Developing the LTP 2027-37

Current state briefings on AP2026-27 planned delivery;

What we do, why we do it, what it costs and who is involved.

30 -31 July 2026

Day 1: Thursday, 30 July 2026

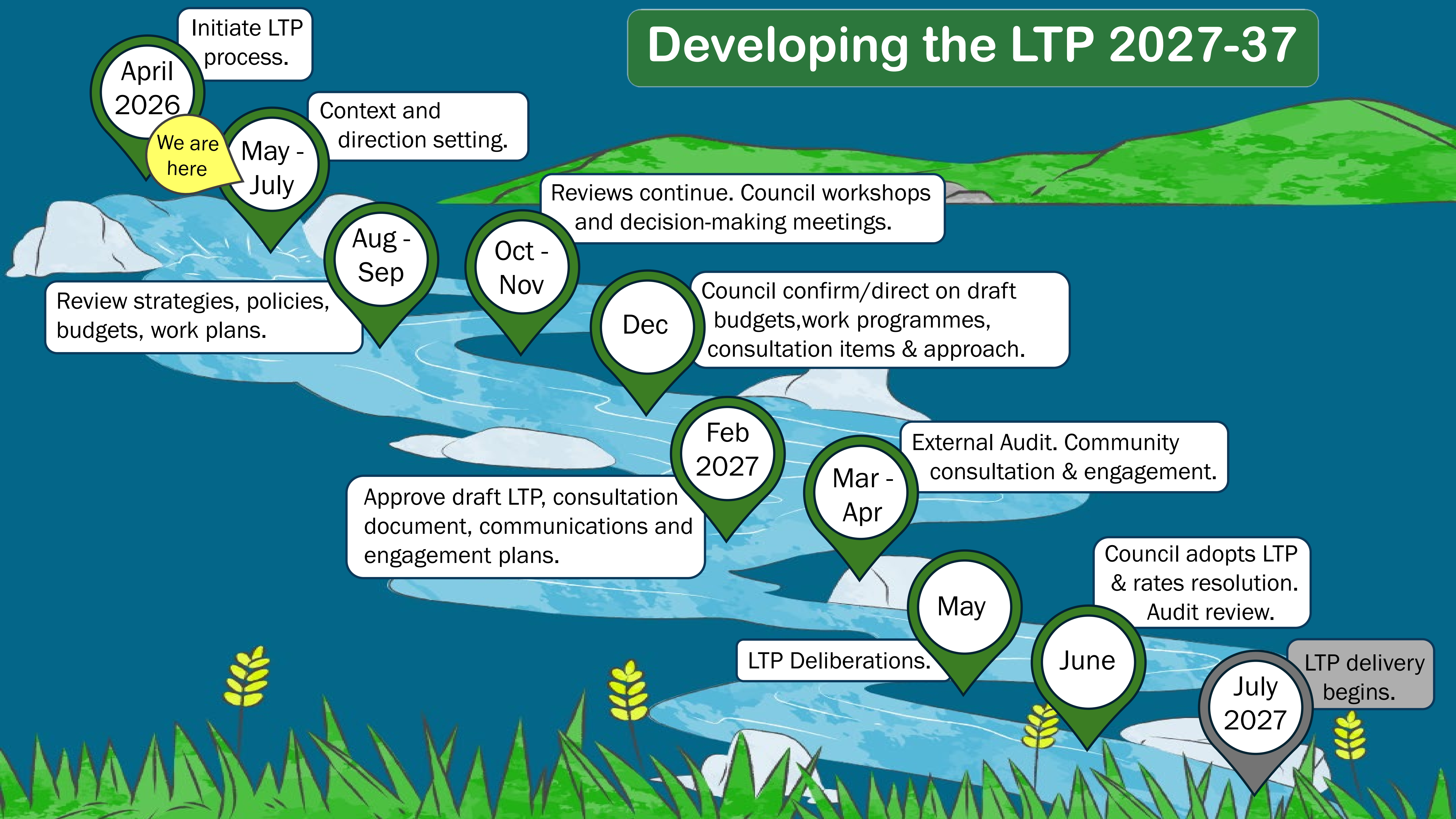
Focus	Duration	Start time
Introduction to current state briefings	10	**9:00 a.m.**
Environmental Delivery Directorate Introduction	**5**	**9:10 a.m.**
Environmental Implementation	30	9:15 a.m.
Consents	15	9:45 a.m.
Compliance	15	10:00 a.m.
Environmental Delivery Data and Systems	15	10:15 a.m.
Harbourmaster	15	10:30 a.m.
Morning tea	15	10:45 a.m.
Science and Resilience Directorate Introduction	**5**	**11:00 a.m.**
Science	20	11:05 a.m.
Environmental Monitoring	20	11:25 a.m.
Natural Hazards	20	11:45 a.m.
Engineering	25	12:05 p.m.
Emergency Management	20	12:30 p.m.
Morning wrap up	10	12:50 p.m.
Lunch	45	1:00 p.m.
Planning & Transport Directorate Introduction	**5**	**1:45 p.m.**
Planning	30	1:50 p.m.
Transport	30	2:20 p.m.
Afternoon tea	15	2:50 p.m.
Customer and Strategy Directorate Introduction	**5**	3:05 p.m.
Communications and Marketing + Partnership and Engagement	20	3:10 p.m.
Strategy + Organisational Planning and Performance +Chief Advisor	20	3:30 p.m.
Customer and governance	20	3:50 p.m.
Afternoon wrap up	10	4:10 p.m.
Day 1 ends		4:20 p.m.

Otago Regional Council

Day 2: Friday, 31 July 2026

Otago Regional Council

Focus	Duration	Start time
Introduction to day two	5	**9:00 a.m.**
People and Corporate Directorate Introduction	**5**	**9:05 a.m.**
Information Systems	15	9:10 a.m.
Support Services	15	9:25 a.m.
People and Safety + Internal Communications	15	9:40 a.m.
Legal	10	9:55 a.m.
Finance Directorate Introduction	**5**	**10:05 a.m.**
Finance + Financial Planning and Analysis	20	10:10 a.m.
Morning wrap up (end of current state briefings)	15	10:30 a.m.
Morning tea	15	10:45 a.m.
Finance and Funding Workshop #1	**120**	**11:00 a.m.**
Afternoon wrap up	10	4:10 p.m.
Workshop ends		4:20 p.m.


Developing the LTP 2027-37
April 2026
Initiate LTP process.
We are here
May - July
Context and direction setting.
Aug - Sep
Review strategies, policies, budgets, work plans.
Oct - Nov
Reviews continue. Council workshops and decision-making meetings.
Dec
Council confirm/direct on draft budgets,work programmes, consultation items & approach.
Feb 2027
Approve draft LTP, consultation document, communications and engagement plans.
Mar - Apr
External Audit. Community consultation & engagement.
May
LTP Deliberations.
June
Council adopts LTP & rates resolution. Audit review.
July 2027
LTP delivery begins.

CURRENT STATE BRIEFING FOR COUNCIL ON AP2026-27 PLANNED DELIVERY

Environmental Implementation

Directorate: Environmental Delivery	
Teams	Catchment Advisors, Biosecurity Compliance, Project Delivery, Integrated Catchment Management, Biosecurity programmes, Environmental Funding.
LTP Activities	**Biodiversity and Biosecurity Land and Water**
Opex budget 2026-27	*$15,156,444*
Capex budget 2026-27	*$260,610*
Operational Revenue budget 2026-27 (excl Reserves)	*$12,967,320*
Budgeted FTE	*36.40*
Budgeted Team FTE	Catchment Advisors: 7FTE Biosecurity Compliance: 8FTE Biosecurity programmes: 7FTE Project Delivery:7.4FTE Integrated Catchment Management: 5 FTE Environmental Funding: 1FTE Envr Leadership: 1 FTE

Impact and Outcomes

Environmental Implementation helps deliver the environmental outcomes sought by Council and Otago communities by turning plans, strategies and funding into on-the-ground action. It includes the biosecurity role of Council under the Biosecurity Act. The work supports healthy land, water and ecosystems, protects Otago from the impacts of pest plants and animals, strengthens community-led environmental initiatives, and improves the resilience of catchments and communities. Through partnerships, education, funding and practical projects, the team helps achieve long-term environmental improvements across the region.

Funding Sources (incl Reserves)

Key work programmes and projects 2026-27 (LTP Yr3)

Catchment Advisors	**Drivers**		**BAU/Project**
Catchment advice work programme - support consents and compliance teams with engagement, education. Support Catchment Groups and schools. Support project work and CAPs. - Project support - Examples include: ECO Fund, ICM programme, Low flows work, Strategy implementation, support for consents and compliance community engagement. - Stream Health Assessments with community - Biodiversity support -Urban water programme - Adopt a drain -Rural programme - Dairy effluent, Intensive winter grazing, waste minimisation, 1:1 support -Catchment and community group support -Extension agency liaison - includes MPI, Otago Catchments Collective, Industry groups	Council decisions and funding through LTP 2024	supports mandatory work	BAU and support of project work;
Funding support to Otago Catchment Communities	Council decisions in LTP 2024 (commenced in 2019/2020 year (lesser amount))	Non-mandatory	dates as per agreement
Biosecurity Compliance	**Drivers**		**BAU/Project**
RPMP education and compliance inspections (for the pest plants and animals in the RPMP programmes). Support regulation and understanding of the rules through to enforcement (default work/prosecution) if required.	RPMP, Biosecurity Act 1993	Mandatory	BAU
Provide support in the field to deliver Biosecurity programmes work i.e.. Surveillance, Biocontrol checks, technical advice.	RPMP, Biosecurity Act 1993, Council decisions	Supports mandatory	BAU
Biosecurity Programmes	**Drivers**		**BAU/Project**
Surveillance - checking for pest plants and animals to manage them before they spread. This includes Marine and freshwater biosecurity - developing monitoring and surveillance programme	RPMP, Biosecurity Act 1993	Supports mandatory	BAU
Incursion response this includes pest plans and animals listed in RPMP - Exclusion programme, or new threats such as HPAI.	RPMP, Biosecurity Act 1993	Mandatory	BAU
Regional Pest Management Review	RPMP, Biosecurity Act 1993, Council decision	Mandatory (we are doing this early)	project (every 10 years)
Biocontrol work - (uses insects, animals or diseases to reduce plant or animal pests) ORC manages, monitors, releases organisms. Support and lead research for emerging opportunities.	RPMP, Biosecurity Act 1993	Supports mandatory	BAU
Lead/support for biosecurity community programmes e.g. community rabbit programme, delivery of biosecurity focussed actions in CAPs.	RPMP, Biosecurity Act 1993, Community, Council decisions	Supports mandatory	BAU
Site led programme - funding provided to support objectives of site led programme in RPMP	RPMP, Biosecurity Act 1993, Community, Council decisions	Objectives are mandatory, funding is discretionary	BAU
Clean check dry - co-funded by MPI, education of freshwater biosecurity risks and how to mitigate (ongoing work during the year with focus on 12 weeks over summer using interns	Biosecurity Act 1993, MPI funding/priority	Supports mandatory	BAU
Contractor control work for hard to control species e.g. spartina, Japanese knotweed, boneseed, sabella	RPMP, Biosecurity Act 1993,	Non-mandatory	BAU
Technical support and reporting for biosecurity compliance work programme	RPMP, Biosecurity Act 1993	Supports mandatory	BAU
Lagarosiphon control funding (with LINZ)	RPMP, Biosecurity Act 1993,	Supports mandatory	BAU

Project Delivery	Drivers		BAU/Project
Hill country erosion (bid for funding currently with MPI)	MPI funding	Non-mandatory	project
Wilding conifer programme	RPMP, Biosecurity Act 1993, MPI funding/priority	Supports mandatory	Project
Wallaby programme	RPMP, Biosecurity Act 1993, MPI funding/priority	Supports mandatory	Project
Te Hakapupu maintenance	Council decisions and funding through LTP 2024	Non-mandatory	Project
Lake Tuakitoto	Council decisions and funding through LTP 2024 - Specific budget for this work through reserve	Non-mandatory	BAU
Lake Hayes/Waiwhakaata	Council decisions and funding through LTP 2024	Non-mandatory	Project
Catchment Action plan implementation projects - Catlins and Upper Lakes in 2026, Taieri, Dunedin and Coast, Lower Clutha and Inland Clutha in 2027 once developed	Council decisions and funding through LTP 2024	Non-mandatory	BAU
Otago biodiversity forum support and joint projects and supporting biodiversity strategy implementation	Council decisions and funding through LTP 2024-2034, Alignment with Indigenous Biodiversity Strategy	Non-mandatory	BAU
Large scale environment fund	Council decisions and funding through LTP 2024-2034, Alignment with Indigenous Biodiversity Strategy	Non-mandatory	BAU
Integrated Catchment Management	**Drivers**		**BAU/Project**
Development and ongoing review of Catchment Action Plans	Council decisions and funding through LTP 2024-2034	Non-mandatory	BAU
Funding and support for the Taiari ICM Co-ordinator role, co funded by ORC, DOC and Aukaha (3 year agreement ending end 2026/27 financial year)	Council decisions and funding through LTP 2024-2034	Mandatory (agreement is in place)	Project
Environmental Funding	**Drivers**		**BAU/Project**
ECO fund and associated incentive funds	Council decisions and funding through LTP 2024-2034	Non-mandatory	BAU

Integrations and dependencies across ORC

Environmental Implementation work is highly integrated across the Environmental Delivery directorate and relies on collaboration with multiple areas of ORC.
Key dependencies include:
Science and Environmental Monitoring data and technical advice are used to inform Catchment Action Plans, integrated catchment management activities, biodiversity priorities, freshwater improvement projects, and biosecurity programmes.
Policy and Planning work can utilise community, catchment and environmental information gathered through Environmental Implementation programmes to help inform plan development, regional strategies, and future policy decisions.
Compliance, Consents and Environmental Implementation teams work closely together on land and water management, education, community engagement, and achieving environmental outcomes through a mix of support, guidance, and regulatory approaches.
Delivery of Catchment Action Plans requires coordination across science, policy, compliance, engineering, natural hazards, environmental monitoring, communications, and community engagement functions.
Environmental funding programmes, including the ECO Fund, Large Scale Fund and biodiversity initiatives, rely on organisational support to develop funding categories, staff participate and contribute on the assessment panel, for communications, and to understand outcomes delivered.
Biosecurity programmes depend on collaboration with ORC communications, GIS, finance, and procurement functions to support surveillance, operational delivery & reporting obligations.

Future focus, commitments and assumptions

Environmental Implementation has several long-term commitments extending through the 2027–2037 period, including delivery of the Integrated Catchment Management programme, implementation of Catchment Action Plans, ongoing Regional Pest Management Plan delivery, Project delivery, and environmental funding initiatives approved through the 2024–2034 Long Term Plan.
Key future commitments include:

Continued development and implementation of Catchment Action Plans across priority Otago catchments, as directed through the LTP and associated Council decisions.
Delivery of Regional Pest Management Plan review and then subsequent delivery and oversight of the objectives, including surveillance, compliance, incursion response, biocontrol, and community-led pest management programmes.
Ongoing support for the Otago Biodiversity Forum, implementation of biodiversity strategy actions, and administration of environmental funding programmes.
Delivery of external funding agreements and programmes where funding is secured, including wilding conifer and wallaby initiatives.
Continued partnership approaches with iwi, communities, industry groups, central government agencies, and neighbouring councils to achieve environmental outcomes.

Challenges and opportunities that may need consideration through future LTP processes include:

Increasing expectations from communities for environmental improvement and catchment-based delivery.
Potential impacts of climate change on catchment resilience, biodiversity, pest management, and land management priorities.
Uncertainty regarding future central government policy settings and funding programmes.
Growing opportunities to leverage external funding and partnerships to deliver environmental outcomes.
Additional funding to support expanded biosecurity programmes.
Key assumptions include:

Current LTP funding levels remain available to support approved programmes and environmental funding initiatives.
External funding sources, including MPI and other government programmes, continue at levels sufficient to support committed project delivery where applicable.
Future programme delivery may require adjustment if external funding arrangements change or conclude.
Continued community, landowner, iwi and partner agency participation is essential to achieving planned environmental outcomes.
Regular review and evaluation of environmental programmes, funding mechanisms, and delivery approaches to ensure they continue to deliver measurable environmental outcomes, reflect emerging priorities and risks, and remain fit for purpose over the life of the LTP.

LTP Service levels and performance	LTP Yr1 2024-25 Result	AP 2025-26 Q3 Result	Target AP 2026-27
LOS: Promote and enable best practice land management for soil conservation, water quality preservation and the efficient use of water.			
Measure: ORC led and community/landowner supported workshops and events are delivered which promote best practice land management for soil conservation, water quality and/or the efficient use of water.	Achieved	On track	At least 12 ORC led workshops or events are delivered annually
LOS: Develop and maintain an integrated catchment management (ICM) programme that aligns with national directions and enables sustainable environmental manag			
Measure: Catchment Action Plans give effect to the ICM programme and are developed in partnership with iwi and in collaboration with the community.	Achieved	On track	One Catchment Action Plan to be presented to Council for approval by 30 June
LOS: Collaborate with iwi, DOC and other key organisations through leading the Otago Biodiversity Forum and develop, coordinate and deliver a programme of actions to enhance indigenous biodiversity.			
Measure: Biodiversity forum-based joint projects to enhance indigenous biodiversity are developed	Achieved	On track	At least one new project is developed and implemented with biodiversity forum partners
Measure: Joint projects are implemented against milestones	Achieved	On track	At least 80% of project actions are progressed as scheduled.
LOS: Provide support and funding to selected initiatives and organisations across the region which deliver environmental outcomes that align with our strategic objectives			
Measure: Alignment between initiatives and deliverables receiving Council funding and Council's strategic biodiversity strategic objectives.	Achieved	On track	All environmental projects and initiatives are aligned to at least one of the Council's environmental strategic objectives
LOS: Develop and deliver practices and programmes that give effect to the Regional Pest Management Plan			
Measure: Actions within the Biosecurity Operational Plan (BOP) are progressed	Not met	On track*	90% of pest management actions are achieved*
LOS: Ensure that ORC's externally funded biosecurity programmes (such as wilding conifers, wallabies and Check, Clean, Dry) are delivered as per agreements			
Measure: Externally funded biosecurity projects/programmes are implemented as per their agreements.	Achieved	On track	90% of deliverables in the agreements with Central Government are progressing as scheduled.
LOS: Ensure that where ORC receives external funding for Freshwater programmes (such as Essential Freshwater Hill Country Erosion Funding) are delivered as per th			
Measure: Externally funded freshwater projects/programmes are delivered as per their agreements	Achieved	On track	90% of deliverables in the agreements with Central Government are progressing as scheduled

Notes on performance:

**Targets have been revised from those set in the LTP. This is to align with the Regional Pest Management Plan and the Biosecurity Operational Plan.*

The LTP performance measures and targets relating to developing and implementing plans which enhance water quality and indigenous biodiversity in selected degraded waterbodies, have been removed for AP 2026-27.

Environmental Implementation budget and spend 2024-2026

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
Biodiversity Implementation	Operational revenue	Rates Revenue	1115 - Rates - Targeted	(1,414)	(1,406)	(1,576)	(1,574)	(1,472)
		Subsidies and Grants		(197)		(0)		
	Operational revenue Total			**(1,611)**	**(1,406)**	**(1,577)**	**(1,574)**	**(1,472)**
	Operational expenses	Personnel Costs						
		External Expenses	3350 - Courses, Conferences, and Training	1	1	1	2	2
			3360 - Contractors			41		
			3390 - Consultants	159		34		
			3660 - Advertising and Engagement	2	10	5	10	5
			3820 - Subscriptions			5		
			3880 - Minor Equipment Purchases (<$1,000)	11		8		
			3960 - Food & Catering Costs	2		1		
			3990 - Accommodation & Travel Related Costs	1	4	2	5	5
			4060 - Council Subsidy/Contribution	1,107	955	893	976	996
			4065 - Iwi Partnerships, Contributions and Payments	211		31		
			4340 - Repairs & Maintenance	(0)		2		
			4350 - Bank Fees & Charges	0				
			4440 - Software Licenses & SaaS/IaaS Fees	18		25		
			4470 - Other Sundry Expenses	0	290	290	419	292
			4470I - Other Sundry Expenses - Reserve Funded				2,044	2,085
		Internal Allocations and Charges						
	Operational expenses Total			**1,630**	**1,406**	**1,491**	**3,618**	**3,557**

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
Biosecurity	Operational revenue	Rates Revenue	1115 - Rates - Targeted	(4,591)	(4,582)	(5,151)	(5,155)	(5,288)
		Subsidies and Grants		(2,605)	(1,700)	(1,706)	(1,737)	(1,772)
		Fees and Charges				(4)		
	Operational revenue Total			**(7,195)**	**(6,282)**	**(6,861)**	**(6,892)**	**(7,061)**
	Operational expenses	Personnel Costs		1,745	1,650	1,646	1,916	2,002
		External Expenses	3350 - Courses, Conferences, and Training	15	15	19	17	17
			3360 - Contractors	2,819		1,057		
			3390 - Consultants	229		27		
			3395 - Audit Fees	(11)				
			3480 - Legal Cost - General	4	50	14	51	52
			3660 - Advertising and Engagement	33	20	27	20	21
			3810 - Stationery, Office Consumables & Postage	1		2		
			3820 - Subscriptions	5		5		
			3880 - Minor Equipment Purchases (<$1,000)	124		14		
			3960 - Food & Catering Costs	1		5		
			3990 - Accommodation & Travel Related Costs	54	36	40	38	38
			4060 - Council Subsidy/Contribution	691	1,250	1,295	1,584	1,303
			4065 - Iwi Partnerships, Contributions and Payments	1		2		
			4340 - Repairs & Maintenance	41		2		
			4350 - Bank Fees & Charges	0		0		
			4470 - Other Sundry Expenses	1	2,220	1,153	2,064	2,323
		Depreciation and Amortisation		8	2	7	1	9
		Internal Allocations and Charges		1,029	1,039	1,119	1,201	1,296
	Operational expenses Total			**6,788**	**6,282**	**6,433**	**6,892**	**7,061**
Biosecurity (Surplus)/Deficit				**(408)**	**0**	**(428)**	**0**	**(0)**

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
Environmental Management	Operational revenue	Rates Revenue	1115 - Rates - Targeted	(2,096)	(2,084)	(1,524)	(1,521)	(2,253)
		Fees and Charges		(23)		1		
	Operational revenue Total			**(2,119)**	**(2,084)**	**(1,522)**	**(1,521)**	**(2,253)**
	Operational expenses	Personnel Costs		1,196	969	1,252	573	1,157
		External Expenses	3350 - Courses, Conferences, and Training	23	9	13	5	5
			3390 - Consultants	22		38		
			3391 - Temporary Staff and Fees		300		307	229
			3480 - Legal Cost - General			1		
			3660 - Advertising and Engagement	1	10	5	10	5
			3810 - Stationery, Office Consumables & Postage	0		1		
			3820 - Subscriptions	0		0		
			3840 - Fuel	0				
			3880 - Minor Equipment Purchases (<$1,000)	0		2		
			3960 - Food & Catering Costs	3		3		
			3990 - Accommodation & Travel Related Costs	23	9	10	5	5
			4060 - Council Subsidy/Contribution	50		50		
			4065 - Iwi Partnerships, Contributions and Payments	25		36		
			4350 - Bank Fees & Charges	0		0		
			4470 - Other Sundry Expenses	3	332	193	339	244
		Internal Allocations and Charges		473	455	296	283	608
	Operational expenses Total			**1,817**	**2,084**	**1,900**	**1,521**	**2,253**
Environmental Management (Surplus)/Deficit				**(301)**	**(0)**	**377**	**(0)**	**(0)**

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25		25_26		26_27
				Actuals	Budget	Forecast	Budget	Budget
⊟Land & Water Implementation	⊟Operational revenue	⊟Rates Revenue	1115 - Rates - Targeted	(2,441)	(2,427)	(2,306)	(2,307)	(2,021)
		⊞Subsidies and Grants		(1,146)	(1,186)	(586)	(1,092)	(161)
		⊞Fees and Charges		(1,293)		(35)		
	Operational revenue Total			**(4,880)**	**(3,613)**	**(2,927)**	**(3,399)**	**(2,181)**
	⊟Operational expenses	⊞Personnel Costs		1,085	1,165	1,082	1,277	779
		⊟External Expenses	3350 - Courses, Conferences, and Training	22	8	8	7	8
			3360 - Contractors	125		12		
			3390 - Consultants	607		83		
			3480 - Legal Cost - General	1				
			3660 - Advertising and Engagement	10	50	18	51	15
			3810 - Stationery, Office Consumables & Postage	1		0		
			3840 - Fuel	0				
			3880 - Minor Equipment Purchases (<$1,000)	353		1		
			3960 - Food & Catering Costs	8		1		
			3990 - Accommodation & Travel Related Costs	21	17	24	17	17
			4060 - Council Subsidy/Contribution	834	50	588	51	52
			4065 - Iwi Partnerships, Contributions and Payments	389		100		
			4340 - Repairs & Maintenance	979		26		
			4350 - Bank Fees & Charges	0		0		
			4470 - Other Sundry Expenses	2	1,869	207	1,384	870
			4470I - Other Sundry Expenses - Reserve Funded					104
			4970 - Rounding Control	(0)				
		⊞Depreciation and Amortisation			1	0	1	
		⊞Internal Allocations and Charges		575	538	647	611	441
	Operational expenses Total			**5,011**	**3,698**	**2,797**	**3,399**	**2,286**
Land & Water Implementation (Surplus)/Deficit				**132**	**85**	**(130)**	**(0)**	**104**

Consents

Directorate: Environmental Delivery

LTP Activity	**Regulatory**
Opex budget 2026-27	$4,718,925
Capex budget 2026-27	$0
Operational Revenue budget 2026-27 (excl Reserves)	$4,718,925
Budgeted FTE	22.50

Impact and Outcomes

The Consents Team helps our community meet requirements under the Resource Management Act 1991, Fast-track Approvals Act 2024, National Environmental Standards, National Policy Statements and Regional Plan rules by processing resource consents, certificates of compliance, deemed permitted activities and providing advice and information to applicants, stakeholders and the wider community.
This work is important to the community because it enables development, infrastructure and resource use activities to occur while ensuring potential effects on the environment are appropriately considered and managed. Through efficient, robust, and transparent decision-making, the team supports development, protects Otago's natural resources and helps deliver positive environmental, social, cultural and community outcomes.

