

**Notice of Meeting:**

I hereby give notice that an ordinary meeting of the Finance and Council Controlled Organisations Committee will be held on:

**Date:** Tuesday 10 May 2022  
**Time:** 1.00 pm  
**Venue:** Edinburgh Room, Municipal Chambers, The Octagon, Dunedin

Sandy Graham  
Chief Executive Officer

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## Finance and Council Controlled Organisations Committee

### PUBLIC AGENDA – SUBMISSION DOCUMENT

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**MEMBERSHIP**

<b>Chairperson</b>	Cr Mike Lord	
<b>Deputy Chairperson</b>	Cr Doug Hall	
<b>Members</b>	Cr Sophie Barker	Cr David Benson-Pope
	Cr Rachel Elder	Cr Christine Garey
	Mayor Aaron Hawkins	Cr Carmen Houlihan
	Cr Marie Laufiso	Cr Jim O'Malley
	Cr Jules Radich	Cr Chris Staynes
	Cr Lee Vandervis	Cr Steve Walker
	Cr Andrew Whiley	
<b>Senior Officer</b>	Gavin Logie, Chief Financial Officer	
<b>Governance Support Officer</b>	Lynne Adamson	

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Lynne Adamson  
Governance Support Officer

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**Note:** Reports and recommendations contained in this agenda are not to be considered as Council policy until adopted.



**ITEM TABLE OF CONTENTS****PAGE****PART A REPORTS (Committee has power to decide these matters)**

13	Submission on Otago Regional Council Annual Plan 2022/23	4
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## **PART A REPORTS**

### **SUBMISSION ON OTAGO REGIONAL COUNCIL ANNUAL PLAN 2022/23**

Department: Corporate Policy and Executive Leadership Team

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#### **EXECUTIVE SUMMARY**

- 1 This report seeks approval for a Dunedin City Council (DCC) submission (Attachment A) to the Otago Regional Council's (ORC) 2022/23 Annual Plan consultation (Attachment B).
- 1 This report details the priorities in the ORC's 2022/23 Annual Plan, and the proposed changes to its Long-Term Plan 2021/31 required to accommodate these. The DCC submission supports the proposed changes, and the preferred option is that the Committee approve the submission, with any amendments.

#### **RECOMMENDATIONS**

That the Committee:

- a) **Approves** the DCC submission, with any amendments, to the Otago Regional Council 2022/23 Annual Plan consultation.
- b) **Authorises** the Mayor or his delegate to speak to the DCC submission at the hearings.
- c) **Authorises** the Chief Executive to make any minor editorial changes to the submission.

#### **BACKGROUND**

- 2 The ORC sought feedback on their 2022/23 Annual Plan consultation document by 6 May 2021. On request, the DCC was granted an extension to submit its response by 12 May 2021.
- 3 In 2022/23, the ORC is seeking to make the following adjustments to its priorities, within what was agreed for its Long-Term Plan 2021/31:
  - Additional work, funded through external grants, including the 'Jobs for Nature' programme, the Mt Pleasant/ Te Haka Pupu River restoration project, and the Wallabies Pest Control Management programme.
  - Additional staffing for Emergency Management activity.

- Iwi liaison staff capacity in the Governance and Engagement activity.
- A requirement to reclassify natural hazards LIDAR (Light Detection and Ranging) work programme expenditure from capital to operational expenditure.
- Reprioritising existing expenditure tagged to developing the Land and Water Plan to complete an economic assessment of Otago's natural fresh water.

## DISCUSSION

- 4 The DCC submission was prepared with input from City Planning, Transport and Corporate Policy.
- 5 The DCC submission on the ORC annual plan covers the key areas the ORC is seeking feedback on (Biodiversity and Biosecurity, Safety and Resilience, Governance and Engagement, Regulatory).
- 6 The DCC submission expresses support for the proposed changes to the ORC's Annual Plan 2022/23 and notes its commitment to collaboration where possible between the DCC and ORC for the benefit of Dunedin, its residents, and ratepayers.

## OPTIONS

### **Option One – Recommended Option – Approve the DCC submission, with any amendments, on the ORC's 2022/23 Annual Plan consultation**

- 7 Approve the DCC submission, with any amendments, on the ORC's 2022/23 Annual Plan consultation.

#### *Advantages*

- Opportunity to show support and highlight pathways for collaboration with the ORC, one of the DCC's main strategic partners.
- Provide feedback on topics relevant to the DCC's strategic and operational work.

#### *Disadvantages*

- There are no identified disadvantages for this option.

### **Option Two – Do not approve the submission**

- 8 Do not approve the DCC submission on the ORC's 2022/23 Annual Plan consultation.

#### *Advantages*

- There are no identified advantages for this option.

#### *Disadvantages*

- Missed opportunity to show support and highlight pathways for collaboration with the ORC.

### NEXT STEPS

- 9 If the Committee approves the DCC submission on the ORC 2022/23 Annual Plan it will be sent to the ORC.
- 10 Submissions on the ORC 2022/23 Annual Plan close on May 6 2022, however the DCC has been granted an extension.
- 11 If the Committee does not approve the DCC submission, no further action is required.

### Signatories

Author:	Gina Huakau - Corporate Policy Manager
Authoriser:	Jeanette Wikaira - Manahautū (General Manager Māori Partnerships and Policy) Sandy Graham - Chief Executive Officer

### Attachments

	Title	Page
<a href="#">↓A</a>	Draft DCC Submission on Otago Regional Council Proposed Annual Plan 2022/23	9
<a href="#">↓B</a>	Otago Regional Council Proposed Annual Plan 2022/23	12

## SUMMARY OF CONSIDERATIONS

### ***Fit with purpose of Local Government***

This decision promotes the social, economic, environmental, and cultural well-being of communities in the present and for the future.

### ***Fit with strategic framework***

	Contributes	Detracts	Not applicable
Social Wellbeing Strategy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic Development Strategy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environment Strategy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arts and Culture Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3 Waters Strategy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Spatial Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Integrated Transport Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Parks and Recreation Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other strategic projects/policies/plans	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The draft submission has been developed in line with the DCC's strategic priorities.

### ***Māori Impact Statement***

ORC's proposed Annual Plan 2022/23 reiterates its commitment to "Partnership with Kāi Tahu and Iwi liaison" as detailed in the Long-Term Plan 2021/31. The proposed Annual Plan maintains the level of capacity associated with council's activity to date, albeit with a 1 full time equivalent increase associated with capacity to support partnership with Kāi Tahu, Iwi liaison and strategic stakeholders.

Given the timeframe constraints for submission feedback, DCC staff have been unable to consult with mana whenua and mātāwaka on the impacts that may result from a decision to approve the DCC submission.

### ***Sustainability***

The DCC submission supports sustainability goals in relation to biodiversity, biosecurity, and fresh water.

### ***LTP/Annual Plan / Financial Strategy /Infrastructure Strategy***

There are no known impacts for current levels of service and/or performance measures resulting from a decision to approve the DCC submission.

### ***Financial considerations***

There are no known financial implications resulting from a decision to approve the DCC submission.

### ***Significance***

The decision is considered to be of low significance when assessed against the Significance and Engagement Policy.

### ***Engagement – external***

There was no external engagement on this report.

## **SUMMARY OF CONSIDERATIONS**

### ***Engagement - internal***

Staff from City Planning, Transport and Corporate Policy had input into the draft submission.

### ***Risks: Legal / Health and Safety etc.***

There are no known risks.

### ***Conflict of Interest***

There are no known conflicts of interest.

### ***Community Boards***

Community Boards are likely to be interested in the proposed changes to ORC's Annual Plan 2022/23. Biodiversity and Biosecurity, Safety and Resilience, Governance and Engagement and Regulatory are areas of interest to all parts of the city, including those areas covered by Community Boards.



Annual Plan Consultation  
Otago Regional Council  
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<https://yoursay.orc.govt.nz/ap22>

Kia ora koutou

#### **SUBMISSION ON THE OTAGO REGIONAL COUNCIL'S PROPOSED ANNUAL PLAN 2022-23**

1. The Dunedin City Council (DCC) welcomes the opportunity to submit on the Otago Regional Council's proposed 2022-23 Annual Plan.
2. The DCC appreciates the support and partnership of the Otago Regional Council (ORC) on matters of shared responsibility and interest. The DCC looks forward to continuing to work closely with the ORC for the benefit of Dunedin, its residents and ratepayers.

