



Governance Structure, Portfolio Terms of Reference and Council Appointments

2025 - 2028 Triennium

Adopted: 26 November 2025

Table of Contents

Otago Regional Council Governance Structure	3
Strategy and Customer Portfolio	6
Finance Portfolio.....	7
Policy and Planning Portfolio	8
Environmental Delivery Portfolio	9
Science and Resilience Portfolio	10
Transport Portfolio	11
Audit and Risk Committee	12
Otago Civil Defence Emergency Management Group (Joint Committee).....	13
Otago CDEM Group Governance Structure.....	15
Otago Regional Transport Committee.....	16
Otago Central Lakes Regional Deal Negotiation Committee (Joint)	19
Council Established Working Groups	24
Appointments as Representatives of Council.....	27

Otago Regional Council Governance Structure

1. Introduction

Otago Regional Council's (ORC) governance structure provides for decision making to sit solely with Council, complemented by **portfolio areas and the appointment of portfolio leads**.

An **Audit and Risk Committee** will continue to provide governance, risk and audit reporting oversight. Three regional committees including the **Regional Transport Committee**, **Regional Civil Defence and Emergency Management Joint Committee**, and **Joint Committee Regional Deals** continue to operate. Terms of reference for these committees are below.

Portfolios are designed to enable councillors to:

- Champion key strategic issues,
- Enhance and deepen governance engagement across council,
- Build connections with communities and bring these perspectives to the decision-making table, and
- Ensure alignment between Council's strategic priorities (outlined in the Strategic Directions) and Council's activities.

Portfolios and portfolio leads do not have decision making delegations. Their terms of reference are outlined below to support clarity of role and expectations.

The portfolio model and approach will be reviewed as needed, to ensure it remains fit for purpose.

2. Portfolio areas and leads

Council Chair	Hilary Calvert
Council Deputy Chair	Kevin Malcolm
Portfolio Leads Environmental Delivery	Andrew Noone Robbie Byars
Portfolio Leads Science and Resilience	Gary Kelliher Gretchen Robertson
Portfolio Leads Policy and Planning	Kate Wilson Neil Gillespie
Portfolio Leads Finance	Kevin Malcolm Chanel Gardner
Portfolio Leads Transport	Matt Hollyer Alan Somerville
Portfolio Leads Strategy and Customer	Michael Laws Hilary Calvert

3. Engagement with mana whenua

Engagement with mana whenua in decision making processes remains a commitment of Council and we continue to work together to find a mutually agreeable way to embed representation into our governance structure this triennium.

4. Role of portfolio leads

Portfolio leads are expected to:

- Provide strategic leadership on portfolio matters and ensure progress is made towards Council's strategic priorities
- Maintain a strong understanding of the portfolio area
- Foster and enhance relationships with key stakeholders and the community in the portfolio area.
- Contribute to community engagement and communications activity in the portfolio area, including acting as spokespeople, as required
- Focus on governance, strategy and outcomes, rather than operational or management matters, ensuring all operational activity remains the responsibility of the Chief Executive.

Working with councillors: Portfolio leads must

- Share portfolio area updates with councillors to support well-informed decisions at Council meetings.
- Act as a point of contact for portfolio-related queries from other councillors.
- Receive and present governance -level reporting from liaison or working group chairs.
- Seek expertise from fellow councillors as required.
- Keep the Chair and Deputy Chair informed of emerging issues according to the no surprises principle.

Working with staff: Portfolio Leads will

- Work constructively with senior staff responsible for portfolio areas, who will be the primary points of contact for governance information.
- Regularly review the portfolio area's Council work programme and discuss upcoming papers. Share ideas on potential agenda items for Council from the portfolio area for discussion with the senior officer.
- Support discussions at Council meetings on papers or decisions relevant to portfolio. This could include making introductory comments alongside the relevant staff member.
- Share feedback in a timely way with the senior officer or Chief Executive to support effective and efficient delivery of ORC activities within the portfolio area.

5. Delegations

Portfolio leads do not have governance, operational or financial delegations.

Otago Regional Council Committees

Audit and Risk Committee
<p>Co-Chairs: Kevin Malcolm, Andrew Douglas (independent member)</p> <p>Members: Hilary Calvert Gary Kelliher Chanel Gardner Neil Gillespie Gretchen Robertson</p>

Regional Transport Committee <i>(established by the Land Transport Management Act)</i>	Civil Defence and Emergency Management Joint Committee <i>(established under CDEM Act)</i>	Regional Deal Negotiation Joint Committee <i>(established June 2025 by QLDC, CODC and ORC)</i>
Cr Kate Wilson (Chair) Cr Matt Hollyer (Deputy Chair) DCC CDC CODC QLDC WDC NZTA	Cr Neil Gillespie Otago Mayors	Cr Matt Hollyer Cr Gretchen Robertson CODC Mayor CODC councillor QLDC Mayor QLDC councillor

Strategy and Customer Portfolio

Portfolio Leads	Hilary Calvert, Michael Laws
Senior Officer	General Manager Strategy and Customer