Funding Sources (incl Reserves)

Key work programmes and projects 2026-27 (LTP Yr3)

Consents	Drivers		BAU/Project
Processing consents under regional plans, national regulations under the Resource Management Act 1991	Resource Management Act 1991, Regional Plans: Water, Air, Coast and Waste and National Environmental Standard 2020 for example: NES for Freshwater	Mandatory	BAU
Fast Track consent processing	Fast Track Amendments Act 2024	Mandatory	BAU
Processing deemed permitted activities and certificates of compliance under the Resource Management Act 1991	Resource Management Act 1991, Regional Plans: Water, Air, Coast and Waste and National Environmental Standard 2020 for example: NES for Freshwater	Mandatory	BAU
Implementation of national regulations and standards through processing consents but also providing Otago specific context which is high value for the community	National Environmental Standards for example: NES for Freshwater, 2020 and National Policy Statements for example: NPS for Natural Hazards 2025	Mandatory with discretion around levels of service and priorities	BAU
Public enquiries and customer service by: -Supporting regulatory implementation and understanding of the process, rules and promoting the best environmental outcomes - Responding to customer enquiries on phone, email, in person and attending site meeting	LTP decision 2020	Supports mandatory	BAU
Consent funding for environmental enhancement by community and catchment groups that require consent	LTP decision 2024 (initially 2022)	Non-mandatory	BAU
Business Improvement - Adapting to new rules and improvements in systems and processes	Often required in legislation or supports the implementation of legislation	Supports mandatory	BAU

Integrations and dependencies across ORC

Consents work is highly integrated across the Environmental Delivery directorate and relies on collaboration with multiple areas of ORC, key dependencies include:
- science, engineering, hazards and environmental monitoring technical input and data used to inform consent processing and decision making under RMA 1991 and FTAA 2024
- policy and planning provide the regulatory framework via regional plans and policy statements.
- work along side the environmental implementation team for key community engagement opportunities and implementation of regulation via workshops, drop in sessions etc
- work along side the compliance and environmental delivery data and systems teams to ensure consent conditions are practical, enforceable and support desired environmental outcomes
- work along side the customer experience team to ensure external information is correct, help upskill them for customer queries relating to consents
- provide information to the legal team for official information requests
- GIS and IT provide spatial mapping with consent records for information management
- communication and engagement teams support public participation, information sharing and stakeholder/partnership relationships.
- cooperate teams provide business systems, financial administration and consent processing systems to enable efficient regulatory delivery

Future focus, commitments and assumptions

Key future commitments include:
-Processing and determining resource consent applications.
-Implementing new and amended National Policy Statements (NPS), National Environmental Standards (NES), and regional planning provisions.
-Managing increasing volumes of replacement and reconsenting applications.
-Supporting hearings, appeals and statutory decision-making processes.
Challenges and opportunities include:
-Uncertainty arising from resource management reform and future legislative changes.
-Increased workload associated with new national direction, regional plan implementation and large-scale reconsenting programmes via Fast Track legislation.
-Growing complexity of applications relating to infrastructure, freshwater, biodiversity, climate adaptation and natural hazards.
-Opportunities to improve efficiency and customer experience through digital systems and process improvements.
Key assumptions include:
-ORC will retain responsibility for resource consenting functions throughout the LTP period.
-Current funding and cost recovery arrangements remain broadly unchanged.
-Demand for consenting services remains at or above current levels.
-Additional investment in systems, capability and training may be required to implement future legislative and policy changes.

LTP Service levels and performance	LTP Yr1 2024-25 Result	AP 2025-26 Q3 Result	Target AP 2026-27
LOS: Provide effective, efficient and customer centric consenting processes under the Resource Management Act (RMA) 1991 to enable the lawful use of natural and physical resources.			
Measure: Percentage of resource consents application processed within Resource Management Act 1991 legislative timeframes	**Achieved**	**On track**	98%
Measure: Percentage of public enquiries for consent information responded to within 10 working days	**Achieved**	**On track**	98%

Notes on performance

N/A

Consents budget and spend 2024-2026

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
Consent Processing	Operational revenue	Rates Revenue	1110 - Rates - General	(1,782)	(1,774)	(1,977)	(1,973)	(1,924)
		Fees and Charges		(2,895)	(2,451)	(3,741)	(2,648)	(2,795)
		Other Income		(0)				
	Operational revenue Total			**(4,677)**	**(4,225)**	**(5,717)**	**(4,621)**	**(4,719)**
	Operational expenses	Personnel Costs		2,220	2,218	2,379	2,387	2,490
		External Expenses	3350 - Courses, Conferences, and Training	26	21	37	21	22
			3390 - Consultants	870	625	1,546	639	620
			3480 - Legal Cost - General	87	200	204	256	156
			3660 - Advertising and Engagement	3	10	4	8	5
			3810 - Stationery, Office Consumables & Postage	0		0		
			3820 - Subscriptions	6	4	7	4	4
			3990 - Accommodation & Travel Related Costs	41	30	69	30	31
			4020 - Bad & Doubtful Debts	(44)				
			4060 - Council Subsidy/Contribution	14	50	1	51	32
			4350 - Bank Fees & Charges			(0)		
			4470 - Other Sundry Expenses	17	16	9	16	16
		Internal Allocations and Charges		1,069	1,052	1,235	1,209	1,344
	Operational expenses Total			**4,308**	**4,225**	**5,491**	**4,621**	**4,719**
Consent Processing (Surplus)/Deficit				**(369)**	**0**	**(227)**	**(0)**	**(0)**

Compliance

Directorate: Environmental Delivery

LTP Activities	**Regulatory**
Opex budget 2026-27	*$5,191,049*
Capex budget 2026-27	*$7,818*
Operational Revenue budget 2026-27 (excl Reserves)	*$5,191,049*
Budgeted FTE	*27.50*
Team FTE	*Compliance 20.5FTE* *Incident Response 7.0FTE*

Impact and Outcomes

The purpose of the work undertaken by the Compliance Team is to ensure that consent holders and the general public are compliant with their consent conditions as well as a range of local and national rules. This work is key in ensuring the effective implementation of ORC's Plans and national regulations.

The work to ensure compliance ranges from education through to taking formal enforcement action (prosecutions, infringements and abatements).

The Compliance team base their work on KPI's set as part of the Annual Plan on priorities set under the ORC Compliance Plan. Enforcement Action is taken in accordance with the Otago Regional Council Resource Management Act Compliance and Enforcement Policy.

Funding Sources (incl Reserves)

Key work programmes and projects 2026-27 (LTP Yr3)

Incident Response	**Drivers**		**BAU/Project**
Incident Response - Maintaining a 24/7 pollution hotline response to environmental complaints.	Resource Management Act 1991, Regional Plans: Water, Air, Coast and Waste and National Environmental Standard 2020 for example: NES for Freshwater	Mandatory with discretion on levels of service	BAU
Investigations and Enforcement - Taking appropriate enforcement action and legal proceedings. Costs and actions undertaken vary considerably based on the non compliance found.	Resource Management Act 1991, Regional Plans: Water, Air, Coast and Waste and National Environmental Standard 2020 for example: NES for Freshwater	Mandatory	BAU
Compliance Monitoring	**Drivers**		**BAU/Project**
Compliance Monitoring - cost recoverable audits of RMA consents and NES-CF forestry inspections. Includes key programs around Dairy Monitoring, TLA WWTP Monitoring, Earthworks Monitoring, Mining and monitoring of industrial sites	Resource Management Act 1991, Regional Plans: Water, Air, Coast and Waste and National Environmental Standard 2020 for example: NES for Freshwater	Mandatory with discretion around levels of service and priorities	BAU
Compliance Monitoring - Supporting regulation and understanding of rules. Undertaking education and engagement activities	LTP Decision, RMA, ORC Compliance and Enforcement Policy and ORC Compliance Plan	Non-mandatory	BAU
HAIL - Management of Contaminated Land Database	RMA, Waste Plan	Mandatory	BAU
Business Improvement - Adapting to new rules and improvements in systems and processes	Supports the implementation of legislation and ensures processes are in line with legislation	Supports Mandatory	BAU

Integrations and dependencies across ORC

Compliance work is required to ensure the effective monitoring of ORC's Plans as well as national rules. Compliance relies on Environmental Monitoring, effective plan drafting, Consenting, Catchment Advisors for engagement. With staff in 6 offices and a reliance on technology Compliance works closely with IT and Support Services

Future focus, commitments and assumptions

There is uncertainty around the future of Compliance and Enforcement. The Government have signalled that they expect to complete some work in 2027 which will includes recommendations on the future shape of the Compliance and Enforcement function. This could include centralisation into a Government department, however initial discussions have flagged that there are positives and negatives with this approach.

At the same time the replacement of the RMA creates marks a significant change for the Compliance and Enforcement. The new bills include a shift towards increased use of permitted activities and permitted with notice activities which will change the activities the team monitors while responding the new plans and national rules will create a considerable workload.

Throughout this time a key focus will be on maintaining appropriate levels of monitoring while implementing new legislation and national direction.

LTP Service levels and performance	**LTP Yr1 2024-25 Result**	**AP 2025-26 Q3 Result**	**Target AP 2026-27**
LOS: Provide effective and efficient compliance monitoring, investigations and enforcement services and take appropriate actions to ensure the lawful use of natural and physical resources			
Measure: Percentage of programmed inspection/audits completed each year, as per the Compliance Audit and Performance Monitoring Schedule targets	**Achieved**	**On track**	90%
Measure: Percentage of significant non-compliance incidents identified where action is taken in accordance with Compliance policy	**Achieved**	**On track**	100%
LOS: Provide effective and efficient environmental response services to pollution incidents or notifications of non-compliant activities			
Measure: Maintain 24-hour/7 day a week response for environmental incidents	**Achieved**	**On track**	Pollution hotline staff available/ on call 24/7

Notes on performance

Specific KPIs for audits and inspections are set by Council each year.

Compliance budget and spend 2024-2026

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
Compliance Monitoring & Contaminated Sites	Operational revenue	Rates Revenue	1110 - Rates - General	(1,539)	(1,533)	(1,801)	(1,798)	(2,047)
			1115 - Rates - Targeted	(210)	(210)			
		Subsidies and Grants						
		Fees and Charges		(895)	(687)	(1,027)	(923)	(831)
		Other Income				(2)		
	Operational revenue Total			**(2,645)**	**(2,430)**	**(2,829)**	**(2,721)**	**(2,878)**
	Operational expenses	Personnel Costs		1,819	1,542	2,042	1,662	1,741
		External Expenses	3350 - Courses, Conferences, and Training	25	14	35	14	15
			3360 - Contractors	18		22		
			3390 - Consultants	32	75	24	87	83
			3480 - Legal Cost - General	3		2		
			3660 - Advertising and Engagement	(0)		1		
			3810 - Stationery, Office Consumables & Postage	0		2		
			3820 - Subscriptions	5		3		
			3840 - Fuel	0				
			3845 - Motor Vehicle Expenses	0				
			3880 - Minor Equipment Purchases (<$1,000)	0		9		
			3960 - Food & Catering Costs	1		5		
			3990 - Accommodation & Travel Related Costs	31	20	36	20	21
			4060 - Council Subsidy/Contribution	0				
			4340 - Repairs & Maintenance	9	10	16	10	10
			4350 - Bank Fees & Charges			0		
			4440 - Software Licenses & SaaS/IaaS Fees			0		
			4470 - Other Sundry Expenses	3	82	15	84	76
		Depreciation and Amortisation		196	3	77	3	5
		Interest		0				
		Internal Allocations and Charges		774	743	898	840	928
	Operational expenses Total			**2,916**	**2,489**	**3,188**	**2,721**	**2,878**
Compliance Monitoring & Contaminated Sites (Surplus)/Deficit				**271**	**60**	**359**	**(0)**	**(0)**

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
Incident Response & Enforcement	Operational revenue	Rates Revenue	1110 - Rates - General	(1,843)	(1,835)	(1,998)	(1,995)	(2,013)
		Fees and Charges		(361)	(300)	(94)	(300)	(300)
	Operational revenue Total			**(2,205)**	**(2,135)**	**(2,093)**	**(2,295)**	**(2,313)**
	Operational expenses	Personnel Costs		1,145	1,085	1,111	1,170	1,222
		External Expenses	3350 - Courses, Conferences, and Training		9	4	9	9
			3360 - Contractors	43		38		
			3390 - Consultants	276	100	224	102	104
			3480 - Legal Cost - General	241	210	273	215	219
			3660 - Advertising and Engagement	2		0		
			3810 - Stationery, Office Consumables & Postage	0		1		
			3820 - Subscriptions	0		0		
			3840 - Fuel			0		
			3880 - Minor Equipment Purchases (<$1,000)	11		1		
			3990 - Accommodation & Travel Related Costs	8	23	19	23	23
			4340 - Repairs & Maintenance	12		7		
			4440 - Software Licenses & SaaS/IaaS Fees		3	1	3	3
			4470 - Other Sundry Expenses	1	70	24	72	73
		Depreciation and Amortisation			96	25	97	1
		Internal Allocations and Charges		553	540	641	604	658
	Operational expenses Total			**2,292**	**2,135**	**2,369**	**2,295**	**2,313**
Incident Response & Enforcement (Surplus)/Deficit				**87**	**(0)**	**276**	**(0)**	**(0)**

Environmental Delivery Data & Systems

Directorate: Environmental Delivery

LTP Activity	Regulatory
Opex budget 2026-27	$3,631,047
Capex budget 2026-27	$0
Operational Revenue budget 2026-27 (excl Reserves)	$3,631,047
Budgeted FTE	21.00

Impact and Outcomes

The Environmental Delivery Data and Systems Team provides critical systems, data, reporting, and business support functions that enable delivery of ORC's regulatory and environmental programmes. The team supports implementation of ORC's Plans through consent compliance monitoring systems, business support services, procurement processes, organisational reporting and administration of key regulatory systems including Aquarius and Accela/NextGen.

This work is important to the community because it enables ORC to effectively manage environmental information, monitor regulatory compliance, make informed decisions and deliver efficient services. Reliable data, reporting and business systems support the implementation of plans, while ensuring transparency, accountability and timely responses to community enquiries and regulatory requirements.

Funding Sources (incl Reserves)

Key work programmes and projects 2026-27 (LTP Yr3)

Environmental Delivery Data and Systems	Drivers		BAU/Project
Compliance monitoring data and reporting of performance monitoring consent conditions	Resource Management Act 1991 and Fast Track Approvals Act 2024, LTP Decision, ORC Compliance and Enforcement Policy and ORC Compliance Plan	Mandatory	BAU
Procurement and business support for Environmental Delivery directorate	Government Procurement rules - 5th edition, Resource Management Act 1991, Fast Track Approvals Act 2024 and Biosecurity Act 1993"	Mandatory/ supports mandatory	BAU
Accela, Aquarius and Nextgen regulatory support implementation	Systems to support regulatory work	Supports mandatory	BAU
System support and reporting (Aquarius and Accela/Nextgen)	Resource Management Act 1991, Fast Track Approvals Act 2024 and Biosecurity Act 1993	Supports mandatory	BAU

Integrations and dependencies across ORC

Environmental Delivery Data and Systems work is highly integrated across the Environmental Delivery directorate and relies on collaboration with multiple areas of ORC. Key dependencies include:
-Consents and Compliance teams rely on Environmental Delivery Data and Systems to provide and maintain regulatory systems, workflows, reporting and data management that support consent processing, compliance monitoring and regulatory decision-making.
- Science and Environmental Monitoring data supports reporting, information management, performance monitoring and organisational decision-making.
- Policy and Planning relies on environmental, compliance and consent information to inform plan development and monitoring of plan effectiveness.
-Environmental Implementation utilises data, reporting and business support services to support programme delivery, funding administration, project reporting and environmental outcomes.
-GIS and IT provide spatial mapping, system integration, data management, cybersecurity, and technical support for key business systems including Aquarius and NextGen.
-Communications and Engagement teams utilise information and reporting to support community enquiries, information sharing, transparency and stakeholder engagement.
-Corporate teams provide financial administration, procurement support, contract management and organisational systems that enable efficient service delivery.
-All ORC business groups rely on Environmental Delivery Data and Systems for organisational reporting, business support, system administration, information management and responses to internal and external information requests.

Future focus, commitments and assumptions

Key future commitments include:
- Supporting the delivery of transitioning from Accela to NextGen including implementation, data migration, system integration and business readiness
- Supporting consent compliance monitoring and regulatory reporting requirements.
- Maintaining and enhancing Aquarius and Accela/NextGen to support consenting, compliance and environmental management functions.
- Providing procurement, business support and operational administration across the Environmental Delivery Directorate.
- Delivering organisational reporting, data management and information requests.
- Supporting implementation of new regulatory, planning and legislative requirements through system and process changes.

Challenges and opportunities include:
- Increasing demand for integrated data, reporting and performance information across the organisation.
- System enhancements required to support legislative reform, new national direction and changing business processes.
- Managing growing volumes of environmental, consent and compliance data.
- Opportunities to improve efficiency, reporting, data quality and customer service through digital transformation, automation and system integration.

Key assumptions include:
- Aquarius and NextGen remain ORC's core environmental and regulatory management systems throughout the LTP period.
-Ongoing investment will be required to maintain system functionality, security, reporting capability and business continuity.
-Demand for data analytics, reporting and business support services will continue to grow.
-Future legislative and organisational changes will require ongoing system configuration, enhancement and user support.

LTP Service levels and performance	LTP Yr1 2024-25 Result	AP 2025-26 Q3 Result	Target AP 2026-27
LOS: Provide effective, efficient and customer centric consenting processes under the Resource Management Act (RMA) 1991 to enable the lawful use of natural and physical resources.			
Measure: Percentage of performance monitoring returns completed each year, as per the Compliance Audit and Performance Monitoring Schedule targets	**Achieved**	**On track**	90%

Notes on performance

N/A

Environmental Delivery Data & Systems budget and spend 2024-2026

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
Compliance Monitoring & Contaminated Sites	Operational revenue	Rates Revenue	1110 - Rates - General	(2,057)	(2,048)	(2,768)	(2,763)	(2,809)
		Fees and Charges		(805)	(721)	(924)	(772)	(822)
	Operational revenue Total			**(2,862)**	**(2,769)**	**(3,691)**	**(3,535)**	**(3,631)**
	Operational expenses	Personnel Costs		1,459	1,700	1,962	2,163	2,227
		External Expenses	3350 - Courses, Conferences, and Training	19	16	17	21	21
			3390 - Consultants	43	80	46	31	31
			3391 - Temporary Staff and Fees				82	
			3480 - Legal Cost - General	1		1		
			3660 - Advertising and Engagement		1	0	1	1
			3810 - Stationery, Office Consumables & Postage			0		
			3960 - Food & Catering Costs	0		1		
			3990 - Accommodation & Travel Related Costs	13	16	10	21	21
			4440 - Software Licenses & SaaS/IaaS Fees	4		0		
			4470 - Other Sundry Expenses	1	122	3	44	20
		Internal Allocations and Charges		838	833	1,173	1,173	1,309
	Operational expenses Total			**2,378**	**2,769**	**3,214**	**3,535**	**3,631**
Compliance Monitoring & Contaminated Sites (Surplus)/Deficit				**(484)**	**(0)**	**(477)**	**(0)**	**(0)**

Harbour Master

Directorate: Environmental Delivery

LTP Activity:	**Natural Hazards and Climate Change**
Opex budget 2026-27	$1,059,178
Capex budget 2026-27	$21,870
Operational Revenue budget 2026-27 (excl Reserves)	$1,059,178
Budgeted FTE	3.00

Impact and Outcomes

We enable safety of navigation across Otago's waterways and ensure that navigational safety risks are well controlled for commercial and recreational users of all coastal waters, lakes and navigable waters within the Otago region.
To ensure safe access to the Port at all times.
To provide a set of robust and fit for purpose navigational safety bylaws for the region (excludes QLDC area).
To help improve our understanding of safety issues across our waterways, to inform our risk management profile.
Education of recreational and commercial users of our waterways and ensuring they can operate and play as safely as possible on the water
Maintain 20 trained responders for maritime pollution response.

Funding Sources (incl Reserves)

Key work programmes and projects 2026-27 (LTP Yr3)

Key Work	Drivers		BAU/ Project
Ongoing upgrading of Navigational buoyage and safety signage across the region	Navigational bylaw	supports mandatory	BAU
Maintain Port and Harbour Marine Safety Code compliance for the Otago Region. Internal self assessment annually with the next external assessment due year 28/29.	Ongoing compliance	mandatory	BAU
Continue support for the Environmental monitoring team and the water sampling programme in centra	Support for internal department to meet programme delivery	Supports mandatory	BAU
Monitoring compliance with the navigational bylaws	Continued education and enforcement of navigational bylaws	Mandatory	BAU
Carry out on water safety campaign throughout the year, public engagement and attendance at public events to promote safety on the water. Communications through usual media channels and social media are appropriate and timely.	Education and engagement of water safety throughout the region	Non-mandatory	BAU

Integrations and dependencies across ORC

Continue to support the environmental monitoring team. Work with the IRIS Nextgen team to best support the Maritime element of this project. Support and assistance to the coastal science team and the development of the new coastal plan as and when required. Our work programme is highly integrated across the Environmental Delivery group and relies on collaboration with multiple areas of ORC, key dependencies include:
- Consents, especially around coastal permits
- policy, review of navigational bylaws and process
- work along side the environmental monitoring team, provision of vessel and staff to assist with the water sampling programme across central Otago Lakes
- work along side the compliance team, Pollution call outs and oil pollution response
- work along side the customer experience team to ensure external information is correct and fully utilise the CRM process in Database
- provide information to the legal team for official information requests
- communication and engagement teams support public participation, information sharing and stakeholder/partnership relationships.
- Support the IRIS NextGen project through the Maritime element of this project
- Finance - use of Database system and budget management support
- Support the coastal science team as and when required, provide access platform for science buoys in central Lakes, ensure appropriate input is made to the coastal plan when renewed

Future focus, commitments and assumptions

Assumption is that QLDC retains delegation for harbour master functions for their area. There will be a requirement in the next few years for vessel replacement and engine replacements.

LTP Service levels and performance	LTP Yr1 2024-25 Result	AP 2025-26 Q3 Result	Target AP 2026-27
LOS: Provide effective and efficient environmental response services to pollution incidents or notifications of non-compliant activities.			
Maintain 20 appropriately trained responders for maritime oil pollution incidents.	**Achieved**	**On track**	20 responders attend 2 exercises per year
LOS: Develop and maintain robust regulations and procedures to enable safe use and navigation of our region's ports, harbours, coastal areas and inland waterways.			
Maintain compliance with Port and Harbour Marine Safety Code.	**Achieved**	**On track**	Annual self review is completed by ORC and POL and signed off by the Chief Executives
LOS: Promote and encourage safe use of ports, harbours, coastal areas and inland waterways and take appropriate action in response to non-compliance and incidents.			
The safety campaign for recreational 'boaters' is delivered.	**Achieved**	**On track**	Develop and deliver a recreational boating engagement plan.

Notes on performance

Harbour Master budget and spend 2024-2026

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
⊟Harbour Management	⊟**Operational revenue**	⊟Rates Revenue	1110 - Rates - General	(35)	(35)	(42)	(42)	(46)
			1115 - Rates - Targeted	(840)	(839)	(884)	(883)	(935)
		⊞Subsidies and Grants		(82)	(75)	(14)	(77)	(78)
		⊞Fees and Charges				(5)		
	Operational revenue Total			**(957)**	**(949)**	**(945)**	**(1,002)**	**(1,059)**
	⊟**Operational expenses**	⊞Personnel Costs		401	462	444	486	510
		⊟External Expenses	3350 - Courses, Conferences, and Training		3	8	3	3
			3360 - Contractors	128		74		
			3390 - Consultants	11		9		
			3480 - Legal Cost - General			22		
			3660 - Advertising and Engagement	30	20	42	20	21
			3810 - Stationery, Office Consumables & Postage			0		
			3820 - Subscriptions	14	18	18	18	18
			3840 - Fuel	14	8	12	8	14
			3880 - Minor Equipment Purchases (<$1,000)	2		6		
			3960 - Food & Catering Costs	1		0		
			3990 - Accommodation & Travel Related Costs	25	16	15	17	17
			4260 - Insurance	12	8	4	8	8
			4330 - Rent		30	10	31	35
			4340 - Repairs & Maintenance	15	20	24	20	21
			4440 - Software Licenses & SaaS/IaaS Fees	1		1		
			4470 - Other Sundry Expenses	8	133	45	135	118
		⊞Depreciation and Amortisation		70	30	51	31	53
		⊞Internal Allocations and Charges		190	202	218	224	242
	Operational expenses Total			**923**	**949**	**1,005**	**1,002**	**1,059**
Harbour Management (Surplus)/Deficit				**(34)**	**0**	**60**	**(0)**	**(0)**

CURRENT STATE BRIEFING FOR COUNCIL ON AP2026-27 PLANNED DELIVERY

Science

Directorate: Science and Resilience

LTP Activities	**Air Biodiversity and Biosecurity Land and Water**
Opex budget 2026-27	$8,016,138
Capex budget 2026-27	$260,610
Operational Revenue budget 2026-27 (excl Reserves)	$8,016,138
Budgeted FTE	22.00
Team FTE	*Air: 1 FTE* *Biodiversity: 2 FTE* *Land & Water: 19 FTE*

Impact and Outcomes

Protect Otago's communities against the effects of the emission of harmful air pollutants. Monitor air quality in the region and investigate pollution sources & provide best available information on Otago's air quality

Promote and enable best practice land management, for soil conservation, water quality and using water efficiently & Initiatives for the enhancement of Otago's waterbodies and coast

Engage with communities and iwi partners to increase collective understanding of Otago's catchments

Protect our land, water and coast from inappropriate activities

Monitor and investigate the health of Otago's fresh and coastal water, and soil resources

Provide the best available information on Otago's water, land and coastal resources

Coordinate collaboration on biodiversity programmes and initiatives within the region

Monitor and investigate the health of Otago's ecosystems & provide best available information on Otago's ecosystems

Engage with communities and iwi partners to increase collective understanding of

Funding Sources (incl Reserves)

Key work programmes and projects 2026-27 (LTP Yr3)

