

Council Meeting Agenda - 9 December 2021



Meeting will be held in the Council Chamber at Level 2, Philip Laing House
144 Rattray Street, Dunedin - Councillors
ORC YouTube Livestream - Members of the Public

Members:

Cr Andrew Noone, Chairperson	Cr Gary Kelliher
Cr Michael Laws, Deputy Chairperson	Cr Kevin Malcolm
Cr Hilary Calvert	Cr Gretchen Robertson
Cr Michael Deaker	Cr Bryan Scott
Cr Alexa Forbes	Cr Kate Wilson
Cr Carmen Hope	

Senior Officer: Sarah Gardner, Chief Executive

Meeting Support: Dianne Railton, Governance Support Officer

09 December 2021 11:00 AM

Agenda Topic	Page
1. APOLOGIES No apologies were received prior to publication of the agenda.	
2. PUBLIC FORUM Requests to speak should be made to the Governance Support team on 0800 474 082 or to governance@orc.govt.nz at least 24 hours prior to the meeting; however, this requirement may be waived by the Chairperson at the time of the meeting. No requests were received prior to publication of the agenda.	
3. CONFIRMATION OF AGENDA Note: Any additions must be approved by resolution with an explanation as to why they cannot be delayed until a future meeting.	
4. CONFLICT OF INTEREST Members are reminded of the need to stand aside from decision-making when a conflict arises between their role as an elected representative and any private or other external interest they might have.	
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	To report back to Council on the two rating and funding related resolutions made during deliberations for the LTP 2021-31.	

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	That the Council excludes the public from the following part of the proceedings of this meeting (pursuant to the provisions of the Local Government Official Information and Meetings Act 1987), namely:	
	- Minutes of the 24 November 2021 public-excluded Council Meeting	
	- Port Otago Resolution in Lieu of Annual Shareholders Meeting	
	- Clutha/Mata Au River - Depositing of Material on bed of river	
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11.	CLOSURE	



Minutes of an ordinary meeting of Council held in the
Council Chamber on
Wednesday 24 November 2021 at 1:00 PM

Membership

Cr Andrew Noone *(Chairperson)*
Cr Michael Laws *(Deputy Chairperson)*
Cr Hilary Calvert
Cr Alexa Forbes
Cr Michael Deaker
Cr Carmen Hope
Cr Gary Kelliher
Cr Kevin Malcolm
Cr Gretchen Robertson
Cr Bryan Scott
Cr Kate Wilson

Welcome

Chairperson Noone welcomed Councillors, members of the public and staff to the meeting at 1:07 pm. Staff present included Sarah Gardner (Chief Executive), Nick Donnelly (GM Corporate Services), Gwyneth Elsum (GM Strategy, Policy and Science), Gavin Palmer (GM Operations), Richard Saunders (GM Regulatory and Communications), Amanda Vercoe (GM Governance, Culture and Customer), Dianne Railton (Governance Support), Ryan Tippet (Media Communications Lead), Jean-Luc Payan (Manager Natural Hazards) and Jonathan Rowe (Programme Manager, South Dunedin Future). Also in attendance for the HeliOtago Trust presentation were Graeme Gale (HeliOtago), Stephen Woodhead (Trustee) and Vivienne Seaton (Secretary Manager).

1. APOLOGIES

There were no apologies. Cr Deaker and Cr Wilson attended the meeting electronically.

2. PUBLIC FORUM

No public forum was held.

3. CONFIRMATION OF AGENDA

Resolution: Cr Noone Moved, Cr Hope Seconded

Cr Noone requested that a late paper, Code of Conduct Complaint: Investigation Report, be included in the agenda.

MOTION CARRIED

4. CONFLICT OF INTEREST

No conflicts of interest were advised.

5. PRESENTATIONS

The Otago Rescue Helicopter Trust Annual presentation was provided by Graeme Gale (HeliOtago), Stephen Woodhead (Trustee) and Vivienne Seaton (Secretary Manager). Mr Woodhead passed on an apology from the Trust's Chair, Mr Martin Dippie, for not being able to attend the presentation. Mr Woodhead and Mr Gale spoke to the presentation on the 2021 Annual Report to ORC outlining key statistics and financials, the impacts of COVID and other highlights. Mr Woodhead thanked ORC for their funding to the Trust, and also thanked HeliOtago for providing the service.

Cr Kelliher asked if Environment Southland provide funding and Mr Woodhead replied that while the Trust submitted in Environment Southland's LTP, no funding was provided. Mr Gale said that they fly to Southland daily. On behalf of ORC, Chair Noone thanked the Rescue Trust and HeliOtago for their presentation and passed on the appreciation for the essential and critical service provided to the Otago and Southland regions.

Cr Laws left the meeting at 1:26 pm and returned at 1:42pm

6. CONFIRMATION OF MINUTES

Resolution: Cr Noone Moved, Cr Laws Seconded

That the minutes of the (public portion of the) Council meeting held on 27 October 2021 be received and confirmed as a true and accurate record.

MOTION CARRIED

7. ACTIONS (STATUS OF COUNCIL RESOLUTIONS)

The status report on the resolutions of the Council Meeting was reviewed.

8. MATTERS FOR CONSIDERATION

8.1. South Dunedin Future Programme Update Report

The report provided an update on the status of the South Dunedin Future (SDF) Programme, following the appointment of a dedicated Programme Manager in August 2021. It presented the findings of an initial assessment of climate change-related challenges facing South Dunedin and outlined the programme, structure, logic, activities, and next steps. Jonathan Rowe (Programme Manager, South Dunedin Future), Gavin Palmer (GM Operations) and Jean-Luc Payan (Manager Natural Hazards) were present to speak to the report and respond to questions.

Dr Palmer introduced Jonathan Rowe, who has been in the new role of Programme Manager, South Dunedin Future. Mr Rowe advised that the South Dunedin Future Programme Update report also went to the DCC Council, who noted the report. He then provided an update of progress to date and the next steps of the programme. There was discussion about the need to have an ORC/DCC joint governance group, and Cr Robertson said that ORC has written to DCC in the past and the offer is still there.

Resolution CM21-193: Cr Robertson Moved, Cr Hope Seconded

That the Council:

- 1) **Notes** the findings of the current state assessment of the South Dunedin Future Programme, including the structure, strategic intent, change logic and associated activities.
- 2) **Notes** the next steps, and that Councillors, mana whenua, South Dunedin community and other stakeholders will have multiple opportunities to engage in the programme definition phase.
- 3) **Notes** the upcoming programme definition phase will adopt a Dynamic Adaptive Pathways Planning (DAPP) approach, supported by technical assistance from the National Institute of Water and Atmosphere (NIWA).
- 4) **Notes** that a report will be provided to Councils in mid-2022 on the results of the next phase, which will include a more detailed South Dunedin Future Programme Plan.
- 5) **Requests** that the Chair formally write to DCC reiterating that we are happy to work together on a joint governance group on the South Dunedin Future Programme.

MOTION CARRIED

8.2. Extraordinary Vacancy at Otago Regional Council - Resignation of Hon Marian Hobbs

The report was provided to decide how to manage the vacancy created by the resignation of Hon Marian Hobbs from the Otago Regional Council on 1 November 2021, in accordance with the Local Government Act and the Local Electoral Act. Amanda Vercoe (GM Governance, Culture and Communications) and Cr Noone were present to speak to the report and respond to questions.

Ms Vercoe confirmed that due to the resignation taking place within 12 months of the next local body election (due on 8 October 2022), options available to Council to manage the vacancy include appointing a named person to fill the vacancy or leaving the vacancy unfilled. She advised that the Chair and Deputy Chair recommended leaving the vacancy unfilled, and that the Local Government Remuneration Authority specifies that the allocated remuneration pool needs to be reallocated. Cr Scott acknowledged the work that Hon Marian Hobbs undertook, and said that the Dunedin Constituency is for 6 seats, and deserves 6 seats rather than five seats. Following discussion Cr Scott moved:

Cr Scott moved, and Cr Forbes seconded:

That the Council:

- 1) **Invite** Mr Scott Willis, being the highest polling candidate from the last election, to sit at this table for the remainder of the triennium.

Resolution: Cr Laws Moved, Cr Calvert Seconded

Following discussion, Cr Laws moved a procedural motion that Cr Scott's motion be put.

MOTION CARRIED

A division was then called for Cr Scott's motion:

Vote

For:	Cr Deaker, Cr Forbes, Cr Robertson and Cr Scott
Against:	Cr Calvert, Cr Hope, Cr Laws, Cr Kelliher, Cr Malcolm, Cr Noone and Cr Wilson
Abstained:	Nil

MOTION LOST (4 votes for and 7 votes against)

Resolution CM21-194: Cr Kelliher Moved, Cr Hope Seconded

That the Council:

- 1) **Appoints** Cr Laws to the role of Co-Chair Data and Information Committee.

MOTION CARRIED

Cr Calvert and Cr Scott were nominated to the Chief Executive Performance Review Committee.

Resolution CM21-195: Cr Laws Moved, Cr Hope Seconded

That the Council:

- 1) **Appoints** Cr Calvert to the Chief Executive Performance Review Committee.

A division was called for Cr Calvert to be appointed to the Chief Executive Performance Review Committee:

Vote

For:	Cr Calvert, Cr Hope, Cr Laws, Cr Kelliher, Cr Malcolm, Cr Noone and Cr Wilson
Against:	Cr Deaker, Cr Forbes and Cr Robertson
Abstained:	Cr Scott

MOTION CARRIED (7 votes for, 3 votes against, 1 abstained)

Cr Scott then withdrew his nomination.

Resolution CM21-196: Cr Laws Moved, Cr Hope Seconded

That the Council:

- 1) **Notes** this report.
- 2) **Decides** to leave the vacancy created by Hon Marian Hobbs' resignation unfilled, under Section 117(3)(b) of the Local Electoral Act as per the recommendation of the Chair and Deputy Chair.
- 3) **Notes** that the vacancy created on the Freshwater Management Unit Liaison for the Clutha Main Stem will be dealt with in a separate paper to Council in December 2021.
- 4) **Agrees** that the remuneration allocated to the vacancy be redistributed equally amongst the 10 remaining Councillors (excluding the Chair), as per the attached table.
- 5) **Agrees** that the attached table be forwarded to the Remuneration Authority, to be included in the Authority's next Remuneration Determination.

MOTION CARRIED

8.3. Documents Signed Under Council Seal

The report was provided to inform the Council of delegations which have been exercised during the period 26 August 2021 through 16 November 2021.

Resolution CM21-197: Cr Hope Moved, Cr Wilson Seconded

That the Council:

- 1) **Notes** this report.

MOTION CARRIED

8.4. Code of Conduct Complaint: Investigation Report

The late paper was provided to receive the independent investigation report prepared by Steph Dyhrberg, Partner, Dyhrberg Drayton Employment Law, under the ORC Code of Conduct, in relation to a complaint from the Chief Executive about the conduct of Councillor Michael Laws. Amanda Vercoe (GM Governance, Culture and Customer) was present to respond to questions. Chair Noone advised that he requested Mr Len Anderson QC review the report to ensure due process was followed as an employer and as a co-Councillor, and invited Mr Anderson to attend the Council Meeting, to provide comment and respond to questions. Mr Anderson confirmed that the report is a noting report and said that the complaint should be noted also. Mrs Gardner read her statement accepting the outcome of the investigation.

Resolution CM21-198: Cr Calvert Moved, Cr Noone Seconded

That the Council:

- 1) **Notes** the complaint and the report.

MOTION CARRIED

Mr Anderson spoke to his concerns with the current Code of Conduct document saying that he felt the document is not fit for purpose. Mr Anderson's comments were also tabled. Following lengthy discussion on the Code of Conduct, Cr Calvert moved:

Resolution CM21-199: Cr Calvert Moved, Cr Kelliher Seconded

That the Council:

- 1) **Requests** the CE to get a report that considers the points raised by Mr Len Anderson QC, and recommends a change of Code with options including a possible mediation clause, as appropriate, to report back to the Council meeting in February 2022.

MOTION CARRIED

9. RECOMMENDATIONS ADOPTED AT COMMITTEE MEETINGS

9.1. Recommendations of the Governance, Communications and Engagement Committee

Resolution CM21-200: Cr Laws Moved, Cr Calvert Seconded

That the Council adopt the resolutions of the 10 November 2021 Governance, Communications, and Engagement Committee.

MOTION CARRIED

9.2. Recommendations of the Strategy and Planning Committee

Resolution CM21-201: Cr Robertson Moved, Cr Wilson Seconded

That the Council adopts the resolutions of the 10 November 2021 Strategy and Planning Committee.

MOTION CARRIED

10. CHAIRPERSON'S AND CHIEF EXECUTIVE'S REPORTS

10.1. Chairperson's Report

Resolution: Cr Noone Moved, Cr Calvert Seconded

That the Council:

- 1) *Notes the Chair's report.*

MOTION CARRIED

Resolution CM21-202: Cr Noone Moved, Cr Calvert Seconded

That the Council:

- 1) *Records its sincere thanks and appreciation to Hon Marian Hobbs for her loyal and conscientious service to the region during the period 2019 to 2021 and wishes her every good wish for the future.*

MOTION CARRIED

10.2. Chief Executive's Report

Resolution: Cr Noone Moved, Cr Kelliher Seconded

That the Council:

- 1) *Notes the Chief Executive's report.*

Motion Carried

11. RESOLUTION TO EXCLUDE THE PUBLIC

Resolution: Cr Noone Moved, Cr Kelliher Seconded:

That the public be excluded from the following parts of the proceedings of this meeting, namely:

- Minutes of the 29 September 2021 public-excluded Council Meeting – Sections 7(2)a); 7(2)h); 7(2)(i)
- Chief Executive Performance Review Committee Report Back – Section 7(2)(a)

MOTION CARRIED

That the Council excludes the public from the following part of the proceedings of this meeting (pursuant to the provisions of the Local Government Official Information and Meetings Act 1987) namely:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
1.1 Minutes of the 27 October 2021 public exclude Council Meeting	To protect the privacy of natural persons, including that of deceased natural persons – Section 7(2)(a)	
3.1 Chief Executive Key Performance Indicators 2021-22	To protect the privacy of natural persons, including that of deceased natural persons – Section 7(2)(a)	Section 48(1)(a); Subject to subsection (3), a local authority may by resolution exclude the public from the whole or any part of the proceedings of any meeting only on 1 or more of the following grounds: (a) that the public conduct of the whole or the relevant part of the proceedings of

		the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist,
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This resolution is made in reliance on [section 48\(1\)\(a\)](#) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by [section 6](#) or [section 7](#) of that Act or [section 6](#) or [section 7](#) or [section 9](#) of the Official Information Act 1982, as the case may require, which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public are shown above after each item.

12. CLOSURE

There was no further business and Chairperson Noone declared the meeting closed at 4:29pm.

Chairperson

Date

DRAFT MINUTES

Council Meeting Agenda - 9 December 2021 - ACTIONS (Status of Council Resolutions)

Action Register – Status of Council Resolutions as at 9 December 2021

Meeting Date	Item	Status	Action Required	Assignee/s	Action Taken	Due Date
29/09/2021	Chairperson's Report	Completed	Staff to bring back a paper back to Council on ORC's current arrangements for South Dunedin, and a potential MoU with DCC. Res CM21-168	General Manager Operations	1/11/2021 Governance Support Officer Dr Palmer presented a paper to the 27 October 2021 Council meeting. 18/11/2021 Governance Support Officer South Dunedin Future Programme Update Report will be presented at the 24.11.21 Council Meeting	27/10/2021
26/08/2020	GOV1937 Electoral System for 2022 and 2025 Local Body Elections	In Progress	Work with Electoral Officer to include a poll asking for voter preference for STV/FPP alongside voting papers for the 2022 local elections.	General Manager Governance, Culture and Customer, Governance Support Officer	1/09/2020 Committee Secretary Contacted Electoral Officer Anthony Morton of Electionz for information. He will update our file, noting the request to conduct the poll with the 2022 election. He indicated additional cost of approx \$75,000, not including additional comms that will be necessary. 14/09/2020 Committee Secretary Public Notice in ODT on 12/9/20 to meet legislative requirements and to advise ORC intends to conduct a poll on voting systems alongside the 2022 local body elections.	01/01/2022
23/06/2021	REG2108 Consent Fees Policy	Assigned	Staff review the Financial Support for Resource Consent Processing Fees policy at the end of the 2021/2022 year, and report back to Council on any recommended changes. Res CM21-126	General Manager Regulatory and Communications		09/12/2021
23/06/2021	GOV2116 Zero Carbon 2030 Alliance Memorandum of Understanding	Assigned	Staff will update Council on discussions and activities related to the Zero Carbon 2030 Alliance. Res CM21-127	General Manager Governance, Culture and Customer, Senior Advisor - Mayoral Forum	2/11/2021 No activity to report currently.	09/12/2021
25/08/2021	SPS2146 Manuherehia FMU Plan Provisions	Assigned	That the Technical Advisory Group (TAG) be requested to provide regular reports to the Strategy and Planning Committee on progress towards finalising the required science for the Manuherehia catchment. Res CM21-141	General Manager Strategy, Policy and Science	29/10/2021 General Manager Strategy, Policy and Science Report provided to 13 October 2021 Strategy & Planning Committee. Based on proposed work program, TAG expects to provide regular reports to Committee for the remainder of 2021 and the first quarter of 2022.	17/12/2021
29/09/2021	Chairperson's Report	Assigned	Staff organise a Bicultural Competency workshop. Res CM21-166	General Manager Governance, Culture and Customer	20/10/2021 General Manager Governance, Culture and Customer Staff are working with Aukaha to set up a learning opportunity for early 2022. Further information will be provided as the detail is developed.	30/04/2022
29/09/2021	Chairperson's Report	Assigned	Undertake a review of the Manuherehia Governance decision making process. Res CM21-167	Chairperson		09/12/2021
24/11/2021	HAZ2109 South Dunedin Future Programme Update Report	Assigned	Write to DCC reiterating that we are happy to work together on a joint government group on the South Dunedin Future Programme. Res CM21-193	Chairperson		21/12/2021
24/11/2021	GOV2158 Code of Conduct Complaint:	Assigned	The CE to get a report that considers the points raised by Mr Len Anderson QC, and recommends a change of Code with options including a possible mediation cause, as appropriate, to report back to the Council meeting in February 2022.	Chief Executive		23/02/2022

Council Meeting Agenda - 9 December 2021 - ACTIONS (Status of Council Resolutions)

Meeting Date	Item	Status	Action Required	Assignee/s	Action Taken	Due Date
	Investigation Report		Res CM21-199			

7.1. Review of Flood Protection Management Bylaw 2012

Prepared for: Council
Report No. ENG2102
Activity: Flood Protection & Control Works
Author: Michelle Mifflin, Manager Engineering
and Alison Weaver, Commercial and Regulatory Lead Engineering
Endorsed by: Gavin Palmer, General Manager Operations
Date: 9 December 2021

PURPOSE

- [1] To commence the review process of the Otago Regional Council (ORC) Flood Protection Management Bylaw 2012 (“Bylaw”).

EXECUTIVE SUMMARY

- [2] The purpose of the Bylaw is to manage, regulate and protect the effective operation and integrity of flood protection and drainage works ¹(“FPW”) owned by or under the control of ORC.
- [3] The Bylaw needs to be reviewed to ensure that there is a continued requirement for the Bylaw and to confirm whether the current provisions, including text and maps, need to be updated, expanded, or retracted.
- [4] It is anticipated that the review will lead to the development of an amended flood protection and drainage management Bylaw.

RECOMMENDATION

That the Council:

- 1) **Notes** this report.
- 2) **Adopts** the recommendation that a Bylaw is the most appropriate way of ensuring the integrity and satisfactory performance of the Council’s flood protection works.
- 3) **Approves** the recommendation to commence a review of the Flood Protection Management Bylaw 2012.

BACKGROUND

Asset Management

- [5] Central to managing risks, hazards and resilience is the criticality of assets. Critical assets are identified as those which have a high consequence of failure, such as a more significant financial, environmental, and social cost to communities.
- [6] With regards to the flood protection and drainage schemes, critical assets are those that protect urban or high value areas or areas critical to effective operations of the

¹ The Bylaw includes assets owned, managed or under the control of the ORC including non-ORC assets which form part of the FPW.

schemes. The critical assets as identified in the asset management plans relevant to the Bylaw are:

- Flood banks that protect the towns and industrial areas of Outram, Mosgiel, Balclutha, Alexandra, the Silver Fern Farms Finegand Plant, and the Dunedin International Airport.
- The Waipori Pump Station - drains 95% of the West Taieri Drainage Scheme.
- In the Leith Flood Protection Scheme, the protection works through the university area (Dundas St to Forth St). Failures to these assets would result in flooding of much of the Dunedin CBD, including State Highway 1.

[7] The flood protection, river and drainage assets, and the schemes they make up, primarily consist of floodbanks, pump stations, floodgates and culverts. Table 1 provides a summary of the key flood protection and drainage infrastructural assets that are included within this strategy.

Scheme	Catchment Area (,000 ha)	Area Protected (,000 ha)	Assets				
Alexandra Flood Protection	1,511	0.01	1	0	3	0	0
Leith Flood Protection	4	0.2	0	0	0	0	0
Lower Clutha Flood Protection and Drainage	2,110	9.3	110	153	5	189	5
Lower Taieri Flood Protection	565	13	107	0	0	0	0
West Taieri Drainage	8	8.1	0	144	3	22	20
East Taieri Drainage	17	4.8	0	126	3	84	1
Tokomairiro Drainage	40	7.7	0	110	0	74	19
Lower Waitaki River Control	65km length of Waitaki River						
Lower Shotover Delta Scheme	430m length training line						
Stoney Creek Scheme	200m length contour channel & 2 sediment traps						
TOTAL	4,256	43	218	535	14	369	55

- Key**
- Length of floodbanks (km)
 - Length of drains (km)
 - No. of pump stations
 - No. of culverts
 - No. of bridges

Table 1: ORC’s Strategic Assets

- [8] ORC manages the integrity of its critical assets through the Bylaw.
- [9] ORC also has Designations across some of the schemes within the Dunedin City Council boundaries which provide further legal recognition and protection. Designations are to be sought from other territorial authorities in the future.
- [10] Current Designations held by ORC that relate to flood protection in district plans include:
- Lower Taieri Flood Protection Scheme and West and East Taieri Pump Stations,
 - Leith Flood Protection Scheme, and
 - Lindsay Creek River Works.

Protection of Assets through Bylaw and Designation

- [11] The purpose of the Bylaw is to manage, regulate and protect the effective operation and integrity of flood protection works (“FPW”) owned by or under the control of ORC.
- [12] The Bylaw controls activities which may affect the operational integrity of the FPW.

- [13] A designation increases the profile and general awareness of these assets, but also affords them a further degree of legal recognition and protection.
- [14] Generally, under the Bylaw, all persons require ORC approval (or authority) to undertake a variety of activities that have the potential to adversely affect the FPW.
- [15] Designations complement the regulatory mechanisms already in effect and assist with promoting a greater understanding between Territorial Authorities, ORC and the public as to ORC's interests in matters related to these assets. Whilst some of ORC's FPW have been designated, this is not universal. Further, the designation does not extend beyond the FPW, while the Bylaw controls activities within a specific distance of the FPW, thus enabling its continued functionality.

DISCUSSION

Perceived Problem – background

- [16] The Bylaw came into force on 1 September 2012 after replacing the 2008 version of the Bylaw. Under section 159 of the Local Government Act 2002 ("LGA") the Bylaw must be reviewed by 31 August 2022. If the Bylaw is not reviewed by 31 August 2022, under s160A the Bylaw will be revoked on 31 August 2024.
- [17] To commence the review of the Bylaw, ORC must determine that a Bylaw is the most appropriate way of addressing the perceived problem.
- [18] Under s155 of the LGA, when reviewing the Bylaw, ORC must establish that there is a perceived problem.
- [19] The Bylaw:
 - a. Applies to identified drains, overland flow paths, defences against water and excavation-sensitive areas, floodways, groynes, cross-banks, anchored tree protection and plantings,
 - b. Has restrictions on and affects activities on (or adjacent to) the FPW which are prefixed by "No person shall, without the prior authority of the Council", and
 - c. Contains a process for applying for authority to undertake activity/activities which would contravene the Bylaw.
- [20] The FPW subject to the Bylaw are either owned by or under the control of ORC. The Bylaw provides ORC with authority for maintaining and protecting the effective operation of the FPW.

Perceived Problem - Risk of not having Bylaw

- [21] The Bylaw is the mechanism by which the FPW are protected. If the Bylaw is not reviewed, the rules controlling activities that may affect the integrity or operation of flood protection works will be revoked. This would increase the risk of loss or damage to the works and the loss or reduction in the protection they provide to people and property.
- [22] Further, ORC staff would have no mechanism for ensuring the FPW are maintained, and their integrity is not challenged. This is particularly relevant when the FPW are not situated on ORC owned or controlled property.

- [23] The Regional Plan: Water for Otago does not protect ORC's FPW. As such, the Bylaw is required to protect the integrity and operation of the FPW.
- [24] The Bylaw provides controls for activities occurring both within and in proximity to the ORC's FPWs; where works are proposed that may impact on the FPWs and their integrity, Bylaw approval is required. The designation covers the footprint of the FPWs, and provides a mechanism whereby activities may be identified by the relevant territorial authority via building consent and resource consent applications. Applicants will then be directed to liaise with ORC regarding Bylaw approval and approval to undertake works within a designated area. Whilst some of ORC's FPW have been designated, this is not universal.

Proposed Changes

- [25] The review of the Bylaw proposes to address both the text and maps of the Bylaw.
- [26] The maps contained in the Bylaw set out the FPW that are subject to the controls in the Bylaw. These maps reflect the position as it was in 2012 and changes to the FPW have occurred over time. It is necessary that the maps are updated to provide members of the public and interested organisations accurate information.

Consultation Process and Timeline

- [27] If endorsed by Council, the next stages in the process are:
- a. Undertake a review of the Bylaw (December 2021 – January 2022)
 - b. The Bylaw will be reviewed internally, with external expertise to assist in the process. The text and maps that are known to staff to require changes will be initially updated.
 - c. Workshop with Council (February 2022)
 - d. A draft Bylaw will be prepared from the initial review. This will be drafted initially with legal, policy and technical input. The draft Bylaw will then be presented to Council, with a recommendation to commence formal community consultation.
 - e. Consultation (April 2022 – June 2022)
 - f. Consultation on the proposed Bylaw will use the special consultative procedure prescribed under sections 83 and 86 of the LGA. A four week submission period will be provided, during which any person may lodge a submission.
 - g. Hearings (July 2022)
 - h. A hearing will be arranged, for any submitter wishing to present their submission in person. The panel for hearings will be discussed at the Workshop with Council.
 - i. Bylaw amended (August 2022)
 - j. The Bylaw is amended to reflect the consultation and hearing process. The updated Bylaw is taken to Council for resolution to accept the Bylaw.

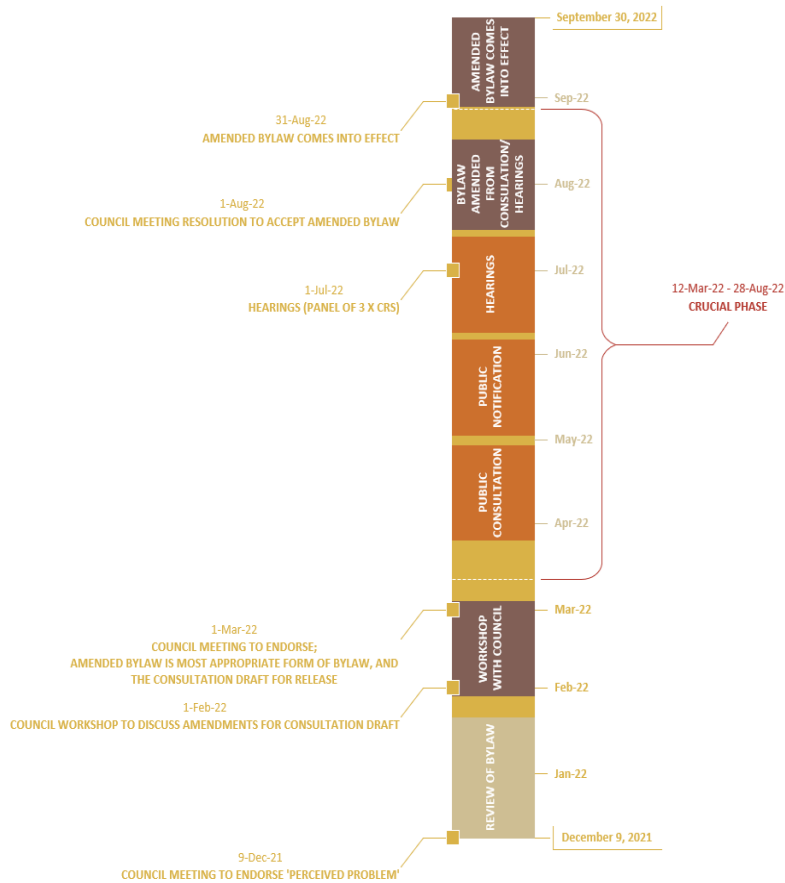


Diagram 1: Proposed Timeline for Bylaw amendment

OPTIONS

- [28] Do nothing. This option will result in the Bylaw being revoked in 2024 on 1 September 2024, 2 years after the date of which it was required due to be renewed/replaced. This option assumes there is not a perceived problem.
- [29] New Bylaw. This option can occur during the timeframe set out above (within 2 years of the current Bylaw being revoked) but must occur prior to 1 September 2024. This option maintains there is a perceived problem.
- [30] Amended Bylaw. This option is the preferred option set out in this paper, to have the current Bylaw amended to take force by 1 September 2022.

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [31] The effective delivery of flood protection and land drainage infrastructure contributes to community resilience to natural hazards, which is a key component to ORC's vision for Otago. The review process will uphold ORC's strategic commitments of:
 - a. Evidence-based and timely decision making,
 - b. Effective community engagement (through consultation), and
 - c. Partnering with mana whenua and making Mātauranga Kāi Tahu an integral part of decision-making

- [32] The Bylaw aligns with the Infrastructure Strategy, which was received by Council on 1 March 2021, in that it provides protection of the integrity and operation of FPW which provides certainty for actions contemplated by the Strategy.
- [33] With the Bylaw in place, Council can be confident that strategies such as the approach to asset renewal or improved environmental performance can occur with certainty.
- [34] There are no policy considerations associated with receiving this report.

Financial Considerations

- [35] There are no financial considerations associated with receiving this report.
- [36] If Council recommend further consideration of one or more options outlined in this report, there will be a financial consideration, and this would need to be considered under separate Council approval

Significance and Engagement

- [37] The Bylaw review will trigger the Significance and Engagement Policy however because the consultative procedures under the LGA are being used, these address the requirements for ensuring public participation.
- [38] ORC staff are committed to the continuing process of consultation with Kāi Tahu, to achieve mutual understanding and agreement in reviewing the Bylaw.

Legislative and Risk Considerations

- [39] The Bylaw review will be undertaken in accordance with the requirements of the Local Government Act 2002.
- [40] There are no risks associated with receiving this report. There is risk associated with not having a Bylaw in place and these need to be managed.

Climate Change Considerations

- [41] There are no climate change considerations with receiving this report.

Communications Considerations

- [42] There will be communications engagement required to support the consultation period.

NEXT STEPS

- [43] For the reasons above, staff recommend that a full review of the Bylaw be commenced to inform the preparation of an amended Bylaw to ensure the ongoing integrity and satisfactory performance of the ORC's FPW.

ATTACHMENTS

Nil

7.2. Ministry Review of Wakatipu Basin School Bus Services and Dunedin Changes

Prepared for: Council
Report No. OPS2106
Activity: Transport - Public Passenger Transport
Author: Garry Maloney, Manager Transport
Endorsed by: Gavin Palmer, General Manager Operations
Date: 9 December 2021

PURPOSE

- [1] The purpose of this report is to update Council on changes to commercial school bus services in Dunedin and on a proposal from the Ministry of Education to review the school bus services it provides in Queenstown.

EXECUTIVE SUMMARY

- [2] Otago Road Services (ORS) has been providing commercial school bus services in Dunedin City for over 20 years. At the end of 2021, it will stop doing so. The services are not recognised in the Regional Public Transport Plan (RPTP) as integral to the network.
- [3] Council staff are recommending that Council accommodate minor changes to the public network where possible (not like-for-like). Those changes are likely to come at minor additional cost. To date, of the schools affected, only Kaikorai Valley College has engaged with Council staff and is seeking solutions prior to the end of the 2021 school year.
- [4] In Queenstown, the Ministry of Education (MoE) has signalled to Council its intent to review its services as it believes suitable public transport exists. The MoE would like Council to enter in to a Memorandum of Understanding (MoU) to enable a collaborative review to be undertaken between both parties and ultimately implemented. It has advised that it would like the MoU to apply to the whole of the region and not be limited to Queenstown.
- [5] The first step in implementing the MoU would be for the parties to prepare a Strategic Area Plan (SAP). The SAP would establish what the transition would look like.
- [6] Council staff are working with MoE staff to develop the MoU, which they will bring back to Council to consider in the New Year.

RECOMMENDATION

That the Council:

- 1) **Notes** this report.
- 2) **Authorises** the Chief Executive to approve minor changes to the Dunedin bus network in time for the start of the 2022 school year, to address school connectivity issues that have/may arise, given the cessation of commercial services at the end of 2021.

BACKGROUND

Dunedin

- [1] Otago Road Services (ORS) has been providing commercial school bus services in Dunedin City for over 20 years. The services are registered as exempt services under the Land Transport Management Act 2003.
- [2] Council staff have been verbally advised by ORS that it will cease operating those services at the end of 2021 (formal notice to come). Given the services are commercial, there is nothing that Council (ORC) can do but approve the application by the operator to withdraw them and by law, the minimum notice period is 15 working days.
- [3] The ORS operate the following services (about six buses), departing predominantly from central Green Island:
 - Halfway Bush/Brockville to Kaikorai Valley;
 - Green Island to Kaikorai Valley;
 - Allanton via Mosgiel and Fairfield to Green Island;
 - Brighton via Waldronville to Green Island;
 - Green Island to Dunedin hill suburbs;
 - Green Island to Dunedin central city; and
 - Green Island to Southern Dunedin.
- [4] Which service the following schools (transporting between 170 to 225 students):
 - Kaikorai Valley College;
 - Columba College, St Hilda's Collegiate School and John McGlashan College (hill suburbs);
 - Otago Boys High School, Otago Girls High School, Kavanagh College (central city); and
 - Kings High School, Queens High School (Southern Dunedin).
- [5] The services are not recognised in the Regional Public Transport Plan (RPTP) as integral to the network.
- [6] Many of the services enable students to attend a school of choice (e.g. from Mosgiel to a Dunedin high school, rather than Taieri College).
- [7] In addition to ORS commercial school bus services, Dunedin students also use the Dunedin public transport service (comprising of just under one-quarter of total patronage during school terms). As part of that network, there are currently five services that are accessible to any member of the public, but effectively serve as school services. They are:
 - 5D 8.35am Pine Hill to Logan Park High School;
 - 6E 3.35pm Logan Park High School to Opoho and Pine Hill;

- 6D 3.05pm Dunedin North Intermediate to Pine Hill;
- 40C 3.15pm Bathgate Park School, Queens High School and Kings High School to Lookout Point; and
- 18C Portobello to City – diverts via Bayfield High School twice per day.
- The options analysis in an earlier section of the report outlines how both matters align to the RPTP.

[8] Consistent with the RPTP, it is intended that the above be phased out in time (also as per Council’s decision on Unit 3).¹

Wakatipu

[9] The Covid-19 pandemic has significantly impacted the patronage of the Queenstown public bus service.

[10] Current patronage is about 58% of pre-Covid patronage and this means there is greater unused passenger capacity. That is not to say that every trip on every route at any time of the day is operating at 58% of pre-Covid levels. Further work needs to be undertaken to identify where and when, contracted capacity is more available.

[11] As part of the review of the Regional Public Transport Plan in 2021, Council received a submission dated 21 May 2021 from the Ministry of Education (MoE) that said:

“In addition to ensuring optimised service planning and delivery, there are opportunities for greater alignment or cooperation between the Ministry and ORC on a number of strategic priorities outlined throughout the draft RPTP, including contributing to carbon reduction and sustainable fleet management, enabling mode shift and ensuring an integrated approach to service planning and delivery across the region. We would welcome the opportunity to discuss these priorities further and explore possibilities for ongoing cooperation in one or more of these areas.”

[12] Subsequent conversations between staff of the two organisations highlighted that one of those “opportunities” related to MoE school bus services in the Wakatipu Basin. The Ministry has formed the view that a significant number of students currently receiving MoE travel assistance do not meet their eligibility criteria and likely need to be transitioned from its services.

[13] It should be noted that in addition to MoE services, school children also currently use the Queenstown public transport service to travel to/from school (such as Wakatipu High School in Hawthorne Drive, Frankton).

[14] The schools that the MoE has had early conversation with are:

- Wakatipu High School;
- Queenstown School;
- Remarkables Primary School;
- Shotover Primary School;
- St Joseph’s School (Queenstown);
- Kingsview School; and
- Te Kura Whakatipu o Kawarau (opening 2022).

¹ 7 July 2021 Implementation Committee meeting – Dunedin Public Transport Unit 3 Procurement (considered in Confidential).

- [15] The MoE transport assistance eligibility criteria are (and a child must meet all three to be eligible):
1. *The school must be the closest state or state integrated school your child can enrol at ...*
 2. *Your child must live more than a certain distance from the school:*
 - *Years 1-8: At least 3.2 km from the school (over the shortest public road or pedestrian route from home roadside gate to the school's front gate).*
 - *Years 9-13: At least 4.8 km from the school (over the shortest public road or pedestrian route from home roadside gate to the school's front gate).*
 3. *There must be no suitable public transport options.”²*
- [16] Of the three criteria above, the third is the least quantitative.
- [17] The MoE is seeking to enter an MoU with ORC to establish how we will work together to plan and implement a staged transition between services. They have advised that they would like the MoU to apply to the whole of the region and not be limited to Queenstown.
- [18] Staff understand this is consistent with its intended approach nationally (one MoU per region where there may be a need to transition services). It is a reflection that in Otago, public transport operates not just in Queenstown but also in Dunedin (and in the future, perhaps in other parts of the region) and over the term of the proposed MoU (three years), opportunities may arise for further service transition. It is not a signal that MoE is seeking to transition its whole Otago network to Council.
- [19] Furthermore, as noted above, it's an intention, not an obligation. This is one area of the proposed MoU that staff of the two organisations have been negotiating.

DISCUSSION

Dunedin

- [20] Section 5.3.2 of the current RPTP states:
- “Through the overall re-design of the Dunedin network in 2014 and updates in 2017, the ORC moved away from specifically providing school transport. In keeping with that approach, the ORC will in the long term, not contract bus services specifically for school children.”*
- [21] Given the above and that the commercial services are not included as integral services in the RPTP, Council is unable to fund those services. To do so would require a change to the RPTP and may trigger the Long-term Plan Significance Policy depending on the cost of the replacement network.
- [22] To date only one school has contacted ORC staff to investigate alternative service provisions (Kaikorai Valley College on 26 November 2021). Staff are trying to resolve this prior to the end of the current school year so that they can inform their community of travel arrangements for the next school year.

² <https://parents.education.govt.nz/primary-school/your-child-at-school/school-transport-assistance/#eligibility>

- [23] In responding to the approach of Dunedin schools, Council has a number of options (addressed in the following section).
- [24] Consistent with the current RPTP, staff have excluded from the Option's, new services (i.e. a new dedicated school bus route), but not minor route or timetable variations.
- [25] For example, preliminary options discussed with Kaikorai Valley College staff (and Council's bus contractors) include:
- for students from the north, putting in place an interchange point at the stop at 117 Taieri Road, to enable the routes 33, 44 and 55 to connect with the route 38 service; and
 - for students from the south, extend the Brighton service (route 70) to connect from Green Island to the school.
- [26] The latter will come at a small cost (~\$20,000 per annum, but subject to negotiations), while the former should be at no cost.

Wakatipu

- [27] Section 5.3.2 of the current RPTP applies equally to the Wakatipu and any transition to a public service will need to be consistent with RPTP policies and objectives.
- [28] As noted above, the MoE is seeking to sign an MoU with Council:
- to work collaboratively together to transition from Ministry to public bus services in a staged manner;
 - Which will be informed by the preparation of a strategic area plan;
 - That will then be operationalised for implementation.
- [29] A draft MoU is being developed between officers of both organisations. It will likely set out the framework to work together.
- [30] The critical part of the process will relate to the timeline for the proposed transition and for ORC, any transition requiring extra resources ideally must happen for the next Long-Term Plan. Council staff have expressed to the MoE that any material transition between services would ideally happen in January 2025 (because of the Long Term Plan three-yearly planning and funding cycle).
- [31] The MoE has indicated that their intention is for the transition of services to be resolved as quickly as possible, with full transition completed by January 2025.
- [32] Where there may be sufficient unused capacity on the public service, transition changes could possibly take place from school Term 3, 2022. This may produce mutual benefits where the transition of students releases a Ministry bus that could then be reallocated to meet demand in the Wakatipu MoE network, while the public service would grow patronage and fare revenue.
- [33] The key first step likely to be proposed in the MoU is to prepare a strategic area plan (SAP) that will set out what the transition will look like (and address the timing issue highlighted in paragraphs 28 and 29). For ORC, a key part of this work will be to ascertain bus capacity on the public network as an input to staging the transition.

