., *Alexandra, Arrowtown, Mosgiel and Milton Air Emission Inventory – 2016 (2017 Amendment),* Prepared for the Otago Regional Council, August 2017

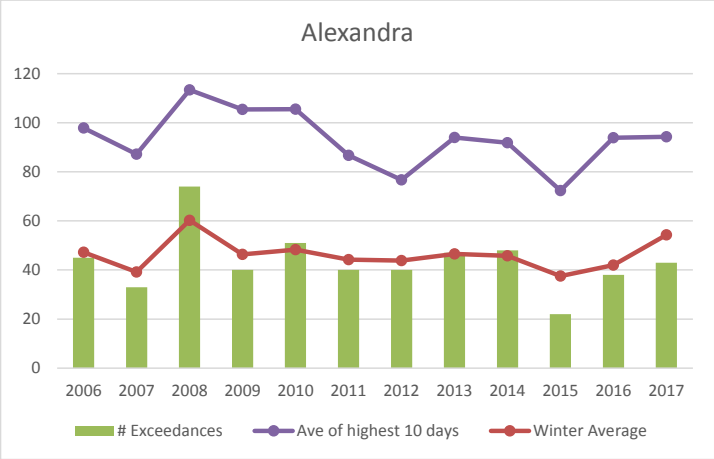

Figure 3: PM_{10} values for Alexandra from 2006-2017

In Alexandra (Figure 3), the number of exceedances and the winter average have stayed relatively consistent over the years. Of note is the significant decrease in the highest PM_{10} levels during the time the CHCA programme was most active. Since 2013, that indicator has plateaued.

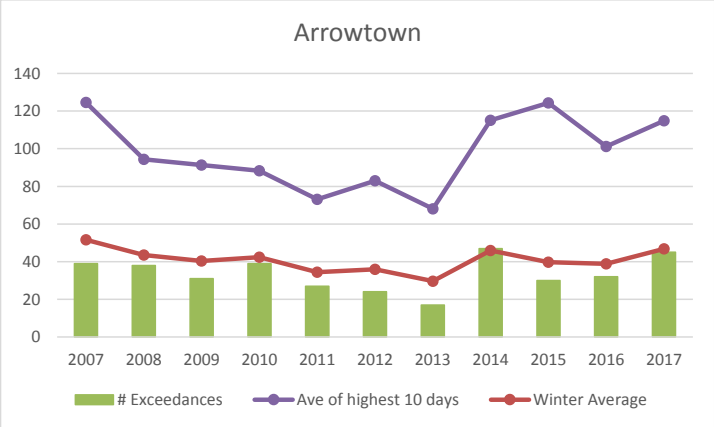

Figure 4: PM_{10} values for Arrowtown from 2007-2017. NB: In 2014 the monitor was moved to a new location.

It is noted that the monitoring site was moved for the start of 2014 due to expansion of the Arrowtown School. There appears to be significant change to all indicators from the beginning of the record until that move. The new location is obviously located in a more polluted environment and it will take several more years of monitoring to identify any trends.

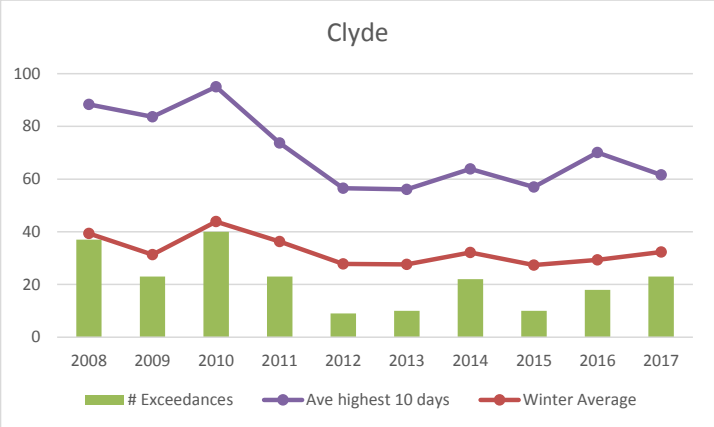

Figure 5: PM_{10} values for Clyde from 2008-2017

PM_{10} indicators all trended sharply downwards from 2010 through 2012 and have subsequently plateaued.

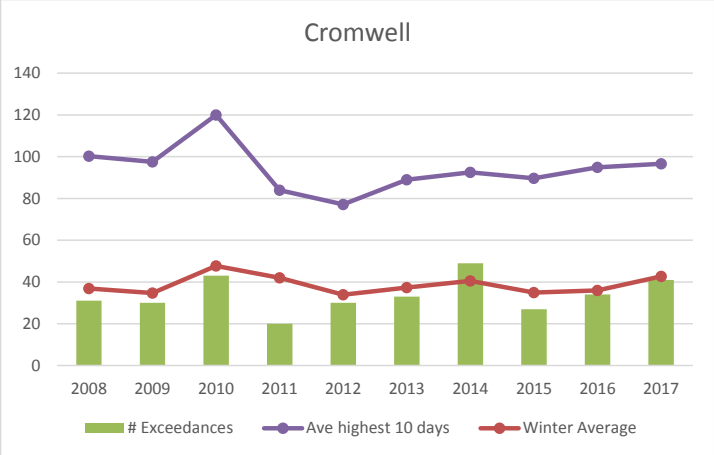

Figure 6: PM10 values for Cromwell from 2008-2017

The highest levels of PM_{10} trended downwards from 2008 through 2012 when the CHCA programme was most active. There appears to be an upward trend since that time, but it is unclear at this point whether that trend is valid.

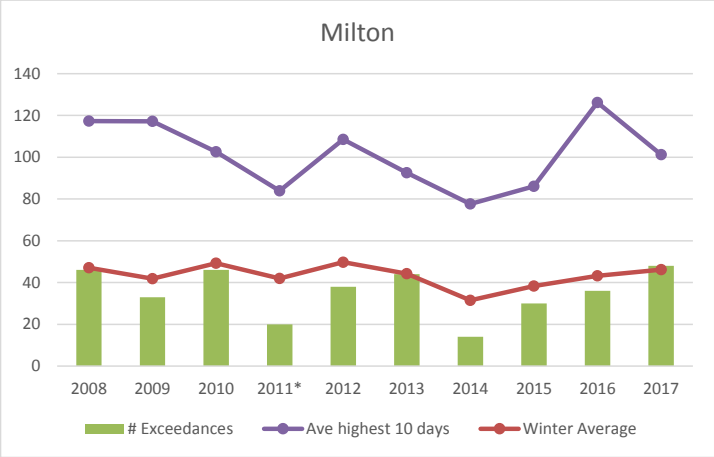

Figure 7: PM_{10} values for Milton from 2008-2017. Data for 2011 is excluded due to excessive missing data.

For the most part, Milton's particulate indicators are highly variable and a real trend is yet to be identified. The winter average has stayed fairly consistently between 40-50µg/m^3, one of the highest in the region and comparable to Alexandra's winter average.

In Central Otago towns where there was an active programme with a deadline date for phase-outs there was an improvement to air quality. This is evidenced by the downward trend in the highest PM_{10} values and, in some cases, in the exceedances and winter averages. The objective of the CHCA programme was to assist homeowners in changing their heating appliances, not necessarily to ensure that the NESAQ was met. The initiative was one part of a larger, coordinated programme including an education and awareness campaign that took place during the programme's most active phase.

The trend in improving air quality tended to level off after 2013, which was when EECA closed its programme and our own programmes across Council were scaled back.

Further emission-reduction analyses indicate that in Central Otago, even if all solid-fuel burners had been upgraded to low-emission style burners (0.7g/kg or 1.5g/kg emission rates), it is highly unlikely that the NESAQ would be met. The airsheds are, in a sense, over-allocated, even with the lower emissions and improvements that have been made.

4.3 Co-benefits achieved by the CHCA programme

In addition to improved outdoor air quality the CHCA programme likely provided co-benefits to the communities and participants, including savings to household energy costs, improved indoor comfort and quality of life, and attendant health savings.

While household energy saving seems an obvious benefit, research has shown that when the thermal nature of a house improves there will be people that take that improvement in what is termed a 'take-back' or rebound effect. Instead of saving money on energy, they take-back the improvement in the form of greater comfort from being able to increase the indoor temperature for the same amount of money[9].

[9] Philippa Howden-Chapman, et al., *Warm homes: Drivers of the demand for heating in the residential sector in New Zealand,* Energy Policy 37, 2009

Some of the increased comfort from elevated indoor temperatures will result in improved health outcomes for residents, particularly the most vulnerable in the population. An evaluation of the effects of EECA's Warm Up New Zealand: Heat Smart programme on health services utilisation and costs was performed in 2011 by the *House and Health Research Programme, a consortium of health researchers in New Zealand*[10].

Results of the analysis indicates that in terms of changes in total hospitalisations and total pharmaceutical costs, there is an overall on-going annual benefit of $563 per household for retrofitted insulation. For CSC holders, the benefit is predicted to be about $820 due to improved health outcomes from warmer and drier homes; for non-CSC holders the benefit may be approximately $230.

Of the 2150 total CHCA claimants, there were 590 claims that included insulation; of those, 435 claims were from CSC holders. According to the predicted health cost savings, the annual on-going benefit from retrofitted insulated is estimated to be approximately $390,000.

In 2013 an insulation and heating appliance scheme (*Warm Dunedin)* was run in Dunedin by the Dunedin City Council. Participants were surveyed afterwards on their perceptions of the change in their houses[11]. Of the respondents:

- 88% feel their house is warmer
- 47% feel their house is healthier
- 73% feel their house is more comfortable
- 73% feel their house is more efficient to heat

This is a strong indication that participation in such a scheme can result in positive tangible and intangible outcomes for households.

5. Issues for consideration

The CHCA programme was a key element of the Otago Regional Council's 2007 air quality strategy, sitting within a wider framework. On its own, the programme accomplished its goal of incentivising homeowners to upgrade their solid-fuel heating appliances to cleaner, more efficient wood burners. In addition, the programme provided financial assistance for insulation, thereby improving the thermal envelope of older homes.

Ambient air quality did improve in most Air Zone 1 towns from 2009 to 2013 as a result of the concerted effort made Council-wide during that time; however, since then particulate levels have plateaued and burner replacement rates have declined. Several key issues can be pulled from the experience of the CHCA initiative, its delivery, and its effectiveness.

Programme design

The CHCA programme did affect ambient air quality, but it may have had a more pronounced effect with a different design:

[10] Lucy Telfar Barnard, et al., *The impact of retrofitted insulation and new heaters on health services utilisation and costs, pharmaceutical costs and mortality: Evaluation of Warm Up New Zealand: Heat Smart*, Commissioned by the Ministry of Economic Development, Wellington, 2011

[11] Dunedin City Council Report, *Warm Dunedin Targeted Rates Trial, Participants Survey, Report for April 2014,* Dunedin

- The programme was available to anyone willing to remove any non-compliant burner in Air Zone 1, and was not targeted at the largest emitters first, i.e. open fires, multi-fuel burners and coal appliances
- The programme mostly resulted in the replacement of old burners with compliant solid fuel burners rather than no or ultra-low emissions appliances (heat pumps, gas, pellet etc.). ORC's latest estimates show that a large uptake of compliant burners will not be sufficient in meeting the NESAQ standards.
- There was no control over what became of the burners being replaced, and whether they had been disposed of, or re-used in another household.

Understanding community motivation

There is an obvious difference in the programme take-up rates between the Air Zone 1 towns and Milton. Understanding the reason(s) for that difference may be important for any future work that might be done in the region.

Air Zone 1 town residents were faced with a deadline for burner phase-outs while Milton residents were not; this likely provided added impetus and interest in the CHCA programme. Even though the nature of compliance monitoring was not originally included in the air strategy, the notion that there was a deadline would likely have spurred action on some participants' part.

Admittedly, not all homeowners in Air Zone 1 towns have converted to compliant burners so it is possible that all of the 'low-hanging fruit' has been taken and the rest will require some further council intervention.

How the programme is tailored may also influence its effectiveness. There is a significant difference in the socio-economic setting between towns, e.g. Milton and Arrowtown lie at opposite ends of the deprivation index (as described by Stats NZ). It is possible that the amount of financial incentives offered in Arrowtown may not be scaled appropriately in Milton.

Knowledge Gaps

Thorough planning at the start of any programme should include setting out the parameters for assessment so that appropriate data can be collected during the programme. Examples of data that would be useful but have not been collected are:

- Reasons for homeowner participation – these could be varied and include the amount of the financial incentive, the suppliers chosen, the products available, sale of house, etc. Understanding this could help tailor any new programme.

- A record of what types of appliances, e.g. open fire, multi-fuel, etc. were taken out of circulation. These data would have helped to refine emission modelling.

- Information on participant satisfaction – a timely survey of participants could have provided data on house warmth and satisfaction after an upgrade.

Much of these data could be obtained through survey (pre- and post-participation) and paperwork submitted by suppliers at the time of delivery.

All of these considerations can inform thinking around the development of any future programmes.

6. Recommendation

a) That this report be received.

b) That this report be used to inform the review of ongoing financial incentives for Air Quality, proposed for 2018/2019 in the 2018-2028 Draft Long-Term Plan.

Endorsed by: Gavin Palmer
Director Engineering, Hazards & Science

Attachments
Nil

ATTACHMENT 3 – Impact on emissions in other towns

This attachment has been prepared to accompany the case for Priority Action CPA8 – Air Quality, which states: *identify priority locations for targeted investment in air quality improvement initiatives, with a focus on achieving the greatest environmental benefits in Otago's poorest quality airsheds*

It has been recommended that with a budget of no more than $5.1M, ORC could reduce emissions from domestic wood burners in Alexandra by up to 58% through a targeted funding pilot.

Of all the monitored towns in Otago, Alexandra has the poorest air quality and is showing the least sign of improvement, hence it was recommended that a funding pilot begin there.

The table below shows the potential impact on emissions if the pilot was undertaken in a different town instead. These five towns are where air quality is poorest in the region.

Two options are presented:

1) Replacement of all non-ULEB wood burners (greatest impact)
2) Replacement of pre-2008 wood burners only

If some wood burners are replaced with heat pumps rather than ULEBs then the potential reduction in emissions could be greater.

	Non-ULEB wood burners			Pre-2008 wood burners		
Town	Estimated number of non-ULEBs	Emissions reduction of swapping to ULEB (kg/day)	Emissions reduction of swapping to ULEB %	Estimated number of pre-2008 burners	Emissions reduction of swapping to ULEB (kg/day)	Emissions reduction of swapping to ULEB %
Alexandra	856	78.4	58%	319	50.6	38%
Arrowtown	259	12.2	36%	51	4.6	13%
Clyde	319	24.2	66%	57	9.7	26%
Cromwell	1265	90.4	64%	230	34.8	25%
Milton	479	53.6	68%	271	43.0	54%

EI2/EDA2: Lagarosiphon | $ 60,000/yr (TR)

Step change in funding to support long term focus of potential eradication in Otago

PURPOSE

- Provide additional funding to deliver a step change in lagarosiphon management.
- Increase surveillance, control and monitoring activities to reduce spread and impacts.
- Protect lake health, biodiversity, recreation, cultural values and economic uses of the lakes environments

SIGNIFICANCE and CONSULTATION

- Proposal is determined to **not reach** a level of significance that requires consultation with the community.
- Support delivery of the EDA2 priority action and position the programme for potential future eradication should it prove feasible.

VALUE and BENEFIT

- Reduces the risk of lagarosiphon spreading to currently uninfested water bodies
- Protects environmental, recreational, cultural and economic values associated with lakes and waterways
- Supports and builds on significant already invested into control work.
- Demonstrates Council leadership in addressing an aquatic pest.

RISKS and CONSTRAINTS

- RPMP cost-benefit analysis is still underway, eradication costs and feasibility are not yet known.
- Ongoing investment will be required to maintain gains achieved.
- Success is dependent on collaboration with partners and community ie. LINZ
- Without sustained management, reinvasion and further spread remains likely.
- Funding proposed through this business case supports a step change only, future eradication programmes would require substantially increased investment.

EI2/EDA2: Lagarosiphon | options

OPTION 1:

Maintain the status quo and do not increase funding levels.

- Cost: None
- Rate impact: None

CONSIDERATIONS:

- Lagarosiphon spread is likely
- Would not give effect to a Councillor Priority Action.
- Increased future management costs if infestations expand
- Impacts on biodiversity, recreation, cultural values and lake health likely to increase.
- May reduce the likelihood and increase the future costs of eradication if that becomes a viable option.

OPTION 2:

Increase the funding level to support a step change in lagarosiphon management.

- Cost: $60,000/year
- Rate impact:

CONSIDERATIONS:

- May result in further reliance on Council as the main funder and ongoing investment may be required to maitain gains achieved.
- Give effect to a Councillor Priority Action EDA2.
- Improves protection of lakes, waterways, biodiversity, recreation and cultural values.
- Creates a stronger platform should future eradication be shown to be feasible and cost effective.

OPTION 3:

Increase the funding level to more than the additional $60,000.

- Cost: Depends on additional funding
- Rate impact: Depends on additional funding

CONSIDERATIONS:

- May result in further reliance on Council as the main funder.
- Give effect to a Councillor Priority Action EDA2.
- Faster progress towards reducing lagarosiphon distribution and impacts.
- Costs and benefits to inform a future eradication programme are still being assessed through the RPMP review

E12 Lagarosiphon	Avg Cost	YR1 27/28 LTP	YR2 28/29 LTP	YR3 29/30 LTP	YR4 30/31 LTP	YR5 31/32 LTP	YR6 32/33 LTP	YR7 33/34 LTP	YR8 34/35 LTP	YR9 35/36 LTP	YR10 36/37 LTP
FTE's		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Staff Time Cost and Overheads		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Supplies services		60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
Contribution to LINZ		60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
			0	0	0	0	0	0	0	0	0
Supplies/Services		**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**
TOTAL OPEX		**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**
TOTAL CAPEX		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAL EXPENDITURE		**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**
FUNDING											
Subsidies & Grants		0	0	0	0	0	0	0	0	0	0
Targeted Rates	100%	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
General Rates		0	0	0	0	0	0	0	0	0	0
Reserves		0	0	0	0	0	0	0	0	0	0
TOTAL FUNDING	100%	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**
OPERATING SURPLUS/(DEFICIT)		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
IMPACT ON TOTAL RATES	**% of Total Rates**										
Rates Increase - $	**AP26/27**	60,000	0	0	0	0	0	0	0	0	0
Rates Increase - %	**68,466,678**	**0.1%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
Total Rates Increase / (Decrease)	**129,147**	**$0.46**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
AVERAGE RATES	**Rate Units**										
General Rates	**129,147**	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Targeted Rate Options:											
Biosecurity	**129,147**	$0.46	$0.46	$0.46	$0.46	$0.46	$0.46	$0.46	$0.46	$0.46	$0.46
Current Average Targeted Rate		$38.93									
Increase on Current Average Rate		1%									

Environmental Implementation Committee 8 May 2024

Meeting will be held in the Council Chamber at Level 2, Philip Laing House
144 Rattray Street, Dunedin
ORC Official YouTube Livestream

Members:
Cr Bryan Scott (Co-Chair)
Cr Kate Wilson (Co-Chair)
Cr Alexa Forbes
Cr Gary Kelliher
Cr Lloyd McCall
Cr Michael Laws
Cr Kevin Malcolm
Cr Tim Mepham
Cr Andrew Noone
Cr Gretchen Robertson
Cr Alan Somerville
Cr Elliot Weir

Senior Officer: Richard Saunders, Chief Executive

Meeting Support: Kylie Darragh, Governance Support Officer

08 May 2024 09:00 AM

Agenda Topic — Page

Agenda 1

1. WELCOME

2. APOLOGIES

No apologies were received prior to publication of the agenda.

3. PUBLIC FORUM

No requests to speak were received prior to the publication of this agenda.

4. CONFIRMATION OF AGENDA

Note: Any additions must be approved by resolution with an explanation

5. DECLARATION OF INTERESTS

Members are reminded of the need to stand aside from decision-making when a conflict arises between their role as an elected representative and any private or other external interest they might have. Councillor Declarations of Interests are published to the ORC website.

6. PRESENTATIONS

7. CONFIRMATION OF MINUTES 4

Confirming the minutes of the 8 February 2024 meetings as true and accurate.

7.1 Draft Minutes 8 February 2024 EI Committee Meeting 4

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9.1 Eco Fund Application Recommendations 8

To seek endorsement of the recommended applications for ECO Fund and Incentives Funding for the March 2024 round, as well as the recommended funding to targeted groups under the Terrestrial Site-Led programme fund.

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To provide an update on the Integrated Catchment Management (ICM) Programme.

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To provide an update on progress on the development of an Otago marine biosecurity programme.

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9.3.2 Marine Biosecurity Engagement Plan 2023 98

9.3.3 Summer Studentship 2022 Marine Pest Threats 105

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9.3.5 Marine Biosecurity Maps 2024 182

9.4 Freshwater Improvement Projects Update 187

This report provides an update on the three ORC priority water quality projects: Tomahawk Lagoon, Lake Tuakitoto and Lake Hayes. It provides an update on the Ministry for the Environment (MfE) funded Toitū Te Hakapupu/Pleasant River Catchment Restoration project. It also provides an update on the Site-Led freshwater pest management programme for Lagarosiphon.

9.4.1 Tomohaka Tomahawk Lagoon Implementation Plan - DRAFT 218

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9.4.3 Lake Tuakitoto Implementation Plan - DRAFT 230

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9.4.9 Otago Aquatics 20240408 461

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9.5 Wallaby Programme Update and Recommendations 479

To update the Environmental Implementation Committee on the Otago Wallaby Eradication Programme and provide recommendations to ensure the programme is achieving the best outcomes possible with the goal of Wallaby eradication in Otago.

9.6 Regional Pest Management Plan - Operational Plan 2024-2025 492

To seek approval of the 2024-2025 Biosecurity Operational Plan.

9.6.1 Biosecurity Operational Plan 2024-25 497

9.6.2 Comparison between Biosecurity Operational Plan 23-24 and 24-25 519

9.7 Biosecurity Compliance and Enforcement Policy 547

This report seeks to the approve an updated version of Biosecurity Compliance and Enforcement Policy that applies to the Otago Regional Pest Management Plan (RPMP) and the statutory requirements of the Biosecurity Act (1993) ('the Act').

9.7.1 ORC Biosecurity Compliance Enforcement Policy May 2024 550

9.7.2 Comparison between Revised and Current Biosecurity Compliance 561

10. CLOSURE

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Otago lagarosiphon Site-led programmes

Information provided to ORC for their paper to update Council against Plan Objective 7.5.7, for Council meeting on 8 May 2024

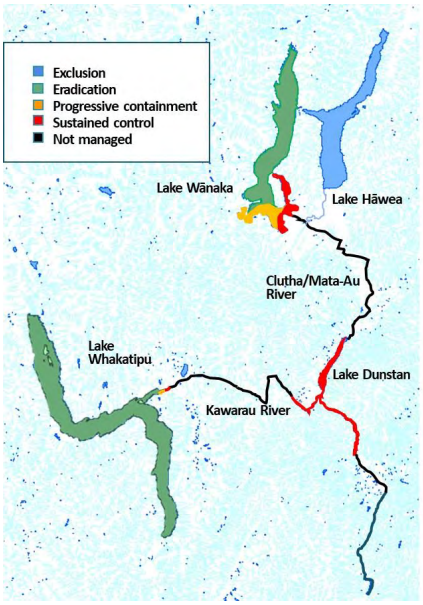
Prepared for ORC on 10 April 2024.

Plan Objective 7.5.7

Objective, principal measures and rules	
Plan Objective 6.5.7 Over the duration of the Plan actively manage lagarosiphon to: a) reduce the extent of lagarosiphon in Lake Wanaka and the Kawarau River (Map 4 in Appendix 3) through progressive containment over the next 10 years; b) implement sustained control of lagarosiphon in Lake Dunstan (Map 4 in Appendix 3); c) prevent the establishment of lagarosiphon in Lake Wakatipu (Map 4 in Appendix 3); d) prevent the establishment of lagarosiphon in lakes, rivers and tributaries where it is not already present to avoid, mitigate or prevent effects on the environment, and amenity and recreational values.	**Principal measures to be used** Land Information New Zealand will take a lead role in controlling and eradicating lagarosiphon in Otago's lakes and rivers that it administers. Otago Regional Council will work collaboratively with Land Information New Zealand and other partners in the preparation, administration and delivery of 10-year Management Plans for the control of lagarosiphon and in other initiatives to deliver the outcomes in the objectives. Occupiers will be responsible for eradicating lagarosiphon within private ponds and aquariums. The **requirement to act, service delivery, advocacy, education, and collaboration** described in section 5.3 of the Plan, will be used primarily to achieve Plan Objective 6.5.7. How the Otago Regional Council intends to support the delivery of these objectives with Land Information New Zealand is described more fully in Section 3 of the Biosecurity Strategy.

1

1 Update on progress made against objectives



Map 1: LINZ management aims for lagarosiphon.

1.1 Lake Wanaka

Overall progressive containment is being achieved. The strategy of Eradication in the northern two-thirds of the lake (see map 1 above for eradication zone) is being achieved. Progressive containment in the southwest is being achieved - the control programme is on track to clear the remaining weed beds in the western part of the lake, which stretches over 13 km of shoreline. Ongoing maintenance is vital to ensure the controlled area is kept free of lagarosiphon reinvasion. Maintaining this stretch of shoreline would allow the containment line to be moved further south to include the Paddock Bay and Parkins Bay areas in the

Eradication zone (see: https://www.odt.co.nz/regions/wanaka/winning-weed-battle).

1.2 Lake Wakatipu

Preventing the establishment of lagarosiphon is being achieved. Surveillance and early hand-weeding is critical to removing lagarosiphon plants being found within the lake. Plants have consistently been found in the Frankton Arm and Kingston which have been removed immediately. The Frankton Marina (an extreme high-risk site) has now been incorporated into the LINZ management programme (see: https://www.linz.govt.nz/news/2023-10/prevention-measures-introduced-lagarosiphon-lakeweed-frankton-marina).

1.3 Kawarau River

The overall aim for the upper Kawarau River flowing out of the Lake Wakatipu is progressive containment in a downstream direction and this is being achieved. The upper Kawarau River has been divided into zones for management where the areas upstream are being managed for eradication to reduce the risk of weed transport back into Lake Whakatipu. The presence of lagarosiphon infestations in the upper Kawarau River between Kawarau bridge and the Shotover River poses the greatest invasion risk to Lake Wakatipu.

1.4 Lake Dunstan

Sustained control is being achieved at High-Risk Areas (boat ramps, access areas) and High-Amenity Areas (recreational areas) that are agreed upon by the Lake Dunstan Weed Management Group.

2 Funding and surveillance in the Otago Lakes

The total budget for the Otago Lakes for FY2023/24 is $1,767,028.00, with $1,145,500.00 for Lake Wanaka, $448,900.00 for Lake Wakatipu and Kawarau River, and $172,628.00 for Lake Dunstan. Funding for FY2023/24 was higher than usual due to additional one-off funding from the LINZ appropriation.

For FY2023/24, LINZ received $195,000 in partner contributions from QLDC, Contact Energy, and ORC. With ORC providing $50,000 for control works in Lake Dunstan.

The greatest risk to achieving the objectives of the RPMP is inadequate funding to implement the required surveillance and control work. Current funding levels are stretched to manage lagarosiphon across lakes where it currently occurs, including LINZ funded work in the Waitaki Catchment in Canterbury. Relaxing the frequency of control and surveillance in even one area could threaten the current programme of work and compromise previous investments.

Initially, ORC funded all of the monitoring for lagarosiphon in the region, but not the control works, as stated in the 1996 Pest Plant Management Strategy for the Otago Region.

2.1 Lake Wanaka surveillance

The 2005 Lagarosiphon Management Plan for Lake Wānaka, stated ORC was responsible for monitoring the whole of Lake Wānaka on a two-year cycle to detect new outbreaks of lagarosiphon. Later, the need for synchronisation and communication between the ORC surveillance team and LINZ contractors undertaking lagarosiphon removal was recognised as vital. Subsequently, ORC contributed funding for LINZ to undertake all surveillance in Lake Wānaka for efficiency. That funding was withdrawn in FY2020/21 when ORC funding into the LINZ programme was refocused on sustained control at Lake Dunstan.

LINZ currently undertake all lagarosiphon surveillance at Lake Wānaka, with no funding from ORC. Lagarosiphon surveillance is undertaken within the Eradication Zone of Lake Wānaka and focuses on risk, with the interval for surveillance being six months for high-risk sites (which also includes control), 12 months for moderate-risk sites and 18 months for low-risk sites. The interval changes in response to changed risk based on the history of detections. LINZ contractors cover all the sites at the prescribed intervals using divers.

The cost of surveillance at the moderate-risk and low-risk sites is roughly **$20,000** annually. Surveillance and control at high-risk sites cost an average of **$125,400** per year. It is proposed that ORC fund the total cost of the surveillance work into the LINZ control programme.

Note that the Northern Eradication Zone will only be maintained with ongoing funding to implement the surveillance work. Lagarosiphon fragments are transported by wind, currents and/or boats into the Eradication Zone. Regular

surveillance is needed to detect these initial incursions before they begin new infestations, which are harder and more expensive to control. Without surveillance and active control, the entire lake shoreline could be expected to become 'saturated' with weed (all available habitats colonised) within 5-10 years.

2.2 Lake Wakatipu surveillance

Since 2015/16, LINZ has carried out shoreline surveillance of lagarosiphon in Lake Whakatipu, without funding contribution from ORC. This was in response to increases in plants being found in Frankton Arm. There was concern that jetboats could transport plants to more remote areas of Lake Wakatipu, which, without surveillance, would go unnoticed until they became large remote weed beds.

The cost of shoreline surveillance with divers is 12 days for a dive team at a cost of around **$92,000-$94,000**. Surveillance in Lake Wakatipu has been carried out since 2015/16. For 2022/23 and 2023/24, we have reduced the full shoreline surveillance to targeted surveillance only, which costs approximately **$50,000.** It is proposed that ORC fund the total cost of the surveillance work into the LINZ control programme. Without surveillance and incursion removal at Lake Whakatipu, surface reaching weed beds would establish successfully in areas with suitable habitat such as the Frankton Arm and Queenstown Bay.

3 Control works 2023/24 – completed and upcoming

The aquatic weed (*Lagarosiphon major*) control programme is nearing completion for this season (2023/24).

See attached spreadsheet of completed work and work to be completed. Some key information has been summarised below.

3.1 Lake Wanaka

- Surveillance has been undertaken in the Eradication Zone (northern two thirds of lake) and further surveillance is scheduled for this season. Sites are checked according to risk and plants are hand-removed when found.

- Diver control work (hand-weeding, hessian) has been undertaken in the Western Target Control Zone, with significant progress made in clearing lagarosiphon weed beds (Map 2).
- Further diver control work is scheduled for this season. Boat-based spraying scheduled for this season.

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Map 2. LINZ lagarosiphon management Lake Wanaka

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3.2 Lake Wakatipu

- Partial shoreline survey at key hygiene areas. No plants found outside of Frankton and Kingston (Map 3).
- Frankton Arm and Kingston surveyed 2-3 times. Fragments continually found and removed by hand at Kingston.
- The Frankton Marina (a high-risk site) is now included as part of the LINZ control programme.
- Further diver control is scheduled for Frankton Arm and Kingston, and the remainder of the full lake survey.

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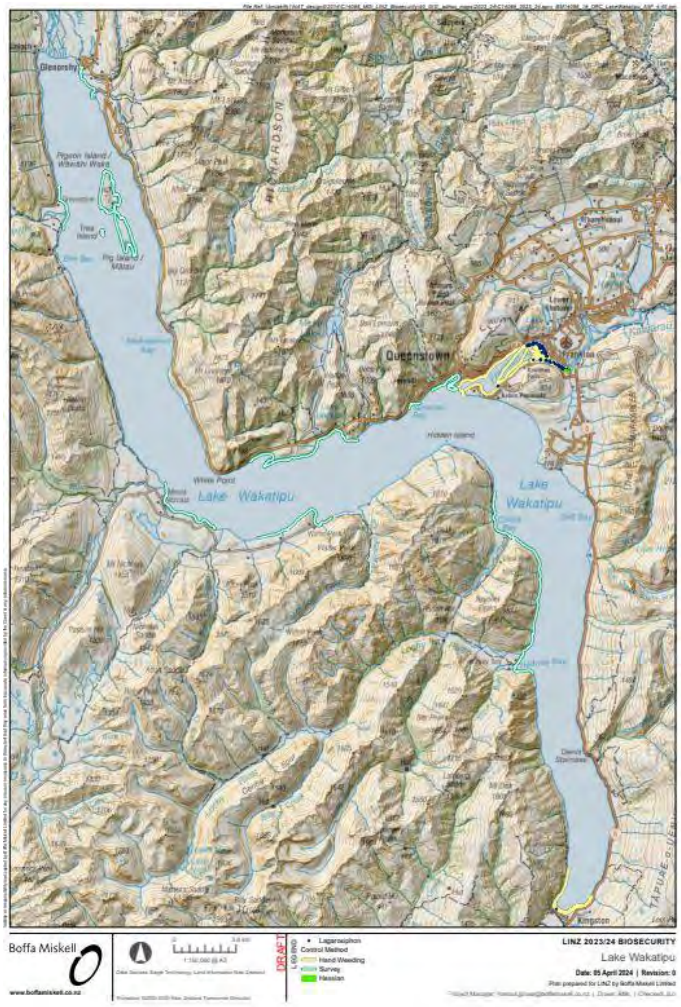
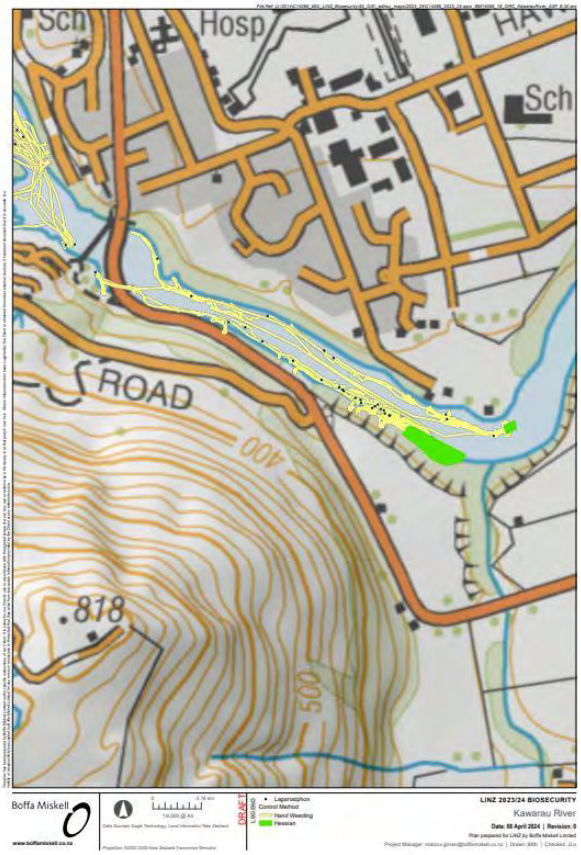


Map 3. LINZ lagarosiphon management Lake Wakatipu

9

3.3 Kawarau River

- Diver control (hand weeding and hessian) undertaken, and further work scheduled for this season (Map 4).
- Boat-based spraying scheduled for this season.



Map 4. LINZ lagarosiphon management Kawarau River

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4 Outcomes, and any other relevant information

NIWA is engaged to provide scientific inspections and audits of control works at key waterbody sites and subsequent reporting and advice, including progress against the ten-year lake management plans. NIWA will update stakeholders at the upcoming annual committee meetings scheduled for early May. Copies of these reports can be shared.

We will be meeting with NIWA next week to discuss any of their findings ahead of the stakeholder meeting.

5 Agency consultation underway for the Lake Wānaka Lagarosiphon Management Plan: 2024-2034

LINZ has engaged NIWA on behalf of the Lake Wānaka Aquatic Weed Management Committee to update the ten-year lagarosiphon management plan. The lagarosiphon management plan needs updating to reflect changing control methodologies, control work progress and changes in influencing factors, for example, to align with the updated regional pest management plan. The lagarosiphon management plan is a non-statutory document developed in collaboration with the Lake Wānaka Aquatic Weed Management Committee and includes those with statutory responsibility but also the communities that will be impacted by weed in their lakes. The lagarosiphon management plan provides clear direction and outcomes for a ten-year timeframe.

Consultation is currently underway and committee members are due to provide feedback on the draft plan by 21 May.

Updates to the Ten-Year Lake Weed Management Plans for Lake Dunstan and Lake Wakatipu (including the Kawarau River) are scheduled to begin next financial year (FY2024/25).

6 The Annual Otago Aquatic Weed Management Committee Meetings

The Committees for Lake Wanaka, Lake Wakatipu (including the Kawarau River) and Lake Dunstan are scheduled to meet in person on 6, 7, and 8 May. These annual meetings are part of the annual planning process to enable the aquatic

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weed management programme to be adaptive, respond to progress made, and realign subsequent priorities, including funding opportunities and any issues that may arise. The committees will review the control works for 2023/24 and plan for 2024/25, including discuss progress toward agreed goals, objectives, and milestones of each of the ten-year lake weed management plans.