Air Science	**Drivers**		**BAU/Project**
Air quality State of the Environment (SoE) reporting against NES-Air Quality	RMA, NES-AQ	Mandatory	BAU
Air emissions inventory for two towns for 2026/2027. The inventory quantifies emissions from domestic heating, motor vehicles, industrial and commercial activities, and outdoor burning, and assesses how emissions have changed since previous inventories.	RMA, NES-AQ	Supports mandatory	Project
Biodiversity Science	**Drivers**		**BAU/Project**
Development of an indigenous biodiversity monitoring programme (ecosystems, species, freshwater biodiversity) threat status reports.	RMA, NPS-IB, NPS-FM, Biodiversity strategy	Mandatory	BAU
Galaxiid Recovery and habitat enhancement Projects – including Boundary Creek restoration and recovery of threatened native fish populations	Indigenous biodiversity outcomes, ORC biodiversity work programme, support for threatened species management.	Non-mandatory conservation work supporting biodiversity responsibilities.	Project
Threatened species monitoring	Biodiversity science programme and Indigenous Biodiversity Strategy outcomes.	Non-mandatory programme supporting biodiversity outcomes.	BAU
Naturally Uncommon Ecosystems Programme – mapping, monitoring and restoration research	Indigenous Biodiversity Strategy, biodiversity science programme and support for NPS-IB implementation.	Supports mandatory biodiversity management.	BAU
Land and Water Science	**Drivers**		**BAU/Project**
Summer gaugings and analysis in main stem of the Manuherikia d/s of Ophir to support policy in the catchment.	NPS-FM	Non-mandatory	Project
Analysis of Lindis flow in regards to flow management plan to measure effectiveness of interventions.	NPS-FM	Mandatory	Project
Reports on catchment scale water resource use. Working with GW. Trial catchment to be same as dry reach study to support water allocation policy.	NPS-FM	Mandatory	Project
Reliability of water use in tributaries in the Manuherekia. To support water allocation policy.	NPS-FM	Non-mandatory	Project
Longitudinal gaugings or temporary flow site in the Cardrona at Ballentyne Rd to see whether the consents that have been moved from SW to GW have made any positive impact to flows?	NPS-FM	Mandatory	Project
Flow monitoring to support the Otago verification site in the Forest Flows project. Collaboration with Scion & forestry industry.	Public good/Industry Collaboration	Non-mandatory	Project
Report upon information known in the Waipahi catchment, make suggestions of management actions and identify gaps in knowledge.	NPS-FM	Non-mandatory	Project
External Review of estimated MALF and allocation for 320 Otago catchments that will support water allocation.	LWRP, NPS-FM	Mandatory	Project
Lake Buoys are operable and providing consistent data	NPS-FM, Public good	Mandatory	BAU
Identification and enumeration of Lake zooplankton in historic samples.	Public good, NPS-FM	Non-mandatory	Project
Further research into lake snow to investigate ways to control excess growth.	Public good, NPS-FM	Non-mandatory	Project
An ongoing SOE monitoring programme to understand trends in lake water quality across the Otago region. Monitoring will help to determine state to inform management of these systems.	NPSFM	Mandatory	BAU
An ongoing SOE monitoring programme to understand trends in water quality across the Otago region. Monitoring will help to determine state to influence management of these systems.	NPSFM	Mandatory	BAU
Annual reporting on source drinking water quality & 3-yearly reporting on trends and risk management	Drinking Water Regulations	Mandatory	New BAU
Annual contact recreation monitoring from December to March inclusive of popular swimming spots in Otago.	NPS-FM	Mandatory	BAU
Groundwater quality and levels State of the Environment (SoE) reporting	RMA	Mandatory	BAU
Targeted expansion of the groundwater SoE network - specifically two new bores drilled in Hawea and Wanaka just recently	RMA	Support Mandatory	Project
Developing a soil health State of the Environment (SoE) programme, and monitoring and reporting on the results of the monitoring programme. This is the last year of adding new sites to the programme.	RMA	Mandatory	BAU
On farm assessment of how alternative field-based approaches to animal wintering benefits environmental outcomes and animal welfare	Industry collaboration	Non-mandatory	Project

Estuary Monitoring Programme – sediment plate monitoring, habitat mapping, fine-scale estuary assessments, ecological vulnerability assessments and State of the Environment (SOE) reporting across Otago estuaries.	Level of Service requirement reported to Council; supports Regional Plan: Coast review; informs coastal management and SOE reporting.	Supports mandatory work (environmental monitoring and planning functions under the RMA and regional planning processes).	BAU
Coast Plan Science Support Programme – compilation of coastal environmental information including wetlands, dunes, coastal water quality, bird habitat mapping and aquaculture advice.	Required to support future Regional Plan: Coast review.	Supports mandatory planning work.	Project linked to Coast Plan review.
Intermittently Closed Estuaries (ICEs) Programme – inventory, classification, prioritisation and development of a monitoring framework	Support estuary management, biodiversity monitoring and coastal planning. Also supports State of the Environment monitoring.	Supports mandatory work	Multi-year project (2025-2028) and emerging long-term monitoring programme.
Fish Passage Programme – assessment and prioritisation of culverts and barriers affecting native fish movement, using the Fish Passage Assessment Tool database.	NPS-FM	Supports mandatory work.	BAU
Ecohydrology Programme – studies on environmental flows, hydrological requirements and ecological responses to water management.	NPS-FM	Supports mandatory freshwater planning.	BAU
Wetland Mapping Programme – identification, delineation and spatial mapping of wetlands across Otago, including extent, type and distribution.	NPS-FM	Supports mandatory work. Provides the evidence base required for freshwater and biodiversity planning functions.	Project, transitioning to BAU
Wetland Monitoring Programme – assessment of wetland condition, hydrology, vegetation, soils, ecological integrity and land-use pressures using Wetland Condition Index (WCI), Wetland Pressure Index (WPI) and Wetland Monitoring Index (WMI) methodologies.	NPS-FM	Supports mandatory work. Monitoring underpins statutory freshwater and biodiversity management functions.	BAU

Integrations and dependencies across ORC

Coastal science work is required to inform the review of coast planning framework. Significant science support for ICM/CAP programme. Technical audits of consents and support for compliance. Close working relationship and intercedence with Environmental Monitoring. Technical input and review of strategies (e.g., Biodiversity Strategy). Overlap and cooperation with Natural Hazards and Engineering. Science will be required for future policy development when national direction is clarified

Future focus, commitments and assumptions

Depending on Council decision, the Deep Lake Research and Monitoring programme is currently unfunded. If approved will require additional funding through LTP, and may require significant external co-funding.
Anticipate a large science effort to interpret and adapt to changed national direction in NEB and planning changes.
The future direction and scope of the science programme currently being workshopped with Council prior to LTP development

LTP Service levels and performance	LTP Yr1 2024-25 Result	AP 2025-26 Q3 Result	Target AP 2026-27
LOS: Implement environmental monitoring programmes, across the region which provide accurate, relevant and timely information to decision makers and the Otago public			
Measure: Report the results of environmental monitoring for freshwater water, land use, estuarine, and regional coastal environments	**Achieved**	**On track**	Annual report for each of the 4 environments to Council prior to 30 June
LOS: Implement an indigenous biodiversity monitoring programme across the region which provides accurate, relevant and timely information to decision makers and the Otago public			
Measure: Report the results of environmental monitoring for regional indigenous biodiversity ecosystems	**Achieved**	**On track**	Annual report on monitoring programme completed and reported to Council on 30 June
LOS: Monitor Otago's air quality and make accurate, relevant and timely information publicly available			
Measure: Implement regional air monitoring programme	**Achieved**	**On track**	Annual report on monitoring programme of previous calendar year completed and reported to Council

Notes on performance:

Note - Science and Environmental Monitoring work contributes to the achievement of these performance measures

Science budget and spend 2024-2026

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
Air Monitoring	Operational revenue	Rates Revenue	1110 - Rates - General	(316)	(314)	(333)	(333)	(346)
		Fees and Charges		(1)				
	Operational revenue Total			**(317)**	**(314)**	**(333)**	**(333)**	**(346)**
	Operational expenses	Personnel Costs						
		External Expenses	3350 - Courses, Conferences, and Training	(2)	1	3	1	1
			3390 - Consultants	151		56		
			3660 - Advertising and Engagement	11		3		
			3820 - Subscriptions	2		2		
			3990 - Accommodation & Travel Related Costs	2	4	1	5	5
			4470 - Other Sundry Expenses		143	43	146	149
		Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	3	2	1	2	2
			6150 - Internal Charges - Overheads					
	Operational expenses Total			**355**	**314**	**280**	**333**	**346**
Air Monitoring (Surplus)/Deficit				**38**	**(0)**	**(53)**	**(0)**	**(0)**
Biodiversity Science & Monitoring	Operational revenue	Rates Revenue	1110 - Rates - General	(939)	(935)	(978)	(977)	(1,018)
		Fees and Charges		(7)				
	Operational revenue Total			**(946)**	**(935)**	**(978)**	**(977)**	**(1,018)**
	Operational expenses	Personnel Costs						
		External Expenses	3350 - Courses, Conferences, and Training	3	2	3	2	2
			3360 - Contractors	(2)				
			3390 - Consultants	667	285	288	194	198
			3820 - Subscriptions	1		0		
			3880 - Minor Equipment Purchases (<$1,000)	17		6		
			3990 - Accommodation & Travel Related Costs	17	2	14	2	2
			4340 - Repairs & Maintenance			4		
			4470 - Other Sundry Expenses	3	285	147	388	396
		Depreciation and Amortisation		9	12	10	13	24
		Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	12	18	22	18	16
			6150 - Internal Charges - Overheads					
	Operational expenses Total			**1,253**	**935**	**958**	**977**	**1,018**
Biodiversity Science & Monitoring (Surplus)/Deficit				**307**	**0**	**(21)**	**0**	**(0)**
Land & Water Science and Monitoring	Operational revenue	Rates Revenue	1110 - Rates - General	(6,293)	(6,266)	(6,626)	(6,615)	(6,652)
		Subsidies and Grants		(100)		(79)		
		Fees and Charges		(7)		(1)		
	Operational revenue Total			**(6,400)**	**(6,266)**	**(6,705)**	**(6,615)**	**(6,652)**
	Operational expenses	Personnel Costs		2,087	2,278	2,343	2,425	2,505
		External Expenses	3350 - Courses, Conferences, and Training	11	17	11	17	18
			3360 - Contractors	36		22		
			3390 - Consultants	2,412	1,705	2,192	1,646	1,679
			3391 - Temporary Staff and Fees		200	17	307	
			3660 - Advertising and Engagement	9	20	18	20	21
			3810 - Stationery, Office Consumables & Postage	1		2		
			3820 - Subscriptions	1		4		
			3880 - Minor Equipment Purchases (<$1,000)	15		0		
			3960 - Food & Catering Costs	2		1		
			3990 - Accommodation & Travel Related Costs	52	37	55	38	39
			4060 - Council Subsidy/Contribution	14		46		
			4440 - Software Licenses & SaaS/IaaS Fees		10	3	10	10
			4470 - Other Sundry Expenses	2	1,055	625	1,078	1,099
		Depreciation and Amortisation		1	43	22	43	138
		Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	40	37	31	35	32
			6150 - Internal Charges - Overheads	865	865	995	995	1,110
	Operational expenses Total			**5,549**	**6,266**	**6,385**	**6,615**	**6,652**
Land & Water Science and Monitoring (Surplus)/Deficit				**(851)**	**(0)**	**(320)**	**(0)**	**(0)**

Account_L4_Name	Activity	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
Capital Work in Progress	Air Monitoring					
	Biodiversity Science & Monitoring		100	38	153	261
	Land & Water Science and Monitoring	92				
Grand Total		**92**	**100**	**38**	**153**	**261**

Environmental Monitoring

Directorate: Science and Resilience

LTP Activities	**Air Biodiversity and Biosecurity Land and Water**
Opex budget 2026-27	*$6,327,878*
Capex budget 2026-27	*$708,859*
Operational Revenue budget 2026-27 (excl Reserves)	*$6,327,878*
Budgeted FTE	*29.00*
Team FTE	*Air: 2 FTE Biodiversity: 2 FTE Land & Water: 25 FTE*

Impact and Outcomes

Maintain and monitor land and water quantity and quality, ambient air quality and biodiversity. State of the Environment monitoring is a mandatory obligation on Councils, which drives a large part of the environmental monitoring teams work programmes. Current environmental monitoring programmes are also driven by the requirements of the Science, Hazards and Engineering teams.

Monitor Otago's air quality and make accurate, relevent and timely information publicly available.
Develop and implement a regional indigenous biodiversity ecosystem monitoring programme.
Monitor the state of Otago's freshwater resources and coastal environment and make accurate, relevent, and timely information publicly available.
Montior Otago's land use and make accurate, relevent, and timely information on sustainable land use publicly available.

Funding Sources (incl Reserves)

Key work programmes and projects 2026-27 (LTP Yr3)

Air monitoring programmes	**Drivers**		**BAU/Project**
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. Parameters measured include - PM2.5, PM10, air temperature, wind velocity, wind direction and atmospheric pressure.	Legislation - National Environmental Standards for Air Quality	Mandatory	BAU
Temporary placement of Air Quality trailers for air quality monitoring in Balclutha and Oamaru - these will be place from June to September 2026.	Legislation - National Environmental Standards for Air Quality	Supports mandatory	2026
Air Gradient spatial monitoring - deployed in Alexandra, Oamaru, Balclutha, Palmerston, Lawrence and Ranfurly.	Legislation - National Environmental Standards for Air Quality	Supports mandatory	2026-2027 FY
Move and upgrade the Alexandra Air Quality site. Current site is not representative of the air quality in Alexandra.	Legislation - National Environmental Standards for Air Quality	Mandatory	BAU
Deploy PTFE filters at Alexandra site to collect PM2.5 and PM10 samples for multi-elemental analysis of filter based airborne particulate matter and black carbon.	Filters required to validate data to QC600 standard. Outcomes are useful for Science to understand what is contributing to the pollution in winter - home heating, traffic, industry etc.	Supports mandatory	2026-2027 FY
Biodiversity and Biosecurity monitoring programmes	**Drivers**		**BAU/Project**
Survey for threatened non-migratory populations throughout Otago using e.g. eDNA, electric fishing, fish passage identification.	Legislation - National Policy Statement for Freshwater Management (NPS-FM)	Mandatory	BAU
Removal of Salmonoid species from priority catchments to protect the native galaxiid populations.	Legislation - National Policy Statement for Freshwater Management (NPS-FM)	Mandatory	BAU
Fish passage assessments (approximately 13,000 assessments to be completed across Otago).	Legislation - National Policy Statement for Freshwater Management (NPS-FM)	Mandatory	BAU
Kakarui/South Island Robin project - deployment of acoustic monitors to track robin movements outside Orokonui Estuary.	Legislation - National Policy Statement for Freshwater Management (NPS-FM)	Mandatory	2026-2027
Inland saline wetlands project - testing salt addition levels on inland salt pan ecosystems	Legislation - National Policy Statement for Freshwater Management (NPS-FM)	Mandatory	2026-2027
Land and Water monitoring programmes	**Drivers**		**BAU/Project**
Monitor and maintain 117 surface water level sites (including 79 discharge sites) across Otago for the purpose of ensuring accurate, relevant and timely information is available to internal stakeholders (science, natural hazards and engineering) and the public.	Legislation - State of Environment (SoE) Flood monitoring Minimum flow monitoring	Mandatory	BAU
Monitor and maintain 110 groundwater quantity sites across Otago for the purpose of ensuring accurate, relevant and timely information is available to internal stakeholders (science, natural hazards and engineering) and the public.	Legislation - State of Environment	Mandatory	BAU
Monitor and maintain 36 rainfall sites across Otago for the purpose of ensuring accurate, relevant and timely information is available to internal stakeholders (science, natural hazards and engineering) and the public.	Legislation - State of Environment	Mandatory	BAU
Monitor and maintain 16 dissolved oxygen sites across Otago for the purpose of ensuring accurate, relevant and timely information is available to internal stakeholders (science) and the public.	Legislation - State of Environment	Mandatory	BAU
Monitor water temperature at 70 sites across Otago for the purpose of ensuring accurate, relevant and timely information is available to internal stakeholders (science) and the public.	Legislation - State of Environment	Mandatory	BAU
Collect samples from 113 surface water quality sites once monthly for analysis, ensuring accurate, relevant and timely information is available to internal stakeholders (science) and the public.	Legislation - State of Environment	Mandatory	BAU
Collect samples from 105 groundwater quality sites quarterly for analysis, ensuring accurate, relevant and timely information is available to internal stakeholders (science) and the public.	Legislation - State of Environment	Mandatory	BAU
Collect samples from up to 48 coastal and central lake water quality sites once monthly for analysis, ensuring accurate, relevant and timely information is available to internal stakeholders (science) and the public.	Legislation - State of Environment	Mandatory	BAU
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.	Legislation - State of Environment	Mandatory	BAU
Collect samples from 31 periphyton samples from SoE sites once monthly for analysis, ensuring accurate, relevant and timely information is available to internal stakeholders (science) and the public.	Legislation - State of Environment	Mandatory	BAU

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.	Legislation - State of Environment	Mandatory	BAU
Monitor and maintain 5 soil sites across Otago for the purpose of ensuring accurate, relevant and timely information is available to internal stakeholders (science) and the public.	Legislation - State of Environment	Mandatory	BAU

Integrations and dependencies across ORC

Environmental monitoring work closely with science, engineering and hazards to provide a monitoring network designed to provide accurate, timely data to inform e.g. future planning, internal and external Stakeholders during low flow and high flow events. In addition Environmental monitoring provides guidance and expertise to other teams such as Compliance and Environmental Implementation in relation to the monitoring work that we carry out across various disciplines. EM often provides technical assistance with sampling work across ORC.

Future focus, commitments and assumptions

Council values its ability to provide accurate, up to date, good quality data in a timely manner to inform internal and external Stakeholders with regard to:
Monitoring the land and water quantity and quality, and biodiversity resources of Otago.
Monitoring the air quality and climate change effects in Otago.
Providing accurate, timely data to inform the public, Engineering and Hazards during high flow events.
Providing accurate, timely data to inform the public, internal and external Stakeholders during low flow events.

LTP Service levels and performance	LTP Yr1 2024-25 Result	AP 2025-26 Q3 Result	Target AP 2026-27
LOS: Implement environmental monitoring programmes, across the region which provide accurate, relevant and timely information to decision makers and the Otago public			
Measure: Report the results of environmental monitoring for freshwater water, land use, estuarine, and regional coastal environments	**Achieved**	**On track**	Annual report for each of the 4 environments to Council prior to 30 June
LOS: Implement an indigenous biodiversity monitoring programme across the region which provides accurate, relevant and timely information to decision makers and			
Measure: Report the results of environmental monitoring for regional indigenous biodiversity ecosystems	**Achieved**	**On track**	Annual report on monitoring programme completed and reported to Council on 30 June
LOS: Monitor Otago's air quality and make accurate, relevant and timely information publicly available			
Measure: Implement regional air monitoring programme	**Achieved**	**On track**	Annual report on monitoring programme of previous calendar year completed and reported to Council

Notes on performance:

Note - Science and Environmental Monitoring work contributes to the achievement of these performance measures

Environmental Monitoring budget and spend 2024-2026

				24_25		25_26		26_27
Activity	**Posting Code Group**	**Posting Code Type**	**Posting Code and Desc**	**Actuals**	**Budget**	**Forecast**	**Budget**	**Budget**
Air Monitoring	**Operational revenue**	Rates Revenue	1110 - Rates - General	(439)	(437)	(570)	(569)	(511)
	Operational revenue Total			**(439)**	**(437)**	**(570)**	**(569)**	**(511)**
	Operational expenses	Personnel Costs						
		External Expenses	3350 - Courses, Conferences, and Training		2	1	2	2
			3390 - Consultants	2		68	102	
			3810 - Stationery, Office Consumables & Postage	1		0		
			3880 - Minor Equipment Purchases (<$1,000)	16		1		
			3990 - Accommodation & Travel Related Costs	3	6	3	6	7
			4290 - Electricity & Gas	3		(1)		
			4330 - Rent	3	5	3	5	5
			4340 - Repairs & Maintenance	6	50	41	51	61
			4470 - Other Sundry Expenses	5	20	16	20	21
		Depreciation and Amortisation		56	48	68	57	77
		Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	16	21	19	20	18
			6150 - Internal Charges - Overheads					
	Operational expenses Total			**311**	**437**	**522**	**569**	**511**
Air Monitoring (Surplus)/Deficit				**(128)**	**0**	**(47)**	**0**	**(0)**
Biodiversity Science & Monitoring	**Operational revenue**	Rates Revenue	1110 - Rates - General	(333)	(332)	(351)	(350)	(364)
	Operational revenue Total			**(333)**	**(332)**	**(351)**	**(350)**	**(364)**
	Operational expenses	Personnel Costs						
		External Expenses	3350 - Courses, Conferences, and Training	2	2	1	2	2
			3810 - Stationery, Office Consumables & Postage	0		1		
			3880 - Minor Equipment Purchases (<$1,000)	3		8		
			3990 - Accommodation & Travel Related Costs	3	5	7	6	6
			4340 - Repairs & Maintenance	3		1		
			4470 - Other Sundry Expenses	1	16	10	16	17
		Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	24	23	24	22	20
			6150 - Internal Charges - Overheads					
	Operational expenses Total			**265**	**332**	**339**	**350**	**364**
Biodiversity Science & Monitoring (Surplus)/Deficit				**(69)**	**0**	**(12)**	**0**	**(0)**

				24_25		25_26		26_27
Activity	**Posting Code Group**	**Posting Code Type**	**Posting Code and Desc**	**Actuals**	**Budget**	**Forecast**	**Budget**	**Budget**
Land & Water Science and Monitoring	**Operational revenue**	Rates Revenue	1110 - Rates - General	(5,091)	(5,069)	(5,441)	(5,431)	(5,452)
		Subsidies and Grants		(11)				
		Fees and Charges				(2)		
		Other Income		(3)		(41)		
	Operational revenue Total			**(5,104)**	**(5,069)**	**(5,485)**	**(5,431)**	**(5,452)**
	Operational expenses	Personnel Costs		2,531	2,040	2,521	2,096	2,134
		External Expenses	3350 - Courses, Conferences, and Training	23	19	27	19	20
			3360 - Contractors	418		298		
			3390 - Consultants	91	200	189	204	208
			3391 - Temporary Staff and Fees		300	84	409	417
			3660 - Advertising and Engagement		5	2	5	5
			3810 - Stationery, Office Consumables & Postage	4	10	5	10	10
			3880 - Minor Equipment Purchases (<$1,000)	76		43		
			3960 - Food & Catering Costs	1		0		
			3990 - Accommodation & Travel Related Costs	81	37	78	38	38
			4060 - Council Subsidy/Contribution	23	55	17	56	57
			4260 - Insurance	3		(0)		
			4290 - Electricity & Gas	2		2		
			4320 - Telephone Charges	125	40	103	41	42
			4330 - Rent	0	25	8	26	26
			4340 - Repairs & Maintenance	53	100	90	102	104
			4440 - Software Licenses & SaaS/IaaS Fees	5	15	4	15	16
			4470 - Other Sundry Expenses	153	682	307	697	607
		Depreciation and Amortisation		361	286	368	326	278
		Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	327	300	351	288	261
			6150 - Internal Charges - Overheads	956	956	1,099	1,099	1,227
			6152 - Internal Charges - Property	28		22		
	Operational expenses Total			**5,262**	**5,069**	**5,618**	**5,431**	**5,452**
Land & Water Science and Monitoring (Surplus)/Deficit				**158**	**0**	**133**	**0**	**(0)**

		24_25		25_26		26_27
	Activity	**Actuals**	**Budget**	**Forecast**	**Budget**	**Budget**
Capital Work in Progress	Air Monitoring	176	150	153	153	156
	Biodiversity Science & Monitoring			0		
	Land & Water Science and Monitoring	632	530	780	542	552
Grand Total		**808**	**680**	**933**	**695**	**709**

Natural Hazards

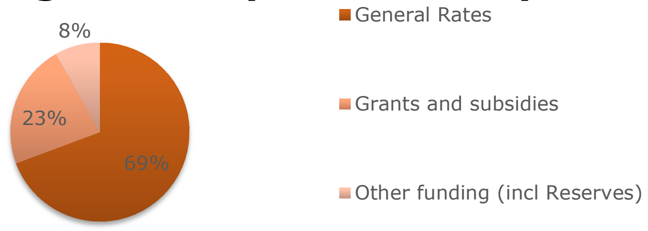
Directorate: Science and Resilience

LTP Activity:	**Natural Hazards and Climate Change**
Opex budget 2026-27	$4,964,523
Capex budget 2026-27	$0
Operational Revenue budget 2026-27 (excl Reserves)	$4,557,348
Budgeted FTE	10.00

Impact and Outcomes
ORC work related to natural hazards is critical to ensure that Otago has resilient communities and infrastructure that respond well to natural hazards events and adapt to our changing climate.