- [34] Preparation of the SAP will give clarity (detail) on the proposed transition and identify the implications for the public bus network (and community).
- [35] It is anticipated that the draft SAP would come back to Council for approval as it in effect, will be Council’s commitment in principle, to progress the transition.
- [36] Preparation of the SAP will also enable Council and its public transport co-investment partners to understand what the future cost implications may be. In regard to Waka Kotahi NZ Transport Agency, that would enable both parties to define the process to obtain financial co-investment.
- [37] Removal of free MoE bus services will likely be opposed by a significant part of the Queenstown community (and schools). That notwithstanding, the final decision on whether or not MoE services are removed will be the MoEs.
- [38] It’s likely that even if the MoE services are replaced by the exact same public service (that is, the same routes and free to use), the change will still be opposed by some. And it is also likely that with the latter, based on experience in Tauranga where the MoE removed services catering to several thousand school students, some parents will choose to transport their children to school by car instead of using the replacement public service.

OPTIONS

Dunedin

- [39] Council has at least two options as follows:
 - Option 1 – do nothing; or
 - Option 2 – as needed, work with affected schools to implement minor service changes.
- [40] Staff recommend Council adopt Option 2, based on the following evaluation (see Table 1):

	RPTP Objectives									RPTP Outcomes Incr boardings per capita	
	Carbon Reduction			Integrated Network			Adaptable	High quality, safe & accessible	Affordable		
	Incr mode share	VQS (1)	Non CO2	Design	Improve choice	Collaborate	Vehicle Capacity	\$ Customer (2)	\$ Community (3)		
Option 1	xx	-	-	x	x	x	✓	-	✓	✓	
Option 2	x	✓	-	✓	-	✓	✓✓	-	x	✓✓	

- Notes:
- (1) Vehice Quality Standards
 - (2) financial cost to customer
 - (3) financial cost to ratepayers

Table 1: ORS Service Cessation Option Analysis

- [41] The Options available to the Council have been evaluated against the Objectives and relevant Policies of the Regional Public Transport Plan. Option 2 is recommended because:
 - it will increase patronage (and revenue) on the public bus service at little extra cost to ratepayers;
 - those customers will be able to use accessible buses; and
 - we will achieve a more integrated network.

- [42] In the short term, Option 2 will not increase mode share as experience shows some transitioned ORS service users will not use the public offering.
- [43] In the medium to long term, Option 1 may deliver a CO₂ reduction, but it is scored neutral (as the other option has too) as no formal plan is in place to replace fossil-fueled buses in Dunedin with non-fossil-fuelled ones.
- [44] Option 2 does require unbudgeted expenditure to be implemented. Given the time of year and the possibility in the New Year that other schools may contact Council seeking urgent school transport solutions (that is, the new school year starts at the end of January 2022), staff recommend that Council empower the Chief Executive to approve minor bus service changes that are able to accommodate those requests, which will be subsequently reported back to Council.

Wakatipu

- [45] There are no options in regard to the proposed MoE Queenstown school bus transition at this time. Once the MoU has been developed to the mutual satisfaction of officers, it will be reported to Council for consideration. At that time, staff will provide options for Council's consideration.

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [46] ORC's 2021/31 Long-Term Plan outlines how activities undertaken by Council will help to achieve community outcomes. One of the Community Outcomes that ORC aims to achieve is sustainable, safe, and inclusive transport. Council working with Dunedin school communities will help deliver this outcome.
- [47] The options analysis in an earlier section of the report outlines how both matters align with the RPTP.

Financial Considerations

- [48] As outlined earlier in the report, preliminary cost estimates to provide a solution for Kaikorai Valley College are minor in comparison to the overall transport budget (but may require contract variations).
- [49] There are no financial considerations at this time relating to the proposed MoE Queenstown school bus transition.

Significance and Engagement Considerations

- [50] The ORS has communicated with the schools in Dunedin that it provides services to that it will cease providing those services at the end of 2021. As such, there is no need for Council to also engage with those schools.
- [51] In regard to the proposed school bus transition in Queenstown, Council has engaged with its Way to Go partners on this matter (and will continue to do so).

Legislative and Risk Considerations

- [52] There are no legislative considerations in regard to the proposed decisions sought in this paper.
- [53] There are some risks including:

- Dunedin schools wrongly assuming Council will replace the ORS services for the start of the 2022 school year (low);
- Dunedin schools having different expectations as to what Council will deliver (medium);
- there is currently uncertainty as to how the Council would secure Waka Kotahi co-investment for any requirements for extra bus services to enable the school bus transition in the Wakatipu (medium).

Climate Change Considerations

[54] The options analysis in an earlier section of the report addressed climate change considerations.

Communications Considerations

[55] As noted above, ORS has communicated with the schools in Dunedin that it provides services to that it will cease providing those services at the end of 2021. Presumably as schools have seen fit/the need, they have been in contact with Council staff (as outlined in the report).

NEXT STEPS

[56] For Dunedin, the next steps are to work with schools as they contact Council to investigate options to meet anticipated student travel demand. Should those contacts transpire, any subsequent matters requiring decisions will be reported to Council in the New Year.

[57] For Queenstown, the next step is for ORC Officers to work with staff at MoE to develop the MoU.

ATTACHMENTS

Nil

7.3. 2021-24 National Land Transport Programme Outcome

Prepared for: Council
Report No. OPS2110
Activity: Transport - Transport Planning
Author: Garry Maloney, Manager Transport
Endorsed by: Gavin Palmer, General Manager Operations
Date: 24 November 2021

PURPOSE

- [1] The purpose of this report is to advise Council on the success of its 2021-24 National Land Transport Programme bid and seek a direction in regard to Long-term Plan (LTP) activity.

EXECUTIVE SUMMARY

- [2] Waka Kotahi NZ Transport Agency (WKNZTA or the Agency) is a co-investor in the ORC's transport activities. ORC's pitch for WKNZTA co-investment, is based on ORC's LTP.
- [3] In early September 2021, the WKNZTA Board adopted the 2021-24 NLTP and advised councils (and others) of the level of funding it had approved for each, for the period July 2021 to June 2024.
- [4] In most cases, WKNZTA approved the level of funding that ORC sought from it for its transport activities. It is worth noting however:
- Bus Driver Wage Uplift equivalent to the 2021 Living Wage (as agreed by Council in May 2021) - ORC is in the process of seeking WKNZTA co-investment to fund paying bus drivers the hourly wage equivalent to the 2021 Living Wage and staff are confident this will be approved. ORC and WKNZTA have not committed beyond the September 2021 Living Wage rate to continue to match future increases in the Living Wage (as outlined in the May 2021 Council report).
 - Dunedin bus route 1 and Mosgiel service improvements - WKNZTA has approved co-investment in the proposed Mosgiel service improvements, but not route 1 (Palmerston to Dunedin). ORC has options to deliver a route 1 improvement, which could be less than the community is seeking.
 - Queenstown and Dunedin business cases - conditional approval has been given by WKNZTA for the Dunedin business case (subject to WKNZTA approving the Shaping Future Dunedin Transport Programme Business Case). WKNZTA has approved the Queenstown one. However, the later than normal NLTP approval process and the Shaping Future Dunedin Transport Programme Business Case will likely impact on the timing of ORC's proposed LTP Year 2 Dunedin bus service improvement.

RECOMMENDATION

That the Council:

- 1) **Notes** this report.
- 2) **Notes** Waka Kotahi NZ Transport Agency has not approved co-investment in the 2021–2024 National Land Transport Programme for improvements to Dunedin bus route 1.
- 3) **Approves** an improvement to Dunedin bus route 1 within the constraints of the ORC’s local share funding as budgeted in the 2021-31 Long-Term Plan.
- 4) **Approves** the form of the service improvement to Dunedin bus route 1 to be based on the feedback of the Waikouaiti Coast Community Board.
- 5) **Approves** postponing the Year 2 Long-term Plan proposed Dunedin bus service improvement (new service from Green Island to the City via South Dunedin) to Year 3.

BACKGROUND

- [5] Councillors will be aware that WKNZTA is a co-investor in ORC’s land transport and public transport activities.
- [6] To obtain that co-investment, every three years ORC prepares and submits a land transport programme to WKNZTA. The input for that programme comes from ORC’s LTP and it becomes an input to the NLTP. Both the LTP and the NLTP are normally adopted by the end of June for the following three financial years.
- [7] The ORC’s 2021-24 land transport programme comprised:
 - Public transport continuous activities (our business as usual public transport work programme, including bus driver wage uplift);
 - Low cost, low risk activities (new public transport services and infrastructure [e.g. bus shelters] that will cost less than \$2 million over the three years); and
 - Improvement activities (such as the ORC’s proposed business cases).
- [8] In early September 2021, the WKNZTA Board adopted the 2021-24 NLTP and advised councils (and others) of the level of funding it had approved for each, for the period July 2021 to June 2024.
- [9] In most cases, WKNZTA approved the level of funding that ORC sought from it for its transport activities. There were some exceptions however, mainly relating to bus service improvements submitted through the low cost, low risk work category (especially Dunedin route 1).

DISCUSSION

Bus Driver Wage Uplift

- [10] In May 2021, Council resolved to:
 - “pay an increase for the base wage rate for bus drivers delivering Council’s contracted bus services that aligns with the 2021 Living Wage from 1 September 2021 (conditional on Waka Kotahi NZ Transport Agency co-investment).”
- [11] As the WKNZTA policy on bus driver wages post-dated the submission of ORC’s land transport programme, it was not initially included in the programme. However,

consistent with the Policy, ORC is in the process of submitting a review item to WKNZTA to increase ORC’s continuous activities programme to incorporate the wage uplift (seeking extra WKNZTA co-investment). Staff are confident this will be approved.

- [12] Council has not committed beyond the September 2021 Living Wage rate to continue to match future increases in the Living Wage. This is consistent with WKNZTA policy, and was outlined in the May 2021 report.
- [13] If the value of the 2022 Living Wage (yet to be determined) rises by the same amount as the 2021 Living Wage (\$0.65 per hour), staff estimate that for both Dunedin and Queenstown that would represent an increase of about \$370,000 and based on the current WKNZTA policy, that is not eligible for Agency co-investment. However, given inflation has started to increase, it is likely the 2022 Living Wage value will be greater (and therefore the total cost greater).

Low Cost, Low Risk – Dunedin Route 1, Palmerston to Dunedin

- [14] As part of ORC’s 2021/31 LTP process, ORC received submissions from the community seeking improvements to the Palmerston to Dunedin bus service (route 1). The service is ORC’s longest route (~63 kms one-way) and currently operates three return trips each weekday (between 7:00 am and 7:05 pm). It does not operate at the weekend.
- [15] Current patronage of the service is shown in Figure 1:

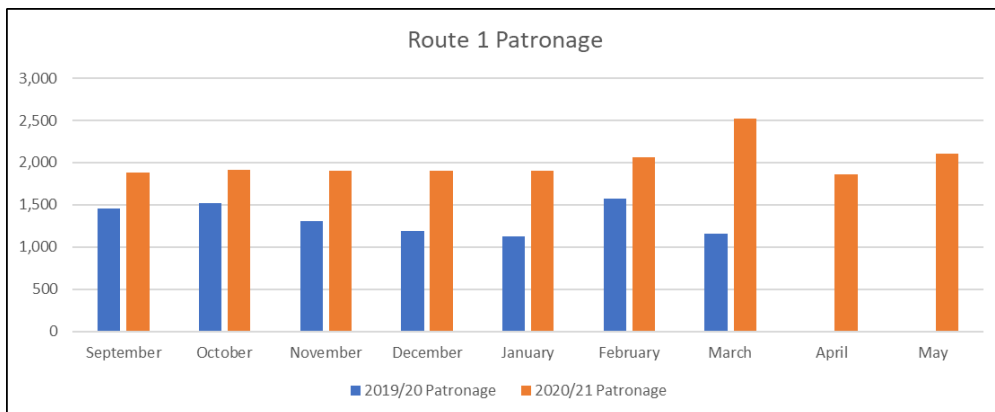


Figure 1: Dunedin Route 1 Patronage

- [16] As can be seen above, patronage of the service has increased due to the \$2 interim fare trial.
- [17] The community was seeking additional week-day services and weekend services. Giving effect to the submissions, ORC budgeted expenditure in the current year of about \$110,000 (for a start in 2022) and \$220,000 in the next financial year. Of these amounts the local share cost to ORC in 2021/22 was budgeted at \$55,000 (\$110,000 in 2022/23 onwards) and co-investment from WKNZTA of \$57,000 (\$114,000 in 2022/23 onwards).
- [18] The WKNZTA co-investment was sought by ORC through the NLTP low cost, low risk work category. The WKNZTA has not approved co-investment in the current 2021/24 three-

year period. This means ORC is short of \$57,000 in the current year (and \$114,000 in the following year) to implement the service improvements outlined above.

- [19] Due to the timing of the route 1 and Mosgiel (outlined below) service improvements, ORC could improve route 1 as proposed in the current year from existing budgets to cover the budgeted but not approved WKNZTA share, but that would result in a deficit in Year 2 onwards.
- [20] The Options section of this report sets out some ways that Council can give effect to its LTP decisions, but it should be noted that the service is a coverage service (that is, more focussed on providing the community with some access to goods and services) and not explicitly provided to tackle road congestion (or the costs that come from that).

Low Cost, Low Risk – Shaping Future Dunedin Transport – Mosgiel Bus Service Improvements

- [21] As part of ORC's 2021/31 LTP process, ORC provided for its actions in the Shaping Future Dunedin Programme Business Case. In the current financial year, these were to prepare a business case (discussed elsewhere in this report) and implement service improvements to Mosgiel bus services (increase weekday peak service frequency to 15 minutes and introduce a new peak Mosgiel to City express service).
- [22] The WKNZTA co-investment was sought by ORC through the NLTP low cost, low risk work category and has been approved.
- [23] ORC staff have commenced engagement with Dunedin City Council staff and its bus contractor to implement the changes. The change requires both detailed service planning (e.g. route and timetables) and a variation to an existing bus contract (Unit 5).
- [24] Engagement with the bus contractor has indicated that the actual start of the improvements may be later in the financial year than the currently budgeted (the LTP assumed a January 2022 start). The main reason for this is that the improvements require additional buses.
- [25] A delayed start will mean that unexpended local share could offset the unapproved WKNZTA share for Dunedin route 1 in 2021/22.

Improvement Activities – Business Cases

- [26] In ORC's 2021/31 LTP process, Council included projects to prepare two business cases:
- Shaping Future Dunedin Transport public transport fares and frequency business case – to be undertaken in the 2021/22 financial year at a cost of \$400,000 (ORC local share of \$196,000).
 - Queenstown public transport business case - to be undertaken in the 2021/23 financial years at a cost of \$1.5 million (ORC local share of \$735,000).
- [27] The WKNZTA co-investment for both projects was sought by ORC through the NLTP improvements work category.
- [28] For both projects, the NLTP states a “probable” funding status. As outlined to Council in the October 2021 agenda paper on the Queenstown business case, “probable” means “activities that are expected to proceed during this NLTP period, subject to a successful

business case and funding being available when the application is received.” This requires ORC to submit for WKNZTA for approval a “point of entry” (POE) application.

- [29] ORC has now submitted both and conditional approval has been given by WKNZTA for the Dunedin business case (subject to WKNZTA approving the SFDT PBC), while the Queenstown one was approved by the WKNZTA Delegation’s Committee (11/11/21).
- [30] The later approval of the 2021-24 NLTP and the subsequent POE process, will impact the proposed Year 2 Dunedin bus service improvements (a new service from Green Island to the City via South Dunedin). Investment by both ORC and WKNZTA in this improvement is conditional on it being supported by the fares and frequency business case. It is now unlikely that the business case will be concluded in time to provide an input on this service improvement as part of the 2022/23 Annual Plan decision-making process.
- [31] As such, staff recommend that proposed Year 2 Dunedin bus service improvement be moved to Year 3.

OPTIONS – Dunedin Route 1

- [32] In regard to Dunedin route 1, ORC has a number of options including:
- Option 1 – do not implement any service improvement;
 - Option 2 – implement a limited-service improvement to the value of the ORC’s local share funding; or
 - Option 3 – implement the full-service improvement and fund the whole cost.
- [33] The preference of the Waikouaiti Coast Community Board (WCCB) is Option 3.
- [34] ORC staff are also seeking some feedback from the WCCB on its preferred alternative if Council does not implement Option 3. While that feedback has yet to arrive, earlier feedback from the last WCCB meeting suggested a weekend service would be preferable, or even a shorter service that only extended to Waitati, for example.
- [35] The option recommended by staff is Option 2, which would enable either:
- Two extra services per weekday;
 - A Saturday service; or
 - A Sunday service.
- [36] Option 2 is recommended because:
- It will deliver a service improvement; and
 - That improvement will be within budgets.
- [37] In terms of the actual improvement, staff recommend Council be guided by the WCCB – that is, within ORC’s financial constraints, ORC implement the service that the Community Board believes will best meet its community’s needs.

CONSIDERATIONS

Strategic Framework and Policy Considerations – Dunedin Route 1

- [38] ORC’s 2021/31 LTP outlines how activities undertaken by Council will help to achieve community outcomes. One of the Community Outcomes that ORC aims to achieve is

sustainable, safe, and inclusive transport. ORC investing in Dunedin route 1 service improvement will help deliver this outcome.

- [39] The Regional Land Transport Plan 2021-2031 (RLTP) aligns with the strategic priorities of the Government Policy Statement on Land Transport Funding (Safety, Better Travel Options, Improving Freight Connections and Climate Change).
- [40] The RLTP has three priorities – one of those is to “invest to create genuine mode choice”. Based on the feedback ORC has received from its community, Council investing in Dunedin route 1 service improvement will help deliver this priority.
- [41] In June 2021 Council adopted a new RPTP. The RPTP contained the following objectives:
1. *“Contribute to carbon emission reduction and improved air quality through increased public transport mode share and sustainable fleet options.”*
 2. *“Deliver an integrated Otago public transport network of infrastructure, services and land use that increases choice, improves network connectivity and contributes to social and economic prosperity.”*
 3. *“Develop a public transport system that is adaptable.”*
 4. *“Establish a public transport system that is safe, accessible, provides a high-quality experience that retains existing customers, attracts new customers and achieves high levels of satisfaction.”*
 5. *“Deliver fares that are affordable for both users and communities.”*
- [42] The RPTP also set out “Proposed ... Service Levels (Table 9, page 48 and Table 15, page 74) and Dunedin route 1 is characterised as a “targeted service” for which the proposed frequency and hours of operation are defined as essentially “responsive to local demand and need”.
- [43] Council investing in a Dunedin route 1 service improvement (of whatever scale) would be consistent with the RPTP.

Financial Considerations

- [44] The LTP budgeted cost of implementing the full Dunedin route 1 service improvement was as follows (note years 2 and 3 in the table below have not been inflated):

	2021/22	2022/23	2023/24
ORC investment	\$54,806	\$109,612	\$109,612
WKNZTA co-investment	\$57,043	\$114,086	\$114,086
Total cost	\$111,849	\$223,697	\$223,697

- [45] In the current financial year, if Council selected Option 1, there would be a saving in local share not spent of \$54,000 and in years 2 and 3, about \$110,000 per year.

- [46] If Council selected Option 2, there would be a reduction in actual budgeted expenditure for this item, but no revenue impact for Year 1. That would be the same for Years 2 and 3.
- [47] In the current financial year, the revenue shortfall if ORC implemented the full-service improvement (Option 3) in January 2022 would be about \$57,000 (and this would double for Years 2 and 3). That reduces by about \$9,500 per month of delay implementing the service.
- [48] While extra bus services will generate extra fare revenue, at the current \$2.00 Bee Card fare, it will not significantly lower the net cost to provide the extra services.
- [49] As noted earlier in the report, ORC could improve route 1 as intended in the current year from existing budgets to cover the budgeted but not approved WKNZTA share, but that would result in a deficit in Year 2 onwards (and grow the current Dunedin targeted rate reserve deficit).
- [50] There is also no certainty if local government funds the full-service change that in the next NLTP period (2024-27), WKNZTA will at that time co-invest in the service.

Significance and Engagement Considerations

- [51] The recommended decisions implement the LTP and proposes additional engagement with the community to deliver an improvement that best meets their needs.

Legislative and Risk Considerations

- [52] There are no legislative considerations from the recommended decisions.
- [53] There is a small financial risk from the recommended decisions in that the costs for making changes to Dunedin bus route 1 outlined in the report are estimated costs. Final costs will be determined through a contract negotiation with the operator of route 1 (Ritchies) to enable the contract to be varied.
- [54] There is also some risk of dissatisfaction from the Waikouaiti Coast community that ORC has not implemented the full-service change as the community had requested.

Climate Change Considerations

- [55] Implementing service changes to Dunedin bus route 1 will provide greater travel choice for the Waikouaiti Coast community and may result in CO₂ reductions from the transport sector if private motor vehicle users choose the bus over their cars (not expected to be high).

Communications Considerations

- [56] There are no communications considerations in regard to the proposed decisions sought in this paper.
- [57] For the last two years at least, ORC staff have been in regular contact with the WCCB on this matter including in regard to this paper.

- [58] Once Council makes a decision that will need to be communicated, especially to the WCCB.

NEXT STEPS

- [59] Following the Council's decision(s), the next step in the process will be to advise the WCCB of that.
- [60] Should Council adopt the staff recommendations, work will need to commence in earnest to define the service improvement and then work with the operator of route 1 to agree and implement the change.

ATTACHMENTS

Nil

7.4. Community Survey Report

Prepared for: Council
Report No. COMS2106
Activity: Governance Report
Author: Richard Saunders, General Manager Regulatory and Communications
Endorsed by: Richard Saunders, General Manager Regulatory and Communications
Date: 9 December 2021

PURPOSE

- [1] This report presents the results of the Otago Regional Council (ORC) Perceptions Survey for 2021.

EXECUTIVE SUMMARY

- [2] As part of the 2020/2021 Annual Plan, Councillors requested that staff initiate the delivery of a community survey for ORC. Following a workshop with Councillors to establish expectations, Versus Research were engaged to complete an annual community survey for three years commencing in 2021.
- [3] The 2021 survey has been completed and this report presents the key findings. A sample size of 1700 was taken to inform the results.
- [4] Following a detailed analysis of the survey results Versus Research have made the following recommendations for ORC:
- a. Develop clear links to the environment and the role that ORC plays in this.
 - b. Communicate the actions that have been taken with regards to environmental protection.
 - c. Broaden the use of communication channels.
 - d. Address and manage perceptions of in-fighting amongst Councillors.
- [5] This report recommends that staff develop an action plan in response to the survey results and report back to Council in early 2022.

RECOMMENDATION

That the Council:

- 1) **Notes** this report.
- 2) **Requests** that staff develop an action plan in response to the survey and report back to the Governance, Communications and Engagement Committee on 10 March 2022.

BACKGROUND

- [6] During the 2020/2021 Annual Plan process, Councillors requested that staff initiate a project to deliver a community survey for ORC.

- [7] On 9 September 2020 a workshop was held with Councillors to ensure staff had a clear understanding of the objectives of the community survey project.
- [8] Following the workshop staff completed a procurement process and appointed Versus Research to develop the community survey and deliver it for three years commencing in 2021.
- [9] In early 2021 Versus Research engaged with a range of Councillors and staff to refine the purpose and scope of the community survey. This information was used to inform an implementation plan.
- [10] A further workshop was held with Councillors on 11 March 2021 to test the outcomes of the scoping work and confirm the objectives of the survey. The objectives established at the workshop were to determine:
- a. Community awareness and perceptions of ORC.
 - b. Issues of priority to the community.
 - c. How different communities would prefer to engage.
 - d. Community knowledge and attitudes regarding the environment.
- [11] At the 13 May 2021 Governance, Communications and Engagement Committee a detailed proposal document, including sampling methodology, sample size and survey content was presented to Councillors. The Committee resolved:
1. Receives the report.
 2. Approves the delivery of a Community Survey for ORC with a sample size of 1700.
 3. Notes that Versus Research will be contracted to deliver the survey annually for the next three years.
 4. Notes that the survey will be completed between August and October 2021.
- [12] The survey has now been undertaken and a detailed report including recommendations has been presented by Versus Research. A public briefing was held with Council on 8 December 2021 to discuss the findings of the survey and clarify any questions regarding the methodology. A copy of the final report is included as Attachment 1.

DISCUSSION

Survey Methodology

- [13] In accordance with the resolution of the Governance, Communications and Engagement Committee a sample of size of 1700 people was used to inform the community survey.
- [14] The survey was completed using a quantitative methodology. Online (1,057) and telephone (643) interviews were conducted to complete the 1700 surveys.
- [15] Sample sizes for each district within the Otago region were set to ensure a sufficient sample size in each district to enable the results to be reported meaningfully in this way.

- [16] The final sample sizes by district were:

District	Sample Size
Waitaki	300
Central Otago	300
Queenstown Lakes	340
Dunedin	460
Clutha	300

Table 1: Final sample sizes by district

- [17] The final survey contains a margin of error (MOE) which is informed by the sample size. The MOE is particularly relevant when analysing the district subsets. Table 2 shows the MOE for the overall survey and each of the districts.

Sample	Margin of Error
Total sample	+/- 2.4%
Waitaki	+/- 5.7%
Central Otago	+/- 5.7%
Queenstown Lakes	+/- 5.3%
Dunedin	+/- 4.6%
Clutha	+/- 5.7%

Table 2: Margin of Error for total survey and districts

- [18] Page 7 and 8 of Attachment 1 summarises the gender, age and ethnic metrics for the completed survey results. Each of these metrics was used to inform the findings of the survey.
- [19] Each survey took approximately 15 minutes to complete. A copy of the final survey is included as Attachment 2.

Survey Results

- [20] The survey results have been presented in five key areas, knowledge, perceptions, expectations, engagement and Environmental Attitudes (NEP - New Environmental Paradigm). The report also included a final set of recommendations. These are found on pages 86 and 87 of Attachment 1.

- [21] A summary of the results for each of the key areas are:

Knowledge

1. Seventy-five percent of respondents were spontaneously aware of ORC. Awareness was highest amongst respondents in Dunedin.
2. Water related issues were the main activities that respondents most strongly associate with ORC.
3. Male respondents and older respondents had greater awareness across the board, both of ORC generally and also the activities ORC undertakes.
4. While Dunedin respondents were more aware of ORC as an organisation, these respondents were less aware of the activities that ORC undertakes.

5. Respondents from Clutha and Central Otago districts had greater awareness of the activities that ORC undertakes.

Perceptions

1. There is a high level of service satisfaction with public transport amongst users, however satisfaction is lower with other services.
2. Dunedin residents have poorer views of the Council's reputation with respondents from Queenstown Lakes rating this area the highest.
3. The majority of respondents rate ORC's delivery and management of environmental resources average or poorly.
4. Overall satisfaction is relatively low with one third of respondents dissatisfied with ORC. This appears to be driven by perceptions of poor value for rates and also the poor functioning of the Council.
5. Clear confusion amongst respondents as to the role the Council has is seen particularly amongst those who provide average satisfaction ratings.

Expectations

1. Water issues were considered to be the most significant environmental issues for the Otago region.
2. Urban issues were particularly relevant to those in areas with population pressures while climate-based issues were mentioned by younger respondents.
3. ORC's response to issues across the board is considered relatively poor, however there was recognition that some issues were significant, and that ORC was not the primary entity responsible for these solutions.
4. Those who were satisfied with the response that ORC has made to the environmental issue mentioned that ORC were doing their best to solve the issue and there had been some improvements.
5. Lack of action and not taking the issue seriously are considered the main reasons for dissatisfaction with ORC's response to the issue.

Engagement

1. Online readership of news is high with nearly $\frac{3}{4}$ of respondents indicating they do this regularly.
2. Unsurprisingly younger respondents have a greater affinity with online information sources with 82% using Facebook and 58% using Instagram. However traditional media, particularly newspapers, continue to have their place in communication particularly with older respondents.
3. Currently information from ORC is largely sources directly from ORC or traditional news media, however preferred forms of information indicate a shift towards online.
4. Online sources are preferred to other forms of media for receiving information from ORC, particularly that which is direct to residents, e.g. online newsletters.
5. The majority of respondents rated their satisfaction with ORC's information (64%) about 5 out of 10.

Environmental Attitudes (NEP)

1. Across the three NEP groups there are very few differences regarding their perceptions of the Council and the Council's reputation, i.e. elements of trust and delivery against regional outcomes.
 2. Attitudes between the groups tend to diverge with regards to the relative importance that is placed on different environmental issues and how well each group feels ORC are delivering against these.
 3. Anti-ecological respondents appear somewhat disengaged with the environment and the wider implications of environmental deficits i.e., appear somewhat apathetic and don't think anything is really "that wrong".
 4. Mid-ecological respondents appear slightly unsure of the environmental issues at play, possibly driven by varying or mis-information i.e. they know something is wrong, but they are unsure of the drivers or how to fix this.
 5. Pro-ecological respondents were highly engaged and appear to be advocates of the environment. This group look at the bigger picture context and see more urgency with regards to environmental issues.
 6. Media differences are important for communication with different groups, particularly given the breadth of channels that mid-ecological respondents access information from.
- [22] Concluding comments from Versus Research recommended four key considerations when considering ways to address the results of the Community Survey. These were;
- a. Develop clear links to the environment and the role that ORC plays in this.
 - b. Communicate the actions that have been taken with regards to environmental protection
 - c. Broaden the use of communication channels
 - d. Address or manage perceptions of in-fighting amongst Councillors

OPTIONS

- [23] As this report's primary purpose is to present the findings of the community survey there are limited options available at this time. Option one is the preferred option of staff and is recommended in this report.

Option one (recommended option): Staff present an action plan to the Governance, Communications and Engagement Committee on March 10 2022. This action plan should respond to the key findings of the survey.

Advantages

- Staff have time to fully review the report and understand the findings before committing to actions
- Councillors will have visibility of the action plan that is developed to address the findings of the report
- Developing an action plan which can be monitored will ensure that there is meaningful change which is informed by our community.

Disadvantages

- *Some of the identified actions may require additional budget. This may place pressure on the financial considerations as part of the annual plan process.*

Option two: Staff do not develop and present an action plan based on the findings of the Community Survey.

Advantages

- No additional budget will be required to deliver on actions identified through the development of an action plan.

Disadvantages

- Councillors will not be given the opportunity to consider an action plan in response to the Community Survey
- ORC will not take advantage of the information collected from the Community Survey to make meaningful change informed by our community.

Option three: Councillors request that an action plan is developed and reported to an alternate meeting in 2022.

The advantages and disadvantages of this option will depend on the alternate meeting chosen by Council. The Governance, Communication and Engagement Committee is considered the most suitable for two reasons. Firstly, it provides a reasonable amount of time for staff to consider the findings and develop actions based on this. Secondly the Governance, Communications and Engagement Committee is considered the most appropriate committee to consider this action plan.

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [24] ORC's stated vision is, "Otago's communities, through engagement, trust us to make well-informed decisions and enable solutions". The community survey provides us with feedback from our community which if acted upon will help us to effectively engage and build trust.

Financial Considerations

- [25] The community survey is included in budgets for the next two financial years. This will enable the Council to track its progress year on year.
- [26] Actions identified through the development of the action plan will need to be funded through existing budgets, or considered for funding as part of the annual plan process. The action plan presented to the Governance, Communications and Engagement Committee on 10 March 2022 can identify those actions which would require additional funding consideration.

Significance and Engagement

- [27] This decision is not considered significant when considered against He Mahi Rau Rika (Significance, Engagement and Māori Participation Policy).

Legislative and Risk Considerations

[28] There are reputational risks to consider if ORC does not take action based on the findings of the community survey.

Climate Change Considerations

[29] There are no climate change considerations associated with this report.

Communications Considerations

[30] There are no communications considerations associated with this report.

NEXT STEPS

[31] If the recommendations are supported by Council staff will prepare an action plan for reporting to the Governance, Communications and Engagement Committee on 10 March 2022.

ATTACHMENTS

1. ORC 2021 Community Survey - Final Report [7.4.1 - 99 pages]
2. ORC Community Survey Questionnaire [7.4.2 - 4 pages]

Otago Regional Council Community Survey

November 2021



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Overview

Background

Otago Regional Council (ORC or the council) is the local government authority responsible for the management and monitoring of the natural resources in the Otago region. The role that ORC has in Otago involves the delivery of regional based outcomes to different communities. As part of ORC's ongoing commitment to delivering to community expectations, the council commissioned a survey of residents in the region to understand how they can best engage with those who reside in their region.

The aims of the survey are:

- To provide an understanding of what the community knows about ORC currently (knowledge)
- To provide an understanding of how ORC is perceived amongst different communities in Otago (perceptions)
- To explore what matters to a given community and what they expect from ORC (expectations)
- To provide an understanding of how different communities want to engage with ORC (engagement)

This work will be used to improve understanding and practices at ORC through increased:

- Understanding amongst ORC staff about what their communities value
- Clarity around the community's perceptions of ORC's performance
- Understanding of regional variations in expectations at ORC
- Information-based decision-making at ORC

This will be used to support policy development and decision-making at the council.

Method

DATA COLLECTION

This work was completed via a quantitative survey utilising a dual-method approach to data collection which involved online and telephone data collection. A total of 1,700 interviews were completed across the two data collection methods.

Online Interviewing

The first phase of this work was completed by online interviewing and aimed to capture a breadth of respondents from across the region. This component was completed through a third-party panel provider (Consumer Link) and resulted in a total of 1,057 completed surveys. This phase was completed between the 6th and the 30th of September 2021.

Telephone Interviewing

The second phase of interviewing was completed by telephone interviewing through Auckland-based call centre Symphony Research. The telephone interviewing was employed to target areas which were not sufficiently covered in the online phase of this work. This stage resulted in 643 completed surveys and was undertaken between the 27th of September and the 29th of October 2021.

A breakdown of the areas achieved by each data collection method is shown in the table below. It should be noted that the area breakdown is designed to be disproportionate to the district, i.e., smaller districts are over represented. This was a deliberate design feature to ensure that sufficient sample was achieved in each individual district. These skews have been accounted for in the weighting of the final dataset.

SAMPLE BREAKDOWN BY DATA COLLECTION METHOD

Method	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha	TOTAL
Online interviewing	152	164	166	460	115	1,057
Telephone interviewing	148	136	174	0	185	643
Total	300	300	340	460	300	1,700

Method

MARGIN OF ERROR

Margin of error (MOE) is a statistic used to show the amount of random sampling error present in a survey's results. The MOE is particularly relevant when analysing a subset of the data as smaller sample sizes incur a greater MOE. The final sample size for the study was n=1,700. This gives a maximum margin of error of +/-2.4% at the 95% confidence interval. That is, if the observed result on the total sample of n=1,700 is 50% (point of maximum margin of error), then there is a 95% probability that the true answer falls between 47.6% and 52.4%. The margin of error associated with the different sample sizes in this project are shown in the table below.

Sample size	Territorial Authority	Maximum Margin of Error at the 95% confidence interval
n=300	Waitaki, Central Otago, Clutha	+/-5.7%
n=340	Queenstown Lakes	+/-5.3%
n=460	Dunedin	+/-4.6%

WEIGHTING

Weightings have been applied to the final dataset to ensure the sample is representative of the population. Weighting is a common practice in research and is used to ensure different audiences are neither under nor over-represented in the final data set. That is, each demographic and geographic group proportionately reflects the demographic make-up of the Otago region's population. This project utilises a rim weighting approach which is based on the geographic and demographic proportions for the Otago region as a whole. These proportions are taken from the 2018 Census and are provided in the appendix.

SIGNIFICANCE TESTING

Significance testing has been applied to the results to indicate if a result for a given area is statistically greater or lower than the result for all other areas. This is indicated on the tabulated results by an arrow next to the results; an upward arrow (↑) indicates the result is significantly greater, a downward arrow (↓) indicates a result is significantly lower.

QUESTIONNAIRE

The questionnaire was designed in consultation with the council and focused on the core areas of knowledge, perceptions, expectations and engagement. The survey was on average 15 minutes in length. A copy of the survey can be found in the appendix.

Sample Structure

Key sample metrics by area are shown in the tables below. Other sample questions are included in the appendix.

GENDER

	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha	TOTAL
Male	53%	52%	47%	58%	49%	52%
Female	47%	48%	53%	42%	51%	48%

Which of the following best describes you?

AGE

	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha	TOTAL
Under 39 years	15%	16%	21%	40%	20%	24%
40-64 years	53%	45%	49%	35%	52%	45%
65+ years	32%	39%	29%	25%	29%	30%

Which of the following age groups are you in?

Sample Structure

ETHNICITY*	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha	TOTAL
NZ European/ Pākehā	91%	91%	86%	88%	92%	89%
Māori	4%	5%	3%	5%	6%	4%
Pasifika	1%	1%	1%	1%	0%	1%
Asian	2%	2%	5%	6%	1%	4%
Another ethnicity	5%	4%	6%	5%	4%	5%
Prefer not to say	1%	2%	1%	2%	0%	1%

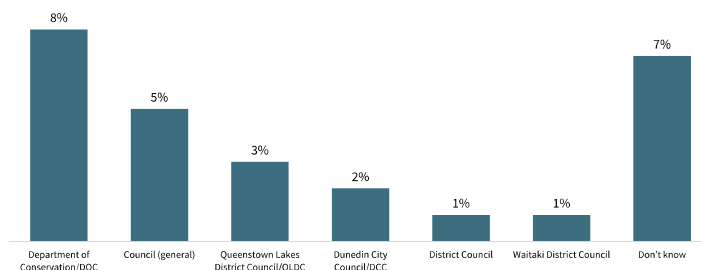
*Which of the following best describes you?
Multiple choice response, answers will add to more than 100%

Knowledge

Top of Mind Awareness

Overall 75% of respondents correctly named the Otago Regional Council, ORC, or the regional council as the organisation responsible for the management of the Otago region's natural resources. The highest level of unprompted awareness was seen in Dunedin (81%) while the lowest level of awareness was observed in Waitaki (67%). All respondents were aware of ORC once prompted.

ADDITIONAL ITEMS MENTIONED



75%
correctly name ORC

Of those unaware,
100% were aware
when prompted

TOP OF MIND AWARENESS BY AREA

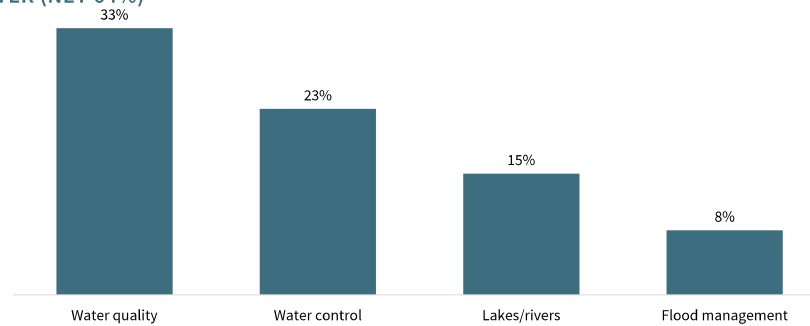
	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
Sample size	300	300	340	460	300
ORC/ Regional Council/ Otago Regional Council	67% ↓	70%	68% ↓	81% ↑	74%
Other	25%	28% ↑	29% ↑	17% ↓	22%
Don't know	15% ↑	8%	11% ↑	3% ↓	11% ↑

Firstly, which organisation do you understand to be responsible for the management of the Otago region's natural resources? Base n=1,700
*Some respondents mentioned more than one organisation so % will add to more than 100%.

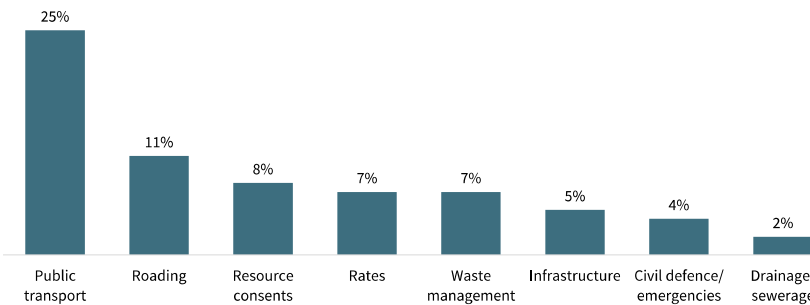
Activity Awareness

Respondents were asked to name the activities that they thought ORC undertook. This was a top of mind response and was categorised after the respondents answered. The majority of respondents mentioned an activity related to water (net 64%) while just over half mentioned an operational issue (51%). This was followed by an activity related to air or land (37%).