Areas of Responsibility

- Council's Strategic Directions over the next three years
- Liaison with Central and Local Government (in collaboration with portfolio leads)
- Major issues of regional importance (e.g. fast track advocacy)
- Council's relationship with Kāi Tahu and engagement with Māori in the work of Council
- Community engagement activities, including how to reach new/all communities
- ORC's Communications and Marketing activity
- ORC's community survey and follow-up action plan
- Governance matters including council meeting schedules, remuneration

Finance Portfolio

Portfolio Leads	Kevin Malcolm, Chanel Gardner
Senior Officer	General Manager Finance

Areas of Responsibility

1. Corporate Planning

- Long-Term Plan
- Annual Plan
- Quarterly activity reporting against the agreed levels of service and target measures outlined in the Long-term and Annual Plans

2. Finance and Performance Reporting

- Financial policies including the Financial Strategy and Revenue and Financing Policy
- Rates, fees, charges, royalties and rentals policies and strategies
- Quarterly and annual financial statements including the statement of comprehensive income, balance sheet and treasury report
- Commercial activities, trading activities or investments held by the Council
- Council's assets, leases, and financial reserves

Policy and Planning Portfolio

Portfolio Leads	Kate Wilson, Neil Gillespie
Senior Officer	General Manager Regional Planning and Transport

Areas of Responsibility

1. Strategy:

- Strategy related to the environment (water, air, land, coast, biodiversity and biosecurity)
- Environmental strategies' implementation and effectiveness

2. Policy/Planning:

- Land and Water Regional Plan, including policy, science, economics inputs
- Coast plan review, including the policy and science inputs
- Air Plan review, including the policy and science inputs
- Regional Policy Statement – appeals, reviews, amendments and implementation
- Regional Pest Management Plan, including the policy and science inputs
- Biodiversity plans, including the policy and science inputs
- Plan effectiveness
- Joint urban development policy alongside Territorial Authorities, and other obligations set out by the National Policy Statement Urban Development
- Regional approaches to urban growth and development

* Note with Resource Management Act reform the above plans may have a different title or be a different form in order to manage the issues.

3. Submissions

- Establish Submissions Working Group to consider submissions on behalf of the Otago Regional Council on national and regional plans, policies and legislation, including reform.

Environmental Delivery Portfolio

Co-Chairs	Andrew Noone, Robbie Byars
Senior Officer	General Manager Environmental Delivery

Areas of Responsibility

1. Environmental implementation

- Activities related to (but not limited to):
 - ORC work with catchment groups and Otago Catchment Community
 - Biodiversity project delivery
 - Biosecurity plan delivery
 - Air project delivery
- ORC delivered environmental projects, for example Wai Whakaata, Tomahawk Lagoon
- Wilding Conifer and Wallaby national funded programmes
- Integrated Catchment Management programme
- Annual Biosecurity Operational Plan.
- Community engagement on environmental initiatives
- ECO fund
- Large scale environmental fund

2. Regulatory

- Regulatory activity
 - Consents
 - Compliance
 - Biosecurity
 - Harbourmaster

Science and Resilience Portfolio

Portfolio Leads	Gary Kelliher, Gretchen Robertson
Senior Officer	General Manager Science and Resilience

Areas of Responsibility

1. Resilience

- ORC's programme of work on climate change adaptation
- Otago Climate Change Risk Assessment
- ORC's Climate Change Strategy, implementation and effectiveness
- Natural hazards risks and programmes to manage those risks
- Waterway management, flood control and land drainage
- River management, flood control and land drainage schemes and service delivery risks
- Natural hazards monitoring and warning systems and processes

2. Science

- Science reporting, monitoring design and analysis covering
 - coastal and estuaries
 - wetlands
 - water quality
 - groundwater
 - hydrology
 - land and soil
 - lakes
- State of the Environment monitoring, analysis and reporting
- Science communication activities

Transport Portfolio

Portfolio Leads	Matt Hollyer, Alan Somerville
Senior Officer	General Manager Regional Planning and Transport

Areas of Responsibility

1. Transport planning

- Otago Regional Public Transport Plan
- Public transport advocacy with NZTA, territorial authorities, and Central Government
- Public transport components of the Regional Land Transport Plan (RLTP) (in conjunction with Regional Transport Committee)
- Active transport planning

2. Transport operations

- Public Transport Dunedin provision of service, routes, data, contracts, complaints, and communications
- Public Transport Queenstown provision of service, routes, data, contracts, complaints, and communications
- Regional Total Mobility Service
- Regional community transport services scoping
- National Ticketing system transition

Audit and Risk Committee

Co-Chairs	Cr Kevin Malcolm, Andrew Douglas (independent member)
Members	Hilary Calvert Gary Kelliher Chanel Gardner Neil Gillespie Gretchen Robertson Other councillors are encouraged to attend meetings of the Committee, but do not have voting rights.
Quorum	Four (4)
Meeting frequency	Quarterly
Senior Officer	General Manager Finance, General Manager People and Corporate, General Manager Strategy and Customer

Purpose

To provide advice about governance, risk management, and internal control matters, external reporting and audit matters. The Committee can make recommendations to the Council and/or the chief executive, and request information and advice through the chief executive when necessary.