This work:
- Ensures that natural hazards and risks information is up-to-date, robust, relevant, and easily available
- Assists in ensuring that communities, district and city councils and other groups are provided with natural hazards and risk information to inform decisions
- Informs, leads and supports communities' planning and adaptation to natural hazards and risks
- Assists the operational response to natural hazard events by providing adequate and timely information in particular during flood events

Funding Sources (incl Reserves)



Key work programmes and projects 2026-27 (LTP Yr3)

Key work	Drivers		BAU/ Project
Maintain and update the Natural Hazards Database and Exposure/Risk portals	LTP decision, legislation (RMA, CDEMA, LGOIMA)	Mandatory	BAU
Assist territorial authorities with natural hazards and risk information (e.g. District Plan reviews, plan changes, Dunedin city wide adaptation programme)	LTP decision, legislation (RMA, LGOIMA)	Mandatory / Supports mandatory	BAU
Support the preparation and development of the regional spatial plan and natural environment plan (RM reforms/new planning system)	Legislation (future)	Supports mandatory	2026-27, 2027-28
Natural hazards investigations and assessments: - Flood Hazard Assessments (including Lindsay Creek, Alexandra, Middlemarch, Kaikorai Stream, Stoney Creek) - Lake Whakatipu tsunami - Update of the coastal tsunami assessment (with CDEM) - Wildfire (initial scoping)	LTP decision, legislation (RMA, CDEMA, SCRCA, NZCPS)	Mandatory / Supports mandatory	2026-27 and 2027-28 (coastal tsunami)
Complete the Otago natural hazards prioritisation to inform work programme planning	To enable ORC work	Non-mandatory	2026-27
Complete the development of the Coastal Hazards Monitoring Plan	To enable ORC work	Supports mandatory	2026-27
Continue the regional LiDAR data programme	To enable ORC work, LTP decision	Supports mandatory	2026-27 and 2027-28
Support the implementation of the Head of Lake Whakatipu Natural Hazards Adaptation Strategy	LTP decision, specific ORC strategy (Head of the Lake Natural Hazards Adaptation Strategy)	Supports mandatory	BAU
Continue the technical support to South Dunedin Future programme	LTP decision	Supports mandatory	2026-27
Continue the Teviot Valley (Roxburgh) debris flood hazard management programme	LTP decision	Supports mandatory	2026-27
Continue the Clutha Delta Natural Hazards Adaptation programme	To enable ORC work, LTP decision	Supports mandatory	2026-27
Continue operating the 24/7 flood warning service	LTP decision, legislation (CDEMA, SCRCA)	Mandatory / Supports mandatory	BAU
Continue the flood warning improvement programme	LTP decision	Supports mandatory	2026-27
Provide technical support to ORC river management activities (data, morphological assessment, modelling) including in the Shotover Delta	To enable ORC work, LTP decision	Supports mandatory	BAU
Programme planning and commencement of studies for higher priority areas identified during the natural hazard prioritisation approach	LTP decision	Mandatory / Supports mandatory	BAU

Integrations and dependencies across ORC

Natural hazards Team supports other teams work programmes. For example; Engineering Team (hydraulic and morphological assessments, flood warning), CDEM Team(flood warning, technical support on natural hazard information), Policy and Planning Team (RPS implementation, RM reforms), Consents Team (technical support)
The natural hazard works relies on catchment data and monitoring undertaken by Environmental monitoring, support from the Communication team

Future focus, commitments and assumptions

Future Commitments
- **Continue s**upporting natural hazard adaptation and resilience planning for communities and ORC infrastructure
- Continue to ensure that natural hazards and risks information is up-to-date, robust, relevant, and easily available

Key Challenges and Opportunities
- Climate change is expected to increase some natural hazards, potentially requiring higher levels of investment in resilience and adaptation.
- Community expectations around flood protection, environmental outcomes and climate adaptation are likely to continue increasing and may influence work programmes
- Central government expectation for the management of natural hazard risks changes radically (approach and regional council role)
- Occurrence of a large scale natural event and of successive events will delay the delivery of the work or will require reprioritisation

Assumptions:
- List of natural hazards to be considered:
 . Floods (rivers, lakes and groundwater)
 . Lake tsunami
 . Land instabilities
 . Alluvial fans and debris flows
 . Seismic
 . Liquefaction
 . Coastal erosion and coastal inundation (storm surge, tsunami)
 . Wildfire (new)

- City and district councils will rely on natural hazard information and understanding provided by ORC
- Central government and communities will expect local government to take a leadership role in adaptation to natural hazards and climate change
- The ORC won't be involved in providing property specific natural hazard information and guidance on mitigation measures (floor levels, geotechnical advice, etc.)
- There will be flood events, but the number/frequency and severity cannot be predicted and no assumption on the number is made
- The Natural Hazards Database portal will continue to provide an effective way for communities and stakeholders to understand natural hazards in Otago
- Delivery of natural hazards projects will partly rely on external expertise
- The community will continue to expect a flood warning service
- No significant change to central government guidance on natural hazard and climate change adaptation

LTP Service levels and performance	LTP Yr1 2024-25 Result	AP 2025-26 Q3 Result	Target AP 2026-27
LOS: Implement environmental monitoring programmes, across the region which provide accurate, relevant and timely information to decision makers and the Otago public			
Measure: Natural hazards information is available via the web-based Otago Natural Hazards Database	**Achieved**	**On track**	Database is accessible and up to date 100% of the time
Measure: Percentage of flood warnings that are issued in accordance with the flood warning manual	**Achieved**	**On track**	100%
LOS: Collaborate with communities and stakeholders to develop and deliver natural hazards adaptation strategies			
Measure: Deliver a natural hazards management and adaptation work programme based on a new prioritisation process.	**no target**	**On track***	Annual review of priorities is completed by June 2027
Measure: Implement prioritised natural hazard risks adaptation works	**not met**	**On track**	Actions developed, implemented and reviewed, as per Head of Lake Wakatipu natural hazard adaptation strategy
Measure: Implement prioritised natural hazard risks adaptation works	**Achieved**	**On track**	Support the South Dunedin Future Programme - South Dunedin Future natural hazards adaptation plan progresses as per annual work plan
Measure: Implement prioritised natural hazard risks adaptation works	**no target**	**On track***	Phase 3 and phase 4 of the Clutha Delta natural hazards adaptation programme completed by 30 June

Notes on performance:

**Note - These natural hazards prioritisation measures had different targets for Yr2/AP 2025-26.*

Natural Hazards budget and spend 2024-2026

				24_25		25_26		26_27
Activity	**Posting Code Group**	**Posting Code Type**	**Posting Code and Desc**	**Actuals**	**Budget**	**Forecast**	**Budget**	**Budget**
Flood & Low Flow Risk Management	**Operational revenue**	Rates Revenue	1110 - Rates - General	(576)	(574)	(602)	(601)	(615)
	Operational revenue Total			**(576)**	**(574)**	**(602)**	**(601)**	**(615)**
	Operational expenses	Personnel Costs						
		External Expenses	3350 - Courses, Conferences, and Training		1	0	1	1
			3390 - Consultants	39		20		204
			3660 - Advertising and Engagement		22	6	22	23
			3820 - Subscriptions	47		55		77
			3990 - Accommodation & Travel Related Costs	2	6	4	6	6
			4440 - Software Licenses & SaaS/IaaS Fees	23				
			4470 - Other Sundry Expenses		270	129	276	
		Depreciation and Amortisation			4	1	4	
		Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	0		2		
			6150 - Internal Charges - Overheads					
	Operational expenses Total			**275**	**574**	**443**	**601**	**615**
Flood & Low Flow Risk Management (Surplus)/Deficit				**(301)**	**0**	**(159)**	**0**	**(0)**
Natural Hazards	**Operational revenue**	Rates Revenue	1110 - Rates - General	(2,742)	(2,730)	(2,658)	(2,653)	(2,826)
		Subsidies and Grants			(35)	(1,299)	(36)	(1,117)
		Fees and Charges		(1)				
	Operational revenue Total			**(2,743)**	**(2,765)**	**(3,957)**	**(2,689)**	**(3,942)**
	Operational expenses	Personnel Costs		1,138	1,052	1,139	1,110	1,126
		External Expenses	3350 - Courses, Conferences, and Training	4	6	9	7	7
			3360 - Contractors	3				
			3390 - Consultants	1,224	690	1,870	450	2,327
			3480 - Legal Cost - General	5				
			3660 - Advertising and Engagement	4	40	11	41	42
			3810 - Stationery, Office Consumables & Postage	0	2	1	2	2
			3820 - Subscriptions			1		
			3845 - Motor Vehicle Expenses	1				
			3960 - Food & Catering Costs			1		
			3990 - Accommodation & Travel Related Costs	22	15	15	16	17
			4340 - Repairs & Maintenance	6		3		
			4470 - Other Sundry Expenses	0	736	192	747	306
		Depreciation and Amortisation		25	17	20	14	22
		Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	13	6	12	6	5
			6150 - Internal Charges - Overheads	387	387	445	445	497
	Operational expenses Total			**2,832**	**2,950**	**3,720**	**2,837**	**4,350**
Natural Hazards (Surplus)/Deficit				**90**	**185**	**(236)**	**148**	**407**

Engineering

Directorate: Science and Resilience	
Teams:	River Management, Operations and Maintenance, Assets and Delivery, Planning and Partnership.
LTP Activity	**Flood Protection, Drainage and River management**
Opex budget 2026-27	$12,289,273
Capex budget 2026-27	$13,657,739
Operational Revenue budget 2026-27 (excl Reserves)	$13,642,781
Budgeted FTE	24.50
Team FTE	Flood & Drainage FTE: 15.9 River Management FTE: 8 Other FTE: 0.6

Impact and Outcomes

We have resilient environments and communities, which are enabled by effective management and maintenance of rivers, flood protection and drainage schemes.
- Otago’s critical and regionally significant infrastructure is protected from heavy rainfall and flood events.
- Operation and maintenance of flood protection and drainage schemes that protect 43,000 ha of rural and urban land.
- Critical infrastructure is protected during flood events, which are expected to increase in severity due to climate change.
- Effective management and maintenance of rivers, flood protection and drainage schemes support community resilience and protect productive land.
- Rivers flow well and there is reduce risk of flooding as a result of appropriate river management actions.

Funding Sources (inch Reserves)

Key work programmes and projects 2026-27 (LTP Yr3)

Flood Protection and Drainage programmes	Drivers		BAU/Project
Ongoing operation and maintenance of flood protection and drainage schemes including: - Lower Clutha: 110 km of floodbanks, 5 pumping stations, 4 bridges, 153km of drains, 189 culverts. - Lower Taieri: 110 km of floodbanks. - West Taieri: 3 pumping stations, 20 bridges, 144km of drains, 22 culverts. - East Taieri: 3 pumping stations, 1 bridge, 128km of drains, 84 culverts. - Leith: 29 concrete/rock weirs and 6.7km of walls/channels. - Alexandra: 1km of floodbanks, 3 pumping stations. - Tokomairiro: 17 bridges, 110km of drains, 74 culverts. This includes routine inspections, vegetation maintenance, spraying, mowing, pest control and pump station maintenance.	Legislation (including but not limited to responsibilities under SoilCon. & Rivers Control Act 1941, Land Drainage Act, LGA 2002.)	Mandatory	BAU
Continue implementing asset management improvements identified through recent asset management reviews. Key activities include improving asset information and data systems, strengthening performance reporting, undertaking risk assessments, and enhancing decision-making processes that support future maintenance, renewal and investment programmes.	Legislation	Mandatory	BAU
Respond to flood events and post-event assessment and repair programmes. These programmes ensure flood protection assets remain effective and communities continue to receive agreed levels of protection	Legislation	Mandatory	BAU
Key capital projects expected to be progressed during 2026–27 include: •Contour Channel Resilience Upgrade (Lower Taieri) •Lower Pond Gravity Gates Renewal (Lower Taieri) – •Riverbank Rd Floodbank realignment, •Silver Stream Capacity Maintenance •Pump Station Communications Upgrades •River Mouth Monitoring Technology Installations	Legislation	Mandatory	26/27
Flood protection bylaw review	Legislation	Mandatory	26/27
Taieri and Clutha Schemes rates reviews	Council Decision	Mandatory	26/27
River management	**Drivers**		**BAU/Project**
Ongoing river management activities, including tree planting and vegetation maintenance, spraying, and channel maintenance activities. This also includes maintenance of specific river management infrastructure such as training lines, floodways, stilling basins, debris traps and a rock buttress.	Legislation (including but not limited to responsibilities under SoilCon. & Rivers Control Act 1941, Land Drainage Act, LGA 2002.)	Mandatory	BAU
Outside of the flood protection and drainage schemes, ORC owns and maintains: -1 rock buttress that mitigates the risk of the bank sliding into the river at Albert Town. -2 training lines that helps to manage the course of the Matukituki and Shotover Rivers. -2 floodways that help drain the Lower Waitaki plains and foothills (within Otago) towards the Waitaki River. -1 stilling basin that helps dissipate energy in the section of Kaikorai Stream downstream of Green Island. -2 debris traps that help minimise debris in downstream sections of Lindsay Creek and the Water of Leith. -Trees and vegetation planted along river channels and margins to mitigate the risk of erosion and	Legislation	Mandatory	BAU
Respond to flood events and post-event assessment and repair programmes. These programmes ensure flood protection assets remain effective and communities continue to receive agreed levels of protection	Legislation	Mandatory	BAU
Monitoring and opening coastal mouths to protect coastal communities	Legislation	Mandatory	BAU

Integrations and dependencies across ORC

Engineering's work is supported by work programmes that are undertaken other ORC teams. For example;
Adaptation planning, morphology, hydraulic modelling and River management strategy work undertaken by Natural Hazards.
Catchment data and monitoring undertaken by Environmental monitoring.

Future focus, commitments and assumptions
Future Commitments (2027–37) •Ongoing operation, maintenance and renewal of flood protection, drainage and river management assets across Otago, as required under the LTP 2024–34, Infrastructure Strategy, Asset Management Plans, and ORC's legislative responsibilities. •Climate adaptation and resilience planning, including continued scheme performance and risk assessments, adaptation pathway development, and resilience upgrades for major schemes such as Lower Taieri and Lower Clutha. These programmes were established through the LTP 2024–34 and Infrastructure Strategy. •Major capital renewals and upgrades including pump stations, floodbanks, drainage infrastructure, river management assets, telemetry systems and future works arising from flood mitigation investigations such as Lindsay Creek, Middlemarch and Stoney Creek. **Key Challenges and Opportunities** •Climate change is expected to increase flood and erosion risks, potentially requiring higher levels of investment in resilience and adaptation. •Ageing infrastructure will drive increasing renewal and replacement costs over future LTP periods •Community expectations around flood protection, environmental outcomes and climate adaptation are likely to continue increasing and may influence future levels of service. •External funding opportunities, such as the Regional Infrastructure Fund, may accelerate resilience projects and reduce ratepayer costs where available. **Key Assumptions and Funding Considerations** •Existing levels of service can be maintained through continued funding of maintenance, renewals and response programmes. •Current central government co-funding for resilience and infrastructure projects is assumed only where formally committed; future funding opportunities remain uncertain. •The frequency and severity of natural hazard events remains uncertain and could significantly influence future operating and capital expenditure requirements. •Future legislative and policy changes may impact infrastructure management, climate adaptation requirements, and investment priorities.

LTP Service levels and performance	LTP Yr1 2024-25 Result	AP 2025-26 Q3 Result	Target AP 2026-27
LOS: Protect communities, their livelihoods and infrastructure from the impacts of flood events			
Measure: Percentage of scheme maintenance programme: Major flood protection drainage and control works are maintained, repaired, and renewed to the key standards defined in relevant planning documents.	**Achieved**	**On track**	85% of planned maintenance programme completed.
Measure: Percentage of scheme renewals programme: Major flood protection drainage and control works are maintained, repaired, and renewed to the key standards defined in relevant planning documents.	**Achieved**	**On track**	85% of renewal programmes completed
LOS: Respond efficiently and effectively to community issues relating to rivers, schemes and flood events			
Measure: The flood repair programme is made available to affected communities within 3 months of the event.	**Achieved**	**On track**	100%
Measure: Percentage of identified and reported issues that have been investigated and appropriate action determined and communicated to affected landholders within 20 working days	**not met**	**On track***	98%*
LOS: Maintain channel capacity and stability, while balancing environmental outcomes and recognising mana whenua values in rivers			
Measure: Percentage of planned maintenance programme: channel works are maintained, repaired, and renewed to the key standards defined in relevant planning documents	**Achieved**	**On track**	85% of planned maintenance programme completed.
Notes on performance: In October 2024, 3 enquiries fell short of the KPI of 100% responses within 20 working days. This was out of a total of 338 enquiries for the 2024/2025 resulting in a 99% compliance. The target for the 2025 / 2026 year was amended 98%			

Engineering budget and spend 2024-2026

Flood and Drainage - Operating Budgets

				24_25		25_26		26_27
Activity	**Posting Code Group**	**Posting Code Type**	**Posting Code and Desc**	**Actuals**	**Budget**	**Forecast**	**Budget**	**Budget**
Alexandra Flood Protection	**Operational revenue**	Rates Revenue	1110 - Rates - General	(30)	(30)	(26)	(26)	(31)
			1115 - Rates - Targeted	(121)	(120)	(103)	(103)	(124)
		Fees and Charges		(200)	(200)	(250)	(200)	(200)
	Operational revenue Total			**(351)**	**(351)**	**(379)**	**(329)**	**(356)**
	Operational expenses	Personnel Costs						
			3480 - Legal Cost - General	2		(1)		
			3880 - Minor Equipment Purchases (<$1,000)	0		2		
			3990 - Accommodation & Travel Related Costs	0	2	0	2	2
			4290 - Electricity & Gas	31	20	34	20	31
			4295 - Rates	1	0	1	0	0
			4340 - Repairs & Maintenance	187	218	192	213	217
			4470 - Other Sundry Expenses	1		3		2
		Depreciation and Amortisation		39	41	39	41	39
		Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Management Oversight		50	8	31	25
			6145 - Internal Charges - Motor Vehicles	0	4	1	4	3
			6150 - Internal Charges - Overheads					
	Operational expenses Total			**267**	**351**	**292**	**329**	**356**
Alexandra Flood Protection (Surplus)/Deficit				**(84)**	**0**	**(87)**	**(0)**	**(0)**

				24_25		25_26		26_27
Activity	**Posting Code Group**	**Posting Code Type**	**Posting Code and Desc**	**Actuals**	**Budget**	**Forecast**	**Budget**	**Budget**
East Taieri Drainage	**Operational revenue**	Rates Revenue	1110 - Rates - General	(72)	(72)	(76)	(76)	(76)
			1115 - Rates - Targeted	(654)	(646)	(685)	(685)	(685)
		Lease and Investment Properties		(1)	(1)	(1)	(1)	(1)
	Operational revenue Total			**(727)**	**(719)**	**(763)**	**(762)**	**(762)**
	Operational expenses	Personnel Costs						
		External Expenses	3390 - Consultants	109	105	23	72	73
			3480 - Legal Cost - General			1		
			3660 - Advertising and Engagement	(0)	2	1	2	2
			4060 - Council Subsidy/Contribution	23				
			4260 - Insurance	15	10	15	10	15
			4290 - Electricity & Gas	42	25	53	26	41
			4340 - Repairs & Maintenance	428	237	291	246	251
			4470 - Other Sundry Expenses	0		0		5
		Depreciation and Amortisation		34	96	49	94	37
		Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Management Oversight	247	201	214	125	101
			6142 - Internal Charges - Sales			1		
			6145 - Internal Charges - Motor Vehicles	15	18	13	18	16
			6150 - Internal Charges - Overheads	68	68	131	131	146
	Operational expenses Total			**1,150**	**923**	**983**	**1,023**	**997**
East Taieri Drainage (Surplus)/Deficit				**422**	**205**	**220**	**261**	**234**

				24_25		25_26		26_27
Activity	**Posting Code Group**	**Posting Code Type**	**Posting Code and Desc**	**Actuals**	**Budget**	**Forecast**	**Budget**	**Budget**
Leith Flood Protection Scheme	**Operational revenue**	Rates Revenue	1110 - Rates - General	(315)	(314)	(315)	(314)	(314)
			1115 - Rates - Targeted	(1,258)	(1,256)	(1,216)	(1,256)	(1,256)
	Operational revenue Total			**(1,573)**	**(1,570)**	**(1,530)**	**(1,570)**	**(1,570)**
	Operational expenses	Personnel Costs						
		External Expenses	3390 - Consultants	91	60	16	153	51
			3480 - Legal Cost - General	1				
			4260 - Insurance	18	12	18	12	18
			4340 - Repairs & Maintenance	16	100	43	102	104
		Depreciation and Amortisation		358	380	364	382	360
		Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Management Oversight	124	100	107	63	50
			6145 - Internal Charges - Motor Vehicles	0	3	1	3	3
			6150 - Internal Charges - Overheads					
	Operational expenses Total			**651**	**762**	**607**	**836**	**715**
Leith Flood Protection Scheme (Surplus)/Deficit				**(923)**	**(808)**	**(923)**	**(734)**	**(855)**

				24_25		25_26		26_27
Activity	**Posting Code Group**	**Posting Code Type**	**Posting Code and Desc**	**Actuals**	**Budget**	**Forecast**	**Budget**	**Budget**
Lwr Clutha Flood Protection & Drainage	**Operational revenue**	Rates Revenue	1110 - Rates - General	(187)	(187)	(199)	(199)	(199)
			1115 - Rates - Targeted	(1,038)	(1,034)	(1,098)	(1,102)	(1,102)
		Subsidies and Grants		(11)		(1,180)		(731)
		Fees and Charges		(372)		(29)		
		Lease and Investment Properties		(183)	(186)	(184)	(186)	(186)
	Operational revenue Total			**(1,791)**	**(1,407)**	**(2,690)**	**(1,487)**	**(2,218)**
	Operational expenses	Personnel Costs						
		External Expenses	3350 - Courses, Conferences, and Training	5				
			3360 - Contractors	295		(85)		
			3390 - Consultants	1,092	215	252	148	224
			3480 - Legal Cost - General	0		0		
			3660 - Advertising and Engagement	5	5	5	5	5
			3880 - Minor Equipment Purchases (<$1,000)	1		8		
			3990 - Accommodation & Travel Related Costs	0	2	1	2	2
			4060 - Council Subsidy/Contribution	51				
			4260 - Insurance	15	10	15	10	15
			4290 - Electricity & Gas	97	60	92	61	102
			4295 - Rates	8		2		
			4320 - Telephone Charges			1		
			4340 - Repairs & Maintenance	626	772	634	854	871
			4470 - Other Sundry Expenses	7		2		
		Depreciation and Amortisation		140	161	145	163	130
		Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Management Oversight	309	201	260	125	101
			6145 - Internal Charges - Motor Vehicles	49	39	49	38	34
			6146 - Internal Charges - ORC Rates on ORC Property	1		1		
			6150 - Internal Charges - Overheads	159	159	236	236	263
	Operational expenses Total			**3,292**	**1,999**	**2,023**	**2,183**	**2,306**
Lwr Clutha Flood Protection & Drainage (Surplus)/Deficit				**1,501**	**592**	**(667)**	**696**	**88**

				24_25		25_26		26_27
Activity	**Posting Code Group**	**Posting Code Type**	**Posting Code and Desc**	**Actuals**	**Budget**	**Forecast**	**Budget**	**Budget**
Lwr Taieri Flood Protection Scheme	**Operational revenue**	Rates Revenue	1110 - Rates - General	(262)	(261)	(269)	(268)	(268)
			1115 - Rates - Targeted	(1,047)	(1,044)	(1,078)	(1,073)	(1,073)
		Subsidies and Grants		(1,122)		(1,142)	(1,717)	(3,393)
		Fees and Charges		(28)				
		Lease and Investment Properties		(5)		(4)		
	Operational revenue Total			**(2,463)**	**(1,305)**	**(2,492)**	**(3,058)**	**(4,734)**
	Operational expenses	Personnel Costs						
		External Expenses	3360 - Contractors	7		14		
			3390 - Consultants	257	415	213	531	403
			3391 - Temporary Staff and Fees	33		7		
			3450 - Valuation Expense			3		
			3480 - Legal Cost - General	5		1		
			3660 - Advertising and Engagement	8	2	5	2	2
			3820 - Subscriptions	1				
			3880 - Minor Equipment Purchases (<$1,000)	3		4		
			4295 - Rates	0		1		
			4340 - Repairs & Maintenance	470	340	445	399	407
			4470 - Other Sundry Expenses	1		0		
		Depreciation and Amortisation		26	32	31	25	32
		Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Management Oversight	247	201	214	125	101
			6145 - Internal Charges - Motor Vehicles	20	21	12	20	18
			6150 - Internal Charges - Overheads					
	Operational expenses Total			**1,486**	**1,544**	**1,487**	**1,878**	**1,783**
Lwr Taieri Flood Protection Scheme (Surplus)/Deficit				**(977)**	**239**	**(1,005)**	**(1,180)**	**(2,951)**

				24_25		25_26		26_27
Activity	**Posting Code Group**	**Posting Code Type**	**Posting Code and Desc**	**Actuals**	**Budget**	**Forecast**	**Budget**	**Budget**
Tokomariro Drainage	**Operational revenue**	Rates Revenue	1110 - Rates - General	(35)	(35)	(38)	(38)	(38)
			1115 - Rates - Targeted	(140)	(140)	(154)	(154)	(154)
	Operational revenue Total			**(175)**	**(175)**	**(192)**	**(192)**	**(192)**
	Operational expenses	Personnel Costs						
		External Expenses	3390 - Consultants	62	60	22	51	51
			3660 - Advertising and Engagement		1	0	1	1
			3880 - Minor Equipment Purchases (<$1,000)			1		
			4340 - Repairs & Maintenance	85	123	110	125	128
			4470 - Other Sundry Expenses	1		0		
		Depreciation and Amortisation		2	2	3	4	3
		Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Management Oversight	62	50	54	31	25
			6145 - Internal Charges - Motor Vehicles	1	22	5	21	19
			6150 - Internal Charges - Overheads					
	Operational expenses Total			**292**	**334**	**294**	**320**	**318**
Tokomariro Drainage (Surplus)/Deficit				**117**	**159**	**102**	**128**	**126**

				24_25		25_26		26_27
Activity	**Posting Code Group**	**Posting Code Type**	**Posting Code and Desc**	**Actuals**	**Budget**	**Forecast**	**Budget**	**Budget**
West Taieri Drainage	**Operational revenue**	Rates Revenue	1110 - Rates - General	(92)	(92)	(97)	(97)	(97)
			1115 - Rates - Targeted	(828)	(828)	(869)	(869)	(869)
		Subsidies and Grants		(917)		234		
		Lease and Investment Properties		(81)	(69)	(80)	(69)	(69)
	Operational revenue Total			**(1,918)**	**(988)**	**(812)**	**(1,035)**	**(1,035)**
	Operational expenses	Personnel Costs						
		External Expenses	3390 - Consultants	18	85	30	51	52
			3450 - Valuation Expense			4		
			3660 - Advertising and Engagement		5	1	5	5
			4260 - Insurance	8	5	8	5	8
			4290 - Electricity & Gas	61	40	60	41	62
			4295 - Rates	6		4		
			4340 - Repairs & Maintenance	375	272	245	275	280
		Depreciation and Amortisation		160	124	151	139	161
		Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Management Oversight	247	201	214	125	101
			6145 - Internal Charges - Motor Vehicles	22	13	17	12	11
			6146 - Internal Charges - ORC Rates on ORC Property	3		3		
			6150 - Internal Charges - Overheads					
	Operational expenses Total			**1,106**	**973**	**1,047**	**1,085**	**1,137**
West Taieri Drainage (Surplus)/Deficit				**(812)**	**(15)**	**235**	**50**	**102**

				24_25		25_26		26_27
Activity	**Posting Code Group**	**Posting Code Type**	**Posting Code and Desc**	**Actuals**	**Budget**	**Forecast**	**Budget**	**Budget**
Scheme Oversight	**Operational revenue**	Fees and Charges		118	(126)	(60)	(137)	(143)
	Operational revenue Total			**118**	**(126)**	**(60)**	**(137)**	**(143)**
	Operational expenses	Personnel Costs						
		External Expenses	3350 - Courses, Conferences, and Training	18	14	31	15	16
			3390 - Consultants	105	100	150	102	104
			3391 - Temporary Staff and Fees	12		56	51	
			3480 - Legal Cost - General	0		3		
			3660 - Advertising and Engagement			8		
			3820 - Subscriptions	4	1	3	1	1
			3880 - Minor Equipment Purchases (<$1,000)	2		7		
			3960 - Food & Catering Costs	2		1		
			3990 - Accommodation & Travel Related Costs	29	59	30	61	63
			4065 - Iwi Partnerships, Contributions and Payments			1		
			4290 - Electricity & Gas	2		12		
			4330 - Rent			1		
			4340 - Repairs & Maintenance	19	60	16	61	63
			4470 - Other Sundry Expenses	6	212	59	217	219
		Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	24		19		
			6150 - Internal Charges - Overheads	205	205	79	79	58
			6641 - Internal Recoveries - Flood Scheme and River Management Oversight					
	Operational expenses Total			**16**	**126**	**160**	**137**	**143**
Scheme Oversight (Surplus)/Deficit				**134**	**(0)**	**100**	**0**	**0**

River Management and Other - Operating Budgets

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
River Management - Central	Operational revenue	Rates Revenue	1115 - Rates - Targeted	(379)	(377)	(409)	(409)	(409)
	Operational revenue Total			(379)	(377)	(409)	(409)	(409)
	Operational expenses	Personnel Costs						
		External Expenses	3360 - Contractors	20				
			3390 - Consultants	62	15	36	16	20
			3990 - Accommodation & Travel Related Costs	0	2	0	2	2
			4060 - Council Subsidy/Contribution	65				
			4340 - Repairs & Maintenance	112	280	200	311	316
		Depreciation and Amortisation		1	1	1	1	
		Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Management Oversight	163	127	126	72	87
			6145 - Internal Charges - Motor Vehicles	11	18	30	18	16
			6150 - Internal Charges - Overheads					
	Operational expenses Total			532	596	525	626	660
River Management - Central (Surplus)/Deficit				154	219	116	217	251