#### **Biodiversity and Biosecurity**

3. In 2016 the DCC adopted Te Ao Tūroa – The Natural World, Dunedin's Environment Strategy 2016-2026. Te Ao Tūroa takes a partnership approach to delivering on the city's environment ambitions to facilitate and secure a healthy environment now and into the future.
4. The DCC, along with the ORC, is a core funder of the Predator Free Dunedin (PFD) collective comprising 22 organisations. The DCC and ORC are working together to achieve a predator free status over 31,000 hectares, as part of the Predator Free New Zealand 2050 vision adopted by the Government in 2016.
5. The DCC has a role and responsibility to manage indigenous habitat and to control noxious animals and weeds on DCC land and works alongside the legislative roles and responsibilities of the ORC and the Department of Conservation to manage pests in the Dunedin city boundary.
6. The DCC supports efforts by the ORC to enable native biodiversity to thrive as well as maintain healthy ecosystems. The DCC shares the view that resourcing needs to be increased if we are to collectively achieve Otago's objectives in biodiversity and biosecurity.
7. The DCC supports the prioritisation of the following activities in the Otago Regional Council's proposed 2022-23 Annual Plan, with additional work on the following areas, supported through external grants:
  - The 'Jobs for Nature' programme
  - Mt Pleasant/Te Haka Pupu River restoration project
  - Wallabies Pest Control Management

#### **Parks and Recreation**

8. DCC would like to note that at the Parks and Recreation level there are a number of areas where regular ongoing collaboration could be of benefit to both Councils.

9. DCC have a beneficial relationship with the Department of Conservation (DOC) on a range of projects. Widening that relationship to include ORC would improve knowledge and understanding of the environment we collectively manage.
10. An example of this is increased collaboration on Tomahawk Lagoon could benefit from stronger linkages across our organisations. DCC, DOC and ORC have an interest in how the lagoon and surrounding spaces are managed.

**Safety and Resilience**

11. The DCC's Civil Defence Emergency Management (CDEM) activity contributes to its commitment to being a sustainable and Resilient City, with a strong link to the strategic direction of Safe and Healthy People as detailed in its Social Wellbeing Strategy 2013-2023.
12. The DCC has a statutory role to plan and provide for all matters of civil defence and emergency management within its district. This is delivered by the activity through planning with a wide range of organisations, including the ORC, to ensure a coordinated response to and recovery from emergency events, maintaining emergency facilities and equipment, delivering training and public education programmes and ensuring the city has the latest hazard information available to it.
13. The DCC supports the increase by three full-time equivalent staff to the ORC's emergency management team, as detailed in the ORC's proposed 2022-23 Annual Plan.
14. The DCC supports the proposal to reclassify natural hazards LIDAR (Light Detection and Ranging) work programme expenditure from the ORC's capital to operational expenditure.
15. The DCC appreciates the partnership with the Otago Regional Council (ORC) on the South Dunedin Futures Programme and supports continued collaboration on this climate adaptation work.

**Governance and Engagement**

16. The DCC is strongly supportive of the ORC's investment in regional leadership, particularly in partnering with Kāi Tahu and in community engagement. Consistently successful engagement with iwi Māori results in better decision making, more robust and lasting solutions and more engaged people and communities. The DCC is also moving towards a future where it will be business as usual for our staff to view council work through a Māori responsiveness lens. The DCC is committed to growing our partnership with mana whenua through considered collaborative engagement as befitting Treaty of Waitangi partnership.
17. The DCC supports the ORC's commitment to continuing its work under the 'Partnering with Manu Whenua' section of its Long-term Plan, and the addition of a full-time equivalent staff member, to increase capacity to support partnership with Kāi Tahu, liaison with iwi, and strategic stakeholders.

**Regulatory**

18. The DCC supports increased investment in research, monitoring and environmental studies, as outlined in its Three Waters Strategic Direction Statement 2010-2060 and Te Ao Tūroa – The Natural World, Dunedin's Environment Strategy 2016-2026.
19. The DCC encourages the ORC to collect more urban water quality data in line with the vision, goals and methods of the ORC's Urban Water Quality Strategy 2017. The DCC is also investing in increased water quality monitoring.
20. The DCC supports the ORC reprioritising existing expenditure tagged to developing its Land and Water Plan to complete an economic assessment of Otago's natural fresh water.

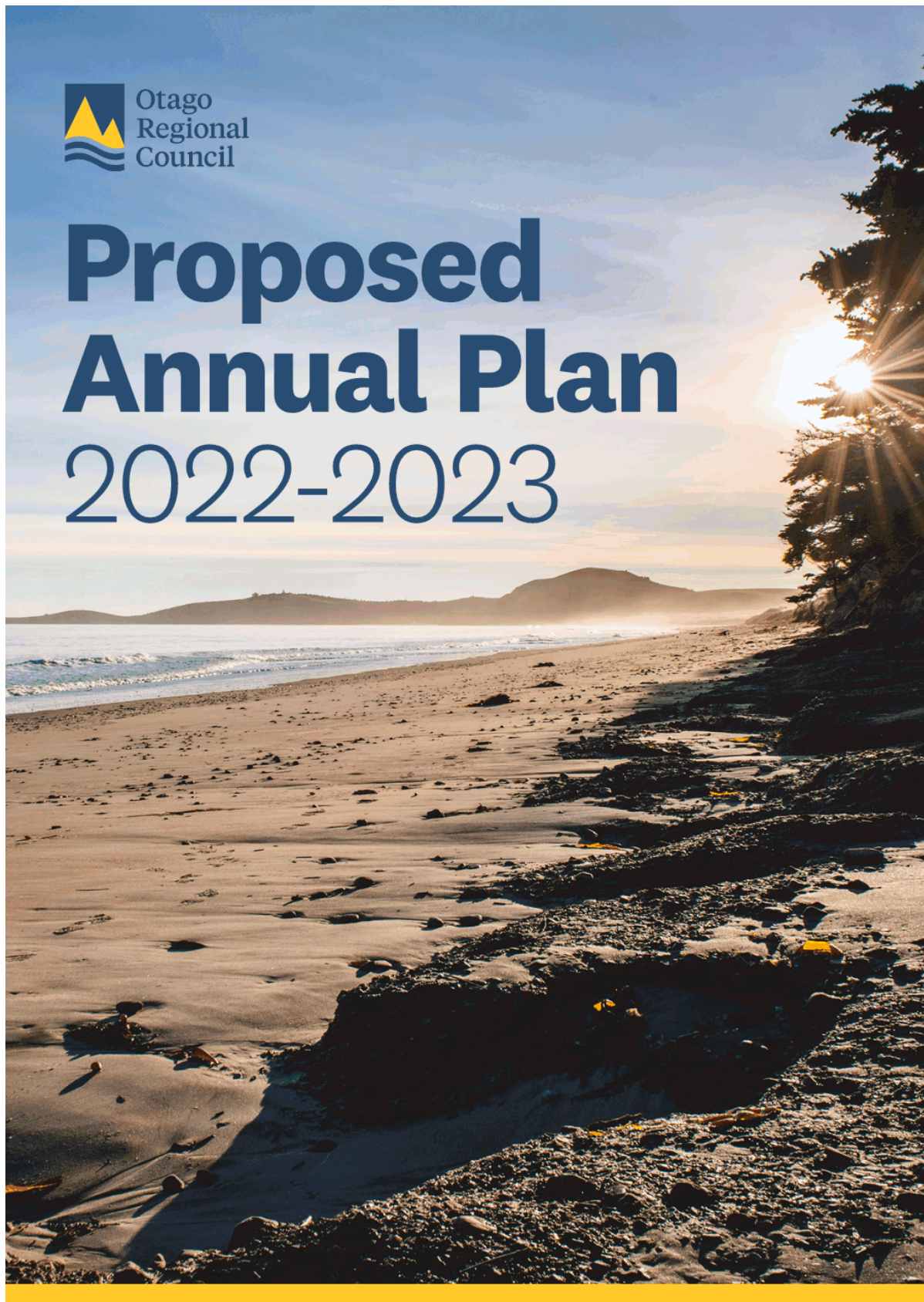
**Transport**

21. The DCC, ORC and Waka Kotahi Shaping Future Dunedin Transport programme relies on significant further mode shift. Therefore, the need for an effective and integrated public transport network is a priority for DCC.
22. With fuel prices rising and increasing pressures on household costs, the DCC encourages ORC to take whatever measures they can to make public transport an affordable option for commuting around our city.
23. There is an urgent need to significantly reduce transport emissions to reduce the impacts of climate change. The DCC supports increased investment in Dunedin's public transport as a key component in minimising the city's transport emissions.

**Concluding remarks**

24. Thank you for the opportunity to submit on the ORC 2022-23 proposed Annual Plan.
25. If the ORC would like to clarify any of the issues raised in the submission, please do not hesitate to get in touch.
26. The DCC would like the opportunity to speak to this submission.

[SIGNOFF BLOCK]



## Contents

Introduction from the Chair .....	3
<b>Overview</b> .....	4
Why does this document matter? .....	4
Priorities and Direction (LTP 2021-31) .....	4
What change is proposed ? .....	4
What we will deliver .....	5
Regional Leadership .....	6
Environment .....	15
Safety and Resilience .....	26
Transport .....	34

## Introduction from the Chair

Kia ora koutou,

These are challenging times for everyone in Otago as we balance what is expected with what is affordable and achievable. Otago Regional Council (ORC) is both catching up on work that communities have said is important, and responding to Government expectations to achieve more for the wellbeing of Otago's environment and communities.