Contractor	SiteUnique	Property Name	Site Name	Activity	Total Hours Worked	End date for this CWRS:	Were lagarosiphon plants found at this site?	How many plants were found and removed from this site?	How many catch bags were removed?	Were any unrooted fragments found at this site?	Hessian laid (m2)
Wai Dive	95026_2	Kawarau River	Upper Kawarau River	Hessian	460.00	13 Nov 2023					17500
Wai Dive	95026_2	Kawarau River	Upper Kawarau River	Hand Weeding	290.00	14 Nov 2023	Yes	0	46	Yes	
Wai Dive	95001_2	Lake Dunstan	Bendigo Boat Ramp and Approaches	Hand Cutting	30.00	11 Oct 2023					
Wai Dive	95001_19	Lake Dunstan	Northburn Ski Lane	Hand Cutting	30.00	11 Oct 2023					
Wai Dive	95001_1	Lake Dunstan	Bannockburn Inlet	Hand Cutting	30.00	15 Oct 2023					
Wai Dive	95001_7	Lake Dunstan	Pisa Moorings	Hand Cutting	30.00	15 Oct 2023					
Wai Dive	95001_26	Lake Dunstan	Dairy Creek	Hand Cutting	30.00	17 Oct 2023					
Wai Dive	95001_17	Lake Dunstan	Weatherall Creek and Burton Creek	Hand Cutting	30.00	17 Oct 2023					
Wai Dive	95001_4	Lake Dunstan	Champagne Gully Ramp and Ski Lane	Hand Cutting	15.00	18 Oct 2023					
Wai Dive	95001_27	Lake Dunstan	Lowburn Boat Harbour	Hand Cutting	15.00	18 Oct 2023					
Wai Dive	95001_12	Lake Dunstan	McNulty's Inlet	Hand Cutting	30.00	18 Oct 2023					
Wai Dive	95001_26	Lake Dunstan	Dairy Creek	Hand Cutting	30.00	19 Feb 2024					
Wai Dive	95001_17	Lake Dunstan	Weatherall Creek and Burton Creek	Hand Cutting	30.00	19 Feb 2024					
Wai Dive	95001_9	Lake Dunstan	Cromwell Swimming Beach	Hand Cutting	30.00	19 Oct 2023					
Wai Dive	95001_4	Lake Dunstan	Champagne Gully Ramp and Ski Lane	Hand Cutting	30.00	20 Feb 2024					
Wai Dive	95001_7	Lake Dunstan	Pisa Moorings	Hand Cutting	30.00	20 Feb 2024					
Wai Dive	95001_2	Lake Dunstan	Bendigo Boat Ramp and Approaches	Hand Cutting	30.00	21 Feb 2024					
Wai Dive	95001_19	Lake Dunstan	Northburn Ski Lane	Hand Cutting	30.00	21 Feb 2024					
Wai Dive	95001_1	Lake Dunstan	Bannockburn Inlet	Hand Cutting	30.00	22 Feb 2024					
Wai Dive	95001_27	Lake Dunstan	Lowburn Boat Harbour	Hand Cutting	30.00	22 Feb 2024					
Wai Dive	95001_12	Lake Dunstan	McNulty's Inlet	Hand Cutting	60.00	23 Feb 2024					
Wai Dive	95001_6	Lake Dunstan	Old Cromwell Town & Boat Ramps	Hand Cutting	330.00	24 Oct 2023					
Wai Dive	95001_6	Lake Dunstan	Old Cromwell Town & Boat Ramps	Hand Cutting	120.00	25 Feb 2024					
Wai Dive	95028_4	Lake Wakatipu	Frankton Marina	Hand Weeding	30.00	02 Oct 2023	Yes	16	0	No	
Wai Dive	95028_1	Lake Wakatipu	Frankton Arm	Hand Weeding	480.00	10 Oct 2023	Yes	88	0	Yes	
Wai Dive	95028_4	Lake Wakatipu	Frankton Marina	Hand Weeding	30.00	15 Dec 2023	Yes	5	0	No	
Wai Dive	95028_3	Lake Wakatipu	Kingston	Hand Weeding	100.00	16 Nov 2023	Yes	1	0	No	
Wai Dive	95028_1	Lake Wakatipu	Frankton Arm	Hand Weeding	175.00	18 Dec 2023	Yes	16	0	Yes	
Wai Dive	95028_2	Lake Wakatipu	All of lake Foreshore	Hand Weeding	360.00	31 Oct 2023	No	0	0	No	
Aquateq	95027_9	Lake Wanaka	Parkins Bay	Hand Weeding	110.00	06 Oct 2023	Yes	0	23	Yes	
Aquateq	95027_5	Lake Wanaka	Glendhu Shoreline	Hand Weeding	95.00	08 Oct 2023	Yes	0	7	Yes	
Aquateq	95027_11	Lake Wanaka	Paddock Bay	Hand Weeding	276.00	08 Oct 2023	Yes	0	25	Yes	
Aquateq	95027_19	Lake Wanaka	Minaret Burn	Survey	70.00	08 Sep 2023	Yes	2	0	Yes	
Aquateq	95027_18	Lake Wanaka	Rumbling Burn	Survey	35.00	08 Sep 2023	Yes	0	0	No	
Aquateq	95027_17	Lake Wanaka	Colquhouns Coast	Survey	70.00	09 Sep 2023	Yes	11	1	Yes	
Aquateq	95027_6	Lake Wanaka	Glendhu Bay	Hand Weeding	100.00	10 Oct 2023	Yes	0	54	Yes	
Aquateq	95027_12	Lake Wanaka	Sandspit	Hand Weeding	49.00	10 Sep 2023	Yes	0	3	Yes	
Aquateq	95027_1	Lake Wanaka	Roys Bay Boat Ramp and Jetty	Hand Weeding	77.00	11 Sep 2023	Yes	0	57	Yes	
Aquateq	95027_8	Lake Wanaka	Fern Burn	Hand Weeding	105.00	12 Oct 2023	Yes	0	54	Yes	
Aquateq	95027_10	Lake Wanaka	Glendhu Bluff Bay	Hessian	24.00	12 Oct 2023					1250
Aquateq	95027_10	Lake Wanaka	Glendhu Bluff Bay	Hand Weeding	146.00	13 Oct 2023	Yes	0	27	Yes	
Aquateq	95027_48	Lake Wanaka	Eely Point	Hand Weeding	35.00	14 Sep 2023	Yes	0	8	Yes	
Aquateq	95027_43	Lake Wanaka	Quartz Creek	Hand Weeding	35.00	14 Sep 2023	Yes	0	10	Yes	
Aquateq	95027_14	Lake Wanaka	Roys Peninsula	Survey	30.00	15 Sep 2023	Yes	7	0	Yes	
Aquateq	95027_34	Lake Wanaka	The Peninsula North End	Survey	30.00	15 Sep 2023	Yes	3	0	Yes	
Aquateq	95027_42	Lake Wanaka	Stevensons Island	Hand Weeding	60.00	17 Sep 2023	Yes	0	27	Yes	

Aquateq	95027_13	Lake Wanaka	Bishops Bay	Hand Weeding	140.00	20 Aug 2023	Yes	0	17	Yes	
Aquateq	95027_36	Lake Wanaka	Mou Tapu Island	Survey	35.00	21 Aug 2023	Yes	1	0	No	
Aquateq	95027_33	Lake Wanaka	Mou Waho Island	Survey	35.00	21 Aug 2023	Yes	7	1	Yes	
Aquateq	95027_48	Lake Wanaka	Eely Point	Hand Weeding	30.00	21 Feb 2024	Yes	0	8	Yes	
Aquateq	95027_10	Lake Wanaka	Glendhu Bluff Bay	Hessian	1127.00	22 Sep 2023					29125
Aquateq	95027_22	Lake Wanaka	Snag Bay	Survey	35.00	23 Aug 2023	No	0	0	No	
Aquateq	95027_26	Lake Wanaka	Wharf Creek	Survey	17.50	23 Aug 2023	No	0	0	No	
Aquateq	95027_27	Lake Wanaka	Windy Point	Survey	17.50	23 Aug 2023	No	0	0	No	
Aquateq	95027_20	Lake Wanaka	Minaret Bay	Survey	30.00	24 Aug 2023	No	0	0	No	
Aquateq	95027_7	Lake Wanaka	Glendhu Bay Boat Ramp	Hand Weeding	14.00	27 Sep 2023	Yes	0	2	Yes	
Aquateq	95027_37	Lake Wanaka	The Peninsula West Coast	Survey	42.00	27 Sep 2023	Yes	0	1	Yes	
Aquateq	95027_35	Lake Wanaka	Fishermans Cove	Survey	17.50	28 Aug 2023	Yes	3	0	No	
Aquateq	95027_3	Lake Wanaka	Ruby Island	Hand Weeding	35.00	28 Aug 2023	Yes	0	6	No	
Aquateq	95027_16	Lake Wanaka	West Wanaka Bay	Survey	17.50	28 Aug 2023	Yes	10	1	No	
Aquateq	95027_38	Lake Wanaka	The Peninsula South	Hand Weeding	49.00	28 Sep 2023	Yes	0	4	Yes	
Aquateq	95027_10	Lake Wanaka	Glendhu Bluff Bay	Suction Dredging	872.00	30 Sep 2023					
							Totals:	**170**	**382**		

EI1/EDA3: Wilding funding rate | $2.15M/yr (TR)

Increase Wilding Conifer targeted rate from year 2 to maintain increased wilding conifer funding at current levels and increase ORC contribution to groups.

PURPOSE

- Increase the rate to maintain the increased funding level, by 'filling the gap' of approximately $2 million.
- Provide more funding direct to the three community groups to support on the ground action. This is to support the continuation of an effective wilding conifer control programme; maintain and increase the investment in control work for progressive containment of this species.

SIGNIFICANCE and CONSULTATION

- Proposal is determined to **reach** a level of significance that requires consultation with the community.

VALUE and BENEFIT

- Maintain the gains from the current increased government funding by covering a potential future shortfall.
- An increase in the targeted rate avoids higher future control costs, and supports maintenance of work already completed supporting a further reduction of wilding conifer impacts.
- Cost benefit analysis identifies that in Otago there is a 96:1 benefit to invest in this programme.
- Supporting on the ground action gives direct effect to Councillor priority action EDA3.

RISKS or CONSTRAINTS

- Community group dependency on Council support and funding.
- Long-term funding commitment may create affordability and ratepayer acceptance risks.
- Potential expectation of ongoing Council, rather than central government funding for wilding control.

EI1/EDA3 : Wilding funding rate | Options

OPTION 1:

No changes to current levels of funding provided direct to groups and the future 'funding gap' from the national fund is not filled.

- Cost: $0 additional
- Rate impact: none

CONSIDERATIONS:

- If not funded could result in on the ground gains from two years of increased work being lost.
- Cost benefit analysis identifies that in Otago there is a 96:1 benefit to invest in this programme.
- Does not give effect to Councillor Priority Action.

OPTION 2:

Increase direct funding to community wilding groups and the future 'funding gap' is fully filled.

- Cost: $2,150,000 per year from year two.
- Rate impact: *see finance slide*

CONSIDERATIONS:

- Cost benefit analysis identifies that in Otago there is a 96:1 benefit to invest in this programme.
- Reliance on Council to fill national level funding 'gaps'.
- Gives effect to Councillor Priority Action.

OPTION 3:

Increase direct funding to wilding groups only.

- Cost: $150,000 per year
- Rate impact: *see finance slide*

CONSIDERATIONS:

- Cost benefit analysis identifies that in Otago there is a 96:1 benefit to invest in this programme.
- Partially gives effect to Councillor Priority Action.

OPTION 4:

Fill the full funding 'gap' only.

- Cost: $2,000,000 per year
- Rate impact: *see finance slide*

CONSIDERATIONS:

- Groups may be under pressure to deliver work with existing resources
- Cost benefit analysis identifies that in Otago there is a 96:1 benefit to invest in this programme.
- If not funded could result in on the ground gains from two years of increased work being lost.
- Partially gives effect to Councillor Priority Action.

EI1 Wildings	Avg Cost	YR1 27/28 LTP	YR2 28/29 LTP	YR3 29/30 LTP	YR4 30/31 LTP	YR5 31/32 LTP	YR6 32/33 LTP	YR7 33/34 LTP	YR8 34/35 LTP	YR9 35/36 LTP	YR10 36/37 LTP
FTE's		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Staff Time Cost and Overheads		0	0	0	0	0	0	0	0	0	0
Supplies services		0	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000
Increase support for wilding groups			150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Control works funding gap			2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
			0	0	0	0	0	0	0	0	0
Supplies/Services		0	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000
TOTAL OPEX		0	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000
TOTAL CAPEX		0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE		0	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000
FUNDING											
Subsidies & Grants		0	0	0	0	0	0	0	0	0	0
Targeted Rates	100%	0	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000
General Rates		0	0	0	0	0	0	0	0	0	0
Reserves		0	0	0	0	0	0	0	0	0	0
TOTAL FUNDING	100%	0	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000	2,150,000
OPERATING SURPLUS/(DEFICIT)		0	0	0	0	0	0	0	0	0	0
IMPACT ON TOTAL RATES	**% of Total Rates**										
Rates Increase - $	AP26/27	0	2,150,000	0	0	0	0	0	0	0	0
Rates Increase - %	68,466,678	0.0%	3.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Rates Increase / (Decrease)	129,147	$0.00	$16.65	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
AVERAGE RATES	**Rate Units**										
General Rates		$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Targeted Rate Options:											
Wildings Rate - Total	124,145	$0.00	$17.32	$17.32	$17.32	$17.32	$17.32	$17.32	$17.32	$17.32	$17.32
Wildings Rate - support groups only	124,145	$0.00	$1.21	$1.21	$1.21	$1.21	$1.21	$1.21	$1.21	$1.21	$1.21
Wildings Rate - funding gap only	124,145	$0.00	$16.11	$16.11	$16.11	$16.11	$16.11	$16.11	$16.11	$16.11	$16.11
Current Average Targeted Rate			$2.10								
Increase on Current Average Rate			823% vs total spend								

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Prepared for:	Council
Report No.	{report-no-do-not-remove}
Activity:	Environmental Implementation
Author:	{authors-names-with-position-do-not-remove}
Endorsed by:	Joanna Gilroy (General Manager Environmental Delivery)
Date:	{meeting-date}
Portfolio Leads:	Cr Noone and Cr Byars, Environmental Delivery

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PURPOSE

[1] To seek approval to:

a. Sign annual funding agreements with the Ministry for Primary Industries/Manatū Ahu Matua (MPI) for funding and operational delivery of the National Wilding Conifer Control Programme and the Tipu Mātoro National Wallaby Eradication Programme in Otago for the remaining four-year term of the signed Services Agreements (2025-2030).

b. Commence delivery of the National Wilding Conifer Control Programme and the Tipu Mātoro National Wallaby Eradication Programme from 1 July, annually for the remaining four-year term of the signed Services Agreements (2025-2030), if signed funding agreements are not received prior to 1 July from MPI.

EXECUTIVE SUMMARY

[2] The National Wilding Conifer Control Programme (the Wilding Conifer Programme) was established by MPI in 2016 and in 2020, MPI initiated the Tipu Mātoro National Wallaby Eradication Programme (the Tipu Mātoro Wallaby Programme). Council has had a number of agreements in place to deliver work under these programmes.

[3] In 2025, Council signed five-year Services Agreements with MPI to deliver the National Wilding Conifer Control Programme and Tipu Mātoro National Wallaby Eradication Programme in Otago (Attachments 1 and 2). Annual funding is to be agreed on and confirmed via letter from MPI each year.

[4] Previously, there has been a delay in MPI issuing the funding agreements for the Wilding Conifer Programme and Tipu Mātoro Wallaby Programme to Council for signing. This delay has created issues for delivery of both national programmes. To address this delay, it is proposed that Council starts the delivery of works for the National Wilding Conifer Control Programme and the Tipu Mātoro Wallaby Programme from 1 July, annually, for the remaining four-year term of the signed Services Agreements (2025-2030), even if the annual funding agreements are not yet signed. The Council biosecurity budget can carry the financial risk, until signed agreements are received, to ensure continuity and effective delivery of the programmes. This approach was taken in the 2025/2026 financial year and helped to avoid delays with these work programmes.

[5] It is recommended that, when finalised for each year, the annual funding agreements are accepted and the Chief Executive can sign the new agreements for and on behalf of

Council in line with existing funding delegations to the CE. It is recommended that this is the process for the remaining four-year term of the signed Services Agreements (2025-2030).

[6] While there have been delays in the receipt of funding agreements from MPI, there have not been ay instances where funding has not been received during the financial year it is spent.

RECOMMENDATION

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That the Council:

1) ***Notes** this report.*
2) ***Delegates** the Chief Executive to sign the annual funding agreements for and on behalf of Council for the remaining four-year term of the signed Services Agreement (2025-2030).*
3) ***Approves Option 3** to commence delivery of works for the National Wilding Conifer Control Programme and the Tipu Mātoro National Wallaby Eradication Programme from 1 July, annually, for the remaining four-year term of the signed Services Agreements (2025-2030).*
4) ***Notes** that Council will carry some financial risk for delivery ahead of the receipt of formal funding agreements, but that risk is considered low.*

{recommendation-end}
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BACKGROUND

Wilding Conifer Programme

[7] Wilding conifers are identified as a Progressive Containment species in the Otago Regional Pest Management Plan 2019-2029 (RPMP). Wilding conifers are a major threat to Otago's ecosystems, land, and farms.

[8] The National Wilding Conifer Control Programme (Wilding Conifer Programme) was established in 2016 as a national collaborative approach to prevent the spread of wilding conifers and to progressively remove them from landscapes within New Zealand. On 24 May 2026, Government announced that from 1 July 2026, baseline funding of $109 million will be committed to the Wilding Conifer Programme by MPI over the next three years. Details of indicative annual national operational budget and regional funding allocation are to be confirmed.

[9] During the establishment of the Wilding Conifer Programme, Central Government identified Regional Councils as best placed to manage the control programmes as they provide leadership at a regional level, enable wilding conifer control in regional plans, establish rules in regional pest management plans and ensure land occupier compliance.

[10] Council has entered into previous agreements with MPI in relation to the Wilding Conifer Programme. The current Services Agreement from 2025-2030 is included in Attachment 2. MPI have not yet provided Council a draft funding agreement for the 2026/27 financial year and regional funding allocation is to be confirmed following the recent Government announcement.

[11] On 29 April 2026, Council approved a series of priority actions which included an action relating to wilding conifers. This action is to support community and voluntary efforts to control wilding pines and to advocate for fair contributions from government and those responsible for the source of the wildings.

Tipu Mātoro Wallaby Programme

[12] Bennett's Wallaby are listed as an Unwanted Organism under the Biosecurity Act 1993 and are identified as an eradication pest in the Otago Regional Pest Management Plan 2019-2029 (RPMP). These animals have the potential to significantly impact on the environment, primary industry and economy and become a burden for future generations should feral populations establish in Otago. In 2016, Council initiated the Otago Wallaby Programme with the aim of preventing wallabies from establishing in Otago. This was in response to a sharp increase in Bennett's Wallaby sightings in Otago along the northern regional boundary.

[13] In 2020, MPI established the Tipu Mātoro National Wallaby Eradication Programme (Tipu Mātoro Wallaby Programme), working in partnership with affected Regional Councils to reduce the spread of wallabies and eliminate them from New Zealand. A total of $27 million over 4 years was allocated to the Tipu Mātoro Wallaby Programme through Jobs for Nature, with the bulk of this funding earmarked for control operations to both find and eradicate satellite populations outside of traditional containment zones, while reducing populations within these zones to limit dispersal of wallaby into new areas.

[14] Council has entered into previous funding agreements with MPI in relation to the Tipu Mātoro Wallaby Programme – the current Services Agreement from 2025-2030 is included in Attachment 1. MPI have provided Council a provisional funding allocation for the 2026/27 financial year of $740,000.

Both Programmes

[15] Previously, there has been a delay in MPI issuing the funding agreements for the Wilding Conifer Programme and Tipu Mātoro Wallaby Programme to Council for signing. The financial year commences on 1 July each year and staff have previously not received funding agreements for signing until between September and November. This delay created issues for delivery of both national programmes in Otago.

[16] Staff have previously provided feedback to MPI directly, as well as through Te Uru Kahika, in regard to the impact that the delay in providing the funding to Council causes. Staff will continue to advocate for funding delays being reduced to ensure that delivery of the programmes is as efficient and effective as possible.

[17] It is proposed that these work programmes commence prior to signed annual funding agreements with MPI, if these are not provided early enough in the financial year. The Council Biosecurity budget can carry the financial risk, until signed agreements are received, to ensure continuity and effective delivery of the programmes. While there have been delays in the receipt of funding agreements there has not been any instances where funding has not been forthcoming. It is purely a timing issued created by approval processes.

DISCUSSION

Wilding Conifer Goods and Services Agreement 2025-2030

[18] Continued investment from MPI and regional involvement by Council in the Wilding Conifer Programme is essential to achieving long-term sustainable wilding conifer outcomes for the region.

[19] Council will continue to enter into subcontractor agreements for the delivery of wilding conifer control work within selected Management Units for the 2026/27 financial year.

Tipu Mātoro Wallaby Goods and Services Agreement 2025-2030

[20] Continued investment from MPI and regional involvement by Council to eliminate Bennett's Wallaby from Otago is essential to achieving long-term outcomes for the region.

[21] Under the proposed funding agreement for 2026/27, Council is proposed to receive $740,000 of MPI funding for the 2026/27 financial year.

[22] Council will continue to enter into subcontractor agreements for the delivery of wallaby surveillance and control work within selected Management Units for the 2026/27 financial year.

Both Programmes

[23] There are no changes proposed to Council's obligations within the current agreements.

[24] In addition to the Services Agreements, MPI and Council are signatories to the Memorandum of Understanding (MOU) on biosecurity matters (signed between Biosecurity New Zealand, Department of Conservation and Te Uru Kahika – Regional and Unitary Councils Aotearoa, August 2024). The MOU provides an overarching collaborative framework for working on biosecurity.

[25] Funding delays can result in pushing the programmes to start in September-November each financial year, reducing the timeframe for programme delivery from 12 months to 8-10 months; this results in multiple issues and risks (Table 1).

Table 1: *Risks and issues arising from delayed signing of funding agreements with MPI for the Tipu Mātoro Wallaby Programme and National Wilding Conifer Programme*

Risk/Issue	**Details**
Workforce	If Council is unable to issue contracts from 1 July, the programme loses critical supplier capacity and capability as a result. This is because: • suppliers take on other work, and/or • suppliers have insufficient work to retain their workforce Note – this could also result in additional costs to the supplier if they then have to re-hire/retrain new staff later in the year. In terms of the Tipu Mātoro Wallaby Programme, losing dog handlers is a particularly significant risk, as trained wallaby dogs take two years to train and certify to become fully operational. In addition, delays have resulted in: • suppliers having to work during the hottest part of the year (Jan-March) to complete the programme. Suppliers have raised concerns about the wellbeing of their staff and dogs working during this period. • work having to start during lambing (between September and December) which limits the properties that allow access. This means the programme has to change its approach/plan for the year.
Reputational	If the start of the programme is delayed the public, community group or farmers lose confidence in Council to deliver the programme.
Contractual	Council fails to deliver on its service agreements with MPI.
Financial	Council is required to return funding to MPI because they have been unable to spend the entirety in the reduced timeframe.
Biosecurity	Council cannot deliver the programmes and achieve the RPMP objectives.
Organisational	Critical time is lost due to funding delays. This causes a bottleneck of work for the Project Delivery team and associated administrative tasks.

[26] These issues and risks have been communicated to MPI and MPI are working to improve efficiencies, but at this stage it is not certain when the annual funding agreements will be received for signing. The risks to biosecurity outcomes and the others above, by not starting work on time, need to be measured against any legal and financial risks of taking this approach.

[27] For the Tipu Mātoro Wallaby Programme and Wilding Conifer Programme combined there is an estimated $550,000 spend in the first quarter. To mitigate the risk to operational delivery and ensure effective continuity of these two programmes, it is recommended that work commences on 1 July and Council take on the financial risk until the agreements are signed.

[28] As a risk mitigation, staff will insert a clause in contracts which enables a review at the end of the first quarter if the funding from MPI is cancelled or altered. This will ensure that any ongoing financial risk is minimised.

OPTIONS

Signing of Annual Funding Agreements

Option 1 - Recommended option

[29] That Council delegates to the Chief Executive the ability to sign the annual funding agreements for both programmes, for the remaining four-year term of the Services Agreements (2025-2030). Noting that if there are any decreases in funding provided from MPI, Council will be informed prior to signing. Under this option, Council continues to maintain responsibility for the regional funding and management role associated with the Wilding Conifer Programme and/or Tipu Mātoro Wallaby Programme and commits the resources required to ensure that Council's responsibilities are fulfilled.

[30] The positive of this option is that it supports administrative efficiency and timely execution of agreements, enabling continuity of programme delivery while retaining Council oversight of funding and strategic direction.

Option 2

[31] That Council does not delegate the Chief Executive the ability to sign the annual funding agreements for both programmes for the remaining four-year term of the Services Agreements (2025-2023) and instead considers these on an annual basis, delegating authority to the Chief Executive for the 2026/27 funding agreement.

[32] This option could create uncertainty for the programme delivery partners due to annual approval requirements which could delay the execution of funding agreements if Council meeting schedules or decision making timeframes do not align. This may be a duplication of governance processes when the overall funding agreement has already been approved by Council.

Contract Commencement prior to MPI agreement signing/receipt of funding

Option 3 – Recommended option

[33] Council approves the commencement of Wilding Conifer and Tipu Mātoro Wallaby Programme control work on 1 July each year, in advance of the signing of the formal funding agreements. This introduces some financial risk but the level of risk is considered very low.

[34] The positive of this option is that it will enable important biosecurity work to commence as soon as possible and to address the risks outlined in Table 1. It will also deliver more favourable contract outcomes. Contracts will include a clause enabling a review at the end of the first quarter if the funding from MPI is cancelled or altered. This will reduce the level of financial risk.

[35] The risks of this option are that ORC will carry some financial risk should funding not eventuate. That risk is considered very low.

Option 4

[36] Council does not approve commencement of control work from 1 July, annually, for the remaining four-year term of the Services Agreements (2025-2030), for the Tipu Mātoro Wallaby and Wilding Conifer programmes combined.

[37] This option creates reduced funding certainty for delivery partners, may limit long-term planning and operational efficiency, increase administrative and governance workload. It could delay programme delivery or affect collaborative and co-funding opportunities that are reliant on multi-year funding commitments

[38] This option removes the low level of financial risk associated with Option 3.

CONSIDERATIONS

Strategic Framework and Policy Considerations

Regional Pest Management Plan

[39] The RPMP outlines the framework for how pest plants and animals will be managed in Otago over 10 years (until 2029). For wilding conifers, the objective is to progressively contain and reduce the geographic extent of wilding conifers within the Otago region. For wallaby, the objective is to reduce all infestations of Bennett's wallaby to zero levels within the Otago region.

National Strategies

[40] The New Zealand Wilding Conifer Management Strategy 2015-2030 aims to support effective collaboration between land occupiers, researchers, regulators and communities to address the critical overarching issues facing wilding conifer management. The strategy's vision is to prevent the spread of wilding conifers and contain or eradicate established areas of wilding conifers by 2030.

[41] The Aotearoa New Zealand Wallaby Strategy sets out the first step towards protecting New Zealand's natural and production environments, by removing wallabies outside containment. The strategy is founded upon collaboration - working across central and regional government agencies, upholding the principles of the Treaty of Waitangi/Te Tiriti o Waitangi by working with Māori, working with land managers and bringing along the wider community. This strategy is currently under review, but the aim of the strategy is not intended to be amended.

Council Strategic Priority Actions

[42] On 29 April 2026, Council approved a series of priority actions which included an action relating to wilding conifers. This action is to support community and voluntary efforts to control wilding pines and to advocate for fair contributions from government and those responsible for the source of the wildings. The recommended options would give effect to this action because it would ensure that Council can continue to undertake this work while it waits for the funding to be supplied.

[43] Council has continued to support community-led wilding conifer control through annual funding of approximately $250,000 to community groups across Otago. More recently, Council supported the hosting of a visit by the Prime Minister, Deputy Prime Minister and Minister for Biosecurity to Queenstown, which contributed to the Government announcing additional nationwide investment ($79 million over three years) into wilding conifer management. The allocation of this funding for Otago is yet to be confirmed. The Government has also signalled the development of a National Pest Management Plan for wilding conifers, demonstrating increasing national recognition of the scale and importance of this issue.

Financial Considerations

[44] Council's responsibilities will continue under the new Goods and Services agreements, which include the preparation (or procuring the preparation of) Management Unit Operational Plans, establishing and facilitating a Regional Co-ordination Group for each programme. Council is also responsible for inputting (or procuring the inputting of) financial and geo-spatial data into information systems. In addition, Council will continue to develop health and safety management plans and manage its health and safety obligations (including managing critical risks, incident reporting and investigations). Other responsibilities include conducting audits, and meeting with MPI when required at Council's cost. Council also continues to have a 'business as usual' education and compliance role, with associated costs. This has been estimated at approximately $550,000 per annum.

[45] In the Long-Term Plan 2024-2034 and Annual Plan 2026/27 it has been assumed that funding would be provided by MPI to support delivery of both the Wallaby and Wilding Conifer programmes.

[46] In the Long-Term Plan 2024-2034 and Annual Plan 2026/27 $252,777 has been allocated annually to the Otago Wallaby Eradication Programme, $104,244 has been allocated to delivery of the Otago Wilding Conifer Strategy and $260,610 has been allocated to supporting the Wilding Conifer community groups. This is on top of any external funding received from MPI, for which we are awaiting the final details. Three staff work full time on delivering the wilding and wallaby national programmes.

Significance and Engagement

[47] Nil.

Legislative and Risk Considerations

[48] The Wilding Conifer Programme assists the Regional Pest Management Plan to achieve compliance. This is enabled by offering landowners up to 80% contribution to wilding conifer control on their properties. If public money has been spent on the property, this provides opportunities for Council carry out compliance activities should re-infestations of conifers establish.

[49] Council has a legislative responsibility under the Otago Regional Pest Management Plan 2019-2029 to meet the objectives for Wilding Conifers and Wallabies within this plan. For Wallabies the objective is to: 'Over the duration of the Plan, reduce all infestations of Bennett's wallaby... to zero levels within the Otago region to prevent adverse effects on the economic well-being and the environment' For Wilding Conifers the objective is to: 'Over the duration of the Plan, progressively contain and reduce the geographic extent of wilding conifers3 within the Otago Region to minimise adverse effects on economic well-being and the environment. This may involve the destruction of contorta, Corsican, Scots, mountain and dwarf mountain pines and larch'.

Climate Change Considerations

[50] Nil.

Risk Considerations

[51] Wilding conifers represent a significant biosecurity risk, both nationally and regionally, with impacts on both the environment and economy. Otago's iconic landscapes are highly vulnerable to the invasion of wilding conifers which, if not controlled, would permanently alter our landscape. This would also significantly impact on the region's recreational, hydrological and conservation values and lead to an increase in wildfires. Particularly at risk is our high country and tussock grasslands.

[52] The National Wilding Conifer Control Programme provides an effective, collaborative, and coordinated approach to wilding conifer management nationally, and regionally. Continued investment from the National Wilding Conifer Control Programme (and others) and involvement by Council is critical to preventing the spread of wilding conifers and protecting our region's unique landscapes, primary industry, tourism, and economy from the impacts of wildings.

[53] Bennett's Wallaby are capable of causing significant adverse environmental effects if not controlled. These include preventing the regeneration of native bush, depletion of forest understorey and possible impacts on water quality. They also damage tall tussock grasslands, including the inter-tussock vegetation which can become depleted with a consequent increase in bare ground and higher risk of soil erosion. Adverse economic effects include damage to pasture and exotic forestry, particularly at the establishment stage.

[54] Continued investment from the Tipu Mātoro National Wallaby Eradication Programme and involvement by Council in the eradication of Bennett's wallaby from Otago is critical to protecting our region's economy and biodiversity values.

[55] Continuity of works throughout the 12-month financial year are important for effective delivery of the Tipu Mātoro Wallaby Programme and Wilding Conifer Programme. Delays in signing of the MPI agreements can interrupt works and reduce the time frame to achieve effective delivery of the programmes.

[56] While the future structure and responsibilities arising from local government reform remain uncertain, wallabies and wilding conifers continue to pose significant long-term risks to Otago's environment, economy, and communities. Ongoing management and control of these priority pests will still be required regardless of the eventual reform outcomes. Nothing in the current local government packages stop Council from undertaking this work.

NEXT STEPS

[57] If approved, staff will finalise the annual funding agreements with MPI over the remaining four-year term of the Services Agreements (2025-2030) and will provide these to the Chief Executive for signing, if this is delegated.

[58] If endorsed, staff will also issue Statements of Work from 1 July to ensure effective continuity of the programmes for the remaining four-year term of the Services Agreements (2025-2030).

ATTACHMENTS

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Prepared for:	Environmental Implementation Committee
Report No.	OPS2226
Activity:	Governance Report
Author:	Libby Caldwell, Manager Environmental Implementation
Endorsed by:	Gavin Palmer, General Manager Operations
Date:	8th November 2023

PURPOSE

[1] To present the 'Benefits and Costs of Additional Investment in Wilding Conifer Control in the Otago Region' (cost benefit analysis) prepared by Boffa Miskell on behalf of Otago Regional Council.

EXECUTIVE SUMMARY

[2] Wilding conifers pose a serious pest issue in New Zealand which, if left uncontrolled, will spread and out-compete native plants, reduce native animal habitat, reduce water yield, limit productive land use, increase wildfire risk and permanently alter landscapes. The negative impacts of wilding conifer infestation and spread if left uncontrolled have been well documented by the Ministry for Primary Industries (MPI) and the National Wilding Conifer Control Programme (NWCCP).

[3] Otago's iconic landscapes are vulnerable to the invasion of wilding conifers. In 2016, a Ministry for Primary Industries (MPI)-funded report estimated that 8.4% - or 295,830 ha – of Otago was affected by wilding conifer infestation. Also in 2016, around 70% of Otago was mapped as being 'very highly vulnerable' to wilding conifer infestation. Particularly at risk are Otago's high country and tussock grasslands.

[4] Wilding conifers are a priority pest in the Otago Biosecurity Operational Plan for 2023/24. This means they are of concern to the community and have heightened adverse effects on environmental, economic, and/or social grounds.

[5] Without continued investment and intervention, achieving long term sustainable wilding conifer outcomes for the region is not attainable. Wilding conifers will re-invade cleared areas and continue to spread across vulnerable parts of Otago.

[6] Maintaining the current gains on their own will not achieve long term sustainable management of wilding conifers. Ongoing progressive control and containment is also required to prevent the spread from seed sources that are still present in the region. The benefits of control and protection are clear and greatly outweigh the costs (benefit ratio nationally is 34:1).

[7] ORC commissioned Boffa Miskell to develop a cost benefit analysis for Wilding Conifer work in Otago. This analysis is an action in the Otago Regional Wilding Conifer Strategy

2023-2029 and associated implementation plan that were endorsed by Council in May 2023 (attachment one).

[8] The cost benefit analysis details that in Otago, the benefits to cost ratio of wilding conifer control shows a return for every dollar spent. Four options for investment have been provided. These are:

a. Status quo – lose the investment – this has a benefit to cost ratio of 42:1.
b. Minimum – protect the investment – this has a benefit to cost ratio of 96:1.
c. Intermediate – extend the investment – this has a benefit to cost ratio of 93:1.
d. Maximum - National control - this has a benefit to cost ratio of 86:1.

[9] Three options are proposed for advocacy for national funding. The recommended option is that Council advocates for national funding to invest in the Intermediate 'extend the investment' (control 99.9% of the known infestation) option which would prioritise funding as detailed in the Minimum 'protect the investment' (control 89.4% of the known infestation) which continues to support existing control activity across 14 management units. This is the recommended option as it presents the best value for each dollar spent in the wilding conifer programme by undertaking control in 14 Management Units (MUs), but would also include funding for the 5 other MUs (intermediate option), which supports work that the Upper Clutha Wilding Control Group are undertaking.

RECOMMENDATION

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That the Environmental Implementation Committee

1) ***Notes*** *this report.*
2) ***Notes*** *the significant value that investment in Wilding Conifer control in Otago would provide.*
3) *Recommends that Council* ***Endorse*** *Option 2 - ORC advocating for national funding to support the Intermediate "extend the investment" option described in this report.*

{recommendation-end}
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BACKGROUND

[10] Wilding conifers pose a serious pest issue in New Zealand which, if left uncontrolled, will spread and out-compete native plants, reduce native animal habitat, reduce water yield, limit productive land use, increase wildfire risk and permanently alter landscapes. The negative impacts of wilding conifer infestation and spread if left uncontrolled have been well documented[1,2] by the Ministry for Primary Industries (MPI) and the National Wilding Conifer Control Programme (NWCCP).

[11] Otago's iconic landscapes are vulnerable to the invasion of wilding conifers. In 2016, a Ministry for Primary Industries (MPI)-funded report estimated that 8.4% - or 295,830 ha – of Otago was affected by wilding conifer infestation. In 2016, around 70% of Otago was mapped as being 'very highly vulnerable' to wilding conifer infestation. Particularly at risk are Otago's high country and tussock grasslands.

[1] Ministry for Primary Industries. (2014). The right tree in the right place: New Zealand Wilding Conifer Management Strategy 2015–2030.
[2] Wyatt, S. (2018). Benefits and Costs of the Wilding Pine Management Programme Phase 2, Ministry for Primary Industries (Sapere Research Group)

[12] In May 2023, the Otago Regional Wilding Conifer Strategy 2023 – 2029 (Otago Strategy) was endorsed by the Environmental Implementation Committee. This strategy was designed to occupy the space between the New Zealand Wilding Conifer Management Strategy 2015-2030 and those of the wilding conifer control groups operating in Otago. It identifies issues and gaps related to wilding conifer control, how these can be addressed, and what the intended outcomes are for each activity (attachment one).

[13] The National Wilding Conifer Control Programme (NWCCP) had $37 million invested between 2016 and 2021. The Jobs for Nature programme added $100 million of investment to the NWCCP from 2020 until 30 June 2024. From 1 July 2024, baseline funding of $10 million per annum has been committed to the NWCCP by the Ministry of Primary Industries. This baseline level of funding is insufficient for the programme to achieve control of wilding conifers on a national scale. For Otago, control activity is proposed to be scaled back from 89 per cent of known infestation, to 50 per cent.

[14] In September 2022, MPI undertook a cost benefit analysis on behalf of the NWCCP. This showed that the benefits to cost ratio of wilding conifer control shows significant return for every dollar spent for the minimum option at 34:1.

[15] Within the Otago Strategy, situation 4 stated that there is no regional cost benefit analysis. The output for ORC was to develop a regional cost benefit analysis to support applications to MPI (and others) for funding.

[16] On 18 October 2023, MPI announced that the annual budget for the NWCCP for the 2023/2024 financial year was increasing by 7 million dollars through funding by the Department of Conservation. Allocations for Otago have not yet been confirmed.