WATER (NET 64%)



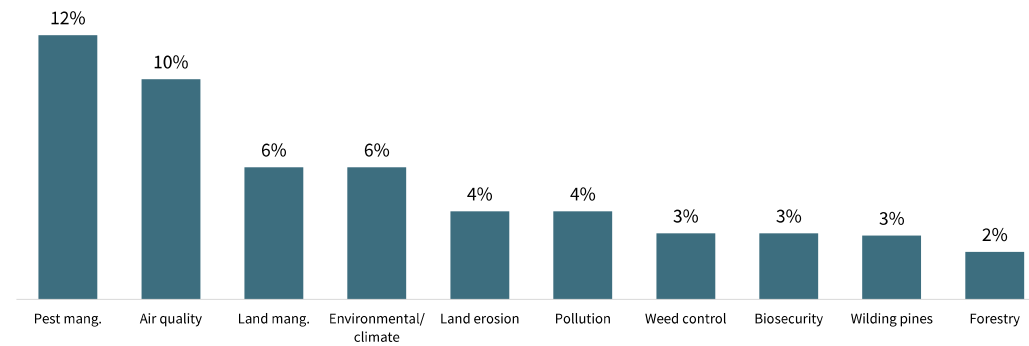
OPERATIONAL (51%)



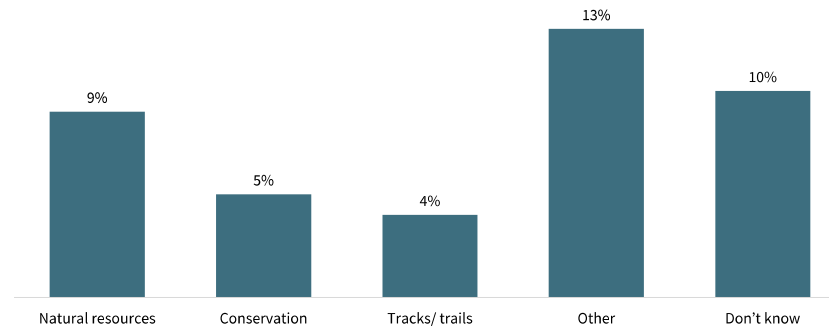
Otago Regional Council is the regional government authority which is responsible for the management of natural resources across the Otago Region including those in Waitaki, Queenstown Lakes, Dunedin, Clutha, and Central Otago districts. Thinking about the work the Otago Regional Council might do, please list all of the areas you are aware they are involved in. Base n=1,700

Activity Awareness

AIR AND LAND (NET 37%)



NATURAL ENVIRONMENT (NET 15%) & OTHER



Otago Regional Council is the regional government authority which is responsible for the management of natural resources across the Otago Region including those in Waitaki, Queenstown Lakes, Dunedin, Clutha, and Central Otago districts. Thinking about the work the Otago Regional Council might do, please list all of the areas you are aware they are involved in. Base n=1,700

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Activity Awareness

District level results indicated that there was a high level of awareness that ORC undertook activities related to water. However, respondents from Waitaki, Queenstown Lakes, or Clutha were significantly less likely to mention that ORC undertook activities related to operational issues, while those in Dunedin were significantly more likely to mention operational issues. Waitaki respondents also demonstrated the highest proportion of don't know responses (17%).

ACTIVITY AWARENESS BY AREA (NET)

	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
Sample size	300	300	340	460	300
Water	58%	68%	63%	65%	62%
Air and land	34%	45% ↑	39%	35%	37%
Operational	36% ↓	44%	44% ↓	59% ↑	40% ↓
Natural environment	16%	16%	14%	15%	14%
Other	22% ↑	21% ↑	22% ↑	6% ↓	27% ↑
Don't know	17% ↑	12%	13%	7% ↓	15%

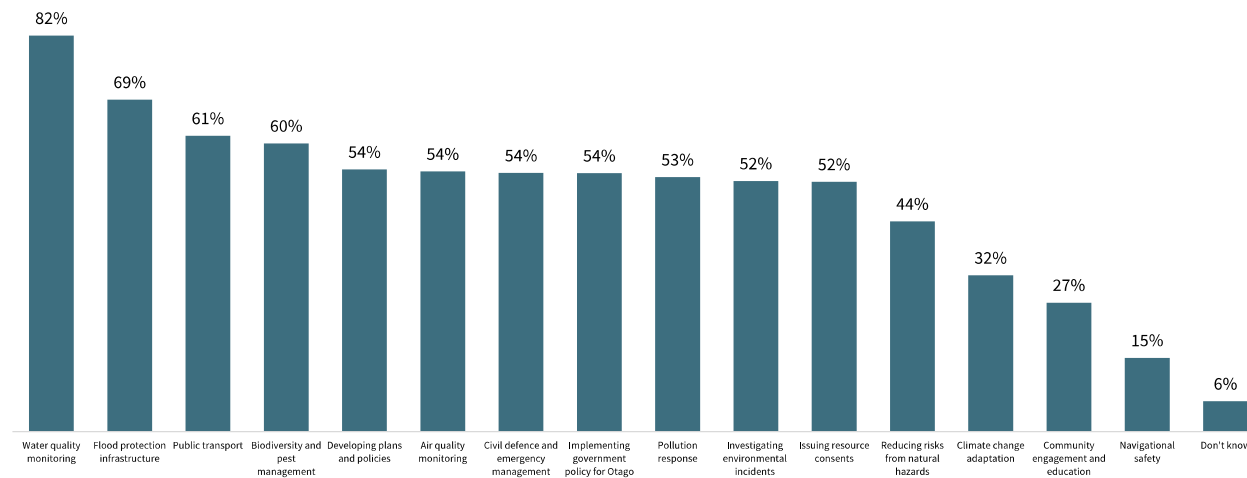
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Prompted Awareness

Respondents were provided a list of activities and were asked to identify which ones they were aware that ORC was responsible for. Water quality monitoring (82%) was the activity that respondents were most aware of. This was followed by flood protection (69%), public transport (61%), and biodiversity and pest management (60%). Navigational safety (15%), community engagement and education (27%), and climate change adaption (32%) were the activities that respondents were the least aware of.

PROMPTED AWARENESS



And before this survey, which of the following areas were you aware Otago Regional Council were involved in? Base n=1,700

Prompted Awareness

Respondents in Central Otago and Clutha demonstrated higher levels of awareness across a range of activities while respondents from Dunedin had much lower awareness on nearly all actions except public transport (69% awareness).

TOP 10: PROMPTED AWARENESS

	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
<i>Sample size</i>	300	300	340	460	300
Water quality monitoring	82%	88% ↑	84%	79% ↓	88% ↑
Flood protection infrastructure, like stopbanks and drainage schemes	67%	73%	64%	68%	84% ↑
Public transport	43% ↓	48% ↓	57%	69% ↑	54% ↓
Biodiversity and pest management	59%	70% ↑	62%	56% ↓	67% ↑
Developing plans and policies to make sure our resources are managed properly	56%	66% ↑	59%	48% ↓	70% ↑
Air quality monitoring	57%	71% ↑	57%	47% ↓	68% ↑
Civil defence and emergency management	52%	59%	53%	51%	67% ↑
Implementing government policy	57%	62% ↑	54%	49% ↓	68% ↑
Pollution response	56%	64% ↑	59% ↑	45% ↓	70% ↑
Investigating environmental incidents	58%	64% ↑	56%	45% ↓	73% ↑

And before this survey, which of the following areas were you aware Otago Regional Council were involved in?

Prompted Awareness

When looking at the items respondents were less aware of, respondents from Clutha and Central Otago had higher levels of awareness across most activities than respondents in other areas.

ALL OTHERS: PROMPTED AWARENESS

	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
<i>Sample size</i>	300	300	340	460	300
Issuing resource consents	55%	61% ↑	50%	48% ↓	66% ↑
Reducing risks from natural hazards	45%	45%	47%	41% ↓	51% ↑
Climate change adaptation	35%	37%	34%	29% ↓	44% ↑
Community engagement and education	30%	33% ↑	34% ↑	21% ↓	41% ↑
Navigational safety	20%	21% ↑	16%	12% ↓	21% ↑
Don't know	8%	3%	6%	7%	4%

And before this survey, which of the following areas were you aware Otago Regional Council were involved in?

Demographic Analysis

PROMPTED ACTIVITY AWARENESS

- Younger people were less aware of most activities even at a prompted level; 11% were not aware that ORC undertook any of these activities. This is much higher than those in the 40-64 age bracket (4% don't know) or the 65+ age bracket (2% don't know).
- Fifteen percent of Māori respondents were not aware of any of the activities that ORC undertook, 6% for Pākehā and 0% for Pasifika. Ten percent of Asian respondents were not aware of any of the activities that ORC undertakes.
- Rural respondents were more likely to be aware of ORC's involvement in policy and plan development (62%), air quality monitoring (63%), investigating environmental incidences (59%), issuing of resource consents (60%), climate change adaptation (39%), and community engagement activities (32%).

TOP OF MIND AWARENESS

- Awareness is much higher amongst males (79%), those aged 40 - 46 years (79%) or those 65+ (88%), Pākehā (78%), those with household incomes over \$120k (86%), and retired respondents (82%).
- Awareness is much lower amongst females (71%), those under 39 years (65%), Asian respondents (56%), and students (45%).



TOP OF MIND ACTIVITY AWARENESS

- Younger people were less aware of water (49%), air and land issues (23%) but have similar awareness to older counterparts for those areas which relate to operational issues (51%) and the natural environment (18%).
- Males had much higher levels of awareness than females about air and land issues (42%).
- Māori respondents have much lower levels of top of mind activity awareness (24% state they don't know any activities ORC undertakes).

Knowledge Summary

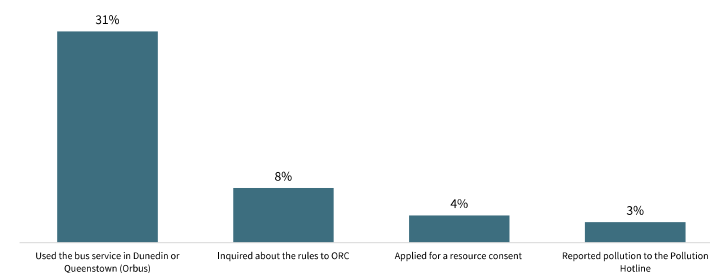
1. Seventy-five percent of respondents were spontaneously aware of ORC. Awareness was highest amongst respondents in Dunedin.
2. Water related issues were the main activities that respondents most strongly associate with ORC.
3. Male respondents and older respondents had greater awareness across the board, both of ORC generally and also the activities ORC undertakes.
4. While Dunedin respondents were more aware of ORC as an organisation, these respondents were less aware of the activities that ORC undertakes.
5. Respondents from Clutha and Central Otago districts had greater awareness of the activities that ORC undertakes.

Perceptions

Perceptions: Services

Respondents were asked to identify the ORC services they have used in the past 12 months. Thirty-nine percent of respondents had used at least one service, with the majority (31%) using the bus service. At a lower level 8% had made an inquiry about the rules, 4% had applied for a resource consent, and 3% had used the Pollution Hotline. Respondents from Queenstown Lakes (40%) and Dunedin (41%) were significantly more likely to have used the bus service, while those in Waitaki (86%), Central Otago (77%), and Clutha (78%) were less likely to have used any of these services.

SERVICE USE



61%
have not used
any of ORC's
listed services

SERVICE USE BY AREA

	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
Sample size	300	300	340	460	300
Used the bus service	3% ↓	8% ↓	40% ↑	41% ↑	6% ↓
Inquired about rules	7%	10%	15% ↑	4% ↓	11%
Applied for a resource consent	3%	7% ↑	8% ↑	2% ↓	4%
Used Pollution Hotline	3%	2%	6% ↑	2% ↓	4%
None	86% ↑	77% ↑	48% ↓	56% ↓	78% ↑

Which, if any, of the following services have you used? Base n=1,700

Demographic Analysis

BUS SERVICE

- Those more likely to use the bus service were aged under 39 years (36%).

INQUIRY ABOUT THE RULES

- Those respondents more likely to inquire about the rules were male (10%), aged 40-64 years (10%), living rurally (12%), those with household income over \$120k (12%), or those working full time (10%).



APPLIED FOR A RESOURCE CONSENT

- Those respondents who more likely to apply for a resource consent were male (5%), aged 40-64 (5%), Māori (10%), or those with an income over \$120k (8%).

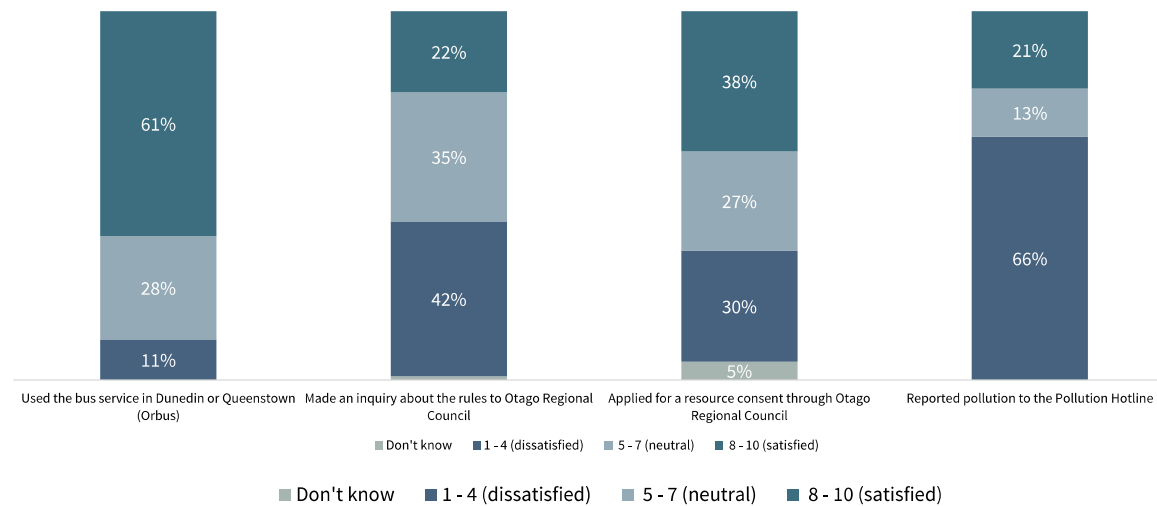
REPORTED POLLUTION TO THE POLLUTION HOTLINE

- No demographic differences noted

Perceptions: Services

Respondents who had used the bus service had the highest level of satisfaction with 61% of users rating this service as 8 - 10 out of 10. This was followed by users of the resource consent (38% satisfaction). However, those who have made an inquiry about the rules or who have reported pollution to the pollution hotline provided lower satisfaction ratings (22% and 21% respectively).

SERVICE SATISFACTION

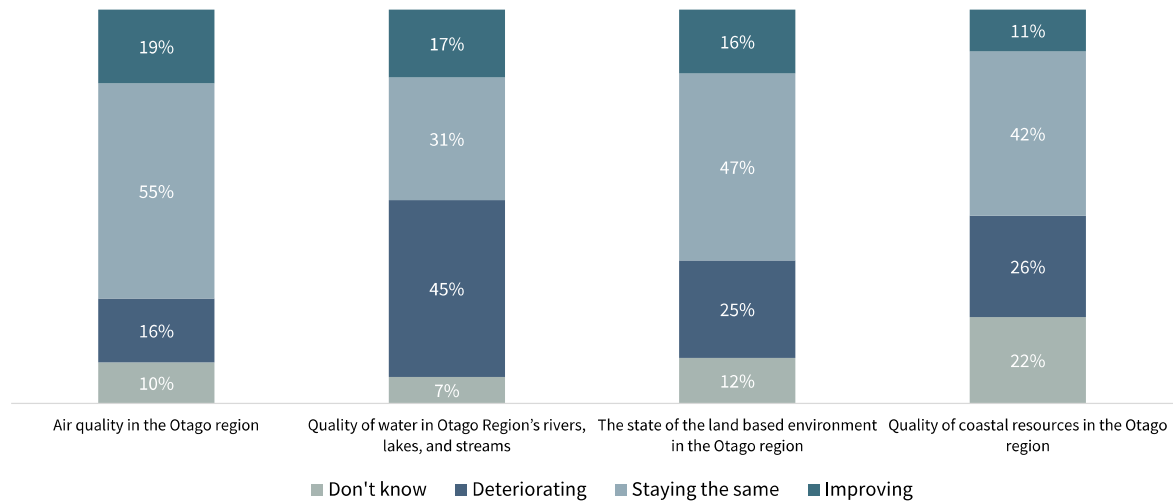


Using a 1 – 10 scale where 1 is extremely dissatisfied and 10 is extremely satisfied, please indicate how satisfied you were with the service you received when you... Base: Used the bus service n=371; Inquiry about ORC rules n=154; Applied for a resource consent n=75; Used Pollution Hotline n=55.

Perceptions: Environment

Respondents were asked about their views on specific elements in the environment and the perceived quality of each of these. The area that respondents felt was improving the most was air quality (19%), this was followed by fresh water quality (17%), land (16%), and coastal resources (11%). However, just over half of respondents felt that the air quality in the region was staying the same and 47% felt that the land quality was similar. A significant proportion of respondents (42%) felt that the coastal resources were staying the same, however 22% of respondents were unsure how to rate this. Fresh water quality was the area where respondents felt that there was the greatest decline, with 45% of respondents indicating that this was deteriorating.

STATE OF ENVIRONMENT

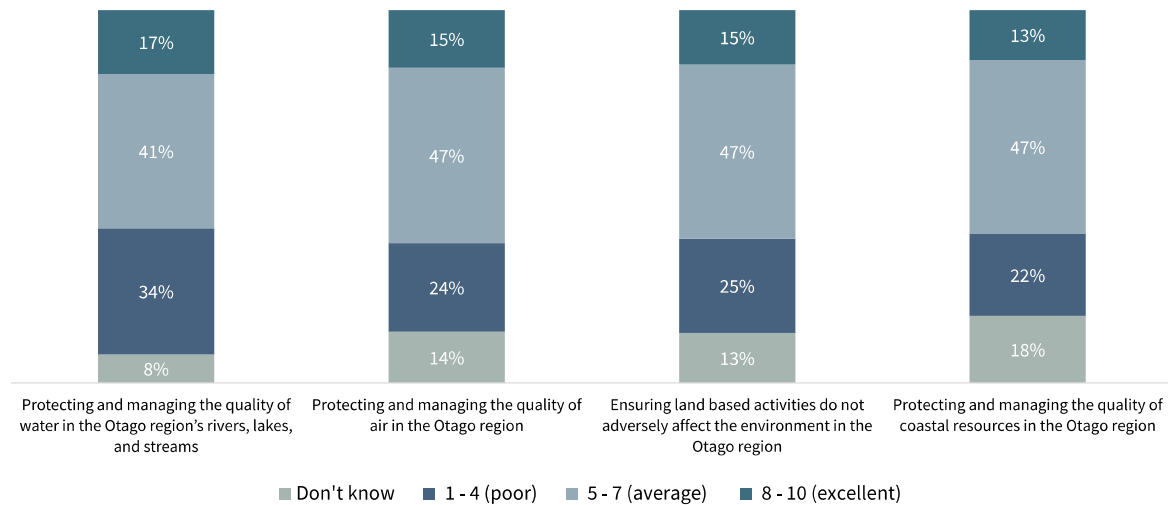


And, for each of the following, do you think each of the following is generally improving, staying the same, or deteriorating in the Otago region?
Base n=1,700

Perceptions: Performance

Respondents were asked to rate ORC's performance on some of the areas that ORC work in. The highest rated area was protecting and managing the quality of the water in the Otago region whereby 17% felt that ORC did an excellent job. This was followed by protection of air quality and protection of land (15% each) and then coastal resources (13%). Nearly half of all the responses to this question provided an average rating (5 - 7 out of 10) for air, land and coastal management, with much lower ratings for water quality (34% rated this 1 - 4 out of 10).

PERFORMANCE

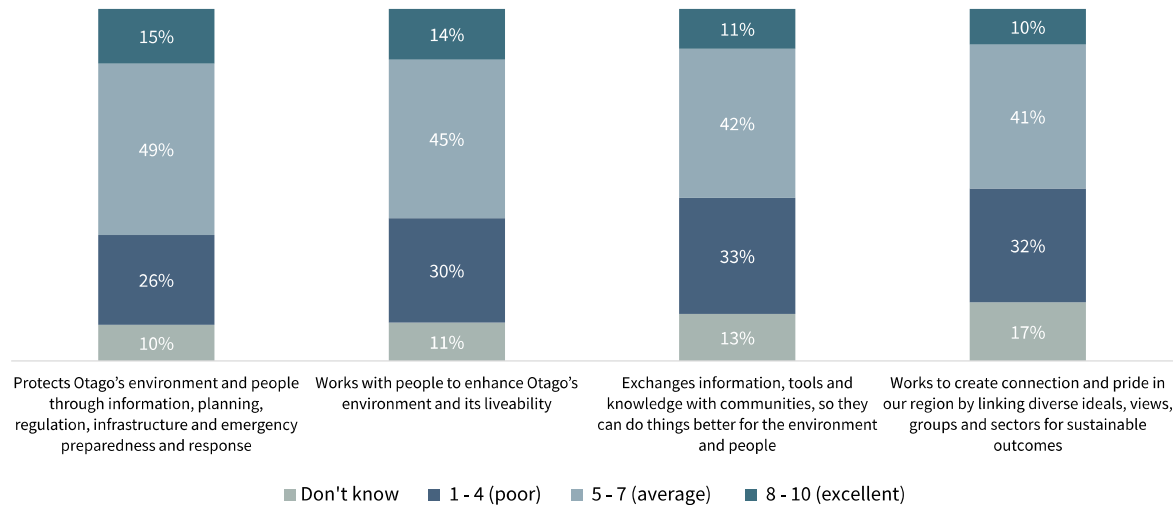


And, using the same scale where 1 is extremely poorly and 10 is excellent how well or poorly do you think Otago Regional Council is... Base n=1,700

Perceptions: Delivery

With regards to delivery, 15% of respondents felt that ORC did an excellent job protecting Otago’s environment and people, 14% indicated that they felt ORC worked well to enhance the Otago region’s environment and livability, while 11% felt that ORC provided information to assist communities, and 10% felt that ORC worked to create connections and pride in the region. It should be noted that around 30% of respondents provided a poor rating across these measures.

DELIVERY

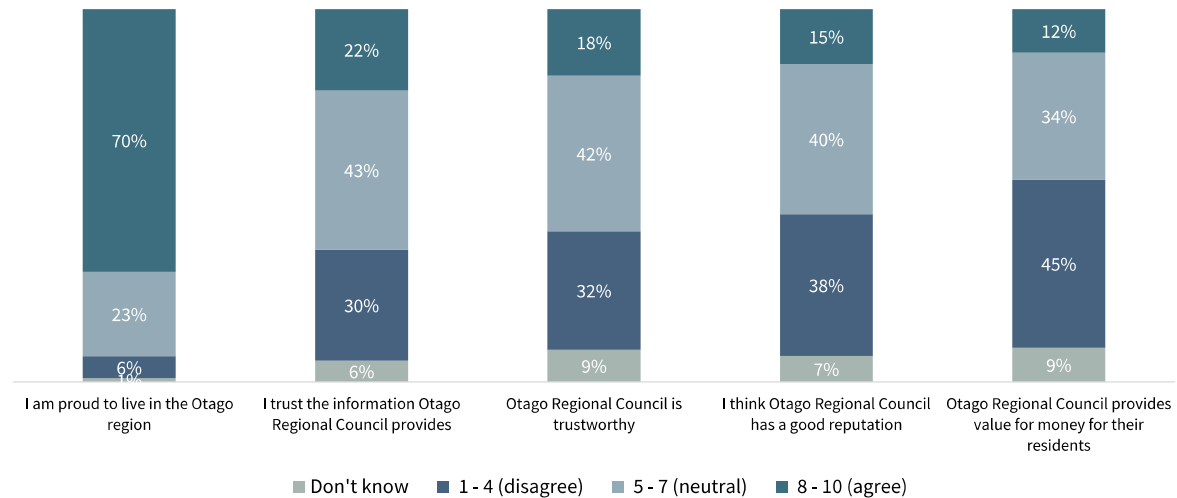


I am going to read out a list of statements about the role the Otago Regional Council has in the Otago region. Please indicate how well you think Otago Regional Council delivers on each of these areas using a scale where 1 is extremely poorly and 10 is excellent.

Perceptions: Reputation

Overall, 70% of respondents indicated that they were proud to live in the Otago region. Lower scores were observed for the measures which look at the ORC's reputation. Twenty-two percent of respondents indicated that they trust the information they received from ORC and 18% felt the council is trustworthy; around one third of respondents disagreed with each of these measures. Fifteen percent of respondents agreed that ORC has a good reputation and 12% agreed that ORC provides value for money for their residents. This measure had the highest level of disagreement.

REPUTATION



The next few questions are about your perceptions of Otago Regional Council. Please indicate how much you agree or disagree with the following statements using a 1 - 10 scale where 1 is strongly disagree and 10 is strongly agree. Base n=1,700

Demographic Analysis

STATE OF ENVIRONMENT

- Males and those over 65 years of age were more likely to think that the state of both the air quality (23%) and the state of the water quality (20%) in the region was improving. Similar results were seen for those over the age of 65 (30% for air and 24% for water).
- Those under the age of 39 years were less likely to feel that the air quality (11%) and the water quality (13%) in the region were improving.
- Pākehā were less likely to think that the state of the coastal resources were improving (9%). In comparison, Asian respondents were more likely to feel that the coastal resources were improving (25%).
- Students were much less likely to feel that the air quality (4%), water quality (5%) or state of the land (5%) were improving.

DELIVERY

- Pākehā respondents provided lower ratings on all delivery elements while Asian respondents provided much higher ratings on all delivery elements.



REPUTATION

- Pākehā respondents were much less likely to rate ORC well with regards to trusting the information they received (20%), being a trustworthy organisation (16%), and having a good reputation (13%).
- In comparisons, Asian respondents were much more likely to rate ORC positively on all these measures (43%, 46%, and 37% respectively).
- Māori respondents provided the lowest rating for trusting ORC (7%).

PERFORMANCE

- Pākehā respondents provided lower ratings on all performance elements while Asian respondents provided much higher ratings on all performance elements.

Area Analysis

STATE OF THE ENVIRONMENT

When looking at the state of the environment, respondents in Dunedin were significantly less likely to indicate that they felt air quality, fresh water quality, and land environments were improving, while those in Clutha District were more likely to indicate they felt these areas were improving. Central Otago respondents were more likely to indicate that they felt the air quality was improving, while those respondents from Queenstown Lakes were more likely to consider the land based environment to be deteriorating. Dunedin respondents were more likely to state that they felt the coastal resources in the Otago region were deteriorating.

PERFORMANCE

There were limited differences between districts with regards to respondents' impressions of ORC's performance in managing and protecting the natural resources in the region with no significant differences observed on any measures.

DELIVERY

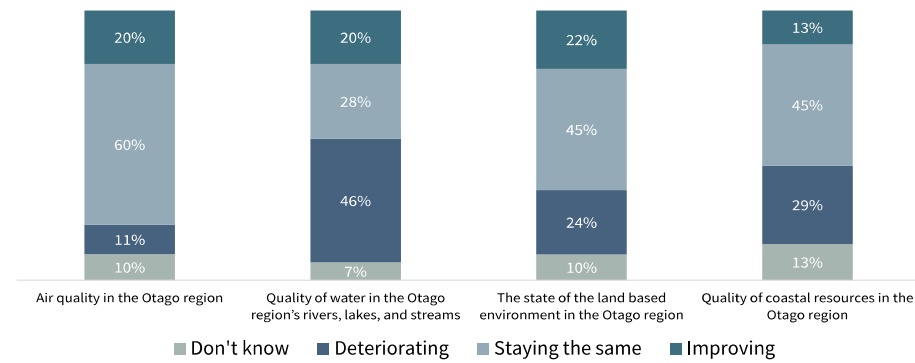
There were limited differences between districts with regards to respondents' impressions of ORC's delivery with no significant differences observed on any measures.

REPUTATION

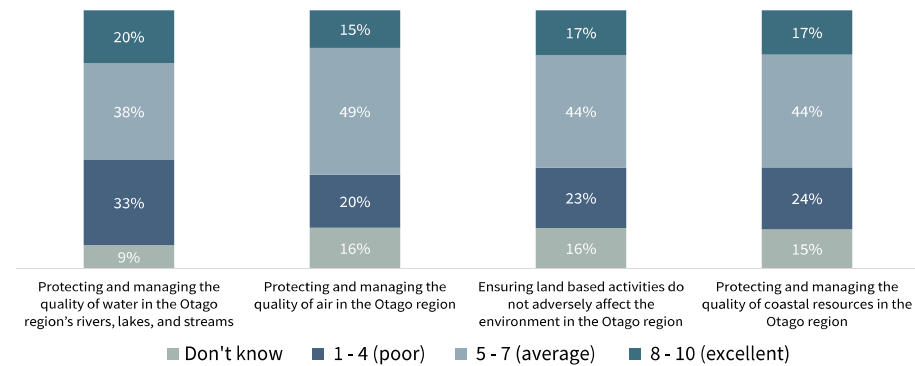
With regards to reputation, respondents from Central Otago District displayed the highest level of pride about living in the Otago region, while those living in Dunedin City appeared to have the lowest level of pride. Respondents from Queenstown Lakes District provided the highest rating for trusting the information that ORC provided and were less likely to rate the council poorly for measures relating to trustworthiness and reputation. Respondents in Waitaki District also provided relatively strong ratings for the council having a good reputation. In comparison, respondents from Dunedin were more likely to rate the council's reputation poorly.

Waitaki: Perceptions

STATE OF ENVIRONMENT

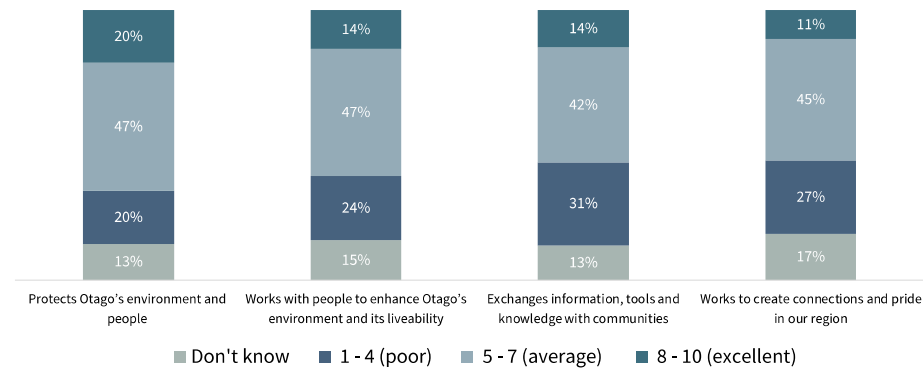


PERFORMANCE

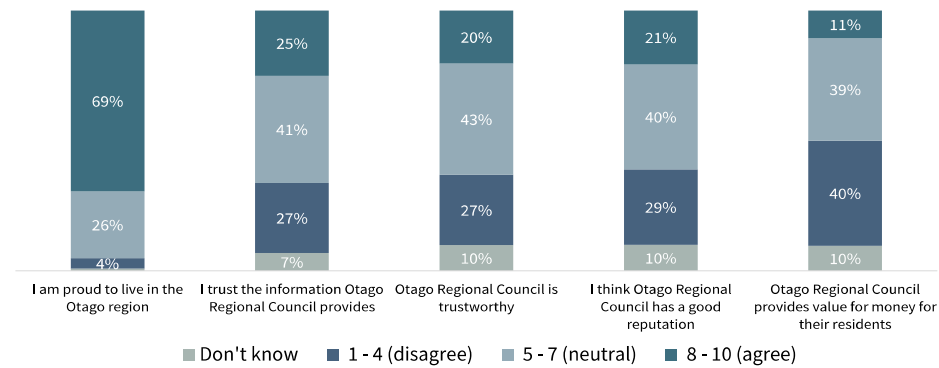


Waitaki: Perceptions

DELIVERY

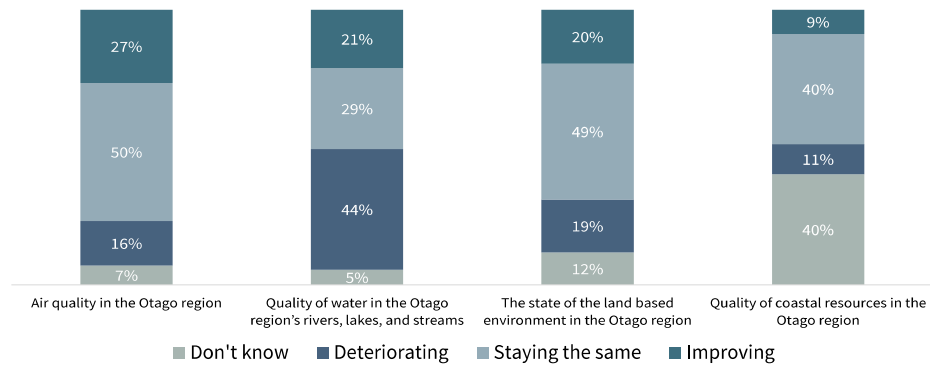


REPUTATION

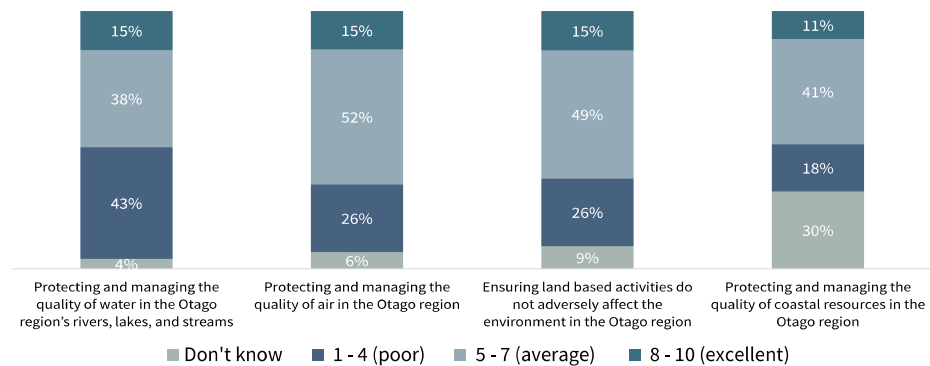


Central Otago: Perceptions

STATE OF ENVIRONMENT

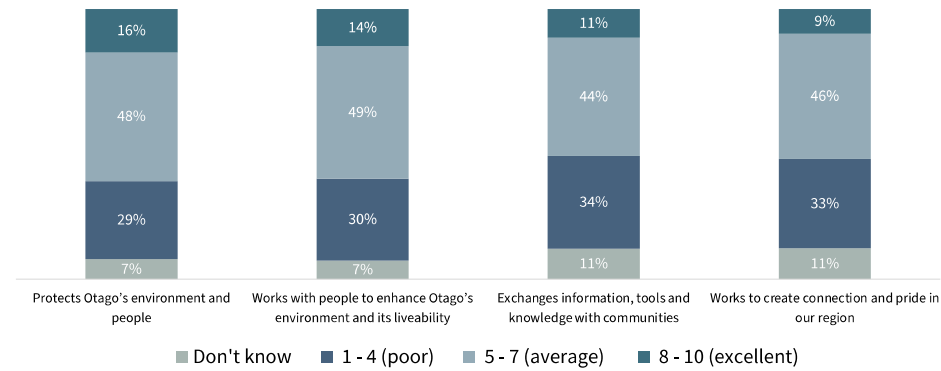


PERFORMANCE

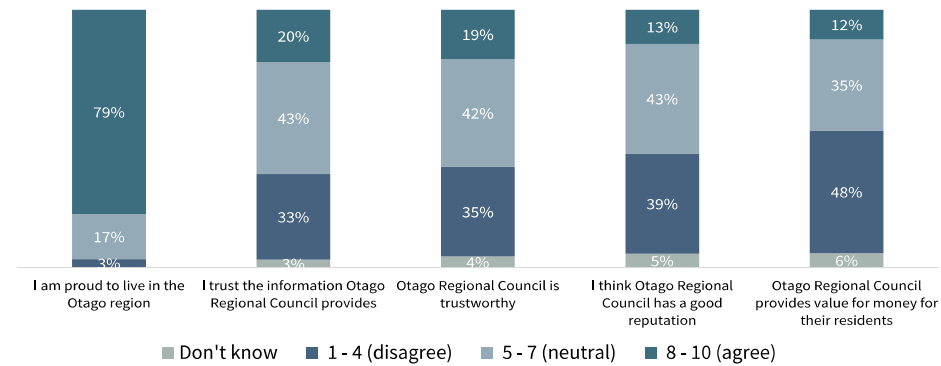


Central Otago: Perceptions

DELIVERY



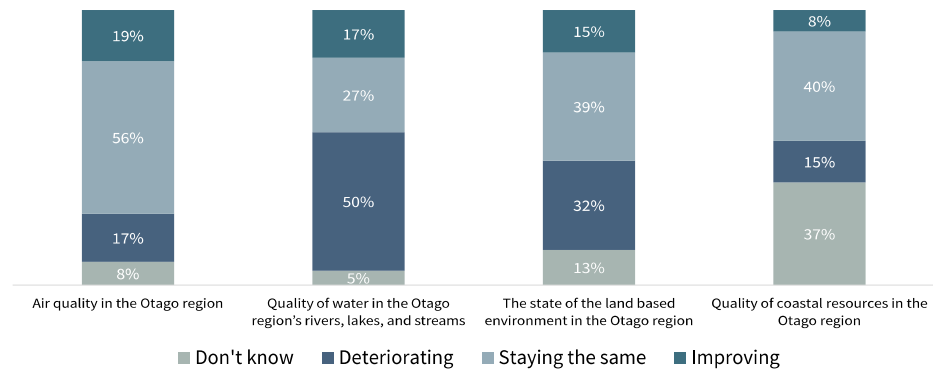
REPUTATION



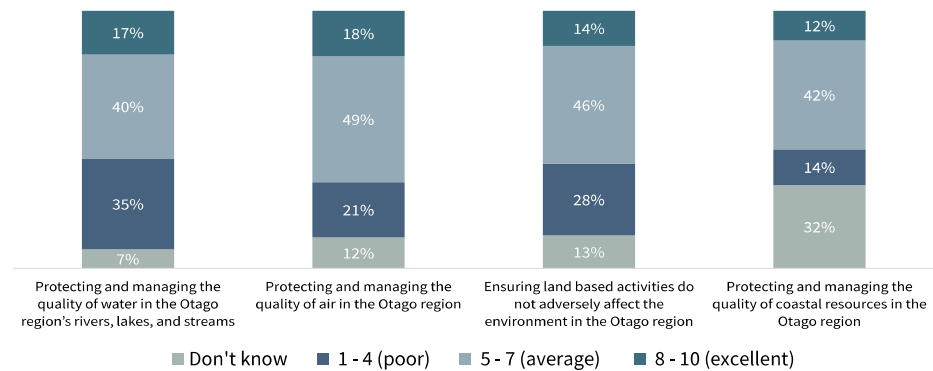
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Queenstown Lakes: Perceptions

