



Otago
Regional
Council

Draft **Annual Plan** 2025-2026

DRAFT

Otago Regional Council

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ISBN: XXXXXXXXXXXXXXXX

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Building a stronger future for Otago

Otago Regional Council's vision is for Otago's environment and communities to be healthy and connected ki uta ki tai – from the mountains to the sea. This guides our direction and shapes the work planned for the year ahead.

In developing the draft Annual Plan for 2025/26, we've listened to your feedback and focused on finding efficiencies in work programmes to deliver value for money. We have also increased Port Otago's financial contribution to help keep rates costs down and make the most of this regional asset. At the same time, we're focused on continuing the vital work that supports Otago's people and our environment which underpins thriving communities and people's livelihoods.

A key highlight for the coming year is introducing a new \$2 million annual environmental fund. This fund, developed through public consultation, delivers maximum impact by supporting communities dedicated to driving positive change. By harnessing local knowledge, community spirit, and vision, this fund will achieve meaningful environmental outcomes and widespread benefits across the region.

Improving bus services remains a priority. While enhancements are planned for Queenstown and attracted Government co-funding, proposed enhancements to Dunedin's network did not attract co-funding and existing services will continue unchanged. Co-funding gaps mean some regional improvements – including a business case for Wānaka – will not proceed as planned. Although this is disappointing, we remain committed to exploring ways to improve public transport across the region and will investigate options for provision of some services for Ōamaru, Balclutha and Central Otago.

Our essential services will continue, including civil defence, biosecurity, water and air quality monitoring and regulation, navigational safety, and 24-hour pollution response.

Addressing climate change also remains central to our work. We're working within our Climate Strategy to advance natural hazard adaptation programmes in South Dunedin, the Clutha Delta and Head of Lake Whakatipu, alongside projects to strengthen our flood protection schemes.

Last year we supported the Catlins community as they created a Catchment Action Plan. This year we'll work with the Upper Lakes community and iwi to create a plan for the headwaters of the Clutha River and lakes area. These plans harness the goals, knowledge and collective strength of community to achieve outcomes that matter most to them.

The draft Annual Plan for 2025/26 outlines our goals and priorities for the year ahead. I encourage you to learn more and give your feedback.

We look forward to hearing from you.



Gretchen Robertson
Chairperson, Otago Regional Council

A handwritten signature in blue ink, appearing to read 'Gretchen Robertson'.

Overview



Cardrona River

Why does this document matter?

This draft Annual Plan 2025-2026 (AP) reflects what change, if any, is required to the Otago Regional Council's Long-term Plan 2024-34 (LTP), which was publicly consulted and put in place last year. The LTP sets out Council's activity, work programmes and financial needs for the ensuing three years, and in less detail over ten years. When deciding what goes in the LTP and our Annual Plans, elected councillors consider information and advice including legislation dictating our roles and conduct, infrastructure plans such as flood, drainage and river schemes, natural hazards and climate change initiatives, transport plans [e.g bus services] and a range of planning updates required to be completed.

ORC's Strategic Directions document provides broad goals that encompass all Council activity to help ensure goals are aligned to where the effort goes in. Each Annual Plan process enables us to adapt and change our Long Term Plan in response to community needs and central government changes. The Annual Plan is important for letting the community know what the council proposes to change if anything, to the LTP. There is then the opportunity for communities to give elected regional councillors feedback about any changes.

What changed in the LTP?

In the 2025-2026 financial year, which is year 2 of the Long Term Plan, a 13.8% increase in rates was forecast. The planned rates increase was to recover an extra \$9 million to help fund an expanded Council work programme. The original Year 2 programme included:

- New scaled-up environmental funding and passenger transport service improvements for Dunedin and Queenstown – both of which were publicly consulted
- Increased spending on river management and environmental implementation projects
- A range of governance and democracy related work including implementing the Climate Change Strategy
- Organisational structural change
- Increasing insurance costs
- New IT licences and higher depreciation costs for replacing critical hardware and software
- Higher spending on land and water science including monitoring
- Provision for inflation across all operational expenditure

When council reviewed the LTP spending and work for year 2, via this Annual Plan process, the rates increase was reduced from the planned 13.8% increase to a smaller but still significant 7.8% increase- from \$9 million to \$3.9 million. In achieving this we balanced the direction and work programme intentions as listed above (and in the LTP) and the important need to reduce the rating impact on people in Otago.

Factors also assisting with this goal to reduce the rating impact included the reduction in Government co-funding for public transport - meaning planned public transport service improvements for Dunedin and Queenstown ferry service improvements were left out.

Other changes impacting the lesser, but still rising, proposed rate take include:

- Refining river management plans. Aspects of the operation programme were overly ambitious and have been adjusted to reflect delivery capacity
- Reducing our operational programme
- Pausing work to identify new priority environmental implementation projects, reflecting the new environmental implementation funding.

All this means that planned spending has reduced by \$6 million, which is 4.4% of total operational expenditure for this Annual Plan year. Also, this reflects greater optimism that the impacts of inflation will be reduced.

Moreover, Port Otago's dividend for the 2025-26 financial year (yr2) is forecast to rise by \$2 million, from \$18 million to \$20 million, thus reducing the amount needed from the general rate, therefore benefitting all ratepayers across the region.

Strategic Directions 2024-2034

In 2023, Councillors and mana whenua revised Council's strategic directions. Both global and local trends, as well as existing enduring priorities, were taken into consideration as part of the review. As a result, 'Strategic Directions 2024-2034' was adopted and subsequently used to support decision-making within the LTP process.

'Strategic Directions 2024-2034' will continue to inform our decision-making over this three year LTP planning review cycle and a summary of key elements is provided below.

The diagram outlines the focus areas and the outcomes we want to achieve for each focus area. The list of the goals under each focus area can be found in the Appendix.