DISCUSSION

[17] Since the endorsement of the Otago Strategy, Boffa Miskell have been engaged by ORC to deliver the cost benefit analysis for Wilding Conifer work in Otago (attachment 2).

[18] The cost benefit analysis provides compelling information to support Otago receiving a significant amount of the available national funding.

[19] Whilst the cost benefit analysis undertaken by MPI at a national level shows that the benefits to cost ratio of wilding conifer control shows significant return for every dollar spent for the minimum option at 34:1 for the Otago region there is a significantly greater return.

[20] In Otago, the benefits to cost ratio of wilding conifer control shows a return for every dollar spent for the minimum option at 96:1 (Table 2, attachment 2).

[21] The cost benefit analysis details that investment in the minimum, intermediate and maximum options would ensure the losses from scaling back activity are avoided and provide additional benefits.

[22] If increased investment is made there will be water yield (irrigation and hydro electricity), productive land use, reduced fire risk, biodiversity, iconic landscape and recreation and cultural values benefits.

[23] It is important to note that the cost benefit analysis does not monetise the cultural values benefits. Such benefits increase the return on investment.

[24] The cost benefit analysis presents four investment options. These include:

i. Status quo 'lose the investment'.
ii. Minimum 'protect the investment'.
iii. Intermediate 'extend the investment'.
iv. Maximum 'national control'.

[25] The cost benefit analysis is the greatest for the Minimum 'protect the investment' option.

[26] For the Status quo 'lose the investment' option, work within the following management units (MUs) would be continued: Dunstan, Kawarau Lammermoor and Remarkables.

[27] If the Minimum 'protect the investment' option was invested in, the following MUs would be added to the status quo. These include Alexandra, Dunedin, Glenorchy, Luggate, Naseby, Northern Eyre, Rough Ridge, Shotover, Waitaki and Wakatipu.

[28] If the Intermediate 'extend the investment' option was invested in then this would extend to: Clutha, East Otago, Ernslaw, Wanaka and West Otago.

[29] If the Maximum 'national control' option was invested in there would be no increase in MUs invested in for Otago. This would at a national level ensure that there is more work being undertaken and there would be $2.5 million more funding between 2024 and 2027 to support work within the MUs in Otago.

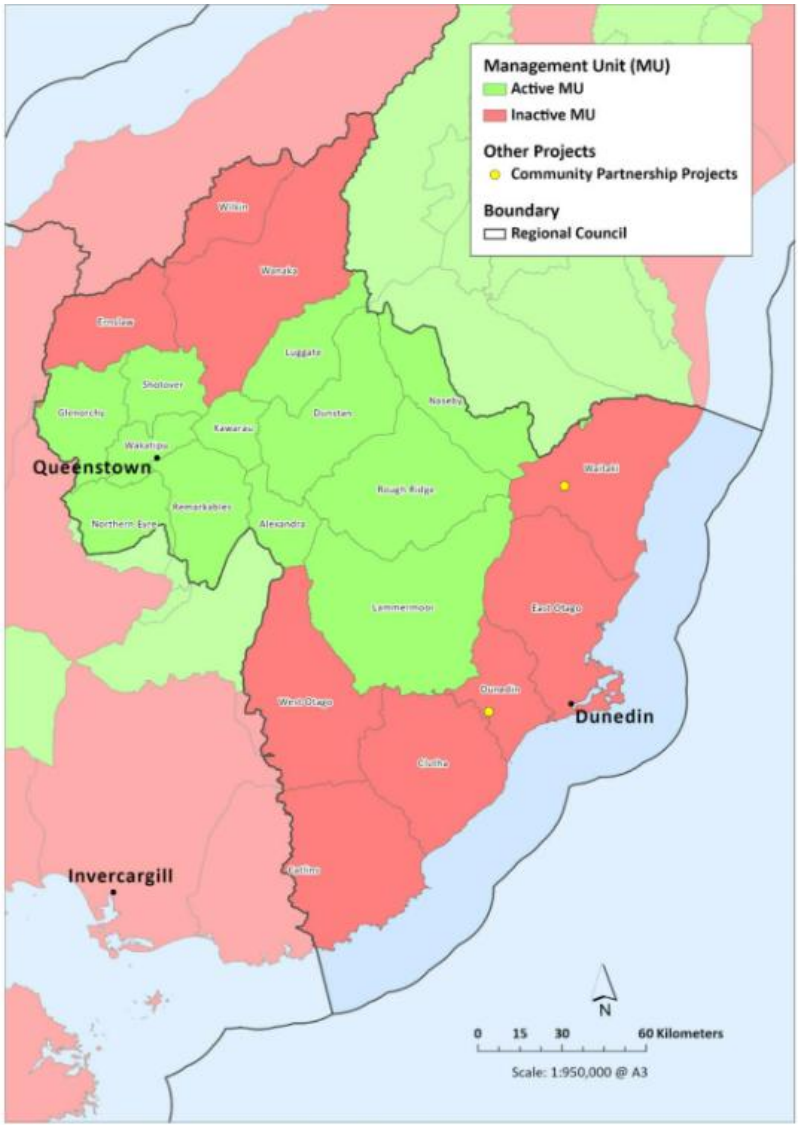

Figure 1: Otago Management Units

[30] The 14 Management Units controlled under the minimum option produce greater benefits per dollar spent than the next groups of MUs added, i.e., five additional MUs under the intermediate and maximum options.

OPTIONS

[31] Three options are proposed for advocacy for national funding, as follows.

[32] Option 1: Council advocates for national funding to invest in the Status Quo 'protect the investment' option which would control 50% of the known infestation. This option is not recommended as this would endorse the reduction in funding due to Jobs for Nature which ends June 2024. This level of funding is insufficient to achieve control of wilding conifers on a national scale. For Otago, this is scaled back from 89% of known infestation control to 50%. For this reason, this option is not recommended.

[33] Option 2: Council advocates for national funding to invest in the Intermediate 'extend the investment' (control 99.9% of the known infestation) option which would prioritise funding as detailed in the Minimum 'protect the investment' (control 89.4% of the known infestation) which continues to support existing control activity across 14 management units. This is the recommended option as it presents the best value for each dollar spent in the wilding conifer programme by undertaking control in 14 MUs but would also include funding for the 5 other MUs (intermediate option), which supports work that the Upper Clutha Wilding Control Group are undertaking.

[34] Option 3: Council advocates for national funding to invest in the Maximum 'national control' (control 99.9% of the known infestation) intermediate option plus $2.5 million further funding in some management units between 2024 and 2027. This option is not recommended as the benefit to cost ratio is lower than for Options 1 and 2.

CONSIDERATIONS

Strategic Framework and Policy Considerations

[35] The RPMP (Otago Regional Pest Management Plan 2019-2029) objective is to progressively contain and reduce the geographic extent of wilding conifers within the Otago region. It also aligns with the environment pillar of the strategic directions.

Financial Considerations

[36] Operational costs for wilding conifer control service delivery applies in Otago. As there is a reduced funding pool, and therefore a reduction in funding available for the Otago region as part of the NWCCP, the programme will not be delivered to the extent originally envisaged unless other funding sources are found to continue the full delivery of this programme.

[37] Landowners have contributed financially towards the completion of work on their properties, with an expectation that NWCCP funding will be available to complete the maintenance required and deliver lasting protection from the impact of wilding conifers on indigenous biodiversity, productive land use, landscape, and freshwater values. The reduction in NWCCP funding risks losing most of the gains made since the programme began and the financial contribution that landowners have made.

Significance and Engagement Considerations

[38] Not applicable

Legislative and Risk Considerations

[39] In some instances, the RPMP rules relating to wilding conifers may need to be applied earlier than expected to occupiers who have had previous funding through the NWCCP. If the RPMP rule is applied where maintenance works were anticipated by landowners there is a risk that this is an unforeseen expectation.

Climate Change Considerations

[40] Climate change is widely regarded as one of the greatest challenges facing ecological systems in the coming century. Climate change therefore poses risks to the impact of wilding conifers in Otago through factors such as the establishment of new species, changes in the status of current populations and shifts in introduction pathways.

Communications Considerations

[41] Nil

NEXT STEPS

[42] If endorsed, advocation for increased funding through the National Wilding Conifer Control Programme for Otago will occur immediately.

[43] Following the committee meeting, the cost benefit analysis will be shared with the wilding conifer control groups in Otago.

ATTACHMENTS

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Otago Regional Wilding Conifer Strategy 2023 - 2029

Background

Otago's iconic landscapes are vulnerable to the invasion of wilding conifers. In 2016, a Ministry for Primary Industries (MPI)-funded report estimated that 8.4% - or 295,830 ha – of Otago was affected by wilding conifer infestation. In 2016, around 70% of Otago was mapped[1] as being 'very highly vulnerable' to wilding conifer infestation. Particularly at risk are Otago's high country and tussock grasslands.

Adverse effects resulting from wilding conifer infestation include:

- Reducing water yield, particularly in low rainfall catchments.
- Out-competing and subsequently replacing native vegetation.
- Increasing the risk of wildfire.
- Reducing the economic productivity of land; and
- Impacting on social and cultural values, e.g., landscape, recreational.

A cost benefit analysis commissioned by MPI in 2018[2] quantified that doing nothing, or doing little, will generate a large negative economic impact for the country: a loss of $4.6 billion. Without national intervention wilding pines will then spread to 7.5 million ha of vulnerable land. This could take as little as 15 to 30 years. It can be as little as $5–$10 per hectare to treat sparse infestations, however, control costs escalate over time and treating dense infestations will typically cost $2,000 per hectare to aerial boom spray (2018 figures). Consequently, it will never be cheaper to address the problem than it is now.

The growing problem has been recognised for some years, and as a result, the Whakatipu Wilding Conifer Control Group, Central Otago Wilding Control Group, and the Upper Clutha Wilding Conifer Control Group established themselves to control wilding conifers. A National Wilding Conifer Control Programme has also been developed and funded by government agencies, landowners, and local communities to address infestations.

Control efforts to date have been very successful but will require an ongoing effort for many years to come in follow-up work, and in areas where control is yet to be undertaken.

Objective of the Strategy

The Otago Regional Pest Management Plan 2019-2029 (RPMP) contains an objective and rules relating to the management of wilding conifers and stipulates that measures drawn from the suite of activities listed under requirement to act, collaboration, council inspection, service delivery, advocacy and education may be used by ORC to achieve the plan's objective.

[1] Wildlands Contract Report No. 3754a prepared for MPI. Methods for the Prioritisation of Wilding Conifer sites across New Zealand. February 2016.
[2] Wyatt, S., 2018, Benefits and Costs of the Wilding Pine Management Programme Phase 2, Sapere.

In 2022, the ORC began to develop a Regional Wilding Conifer Strategy to work towards achieving the objective in the RPMP (see below).

> *Objective 6.3.4 Over the duration of the Plan (2019-2029), progressively contain and reduce the geographic extent of wilding conifers within the Otago Region to minimise adverse effects on economic well-being and the environment.*

This strategy has been designed to occupy the space between the New Zealand Wilding Conifer Management Strategy 2015-2030 and those of the operating groups. It identifies issues and gaps related to wilding conifer control, how these can be addressed, and what the intended outcomes are for each activity.

The logic underpinning the Strategy is that if all the outcomes in the regional strategy were achieved within the timeframe (i.e., by 2029) then this would be notable progress in the effective management of wilding conifers and would help with ensuring that the vision and objectives of the New Zealand Wilding Conifer Management Strategy 2015-2030 and those of the operating groups are also realised.

Matters not included in the Regional Strategy

This is a wilding conifer strategy, not a planted conifer strategy. It is not intended to address the deliberate afforestation of land with permanent or production conifer forests, rather is it intended to address wilding conifers that may result from these forests or other seed sources.

There are also several other matters that have not been included in the regional strategy:

- ***National Environmental Standards for Plantation Forestry 2017 (NES-PF):*** The NES provides controls to manage the spread of wilding conifers from plantation forests that were established since the NES-PF was introduced (regulation 11) and provides controls for when harvested forest land is replanted with a different species (regulation 79). There are no controls, however, on wilding conifers emanating from plantation forests that were established before 2017, and there is no requirement to assess the wilding risk when replanting with the same species. Furthermore, the controls in the NES-PF can only require the forest owner to manage wildings on their own land (as it cannot confer a right to access another's property) and focusses this control work on wetlands and significant natural areas (SNAs).

  In short, the wilding risk controls in the NES-PF do not apply to forests established pre-2017 unless they are harvested and replanted with a different species; do not require the forest owner to address wilding conifers on their land if it is not in a wetland or SNA; and do not require the forest owner to address wilding conifers that establish on someone else's land.

  The NES-PF is currently under review by MPI. The regional strategy does not, therefore, recommend that ORC seeks to fill these gaps at this stage. Instead, it recommends that an assessment is undertaken to determine whether, if these controls (along with RPMP rules, Territorial Authority rules

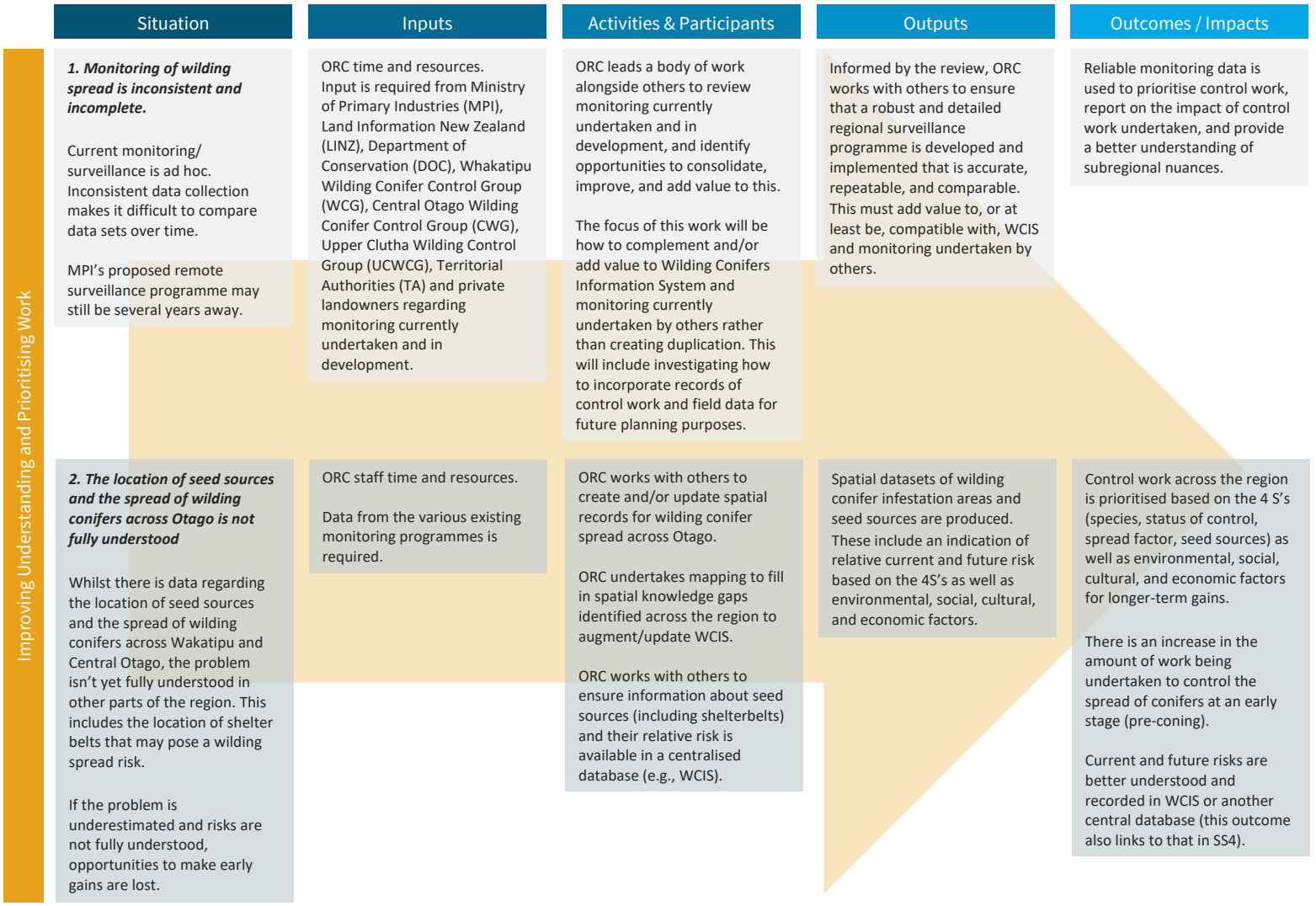
and resource conditions) were implemented effectively, there would still be a need for any further controls.

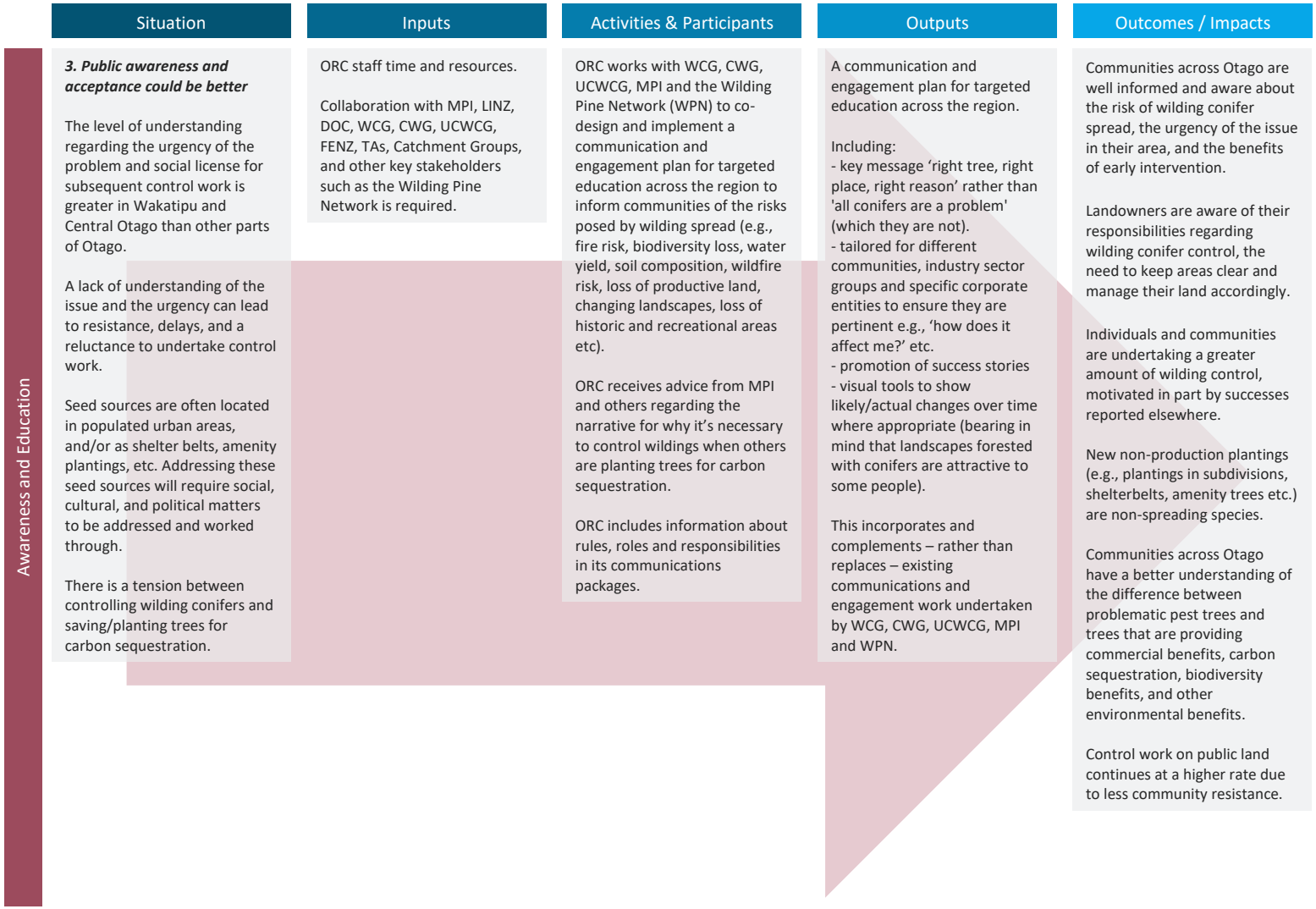
- ***Permanent carbon forests:*** The NES-PF does not currently apply to permanent carbon forests but the current review of the NES-PF includes consideration of how new permanent carbon forests will be managed in the future. Other than recommending better alignment between the RPMP, District Plans and NES-PF rules for ease of implementation, the regional strategy does not address this matter any further.

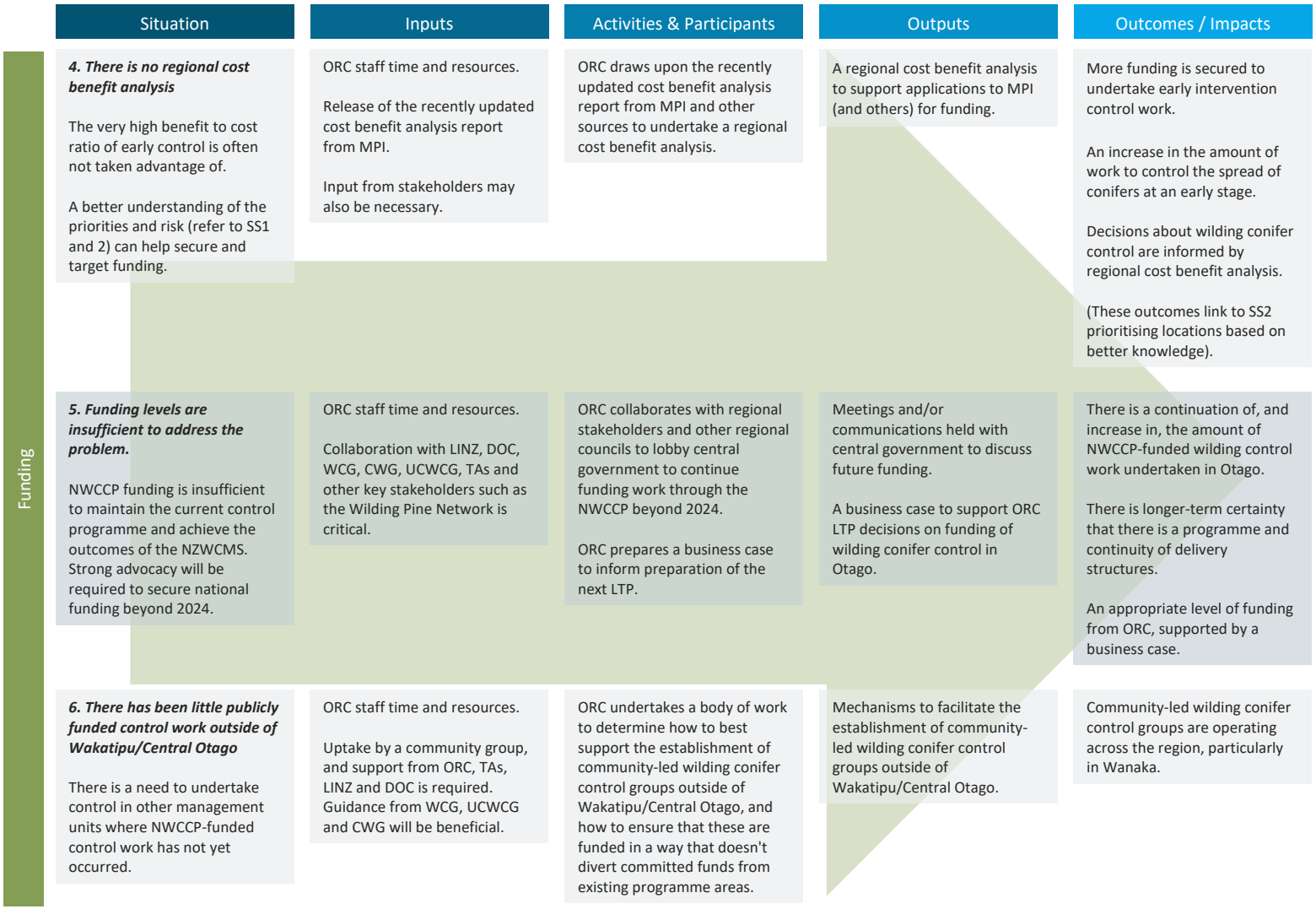
- ***How control work is undertaken:*** Given that this is a high-level strategy, there is little detail about how the actual control work is undertaken or how the canopy cover is transitioned. These matters are inherent within the regional strategy and this level of detail is not required at this stage. The regional strategy is instead focussed on the necessary foundations to ensure that effective control work can continue and expand, such as ensuring there is adequate resourcing, greater participation, greater urgency, and less resistance.

- ***Auditing NES-PF consent applications and wilding risk calculations:*** Operational matters have not been included as these are inherent within the effective operation of ORC and/or contractors. These include:

    - Suitably qualified and experienced staff and contractors to assess wilding risk calculations and consent applications.
    - Consistent compliance auditing and monitoring; and
    - Ongoing professional learning and development for relevant staff.


Situation
Inputs
Activities & Participants
Outputs
Outcomes / Impacts
Improving Understanding and Prioritising Work
1. Monitoring of wilding spread is inconsistent and incomplete.
Current monitoring/ surveillance is ad hoc. Inconsistent data collection makes it difficult to compare data sets over time.
MPI's proposed remote surveillance programme may still be several years away.
ORC time and resources. Input is required from Ministry of Primary Industries (MPI), Land Information New Zealand (LINZ), Department of Conservation (DOC), Whakatipu Wilding Conifer Control Group (WCG), Central Otago Wilding Conifer Control Group (CWG), Upper Clutha Wilding Control Group (UCWCG), Territorial Authorities (TA) and private landowners regarding monitoring currently undertaken and in development.
ORC leads a body of work alongside others to review monitoring currently undertaken and in development, and identify opportunities to consolidate, improve, and add value to this.
The focus of this work will be how to complement and/or add value to Wilding Conifers Information System and monitoring currently undertaken by others rather than creating duplication. This will include investigating how to incorporate records of control work and field data for future planning purposes.
Informed by the review, ORC works with others to ensure that a robust and detailed regional surveillance programme is developed and implemented that is accurate, repeatable, and comparable. This must add value to, or at least be, compatible with, WCIS and monitoring undertaken by others.
Reliable monitoring data is used to prioritise control work, report on the impact of control work undertaken, and provide a better understanding of subregional nuances.
2. The location of seed sources and the spread of wilding conifers across Otago is not fully understood
Whilst there is data regarding the location of seed sources and the spread of wilding conifers across Wakatipu and Central Otago, the problem isn't yet fully understood in other parts of the region. This includes the location of shelter belts that may pose a wilding spread risk.
If the problem is underestimated and risks are not fully understood, opportunities to make early gains are lost.
ORC staff time and resources.
Data from the various existing monitoring programmes is required.
ORC works with others to create and/or update spatial records for wilding conifer spread across Otago.
ORC undertakes mapping to fill in spatial knowledge gaps identified across the region to augment/update WCIS.
ORC works with others to ensure information about seed sources (including shelterbelts) and their relative risk is available in a centralised database (e.g., WCIS).
Spatial datasets of wilding conifer infestation areas and seed sources are produced. These include an indication of relative current and future risk based on the 4S's as well as environmental, social, cultural, and economic factors.
Control work across the region is prioritised based on the 4 S's (species, status of control, spread factor, seed sources) as well as environmental, social, cultural, and economic factors for longer-term gains.
There is an increase in the amount of work being undertaken to control the spread of conifers at an early stage (pre-coning).
Current and future risks are better understood and recorded in WCIS or another central database (this outcome also links to that in SS4).


Situation
Inputs
Activities & Participants
Outputs
Outcomes / Impacts
Awareness and Education
3. Public awareness and acceptance could be better
The level of understanding regarding the urgency of the problem and social license for subsequent control work is greater in Wakatipu and Central Otago than other parts of Otago.
A lack of understanding of the issue and the urgency can lead to resistance, delays, and a reluctance to undertake control work.
Seed sources are often located in populated urban areas, and/or as shelter belts, amenity plantings, etc. Addressing these seed sources will require social, cultural, and political matters to be addressed and worked through.
There is a tension between controlling wilding conifers and saving/planting trees for carbon sequestration.
ORC staff time and resources.
Collaboration with MPI, LINZ, DOC, WCG, CWG, UCWCG, FENZ, TAs, Catchment Groups, and other key stakeholders such as the Wilding Pine Network is required.
ORC works with WCG, CWG, UCWCG, MPI and the Wilding Pine Network (WPN) to co-design and implement a communication and engagement plan for targeted education across the region to inform communities of the risks posed by wilding spread (e.g., fire risk, biodiversity loss, water yield, soil composition, wildfire risk, loss of productive land, changing landscapes, loss of historic and recreational areas etc).
ORC receives advice from MPI and others regarding the narrative for why it's necessary to control wildings when others are planting trees for carbon sequestration.
ORC includes information about rules, roles and responsibilities in its communications packages.
A communication and engagement plan for targeted education across the region.
Including:
- key message 'right tree, right place, right reason' rather than 'all conifers are a problem' (which they are not).
- tailored for different communities, industry sector groups and specific corporate entities to ensure they are pertinent e.g., 'how does it affect me?' etc.
- promotion of success stories
- visual tools to show likely/actual changes over time where appropriate (bearing in mind that landscapes forested with conifers are attractive to some people).
This incorporates and complements – rather than replaces – existing communications and engagement work undertaken by WCG, CWG, UCWCG, MPI and WPN.
Communities across Otago are well informed and aware about the risk of wilding conifer spread, the urgency of the issue in their area, and the benefits of early intervention.
Landowners are aware of their responsibilities regarding wilding conifer control, the need to keep areas clear and manage their land accordingly.
Individuals and communities are undertaking a greater amount of wilding control, motivated in part by successes reported elsewhere.
New non-production plantings (e.g., plantings in subdivisions, shelterbelts, amenity trees etc.) are non-spreading species.
Communities across Otago have a better understanding of the difference between problematic pest trees and trees that are providing commercial benefits, carbon sequestration, biodiversity benefits, and other environmental benefits.
Control work on public land continues at a higher rate due to less community resistance.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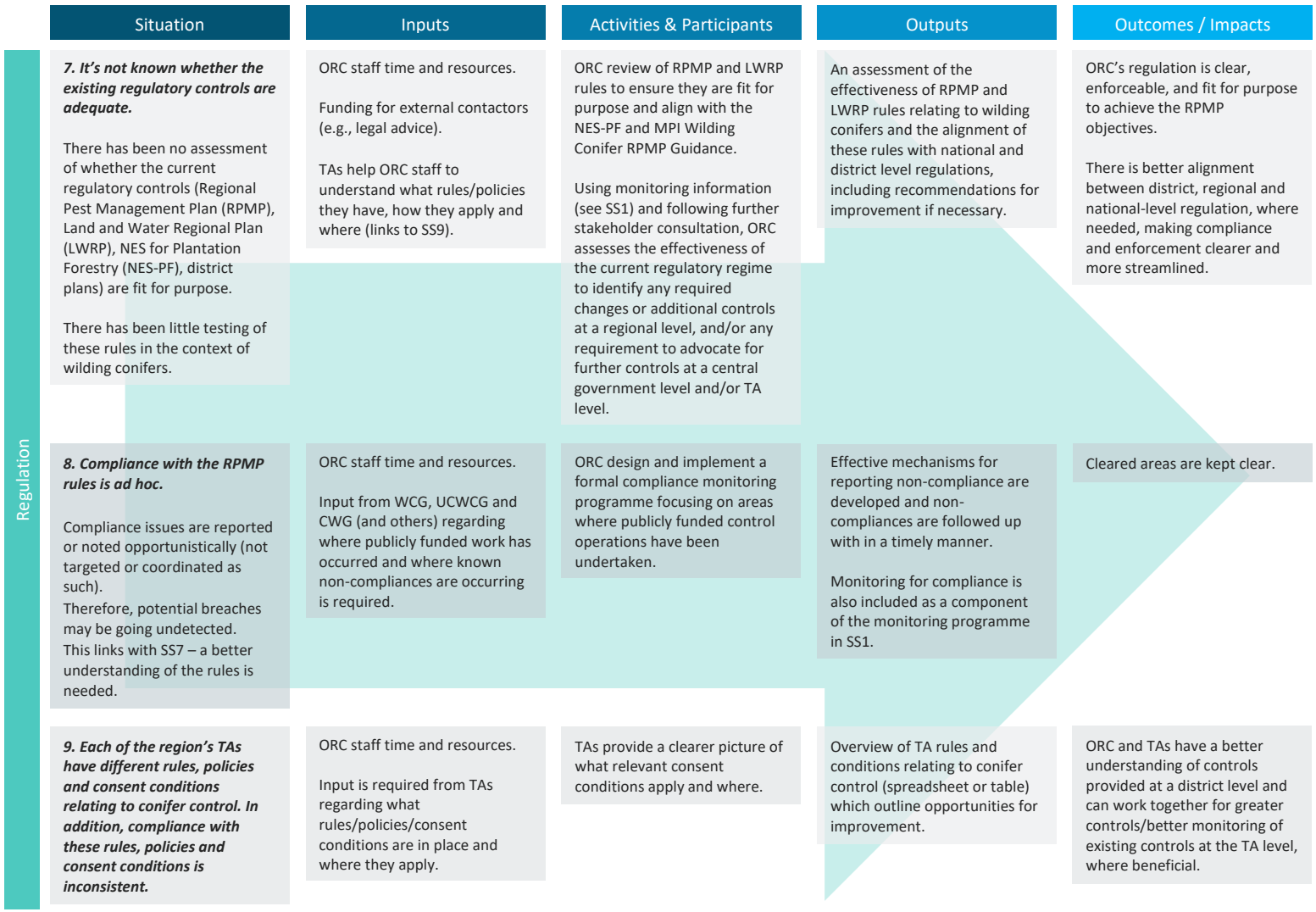
Activities & Participants
Outputs
Outcomes / Impacts
Funding
4. There is no regional cost benefit analysis
The very high benefit to cost ratio of early control is often not taken advantage of.
A better understanding of the priorities and risk (refer to SS1 and 2) can help secure and target funding.
ORC staff time and resources.
Release of the recently updated cost benefit analysis report from MPI.
Input from stakeholders may also be necessary.
ORC draws upon the recently updated cost benefit analysis report from MPI and other sources to undertake a regional cost benefit analysis.
A regional cost benefit analysis to support applications to MPI (and others) for funding.
More funding is secured to undertake early intervention control work.
An increase in the amount of work to control the spread of conifers at an early stage.
Decisions about wilding conifer control are informed by regional cost benefit analysis.
(These outcomes link to SS2 prioritising locations based on better knowledge).
5. Funding levels are insufficient to address the problem.
NWCCP funding is insufficient to maintain the current control programme and achieve the outcomes of the NZWCMS. Strong advocacy will be required to secure national funding beyond 2024.
ORC staff time and resources.
Collaboration with LINZ, DOC, WCG, CWG, UCWCG, TAs and other key stakeholders such as the Wilding Pine Network is critical.
ORC collaborates with regional stakeholders and other regional councils to lobby central government to continue funding work through the NWCCP beyond 2024.
ORC prepares a business case to inform preparation of the next LTP.
Meetings and/or communications held with central government to discuss future funding.
A business case to support ORC LTP decisions on funding of wilding conifer control in Otago.
There is a continuation of, and increase in, the amount of NWCCP-funded wilding control work undertaken in Otago.
There is longer-term certainty that there is a programme and continuity of delivery structures.
An appropriate level of funding from ORC, supported by a business case.
6. There has been little publicly funded control work outside of Wakatipu/Central Otago
There is a need to undertake control in other management units where NWCCP-funded control work has not yet occurred.
ORC staff time and resources.
Uptake by a community group, and support from ORC, TAs, LINZ and DOC is required. Guidance from WCG, UCWCG and CWG will be beneficial.
ORC undertakes a body of work to determine how to best support the establishment of community-led wilding conifer control groups outside of Wakatipu/Central Otago, and how to ensure that these are funded in a way that doesn't divert committed funds from existing programme areas.
Mechanisms to facilitate the establishment of community-led wilding conifer control groups outside of Wakatipu/Central Otago.
Community-led wilding conifer control groups are operating across the region, particularly in Wanaka.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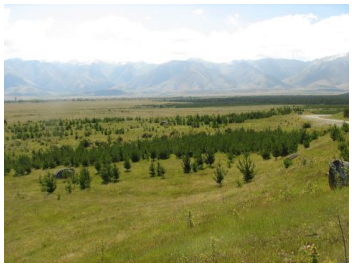
Outputs
Outcomes / Impacts
Regulation
7. It's not known whether the existing regulatory controls are adequate.
There has been no assessment of whether the current regulatory controls (Regional Pest Management Plan (RPMP), Land and Water Regional Plan (LWRP), NES for Plantation Forestry (NES-PF), district plans) are fit for purpose.
There has been little testing of these rules in the context of wilding conifers.
ORC staff time and resources.
Funding for external contactors (e.g., legal advice).
TAs help ORC staff to understand what rules/policies they have, how they apply and where (links to SS9).
ORC review of RPMP and LWRP rules to ensure they are fit for purpose and align with the NES-PF and MPI Wilding Conifer RPMP Guidance.
Using monitoring information (see SS1) and following further stakeholder consultation, ORC assesses the effectiveness of the current regulatory regime to identify any required changes or additional controls at a regional level, and/or any requirement to advocate for further controls at a central government level and/or TA level.
An assessment of the effectiveness of RPMP and LWRP rules relating to wilding conifers and the alignment of these rules with national and district level regulations, including recommendations for improvement if necessary.
ORC's regulation is clear, enforceable, and fit for purpose to achieve the RPMP objectives.
There is better alignment between district, regional and national-level regulation, where needed, making compliance and enforcement clearer and more streamlined.
8. Compliance with the RPMP rules is ad hoc.
Compliance issues are reported or noted opportunistically (not targeted or coordinated as such).
Therefore, potential breaches may be going undetected.
This links with SS7 – a better understanding of the rules is needed.
ORC staff time and resources.
Input from WCG, UCWCG and CWG (and others) regarding where publicly funded work has occurred and where known non-compliances are occurring is required.
ORC design and implement a formal compliance monitoring programme focusing on areas where publicly funded control operations have been undertaken.
Effective mechanisms for reporting non-compliance are developed and non-compliances are followed up with in a timely manner.
Monitoring for compliance is also included as a component of the monitoring programme in SS1.
Cleared areas are kept clear.
9. Each of the region's TAs have different rules, policies and consent conditions relating to conifer control. In addition, compliance with these rules, policies and consent conditions is inconsistent.
ORC staff time and resources.
Input is required from TAs regarding what rules/policies/consent conditions are in place and where they apply.
TAs provide a clearer picture of what relevant consent conditions apply and where.
Overview of TA rules and conditions relating to conifer control (spreadsheet or table) which outline opportunities for improvement.
ORC and TAs have a better understanding of controls provided at a district level and can work together for greater controls/better monitoring of existing controls at the TA level, where beneficial.