Areas of Responsibility

- Council's risk framework and management of strategic risk
- Insurance renewals and notifications
- Annual Report - including audit plan, management letter, and management response, and reviewing the draft annual report before it goes to Council
- Internal audit and control process
- People and Safety reporting
- Investment management, including managed fund, performance of Council's investment manager including compliance of the managed fund with the Statement of Investment Policies and Objectives (SIPO), and appointment of fund manager
- Legal compliance

Delegations

The Audit and Risk Committee has no general decision-making or financial delegations. It can:

1. Receive information for noting.
2. Receive the external audit engagement letters and letters of undertaking for audit functions and additional services provided by the external auditor.
3. Review matters within its areas of responsibility and make recommendations to Council on those matters.
4. Seek information it requires from the Chief Executive. The Chief Executive is required to cooperate with any requests unless excused by the Chair of the Otago Regional Council.
5. Request access to outside legal or independent professional advice should it consider this necessary.
6. The Co-Chairs will report to Council annually on the activities of the Committee.

Otago Civil Defence Emergency Management Group (Joint Committee)

Chairperson	Elected by the Joint Committee
Members	<ul style="list-style-type: none">• Central Otago District Council• Clutha District Council• Dunedin City Council• Otago Regional Council• Queenstown Lakes District Council• Waitaki District Council <p>Each member is represented on the joint committee by the Mayor/Chairperson, or by an elected person from that authority who has delegated authority to act for the member.</p>
Quorum	Three (3)
Meeting frequency	Quarterly
Senior Officer	Chief Executive

Constitution

Pursuant to section 12 of the Civil Defence Emergency Management Act 2002, the Otago Civil Defence Emergency Management Group is constituted as a joint standing committee under section 114S of the Local Government Act 1974 (a joint committee under section 30 of Schedule 7 of the Local Government Act 2002) by resolutions adopted by:

- Central Otago District Council
- Clutha District Council
- Dunedin City Council
- Otago Regional Council
- Queenstown Lakes District Council
- Waitaki District Council

Chairperson

The Otago Civil Defence Emergency Management Group shall appoint one of the representatives of its members as chairperson, and one of its members as deputy chairperson. Each will hold office for such period as agreed by the Group, but only so long as those persons remain a representative of a member of the Group.

Purpose

The Otago Civil Defence Emergency Management Group has the purpose and all of the functions, powers and obligations of a civil defence emergency management group as defined by the Civil Defence Emergency Management Act 2002 and subsequent amendments. Section 17 of the Civil Defence Emergency Management Act 2002 defines the function of a group and each of its members that, in summary, require it to:

- Identify, assess and manage relevant hazards and risks.
- Ensure provision of trained and competent personnel, an appropriate organisational structure and the necessary services and resources for effective civil defence emergency management in its area.
- Respond to and manage the adverse effects of emergencies.
- Carry out recovery activities.
- Assist other civil defence emergency management groups when requested.
- Promote public awareness of and compliance with the Civil Defence Emergency Management Act and legislative provisions relevant to the purpose of the Act.
- Develop, approve, implement, monitor and review a civil defence emergency management group plan.
- Participate in the development of the national civil defence emergency management strategy and the national civil defence emergency management plan.
- Promote civil defence emergency management in its area that is consistent with the purpose of the Civil Defence Emergency Management Act 2002.

Delegations

The Otago Civil Defence Emergency Management Group shall have all the delegated authorities that may be given by each member Council, including authority to fulfil the powers, obligations and functions of the Group as specified in the Civil Defence Emergency Management Act 2002, authority to appoint subcommittees, and authority to sub-delegate any authority able by law to be delegated.

Subcommittee

A subcommittee of all members of the Otago Civil Defence Emergency Management Group may be formed and given full delegated authority to carry out the functions, obligations and powers of the Group under the Civil Defence Emergency Management Act 2002 pursuant to section 114P(2) of the Local Government Act 1974 and section 30(2) schedule 7 of the Local Government Act 2002. Any meeting will transact routine business and not commit members to any major financial expenditure.

Standing Orders

The current Standing Orders of the Otago Regional Council shall govern the conduct of the meetings, except that order papers and agenda papers shall be sent to every member no less than five working days before the meeting. Notwithstanding anything in the Civil Defence Emergency Management Act or Standing Orders, adequate notice shall be given of all matters to be discussed at a meeting of the Group. Where a matter of significance is to be considered, where practicable, prior written notice of the background to that matter must be given in sufficient time to allow for consultation with each member.

Administering Authority

The Otago Regional Council as the administering authority shall provide administrative and leadership of the Group.