STATE OF ENVIRONMENT

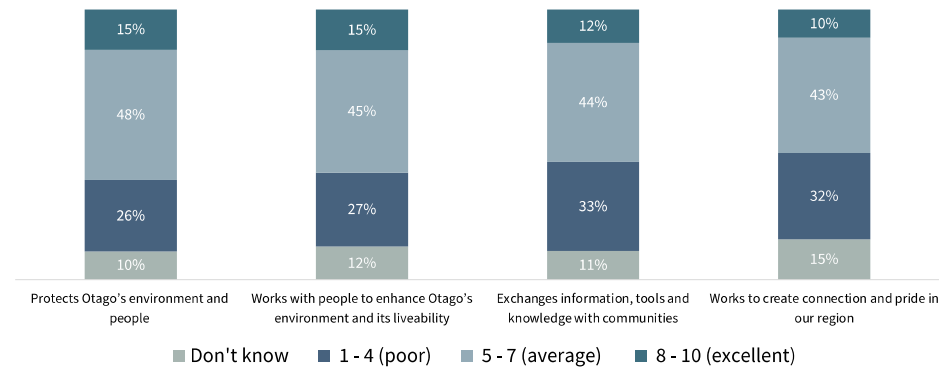


PERFORMANCE

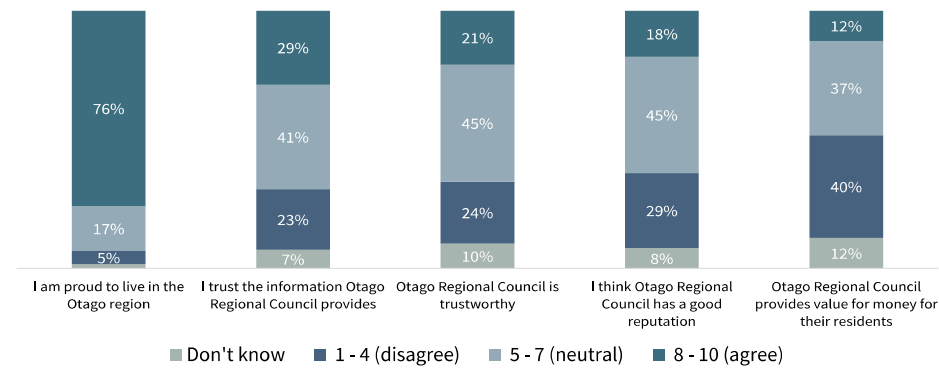


Queenstown Lakes: Perceptions

DELIVERY

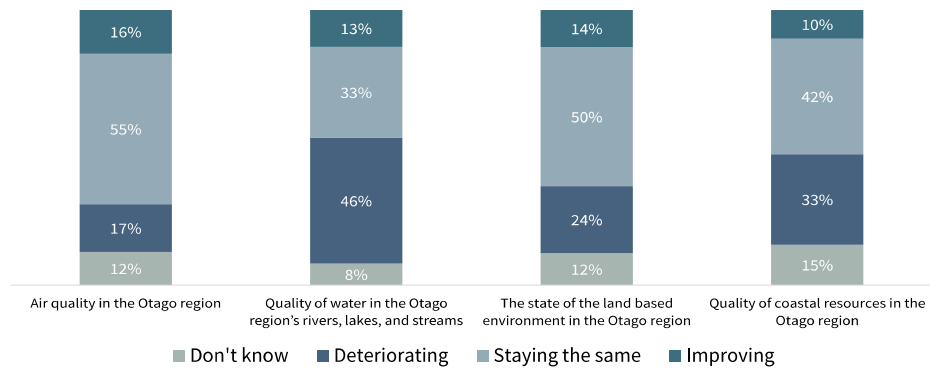


REPUTATION

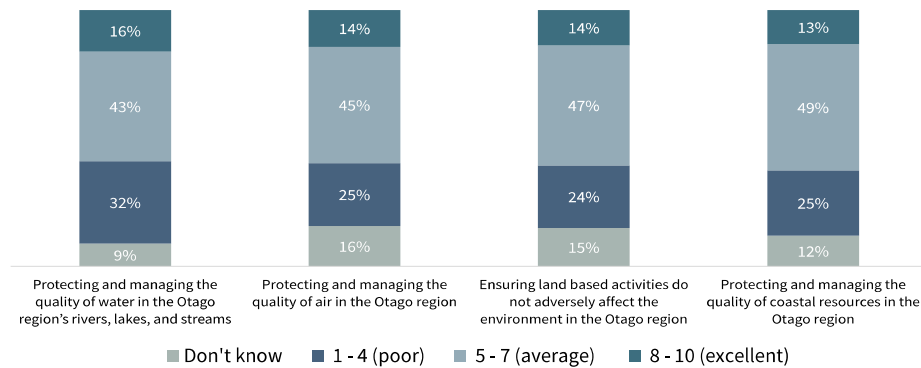


Dunedin: Perceptions

STATE OF ENVIRONMENT

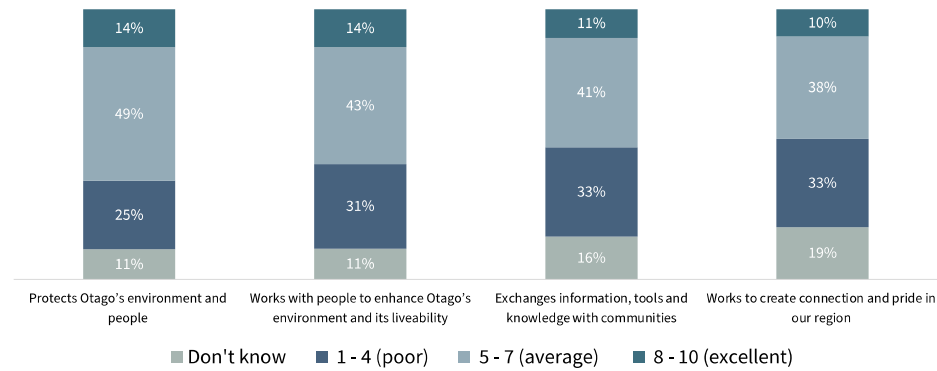


PERFORMANCE

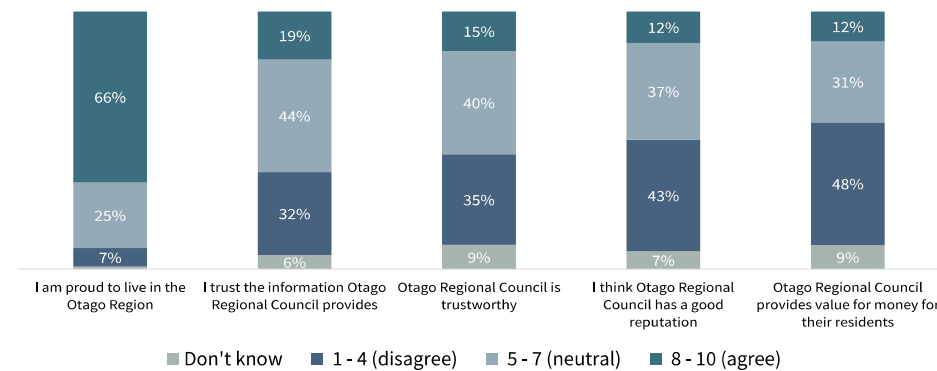


Dunedin: Perceptions

DELIVERY

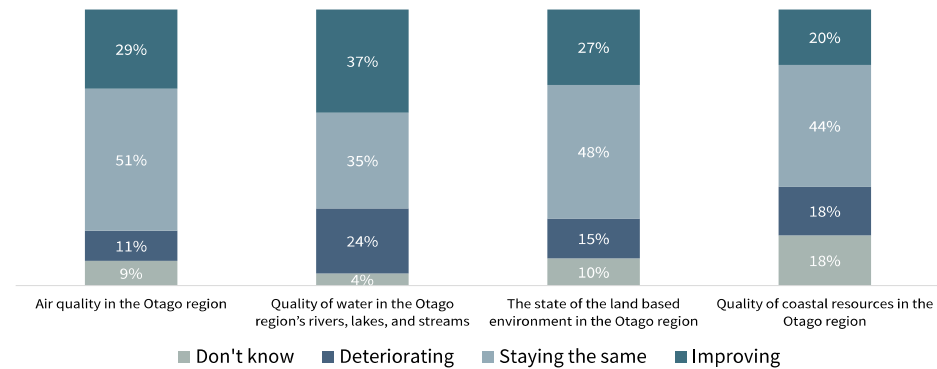


REPUTATION

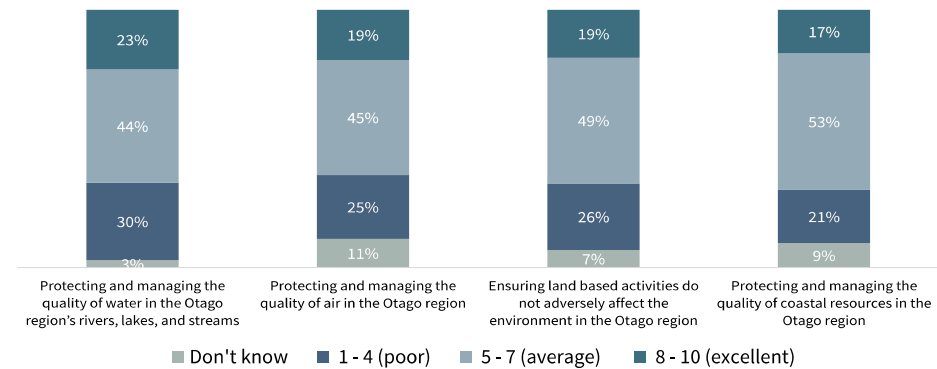


Clutha: Perceptions

STATE OF ENVIRONMENT

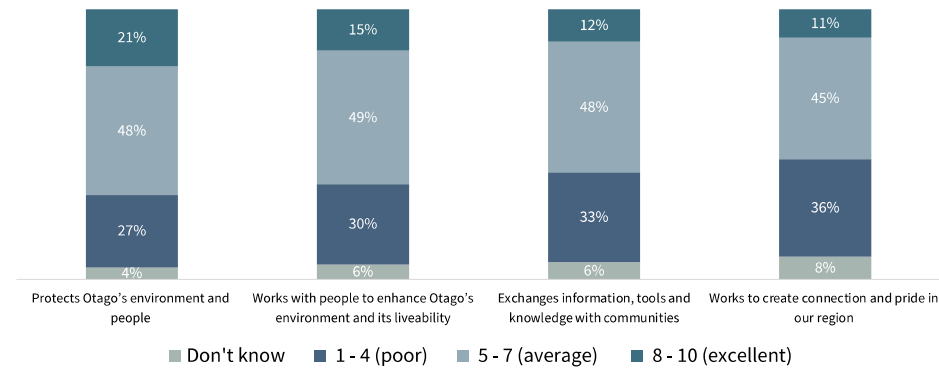


PERFORMANCE

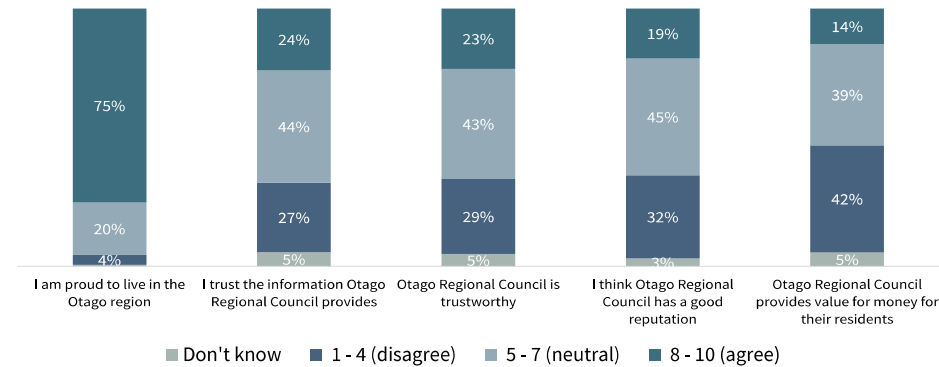


Clutha: Perceptions

DELIVERY



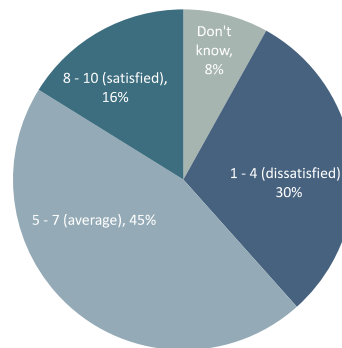
REPUTATION



Overall Satisfaction

Respondents were asked to provide an overall satisfaction rating for how well ORC services the region as a whole. Across these responses, 16% indicated they were satisfied (8-10 out of 10), 45% provided an average rating (5 - 7 out of 10), and 30% provided a dissatisfied rating (1 - 4 out of 10). Eight percent were unsure how to respond. The distribution of satisfaction responses appeared similar across the different districts with no significant differences noted.

OVERALL SATISFACTION



"I think by having a top heavy bureaucracy they're missing the point they are supposed to be employed by the public to help us make decisions and they're asking for more money and they don't seem to be addressing the real issues which bother the average New Zealander."
 - Waitaki Resident

OVERALL SATISFACTION BY AREA

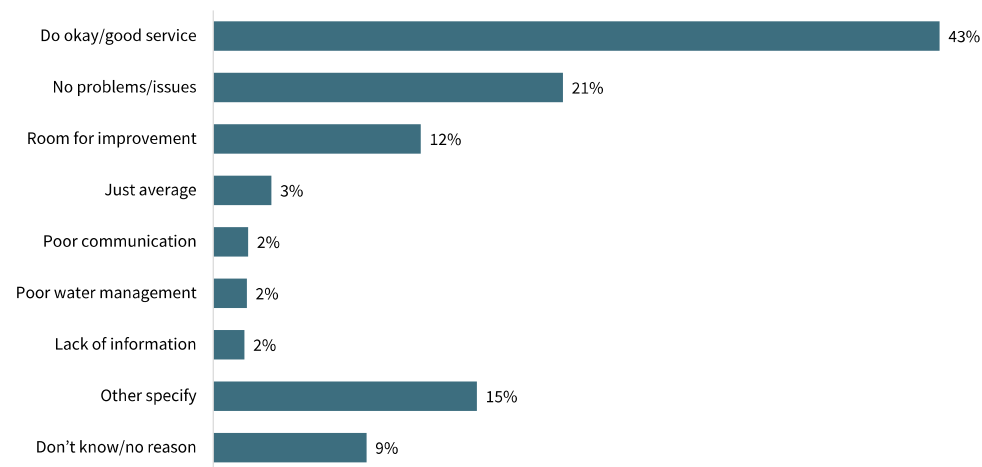
	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
Sample size	300	300	340	460	300
8 - 10 (satisfied)	19%	15%	16%	15%	19%
5 - 7 (average)	44%	47%	50%	42%	48%
1 - 4 (dissatisfied)	27%	32%	26%	34%	28%
Don't know	10%	5%	7%	9%	5%

Using the same 1 - 10 scale can you please indicate how satisfied you are with how Otago Regional Council services the Otago region as a whole?
 Base n=1,700

Satisfied Ratings

Respondents were asked why they provided the satisfaction rating they had given. The majority of those who were satisfied with ORC indicated that ORC provided a good service (43%) and that they had no problems or issues with the council (21%). However, 12% of these respondents indicated that there was some room for improvement.

REASONS FOR SATISFIED RATINGS



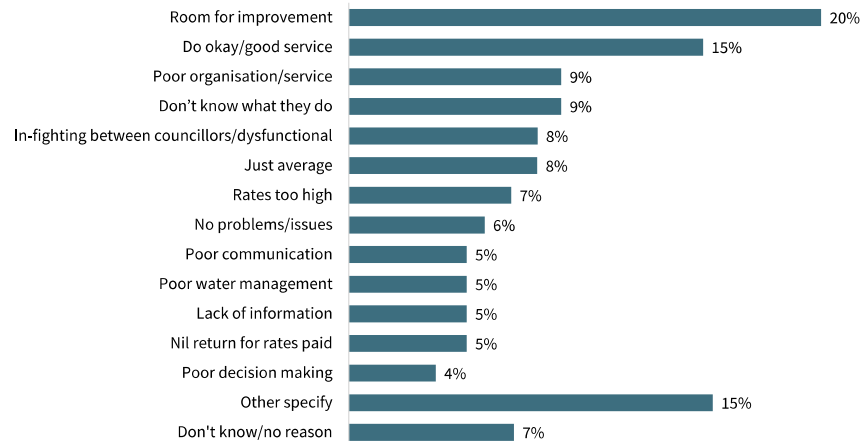
“Consultation processes are thorough and helpful considering how complicated and time consuming things like the RMA can be” - Dunedin Resident

Why do you say that? Base n=268

Average Ratings

Respondents who provided an average rating felt that there was room for improvement at ORC (20%), that ORC was a poor organisation (9%), or that they were unsure what the council did (9%). At a slightly lower level, 8% of respondents noted the in-fighting amongst councillors and/or that the performance was 'just average'. A further 7% felt that the rates were too high while 5% noted a lack in communication. However, 15% of these respondents noted that the council provided a good service and a further 6% indicated that they had no issues with the council.

REASONS FOR AVERAGE RATINGS



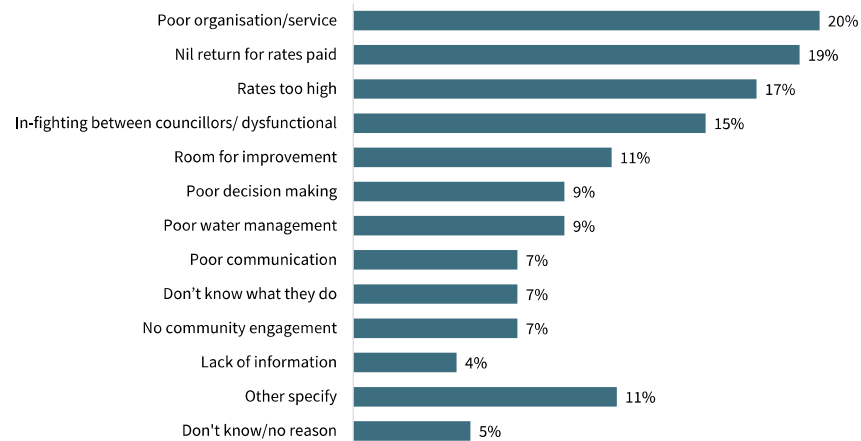
Why do you say that? Base n=782

"ORC does not seem very engaged in my area. I reached out to the council once and received a poor response. Water and air are very important, but very little visible work is being done around that." – Clutha Resident

Dissatisfied Ratings

Respondents who provided a dissatisfied rating indicated that they felt the council was a poor organisation (20%), they there was little return for their rates (19%), and that their rates were too high (17%). Fifteen percent of these respondents noted the in-fighting between the councillors and 11% noted that there was room for improvement.

REASONS FOR DISSATISFIED RATINGS



"In North Otago we pay a large amount of ever increasing rates to the ORC but see little progress or development in regards to the things that are needed in our area."
 - Waitaki Resident

Why do you say that? Base n=508

Satisfaction Analysis

When looking across the different levels of satisfaction, some differences between the responses provided around the different levels of satisfaction were observed.

Those who were satisfied with ORC were much less likely to be Pākehā, and were much more likely to be Asian. This group were also more likely to indicate that they felt that all the environmental areas are improving and that ORC has responded to environmental issues very well (40%). Satisfied respondents were higher users of Internet based resources (24%) and lower users of traditional media (15%). This group appeared to base their positive opinion on ORC's performance due to the fact that, for the most part, they see very few issues with the region's environment with comments typically as follows:

"We have areas where they could improve. But overall I think they are doing a pretty good job." - Clutha Resident

Respondents who provided average satisfaction ratings included a significant number of responses which demonstrated a lack of awareness in terms of the role that ORC has. It is also interesting to note a number of comments within this group which related to needing improvements in areas that were outside of ORC's remit, particularly community based facilities, roads, and waste, suggesting a lack of awareness amongst this audience which possibly leads to a misinformed "average rating". While it was clear that some respondents were confused between local and regional entities, others within this satisfaction band were very clear about which council they were rating, with comments relating to specific improvements.

"I think they could do better, I'm frustrated my rates increased I haven't seen an overall improvement in my area, my awa is currently in the ORC's hands for consent for the new tip...they are spending money on new office buildings. I have, however, noticed they check the water quality of our awa regularly." - Dunedin Resident

Those respondents who provided a low satisfaction were much less likely to say that the environmental areas in Otago were improving and 76% felt that ORC has responded to environmental issues poorly. This group were more likely to indicate that they do not get any information about ORC (13%) and were higher users of traditional media (22%). This group appeared to be concerned with spend related issues and perceptions of value for money received for their rates paid with comments commonly referencing the lack of return despite increasing rates. Further to this, those who were dissatisfied with the council also indicated that they were unhappy with how the council has functioned generally and this appears to have heavily influenced their ratings of ORC's delivery.

"ORC rates keep rising, while very little change for the good is evident. In-fighting and extravagant spending does nothing to promote confidence in the organisation as a whole." - Dunedin Resident

Perceptions Summary

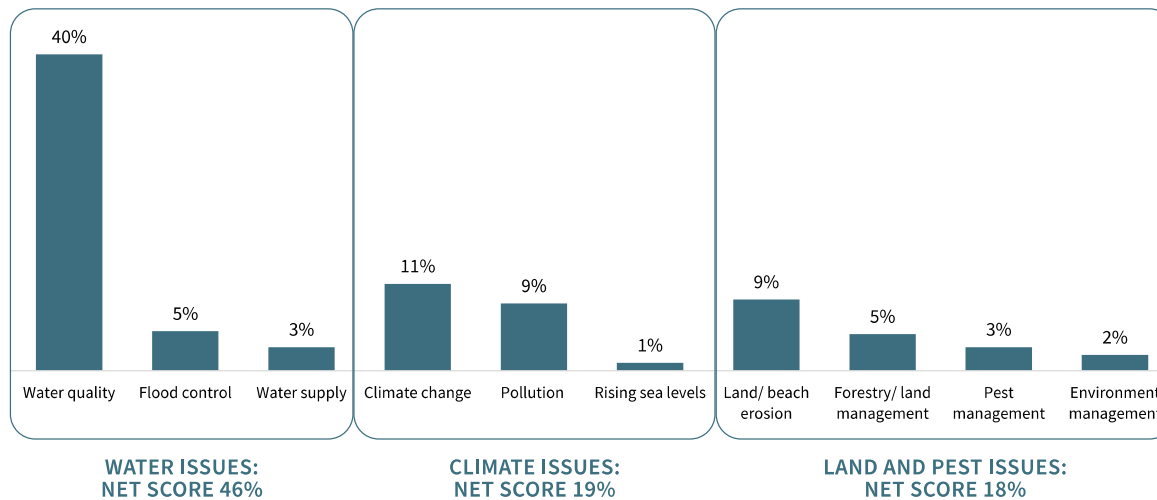
1. There is a high level of service satisfaction with public transport amongst users, however satisfaction is lower with other services.
2. Dunedin residents have poorer views of the council's reputation with respondents from Queenstown Lakes rating this area the highest.
3. The majority of respondents rate ORC's delivery and management of environmental resources average or poorly.
4. Overall satisfaction is relatively low with one third of respondents dissatisfied with ORC. This appears to be driven by perceptions of poor value for rates and also the poor functioning of the council.
5. Clear confusion amongst respondents as to the role the council has is seen particularly amongst those who provide average satisfaction ratings.

Expectations

Environmental Issues

Respondents were asked to identify the most important environmental issue facing the Otago region. At an overall level, 46% of respondents mentioned an issue with water, predominantly driven by water quality. Nineteen percent noted an issue relating to climate and 18% mentioned issues which related to land and pests. Although not shown below, 7% of respondents were unsure how to answer this question.

MOST SIGNIFICANT ENVIRONMENTAL ISSUE (TOP THREE AREAS)

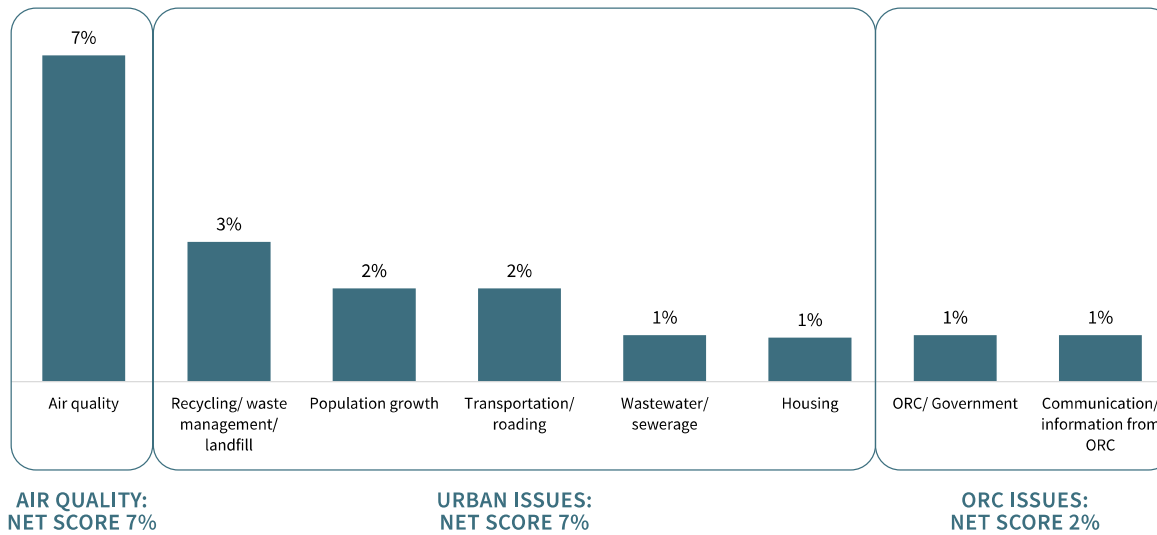


What do you think is the most important environmental issue facing the Otago Region today? Base n=1,700

Environmental Issues

At a lower level, 7% of respondents felt that air quality was the most significant environmental issue facing the region, while 7% mentioned an issue relating to urban living. Two percent of respondents mentioned an issue related to ORC.

MOST SIGNIFICANT ENVIRONMENTAL ISSUE (ALL OTHER AREAS)



What do you think is the most important environmental issue facing the Otago Region today? Base n=1,700

Environmental Issues

Differences were observed across the districts with regards to the most important environmental issue for the Otago region. Respondents from Central Otago were more likely to state water issues (60%) and were less likely to state issues relating to climate (9%). The opposite pattern of responding was observed for Dunedin respondents who were more likely to state that climate issues were important (24%) and had a lower focus on water issues (42%). Respondents from Queenstown Lakes were less likely to mention climate issues (14%) and had a heavier focus on issues relating to urban development (10%).

MOST IMPORTANT ENVIRONMENTAL ISSUE BY AREA (NET RESULTS)

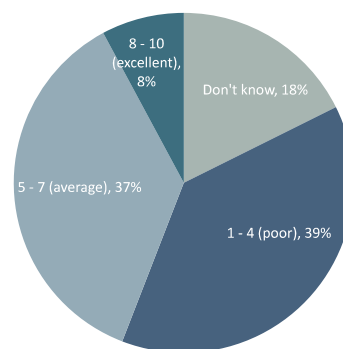
	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
<i>Sample size</i>	300	300	340	460	300
Water issues	49%	60% ↑	51%	42% ↓	48%
Climate issues	13%	9% ↓	14% ↓	24% ↑	12% ↓
Land and pest issues	22%	13%	15%	20%	16%
Air issues	3% ↓	7%	6%	8%	6%
Urban issues	5%	4%	10% ↑	6%	4%
ORC issues	1%	1%	1%	2%	3%
Other	22% ↑	20% ↑	27% ↑	3% ↓	29% ↑
Don't know	7%	8%	3% ↓	8%	7%

What do you think is the most important environmental issue facing the Otago Region today?

Environmental Response

Respondents were asked to rate ORC's response to the environmental issue they noted on a scale of 1 - 10. Thirty-nine percent of respondents rated ORC's response as poor (rating of 1 - 4 out of 10), 37% rated the response as average (5 - 7 out of 10), and 8% rated the response as excellent (8 - 10 out of 10). Eighteen percent were unsure how to respond to this question. Responses were similar across districts, although Dunedin respondents were more likely to be unsure how to respond than other areas.

SATISFACTION WITH RESPONSE TO ISSUE



"There are some areas where there is difficulty to remedy the issues, the vast percentage they are doing well hence it reduces the score to 7 or 75% instead of a perfect 100%"
Clutha Resident

SATISFACTION WITH RESPONSE TO ISSUE BY AREA

	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
Sample size	300	300	340	460	300
8 - 10 (excellent)	8%	9%	10%	7%	13%
5 - 7 (average)	42%	40%	34%	37%	36%
1 - 4 (poor)	38%	44%	43%	36%	37%
Don't know	12%	7% ↓	14%	20% ↑	14%

Using a 1 to 10 scale where 1 is very poor and 10 is excellent, how well has Otago Regional Council responded to this environmental issue?
Base n=1,663

Environmental Response

When ORC's response is looked at by the environmental issue, it appears that those respondents who stated that a water issue was the most pressing environmental issue were more likely to rate ORC's response poorly (44%). The highest rating comes from those respondents who stated that climate issues were the most significant issue, with 9% satisfaction.

SATISFACTION WITH RESPONSE TO ENVIRONMENTAL ISSUE BY ISSUE (NET)

	Water	Climate	Land and Pest	Air	Urban	ORC
<i>Sample size</i>	849	252	292	109	97	15
8 - 10 (excellent)	8%	9%	7%	8%	8%	2%
5 - 7 (average)	39%	41%	36%	50%	33%	33%
1 - 4 (poor)	44% ↑	32%	43%	34%	40%	40%
Don't know	9% ↓	18%	14%	8%	19%	25%

What do you think is the most important environmental issue facing the Otago Region today?

Demographic Analysis

ISSUES OF CONCERN

- Younger respondents were more likely to mention that climate issues (24%) were an area of concern, and were less likely to note water issues (37%) as concerning.
- Respondents aged 40-64 were more likely to mention water issues (53%) as an area of concern.
- Asian respondents were less likely to note water issues (30%) and were more likely to state that they did not know what the most important environmental issue was (18%).
- Students were more likely to mention climate issues as an area of concern, particularly rising sea levels (7%).
- Urban residents were more likely to mention rising sea levels (2%) and land and beach erosion (10%).



SATISFACTION WITH THE RESPONSE

- Females were less likely to know how to rate ORC's response to the environmental issue they mentioned (21%).
- Respondents under the age of 39 years were less likely to rate ORC's response poorly (33%) and were more likely to state that they didn't know how to rate ORC's response (21%).
- Pākehā respondents were less likely to rate ORC's response to the environment issue as excellent (7%), and were more likely to rate the response poorly (40%). Māori respondents were more likely to state that they don't know how to rate ORC's response (30%), while Pacific and Asian respondents were more likely to rate ORC's response as excellent (49% and 21% respectively).

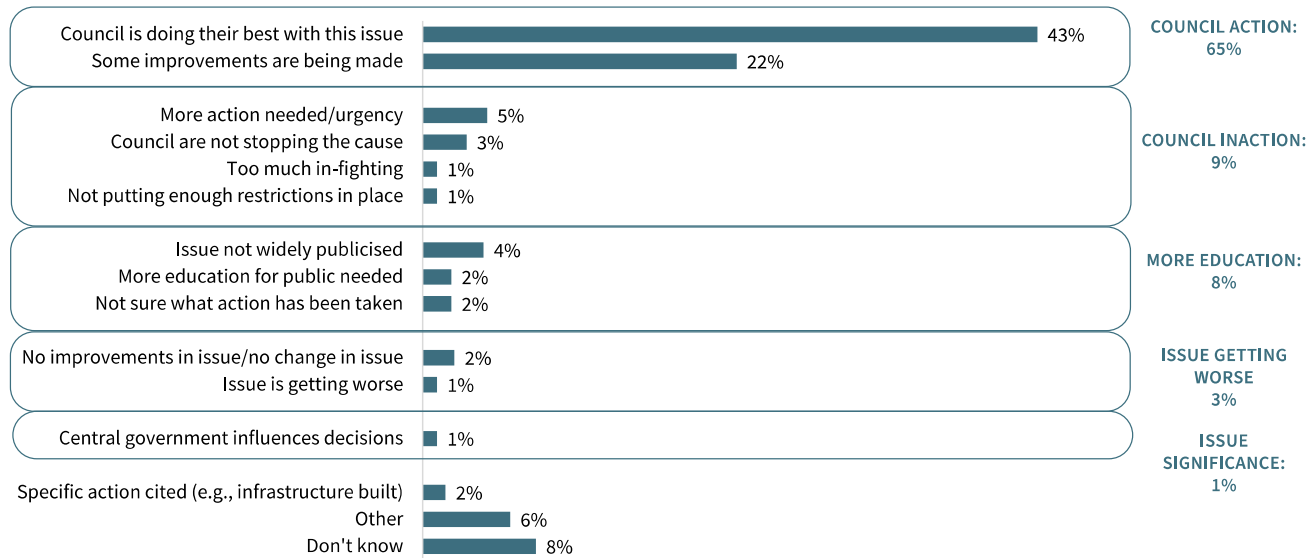
EXPECTATIONS

Response: Excellent Ratings

Respondents were asked to provide a reason for the ratings they had given about ORC’s response to the environmental issue. Those who said ORC’s response was excellent (rating of 8 - 10 out of 10) stated that they felt that the council was doing the best they could with the issue (43%) and that some improvements in the issue had been made (22%). However, these respondents also noted that there was some inactivity on the environmental issue (net 9% of responses) and that more education is needed (net 8% responses).

REASONS FOR SATISFIED RESPONSE RATINGS

NET SCORES



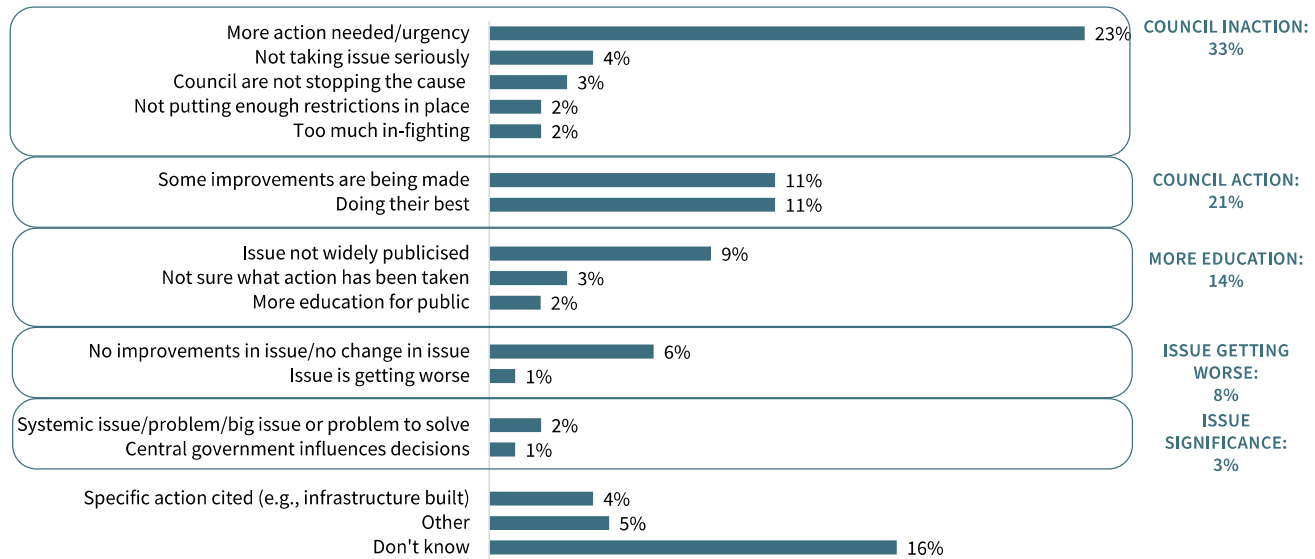
Why do you say that? Base n=115

Response: Average Ratings

Those respondents who provided an average rating (5 - 7 out of 10) indicated that while they felt ORC had taken some steps to improving the issue (net 21% council action), council still need to act with greater urgency and take more action (net 33%). Fourteen percent (net) of these respondents noted that there needed to be more education on the issues and 8% (net) noted that there was a decline in the issue.

REASONS FOR AVERAGE RESPONSE RATINGS

NET SCORES



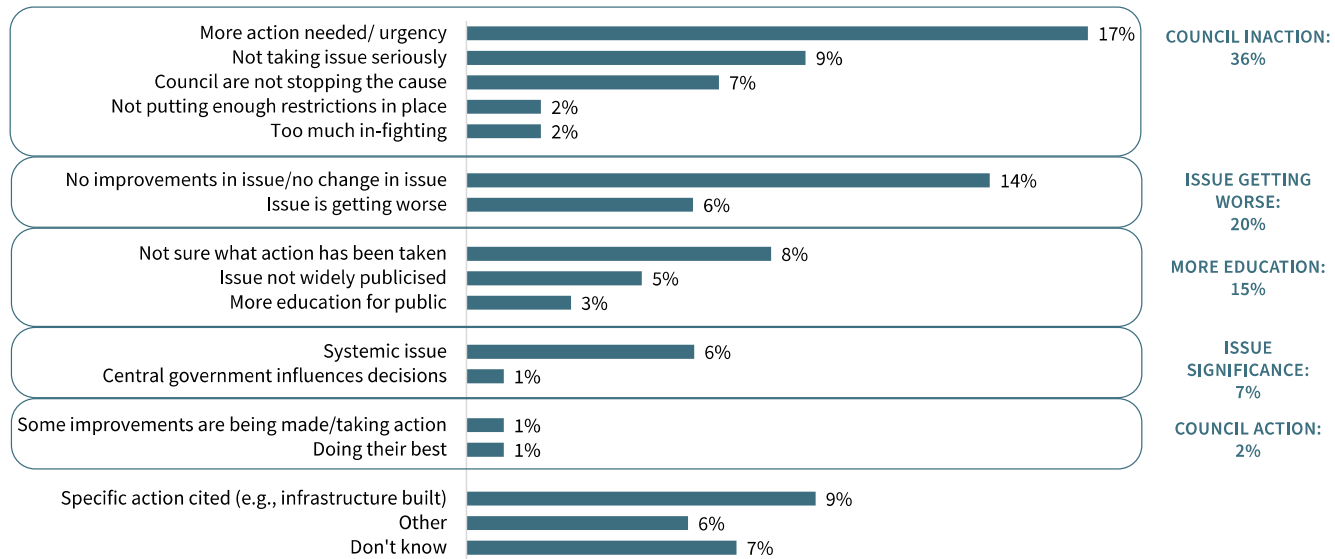
Why do you say that? Base n=532

Response: Poor Ratings

Respondents who rated ORC’s response to the environmental issue poorly stated that council inactivity was the primary reason for their rating (net 36%) and that they felt the issue was getting worse (net 20%). Fifteen percent of respondents noted that there needed to be greater education about the issue. Interestingly, 7% indicated that the environmental issues they spoke of were significant in nature, and that solutions were potentially broader than just at a local level.

REASONS FOR POOR RESPONSE RATINGS

NET SCORES



Why do you say that? Base n=561

Response: By Issue

The table below shows the environmental issue (top row) by the reason a respondent provided this rating. While this does not show the rating respondents provided, some patterns can be observed. Across all issues the primary reason a respondent provided a given rating was due to council inactivity, this was particularly noted for issues which related to water, land and pests, or urban issues. Respondents who noted climate change as an issue were more likely to state that there needs to be more education needed around this issue (23%), and were slightly less likely to mention a specific action (3%).

REASON FOR RESPONSE TO THE ENVIRONMENTAL ISSUE BY ISSUE (NET)

	Water	Climate	Land and Pest	Air	Urban	ORC
<i>Sample size</i>	849	252	292	109	97	15
Council inaction	35%	26%	32%	25%	36%	21%
Council action	18%	18%	18%	15%	9%	11%
Issue is getting worse	16%	11%	14%	19%	9%	8%
More education needed	11%	23% ↑	14%	19%	6%	4%
Issue significance	4%	1%	7%	4%	9%	2%
Specific action cited	7%	3%	5%	4%	8%	0%
Don't know	7% ↓	16%	9%	11%	12%	64% ↑

What do you think is the most important environmental issue facing the Otago Region today?

Expectations Summary

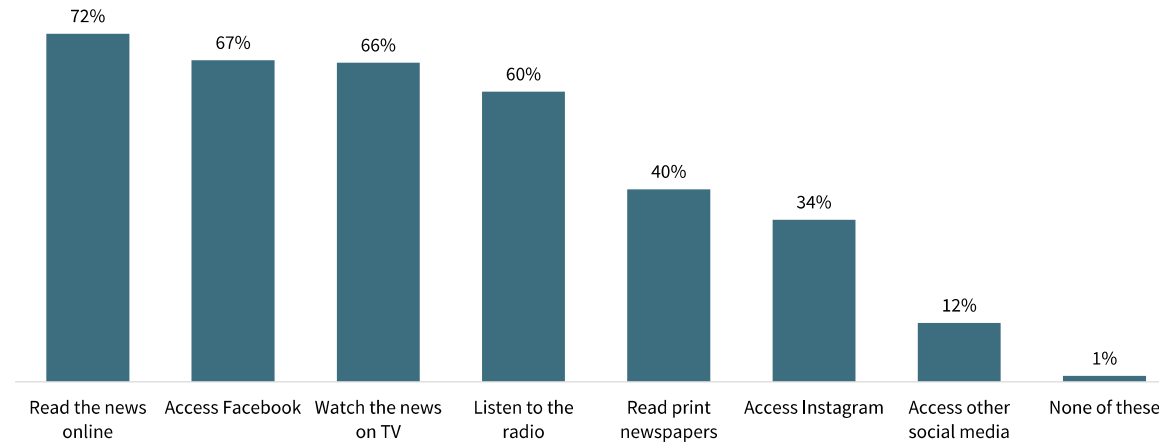
1. Water issues were considered to be the most significant environmental issue for the Otago region.
2. Urban issues were particularly relevant to those in areas with population pressures while climate based issues were mentioned by younger respondents.
3. ORC's response to issues across the board is considered relatively poor, however there was recognition that some issues were significant and that ORC was not the primary entity responsible for these solutions.
4. Those who were satisfied with the response that ORC has made to the environmental issue mentioned that ORC were doing their best to solve the issue and there had been some improvements.
5. Lack of action and not taking the issue seriously are considered the main reasons for dissatisfaction with ORC's response to the issue.

Engagement

Media Accessed

The most common media accessed by respondents was online news (72%), this was followed by Facebook (67%), TV news (66%), and listening to the radio (60%). Only 1% of respondents did not access media in any of these ways.

MEDIA ACCESSED REGULARLY



Which of the following do you regularly do? Base n=1,700

Media Accessed

When looking at area differences in media access, the results demonstrated that Dunedin residents were more likely to access online news (76%) and Instagram (37%) while respondents from more rural areas demonstrated a higher use of printed newspaper and TV news.

MEDIA ACCESSED REGULARLY

	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
<i>Sample size</i>	300	300	340	460	300
Read the news online	58% ↓	65% ↓	77%	76% ↑	60% ↓
Access Facebook	65%	61%	66%	69%	64%
Watch the news on TV	75% ↑	70%	64%	64%	75% ↑
Listen to the radio	61%	66%	62%	58%	63%
Read print newspapers	54% ↑	52% ↑	46%	32% ↓	54% ↑
Access Instagram	20% ↓	23% ↓	39%	37% ↑	23% ↓
Access other social media	9%	13%	15%	11%	13%
None of these	2%	1%	1%	1%	1%

Which of the following do you regularly do?

Demographic Analysis

There were significant differences observed across demographic groups with regards to media access; for ease these have been shown in the tables below rather than in a graphic format.

Respondents under the age of 39 were far more likely to read news online (77%), access Facebook (82%), access Instagram (58%), or to access other social media channels (18%), predominantly Tik Tok, Snapchat, or Twitter. Respondents aged 40-64 years were more likely to watch the news on TV (74%) and to listen to the radio (65%). Respondents aged 65+ were more likely to watch the news on TV (89%) and to read print newspapers (73%).