Benefits and Costs of Additional Investment in Wilding Conifer Control in the Otago Region

Prepared for Boffa Miskell on behalf of the Otago Regional Council

Matthew Williamson and Mehrnaz Rohani
12 October 2023



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Glossary

Abbreviation	Stands for
BCR	Benefit cost ratio
CBA	Cost benefit analysis – a structured method for analysing the economic impact (costs and benefits) of a decision.
Density classes	Outlier: 0-1 % OPC infestation Sparse: 1-15% OPC infestation Intermediate: 15-75% OPC infestation Dense: 75-100% OPC infestation
EBITR	Earnings Before Interest and Taxes and Rent. Used as a measure of business profitability.
ETS	Emissions Trading Scheme - a market-based approach for reducing emissions of greenhouse gases by charging producers for the gases they emit and providing credits for those that remove gasses.
MPI	Ministry for Primary Industries
MU	Management unit – the administrative boundaries the country has been divided into for the National Wilding Conifer Control Programme
NWCCP	National Wilding Conifer Control Programme
NPV	Net present value – the sum of all costs and benefits discounted to today's dollars.
NZU	New Zealand Units – the emissions units that are traded as part of the ETS.
OAG	Operational Advisory Group – advisory group within the NWCCP providing advice on how and where operational activities are best delivered.
OPC	Overall percentage cover. Used to describe density of wilding infestation.
Phase one	Activity funded under the NWCCP between 2016/17 and 2018/19. $16m was allocated for this phase.
Phase two	Activity funded under the NWCCP between 2019/20 and 2020/21. In Budget 2019 ($21m) was allocated for this phase.
PV	Present value – the sum of costs or benefits discounted to today's dollars. Discounting is a way of recognising that a dollar today is worth more than a dollar tomorrow.
TEV	Total Economic Framework – a structured framework for valuing the benefits and costs of ecosystem services.
WCIS	Wilding Conifer Information System – administered by LINZ, WCIS collects details of infestations, control activities, operational areas and points of interest.

Acknowledgements

We would like to acknowledge Norman Mason and Robbie Price, Manaaki Whenua, for their modelling of future wilding conifer spread and ecosystem service impacts. These forecasts of infestation growth and water loss were used to estimate the benefits presented in this report.

We acknowledge and thank Maksym Polyakov for providing an advanced copy of the willingness to pay study used to value non-market impacts and for his advice on how to apply these results in this CBA; Dr John Helstrom and Sherman Smith (Manager, Wilding Conifer Management Programme, MPI) for providing advice and quality assurance throughout the development of this CBA; Simon Heddle-Baker, MPI for supporting with the collection of vast quantities of data required to do this analysis; and Keith Briden (Department of Conservation) and Graham Sullivan (Environment Canterbury) for their valuable feedback on the draft results.

Executive summary

Wilding conifers are invasive weeds that have a serious impact on New Zealand's primary industries and natural environment affecting native landscapes, land use, biodiversity, and cultural values. Introduced in the 1880s, these trees have spread from forests, shelterbelts and erosion control plantings and without control they will form dense forests (Department of Conservation). Manaaki Whenua modelling shows that if left unchecked, over the next fifty years wildings would spread to a further 500,000 hectares and 1.8 million hectares would be covered in dense forest. The aims of the New Zealand Wilding Conifer Management Strategy 2015–2030 are to prevent the spread of wilding conifers and to contain or eradicate established areas of wilding conifers by 2030.

This CBA builds upon the national analysis (Sapere, 2022) to understand the value gained at the regional level. For interested readers, the 2022 national analysis contains a large amount of additional detail and background discussion, and is available on both the Sapere research group, and MPI websites.

Investment to date recognises the substantial benefits from controlling wilding conifers

$37 million, covering five years from July 2016 to June 2021, was invested in the National Wilding Conifer Control Programme (NWCCP). A 2018 cost benefit analysis concluded that the benefits of control greatly outweighed the costs (Wyatt, 2018). It also highlighted that sustainable management of wilding conifers would require investment well into the future if the intention is to reduce infestations to a level that is manageable by landowners.

Additional investment was made in Budget 2020 with $100 million committed over four years to the NWCCP under the Jobs for Nature programme. This has seen the expansion of the control programme across New Zealand and with it, immediate benefits from job creation in regions that were hit hard economically by COVID-19. While the benefits of job creation were important for these communities, controlling wilding conifers has much larger societal benefits by protecting water for hydro power generation and irrigation, and the productive land saved from infestation.

Jobs for Nature funding comes to an end from 2023/24 with ongoing funding of $10 million per annum committed to the NWCCP. This level of funding would be insufficient for the programme to achieve control of wilding conifers on a national scale, with control activity scaled back from 49 active management units to 10 over a four-year period. Under this scenario, 42 per cent of the known national infestation would be actively managed while spread and regrowth would continue in the abandoned management units (MUs).

For Otago, control activity is scaled back from 89 per cent of known infestation, to 50 per cent.

We assessed the costs and benefits of four investment options

This report presents an updated cost benefit analysis of wilding conifer control for the Otago Regional Council and assesses the economic impact of additional investment in wilding conifer control for four investment options:

1) Status quo "losing the investment" – Scale back control activities to ten management units nationally, and four within the Otago Region.
2) Minimum "protect the investment" – continue control activity across the existing forty-nine management units[1] nationally, and fourteen within the Otago Region.
3) Intermediate "extend the investment" – expanding the activity to include a further eleven priority management units nationally, five of which are in the Otago Region.
4) Maximum "national control" – the intermediate option plus a further nineteen priority management units nationally, none of which are in the Otago Region. A slight increase in funding to management units identified in the status quo, minimum, and intermediate options is observed under the maximum option.

The purpose of this cost benefit analysis is to inform the investment decision. We, therefore, compare the costs and benefits from additional investment to the counterfactual (also referred to as the status quo option) of $1.8 million per annum estimated ongoing funding.

A total economic value framework has been used for categorising and calculating the costs and benefits of the programme. The framework includes the economic impact on both productive land use values, and 'non-use' cultural and biodiversity values of the controlled land. Modelling of wilding conifer spread and ecological system impacts, developed by Manaaki Whenua (Landcare Research), was used to calculate the result and is a significant advancement on previous analyses. The benefits of the programme were monetised using market and non-market valuation techniques. The only benefit that has not been monetised is Māori cultural values, which is described qualitatively and should be presented alongside the monetary results of the CBA.

[1] the administrative boundaries the country has been divided into for the National Wilding Conifer Control Programme

1. Framework for this cost benefit analysis

We constructed the CBA within a Total Economic Value (TEV) framework, due to the importance of ecosystem services including 'non-use' values such as biodiversity along with 'use' values (or market values). For example, 'use' values would be the value generated by primary producers on controlled land, whereas 'non-use' may be the value people place on biodiversity or pristine natural landscapes or significant cultural or historical sites, in particular for Mana Whenua, even though the general population may not use or see them; knowing they exist and will exist for future generations is of value.

Within a TEV Framework, an allowance is conceptually made for people who are willing to pay for the continued existence of a particular landscape, ecosystem or species. This is important when assessing pest control practices, when there is a reduced risk of losing species and biodiversity is retained or enhanced. The TEV framework is appropriate for this CBA and is widely used when dealing with ecosystem services and environmental impacts (Rohani et al., 2018; Sharp & Kerr, 2005).

An ecosystem services approach is a way of quantifying and incorporating what we implicitly value in the environment into production and governance practices. From a Te Ao Māori perspective (in line with MPI's Fit for a Better World strategic roadmap) the environment and obligation to protect it has value. This value is in addition to the value to Iwi and Hapū from specific sites and collectively owned Māori land, land which may be at risk from wilding conifers. When the intrinsic value of these services is not recognised in the marketplace, poor decision-making can occur. In contrast, their inclusion enables practices that enhance overall economic, environmental, and social values and advances decision-making that leads to more efficient and acceptable trade-offs between different values (The Royal Society of New Zealand, 2011).

1.1 Investment options being assessed

This CBA assesses the impact of three investment options against the counterfactual. The counterfactual is what would happen if additional funding was not secured, we call this the "status quo" option.

The options were developed through an iterative process with the programme's Operational Advisory Group (OAG). The group reprioritised all management units and used this ranking to determine which areas would be abandoned under the status quo option and which would be included under the minimum, intermediate and maximum options. A full list of the management units controlled under the options is provided in the national report.

Status quo "lose the investment" (control 50% of the known infestation)

Baseline funding of $1.8 million per annum continues from 2023/24. If no further investment is made, the programme would be substantially scaled back over the next four years. This would result in areas which are currently free from wilding conifers becoming re-invaded, the gains made on abandoned land would be lost and future benefits foregone as wilding conifers spread.

Of the 21 management units within Otago, only the four highest priority MUs (covering 49.7 per cent of the known infestation) would continue to be actively managed by 2025/26.

Proposed investment options

This report assesses the economic impact of additional investment in wilding conifer control for three investment options:

1. **Minimum "protect the investment" (control 89.4% of the known infestation)** – continue to support existing control activity across 14 management units
2. **Intermediate "extend the investment" (control 99.9% of the known infestation)** – expanding the activity to include a further five priority management units
3. **Maximum "national control" (control 99.9% of the known infestation)** – the intermediate option plus slightly higher funding in some management units.

A summary of the total hectares of known infestation that would be controlled under each of the proposed options is shown on the next page.

Table 1: Control (ha) by region for each option assessed

Region	Infestation (ha)	Hectares controlled for each option			
		Status quo	Minimum	intermediate	Maximum
Otago	481,514	239,090	430,500	480,894	480,894
Per cent of known infestation controlled	-	49.65%	89.41%	99.86%	99.86%

Source: WCIS

1.2 The identified impacts

We identified the following 'use' benefits the Otago region would obtain from wilding conifer control:

- primary production / productive land use
- water yields for hydro generation and irrigation
- reduced wildfire spread and damage risk
- protecting iconic landscapes for recreation and aesthetic value

And 'non-use' benefits

- avoiding biodiversity losses – including preventing soil legacies
- protecting Māori cultural values e.g. protecting sites of significance to Mana Whenua, and Māori land, from the impacts of introduced species.

The aim is to monetise the impacts where possible, though where this in not possible a qualitative assessment of the impact is appropriate and should be considered alongside the monetised CBA result.

The impacts on ecosystem services are measured and monetised through the TEV framework. A report published by Treasury (NZIER, 2018) demonstrates the relationship between the ecosystem services approach, its components, and the valuation techniques that monetise their use and non-use values.

Figure 1: The relationship between ecosystem services and the TEV framework

Identify		Quantify	Value	
Ecosystem services			Use values	Non-use values
Provisioning	Food	Various measures depending on subject matter	Forgone production, Loss averting expenditures, Alternative sources	
	Fibre			
	Materials			
	Energy			
	Water Quantity			
Regulating	Water quality		Avoided treatment cost	Stated preferences
	Water flow variability		Avoided flood damage	
	Climate amelioration (local)		Avoided costs	
	Climate amelioration (global)		Carbon credit values	
	Soil stabilisation		Avoided erosion costs	
	Biodiversity (resilience)		Biodiversity offsets/ Replacement costs	
Cultural	Biodiversity (preference)		Wildlife viewing	Stated preferences
	Recreation		Revealed preferences	
	Aesthetic			
	Heritage			
Supporting	Nutrient cycling		Forgone production	
	Pollination		Alternative sources	

Source: (NZIER, 2018)

1.2.1 Monetised benefits

Using the framework in Figure 1 as a guide, we have monetised productive land use, and water yield benefits using market values for foregone production. Specifically, these include:

- Productive land use – valued using sheep and beef farm profitability (earnings before interest, taxes, and rent (EBITR) from sheep + beef survey data)
- Water yields (in hydro catchments) - value of foregone hydro generation using the resource rents series produced by Statistics NZ, which is broadly equivalent to the EBITR measure.
- Water yields (irrigation) – valued using the value of irrigation based on profitability of farms on irrigated land (NZIER & AgFirst Consultants NZ Ltd, 2014).

We value reduced fire risk using an avoided costs method. To do this we use a paper on the economic cost of wildfires (BERL, 2009) prepared for Fire and Emergency NZ.

We have applied a non-market value for the cultural ecosystem services - biodiversity, recreation, and landscape aesthetics. There are monetised using a stated preference method. The non-market valuation study (Polyakov et al., 2021) reveals the use and non-use values from wilding control such as scenery, recreation and the existence of ecosystems and species through Willingness to Pay (WTP) survey of households. We used this study's results through the value transfer methodology for monetisation of these benefits.

A full list of calculated costs and benefits and values used to calculate them is provided in the national wilding conifers report, attached.

1.2.2 Non-monetised benefits

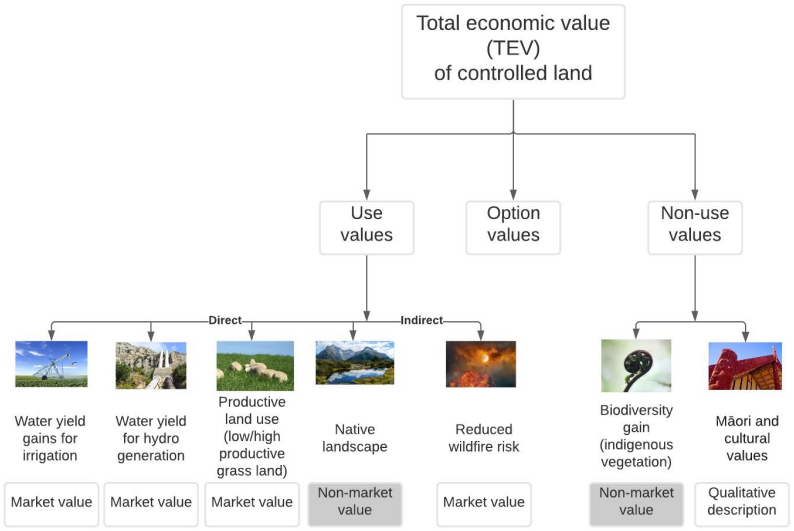
While every effort has been made to monetise the identified benefits, Māori cultural values have not been monetised. There are two main reasons for this:

- Māori values are holistic and can include principles, intrinsic, tangible and intangible values, and there is not enough information available for these values.
- Each iwi/hapū may have its own tradition in this respect, which makes a uniform discussion of 'Māori heritage values' problematic.

Therefore, the value Māori might place on control of wilding conifers has been qualitatively described in section 5.5 Māori cultural values. This qualitative assessment should be considered alongside the Benefits to Cost Ratio (BCR) calculation when funding decisions are made for wilding conifer control.

A summary of the benefits under the total economic framework is illustrated below.

Figure 2: Wilding conifer benefits under TEV framework



Source: Sapere. Wildfire photo: credit Brian High

1.2.3 Costs

Costs of each option are defined as the additional financial costs (or required fund) of the option compared with the status quo option. The costs included in this CBA consist of:

- Programme control costs
- Fixed programme management costs

- Deadweight loss of taxation (20 percent of control and programme costs)

Programme control and programme management costs have been provided by MPI for the nine year period from July 2022 to June 3031.

1.2.4 Valuing the area controlled and avoided spread

By controlling wilding conifers, we gain back some or all of what has been lost due to the impacts of wildings. By reducing or eliminating seed sources, the programme is also protecting against future spread and the losses that result. We have calculated the benefits based on the removal of existing infestations and the spread avoided as a result.

Modelling of future wilding conifer spread was developed by Manaaki Whenua and adapted for this CBA. Forecasts were provided at a highly granular level (1km x 1km grid squares) and included forecasts of infilling (local increase in population density) and invasion to neighbouring grid squares. The modelling does not include the impact of long distance spread events, so is likely to underestimate the extent of spread and impacts over the longer term.

The methods used and efforts put into calculating wilding conifer spread and the impacts on ecosystem services are a significant advancement on previous cost benefit analyses. Geospatial modelling has been used to ensure the impacts from wilding infestation on water yields, productive land use, and biodiversity have been accurately mapped to layers on land use, hydro and irrigation catchments and native vegetation. A description of the methods used by Manaaki Whenua is included in the national report. The application of these forecasts and geospatial modelling methods used to calculate the benefits are described in section 5 *Calculation of benefits.*

1.2.5 Employment gains and ETS impacts are excluded

In CBAs, additional benefits from employment are usually ignored. In most cases, there is a displacement effect where the investment results in workforce movement from one job/sector to another meaning there is no net gain. Gains from employment should be included when there is high unemployment, but this is not the case in the current macroeconomic environment, so we have excluded marginal employment benefits from the CBA.

We have also not included the impact of carbon emissions in the CBA. There are two reasons for this:

1. Emissions are capped under the Emissions Trading Scheme (ETS) so emission reductions in one area in the economy will free up New Zealand Units (NZUs) to be used by emitters in another area. This is also known as the waterbed effect (Energy Resources Aotearoa, 2021). We have assumed any changes to carbon sequestration or emissions are transfer payments and should not be counted in the CBA.

2. Wilding conifers cannot be registered under the ETS due to their status as tree weeds. Consequently, there is no market value for the carbon sequestered by wilding conifers and no obligations under the ETS to surrender NZUs for the removal of wildings[2].

Despite not including emissions in the CBA, we have quantified the benefits of avoided carbon emissions from non-renewable energy generation to provide context on the impact of reduced water yields for hydroelectricity. This analysis is provided in the national report.

[2] With the exception of a few wilding conifer forests that were registered with the ETS before the rule change to exclude pest trees. The impact of these forests is assumed to be negligible.

2. Summary of the CBA result

Table 2 summarises the present value of costs and benefits for each wilding conifer control option over 50 years (consistent with the time period used in the 2018 CBA). The net present value (NPV) and benefit cost ratio (BCR), two of the efficiency tools that are used in CBAs, are also presented.

We have included the counterfactual option (status quo) for comparison. Cost benefit analysis are used to inform investment decisions and would ordinarily show only the additional costs and benefits for the identified investment options compared to the counterfactual.

Table 2: Summary of the CBA results for the status quo, minimum, intermediate and maximum options modelled over 50 years

Present value ($ million)		Status quo – lose the investment	Minimum – protect the investment	Intermediate – extend the investment	Maximum – national control
Benefits	Productive land use	$131	$482	$534	$534
	Hydro	-$61	$71	$176	$176
	Irrigation	$106	$215	$381	$385
	Cultural / biodiversity	$561	$2,063	$2,101	$2,101
	Fire	$5	$78	$84	$84
	TOTAL	$742	$2,909	$3,276	$3,279
Costs	Programme	$15	$25	$29	$32
	DWL	$3	$5	$6	$6
	TOTAL	$18	$30	$35	$38
Total economic value					
Net present value		**$724**	**$2,879**	**$3,241**	**$3,241**
Benefits : Cost Ratio (BCR)		**42**	**96**	**93**	**86**
Use value					
Net present value		**$164**	**$815**	**$1,139**	**$1,140**
Benefits : Cost Ratio (BCR)		**10**	**28**	**33**	**31**

2.1 Status quo would result in lost benefits of $2.1 billion

The status quo option has a net present value of $724 million over 50 years. However, this option is a substantial disinvestment that would see the area controlled reduce from 89.41 per cent of the known infestation to 49.65 per cent. As a result, there would be a substantial loss in benefits as wilding conifers re-infest land no longer under active management. Relative to the minimum option (continuing funding at the level provided under the Jobs for Nature programme) we estimate losses of $2.1 billion over 50 years (measured in 2021 dollars) from lost primary production, reduced water yields, loss of biodiversity and cultural values and increased fire spread and damages. These losses are enormous compared against the cost savings (including deadweight loss) of $13 million by scaling back the programme.

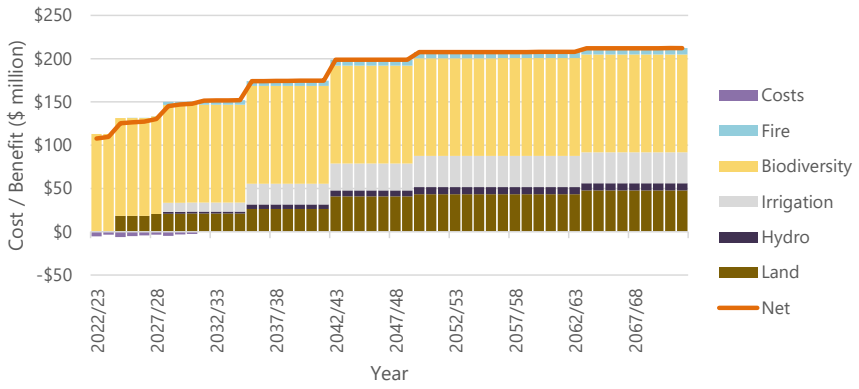
2.2 Significant benefits from additional control

Investment in the minimum, intermediate and maximum options would ensure the losses from scaling back activity are avoided and provide additional benefits. The benefits to cost ratio of wilding conifer control shows significant return for every dollar spent for the minimum option at 96:1, intermediate option at 93:1 and maximum option at 86:1, this is in line with previous analysis (Wyatt, 2018).

We note that, across all three options:

- Irrigation benefits and productive land use account for 24 - 28 per cent of the TEV-based benefits, at around 7 - 12 per cent and 16 - 17 per cent of the total benefits respectively. Irrigation is particularly important due to the high value derived from irrigation in Otago, and the infestation of wilding conifers in the irrigation catchments for these regions. This is discussed further in section 5.2.2.
- Benefits from reduced fire risk account for 0.7 – 2.7 per cent of the total benefits.
- Cultural / biodiversity value makes up 64.1 – 75.8 per cent of the benefit and is a significant component. We consider this to be a low estimate as Māori cultural values are not monetised. A qualitative discussion on Māori cultural values is included in section 5.5 *Māori cultural values.*
- Many of the benefits accrue in the medium to long term since they represent the losses that would be avoided by controlling wilding conifers before they spread and densify. Figure 3 illustrates the timeline of marginal costs and benefits (by component) of the minimum option.

Figure 3: Value of costs and benefits on minimum option over the 50 year time horizon (undiscounted)

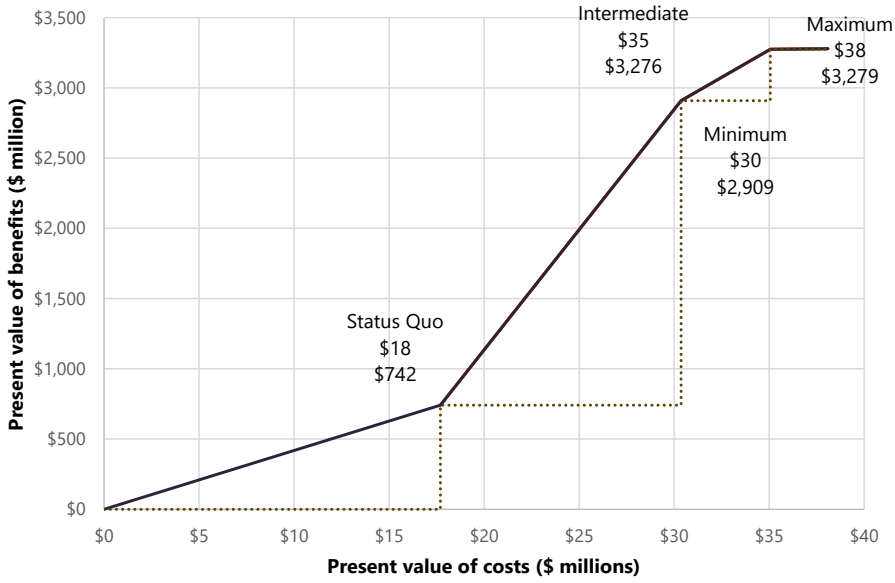


Detailed information of the marginal costs and benefits of each option is provided in sections 4 and 5.

2.3 Minimum option represents the best value for money

The results of the CBA show that the minimum option (BCR of 96) presents the best value for each dollar spent in this programme. Figure 4 shows that the net present value of the control programme increases at a decreasing rate. Therefore, the fourteen MUs controlled under the minimum option produce greater benefits per dollar spent than the next groups of MUs added, i.e., five additional MUs under the intermediate and maximum options. Additionally, the status quo option produces less benefits per dollar spent than the minimum option. This reflects the large disbenefits experienced under this option on land currently controlled.

Figure 4: Marginal benefits compared to costs for each option ($ millions)



Source: Sapere

High priority areas are selected based on the spread risk of the wilding species, the vulnerability of the landscape to invasion, and the cost effectiveness of control. The decreasing BCR for intermediate and maximum options reflects this prioritisation.

2.3.1 The result needs to be viewed alongside practical and strategic considerations

While the minimum option is the preferred option based on a 'maximise benefits: cost ratio rule', it might not be the preferred option to achieve the National Programme objectives or deliver the required level of wilding conifer control to the point that land can be managed by landowners, or when considering non-monetized values such as Māori cultural values. In addition, significant additional risk-adjusted returns are accrued in the intermediate and maximum options, both of which have a higher NPV than the minimum option. A higher NPV indicates that the additional spend under these options is more than the required return on capital and should be pursued. Therefore, the decision makers should look at the CBA results in the context of the wider business case and specifically the strategic case.

2.4 General assumptions

We carried out the CBA based on the following assumptions and considerations:

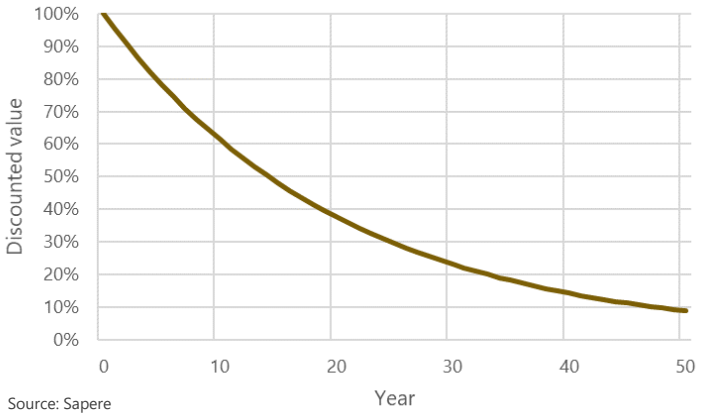
- Time zero, future costs and benefits are calculated starting 2022/23.
- Base date, the date that is used to standardise the valuation of all monetised benefits and costs, is 2021/22.
- The analysis period starting from time zero is 50 years. The nature of wilding conifer control is that costs are largely incurred up-front, and the benefits accrue gradually thereafter. A 50-year horizon would seem appropriate to ensure the benefits are adequately included in the result.
- While the cost of controlling each MU reduces over time, the cost of control activity will be ongoing until infestations are controlled to a level that they can be managed by landowners and communities. With the required funding, the majority of MUs under the minimum option will be transitioned to local management by 2030/31. MUs under the intermediate and maximum options are likely to be able to transition 6 – 12 years after commencement of control.
- Discount rate is 5 per cent per annum as per Treasury guidance (The Treasury, 2020) – this is the rate that reflects the time value for money and used to calculate the present value of the costs and benefits at time zero.

The effect of discounting costs and benefits

We discount because a dollar today is worth more than a dollar in a year's time. It also assures the decision maker that when assessing an investment decision it can be compared against any other investment decision of equal risk (The Treasury, 2015).

A 5 per cent discount rate means that at 15 years the benefits and costs are halved, and by 30 years we recognise less than 25 per cent of the value.

Figure 5: Impact of discounting



Source: Sapere

3. Calculation of costs

Additional costs have been estimated for each investment option, these include:

1. Control and fixed programme management costs – the cost of managing and administering the NWCCP, the cost of control activity including control staff, project managers and contractors, and the cost of post control monitoring.
2. Deadweight loss of taxation (DWL) - this is the welfare loss of taxpayers, and NZ Treasury suggests CBAs should include a deadweight cost equal to 20 per cent of project costs that are funded from general taxation (The Treasury, 2015).

Control and programme management costs have been provided by MPI.

We account for the deadweight loss of taxation where an investment is funded from taxation (or a rate). The deadweight loss of taxation recognises the welfare loss that arises when money is taken away in the form of taxes, for example, income tax on labour income tends to discourage working in favour of leisure or home-based activities (The Treasury, 2015). Treasury guidance is to apply twenty per cent to the cost of a project funded through general taxation.

The costs used in this CBA are summarised below both in nominal terms and as a present value (PV)

Table 3: Costs of the Status quo option ($ millions)

Status quo	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	PV
Control and Programme	$3.9	$1.7	$1.8	$1.7	$1.7	$1.5	$2.4	$1.8	$1.8	$14.8
DWL	$0.8	$0.3	$0.4	$0.3	$0.3	$0.3	$0.5	$0.4	$0.4	$3.0
Total	$4.7	$2.0	$2.2	$2.1	$2.1	$1.8	$2.9	$2.2	$2.1	$17.7

Table 4: Costs of the minimum option ($ millions)

Minimum	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	PV
Control and Programme	$4.4	$2.8	$5.0	$4.2	$3.6	$2.7	$4.1	$2.6	$2.0	$25.3
DWL	$0.9	$0.6	$1.0	$0.8	$0.7	$0.5	$0.8	$0.5	$0.4	$5.1
Total	$5.3	$3.4	$6.0	$5.0	$4.3	$3.3	$4.9	$3.1	$2.4	$30.4

Table 5: Costs of the intermediate option ($ millions)

Intermediate	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	PV
Control and Programme	$5.4	$3.7	$5.7	$4.7	$4.2	$3.0	$4.3	$2.7	$2.4	$29.2
DWL	$1.1	$0.7	$1.1	$0.9	$0.8	$0.6	$0.9	$0.5	$0.5	$5.8
Total	$6.5	$4.4	$6.9	$5.6	$5.1	$3.6	$5.1	$3.2	$2.9	$35.1

Table 6: Costs of the maximum option ($ millions)

Maximum	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	PV
Control and Programme	$5.9	$4.5	$6.5	$5.4	$4.3	$3.0	$4.4	$2.7	$2.4	$31.7
DWL	$1.2	$0.9	$1.3	$1.1	$0.9	$0.6	$0.9	$0.5	$0.5	$6.3
Total	$7.1	$5.4	$7.8	$6.5	$5.1	$3.6	$5.2	$3.2	$2.9	$38.1

Source: MPI, Sapere Analysis

4. Area controlled

Costs and benefits are a function of the area controlled. The impact of controlling an area means existing infestations are removed and future spread is avoided.

4.1.1 Control of existing infestations

Currently the programme has funding to control 430,500 hectares of infestation. A reduction in funding to $1.8 million per annum under the status quo option would see this amount drop to 239,090 hectares. Table 9 displays the hectares controlled under each option by density class[3].

Table 7: Hectares controlled by density class in 2022/23

Density	Status quo	Minimum	Intermediate	Maximum
Outlier	8,673	11,715	11,743	11,743
Sparse	152,733	277,419	317,216	317,216
Intermediate	63,632	123,502	133,931	133,931
Dense	14,052	17,863	18,003	18,003
Total	*239,090*	*430,500*	*480,894*	*480,894*

Source: Sapere analysis

We have applied general assumptions for the time required to control an infestation based on density class. These assumptions are based on an area being controlled once every three years. There will also be some level of ongoing maintenance control that may be required by landowners.

Table 8: Transition through density classes as a result of control

Starting density	Infestation at 3 years	Infestation at 6 years	Infestation at 9 years	Infestation at 12 years
Dense	Dense	Sparse	Outlier	None
Intermediate	Sparse	Outlier	None	
Sparse	Outlier	None		
Outlier	None			

The above assumptions are based on advice from the NWCCP. For the purposes of this CBA we assume that as an end state, no wilding conifers remain post-control but we note that this is not always the case. Control with the aim of removing wilding conifers frequently fails to kill 100 per cent

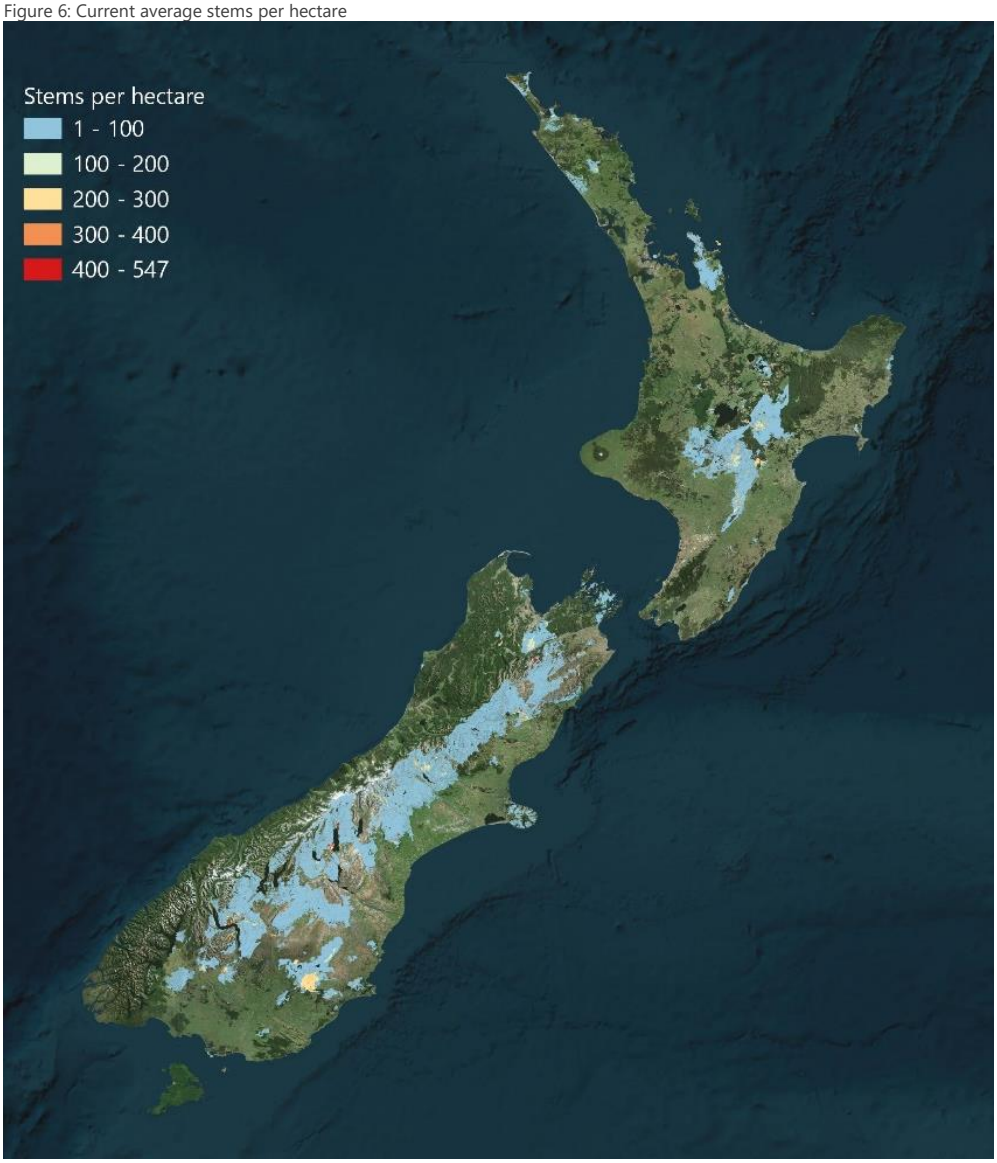
[3] Density classes are defined as: outlier 1-0% overall percentage cover (OPC), sparse 15-1% OPC, intermediate 75-15% OPC, dense 100-75% OPC

of trees, and may result in post-removal dominance by other non-native species, or reinvasion by wilding conifers (Dickie et al., 2021).