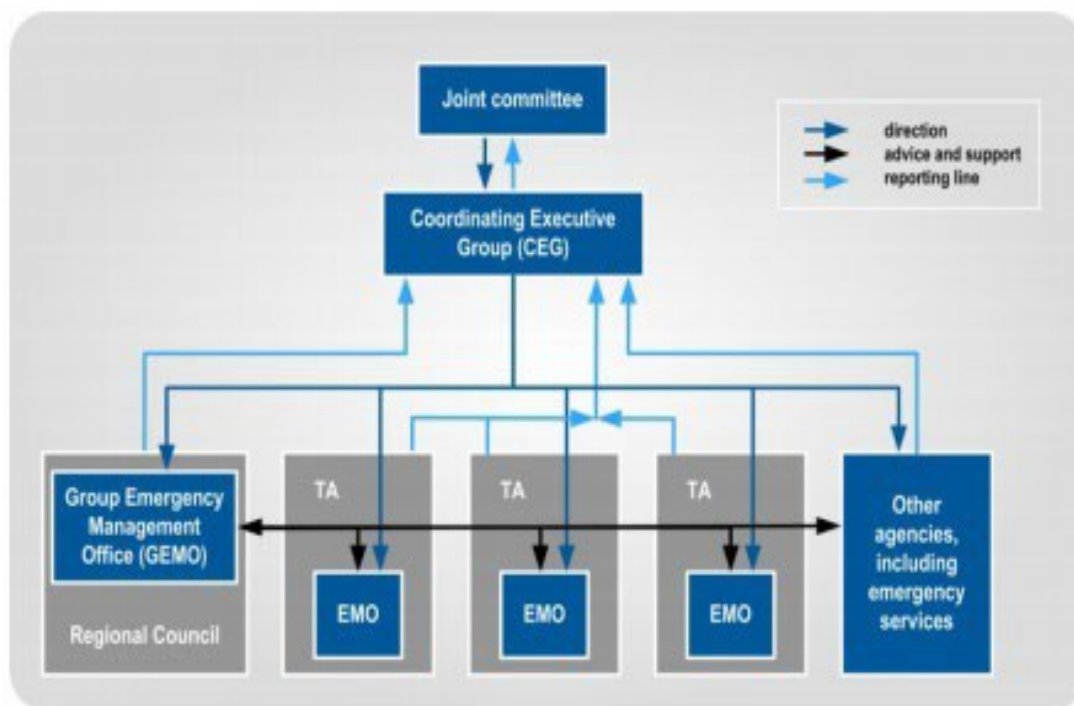
Reporting

The Group will report to each member.

Continuance of Joint Standing Committee

The Otago Civil Defence Emergency Management Group shall not be discharged by a triennial election but appointments of representatives of members shall be confirmed, or new appointments made by each council following each election.

Otago CDEM Group Governance Structure



The **Otago CDEM Group Joint Committee** has overall governance responsibility for CDEM in the Otago area. Operational management is supported by the **Coordinating Executive Group (CEG)**, made up of the Chief Executives of the six councils (or persons acting on their behalf), plus senior representatives from the NZ Police, Fire and Emergency NZ, St John, Southern District Health Board, Ngāi Tahu and the Ministry of Social Development. The CEG provides advice to the JC and ensures its decisions are implemented.

Otago CDEM Group Management Office is a shared service across all six local authorities of Otago. Otago Regional Council is the Administering Authority for the CDEM Group. It:

- Employs all staff of Otago CDEM Group and is responsible for all employment-related matters including health and safety, wellbeing, welfare, operational policies, and conduct.
- Provides administrative and related services to the Group, such as preparing agendas, arranging meetings, and taking and disseminating minutes from meetings.
- Provides financial management for the CDEM Group, including budgeting and reporting.
- In addition to the funding collected by the Regional Council through the targeted rate to resource the Otago CDEM Group and its activities.

Each **local authority member** of the Group is operationally and financially responsible for its **own local arrangements**. Each council also contributes skills, expertise and mutual support to the Group on an 'as available' basis.

For more information please see: <https://www.otagocdem.govt.nz/media/1417/otago-cdem-group-plan-2018-28-print-version.pdf>

Otago Regional Transport Committee

Chairperson	Cr Kate Wilson, Otago Regional Council
Deputy Chairperson	Cr Matt Hollyer, Otago Regional Council
Members <p>Total membership of the Otago committee equals eight. This is dictated by Section 105 of the Land Transport Management Act 2003 (LTMA).</p> <p>Representatives are appointed by the Regional Council on the nomination of NZ Transport Agency and each of the territorial local authorities.</p>	<p>Two regional council representatives (Chair and Deputy Chair):</p> <p>One representative from the Waka Kotahi NZ Transport Agency</p> <p>One district council representative from each of the:</p> <ul style="list-style-type: none"> • Central Otago District Council • Clutha District Council • Dunedin City Council • Queenstown Lakes District Council • Waitaki District Council <p>Alternates:</p> <ul style="list-style-type: none"> • Central Otago District Council • Clutha District Council • Dunedin City Council • Queenstown Lakes District Council • Waitaki District Council
Quorum / Voting	<p>An Otago RTC meeting cannot proceed unless five committee members are present, at least one of whom must be representative of the regional council and no more than one to be an alternate representative.</p> <p>No voting will occur unless there is a quorum of committee members from those organisations allowed to vote on these matters.</p> <p>The Chairperson has a deliberative vote and in the case of an equality of votes does not have a casting vote. Clause 24 of the 7th Schedule of the Local Government Act otherwise applies to voting.</p> <p>The purpose of encouraging each organisation to have alternates is to ensure that each of the organisations involved in the RTC (the TAs, Waka Kotahi NZ Transport Agency and the regional council) is able to bring their organisation's view to the table and to report back the outcome to their organisation.</p> <p>Each organisation (i.e., the regional council, Waka Kotahi NZ Transport Agency and each district/city council) is therefore encouraged to have alternative representatives to act as a</p>