We made a good start in year one of our 10-year Long Term Plan 2021-31 (LTP), as consulted with our community last year. This plan set a solid forward drive to ramp up work to improve Otago's air, water, land, biodiversity and public transport. There's a lot more to be done, so this year's proposed Annual Plan was designed to keep up the momentum.

Increased ORC work programmes mean increased rates. This year's draft 18% increase was forecast in last year's LTP. It's an average so who pays rates for what across Otago will vary with the value of a property and the services received. Most of our urban households, which make up 80% percent of our ratepayers, would pay an extra \$30 to \$70 per year. For larger or higher value properties, such as farms or commercial operations, the dollar increase is more significant. Our rating for services like pest management, flood, drainage and river management, and public transport can be a large portion of the rates for those properties.

We know that many householders and businesses face increased financial and operating pressures, and there is uncertainty regarding the future. So, it is critical for us to explore if sticking to the plan is ORC's best way forward, keeping in mind significant effort and community input that went into completing the LTP last year. If reducing rates is necessary, what services would we change?

Please note that we have already carefully considered the use of all available funding sources, including investment income, e.g., the Port Otago dividend, and debt, to reduce the need for and impact of rating Otago's households and businesses.

We're keen to hear from you before 6 May 2022 about our proposed plan via our feedback form.

Ngā mihi nui  
Andrew Noone  
Chair  
Otago Regional Council



## Overview

### Why does this document matter?

This proposed Annual Plan 2022-2023 (AP) reflects the results of a process that decides what adjustments, if any, are required to the adopted Otago Regional Council Long-term Plan 2021-31 (LTP).

The LTP assists Council to achieve the purpose of local government under the Local Government Act (2002) to:

- [1] Enable democratic local decision-making and action by, and on behalf of, communities and
- [2] Promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.

Council has identified how it contributes to 'well-being' and this is reflected in Part two Community Outcomes section of the LTP.

### Priorities and Direction (LTP 2021-31)

Importantly the LTP 2021-31 describes the Council activity and work programmes that will deliver desired community outcomes. The required expenditure and funding (including rates) for this activity is also identified.

### What change is proposed ?

The adopted position for year 2 (being 2022-2023) of the LTP indicated an 18.1% increase in total rates (ie general and targeted rates) would be required to fund the agreed direction, priorities and associated work.

This proposed Annual Plan 2022-2023 sticks to what was agreed for the LTP, but with some adjustments including:

- Additional external grants funded work including the Jobs for Nature programme, the Mt Pleasant/Te Haka Pupu River restoration project, and the Wallabies Pest Contract Management programme. Note this represents most of the total additional LTP year2 expenditure.
- Additional staffing for Emergency Management Activity.
- Iwi liaison staff capacity in the governance and engagement activity
- A requirement to reclassify natural hazards LIDAR work programme expenditure from capital to operational expenditure.
- Reprioritising existing expenditure tagged to developing the Land and Water Plan to complete an economic assessment of Otago's natural fresh water.

The net impact of these changes in expenditure as been managed to keep within the LTP year 2 total average rate requirement of 18.1%.

## What we will deliver

In this section you'll find an outline of our work represented as ten activities grouped under four key headings:

Our work activities:

- Regional Leadership
  - Governance and Engagement
  - Regional Planning
  - Regulatory
- Environment
  - Land and Water
  - Biodiversity and Biosecurity
  - Air
- Safety and Resilience
  - Climate Change and Hazards
  - Flood Protection, Drainage and River Management
  - Emergency Management
- Transport
  - Transport (including Regional Land Transport and Public Transport)



## Regional Leadership

This Group of Activities include the following council activities:

- Governance and Community Engagement
- Regional Planning
- Regulatory

## Group Revenue and Expenditure (10yrs) - Regional Leadership

2021/22 AP \$000s		2022/23 LTP \$000s	2022/23 Proposed AP \$000s
5,728	Governance and Community Engagement	6,327	6,585
3,681	Regional Planning	3,500	3,483
12,363	Regulatory	13,301	13,477
<b>21,771</b>	<b>Expenditure</b>	<b>23,128</b>	<b>23,545</b>
15,706	General rates	16,340	16,499
188	Targeted Rates	200	200
5,300	Fees & Charges	5,805	5,833
75	Grants	75	75
270	Other income	276	260
233	Reserves	432	678
<b>21,771</b>	<b>Revenue</b>	<b>23,128</b>	<b>23,545</b>

## Governance and Engagement

### What we do

This activity includes work to support Otago's elected regional council representatives to complete their duties. It also ensures the council can enable and strengthen democracy at a regional level through our support of structures and process. Examples include:

- Elected member committee structure, council meetings,
- Secretariat support for the 'Otago Mayoral Forum'
- Partnership with Kāi Tahu and Iwi liaison
- Council communications and engagement capacity and expertise to assist with connecting council and the community

### Why we do it

Supporting governance, good decision-making, and connecting and engaging with our communities are essential features of a civilized society. Connecting the community in a timely and accessible way to decision-making and the work of Council is critical. Legislation also enshrines principles, powers, duties and functions that underpin this activity and the need for it.

### Key work for years 2 to 3

The proposed Annual Plan maintains the level of capacity associated with council's activity to date, albeit with a 1 full time equivalent increase associated with capacity to support partnership with Kāi Tahu and Iwi liaison and strategic stakeholders. Planned projects are identified in Part 1 'Partnering with Manu Whenua' of the Long-term Plan.

### 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 decision making that is robust and transparent for the community.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Percentage of council agendas that are publicly available two working days or more before a meeting	100%	<b>100%</b>	100%	100%
Percentage of official information requests responded to within 20 working days of being logged.	100%	<b>100%</b>	100%	100%

LOS: Develop and deliver robust and effective corporate planning and reporting.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Deliver our statutory requirements with acceptable process and deliverables to decision-makers and the community.	Unmodified audit reports received	<b>Unmodified audit reports received</b>	Unmodified audit reports received	Unmodified audit reports received

LOS: Build mana whenua participation in Council decision making through a treaty-based partnership approach in our engagement.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Work done in partnership with iwi; increase the number of outputs and groups working together on projects.	Establish baseline	<b>Maintain or Increase numbers</b>	Maintain or Increase numbers	Maintain or increase numbers
Build the bicultural competency of ORC staff and councillors.	≥50 participants in programme per year	<b>≥50 participants in programme per year</b>	≥50 participants in programme per year	≥30 participants in programme per year

LOS: Provide relevant, timely and accessible communications and engagement activities which enable the community to understand and participate in ORC's programmes and decision making.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Annual survey is conducted to understand and improve community awareness, perceptions and expectations of ORC.	Survey completed to establish baselines and a report made public	<b>Survey results show increased community awareness and improved perception of ORC performance</b>	Survey results show increased community awareness and improved perception of ORC performance	TBC
Customers express high levels of satisfaction with customer service provision.	Determine methodology and conduct benchmarking of customer satisfaction	<b>Customer satisfaction levels are maintained or improve</b>	Customer satisfaction levels are maintained or improve	Customer satisfaction levels are maintained or improve

## Regional Planning

### *What we do and why*

This activity includes work that provides overarching strategic direction and support across Council and particularly the 'Environment' group of activity. It provides leadership with advice to effect or influence change. Much of the work under this activity is required by national legislation and also assists the council and Otago community to align with national direction.

The Regional Policy Statement (RPS) is a critical component of this activity that umbrella's the various plans required under the Resource Management Act. These plans include water (fresh water, land and coast), air, and waste.

There is also value in developing strategic direction on non-RMA plans, such as biodiversity, and for important issues such as climate change. Information needed to support the understanding of community wellbeing when setting direction and priorities is also important.

As part of this activity we work with our partners to give effect to strategic direction. An important component is working with Dunedin City Council and Otago's District Councils on resource management matters and urban development. Input, by way of a whole-organization perspective, into ORC's transition to integrated catchment action planning. This forms the basis of levels of service, planning, and engagement.

### *Key work for years 2 to 3*

The proposed Annual Plan provides additional capacity to complete comprehensive economic assessment relating to Otago's freshwater. This new work adds to the LTP stepped increase in capacity to provide direction on non-RMA plans, important regional issues and urban development. We also have a work programme to improve our understanding of regional wellbeing issues and what that means for Council and its partners. The result sought is the provision of better advice to leadership to assist decision-making and our response to community needs.