4.1.2 Future spread avoided

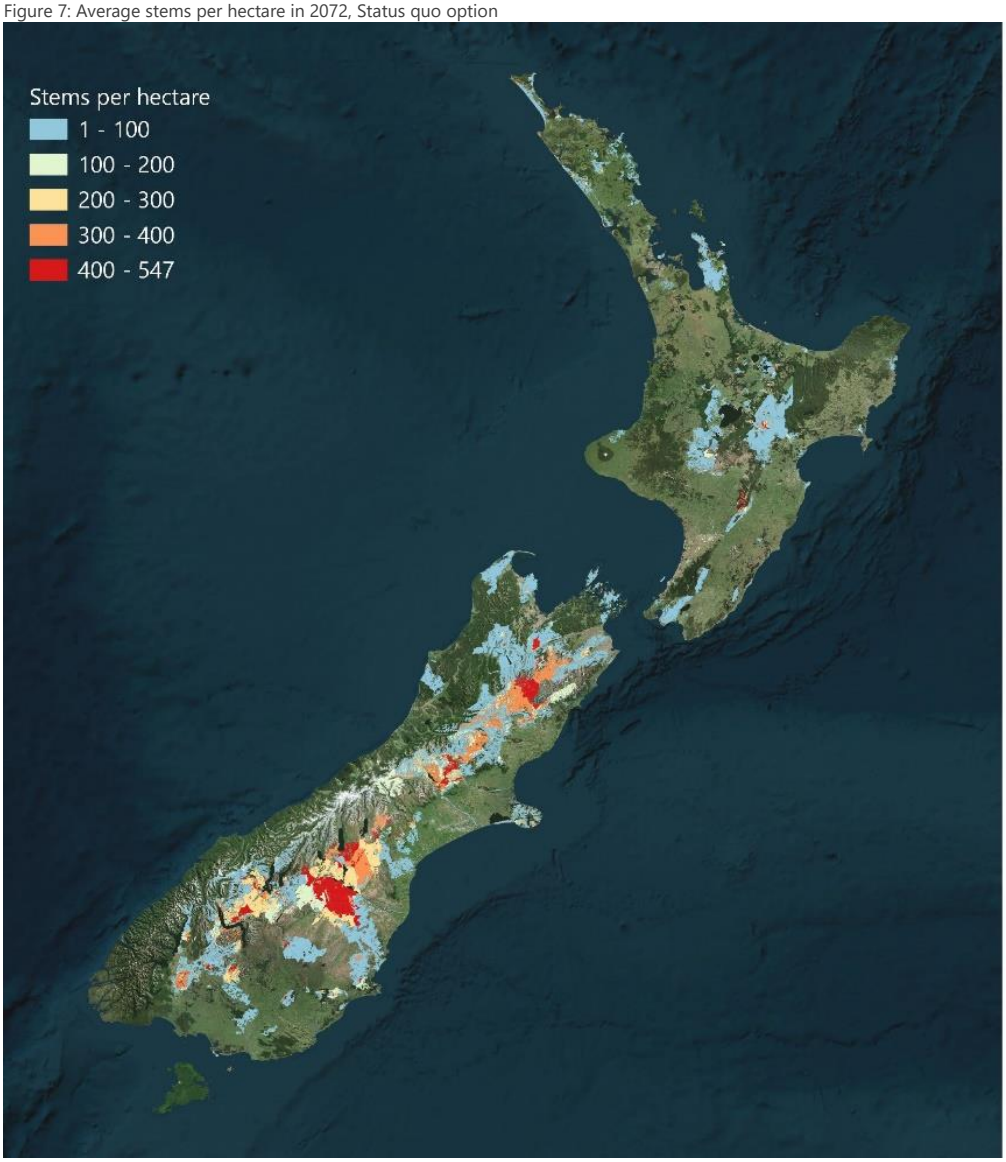
By controlling existing infestations, we avoid future spread and densification. Maps of the current infestation and the infestation following control under each of the options are presented below. The results are marked, particularly the difference in coverage between the minimum and status quo options.

Figure 6: Current average stems per hectare



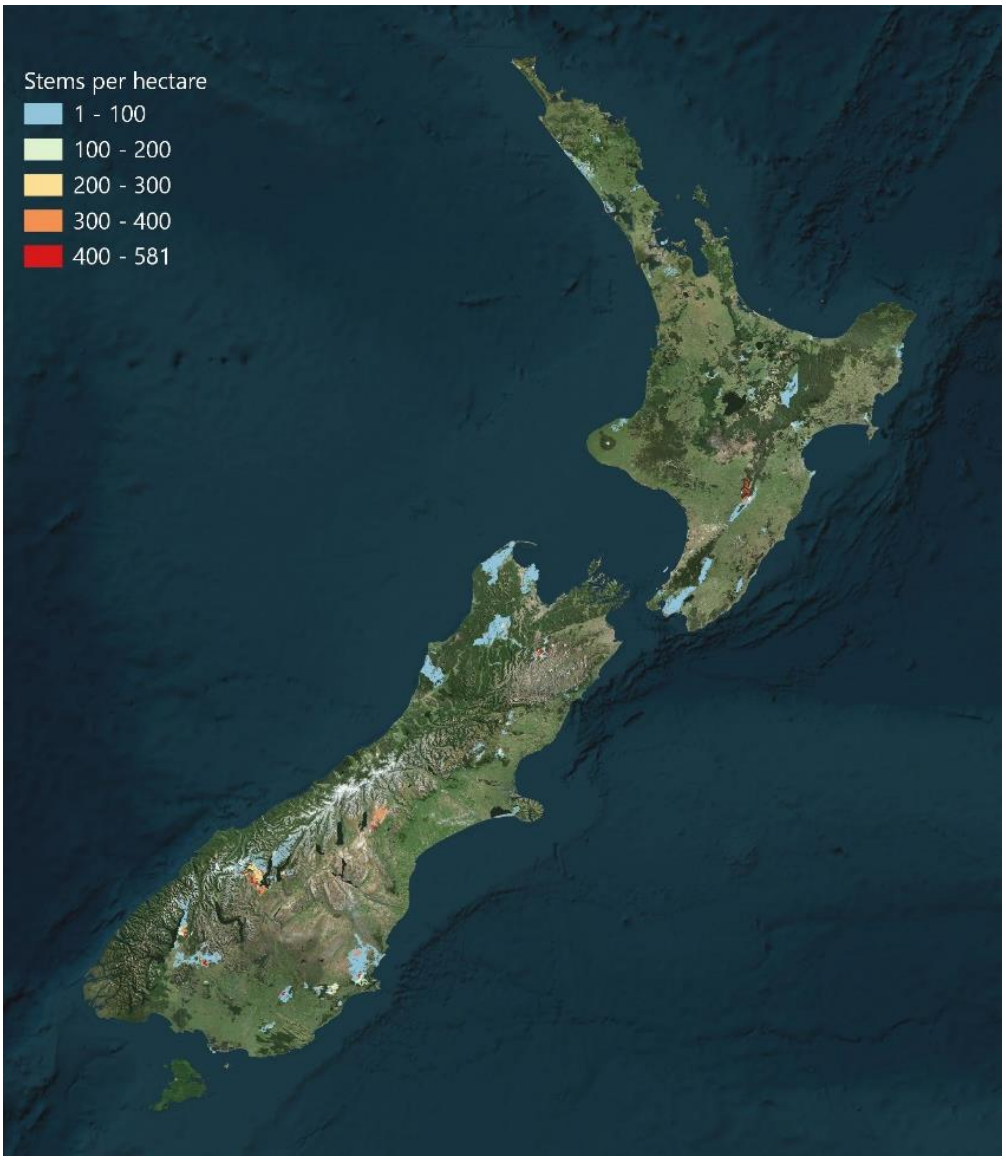
Source: Sapere Analysis in conjunction with Landcare Research

Figure 7: Average stems per hectare in 2072, Status quo option



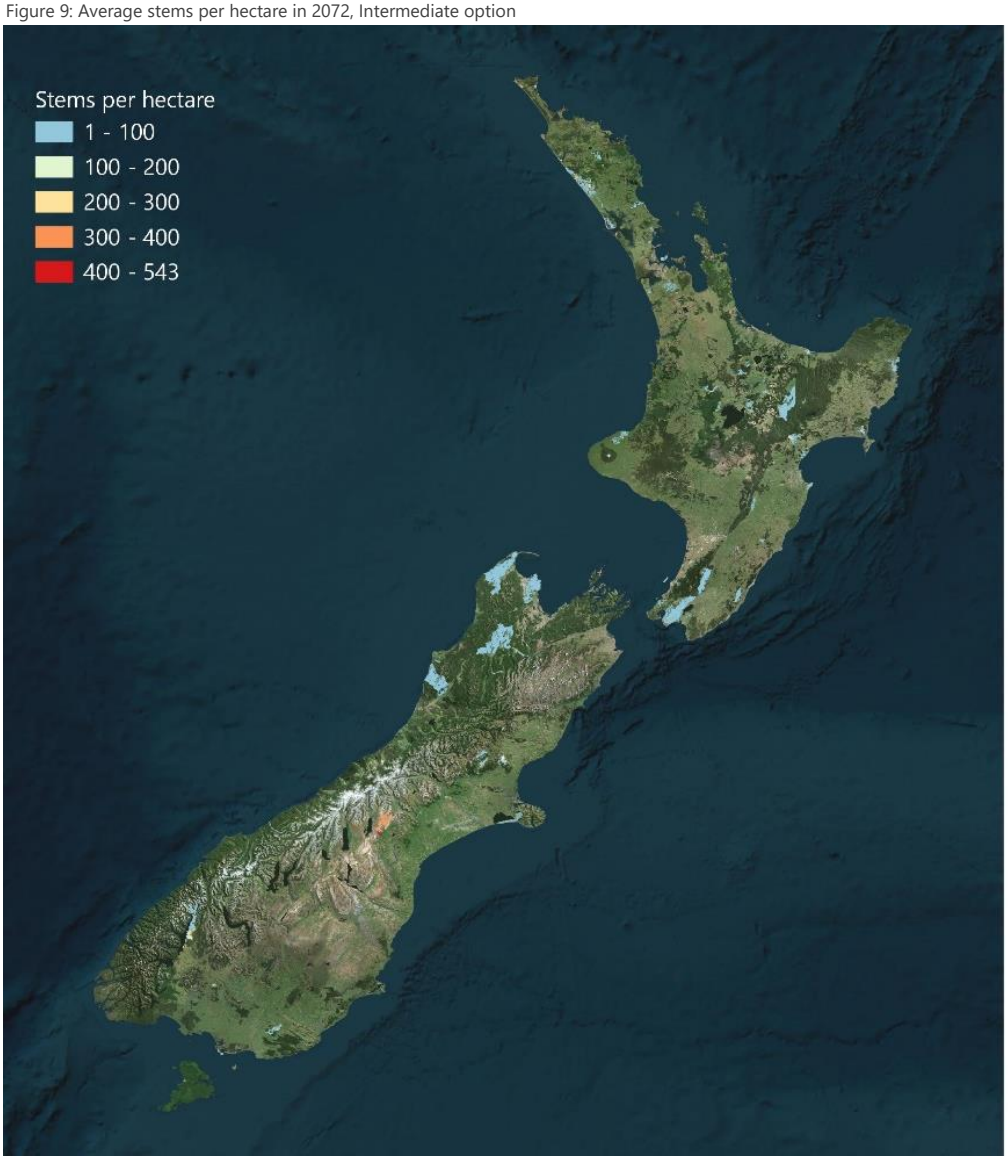
Source: Sapere Analysis in conjunction with Landcare Research

Figure 8: Average stems per hectare in 2072, Minimum option



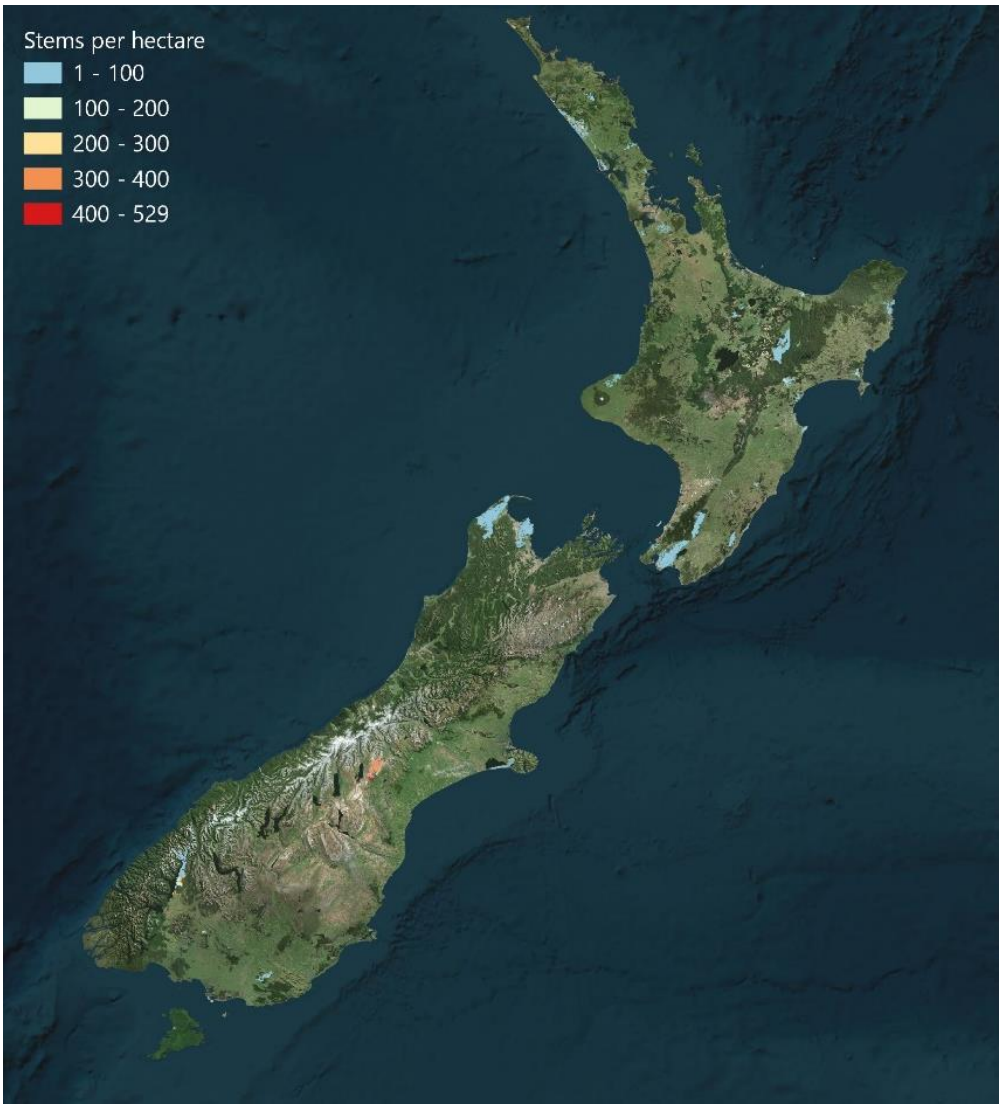
Source: Sapere Analysis in conjunction with Landcare Research

Figure 9: Average stems per hectare in 2072, Intermediate option



Source: Sapere Analysis in conjunction with Landcare Research

Figure 10: Average stems per hectare in 2072, Maximum option



Source: Sapere Analysis in conjunction with Landcare Research

5. Calculation of benefits

This section steps through the benefits from control of wilding conifers. We outline the volumes, values and assumptions used to arrive at the result.

5.1 Productive land use

Invasion of wilding conifers reduces the productive potential of land. Spread occurs most readily on ungrazed land with low vegetation density, and is least likely to occur in dense vegetation, or where intensive grazing is practiced (Ledgard, 2001) (Buckley et al., 2005). In the absence of control, moderately or infrequently grazed grassland and pasture will be lost to wilding pine invasion, and economic potential with it.

5.1.1 Defining vulnerable productive grassland impacted by wilding invasion

We define the land most susceptible to production loss as low producing and high producing grasslands using the Ministry for the Environment's land use classifications 2016 (Ministry for the Environment, 2020). Sub classifications were used to identify grazed and ungrazed land. Other productive land use types like forestry and horticulture, are assumed to be less vulnerable to wilding conifer spread, and self-manage the impact of wilding spread on their operations.

Manaaki Whenua modelling of infilling and long distance spread is used to define invasion of low and high producing grasslands. Spread assumptions are determined by land cover and grazing intensity and use establishment rates derived from (Buckley et al., 2005). Based on this modelling, we assume spread on intensively grazed land is zero and on all other grasslands the average population growth rate has been applied.

Grazing intensity is defined at a regional level using Statistics NZ Agricultural Census data. Regions with an average sheep per hectare of 8 or higher across land dedicated to sheep farming are considered to have intensive sheep farming.

Table 9: Grazing intensity, sheep per hectare by region

Region	Grazing Intensity	Sheep per ha
Auckland	Low	6
Bay of Plenty	High	8.3
Canterbury	Low	4.2
Gisborne	High	9.1
Hawke's Bay	High	9.4
Manawatu-Whanganui	High	9.4
Marlborough	Low	3.1
Nelson	Low	..c*
Northland	High	9.1
Otago	Low	3.9
Southland	High	8.4
Taranaki	High	8.5
Tasman	High	8.5
Waikato	High	9.4
Wellington	High	9.1
West Coast	Low	5.1

Source: Sapere analysis using Statistics NZ data, *data supressed for confidentiality reasons

5.1.1.1 Adjustment for loss of vulnerable productive grassland to permanent forestry

An emerging issue is the impact of the Emissions Trading Scheme on land conversions. High carbon prices are driving sales and conversion of marginal productive grassland into permanent forest. Since we have assumed the impacts of carbon credits and emissions balance out in the economy, we do not value this income. However, looking at recent land sales and conversions (Orme & Orme, 2021) as a percentage of all grasslands we estimate this affects less than one per cent of vulnerable productive land. Given the impacts are expected to grow as carbon prices increase, we have assumed no benefits would be gained on one per cent of vulnerable productive grassland.

5.1.2 Value of productive sheep & beef land

The value of productive grassland has been estimated by applying the earnings before interest, tax, and rent (EBITR) per hectare for sheep and beef farming. Beef + Lamb NZ recommend using EBITR as a measure of "earning power" (Beef + Lamb New Zealand, n.d.). The values we have applied for low and high producing grasslands are:

Figure 11: Values applied to low and high producing grasslands

Land Use Classification	Value per hectare, per annum
Low producing grassland	$52.89[4]
High producing grassland	$344.45[5]

Source: Beef + Lamb NZ: Sheep & beef farm survey

5.1.3 Production loss from invasion

We apply the following loss assumptions based on density class:

Table 10: Assumed production loss by density class

Density	Production loss
Outlier	2%
Sparse	20%
Intermediate	30%
Dense	100%

[4] 2020/21 estimated EBITR for Class 1 S.I. High Country New Zealand
[5] Mean EBITR for all Hard Hill Country and Hill Country classes

5.1.4 Productive land use benefits

The following shows the value of the additional benefits derived over 50 years under the four investment options:

Table 11: Productive land use benefits 50 year PV ($ millions)

Component	Status quo	Minimum	Intermediate	Maximum
Low producing sheep and beef	$121	$451	$492	$492
High producing sheep and beef	$12	$37	$48	$48
Loss of productive land due to ETS	-$1	-$5	-$6	-$6
Total Present Value	$132	$483	$534	$534

Source: Sapere analysis

5.2 Water yield benefits

The spread of wilding conifers reduces surface flows and aquifer recharge in water-sensitive catchments. Less water reduces the productive value derived from irrigation and hydro generators, and the use values enjoyed in outdoor recreation. Several studies have attempted to estimate the water yield reduction attributable to wilding conifer spread. When pastoral land becomes densely infested with wilding conifers, annual water yield reductions of between 30 – 81 per cent have been found[6]. Work undertaken by Scion found an average reduction during low-flow conditions of approximately 16 per cent across three South Island catchments in water-afforestation studies. Scion noted that for the purposes of estimating the water impact of wilding conifers, this value could be conservative as wilding conifer stands have a much higher interception effect, because of their rougher canopy surface. Wilding conifer stands can also grow in the upper reaches of catchments where plantation planting wouldn't and can therefore reduce low-flow yields more significantly. Water yield reduction in this CBA relies on the analysis of Manaaki Whenua, which uses the WATYIELD model (Fahey et al., 2010). Fahey's research found a 40 per cent reduction in mean annual flow with 2/3 of an experimental catchment planted in pines.

The previous CBA (Wyatt, 2018) evaluating phase two of the wilding conifer control programme found that impacts on water yields dominated the results. This remains the case for phase three of the control programme.

[6] Data from a number of catchment studies have shown that where pasture has been replaced by radiata pine forest, there was a reduction in annual surface water yields of 30-81%.

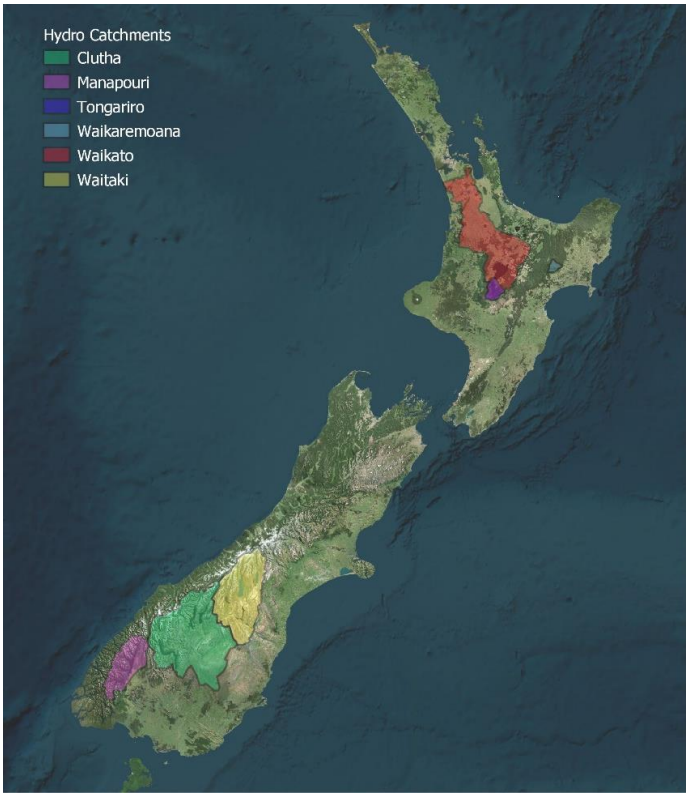
5.2.1 Hydro impacts

The spread of wilding conifers in hydro lake catchments can reduce water yields and therefore the electricity generating capacity of our hydro dams. This is a substantial economic cost. Additionally, it is worth noting that a reduction in the generating capacity of our hydro dams without an equal reduction in electricity demand, would see that demand met by alternative electricity generators. This would most likely be from non-renewable sources in the short term, gradually being replaced by renewable sources as New Zealand plans to move to 100 per cent renewable energy ('Labour Promises 100% Renewable Electricity Generation by 2030', 2020).

5.2.1.1 Water yield loss in hydro catchments

The impact of wilding conifer spread on hydro catchments was determined by combining Landcare Research analysis on the reduction in water yield attributable to wilding conifer spread, with a geospatial analysis of the catchments of hydro power generators. Catchments are determined using NIWA's River Environment Classification dataset, which includes all water segments in the country and their up and downstream relationships to each other. Catchments are determined by including all upstream nodes from selected hydro generation plants. A reduction in upstream water yields reduces the amount of water passing through a plant and therefore it's generating capacity. Figure 12 displays the extent of hydro catchments used in this analysis.

Figure 12: Hydro generator catchments



Source: Sapere analysis

5.2.1.2 Value of hydro generation

Consistent with the CBA undertaken for Phase two of the wilding conifer control programme, the hydro resource rent series produced by Statistics NZ is used to express the value of hydroelectricity catchments. This is broadly equivalent to the EBITR measure used to estimate productivity losses from land use changes and the value derived from hydroelectricity generation when calculating GDP.

Table 12: Resource rents for hydro catchments

Hydro catchment	Estimated annual value of hydro resource rent (2018, forecast to 2021)
Waitaki	$176,072,000
Waikato	$89,806,000
Manapouri	$118,911,000
Clutha	$91,768,000
Tongariro	$30,917,000
Waikaremoana	$7,826,000

Source: Statistics NZ

5.2.1.3 Hydro generation benefits by option

The benefits represent the additional water yield loss avoided by controlling the spread and densification of wilding conifers. The present value of controlling wilding conifer spread on hydro generation ranges from -$61 - $262 million over the next 50 years under the range of options assessed. The value of controlling wilding conifer spread in the Waitaki and Clutha catchments dominates results in the national model. This is consistent with expectations. The Waitaki catchment has the largest allocation of current resource rent of the catchments analysed and is vulnerable to wilding conifer spread due to the location of current infestation and land use choices within the catchment. This is clearly recognized by the NWCCP with the minimum option capturing the majority of the potential benefits of control within this catchment. The Clutha catchment has the third largest allocation of current resource rent and is similarly vulnerable to wilding conifer spread. Wilding conifer control under the status quo option is inadequate to prevent net hydroelectricity disbenefits from occurring. From the perspective of the Otago regional council, 97% of the Clutha catchment, and 12% of the Waitaki catchment are within the region, leading to large benefits derived from hydro generation in this area.

Table 13: PV of hydroelectricity benefits over 50 years ($ millions)

Hydro catchment	Status quo	Minimum	Intermediate	Maximum
Waitaki	$5.46	$32.23	$32.23	$32.23
Manapouri	-$0.32	-$0.28	-$0.22	-$0.22
Clutha	-$66.43	$39.15	$143.50	$143.50
Total benefits	**$61.30**	**$71.09**	**$175.51**	**$175.51**

Source: Sapere Analysis

5.2.2 Irrigation impacts

The spread of wilding conifers upstream from irrigated land can reduce water yields and the value derived from these irrigation systems.

Consistent with the previous CBA, the value of irrigation is determined at the regional level, extrapolating forward a 2014 *Value of Irrigation* study (NZIER & AgFirst Consultants NZ Ltd, 2014) to determine the value per hectare of irrigated land. This is then adjusted for the increase in irrigated land using an irrigated land area geospatial dataset created by Aqualinc Research Limited and adapted by Statistics NZ and the Ministry for the Environment. The estimated value obtained from irrigation for non-forestry activities is displayed in Table 14.

The regional value of irrigation for Otago is $26.4 million which includes 94,073 hectares of irrigated productive, non-forestry land.

Table 14: Value received from non-forestry irrigated land

Region	Regional value of irrigation (2022)	Irrigated hectares of productive, non-forestry land (2020)
Otago	$264,400,000	94,073

Source: Aqualinc Research, Ministry for the Environment, Statistics NZ, NZIER

Irrigation values are highest in Canterbury, Otago and Marlborough. These areas are also at risk of wilding infestation. Canterbury and Otago in particular, are predicted to have large areas of dense infestation under the Status quo option.

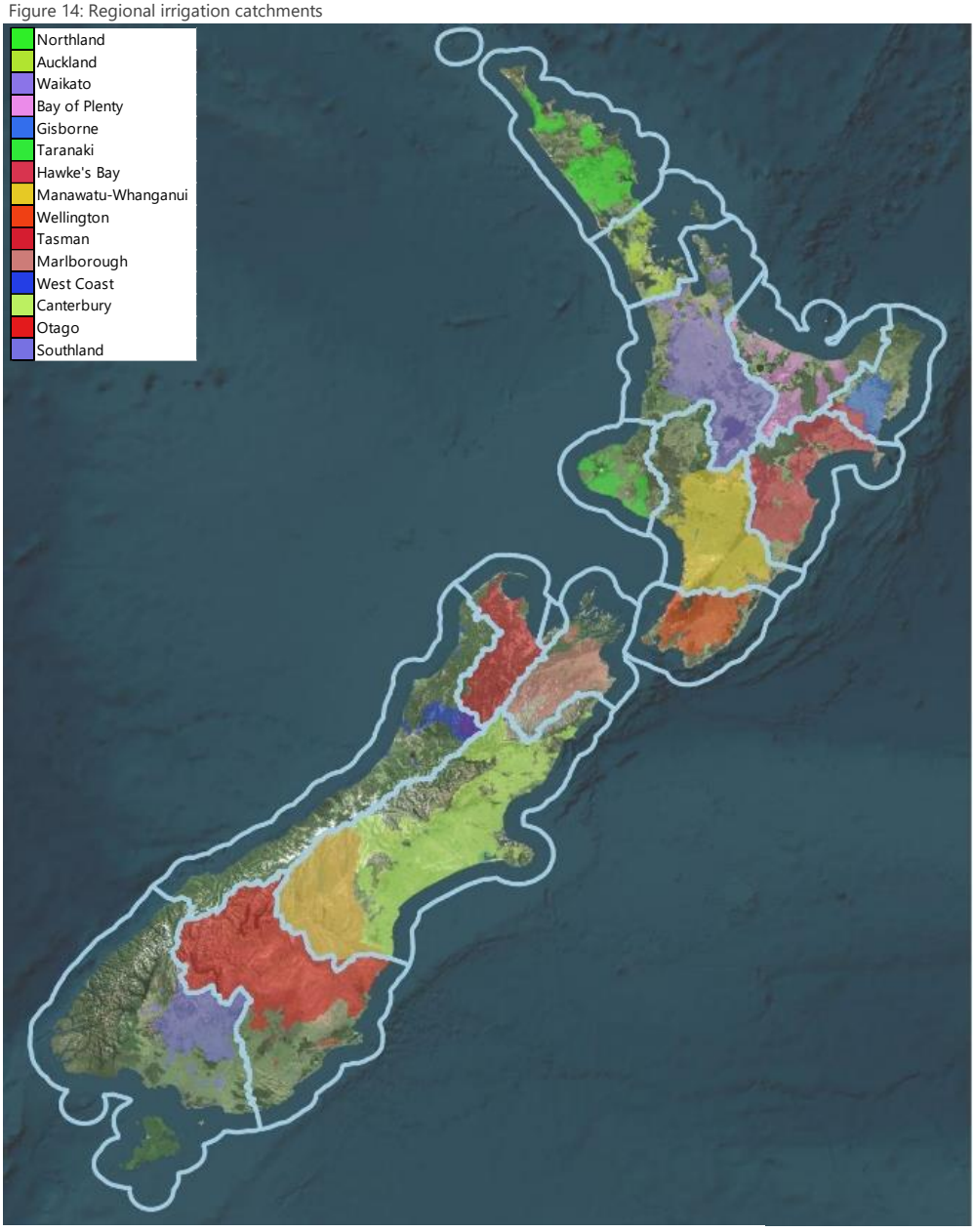
Similar to the methodology used to determine hydro generation catchments, the water yield reduction from wilding conifer spread was determined using a combination of an irrigated land area geospatial dataset created by Aqualinc Research Limited, and NIWA's River Environment Classification dataset. A map of irrigated land (Figure 13) and their corresponding upstream catchments (Figure 14) are shown below. Some regional catchments overlap providing additional value from controlling spread in these areas. Notably, the orange shaded area in South Canterbury where the Canterbury catchment overlaps with the Otago catchment and the dark purple shaded area at the top of the West Coast where the West Coast and Tasman catchments overlap. Additionally, there is a small amount of irrigation value captured in Southland from controlling wilding pines in Otago.

Figure 13: Irrigated land areas, 2020



Source: Aqualinc Research Limited

Figure 14: Regional irrigation catchments



Source: Sapere analysis using Aqualinc Research Limited and NIWA's River Environment Classification data

Under the status quo option, a significant reduction in water yields will occur across irrigation catchments as wilding conifers spread. The benefits displayed in Table 15 represent the water yield loss avoided by controlling the spread of wilding conifers. Management Units in the Otago region cover 69% of the Otago region's irrigation catchment with the remainder in Canterbury and Southland. 2% of Canterbury's irrigation catchment, and 11% of Southland's is also covered.

The PV of controlling wilding conifer spread on irrigation ranges from $106.3 - $384.9 million over the next 50 years under the range of options assessed.

Table 15: PV of irrigation benefits over 50 years (millions)

Irrigation Catchment	Estimated proportion of catchment impacted	Status quo	Minimum	Intermediate	Maximum
Canterbury	2%	$0.2	$22.1	$25.7	$29.4
Otago	69%	$107.0	$193.0	$355.5	$355.5
Southland	11%	-$0.9	-$0.6	$0.0	$0.0
Total	-	**$106.3**	**$214.6**	**$381.2**	**$384.9**

Source: Sapere Analysis

5.3 Avoided cultural / biodiversity losses

Wilding conifer spread has a negative impact on cultural ecosystem services (biodiversity, recreation, aesthetic, and heritage values) as wilding conifers grow and outcompete natives for resources and quickly overtake natural landscapes. For cultural ecosystem services, a stated preference method can be used to monetise the values. Stated preference methods attempt to learn people's willingness to pay by directly asking them how much they value a certain environmental good or service. Careful survey design is key to the success of stated preference methods at eliciting willingness to pay information from participants. A recent willingness to pay study on wilding conifer control in New Zealand has been used as the basis for analysis on avoided cultural/biodiversity losses.

5.3.1 Monetised using non-market valuation (WTP) study

The non-market valuation study reveals the use and non-use values from wilding control such as scenery, recreation and the existence of ecosystems and species through Willingness to Pay (WTP) survey of households (Polyakov et al., 2021). We used this study's results through the value transfer methodology for monetisation of these benefits.

Polyakov's study looked at New Zealand households' willingness to pay for wilding conifer control using a choice experiment. Participants were presented with a choice set, which displayed different control scenarios across different regions combined with a dollar value displaying the cost to the participant's household under each option. The control scenarios were to allow wilding to spread, to contain infestation to its current extent, or to reduce the infestation.

The study controlled for:

- household incomes
- the region of the participant

- whether the participant had been hiking in the last five years
- the level of invasion within the participant's region
- whether they were financially impacted by Covid
- whether they lived in the city centre, suburbs or countryside.

By presenting choice sets with different control outcomes for different regions, the study also controlled for the distance from the participant's region to the invasion.

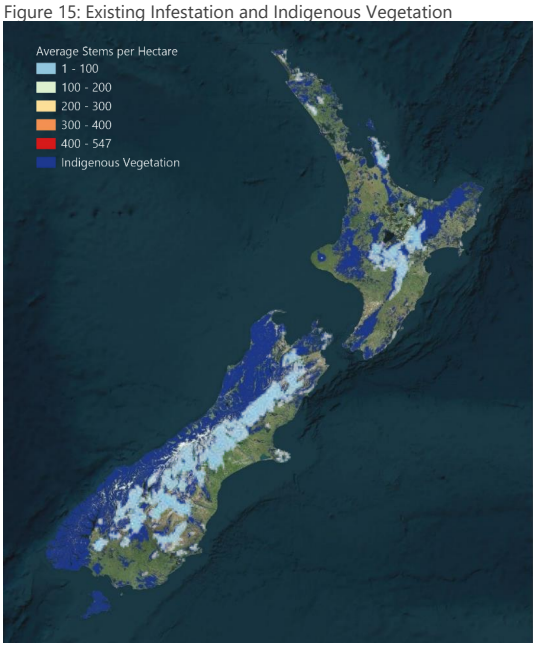
The average household is willing to pay $105 a year for five years to reduce the area infested with wilding conifers by 1,000 km^2 (Polyakov et al., 2021). This value diminishes the greater the areas controlled, the further away the household is from the control area and for low-income groups or those financially impacted by Covid-19. High income groups and rural households are willing to pay slightly more.

5.3.2 Area valued

The study only looked at control and invasion across areas of indigenous vegetation. This makes it useful for evaluating willingness to pay in the context of protecting and enhancing native biodiversity values.

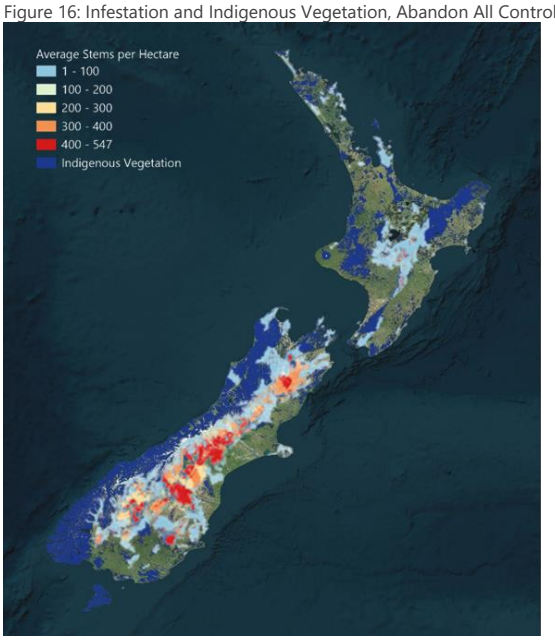
Polyakov selected landcover database classes 43 – 70 as 'indigenous vegetation'. The following figures show the current invasion overlaid on top of the areas considered indigenous vegetation and the invasion in year 50 under the different options. The purple shaded areas are indigenous vegetation with no wilding conifers present.