	<p>replacement should the appointed representative be absent from a meeting.</p> <p>Alternates will count towards a quorum but do not have voting rights.</p>
Meeting frequency	<p>The RTC normally meets at least three times a year but may meet more regularly depending on the work to be undertaken or the issues to be addressed. Where possible, members will be advised, in advance, of the meeting schedule for the year.</p> <p>Typically, the Otago RTC meets alongside the Southland RTC.</p>
Senior Officer	General Manager Regional Planning and Transport

Purpose

To undertake the functions as prescribed by the *Land Transport Management Act 2003* and subsequent amendments.

Role and Functions

The role and functions of the Otago Regional Transport Committee are as follows:

1. To undertake the statutory requirements of the *Land Transport Management Act 2003*.
2. To prepare the Regional Land Transport Plan (RLTP) in co-operation with the Southland Regional Transport Committee, to prepare any applications to vary the RLTP and to process any applications to vary the RLTP (*LTMA Section 106(1)(a)*).
3. To prepare and adopt a policy that determines significance in respect of:
 - a) any variations made to the RLTP.
 - b) activities included in the RLTP (*LTMA Section 106(2)*).
4. To provide any advice and assistance the regional council may request on its transport responsibilities generally (*LTMA Section 106(1)(b)*).
5. To undertake monitoring to assess implementation of the Regional Land Transport Plan including monitoring of the performance of activities (*LTMA Section 16(3)(f) and 16(6)(e)*), in co-operation with the Southland Regional Transport Committee.
6. To consult on a draft RLTP for the region in accordance with the consultation principles specified in Section 18 and 18A of the *Land Transport Management Act 2003*, in co-operation with the Southland Regional Transport Committee.
7. To complete a review of the RLTP during the six-month period immediately before the expiry of the third year of the Plan (*LTMA Section 18CA*) in co-operation with the Southland Regional Transport Committee.
8. To advise the Council on any significant legislative changes, programmes, plans or reports relating to the region's transport system.
9. To prepare and implement regional transportation planning studies or pan-regional studies with the Southland Regional Transport Committee, when necessary.
10. To represent and advocate for transport interests of regional and/or pan-regional Otago Southland concern.

11. To consider and submit on transport-related policies, plans and consultation documents issued by the Ministry of Transport, Waka Kotahi NZ Transport Agency, regional/district councils, and other relevant organisations as considered appropriate, including submitting jointly with the Southland Regional Transport Committee, when appropriate.
12. To liaise with the Ministry of Transport, Waka Kotahi NZ Transport Agency, Commissioner of Police, regional/district councils, KiwiRail, the Department of Conservation and other interested parties on transport matters, and advise the Council on any appropriate new initiatives as considered appropriate.
13. To operate in a collaborate manner in the combined meetings of the Otago and Southland regional transport committees and to engage with other regional transport committees and working parties, which from time-to-time may be established.
14. To consider advice and recommendations from the Otago Southland Regional Technical Advisory Group.

Members' responsibilities for reporting back to the organisation they represent

Each member of the Regional Transport Committee is expected to report back to their own organisations following each Regional Transport Committee meeting or workshop on matters discussed at those Committee meetings, and with particular reference to the *RLTP*. A briefing paper will be produced by the Regional Council for distribution to stakeholders and to assist members with their report back responsibilities.

Terms of Membership

Should a vacancy occur in the membership of the RTC, the Committee Secretary shall report this to the next meeting of the Council, which shall then invite the nominating organisation to nominate a replacement.

Delegated Authority – Power to Act

The Regional Transport Committee:

1. Does have the ability to appoint a panel to hear RLTP, submissions, working parties, advisory groups and, where there is urgency or special circumstances, a sub-committee to deal with any matters of responsibility within the Committee's Terms of Reference and areas of responsibility, and to make recommendations to the Committee on such matters, provided that a sub-committee does not have power to act other than by a resolution of the committee with specific limitations.
2. Does have the ability to make decisions in accordance with the Terms of Reference and the *Land Transport Management Act 2003*.

Power to Act (for the information of Council)

The Regional Transport Committee has the power to:

1. Monitor any transport activities of the regional council, territorial authorities and New Zealand Transport Agency in order to report on progress on the Regional Land Transport Plan.
2. Prepare and recommend variations to the Regional Land Transport Plan that trigger the RTC's significance policy.
3. Consider and recommend transportation planning studies and associated outcomes.
4. Provide recommendations to relevant government agencies on transport priorities for the region and the allocation of national or regional transport funds.

Otago Central Lakes Regional Deal Negotiation Committee (Joint)

Established July 2025. Updated November 2025.