What we will deliver

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

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

Regional Leadership

- Governance and Community Engagement
- Regional Planning
- Regulatory

Environment

- Land and Water
- Biodiversity and Biosecurity
- Air

Climate Change and Resilience

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

Transport

- Transport (including Regional Land Transport and Public Transport)

Council Organisation

- Internal Services
- Port Otago

Regional Leadership



Tunnel Beach, Ōtepoti Dunedin

What Regional Leadership is

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

We have three activities supporting our Regional Leadership work. They are:

- **Governance and Community Engagement**
- **Regional Planning**
- **Regulatory**

Group Revenue and Expenditure - Regional Leadership

2024/25 LTP \$000s		2025/26 LTP \$000s	2025/26 Annual Plan \$000s
13,343	Governance and Community Engagement	15,165	15,554
2,925	Regional Planning	3,066	3,157
12,568	Regulatory	13,846	14,232
28,836	Expenditure	32,077	32,943
23,346	General Rates	25,948	26,833
1,049	Targeted Rates	1,184	885
3,909	Fees & Charges	4,258	4,411
225	Grants	75	75
260	Other Income	260	260
47	Reserves	353	479
28,836	Revenue	32,077	32,943

Governance and Community Engagement

What we do

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

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

We aim to provide quality leadership that benefits our region and our work in this activity supports Otago's elected Regional Council representatives to carry out their duties.

The key programmes that make up this activity are:

- Communications and Marketing
- Governance and Democracy

Why we do it

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

Key work for year 2

The table below outlines key aspects of Council's work programme from 1 July 2025.

PLANNED WORK	
Existing work [no change]	<ul style="list-style-type: none"> • Provide and promote governance processes and democratic decision-making by ensuring and supporting elected member committee structure and council meetings. • Councillor and external appointees: Council/Committees/Mana to Mana/Workshops Support; Regional meetings; Election 2025; Governance advice / projects; Subscriptions. • Represent the diverse views and interest of the region in a fair and equitable way through engagement, communication and partnership. • Provide communications which enable the community to understand and participate in ORC's programmes and decision-making. • Supply comms and marketing materials for all consultations, and regional planning activity; Te Matapuna quarterly newsletter; Community Survey; Environmental Awards; Website. • Develop and deliver robust and effective corporate planning and reporting for accountability and transparency.
Revised work [change]	None to report.
Key Projects [one off]	Deliver 2025 Otago Regional Council Local Body Election [as planned].

Level of Service Statements, Measures and Targets

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

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

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Percentage of council agendas that are publicly available two working days or more before a meeting.	100%	100%	100%	100%
Percentage of official information requests responded to within 20 working days of being logged.	100%	100%	100%	100%

LoS: Develop and deliver robust and effective corporate planning and reporting.

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

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

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

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

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

Regional Planning

What we do and why

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

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

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

The key programmes that make up this activity are:

- Regional planning programme (including the RPS)
- Urban development
- Response to policy issues
- Strategy (non Resource Management Act)

Key work for year 2

The table below outlines key aspects of Council's work programme from 1 July 2025.

PLANNED WORK	
Existing work [no change]	<ul style="list-style-type: none"> • Implement Regional Planning Programme: Regional Policy Statement; Regional Plan Air (notify 2025). • Jointly delivering National Policy Statement (NPS) Urban Development, and National Policy Statement Highly Productive Land. Statutory requirements with Tier 2 district councils — via future development strategies. • Respond to national legislative processes to advocate for Otago. • Implementation, monitoring of the Regional Climate Change Strategy.
Revised work [change]	No change to report
Key Projects [one off]	<ul style="list-style-type: none"> • Deliver 2025 Otago Regional Council Local Body Election [as planned]. • Complete an Air Strategy.

Level of Service Statements, Measures and Targets

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

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

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Support integrated and well managed urban growth across Otago.	Joint Queenstown future development strategy completed by 30 June 2025.	No target	Review of joint Dunedin Future Development Strategy completed by 30 June 2027. Review of joint Queenstown Future Development Strategy completed by 30 June 2027.	No target
Support integrated and well managed urban growth across Otago.	Consultation on maps of highly productive land completed by 31 December 2024.	RPS change to insert maps of highly productive land ready for notification by 17 October 2025. Hearing panel for RPS change appointed by 30 June 2026.	No target	No target

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

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

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

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

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

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Develop a Regional Air Quality Strategy and implement ORC actions.	Draft Regional Air Quality Strategy is made available for public consultation along with the revised Air Plan by 30 June 2025.	Draft Air Quality Strategy revised following public consultation by 31 March 2026.	Regional Air Quality Strategy is adopted by June 2027.	ORC actions from the Regional Air Quality Strategy are implemented, the effectiveness of the strategy is monitored and reported to Council annually, and the strategy is reviewed every three years.

Regulatory

What we do and why

This activity ensures that ORC can fulfil its role as a regulatory authority supporting the sustainable management of water, land, air and the coast. We process resource consents, develop rules for how natural resources are used and managed, monitoring them and ensuring the rules are applied. We investigate activities that don't comply, providing services to ensure activities in Otago are consistent with both national and regional rules in the Resource Management Act.

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

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

The key programmes that make up this activity are:

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

Key work for year 2

The table below outlines key aspects of Council's planned work programme from 1 July 2025.

PLANNED WORK	
Existing work [no change]	<ul style="list-style-type: none"> ● Consent processing [cost recoverable]: Processing consents under regional plans and national regulations is a mandatory activity with mandatory timeframes. ● Implementation of national regulations and regional plans - Implementation and providing regional context to national regulation and standards is a discretionary activity with discretionary timeframes. ● Consent fund: Providing consent processing costs to community and catchment groups for environmental enhancement projects is a discretionary activity with discretionary levels of service and timeframes. ● Incident response: Maintaining a 24/7 pollution hotline response to environmental complaints. ● Supporting behaviour change and compliance education activities. ● Investigations and enforcement: Investigating environmental incidents; Taking appropriate enforcement action and legal proceedings; Investigating dam construction breaches. ● Compliance monitoring - undertaking audits and compliance inspections for RMA consents, NES-CF forestry and dairy activities; undertaking appropriate follow-ups to ensure compliance with conditions.
Revised work [change]	Realignment of existing capacity from Environmental Implementation to Regulatory.
Key Projects [one off]	IRIS Next Gen

Level of Service Statements, Measures and Targets

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

LoS: Provide effective, efficient and customer centric consenting processes under the Resource Management Act (RMA) 1991 to enable the lawful use of natural and physical resources.