MEDIA ACCESSED REGULARLY

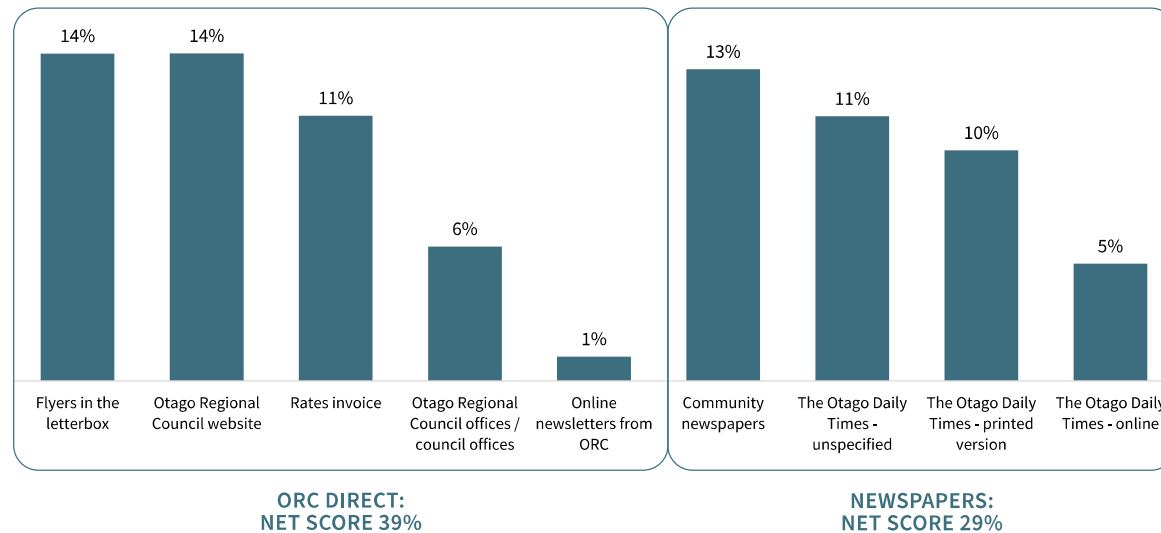
	Male	Female	Under 39	40-64	65+	Pākehā	Māori	Pasifika	Asian
Sample size	889	811	412	773	515	1518	76	12	60
Read the news online	70%	75%	77% ↑	74%	61% ↓	72%	89% ↑	89%	79%
Access Facebook	55% ↓	79% ↑	82% ↑	67%	37% ↓	67%	73%	25% ↓	70%
Watch the news on TV	72% ↑	61% ↓	47% ↓	74% ↑	89% ↑	68% ↑	64%	72%	50% ↓
Listen to the radio	64% ↑	57% ↓	53% ↓	65% ↑	65%	62% ↑	73%	81%	34% ↓
Read print newspapers	49% ↑	32% ↓	20% ↓	43%	73% ↑	42% ↑	41%	33%	13% ↓
Access Instagram	23% ↓	44% ↑	58% ↑	24% ↓	4% ↓	33%	53% ↑	55%	35%
Access other social media	13%	11%	18% ↑	9% ↓	6% ↓	12%	25% ↑	7%	20%
None of these	1%	1%	2%	1%	1%	1%	0%	0%	1%

Which of the following do you regularly do?

Information About ORC

When looking at information specifically about ORC, 39% of respondents accessed information directly from ORC publications with the most common being letterbox flyers or the website (both 14%). Twenty-nine percent accessed information about ORC from newspapers, with the most common form being community newspapers (13%). A net 19% of respondents accessed information about ORC from the Otago Daily Times in some form (not shown below). Twelve percent of respondents do not get any information from ORC.

WHERE INFORMATION ABOUT ORC IS SOURCED FROM

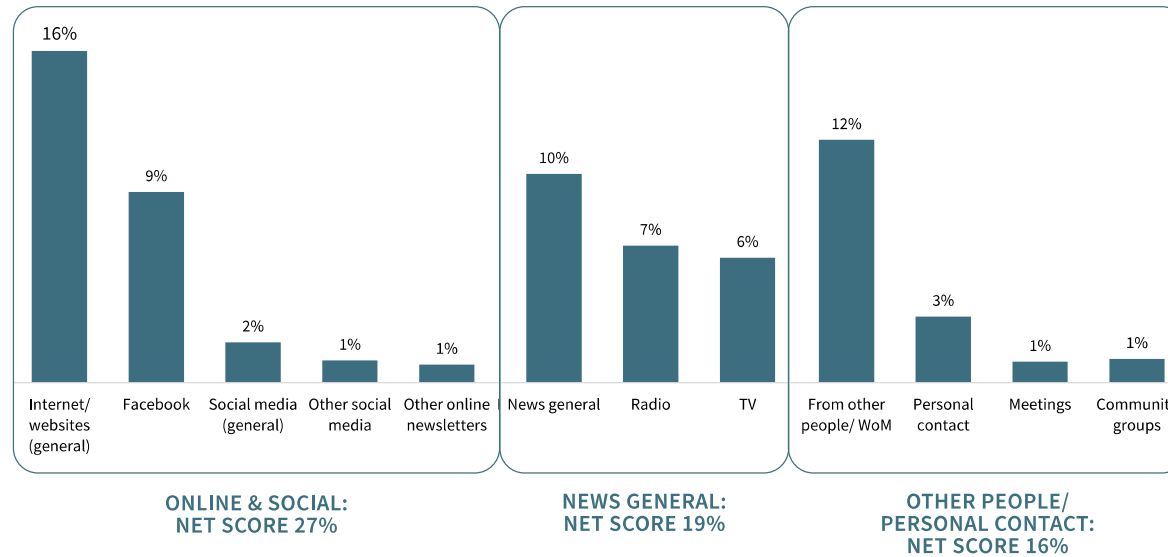


Please list all the places and people you get information about Otago Regional Council from? Base n=1,700

Information About ORC

When looking at other areas that information about ORC was sourced from, 27% of respondents used some form of online and social media. At a lower level, 19% used some form of traditional news media and 16% sourced information about ORC from other people or personal contact.

WHERE INFORMATION ABOUT ORC IS SOURCED FROM



Please list all the places and people you get information about Otago Regional Council from? Base n=1,700

Information About ORC

With regards to area differences, information directly from ORC appeared to be the primary place where most respondents sourced information about ORC from. The only exception to this was respondents from Central Otago who predominantly sourced information from newspapers. Dunedin respondents were also more likely to use traditional news media (24%) while Queenstown Lakes residents were less likely to do so (10%). Waitaki residents were less likely to look for content about ORC via online or social media channels (19%).

WHERE INFORMATION ABOUT ORC IS SOURCED FROM (NET SCORES) BY AREA

	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
<i>Sample size</i>	300	300	340	460	300
ORC direct	41%	38%	37%	39%	41%
Newspapers	26%	42% ↑	30%	27%	28%
Online and social	19% ↓	23%	30%	29%	21%
Traditional news media	14%	17%	10% ↓	24% ↑	14%
Other people/personal contact	14%	18%	19%	14%	21%
I don't get any information from ORC	13%	8%	12%	12%	10%

Please list all the places and people you get information about Otago Regional Council from?

Demographic Analysis

Respondents aged 40-64 years were more likely to get information directly from ORC (44%), while those over the age of 65 were more likely to get information about ORC from newspapers (45%) or traditional news media (33%). Younger respondents were more likely to access this information online and through social media (36%), as were female respondents (31%).



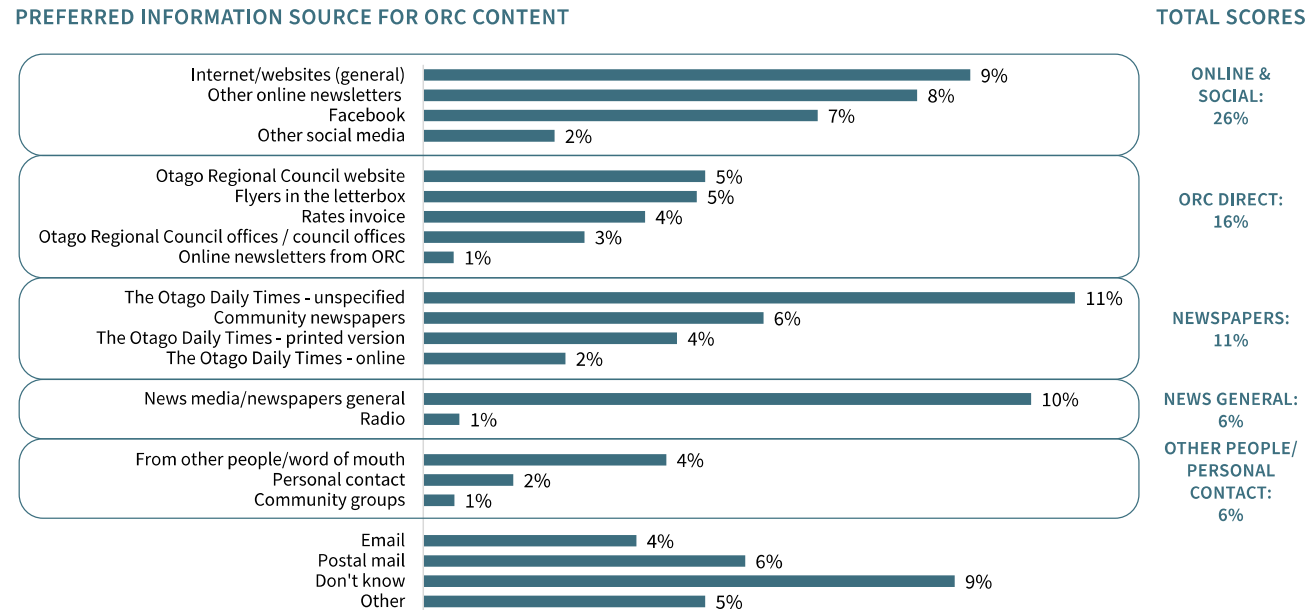
WHERE INFORMATION ABOUT ORC IS SOURCED FROM (NET SCORES)

	Male	Female	Under 39	40-64	65+	Pākehā	Māori	Pasifika	Asian
Sample size	889	811	412	773	515	1518	76	12	60
ORC direct	37%	40%	36%	44% ↑	34%	39%	35%	56%	42%
Newspapers	29%	28%	22% ↓	29%	45% ↑	30%	28%	22%	18%
Online and social	23% ↓	31% ↑	36% ↑	26%	11% ↓	26%	35%	28%	40%
Traditional news media	23% ↑	15% ↓	14% ↓	16%	33% ↑	20%	23%	17%	12%
Other people/personal contact	14%	17%	18%	13%	16%	16%	15%	9%	12%
I don't get any information from ORC	11%	12%	15%	11%	7% ↓	11%	10%	9%	11%

Please list all the places and people you get information about Otago Regional Council from?

Preferred Information Source

When asked which information source they preferred to get information about ORC from, respondents noted that online sources and social media were their preferred options (total 26%), particularly websites (9%) and online newsletters (8%). It is interesting to note that 10% also mentioned a direct contact either via postal mail or email (both spontaneous mentions).



Which of these is your most preferred form of receiving information from Otago Regional Council? Base n=1578

Preferred Information Source

When preferences were addressed by area, respondents from Central Otago held a greater preference for newspapers (27%) while respondents from Waitaki prefer to receive information from ORC directly (24%). Respondents from Dunedin have a stronger preference for online and social media (29%) and also traditional news media (14%). Respondents from Clutha also prefer to get information directly from ORC (26%) alongside from other people or through personal contact (12%).

PREFERRED INFORMATION SOURCE FOR ORC CONTENT (TOTAL SCORES) BY AREA

	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
<i>Sample size</i>	300	300	340	460	300
Online and social	18%	20%	27%	29% ↑	14% ↓
ORC direct	24% ↑	14%	19%	13% ↓	26% ↑
Newspapers	12%	27% ↑	16%	15%	13%
News general	9%	8%	6% ↓	14% ↑	7%
Other people/personal contact	8%	7%	9%	5% ↓	12% ↑

Which of these is your most preferred form of receiving information from Otago Regional Council?

Demographic Analysis

PREFERRED SOURCE OF INFORMATION FOR ORC

Female respondents and those aged under 39 years were more likely to prefer to receive information about ORC from online or social media channels (30% and 37% respectively). Older respondents showed a greater preference for information from newspapers (28%) and the news in general (22%).



PREFERRED INFORMATION SOURCE FOR ORC CONTENT (TOTAL SCORES)

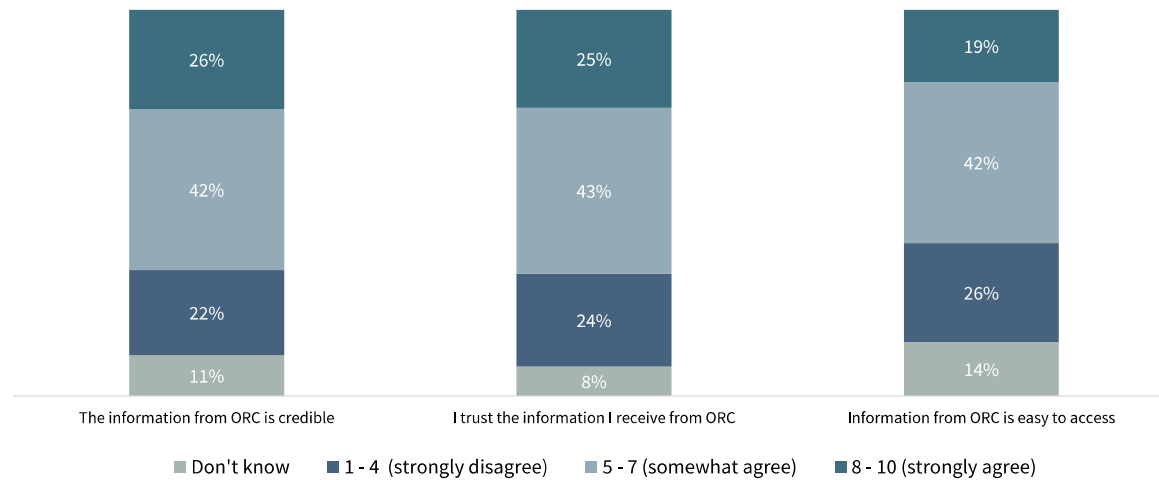
	Male	Female	Under 39	40-64	65+	Pākehā	Māori	Pasifika	Asian
<i>Sample size</i>	889	811	412	773	515	1518	76	12	60
Online and social	21% ↓	30% ↑	37% ↑	24%	8% ↓	24% ↓	36%	24%	45% ↑
ORC direct	17%	15%	15%	18%	15%	16%	17%	34%	18%
Newspapers	19%	13%	12%	15%	28% ↑	17%	18%	25%	11%
News general	13%	9%	6% ↓	11%	22% ↑	12%	5%	0%	7%
Other people/ personal contact	7%	5%	8%	5%	6%	7%	3%	0%	4%

Which of these is your most preferred form of receiving information from Otago Regional Council?

Information from ORC

Respondents were asked to rate statements about the information they received from ORC on a 1 - 10 scale. With this, 26% of respondents strongly agreed that the information from ORC was credible and 25% strongly agreed that they trusted it. Nineteen percent of respondents felt that the information from ORC was easy to access. Just over 40% of respondents indicated that they somewhat agreed with each of these statements.

RATING OF INFORMATION FROM ORC



Using a 1 - 10 scale where 1 is strongly disagree and 10 is strongly agree, please rate how much you agree with each of the following statements about the information you receive from Otago Regional Council from? Base n=1,700

Information from ORC

Respondents from Dunedin were less likely to indicate strong agreement with all of the statements provided, while respondents from Queenstown Lakes were more likely to agree that they trusted the information they received from ORC (31%).

INFORMATION PERCEPTIONS BY AREA (8 - 10 SCORES)

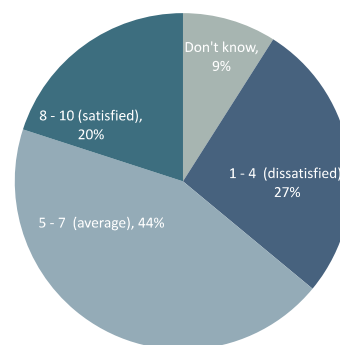
	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
<i>Sample size</i>	300	300	340	460	300
The information from Otago Regional Council is credible	31%	27%	30%	22% ↓	32%
I trust the information I receive from Otago Regional Council	31%	26%	31% ↑	22% ↓	27%
Information from Otago Regional Council is easy to access	23%	21%	21%	16% ↓	24%

Using a 1 – 10 scale where 1 is strongly disagree and 10 is strongly agree, how please rate how much you agree with each of the following statements about the information you receive from Otago Regional Council.

Satisfaction with Information

Overall, 20% of respondents indicated they were satisfied with the information they received from ORC, 44% rated their satisfaction with the information as average and 27% indicated they were dissatisfied with the information they have received from ORC. Ratings of information were similar across the region.

SATISFACTION WITH INFORMATION FROM ORC



"I know there are studies going on but again no information goes to the general public keeping them aware of findings or progress" - Central Otago resident

SATISFACTION WITH INFORMATION FROM ORC BY AREA

	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
Sample size	300	300	340	460	300
8 - 10 (excellent)	22%	21%	22%	19%	25%
5 - 7 (average)	47%	45%	46%	42%	44%
1 - 4 (poor)	24%	29%	23%	28%	25%
Don't know	7%	4%	9%	10%	5%

Using a 1 - 10 scale where 1 is very dissatisfied and 10 is very satisfied, overall how satisfied are you with the information you receive from Otago Regional Council? Base n=1,700

Engagement Summary

1. Online readership of news is high with nearly ¾ of respondents indicating they do this regularly.
2. Unsurprisingly younger respondents have a greater affinity with online information sources, with 82% using Facebook and 58% using Instagram. However, traditional media, particularly newspapers, continue to have their place in communication particularly with older respondents.
3. Currently information from ORC is largely sourced directly from ORC or traditional news media, however preferred forms of information indicate a shift towards online.
4. Online sources are preferred to other forms of media for receiving information from ORC, particularly that which is direct to residents, e.g., online newsletters.
5. The majority of respondents rated their satisfaction with ORC's information (64%) above 5 out of 10.

Environmental Attitudes (NEP)

New Ecological Paradigm

NEP Overview and Use

There are several ways of measuring people's attitudes to the environment. One of these ways is the New Ecological Paradigm (NEP) which was developed in 1978*. This approach involves asking respondents a series of questions which, when combined, reflect different environmental attitudes.

The questions were designed to reflect a social paradigm approach whereby humans see themselves separated from their environment and superior to other organisms. The level of agreement/disagreement with a given statement denotes the extent to which a respondent aligns with this value proposition.

The questions involved in the NEP are:

1. The balance of nature is very delicate and easily upset (Strongly agree: Pro-ecological)
2. Modifying the environment for human use seldom causes serious problems (Strongly disagree: Pro-ecological)
3. Plants and animals exist primarily to be used by humans (Strongly disagree: Pro-ecological)
4. The earth is like a box with only limited room and resources (Strongly agree: Pro-ecological)
5. There are limits to economic growth even for developed countries like ours (Strongly agree: Pro-ecological)
6. Humans are meant to rule over the rest of nature. (Strongly disagree: Pro-ecological)

Respondents' answers are collated across these questions with the sum of their responses determining if a person holds a pro, mid, or anti ecological attitude.

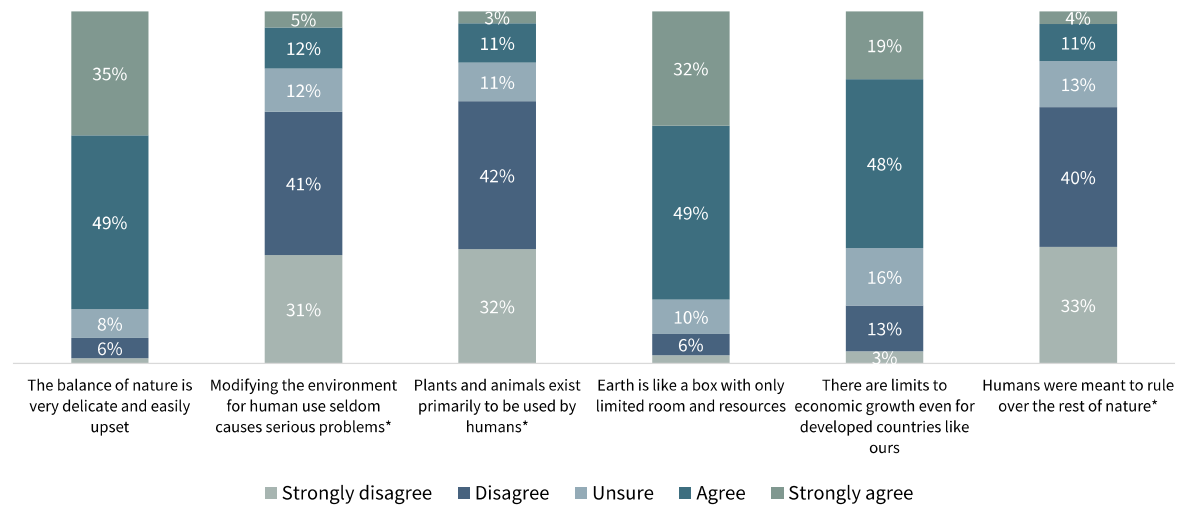
These questions were included in this survey to understand the attitudes that people in Otago hold towards the environment. The findings from this section of the survey are provided.

*RE Dunlap and K van Liere (1978) "The New Environmental Paradigm: a proposed measuring instrument and preliminary results" *Journal of Environmental Education* 9, 10-19.

Raw Data

To create the NEP scale, respondents were asked a series of 6 statements and asked to indicate their response on a 5-point scale from strongly agree to strongly disagree. The results for the formative NEP question is shown below. These results were then combined to calculate the NEP score.

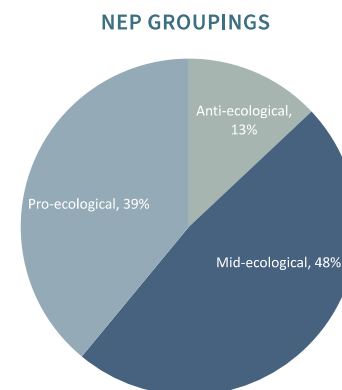
RAW RESULTS FOR NEP SCORES



**Polarity of statement is reversed, meaning that a pro-ecological attitude would strongly disagree with this statement. Here are some statements about the relationships between human beings and the environment. Even though the statements might sound a bit 'different', these are used worldwide as a measure of environment. Please indicate how much you agree or disagree with each statement? Base n=1,700*

NEP Groupings

Overall, 39% of respondents have a pro-ecological attitude, while 48% hold a mid-ecological attitude. Only 13% hold an anti-ecological attitude. Results for the NEP groups were fairly similar across the different areas, however respondents from Clutha were slightly more likely to hold a mid-ecological attitude and slightly less likely to hold a pro-ecological attitude. Profiles of the different NEP groupings are shown on the following pages



NEP GROUPINGS BY AREA

	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
Sample size	300	300	340	460	300
Anti-ecological	13%	12%	10%	14%	15%
Mid-ecological	51%	49%	45%	46%	56% ↑
Pro-ecological	36%	39%	45%	39%	28% ↓

Here are some statements about the relationships between human beings and the environment. Even though the statements might sound a bit 'different', these are used worldwide as a measure of environment. Please indicate how much you agree or disagree with each statement?

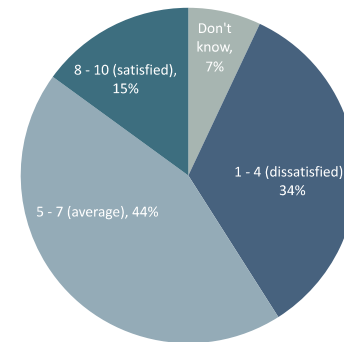
Pro-ecological

Respondents who were pro-ecological were more likely to be female (58%) and were more likely to be part of an environmental advocacy group (7%). These respondents were less likely to reside in Clutha District (5%).

Pro-ecological respondents were much more likely to know who ORC were (81% top of mind awareness) and were also more likely to know what ORC were responsible for (72% top of mind awareness of water and 45% top of mind awareness of air and land responsibilities). These respondents were particularly aware of ORC's role in pest management (16%) and were more likely to know prompted awareness of biodiversity and pest management (67%).

Respondents who were pro-ecological were more likely to think that all aspects of the Otago environment were deteriorating (22% air quality, 56% water quality, 36% land environment, 31% coastal resources). They were also more likely to state that ORC has done a poor job of protecting water quality (40%), managing air quality (29%), and/or protecting the land environment (32%). This group also provided lower ratings for their overall satisfaction with how ORC is delivering to the region overall (chart to the right). The dissatisfaction ratings amongst this group were driven by views of ORC being a poor organisation (27%), fighting between councillors (18%), rates being too high (14%), and/or limited return for the rates paid (13%). Average perceptions were driven by views that there is room for improvement (22%) while positive views were driven by perceptions of ORC providing a good service (43%).

PRO-ECOLOGICAL PERCEPTIONS OF ORC

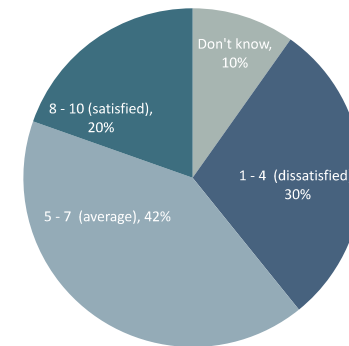


Pro-ecological

With regards to key environmental issues, 49% of these respondents mentioned an issue related to water while 25% noted an issue related to climate change (25%) and 21% noted land or pest issues. This group appeared to be particularly concerned with climate change (16%), but appeared less concerned about recycling/waste management (1%) or less likely to state that they don't know what environmental issues are facing the region (3%). In terms of responding, this audience are more likely to feel that ORC have responded poorly to environmental issues at hand (45%), and this is primarily driven by a perceived lack of activity from council (39%).

When looking at media consumption and engagement pro-ecological respondents displayed a higher use of alternative social media with 36% using Instagram and 14% using other forms of social media. This group have the lowest readership of print newspapers (38%). Forty percent of pro-ecological respondents gain their information about ORC directly from ORC and 34% used newspapers with a high proportion of online newspaper readership. Overall, 20% of pro-ecological respondents were satisfied with the information they received from ORC.

PRO-ECOLOGICAL ENGAGEMENT OF ORC



"I grew up in rural North Otago and my parents still live there. We've seen the land degradation and water quality plummeting over that time and nobody cares. Reports are ignored, pollution is ignored, it's criminal. The rivers we would swim in now barely exist and what's left is foul. The grass is green now but the rivers look dead."

- Dunedin Resident

Mid-ecological

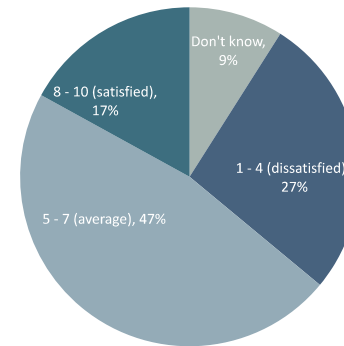
Respondents who held mid-ecological attitudes to the environment were an even mix of genders and 90% were not part of an environmental group. These respondents were also more likely to reside in Clutha District (8%).

Unprompted awareness of ORC amongst this group is on par with the total response, however 62% of mid-ecological respondents were aware that ORC was responsible for water related issues, 52% noted that ORC were responsible for an operational issue, and 34% mentioned ORC's responsibility for air related issues.

This group were less likely to think that elements of the Otago environment were deteriorating (13% thought air quality was deteriorating, 40% thought water quality was deteriorating, and 18% felt that land environment was deteriorating), all of which are significantly lower than the responses provided by other groups. However, this group were also not convinced that these elements have improved either with similar ratings for improvement scores as other groups. These respondents are less likely to disagree that ORC were doing a poor job on protecting water quality (29%), air quality (18%), and/or protecting the land environment (20%), but do not rate ORC's overall performance any differently to other groups (chart shown to the right).

Mid-ecological respondents' reasons for dissatisfaction with ORC's performance were driven by range of issues including a high level of rates (22%), limited return for rates (20%), perceptions of a poor organisation generally (16%), and in-fighting at the council (14%).

MID-ECOLOGICAL PERCEPTIONS OF ORC



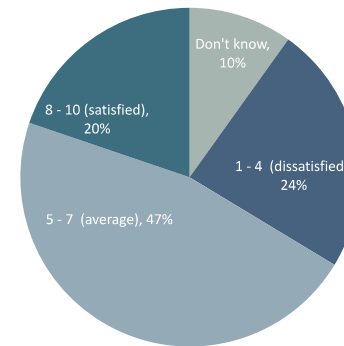
Mid-ecological

Average performance ratings were driven by suggesting there is room for improvement (19%) while positive ratings were driven by perceptions of ORC providing a good service (42%).

When looking at the most important environmental issue facing the Otago region, mid-ecological respondents predominantly mentioned an issue related to water (47%), climate change (15%), or land and pest issues (18%). Seven percent of these respondents were unsure what the most pressing environmental issue is for the region. Mid-ecological respondents were more likely to feel that ORC have responded poorly to these environmental issues (33%) with the main concerns relating to the council's inactivity (27%) and a lack of information (14%).

Mid-ecological respondents have broad media consumption patterns. This group have the highest readership of print newspapers (42%), highest radio listenership (63%), greatest TV viewership (69%), and were the greatest users of Facebook (69%). Forty percent of mid-ecological respondents source information directly from ORC, with 20% of these respondents satisfied with the information they receive.

MID-ECOLOGICAL ENGAGEMENT OF ORC



"The lack of response to didymo is just indicative of the slow response to maintaining and improving water quality across the region. With increasing population in the lakes district it is so very important that farm run off and town run off, boating pollution and fishing, the re-introduction of unwanted aquatic pests is managed along with some good monitoring and that's just for water resources, then there is appropriate land use and air quality!"

- Central Otago Resident

Anti-ecological

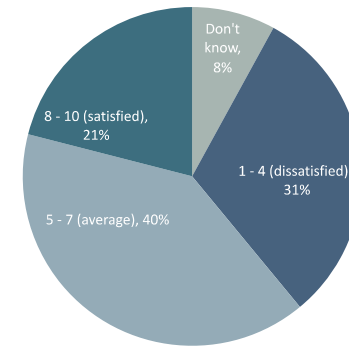
Respondents who were classified as anti-ecological were more likely to be male (62%) and were much less likely to be a rate payer (65% were ratepayers and 35% were non-ratepayers). Anti-ecological respondents were also less likely to be Pākehā (74%) and were more likely to be of Asian descent (13%).

This group of respondents were much less likely to be aware of ORC, with only 67% of anti-ecological respondents aware of ORC at an unprompted level. Anti-ecological respondents were less likely to be aware that ORC were responsible for water quality in the region (48%) particularly water quality in rivers and lakes (6%). This group were also less likely to be aware that ORC are responsible for air and land issues (25%).

Mid-ecological respondents were more likely to say that the water quality in rivers, lakes and streams has improved (25%), the land based environment has improved (26%), and coastal areas have improved (19%). This group have much lower pride with regards to living in the Otago region; 14% strongly disagree with this statement and only 59% agree that they are proud to live in Otago.

This group displayed the highest level of satisfaction with how ORC services the region with 21% of anti-ecological respondents rating this as 8- 10 out of 10. Positive views were driven by perceptions that the organisation provides a good service (48%) and having no issues (17%). Dissatisfaction ratings were largely driven by the view that rates were too high (33%).

ANTI-ECOLOGICAL PERCEPTIONS OF ORC

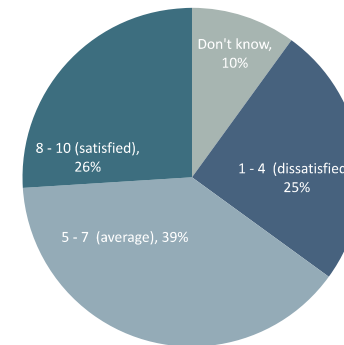


Anti-ecological

When looking at environmental issues facing the region 36% of anti-ecological respondents mentioned water issues, however there was a lesser focus on water quality than in other groups (28%) with other water issues taking greater precedence. Following this, 13% mentioned climate change and 11% mentioned a land or pest issue. At a lower level 8% of these respondents mentioned urban issues. This group were more likely to state that they don't know what the most important environmental issue facing the region was (17%). This group were more likely to state that ORC had responded well to Otago's environmental issues (17%) despite the lower awareness of the organisation overall.

This group have lower usage of alternative social media channels (24% used Instagram and 7% used other social media) and were less likely to get any information from ORC (18%) or to get information directly from ORC (31%). This group's primary source of information was the internet/websites (15%) or Facebook (13%), with Facebook their preferred channel for information. This group displayed much higher ratings for the information they receive from ORC with 26% rating this as 8 - 10 out of 10.

ANTI-ECOLOGICAL ENGAGEMENT OF ORC



"A lot of people are having too much say and it's very easy to make submissions when it doesn't cost anything with no regard for the people it does cost. - Central Otago Resident"

NEP Summary

1. Across the three NEP groups there are very few differences regarding their perceptions of the council and the council's reputation, i.e. elements of trust and delivery against regional outcomes.
2. Attitudes between the groups tend to diverge with regards to the relative importance that is placed on different environmental issues and how well each group feels ORC are delivering against these.
3. Anti-ecological respondents appear somewhat disengaged with the environment and the wider implications of environmental deficiencies, i.e., appear somewhat apathetic and don't think anything is really "that wrong".
4. Mid-ecological respondents appear slightly unsure of the environmental issues at play, possibly driven by varying or mis-information i.e., they know something is wrong, but they are unsure of the drivers or how to fix this.
5. Pro-ecological respondents were highly engaged and appear to be advocates of the environment. This group look at the bigger picture context and see more urgency with regards to environmental issues.
6. Media differences are important for communication with different groups, particularly given the breadth of channels that mid-ecological respondents access information from.

Concluding Comments

Concluding Comments

When looking across the findings it appears that there is strong awareness of ORC, but only a high level of understanding about the role and responsibilities ORC have in the region. Seventy-five percent of respondents were aware that ORC was the entity that manages the natural resources. In terms of top-of-mind responses, ORC was most strongly associated with water issues (64%), followed by operational issues (51%), and air and land issues (37%). A similar pattern of responding was seen at an unprompted level, where water quality monitoring (82%), flood protection (69%), public transport (61%), and biodiversity and pest management (60%) were the primary mentions.

Use of nearly all of ORC's services beyond public transport was relatively low, suggesting generally low engagement with the council beyond the transportation service. Just over 30% of respondents had used the public bus service, and this service had the highest level of satisfaction (61%). Reporting of a pollution issue to the Pollution Hotline had both the lowest level of use (3%) and the lowest level of satisfaction (21%).

There is strong sentiment that the natural environment is declining, particularly in the water space. Respondents noted the most significant decline in water quality (45%). This was followed by land-based environment (25%) and coastal resources (26%), while air quality was largely perceived to have remained the same (55%). These concerns were also reflected in the areas that respondents felt were the greatest issues for the region, whereby water issues were the primary concern, particularly water quality (40%). This was followed by climate related issues (19%).

"We found a large amount of household rubbish that had been dumped on the edge of the Balclutha River and reported it to police. When the police rang us to update us on the matter we were told that neither the Otago Regional Council or Clutha District Council were prepared to prosecute. This explains why people keep doing it!!!!" – Clutha Resident

Concluding Comments

ORC's response to environmental issues was rated poorly with only 8% indicating they were satisfied with how ORC has responded to a given issue, with the majority rating this as either average (37%) or poor (39%). It was concerning to note that respondents reported it is lack of action from the council which largely leads to poorer ratings. Regardless of whether this finding represents a true lack of action, or simply a lack of awareness of actions that have been taken, this presents a significant issue in terms of perceptions of the council.

When looking at perceptions of ORC generally, it is interesting to note that there are particularly high levels of negative ratings for the reputation measures (negative ratings range from 30% to 45%) and for the delivery ratings (negative ratings range from 26% to 33%), with the lowest satisfaction accorded to the value for money ratings (45%).

Additionally, only 16% of respondents were satisfied with how ORC services the region, while 45% provided an average rating and 30% rated ORC's performance poorly. As with other ratings, poorer ratings appeared to be driven by perceptions of poor service provision and subsequent limited return for any rates paid, perceptions which were likely to be amplified when coupled with perceptions of inactivity on key environmental issues.

With regards to information, 20% of respondents were satisfied with the information that they receive from ORC with around 40% of respondents providing average ratings for information credibility, trustworthiness, and access.

*"They are all talk. Doubled our rates for what, because nothing actually ever happens apart from dysfunctional meetings where very little, if anything, gets done apart from a lot of talk."
– Central Otago Resident*

Concluding Comments

Positively it appeared that a significant amount of information about ORC is sourced directly from ORC (39%). Although moving forward, there may need to be a greater focus on online channels, the role of traditional media will still need to be carefully considered with ODT and newspapers in general the preferred approaches to engagement. This point is particularly relevant in rural communities where community newspapers also play a significant part in maintaining local awareness.

Looking ahead the following points should be considered when addressing community perceptions and engagement:

- **Develop clear links to the environment and the role that ORC plays in this.** While respondents were aware of ORC there appeared to be a confusion with the role that ORC plays, beyond water, with misinformation evident. There needs to be clarity around what this council does and how it differs to district councils, particularly for respondents in urban areas who appear to have limited engagement with the council.
- **Communicate the actions that have been taken with regards to environmental protection.** One of the largest and most concerning issues relates to perceptions of council's inactivity. While this perception is likely linked to the above point regarding lower awareness of the council, there is also suggestions that the council have ignored key environmental issues. Coupled with an increasing rates rise, this is likely to be affecting perceptions of the council generally.

"You don't see them coming around the river. You don't see them about, coming to inspect anything, only if there's a complaint. Lack of monitoring it. Lack of ongoing consultation with the community." – Clutha Resident

Concluding Comments

- **Broaden the use of communication channels.**
Positively, many respondents gained information about ORC directly from ORC, however there also appears to be an opportunity to develop this further as access to information from ORC received the lowest rating amongst all communication and engagement measures. Options for direct online communication via newsletters or feature columns in other newsletters should be considered as these appeared to be a preferred channel amongst respondents. In saying this, the role of printed publications, particularly within rural areas needs to be maintained with any online channels developed in conjunction.
- **Address or manage perceptions of in-fighting amongst councillors.** Across the responses, there was an underlying tone regarding a perception of dysfunction and protagonist behaviour amongst councillors. While robust and thoughtful debate is generally positive within a local government setting, poor behaviour and aggressive comments generally cause residents to question the ability of elected members and the council in general. A lack of perceived unity within council will exacerbate any other negative perceptions of the council and undermine any good work or decisions which are made.

"I am not aware of what actual involvement they have, it could be a communication issue from them, I listen to news, I get few things in the mail and it's not too relevant to me." – Queenstown Lakes Resident

Appendices

Weighting Proportions

The weight proportions for this work are provided below. These are taken from the 2018 Census data for Otago Region residents aged 18 and over.

Age	Census %
Under 39 years	40%
40 - 64 years	39%
65+ years	21%

Gender	Census %
Male	49%
Female	51%

Area	Census %
Waitaki District	9%
Central Otago District	10%
Queenstown Lakes District	20%
Dunedin City	54%
Clutha District	7%

Questionnaire

INTRODUCTION:

Please confirm that you are over 16 years of age?

Yes

No

Does anyone in your household work for a local government council in Otago?

Yes

No

Which of the following areas do you live in?

Waitaki District

Central Otago District

Queenstown Lakes District

Dunedin City

Clutha District

None of these

IF WAITAKI: Are you in the Otago Region or the Canterbury Region of Waitaki?

Otago

Canterbury

Which of the following age groups are you in?

Under 39 years

40-54 years

55-64 years

65+ years

Prefer not to say

Which of the following best describes you?

Male

Female

Gender diverse

I identify as

Prefer not to say

SECTION ONE:

Q1A: Firstly, which organisation do you understand to be responsible for the management of the Otago region's natural resources?

.....

.....

Q1B: Have you heard of Otago Regional Council?

Yes

No

Not sure

Q1C: Otago Regional Council is the regional government authority which is responsible for the management of natural resources across the Otago Region including those in Waitaki, Queenstown Lakes, Dunedin, Clutha, and Central Otago districts.

Thinking about the work the Otago Regional Council might do, please list all of the areas you are aware they are involved in.

.....

.....

.....

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Q1D: Before this survey, were you aware Otago Regional Council were involved in...?

Issuing resource consents

Air quality monitoring

Public transport

Biodiversity and pest management

Pollution response

Water quality monitoring

Investigating environmental incidents and making sure people are following the rules

Climate change adaptation

Reducing risks from natural hazards

Civil defence and emergency management

Community engagement and education

Developing plans and policies to make sure our resources are managed properly

Taking government policy about managing natural resources and implementing it for Otago

Flood protection infrastructure, like stopbanks and drainage schemes

Navigational safety

Something else, please specify

Don't know

SECTION TWO (continued):

Q2B: Using a 1 - 10 scale where 1 is extremely dissatisfied and 10 is extremely satisfied, please indicate how satisfied you were with the service you received when you... (PLEASE ANSWER FOR ALL YOU SELECTED AT 2A)

	1 - Very dissatisfied	2	3	4	5	6	7	8	9	10 - Very satisfied	Don't know
Used the bus service in Dunedin or Queenstown (Orbus)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Applied for a resource consent through Otago Regional Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reported pollution to the Pollution Hotline	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Made an enquiry about the rules to Otago Regional Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2C: The next few questions are about your perceptions of Otago Regional Council. Please indicate how much you agree or disagree with the following statements using a 1 - 10 scale where 1 is strongly disagree and 10 is strongly agree.

	1 - Strongly disagree	2	3	4	5	6	7	8	9	10 - Strongly agree	Don't know
Otago Regional Council is trustworthy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I trust the information Otago Regional Council provides	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think Otago Regional Council has a good reputation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am proud to live in the Otago Region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Otago Regional Council provides value for money for their residents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2D: Using the same 1 - 10 scale can please indicate how satisfied you are with how the Otago Regional Council services the Otago region as a whole?

	1 - Very dissatisfied	2	3	4	5	6	7	8	9	10 - Very satisfied	Don't know - SMP 10 DA
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2E: Why do you say that?

.....

.....

SECTION THREE:

Q3A: Please indicate what you think is THE most important environmental issue facing the Otago Region today?

.....

.....

Q3B: Using a 1 - 10 scale where 1 is very poor and 10 is excellent, how well has Otago Regional Council responded to this environmental issue?

	1 - Very poor	2	3	4	5	6	7	8	9	10 - Excellent	Don't know
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Questionnaire

SECTION THREE (continued):

Q3C: Why do you say that?

SECTION FOUR:

Q4A: Which of the follow do you regularly do?