Figure 15: Existing Infestation and Indigenous Vegetation



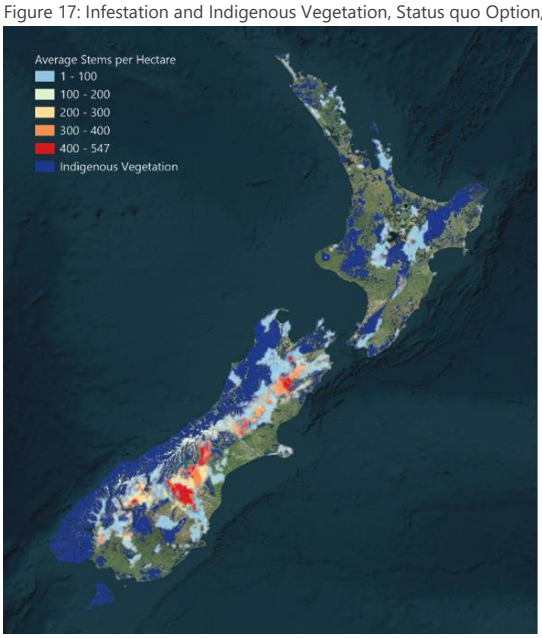
Source: Sapere Analysis, Landcare Research

Figure 16: Infestation and Indigenous Vegetation, Abandon All Control Activities, 2072



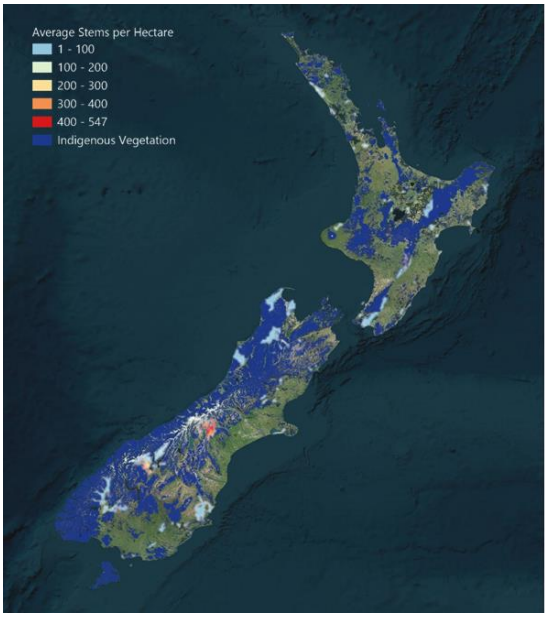
Source: Sapere Analysis, Landcare Research

Figure 17: Infestation and Indigenous Vegetation, Status quo Option, 2072



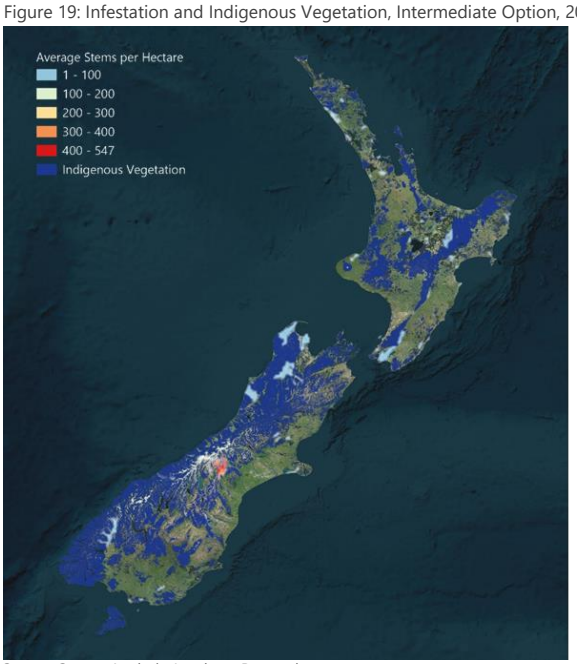
Source: Sapere Analysis, Landcare Research

Figure 18: Infestation and Indigenous Vegetation, Minimum Option, 2072



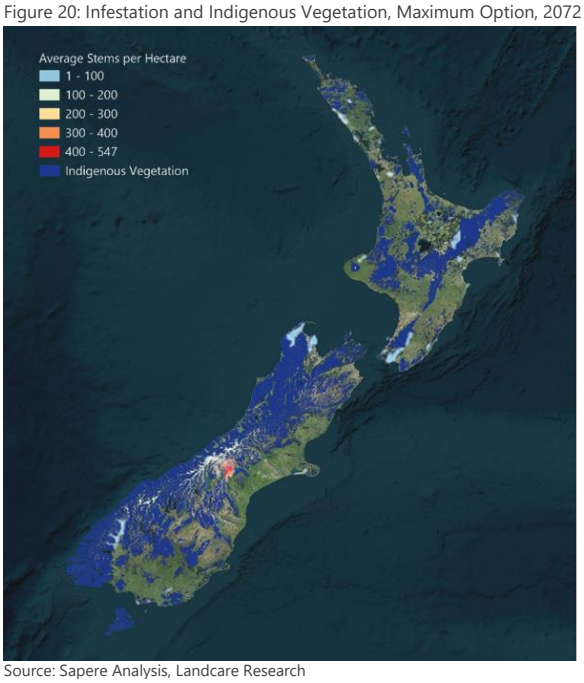
Source: Sapere Analysis, Landcare Research

Figure 19: Infestation and Indigenous Vegetation, Intermediate Option, 2072



Source: Sapere Analysis, Landcare Research

Figure 20: Infestation and Indigenous Vegetation, Maximum Option, 2072



Source: Sapere Analysis, Landcare Research

5.3.3 Values used per ha controlled

We use the logit model developed by Polyakov to estimate the total willingness to pay (each year for 5 years) for all households in New Zealand based on the areas controlled under the three options. This gives the following values:

Table 16: Value of cultural/biodiversity benefits based on WTP study ($ millions)

	Status quo	Minimum	Intermediate	Maximum
Willingness to pay by all NZ households each year for 5 years ($ millions)	$241	$469	$478	$478
Value per year ($ millions)	$31	$113	$115	$115
Present value over 50 years ($ millions)	$561	$2,063	$2,101	$2,101

Source: Sapere analysis

The total willingness to pay is each year for five years. This gives us the total non-market value for the use and non-use benefits arising from control of wilding conifers. We have assumed that cultural/biodiversity values are ongoing so the value of control per year is the total willingness to pay for 5 years spread across 50 years.

One limitation in using this study is that participants were not presented with a choice to remove wilding conifers completely. At most, an option to remove half of the existing infestation was presented. In addition, household's willingness to pay diminishes the greater the area controlled. As a result, in the national report we hit a ceiling at the minimum option and no additional value is generated under the intermediate or maximum option. This is because the hectares controlled under these options are greater than the scope of the WTP study. It would not be appropriate to extrapolate the model beyond its limits as this results in negative marginal willingness to pay values. This limitation meant that the benefits from avoiding cultural/biodiversity losses is understated. This problem is avoided when undertaking regional analysis however, and goes a long way to explaining the high BCRs found at the regional level.

5.4 Benefits from reduced wildfire risk and hazard

The likelihood of wildfires (fire risk) is determined by weather and a source of ignition, e.g. machinery, burn offs, rubbish fire. Fire behaviour (or fire hazard) is affected by the interaction between the topography of the land, fuel load (what is available to burn) and weather conditions.

The impact of wilding conifer spread on the cost of wildfires has not been quantified, but the commonly held view is that the establishment of wilding conifers increases fire risk and hazard. Wilding conifers typically replace grasslands which are associated with lower fire intensity and less damage to vegetation and property (V. Clifford et al., 2013).

Some control methods can also contribute to fire risk and hazard. Increases in fuel loads (either as dead standing or felled trees on the ground, or as more grass or scrub cover) will result in an increased chance of ignition, greater potential for fire spread and higher fire intensity. The length of

this increased flammability will depend on the amount of material left on the ground, the rate of decomposition, fuel moisture and other vegetation present (V. Clifford et al., 2013).

Wildfires fuelled by wilding conifers are rare, however, there are some notable examples, the 2008 Mt Cook wildfire covering 756 hectares was fuelled by dense stands of wilding pines (V. R. Clifford & Pearce, 2009), the Aoraki/Mt Cook fire in August-September 2020, which burnt through more than 3,100 ha of wilding forest and tussock on private land, and 2020 Lake Ohau fire covering 5043 hectares (Fire and Emergency New Zealand, 2021), which destroyed or damaged 53 houses.

In researching the potential costs avoided by controlling wilding conifers we spoke with staff at Fire and Emergency NZ (FENZ) and Scion Research. The impact of wilding conifers on wildfire costs is an area requiring further research but the costs would depend on specific and localised factors such as the control method, the characteristics of the area controlled, potential ignition sources and the presence of fire breaks. The resources committed to suppressing fires would also be weighed against the potential for damage, i.e. more would be put into suppressing a fire close to residential areas and sites of cultural significance. As a result, we have opted for a simple but defensible approach to valuing the benefits of control on wildfire costs.

For this CBA we assume the impact of wilding conifer control reduces the cost of wildfires by controlling trees before they spread and grow, preventing them from becoming a major fuel source. We do not assume that wildfire risk is removed entirely but as a result of control we assume benefits from a reduction in future suppression costs and associated damages.

5.4.1 Value of avoided costs

The value of avoided suppression costs and damages is based on an economic analysis of the cost of wildfires (BERL, 2009), inflation adjusted to 2021 dollars. Using this we get the following values:

Figure 21: Avoided wildfire costs

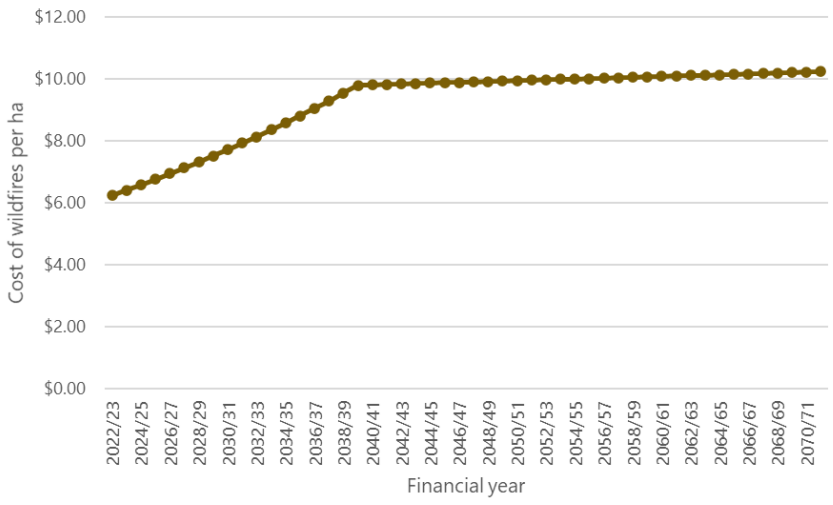
Component	Cost per ha per year
Suppression costs	$2.13
Cost of damages	$4.11
Benefit per hectare controlled per annum	$6.24

Source: BERL

5.4.1.1 The value is adjusted to reflect the increased risk of wildfires because of climate change

Climate change is also expected to have an impact on wildfires with an increase in the frequency and severity of wildfire events. Modelling shows a 70 per cent increase in very high and extreme fire risk days by 2040, increasing to 82 per cent by 2090 (Watt et al., 2019). The benefits per hectare controlled is adjusted to account for the expected change in very high and extreme fire risk days due to climate change as shown in Figure 22.

Figure 22 Benefits per hectare controlled adjusted for increased very high and extreme fire risk days due to climate change



Source: Sapere analysis

5.4.2 The benefits from avoided wildfire costs

We assume that all land controlled, plus the avoided spread, contributes to the avoided cost of wildfires. Applying the cost of fire to this area we derive the following benefits over 50 years from control activity on wildfire costs.

Figure 23: Present value of fire benefits by investment option ($ millions)

Component	Status quo	Minimum	Intermediate	Maximum
Avoided spending on wildfire suppression costs	$1.8	$26.7	$28.5	$28.5
Avoided spending on damages caused by wildfires	$3.5	$51.2	$55.0	$55.0
Proportion of costs caused by climate change	52.1%	50.0%	50.1%	50.1%
Total benefits (PV)	$5.3	$39.0	$83.5	$83.5

Source: Sapere analysis

The benefits from reduced fire risk range from $5.3 million over 50 years under the status quo option to $83.5 million under the maximum option. The impact of climate change risk is significant, accounting for fifty to fifty-two percent, or $2.7 - $41.8 million of the avoided costs.

5.5 Māori cultural values (qualitative)

The term cultural value has wide meaning and can include historic and aesthetic value of sites or landscapes, recreation, indigenous biodiversity, ancestral and spiritual values, people's sense of place and identity, kaitiakitanga (guardianship), and bequest value for future generations. This list is not exhaustive, but it highlights how difficult it is to simply define cultural value. In their report on non-market impacts of wilding conifers on cultural values Greenaway et al. use the definition:

> the collective norms and expectations that influence how ecosystems accrue meaning and significance to people (Greenaway et al., 2015)

For Māori, there are clear links between healthy ecosystems and people's cultural and spiritual well-being (Harmsworth & Awatere, 2013). The depth of Māori cultural values is well articulated in the introduction to Indigenous Māori Knowledge and Perspectives of Ecosystems:

> Indigenous Māori have an intricate, holistic and interconnected relationship with the natural world and its resources, with a rich knowledge base – mātauranga Māori – developed over thousands of years and dating back to life in Polynesia and trans-Pacific migrations. This ancestral traditional bond links indigenous Māori to ecosystems and governs how they see and understand ecosystems and ecosystem services (Harmsworth & Awatere, 2013).

In effect, some Māori values are deep rooted and accrue indefinitely so are not able to be adequately monetised in this CBA. Protection of waterway health (Te Mana o te Wai), native landscapes (whenua

ora) are also important in Te Ao Māori and at Iwi level, sustainable productive land use will also be of importance of many Iwi and Hapū. Some of these values have been included, through the monetised benefits of productive land use and water yields, fire risk and in biodiversity values. In their willingness to pay study, Polyakov et al estimate non-market values such as existence values of ecosystems and species resulting from wilding conifer control.

In the 2011 Wilding Conifer Status report it is noted that the impact on Māori cultural values has been low but could become significant should wilding spread reach a tipping point. Impacts described in this report included the loss of culturally significant sites and impact on water flows and health of waterways (Froude, 2011).

Cultural assessment models can be used to provide a cultural lens to policy and decision making on ecosystem projects. The Wilding Conifer Management Programme also recognises Māori cultural values in its activities. Iwi-involvement are involved in a number of projects and all conifer control programme applications ask for info on the Māori cultural values and to note where there is support or involvement of local Iwi or Hapū.

Qualitatively, the following Māori values can provide a basis for what is valued (Harmsworth & Awatere, 2013).

- Rangatiratanga: The right to exercise authority and self-determination within one's own iwi and/or hapū realm.
- Kaitiakitanga: Guardianship, stewardship, trusteeship, trustee. Kaitiakitanga is an important Māori value that bestows an obligation of stewardship on Māori to care for the environment.
- Whanaungatanga: Relationship, kinship, sense of family connection – a relationship through shared experiences and working together, which provides people with a sense of belonging.
- Wairuatanga: The immutable spiritual connection between people and their environments.
- Mātauranga: Māori/mana whenua knowledge and understanding.

6. Area for further research

Post-completion of this CBA, discussion with stakeholder groups revealed areas of further research that could complement this analysis.

Economic value from harvesting wildings: some value is generated from harvesting wilding logs and biomass. Incorporating this effect would reduce the net costs of clearing wildings in areas where it is practical, further increasing the BCR.

Slope stability, flooding intensity and root system aquifer retention impacts: clearing trees has environmental impacts regardless of whether the tree is a 'pest' or not. Wilding conifers do provide some environmental benefits which would be lost if land is transitioned to another, non-forestry use. Monetising and incorporating these benefits of wilding pines would decrease the net benefits from clearing wildings in some areas.

Wider biodiversity impacts: as a function of limitations discussed in the body of the report, as a measure of biodiversity, this report has only considered the impact of wilding conifers on areas of native vegetation.

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EI4: Hill Country Erosion $15-55k/yr (GR)

Co-investing with national funding partners to support hill country erosion control and improve catchment resilience.

PURPOSE

- Secure and utilise national funding to increase hill country erosion control activities in Otago.
- Support landowners to undertake erosion mitigation works that reduce sediment loss and improve landscape resilience.
- Contribute to improved water quality, soil conservation and catchment health.

SIGNIFICANCE and CONSULTATION

- Proposal is determined to **not reach** a level of significance that requires consultation with the community.
- *Note: MPI would like funding agreements signed prior to Christmas 2026 if we are to progress this opportunity.*

VALUE and BENEFIT

- External funding leverages greater environmental outcomes from Council investment.
- Reduces erosion and sediment entering waterways, supporting freshwater objectives and catchment health.
- Builds partnerships with landowners, central government and catchment groups to achieve shared outcomes
- Investing now can reduce long-term environmental and infrastructure costs associated with erosion

RISKS and CONSTRAINTS

- Achievement of outcomes depends on landowner participation and uptake.
- Ongoing maintenance may be required to ensure long term effectiveness of erosion control measures.
- Medium to long term benefits realised.

EI4: Hill Country Erosion | options

OPTION 1:

Maintain status quo and do not take up the offer of national funding.

- Cost: None
- Rate impact: None

CONSIDERATIONS:

- No additional erosion control work is delivered beyond existing programmes
- Opportunity to secure external investment is lost.
- Erosion, sediment loss and associated impacts on waterways continue at current levels.
- Does not maximise environmental outcomes available through co-funding arrangements.

OPTION 2:

Take up the offer of national funding and support it in-kind with staff time and funding.

- Cost: $15,000 in Years 1-2; $55,000 in Year 3.
- Rate impact: *see finance slide*

CONSIDERATIONS:

- Secures additional external investment for Otago.
- Enables a greater scale of erosion control than could be achieved through Council funding alone.
- Improves soil conservation, catchment reslience and water quality outcomes.
- Supports landowners to undertake erosion mitigation actions.
- Delivers the greatest environmental return on Council investment.

OPTION 3:

Do not take up the offer of national funding, but still provide some funds for the work in the budget.

- Cost: Depends on budget
- Rate impact: Depends on budget

CONSIDERATIONS:

- Some erosion control support could still be delivered.
- National co-funding would not be available.
- Reduced opportunity to leverage partnerships and external funding sources.

EI4 Hill Country Erosion	Avg Cost	YR1 27/28 LTP	YR2 28/29 LTP	YR3 29/30 LTP	YR4 30/31 LTP	YR5 31/32 LTP	YR6 32/33 LTP	YR7 33/34 LTP	YR8 34/35 LTP	YR9 35/36 LTP	YR10 36/37 LTP
FTE's		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Staff Time Cost and Overheads		0	0	0	0	0	0	0	0	0	0
Supplies services		15,000	15,000	55,000	0	0	0	0	0	0	0
Support in-kind staff time and fundng		15,000	15,000	55,000	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	0
Supplies/Services		15,000	15,000	55,000	0	0	0	0	0	0	0
TOTAL OPEX		15,000	15,000	55,000	0	0	0	0	0	0	0
TOTAL CAPEX		0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE		15,000	15,000	55,000	0	0	0	0	0	0	0
FUNDING											
Subsidies & Grants		0	0	0	0	0	0	0	0	0	0
Targeted Rates	100%	15,000	15,000	55,000	0	0	0	0	0	0	0
General Rates		0	0	0	0	0	0	0	0	0	0
Reserves		0	0	0	0	0	0	0	0	0	0
TOTAL FUNDING	100%	15,000	15,000	55,000	0	0	0	0	0	0	0
OPERATING SURPLUS/(DEFICIT)		0	0	0	0	0	0	0	0	0	0
IMPACT ON TOTAL RATES	**% of Total Rates**										
Rates Increase - $	AP26/27	15,000	0	40,000	(55,000)	0	0	0	0	0	0
Rates Increase - %	68,466,678	0.0%	0.0%	0.1%	-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Rates Increase / (Decrease)	129,147	$0.12	$0.00	$0.31	-$0.43	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
AVERAGE RATES	**Rate Units**										
General Rates	129,147	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Targeted Rate Options:											
Catchment Management Rate	129,147	$0.12	$0.12	$0.43	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Current Average Targeted Rate		$44.50	$44.50	$44.50							
Increase on Current Average Rate		0%	0%	1%							

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Prepared for:	Environmental Delivery Committee
Report No.	{report-no-do-not-remove}
Activity:	Governance Report
Author:	Libby Caldwell, Manager Environmental Implementation; Sarah Irvine, Team Leader Project Delivery; Melanie White, Project Delivery Specialist - Freshwater and Biodiversity; Alison Turner, Land Management Advisor; Jennifer Lawn, Project Delivery Specialist - Freshwater and Biodiversity
Endorsed by:	Joanna Gilroy, General Manager Environmental Delivery
Date:	5 June 2025

PURPOSE

[1] This report provides an update on five water quality focused projects that Council is involved in.

EXECUTIVE SUMMARY

[2] Council is involved in the delivery of, or supporting the delivery of, a number of projects which support water quality outcomes across the region. This paper provides an update on these projects since the last update in November 2024.

RECOMMENDATION

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That the Committee:

1) ***Notes** this report.*
2) ***Notes** the progress of implementation activities that are occurring on the water quality projects delivered by the community, partners and Council, as detailed in this report.*
3) ***Recommends** that the Council **approves** options 1 in regard to a funding application to MPI for further Hill Country projects.*
4) ***Notes** the implementation plans for Lake Tuakitoto (Attachment 1: Lake Tuakitoto Implementation Plan – FINAL) and Tomahawk Lagoon (Attachment 2: Tomohaka Tomahawk Lagoon Implementation Plan – FINAL).*

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BACKGROUND AND DISCUSSION

[3] Detailed project background on all of these projects has been previously included in a paper presented to the Environmental Committee on 7 November 2024 and is not repeated.

Toitū Te Hakapupu/ Pleasant River Project Update

[4] The $4.0m, MfE funded, Toitū Te Hakapupu/Pleasant River Catchment Restoration Project, with the objective of improving/protecting water quality in partnership with Kāti Huirapa Rūnaka ki Puketeraki, is progressing. The East Otago Catchment Group is represented in the Partnership Group for this project. The funding agreement with MfE concludes on 30 June 2025. A summary table with targets and progress on meeting these targets to date is included below (Table 1).

Table 1: *Summary of Toitū Te Hakapupu project targets and progress on meeting the targets as of May 2025.*

Project Action	Final target	Progress to date
Planting natives for improved water quality.	92,000	79,000
Fencing to protect riparian areas and wetlands including the estuary.	39 km	37 km
Planting poplars to help reduce erosion in high-risk areas.	800 trees covering 32 Ha	Plants and guards ordered
Willow removal and replating with native plants	500 m river, both sides	Complete
Fish passage improvement for native migratory species to access spawning sites.	5 structures; two road fords modified; three culverts replaced	Complete
Sediment traps to prevent sediment from entering the river.	10 in succession on one priority property	Complete
Catchment Action Plan	Reflects community and rūnaka aspirations	Complete
Cultural Health Monitoring Kāti Huirapa Rūnaka ki Puketeraki	Connecting whānau with whenua	Complete
Capacity and Capability Plan Kāti Huirapa Rūnaka ki Puketeraki		Complete
Whitebait monitoring Kāti Huirapa Rūnaka ki Puketeraki	To assess impacts of fish passage improvement	Complete
Mahere whenua, mahere mauka: Hikaroroa/Mt Watkin Landscape Plan Kāti Huirapa Rūnaka ki Puketeraki	Tīpuna Mauka for Puketeraki ecological survey completed by Dunedin City Council	20 June
Owhakaoho sand spit ecological survey Kāti Huirapa Rūnaka ki Puketeraki	Culturally significant – early Kai Tahu occupation and mahika kai	Complete

[5] Since the last update, the project has achieved the following across key areas of: fish passage, willow control, sediment traps, planting and fencing.

Fish Passage

[6] To improve fish passage, culvert replacements took place at five priority sites in the catchment (Figure 1). In collaboration with Waitaki District Council, improvements were made to two road fords. Additionally, three culverts have been replaced on private farms.

These works mean there are five structures that are no longer acting as fish passage barriers, supporting the ability for native fish including tuna (eel) and inaka (whitebait species) to access areas of the river which they were unable to previously.



Figure 1: *Location of five improved fish passage barriers. Circle icon: culvert replacement; Triangle icon: road ford improvements*

[7] At Brooklands Road ford, whitebait monitoring was carried out prior to and following the improvements. The results of the monitoring indicate that whitebait numbers increased from 20 to 600 over the course of two days, following improvement works. This is a massive win for indigenous migratory fish populations, such as tuna (eel) and inaka (whitebait species) in Te Hakapupu.



Photo: *New culverts in place at one of the three river crossings on farm.*

[8] A fish passage educational and advocacy day was held in collaboration with East Otago Catchment Group on March 20, 2025. This enabled contractors and landowners to see how a culvert replacement installation might look and find out what the critical factors are in enabling fish passage when installing or replacing a culvert.



Photo: *Fish passage workshop showing critical steps in culvert replacement for fish passage.*

Willow Control

[9] Willow control has been completed along 500m of the Watkin tributary. This area will be replanted with native species before June 30, 2025.



Photo: *Willow removal from tributary to the Watkin River. Native replating will take place autumn 2025.*

Sediment Traps

[10] Sediment trap maintenance took place to empty a sequence of ten traps that filled up with sediment after the October 2024 storms. A total of 1087 cubic meters (equivalent to 12 average swimming pools) of sediment was held in the traps and was therefore prevented from moving down the river system and to the estuary. This is an ecological success for the estuary and provides important learnings for sediment management. The reduction in sediment entering the river and estuary are the objectives of the project.



Photo: *Old sediment trap reinstated May 2024.*



Photo: *The same sediment trap as above, before maintenance February 2025. This one trap alone captured 230 cubic metres of sediment in one storm.*

Planting and Fencing

[11] The 2025 planting season is underway with the Aukaha field team aiming to plant a further 25,000 plants by June 30, 2025.

[12] Total fencing completed to date is 36.8km, including 28.8 km of riparian fencing and 8 km of stock proof wetland fencing, which means the entire perimeter of the estuary is now fenced to protect Te Hakapupu regionally significant wetland. An additional 2.6 km is currently underway which will bring the total fencing to 39.4 km at the completion of the project.

[13] A public planting day was hosted on May 18, 2025. This was an opportunity to celebrate project achievements and for landowners, contractors, iwi partners and community to come together for kai and planting.

Kāti Huirapa Rūnaka ki Puketeraki

[14] Kāti Huirapa Rūnaka ki Puketeraki have involved up to ten Rūnaka members directly working on the project at times as well as a project coordinator. Rūnaka activities completed since November 2024 include:

a. The nursery has produced a further 15,000 plants.
b. The video story has been progressed to share project achievements and highlights for the rūnaka.
c. Active involvement in improving the fish passage barrier at Brooklands Road ford and whitebait monitoring prior to fish passage works to set a baseline so changes can be estimated in future.
d. Landscape Plan for the northern slopes of Hikaroroa/Mt Watkin, the mauka tīpuna in the Puketeraki kaik. The landowner has agreed to set aside this land for public access and restoration activities in partnership with Puketeraki.
e. An ecological survey has been undertaken at a highly significant site, Owhakaoho sand spit, at the mouth of the estuary. This will guide restoration efforts for the rūnaka into the future.

Project Succession Planning and The Catchment Action Plan

[15] In the reporting period, Otago Catchment Community Inc facilitated two succession planning workshops in April 2025. These were well attended by Kāti Huirapa Rūnaka ki Puketeraki, East Otago Catchment Group and the community. A succession plan reflecting workshop key points will be developed and delivered by June 15, 2025, to guide ongoing momentum of the project into the future. The final succession plan will be presented to Council in August 2025 as part of a paper which wraps up the Jobs for Nature funded projects that Council has held funding for.

[16] The Catchment Action Plan is now under final review with Puketeraki. It was used to help shape succession planning and will be presented to Council in August 2025 as part of a paper which concludes the Jobs for Nature funded projects that Council has held funding for.

[17] MfE staff have indicated that a project variation can be developed to extend the project for one year and provide bridging funding of $80,000 to support East Otago Catchment Group to deliver a Pest Management Strategy and one part time staff member. This will become official once the deed variation has been agreed and signed off, due to take place before June 30, 2025. This deed will need to be signed by two Councillors as per delegations.

Hill Country Erosion Project

[18] June 2025 marks the midway point of a four-year hill country erosion project, jointly funded by the Ministry for Primary Industries/ Te Uru Rākau (MPI) and Council. Objectives for the Hill Country Erosion Project are to:

a. Increase knowledge of hill slope erosion
b. Improve engagement with mana whenua and landowners on ways to address hill country erosion
c. Identify and mitigate hill slope erosion in priority areas

[19] The project remains aligned with and delivering on the MPI agreement project milestones (Table 2).

Table 2. *Milestone progress for the period November 2024 – May 2025*

MPI Agreement Milestone	**Progress/Date completed**
Two erosion control plans developed for landowners in "targeted areas"	Completed December 2024. Five additional plans are being developed in conjunction with farmers receiving poplar seedlings in the Te Hakapupu catchment.
Engagement- Two workshops	February 20th MPI led a *Growing Native Forests* workshop held at Waikouaiti. This was well attended and included two Hill Country Erosion presentations: 1. An external Project Advisor from Land and Forest Consultants presented on the role that forestry trees, poplars and willows can have in mitigating erosion. 2. Council Land Management Advisor presented on options for using native trees for erosion management. Hill Country Erosion and Soils field-based training delivered by an external Project Advisor from Land and Forest Consultants for Council staff on March 28, 2025. Council supported several East Otago landowners to apply for funding from Otago Community Catchment Inc to attend the planned Poplar and Willow Trust run workshop for Gore in March. This event was cancelled but Council staff are investigating alternative options.
Digitize existing Council soil and water farm plans in target areas	Mostly completed 2024, ongoing.
Develop criteria for selecting pilot project sites.	Completed with input and advice from the Hill Country Erosion Technical Advisory Group. There is landowner interest and support for pilot sites to be developed, but no identified funding for this, at this stage.
Ongoing engagement activities as per Otago Regional Erosion Control strategy	Engagement activities have been ongoing, with a focus on providing advice to landowners. Council engagement work is well supported by the Communications Team and has resulted in an increase in queries for support with farm erosion challenges.

Key activities to support the project objectives

[20] The project continues to make progress towards the project objectives (Table 3).

Table 3. *Progress towards the Objectives of the Hill Country Erosion Project (November 2024 – May 2025).*

Project Objectives	Progress/date completed
In conjunction with the Toitū Te Hakapupu/ Pleasant River project, Council is supporting five landowners, in the project area, with erosion control advice and poplar seedlings (rooted cuttings) for erosion control planting (funded by the Te Hakapupu project).	Seedlings and plant protectors ordered for delivery and planting June/July 2025. Advice and support for participating landowners will continue, along with monitoring the planting to determine how effective seedling poplars are in terms of both plant survival and erosion mitigation.
The Te Awa Koiea pilot project (site near Seacliff) is progressing, with a management agreement for fencing and planting currently in the process of being signed. The project design is focused on erosion control planting that combines mātauraka and evidence backed erosion control planting, in conjunction with a landowner-led restoration and wetland planting plan. There is a meeting house on site, designed for local community hui, and the intent is that this will be a place where manuhiri can come for a range of education opportunities, including sharing the hill country erosion/ land restoration project with the wider community.	Aiming to have fencing completed by 30 June 2025, with first planting to take place July/August 2025.
Interest in the benefits of native and endemic plants in reducing erosion risks in hill country areas is growing, with particular interest from several Otago landowners wanting to trial the Tīmata method (space planting of kānuka/mānuka). Current trials and research are North Island based and it would be beneficial to implement trials in Otago. There is currently no funding avilable through the project to support this.	Seeking funding opportunities.
Land & Forest Consultancy continues to provide respected and informed advice for landowners, working alongside the Council Land Management Advisor to also support training for staff and landowners.	Funding for this ends June 2025. No further funding identified for external advisors.



Photo: *Council staff attend Field-based Soils and Hill Country Erosion training*

[21] MPI have signaled that applications for further funding will open in 2026. Funding applications can be made for four-year blocks. While Otago is new to this programme, other Councils have a longer investment in hill country erosion work. Table 4 provides some examples of what can be achieved with sustained and increased funding. The potential for Council to apply for additional funding will be progressed over the next reporting period and brought back to Council as needed.

Table 4: *Examples of Regional Councils that have received Hill Country Erosion Funding from MPI and output examples*

Council	**First Funded**	**Total MPI contribution**	**Annual output example**
Horizons Regional Council	2007 (& now on their 6th round)	$28.69 million	In 2024: 379 hectares of land protection (fencing, sediment traps, reversion of pasture to native cover, afforestation, poplar and willow planting @ 36,000 poles) LUC mapping completed over 11,000 hectares of land.
Environment Canterbury	2019 (and now on their 2nd round)	$3.74 million	In 2020: 2000 poplars planted (sourced from ECAN nursery, and >200 hectares of native bush retired
Otago Regional Council	2023	$0.43 million	In 2024: Otago Erosion Control Strategy completed. Mapping and Otago wide prioritization for hill country erosion underway. Engagement with landowners underway.

[22] The current Council funding allocation is focusing predominantly on planning, advice and engagement. Future funding opportunities will be available, and staff seek endorsement from Council to draft a funding application when this opens in 2026. A future funding bid could be aimed at supporting landowners with land protection measures similar to other Regional Councils and supporting on farm delivery of land protection measures.

Lake Tuakitoto

[23] The vision of the project is "A thriving Lake Tuakitoto catchment, where water quality and biodiversity are enhanced through community action to contribute to a healthy ecosystem for all to enjoy".

[24] In the reporting period the below activities have been completed on this project and include work on the implementation plan, onsite wastewater management, education and fencing and planting.

Implementation Plan

[25] The implementation plan (Attachment 1) was finalised through collaboration with mana whenua, stakeholders, and community. Feedback was gathered and collated via in-person meetings, phone calls or email. Minor changes to the plan included adding scoping willow control and clarifying accountability for plant maintenance in funding agreements.

Pilot Onsite Wastewater Management System Education Programme

[26] A septic tank education pilot was developed and delivered in May 2025. This was directed to people with septic tanks in the catchment. Locations of septic tanks were mapped, and Council staff spent a day delivering engaging information including a leaflet, invite to enter a competition (Attachment 3), and a container of baking soda to 83 letterboxes in the catchment. The key messages were that it is less expensive to maintain a septic tank than it is to fix it, and that lack of maintenance can contribute to pollution of waterways.

[27] The information leaflet covered good practices through reducing water use, using gentle cleaning products in the home, knowing how a septic tank works and developing a maintenance schedule.

[28] The pilot was adapted based on feedback from local farmers, Clutha District Council and septic tank cleaning businesses. The Council webpage was updated and now also includes a factsheet available for use by Territorial Authorities and the public. The pilot will be reviewed in late May/June 2025 and has been designed to be replicated in other parts of the region.

Fencing and Planting

[29] Otago South River Care (OSRC) are delivering fencing and planting works through Council funding. Site prioritisation criteria were developed with input from the Council's Science Team. This ensures that planting will align with the priorities of the Ecological Assessment Cawthron Institute completed in 2023 as well as engaging landowners in other parts of the catchment.

[30] Ten landowners have been engaged with to date and 6,600 plants are proposed to be planted within the next six months. Site visits and landowner agreements are in place for 1,500 plants with four landowners. Contractor services have been secured and planting will begin on these properties in mid-May 2025. OSRC hosted a community planting day

at the carpark on 12 April 2025, supported and attended by Council staff and Councillors and 40 community members. A total of 600 plants were planted.



Photo: *A community planting day held by Otago South River Care at the carpark, supported and attended by Council staff, councillors and 40 community members.*

Fish Passage and Hydrological Study

[31] In-house expertise and concurrent Council work are informing revised fish passage and stream diversion aspects of the implementation plan. Council's Engineering Team have confirmed that the goal to divert more water to the wetland has been completed as part of the Robsons Lagoon upgrade. The water from the lake flows out a channel, through Kai Locks and into Clutha River. In the channel, there is a sill/weir that holds water to meet consent conditions. Improved fish passage at the channel sill is included in the planned sill upgrade. There is potential opportunity to further improvements to fish passage by modifying the operation of Kai Locks, but this is still being investigated. Council's Natural Hazards Team are developing a detailed hydraulic model for the entire Clutha Delta region, and this includes Lake Tuakitoto. Council's Natural Hazards, Science, and Engineering teams will work together to model different operating scenarios based on fish swimming abilities while considering flooding and consent condition.

[32] In the reporting period, funding has been allocated to willow control and expanding on riparian planting to support the outcomes of this project. Willow encroachment, has been identified as a major threat to the lake and wetlands, undermines biodiversity and access, while riparian enhancement is a high priority management action in the Ecological Assessment. Community and scientific consensus supports these actions, which align with the project's vision of restoring the lake's ecological health through collaborative efforts.



Photo: *Council staff inspect the operation of Kai Locks. One gate is currently left open, except in flood risk. The Hydrological model will be used to determine if fish can swim with the flow through this gate and if more tidal inundation could increase fish egg-laying on grasses upstream in the channel.*

Tomohaka/Tomahawk Lagoon

[33] The vision of the project is "A thriving Tomahawk Lagoon catchment, where water quality and biodiversity are enhanced through community action to contribute to a healthy ecosystem for all to enjoy".

[34] In the reporting period the below activities have been completed on this project and include work on the implementation plan, education and fencing and planting.

Implementation Plan

[35] In the reporting period, Partner and stakeholder feedback was gathered to finalise the implementation plan (Attachment 2). The main change to the draft plan, was that $30K of funding budgeted for a wetland creation plan was reallocated to habitat restoration in the catchment. Creating a bunded wetland within the lagoon was considered by scientists associated with the project to be a last stop measure to be done after all possible riparian restoration in the catchment was complete. In addition, there was high interest from the community in more habitat restoration and delivery of on the ground works.

Community Education

[36] Education initiatives have been allocated $8,500 of funding for activities that focus on the project's vision. Ecotago Charitable Trust have been funded to facilitate projects with Otago Girls High School, Kings High, Queens High and Tahuna Normal Intermediate. The focus has shifted from solely monitoring water quality to investigating and improving stormwater discharge, understanding the benefits of riparian planting, understanding fish populations, and developing signage in collaboration with mana whenua and the community. Further stormwater education is planned in the form of the Adopt-a-Drain programme and activities run by St Kilda Sea Scouts.



Photo: *Metal fish plaque to be attached to adopted stormwater grates as part of the Adopt-a-Drain programme.*

Fencing and Planting

[37] Plantings are being monitored and survival for the ones planted in 2024, is 95%.

[38] Further funding for habitat restoration was socialised with community groups and 22 landowners in the catchment via door knocking, letter drops and site visits. The $132K budget for this is being fully allocated based on site prioritisation criteria developed from ecological recommendations and to work with as many landowners as possible to aid education and succession. Eight agreements have been signed or are in the final stages of development with costs (in-kind and materials) being split 50:50 between

landowners and Council (Figure 3).



Figure 2. *Locations of planned habitat restoration in the catchment*

OPTIONS

Option 1 – Recommended Option

[39] The recommended option is that the Committee notes this paper and recommends that Council endorses an application to MPI for a further 4 years funding to continue work on management of hill country erosion in Otago (2027 – 2031). The focus for this application is likely to be to provide funding for landowners to deliver on ground best practise erosion mitigation measures. If the funding application is accepted, staff will present a paper to Council prior to this being signed with detail on what is included.

[40] The benefit of this option is that Council continues to implement a Hill Country Erosion project across the Otago Region. Community have provided feedback that there is a demand for support towards on ground erosion mitigation and the fund would support this. Before entering into any agreement, Council may need to resource the required additional funds and in-kind contribution for an additional four years.

[41] The risk of this approach is that what the financial contribution would be, would not be known until a funding application is accepted. If a funding application is accepted, this does not commit Council to signing any agreement. Any funding would be considered as part of Annual or Long-Term Plans.

Option 2

[42] The Committee notes this paper and does not recommend that Council endorses an application to MPI for a further 4 years funding to continue work on management of hill country erosion in Otago (2027 – 2031). No additional Council funding or in-kind contribution would be required for implementation of a Council-led Hill Country Erosion project. Hill Country Erosion could be managed as part of the Catchments or Integrated Catchment Management programme rather than as a stand-alone project.

[43] This option would mean that Council would not offer a hill country erosion mitigation project across the Otago Region. There would be no external funding to support hill country erosion across Otago and the activity would be prioritised into existing work programmes where possible.