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

LoS: Provide effective and efficient compliance monitoring, investigations and enforcement services and take appropriate actions to ensure the lawful use of natural and physical resources.

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Percentage of performance monitoring returns completed each year, as per the Compliance Audit and Performance Monitoring Schedule targets*.	≥90%	≥90%	≥90%	≥90%
Percentage of programmed inspection/audits completed each year, as per the Compliance Audit and Performance Monitoring Schedule targets*.	≥90%	≥90%	≥90%	≥90%
Percentage of significant non-compliance incidents identified where action is taken in accordance with Compliance policy**.	100%	100%	100%	100%

*Note: Compliance Audit and Performance Monitoring Schedule is presented and approved by Council each year.

**Note: Please click [here](#) for the Compliance plan 2023-2026.

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

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Maintain 24-hour/7 day a week response for environmental incidents.	Pollution hotline staff available/ on call 24/7.	Pollution hotline staff available/ on call 24/7.	Pollution hotline staff available/ on call 24/7.	Pollution hotline staff available/ on call 24/7.
Maintain 20 appropriately trained responders for maritime oil pollution incidents.	20 responders attend 3 exercises per year.	20 responders attend 3 exercises per year.	20 responders attend 3 exercises per year.	20 responders attend 3 exercises per year.

LoS: Develop and maintain robust regulations and procedures to enable safe use and navigation of our region's ports, harbours, coastal areas and inland waterways.

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

LoS: Promote and encourage safe use of ports, harbours, coastal areas and inland waterways and take appropriate action in response to non-compliance and incidents.

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

Environment



Miromiro/Tomtit

What Environment is

Our environment portfolio is diverse and is aimed at supporting Otago to have a healthy environment, including thriving ecosystems and communities and flourishing biodiversity. It also encompasses both the completion and implementation of plans relating to Otago's natural environment (e.g. Land and Water Regional Plan, Regional Pest Plan, Biodiversity Strategy).

The following three activities underpin 'Environment':

- **Land and Water**
- **Biodiversity and Biosecurity**
- **Air**

Group Revenue and Expenditure - Environmental

2024/25 LTP \$000s	2025/26 LTP \$000s	2025/26 Annual Plan \$000s
20,140 Land & Water	21,875	20,358
8,955 Biodiversity & Biosecurity	12,013	12,024
1,377 Air	1,792	1,773
30,472 Expenditure	35,680	34,155
17,003 General Rates	18,346	18,078
10,498 Targeted Rates	14,400	12,709
0 Fees & Charges	0	0
2,886 Grants	2,831	2,831
0 Other Income	0	0
85 Reserves	103	537
30,472 Revenue	35,680	34,155

Land and Water

What we do

Our role involves working with Otago communities to manage activities that impact on health and well-being of water bodies and freshwater ecosystems. To do this well, we need robust, integrated and consistent regional plans and strategies. We have drafted a new Land and Water Plan (LWRP), with mana whenua Kāi Tahu. The Plan will give comprehensive direction for managing land and water resources in the region.

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

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

The key programmes which make up this activity are:

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

Why we do it

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

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

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

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

Key work for year 2

The table below outlines key aspects of Council's planned work programme from 1 July 2025.

PLANNED WORK	
Existing work [no change]	<ul style="list-style-type: none"> • Land and Water Regional Planning: Reviewing Coast Plan to notify proposed Plan by 30 June 2028. • Freshwater Implementation: The consultation proposal to increase the level of funding support to community-based groups to improve water quality, support for best practice land use and regulatory change begins.

	<ul style="list-style-type: none"> ● Environmental Monitoring: Implement environmental monitoring programmes for Land, freshwater resources and coastal environment; implement 'Water Quality Monitoring Network Review'; ● Science: Annual and 'State of Environment' (SoE) reporting;; Water allocation Reviews; Highly Allocated Catchment Assessments; Scientific advice and support for catchment management planning and environmental projects (ongoing).
Revised work [change]	<ul style="list-style-type: none"> ● Land and Water Regional Planning: paused the LTP work program to reflect government legislation and direction to ORC on process, including revision of the National Policy Statement Freshwater Management. ● Freshwater Implementation: Pause work on agreeing and implementing new site-specific collaborative projects for degraded water bodies [i.e. new projects in addition to the existing three projects of Lake Hayes, Tuakitoto, and Tomahawk Lagoon projects].
Key Projects [one off]	None to report

Level of Service Statements, Measures and Targets

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

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

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

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

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Complete the Land and Water Regional Plan (LWRP).	Freshwater hearing panel nominations and required documents submitted to Chief Freshwater Commissioner by 30 June 2025.	Review the draft LWRP against new national direction to freshwater. Draft LWRP ready for Council decision on notification.	Freshwater hearing panel nominations and required documents submitted to Chief Freshwater Commissioner.	Proposed LWRP ready for Council decisions in 2027/2028.

Complete a review of the Regional Plan Coast.	No target	Issues and options papers developed and reported to Council by 30 June 2026.	No target	Draft Coast Plan ready for Council decision on notification by 30 June 2028.
Initiate plan changes to the Land and Water Regional Plan.	No target	No target	No target	New measures from Yr 4.

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

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

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

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Site specific projects are developed for selected degraded waterbodies. <i>Note: [>80% = achieved]</i>	Project actions have been progressed as scheduled.	At least 80% of project actions are progressed as scheduled.	At least 80% of project actions are progressed as scheduled.	At least 80% of project actions are progressed as scheduled.

LoS: Develop and maintain an integrated catchment management programme that aligns with national directions and enables sustainable environmental management.