### *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 measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Develop an integrated planning framework that enables well managed urban growth across Otago	Establish partnership agreements with DCC and QLDC by 30 June	<b>Develop draft regional Urban Development Strategy by 30 June</b>	Joint ORC and DCC/QLDC HBA* update and joint FDS** completed by 30 June	no target

\*Housing and Business Capacity Assessment (HBA)

\*\* Future development strategy (FDS)

LOS: Develop and maintain an environmental planning framework that aligns with national directions and enables sustainable management of natural and physical resources.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Complete review of existing Regional Policy Statement (RPS)	Respond to hearing recommendations within specified timeframes	<b>Make RPS operative by 30 June 2023</b>	no target	no target
Lead the development, implementation and review of Integrated Catchment Plans (ICP), in collaboration with iwi and community.	Commence development of an Integrated Catchment Planning programme and report to Council on progress by 30 June	<b>Commence spatial systems and analysis to inform and define ICP programme by 30 June</b>	Prepare Integrated Catchment Plan (Target detail to be determined)	Prepare Integrated Catchment Plans (Target detail to be determined)

LOS: Collect information on Otago regional wellbeing (economic, social, cultural, and environmental) and identify significant issues.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Report on community wellbeing indicators	Develop baseline wellbeing indicators and report to Council	<b>Annual report on wellbeing indicators and issues completed and reported to Council</b>	Annual report on wellbeing indicators and issues completed and reported to Council	Annual report on wellbeing indicators and issues completed and reported to Council

LOS: Collect and make publicly available accurate, relevant and timely information on climate change in Otago.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Information on climate change in Otago is shared with the community and stakeholders.	no target	<b>Regional GHG* inventory completed and reported to Council by 30 June</b>	no target	Regional GHG inventory completed reported to Council by 30 June 2024 OCCRA** completed and reported to Council by 31 Dec 2026

\* Green House Gas Inventory

\*\*Otago Climate Change Risk Assessment

LOS: Lead a regional approach to climate change in partnership with local councils and iwi.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Report on regional stakeholder engagement and collaboration on climate change	No target (programme commences Yr2)	<b>Complete an annual report on regional climate change collaboration and report to Council</b>	Complete an annual report on regional climate change collaboration and report to Council	Regional partnership priorities and approach defined, formalised and reported to Council by 30 June 2025. 2025-2031: Regional partnership approach implemented

## Regulatory

### *What we do and why*

As a regulatory authority we provide services to ensure that activities in Otago are consistent with both national and regional rules. This activity gives effect to the Council's Regional Plans under the Resource Management Act, and other specific requirements under Maritime Transport Act, and Building Act. Our regulatory work includes:

- Consent processing
- Compliance monitoring of consents and permitted activities
- Incident response, investigations and enforcement
- Harbours and waterway management

A common theme across this work is our role of applying the rules developed under the various legal/ planning frameworks, and how we work with the communities and individuals to achieve desired results for Otago.

Judgement is required on what the appropriate balance is between enforcement (that can result in legal proceedings), and influencing via advice, education and sometimes support. It provides elected leadership with an important lever to effect change where needed and in an appropriate way. The desire for this dual approach is reflected in our regional plans and bylaws.

We have already taken significant steps with implementing an internal review that recommended substantive improvement in Council service. The steps have included additional staffing for: consent processing, increasing compliance audits, input into plan changes, and incident response coverage to better reflect the demand across the region. The focus of this additional capacity is on Land and Water and reflects Council's broader priority to implement a freshwater framework that aligns Otago with national objectives on freshwater reform.

### *Key work for years 2 to 3*

The proposed Annual Plan 2022-23 maintains the agreed LTP programme. As a recap a significant step in capacity (staff) occurred in 2020/21 as a result of an internal review. The LTP focused on completing the implementation of that review, and importantly delivering the desired and increased service including:

- Consent processing – continues to build, particularly in year 1, on the stepped change in staff capacity that occurred in 2020/21. We will focus on managing expiring consents with the assumption that most will result in applications for replacement, including Deemed Permits. While some uncertainty exists about new consents, such as for intensive winter grazing, there will be other critical work to undertake.
- Compliance monitoring - a stepped change in staff capacity occurred in year 1 to meet the planned increase in consenting and permitted activity including the associated administration and supporting systems. An increase in an education-first approach to on-site engagement with farmers and consent holders about National Environmental Standards Fresh Water (NESFW).

Contaminated sites is also part of our work programme, albeit small in comparison, and includes the support or coordination of a remediation fund.

- Incident response, Investigations and Enforcement – some redeployment of staff capacity to compliance monitoring activity.

Service delivery over this LTP will reflect the Council's desire to assist the community in understanding the changes, the requirements, and overarching reasons. There is clearly a lot of change that will continue to occur on how Otago manages its fresh water resource – this activity is crucial piece of the integrated delivery jigsaw.

- Harbours and waterways management – modest increase in planned work supporting education and enforcement of the bylaw via the addition of a trainee harbour master and a small craft in Central Otago.

*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			
	2021/22	2022/23	2023/24	2024-2031
Percentage of resource consent applications processed in accordance with Resource Management Act 1991 legislative timeframes.	≥98%	≥98%	≥98%	≥98%
Percentage of public inquiries for consent information completed within 7 working days.	establish baseline	<b>maintain or increase</b>	maintain or increase	maintain or increase

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			
	2021/22	2022/23	2023/24	2024-2031
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 inspections/audits completed each year, as per the Compliance Audit and Performance Monitoring Schedule targets.	≥85%	≥90%	≥90%	≥90%
Percentage of significant non-compliances identified where action is taken in accordance with Compliance Policy.	100%	100%	100%	100%

LOS: Provide effective and efficient environmental response services to pollution incidents or notifications of non-compliant activities.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Maintain 24-hour/7 day a week response for environmental incidents.	Pollution hotline staff available/on call 24/7	<b>Pollution hotline staff available/on call 24/7</b>	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	<b>20 responders attend 3 exercises per year</b>	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 measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Maintain compliance with Port and Harbour Marine Safety Code.	Annual self review* is completed by ORC and POL and signed off by the Chief Executives.	<b>Annual self review* is completed by ORC and POL and signed off by the Chief Executives.</b>	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 conducted by the Harbourmaster and the GM Marine of Port Otago Ltd and it is jointly signed off by the CE of ORC and the CEO of Port Otago Ltd.

\*\*External review is conducted by Maritime NZ every 3 years.

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 measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Major incidents on Otago's harbours and waterways will be responded to.	Major incidents and ORC's response are reported to Council quarterly	<b>Major incidents and ORC's response are reported to Council quarterly</b>	Major incidents and ORC's response are reported to Council quarterly	Major incidents and ORC's response are reported to Council quarterly
On-water engagement, education of recreational users and safety campaigns are documented and reported annually.	Report to Council by 30 June	<b>Report to Council by 30 June</b>	Report to Council by 30 June	Report to Council by 30 June

## Environment

This Group of Activities include the following council activities:

- Land and Water
- Biodiversity and Biosecurity
- Air quality

## Overall direction

Environmental management is at the heart of what the regional council does. Our focus is to enhance the overall effectiveness of environmental management by:

- Continuing the review of our regional plans (for water, air and coast), while still working with community groups, stakeholders and land managers to promote good environmental outcomes
- Increasing our level of work in biosecurity management
- Continuing to promote well-coordinated and cross-agency biodiversity initiatives across the region
- Transitioning towards integrated catchment action planning, to improve what we do and the results achieved for freshwater, land, the coastal environment, or ecosystems
- Increasing our science capacity with a focus on environmental monitoring to better inform our regional planning and understanding of Otago's natural resources.

Due to funding pressures, we are pausing most of our air quality work until year 3 LTP. Beyond that, we'll be striving to develop more effective solutions to manage air pollution in Otago. In the meantime we continue with a air monitoring and regional planning work.

## Group Revenue and Expenditure - Environment

2021/22 AP \$000s		2022/23 LTP \$000s	2022/23 Proposed AP \$000s
16034	Land and Water	18,040	18,936
9149	Biodiversity and Biosecurity	9,390	11,454
482	Air	815	816
<b>25665</b>	<b>Expenditure</b>	<b>28,245</b>	<b>31,206</b>
13938	General rates	17,078	16,859
3373	Targeted Rates	5,171	4,814
200	Fees & Charges	205	205
3877	Grants	2,536	5,518
964	Other Income	364	364
3313	Reserves	2,890	3,446
<b>25665</b>	<b>Revenue</b>	<b>28,245</b>	<b>31,206</b>

## Land and Water

### *What we do*

- We assess and monitor the health of Otago's fresh- and coastal water and their ecosystems and investigate the risks and issues likely to affect their values;
- We prepare, assess, and review the Regional Plan: Water and Coast
- We carry out non-regulatory interventions that support sustainable land management practices and environmental initiatives that enhance Otago's water bodies and coast.

### *Why we do it*

Otago's water bodies and its coast are highly valued by the community:

- Majority<sup>1</sup> of Otago's rivers and lakes are swimmable; and support a wide range of recreational activities
- Freshwater is a key resource for domestic use, agriculture and electricity;
- Otago's waters provide the habitats for 25 species of indigenous freshwater fish, of which 18 are classified as threatened or at risk; and for a large range of marine life and sea birds.