Read the news online	<input type="checkbox"/>
Read print newspapers	<input type="checkbox"/>
Access Facebook	<input type="checkbox"/>
Access Instagram	<input type="checkbox"/>
Access other social media, please specify	<input type="checkbox"/>
Listen to the radio	<input type="checkbox"/>
Watch the news on TV	<input type="checkbox"/>
None of these - SKIP TO 4B	<input type="checkbox"/>

Please write down any other areas that you prefer to get your news from?

Q4B: Where, or from whom, do you get information about Otago Regional Council?

The Otago Daily Times online	<input type="checkbox"/>	TV	<input type="checkbox"/>
The Otago Daily times - printed version	<input type="checkbox"/>	Internet/websites (general)	<input type="checkbox"/>
Community newspapers	<input type="checkbox"/>	Online banner ads	<input type="checkbox"/>
Otago Regional Council website	<input type="checkbox"/>	Facebook	<input type="checkbox"/>
Rates invoice	<input type="checkbox"/>	Instagram	<input type="checkbox"/>
Flyers in the letterbox	<input type="checkbox"/>	Other social media, please specify	<input type="checkbox"/>
Otago Regional Council offices / council offices	<input type="checkbox"/>	<input type="checkbox"/>
Yellow pages	<input type="checkbox"/>	Online newsletters from ORC	<input type="checkbox"/>
Radio	<input type="checkbox"/>	Other online newsletters	<input type="checkbox"/>
Personal contact	<input type="checkbox"/>	Other, please specify	<input type="checkbox"/>
From other people/word of mouth	<input type="checkbox"/>	Other, please specify	<input type="checkbox"/>
Meetings	<input type="checkbox"/>	<input type="checkbox"/>
Community groups	<input type="checkbox"/>	I don't get any information about Otago Regional Council - SKIP TO Q4D	<input type="checkbox"/>
School	<input type="checkbox"/>	<input type="checkbox"/>

SECTION FIVE (continued):

Q5B: The final few questions are just to make sure we get a good cross section of people. Which of the following best describes your household situation?

Young single, living alone	<input type="checkbox"/>
Group flatting together	<input type="checkbox"/>
Young couple, no children	<input type="checkbox"/>
Family, mainly pre-school children	<input type="checkbox"/>
Family, school children	<input type="checkbox"/>
Family, adult children	<input type="checkbox"/>
Middle aged couple/ single person	<input type="checkbox"/>
Older couple/ single person	<input type="checkbox"/>
Boarding or similar	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

Q5C: Which of the following best describes your household income before tax annually?

Under \$40,000	<input type="checkbox"/>
\$40,001 - \$80,000	<input type="checkbox"/>
\$80,001 - \$120,000	<input type="checkbox"/>
\$120,001+	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

Q5D: Do you pay rates on a property in the Otago region?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

Q5E: Which of the following best describes the kind of work you do?

Full time paid work	<input type="checkbox"/>
Part time paid work	<input type="checkbox"/>
Part time self employed/ contractor	<input type="checkbox"/>
Full time self employed/ contractor	<input type="checkbox"/>
Caring for children (unpaid)	<input type="checkbox"/>
Volunteer work	<input type="checkbox"/>
Not currently in paid employment	<input type="checkbox"/>
Student	<input type="checkbox"/>
Retired	<input type="checkbox"/>
Other, please specify	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

Q5F: Which of the following best describes you?

European/ New Zealander	<input type="checkbox"/>
Maori	<input type="checkbox"/>
Pacific Islander	<input type="checkbox"/>
Asian	<input type="checkbox"/>
Another ethnicity, please specify	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

Q5G: Where you born in New Zealand?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>

Q5H: Which if any of the following groups do you belong to?

Environmental advocacy groups	<input type="checkbox"/>
Catchment group	<input type="checkbox"/>
Irrigation collective	<input type="checkbox"/>
Tourism or business advocacy groups	<input type="checkbox"/>
Primary sector advocacy or industry groups	<input type="checkbox"/>
(please specify)	<input type="checkbox"/>
Other advocacy or interest groups that regularly interact with ORC	<input type="checkbox"/>
(please specify)	<input type="checkbox"/>
None of the above	<input type="checkbox"/>

Q5I: Which city or town do you live in?

.....

THANK-YOU FOR THOSE ANSWERS.

Would you like to go in to the draw to win 1 of 6 Prezzy Cards?

Yes - fill in contact details	<input type="checkbox"/>
No - end survey	<input type="checkbox"/>

Name

Email

Phone

Sample Structure

EMPLOYMENT

	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha	TOTAL
Full time paid work	40%	43%	50%	51%	46%	47%
Part time paid work	23%	17%	22%	16%	23%	20%
Caring for children (unpaid)	4%	2%	3%	4%	2%	3%
Volunteer work	4%	3%	5%	3%	6%	4%
Not currently in paid employment	5%	5%	2%	4%	5%	4%
Student	3%	2%	2%	7%	2%	3%
Retired	28%	31%	22%	21%	23%	25%
Other	2%	1%	1%	1%	1%	1%
Prefer not to say	1%	1%	1%	1%	2%	1%

Which of the following best describes the kind of work you do?

Sample Structure

HOUSEHOLD SITUATION

	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha	TOTAL
Young, no children	7%	7%	16%	20%	8%	13%
Family	35%	30%	34%	36%	40%	35%
Older, no children	56%	59%	49%	42%	48%	50%
Other	2%	3%	1%	2%	3%	2%

Which of the following best describes your household situation?

RATEPAYER

	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha	TOTAL
Ratepayer	82%	83%	79%	75%	86%	80%
Non-ratepayer	16%	17%	20%	24%	13%	18%
Prefer not to say	2%	1%	1%	2%	1%	1%

Do you pay rates on a property in the Otago region?

Activity Awareness

WATER	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
<i>Sample size</i>	300	300	340	460	300
Water quality	32%	38%	38%	30%	32%
Water control	28%	29% ↑	26%	18% ↓	30% ↑
Lakes/rivers	12%	15%	10% ↓	18% ↑	11%
Flood management	6%	7%	4% ↓	10%	16% ↑

AIR AND LAND	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
<i>Sample size</i>	300	300	340	460	300
Pest management	10%	20% ↑	15%	9% ↓	12%
Air quality	10%	13%	12%	8%	10%
Land management	3%	6%	3% ↓	8% ↑	4%
Environmental/climate	4%	6%	4%	7%	3%
Land erosion	7%	6%	4%	3%	6%
Pollution	2%	7%	5%	4%	5%
Weed control	4%	6%	6% ↑	1% ↓	5%
Biosecurity	3%	2%	5%	3%	2%
Wilding pines	3%	5%	2%	2%	3%
Forestry	2%	1%	3%	2%	2%

Otago Regional Council is the regional government authority which is responsible for the management of natural resources across the Otago Region including those in Waitaki, Queenstown Lakes, Dunedin, Clutha, and Central Otago districts. Thinking about the work the Otago Regional Council might do, please list all of the areas you are aware they are involved in.

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Activity Awareness

OPERATIONAL

	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
<i>Sample size</i>	300	300	340	460	300
Public transport	10% ↓	15% ↓	17% ↓	35% ↑	14% ↓
Roading	11%	12%	11%	12%	8%
Resource consents	8%	8%	6%	8%	9%
Waste management	5%	9%	9%	6%	5%
Rates	7%	6%	7%	8%	5%
Infrastructure	4%	5%	6%	5%	6%
Civil defence/emergencies	3%	2%	4%	4%	6%
Drainage/sewerage	1%	3%	1%	3%	2%

NATURAL ENVIRONMENT

	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
<i>Sample size</i>	300	300	340	460	300
Natural resources	10%	8%	7%	9%	9%
Conservation	10% ↑	4%	6%	4%	6%
Tracks/trails	4%	6%	4%	3%	2%

Otago Regional Council is the regional government authority which is responsible for the management of natural resources across the Otago Region including those in Waitaki, Queenstown Lakes, Dunedin, Clutha, and Central Otago districts. Thinking about the work the Otago Regional Council might do, please list all of the areas you are aware they are involved in.

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Information About ORC

ORC

	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
<i>Sample size</i>	300	300	340	460	300
Flyers in the letterbox	14%	13%	12%	14%	19%
Otago Regional Council website	10%	12%	12%	17% ↑	9%
Rates invoice	16%	10%	13%	10%	12%
Otago Regional Council offices / council offices	5%	7%	5%	6%	7%
Online newsletters from ORC	3% ↑	3% ↑	1%	0%	1%

NEWSPAPERS

	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
<i>Sample size</i>	300	300	340	460	300
Community newspapers	16%	32% ↑	20% ↑	6% ↓	21% ↑
The Otago Daily Times unspecified	7%	12%	7%	13%	6%
The Otago Daily Times printed version	15% ↑	17% ↑	11%	6% ↓	18% ↑
The Otago Daily Times online	7%	6%	6%	4%	8%

Please list all the places and people you get information about Otago Regional Council from?

Information About ORC

ONLINE AND SOCIAL MEDIA

	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
<i>Sample size</i>	300	300	340	460	300
Internet/websites (general)	8% ↓	13%	14%	20% ↑	8% ↓
Facebook	9%	7%	14% ↑	8%	9%
Social media (general)	1%	1%	2%	2%	1%
Other social media	1%	2%	3% ↑	0% ↓	3% ↑
Other online newsletters	2%	1%	2%	0%	1%
Drainage/sewerage	1%	3%	1%	3%	2%

NEWS

	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
<i>Sample size</i>	300	300	340	460	300
News general	8%	8%	4% ↓	13% ↑	7%
Radio	4%	10%	3% ↓	8% ↑	4%
TV	3%	4%	4%	8% ↑	5%

Please list all the places and people you get information about Otago Regional Council from?

Information About ORC

OTHER PEOPLE/PERSONAL CONTACT

	Waitaki	Central Otago	Queenstown Lakes	Dunedin	Clutha
<i>Sample size</i>	300	300	340	460	300
From other people/word of mouth	10%	14%	10%	12%	16%
Personal contact	3%	4%	7% ↑	1% ↓	6% ↑
Meetings	2%	2%	2%	0%	1%
Community groups	2%	2%	1%	1%	1%

Please list all the places and people you get information about Otago Regional Council from?



Ph 07 856 7090 | [versus.co.nz](https://www.versus.co.nz)



RESIDENT PERCEPTION SURVEY 2021

Tell us what you think about the Otago region and go in the draw to win 1 of 6 \$100 Prezzy Cards. Thank you for your willingness to participate in our survey.

Thank you for your willingness to participate in the Otago Regional Council 2021 Resident Perception Survey.



FREEPOST

Once you have filled in this paper copy, fold the pages so the Versus Research address is visible, and put it in your nearest postbox.

This survey is being conducted by an independent company, Versus Research, on our behalf. You can contact them directly with any questions or difficulties you have with the survey (info@versus.co.nz or 0800 837787).

Versus Research Ltd
Freepost 172567
PO Box 5516
Frankton
Hamilton
Waikato 3242

Please return to:

INTRODUCTION:

Please confirm that you are over 16 years of age?

Yes

No

Does anyone in your household work for a local government council in Otago?

Yes

No

Which of the following areas do you live in?

Waitaki District

Central Otago District

Queenstown Lakes District

Dunedin City

Clutha District

None of these

IF WAITAKI: Are you in the Otago Region or the Canterbury Region of Waitaki?

Otago

Canterbury

Which of the following age groups are you in?

Under 39 years

40-54 years

55-64 years

65+ years

Prefer not to say

Which of the following best describes you?

Male

Female

Gender diverse

I identify as

Prefer not to say

SECTION ONE:

Q1A: Firstly, which organisation do you understand to be responsible for the management of the Otago region's natural resources?

.....

.....

.....

Q1B: Have you heard of Otago Regional Council?

Yes

No

Not sure

Q1C: Otago Regional Council is the regional government authority which is responsible for the management of natural resources across the Otago Region including those in Waitaki, Queenstown Lakes, Dunedin, Clutha, and Central Otago districts.

Thinking about the work the Otago Regional Council might do, please list all of the areas you are aware they are involved in.

.....

.....

.....

Q1D: Before this survey, were you aware Otago Regional Council were involved in...?

Issuing resource consents

Air quality monitoring

Public transport

Biodiversity and pest management

Pollution response

Water quality monitoring

Investigating environmental incidents and making sure people are following the rules

Climate change adaptation

Reducing risks from natural hazards

Civil defence and emergency management

Community engagement and education

Developing plans and policies to make sure our resources are managed properly

Taking government policy about managing natural resources and implementing it for Otago

Flood protection infrastructure, like stopbanks and drainage schemes

Navigational safety

Something else, please specify

Don't know

SECTION FIVE (continued):

Q5B: The final few questions are just to make sure we get a good cross section of people. Which of the following best describes your household situation?

Young single, living alone

Group flatting together

Young couple, no children

Family, mainly pre-school children

Family, school children

Family, adult children

Middle aged couple/ single person

Older couple/ single person

Boarding or similar

Prefer not to say

Q5C: Which of the following best describes your household income before tax annually?

Under \$40,000

\$40,001 - \$80,000

\$80,001 - \$120,000

\$120,001+

Prefer not to say

Q5D: Do you pay rates on a property in the Otago region?

Yes

No

Prefer not to say

Q5E: Which of the following best describes the kind of work you do?

Full time paid work

Part time paid work

Part time self employed/ contractor

Full time self employed/ contractor

Caring for children (unpaid)

Volunteer work

Not currently in paid employment

Student

Retired

Other, please specify

Prefer not to say

Q5F: Which of the following best describes you?

European/ New Zealander

Maori

Pacific Islander

Asian

Another ethnicity, please specify

Prefer not to say

Q5G: Where you born in New Zealand?

Yes

No

Prefer not to say

Q5H: Which if any of the following groups do you belong to?

Environmental advocacy groups

Catchment group

Irrigation collective

Tourism or business advocacy groups

Primary sector advocacy or industry groups

(please specify)

Other advocacy or interest groups that regularly interact with ORC

(please specify)

None of the above

Q5I: Which city or town do you live in?

.....

THANK-YOU FOR THOSE ANSWERS.

Would you like to go in to the draw to win 1 of 6 Prezy Cards?

Yes – fill in contact details

No – end survey

Name

Email

Phone

SECTION FOUR (continued):

Q4C: What is your preferred form of receiving information from Otago Regional Council?

The Otago Daily Times online	<input type="radio"/>	TV	<input type="radio"/>
The Otago Daily times – printed version	<input type="radio"/>	Internet/websites (general)	<input type="radio"/>
Community newspapers	<input type="radio"/>	Online banner ads	<input type="radio"/>
Otago Regional Council website	<input type="radio"/>	Facebook	<input type="radio"/>
Rates invoice	<input type="radio"/>	Instagram	<input type="radio"/>
Flyers in the letterbox	<input type="radio"/>	Other social media, please specify	<input type="radio"/>
Otago Regional Council offices / council offices	<input type="radio"/>	
Yellow pages	<input type="radio"/>	Online newsletters from ORC	<input type="radio"/>
Radio	<input type="radio"/>	Other online newsletters	<input type="radio"/>
Personal contact	<input type="radio"/>	Other, please specify	<input type="radio"/>
From other people/word of mouth	<input type="radio"/>	
Meetings	<input type="radio"/>		
Community groups	<input type="radio"/>		
School	<input type="radio"/>		

Q4D: Using a 1 – 10 scale where 1 is strongly disagree and 10 is strongly agree, please rate how much you agree with each of the following statements about the information you receive from Otago Regional Council.

	1 - Strongly disagree	2	3	4	5	6	7	8	9	10 - Strongly agree	Don't know
The information from Otago Regional Council is credible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I trust the information I receive from Otago Regional Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information from Otago Regional Council is easy to access	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q4E: Using a 1 – 10 scale where 1 is very dissatisfied and 10 is very satisfied, overall how satisfied are you with the information you receive from Otago Regional Council?

1 - Very dissatisfied	2	3	4	5	6	7	8	9	10 - Very satisfied	Don't know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECTION FIVE:

Q5A: Here are some statements about the relationships between human beings and the environment. Even though the statements might sound a bit 'different', these are used worldwide as a measure of environmental concern. For each one please indicate whether you strongly agree, agree, are unsure, or disagree or strongly disagree with it?

	Strongly disagree	Disagree	Unsure	Agree	Strongly agree
A The balance of nature is very delicate and easily upset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
B Modifying the environment for human use seldom causes serious problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
C Plants and animals exist primarily to be used by humans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
D Earth is like a box with only limited room and resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
E There are limits to economic growth even for developed countries like ours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
F Humans were meant to rule over the rest of nature	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECTION ONE (continued):

Q1E: Below is a list of statements about the role the Otago Regional Council has in the Otago region. Please indicate how well you think Otago Regional Council delivers on each of these areas using a scale where 1 is extremely poorly and 10 is excellent. (For this question the term ORC refers to Otago Regional Council).

	1 - Extremely poorly	2	3	4	5	6	7	8	9	10 - Excellent	Don't know
ORC protects Otago's environment and people through information, planning, regulation, infrastructure and emergency preparedness and response.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ORC works to create connection and pride in our region by linking diverse ideals, views, groups and sectors for sustainable outcomes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ORC works with people to enhance Otago's environment and its liveability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ORC exchanges information, tools and knowledge with communities, so they can do things better for the environment and people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q1F: And, using the same scale where 1 is extremely poorly and 10 is excellent how well or poorly do you think Otago Regional Council is...

	1 - Extremely poorly	2	3	4	5	6	7	8	9	10 - Excellent	Don't know
Protecting and managing the quality of air in Otago Region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protecting and managing the quality of coastal resources in Otago Region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensuring land based activities do not adversely affect the environment in Otago Region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protecting and managing the quality of water in Otago Region's rivers, lakes, and streams	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q1G: And, for each of the following, do you think each of the following is generally improving, staying the same, or deteriorating in the Otago region?

	Deteriorating	Staying the same	Improving	Don't know
Air quality in the Otago region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of coastal resources in the Otago region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The state of the land based environment in the Otago region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of water in Otago Region's rivers, lakes, and streams	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECTION TWO:

Q2A: Which of the following services have you used in the past 12 months?

Used the bus service in Dunedin or Queenstown (Orbus)	<input type="radio"/>
Applied for a resource consent through Otago Regional Council	<input type="radio"/>
Reported pollution to the Pollution Hotline	<input type="radio"/>
Made an enquiry about the rules to Otago Regional Council	<input type="radio"/>
None of these - SKIP TO Q2C	<input type="radio"/>

SECTION TWO (continued):

Q2B: Using a 1 – 10 scale where 1 is extremely dissatisfied and 10 is extremely satisfied, please indicate how satisfied you were with the service you received when you... (PLEASE ANSWER FOR ALL YOU SELECTED AT 2A)

	1 - Very dissatisfied	2	3	4	5	6	7	8	9	10 - Very satisfied	Don't know
Used the bus service in Dunedin or Queenstown (Orbus)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Applied for a resource consent through Otago Regional Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reported pollution to the Pollution Hotline	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Made an enquiry about the rules to Otago Regional Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2C: The next few questions are about your perceptions of Otago Regional Council. Please indicate how much you agree or disagree with the following statements using a 1 - 10 scale where 1 is strongly disagree and 10 is strongly agree.

	1 - Strongly disagree	2	3	4	5	6	7	8	9	10 - Strongly agree	Don't know
Otago Regional Council is trustworthy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I trust the information Otago Regional Council provides	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think Otago Regional Council has a good reputation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am proud to live in the Otago Region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Otago Regional Council provides value for money for their residents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2D: Using the same 1 – 10 scale can please indicate how satisfied you are with how the Otago Regional Council services the Otago region as a whole?

1 - Very dissatisfied	2	3	4	5	6	7	8	9	10 - Very satisfied	Don't know - SKIP TO 3A
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2E: Why do you say that?

.....

.....

SECTION THREE:

Q3A: Please indicate what you think is THE most important environmental issue facing the Otago Region today?

.....

.....

Q3B: Using a 1 – 10 scale where 1 is very poor and 10 is excellent, how well has Otago Regional Council responded to this environmental issue?

1 - Very poor	2	3	4	5	6	7	8	9	10 - Excellent	Don't know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECTION THREE (continued):

Q3C: Why do you say that?

.....

.....

SECTION FOUR:

Q4A: Which of the follow do you regularly do?

Read the news online	<input type="radio"/>
Read print newspapers	<input type="radio"/>
Access Facebook	<input type="radio"/>
Access Instagram	<input type="radio"/>
Access other social media, please specify	<input type="radio"/>
Listen to the radio	<input type="radio"/>
Watch the news on TV	<input type="radio"/>
None of these - SKIP TO 4B	<input type="radio"/>

Please write down any other areas that you prefer to get your news from?

.....

.....

Q4B: Where, or from whom, do you get information about Otago Regional Council?

The Otago Daily Times online	<input type="radio"/>	TV	<input type="radio"/>
The Otago Daily times - printed version	<input type="radio"/>	Internet/websites (general)	<input type="radio"/>
Community newspapers	<input type="radio"/>	Online banner ads	<input type="radio"/>
Otago Regional Council website	<input type="radio"/>	Facebook	<input type="radio"/>
Rates invoice	<input type="radio"/>	Instagram	<input type="radio"/>
Flyers in the letterbox	<input type="radio"/>	Other social media, please specify	<input type="radio"/>
Otago Regional Council offices / council offices	<input type="radio"/>	
Yellow pages	<input type="radio"/>	Online newsletters from ORC	<input type="radio"/>
Radio	<input type="radio"/>	Other online newsletters	<input type="radio"/>
Personal contact	<input type="radio"/>	Other, please specify	<input type="radio"/>
From other people/word of mouth	<input type="radio"/>	
Meetings	<input type="radio"/>	I don't get any information about Otago Regional Council - SKIP TO Q4D	<input type="radio"/>
Community groups	<input type="radio"/>		
School	<input type="radio"/>		

7.5. FMU Liaison Councillor Nominations

Prepared for:	Council
Report No.	GOV2161
Activity:	Governance Report
Author:	Anita Dawe, Manager, Policy & Planning
Endorsed by:	Gwyneth Elsum, General Manager Strategy, Policy and Science
Date:	9 December 2021

PURPOSE

- [1] To confirm the Councillor liaisons for each Freshwater Management Unit (FMU) and rohe, to support the community through the development of the Land and Water Regional Plan (LWRP).

EXECUTIVE SUMMARY

- [2] Councillor appointed liaison roles have been identified to support the community through the development of the LWRP. These were identified in May 2020, but the resignation of Cr Hobbs requires them to be updated. This also provides an opportunity to review/reconfirm Councillor liaisons for each Freshwater Management Unit (FMU).

RECOMMENDATION

That the Council:

- 1) **Notes** this report.
- 2) **Approves** the Councillor liaisons for each Freshwater Management Unit and rohe as set out in this report.

BACKGROUND

- [3] In April 2019, ORC adopted Freshwater Management Units (FMU) and rohe, to meet one of the requirements of the National Policy Statement for Freshwater Management 2014 (amended 2017). This resulted in 5 FMU's being established – Catlins, North Otago, Taieri, Dunedin and Coast, and the Clutha Mata-au. The Clutha Mata-au was further delineated into rohe(areas) – Clutha mainstem, Upper Lakes, Dunstan, Roxburgh and Lower Clutha.
- [4] In May 2020, a governance model was adopted to oversee the development of the new LWRP which included Councillor liaisons for each FMU or rohe. That model has been implemented for the Manuherekia, Arrow and Cardrona catchments, and also for Catlins and Upper Lakes.
- [5] The current liaison roles are set out in the Committee Structure, Membership and Representation document the latest version of which was adopted on 24 November 2021.

DISCUSSION

- [6] With the current Governance vacancy from Cr Hobbs' resignation, the liaison roles for Councillors have been reconsidered. The role of Councillors is to support the community at public meetings, including by officially welcoming people to the meetings, to be a contact point for the community, and to champion the community voice in order that it can be heard through the provisions in the LWRP.
- [7] It is suggested that the following Councillors be appointed liaisons in each FMU and rohe:
- a. Upper Lakes – Cr Kelliher
 - b. Dunstan - Cr Forbes
 - c. Lower Clutha – Cr Hope
 - d. Taieri – Cr Robertson
 - e. Dunedin and Coast – Cr Scott
 - f. North Otago – Cr Malcolm
 - g. Catlins – Cr Wilson
 - h. Roxburgh – Cr Laws
 - i. Clutha Mata-au (main stem) – Cr Deaker
- [8] The Catlins and Upper Lakes have both commenced, with public meetings held in November, and the remaining FMU's and rohe will commence in 2022. Part of the liaison role also includes sitting on the LWRP Governance Group while the relevant FMU or rohe is being worked through.

OPTIONS

- [9] The options are to:
1. Adopt the liaison roles as set out above, or
 2. Decide alternative roles, or
 3. Have no Councillor FMU liaison roles.

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [10] Development of the LWRP, which in turn aligns with several of the Strategic Directions, namely *Healthy water, soil and coast, Healthy and Diverse Ecosystems, Sustainable and Quality Urban Development, Effective Response to Climate Change, and Regional Leadership*.
- [11] Having Councillors appointed to liaison roles in each FMU supports Strategic Directions commitment to *effectively engage communities*.

Financial Considerations

- [12] There are no financial implications from this paper.

Significance and Engagement

- [13] While this paper does not trigger the Significant and Engagement provisions, given the significance of the LWRP, having Councillor liaison roles is considered to be important for the community.

Legislative and Risk Considerations

[14] There are no legislative or risk considerations relevant to this paper.

Climate Change Considerations

[15] This is not relevant for the paper.

Communications Considerations

[16] The updated liaisons should be communicated widely, in order that each affected community knows who their first point of contact might be.

NEXT STEPS

[17] If the liaison roles are confirmed, then as required, each Councillor will be included at the LWRP Governance Group meetings and involved at the public meetings scheduled throughout 2022 and early 2023.

ATTACHMENTS

Nil

7.6. Three Waters Update

Prepared for:	Council
Report No.	SPS2168
Activity:	Governance Report
Author:	Kyle Balderston, Team Leader Urban Growth and Development
Endorsed by:	Gwyneth Elsum, General Manager Strategy, Policy and Science
Date:	9 December 2021

PURPOSE

- [1] To update the Council on the current state of Government's Three Waters Reform Programme, with a particular emphasis on potential implications for regional councils.

EXECUTIVE SUMMARY

- [2] The status quo for water service providers is changing. Government is progressing reforms to the regulatory environment to ensure all New Zealanders have access to affordable safe drinking water, stormwater and wastewater services that meet today's public health and environmental expectations. The government has now mandated the transfer of responsibility for Three Water delivery to four new entities.
- [3] Public health, consumer and environmental protection, the enforcement of standards and the requirement to meet appropriate infrastructure investments are critical parts of the overall Three Waters Reform Programme.
- [4] These will expose water suppliers to three main areas of regulatory focus, will significantly raise compliance pressures and likely require substantial additional investments in infrastructure and services. These include:
- Taumata Arowai ensuring stringent compliance with drinking water safety standards;
 - Taumata Arowai working alongside regional council regulators to provide national oversight on the performance of wastewater and stormwater networks;
 - Economic regulation to provide water consumers with assurance of fair and affordable pricing, and ensure transparency, efficiencies and appropriate levels of investment across three waters services
- [5] 'Three Waters' is a generic term covering drinking water, wastewater, and stormwater services including the infrastructure networks, soft and hard systems, processes and regulations relating to delivering these services. For the most part (in terms of population coverage), reticulated three waters services are owned or managed by local authorities under the Local Government Act 2002 and reflect a significant component of most local authorities' LTP and annual budgets (second only to transport in terms of overall CAPEX and OPEX spend), and staff resources.
-

- [6] This report focusses on the implications of all of the above for regional councils, given current understandings, and provides an update (last papers to on these topics were presented in September 2020).

RECOMMENDATION

That the Council:

- 1) *Notes this report.*

BACKGROUND

Recap of Three Waters Reform

- [7] Significant progress has been made by the Government on the Three Waters Reform Programme since Council was last updated via three papers on the 25 November 2020 Council meeting covering Drinking Water, Three Waters Reforms and making a submission on the Water Services Bill.¹
- [8] Central Government has responded to a review of the Havelock North water issues which identified serious deficiencies across regulatory, structural, funding and capability aspects of the three waters system, by undertaking to address all of these issues by way of fundamental reforms to all aspects of the system. Key changes include:
- a. A new specialist Drinking Water regulator (Taumata Arowai) has been established and is now operational (as of March 2021). Taumata Arowai key role is ensuring stringent compliance with drinking water safety standards. Taumata Arowai has a secondary function, working alongside regional councils, in relation to providing national oversight of the environmental performance of wastewater and stormwater networks.
 - b. Passing of the Water Services Act 2021, which updates and transfers most drinking water quality regulatory functions (such as drinking water standards) over from the Health Act and moved responsibility from Ministry of Health (except fluoridation decisions that now sits with the Director-General of Health) to Taumata Arowai. The Water Services Act applies to 'drinking water suppliers' which is any supply that services more than one household (defined as a "domestic self-supplier").
 - c. Structural reform of the delivery of three waters services, that will involve the creation of four supra-regional Water Services Entities (WSE's) to deliver three waters services, currently undertaken (largely) by territorial authorities.
- [9] Note that the key aspect of the Water Services Act 2021, was not altering the drinking water standards, which were regulations under the Health Act 1956 based on advice from World Health Organisation. These have largely transferred direct to the new Act. The real change is in relation to the expectations around compliance, supported by regular monitoring and reporting, and a new risk management approach, with support and technical assistance from Taumata Arowai, backed up by the hefty financial (and personal) consequences for drinking water suppliers where compliance is not met. It is the expectation of compliance (backed with consequence) that drives the significant investment required and the reforms are designed to enable this investment to be made on the most equitable and widespread basis, including some degree of cross subsidisation between areas.

¹ <https://www.orc.govt.nz/media/9310/agenda-council-20201125-web.pdf>

- [10] Structural reform of three waters service delivery is now well underway and the Government's proposal is largely predicated on most efficiently delivering the step change in system performance, and the professional capability and capacity required to bring performance of existing and future systems up to meet the drinking water quality and environmental performance standards. Significant costs are involved (\$120-\$185B estimated) and arise not just in meeting these standards but also in addressing historic underinvestment in people, systems and infrastructure, meeting expected future growth and climate change challenges, and also meeting increasing environmental expectations.
- [11] There is wide agreement on the problem statement (the new standards are necessary and appropriate, and meeting them, in combination with past underinvestment, climate change, growth and environmental concerns will be very challenging and very costly). There is however less agreement on the entirety of the governments solutions.
- [12] Regional councils may be indirectly affected by potentially reduced capacity of territorial authorities (a transfer of key staff and no longer direct financial responsibility for three waters infrastructure provision) in a number of ways. Changes in the entity being regulated could also raise challenges - instead of regulating five small local authorities, ORC will instead be one of several regional councils working with one large WSE who may have quite different perspectives on the best approach to managing and addressing impacts on (drinking) water quality impacts from both diffuse and point source land use activities, while investing heavily its own networks.
- [13] One aspect of the reforms that is poorly understood relates to the role of iwi. Iwi, particularly Ngāi Tahu, do not seek ownership of three water assets - in fact the opposite - they can be a significant financial liability. What they do seek is equity of level of service to māori and māori dominated communities, and an improvement in their ability to exercise rangatirataka, by taking the opportunity to be meaningfully involved at the governance level decision making process that will affect source water bodies, and stormwater and wastewater discharges.

DISCUSSION

Three Waters Delivery Reforms

- [14] The first two aspects of the reform programme (new regulator - Taumata Arowai up and running and new regulations framework being implemented, including drafting key standards) are functionally completed, and transitional periods are now underway. The regulator and regulations are designed deliberately to be ambivalent to service delivery mechanisms (that is, they can apply irrespective of the outcome of the delivery reforms, including no change to the status quo).
- [15] The impact on regional councils is on the face of it, minimal. Regional councils largely retain their existing functions and responsibilities under the RMA as an environmental regulator, albeit with some additional requirements. These responsibilities include permitting (or re-consenting) the taking of water from source water bodies for drinking water and permitting (or re-consenting) the discharge of wastewater and stormwater back into the environment. Regional councils also retain the existing RMA function or duty to maintain water quality (by managing the effect of land uses, takes and discharges) and in particular manage land uses takes and discharges that could impact on the quality of existing drinking water takes, which has been strengthened by amendments to the RMA (new s104(2D)). This function will also be influenced by the NPSFM, which includes the concept of *te mana o te wai*, which in the Otago context will

be strongly informed by a *ki uta ki tai* (from the mountains to the sea) approach that reflects integrated management. Regional councils also retain the general duty under the Health Act to inform and act proactively and reactively in relation to drinking water safety (inform people affected and any responsible authorities of any issues that it may be (or ought to be) aware of; and to undertake any action or process legally open to it, that is needed or requested of it to ensure safe drinking water supply is restored as soon as possible and maintained thereafter). Regional Councils must also share information with Taumata Arowai and drinking water suppliers relating to the identification of hazards and risks to registered drinking water supplies, assist in DWS reporting requirements (including publishing data supplied by Taumata Arowai, annually), and undertake regular reviews of trends in source water body quantity and quality, and the effectiveness of regulatory and non-regulatory interventions to manage risks and hazards to source water bodies (s46, Water Services Act). Almost all of the larger rivers, lakes and aquifers in the region are source water bodies, and many smaller ones are also.

- [16] Due to the relative lack of direct impact of ‘three waters reforms’ on regional councils, Government’s communications and engagement with the local government sector has largely focussed on territorial authorities. However, the environmental regulation role of regional councils and how this dovetails into Taumata Arowai responsibilities is yet to conclusively bed down², other than some clarification that Taumata Arowai responsibilities will apply at a national level³, and in respect of wastewater and stormwater will not commence until November 2023. Due to the difference between ‘networks’ and ‘domestic self suppliers’ Taumata Arowai’s wastewater interests are unlikely to extend to domestic scale onsite-wastewater treatment systems, or any wastewater or urban stormwater network not (currently) operated by a local authority.
- [17] Beyond the direct implications, which appear minimal, there are a number of indirect implications. Whether these will be material or not is not currently known. The key implication for regional councils is essentially the changed context within which these existing duties and functions will be implemented:
- a. Regional councils will not be dealing with several local authorities in relation to their three water services, but will instead be one of several regional councils dealing with a single WSE (see Figure 1);
 - b. In the short term, councils may be concentrating on getting projects ‘on the books’ to ensure key projects for their districts are at the front of any queue, this will include facilitating infrastructure works to unlock land use development potential, as well as level of service (including drinking water standards compliance and environmental performance) improvement projects.

² The respective role and function of Taumata Arowai and regional councils was a key point raised in ORCs submission to both the Taumata Arowai Bill and the Water Services Bill.

³ <https://www.dia.govt.nz/three-waters-reform-programme-taumata-arowai> “ Now that Taumata Arowai is fully functional it:

- Oversees and administers an expanded and strengthened drinking water regulatory system to ensure all New Zealand communities have access to safe drinking water. That includes holding drinking water suppliers to account, if need be. See: [For water suppliers](#) (Taumata Arowai website).
- **Oversees, from a national perspective, the environmental performance of wastewater and stormwater networks. Regional councils remain the primary regulators of wastewater and stormwater.** [Emphasis added].

- c. In the medium to longer term, regional councils will also be dealing with local authorities who may have an altered scope of interest, particularly driven by a reduction in the level of exposure to the direct consequences of the relationship between land use decisions and infrastructure provision.
- d. Taumata Arowai will be seeking annual regional reporting in relation to source water bodies quality, including reports on trends and actions required to improve quality, that will have some implications for ORCs work programmes;
- e. Taumata Arowai will also be working alongside regional councils in relation to the environmental performance of wastewater and stormwater network performance to 'daylight' existing practices and performance at the national level (which could imply some level of expectation around monitoring coverage, scope, standards and frequency).
- f. There will be interfaces between stormwater and flood protection/land drainage systems and functions that require clear definition and careful management throughout and following the transition (Figure 1). Staff were part of a Stormwater Technical Working Group that provided advice of officials on this matter.

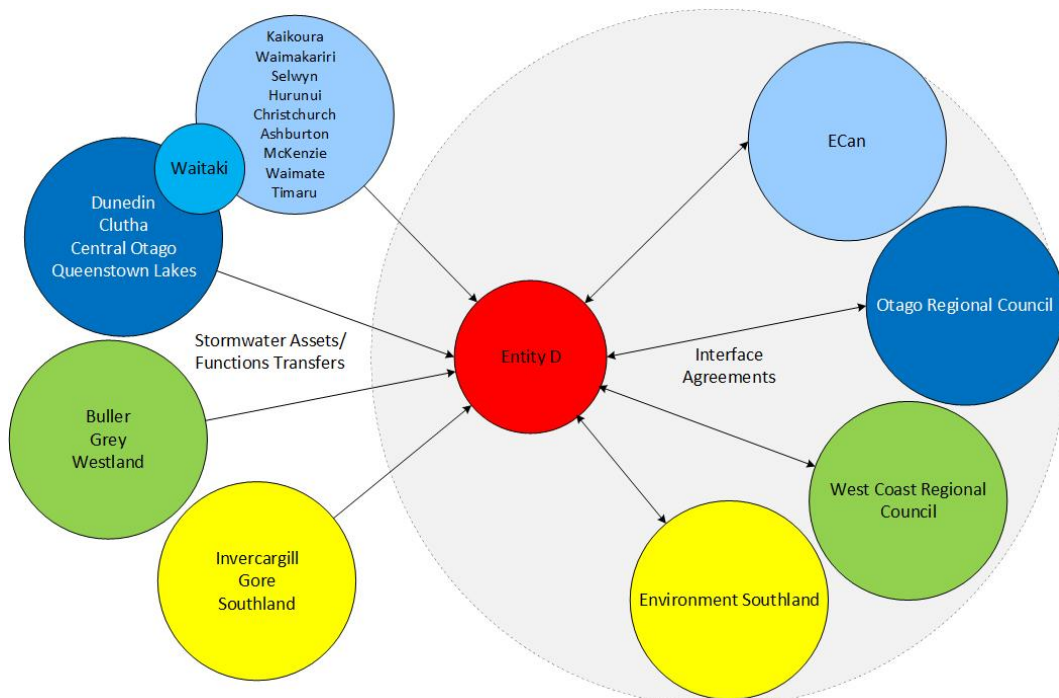


Figure 1: Stormwater transition on the Water Service Entity D area

- [18] All of the above reinforces the need for continued and ongoing communication and cooperation and engagement, at all levels, between ORC, and:
 - a. Ngai Tahu generally and papatipu rūnaka specifically;
 - b. The regions local authorities,
 - c. Other regional councils and local authorities, particularly those in Southland, and the entire Entity D area;
 - d. Central government including key ministers and ministries, including Taumata Arowai.

- [19] ORC is working with other regional councils in the River Managers' Special Interest Group (SIG) on the possible scope and form of potential interface agreements. These agreements would define and address the interfaces between 'stormwater networks' and flood protection/land drainage systems and functions. Complexity is also added by the definition of 'water' under the RMA and the combined (both piped, modified and natural) nature of most stormwater networks resulting in complex jurisdictional issues between local and regional councils. The Regional Sector is also collaborating on work to build consistency into the practice of compliance, monitoring and enforcement in regional councils across New Zealand.

Role of iwi/māori in the new system

- [20] The role of iwi in the new system is somewhat misunderstood. This is somewhat a function of the ownership and governance structure proposed to satisfy rating agencies of structural balance sheet separation from local councils. In summary, Ngai Tahu do not have an interest in three waters 'assets' ownership, in fact quite the opposite - this reflects the view that these 'assets' are in fact a significant and ongoing financial liability (see \$120-\$185B investment required over the next 30 years).
- [21] The Government's proposal is that local authorities will still 'own' their water services, but they will be operated by the WSE's. Local Councils must also maintain services where they exist (even where they would be considered unviable in any commercial setting) and the provision of three water services is an implicit requirement of facilitating any urban (any many rural) developments. The reform proposal is described as a transfer of *operational responsibility* to the new WSEs, who will also have the required scale and capability to borrow in international bond markets, and be prevented from privatisation by intent, and a requirement that any sale be supported by a 75% super majority of residents voting for it. Iwi also have a strong preference against privatisation, but would also seek first right of refusal in the case that Three Waters assets and services were to be privatised.
- [22] The key role for iwi is in relation to being involved in the governance level, of those entities, which will facilitate rākatirataka over wai maori, a key taoka. Government also proposes to leverage the reforms to improve equity of service for maori and maori communities, and address wellbeing issues, and improve capacity and capability for iwi to be engaged in these new opportunities. Giving effect to te tiriti obligations generally, and existing treaty settlements specifically is also another key expectation of central government and iwi alike.
- [23] The recently lodged High Court declaration in respect of Ngai Tahu's water rights (that were specifically and deliberately not addressed in the 1997 Settlement) also seeks rāngatirataka and is not directly related to the Three Waters reforms. It is however, related to the Crown, (and regional councils) demonstrably poor performance in maintaining freshwater quality:
"We all know that something needs to be done about the water quality in our rivers and lakes in the South Island. Our natural environment is in a bad state and despite promises from elected officials for many years, action is long overdue. That is why Ngāi Tahu has notified the Government that we are going to court to force these matters to be addressed. Rāngatirātanga is not ownership. Owning something means using it however you like. Rāngatirātanga as a concept and a practice encompasses rights,

responsibilities and obligations. And that includes the obligation to do what we can to stop the continued degradation of our freshwater systems.”⁴

- [24] **Attachment 1** includes a report commissioned by Kā rūnaka from Aukaha delivered in June 2021 to assist discussion and decision making in relation to the Otago/Southland Three Waters Office to assist in determining the joint position on opting in or out of the reforms, prior to Government’s decision to make involvement compulsory. While some of the context and background has now changed, the report contains a detailed outline of the background to the reforms and ka runaka position in respect of them, particularly in respect of governance arrangements.
- [25] Te mana o te wai is a key foundational concept embedded in the legislation (Taumata Arowai and the Water Services Act include the NPSFM definition of the term), and like the NPSFM will require ongoing communication and engagement with iwi, māori, local authorities and communities to implement, including being able to identify and manage the implementation of the hierarchy of obligations it requires, and in the Otago context at least, informed by te uta ki tai.