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

Biodiversity and Biosecurity

What we do

Biodiversity

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

Our biodiversity work programme incorporates:

- Collaboration and partnership
 - Support to community groups and partners for joint projects.
 - Joint Project delivery via support and advice to partners and community.
 - Administration and support associated with grant funding.
 - QEII covenant incentive and partnership funding.
 - OSPRI transition initiatives.
- Technical advice and management.
 - Management plans for high biodiversity sites
 - Education material
 - Catchment and operational planning (to implement strategy).
- Science-based monitoring.

Biosecurity

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

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

The key programmes which make up this activity are:

- Biodiversity Implementation
- Biodiversity monitoring
- Catchment planning and advice
- Biosecurity (Pest Management)

Why we do it

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

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

There are many agencies and stakeholders across different land tenures involved in and/or with an interest in biodiversity in Otago. ORC has a remit across all Otago to promote biodiversity protection and enhancement. It has a key role in facilitating regional collaboration, including both developing a monitoring approach and seeking to partner in projects and initiatives.

Key work for year 2

The table below outlines key aspects of Council's work programme from 1 July 2025.

PLANNED WORK	
Existing work [no change]	<ul style="list-style-type: none"> ● Biosecurity: Deliver the Regional Pest Management Plan (RPMP); review the RPMP with Council to confirm its timing; surveillance of biosecurity issues and threats; development and implementation of Marine Biosecurity programme; community programmes support and delivery: National programme delivery. ● Biodiversity: EcoFund applications and administration; Partnership/Incentive Funding QEII; OSPRI transition; Education materials; High biodiversity site management plans; mana whenua engagement. ● Coordinate collaboration on biodiversity programmes and initiatives within the region ● Science and monitoring: Advise on the review of the Biodiversity Strategy; Advise and support plan review consistent with the NPS-IB (Y2 onwards). Threatened species mapping; Scroll Plain Management Plan development; Wetland Delineation and Mapping.
Revised work [change]	None to report.
Key Projects [one off]	<ul style="list-style-type: none"> ● Regional Planning activity leading the completion of a Biodiversity Strategy. ● Science and monitoring: Biodiversity: Develop and implement a regional indigenous biodiversity ecosystem monitoring programme consistent with the NPS-IB (underway and ongoing).

Level of Service Statements, Measures and Targets

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

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

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Report the results of environmental monitoring for regional indigenous biodiversity ecosystems.	Annual report completed prior to 30 June 2025. <i>Note: at the time of Council reporting underlying data capture; 95-100% = fully achieved; 85 - 95% =partial ; <85 = not achieved].</i>	Annual report on monitoring programme completed and reported to Council on 30 June 2026.	Annual report on monitoring programme completed and reported to Council on 30 June 2027.	Annual report on monitoring programme completed and reported to Council on 30 June each year.

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.

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

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

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

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

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Actions within the Biosecurity Operational Plan (BOP) are progressed.	90% of actions progressed within time frames specified. 100% of targets for priority pests are delivered.	80% of non-priority pest management actions are achieved. 100% of priority pest management actions are achieved.	80% of non-priority pest management actions are achieved. 100% of priority pest management actions are achieved.	80% of non-priority pest management actions are achieved. 100% of priority 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 the agreement.

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

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

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

Air

What we do and why

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

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

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

Key programmes which make up this activity are:

- Regional Plan: Air
- Air Monitoring

Key works for year 2

The table below outlines key aspects of Council's planned work programme from 1 July 2025.

PLANNED WORK	
Existing work [no change]	<ul style="list-style-type: none"> • Science and monitoring: Ambient Air Quality — Annual and SoE air quality monitoring and reporting (Annual and ongoing); Bespoke studies (ongoing); Advise Air Plan Review and Implementation (ongoing). Additional funding and FTE. • Science and monitoring: installing monitoring sites/assets. • Work under the Regional Planning Activity contributes to Air Quality and includes the Regional Plan Air and Air Quality Strategy.
Revised work [change]	None to report
Key Projects [one off]	None to report

Level of Service Statements, Measures and Targets

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

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

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

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

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Complete the review of the Regional Plan - Air	Council approves Regional Plan Air for notification by 30 June 2025.	Hearing panel for Regional Plan Air appointed by 31 March 2026.	Proposed Regional Plan Air ready for Council decisions by 30 June 2027.	No target

Climate change and resilience



Matukituki River — Wānaka in the distance

What Climate change and resilience is

Our climate change and resilience work is aimed at supporting the region to adapt to the effects of climate change and to manage and reduce the risks of natural hazards. Integration of work within the activity is clear and present including:

- Our science and knowledge-based work advising and supporting our 'on the ground' management of risk.
- Our ownership, planning and management of infrastructure-based flood protection services.
- Our work to understand the implications of climate change and the implication for our Infrastructure Strategy (IS). Climate change has implications beyond our IS because the Council is working to understand the broader issues, risks and challenges. This informs adaptation planning.
- Our preparedness for natural risk events that embody our understanding of the events, their potential severity, and the nature impact and response.

The following activities underpin 'Climate Change and Resilience':

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

Group Revenue and Expenditure - Climate change and resilience

2024/25 LTP \$000s		2025/26 LTP \$000s	2025/26 Annual Plan \$000s
3,524	Natural Hazards & Climate Change	3,454	3,445
11,191	Flood Protection, Drainage & River Management	13,579	12,255
3,730	Emergency Management	4,018	4,013
18,445	Expenditure	21,052	19,713
4,420	General Rates	4,885	4,355
10,984	Targeted Rates	11,692	11,638
326	Fees & Charges	340	342
35	Grants	36	1,752
256	Other Income	256	256
2,424	Reserves	3,842	1,370
18,445	Revenue	21,052	19,713

Natural Hazards and Climate Change

What we do and why

The key programmes within this activity are:

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

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

- Monitor and investigate natural hazards to inform our understanding of risk and opportunity relevant to community resilience.
- Communicate our understanding of risk and, where appropriate, options for managing it. This is both internally to Council and externally to a wide range of organisations, groups and affected communities.