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.

Degrading freshwater quality is a key community concern in the region. Although parts of the region have good or excellent water quality, some catchments have degraded water quality and there have been a greater number of degrading water quality trends than improving trends across ORC's monitoring sites between 2006 and 2017. There have also been strong pressures on water allocation in some parts of the region.

ORC has a key role to play to ensure Otago's water bodies and coast support healthy ecosystems, and a healthy community:

- Only ORC has the power to control the use of water, land, and the coast under the Resource Management Act (1991)
- It must engage with the region's communities to define visions and objectives for the region's freshwater bodies, and identify the methods to achieve these visions and objectives (National Policy Statement for Freshwater (2020))
- It has the technical expertise and knowledge to advise on the region's environmental health, issues and risks, and to monitor natural water resources.

### *Key projects*

The proposed Annual Plan 2022-23 maintains the agreed LTP programme. As a recap the key work programmes include:

- Preparation of the Land and Water Regional Plan. It will define freshwater objectives, as required by national legislation and set policies and rules for decision-making. Work includes:
  - Programmed consultation across FMU/Rohe
  - Underpinning work supporting discussions on options, and presentation of preferred options. This includes science support (eg modelling, freshwater accounting, land use mapping, groundwater resources, ecological threshold analysis)
  - Development of 'region-wide' provisions
  - Drafting of plan for notification in December 2023
- Review of the Regional Plan: Coast for Otago

<sup>1</sup> This estimate applies to larger rivers and lakes, defined as "rivers that are fourth order in the River Environment Classification system and lakes with a perimeter of 1.5km or more" – ORC Policy Committee Report – 29 Nov 2018 - PPRM1843

- Notified by 2025-2026
- Update existing rules and policies based on latest information and legislation and set policies and rules for decision-making
- Includes science support (ie coastal monitoring, mapping and analysis)
- Environmental Enhancement (fresh water implementation)
  - Priority site specific projects of Lake Hayes, Tomahawk Lagoon and Lake Tuakitoto
  - Support for catchment groups and land managers delivering desired results
  - Develop a regional perspective, including a programme and funding approach for enhancement and remediation
  - Complete scoping study for an Otago Lakes Strategic Plan
- Preparation of Integrated Catchment Plans
  - Integrates actions for water, ecosystems, biodiversity, and biosecurity, and natural hazards mitigation
  - Year 1 - establish the new worksteam
  - Year 2 - resources to commence planning including spatial systems and analysis (additional 3fte)
  - Year 3 onwards - Planning and implementation (additional 6fte)

*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 the state of Otago's freshwater resources and coastal environment and make accurate, relevant and timely information publicly available.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Implement a regional coastal environment monitoring programme	Develop regional coastal monitoring programme and report to Council by 30 June	<b>Annual report on monitoring programme completed and reported to Council</b>	Annual report on monitoring programme completed and reported to Council	Annual report on monitoring programme completed and reported to Council
Implement freshwater and estuarine environment monitoring programmes	Annual report on monitoring programme completed and reported to Council	<b>Annual report on monitoring programme completed and reported to Council</b>	Annual report on monitoring programme completed and reported to Council	Annual report on monitoring programme completed and reported to Council
Percentage of data from the water monitoring network* that is captured quarterly.	≥95% data capture achieved	<b>≥95% data capture achieved</b>	≥95% data capture achieved	≥95% data capture achieved

\* Details of the State of the Environment network and the water monitoring sites across Otago are available on the ORC website: <https://www.orc.govt.nz/managing-our-environment/water/water-monitoring-and-alerts>

LOS: Monitor Otago's land use and make accurate, relevant and timely information on sustainable land use publicly available.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031

Develop and implement a regional land use monitoring programme	Develop regional land use monitoring programme and report to Council	<b>Annual report on monitoring programme completed and reported to Council</b>	Annual report on monitoring programme completed and reported to Council	Annual report on monitoring programme completed and reported to Council
Percentage of data from the land-use monitoring network* that is captured quarterly.	no target (programme established in Yr2)	<b>≥95% data capture achieved</b>	≥95% data capture achieved	≥95% data capture achieved

\* Details of the land-use monitoring network and sites will be available on the ORC website once the programme is established.

LOS: Provide a robust and integrated environmental planning framework for Otago's land, water and coast resources.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Complete the Land and Water Regional Plan (LWRP)	Report to Council on proposed management options for 3 Rohe or FMU's* by 30 June	<b>Report to Council on proposed management options for 5 Rohe or FMU's by 30 June</b>	Notify LWRP by 31 December 2023	no target
Complete a review of the Regional Plan Coast	no target (programme commences Yr 2)	<b>Issues and options papers developed and reported to Council by 30 June</b>	Community engagement for development of Regional Plan - Coast completed and reported to Council by 30 June	Notify Regional Coastal Plan for Otago by 30 June 2026.

\*In Otago there are five Freshwater Management Unit (FMU). The Clutha/Mata-au is the largest FMU in Otago and has been divided into five sub areas called rohe. For mor detail visit the ORC website:

<https://www.orc.govt.nz/plans-policies-reports/regional-plans-and-policies/water/freshwater-management-units>

LOS: Support Catchment Groups in Otago to deliver their environmental outcomes and objectives.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
'Otago Catchment Communities' is supported to meet deliverables and targets of funding agreement.	Funding is administered as per agreement	<b>Funding is administered as per agreement</b>	Funding is administered as per agreement	Funding is administered as per agreement

	Report to Council on deliverables and targets achieved by 30 June	<b>Report to Council on deliverables and targets achieved by 30 June</b>	Report to Council on deliverables and targets achieved by 30 June	Report to Council on deliverables and targets achieved by 30 June
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LOS: Promote and enable best practice land management for soil conservation, water quality preservation, the efficient use of water and to enhance Otago's biodiversity and ecosystems.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Land owner/community led projects promoting best practice land management for soil conservation, water quality and the efficient use of water are identified and supported.	Three or more projects supported per year	<b>Three or more projects supported per year</b>	Three or more projects supported per year	Three or more projects supported per year

LOS: Collaborate with iwi, communities and landowners to develop and deliver a programme of actions to improve water quality and indigenous biodiversity in selected degraded waterbodies.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
At least three site specific action plans for selected degraded waterbodies are developed, prioritised, and implemented.	Projects confirmed and priority actions identified by 30 September	<b>Projects confirmed and priority actions identified by 30 September</b>	Projects confirmed and priority actions identified by 30 September	Projects confirmed and priority actions identified by 30 September
	90% of priority actions undertaken as scheduled	<b>90% of priority actions undertaken as scheduled</b>	90% of priority actions undertaken as scheduled	90% of priority actions undertaken as scheduled

## Biodiversity and Biosecurity

### *What we do*

- We lead and facilitate collaboration on biodiversity programmes and initiatives in the region.
- We investigate, monitor and provide information about Otago's biodiversity, including improving our understanding of its vulnerability to climate change
- We lead pest and biosecurity management in the region
- We promote and support community and farmer initiatives to protect and enhance Otago's biodiversity and ecosystems

### *Why we do it*

Otago's biodiversity is under threat as a result of both past and current human activities. Mapping in 2020 showed that some ecosystem types are as low as 3% of their historical distribution and there are 10 ecosystems (of 62) with a distribution of less than 10 ha. At the species level, some 44% of Otago's bird species are threatened or at risk; 88% of lizard species; and 72% of indigenous fish species. Current threats to biodiversity include invasive species (both weeds and predators), vegetation clearing, habitat fragmentation and grassland "improvement", poor water quality (nutrients and sediments), dredging and overfishing. Climate change adds significantly to the risks of continuing decline.

There are many agencies and stakeholders across different land tenures involved in and/or with an interest in biodiversity in Otago. Knowledge and data to inform development of programmes and initiatives for protection and restoration is not collated or coordinated across the region.

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

ORC is the only agency with a remit across all of Otago to promote biodiversity protection and enhancement. It has a key role in facilitating regional collaboration, including both developing a monitoring approach and seeking to partner in projects and initiatives. While ORC currently has its own Biodiversity Strategy and Action Plan, these need to be refined and updated alongside development of the regional strategy, to reflect new knowledge about Otago's biodiversity values which is now available, and which can provide priorities to better target action.

Pest management supports Otago's ability to enable thriving biodiversity (the variety of life in a given habitat), maintain healthy ecosystems and use natural resources for economic gain (eg TB free land). Under the Biosecurity Act 1993, Otago's Regional Pest Management Plan (RPMP) identifies 51 species to be managed by land occupiers, with oversight from us.