Transition

- [26] The focus of the Three Water Steering Group and Working Parties established by Minister Mahuta is now moving onto consideration of economic regulation of WSE’s, and preparing for entity establishment and transition.
- [27] The Minister has recently announced a working party on how entities will be governed. The working party includes a public sector chair, Doug Martin, nine mayors⁵ and nine iwi representatives. The Minister is looking to the group to help develop solutions to representation and accountability. Asset and service transfer to new entities is likely to be implemented by the end of the current LTP cycle.

OPTIONS

- [28] This report is a noting paper for information only.

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [29] Keeping abreast of the Three Waters Reform Programme and working with existing and new entities through the transition will support ORC Strategic Directions commitment to *implement central government directions in the regional context.*

Financial Considerations

- [30] There are no financial implications arising from noting this report

Significance and Engagement

- [31] There are no Significant or Engagement implications arising from noting this report.

Legislative and Risk Considerations

- [32] There are no Legislative or Risk implications arising from noting this report.

⁴ https://ngaitahu.iwi.nz/our_stories/enough-is-enough-why-ngai-tahu-is-suing-the-crown-over-its-waterways-tk87/

⁵ Mayor Tim Cadogan of Central Otago Regional Council

Climate Change Considerations

[33] There are no Climate Change considerations arising from noting this report

Communications Considerations

[34] As highlighted in the paper, with new and changing functions being introduced as part of the Three Waters Reform Programme so too will ORC's corporate relationships. Communications through the transition period with existing and new entities established as part of the reform programme will be key to good relationship management.

NEXT STEPS

[35] Government will continue with the current work plan to have the WSE entities operational from July 2024. ORC staff will continue to participate and engage with central government, Taumata Arowai, iwi and local authorities wherever possible to assist a smooth transition to the new three waters delivery and regulatory system.

ATTACHMENTS

1. Aukaha Report Three Waters CVS and Governance June 2021 [7.6.1 - 21 pages]



The Three Waters Reforms: Cultural Values Statement and Recommendations for Governance from Kāi Tahu with shared authority in the Otago takiwā



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This report has been prepared for the Otago Southland Three Waters Office on behalf of Te Rūnanga o Ōtākou, Kāti Huirapa Rūnaka ki Puketeraki, Te Rūnanga o Moeraki, Hokonui Rūnanga, and Te Rūnanga o Waihao. Intellectual property rights are reserved by Te Rūnanga o Ōtākou, Kāti Huirapa Rūnaka ki Puketeraki, Te Rūnanga o Moeraki, Hokonui Rūnanga, and Te Rūnanga o Waihao.

Acknowledgement

The preparation of this report was undertaken with assistance of the following groups:

- Te Rūnanga o Ōtākou
- Kāti Huirapa Rūnaka ki Puketeraki
- Te Rūnanga o Moeraki
- Hokonui Rūnanga
- Te Rūnanga o Waihao

Front cover photo: Mata-au/Clutha River. Source: Aukaha.

Version (final): 15 June 2021


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	Report 1 of 1 For Otago Southland Three Waters Office, Southland District Council

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Characteristics of the reforms

In July 2020, the New Zealand government launched the Three Waters Reform Programme, a three-year programme to reform local government three waters delivery arrangements. The reform programme was shaped by the Three Waters Review, which started in 2017. The review aimed to evaluate the regulation and supply arrangements for drinking water, wastewater, and stormwater, also known as three waters, with an overall objective of supporting New Zealand's prosperity, health, safety, and environment. The social context of the review was related to a government enquiry into drinking water in Havelock North, following campylobacter outbreak in 2016, which is believed to have led to 5500 becoming ill and four people dying.

The key findings of the review were as follows:

1. There are risks to human health and the environment in some parts of the country;
2. There is a low level of compliance, monitoring, and enforcement of drinking water and environmental regulations;
3. There is minimal central oversight and poor connections across the system;
4. There is a lack of protection, transparency, and accountability for consumers, particularly compared with other infrastructure sectors and overseas water systems;
5. There are affordability issues, driven by a range of funding pressures and financial challenges;
6. There are capacity, capability, and sustainability challenges, particularly outside large scale organisations; and
7. There are variable asset management and governance practices, and a lack of good asset information to support effective decision-making (Department of Internal Affairs, 2018).

Consequently, Te Taumata Arowai was established as a new water services regulator for Aotearoa in 2020, and will take over the regulation services provided by the Ministry of Health with the passing of the Water Services Act in the second half of 2021 (Te Taumata Arowai, 2021b).

According to their website, Te Taumata Arowai (2021a) was “born out of Te Mana o te Wai,” referencing the National Policy Statement for Freshwater Management (Ministry for the Environment, 2020a). Thus, Te Taumata Arowai has been established out of “the need for regulatory oversight to lift the performance of the system that delivers three waters (Te Taumata Arowai, 2021b).

Currently, 67 different councils own and operate the majority of three waters services across Aotearoa. Local government is facing significant challenges in the provision of these services. The Government has initiated the Three Waters Reform Programme, with the starting intention of reforming three waters services into a small number of publicly owned regional or multi-regional entities that will achieve the benefits of scale, while reflecting communities of interest. A voluntary approach to this is being pursued, with opportunity provided for Councils to opt into the programme (Department of Internal Affairs, 2019a).

The timeline for the reforms runs through to 2023, with the current phase focusing on developing the detailed reform proposals that will be communicated to councils and the public in mid-2021, before councils decide in late 2021 whether they would like to participate in the new service delivery system (Department of Internal Affairs, 2019b). It is unclear at this point what the final positions of councils will be.

The reform programme focuses on a partnership approach, engaging local government, and iwi and Māori as the Crown's Treaty partner. A Joint Three Waters Steering Committee is providing

oversight of the Reform Programme, bringing together membership from local and central government (Department of Internal Affairs, 2019a).

Councils in the Otago and Southland regions have agreed to work together to develop their response to the reform proposals. The Otago Southland Three Waters Review Office at Southland District Council has requested, through Aukaha, a cultural values assessment of the reforms, with identification of the perspectives of Kāi Tahu with shared authority in the Otago takiwā on implications for governance of three waters regulation. The perspectives of rūnaka in Murihiku will be represented by a separate report by Te Ao Mārama Inc.



Kā rūnaka nō Kāi Tahu with shared interests in the Otago takiwā

There are seven papatipu marae that have shared authority and mana whenua status in the Otago takiwā. However, this report speaks for the following five rūnaka. Te Rūnanga o Waihao shares ownership of Aukaha and hold manawhenua within South Canterbury. They are included in this report for purposes of whakawhanaukataka. The five papatipu rūnaka represented by this report will henceforth be referred to as 'kā rūnaka.'

- Te Rūnanga o Ōtākou
- Kāti Huirapa Rūnaka ki Puketeraki
- Te Rūnanga o Moeraki
- Hokonui Rūnanga
- Te Rūnanga o Waihao



Te Rūnanga o Ōtākou

The coastal takiwā of Te Rūnanga o Ōtākou centres on Ōtākou on Muaūpoko/Otago Peninsula, and extends from Purehurehu/Hayward Point to Te Mata-au. The inland reaches of the takiwā include shared interests in the lands and mountains to the western coast with kā rūnaka to the north and south.



Kāti Huirapa Rūnaka ki Puketeraki

The takiwā of Kāti Huirapa Rūnaka ki Puketeraki centres on Karitane and extends from the Waihemo/Shag River to Purehurehu, north of Hayward Point. The takiwā extends inland to the Main Divide, sharing interests in the lakes and mountains to Whakatipu-Waitai.



Te Rūnanga o Moeraki

The takiwā of Te Rūnanga o Moeraki centres on Moeraki and extends from the Waitaki and the Waihemo, and inland to the Main Divide. The interests of Te Rūnanga o Moeraki are concentrated on the Moeraki Peninsula area and surrounds, including Rakahineatea Pā, Koekohe (Hampden Beach), and Te Kai Hinaki with its boulders. In addition, the interests of the Rūnaka extend both north and south of the Moeraki Peninsula, within their takiwā.



Hokonui Rūnanga

The takiwā of Hokonui Rūnanga centres on the Hokonui region. The takiwā includes shared interests in the lakes and mountains between Whakatipu-Waitai and Tawhititarere with other Murihiku rūnaka and those located from Waihemō south.



Te Rūnanga o Waihao

The takiwā of Te Rūnanga o Waihao centres on Wainono, sharing interests with Te Rūnanga o Arowhenua to Waitaki, and extends inland to Omarama and the Main Divide. The name Waihao refers to the hao eel, an important food resource obtained from the Waihao River.

Mana whenua cultural values

The mana whenua cultural values framework was developed by Tahu Potiki (2019) as a tool for assessing the impacts of a kaupapa or take on the values of kā rūnaka.

Core Values

Mana

Mana refers to the ‘authority’ or ‘prestige’ that mana whenua hold over their territories and recognises the spiritual forces gifted to mana whenua by the atua (original and early ancestors). The exercise of mana whenua confers the authority to make decisions about whenua (land) and moana (ocean) within their rohe.

The indigenous authority of mana whenua includes an expectation that the perspectives, values, and practices of mana whenua are recognised and upheld within their tribal territories. The use of Māori knowledge, language, and reflections of Māori identity must be led and actively guided by mana whenua to ensure that cultural knowledge is correctly represented and approved. Implementing consultative engagement and reciprocal relationships increases the mana of any activity, relationship, or outcome (Potiki, 2019).

Historically, mana was attained through many different actions, including umu takata (conquest) or mahi taunaha (the discovery and naming of the land and resources). Tuturu te noho (rights of settlement) is another important related concept, underpinned by the status of ahikāroa, by which people of an area have ‘kept their hearths warm’ by maintaining a generational permanence on ancestral lands (Pōtiki, 1996).

Mana could also be received transactionally, for example, through tuku whenua (gifting), or kai taoka (exchange of land or resource for taoka) (Potiki, 2019).

The mana of the people and that of the natural environment in their rohe are intrinsically linked. The role of mana whenua infers a requirement to act as a kaitiaki, or guardian, of the whenua, so as to ensure future prosperity for whānau, hapū, and iwi. Thus, the failure to secure the sustainability of a resource is linked to a loss of mana and pride.

Tapu

The concept of tapu pervades every aspect of te ao Māori, and in a tikaka Māori context, restrictions associated with tapu determine all aspects of everyday life (Potiki, 2019). Tapu refers to both the inalienable status of a person, place, or object, and also a restriction associated with that status.

In the Māori world, everything has a level of tapu that is inherent within it. Central to this is the concept of whakapapa. The origin of whakapapa is the atua, tūpuna from ancient times who still have an influence today. Tapu flows from them, with people, objects and places stemming from this whakapapa gaining inherited tapu. Aspects of the natural environment, plants, animals, and people are all part of this whakapapa, and all have their own tapu nature.

The tapu of natural resources and environments can be enhanced through the process of naming. Significant atua and tūpuna are linked to places in the environment, as a way of indicating the elevated tapu and mana of that place, referencing the tapu and mana of ancestors (Potiki, 2019).

Whakapapa

Whakapapa refers to genealogy, and is a central concept in Māori culture and identity. The notion of whakapapa extends beyond familial relationships and ties between people to encompass the land, the water, the ocean, and the sky, and all other living things (Kāi Tahu ki Otago, 2005).

“Creation and the introduction of all elements into the universe is genealogical or whakapapa-based meaning that ultimately all things in the universe are interconnected and they also share a single source of spiritual authority” (Pōtiki, 1996).

From the stories of creation, to the process of sharing pepehā (personal introductions), to all parts of the natural and spiritual environment – everything in existence is acknowledged and connected through whakapapa.

“We are of the Uruao, Arai-te-uru, Takitimu waka, of the Kāti Rapuwai, Waitaha, Kāti Māmoe and Kāi Tahu people. Our traditions reach back to the very beginning of time, to the creation of the land and sea, to the emergence of humankind” (Kāi Tahu ki Otago, 2005).

Whakapapa is a key aspect of inherited mana in Māori society, whereby those who hold higher whakapapa status inherit higher mana. Whakapapa dictates who is mana whenua in any given area, as these are the people who are linked to the landscape, and the history of settlement and resource use, in that rohe (Kāi Tahu ki Otago, 2005).

The recognition of ancestral landscapes, associations, and placenames are ways that the concept of whakapapa can be respected (Potiki, 2019).

Mauri

Mauri is the ‘life force’ or ‘life principle’ of a person, place or thing; according to mana whenua perspectives, all things have a mauri (Aukaha, 2020).

Mauri is used as a benchmark for assessing the health of the environment. The primary principle of natural resource protection from the perspective of kā rūnaka is the protection of mauri as the life-giving essence of an ecosystem, providing life, health, and long-term sustainability. When the mauri is damaged or neglected, a deterioration in health and wellbeing can be detected (Aukaha, 2020).

A healthy environment with a healthy mauri is not in a steady state of being; it is dynamic and changing, moving in concert with prevailing environmental conditions. It is human-induced activity and influence that has perhaps impacted just as dramatically and damaged mauri, most significantly over the span of the human presence within Aotearoa and more acutely as the settler state embedded eurocentric industrial revolution principles on resource usage. The waterway is unable to protect itself from these unnatural disturbances (Tipa, 2008; Meehan, 2002).

If the mauri of a natural resource is desecrated or defiled, this has a flow on effect on the health of the resource, its users, and other organisms within the local ecosystem.

The mauri of the natural environment can influence the mauri of mana whenua. Clean, healthy environments positively support the mauri of the people (Potiki, 2016).

Related cultural values

Mātauraka

The word mātauraka means knowledge, coming from the root word mātau, meaning ‘to know.’ Mātauraka Māori is the body of Māori knowledge that encompasses Māori worldviews and perspectives, and traditional knowledge and practices, amongst other things (Potiki, 2019).

Whakawhanaukataka

At the basis of whakawhanaukataka is the word whānau, referring to the family. The literal meaning of whānau is ‘from four,’ referring to the four grandparents through which whakapapa flows to living people. Whakawhanaukataka refers to the process of creating and maintaining connections akin to those that we have within our whānau.

Whakawhanaukataka is not just about connecting with people, but also creating connections with ancestors, culture, identity, and the natural environment (Potiki, 2019).

Tikaka

Tikaka refers to customs and practices, and relates back to the word tika, meaning ‘correct.’ As such, tikaka can be understood as guide for indicating correct behaviour (Meehan, 2002).

Tikaka is a blueprint for practices and customs that underpin Kāi Tahu, and Māori, identity. The continuation and maintenance of tikaka is a significant priority, and requires direct action and vigilance to ensure that it is maintained, respected, and upheld (Potiki, 2019).

Kaitiakitaka

The word tiaki means has a range of meanings including to guard, to keep, to protect, and to conserve. A kaitiaki is a person who undertakes the action of protecting and conserving the natural environment, so, a guardian, caregiver, or steward. Thus, kaitiakitaka refers to the process of protection, and can be understood as guardianship, or stewardship (Moorfield, 2003-2021).

The role of the kaitiaki is strongly linked to the status of mana whenua. To be mana whenua is to be a kaitiaki whenua, a person who is honour-bound to care for the natural environment (Tipa, 2008).

Kaitiakitaka includes the intergenerational and inherited responsibility to support and protect the people, the environment, knowledge, culture, language, and all resources, on behalf of future generations. It is recognised in Section 7(a) of the RMA 1991, but kā rūnaka see this as a limited expression of what kaitiakitaka is. For Kāi Tahu, “kaitiakitaka is not only about the physical resources, it is about being mana whenau and maintaining a relationship to the spiritual dimension and influences of wairua and tapu” (Kāi Tahu ki Otago, 2005, p. 22).

Maumaharataka

Maumahara refers to the act of remembering, and to the recollections and narratives that are passed down from our ancestors. Memories from mana whenua can convey important knowledge about our environment, by providing first-hand experiences of growing up in the landscape in the past. These memories can be supplemented by the many family kōrero through related and connected whānau, creating a social narrative that can be used to visualise what life was like.

Oral histories can also be supplemented and supported through written and recorded archives of and about mana whenua, many of which are in private collections of other repositories like the Hocken Library. This information is valuable in relaying the authentic narrative of Kāi Tahu, which resides

in the landscape in placenames, in the memories of our old people, and in the written and recorded word (Potiki, 2019).

Manaakitaka

In the modern context, manaakitaka encompasses the act of being hospitable, to share in a resource, or to be generous in showing mutual respect. Manaakitaka is intrinsically linked to the sharing of kai, as generosity of food is a sign of wealth and status in Māori society (Potiki, 2019).

Whakariteka

Whakariteka refers to customs, habits, and practices that have been handed down over time. Some are based on very old teachings, while others have developed and adapted over time to what they are today. They are informed by historical narratives and tikaka Māori, and have longevity in the Māori world (Potiki, 2019).

Rakatirataka

Underpinning the term rakatirataka is the role of the rakatira, or leader. Thus, rakatirataka refers to the leadership role of Kāi Tahu as mana whenua. Rakatirataka is based on a long and undisputed leadership status within a tribal rohe, which can be linked to mana whenua status, and strong connections through whakapapa. Implicit within the word are the concepts of mana and tapu, which are heightened due to the status and importance of this activity (Potiki, 2019).

Utu

The word utu has long been associated with revenge, but in reality, it is a word that refers to any action undertaken in return for anything, such as payment, reward, or satisfaction. Therefore, utu more accurately can be linked to concepts like redress and reciprocity. At the base of the word utu is the restoration of balance in both the physical and spiritual worlds (Potiki, 2019).

Aroha tētahi ki tētahi

Aroha is commonly translated as love, but has associations with other concepts such as caring, respect, goodwill, and charitability. It can be linked to the concept of good faith in case law and Treaty relationships (Potiki, 2019).

Connections: Kā rūnaka values and wai māori

When we link the core values of mana, tapu, whakapapa and mauri to the concept of wai māori, we can start to identify the key issues and concerns for kā rūnaka affecting their positions on the Three Waters Reform programme. The reforms themselves present an opportunity to enhance and honour Te Mana o te Wai, but there are also risks associated with the proposed reforms, given the long history of institutional failure to care for te taiao since the signing of Te Tiriti o Waitangi in 1840. The opportunity for kā rūnaka to be actively engaged in Three Waters governance as Treaty partners offers a opportunity to exercise tino rakatirataka in relation to wai māori as a significant taoka.

The elevation of the concept of Te Mana o te Wai under the National Policy Statement on Freshwater Management (Ministry for the Environment, 2020) has placed mana at the forefront of national and regional policies for freshwater. However, it is important to note that mana is but one of the Māori values. Māori values do not stand in isolation, but form a network of interconnected concepts, linking theory and knowledge to action and outcomes. Moreover, the concept of Te Mana o te Wai is intrinsically linked to the histories, environments, and tikaka of mana whenua, with iwi, hapū, and whānau from different rohe and takiwā holding their own perspectives.

In the Kāi Tahu creation story, wai māori came into being very early in the whakapapa of our world, linked back to the very origins of the universe. Te Mākū, the moisture, wedded Mahoranuiatea, another form of water, a union from which Rakinui was born. He later lay with Pokoharuatēpō and then Papatūānuku, leading to the birth of many children who personify elements of the natural environment, kā atua kaitiaki. When the embrace of Rakinui and Papatūānuku was eventually broken by their sons, their tears pooled together to form wai māori. This close association with the atua affords wai māori significant levels of mana and tapu.

Wai māori and waterways have intrinsic tapu that is afforded them from their connection with the atua through whakapapa. Significant waterways and catchments are signified by names that can reference significant tūpuna and atua, adding another layer of tapu and mana to them. Many waterways today are in a state of ill-health, indicating that their tapu, mana, and mauri is being damaged and degraded. For all of these reasons, the sanctity of wai māori is considered a kaupapa of the utmost importance to kā rūnaka.

Through a different lens, tapu is a temporary state of being that requires intervention to return to a status of balance, or ea. Environmental damage can lead to the lowering of a tapu restriction, for example, when a food source becomes scarce, or a location is affected by human actions like pollution. Tapu in this context is a temporary measure, requiring adherence to certain restrictions about access and use. Once balance had been restored the tapu restrictions can be removed, allowing the resource to return to its normal level of tapu. Water itself is considered a great remover of temporary tapu, and is used extensively as a cleansing agent, when leaving a cemetery or a place associated with the dead, for example.

The concept of mana is intrinsically linked to leadership, authority, and the role of kaitiakitaka. When applying this concept to wai māori, this influence is amplified, due to the high degree of status and prestige that is afforded wai māori. Wai māori is a source of food and drink; it is linked to places where people can connect and learn about kā mahi a kā tūpuna; and a resource used for esoteric and spiritual purposes. The degradation of the quality and quantity of wai māori is a significant mamae for kā rūnaka. This mamae is driving a desire to be actively engaged in the governance of any body that is responsible for managing wai māori in their rohe.

According to the Ministry of the Environment (2020b), pollution affects almost all rivers, many aquifers, and some lakes in Aotearoa. Concentration of pollutants in freshwater are higher in urban, farming, and forestry areas, sometimes many times higher than in other waterways. This is affecting the mana and tapu of freshwater, but has flow-on effects to biodiversity, and human health and wellbeing.

According to mātauraka Māori, all elements of the natural environment are linked to kā rūnaka by whakapapa. Within the context of wai māori, this whakapapa extends to encompass freshwater species, habitats, and ecosystems.

In 2017, 76% of our native freshwater fish were described as either threatened with, or at risk of, extinction. Similarly, other taoka species reliant on wai māori are also endangered, including 25% of freshwater invertebrates, 33% of native freshwater plants, and 66% of native birds that rely on freshwater (Ministry for the Environment, 2020b). Successful protection of taoka species like tuna, īnaka, and kanakana, as well as native birds like kākī, whio, and kōtuku, is dependent on the health of our waterways.

The connections to biodiversity through whakapapa are elevated through the link to mahika kai, a significant concept and practice for kā rūnaka. Mahika kai refers to the gathering of food and other resources, the places where they are gathered, and the practices associated with these activities. Mahika kai is a significant aspect of Kāi Tahu cultural identity; it has formed the basis of the Kāi Tahu economy for centuries, and remains a core of tribal cultural and economic identity today.

Mahika kai is linked to the concepts of mana and manaakitaka, as it is not only a source of food, but also a way of showing hospitality to manuhiri or guests. A lack of food resources can be perceived as a lack of mana. Another related concept is Kaihaukai, referring to the exchange of specialty foods from particular regions. This sharing of local resources is a source of pride and identity for mana whenua. Kā rūnaka treasure the ability to gather these foods in the same places as their tūpuna.

The mauri or life force of a waterway is an important measure of wellbeing. Waterways with a natural mauri experience different levels of flow at different times of year, and are inhabited by species based on a seasonal cycle. Mana whenua activities like mahika kai are intrinsically connected to the mauri of wai māori across the various catchments of Otago.

Mahika kai heavily relies on a healthy, functioning ecosystem, including access to undertake mahika kai activities. When resources are abundant and healthy, this indicates that the mauri of the ecosystem is healthy as well.

Water-based food sources are a significant mahika kai resource for kā rūnaka. Many of these food gathering places have now been lost in the Otago region due to a range of reasons, including the introduction of pests and domesticated animals, run-off and effluent from pastoral farming, and modification of waterways, notably through damming, abstractions for irrigation, and discharges. The draining of wetlands has had a significant impact, as these were once a natural habitat for many plants and animals valued by Kāi Tahu.

Tikaka, whakariteka, and kawa dictate the mechanisms used to protect the mauri of a natural resource or environment. Concepts such as tapu, noa, and rāhui can also be applied. Rāhui are temporary prohibitions put in place to allow the mauri to revive, and to return nature to balance. Under rāhui conditions, access to a resource, including food gathering, is not permitted.

The mauri of wai māori and the waterways themselves is integral to the health, confidence, and identity of mana whenua. Connection to wai māori with a healthy, strong mauri provides avenues to learn and share cultural knowledge, to engage in the ways of the ancestors, and to bond more closely with culture and community. When the mauri of a waterway is damaged or desecrated, these opportunities for connection are negatively influenced, leading to disconnection of cultural practices, disconnection from cultural identity, and, ultimately, the loss of important cultural knowledge and practices.

By looking at wai māori through the lenses of whakapapa, mana, tapū, and mauri, we can start to elicit the status, respect, and prestige that is afforded freshwater by kā rūnaka. The whakapapa of wai māori links it back to some of the primary atua kaitiaki in the creation narrative, referencing the significant mana and tapu of wai māori to Kāi Tahu. Wai māori itself takes a long journey through the whenua, through natural processes related to climate, weather, and the water cycle.

Aoraki is the tallest mountain in Te Wai Pounamu, and in Aotearoa, and is named for a significant Kāi Tahu ancestor. The ua or rain that falls on the head of Aoraki and his brothers in the McKenzie catchment, is representative of the very wai māori that flows down through our awa, into our roto, down through aquifers and reservoirs to the three waters that we use in our daily lives. The erosion of the quality and quantity of wai māori over this journey ki uta, ki tai, is seen through the damage to the mauri of our wai due to pollution, over-extraction, and wastewater discharge. This in turn affects the tapu and the mana of wai māori, which has significant impacts for our environment, native biodiversity, and the health and wellbeing of people.

Kā rūnaka recommendations for Three Waters governance

1. Kā rūnaka strongly encourage prioritisation of actions that improve water quality and uphold Te Mana o te Wai.

Critical three-waters infrastructure in Aotearoa has been inadequately resourced and maintained over many decades. It is now estimated that the national cost of addressing this will be \$120 billion to \$185 billion over the next 30 years (Mahuta, 2021), in order to meet current levels of compliance required by water utilities in the UK based on EU standards (Department of Internal Affairs, 2021). It is estimated that the cost of three waters upgrades for Otago and Southland combined will be around \$1.5 billion over the next ten years (Kelly, 2021).

Water quality in Otago is generally good, compared to other parts of Aotearoa, with 82% of our rivers and lakes being assessed as ‘swimmable’ (Otago Regional Council, 2019). Most sites classified as having excellent or good water quality are in Central Otago and Upper Clutha, where land-use tends to be low-intensity sheep farming, and where there are significant tussock lands. Poorer water quality in Otago is associated with catchments with higher-intensity farming, and where water abstraction is depleting waterways, or in streams draining from urban environments (Otago Regional Council, 2020). While water quality in the inland lakes is generally good, water quality deteriorates closer to the coast.

In order to maintain the quality of water in Otago, it is crucial that investment is made, to ensure the sustainability of infrastructure into the future. Kā rūnaka strongly endorse movements to ensure the protection of wai māori as a significant taoka and natural resource.

2. Kā rūnaka envisage a Three Waters governance model for Te Wai Pounamu that actively recognises, and provides a platform for, the rakatirataka of Kāi Tahu.

Kāi Tahu has exercised the rights, responsibilities, and obligations associated with rakatirataka in its takiwā continuously since before 1840 through to the present day. Although the rakatirataka of Kāi Tahu does not derive from the Crown, the Crown has a duty to recognise and respect rakatirataka under Article II of Te Tiriti o Waitangi, and, in relation to Kāi Tahu, through the provisions of the 1997 Deed of Settlement.

Wai māori (freshwater) is a taoka under the rakatirataka of Kāi Tahu, and is defined by the tikaka and whakariteka of Kāi Tahu. Wai māori holds the wairua (spirit) of the ancestral mountains from which customs and rights are sourced. It underpins a complex system of ecosystems and taxonomies, connected to Kāi Tahu through ancestral descent. From a Kāi Tahu perspective, wai māori is embedded within a holistic natural system that should be managed ki uta ki tai, recognising both the geographical and temporal impacts of freshwater status.

In order to fully express the rakatirataka of Kāi Tahu whānui, it is imperative that three waters governance in Te Wai Pounamu is undertaken in partnership with Kāi Tahu whānui. To date, the exercise of rakatirataka by Kāi Tahu has been constrained and encumbered by the Crown, with the current legislative and regulatory framework under the Resource Management Act 1991 not providing adequate provision for the recognition, protection, and provision of the rakatirataka of Kāi Tahu.

3. Kā rūnaka request that mana whenua definitions of Te Mana o te Wai form the basis of Three Waters governance.

Under the National Policy Statement for Freshwater Management (NPS-FM) 2020 (Ministry for the Environment, 2020), Te Mana o te Wai is identified as a significant concept which must be considered in the management of freshwater in Aotearoa. The concept is not defined, but recognises “the fundamental importance of water” and that “protecting the health of freshwater protects the health and wellbeing of the wider environment” (p. 5). The first of six associated principles, te mana whakahaere, recognises “the power, authority, and obligations of tangata whenua to make decisions that maintain, protect, and sustain the health and well-being, and their relationship with, freshwater” (p. 5).

Measures of water quality in Aotearoa are based on a range of factors, such as levels of E. Coli in a water body. However, these measures of water quality and health completely neglect Māori perspectives on the mauri of waterways. For example, the moment wastewater effluent is discharged into a waterbody, no matter how well treated it is, kā rūnaka will not collect mahika kai from that area due to the damage to the mauri of the waterway as a result of discharge.

Under a three waters governance model for Te Wai Pounamu, kā rūnaka seek an elevation in the status and adherence to the principles associated with Te Mana o te Wai, with an inclusion of Māori perspectives on water usage and treatment, including the identification of water quality standards.

4. Kā rūnaka support a Three Waters entity for Te Wai Pounamu based on a Kāi Tahu takiwā model.

Kā rūnaka endorse the creation of a three waters entity based on the takiwā of Kāi Tahu. A Kāi Tahu takiwā approach to three waters governance in Te Wai Pounamu has the benefit of enabling Kāi Tahu whānui to actively engage in three waters co-governance, thus re-affirming rakatirataka over wai māori in their takiwā. Given that other iwi in Te Wai Pounamu are restricted to a small proportion of the total landmass at the top of the South Island, and are affiliated with iwi counterparts in the North Island, the separation of the northern parts of Te Wai Pounamu and their addition to an entity in the lower North Island is justifiable.

For this entity to be economically viable, it is crucial that Christchurch City continues to take part in the reforms into phase 2. Kā rūnaka strongly endorse ensuring that Christchurch continues to engage in the next stages of the reforms programme, in order to ensure the economic viability of a three waters entity for the Kāi Tahu takiwā.

5. Kā rūnaka assert their preference for a co-governance model based on a Treaty partnership between Kāi Tahu and Te Taumata Arowai.

Co-governance is an arrangement in which ultimate decision-making power rests with a collaborative body exercising devolved power, that is, power and responsibility that are shared between government and local stakeholders (Office of the Attorney General, 2016). Co-governance in the provision of three waters services will recognise the rakatirataka of

Kāi Tahu, and will enable kā rūnaka to more fully express their role as mana whenua and kaitiaki whenua.

Kā rūnaka seek representation in the co-governance of three waters in Te Wai Pounamu, with the aim of ensuring that the local perspectives and knowledge of papatipu rūnaka are included at the decision-making table. Kā rūnaka seek an assurance that any co-governance model prioritises representation from the rūnaka level in all levels of decision-making and governance of a three waters entity relating to the Otago region.

6. Kā rūnaka express a strong preference that three waters infrastructure and governance is not privatised.

Of significant concern to kā rūnaka is the possibility of privatisation of three waters infrastructure in New Zealand. There are many examples of degraded services following privatisation in the past, often to the detriment of our communities, for example, the railways network. In some cases, government has needed to purchase back state assets at a later date.

It is the position of kā rūnaka that three waters infrastructure should not be privatised, ever. However, if that were to occur, kā rūnaka request the inclusion of a caveat that provides a first right of refusal to iwi if privatisation were to occur.

7. Kā rūnaka urge Te Taumata Arowai to consider the impacts of climate change on three waters, in the establishment of the three waters entities.

Climate change adds more impetus to the need to upgrade three waters systems, as we are seeing more extreme weather events. For example, the flooding of South Dunedin in 2015, while exacerbated by extremely high rainfall, was largely due to the inability of aging infrastructure to manage the volume of incoming water (Heron, 2016). These events, as well as the aging infrastructure in the region associated with the recent lead contamination of drinking water in Waikouaiti and Karitāne surrounds, underlines the need for three waters upgrades in the Otago region.

Climate change will place greater pressure on three waters infrastructure in the coming decades, so it is vital that this impacts and influences form are given due weighting and consideration in the reforms process, and beyond.

8. Kā rūnaka request that innovative technologies and practices aimed at maximising water usage are explored and actioned.

The majority of freshwater that reaches our homes as drinking water is not consumed, but instead is used for a range of household purposes, including washing, hygiene, ablutions, and outdoor purposes. In effect, this means that freshwater, a vital and rare resource, is regularly used for processes that do not require potable water. Kā rūnaka strongly endorse an innovative approach to water infrastructure, that enables end users to make choices that protect an availability of freshwater. Through public awareness programmes and the provision of technologies that promote use of grey water for ancillary water uses like

gardening and carwashing, there is huge potential to make our three waters system more sustainable.

Moreover, there are a range of technologies now available that enable three waters infrastructure to be used for power generation, for example, through the installation of water turbines in pipework, such as has now been installed in a number of cities around the world (see Schwartz, 2018).

Kā rūnaka encourage Te Taumata Arowai to consider adoption of innovative technologies as a means to promoting sustainability and efficient usage of three waters infrastructure.

9. Kā rūnaka request that Māori communities and papatipu marae are prioritised in the delivery of three waters infrastructure.

Māori communities and papatipu marae have often been unable to benefit from three waters infrastructure in Otago. Papatipu rūnaka often have limited access to town water supplies and in many cases are still reliant on septic tanks for effluent. Given the increasing demands that are placed on kā rūnaka in terms of resource management, consultation, and consenting, it is absurd that these communities are themselves not benefitting from the provision of a modern three waters system.

Māori communities in Aotearoa are often feature highly on the deprivation index, with much higher proportions of Māori living in deprived areas than non-Māori (Ministry of Health, 2018). Investment in three waters infrastructure in these areas will enhance the health and well-being of these communities, to the benefit of all New Zealanders.

Kā rūnaka endorse the equitable provision of three waters infrastructure based on criteria that references health and well-being, and social connection and engagement, as important factors in the identification of sites requiring upgrades.

10. Kā rūnaka request that Māori communities are given opportunities to invest and engage in infrastructure upgrades, in order to promote broader social outcomes.

Three waters reform is expected to support growth in employment over the next 30 years, potentially adding over 9,000 FTEs per annum to the workforce over the next 30 years (Deloitte, 2021). This provides a significant opportunity to support broader social outcomes. Kā rūnaka encourage Te Taumata Arowai to actively identify opportunities for the adoption social procurement models that benefit Māori communities in Aotearoa.

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7.7. ORC Council Job Descriptions for Chair and Deputy Chair

Prepared for:	Council
Report No.	GOV2162
Activity:	Governance Report
Author:	Amanda Vercoe, General Manager Governance, Culture and Customer
Endorsed by:	Cr Andrew Noone, Chairperson
Date:	9 December 2021

PURPOSE

- [1] To consider updated job descriptions for the Chair and Deputy Chair, following a meeting of the working party set up to review the existing drafts.

EXECUTIVE SUMMARY

- [2] At the extraordinary Governance, Communications and Engagement Committee that took place on 8 September 2021, the following resolution was passed:

“That the General Manager Governance, Culture and Customer after studying standing orders and what exists at other regional councils, draft job descriptions for the chair and deputy chair positions and present them to the Governance, Comms and Engagement committee for consideration. The drafting to be in consultation with the CE, Chair and Deputy Chair”.

- [3] Draft job descriptions for the Chair and Deputy Chair were presented for consideration by councillors at the Governance, Communications and Engagement Committee on 10 November 2021. The drafts were consistent with the ORC template for such documents and inputs included Standing Orders, the Local Government New Zealand’s “Guide for Regional Council Chairs” and role descriptions from Environment Canterbury and Greater Wellington Regional Council.

- [4] Councillors asked for a working party to review the draft job descriptions in detail and to provide updated drafts to Council for consideration on 9 December 2021 as per the resolutions below:

“Requests that this item be moved to a working party of the Chair, Deputy Chair, Cr Robertson, and Cr Scott and Cr Calvert, to further refine the job description for the Chair and Deputy Chair of the ORC for reference to a future meeting of the Council.”

“Requests that the working party meet as soon as possible, and a report come back for Council’s consideration at the Council meeting on 9 December 2021.”

- [5] The Working Party met on Wednesday 24 November 2021 to discuss the job descriptions, and updated job descriptions are attached to this paper for Council approval.

RECOMMENDATION

That the Council:

- 1) **Notes** this report.
- 2) **Adopts** the attached job descriptions for the Chair and Deputy Chair of the Otago Regional Council, with or without further amendments.

BACKGROUND

[6] Nil.

DISCUSSION

[7] Nil.

OPTIONS

[8] To adopt the job descriptions, with or without amendments, or not.

CONSIDERATIONS

Strategic Framework and Policy Considerations

[9] Nil.

Financial Considerations

[10] The Chair receives \$147,000 plus use of a car (determined by the Remuneration Authority), and the Deputy Chair currently receives \$83,598 (set by Otago Regional Council out of the annual remuneration pool and gazetted by the Remuneration Authority) for performing the roles. Council recently resolved to increase the Deputy Chair's remuneration to \$89,798 – though this is awaiting gazettement by the Remuneration Authority.

Significance and Engagement

[11] Nil.

Legislative and Risk Considerations

[12] Parts of the role of Chair are guided by legislation.

Climate Change Considerations

[13] Nil.

Communications Considerations

[14] Nil.

NEXT STEPS

[15] If adopted, the Chair and Deputy Chair to use the job descriptions to guide their activities.

ATTACHMENTS

1. Position Description Chair Regional Council Nov 2021 [7.7.1 - 3 pages]
2. Position Description Deputy Chair Regional Council Nov 2021 [7.7.2 - 3 pages]



JOB DESCRIPTION

Effective from: 2021

Position Title	Chairperson, Otago Regional Council
Reporting To	Council (elected at the start of the triennium under the Local Government Act. Can be removed from office by resolution of council)
Location	Otago
Salary	Set annually by the Remuneration Authority

ORC Organisational Values and Behaviours					
Caring <i>We take great care in all we do</i>	Collaborative <i>Great relationships enabling great outcomes</i>	Accountable <i>Deliver on our promises</i>	Trustworthy <i>We do what we say we'll do</i>	Creative <i>Seeking better ways of doing things</i>	Open & Honest <i>Encouraging openness and honesty</i>
<ul style="list-style-type: none"> ▪ Taking due care ▪ Using resources appropriately ▪ Kaitiakitanga ▪ Responsiveness 	<ul style="list-style-type: none"> ▪ Common vision ▪ Sharing knowledge and resources ▪ Partnerships with common goals ▪ Team work 	<ul style="list-style-type: none"> ▪ Having honest conversations ▪ Doing the right thing ▪ Trustworthiness ▪ Ownership 	<ul style="list-style-type: none"> ▪ Speaking with courage ▪ Acting ethically and with mana ▪ Following up ▪ Enabling great outcomes for all 	<ul style="list-style-type: none"> ▪ Challenging the 'status quo' ▪ Continuous improvement ▪ Creative problem solving ▪ Understanding the 'why' 	<ul style="list-style-type: none"> ▪ Speaking up ▪ Being approachable ▪ Speaking with integrity ▪ Inviting differing points of view

Purpose
<p>The purpose of the Chair's position is:</p> <ul style="list-style-type: none"> - to provide effective leadership and governance oversight to the Councillors and the activities of the Otago Regional Council - to lead the employment relationship with the Chief Executive - to preside over Council meetings - to provide leadership to the region.