- Developing a comprehensive spatial approach to natural hazards to inform future priorities, at the same time as undertaking projects for the risks we already know about.
- Lead and collaborate on key projects to prepare and adapt to natural hazards and climate change.
- Support other activity, particularly Emergency Management and ORC's Engineering team, to understand impacts of flood events. This is provided in a planned way (e.g. potential scenarios) and in 'real time' via assessing actual events prior to and as they occur.

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

Key work for year 2

The table below outlines key aspects of Council's work programme from 1 July 2025.

PLANNED WORK	
Existing work [no change]	<ul style="list-style-type: none"> • Regional Planning is the lead activity for the Climate Change Strategy. • Otago natural hazards risk assessment. The Natural hazards management and adaptation programmes are based on this assessment. Scoping to be completed year 2 and implementation starts Yr3 with phased delivery over time. • Flood hazard assessments (including Lindsay Creek, Alexandra, Middlemarch). • Otago Natural Hazards Database. • Assist territorial authorities with natural hazards and risk information (e.g. District Plan reviews, plan changes). • Natural hazards adaptation: Clutha Delta, Head of Lake Whakatipu, South Dunedin. • Roxburgh Natural Hazards management investigations
Revised work [change]	None to report.
Key Projects [one off]	None to report

Level of Service Statements, Measures and Targets

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

LoS: Provide information on natural hazards and risks, including the effects of climate change, so that communities and stakeholders can make informed decisions.

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

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

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Deliver a natural hazards management and adaptation work programme based on a new prioritisation process.	New measure	Natural hazards prioritisation process as presented to the Safety and Resilience Committee in November 2024 is completed by June 2026.	Annual review of priorities is completed by June 2027.	Annual review of priorities is completed each year.
Implement prioritised natural hazard risks adaptation works.	The first Head of Lake Whakatipu natural hazards adaptation strategy completed by 31 December 2024; Actions developed, implemented and reviewed, as per Head of Lake Whakatipu natural hazard adaptation strategy.	Actions developed, implemented and reviewed, as per Head of Lake Whakatipu natural hazard adaptation strategy.	Actions developed, implemented and reviewed, as per Head of Lake Whakatipu natural hazard adaptation strategy.	Actions developed, implemented and reviewed, as per Head of Lake Whakatipu natural hazard adaptation strategy.
Implement prioritised natural hazard risks adaptation works.	Support the South Dunedin Future Programme - South Dunedin Future natural hazards adaptation plan progresses as per annual work plan.	Support the South Dunedin Future Programme - South Dunedin Future natural hazards adaptation plan progresses as per annual work plan.	Support the South Dunedin Future Programme - South Dunedin Future natural hazards adaptation plan progresses as per annual work plan.	Support the South Dunedin Future Programme - South Dunedin Future natural hazards adaptation plan progresses as per annual work plan.
Implement prioritised natural hazard risks adaptation works.	No target	Phase 1 and phase 2 of the Clutha Delta natural hazards adaptation programme completed by 30 June 2026.	Phase 3 and phase 4 of the Clutha Delta natural hazards adaptation programme completed by 30 June 2027.	Actions developed, implemented and reviewed, as per Clutha Delta natural hazards adaptation strategy.

Note:

Phase 1- Natural hazards investigations

Phase 2- values identification

Phase 3 - Initial risk assessment and identification and initial evaluation of options.

Phase 4 - Development of the first Clutha Delta natural hazards adaptation strategy.

Flood Protection, Drainage and River Management

What we do and why

The Council has a range of Flood Protection and Drainage Schemes which make up this activity.

They are:

Flood Protection and drainage

Alexandra flood protection
Leith flood protection
Lower Clutha flood and drainage
West Taieri drainage
East Taieri drainage
Lower Taieri Flood Protection Scheme
Tokomairiro drainage

River Management

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

The ORC owns and is responsible for operation and maintaining the above Otago schemes. The only exception is the Lower Waitaki River Control Scheme that we own but commission external management for parts of. So around 43,000 ha of rural and urban land is serviced by infrastructure associated with these schemes. The schemes, associated infrastructure assets and more specific detail such as why we provide the service, the issues, service standards and work programmes, are provided in our Infrastructure Strategy (IS).

Core functions include:

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

Key works for year 2

The work programme as defined in the ORC Infrastructure Strategy (IS) has been reviewed and updated as part of the Annual Plan 2025-26. The detailed draft work programme can be found on the website.

Level of Service Statements, Measures and Targets

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

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

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

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

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
The flood repair programme is made available to affected communities within 3 months of the event.	100%	100%	100%	100%
Percentage of identified and reported issues that have been investigated and appropriate action determined and communicated to affected landholders within 20 working days.	100%	95%	95%	95%

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

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

Emergency Management

What we do and why

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

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

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

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

Key work for year 2

The table below outlines key aspects of Council's planned work programme from 1 July 2025.

PLANNED WORK	
Existing work [no change]	<ul style="list-style-type: none"> • Implement the 'Group Plan' • Lifelines: defines regional critical infrastructure risk and identifies priorities for resilient infrastructure investment. • Warning system remains operational • Mana whenua EM Facilitator: marae and mana whenua networks that are resilient in the face of emergencies • Community Resilience: Clued Up Kids programme. • ORC ECC Training and Capability: ORC Staff are trained and capable.
Revised work [change]	None to report
Key Projects [one off]	Integrative projects with Hazards Activity: Flood Modelling, Tsunami modelling.

Level of Service Statements, Measures and Targets

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

LoS: Support the Otago CDEM Group in improving the resilience of Otago to Civil Defence emergencies.

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

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

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

Transport



Shotover Bridge, Central Otago

What Transport is

The Council is responsible for Otago's Regional Land Transport Plan (RLTP) and Regional Passenger Transport Plan (RPTP). The RLTP outlines proposed transport network improvements for the next 6 years and is the basis of funding applications to the National Land Transport Fund. This plan is developed under a legislative three-yearly cycle with the lead government agency, NZTA, and we collaborate with Southland Regional Council (Environment Southland). Under both plans, there are specific projects and services that the Council co-funds and facilitates.