### *Key work for years 2 to 3*

The proposed Annual Plan 2022-23 maintains the agreed LTP programme. As a recap the programme includes:

- Development of a regional partnership approach to indigenous biodiversity  
  
We are lifting our leadership role in the region by facilitating and coordinating a regional biodiversity hui and working with TA's, other regional agencies and Kai Tahu to develop a regional strategy to inform partnerships and future regional investment in biodiversity protection, restoration and enhancement.
- Increase indigenous biodiversity knowledge and develop a monitoring approach  
  
We are doing more to improve our knowledge about Otago's biodiversity [over this LTP through continuing and building on our mapping and inventory work](#). This informs the development of our monitoring framework for indigenous biodiversity that is planned for implementation from year 2. This

monitoring framework will provide a better understanding of the vulnerability of Otago's biodiversity, including to climate change.

- Implementing the RPMP

Our LTP includes a modest increase in staff capacity to undertake more education, engagement and enforcement to manage pests. This additional work consolidates our existing role as defined under the RPMP. Our work programme will build progressively over years 1 to 3 LTP.

Planned work on rabbit will substantially increase with more inspections, monitoring and support of local rabbit control groups. Management of other biosecurity threats, for example in marine ecosystems, will need to be progressively developed over time as resources permit.

Current regional-scale pest and predator projects addressing biodiversity threats, such as wilding conifer and possum control will continue to be supported and their coverage is planned to increase over time.

New central government funding for wallaby control is included the proposed Annual Plan 2022-23.

- Partnerships to maintain the gains already achieved by OSPRI's TBfree work and Predator Free Dunedin start from 2022-23 (year 2).

To improve the effectiveness and efficiency of these operations, strategies will be progressively developed to inform on-ground investment for the future. As part of this we will increase our investment in biosecurity data and information systems to ensure that progress is monitored and that actions are as effective and efficient as possible.

- Supporting on-ground biodiversity restoration, enhancement and protection initiatives

New central government grants relating to 'Jobs for Nature' scheme are included the proposed Annual Plan 2022-23.

The Eco Fund grants programme will gradually expand over the LTP providing increasing opportunity for local groups to access support for their activities.

Otago Catchment groups and their environmental enhancement initiatives will continue to be supported and increasingly ORC will be looking to invest in landscape restoration and enhancement as an integrated part of our regional pest and predator control programmes.

Education and awareness about Otago's biodiversity and how to protect/restore it will be progressively integrated into our farm support programmes and in the longer term into our approach to farm plans.



#### 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 the state of Otago's indigenous biodiversity ecosystems and make accurate, relevant and timely information publicly available

Performance Measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Develop and implement a regional indigenous biodiversity ecosystems monitoring programme	No target (programme not being undertaken)	<b>Develop monitoring programme (including requirements of NPSIB*) and report to Council by 30 June</b>	Annual report on monitoring programme completed and reported to Council	Annual report on monitoring programme completed and reported to Council
Percentage of data from the biodiversity monitoring network** that is captured quarterly.	No target	<b>No target</b>	≥95% data capture achieved	≥95% data capture achieved

\*National Policy Statement on Indigenous Biodiversity

\*\* Details of the regional indigenous biodiversity ecosystems monitoring network and sites will be available on the ORC website once the programme is established.

LOS: Collaborate with iwi, DOC and other key organisations to develop, coordinate and deliver a programme of actions to enhance indigenous biodiversity.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Actions listed in the Biodiversity Action Plan (BAP) are prioritised and progressed.	Priority actions achieved within timeframes specified in annual work plan	<b>Priority actions achieved within timeframes specified in annual work plan</b>	Priority actions achieved within timeframes specified in annual work plan	Priority actions achieved within timeframes specified in annual work plan
Partnerships established in line with the Biodiversity Action Plan and joint projects developed.	Establish baseline number of partnership engagement activities and events, and report to Council	<b>Maintain or increase number of partnership engagement activities and events, and report to Council</b>	Maintain or increase number of partnership engagement activities and events, and report to Council	Maintain or increase number of partnership engagement activities and events, and report to Council
	Joint projects scoped and milestones identified and reported to Council	<b>Joint projects developed and progress against milestones publicised and reported to Council</b>	Joint projects developed and progress against milestones publicised and reported to Council	Joint projects developed and progress against milestones publicised and reported to Council

LOS: Provide support and funding to selected initiatives and organisations across the region which deliver biosecurity, biodiversity and environmental outcomes that align with our strategic objectives.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Complete a report on the initiatives and organisations supported and the key deliverables achieved.	Report to Council by 30 June	<b>Report to Council by 30 June</b>	Report to Council by 30 June	Report to Council by 30 June
Percentage of funding administered as per agreements.	100%	<b>100%</b>	100%	100%

LOS: Develop and deliver practices and programmes that give effect to the Regional Pest Management Plan (RPMP).				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Priority targets within the Biosecurity Operational Plan (BOP) are identified and achieved.	Priority actions achieved within timeframes specified in annual work plan	<b>Priority actions achieved within timeframes specified in annual work plan</b>	Priority actions achieved within timeframes specified in annual work plan	Priority actions achieved within timeframes specified in annual work plan

## Air

### *What we do*

- We monitor air quality and pollutant emissions, and investigate emission sources
- We prepare, assess, and review the Regional Plan: Air for Otago
- We carry out non-regulatory interventions that support clean heating and warm homes; and the reduction of other harmful emissions

### *Why we do it*

Some of Otago's communities have among the worst air quality in New Zealand. In Otago air pollution is mostly driven by emissions from home heating home insulation and ventilation and is mostly observed in winter. Arrowtown, Clyde, Cromwell, Alexandra and Milton are the pollution hotspots of the region. Outdoor burning is an additional factor to air pollution.

The link between air quality and human health has been well established. The pollutant of most concern in Otago is particulate matter (PM). Particulate matter can result in a range of health serious effects depending on where it ends up in the human body.

ORC has a key role to play to protect Otago's people from the risks of air pollution. Only ORC has the power to control discharges of pollutants to air under the Resource Management Act (1991) and must implement the National Environmental Standards for Air Quality (2004).

### *Key projects*

The proposed Annual Plan 2022-23 maintains the agreed LTP programme. As a recap the programme includes:

- Review the Regional Plan: Air – requires an update to existing rules, policies and information to provide an appropriate regulatory framework for Otago.
  - Continue with the Air Regional Plan review with initial issues and option paper(s) completed by June 2023
  - Drafting in year 4 for notification by 30 June 2025
- Maintaining our air quality monitoring over the next 10 years
- Pausing our air quality implementation work until July 2023. An Air Implementation Strategy will be drafted to direct the suite of future action(s) to reduce air pollution.

*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 measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Implement regional air monitoring programme.	Annual report on monitoring programme completed and reported to Council	<b>Annual report on monitoring programme completed and reported to Council</b>	Annual report on monitoring programme completed and reported to Council	Annual report on monitoring programme completed and reported to Council
Percentage of data from the air monitoring network* that is captured quarterly.	≥95% data capture achieved	<b>≥95% data capture achieved</b>	≥95% data capture achieved	≥95% data capture achieved

\* Details of the State of the Environment network and the air monitoring sites across Otago are available on the ORC website:  
<https://www.orc.govt.nz/managing-our-environment/air>

LOS: Provide a robust and integrated environmental planning framework for Otago's air resource.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Complete review of the Regional Plan – Air.	no target (programme commences Yr2)	<b>Issues and options papers developed by 30 June</b>	Community engagement for development of Regional Plan - Air completed by 30 June	Regional Plan - Air notified by 30 June 2025

LOS: Develop and implement partnerships and programmes to reduce harmful emissions and support clean heating, warm homes and clean air.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Clean heat, clean air implementation programme has a high level of local engagement in targeted air sheds.	no target (programme commences Yr 3)	<b>no target (programme commences Yr 3)</b>	Establish engagement levels in all targeted air sheds	Engagement levels improve in all targeted air sheds

### Safety and Resilience

This Group includes the following council activities:

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

### Overall Direction

Risk management and building resilience is a key focus for ORC and we have continued to build on our previous LTP with additional expenditure for this group of activity. This reflects signals from government and our community about climate change and the need act.

The challenge is to support our communities to understand the implications of risk and to make informed decisions. Our priority focus areas for the next 10 years in safety and hazards are flood protection, drainage control and river management. Climate change is a critical and related issue. We are focused on developing a comprehensive spatial approach to natural hazard risks to inform future priorities, at the same time as undertaking specific projects for the risks we already know about.

Our LTP contains an Infrastructure Strategy. It identifies the flood and drainage schemes that we manage and highlights key issues that influence the services we provide. From these issues we understand that:

- There is complexity that needs to be better understood about how climate change and development impacts on catchments
- We need to improve our asset management planning to better understand how change impacts on our service and the decisions the community faces
- Our plan to maintain service levels is shadowed by uncertainty about our communities' expectations regarding managing changing risk (e.g. climate change impacts) and the associated costs. We work collaboratively on these issues with government, city and district councils, and technical advisory groups.
- This LTP maintains current services and address the issues outlined above.