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
River Management - Clutha	Operational revenue	Rates Revenue	1115 - Rates - Targeted	(443)	(443)	(486)	(485)	(485)
	Operational revenue Total			(443)	(443)	(486)	(485)	(485)
	Operational expenses	Personnel Costs						
		External Expenses	3360 - Contractors	9		53		
			3390 - Consultants	34	35	28	98	71
			3660 - Advertising and Engagement			1		
			3990 - Accommodation & Travel Related Costs	1		0		
			4340 - Repairs & Maintenance	253	500	476	491	459
		Depreciation and Amortisation		4	5	5	5	2
		Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Management Oversight	163	127	126	72	87
			6145 - Internal Charges - Motor Vehicles	7	18	11	18	16
			6150 - Internal Charges - Overheads					
	Operational expenses Total			567	838	848	890	854
River Management - Clutha (Surplus)/Deficit				124	395	362	405	369

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
River Management - Dunedin	Operational revenue	Rates Revenue	1115 - Rates - Targeted	(229)	(228)	(265)	(266)	(266)
	Operational revenue Total			(229)	(228)	(265)	(266)	(266)
	Operational expenses	Personnel Costs						
		External Expenses	3360 - Contractors	13		3		
			3390 - Consultants	10	65	50	16	41
			3480 - Legal Cost - General	0		8		
			3880 - Minor Equipment Purchases (<$1,000)	54				
			3990 - Accommodation & Travel Related Costs	1		0		
			4340 - Repairs & Maintenance	170	300	311	368	377
		Depreciation and Amortisation		23	14	28	42	27
		Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Management Oversight	163	127	126	72	87
			6145 - Internal Charges - Motor Vehicles	20	8	14	8	7
			6150 - Internal Charges - Overheads					
	Operational expenses Total			673	667	754	713	758
River Management - Dunedin (Surplus)/Deficit				444	439	488	447	493

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
River Management - Waitaki	Operational revenue	Rates Revenue	1115 - Rates - Targeted	(629)	(627)	(660)	(659)	(655)
	Operational revenue Total			(629)	(627)	(660)	(659)	(655)
	Operational expenses	Personnel Costs						
		External Expenses	3360 - Contractors	6		3		
			3390 - Consultants	9	135	32	98	71
			3660 - Advertising and Engagement	1		1		
			3880 - Minor Equipment Purchases (<$1,000)	14		12		
			4060 - Council Subsidy/Contribution	214	214	335	225	230
			4340 - Repairs & Maintenance	78	200	245	245	357
		Depreciation and Amortisation		2	3	2	3	1
		Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Management Oversight	163	127	126	72	87
			6145 - Internal Charges - Motor Vehicles	10	27	15	25	23
			6150 - Internal Charges - Overheads					
	Operational expenses Total			584	858	889	876	988
River Management - Waitaki (Surplus)/Deficit				(45)	231	229	216	333

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
River Management - Wakatipu/Wanaka	Operational revenue	Rates Revenue	1115 - Rates - Targeted	(513)	(509)	(567)	(567)	(567)
	Operational revenue Total			(513)	(509)	(567)	(567)	(567)
	Operational expenses	Personnel Costs						
		External Expenses	3360 - Contractors	55		1		
			3390 - Consultants	44	130	20	57	122
			3990 - Accommodation & Travel Related Costs	2	6	2	6	7
			4340 - Repairs & Maintenance	111	430	224	576	306
			4470 - Other Sundry Expenses		40	12	74	51
		Depreciation and Amortisation		16	17	17	17	17
		Internal Allocations and Charges	6141 - Internal Charges - Flood Scheme and River Management Oversight	163	127	126	72	87
			6145 - Internal Charges - Motor Vehicles	20	37	9	35	32
			6150 - Internal Charges - Overheads					
	Operational expenses Total			572	1,093	644	1,217	1,023
River Management - Wakatipu/Wanaka (Surplus)/Deficit				59	583	77	651	456

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
River Management Oversight	Operational expenses	Personnel Costs						
		External Expenses	3350 - Courses, Conferences, and Training	3	9	9	8	8
			3390 - Consultants	104		82		102
			3391 - Temporary Staff and Fees	67	100	88	102	133
			3820 - Subscriptions	2		1		
			3960 - Food & Catering Costs	1				
			3990 - Accommodation & Travel Related Costs	12	9	9	8	8
			4060 - Council Subsidy/Contribution	45		26		
			4065 - Iwi Partnerships, Contributions and Payments	2				
			4290 - Electricity & Gas	1				
			4340 - Repairs & Maintenance	7		0		
		Internal Allocations and Charges	6142 - Internal Charges - Sales			1		
			6145 - Internal Charges - Motor Vehicles	30		8		
			6150 - Internal Charges - Overheads					
			6641 - Internal Recoveries - Flood Scheme and River Management Oversight	(816)	(636)	(629)	(359)	(433)
	Operational expenses Total			0	0	10	0	(0)
River Management Oversight (Surplus)/Deficit				0	0	10	0	(0)

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
Stock Truck Effluent Disposal	Operational revenue	Rates Revenue	1110 - Rates - General	(83)	(82)	(84)	(84)	(85)
		Subsidies and Grants		(71)	(86)	(71)	(87)	(88)
	Operational revenue Total			**(154)**	**(168)**	**(155)**	**(172)**	**(173)**
	Operational expenses	Personnel Costs						
		External Expenses	3360 - Contractors	165		(57)		
			3390 - Consultants	8		50		
			3820 - Subscriptions			1		
			4290 - Electricity & Gas	1		5		
			4340 - Repairs & Maintenance	5	150	140	153	156
			4470 - Other Sundry Expenses	0		0		
		Depreciation and Amortisation		16	18	17	18	16
		Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	0				
	Operational expenses Total			**196**	**168**	**156**	**172**	**173**
Stock Truck Effluent Disposal (Surplus)/Deficit				**42**	**0**	**1**	**(0)**	**0**

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
Non Scheme Management	Operational revenue	Rates Revenue	1110 - Rates - General	(126)	(125)	(77)	(77)	(79)
	Operational revenue Total			**(126)**	**(125)**	**(77)**	**(77)**	**(79)**
	Operational expenses	Personnel Costs						
		External Expenses	3390 - Consultants		100	19	51	52
			4470 - Other Sundry Expenses		10	3	8	8
		Internal Allocations and Charges	6150 - Internal Charges - Overheads	5	5	5	5	6
	Operational expenses Total			**5**	**125**	**31**	**77**	**79**
Non Scheme Management (Surplus)/Deficit				**(121)**	**(0)**	**(45)**	**0**	**(0)**

Capital Expenditure - Flood and Drainage

	Activity	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
Capital Work in Progress	East Taieri Drainage	0	100	10	460	1,303
	Leith Flood Protection Scheme	0	150	115	102	102
	Lwr Clutha Flood Protection & Drainage	882	300	2,078	613	2,100
	Lwr Taieri Flood Protection Scheme	722	1,650	1,882	4,190	7,084
	Tokomariro Drainage	4	100	52	358	306
	West Taieri Drainage	985	930	76	1,656	1,710
Grand Total		**2,592**	**3,230**	**4,213**	**7,379**	**12,606**

Capital Expenditure - River Management

	Activity	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
Capital Work in Progress	River Management - Clutha			10	22	21
	River Management - Dunedin		1,395	10	598	979
	River Management - Wakatipu/Wanaka	0				52
Grand Total		**0**	**1,395**	**20**	**620**	**1,052**

Emergency Management

Directorate: Science and Resilience

LTP Activity	**Emergency Management**
Opex budget 2026-27	$4,113,912
Capex budget 2026-27	$0
Operational Revenue budget 2026-27 (excl Reserves)	$4,113,912
Budgeted FTE	18.50

Impact and Outcomes

Individuals, communities and Councils are well prepared for emergencies.
☐Education sessions, community education and engagement activities
☐Development of community response plans

There are coordinated and well communicated responses during emergencies when they happen and there is support for communities to help recovery after an emergency.
☐Emergency Coordination Centre resourced to respond
☐Trained CDEM staff across the region ready to respond 24/7 in the event of an emergency (with staff in each of Otago's territorial authorities)
☐Delivery of the Otago CDEM Group Plan
☐CDEM systems and databases maintained (IT set-up and software for emergency response)

Funding Sources (incl Reserves)

Key work programmes and projects 2026-27 (LTP Yr3)

Emergency Management Otago	**Drivers**		**BAU/ Project**
CDEM Response Team Training /exercise programme to meet regional Capability and Capacity Requirements ($116k)	Joint Committee Commitment	Mandatory	BAU
Operations - Software Platform Provision ($288k)	Joint Committee Commitment	Mandatory	BAU
Command centre (deployable) capability on CDEM trucks ($70k)	Joint Committee Commitment	Supports Mandatory	25/26, 26/27, 28/29
Risk Knowledge work - Tsunami Study etc ($194k)	Joint Committee Commitment	Mandatory	Ongoing Programme
Emergency Management Reform Response Programme	Emergency Management Bill	Mandatory	26/27, 28/29, 29/30
Group Plan Development	Emergency Management Bill	Mandatory	25/26, 26/27
Mana Whenua EM Facilitator Project (90k)	Joint Committee Commitment	Mandatory	25/26, 26/27
Public Campaigns/Education (75k)	Joint Committee Commitment	Mandatory	BAU
Community Resilience Strategy Delivery	Joint Committee Commitment	Mandatory	BAU

Integrations and dependencies across ORC

ORC's Emergency Management activity is part of the Otago Civil Defence Emergency Management Group (CDEM) which is governed by the Joint Committee (JC) and overseen by the Co-ordinating Executive Group (CEG). Emergency Management has a heavy reliance on Natural Hazard information and environmental monitoring network information.

Future focus, commitments and assumptions

Emergency Management Bill - Select Committee's recommendations are not yet Government policy. Parliament has not agreed to them and the Bill has had its second reading; a date has not been set. This Bill (when enacted) presents new requirements around Governance, Declarations and Powers, System Oversight and Compliance, Essential Infrastructure Providers, and Planning. Resourcing requirements to meet the expectations set out in the bill to date are expected to be material.

LTP Service levels and performance	**LTP Yr1 2024-25 Result**	**AP 2025-26 Q3 Result**	**Target AP 2026-27**
LOS: Support the Otago CDEM Group in improving the resilience of Otago to Civil Defence emergencies			
Measure: Support is provided to Emergency Management Otago to fulfil Otago CDEM Group requirements as defined in the CDEM Act and CDEM	**Achieved**	**On track**	Fulfil all requirements as the administering authority and the Otago CDEM Partnership Agreement
LOS: Provide resources to coordinate a region-wide response to a Civil Defence emergency			
Measure: Provide a Regional Coordination Facility (ECC) capable of coordinating a region wide emergency	**Achieved**	**On track**	An appropriate facility as defined in the CDEM Partnership Agreement is available for immediate activation
Measure: Provide a Regional Coordination Facility (ECC) capable of coordinating a region wide emergency	**Achieved**	**off track**	Adequate staff (as defined in the Group Training and Capability Strategy) are trained and capable to coordinate a region wide response
Measure: Emergency Management Otago staff are available to response 24/7 to a Civil Defence emergency	**Achieved**	**On track**	Maintain a duty roster for 24/7 – 365 coverage for initial responses to Civil Defence emergencies

Notes on performance

Emergency Management budget and spend 2024-2026

				24_25		25_26		26_27
Activity	**Posting Code Group**	**Posting Code Type**	**Posting Code and Desc**	**Actuals**	**Budget**	**Forecast**	**Budget**	**Budget**
Emergency Management	**Operational revenue**	Rates Revenue	1115 - Rates - Targeted	(3,739)	(3,730)	(4,010)	(4,000)	(4,114)
		Fees and Charges		(63)		(13)		
		Other Income		(1)				
	Operational revenue Total			**(3,802)**	**(3,730)**	**(4,023)**	**(4,000)**	**(4,114)**
	Operational expenses	Personnel Costs		2,213	2,034	2,304	2,162	2,230
		External Expenses	3350 - Courses, Conferences, and Training	26	26	11	26	36
			3360 - Contractors	9		0		
			3390 - Consultants	69	260	143	296	199
			3660 - Advertising and Engagement	15	50	18	51	51
			3810 - Stationery, Office Consumables & Postage	9	15	5	15	15
			3820 - Subscriptions	72		2		
			3840 - Fuel	30		18		
			3880 - Minor Equipment Purchases (<$1,000)	2		2		
			3960 - Food & Catering Costs	9		3		
			3990 - Accommodation & Travel Related Costs	106	62	79	63	51
			4060 - Council Subsidy/Contribution	120		30		
			4065 - Iwi Partnerships, Contributions and Payments			45		
			4320 - Telephone Charges	1		1		
			4340 - Repairs & Maintenance	0		36		
			4440 - Software Licenses & SaaS/IaaS Fees	27	185	127	169	172
			4470 - Other Sundry Expenses	80	30	78	31	51
		Depreciation and Amortisation		69	19	46	19	47
		Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	29	208	72	199	181
			6150 - Internal Charges - Overheads	842	842	968	968	1,081
	Operational expenses Total			**3,727**	**3,730**	**3,990**	**4,000**	**4,114**
Emergency Management (Surplus)/Deficit				**(75)**	**(0)**	**(32)**	**(0)**	**(0)**

Policy and Planning

Directorate: Regional Planning and Transport

LTP Activities:	Regional Planning | Air | Land and Water
Opex budget 2026-27	*$5,355,537*
Capex budget 2026-27	*$0*
Operational Revenue budget 2026-27 (excl Reserves)	*$5,355,538*
Budgeted FTE	*17*
Team FTE (as per AP 2026-27)	*RPS: 6.5* *Air: 2* *Land & Water: 8.5*
Anticipated FTE across redefined work areas to align with pending legislation changes in 2026-27.	*Spatial / Regional Planning: 7* *Natural Environment Planning: 6* *Response to issues: 2* *Work for other teams: 2*

Impact and Outcomes

This work will establish and maintain the regional regulatory plans required under the current and future resource management system, and support other teams to deliver regulatory plans under other legislation. Without this work, the regulatory plans ORC administers would become increasingly out of date and out of step with other regions and the Government's priorities.

Funding Sources (incl Reserves)

Key work programmes and projects 2026-27 (LTP Yr3)

Regional Planning (including Spatial Planning)	Drivers		BAU/Project
Preparing for the new resource management legislation and national direction, including providing feedback on draft national direction as it is made available.	Legislation, through new Planning Bill and Natural Environment Bill	Mandatory	n/a
Preparatory work for Regional Spatial Plan under new Planning Bill	Legislation, through new Planning Bill, Council decision to establish interim Regional Spatial Plan governance group	Mandatory	July 2026 - December 2028
Plan for implementation of Regional Policy Statement	Council decision to make the RPS operative in June 2026	Supports mandatory	2026/27
Water and Land (including Coast)	**Drivers**		**BAU/Project**
Contribute to Catchment Action Plans	Council decisions and funding through LTP 2024-2034	Non-mandatory	
Preparatory work for Natural Environment Plan under new Natural Environment Bill	Legislation, through new Natural Environment Bill	Mandatory	July 2026 - June 2029
Develop understanding of coastal environmental issues, opportunities and risks	Council decision on public engagement on the Coast in May 2026, Resource Management Act, future Planning Bill and Natural Environment Bill	Mandatory	2026/27
Response to issues	**Drivers**		**BAU/Project**
Support Council to provide input into plans, resource consents and other matters under the resource management system	Part of ORC's role under Resource Management Act 1991 to implement the Regional Policy Statement and regional plans	Non-mandatory	BAU
Support Council to provide input into central Government policy on matters related to the resource management system, including national instruments in the new system	Enabling	Non-mandatory	BAU
Work to support other teams	**Drivers**		**BAU/Project**
Support the regulatory aspects of the review of the Flood Hazard Bylaw	Internal - Engineering team	Mandatory	Project
Support the regulatory aspects of the review of the Regional Pest Management Plan	RPMP, Biosecurity Act 1993, Council decision	Mandatory	July 2026 - November 2027

Integrations and dependencies across ORC

All of the projects above require input from various teams across ORC and/or are to support the work of other teams. These teams include Science, Natural Hazards, Consents, Compliance, Environmental Delivery Data & Systems, Environmental Implementation, Strategy, Engineering.

In particular, implementation of the new resource management system will require programme management to ensure that work from teams across ORC is coordinated and delivered appropriately.

Future focus, commitments and assumptions

There are no relevant future commitments identified in LTP 2024-34 for years 2027-34, as these were based on the Resource Management Act 1991, with a work programme to deliver regional plans and plan changes under that Act. Since the Government's Plan Stop directive, this work programme has not been progressed.

The requirements of the new resource management system through the Planning and Natural Environment Bills are not yet known with certainty, and therefore there may need to be some flexibility in LTP development to accommodate changes when more information becomes available.

LTP Service levels and performance	Target AP 2026-27	LTP Yr1 2024-25 Result	AP 2025-26 Q3 Result
LOS: Support Otago's councils and communities to manage environmentally sustainable urban growth			
Measure: Support integrated and well managed urban growth across Otago	no target	**not met**	**no target**
LOS: Provide a robust and integrated environmental planning framework for Otago's Air resource			
Measure: Complete review of the Regional Plan- Air	no target	**not met**	**off track**
LOS: Provide a robust and integrated environmental planning framework for Otago's land, water and coast resources			
Measure: Complete a review of the Regional Plan Coast	no target	**no target**	**off track**
Measure: Complete the Land and Water Regional Plan (LWRP)	no target	**not met**	**off track**

Notes on performance

There are no targets set for targets in the AP 2026-27 as policy measures are unable to be set until the Government's RMA direction is fully released. Once known, all related measures and associated targets will be realigned to these mandated requirements.

Policy and Planning budget and spend 2024-2026

Activity	Type	Posting code	Yr 1 Actual 2025.25	Budget	AP 2025.26 Actual/F.cast	Budget	AP 2026.27 AP Act/F.cast	Budget
Land & Water Planning	Revenue	**Revenue Total**	- 3,035,762	- 3,022,837	- 2,606,201	- 2,601,684		- 2,766,442
	Personnel		968,748	1,019,300	753,927	1,162,997		1,057,608
	Depreciation /Amortisation							
	Internal Charges		412,057	409,835	523,521	523,486		496,669
	External Expend.(expanded)							
		3350 - Courses, Conferences, and Training	*14,809*	*8,100*	*3,648*	*9,198*		*9,382*
		3390 - Consultants	*470,203*	*975,000*	*26,185*	*536,550*		*663,000*
		3480 - Legal Cost - General	*119,386*	*500,000*	*25,927*	*255,500*		*408,000*
		3660 - Advertising and Engagement	*2,436*	*60,000*	*475*	*61,320*		*61,200*
		3810 - Stationery, Office Consumables & Postage	*3,826*					
		3820 - Subscriptions	*1,661*		*1,087*			
		3960 - Food & Catering Costs	*1,170*		*504*			
		3990 - Accommodation & Travel Related Costs	*14,770*	*30,600*	*6,372*	*32,193*		*9,382*
		4065 - Iwi Partnerships, Contributions and Payments	*2,464*		*42,804*			
		4350 - Bank Fees & Charges	*22*					
		4440 - Software Licenses & SaaS/IaaS Fees						*61,200*
		4470 - Other Sundry Expenses	*1,953*	*20,000*	*5,248*	*20,440*		
		4470I - Other Sundry Expenses - Reserve Funded				*715,400*		
		Total External Expend.	632,699	1,593,700	112,249	1,630,601	-	1,212,164
		Operational Expenses Total	**2,013,505**	**3,022,835**	**1,389,698**	**3,317,084**	-	**2,766,442**
		Land & Water Planning (Surplus)/Deficit	**- 1,022,257**	**- 2**	**- 1,216,503**	**715,400**	-	**- 0**

Activity	Type	Posting code	Yr 1 Actual 2025.25	Budget	AP 2025.26 Actual/F.cast	Budget	AP 2026.27 AP Act/F.cast	Budget
Regional Plan: Air	Revenue	**Revenue Total**	- 628,863	- 626,186	- 868,807	- 867,306		- 369,465
	Personnel							
	Depreciation /Amortisation							
	Internal Charges							
	External Expend.(expanded)	3350 - Courses, Conferences, and Training	*9,380*	*1,800*	*463*	*1,840*		*1,876*
		3390 - Consultants	*7,310*	*225,000*	*5,626*	*373,030*		
		3480 - Legal Cost - General	*47,589*	*50,000*	*3,010*	*153,300*		
		3660 - Advertising and Engagement	*18,912*	*30,000*	- *245*			
		3820 - Subscriptions	*526*					
		3990 - Accommodation & Travel Related Costs	*3,709*	*1,800*	*463*	*1,840*		*1,876*
		4065 - Iwi Partnerships, Contributions and Payments	*4,534*					
		4470 - Other Sundry Expenses	*2,185*		*1,690*			
		Total External Expend.	94,145	308,600	11,006	530,009	-	3,753
		Operational Expenses Total	**565,203**	**626,186**	**227,988**	**867,306**	-	**369,465**
		Regional Plan: Air (Surplus)/Deficit	**- 63,660**	**0**	**- 640,819**	**- 0**	-	**- 0**

Activity	Type	Posting code	Yr 1 Actual 2025.25	Budget	AP 2025.26 Actual/F.cast	Budget	AP 2026.27 AP Act/F.cast	Budget
RPS, Strategy, Urban Dev & Response to Issues	Revenue	**Revenue Total**	- 2,937,249	- 2,924,744	- 2,516,467	- 2,512,120		- 2,219,631
	Personnel		700,088	850,134	773,465	929,375		808,759
	Depreciation /Amortisation							
	Internal Charges		371,757	364,298	422,716	418,789		379,806
	External Expend.(expanded)	3350 - Courses, Conferences, and Training	*5,383*	*7,200*	*3,605*	*7,358*		*7,506*
		3390 - Consultants	*129,988*	*685,000*	*67,372*	*444,570*		*438,600*
		3480 - Legal Cost - General	*830,587*	*655,000*	*228,241*	*541,660*		*510,000*
		3660 - Advertising and Engagement		*35,000*	*1,614*	*5,110*		*5,212*
		3820 - Subscriptions	*1,097*	*1,000*	*1,740*	*1,022*		*1,042*
		3840 - Fuel	*55*					
		3960 - Food & Catering Costs			*363*			
		3990 - Accommodation & Travel Related Costs	*16,926*	*7,200*	*10,565*	*21,155*		*7,506*
		4060 - Council Subsidy/Contribution		*140,000*	*141,923*	*143,080*		
		4470 - Other Sundry Expenses	*31,754*	*125,000*	*315*			*61,200*
		4470I - Other Sundry Expenses - Reserve Funded			*31,945*	*127,750*		
		Total External Expend.	1,015,790	1,655,400	487,683	1,291,706	-	1,031,065
		Operational Expenses Total	**2,087,636**	**2,869,832**	**1,683,864**	**2,639,870**	-	**2,219,631**
	RPS, Strategy, Urban Dev & Response to Issues (Surplus)/Deficit		**- 849,614**	**- 54,912**	**- 832,602**	**127,750**	-	**- 0**

Transport

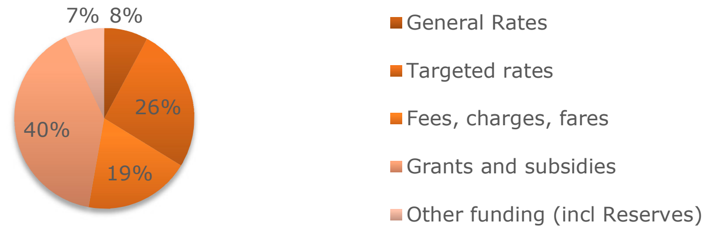
Directorate: Regional Planning and Transport

Impact and Outcomes

The impact of the transport area is to deliver public transport to Dunedin and Queenstown, to plan for public transport across the broader Otago region, and to support people with mobility issues to live, work and recreate. The delivery of public transport services is a legislated obligation on the regional council.