Chairperson	To be determined.
Deputy Chairperson	To be determined.
Members Each Partner may appoint two of its elected members as members of the Committee. Each Partner may discharge a member of the Committee appointed by it and appoint another member their stead. There is no provision for alternates. The Chairperson and Deputy Chairperson appointments are valid until the end of the triennium.	Two representatives from each of the following: Central Otago District Council Queenstown Lakes District Council Otago Regional Council
Quorum / Voting	The quorum for each meeting shall be three members (half the committee) and must include one member from each Partner Council. All members are voting members of the Committee. There is no provision for alternates.
Meeting frequency	The Committee meetings will be held monthly until December 2025, and Committee workshops will be held weekly, as required, between the scheduled meetings until December 2025 (as agreed at the inaugural meeting on 18 July 2025). Or at such other times as necessary and determined by the Chair in liaison with the Committee. <i>Meetings</i> shall be held in public unless matters meet the requirement to enter public excluded.
Senior Officer	General Manager Regional Planning and Transport

Purpose

To oversee and provide guidance that will inform negotiations for the terms of a Regional Deal for the combined districts of Central Otago and Queenstown Lakes (referred to as “Otago Central Lakes”).

Role and Functions

The role and functions of the Otago Central Lakes Regional Deal Joint Committee are as follows:

1. To provide direction that informs the negotiation of a Regional Deal between the Partners and Central Government. The direction provided by the Committee is to reflect the joint priorities agreed by the Committee, as per the process in clause 6.2b below, with reference to the agreed activity areas specified in clause 6.3 below. The overall aim is to ensure that a mutually beneficial deal, generally aligned with the OCL Regional Deal Proposal dated 28 February 2025, is struck.
2. The functions of the Committee are to:
 - a. Support a collaborative and timely approach to negotiations between the Partners and central government.
 - b. Consider the priorities of each Partner and develop and agree the joint prioritisation within the activity areas set out in clause 6.3 that will inform the negotiations to be fronted by the Partner's negotiating authority.
 - c. Direct the negotiating authority that will be interfacing directly with central government through negotiations, to ensure that negotiations are informed by the joint prioritisation, and will remain in line with the agreed activity areas (clause 6.3) and negotiating principles (clause 6.4).
 - d. Direct the negotiating authority as to whether any aspect raised through negotiations is consistent with the joint prioritisation, agreed activity areas and negotiating principles.
 - e. Report back to Partner Councils at each Council Meeting on progress made during negotiations, and to seek any recommendations / direction required to allow negotiations to progress. There will be a standing agenda item relating to the Regional Deal negotiations at each meeting of the governing body of each Partner during the negotiation phase to ensure that timely decisions can be made as required.
 - f. If considered necessary, seek direction or advice, from Partners to inform the Committee's ability to provide direction to the negotiating authority.
 - g. Identify and manage risks associated with the negotiation process.
3. The agreed activity areas that the Committee is responsible for overseeing and providing direction on are those contained in the Otago Central Lakes Regional Proposal dated 28 February 2025. For the avoidance of doubt, the activity areas are:
 - a. Transform Transport
 - Refresh transport strategy around offline MRT and sub-regional visitor, commuter and freight links
 - Establish bespoke settings to enable offline MRT
 - Establish alternative funding / financing / ownership / delivery mechanisms for critical public transport, roading and bridge infrastructure.
 - b. Capturing Value
 - Bespoke settings to ensure growth pays for growth
 - Local visitor levy
 - Bespoke settings to enable a pipeline of affordable housing
 - Mining royalties
 - c. Electrify Otago Central Lakes

- Provide streamlined planning and land acquisition pathway for a transmission corridor.
 - Establish bespoke settings to allow Queenstown to be treated as part of the Grid
 - Require Transpower to undertake additional options analysis for the new Queenstown line
 - Launch the Ratepayer Assisted Scheme for rooftop solar and batteries.
 - Establish bespoke settings to enable innovation in alternative energy generation
 - Establish bespoke settings to enable increased uptake of solar
- d. Private Investment, Public Health
- Use OCL resident and visitor numbers in funding model
 - OCL Regional Deal Negotiation Joint Committee – Memorandum of Agreement 2025
 - Accelerate the delivery of a comprehensive health needs assessment for the region
 - Develop integrated private / public healthcare models
 - Deliver partnered health services based on high priority needs and private opportunities
- e. Visitors and Investors
- Grow highly productive sectors
 - Increase total value of the visitor economy
 - Position OCL as NZ's investment and business shopfront
 - Power sustainable tourism through data driven insights
4. In carrying out its functions, including when overseeing and directing the negotiating authority, the Committee will apply the following negotiating principles:
- a. Streamlined planning / consenting / permitting / land acquisition pathways must relate only to projects specified under the Regional Deal.
 - b. Streamlined planning / consenting / permitting / land acquisition pathways must be consistent with the partner Council's climate and biodiversity, spatial and destination management plans.
 - c. Delivery staging for the health and transport activity areas will be consistent with the dependencies that have been identified by the Partners. The dependencies are shown by the order in which the activity area components are listed in section 6.3 above.
 - d. An agreed deal will uphold Te Tiriti o Waitangi and its principles and will be delivered in partnership with Ngāi Tahu.