While our planned capacity for natural hazards activity is increasing we have maintained our resource associated with climate change adaptation over the short term. This reflects our funding priorities particularly for fresh water work and an expectation that our level of work will build as direction from central government consolidates. This LTP maintains the existing level of capacity for emergency management response.

### Group Revenue and Expenditure – Safety & Resilience

2021/22 Annual Plan \$000s		2022/23 LTP \$000s	2022/23 Proposed AP \$000s
2,732	Climate Change and Natural Hazards	3,763	3,413
12,010	Flood Protection, Drainage and River Management	12,400	12,540
2,759	Emergency Management	2,796	3,336
<b>17,500</b>	<b>Expenditure</b>	<b>18,959</b>	<b>19,289</b>
3,116	General rates	3,859	3,935
9,611	Targeted Rates	10,002	10,337
408	Fees & Charges	462	522
1,700	Grants	1,558	1,337
736	Other Income	831	869
1,929	Reserves	2,247	2,289
<b>17,500</b>	<b>Revenue</b>	<b>18,959</b>	<b>19,289</b>

### Natural Hazards and Climate Change

#### What we do

- We set direction on the management of natural hazard risks and support decision making for the mitigation of natural hazards and adaptation to climate change.
- We provide information and warnings about natural hazards and climate change.
- We engage with people, communities, iwi partners, and other stakeholders in the region to develop partnerships and implement projects to address natural hazards and adaptation to climate change and to increase awareness and understanding.

#### Why we do it

The Otago region is exposed to a wide variety of natural hazards that impact on people, property, infrastructure and the wider environment. The natural hazards threats range from coastal erosion and flooding in lowland coastal areas to alluvial fan deposition, landslip, rock fall, river and lake flooding in alpine areas of the region. There is a need to consider all of these and their interactions as well as the additional risk and uncertainty created by climate change. The RMA requires that natural hazards risks and climate change are addressed as part of regional scale planning.

While high risk places have been identified there is a need to have comprehensive assessment and spatial mapping of the risks to inform planning and decision making. Within communities and businesses there are also different levels of awareness and risk tolerance to hazards, including the implications of climate change and the need for adaptation. Community engagement and communication, including as part of planning for natural hazards and climate change adaptation, is needed to inform the community, and facilitate the awareness and planning necessary to ensure resilient communities.

*Key work for years 2 to 3*

The proposed Annual Plan 2022-23 maintains the agreed LTP programme. As a recap the programme includes:

- Develop a comprehensive risk assessment and mapping of natural hazards across Otago.
- Plan the implementation of the Otago Climate Change Risk Assessment.
- Work collaboratively with district and city councils to inform planning for natural hazards.
- Continue to lead the South Dunedin climate change adaptation programme in partnership with DCC.
- Planning and strategy development for managing natural hazards risk for Lindsay Creek and Clutha Delta.
- Managing natural hazard and climate adaptation risk for Roxburgh and the Head of Lake Wakatipu in conjunction with District Councils.
- Continue to monitor and provide information on natural hazards and events, including making improvements to the coastal hazard monitoring network.
- Continue to provide timely warning of flood events and operate the 24/7 flood monitoring.

*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			
	2021/22	2022/23	2023/24	2024-2031
Relevant and up to date natural hazards information is available via the web-based Otago Natural Hazards Database.	Database information is checked and updated monthly	<b>Database information is checked and updated monthly</b>	Database information is checked and updated monthly	Database information is checked and updated monthly
Percentage of flood warnings that are issued in accordance with the flood warning manual.	100%	<b>100%</b>	100%	100%

LOS: Collaborate with communities and stakeholders to develop and deliver natural hazards adaptation strategies.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Complete regional natural hazards risks assessment (NHRA) and develop a regional approach for prioritising adaptation* to inform adaptation planning and implementation.	Commence natural hazard risk assessment and investigation of prioritisation approach	<b>Report to Council on progress of natural hazard risk assessment and</b>	Complete natural hazard risk assessment and define a regional approach for	Develop a regional prioritisation plan for natural hazard risks adaptation

		<b>prioritisation approach</b>	prioritising adaptation	
Implement prioritized natural hazard risks adaptation works.	Work in priority areas** is delivered as per plan by 30 June	<b>Work in priority areas** is delivered as per plan by 30 June</b>	Work in priority areas** is delivered as per plan by 30 June	Work in priority areas** is delivered as per plan by 30 June
	The Head of Lake Wakatipu natural hazards adaptation strategy progresses as per annual work plan	<b>The Head of Lake Wakatipu natural hazards adaptation strategy progresses as per annual work plan</b>	The first Head of Lake Wakatipu natural hazards adaptation strategy completed by 30 June	Actions developed, implemented and reviewed, as per Head of Lake Wakatipu natural hazard adaptation strategy
	Collaboration framework for South Dunedin and Harbourside natural hazards adaptation strategy is defined by 30 June	<b>South Dunedin and Harbourside natural hazards adaptation strategy progresses as per annual work plan</b>	South Dunedin and Harbourside natural hazards adaptation strategy progresses as per annual work plan	Actions developed, implemented and reviewed, as per South Dunedin and Harbourside natural hazard adaptation strategy

\* The regional approach for prioritising adaptation is based on natural hazard risk and other criteria

\*\* Priority areas include Head of Lake Wakatipu and South Dunedin and Harbourside



### Flood Protection, Drainage and River Management

#### *What we do*

Council operates and maintains seven flood protection and drainage schemes throughout Otago. The schemes, associated infrastructure assets and more specific detail such as 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.
- Bylaw processing and monitoring of technical compliance with bylaws.
- River management including the control of channel erosion, willow maintenance, vegetation control, removing obstructions, and repairing critical erosion works.
- Input to consent applications for gravel extraction with a focus on flood protection, river health.
- Processing of consents in conjunction with Council's Natural Hazards activity where consent applications may affect flood protection assets and/or rivers.

#### *Why we do it*

While there is a relationship between the purpose of our flood protection and drainage work there is also a fundamental difference. Flood protection schemes are intended to protect people and property from flood events. Drainage schemes are designed to maintain the productive capability of land on an ongoing basis but within the limitation of the flood protection schemes.

River and waterway management works are carried out to maintain river and stream channel capacity, channel stability and environmental outcomes in scheduled rivers and waterways.

Council also has responsibilities under the Soil Conservation and Rivers Control Act 1941, Land Drainage Act 1908 and other requirements such as ensuring our infrastructure is appropriately managed, and the management and maintenance of Otago rivers.

#### *Operational and Capital Work Programme - 10 years LTP, 30 years Infrastructure Strategy*

Up to date information about Council's planned operational and capital works programme is provided on the ORC Annual Plan 2022-2023 website page. The figures presented for years 2 and 3 represent a more detailed level of planning, years 4 to 10 is more indicative, and years 11 to 30 are more subject to changes in strategic direction. For example completing the year 1-2 scheme performance reviews is highly likely to impact decisions about future service.

*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 the standard of flood protection and control agreed with communities.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Major flood protection and control works are maintained, repaired, and renewed to the key standards defined in relevant planning documents.	≥80% of planned maintenance programme completed	<b>≥85% of planned maintenance programme completed</b>	≥90% of planned maintenance programme completed	≥90% of planned maintenance programme completed
	Schemes function to their constructed design standards	<b>Schemes function to their constructed design standards</b>	Schemes function to their constructed design standards	Schemes function to their constructed design standards
	≥90% of renewals programme completed	<b>≥90% of renewals programme completed</b>	≥90% of renewals programme completed	≥90% of renewals programme completed

LOS: Respond efficiently and effectively to damage from natural hazard events.				
Performance measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Damage identified, prioritised and a repair programme communicated with affected communities in a timely manner.	Programme developed and communicated within 3 months of the event	<b>Programme developed and communicated within 3 months of the event</b>	Programme developed and communicated within 3 months of the event	Programme developed and communicated within 3 months of the event

LOS: Maintain channel capacity and stability, while balancing environmental outcomes and recognising mana whenua values in rivers.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Percentage of identified and reported issues that have been investigated and appropriate action determined and communicated to affected landholders within 20 working days.	100%	<b>100%</b>	100%	100%
Percentage of planned maintenance actions achieved each year	≥90%	<b>≥90%</b>	≥90%	≥90%

### Emergency Management

#### *What we do and why*

This activity is responsible for the co-ordination 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 co-ordinated 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 years 2 to 3*

The proposed Annual Plan includes an increase compared to the LTP, of three full-time equivalent staff (from 14 to 17) for the emergency management team.