LTP Activities	**Transport**
Opex budget 2026-27	*$50,382,038*
Capex budget 2026-27	*$0*
Operational Revenue budget 2026-27 (excl Reserves)	*$52,490,110*
Budgeted FTE	*16.3*
Team FTE split	*PT Dunedin:5.3* *PT Queenstown: 4* *PT Other: 1* *RLTP: 4*

Funding Sources (incl Reserves)



Key work programmes and projects 2026-27 (LTP Yr3)

Regional Transport	**Drivers**		**BAU/Project**
Regional Land Transport Plan	Legislative	Mandatory	Review every 3 years
Community Transport Framework	Council decision	Non-mandatory	Project
Regional Connectivity - Balclutha - Dunedin investigation	Council decisions and RPTP	Supports mandatory work	Project
Regional Connectivity - Alexandra - Cromwell - Queenstown investigation	Council decisions and RPTP	Supports mandatory work	project
Public and Active Transport Connectivity Strategy	Council decisions and RPTP	Non-mandatory	project
Improve understanding of the wider transport system , including community and private provision, and identify opportunities to support improved access where gaps exist	Council decisions	Non-mandatory	BAU
Fast Track consent reviews	Legislative	Mandatory	BAU
Spatial Planning	legislative	Mandatory	Will be BAU once established
Public Transport operations	**Drivers**		**BAU/Project**
Queenstown Public Transport Improvements	Council decisions	Supports mandatory work	BAU
Unit 4 retendering	Contractual requirement	Mandatory	BAU
Infrastructure improvements	Council decisions	Supports mandatory work	BAU
Establish and facilitate transport liaison groups	Council priority action	Non-mandatory	Project
Public transport reporting	Legislative	Mandatory	BAU
Ōamaru - Dunedin bus service	Council decisions	Supports mandatory work	BAU once commenced
Review Procurement Strategy	ORC Strategy	Supports mandatory work	Project
Implementation of Units 1 and 2	Legislative	Mandatory work	BAU
Implement National Ticketing System	Government directive	Mandatory	Project
Total Mobility	**Drivers**		**BAU/Project**
Contract review and update	Contractual requirement	Mandatory	Project
Advocacy	**Drivers**		**BAU/Project**
Advocate with Central Government for a more integrated and flexible approach to school and public transport provision that better reflects community needs and supports efficient service delivery	Council priority actions	Non-mandatory	Project

Integrations and dependencies across ORC

Work with the comms and marketing team across many of the work items, work with GIS on new routes and timetables

Future focus, commitments and assumptions

Queenstown Mass Rapid Transit Business Case work

LTP Service levels and performance	Target AP 2026-27	LTP Yr1 2024-25 Result	AP 2025-26 Q3 Result
LOS: Advocate for Otago's regional transport planning priorities and aspirations at a national level			
Measure: The Regional Land Transport Plan (RLTP) is reviewed and submitted in line with the Land Transport Management Act 2003 and any guidance issued by the New Zealand Transport Agency (NZTA)	RLTP review completed and adopted by Council by 30 June 2027	**No target**	**On track***
LOS: Provide efficient, reliable and accessible public transport services that meet community needs.			
Measure: Annual public transport boardings in Queenstown	increase	**Achieved**	**TBC**
Measure: Annual public transport boardings in Dunedin	increase	**Achieved**	**TBC**
Measure: Overall passenger satisfaction with Wakatipu Public Transport system at annual survey	Maintain or increase 3yr rolling average >=90%	**Achieved**	**TBC**
Measure: Overall passenger satisfaction with Dunedin Public Transport system at annual survey	Maintain or increase 3yr rolling average >=90%	**not met (88%)**	**TBC**
Measure: Service reliability - Percentage of Whakatipu scheduled services delivered	>95%	**Achieved**	**On track**
Measure: Service reliability - Percentage of Dunedin scheduled services delivered	>95%	**Achieved**	**On track**
Measure: Departure punctuality - % Whakatipu on-time departures from point of origin.	>90%	**not met****	**On track**
Measure: Departure punctuality - % Dunedin on-time departures from point of origin.	>90%	**not met****	**off track**
Measure: Arrival punctuality - % Whakatipu on-time arrivals to planned destination.	>90%	*N/A new measure in AP2026-27***	
Measure: Arrival punctuality - % Dunedin on-time arrivals to planned destination.	>90%	*N/A new measure in AP2026-27***	
Measure: Overall passenger satisfaction with Total Mobility system at annual survey	Maintain or increase 3yr rolling average >=90%	**Achieved**	**On track**

Notes on performance

**LOS 1: yr2 target RLTP implementation progress reported annually to Regional Transport Committee*

***Wording of departure punctuality measure changed in AP 2026-27 and arrival punctuality measure added*

Transport budget and spend 2024-2026

Activity	Type	Posting code	Yr 1 Actual 2025.25	Budget	AP 2025.26 Actual/F.cast	Budget	AP 2026.27 AP Act/F.cast	Budget
Public Transport Dunedin	Revenue	**Revenue Total**	**- 29,237,328**	**- 27,515,992**	**- 30,997,444**	**- 31,019,826**		**- 31,532,938**
	Personnel		603,660	666,492	628,341	693,603		691,533
	Depreciation /Amortisation		564,504	521,877	261,089	219,463		159,732
	Internal Charges		527,754	437,157	358,543	355,970		397,336
	External Expend.(expanded)	*3350 - Courses, Conferences, and Training*	*- 1,674*	*6,120*	*3,128*	*6,255*		*6,381*
		3360 - Contractors	*25,113,907*	*21,876,774*	*25,849,408*	*26,659,534*		*27,270,597*
		3390 - Consultants	*904,285*		*837,988*			
		3391 - Temporary Staff and Fees	*36,923*	*10,000*	*6,800*	*10,220*		*10,424*
		3400 - Agency Commission	*37,986*		*29,080*			
		3480 - Legal Cost - General		*10,000*	*8,907*	*10,220*		*10,424*
		3660 - Advertising and Engagement	*49,909*	*51,333*	*33,726*	*52,463*		*53,512*
		3810 - Stationery, Office Consumables & Postage	*1,122*	*22,000*	*3,640*	*22,484*		*22,934*
		3820 - Subscriptions	*5,313*		*12,972*			
		3960 - Food & Catering Costs	*94*					
		3990 - Accommodation & Travel Related Costs	*940*	*10,625*	*6,899*	*10,854*		*11,071*
		4290 - Electricity & Gas			*493*			
		4330 - Rent	*958*					
		4340 - Repairs & Maintenance	*195,492*	*491,200*	*310,729*	*502,006*		*506,093*
		4350 - Bank Fees & Charges	*78,718*		*94,815*			
		4440 - Software Licenses & SaaS/IaaS Fees	*96,596*		*74,886*			
		4470 - Other Sundry Expenses	*127,561*	*2,124,526*	*402,509*	*886,431*		*742,845*
		Total External Expend.	26,648,130	24,602,578	27,675,980	28,160,467	-	28,634,282
		Operational Expenses Total	**28,344,047**	**26,228,104**	**28,923,953**	**29,429,503**	-	**29,882,881**
		Public Transport - Dunedin (Surplus)/Deficit	**- 893,281**	**- 1,287,888**	**- 2,073,491**	**- 1,590,323**	**-**	**- 1,650,056**

Activity	Type	Posting code	Yr 1 Actual 2025.25	Budget	AP 2025.26 Actual/F.cast	Budget	AP 2026.27 AP Act/F.cast	Budget
Public Transport Whakatipu	Revenue	**Revenue Total**	**- 11,931,957**	**- 12,903,783**	**- 14,520,447**	**- 13,778,909**		**- 16,549,554**
	Personnel		361,348	443,928	521,282	457,870		457,446
	Depreciation /Amortisation		132,899	132,823	38,868	31,619		5,469
	Internal Charges		303,764	265,333	244,234	241,100		267,969
	External Expend.(expanded)	3350 - Courses, Conferences, and Training	*103*	*4,050*		*4,139*		*4,224*
		3360 - Contractors	*9,168,952*	*10,033,635*	*11,942,742*	*12,704,938*		*15,036,150*
		3390 - Consultants	*517,355*		*413,025*			
		3400 - Agency Commission	*80,755*		*60,826*			
		3480 - Legal Cost - General	*782*	*3,000*	*18,009*	*3,066*		*3,127*
		3660 - Advertising and Engagement	*29,088*	*25,667*	*14,481*	*26,231*		*26,847*
		3810 - Stationery, Office Consumables & Postage	*1,592*	*11,000*	*5,656*	*11,242*		*11,467*
		3820 - Subscriptions	*2,277*		*869*			
		3840 - Fuel	*297*					
		3960 - Food & Catering Costs	*-*		*33*			
		3990 - Accommodation & Travel Related Costs	*10,008*	*4,050*	*7,509*	*4,139*		*4,222*
		4290 - Electricity & Gas			*86*			
		4330 - Rent	*17,391*					
		4340 - Repairs & Maintenance	*34,179*	*99,408*	*54,995*	*117,147*		*76,526*
		4350 - Bank Fees & Charges	*33,717*		*30,994*			
		4440 - Software Licenses & SaaS/IaaS Fees	*41,732*		*21,701*			
		4470 - Other Sundry Expenses	*346,043*	*1,549,707*	*374,000*	*295,551*		*198,091*
		Total External Expend.	10,284,272	11,730,516	12,944,926	13,166,453	-	15,360,654
		Operational Expenses Total	**11,082,284**	**12,572,600**	**13,749,310**	**13,897,042**	-	**16,091,538**
		Public Transport - Wakatipu (Surplus)/Deficit	**- 849,673**	**- 331,183**	**- 771,137**	**118,133**	**-**	**- 458,015**

Activity	Type	Posting code	Yr 1 Actual 2025.25	Budget	AP 2025.26 Actual/F.cast	Budget	AP 2026.27 AP Act/F.cast	Budget
Public Transport Other	Revenue	**Revenue Total**	- 2,926,004	- 2,274,139	- 3,315,415	- 2,444,450		- 3,466,523
	Personnel							
	Depreciation /Amortisation							
	Internal Charges							
	External Expend.(expanded)	3350 - Courses, Conferences, and Training		*900*	*533*	*920*		*938*
		3360 - Contractors	*2,918,621*	*2,127,500*	*3,100,898*	*1,951,509*		*3,202,602*
		3390 - Consultants			*15,826*			
		3391 - Temporary Staff and Fees			*7,000*			
		3480 - Legal Cost - General			*1,650*			
		3660 - Advertising and Engagement	-		*565*			
		3810 - Stationery, Office Consumables & Postage	*458*					
		3820 - Subscriptions			-			
		3990 - Accommodation & Travel Related Costs	*1,118*	*900*	*499*	*920*		*938*
		4060 - Council Subsidy/Contribution			*25,000*			
		4470 - Other Sundry Expenses			*84,623*	*337,260*		*102,000*
		Total External Expend.	2,920,198	2,129,300	3,236,594	2,290,609	-	3,306,479
		Operational Expenses Total	**3,072,131**	**2,274,137**	**3,500,257**	**2,444,451**	-	**3,466,523**
		Public Transport - Other (Surplus)/Deficit	**146,127**	- **2**	**184,842**	**1**	-	- **0**

Activity	Type	Posting code	Yr 1 Actual 2025.25	Budget	AP 2025.26 Actual/F.cast	Budget	AP 2026.27 AP Act/F.cast	Budget
Regional Land Transport Planning	Revenue	**Revenue Total**	- 818,116	- 706,553	- 671,602	- 694,267		- 941,095
	Personnel		394,566	397,198	329,356	405,974		406,451
	Depreciation /Amortisation		-	-	-	-		-
	Internal Charges		187,653	182,149	211,576	209,394		233,727
	External Expend.(expanded)							
		3350 - Courses, Conferences, and Training	*5,458*	*3,600*	*1,496*	*3,679*		*3,753*
		3390 - Consultants	*243,182*	*120,000*	*132,141*	*20,440*		*263,413*
		3480 - Legal Cost - General			*236*			
		3660 - Advertising and Engagement	*15,379*		*639*			
		3810 - Stationery, Office Consumables & Postage	*152*		*384*			
		3820 - Subscriptions	*379*		*75*			
		3960 - Food & Catering Costs	*2,671*		*611*			
		3990 - Accommodation & Travel Related Costs	*15,797*	*3,600*	*8,752*	*3,679*		*3,753*
		4060 - Council Subsidy/Contribution	*22,332*		*83,312*	*51,100*		*29,999*
		4090 - Elected Members Meeting Fees	*2,372*					
		4470 - Other Sundry Expenses	*4,110*		*289*			
		Total External Expend.	311,832	127,200	227,935	78,898	-	300,917
		Operational Expenses Total	**894,051**	**706,547**	**768,867**	**694,266**	-	**941,095**
		Regional Land Transport Planning (Surplus)/Deficit	**75,935**	- **5**	**97,264**	- **1**	-	-

CURRENT STATE BRIEFING FOR COUNCIL ON AP2026-27 PLANNED DELIVERY

Communications & Marketing, and Partnership & Engagement

Directorate: Strategy and Customer

LTP Activities	**Governance and Community Engagement**
Opex budget 2026-27	*$3,507,505*
Capex budget 2026-27	*$0*
Operational Revenue budget 2026-27 (excl Reserves)	*$3,507,505*
Team FTE	*Communications & Marketing: 12.2FTE* *Partnership & Engagement: 4.4FTE*

Impact and Outcomes

Communications and Marketing team is an enabler for all of ORC's strategic outcomes. Impacts include:
- Communities are well informed about regional issues, services, risks and opportunities and can access the information they need.
- People understand the ORC's role, decisions and the value it creates.
- Residents, stakeholders and iwi have meaningful opportunities to participate in decision-making.
- The council maintains trust, credibility and a strong public reputation.
- Council priorities, programmes and behaviour-change initiatives achieve greater awareness and uptake.

Partnership and Engagement team helps ORC to meet its Partnership and Communities strategic priorities. We enable ORC and the Enviroschools network to partner meaningfully with mana whenua, communities and young people. We champion, influence and collaborate for sustainability. Enabling
Stronger, better informed decision-making which delivers community expectations and aspirations throughout the council
- More effective and meaningful partnerships with mana whenua and Otago's Māori communities
- Regional leadership of the Enviroschools programme teaching sustainability in 100+ schools and early childhood centres.

Funding Sources (incl Reserves)

Key work programmes and projects 2026-27 (LTP Yr3)

Communications, Marketing and Brand	Drivers		BAU/Project
Planning, implementation and content creation for communication campaigns to support key ORC activities and projects - 110+ campaigns annually	Legislative consultation requirements, making information available, sharing ORC's role and value	Supports mandatory	BAU
Inhouse design and production of all ORC publications, newsletters, advertising material and communications campaigns, both print and digital	Brand consistency to build trust, confidence and recognition of ORC	Supports mandatory	BAU
Marketing services an advertising placement to support communications campaigns, managing regional reach and diverse audiences across a fragmented regional media, bespoke for each project	To ensure we reach as many Otago residents and ratepayers as possible when seeking community input	Supports mandatory	BAU
Te Mātāpuna/The Source - quarterly newsletter (x4 annually) content and delivery, Onstream - monthly online newsletter (x10 annually), rates brochure (annual), plus other local community news stories and advertising	To help build understanding of ORC's role, connection with elected members, and highlight upcoming activities	Non-mandatory	BAU
Community Survey Action Plan 2026 - responding to feedback from the survey related to continue to improve	Continuous improvement	Non-mandatory	BAU
Digital channels management	**Drivers**		**BAU/Project**
Website and social media management - 68,000 website views a month, 624 social media posts annuall	Building awareness of activities, maintaining information portals to data and knowledge	Supports mandatory	BAU
Video content, including planning, scripting, shooting and editing (x number annually)	Supporting communications campaigns and awareness raising	Non-mandatory	BAU
Media	**Drivers**		**BAU/Project**
Media engagement, including media releases (120+ releases annually), media replies (350+ annually), media monitoring (daily emails),	Public sector trust and transparency and accessibility	Mandatory (public notices), supports mandatory	BAU
Iwi Partnerships	**Drivers**		**BAU/Project**
Provide strategic leadership advice to Councillors, ELT, Mana to Mana forum, managers and teams to uphold partnerships with mana whenua; operational and relationship support and cultural guidance.	Legislative requirements (RMA, Local Government Act, Ngai Tahu Settlement Claims Act and other acts requiring upholding of Te Tiriti o Waitangi), MOUs	Supports mandatory	BAU
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	ORC *Partnership* Strategic Direction, MOUs and Protocol agreements and *He Mahi Rau Rika*	Supports mandatory	BAU
Strategic Engagement	**Drivers**		**BAU/Project**
Coordinate, refresh and support ORC strategic stakeholder system of key relationships.	Local Government Act, RMA, *He Mahi Rau Rika*	Supports mandatory	BAU
Strategic advice, practical support, staff training programmes with ORC teams to improve community engagement across the organisation.	Local Government Act, RMA, *He Mahi Rau Rika*	Supports mandatory	BAU
Lead and coordinate ORC participation in Tier 1 community events and work with teams to improve their engagement (e.g. Wānaka A&P show)	ORC *Communities* Strategic Direction	Non-mandatory	BAU
Co-lead cross-council working party on digital engagement platforms	Local Government Act, RMA, *He Mahi Rau Rika*	Non-mandatory	Project
Enviroschools	**Drivers**		**BAU/Project**
Regional leadership and coordination for Ōtākou Enviroschools to deliver Regional Direction 2026-28 with the territorial authorities, delivery providers, partners, schools and early childhood centres.	Council direction (since 2002) and community expectation and TA commitments to provide national Enviroschools programme across Otago	Non-mandatory	BAU
Provide at least 15 Enviroschools development hui for schools and early childhood students, teachers and facilitators.	Enviroschools programme commitments and Regional Direction	Non-mandatory	BAU

Integrations and dependencies across ORC

The Communications and Marketing Team depends on strong partnerships across the organisation to translate council priorities, technical expertise, operational activities, and community insights into clear, trusted communications that inform, engage, and influence communities. The team is also dependent on budget for projects, campaigns and advertising being held within project budgets.

Partnerships and Engagement work programme will continue to provide leadership, advice and support to all other ORC teams to help them more effectively meet legislative requirements, community expectations and Council priorities. Some major collaborative projects in 2026/7 we will work on with other teams:
- Public facing teams to coordinating ORC presence at major community events
- Managers on Long Term Plan early engagement with mana whenua, territorial authorities and key community relationships
- Policy and Planning team with new Resource Management system implementation to meet new legislative requirements and uphold partnerships with mana whenua, key relationships and Otago communities; also coastal and spatial planning projects
- Integrated Catchment Management for community and iwi participation in Catchment Action Plan development (4 CAPs) and ongoing delivery (2 CAPs)
- Biosecurity on Regional Pest Management Plan development - design and support for community engagement and iwi participation
- Environmental Delivery projects in partnerships with mana whenua and community organisations
- Natural Hazards - design and support for community and iwi engagement in natural hazards projects and climate change adaptation
- Science team - integration of Mātauraka
- Engineering - support for Taieri & Clutha schemes rating review and Infrastructure Strategy development
- Communications - close collaboration on consultations, survey design, public messaging of cultural and community events.

Future focus, commitments and assumptions

Future focus for Partnership and Engagement includes:
- new Resource Management system implementation - helping ORC to meet new legislative requirements and upholding partnership with mana whenua, key relationships and Otago communities
- Developing new opportunities to partner with mana whenua organisations to deliver environmental projects and monitoring and to better integrate Mātauraka Māori.
- Expanding ORC strategic engagement with young people, Hapori Māori, and key industry and sector relationships
- Ōtākou Enviroschools is building towards a more coordinated regional partnership with all territorial authorities in Otago to deliver sustainability education, with a long term goal of engaging all schools in Otago
- Local Government reform - strategic advice and leadership with ORC teams, iwi Māori and communities to navigate local government amalgamations and other changes.

LTP Service levels and performance	Target AP 2026-27	LTP Yr1 2024-25 Result	AP 2025-26 Q3 Result
LOS: Provide relevant, timely and accessible communication activities which enable the community to understand and participate in ORC's programmes and decision making.			
Measure: Biannual survey is conducted to understand and improve community awareness, perceptions and expectations of ORC	Report against the action plan to Council by March	**not met**	**off track/ partial**
LOS: Represent the diverse views and interests of the region in a fair and equitable way through engagement, communication and partnership.			
Increase opportunities for engagement with diverse groups across Otago to lift awareness and understanding of the work of the regional council and seek feedback on performance.	**Achieved*** **On track**	maintain or increase numbers	

Notes on performance

AP 25/26 - Survey was delivered in February 2026 and reported to Council in March 2026, the action plan was reported to Council in June 2026 - which is why the target wasn't met.
AP 24/25 - Action plan report back from 2023 Survey was due to be reported to Council by March 2025, but the report back was delivered in June 2025, so the Year 1 target wasn't met

* The LTP Year 1 Target was to create and implement engagement plan and establish engagement data and the AP 2025-26 target was to maintain or increase numbers.

Communications and Marketing budget and spend 2024-2026

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
Communications and Marketing	Operational revenue	Rates Revenue	1110 - Rates - General	(2,052)	(2,043)	(2,329)	(2,325)	(2,323)
		Other Income		(1)				
	Operational revenue Total			**(2,053)**	**(2,043)**	**(2,329)**	**(2,325)**	**(2,323)**
	Operational expenses	Personnel Costs		1,233	1,140	1,180	1,266	1,244
		External Expenses	3350 - Courses, Conferences, and Training	1	11	5	11	11
			3390 - Consultants	48	60	121	123	63
			3660 - Advertising and Engagement	100	100	132	102	104
			3820 - Subscriptions	30	90	73	92	94
			3880 - Minor Equipment Purchases (<$1,000)	0		1		
			3990 - Accommodation & Travel Related Costs	12	11	6	11	11
			4060 - Council Subsidy/Contribution	11	10	3	10	10
			4470 - Other Sundry Expenses	6	65	36	66	68
		Depreciation and Amortisation		2	0	4	4	4
		Internal Allocations and Charges		562	556	640	639	713
	Operational expenses Total			**2,006**	**2,043**	**2,201**	**2,325**	**2,323**
Communications and Marketing (Surplus)/Deficit				**(47)**	**0**	**(128)**	**0**	**(0)**

Partnerships & Engagement budget and spend 2024-2026

ctivity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
artnerships and Engagement	Operational revenue	Rates Revenue	1110 - Rates - General	(1,148)	(1,143)	(913)	(911)	(1,185)
		Subsidies and Grants		(216)	(150)	(148)		
		Fees and Charges				(11)		
		Other Income			(10)	(6)	(10)	
	Operational revenue Total			**(1,364)**	**(1,303)**	**(1,078)**	**(921)**	**(1,185)**
	Operational expenses	Personnel Costs		392	564	532	412	542
		External Expenses	3350 - Courses, Conferences, and Training	4	4	3	3	4
			3390 - Consultants	107	100			
			3660 - Advertising and Engagement	0	10	4	5	5
			3810 - Stationery, Office Consumables & Postage	1	5	2	5	5
			3820 - Subscriptions	0		3		
			3845 - Motor Vehicle Expenses			1		
			3960 - Food & Catering Costs	3		4		
			3990 - Accommodation & Travel Related Costs	14	8	6	7	8
			4060 - Council Subsidy/Contribution	45	248	2	253	
			4065 - Iwi Partnerships, Contributions and Payments	159		293		306
			4470 - Other Sundry Expenses	19	125	35	46	47
		Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	17	12	20	11	10
			6150 - Internal Charges - Overheads	228	228	178	178	257
	Operational expenses Total			**989**	**1,303**	**1,081**	**921**	**1,185**
artnerships and Engagement (Surplus)/Deficit				**(375)**	**(0)**	**3**	**0**	**(0)**

Strategy, Organisational Planning & Performance, and Chief Advisor to the Chair and CE

Directorate: Strategy and Customer

LTP Activity:	**Governance and Community Engagement**
Opex budget 2026-27	$2,709,790
Capex budget 2026-27	$0
Operational Revenue budget 2026-27 (excl Reserves)	$2,709,790
Team FTE	Strategy: 4.9 FTE Organisational Planning & Performance: 5 FTE Chief Advisor to the Chair and CE: 1 FTE

Impact and Outcomes

Strategy: Strengthens regional leadership by aligning strategic priorities across councils, central government, mana whenua, and key stakeholders. Fostering collaboration and providing high-quality strategic advice, enables coordinated responses to complex regional issues, so that decisions can be informed, evidence-based, and focused on long-term outcomes for communities.

OPP: Enabling ORC to plan with purpose, perform with clarity, manage risk with confidence and improve with intent, to positively impact the achievement of all the Council's community outcomes. The result is a more aligned, resilient and high-performing organisation that consistently delivers value for the communities of Otago.

Chief Advisor: supports the Chair and Chief Executive to lead an effective, informed and future-focused organisation. By providing strategic insight, coordinating responses to emerging issues, and connecting information from across ORC and the wider sector, the role helps ensure governance decisions are well informed and aligned with organisational priorities. The role contributes to ORC remaining a trusted, responsive and high-performing organisation that delivers positive outcomes for the communities of Otago.

Funding Sources

Key work programmes and projects 2026-27 (LTP Yr3)

STRATEGY	**Drivers**		**BAU/Project**
DEVELOPMENT AND INTEGRATION OF STRATEGY: Providing strategic leadership to develop and integrate ORC's approach to climate change, indigenous biodiversity, and air quality across the organisation and with mana whenua and external stakeholders. This includes developing and reviewing strategies, public engagement, monitoring and reporting on implementation and effectiveness, and undertaking strategic analysis, scenario planning, and other strategic projects to inform long-term decision-making and regional outcomes.	Legislative requirements, ORC and national strategies, LTP decisions, external demand, and enabling other ORC work	Mandatory / Supports mandatory	BAU
DELIVERY OF ACTIONS: Leading the delivery of actions relating to some of ORC's subject-specific strategies e.g. Organisational GHG emissions inventory, Otago Climate Story (OCCRA V2).	ORC strategies, external demand	Non-mandatory	BAU or as required
OUTCOMES MONITORING: Developing an Outcomes Monitoring Framework for evaluating and reporting on progress towards Community Outcomes established in the Long-term Plan.	Required by LGA	Mandatory	BAU
INTER-AGENCY COLLABORATION: 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, ORED, OCOG, ZCA, Biodiversity Alliance and Forum, Spatial Planning Group, Dunedin Climate Adaptation & Resilience Project. Also participating in national-level inter-agency groups e.g. Climate and Biodiversity SIGs.	Legislative requirements and enabling other ORC work	Mandatory / Supports mandatory	BAU
MAYORAL AND CE FORUMS: Providing secretariat support and advice to the Otago Mayoral Forum and Otago CE's Forum, including managing the Mayoral Forum website	Facilitating cross-council communication and alignment, and satisfying LGA requirements (e.g. Triennial Agreement)	Mandatory / Supports mandatory	BAU
ORGANISATIONAL PLANNING & PERFORMANCE (OPP) - Organisational Planning	**Drivers**		**BAU/Project**
LONG TERM PLAN DELIVER: Organisation-wide leadership, coordination/collaboration and preparation of the 2027-37 LTP, including:- * ELT & Governance input and direction * Strategic planning * Financial and Infrastructure strategies * Organisational prioritisation * Service value and performance framework * Community consultation and engagement * Legislative compliance * Audit assurance	Local Government Act 2002, Section 93, and Schedule 10	Mandatory	BAU - 3yr cycle
OPP - Organisational Performance	**Drivers**		**BAU/Project**
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).	Local Government Act 2002, Sections 98 and 99, and Schedule 10 Part 3.	Mandatory	BAU - Annual
NON-FINANCIAL PERFORMANCE REPORTING: Performance reporting delivered to ELT & Council, supporting the AP and LTP.	Local Government Act 2002, Sections 93, 95 and 98, and Schedule 10 Parts 1 and 3.	Mandatory	BAU - Annual
OPP - Organisational Risk and Assurance	**Drivers**		**BAU/Project**
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.	Prudence Requirements for the Local Government Act 2002, Sections 10, 14 and 101, Health & Safety at Work Act 2015, and OAG expectations	Supports Mandatory	BAU - Annual
OPP - Business Transformation	**Drivers**		**BAU/Project**
BUSINESS IMPROVEMENT & TRANSFORMATION IMPLEMENTATION: Improvement initiatives and reporting delivered to ELT & Council, and focus on enabling the most cost-effective, service value-focused ORC.	Prudence Requirements for the Local Government Act 2002, Sections 10 and 14, and OAG expectations.	Supports Mandatory	BAU - Annual
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.	Efficiency Review Action (Council and ELT endorsed)	Non-mandatory	BAU - Annual
INTEGRATED PLANNING: Creating a unified stewardship system that enables strategic alignment, quality planning, performance improvement, governance assurance, and decision-making.	Prudence Requirements for the Local Government Act 2002, Sections 93, 95, 98, 101 and Schedule 10.	Supports Mandatory	BAU - Annual

CHIEF ADVISOR TO THE CHAIR AND CHIEF EXECUTIVE	Drivers		BAU/ Project
Strategic advice and briefing support for the Chief Executive, Chair and Executive Leadership Team, including preparation of briefings, papers, issue analysis and decision support.	Local Government Act 2002; Governance effectiveness; CE and Chair requirements.	Non-mandatory	BAU
Stakeholder engagement and strategic relationship management with mana whenua, elected members, local authorities, regional sector partners and key stakeholders.	ORC Engagement Framework; partnership commitments; organisational priorities.	Non-mandatory	BAU
Coordination of Chief Executive and Chair engagement programme, correspondence, complaints management and strategic communications support.	Governance support and customer focus objectives.	Non-mandatory	BAU
Leadership and delivery of strategic organisational projects as delegated by the Chief Executive and Executive Leadership Team, including change management and implementation support.	Annual Plan, LTP and organisational strategic priorities.	Non-mandatory	BAU
Support for regional sector engagement, including Regional Chief Executive and sector group coordination, briefing and follow-up actions.	Sector collaboration and regional leadership expectations.	Non-mandatory	BAU

Integrations and dependencies across ORC

These teams work across the organisation and are enabling functions for both internal and external delivery.