Under the RPTP, the Council has a role to deliver Public Passenger Transport in the region. We provide public bus services in Dunedin and Queenstown through contracting to private operators. We provide the government funded region-wide 'Total Mobility Service' to assist eligible people who are unable to use public transport. Council also services and maintains three of Otago's nine stock truck effluent disposals (STEDs) under arrangement with Local District Councils.

The transport activity is made up of four key work programmes:

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

Group Revenue and Expenditure - Transport

2024/25 LTP \$000s	2025/26 LTP \$000s	2025/26 Annual Plan \$000s
41,950 Transport	45,995	41,319
41,950 Expenditure	45,995	41,319
3,808 General Rates	4,495	3,808
13,315 Targeted Rates	14,404	13,178
129 Fees & Charges	130	130
18,845 Grants	20,873	18,740
7,472 Other Income	8,116	7,484
(1,619) Reserves	(2,022)	(2,022)
41,950 Revenue	45,995	41,319

Regional Land Transport Plan (work programme)

What we do and why

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

A new Regional Land Transport Plan must be developed every six years and the plan reviewed after three years of operation. The plan was reviewed for the period 2021-2031 and outlines proposed transport network improvement over six years. This informs the detailed funding applications from the National Land Transport Fund over the first three years

Key work for year 2

The table below outlines key aspects of Council's work programme from 1 July 2025.

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

Level of Service Statements, Measures and Targets

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

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

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026- 2027	2027-34
The Regional Land Transport Plan (RLTP) is reviewed and submitted in line with the Land Transport Management Act 2003 and any guidance issued by the New Zealand Transport Agency (NZTA).	No target	RLTP implementation progress reported annually to Regional Transport Committee.	RLTP review completed and adopted by Council by 30 June 2027.	No target

Public Transport Dunedin and Queenstown (programmes)

What we do and why

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

Key work for year 2

The table below outlines key aspects of Council's work programme from 1 July 2025.

PLANNED WORK	
Existing work [no change]	<ul style="list-style-type: none"> • Public Transport Dunedin and Queenstown: manage and monitor private operator service delivery contracts.
Revised work [change]	<ul style="list-style-type: none"> • The planned Dunedin operational service improvements [i.e. the business case proposal as consulted during the LTP process] have been removed. This is due to a government decision, via Transport New Zealand, not to co-fund the improvements. The Council considered implementing the improvements without the co-funding but decided it was unaffordable and/or would put additional pressure on ratepayers in a challenging economy. • The planned operational service improvements [i.e. the business case proposal as consulted during the LTP process] for Queenstown public transport as consulted will begin. The exception is the planned Ferry service improvement which has been removed from the LTP. The reasons are as per the Dunedin services - withdrawal of co-funding. <p>Public Transport Trials and Investigations:</p> <ul style="list-style-type: none"> • Oamaru – trial removed, and an investigation of an Oamaru to Dunedin service included. • Alexandra/Clyde/Cromwell to Queenstown – trial removed, and an investigation of options included. • Balclutha/Airport to Dunedin – trial removed, and an investigation of options included. • Wanaka – business case removed. • <i>The above changes are funded from year 1 rates plus \$25,000 of additional general rates in this Annual Plan for Central and Balclutha to take the total to \$50k. These changes were approved at the 20-November 2024 Council meeting.</i>
Key Projects [one off]	None to report

Level of Service Statements, Measures and Targets

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

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

PERFORMANCE MEASURES	TARGETS			
	2024/2025	2025/2026	2026/2027	2027-34
Annual public transport boardings in Queenstown.	Increase	Increase	Increase	Increase
Annual public transport boardings in Dunedin.	Increase	Increase	Increase	Increase
Overall passenger satisfaction with Whakatipu public transport system at annual survey.	Maintain or increase 3yr rolling average >=90%	Maintain or increase 3yr rolling average >=90%	Maintain or increase 3yr rolling average >=90%	Maintain or increase 3yr rolling average >=90%
Overall passenger satisfaction with Dunedin Public Transport system at annual survey.	Maintain or increase 3 yr rolling average >=90%	Maintain or increase 3 yr rolling average >=90%	Maintain or increase 3 yr rolling average >=90%	Maintain or increase 3 yr rolling average >=90%
Percentage of Whakatipu scheduled services delivered.	New measure	>99%	>99%	>99%
Percentage of Dunedin scheduled services delivered.	New measure	>99%	>99%	>99%
Percentage of Whakatipu operated services departing Terminus on time	New measure	>90%	>90%	>90%
Percentage of Dunedin operated services departing Terminus on time	New measure	>90%	>90%	>90%
Overall passenger satisfaction with Total Mobility system at annual survey.	Maintain or increase 3 yr rolling average >=90%	Maintain or increase 3 yr rolling average >=90%	Maintain or increase 3 yr rolling average >=90%	Maintain or increase 3 yr rolling average >=90%

Council Organisation



Lake Hayes, Central Otago

What Council Organisation is:

The following activities are included in 'Council Organisation':

Internal Services

This activity includes programmes of work that provide business support to all other activities of council - enabling them to deliver their work more efficiently and effectively. The business support work relates to: information services and records management; financial management and reporting; operational buildings and accommodation; human resources and health and safety, and the vehicle fleet.