Option 3

[44] The Committee notes this paper and recommends that Council request further detail on the proposed work and MPI funding required prior to the MPI funding application being submitted. This option would mean that a draft funding application and project proposal would be brought back to Council for approval before it is submitted. The benefits of this option are the same as option 1, but would also mean Council input into any application.

[45] The risks of this option are the same as option 1, but the funding application would take longer to prepare due to Council reporting requirements.

CONSIDERATIONS

Strategic Framework and Policy Considerations

[46] Council's strategic directions commit Council to delivering integrated environmental management, engaging communities and collaborating to deliver, and this work is consistent with those commitments. Where water quality is degrading, Council is required to implement an action plan to address the degradation. This work is an early example of such a plan.

Financial Considerations

[47] The budgets for these projects have been accounted for in the Long-Term Plan 2021 – 2031 and in the Long-Term Plan 2024 – 2034. It is noted that the annual plan process for this year is still underway and there may be changes to these budgets.

[48] All projects remain on track with their budgets, with regular reporting provided to MFE or MPI where funding has been provided.

[49] There are some ongoing costs associated with delivery of the Toitū Te Hakapupu project specifically around the maintenance of plants. This has been captured in existing Environmental Implementation budgets to ensure that the success and investment made for this project is supported.

[50] If approved, further information will be provided to Council around the detail of funding agreements with both MPI and MfE as detailed in this report.

Significance and Engagement Considerations

[51] This update is consistent with the Council's Significance and Engagement Policy.

Legislative and Risk Considerations

[52] This paper does not trigger legislative or risk considerations.

Climate Change Considerations

[53] Lake Tuakitoto plays a significant role as a catchment ponding area during flood events in the Lower Clutha Flood Control and Drainage Scheme.

Communications Considerations

[54] Communications around the projects is ongoing and the Environmental Implementation staff will work with the Communications team.

NEXT STEPS

[55] Work to deliver on these projects and programmes will continue.

[56] If the proposed Toitū Te Hakapupu project extension funding from MfE is confirmed, the variation to the funding deed will be presented to Councillors for signing.

[57] If future Hill Country Erosion project funding is applied for from MPI, information will be presented to Council depending on the direction of the option approved from this paper.

ATTACHMENTS

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Regional Transport

Draft Long Term Plan 2027 consideration

Post 30 October workshop

Note: All costs included for Transport are listed as Gross costs, and all assumed to be able to access NZTA co-funding unless specified.

Summary of 30 October suggestions

Include in draft base LTP:

- Growth services
- Offline MRT investigation
- On-Demand (Queenstown)
- Total Mobility
- Queenstown PT Infrastructure
- Dunedin PT infrastructure
- PATC strategy development

Include for consultation:

- Queenstown Stage 2 implementation - timing
- Upper Clutha service trial – new targeted rate
- Sub-regional service trial – new targeted rate
- Ōamaru service rating options – new targeted rate
- On-Demand (Mosgiel extension) - two rating options

Do not include in draft LTP:

- Community Transport
- PATC Strategy implementation
- Ferry RealTime

Additional information requested:

- Upper Clutha route for rating options
- Timing considerations, particularly for QT stage 2B
- Impact on MOE services and comparison with fixed route for Outram on-demand
- Rating impact if MRT investigation didn't get co-funding

Additional considerations:

- Balclutha trial service
- Aggressive fare capping for children/youth
- Total Mobility additional audit requirements

- *Endorse the direction (with or without changes) of the **Queenstown/Central Otago transport initiatives** and progress these as a consultation package for further review on 2 December*
    - Queenstown service improvements
    - Upper Clutha trial
    - Sub-Regional trial

- *Endorse the direction (with or without changes) of the **Dunedin and Coast transport initiatives** and progress these as a consultation package for further review on 2 December*
    - Mosgiel On-Demand extension
    - Ōamaru service funding
    - Balclutha/Airport trial

- *Endorse the direction (with or without changes) of the proposed funding for **growth service trials** and progress this as a consultation package for further review on 2 December*
- *Consider the proposed **business cases for increased investment** where consultation isn't intended, and determine whether these meet the significance test and provide direction on next steps*

- Note the following actions with respect to **other transport business cases**: The increased funding required for Total Mobility is included in the Transport activity build
    - Proposed Public and Active Transport Connectivity Strategy implementation funding has been removed from the business case budgets
    - Proposed Community Transport implementation funding has been removed from the business case budgets
    - The increased funding for Mass Rapid Transit investigations will be included in the Transport activity build
    - The increased funding for the On-Demand investigation for Queenstown Hill and Goldfield Heights will be included in the Transport activity build
    - The increased funding for Queenstown PT infrastructure upgrades will be included in the Transport activity build, excluding the ferry realtime tracking
    - The increased funding for the Dunedin PT improvements will be included in the base-build, noting this is subject to NZTA funding which wasn't received last time

Queenstown/Central Otago transport initiatives

- *Endorse the direction (with or without changes) of the **Queenstown/Central Otago transport initiatives** and progress these as a consultation package for further review on 2 December*
  - Queenstown service improvements
  - Upper Clutha trial
  - Sub-Regional trial

Queenstown – Service improvements options

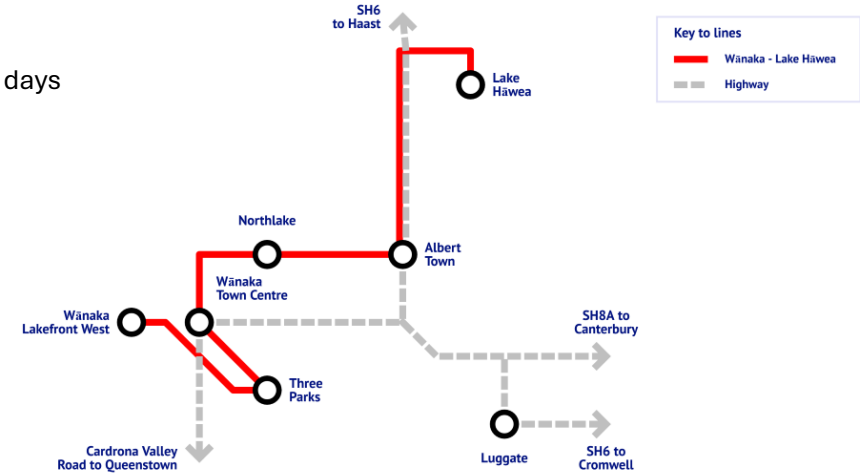
- Stage 2A/Lite (option 1 in A3's)
  - Embed MOE services in network
- Stage 2B/Full (option 2 in A3's)
  - frequency improvements
- Council suggested to include
- Reconsidered timing for Stage 2 – Full

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37
Stage 2 – Lite	-	$1m	$1m	$1m	$1m	$1m	$1m	$1m	$1m	$1m	$1m
Stage 2 – Full	-	-	-	$5.3m	$5.3m	$5.3m	$5.3m	$5.3m	$5.3m	$5.3m	$5.3m

FUNDING - OPTION 1											
Fares	25%	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Subsidies & Grants	38%	382,500	382,500	382,500	382,500	382,500	382,500	382,500	382,500	382,500	382,500
Targeted Rates	29%	294,000	294,000	294,000	294,000	294,000	294,000	294,000	294,000	294,000	294,000
General Rates	7%	73,500	73,500	73,500	73,500	73,500	73,500	73,500	73,500	73,500	73,500
Reserves		0	0	0	0	0	0	0	0	0	0
TOTAL FUNDING OPTION 1	100%	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**
FUNDING - OPTION 2											
Fares	25%	0	0	1,325,000	1,325,000	1,325,000	1,325,000	1,325,000	1,325,000	1,325,000	1,325,000
Subsidies & Grants	38%	0	0	2,027,250	2,027,250	2,027,250	2,027,250	2,027,250	2,027,250	2,027,250	2,027,250
Targeted Rates	29%	0	0	1,558,200	1,558,200	1,558,200	1,558,200	1,558,200	1,558,200	1,558,200	1,558,200
General Rates	7%	0	0	389,550	389,550	389,550	389,550	389,550	389,550	389,550	389,550
Reserves		0	0	0	0	0	0	0	0	0	0
TOTAL FUNDING OPTION 2	100%	**0**	**0**	**5,300,000**	**5,300,000**	**5,300,000**	**5,300,000**	**5,300,000**	**5,300,000**	**5,300,000**	**5,300,000**
OPERATING SURPLUS/(DEFICIT)											
FUNDING - OPTION 1											
IMPACT ON TOTAL RATES	**% of Total Rates**										
Rates Increase - $	**AP26/27**	367,500	0	0	0	0	0	0	0	0	0
Rates Increase - %	**68,466,678**	**0.5%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
Total Rates Increase / (Decrease)	**129,147**	**$2.85**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
AVERAGE RATES	**Rate Units**										
General Rates	**129,147**	$0.57	$0.57	$0.57	$0.57	$0.57	$0.57	$0.57	$0.57	$0.57	$0.57
Targeted Rate Options:											
Queenstown Transport Rate	**18,995**	$15.48	$15.48	$15.48	$15.48	$15.48	$15.48	$15.48	$15.48	$15.48	$15.48
Current Average Targeted Rate		$203.84									
Increase on Current Average Rate		7.6%									
FUNDING - OPTION 2											
IMPACT ON TOTAL RATES	**% of Total Rates**										
Rates Increase - $	**AP26/27**	0	0	1,947,750	0	0	0	0	0	0	0
Rates Increase - %	**68,466,678**	**0.0%**	**0.0%**	**2.8%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
Total Rates Increase / (Decrease)	**129,147**	**$0.00**	**$0.00**	**$15.08**	**$15.08**	**$15.08**	**$15.08**	**$15.08**	**$15.08**	**$15.08**	**$15.08**
AVERAGE RATES	**Rate Units**										
General Rates	**129,147**	$0.00	$0.00	$3.02	$3.02	$3.02	$3.02	$3.02	$3.02	$3.02	$3.02
Targeted Rate Options:											
Queenstown Transport Rate	**18,995**	$0.00	$0.00	$82.03	$82.03	$82.03	$82.03	$82.03	$82.03	$82.03	$82.03
Current Average Targeted Rate		$203.84									
Increase on Current Average Rate		0.0%									

Otago Central Lakes – Upper Clutha Trial

- Upper Clutha (endorsed by Council July 2026)
  - Connect Lake Hāwea with Wānaka
  - Preferred option = Do Minimum, 8 trips per day, 7 days a week
- Key destinations along route
  - Holy Family Catholic School
  - Wānaka Primary School
  - Te Kura O Tititea Mount Aspiring College
  - Te Kura O Take Kārara
  - Aspiring Medical Centre
  - Northlake
  - Albert Town
  - Wanaka town Centre
  - Three Parks
  - Wānaka Lakefront

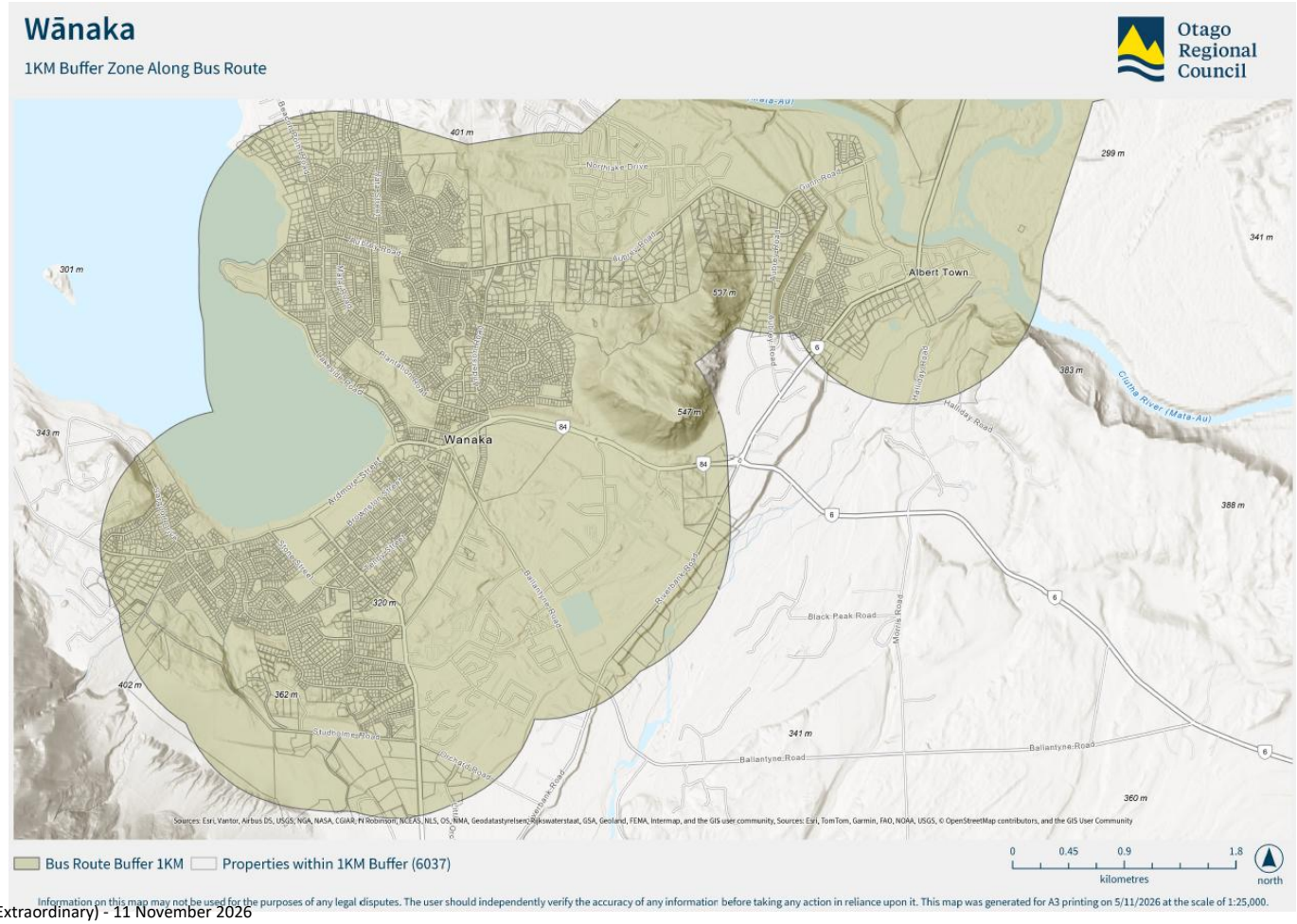


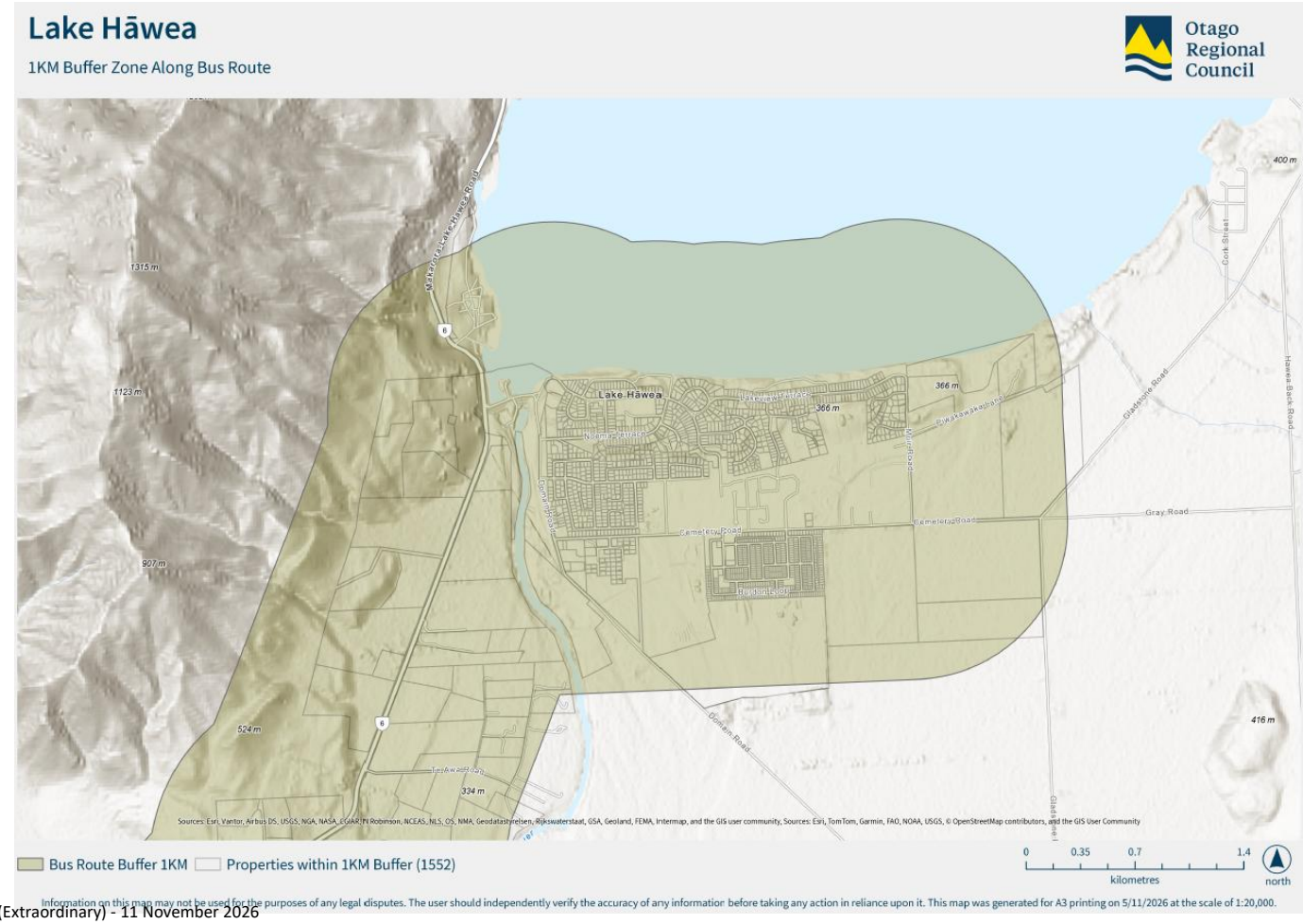
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37
Upper Clutha trial	-	$1.2M	$1.1M	$1.1M							
Upper Clutha permanent	-	-	-	-	$1.1M	$1.1M	$1.1M	$1.1M	$1.1M	$1.1M	$1.1M

Otago Central Lakes – Upper Clutha Trial

PT1 Upper Clutha (Wanaka-Hawea)	Avg Cost	YR1 27/28 LTP	YR2 28/29 LTP	YR3 29/30 LTP	YR4 30/31 LTP	YR5 31/32 LTP	YR6 32/33 LTP	YR7 33/34 LTP	YR8 34/35 LTP	YR9 35/36 LTP	YR10 36/37 LTP
FTE's		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Staff Time Cost and Overheads		0	0	0	0	0	0	0	0	0	0
Supplies services		1,172,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690
Contract services		1,172,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690
			0	0	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	0
Supplies/Services		1,172,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690
TOTAL OPEX		1,172,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690
TOTAL CAPEX		0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE		1,172,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690
FUNDING											
Fares	32%	375,261	343,261	343,261	343,261	343,261	343,261	343,261	343,261	343,261	343,261
Subsidies & Grants	35%	406,689	372,009	372,009	372,009	372,009	372,009	372,009	372,009	372,009	372,009
Targeted Rates	33%	390,740	357,420	357,420	357,420	357,420	357,420	357,420	357,420	357,420	357,420
General Rates	0%	0	0	0	0	0	0	0	0	0	0
Reserves		0	0	0	0	0	0	0	0	0	0
TOTAL FUNDING	100%	1,172,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690	1,072,690
OPERATING SURPLUS/(DEFICIT)		0	0	0	0	0	0	0	0	0	0
IMPACT ON TOTAL RATES	% of Total Rates										
Rates Increase - $	AP26/27	390,740	(33,320)	0	0	0	0	0	0	0	0
Rates Increase - %	68,466,678	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Rates Increase / (Decrease)	129,147	$3.03	-$0.26	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
AVERAGE RATES	Rate Units										
General Rates	129,147	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Targeted Rates:											
Within 1km of route buffer zone	7,585	$51.51	$47.12	$47.12	$47.12	$47.12	$47.12	$47.12	$47.12	$47.12	$47.12
Within 10min walk of stops	4,663	$83.80	$76.65	$76.65	$76.65	$76.65	$76.65	$76.65	$76.65	$76.65	$76.65

- New targeted rate to fund trial
  - Proposed rating area shown in following maps
- Community consultation on the bus route and bus stop locations will occur as part of the implementation process


Wānaka
1KM Buffer Zone Along Bus Route
Otago Regional Council
Albert Town
Wanaka
Clutha River (Mata-Au)
Bus Route Buffer 1KM
Properties within 1KM Buffer (6037)
0 0.45 0.9 1.8
kilometres
north
Information on this map may not be used for the purposes of any legal disputes. The user should independently verify the accuracy of any information before taking any action in reliance upon it. This map was generated for A3 printing on 5/11/2026 at the scale of 1:25,000.


Lake Hāwea
1KM Buffer Zone Along Bus Route
Otago Regional Council
Lake Hāwea
Makatoto Lake Hawea Road
Cemetery Road
Gray Road
Gladstone Road
Hawea Back Road
Domain Road
Cork Street
1315 m
1123 m
907 m
524 m
334 m
366 m
400 m
416 m
Bus Route Buffer 1KM
Properties within 1KM Buffer (1552)
0 0.35 0.7 1.4
kilometres
north
Information on this map may not be used for the purposes of any legal disputes. The user should independently verify the accuracy of any information before taking any action in reliance upon it. This map was generated for A3 printing on 5/11/2026 at the scale of 1:20,000.

Otago Central Lakes – Sub-Regional Trial

- Otago Central Lakes Sub-Regional (endorsed by Council August 2026)
  - Suggested to include – 30 October
  - Option 1 for rating split
  - Option 1 for rating area

Queenstown	Upper Clutha	Sub-Region
10%	10%	80%

1. Properties within 1km of route			
Residential	Commercial	Industrial	Total
8037	248	467	8752

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37
Sub-Regional trial		$1.1M	$2.9M	$2.9M							
Sub-Regional permanent					$2.9M	$2.9M	$2.9M	$2.9M	$2.9M	$2.9M	$2.9M

Sub Regional Trial – Rates Impact

FUNDING											
Fares	36%	387,360	1,054,080	1,054,080	1,054,080	1,054,080	1,054,080	1,054,080	1,054,080	1,054,080	1,054,080
Subsidies & Grants	33%	351,206	955,699	955,699	955,699	955,699	955,699	955,699	955,699	955,699	955,699
Targeted Rates	31%	337,434	918,221	918,221	918,221	918,221	918,221	918,221	918,221	918,221	918,221
General Rates	0%	0	0	0	0	0	0	0	0	0	0
Reserves		0	0	0	0	0	0	0	0	0	0
TOTAL FUNDING	100%	**1,076,000**	**2,928,000**	**2,928,000**	**2,928,000**	**2,928,000**	**2,928,000**	**2,928,000**	**2,928,000**	**2,928,000**	**2,928,000**
OPERATING SURPLUS/(DEFICIT)		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
IMPACT ON TOTAL RATES	**% of Total Rates**										
Rates Increase - $	**AP26/27**	337,434	580,787	0	0	0	0	0	0	0	0
Rates Increase - %	**68,466,678**	**0.5%**	**0.8%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
Total Rates Increase / (Decrease)	**129,147**	**$2.61**	**$4.50**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
AVERAGE RATES	**Rate Units**										
General Rates	**129,147**	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Targeted Rates: 80%/10%/10%											
Within 1km of route buffer zone											
Sub-Region - 80%	**8,752**	$30.84	$83.93	$83.93	$83.93	$83.93	$83.93	$83.93	$83.93	$83.93	$83.93
Upper Clutha - 10%	**7,146**	$4.72	$12.85	$12.85	$12.85	$12.85	$12.85	$12.85	$12.85	$12.85	$12.85
Queenstown - 10%	**18,995**	$1.78	$4.83	$4.83	$4.83	$4.83	$4.83	$4.83	$4.83	$4.83	$4.83
Within 10min walk of stops											
Sub-Region - 80%	**6,339**	$42.59	$115.88	$115.88	$115.88	$115.88	$115.88	$115.88	$115.88	$115.88	$115.88
Upper Clutha - 10%	**4,663**	$7.24	$19.69	$19.69	$19.69	$19.69	$19.69	$19.69	$19.69	$19.69	$19.69
Queenstown - 10%	**18,995**	$1.78	$4.83	$4.83	$4.83	$4.83	$4.83	$4.83	$4.83	$4.83	$4.83
Targeted Rates: 70%/15%/15%											
Within 1km of route buffer zone											
Sub-Region - 70%	**8,752**	$26.99	$73.44	$73.44	$73.44	$73.44	$73.44	$73.44	$73.44	$73.44	$73.44
Upper Clutha - 15%	**7,146**	$7.08	$19.27	$19.27	$19.27	$19.27	$19.27	$19.27	$19.27	$19.27	$19.27
Queenstown - 15%	**18,995**	$2.66	$7.25	$7.25	$7.25	$7.25	$7.25	$7.25	$7.25	$7.25	$7.25
Within 10min walk of stops											
Sub-Region - 70%	**6,339**	$37.26	$101.40	$101.40	$101.40	$101.40	$101.40	$101.40	$101.40	$101.40	$101.40
Upper Clutha - 15%	**4,663**	$10.85	$29.54	$29.54	$29.54	$29.54	$29.54	$29.54	$29.54	$29.54	$29.54
Queenstown - 15%	**18,995**	$2.66	$7.25	$7.25	$7.25	$7.25	$7.25	$7.25	$7.25	$7.25	$7.25

Dunedin and Coast transport initiatives

- *Endorse the direction (with or without changes) of the **Dunedin and Coast transport initiatives** and progress these as a consultation package for further review on 2 December*
  - Mosgiel On-Demand extension
  - Ōamaru service funding
  - Balclutha/Airport trial

Outram on-demand

- Outram On-Demand (extension of Mosgiel)
  - Suggested to include 30 October
  - Consult on both rating options
  - Further information requested and awaiting advice:
    - Impact on MOE services
    - Comparison with a fixed route service

- Rating options
  1. Ring fence cost of service for an Outram targeted rate
  2. Extend Dunedin targeted rate area to include Outram

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37
Mosgiel On-Demand extension	-	-	$100k	$100k	$100k	$100k	$100k	$100k	$100k	$100k	$100k

Outram On – Demand – Rates Impact

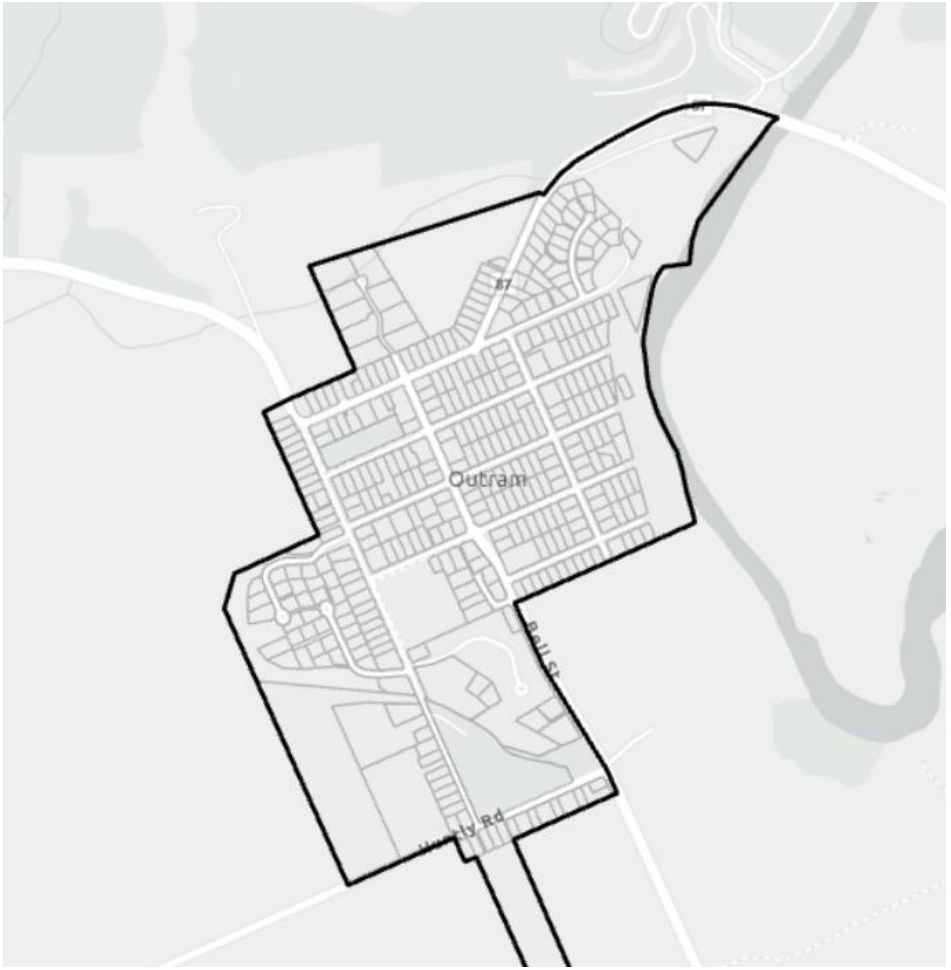
FUNDING											
Fares	25%	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Subsidies & Grants	38%	38,250	38,250	38,250	38,250	38,250	38,250	38,250	38,250	38,250	38,250
Targeted Rates	29%	29,400	29,400	29,400	29,400	29,400	29,400	29,400	29,400	29,400	29,400
General Rates	7%	7,350	7,350	7,350	7,350	7,350	7,350	7,350	7,350	7,350	7,350
Reserves		0	0	0	0	0	0	0	0	0	0
TOTAL FUNDING	100%	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**
OPERATING SURPLUS/(DEFICIT)		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
IMPACT ON TOTAL RATES	**% of Total Rates**										
Rates Increase - $	**AP26/27**	36,750	0	0	0	0	0	0	0	0	0
Rates Increase - %	**68,466,678**	**0.1%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
Total Rates Increase / (Decrease)	**129,147**	**$0.28**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
AVERAGE RATES	**Rate Units**										
General Rates	**129,147**	$0.06	$0.06	$0.06	$0.06	$0.06	$0.06	$0.06	$0.06	$0.06	$0.06
Targeted Rates: Funding $100k											
Within 1km of route buffer zone	**338**	$86.98	$86.98	$86.98	$86.98	$86.98	$86.98	$86.98	$86.98	$86.98	$86.98

Targeted Rates: Rate = current Dunedin average			Dunedin*	Palmerston*
Targeted Rate Area		Use Dunedin Avg	49,968	692
Average PT Rate		$150.60	$150.60	$67.55
		Total Rates		
Within 1km of route buffer zone	**338**	$50,903	-$1.01	-$0.40

* Residential only

Outram – Urban Area

- 338 Properties
  - 328 Residential properties
  - 10 Commercial properties



Ōamaru rating options

- Rates options:
  1. Apply targeted rate to whole Waitaki area (except for Palmerston)

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37
Ōamaru service		$100k	$100k	$100k	$100k	$100k	$100k	$100k	$100k	$100k	$100k

Ōamaru trial – Rates Impact

PT5 Oamaru (Palmerston Extension	Avg Cost	YR1 27/28 LTP	YR2 28/29 LTP	YR3 29/30 LTP	YR4 30/31 LTP	YR5 31/32 LTP	YR6 32/33 LTP	YR7 33/34 LTP	YR8 34/35 LTP	YR9 35/36 LTP	YR10 36/37 LTP
FTE's		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Staff Time Cost and Overheads		0	0	0	0	0	0	0	0	0	0
Supplies services		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Contract services		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
			0	0	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	0
Supplies/Services		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
TOTAL OPEX		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
TOTAL CAPEX		0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
FUNDING											
Fees & Charges		0	0	0	0	0	0	0	0	0	0
Fares	25%	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Other Income		0	0	0	0	0	0	0	0	0	0
Subsidies & Grants	38%	38,250	38,250	38,250	38,250	38,250	38,250	38,250	38,250	38,250	38,250
Targeted Rates	29%	29,400	29,400	29,400	29,400	29,400	29,400	29,400	29,400	29,400	29,400
General Rates	7%	7,350	7,350	7,350	7,350	7,350	7,350	7,350	7,350	7,350	7,350
Reserves		0	0	0	0	0	0	0	0	0	0
TOTAL FUNDING	100%	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
OPERATING SURPLUS/(DEFICIT)		0	0	0	0	0	0	0	0	0	0
IMPACT ON TOTAL RATES	**% of Total Rates**										
Rates Increase - $	**AP26/27**	36,750	0	0	0	0	0	0	0	0	0
Rates Increase - %	**68,466,678**	**0.1%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
Total Rates Increase / (Decrease)	**129,147**	**$0.28**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
AVERAGE RATES	**Rate Units**										
General Rates	**129,147**	$0.06	$0.06	$0.06	$0.06	$0.06	$0.06	$0.06	$0.06	$0.06	$0.06
Targeted Rates: Funding $100k											
All Waitaki excluding Palmerston	**11,497**	$2.56	$2.56	$2.56	$2.56	$2.56	$2.56	$2.56	$2.56	$2.56	$2.56

Balclutha – Airport - Dunedin trial service

- Balclutha (via airport) service trial
  - Council resolution 20 November 2024 (CM24-205) to investigate options
  - Preferred option: 3 return trips per day
  - Access to health, services, shopping, education, and recreation
  - Annual operating cost estimate $590k
  - $100k implementation costs
  - Investigation/preferred option endorsed by Council 28 October

Resolution CM24-205: Cr Noone Moved, Cr Wilson Seconded
That the Council:
e. The preferred option for the Balclutha- Airport- Dunedin service is Option 3, to investigate a PT option to connect to existing Dunedin services.
MOTION CARRIED

Balclutha – Airport - Dunedin				**Dunedin – Airport - Balclutha**			
Departing Flights	Bus alignment	Arriving Flights	Bus alignment	Departing Flights	Bus alignment	Arriving Flights	Bus alignment
6:05am 6:40am	N	7:40am	N	6:05 6:40	N	7:40	N
8:10am	N	8:50am	N	8:10	N	8:50	9:00 – 9:40 – 10:30
9:25am	6:50 – 7.40 – 8:20			9:25	N		
10:45am	N	10:10am 10:20am	N	10:45	9:00 – 9:40 – 10:30	10:10 10:20	N
11:20am 11:50am	N	11:15am	11:00 – 11:50 – 12:30	11:20 11:50	9:00 – 9:40 – 10:30	11:15	N
2:20pm	11:00 – 11:50 – 12:30	1:50pm, 2:05pm (I)** 2:25pm***	N	14:20	13:00 – 13:40 – 14:30	13:50 14:05 (I)** 14:25***	N
3:05pm(I)** 3:10pm***	N	3:50pm	N	15:05(I)** 15:10***	13:00 – 13:40 – 14:30	15:50	N
7:05pm 7:35pm*	N	6:20pm 6:35pm 6:50pm*	N	19:05 19:35*	17:30 – 18:10 – 19:00	18:20 18:35 18:50*	N
		8:40pm	N			20:40	N

(I) = international flight

*Monday only

**Tues and Thurs only

***Tues, Wed, Thurs only

Balclutha – Airport - Dunedin trial service

- Rates options
  1. Ring fence cost of service for Clutha targeted rate
  2. Extend Dunedin targeted rate area to include new area
- Rating area options:
  1. Properties within 1km of route
  2. Properties within 10min walk of bus stops (Balclutha, Milton, Milburn, Waihola, Airport, Allanton)

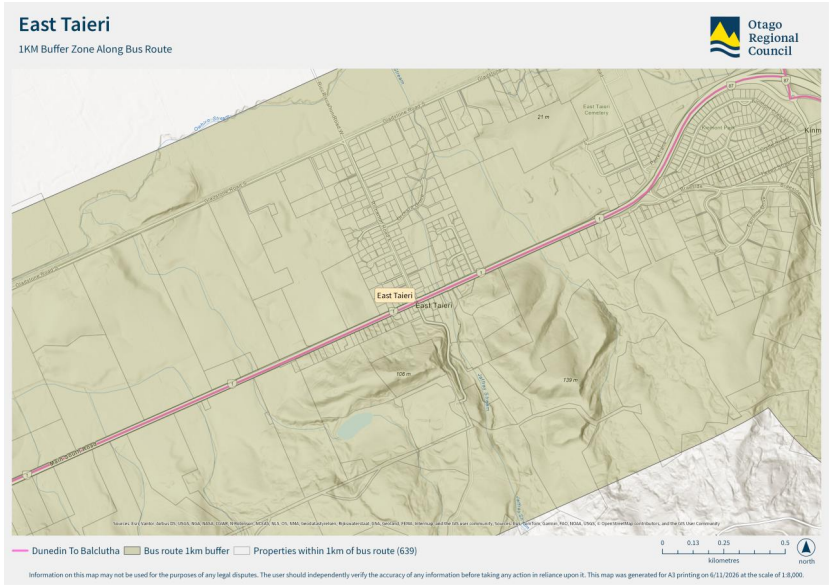
1. Properties within 1km of route			
Residential	Commercial	Industrial	Total
3378	18	105	3501
2. Properties within 10 min walk of stops			
Residential	Commercial	Industrial	Total
2783	18	78	2879