*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 measure	Targets			
	2021/22	2022/23	2023/24	2024-2031
Support is provided to the Otago CDEM Group as per the CDEM Act and Otago CDEM Partnership Agreement	Fulfil all requirements as the administering authority	<b>Fulfil all requirements as the administering authority</b>	Fulfil all requirements as the administering authority	Fulfil all requirements as the administering authority

LOS: Provide resources to coordinate an efficient and effective region-wide response to a civil defence emergency.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
An adequate Emergency Coordination Centre (ECC) facility and staffing are available	Adequate staff* who are trained and available for any activation of the ECC	<b>Adequate staff* who are trained and available for any activation of the ECC</b>	Adequate staff* who are trained and available for any activation of the ECC	Adequate staff* who are trained and available for any activation of the ECC
	An appropriate facility** is available for activation at all times	<b>An appropriate facility** is available for activation at all times</b>	An appropriate facility** is available for activation at all times	An appropriate facility** is available for activation at all times
ECC activated in a timely manner	ECC activated within 1 hour of Group Controller's decision to activate	<b>ECC activated within 1 hour of Group Controller's decision to activate</b>	ECC activated within 1 hour of Group Controller's decision to activate	ECC activated within 1 hour of Group Controller's decision to activate

\*Adequate staffing consists of staff who are trained (two staff trained as leads across each of the six functions) and available (a minimum of four staff per function) for any activation of the ECC.

\*\*An appropriate ECC facility is an IL4 rated building (67% of building code) with power and communication contingencies

## Transport

There is one activity also named Transport. It includes the key work programmes of:

- Regional Land Transport Plan
- Public Transport Dunedin
- Public Transport Queenstown
- Regional Total Mobility Service

## Group Revenue and Expenditure – Transport

2021/22 Annual Plan \$000s		2022/23 LTP \$000s	2022/23 Proposed AP \$000s
407	Transport Planning	417	424
20,371	Dunedin Public Transport	21,648	20,667
9,767	Queenstown Public Transport	11,381	11,261
2,335	Other Programmes (including Total Mobility)	2,394	2,410
<b>32,880</b>	<b>Expenditure</b>	<b>35,840</b>	<b>34,762</b>
745	General rates	763	762
7,290	Targeted Rates	8,756	8,750
250	Fees & Charges	256	301
13,203	Grants	14,341	15,172
8,517	Other Income	9,293	7,016
2,874	Reserves	2,432	2,761
<b>32,880</b>	<b>Revenue</b>	<b>35,840</b>	<b>34,762</b>

#### Regional Land Transport Plan (work programme)

##### *What we do and why*

Transport features strongly in our changing world, with climate change, technology and our expectations of lifestyle all in the mix. We are already seeing the opportunities of non-fossil fuelled and autonomous vehicles, along with the use of smart technology in the provision of transport services. Embracing change will require significant decisions about the transport network and how it's used and will provide positive benefits over the long run.

For ORC's part we need to be responsive to Government Policy Statement on Land Transport 2018, Government direction on climate change and urban development. Our regional transport system is an enabler of economic growth and social cohesion, connecting businesses, providing access to and between communities, and ensuring that we can import and export goods.

The LTP provides for a Regional Land Transport Programme that co-ordinates 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 6 years and the plan reviewed after 3 years of operation. A new plan was completed for the period 2021-2031. It outlines proposed transport network improvements for the next six years, and forms the application for funding from the National Land Transport Fund for the next three years. This RLTP will influence decisions taken throughout this LTP cycle and potentially beyond.

##### *Key work for years 2 to 3*

By statute, the Committee is responsible for the preparation, review and implementation of the Regional Land Transport Plan. It shapes decisions and actions about Otago's land transport system and reflects central government's strategic direction including:

- Improving accessibility to transport and create more choice in how we travel
- Reducing the impacts of transport on climate change
- Improving urban environments and public health
- Reducing deaths and serious injuries

##### *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			
	2021/22	2022/23	2023/24	2024-2031
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 implementation progress reported annually to Regional Transport Committee	<b>RLTP implementation progress reported annually to Regional Transport Committee</b>	RLTP review completed and adopted by Council by 30 June 2024	RLTP completed and adopted by Council by 30 June 2027

#### Public Transport Dunedin and Queenstown (programme)

##### *What we do and why*

The LTP was agreed on the assumption that the ORC will continue to maintain responsibility for the provision of public passenger transport over the next 10 years. The work programme covers the operation of the buses (Dunedin and Queenstown) and ferries (Queenstown), as well as the 'Total Mobility' scheme.

Operators are contracted by ORC to provide bus services in Dunedin, bus and water ferry services in Queenstown, and to provide the Total Mobility scheme across the region. Orbus, our public transport network, is our largest work programme.

Our LTP supports this strategic direction by outlining how we will continue to improve Otago's public passenger transport services. This includes planning, working with partners on the long-term vision for public transport across the region and on the delivery of infrastructure that supports public transport services in Dunedin and Queenstown, and renewing contracts (with service improvements) for Dunedin and Queenstown public transport services as required.

The next 10 years will be a challenging but exciting period for our public transport system as it responds to changes from population growth and movement, to uncertain economic conditions. Technology is improving and more accessible, at the same time we have national goals to lower carbon emissions. Public transport will need to become the preferred mode of travel for more people more often to support broader societal, economic and environmental outcomes.

Importantly this LTP signals, during this 10 year planning horizon, significant decisions on public transport infrastructure, particularly in Queenstown. At this stage the Council is working with its partners to bring this vision to life for future community consideration.

This programme faces challenges including:

- COVID impact on patronage numbers for the Queenstown. We continue to carefully consider our planning assumptions about future patronage in regards to the COVID pandemic and tourism.
- Private motor vehicle use - a large number of urban residents are opting to use alternative modes of travel, largely single occupancy private car trips. This means the Otago region, particularly the areas paying the targeted transport rate, is not fully benefiting from public transport. Higher patronage provides more funding for more public transport service improvement - a virtuous cycle that reduces traffic volumes, reduces greenhouse emissions, reduces the need for infrastructure to accommodate private vehicles (eg carparking, roading), improves safety, and encourages more active lifestyles.
- Financial sustainability - delivering a service that attracts desired levels of patronage whilst remaining financially sustainable for our customers, ratepayers and our funding partners is an important issue. Expenditure on public transport needs to be at a level our communities can afford. To date the service has been operating with a shortfall, even with the Waka Kotahi 51% contribution. This shortfall has been supported by reserve funds and additional one-off grants. The transport reserves are in deficit reflecting this situation. Without the transport services making a positive contribution (via fares), there are reduced funds to keep making desired changes and improvements. The Dunedin Public Transport Joint Committee - consisting of Otago Regional Council and Dunedin City Council and NZTA will consider funding, including fares over this LTP cycle.

*Key work for years 2 to 3*

The proposed Annual Plan 2022-23 maintains the agreed LTP programme. As a recap the programme includes:

- Dunedin bus service contract renewals in year 2 that provide opportunity for further service improvements
- The 'living wage' adjustment for bus drivers was included in year 1. Any future adjustments are subject to council consideration and support from Waka Ko Tahi.
- Assumptions on fare revenue for Dunedin services are based on pre-COVID levels
- Assumptions on Queenstown bus services are based on a delayed recovery of patronage due to the COVID pandemic and impacts to tourism.
- Queenstown contract renewals with associated service improvements are planned in year 4 of this LTP and development of infrastructure from Years 7 and 8.
- Assumptions on changes in the bus fleet to low greenhouse emission are based on the timing of contract renewals, Government funding and procurement process, and an open mind regarding the type of technology.
- Increased targeted rating of property in the areas where there is direct benefit for the services provided. It increases a further \$1.4million, from \$7.3million (yr1) to \$8.7million (yr2).
- The maximum Total Mobility fare subsidy remains unchanged with Council currently subsidizing 50 percent of the total fare up to a maximum of \$25 per trip.

*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 meet community needs.				
Performance measures	Targets			
	2021/22	2022/23	2023/24	2024-2031
Annual public transport boardings in Queenstown per capita	increase*	<b>increase</b>	increase	increase
Annual public transport boardings in Dunedin per capita	increase*	<b>increase</b>	increase	increase
Overall passenger satisfaction with Wakatipu Public Transport system at annual survey.	97%	<b>97%</b>	97%	97%
Overall passenger satisfaction with Dunedin public transport system at annual survey	93%	<b>97%</b>	97%	97%
Percentage of scheduled services delivered (reliability)**	95%	<b>95%</b>	95%	95%
Percentage of scheduled services on-time (punctuality – to five minutes)***	95%	<b>95%</b>	95%	95%
Percentage of users who are satisfied with the provision of timetable and services information	establish baseline	<b>maintain or increase</b>	maintain or increase	maintain or increase
Percentage of users who are satisfied with the overall service of the Total Mobility scheme	establish baseline	<b>maintain or increase</b>	maintain or increase	maintain or increase

\*The 2020-21 boardings per capita will form the baseline for these targets.

\*\*Reliability is based on scheduled trips completed in full. A service trip leaving the origin stop >59 seconds early or >9 minutes and 59 seconds late is deemed not to have operated.

\*\*\*Punctuality is based on scheduled service trips leaving origin stop between 59 seconds before and four minutes and 59 seconds after the scheduled departure time