Port Otago

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

Group Revenue and Expenditure - Council Organisation

2024/25 LTP \$000s	2025/26 LTP \$000s	2025/26 Annual Plan \$000s
11,357 Internal	9,154	9,759
11,357 Expenditure	9,154	9,759
(19,531) General Rates	(21,531)	(21,531)
0 Targeted Rates	0	0
0 Fees & Charges	0	0
0 Grants	0	0
31,237 Other Income	34,385	34,421
(349) Reserves	(3,700)	(3,131)
11,357 Revenue	9,154	9,759

Forecast Financial Information



Young River

Overview

Operational Expenditure (000's)

Group	Activity	2024/25 LTP (yr1)	2025/26 LTP (yr2)	2025/26 Annual Plan
Regional Leadership	Governance and Community Engagement	13,343	15,165	15,554
	Regional Planning	2,925	3,066	3,157
	Regulatory	12,568	13,846	14,232
Sub total		28,836	32,077	32,943
Environment	Land & Water	20,140	21,875	20,358
	Biodiversity & Biosecurity	8,955	12,013	12,024
	Air	1,377	1,792	1,773
Sub total		30,472	35,680	34,155
Climate Change and Resilience	Natural Hazards & Climate Change	3,524	3,454	3,445
	Flood Protection, Drainage & River Management	11,191	13,579	12,255
	Emergency Management	3,730	4,018	4,013
Sub total		18,445	21,052	19,713
Transport	Transport	41,950	45,995	41,319
Council Organisation	Council Organisation	11,357	9,154	9,759
Total Expenditure		131,060	143,958	137,888

Forecast expenditure at the activity level totals \$138 million compared to the \$144 million as consulted and agreed with the community for the LTP yr2. The proposed total expenditure represents a decrease of \$ 6 million compared to the year 2 Long-term Plan forecast.

Sources of funding (000's)

Funding Source	2024/25 LTP (yr1)	2025/26 LTP (yr2)	2025/26 Annual Plan
General Rates	29,046	32,143	31,543
Targeted Rates	35,846	41,680	38,411
Fees & Charges	4,364	4,729	4,883
Grants	21,991	23,814	23,399
Other Income	39,224	43,017	42,420
Reserves	588	(1,425)	(2,768)
Total Sources of Funding	131,060	143,958	137,888

The table above shows the forecast sources of funding applied to the cost of Council activity. The total rating revenue (general and targeted) is \$70 million.

Planning Assumptions

The significant forecasting assumptions are scheduled in the Long-term Plan 2024-34 (LTP). The significant forecasting assumptions from the LTP and any material changes in this Annual Plan are discussed below. Actual results achieved are likely to vary from these assumptions and these variations may be material.

Sources of Funds for Future Replacement of Significant Assets

Sources of funds for the future replacement of significant assets are in accordance with Council's financing policy. For scheme-related assets, these are funded through scheme depreciation, reserves, targeted rates from defined scheme areas, grants where possible and, where necessary, borrowings. Council assets are funded from the asset replacement reserve and, where necessary, general reserves and borrowings. This assumption is assessed as having a low level of risk.

Growth Change Factors

Economic growth in Otago is dominated by tourism, primary production and education. Economic growth is not expected to impact directly on the level of work carried out by Council, given the nature of its activities.

Primary production growth is dependent on the availability of water. Council has included in this plan increased work on water management issues in this regard.

Population within certain areas of Otago is forecast to grow over the next 10 years, more significantly in the Queenstown Lakes and Central Otago districts.

Changes in population will impact on the level of certain activities carried out by Council, such as transport, demand on resource use, environmental incidents, civil defence and emergency management and natural hazards.

Council's work programmes have considered the projected growth in the region, with new initiatives and resources that reflect population growth. This assumption is assessed as having a medium level of risk.

NZ Transport Agency Subsidy Rates

The following rates of subsidy used are based on rates currently advised by NZTA:

- Transport planning and public passenger transport to receive 51% subsidy
- Total Mobility to receive 60% subsidy
- Total Mobility flat rate payments to receive 100% subsidy

The risks of these assumptions are assessed as having a low to medium level of uncertainty. NZTA has given no indication that the rates may change during the period. If the subsidy for total mobility was to decrease, the impact would be directly on general rates. Any changes in subsidy for public passenger transport would impact directly on targeted rates, fares and/or the scope of services.

Useful Lives of Significant Assets

The useful lives of significant assets are as recorded in asset management plans or based upon current financial standards. Depreciation has been calculated in accordance with current accounting policy. This assumption is assessed as having a low level of risk.

Revaluation of Non-Current Assets

The non-current assets that are revalued annually are Council's investment properties and its shareholding in Port Otago Limited. With respect to the Port Otago Limited investment, the actual results are dependent on factors outside the control of Council and the management of Port Otago Limited. For the purposes of this Plan, an assumption has been made that the value of Council's investment in Port Otago Limited will grow in value by around 4% for the Annual Plan year.

Investment properties are assumed to increase in value by 1%. The risk of these assumptions is assessed as having a high level of uncertainty. However, the revaluation of non-current assets does not directly impact rates.

Forecast Return on Investments

Forecast returns used in the Annual Plan estimates are as follows:

- Rate of return of 6.35% per annum on cash balances and the managed fund
- The risk of this assumption is that a lower return on cash investments will be received. This risk is deemed very low
- All Port Otago Limited dividends will be received fully imputed and accordingly no taxation liability will arise in respect of them
- The risk of this assumption is assessed as having a low to medium level of uncertainty because Port Otago Limited has a stable trading base. Shipping trends over past years have been consistent, as are predictions for future trade. Port Otago Limited also has a significant investment property portfolio, which enhances their ability to provide stable dividend payments. Investment income is used to reduce general rates. Any change in return on investments directly impacts general rating requirements

Capital Expenditure

Various projects require spending of a capital nature. The estimates are prepared using actual costs, adjusted for inflation, where known, or “Rough Order of Costs”. These have been determined using methods such as current known costs.

The risk of the assumptions made on capital expenditure are assessed as having a medium level of uncertainty due to risks outside of Council control, such as the cost of construction materials, freight, etc.

Capital purchases in respect of flood and drainage schemes are funded by those schemes and so any variation in costs will impact on their depreciation and reserves. Variations in other capital expenditure will impact on Council’s Asset Replacement Reserve.

Forecast Interest Rates on Borrowing

The LTP assumed Council would borrow externally from the Local Government Funding Agency (LGFA) at a rate of 4% across the 10 years of the LTP. The Annual Plan has revised this cost in line with actual funding rates when this borrowing was obtained. The risk of this assumption being incorrect over the Annual Plan is low, as Council’s investment policy sets loan term and fixed rate requirements to minimise interest rate risk.