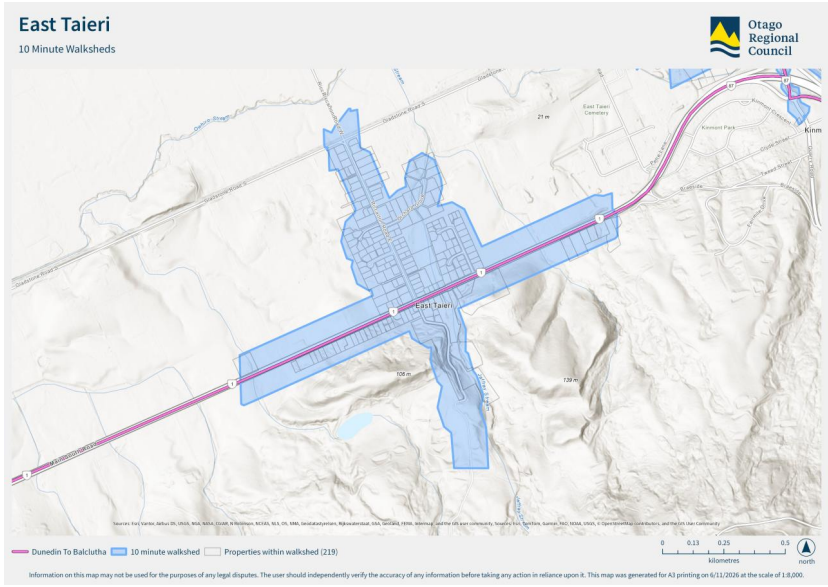
	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37
Balclutha (via airport) trial service					$690k	$590k	$590k				
Balclutha (via airport) permanent service								$590k	$590k	$590k	$590k

Balclutha–Airport-Dunedin trial - Rates Impact

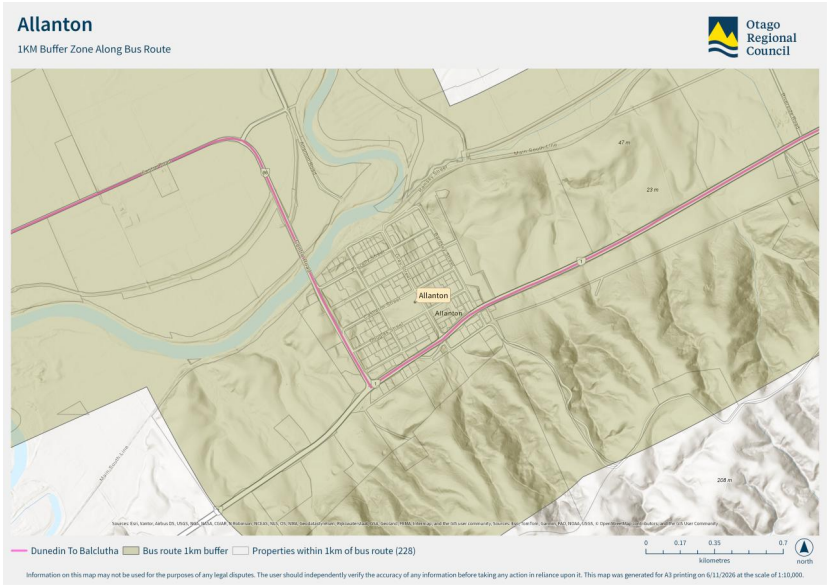
PT13 Balclutha	Avg Cost	YR1 27/28 LTP	YR2 28/29 LTP	YR3 29/30 LTP	YR4 30/31 LTP	YR5 31/32 LTP	YR6 32/33 LTP	YR7 33/34 LTP	YR8 34/35 LTP	YR9 35/36 LTP	YR10 36/37 LTP
FTE's		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Staff Time Cost and Overheads		0	0	0	0	0	0	0	0	0	0
Supplies services		690,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000
Implementation		100,000	0	0	0	0	0	0	0	0	0
Contract services		590,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000
			0	0	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	0
Supplies/Services		690,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000
TOTAL OPEX		690,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000
TOTAL CAPEX		0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE		690,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000
FUNDING											
Fares	25%	172,500	147,500	147,500	147,500	147,500	147,500	147,500	147,500	147,500	147,500
Subsidies & Grants	38%	263,925	225,675	225,675	225,675	225,675	225,675	225,675	225,675	225,675	225,675
Targeted Rates	37%	253,575	216,825	216,825	216,825	216,825	216,825	216,825	216,825	216,825	216,825
General Rates	0%	0	0	0	0	0	0	0	0	0	0
Reserves		0	0	0	0	0	0	0	0	0	0
TOTAL FUNDING	100%	690,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000	590,000
OPERATING SURPLUS/(DEFICIT)		0	0	0	0	0	0	0	0	0	0
IMPACT ON TOTAL RATES	% of Total Rates										
Rates Increase - $	AP26/27	253,575	(36,750)	0	0	0	0	0	0	0	0
Rates Increase - %	68,466,678	0.4%	-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Rates Increase / (Decrease)	129,147	$1.96	-$0.28	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
AVERAGE RATES	Rate Units										
General Rates	129,147	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Targeted Rates:											
Within 1km of route buffer zone	3,501	$72.43	$61.93	$61.93	$61.93	$61.93	$61.93	$61.93	$61.93	$61.93	$61.93
Within 10min walk of stops	2,879	$88.08	$75.31	$75.31	$75.31	$75.31	$75.31	$75.31	$75.31	$75.31	$75.31

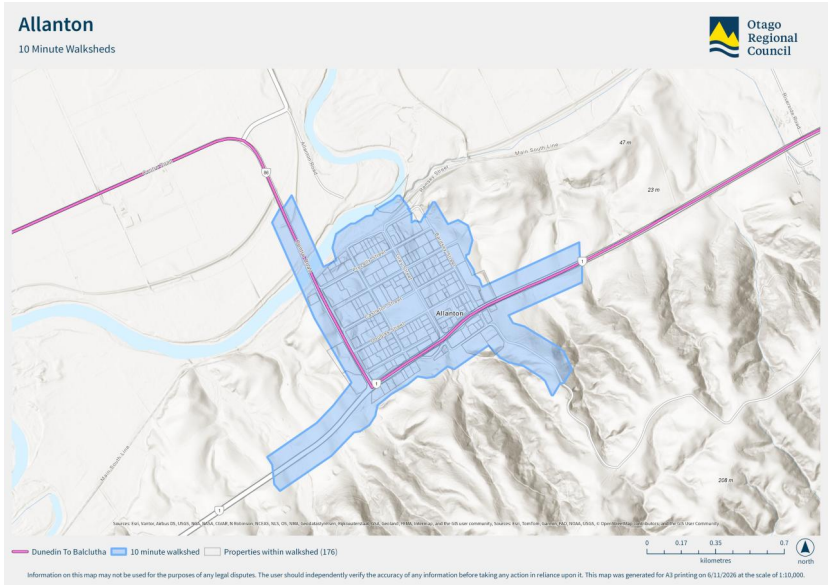
Balclutha-Airport-Dunedin maps



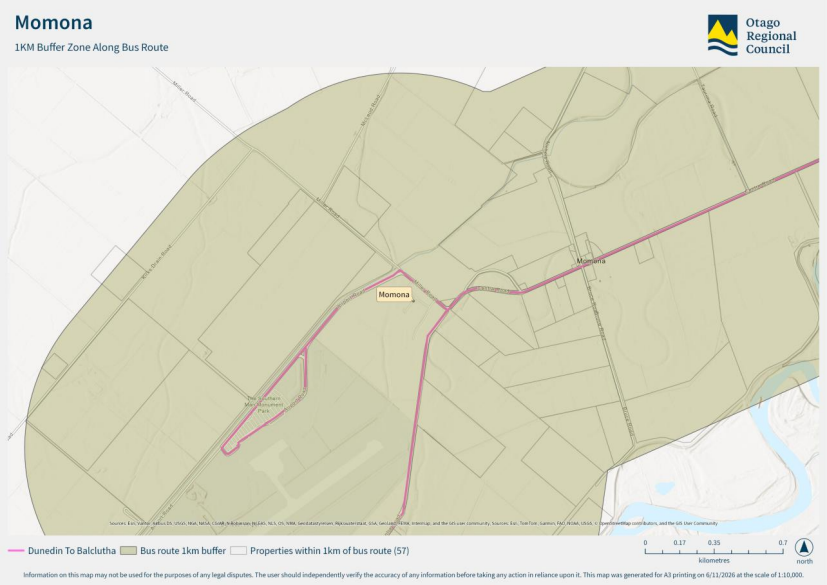


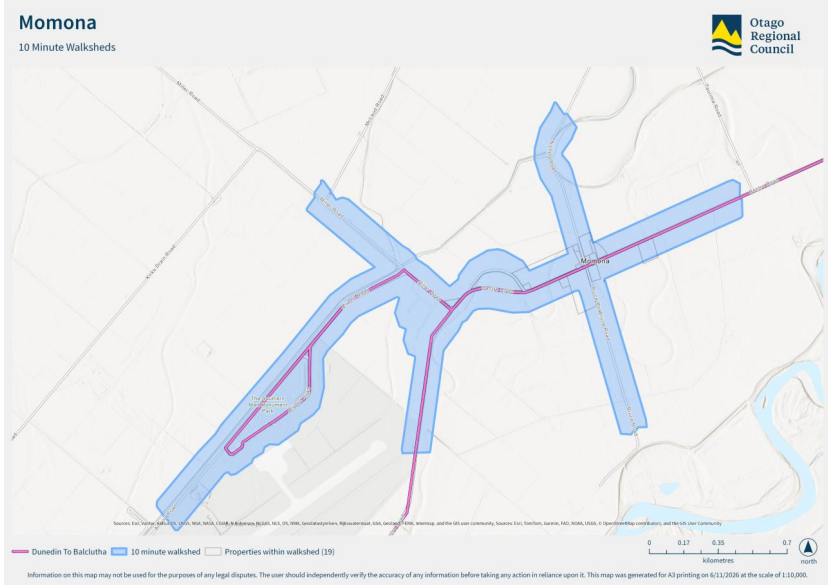
Balclutha-Airport-Dunedin maps



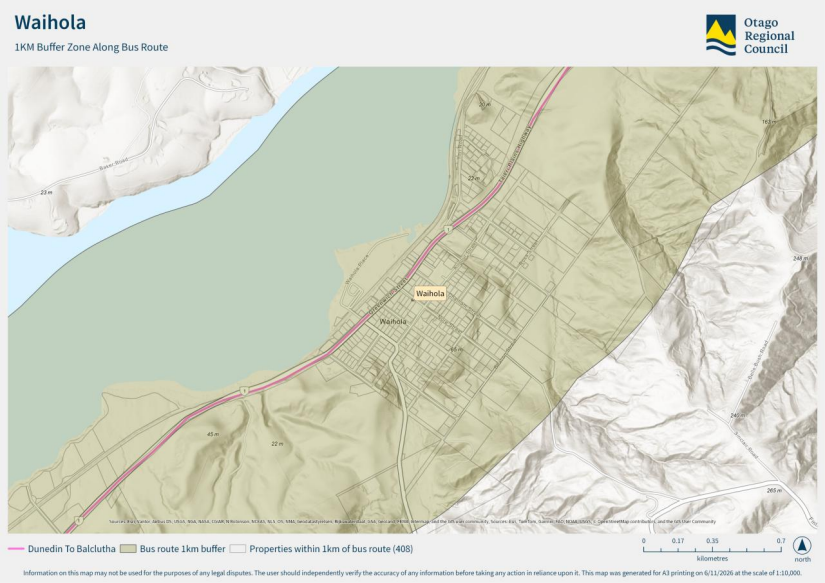


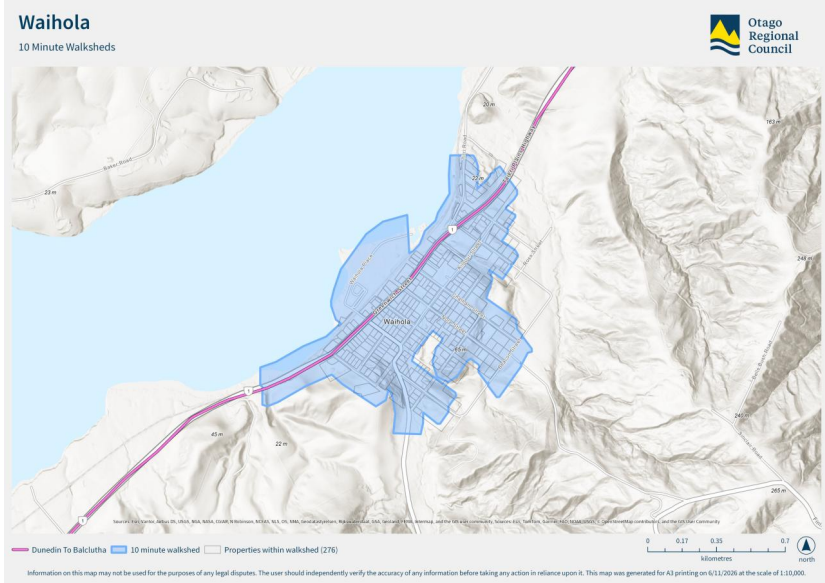
Balclutha-Airport-Dunedin maps





Balclutha-Airport-Dunedin maps





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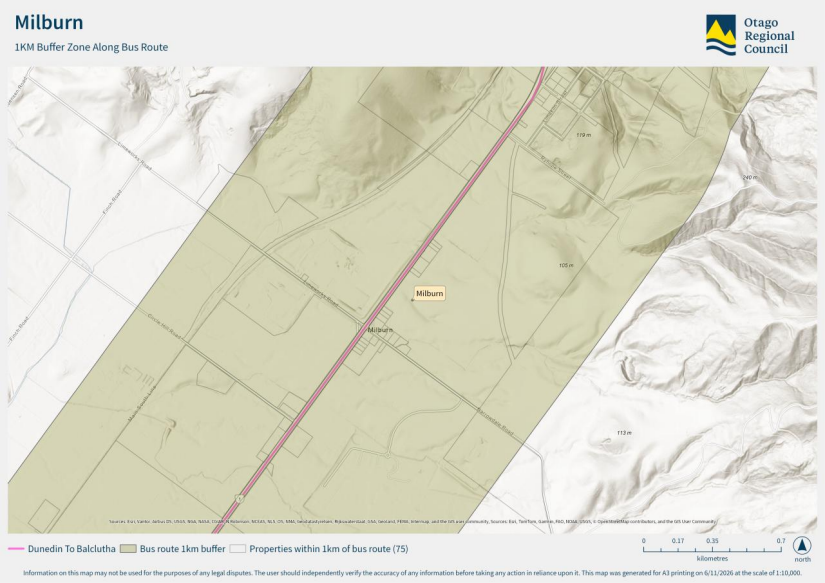
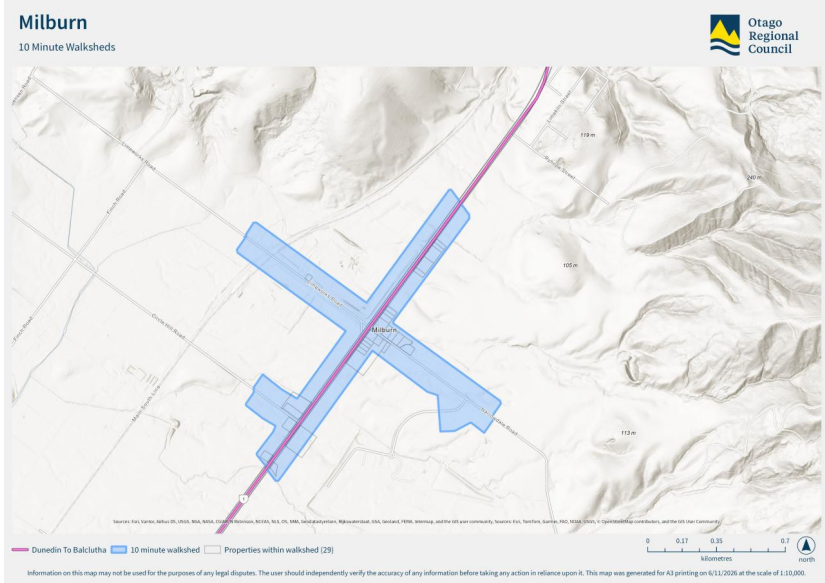
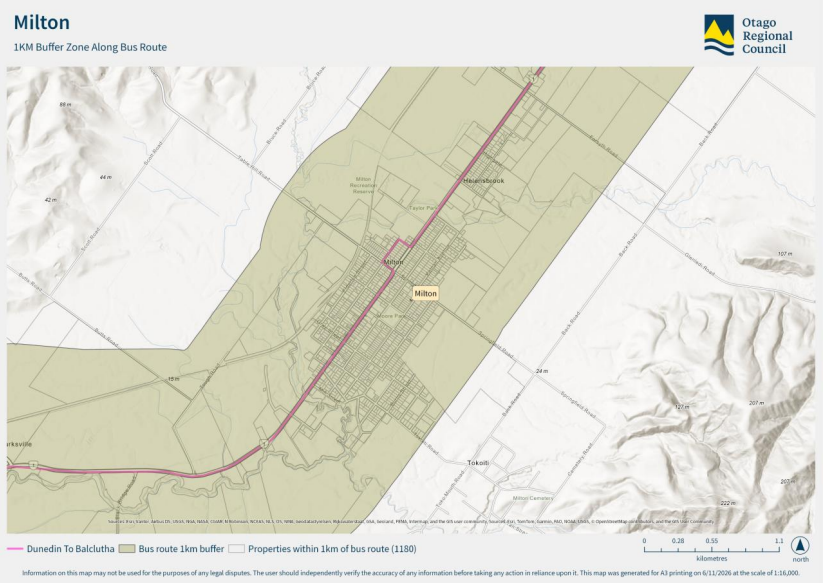
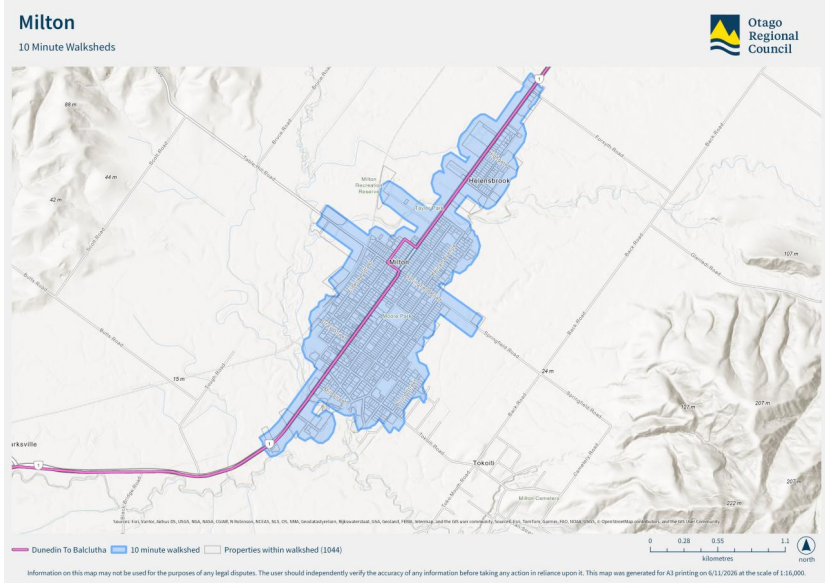


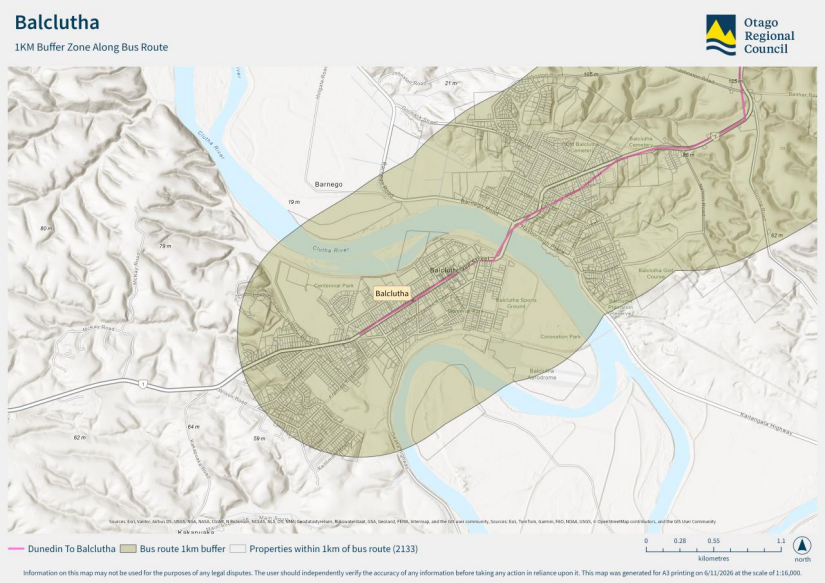


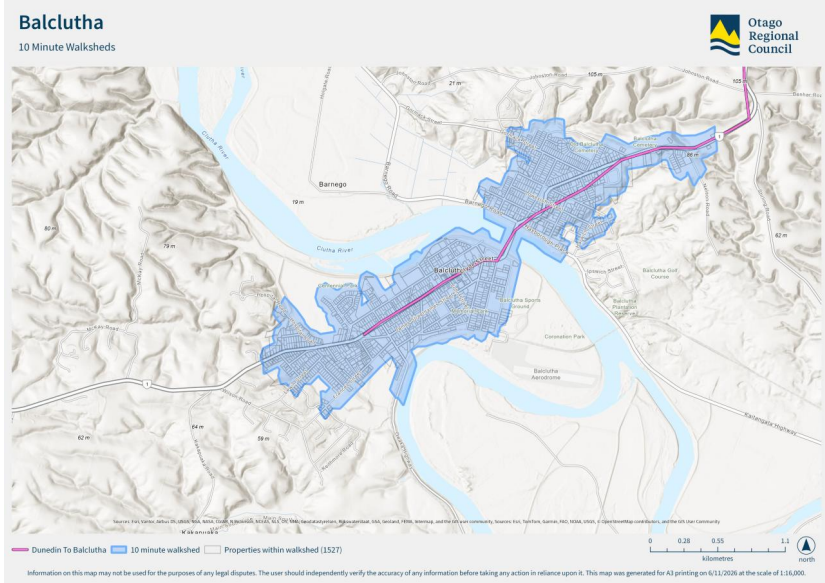
Balclutha-Airport-Dunedin maps





Balclutha-Airport-Dunedin maps





Growth Service Trials

- *Endorse the direction (with or without changes) of the proposed funding for **growth service trials** and progress this as a consultation package for further review on 2 December*

- Growth induced public transport services - $200k pa
  - Route planning & Investment cases (where required)
  - Implement trial services for new residential developments
  - If Fast-Track approved, enables public transport to respond with trial services
  - Does not include reviewing/commenting on fast-track applications
  - New services must meet the requirements in the RPTP and ORPS to be eligible for NZTA co-funding
  - General rates funded; costs for service delivery

Growth Related Services

FUNDING											
Fares		0	0	0	0	0	0	0	0	0	0
Subsidies & Grants	51%	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000	102,000
Targeted Rates		0	0	0	0	0	0	0	0	0	0
General Rates	49%	98,000	98,000	98,000	98,000	98,000	98,000	98,000	98,000	98,000	98,000
Reserves		0	0	0	0	0	0	0	0	0	0
TOTAL FUNDING	100%	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**
OPERATING SURPLUS/(DEFICIT)		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
IMPACT ON TOTAL RATES	**% of Total Rates**										
Rates Increase - $	**AP26/27**	98,000	0	0	0	0	0	0	0	0	0
Rates Increase - %	**68,466,678**	**0.1%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
Total Rates Increase / (Decrease)	**129,147**	**$0.76**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
AVERAGE RATES	**Rate Units**										
General Rates	**129,147**	$0.76	$0.76	$0.76	$0.76	$0.76	$0.76	$0.76	$0.76	$0.76	$0.76
Option:											
No NZTA subsidy	**129,147**	$1.55	$1.55	$1.55	$1.55	$1.55	$1.55	$1.55	$1.55	$1.55	$1.55

Business cases for increased investment

- *Consider the proposed **business cases for increased investment** where consultation isn't intended, and determine whether these meet the significance test and provide direction on next steps*

- Note the following actions with respect to **other transport business cases**: The increased funding required for Total Mobility is included in the Transport activity build
  - Proposed Public and Active Transport Connectivity Strategy implementation funding has been removed from the business case budgets
  - Proposed Community Transport implementation funding has been removed from the business case budgets
  - The increased funding for Mass Rapid Transit investigations will be included in the Transport activity build
  - The increased funding for the On-Demand investigation for Queenstown Hill and Goldfield Heights will be included in the Transport activity build
  - The increased funding for Queenstown PT infrastructure upgrades will be included in the Transport activity build, excluding the ferry realtime tracking
  - The increased funding for the Dunedin PT improvements will be included in the base-build, noting this is subject to NZTA funding which wasn't received last time

Transport Planning - PATCS

- Public and Active Transport Connectivity Strategy implementation
  - Strategy development 2026-2027 - Existing
  - Implementation 2028 onwards - New
    - Planning and delivery in collaboration with road controlling authorities
  - General rates funded; development is staff time

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37
PATCS development		$50k									

Public & Active Transport Strategy – Rates Impact

FUNDING											
Fares		0	0	0	0	0	0	0	0	0	0
Subsidies & Grants	51%	25,500	204,000	204,000	204,000	204,000	204,000	204,000	204,000	204,000	204,000
Targeted Rates		0	0	0	0	0	0	0	0	0	0
General Rates	49%	24,500	196,000	196,000	196,000	196,000	196,000	196,000	196,000	196,000	196,000
Reserves		0	0	0	0	0	0	0	0	0	0
TOTAL FUNDING	100%	**50,000**	**400,000**	**400,000**	**400,000**	**400,000**	**400,000**	**400,000**	**400,000**	**400,000**	**400,000**
OPERATING SURPLUS/(DEFICIT)		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
IMPACT ON TOTAL RATES	**% of Total Rates**										
Rates Increase - $	**AP26/27**	24,500	171,500	0	0	0	0	0	0	0	0
Rates Increase - %	**68,466,678**	**0.0%**	**0.3%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
Total Rates Increase / (Decrease)	**129,147**	**$0.19**	**$1.33**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
AVERAGE RATES	**Rate Units**										
General Rates	**129,147**	$0.19	$1.52	$1.52	$1.52	$1.52	$1.52	$1.52	$1.52	$1.52	$1.52
Option:											
No NZTA subsidy	**129,147**	$0.39	$3.10	$3.10	$3.10	$3.10	$3.10	$3.10	$3.10	$3.10	$3.10

Transport Planning – MRT Investigations

- Offline Mass Rapid Transit investigation - New
  - Who is required to do what and why?
    - ORC as the PTA can access funds to operate a public transport service
    - NZTA and QLDC are not PTAs, as RCAs they are responsible for infrastructure within the road corridor.

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37
Offline MRT investigation 100% of costs	-	$300k	$700k								
Local Share (49%)		$147k	$343K								
NLTF Share (51%)		$153k	$357K								

MRT Investigation – Rates Impact

PT10 Queenstown MRT	Avg Cost	YR1 27/28 LTP	YR2 28/29 LTP	YR3 29/30 LTP	YR4 30/31 LTP	YR5 31/32 LTP	YR6 32/33 LTP	YR7 33/34 LTP	YR8 34/35 LTP	YR9 35/36 LTP	YR10 36/37 LTP
Supplies/Services		300,000	700,000	0	0	0	0	0	0	0	0
TOTAL OPEX		300,000	700,000	0	0	0	0	0	0	0	0
TOTAL CAPEX		0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE		300,000	700,000	0	0	0	0	0	0	0	0
FUNDING											
Fares		0	0	0	0	0	0	0	0	0	0
Subsidies & Grants	51%	153,000	357,000	0	0	0	0	0	0	0	0
Targeted Rates	39%	117,600	274,400	0	0	0	0	0	0	0	0
General Rates	10%	29,400	68,600	0	0	0	0	0	0	0	0
Reserves		0	0	0	0	0	0	0	0	0	0
TOTAL FUNDING	100%	300,000	700,000	0	0	0	0	0	0	0	0
OPERATING SURPLUS/(DEFICIT)		0	0	0	0	0	0	0	0	0	0
IMPACT ON TOTAL RATES	% of Total Rates										
Rates Increase - $	AP26/27	147,000	196,000	(343,000)	0	0	0	0	0	0	0
Rates Increase - %	68,466,678	0.2%	0.3%	-0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Rates Increase / (Decrease)	129,147	$1.14	$1.52	-$2.66	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
AVERAGE RATES	Rate Units										
General Rates	129,147	$0.23	$0.53	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Targeted Rate Options:											
Queenstown Transport Rate	18,995	$6.19	$14.45	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
No NZTA subsidy:											
General Rates	129,147	$0.46	$1.08	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Queenstown Transport Rate	18,995	$12.63	$29.48	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Current Average Targeted Rate		$203.84									
Increase on Current Average Rate		3.0%									

Transport Planning – On-Demand Investigations

- On-demand bus service - New
  - Identified in Queenstown PT business case
  - Cost to investigate services for Queenstown Hill and Goldfield Heights
  - Align with Queenstown Stage 2 improvements
  - Cost to implement assumed within Stage 2 full implementation costs
  - Have assessed impact as a targeted rate
  - Costs for staff time only

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37
On-demand investigation	-	$50k									

Queenstown On – Demand – Rates Impact

FUNDING											
Fares		0	0	0	0	0	0	0	0	0	0
Subsidies & Grants	51%	25,500	0	0	0	0	0	0	0	0	0
Targeted Rates	39%	19,600	0	0	0	0	0	0	0	0	0
General Rates	10%	4,900	0	0	0	0	0	0	0	0	0
Reserves		0	0	0	0	0	0	0	0	0	0
TOTAL FUNDING	100%	**50,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
OPERATING SURPLUS/(DEFICIT)		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
IMPACT ON TOTAL RATES	**% of Total Rates**										
Rates Increase - $	**AP26/27**	24,500	(24,500)	0	0	0	0	0	0	0	0
Rates Increase - %	**68,466,678**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
Total Rates Increase / (Decrease)	**129,147**	**$0.19**	**-$0.19**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
AVERAGE RATES	**Rate Units**										
General Rates	**129,147**	$0.04	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Targeted Rate Options:											
Queenstown Transport Rate	**18,995**	$1.03	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Current Average Targeted Rate		$203.84									
Increase on Current Average Rate		0.5%									

Queenstown –PT infrastructure

- Infrastructure
  - New eStop infrastructure for Frankton Interchange
  - New bus stop infrastructure
    - Estimate to procure and install 3 new shelters(e.g. busy Frankton school stops)

  Ferry RealTime removed.

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37
New PT Infrastructure		$75k									

Note: QLDC manage PT infrastructure across the Queenstown network

QT Infrastructure – Rates Impact

PT12 Queenstown Infrastructure	Avg Cost	YR1 27/28 LTP	YR2 28/29 LTP	YR3 29/30 LTP	YR4 30/31 LTP	YR5 31/32 LTP	YR6 32/33 LTP	YR7 33/34 LTP	YR8 34/35 LTP	YR9 35/36 LTP	YR10 36/37 LTP
FTE's		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Staff Time Cost and Overheads		0	0	0	0	0	0	0	0	0	0
Supplies services		75,000	0	0	0	0	0	0	0	0	0
New PT Infrastructure		75,000	0	0	0	0	0	0	0	0	0
Ferry realtime tracking		0	0	0	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	0
Supplies/Services		75,000	0	0	0	0	0	0	0	0	0
TOTAL OPEX		75,000	0	0	0	0	0	0	0	0	0
TOTAL CAPEX		0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE		75,000	0	0	0	0	0	0	0	0	0
FUNDING											
Fares		0	0	0	0	0	0	0	0	0	0
Subsidies & Grants	51%	38,250	0	0	0	0	0	0	0	0	0
Targeted Rates	39%	29,400	0	0	0	0	0	0	0	0	0
General Rates	10%	7,350	0	0	0	0	0	0	0	0	0
Reserves		0	0	0	0	0	0	0	0	0	0
TOTAL FUNDING	100%	75,000	0	0	0	0	0	0	0	0	0
OPERATING SURPLUS/(DEFICIT)		0	0	0	0	0	0	0	0	0	0
IMPACT ON TOTAL RATES	**% of Total Rates**										
Rates Increase - $	**AP26/27**	36,750	(36,750)	0	0	0	0	0	0	0	0
Rates Increase - %	**68,466,678**	**0.1%**	**-0.1%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
Total Rates Increase / (Decrease)	**129,147**	**$0.28**	**-$0.28**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
AVERAGE RATES	**Rate Units**										
General Rates	**129,147**	$0.06	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Targeted Rate Options:											
Queenstown Transport Rate	**18,995**	$1.55	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Current Average Targeted Rate		$203.84	$203.84								
Increase on Current Average Rate		0.8%	0.0%								

Dunedin Public Transport Improvements

- Infrastructure improvements programme – Existing
  - Improve customer experience
  - Increased level of service
  - Responds to customer requests for seating and better bus stop infrastructure
  - Funded by ORC (Dunedin targeted rate), delivered by DCC contractors
  - Improvement programme developed from 2018 Bus Stop Audit 20250903-patc-agenda.pdf
  - Costs include:
    - procuring and installing up to 10 new shelters per year
    - New signage and line markings at stops with no infrastructure
    - Currently a Dunedin PT targeted rate, plus 20% general rate funded

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37
Infrastructure improvements	$306k	$220k	$220k	$220k	$220k	$220k	$220k	$220k	$220k	$220k	$220k

PT Infrastructure – Rates Impact

FUNDING											
Fares		0	0	0	0	0	0	0	0	0	0
Subsidies & Grants	51%	112,200	112,200	112,200	112,200	112,200	112,200	112,200	112,200	112,200	112,200
Targeted Rates	39%	86,240	86,240	86,240	86,240	86,240	86,240	86,240	86,240	86,240	86,240
General Rates	10%	21,560	21,560	21,560	21,560	21,560	21,560	21,560	21,560	21,560	21,560
Reserves		0	0	0	0	0	0	0	0	0	0
TOTAL FUNDING	100%	**220,000**	**220,000**	**220,000**	**220,000**	**220,000**	**220,000**	**220,000**	**220,000**	**220,000**	**220,000**
OPERATING SURPLUS/(DEFICIT)		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
IMPACT ON TOTAL RATES	**% of Total Rates**										
Rates Increase - $	**AP26/27**	107,800	0	0	0	0	0	0	0	0	0
Rates Increase - %	**68,466,678**	**0.2%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**
Total Rates Increase / (Decrease)	**129,147**	**$0.83**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
AVERAGE RATES	**Rate Units**										
General Rates	**129,147**	$0.17	$0.17	$0.17	$0.17	$0.17	$0.17	$0.17	$0.17	$0.17	$0.17
Targeted Rate Options:											
Dunedin Transport Rate	**51,417**	$1.68	$1.68	$1.68	$1.68	$1.68	$1.68	$1.68	$1.68	$1.68	$1.68
Current Average Targeted Rate		$164.25									
Increase on Current Average Rate		1.0%									

Additional Considerations

- *Total Mobility additional audit requirements*
- *Child and Youth fare capping*
- *Dunedin Transport Model update*

Total Mobility – additional audit requirements

- Total Mobility Scheme policy requirements for Local Authorities published September 2026, policy includes a requirement for PTAs to undertake regular procedural audits
- PTAs have until February 2027 to become compliant with new policy requirements
- Current service levels
  - over 300 active drivers, 254 vehicles across 16 operators.
  - 40 assessors over 17 agencies.
- New audit schedule in development
  - 5 x annual
  - 4 x six-monthly
  - 7 x quarterly
  - 4 x monthly
- Audits ensure contractual compliance and provide more oversight of service deliver
- Requesting 1FTE to meet minimum statutory requirements and implement the audit programme

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37
Audit resource costs	-	$180k	$180k	$180k	$180k	$180k	$180k	$180k	$180k	$180k	$180k

Child and youth fare capping

- September 2025: fare increases for children and youth
  - Free fares removed for children (5-12 years)
  - Increased Dunedin youth (13-18 years) from $1.20 to $1.50; maintained Queenstown youth fare at $1.50
- 2024 GPS: direction to increase revenue from private sources (private share)
- Fare capping: a policy to lower fare costs, incentivises uptake without reverting to free fares

Year-on-year change	Child (ages 5-12)		Youth (ages 13-18)		Child + Youth	
	2024/25	2025/26	2024/25	2025/26	2024/25	2025/26
Revenue Dunedin	0	$175,000	$615,000	$732,000 **(+19%)**	$615,000	$908,000 **(+48%)**
Revenue Queenstown	0	$105,000	$168,000	$205,000 **(+22%)**	$168,000	$310,000 **(+84%)**
Patronage Dunedin	290,607	230,719 **(-21%)**	661,625	665,088 **(+0.5%)**	952,232	895,807 **(-5.9%)**
Patronage Queenstown	142,251	124,966 **(-12%)**	145,349	164,717 **(+13%)**	287,920	289,682 **(+0.6%)**

Child and youth fare capping

Proposed cap: $9 weekly fare cap (i.e. 6 trips) for child and youth

Estimated impacts (per year)

	Child (5-12 years)	Youth (13-18 years)	Child + Youth (5-18 years)
Revenue (no patronage growth)	($62,000)	($213,000)	($275,000)
Revenue*	($31,000)	($107,000)	($138,000)
Patronage increase*	33,000	113,000	146,000

*Assuming sufficient patronage growth to recover 50% of revenue loss

In an average week, 25% of children/youth travel 7 trips or more, based on a snapshot of data. Will have 12 months of data available next week to share

Child and youth fare capping

Risks and uncertainties

Loss of private share revenue	NZTA may not support foregoing child fare revenue if it does not align with the GPS.
Bus capacity	Patronage can only increase as far as bus capacity allows. Increasing capacity beyond the existing fleet would require purchasing additional vehicles ($100,000 per year per bus).
Impacts on adult PT demand	Replacing adult users with child users will have a negative impact on revenue.
Safety for young passengers	Children and youth must be able to travel independently to ensure drivers do not have to act out of the scope of their role.

Transport Planning – Dunedin transport model

- Updating the Dunedin Transport Model - New
  - Update of the Transport Model required as part of Regional Spatial Planning process
  - DCC, NZTA and ORC cost share
  - ORC contribution is 10% of total cost

	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37
ORC contribution	-	$50k									

Notice of motion

Council reaffirms all the values expressed in the code of conduct emphasising 5. Respect for others: will treat people, including other members, with respect and courtesy, regardless of their race, age, religion, gender, sexual orientation, or disability.

Council denounces the comments and opinions expressed on 29 October by Michael Laws on his The Platform show and later comments justifying his statements.

Council confirms that it welcomes and appreciates participation by all community members and staff in democratic processes and we will actively work to ensure a safe environment free of fear of intimidation.



Cr Kate Wilson