The Strategy Team provides leadership and support across the organisation. The successful delivery of the Strategy Team's work programmes is dependent on strong collaboration across all ORC directorates and with other agencies.

OPP operates as a corporate integration point, and the successful delivery of OPP work programmes is dependent on strong collaboration across all ORC directorates and business units, and especially the Finance teams.

The Chief Advisor role is integrated across the organisation and depends on strong collaboration with ELT, Partnerships and Engagement, Governance team, Finance, Strategy and Planning teams and all ORC directorates to obtain operational intelligence, coordinate responses and ensure the Chief Executive and Chair receive timely information. The Chief Advisor role also works with Project sponsors and project teams to deliver strategic organisational projects and change initiatives and regional sector partners, territorial authorities and external stakeholders to support collaborative regional outcomes.

Future focus, commitments and assumptions

Strategy: As we progress towards local government amalgamation, it will be important to clearly communicate ORC's role in delivering outcomes for our communities and the environment. Building a shared understanding of the rationale for these functions will help ensure their value and contribution remain well understood throughout the transition. As we face increasing resource constraints, we will also have an increasingly important role to play in determining the more effective way to make progress towards these outcomes.
Committed work includes annual reporting of any outcomes monitoring undertaken (required by LGA), maintenance of an indigenous biodiversity strategy (required by NPS-IB), ongoing integration, evaluation and review of Climate, Biodiversity and Air Quality Strategies (LTP 2024),Triennial Agreement (required by the LGA), and inter-agency projects.

OPP: Continued integration of planning, performance, risk, assurance, business improvement, project management and decision support into a single management/operating framework for ORC.
Despite pending legislative reform, Council's statutory planning, reporting and governance obligations are expected to continue. Consequently, the core planning and reporting work programme will be maintained at current levels. In addition, ongoing organisational change and reform are likely to increase demand for strategic planning, transition support, enterprise risk management, governance assurance and business improvement. As a result, the current level of capability and investment in OPP will be maintained, with potential for growth as organisational complexity and reform requirements evolve.

Chief Advisor: Future focus and commitments include ongoing support for CE and Chair governance, engagement and strategic priorities. Continued leadership of strategic projects and organisational change programmes as required. Increasing stakeholder, political and reputational risk management demands and ongoing contribution to Annual Plan, LTP, Annual Report and organisational performance reporting processes.

LTP Service levels and performance	LTP Yr1 2024-25 Result	AP 2025-26 Q3 Result	Target AP 2026-27
LOS: Lead a regional approach to biodiversity management in collaboration with mana whenua, local councils, and other stakeholders			
Measure: Lead a regional approach to biodiversity management in collaboration with mana whenua, local councils, and other stakeholders.	Achieved*	On track*	ORC actions from the Regional Biodiversity Strategy are implemented, and the effectiveness of the strategy is monitored and reported to Council annually.
LOS: Lead a regional approach to climate change in collaboration with mana whenua, local councils, and other stakeholders.			
Measure: Develop a Regional Climate Change Strategy and implement ORC actions.	Achieved*	On track*	ORC actions from the Regional Climate Change Strategy are implemented.
	Achieved*	On track*	The effectiveness of the strategy is monitored and reported to Council annually
LOS: Lead a regional approach to air quality improvement in collaboration with mana whenua, local councils, and other stakeholders.			
Measure: Develop a Regional Air Quality Strategy and implement ORC actions	not met*	off track*	Regional Air Quality Strategy is adopted by June 2027.
LOS: Develop and deliver robust and effective corporate planning and reporting.			
Measure: Deliver our Long Term Plan, Annual reviews of the LTP, and reporting of performance against plan as per the statutory requirements	Achieved	On track	LTP 2027-37 adopted by Council prior to 30 June
	Achieved	On track	Council financial and activity performance against the Year 2 LTP 2024-34 reported to Council by October

Notes on performance

* The LTP Year 1 target for biodiversity management was *Draft Regional Biodiversity Strategy is made available for public consultation by 30 June 2025* and the AP 2025-26 target was to *Regional Biodiversity Strategy is adopted by 30 June 2026*.
* The target for climate change was separated into two separate targets in the AP 2025-26 and the AP 2026-27.
* The LTP Year 1 target for air quality strategy was *Draft Regional Air Quality Strategy is made available for public consultation along with the revised Air Plan by 30 June 2025* and the AP 2025-26 target was *Draft Air Quality Strategy revised following public consultation by 30 June 2026*.

Strategy budget and spend 2024-2026

				24_25		25_26		26_27
Activity	**Posting Code Group**	**Posting Code Type**	**Posting Code and Desc**	**Actuals**	**Budget**	**Forecast**	**Budget**	**Budget**
Strategy	**Operational revenue**	Rates Revenue	1110 - Rates - General	(1,188)	(1,183)	(1,380)	(1,377)	(1,252)
	Operational revenue Total			**(1,188)**	**(1,183)**	**(1,380)**	**(1,377)**	**(1,252)**
	Operational expenses	Personnel Costs		589	699	753	650	678
		External Expenses	3350 - Courses, Conferences, and Training	6	5	9	5	6
			3390 - Consultants	138	100	191	256	104
			3660 - Advertising and Engagement	16		13		
			3810 - Stationery, Office Consumables & Postage	2		0		
			3820 - Subscriptions	22	20	39	36	36
			3960 - Food & Catering Costs	2		3		
			3990 - Accommodation & Travel Related Costs	5	5	6	5	6
			4060 - Council Subsidy/Contribution	25	10	11	10	
			4065 - Iwi Partnerships, Contributions and Payments	24		(1)		
			4470 - Other Sundry Expenses	1	75	30	158	136
		Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	4		5		
			6150 - Internal Charges - Overheads	269	269	257	257	286
	Operational expenses Total			**1,103**	**1,183**	**1,318**	**1,377**	**1,252**
Strategy (Surplus)/Deficit				**(85)**	**0**	**(62)**	**0**	**(0)**

Organisational Planning and Performance budget and spend 2024-2026

				24_25		25_26		26_27
Activity	**Posting Code Group**	**Posting Code Type**	**Posting Code and Desc**	**Actuals**	**Budget**	**Forecast**	**Budget**	**Budget**
Organisational Planning and Performance	**Operational revenue**	Rates Revenue	1110 - Rates - General	(540)	(538)	(1,162)	(1,160)	(1,458)
	Operational revenue Total			**(540)**	**(538)**	**(1,162)**	**(1,160)**	**(1,458)**
	Operational expenses	Personnel Costs		451	312	573	652	681
		External Expenses	3350 - Courses, Conferences, and Training	3	2	2	5	5
			3390 - Consultants	7		26	51	102
			3395 - Audit Fees	22				156
			3480 - Legal Cost - General			2		
			3660 - Advertising and Engagement	17	25	1	26	29
			3810 - Stationery, Office Consumables & Postage		50	0	51	71
			3990 - Accommodation & Travel Related Costs	4	6	4	9	9
			4060 - Council Subsidy/Contribution	12				
			4470 - Other Sundry Expenses	0	52	10	105	112
		Internal Allocations and Charges	6150 - Internal Charges - Overheads	91	91	262	262	292
	Operational expenses Total			**608**	**538**	**880**	**1,160**	**1,458**
Organisational Planning and Performance (Surplus)/Deficit				**67**	**0**	**(282)**	**(0)**	**(0)**

Customer & Governance

Directorate: Strategy and Customer

LTP Activity	**Governance and Community Engagement**
Opex budget 2026-27	$3,884,425
Capex budget 2026-27	$0
Operational Revenue budget 2026-27 (excl Reserves)	$4,060,727
Budgeted FTE	14.60
Team FTE split	Customer Experience: 7 FTE Business Support: 5 FTE Governance: 2.6 FTE

Impact and Outcomes

Customer Experience
- supports positive connection with our community - we listen, advise and advocate for both the customer and the ORC

Governance Support
- enables governance and democratic decision making for the Otago Regional Council.
- supports community engagement through access to governance processes.

Business Support
- Executive administrative support for General Managers and Senior Leadership teams.

Funding Sources (incl Reserves)

Key work programmes and projects 2026-27 (LTP Yr3)

Customer Experience	**Drivers**		**BAU/Project**
Public Transport National Ticketing System programme implemented in 2027. High volume customer support required for removal of Bee Card, & onboarding of Motu Move.	Central Government Project	Mandatory	Project
Datascape Next Gen project integration with CRM 2027	Collective Regional Council Project	Supports mandatory	Project
CRM systems maintenance, improvement, auditing & reporting	Enabling customer support delivery	Supports mandatory	BAU
Internal customer support for staff, management and governance	Customer Policy	Supports mandatory	BAU
Reception and customer support at Dunedin & Queenstown public offices.	Public Service Act 2020, LGOIMA 1987 Act, Privacy Act 2020, Ombudsman Act 1975 & Internal policies	Mandatory/ Supports mandatory	BAU
Multi channel support for phone, email, online and social media enquiry management. Knowledge-base management for all of ORC activities	Public Service Act 2020, LGOIMA 1987 Act, Privacy Act 2020, Ombudsman Act 1975 & Internal policies	Mandatory/ Supports mandatory	BAU
Develop AI integration for improved enquiry flow and efficiency	Enabling customer support delivery	Supports mandatory	Project
Governance Support	**Drivers**		**BAU/Project**
Administrative support for Councillor and external appointees (schedules, salary, travel, expenses, courses etc)	Legislative & Enabling	Mandatory	BAU
ORC Council & Committee Meeting & Workshop governance support. Two regional Council meetings per year. (Agendas, Public Forum, Minutes, Livestream, Calendar & Website administration)	Legislative & Enabling	Mandatory	BAU
Joint Committee (CDEM, Mayoral Forum & Regional Transport) governance support.	Legislative & Enabling	Mandatory	BAU
Governance Support Programmes to be reviewed for cost and efficiency	Enabling	Supports mandatory	Project
Elections (by-elections and 2028 - tbc)	Legislative	Mandatory	BAU
Governance Advice/Projects (Remuneration, Voting systems, Rep reviews, Standing orders etc)	Legislative	Mandatory	BAU
Business Support	**Drivers**		**BAU/Project**
Executive support for CE, Chair, Deputy Chair and General Managers	Enabling	Supports mandatory/ Non-mandatory	BAU
Procurement administration	Enabling	Supports mandatory	BAU
High level administrative support for Managers (staff travel & accommodation, bookings, events etc)	Enabling	Supports mandatory/ Non-mandatory	BAU

Integrations and dependencies across ORC

Removal of Bee Card & onboarding of Motu Move is required to support the National Ticketing project.
Next Gen project has interdependencies with CRM which supports whole org for customer enquiries.
AI integration in Datascape has interdependencies with Finance & Regulatory.

Future focus, commitments and assumptions

Elections in 2028 - to be confirmed whether elections will proceed, and what ORC's governance will look like post-2028.
Go live timings of Next Gen and National Ticketing projects currently mid 2027 will impact Customer delivery.
Increased customer contact may require higher FTE for customer team

LTP Service levels and performance	**LTP Yr1 2024-25 Result**	**AP 2025-26 Q3 Result**	**Target AP 2026-27**
LOS: Provide relevant, timely and accessible communication activities which enable the community to understand and participate in ORC's programmes and decision making.			
Measure: Customers express high levels of satisfaction with customer service provision.	**Achieved***	**On track***	Meet or exceed satisfaction targets
LOS: Provide and promote governance processes and democratic decision making that is robust and transparent for the community.			
Measure: Percentage of council agendas that are publicly available two working days or more before a meeting.	**Achieved**	**On track**	100%

Notes on performance

* The LTP Year 1 Target for customer satisfaction was to *Develop Customer Policy to determine satisfaction levels* and the AP 2025-26 target was to *Meet or exceed satisfaction targets of 85%*.

Customer & Governance budget and spend 2024-2026

Activity	Cost Centre	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
Customer and Governance	Business Support	Operational revenue	Rates Revenue	1110 - Rates - General					(785)
		Operational revenue Total							(785)
		Operational expenses	Personnel Costs				0		481
			External Expenses	3350 - Courses, Conferences, and Training					6
				3990 - Accommodation & Travel Related Costs					6
			Internal Allocations and Charges						292
		Operational expenses Total					0		785
	Business Support (Surplus)/Deficit						0		(0)
	Customer Experience	Operational revenue	Rates Revenue	1110 - Rates - General	(947)	(943)	(1,107)	(1,105)	(1,184)
		Operational revenue Total			(947)	(943)	(1,107)	(1,105)	(1,184)
		Operational expenses	Personnel Costs		579	505	671	617	674
			External Expenses	3350 - Courses, Conferences, and Training		6	2	6	7
				3360 - Contractors	58		37		
				3390 - Consultants	0	20	5	20	
				3391 - Temporary Staff and Fees	4	25	42	26	26
				3480 - Legal Cost - General	1				
				3660 - Advertising and Engagement	1				
				3820 - Subscriptions	8		5		
				3845 - Motor Vehicle Expenses			1		
				3990 - Accommodation & Travel Related Costs	2	11	6	11	11
				4470 - Other Sundry Expenses	3	57	21	58	57
			Internal Allocations and Charges		320	319	370	366	409
		Operational expenses Total			976	943	1,159	1,105	1,184
	Customer Experience (Surplus)/Deficit				29	(0)	52	0	(0)
	Governance	Operational revenue	Rates Revenue	1110 - Rates - General	(2,524)	(2,536)	(2,241)	(2,237)	(2,092)
		Operational revenue Total			(2,524)	(2,536)	(2,241)	(2,237)	(2,092)
		Operational expenses	Personnel Costs		1,482	1,627	1,262	1,310	1,246
			External Expenses	3350 - Courses, Conferences, and Training	9	22	14	20	21
				3360 - Contractors	1				
				3390 - Consultants	105	100	67	102	41
				3480 - Legal Cost - General	2	50	36	51	10
				3660 - Advertising and Engagement	21	5	56	5	5
				3820 - Subscriptions	53	50	82	72	73
				3845 - Motor Vehicle Expenses	35		48		
				3960 - Food & Catering Costs	14		8		
				3990 - Accommodation & Travel Related Costs	52	49	48	48	49
				4060 - Council Subsidy/Contribution	2		16	61	63
				4065 - Iwi Partnerships, Contributions and Payments			3		
				4070 - Election Expense	5		465	526	
				4080 - Elected Members Allowances	8	10	13	10	10
				4090 - Elected Members Meeting Fees	1				
				4110 - Elected Members Expenses	8	40	15	41	42
				4340 - Repairs & Maintenance	4				
				4470 - Other Sundry Expenses	6	165	61	169	172
			Internal Allocations and Charges		217	246	159	172	184
		Operational expenses Total			2,026	2,364	2,354	2,587	1,915
	Governance (Surplus)/Deficit				(498)	(172)	113	350	(176)
Customer and Governance (Surplus)/Deficit					(469)	(172)	165	350	(176)

CURRENT STATE BRIEFING FOR COUNCIL ON AP2026-27 PLANNED DELIVERY

Information Technology

Directorate: People and Corporate

LTP Activity	**Internal Services**
Opex budget 2026-27	$10,123,310
Capex budget 2026-27	$912,135
Revenue budget 2026-27	$0
Budgeted FTE	21.00

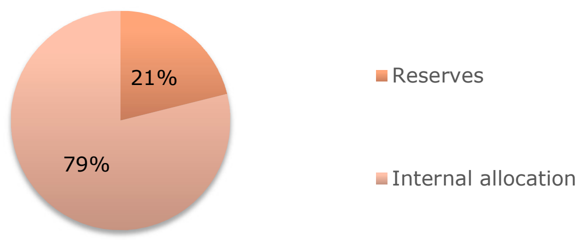
Impact and Outcomes

Information Technology enables ORC staff and elected members to deliver services for Otago by providing reliable, secure and fit-for-purpose digital systems, infrastructure, data and support.

Our work ensures people have the tools, information and technology services they need to work effectively, make informed decisions, collaborate across the organisation, and protect Council information and services from cyber, privacy and operational risks.

Key outcomes include:
- Reliable and secure business systems and infrastructure.
- Effective digital tools and support for ORC staff.
- Trusted data, mapping and reporting to support decision-making.
- Reduced cyber, information and operational technology risk.
- Safe adoption of new technologies, including AI and automation

Funding Sources (incl Reserves)



Key work programmes and projects 2026-27 (LTP Yr3)

GIS / Spatial / Business Intelligence	**Drivers**		**BAU/Project**
Provide corporate mapping and geospatial analysis services using discoverable, validated, authoritative data for the organisation and for public consumption.	Enables work programmes and supports informed decision making across ORC and supports information sharing with the public.	Supports mandatory work	BAU
Continue to develop maturity in geospatial data governance practices, ensuring geospatial data has appropriate metadata, access controls, and usage approvals.	Provides assurance that data used to support decision making has appropriate provenance, access, and privacy controls. Ensure data services and data management practices are in line with Privacy Act and OGC standards.	Supports mandatory work	BAU
Provide data, reporting, and integration services for geospatial data with consistent, repeatable data flows with clear, easily understandable documentation.	Geospatial data is integrated into business systems and reporting tools to provide up-to-date information and insights with minimal manual or repetitive effort.	Supports mandatory work	BAU
IT Infrastructure and Services	**Drivers**		**BAU/Project**
Provide and support reliable, secure, and scalable server, network, end user, and audio-visual infrastructure for ORC staff, business systems, and facilities.	Ensuring staff have reliable access to IT equipment, systems, and technology to support delivery of ORC functions. Delivery practice based largely on ITIL global standards for IT Service Delivery.	Supports mandatory work	BAU
Provide technical expertise and guidance across ORC, ensuring technology and systems are implemented, updated, and managed to best practice, with business expertise supported by expert technical knowledge.	Enables other ORC work programmes to operate effectively and efficiently, using modern technology.	Supports mandatory work	BAU
IT Project Delivery	**Drivers**		**BAU/Project**
Support the ongoing developments of the IRIS NextGen platform through business analysis, process documentation, configuration, testing, and quality assurance activities.	Supporting ongoing IRIS NextGen developments to deliver improved systems and processes across regulatory functions.	Supports mandatory work	Project
Support and deliver ongoing updates and improvements to key ORC business systems, ensuring business systems are up-to-date, proven, with required privacy, access, and information controls in place.	Supports delivery of ORC functions, whilst ensuring compliance with information security and privacy policies, and updates to key legislation (RMA, biosecurity act, Privacy Act, Public Records Act, Rating Act, LGOIMA, etc...)	Supports mandatory work	BAU
Cyber Security and Risk Assurance	**Drivers**		**BAU/Project**
Deliver cyber risk monitoring, readiness programmes, maturity assessments, and education across ORC to minimise risk of successful cyber-attacks or data exfiltration.	Ensuring continuity or ORC services and minimising operational risks. Security assessment largely aligned to CIS Critical Security Controls	Mandatory	BAU
Develop and maintain IT business continuity, disaster recovery and incident response capability for critical systems.	Ensures resilience of essential Council services and reduces operational risk.	Supports mandatory work	BAU

Integrations and dependencies across ORC

The IT teams are an enabling function for all parts of ORC, providing business systems, equipment, and data and analysis tools to support decision making. We work closely with all teams, both in supporting current work and exploring ways to further enhance delivery tools and gain efficiencies.
Technology lifecycle, licensing, vendor management and architecture planning sit across all IT teams and underpin reliable, secure and cost-effective delivery. These activities ensure systems remain fit-for-purpose, supported, compliant, and aligned with organisational priorities.

Future focus, commitments and assumptions

Future focus is on strengthening ORC's digital resilience, data maturity and safe adoption of emerging technologies. This includes improving business continuity and disaster recovery capability, maturing cyber security controls, supporting data-driven decision-making, and ensuring new technologies such as AI and automation are adopted safely, productively and with appropriate governance.

Ongoing investment will be needed to maintain secure, reliable and supported systems as organisational expectations, cyber threats, regulatory obligations and local government reform continue to evolve.

LTP Service levels and performance	**LTP Yr1 2024-25 Result**	**AP 2025-26 Q3 Result**	**Target AP 2026-27**
N/A			

Information Technology budget and spend 2024-2026

				24_25		25_26		26_27
Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	Actuals	Budget	Forecast	Budget	Budget
⊟ **Information Systems**	⊟ **Operational revenue**	⊞ Subsidies and Grants		(80)				
		⊞ Fees and Charges				(94)		
	Operational revenue Total			**(80)**		**(94)**		
	⊟ **Operational expenses**	⊞ Personnel Costs		2,402	2,395	3,056	2,553	2,583
		⊟ External Expenses	3350 - Courses, Conferences, and Training	34	18	28	19	20
			3390 - Consultants	2,726	1,240	2,109	1,191	965
			3391 - Temporary Staff and Fees		300	13	307	396
			3660 - Advertising and Engagement	0				
			3810 - Stationery, Office Consumables & Postage	48		43		
			3820 - Subscriptions	90		138		
			3840 - Fuel	0				
			3960 - Food & Catering Costs	3		4		
			3990 - Accommodation & Travel Related Costs	89	23	75	24	24
			4060 - Council Subsidy/Contribution	465		338		
			4320 - Telephone Charges	202	250	239	256	210
			4340 - Repairs & Maintenance	2	340	9	347	706
			4350 - Bank Fees & Charges	0		0		
			4440 - Software Licenses & SaaS/IaaS Fees	2,021	1,670	2,112	1,840	2,142
			4470 - Other Sundry Expenses	773	1,621	1,026	915	414
			4470I - Other Sundry Expenses - Reserve Funded				1,140	2,137
		⊞ Depreciation and Amortisation		658	386	471	515	528
		⊞ Internal Allocations and Charges		(7,537)	(7,567)	(7,944)	(7,966)	(7,987)
	Operational expenses Total			**1,975**	**675**	**1,717**	**1,140**	**2,137**
Information Systems (Surplus)/Deficit				**1,895**	**675**	**1,623**	**1,140**	**2,137**

Support Services

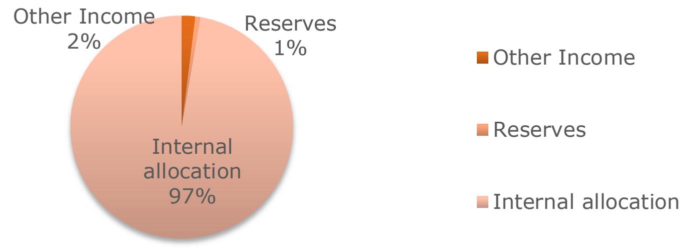
Directorate: People and Corporate

LTP Activity	**Internal Services**
Opex budget 2026-27	$7,599,422
Capex budget 2026-27	$3,283,686
Revenue budget 2026-27	$0
Budgeted FTE	9.60

Impact and Outcomes
The Support Services Team is a supporting and enabling function that provides records and information management, property and facilities management, fleet and plant management, and procurement and contract management services across ORC. We support all areas of Council by ensuring information, assets, facilities and resources are managed effectively, efficiently and compliantly, enabling teams to deliver services and achieve Council's strategic objectives. Through our work we promote responsible stewardship of public resources, manage organisational risk, ensure legislative compliance and deliver value for money for ratepayers.

Key Outcome Areas Include:
- Effective management and accessibility of Council records and information.
- Safe, fit-for-purpose and cost-effective property, fleet and plant assets.
- Procurement and contract management practices that deliver value for money and manage risk.
- Compliance with legislative, regulatory and organisational requirements.
- Efficient and effective organisational operations through the provision of essential support services.

Funding Sources (incl Reserves)



Key work programmes and projects 2026-27 (LTP Yr3)

Fleet and Plant Management	**Drivers**		**BAU/Project**
Manage ORC's fleet assets, including procurement, maintenance, replacement, utilisation and contract management, to ensure vehicles remain safe, reliable, compliant and cost-effective.	Health and Safety at Work Act 2015; Land Transport Act 1998; operational service delivery; prudent asset stewardship.	Supports mandatory work	BAU
Manage and optimise ORC's plant assets, including maintenance, compliance, replacement planning and operating procedures, to support safe and effective operations.	Health and Safety at Work Act 2015; operational requirements; asset management good practice.	Supports mandatory work	BAU
Progress fleet sustainability initiatives, including lower-emission vehicle options and planning for electric vehicle charging infrastructure where operationally appropriate.	Council sustainability objectives; emissions reduction goals; asset replacement planning.	Non-mandatory	Project (2026-27 onwards)
Property and Facilities Management	**Drivers**		**BAU/Project**
Manage ORC-owned and leased property assets, including accommodation planning, maintenance, compliance, site management and service contracts, to ensure facilities remain safe, functional and fit for purpose.	Health and Safety at Work Act 2015; Building Act 2004; operational service delivery; prudent asset stewardship.	Supports mandatory work	BAU
Deliver property improvement, renewal and optimisation projects, including facility enhancements, make-good works and asset disposal activities, to support changing organisational needs and value for money outcomes.	Asset lifecycle management; organisational requirements; prudent asset stewardship; value for money.	Supports mandatory work	BAU
Improve property asset performance through sustainability initiatives, energy efficiency opportunities and asset management maturity improvements.	Council sustainability objectives; asset management best practice; continuous improvement; operational efficiency.	Non-mandatory	Project (2026-27 onwards)
Records and Information Management	**Drivers**		**BAU/Project**
Deliver records and information management services to ensure Council information is secure, accessible and managed appropriately throughout its lifecycle, including retention, disposal and legislative compliance requirements.	Public Records Act 2005; Privacy Act 2020; information governance requirements.	Mandatory	BAU
Improve the accessibility, efficiency and governance of Council information through digitisation initiatives and optimisation of information management environments.	Legislative compliance; business continuity; information governance; organisational efficiency.	Supports mandatory work	BAU
Strengthen organisational information management capability and maturity through continuous improvement initiatives, staff education and support for strategic programmes and projects.	Audit findings; risk management; organisational capability; strategic programme delivery.	Non-mandatory	Project (2026-27 onwards)

Integrations and dependencies across ORC

Support Services is a highly integrated function that supports all areas of ORC. Records and information management underpins decision-making, compliance and organisational projects, including NextGen. Fleet, plant, property and facilities management support staff to safely and effectively deliver operational and strategic work programmes. Procurement, supplier and contract management activities enable the organisation to acquire and manage the goods and services required to achieve Council outcomes. Close collaboration is maintained with all business units to support organisational effectiveness, compliance, risk management and value-for-money outcomes.