Operating Principles

1. The Committee will operate and make its decisions in a way that achieves consensus so that alignment and integration across all Partners can be achieved.
2. The Chairperson and Deputy Chairperson do not have any additional voting powers.
3. The Committee will work in a collaborative and cooperative manner and consider the interests of all sectors of the community.
4. The Committee will operate in accordance with the requirements of the Local Government Official Information and Meetings Act 1987.

Standing Orders and Conduct of Meetings

1. The quorum for each meeting shall be three members (half the committee) and must include one member from each Partner Council.

2. The standing orders of the administering council, Queenstown Lakes District Council, shall apply, unless there is something in this Memorandum of Agreement that is inconsistent with those standing orders, in which case this Agreement applies.
3. Decisions of the Committee are made by consensus vote of the members voting and present. The person presiding at the meeting has a deliberative vote but not a casting vote. In the case of a lack of consensus the motion is defeated, and the status quo is preserved.

Administering Authority/Committee Support

1. Queenstown Lakes District Council will act as the administering authority to the Committee.
2. A secretariat will be provided to support effective functioning of the Committee.
3. The Committee will also be supported through the provision of advice by a Subject Matter Expert Working Group made up of staff from across the Partners.
4. The Chief Executives of the Partners will each appoint officials to the Working Group.

Members' responsibilities for reporting back to the organisation they represent

Members will report back to Partner Councils at each Council Meeting on progress made during negotiations, and to seek any recommendations / direction required to allow negotiations to progress. There will be a standing agenda item relating to the Regional Deal negotiations at each meeting of the governing body of each Partner during the negotiation phase to ensure that timely decisions can be made as required.

Terms of Membership

1. Each Partner may appoint two of its elected members as members of the Committee.
2. The Committee will not be discharged following a triennial election (refer Clause 30(7) of Schedule 7 of the LGA 2002). Any vacancies resulting from the elections will be immediately filled by new members appointed by the relevant Partner.
3. Members of this committee will remain members of this committee after the triennial election under the following circumstances:
 - If a Partner appointed a specified elected member and that elected member is re-elected to the Partner's Council, they will remain a member of this Committee.
 - If a Partner appointed an elected member based on position and that elected member is re-elected to the Partner's Council and remains in the named position they will remain a member of this Committee.

Delegated Authority – Power to Act

1. Making decisions on any matter coming within its Terms of Reference.
2. Commissioning through the Partners and the Working Group (refer clause 10.3) additional advice or evidence (including from external sources), or further definition of requirements, to support negotiations with central government.
3. Agreeing joint prioritisation of agreed activity areas for OCL, to guide negotiations with government.
4. Agreeing, in principle, to components of a deal that are consistent with the agreed negotiating principles and within the agreed activity areas.
5. Appointing a negotiating authority as the direct interface with central government for negotiations.

6. Appointing a Chairperson and Deputy Chairperson in accordance with any process agreed by the Committee and the requirements of the LGA 2002.
7. The Committee may delegate any or all its responsibilities, duties or powers to a subcommittee that is made up of all the members of the Committee and the Partner's Chief Executives.

Limitation of Powers

1. The Committee does not have the authority to commit any Partner to any course of action or expenditure and its recommendations do not compromise the Partners' freedom to deliberate and make decisions.
2. For the avoidance of doubt, while the Partners will endeavour to support the work of the Committee, they are under no obligation to accept the recommendations of the Committee.
3. In accordance with legislative requirements, Partners will retain decision-making and other statutory responsibilities in relation to their functions and responsibilities under the LGA 2002 and RMA 1991, and other legislation as relevant.
4. The Committee's powers exclude:
 - a. ability to determine how new revenue sources made available through the regional deal will be allocated across the partner Councils (e.g. local visitor levy, mining royalties and value capture for affordable housing).
 - b. ability to agree in principle components of a deal that are not consistent with the agreed negotiating principles or are outside the agreed activity areas.
 - c. ability to approve the final form of the regional deal agreement (which remains with the partner Councils),
 - d. powers that Councils are unable to delegate to committees under the Local Government Act 2002 (e.g. setting of rates).

Variations

1. The Committee may, at any time, make a recommendation to the Partners to vary this Agreement.
2. In order to be effective a recommendation to vary this Agreement must be ratified at the governance meetings of all Partners.
3. Any variation to this Agreement will be attached to a copy of the Otago Central Lakes Deal Negotiation Joint Committee - Memorandum of Agreement 2025.