The LTP also assumed an interest rate of 2.5% would be applied to internal borrowing. This rate remains unchanged in the Annual Plan. Internal interest is an internal transaction and does not impact Council’s bottom line; therefore, the risk around this assumption is low.

Legislation

This Annual Plan assumes that there will be some changes in the legislation under which Council operates that will impact on its work programmes. Council is aware of new requirements from central government. Council’s work programme has taken account of the known changes coming. The risk of this assumption is low. Changes in Government policy may directly impact the responsibilities of Council.

Natural Disasters and Adverse Events

The LTP assumes there could be major natural disasters that could cause widespread and significant damage to Council’s infrastructural assets, i.e. our flood and drainage schemes. What, when, where and how big are impossible to predict, but the LTP and this Annual Plan provide for us to be ready to respond. Such initiatives include Council’s Civil defence and emergency management work programme, the retention of Council’s Emergency Response Fund and a proactive approach to managing asset resilience through renewals. This assumption has a high level of uncertainty.

Fare Revenue

Public transport fare revenue was assumed to return to pre-COVID-19 levels over the first 3-4 years of the LTP. The Annual Plan assumes that while patronage has returned (or will return) to those levels as assumed, fare revenue will remain lower than assumed in the LTP due to lower fare incentives remaining in place longer than anticipated. This assumption has a medium level of risk.

Financial Statements

Financial Statements will be included in the final Annual Plan for June 2025 Council adoption.

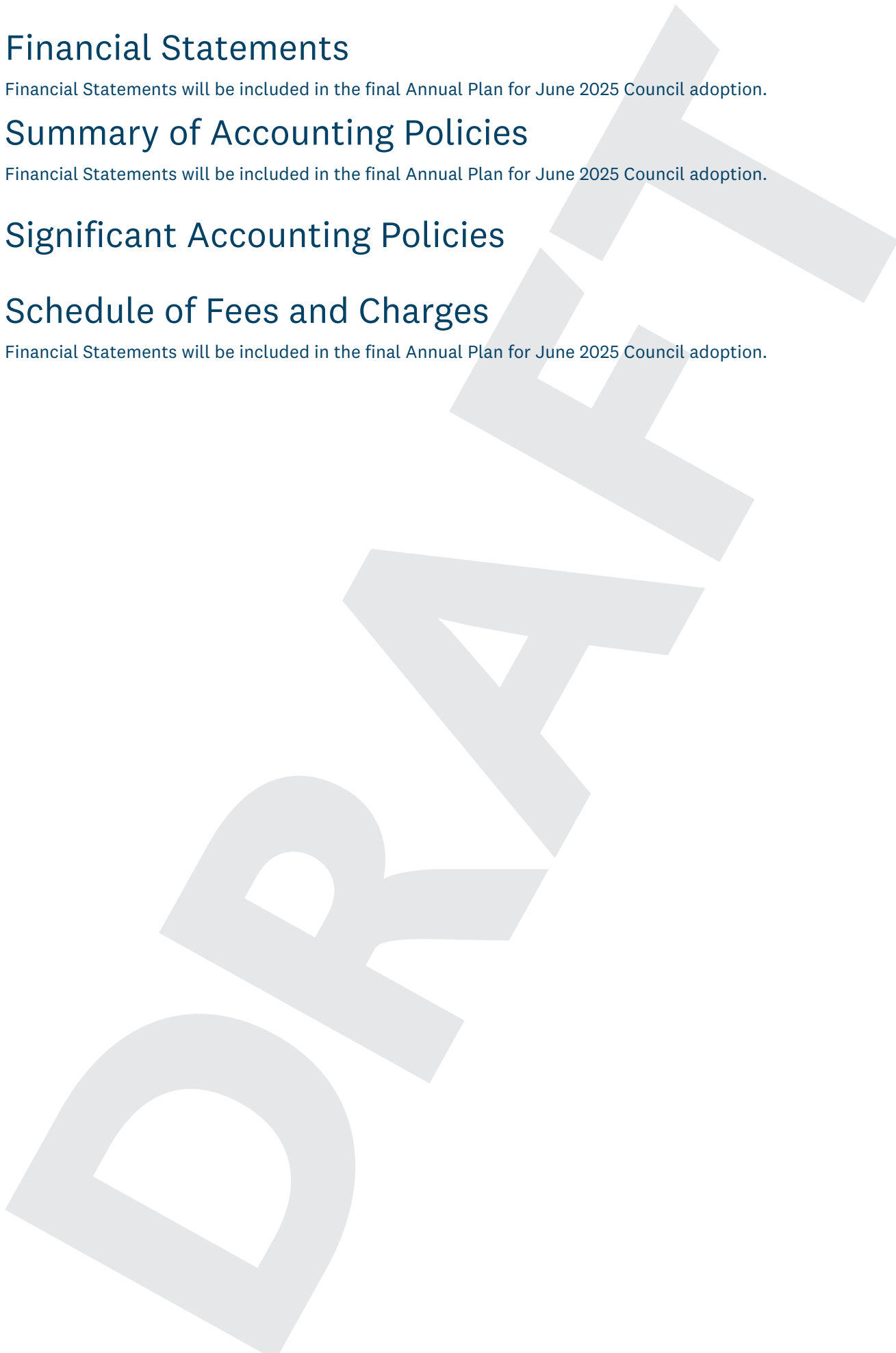
Summary of Accounting Policies

Financial Statements will be included in the final Annual Plan for June 2025 Council adoption.

Significant Accounting Policies

Schedule of Fees and Charges

Financial Statements will be included in the final Annual Plan for June 2025 Council adoption.



Appendix

Strategic Directions

'Strategic Directions 2024-2034' will continue to inform our decision-making over this three year LTP planning review cycle and a summary of key elements is provided below.

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



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

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

Partnership

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

Communities

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

Environment

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

Resilience

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

Climate

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

Transport

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