Future focus, commitments and assumptions

Future focus areas include improving asset and information management maturity, progressing digitisation initiatives, strengthening supplier and contract management practices, supporting the NextGen programme, and ensuring property, fleet and plant assets remain fit-for-purpose and cost-effective.
Ongoing commitments include records and information management compliance obligations, fleet and plant replacement, property maintenance and improvement programmes, and the provision of support services required to enable Council operations.
Opportunities exist to improve operational efficiency, sustainability and asset utilisation, while key challenges include increasing compliance requirements, rising asset replacement costs and changing workplace and information management needs.
A key assumption is that staffing levels remain broadly stable across the organisation. Given existing resource capacity and increasing service demands, priorities may need to be balanced between operational service delivery, compliance requirements and improvement initiatives, which may influence the pace at which some proactive work programmes can be progressed.

LTP Service levels and performance	**LTP Yr1 2024-25 Result**	**AP 2025-26 Q3 Result**	**Target AP 2026-27**
N/A			

Notes on performance
N/A

Support Services budget and spend 2024-2026

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
⊟Corporate Support/Records	⊟Operational expenses	⊞Personnel Costs		753	863	925	959	992
		⊟External Expenses	3350 - Courses, Conferences, and Training	5	9	8	9	9
			3360 - Contractors	1		4		
			3390 - Consultants	9		4		
			3391 - Temporary Staff and Fees	136		32		
			3810 - Stationery, Office Consumables & Postage	70	40	49	41	42
			3820 - Subscriptions	3		5		
			3880 - Minor Equipment Purchases (<$1,000)	1				
			3960 - Food & Catering Costs			0		
			3990 - Accommodation & Travel Related Costs	2	10	2	11	11
			4350 - Bank Fees & Charges			0		
			4470 - Other Sundry Expenses	29	25	27	26	26
		⊞Internal Allocations and Charges		(968)	(947)	(1,059)	(1,045)	(1,079)
	Operational expenses Total			**41**	**0**	**(3)**	**0**	**0**
Corporate Support/Records (Surplus)/Deficit				**41**	**0**	**(3)**	**0**	**0**

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
⊟ORC Property - Operational	⊟Operational revenue	⊞Lease and Investment Properties		(16)		(11)		
		⊞Other Income		(1)	(100)	(113)	(100)	(100)
	Operational revenue Total			**(17)**	**(100)**	**(124)**	**(100)**	**(100)**
	⊟Operational expenses	⊟External Expenses	3350 - Courses, Conferences, and Training	3				
			3360 - Contractors	336		356	240	
			3390 - Consultants	1	30	26		
			3450 - Valuation Expense		5	1	5	5
			3480 - Legal Cost - General	19	10	51	10	10
			3660 - Advertising and Engagement			1		
			3810 - Stationery, Office Consumables & Postage	92		73		
			3820 - Subscriptions	2				
			3880 - Minor Equipment Purchases (<$1,000)	58		21		
			3960 - Food & Catering Costs	0		0		
			3990 - Accommodation & Travel Related Costs	3		24		
			4060 - Council Subsidy/Contribution					
			4070 - Election Expense	0				
			4260 - Insurance	134	75	110	133	173
			4290 - Electricity & Gas	132	100	146	102	138
			4295 - Rates	326	350	313	358	571
			4330 - Rent	747	620	1,509	2,013	3,060
			4340 - Repairs & Maintenance	137	175	147	179	182
			4440 - Software Licenses & SaaS/IaaS Fees			3		
			4470 - Other Sundry Expenses	51	525	95	256	506
		⊞Depreciation and Amortisation		244	248	230	234	298
		⊞Internal Allocations and Charges		(2,177)	(2,138)	(3,559)	(3,530)	(4,944)
	Operational expenses Total			**109**	**0**	**(452)**	**0**	**0**
ORC Property - Operational (Surplus)/Deficit				**91**	**(100)**	**(576)**	**(100)**	**(100)**

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
⊟Vehicles	⊟Operational revenue	⊞Fees and Charges		(5)		(4)		
		⊞Other Income		(0)		(10)		
	Operational revenue Total			**(5)**		**(14)**		
	⊟Operational expenses	⊞Personnel Costs		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
		⊟External Expenses	3360 - Contractors	5		6		
			3840 - Fuel	267	320	246	296	291
			3845 - Motor Vehicle Expenses		70		72	73
			3880 - Minor Equipment Purchases (<$1,000)	1		0		
			4260 - Insurance	141	110	104	133	112
			4340 - Repairs & Maintenance	231	170	249	143	115
			4350 - Bank Fees & Charges	0				
			4470 - Other Sundry Expenses	303	330	379	337	344
		⊞Depreciation and Amortisation		633	556	646	522	636
		⊞Internal Allocations and Charges		(1,472)	(1,531)	(1,521)	(1,473)	(1,348)
	Operational expenses Total			**125**	**30**	**125**	**34**	**229**
Vehicles (Surplus)/Deficit				**119**	**30**	**111**	**34**	**229**

People & Safety, and Internal Communications

Directorate: People and Corporate	
Teams: Health, Safety & Wellbeing | People Services	
LTP Activity	**Internal Services**
Opex budget 2026-27	$1,993,224
Capex budget 2026-27	$0
Revenue budget 2026-27	$0
People & Safety Budgeted FTE	8.00
People & Safety FTE split	Health, Safety & Wellbeing 3.50FTE People Services 4.50FTE
Internal Communications FTE	1.00

Impact and Outcomes

The People & Safety Team is a supporting and enabling function. We partner with people leaders and staff across ORC to enable good practice and continuous improvement across people and culture and health, safety and wellbeing.

Through our work we enable all of the strategic directions; people are ORC's key strategic asset to deliver work programmes and achieve impact for Otago communities. Key outcome areas include:
- Enabling a high performing organisation through an engaged, capable, resilient and inclusive workforce
- Core service delivery across the employee lifecycle / tenure with ORC
- Critical risk management & HSW services across all council activities
- Ensuring compliance with relevant legislation

Funding Sources (incl Reserves)

Key work programmes and projects 2026-27 (LTP Yr3)

People Services	**Drivers**		**BAU/Project**
Core service delivery and continuous improvement across the employee lifecycle (recruitment, onboarding, performance and development, remuneration and benefits, recognition, employee surveys, leave management, termination) and employment relations, industrial relations (PSA), change management, workforce planning, talent management and organisational development.	Maintaining core service delivery to support and enable work undertaken by other teams across ORC and maintain legislative compliance (e.g. Employment Relations Act, Holidays Act, Human Rights Act, Local Government Act)	Mandatory/ Supports mandatory work	BAU
Delivery of People Strategy and policy reviews, including Flexible Working Policy and development of Diversity, Inclusion and Belonging Strategy and roadmap of initiatives to mature our practices and ensure policies are fit for purpose and meet legislative compliance.	Planned project within People Strategy to mature our policies and people practices to improve outcomes and ensure legislative compliance e.g. Human Rights Act, Local Government Act, Health and Safety At Work Act	Mandatory/ Supports mandatory work	Project
Health, Safety and Wellbeing	**Drivers**		**BAU/Project**
Core service delivery and continuous improvement across hazard identification and control and risk 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 and contractor management and audits	Maintaining core service delivery to support and enable work undertaken by other teams across ORC and maintain legislative compliance (e.g. Health and Safety At Work Act and regulations)	Mandatory/ Supports mandatory work	BAU
Delivery and monitoring of priority actions in the Critical Risk Action Plan including development and implementation of a suitable assurance programme and effective change management.	Systematic reduction in risk of serious harm from our critical risks	Mandatory/ Supports mandatory work	Project
Development of Mental Health Strategy and framework for management of psychosocial risks	Planned project within HSW Strategic Work Plan and ensure legislative compliance with Health and Safety At Work Act	Mandatory/ Supports mandatory work	Project
Learning and Capability	**Drivers**		**BAU/Project**
Core service delivery and continuous improvement in managing the learning management system, advising and supporting learning and development activity across technical skills, leadership development, core capabilities such as digital literacy, cultural competency, health and safety, functional training, systems roll out and individual professional development	Maintaining core service delivery to support and enable work undertaken by other teams across ORC and maintain legislative compliance (e.g. Health and Safety At Work Act and regulations)	Supports mandatory work	Project
Finalising our accreditation checklist in the Learning Management System (LMS) - matrix of required H&S training by role; developing a plan to close the gaps and progressing high priority training	Continuing implementation of LMS, improving visibility for people leaders, ensuring we are on top of health and safety training and meet our obligations under the Health and Safety At Work Act	Mandatory/ Supports mandatory work	BAU / Project
Develop and implement a career pathways framework that clearly defines progression opportunities, capability requirements, and development pathways for progression to senior-level positions	Planned project within People Strategy to support staff development, engagement and retention	Supports mandatory work	Project
Internal Communications	**Drivers**		**BAU/Project**
Deliver effective internal communications activities across ORC, ensuring kaimahi are informed, engaged and connected, and supporting collaboration, organisational culture and delivery of ORC priorities.	Supports delivery of ORC priorities and organisational effectiveness.	Supports all ORC activities	BAU

Integrations and dependencies across ORC

The HRIS integrations is currently being led by a project manager and will require working closely with IT. Many of our key projects involve collaboration via working groups and/or active involvement from H&S Representatives and/or the PSA union. Managing our own capacity and also being mindful of the capacity of people leaders and the wider organisation to engage and partner with us is an ongoing consideration.

Future focus, commitments and assumptions

Both the People Strategy and Strategic Health, Safety and Wellbeing Work Plan are due to be reviewed and refreshed in 2027. By which time we should have a clearer picture of local government reform and associated impacts.

LTP Service levels and performance	**LTP Yr1 2024-25 Result**	**AP 2025-26 Q3 Result**	**Target AP 2026-27**
N/A			

Notes on performance

N/A

People and Safety budget and spend 2024-2026

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
Health & Safety	**Operational revenue**	Other Income		(0)		(1)		
	Operational revenue Total			**(0)**		**(1)**		
	Operational expenses	Personnel Costs		418	367	398	397	438
		External Expenses	3350 - Courses, Conferences, and Training	101	174	127	137	122
			3360 - Contractors	1		4		
			3390 - Consultants	93	25	109	10	20
			3391 - Temporary Staff and Fees					18
			3480 - Legal Cost - General		15	5	15	
			3660 - Advertising and Engagement			0		
			3810 - Stationery, Office Consumables & Postage	0		1		
			3820 - Subscriptions	56	50	61	61	83
			3960 - Food & Catering Costs	1		2		
			3990 - Accommodation & Travel Related Costs	7	17	11	17	17
			4340 - Repairs & Maintenance	0		0		1
			4350 - Bank Fees & Charges			0		
			4440 - Software Licenses & SaaS/IaaS Fees		15	5	15	4
			4470 - Other Sundry Expenses	41	185	40	164	163
		Depreciation and Amortisation		1		1		0
		Internal Allocations and Charges		(843)	(847)	(813)	(817)	(866)
	Operational expenses Total			**(123)**	**(0)**	**(49)**	**0**	**0**
Health & Safety (Surplus)/Deficit				**(123)**	**(0)**	**(50)**	**0**	**0**

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
Human Resources	**Operational expenses**	Personnel Costs		461	521	570	561	594
		External Expenses	3350 - Courses, Conferences, and Training	60	179	102	209	213
			3390 - Consultants	182		119		53
			3391 - Temporary Staff and Fees	31	21	11	21	18
			3395 - Audit Fees					29
			3480 - Legal Cost - General	23	40	77	41	31
			3660 - Advertising and Engagement		70	26	51	34
			3810 - Stationery, Office Consumables & Postage	0				
			3820 - Subscriptions	27	15	45	15	16
			3845 - Motor Vehicle Expenses	1		1		
			3960 - Food & Catering Costs	4		10		
			3990 - Accommodation & Travel Related Costs	7	13	11	13	14
			4060 - Council Subsidy/Contribution			1		
			4260 - Insurance	17		34		
			4350 - Bank Fees & Charges			0		
			4440 - Software Licenses & SaaS/IaaS Fees	27		27		25
			4470 - Other Sundry Expenses	12	243	35	215	103
		Internal Allocations and Charges		(1,098)	(1,101)	(1,119)	(1,126)	(1,128)
	Operational expenses Total			**(246)**	**(0)**	**(48)**	**0**	**0**
Human Resources (Surplus)/Deficit				**(246)**	**(0)**	**(48)**	**0**	**0**

Legal Counsel and Support

Directorate: People and Corporate

LTP Activities	**Governance and Community Engagement**
Opex budget 2026-27	*$1,236,135*
Capex budget 2026-27	*$0*
Revenue budget 2026-27	*$1,236,135*
Budgeted FTE	*4.00*

Impact and Outcomes
Legal Counsel and the Legal Team are collaborative, we provide sound practical advice on all aspects of law affecting Council functions and activities. Our role is integral to the success of Council's strategic directions.

We work across Council to enable lawful practice and accountability, to enable continuous improvement in risk management, procurement and contracting all of which are critical to the delivery of Council work programmes, its core activities and outcomes and in doing so achieve value for money for our ratepayers, Otago communities and the environment.

Key outcome areas include:
- Managing legal risk to ensure it is fully considered in relation to business functions and other critical decisions - Enabling a high performing organisation - Core service delivery - Clear risk management - Compliance with legislation - Liaise on the briefing of all external legal advice.

Funding Sources (incl Reserves)

Key work programmes and projects 2026-27 (LTP Yr3)

Work programmes and projects	Drivers		BAU/Project
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. We manage LGOIMA request and complaints.	Local Government Official Information and Meetings Act 1987	Mandatory	BAU
Acts as Council's **Privacy** Officer/s, responds to requests to correct personal information, manages breaches, ensures privacy resources at Council are purpose built, fit for purpose and future proof; to protect the personal information that Council holds to ensure Council meets its obligations under the Privacy Act 2020.	Privacy Act 2020	Mandatory	Project - Privacy Resources
Delivers Council's annual **Insurance** Renewal, and manage disclosures and claims.	Mitigation of risk, requirement to meet Central Government funding criteria.	Supports mandatory work	BAU
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 deliver up to date training, templates and resources to ensure they are fit for purpose and appropriate as the legal framework we work in changes.	To ensure contractual certainty and to lift the capability of the organisation.	Supports mandatory work	BAU

Integrations and dependencies across ORC

The legal Team is integrated across Council, and ensures staff have a clear understanding of what is required of them in their respective roles to ensure compliance with LGOIMA, Privacy and the legislative compliance reporting requirements for ComplyWith obligation holders. We deliver hands on and practical support responding to general legal enquiries and contracting. We share our knowledge and skills by delivering effective training, fostering statutory compliance, and in doing so support the values necessary for lawful work culture. We promote trust and accountability within Council and build trust in our communities by delivering transparent local government practices. We actively work to ensure businesses efficiency, effectiveness and value for money for our ratepayers.

Future focus, commitments and assumptions

The Legal Team is committed to continuing to deliver comprehensive sound and practical legal advice and support across Council into the future. Although there is a tension in the LGOIMA between the principle of availability and charging a requestor, we do have an ability to charge for some parts of a LGOIMA request, and the potential of passing some costs of the LGOIMA function back to the requestor continues to be explored by the Legal Team.

LTP Service levels and performance	LTP Yr1 2024-25 Result	AP 2025-26 Q3 Result	Target AP 2026-27
LOS: Provide and promote governance processes and democratic decision making that is robust and transparent for the community.			
Measure: Percentage of official information requests responded to within 20 working days of being logged.	**Not met (98.23%)**	**Not met (99.54%)**	100%

Notes on performance: The Legal Team managed 221 LGOIMAs over the last financial year. Because one LGOIMA was delayed in CRM before it reached the legal team our service level result was 99.54%; and the 100% performance measure could not be met for 2025/2026. The Legal Team is focused on achieving the highest standards of service delivery and is committed to prioritising official information requests.

Legal Counsel and Support budget and spend 2024-2026

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
Legal Counsel	Operational revenue	Rates Revenue	1110 - Rates - General	(1,100)	(1,096)	(1,243)	(1,241)	(1,236)
	Operational revenue Total			**(1,100)**	**(1,096)**	**(1,243)**	**(1,241)**	**(1,236)**
	Operational expenses	Personnel Costs		399	429	421	410	430
		External Expenses	3350 - Courses, Conferences, and Training	7	4	5	4	4
			3390 - Consultants	85				
			3480 - Legal Cost - General	23	100	32	102	104
			3820 - Subscriptions	61	97	62	99	71
			3990 - Accommodation & Travel Related Costs	7	4	3	4	4
			4260 - Insurance	362	240	358	372	379
			4350 - Bank Fees & Charges	0				
			4470 - Other Sundry Expenses	2	40	8	41	11
		Internal Allocations and Charges		183	182	209	209	234
	Operational expenses Total			**1,130**	**1,096**	**1,097**	**1,241**	**1,236**
Legal Counsel (Surplus)/Deficit				**29**	**(0)**	**(146)**	**(0)**	**(0)**

Finance

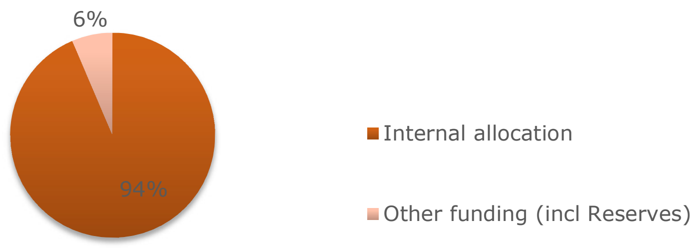
Directorate: Finance

LTP Activity	**Internal Services**
Opex budget 2026-27	$2,954,830
Capex budget 2026-27	$52,122
Operational Revenue budget 2026-27 (excl Reserves)	$776,555
Budgeted FTE	15.7
Team FTE split	Finance 9.0 FTE Revenue 6.7 FTE

Impact and Outcomes

Provides financial accounting services internally and externally including the setting and collection of rates revenue.

Funding Sources (incl Reserves)



Key work programmes and projects 2026-27 (LTP Yr3)

Key work	Drivers		BAU/ Project
Financial accounting i.e. Annual Report and external audit	Local Government Act 2002	Mandatory	BAU
Financial transactional services i.e. accounts payable, payroll, tax	Holidays Act 2003, Wages Protection Act 1983, Minimum Wage Act 1983	Mandatory	BAU
Revenue accounting and collection including rates	Local Government (Rating) Act 2002	Mandatory	BAU

Integrations and dependencies across ORC

All areas of Council are dependant on Finance to pay staff and suppliers and to set and collect rates to fund activities.

Future focus, commitments and assumptions

IRIS Next Gen - requires integration with financial systems and processes.

LTP Service levels and performance	LTP Yr1 2024-25 Result	AP 2025-26 Q3 Result	Target AP 2026-27
N/A			

Notes on performance

N/A

Finance budget and spend 2024-2026

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
Finance	Operational revenue	Fees and Charges		(65)		(8)		
		Investment Revenue		(5)		(1)		
		Other Income		(8)		0		(100)
	Operational revenue Total			**(77)**		**(9)**		**(100)**
	Operational expenses	Personnel Costs		871	652	1,021	738	1,105
		External Expenses	3350 - Courses, Conferences, and Training	2	6	4	7	7
			3390 - Consultants	64	5	26	5	51
			3391 - Temporary Staff and Fees			38	153	104
			3395 - Audit Fees	(0)	200	305	204	255
			3450 - Valuation Expense	(36)	55	14	56	57
			3480 - Legal Cost - General	1	5	6	5	5
			3810 - Stationery, Office Consumables & Postage		1	1	1	1
			3820 - Subscriptions	3	8	5	8	8
			3840 - Fuel	0				
			3990 - Accommodation & Travel Related Costs	1	6	2	7	7
			4020 - Bad & Doubtful Debts		5	1	5	5
			4350 - Bank Fees & Charges	27		25		5
			4470 - Other Sundry Expenses	0	6	1	6	5
			4970 - Rounding Control	(0)		(0)		
		Depreciation and Amortisation				1	5	5
		Interest		0				
		Internal Allocations and Charges	6145 - Internal Charges - Motor Vehicles	0		1		
			6650 - Internal Recoveries - Overheads	(949)	(949)	(1,200)	(1,200)	(1,521)
	Operational expenses Total			**(16)**	**0**	**250**	**0**	**100**
Finance (Surplus)/Deficit				**(93)**	**0**	**241**	**0**	**0**

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
Rates Collection	Operational revenue	Rates Revenue	1110 - Rates - General	16		71		
			1115 - Rates - Targeted	6		0		
		Fees and Charges						
		Lease and Investment Properties		0				
		Other Income		(1,324)	(1,218)	(1,475)	(1,501)	(1,453)
	Operational revenue Total			**(1,302)**	**(1,218)**	**(1,404)**	**(1,501)**	**(1,453)**
	Operational expenses	Personnel Costs		467	610	643	841	626
		External Expenses	3350 - Courses, Conferences, and Training	8	6	4	8	8
			3390 - Consultants	1				
			3391 - Temporary Staff and Fees	31	105	35	5	104
			3450 - Valuation Expense	253	350	268	358	306
			3480 - Legal Cost - General	2	5	1	5	5
			3810 - Stationery, Office Consumables & Postage	255	215	290	225	255
			3820 - Subscriptions			1		
			3960 - Food & Catering Costs			0		
			3990 - Accommodation & Travel Related Costs		7	4	9	9
			4350 - Bank Fees & Charges	(23)		(14)		
			4470 - Other Sundry Expenses	20	60	53	61	20
			4970 - Rounding Control	(0)				
		Internal Allocations and Charges	6646 - Internal Recoveries - ORC Rates on ORC Property			(12)		
			6650 - Internal Recoveries - Overheads	(139)	(139)	(11)	(11)	119
	Operational expenses Total			**874**	**1,218**	**1,262**	**1,501**	**1,453**
Rates Collection (Surplus)/Deficit				**(428)**	**0**	**(142)**	**0**	**(0)**

Financial Planning & Analysis

Directorate: Finance

LTP Activities	Governance and Community Engagement
Opex budget 2026-27	*$817,074*
Capex budget 2026-27	*$0*
Operational Revenue budget 2026-27 (excl Reserves)	*$817,074*
Budgeted FTE	*4.00*

Impact and Outcomes

Provides financial reporting and analysis across the organisation to support delivery of all activities outlined in the LTP.

Funding Sources (incl Reserves)

Key work programmes and projects 2026-27 (LTP Yr3)

Key work	Drivers		BAU/ Project
Budgeting - LTP's and AP's	Local Government Act 2002	Mandatory	BAU
Monthly management reporting and financial support	Local Government Act 2002 (Annual Reporting)	Mandatory	BAU
Other financial analysis i.e. LGOIMA's	Local Government Official Information and Meetings Act 1987	Mandatory	BAU

Integrations and dependencies across ORC

All areas of Council are dependant on FPA for budgeting and reporting.

Future focus, commitments and assumptions

N/A

LTP Service levels and performance	LTP Yr1 2024-25 Result	AP 2025-26 Q3 Result	Target AP 2026-27
N/A			

Notes on performance

N/A

Financial Planning & Analysis budget and spend 2024-2026

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
⊟Management Accountant	⊟Operational revenue	⊟Rates Revenue	1110 - Rates - General	(721)	(718)	(775)	(774)	(817)
	Operational revenue Total			**(721)**	**(718)**	**(775)**	**(774)**	**(817)**
	⊟Operational expenses	⊞Personnel Costs		526	516	553	545	563
		⊟External Expenses	3350 - Courses, Conferences, and Training	1	4	2	4	4
			3390 - Consultants	28				
			3820 - Subscriptions	2	2	2	2	2
			3840 - Fuel			0		
			3990 - Accommodation & Travel Related Costs	2	4	1	4	4
			4470 - Other Sundry Expenses		10	3	10	10
		⊞Internal Allocations and Charges		184	182	211	209	234
	Operational expenses Total			**743**	**718**	**772**	**774**	**817**
Management Accountant (Surplus)/Deficit				**22**	**(0)**	**(3)**	**(0)**	**(0)**

Treasury

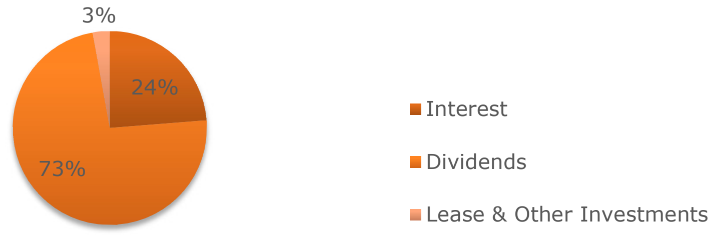
Directorate: Finance

LTP Activities	**Internal Services**
Opex budget 2026-27	*$5,830,243*
Capex budget 2026-27	*$0*
Operational Revenue budget 2026-27 (excl Reserves)	*$27,245,763*
Budgeted FTE	*0.00*

Impact and Outcomes

Investment and debt functions, providing funding for the organisation to reduce the rates funding requirement.

Funding Sources (incl Reserves)



Key work programmes and projects 2026-27 (LTP Yr3)

Key work programmes and projects	Drivers		BAU/ Project
Port Otago dividend	Enabling (funding ORC activities)	Supports mandatory	BAU
Managed fund investment	Enabling (funding ORC activities)	Supports mandatory	BAU
Property investment	Enabling (funding ORC activities)	Supports mandatory	BAU
LGFA borrowing	Enabling (funding ORC activities)	Supports mandatory	BAU
On-lending to Port Otago	Enabling (provides Port with access to cheaper LGFA funding)	Non-mandatory	BAU

Integrations and dependencies across ORC

All areas of Council are dependant on Treasury to provide funding for activities.

Future focus, commitments and assumptions

N/A

LTP Service levels and performance	LTP Yr1 2024-25 Result	AP 2025-26 Q3 Result	Target AP 2026-27
N/A			

Notes on performance

N/A

Treasury budget and spend 2024-2026

Activity	Posting Code Group	Posting Code Type	Posting Code and Desc	24_25 Actuals	24_25 Budget	25_26 Forecast	25_26 Budget	26_27 Budget
⊟Treasury	⊟Operational revenue	⊟Rates Revenue	1110 - Rates - General	19,614	19,531	21,568	21,531	22,932
		⊞Investment Revenue		(25,985)	(27,765)	(26,658)	(26,090)	(26,465)
		⊞Lease and Investment Properties		(926)	(781)	(952)	(781)	(781)
		⊞Other Income		26		(0)		
	Operational revenue Total			**(7,270)**	**(9,015)**	**(6,043)**	**(5,340)**	**(4,313)**
	⊟Operational expenses	⊞Personnel Costs				0		
		⊟External Expenses	3390 - Consultants	47	40	37	41	42
			3395 - Audit Fees	291		(284)		10
			3450 - Valuation Expense	77		0		
			4350 - Bank Fees & Charges	1	155	40	158	
			4470 - Other Sundry Expenses	150	80	134	82	153
			4970 - Rounding Control	0				
		⊞Interest		7,987	9,424	6,395	5,464	5,625
		⊟Internal Allocations and Charges	6650 - Internal Recoveries - Overheads	(275)	(275)	(281)	(281)	(205)
	Operational expenses Total			**8,279**	**9,424**	**6,041**	**5,464**	**5,625**
Treasury (Surplus)/Deficit				**1,009**	**410**	**(2)**	**123**	**1,312**