Council Established Working Groups

Meetings to be as required

ORC Chairperson is Ex Officio member of all working groups

<p>Port Liaison Group <i>Established by Council, 2016</i> Purpose: <ul style="list-style-type: none"> • ORC shareholder requirements, including returns and ORC dividends • Statement of Corporate Intent • Port Otago Six month and annual reports • Relationship management with Port Otago Board • Port Otago director appointments and recruitment processes when Board vacancies arise <i>Reports to Council</i></p>	<p>Members: Kevin Malcolm (Chair) Hilary Calvert Chanel Gardner Andrew Noone</p>
<p>ECO Fund Panel Assessment Panel <i>Established by Council in 2019</i> Purpose: <ul style="list-style-type: none"> • To convene the ECO Fund assessment panel and review applications for funding and make recommendations to Council. </p>	<p>Members: Matt Hollyer (Chair) Chanel Gardner (Deputy Chair)</p>
<p>Whare Rūnaka Internal Steering Group <i>Established by Council, October 2021</i> <i>Reports to Council</i></p>	<p>Members: Kevin Malcolm Gretchen Robertson Andrew Noone</p>
<p>Otago Integrated Catchment Management (ICM) Working Group <i>Established by Council, September 2022</i> Purpose <ul style="list-style-type: none"> • To provide support and co-ordination to the ICM programme <i>Reports to Council</i></p>	<p>Chair - Andrew Noone Deputy Chair – Kevin Malcolm Catlins – Robbie Byars / Kate Wilson (alternate) Upper Lakes – Matt Hollyer Taiari – Kate Wilson</p>
<p>Submissions Working Group <i>Established by Council, December 2022</i> Purpose: <ul style="list-style-type: none"> • To provide input and guidance to developing submissions and review feedback to help with timeliness and direction. • To seek support from councillors for submission positions and determine when a submission needs to be approved by Council. • The group works to majority decisions including at least either the Chair and/or Deputy Chair. • Submission to be signed off by the Chair or Deputy Chair. <i>Reports to Council.</i></p>	<p>Members: Kate Wilson Neil Gillespie Gretchen Robertson Chanel Gardner Hilary Calvert Kevin Malcolm</p>

<p>Chief Executive Performance Review Working Group <i>Established June 2023</i></p> <p>Purpose:</p> <ul style="list-style-type: none"> • To undertake quarterly performance reviews with the Chief Executive and report back to Council annually. <p><i>Reports to Council.</i></p>	<p>Members: Hilary Calvert (Chair) Kevin Malcolm Chanel Gardner Andrew Noone</p>
<p>Dunedin Transport Working Group <i>Established November 2022</i></p> <p>Purpose:</p> <ul style="list-style-type: none"> • To build connections on public transport matters between ORC and DCC governors. <p>Has involved meetings as required, generally prior to Council to brief DCC on transport related papers going to ORC Council, and any other matters relevant to the Dunedin transport portfolio.</p> <p><i>Reports to Council.</i></p>	<p>Members: Hilary Calvert Alan Somerville Matt Hollyer</p>
<p>Queenstown Transport Working Group <i>Established November 2022</i></p> <p>Purpose:</p> <ul style="list-style-type: none"> • To build connections on public transport matters between ORC and QLDC governors <p>Has involved meetings as required, generally prior to Council in Queenstown to brief QLDC on transport related papers going to ORC Council, and any other matters relevant to the Dunedin transport portfolio.</p> <p><i>Reports to Council.</i></p>	<p>Members: Hilary Calvert Matt Hollyer Alan Somerville</p>
<p>Deep Lakes Working Group <i>Established January 2023, with Ministry for the Environment, Don Roberston, Edward Ellison</i></p> <p>Purpose</p> <ul style="list-style-type: none"> • To develop relationships and shared understandings across science and research, local and central government and community groups with respect to Otago's inland deep lakes. • Receive report backs from the Deep Lakes Technical Advisory Group. <p><i>Reports to Council.</i></p>	<p>Members: Gretchen Robertson Michael Laws Matt Hollyer</p>

<p>Fast Track Consenting Working Group <i>Established February 2025</i> Purpose:</p> <ul style="list-style-type: none"> • To provide a Governance input into comments on any Fast Track consent applications. <p><i>Reports to Council.</i></p>	<p>Members: Neil Gillespie Kate Wilson</p>
<p>Regional Pest Management Plan Review Councillor Reference Group: <i>Established 2025 (no meetings held yet)</i> Purpose:</p> <ul style="list-style-type: none"> • To provide guidance on materials before being taken to Council and to provide councillor oversight of progress. 	<p>Members: Kate Wilson Neil Gillespie Kevin Malcolm Andrew Noone</p>

Appointments as Representatives of Council

Mana to Mana	All councillors
Te Rōpū Taiao Southland	Chair / Deputy Chair
LGNZ Zone 6	Attendance shared between Councillors
Regional Sector Group (RSG)	Deputy Chair / CE
Mayoral Forum	Chair / CE
Dunedin Tracks Network Trust (DnTNT)	Alan Somerville (as required)
Lower Waitaki River Scheme Liaison	Kevin Malcolm
Otago Catchment Community (OCC) Governance Group	Robbie Byars Alternate: Andrew Noone
Manuherekia Exemplar Catchment Programme Governance Group (MfE)	Kevin Malcolm
Regional Co-ordination Group for Wilding Conifer Management	Gary Kelliher Alternate: Matt Hollyer
Regional Co-ordination Group for Wallaby Management	Kevin Malcolm Alternate: Gary Kelliher
Otago South River Care Group Governance Group	Robbie Byars
Grow Well Whaiora Partnership Governance Group (Queenstown Future Development Strategy Group)	Neil Gillespie, Matt Hollyer
Lower Taieri Flood and Drainage Liaison Group	Kate Wilson