Results Area	Activities
Lead the Council	<p>Support councillors to work together as a team for the betterment of the region.</p> <p>Foster an inclusive, constructive Council with positive relationships between councillors. Provide feedback to councillors on team-work and chairing of committees, as necessary. Uphold the Code of Conduct.</p> <p>Work to establish common priorities for councillors, to help drive strategy and policy.</p> <p>Maintain the boundaries between governance and operations as much as possible.</p> <div style="text-align: center;"> </div>



	<p>Be accountable to the community for ORC's performance (for both meeting the region's needs, and performing statutory duties). Use the following mechanisms to monitor performance:</p> <ul style="list-style-type: none"> - Annual Plan and Annual Report - Quarterly activity and financial reporting - Community Survey - Well-being indicator reports (under development) <p>As appropriate be the public spokesperson or voice for the Council.</p> <p>Manage risk.</p>
<p>Lead relationship building with the ORC Chief Executive and staff</p>	<p>Work with the Chief Executive and governance team on building an effective relationship between governors and ORC staff (recognising that this relies on both parties meeting their commitments to the relationship).</p>
<p>Manage the employment relationship with the Chief Executive</p>	<p>Manage the employment relationship with the Chief Executive, with support from the Chief Executive Performance Review Committee, with reference to obligations under the:</p> <ul style="list-style-type: none"> - Local Government Act 2002 - Employment Relations Act - Health and Safety at Work Act - CE's contract - Good faith
<p>Preside at Council Meetings</p>	<p>Lead the development of a committee structure and regular review, to ensure it is effective.</p> <p>Chair all meetings of the governing body (aside from where Conflict of Interest matters arise) (Standing Order 14.1)</p> <p>Be responsible for the orderly conduct of meetings based on Standing Orders, and the Code of Conduct.</p> <p>Uphold the powers that Standing Orders gives to the Chair when chairing meetings (Standing Orders Appendix 8)</p> <p>Participate in pre-agenda meetings with the Chief Executive and other senior staff to provide the opportunity to go through the full agenda for completeness, accuracy and collective understanding. Signal likely meeting concerns from councillors, and signal when additional advice or more time to consider the issue might be required (Standing Order 9.1)</p> <p>Guide recommendations of appointments to external bodies and groups, when required.</p>
<p>Lead the ORC's role in the region</p>	<p>Be a leader and advocate for the region as a whole, by:</p> <ul style="list-style-type: none"> - building community trust in the Council, and making governance accessible, inclusive and effective



	<ul style="list-style-type: none"> - understanding and leading the partnership with mana whenua and ensuring the relationship is strong, enduring and understood by councillors - ensuring the needs of the region are conveyed clearly to central government, and that the ORC complies with central government rules and regulations and requests for information - co-ordinating the efforts of all the Councils in the region through participation in the Otago Mayoral Forum, Regional Sector Meetings, and other LGNZ forums - provide regional oversight to key issues and policy leadership
Training and Development	Participate in and provide ongoing professional development opportunities for councillors.
Health & Safety	<p>Always have the wellbeing of self and others as a priority.</p> <p>Promote a safe and environmentally sound working environment and a culture of safe and responsible behaviours and attitudes.</p> <p>Report all risks identified, and contribute to their elimination or minimisation.</p> <p>Actively contribute to H&S initiatives.</p>

Relationships
<ul style="list-style-type: none"> ▪ Councillors ▪ Chief Executive ▪ ORC Executive Leadership Team ▪ ORC governance team ▪ Iwi partners, Rūnaka Chairs ▪ Otago Territorial Authorities Mayors ▪ Regional Council Sector Chairs ▪ Contractors and Consultants ▪ Stakeholders, constituents, community leaders



JOB DESCRIPTION

Effective from: 2021

Position Title	Deputy Chairperson, Otago Regional Council
Reporting To	Council (elected at the start of the triennium under the Local Government Act. Can be removed from office by resolution of council)
Location	Otago
Salary	Set by Otago Regional Council out of annual remuneration pool, and gazetted by Remuneration Authority

ORC Organisational Values and Behaviours					
Caring <i>We take great care in all we do</i>	Collaborative <i>Great relationships enabling great outcomes</i>	Accountable <i>Deliver on our promises</i>	Trustworthy <i>We do what we say we'll do</i>	Creative <i>Seeking better ways of doing things</i>	Open & Honest <i>Encouraging openness and honesty</i>
<ul style="list-style-type: none"> Taking due care Using resources appropriately Kaitiakitanga Responsiveness 	<ul style="list-style-type: none"> Common vision Sharing knowledge and resources Partnerships with common goals Team work 	<ul style="list-style-type: none"> Having honest conversations Doing the right thing Trustworthiness Ownership 	<ul style="list-style-type: none"> Speaking with courage Acting ethically and with mana Following up Enabling great outcomes for all 	<ul style="list-style-type: none"> Challenging the 'status quo' Continuous improvement Creative problem solving Understanding the 'why' 	<ul style="list-style-type: none"> Speaking up Being approachable Speaking with integrity Inviting differing points of view

Purpose
<p>The purpose of the Deputy Chair's position is:</p> <ul style="list-style-type: none"> if the Chair is absent or incapacitated, the Deputy Chair must perform all of the responsibilities and duties, as outlined below and may exercise the powers, of the Chair to contribute to the leadership of the Council to represent ORC and provide leadership where the Chair is not resident

Results Area	Activities
Support the Chair to lead the Council	<p>Support councillors to work together as a team for the betterment of the region.</p> <p>Foster an inclusive, constructive Council with positive relationships between councillors. Provide feedback to councillors on team-work and chairing of committees, as necessary. Uphold the Code of Conduct.</p> <p>Work to establish common priorities for councillors, to help drive strategy and policy.</p> <p>Maintain the boundaries between governance and operations as much as possible.</p> <div style="text-align: center;"> </div>

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	<p>Be accountable to the community for ORC's performance (for both meeting the region's needs, and performing statutory duties). Use the following mechanisms to monitor performance:</p> <ul style="list-style-type: none"> - Annual Plan and Annual Report - Quarterly activity and financial reporting - Community Survey - Well-being indicator reports (under development) <p>As appropriate be the public spokesperson or voice for the Council.</p> <p>Manage risk.</p>
<p>Support the Chair in relationship building with the ORC Chief Executive and staff</p>	<p>Work with the Chief Executive and governance team on building an effective relationship between governors and ORC staff (recognising that this relies on both parties meeting their commitments to the relationship).</p>
<p>If the Chair is absent, preside at Council Meetings</p>	<p>Lead the development of a committee structure and regular review, to ensure it is effective.</p> <p>Chair all meetings of the governing body (aside from where Conflict of Interest matters arise) (Standing Order 14.1)</p> <p>Be responsible for the orderly conduct of meetings based on Standing Orders, and the Code of Conduct.</p> <p>Uphold the powers that Standing Orders gives to the Chair when chairing meetings (Standing Orders Appendix 8)</p> <p>Participate in pre-agenda meetings with the Chief Executive and other senior staff to provide the opportunity to go through the full agenda for completeness, accuracy and collective understanding. Signal likely meeting concerns from councillors, and signal when additional advice or more time to consider the issue might be required (Standing Order 9.1)</p> <p>Guide recommendations of appointments to external bodies and groups, when required.</p>
<p>Support the Chair to lead the ORC's role in the region</p>	<p>Be a leader and advocate for the region as a whole, by:</p> <ul style="list-style-type: none"> - building community trust in the Council, and making governance accessible, inclusive and effective - understanding and leading the partnership with mana whenua and ensuring the relationship is strong, enduring and understood by councillors - ensuring the needs of the region are conveyed clearly to central government, and that the ORC complies with central government rules and regulations and requests for information



	<ul style="list-style-type: none"> - co-ordinating the efforts of all the Councils in the region through participation in the Otago Mayoral Forum, Regional Sector Meetings, and other LGNZ forums - provide regional oversight to key issues and policy leadership
Training and Development	Participate in ongoing professional development opportunities for councillors.
Health & Safety	<p>Always have the wellbeing of self and others as a priority.</p> <p>Promote a safe and environmentally sound working environment and a culture of safe and responsible behaviours and attitudes.</p> <p>Report all risks identified, and contribute to their elimination or minimisation.</p> <p>Actively contribute to H&S initiatives.</p>

Relationships
<ul style="list-style-type: none"> ▪ ORC Chair ▪ Councillors ▪ Chief Executive ▪ ORC Executive Leadership Team ▪ ORC governance team ▪ Iwi partners, Rūnaka Chairs ▪ Otago Territorial Authorities Mayors ▪ Regional Council Sector Chairs ▪ Contractors and Consultants ▪ Stakeholders, constituents, community leaders

7.8. Annual Plan 2022-2023: Proposed adjustments to the Long-term Plan

Prepared for: Council
Report No. GOV2159
Activity: Governance Report
Author: Mike Roesler, Corporate Planning Manager
Endorsed by: Nick Donnelly, General Manager Corporate Services
Date: 9 December 2021

PURPOSE

- [1] This report assists Council to advance the Annual Plan 2022-23 (AP) process. It follows up on the resolutions of the 24 November 2021 Finance Committee meeting directing staff to work within a constraint of 18% average total rates increase for the proposed year 2 financial estimates.

EXECUTIVE SUMMARY

- [2] The 24 November 2021 Finance Committee considered the result of the Council staff review of the adopted LTP Year 2 financial forecasts. This review proposed adjustments to the financial estimates and work programmes for the 2022-23 financial year that resulted in 20.2% average total rate increase.
- [3] The Finance Committee resolved a maximum 18% increase in total rates for year 2 of the LTP and directed staff to consider options to achieve this. The 'Discussion' section of this report outlines how staff propose to reduce the draft estimates to 18%.
- [4] This report seeks the Council's agreement for staff to complete a draft AP based on the options proposed in this report. The draft AP would be brought to the 23 February 2022 Finance Committee meeting for consideration.
- [5] The options proposed by staff do not trigger 'Significance' as defined in Council's 'Significance and Engagement Policy / He Mahi Rau Rika'. The direction and underpinning work programme as adopted in the LTP remains intact.

RECOMMENDATION

That the Council:

- 1) **Notes** the changes staff have made to draft Annual Plan 2022-23 financial estimates which have reduced the average total rates increase to 19%.
- 2) **Notes** that staff will complete a draft Annual Plan for consideration at the 23 February 2022 Finance Committee meeting based on reducing the average total rates increase to no more the 18% which is in line with year 2 of the LTP.

BACKGROUND

- [6] A report 'Annual Plan 2022-2023 Proposed adjustments to the Long-term Plan' was presented to the 24 November 2021 Finance Committee Meeting. It provided the result of a Council staff review of the LTP year 2 financial forecasts.
- [7] The Finance Committee's consideration of that report resulted in the following resolutions:
1. Endorses a maximum 18% increase in total rates for year 2 of the LTP and requests a staff report on options for achieving the same, in particular, any assumptions made which would affect the increase.
 2. Agrees that this proposal does not represent a significant or material change as assessed against the ORC Significance and Engagement Policy.
 3. Notes a future report to Council is planned and will enable it to decide an engagement approach.
- [8] Additionally, there has been reporting to Council about funding and rating policy, with reference to a council resolution (May 2021) on flood and drainage scheme activity and water implementation activity. While this topic is a separate process to the AP there have been matters raised that are highly relevant to future LTP and annual plan decision-making. The current LTP already signals issues about the relationship between service aspirations, expenditure, and sustainability of funding for the public transport, and flood protection and drainage activities.

DISCUSSION

- [10] Council staff have reconsidered the draft financial estimates and associated work programme to meet the resolutions of the 24 November Finance Committee meeting.
- [11] Table 1 below shows the proposed expenditure as currently captured in the modelling of the year 2 financial estimates.

Table 1: Total Expenditure

Activity (\$000's)	21/22 LTP	22/23 LTP	22/23 AP 24-Nov	22/23 AP Revised
Governance and Community Engagement	5,728	6,327	6,604	6,475
Regional Planning	3,681	3,500	3,766	3,524
Regulatory	12,363	13,301	13,583	13,491
Regional Leadership	21,771	23,128	23,952	23,490
Land and Water	16,034	18,040	18,743	19,035
Biodiversity and Biosecurity	9,149	9,390	11,510	11,529
Air	482	815	821	823
Environment	25,665	28,245	31,075	31,386
Flood, Drainage and River Management	12,010	12,400	12,645	12,660
Climate Change and Hazards	2,732	3,763	3,532	3,532
Emergency Management	2,759	2,796	3,304	3,378
Safety & Resilience	17,500	18,959	19,482	19,354
Transport	32,880	35,840	34,837	34,847

TOTAL	97,816	106,172	109,346	109,078
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[12] Table 2 below shows the rates impact of the revised estimates on rates.

Table 2: Impact of Review on Rates

Average Increase	22/23 LTP	22/23 AP 24-Nov	22/23 AP Revised
General Rates	18.1 %	20.6%	18.7%
Targeted Rates	17.9 %	19.8%	19.5%
Total Rate	18.0%	20.2%	19.1%

[13] The changes made to date have reduced the general rate increase to \$131,000 (18.7%) compared to the previous increase tabled on 24 November of \$489,000 (20.6%).

[14] The initial changes made to date since 24 November are outlined below and

[15] The changes by Activity are shown in table 3 below.

Table 3: Impact of Proposed Adjustments on General Rates

Activity (\$000's)		22/23 AP 24-Nov	22/23 AP Revised
Regional Leadership	Governance and Community Engagement	192.9	63.4
	Regional Planning	265.8	24.4
	Regulatory	156.2	39.5
Environment	Land and Water	(319.4)	(44.8)
	Biodiversity and Biosecurity	(6.3)	(1.9)
	Air	6.2	7.6
Safety & Resilience	Flood, Drainage and River Management	(30.1)	(29.1)
	Climate Change and Hazards	227.7	73.6
Transport	Transport	(2.6)	(1.6)
TOTAL		489.4	131.2

[16] The variances in all activities have now all been reduced to less than \$100,000 and staff will continue to refine the estimates and reduce this to be in line with the 18.1% indicated in the LTP. Note there will still be some variations to the estimates vs the LTP as the AP numbers include more up to date assumptions and opening balances in some calculations.

[17] The following adjustments have been made to reduce the expenditure and funding position from that previously reported.

- Governance and Community Engagement: the previously reported increase in FTE has been phased which has effectively reduced the cost of one FTE over the year. Note the proposed iwi partnerships and key stakeholder relationships full time staff equivalent, as previously reported, is still included in the estimates. This assists ORC to deliver on He Mahi Rau Rika.
- Regional Planning / Land and Water: the previously reported increase and decrease in these two areas was a recoding of Land and Water planning work relating to

economic assessment based on an updated assumption that the Strategy team will oversee this work. This netted off and didn't result in an overall increase in spending or rates requirement. This has now been recoded back to Land and Water to remove the confusion this change caused although it is still planned that this work will be undertaken by the Strategy team.

- Regulatory: the previously reported additional full time staff equivalent for the compliance area has been removed. The anticipated increase will be managed within the existing budget and the service implications will be monitored and managed as the year progresses.
- Climate Change and Hazards: the previously reported proposed one additional full time staff equivalent has been removed. This resource was to increase the Council's ability to address/guide adaptation to natural hazards and climate change in the region. The anticipated increase in demand for this type of work will be managed within the existing budget, noting that this activity continues its historical and planned growth in resource under the current LTP.

[18] Targeted rates have increased because of an increase in expenditure as a result of a restructure and associated increase in staffing for Civil Defence and Emergency Management.

[19] At this stage, staff haven't had time to remodel options around this rate increase but it as it is a targeted rate it can be managed through the reserve and the rates increase smoothed which will partially or fully deferred the increase to future years.

[20] It should be noted that this was already occurring in CDEM where the unbudgeted deficit created from increased Covid costs has created a deficit that is being repaid over the first three years of the LTP. Table 4 below shows the CDEM targeted rate reserve.

Table 4: CDEM Reserve

(\$000's)	Year 1 21/22	Year 2 22/23	Year 3 23/24
Opening balance	(666)	(463)	(264)
Rates	2,959	2,996	3,160
Expenditure	(2,748)	(2,791)	(2,957)
Interest	(8)	(5)	(2)
Closing balance	(463)	(264)	(63)

[21] The estimates include an assumption around reduced bus fare revenue as shown below in table 5. Note the assumptions around Whakatipu ferry services are yet to be reviewed.

Table 5: PT Fare Revenue

(\$000's)	21/22 LTP	22/23 LTP	22/23 AP
Bus Fares Dunedin	4,300	4,491	3,200
Bus Fares Whakatipu	2,120	2,497	1,500
Ferry Fares Whakatipu	630	806	806

- [22] Modelling is yet to be completed to accurately calculate the effect of this reduced revenue on transport reserves. If public transport targeted rates remain at the same level as forecasted in the LTP year 2 and no additional Waka Kotahi funded is received, then based on the revenue level belowabove reserve deficits will increase by \$1.3m (Dunedin) and \$1m (Whakatipu) respectively. Reserve balances as per the LTP are shown below.

Table 6: Transport Reserve Year End Closing Balances

(\$000's)	AP 20/21	LTP Yr1 21/22	LTP Yr2 22/23	LTP Yr3 23/24
Dunedin	(6,208)	(7,411)	(8,130)	(8,414)
Whakatipu	(840)	(1,974)	(3,179)	(3,623)

- [23] Transport reserves will be also be impacted by any difference the actual deficit at the end of this financial year (LTP Yr1 21/22). The actual closing balances for 20/21 varied slightly from the above being -\$6,489,000 for Dunedin and -\$843,000 for Whakatipu. Fare revenue is tracking under budget for both networks in the current year and the closing balance forecast for 21/22 will need to be reflected in the draft AP when that is presented in February 2022.

OPTIONS

- [24] The Council has flexibility with how it can progress the AP process from this point.
- [25] Two options include:
Option 1: Direct staff to draft the AP for consideration at the 23 February 2022 Finance Committee meeting, being recommendation 3 of this report.

The draft AP would reflect LTP year 2, the adjustments and associated rating impact identified in this report, and further staff refinements to attain 18%. It would be reported to the 23 February 2022 Finance Committee for consideration and recommendation for approval at the 23 March 2022 Council meeting.

That committee's recommendation to Council will also include the approach to community engagement.

Option2: Requests a workshop prior to 23 February 2022 Finance Committee to consider the year 2 programme in more detail. To ensure the AP process remained on-track from a timeline perspective, a draft AP would need to be prepared in time for the 23 February 2022 Finance Committee meeting.

The workshop would need to occur at least 2 weeks in advance of the 23 February 2022. Corporate planning resource would be reprioritised from business improvement work to accommodate this option.

CONSIDERATIONS

Financial Considerations

- [26] The information provided in this report is based on detailed financial modelling. This model will be updated to reflect any Council direction about adjustments to the LTP and to complete a draft AP. At that point detail calculations can be completed to show the impact of the draft estimates at a property or rating unit level.

Significance and Engagement

- [27] The adjustments to the LTP yr2 embodied in the draft estimates have been considered by Council staff against the 'Significance and Engagement Policy / He Mahi Rua Rika'. This report seeks Council agreement that the proposed adjustments to the Long-term Plan 2021-2031 as summarised in this report do not represent a significant or material change.
- [28] If Council decides to introduce adjustments to the LTP that are in addition to those included in the draft estimates then, depending on the scale and impact, they may require considered assessment, including potential external advice.

Communications Considerations

- [29] A decision of Council about consultation requirements for the AP will be required. Council staff will provide a recommending report about this to the 23 February 2022 Finance Committee meeting.

Legislative and Risk Considerations

- [30] The process outlined in this report is consistent with the relevant planning requirements under the Local Government Act 2002.

Climate Change Considerations

- [31] There are no specific climate change considerations relating to this report.

Strategic Framework and Policy Considerations

- [32] The 'Strategic Directions' work initiated with Councillors in 2020 has been embodied in the adopted LTP. The Annual Plan process references this work.
- [33] Specific resolutions of Council made during the LTP process are also embodied in the AP process.

NEXT STEPS

- [34] Assuming the Committee agrees the recommendations of this report the next steps include:
1. Staff complete a draft Annual Plan for consideration at the 23 February 2022 Finance Committee meeting.
 2. A staff recommendation on the community engagement approach is provided to the 23 February 2022 Finance Committee.
 3. Council approves the draft Annual Plan and community engagement at its 23 March 2022 meeting.
 4. Community engagement occurs over April.
 5. A staff recommendation on changes to the draft Annual Plan is provided to the 25 May 2022 Finance Committee meeting.
 6. Council adoption of the Annual Plan 22 June 2022.

ATTACHMENTS

Nil

7.9. Communication Material: Long-term Plan 2021-31

Prepared for: Council
Report No. GOV2160
Activity: Governance Report
Author: Mike Roesler, Corporate Planning Manager
Endorsed by: Sarah Gardner, Chief Executive
Date: 9 December 2021

PURPOSE

- [1] Inform and enable an opportunity to comment about draft communication material to support Councillors when engaging with the community regarding the Long-term Plan.

RECOMMENDATION

That the Council:

- 1) **Notes** the draft communication material attached to this report.

BACKGROUND

- [2] ORC staff have acted on a request from the programmed 'catchups' between the ORC Chairperson, Deputy Chairperson and Chief Executive's to produce communication material to support Councillors.
- [3] Specifically, the communication material was requested in response to interaction and/or questions from ratepayers about 'what do we get for our rates'. Councillors have received calls from ratepayers and/or had face to face conversations following circulation of the ORC rates bill.

DISCUSSION

- [4] The attachment to this report provides a draft version of the communication material.
- [5] It has been completed based on the background information above and reflects year 1 of the Long-term Plan (LTP).
- [6] Council can use this opportunity to provide feedback to staff about:
- Appropriateness: does Council want to proceed with finalising and posting this information on our website?
 - Content: is the content useful to Councillors in assisting with conversations or questions about the services ORC is providing?
- [7] Thinking about the future planning years, Council staff could easily use the attached as the basis of a 'communication template'. This would involve updating the attached to reflect any changes in ORC's service provision and associated funding. The 'gold plated' approach would be to make this template interactive where a ratepayer could 'point and click' to gain more detail. For example, detail about the services provided in their

locality, associated expenditure and who's paying. Implementing this standard of communication approach isn't included in existing budgets.

OPTIONS

- [8] The intention is to provide this communication in digital format only (ie down-loadable PDF). Council has the option of requesting hard copy format as well.

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [9] No considerations

Financial Considerations

- [10] The attached information reflects LTP year 1 financial budgets

Significance and Engagement

- [11] No considerations

Legislative and Risk Considerations

- [12] There is no legal requirement relating to the communication material and the need for it. It is an accurate representation of information contained in the Long-term Plan

Climate Change Considerations

- [13] No considerations

Communications Considerations

- [14] See the 'Discussion section'.

NEXT STEPS

- [15] Assuming Council's support, the attached communication material will be finalised to reflect final staff checks on the mapped information and Council feedback. It will then be posted on ORC's website and Councillors informed of its availability.

ATTACHMENTS

1. Long-term Plan Summary of Services for Year 1 (July2021-June2022) [7.9.1 - 3 pages]



What's the story?

Why is my rates bill a lot higher than last year?

Environment and climate change are hot topics. So it's not surprising our communities and central government are asking us here at Otago Regional Council (ORC) to achieve more for the wellbeing of Otago's environment and communities.

These are challenging times for everyone in Otago as we balance what's affordable and achievable now with what we know is essential in the future for our regional environment and communities.

There's lots to be done.

And it's simple.
Doing more costs more.

How ORC funds these increased costs is a little more complex. Our 2021-2031 Long-term Plan (LTP) sets the direction for our spending and activities for the next 10 years. This flier presents an overview of our work and how it's funded.

The LTP's financial strategy provides the detailed background for the significant rates increase in 2021-2022 and how we'll sustainably fund our activities over the next decade.



So...what will you get for your money?

You've told us what your priorities are for Otago's future as part of our 2021-2031 Long-term Plan process. Our work programme reflects these priorities and the need to meet the direction set by central government.

Our work and priorities

Land and water	Air	Transport	Safety and resilience
<p>We've increased our capacity to work on</p> <ul style="list-style-type: none"> • Creating a Land and Water Plan for Otago • Integrated catchment planning • Site specific projects to enhance the environment. We're also working towards an Otago Lakes strategic plan. 	<p>We've paused our work on air quality — except for air monitoring work over the next two years. Our focus now is to create a regional air plan and an implementation strategy that will define our future air quality programme.</p>	<p>Our focus is to improve bus services in Dunedin and Queenstown for the long-term. These services come at a significant cost, and we continue to explore the balance between the price of fares and rates, acknowledging that COVID continues to influence passenger numbers (particularly in Queenstown).</p>	<p>We've maintained our capacity to provide</p> <ul style="list-style-type: none"> • Flood protection and drainage schemes across Otago • An emergency management response <p>We're gradually doing more work to understand natural hazard and climate-related risks.</p>

Climate change is an issue of global importance. At ORC it touches everything we do. Our immediate priorities are to understand the risk climate change brings to Otago, and to connect with our key partners (including central government) to share knowledge and understanding.

Paying for these services

The table below shows the different types of funding used to pay for ORC's work — totalling \$97million.

While all this funding is important it is usually the rates component that grabs the attention — it provides 41% of the money needed to deliver the total work programme.

Understanding the two types of rates on your bill provides some insight into who pays for what. Ratepayers across the region don't all receive the same service. This is reflected in the rates they pay.

- **General rates** are paid by all Otago ratepayers for services where there is a perceived benefit to everyone.
- **Targeted rates** are paid for service(s) to a specific community (e.g. a district or a smaller geographic area). These services may be public transport, flood protection and drainage activity.

In a nutshell, people living in different parts of Otago may receive different ORC services (targeted rates) depending on the local environment and economic activity where they live — and pay accordingly.

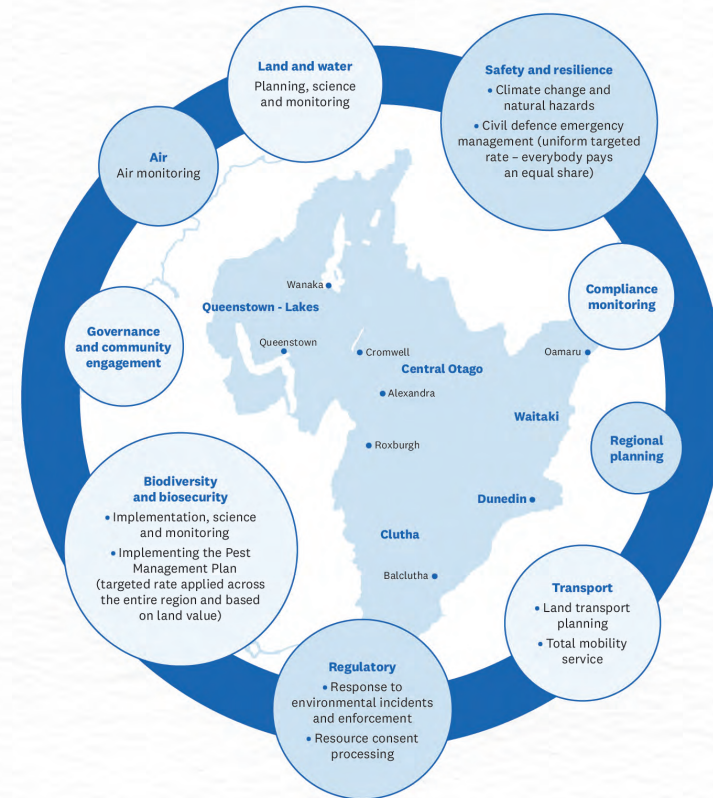
ACTIVITY AREA	2021-22
General Rates	\$19,364,000
Targeted Rates	\$20,398,000
Grants	\$18,637,000
Other income (e.g. bus fares)	\$10,487,000
Fees and Charges	\$6,158,000
Reserves	\$8,025,000
Dividends and Investments	\$13,928,000
TOTAL INCOME IN YEAR 1	\$96,997,000

By spreading costs over several years, and using our investments and dividends, we're planning to achieve a sound and sustainable future for Otago.



Services funded by general rates across Otago

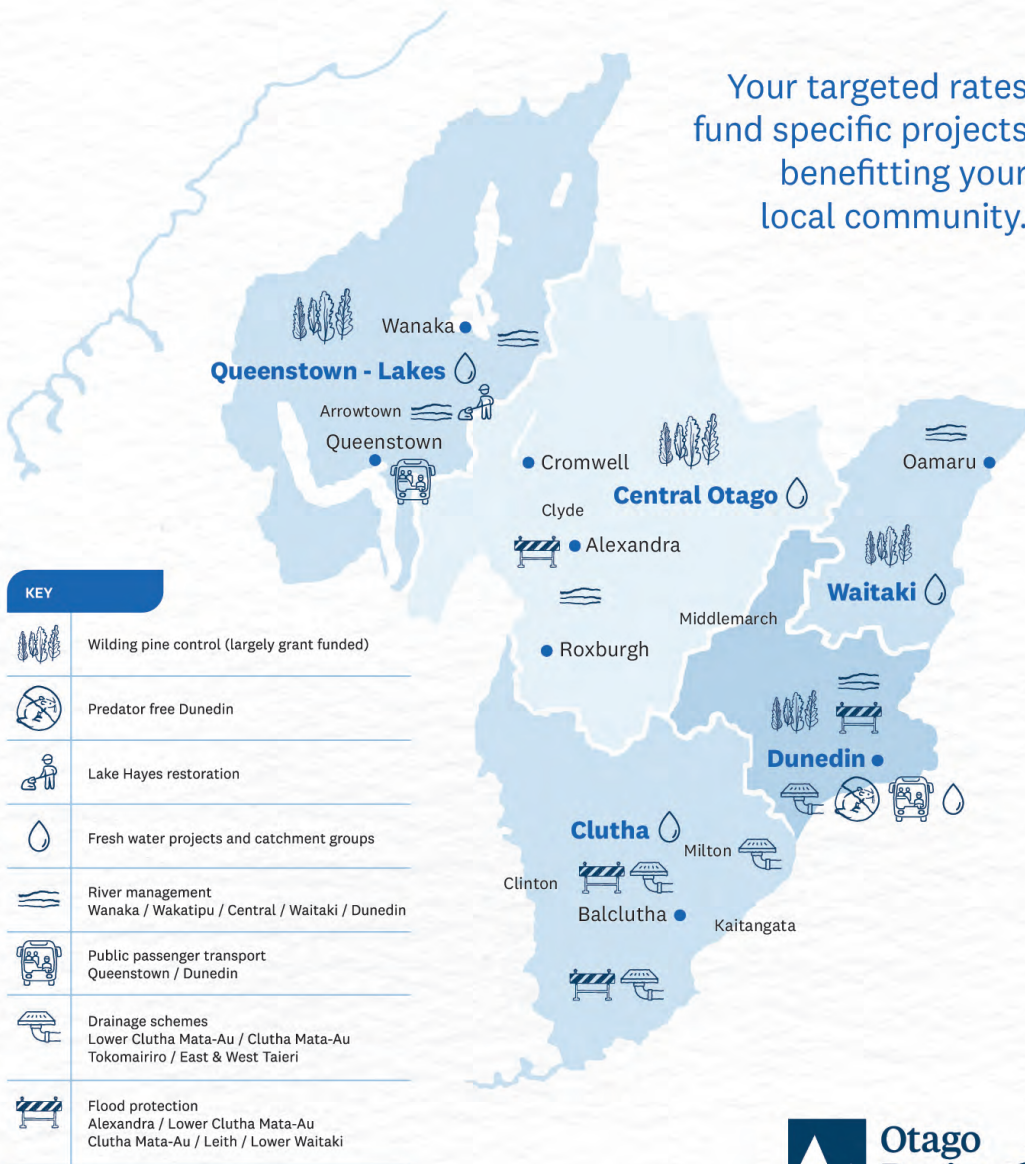
We're all paying for the services shown below (or a proportion of them) mainly via ORC's general rate no matter where we live in Otago. A few are also partly funded through individual fees or charges (e.g. regulatory) or central government grants (e.g. transport).



District targeted rates

This map indicates important work that is either 100% or mostly funded by district ratepayers through a targeted rate.

Where there is a regional benefit to this work general rates may make a small but valuable contribution. Work may also be supported by a partial grant e.g. government support for flood and drainage projects.



Your targeted rates fund specific projects benefitting your local community.

www.orc.govt.nz



7.10. Annual Plan 2022-23 Rating Considerations

Prepared for: Finance Committee
Report No. GOV2164
Activity: Governance Report
Author: Nick Donnelly, General Manager Corporate Services
Endorsed by: Nick Donnelly, General Manager Corporate Services
Date: 24 November 2021

PURPOSE

- [1] To report back to Council on the two rating and funding related resolutions made during deliberations for the LTP 2021-31.

EXECUTIVE SUMMARY

- [2] During deliberations for the LTP 2021-31 (LTP) Council made two resolutions that related to rates and funding. They were:
- a. "Requests staff to report back on options around an independent review of the existing rating basis for all flood protection and drainage schemes and provide potential cost details by the end of December 2021." FIN21-109
 - b. "Develop a region-wide methodology for water improvement funding for the 2022/23 Annual Plan." FIN21-106

Flood and drainage rating reviews

- [3] Staff have estimated the cost of undertaking independent reviews of all schemes could be around \$1.2M although it is noted that it is unclear exactly what level of review Council is anticipating the reviews would cover at this stage.
- [4] Staff's view is that there is further work to be undertaken to fully understand the issue that is trying to be resolved with these reviews and question the benefit of reviewing all schemes independently considering the significant cost that may be involved. It should also be noted a number of the schemes have already been reviewed in recent years and depending on the scope of the reviews this work may be repeated for little or no change.
- [5] *Staff propose undertaking further analysis of these scheme rates and the underlying costs of the schemes in conjunction with the scheme performance reviews that are already included in the LTP. This information will then be used to inform a wider review of rates during 2023 to inform the LTP 2024-34.*

Water improvement funding

- [6] Water quality improvement activity is currently funded in the LTP on a district basis via river and waterway management rates. This was consulted on as part of the LTP process.
- [7] Effectively this a regional wide methodology as water quality improvement cost is spread across the region based on where the activity is undertaken. An option could be considered where a general rate allocation is included for each initiative however this would add an unnecessary level of administration that doesn't justify the time and cost

involved. There would also need to be a consistent way to assess the general rate allocation for each initiative and that could also incur costs. Those costs, particularly for small initiatives, would be difficult to justify.

- [8] *Staff propose that water quality improvement remains funded via river and waterway management targeted rates as per the LTP 2021-31 and that staff undertake further analysis and review of rates with a view to implementing any change in the LTP 2024-34.*

RECOMMENDATION

That the Finance Committee:

- 1) **Notes** this report.
- 2) **Endorses** the proposed approach to the two rating matters raised during deliberations for the Long-Term Plan 2021-31 being:
 - a. *To not undertake rating reviews of any flood and drainage schemes for the Annual Plan 2022-23.*
 - b. *To not amend the current water quality improvement funding policy for the Annual Plan 2022-23.*
- 3) **Notes** that both of the above rating matters will continue to be worked on as part of a wider review of rating leading into the Long-Term Plan 2024-34.

FLOOD AND DRAINAGE SCHEME RATES REVIEWS

- [9] The Council resolution requests staff to report back on options around an independent review of the existing rating basis for all flood protection and drainage schemes and provide potential cost details.
- [10] Staff note this is a complex resolution and involves multiple parameters that are interconnected, all ultimately having an impact on the level of work involved and cost.
- [11] Firstly, the resolution requests review options. There are numerous options in undertaking a rates review. At a high-level rates reviews fall into two categories:
- a. First principles reviews – a back to basics review of all rates. This is usually undertaken if current rating methods are not appropriate. A high level of engagement, time and cost is involved in a first principles review. This is likely to take a minimum of 8-12 months.
 - b. Amendment review – a specific change within the existing framework. This might be used for a new rate, to modify a rate or amend differentials. These are administratively easier and quicker but can still be time consuming and costly as some amendment reviews will still be quite complex.
- [12] Secondly, the resolution states options must be for an independent review of rates. Staff are unclear why this approach has been predetermined by Council and note that independent reviews will be significantly more expensive than undertaking reviews in house. Also note that even if independent consultants are engaged to undertake this work, there will still be a considerable staff time component involved in managing the review process and providing the information required by the consultants.

- [13] Thirdly, the resolution also states all schemes are to be included. Council operates 8 flood and drainage schemes – 3 flood schemes (Leith, Lower Taieri, Alexandra), 3 drainage schemes (East Taieri, West Taieri, Tokomairiro), 1 combined flood and drainage scheme (Lower Clutha) and 1 active river control scheme (Lower Waitaki). Again, it is unclear why Council has predetermined all schemes should be reviewed. A number of these schemes have had various levels of review undertaken in recent years. Details of these reviews are provided in para's 15-17 of this report.
- [14] Further to this point the LTP includes provision for scheme performance reviews to be undertaken for the Taieri and Clutha schemes in the initial years of the current LTP. Undertaking separate rating reviews of those schemes prior to the performance reviews being completed is likely to result in a requirement to redo the rating review once updated information is available on infrastructure investment requirements and associated intra-scheme benefit distribution that comes from those performance reviews.
- [15] The final part of the resolution requests potential costs to be provided. It is difficult to accurately know what the cost might be without going to market, however, in order to respond to the resolution staff have reviewed the cost of previous reviews and then estimated what the cost might be for this work to be undertaken independently across all the schemes as outlined in the resolution. Details of the estimated cost of the reviews are provided in para's 20-24 of this report.

Taieri flood and drainage scheme review 2011

- [16] This was requested during consultation on the LTP 2009-19. A full scheme review was undertaken including asset allocation and a benefit review.
- [17] A special consultative procedure (SCP) and audit were required, and the outcome was adopted via an amendment to the LTP 2009-19 in the Annual Plan 2011-12 which included reset benefit classifications and costs allocations.
- [18] This review was undertaken in house at a cost of \$98,000. That included \$70,000 of internal staff time, valuation / database costs of \$5,000 and audit fees of \$23,000.

Public / private benefit reviews 2016 and 2017

- [19] Reviews for the Taieri and Lower Clutha were requested during consultation on the LTP 2015-25. These reviews were limited to assessing the level of public vs private benefit of the schemes in order to determine the appropriate level of general rate allocation for each scheme.
- [20] These reviews were undertaken in 2016 and the following year the same review was undertaken for the Lower Waitaki River Control Scheme.
- [21] These two reviews cost \$49,000 and \$44,000 respectively. Both reviews resulted in an increase in the general rate funding requirement for these schemes.
- a. Lower Taieri flood increased from 4% general rates to 17%
 - b. East and West Taieri drainage increased from no general rate allocation to 8%
 - c. Lower Waitaki River Control increased from no general rate allocation to 10%

Estimated review costs

- [22] The costs of undertaking reviews will depend on exactly how many schemes are reviewed and scope of review to be undertaken. Based on the 2011 cost of \$100,000 it would cost \$800,000 to undertake reviews of all 8 schemes. Obviously, this is a simplistic way to access the likely cost as not all schemes are the same and different levels of work would be required however assuming some are more and some less it is probably a fairly reasonable indicative estimate of undertaking internal reviews across all 8 schemes.
- [23] It should be noted that the \$100,000 is the cost incurred 10 years ago and was largely internal cost. The independent reviews of public / private benefit undertaken 5 years ago cost approximately \$50,000 each and those reviews were limited in scope to only review public / private benefit which is nowhere near the scope of a full scheme review.
- [24] The \$100,000 included audit costs and these could be consolidated, and all schemes audited under one engagement. Note, rating reviews do not automatically require an audit unless an LTP amendment is required. Given the potential dollar impact and number of ratepayers impacted if all schemes are reviewed it is anticipated these reviews will result in an LTP amendment and an SCP and audit would be required.
- [25] Summary of estimated cost of reviews:
- 2011 cost \$75,000 (excluding audit)
 - times 2 to account for today's cost and to allow for external consultant input
 - equals \$150,000 per scheme
 - times 8 schemes
 - equals total of \$1.2M
- [26] Note that assumes no audit as that could be undertaken as part of the LTP 2024-34. It would also need to be determined who should pay for the cost of these reviews.

Recommended Option

- [27] *Staff propose undertaking further analysis of these rates and the underlying costs of the schemes in conjunction with the scheme performance reviews that are already included in the LTP. This information will then be used to inform an overarching review of rates during 2023 to inform the LTP 2024-34.*

REGION WIDE METHODOLOGY FOR WATER IMPROVEMENT FUNDING

- [28] Funding options for Lake Hayes were consulted on in the LTP 2021-31. Other water quality improvement options had historically been funded via local rates i.e., district general rates.
- [29] The proposal for the water quality improvement of Lake Hayes involves cost significantly bigger than any previous proposal or other proposed initiatives included in the LTP in other districts. As a result, a new targeted rate was proposed for Lake Hayes due to the scale of the work involved.
- [30] The proposed rate was based on benefit consistent with other targeted rates. The benefit analysis was undertaken by Castalia who had previously undertaken similar benefit reviews for some of Council's flood and drainage schemes.
- [31] The proposed rating allocations included local, district and region wide funding allocations which was also in line with other targeted rating i.e., for flood schemes.

[32] The total cost of Lake Hayes over the 10 years of the LTP is \$3.857M.

[33] The funding options consulted on are outlined below:

		Option 1 New TR - CV based		Option 2 R&W TR - CV based		Option 3 New UAR	
Location	Rate Units	Allocation *	Avg Rate	Allocation	Avg Rate	Allocation	Avg Rate
Lakes Hayes	290	39.5%	334.86				
Lake Hayes South	1,569	28.9%	45.35				
QL District	27,239	23.9%	2.16	100.0%	9.03		
Region	119,389	7.7%	0.16			100.0%	2.17
						Rate Units ^	113,420
* Lake Hayes and Lake Hayes South allocations adjusted to ensure total paid remains at 40% and 30% respectively							
^ Option 3 is based on a uniform rate and will only apply to contiguous rate units							
		2021/22	10 Years	2021/22	10 Years	2021/22	10 Years
Lakes Hayes		97,110	1,522,714				
Lake Hayes South		71,152	1,115,683				
Targeted RM Wanaka				73,793	1,157,093		
Targeted RM Wakatipu				172,184	2,699,884		
Total Targeted		168,263	2,638,397	245,977	3,856,977	-	-
Central Otago District		2,227	34,914			29,578	463,797
Clutha District		1,756	27,527			20,724	324,950
Dunedin City		8,601	134,862			113,673	1,782,425
Queenstown Lakes District		231,526	3,630,377	245,977	3,856,977	58,889	923,399
Waitaki District		1,868	29,297			23,112	362,405
Total Rates (GST Inclusive)		245,977	3,856,977	245,977	3,856,977	245,977	3,856,977

[34] Option 1 was the preferred option for consultation. This allocated the largest portion to the immediate Lake Hayes area with \$226,000 being allocated regionally over the 10 years (i.e., \$26,000 per annum on average). This option was rejected following consultation.

[35] Option 2 is the option that was adopted following consultation and allocates all costs to the Queenstown Lakes District via the two river and waterway management rates in that district. It should be noted that Wanaka residents pay \$1.157M under this option and we received no real feedback that they were concerned about this during the consultation process or subsequently when rates invoices were issued.

[36] Option 3 was a uniform regional rate applied as a fixed dollar amount to each property across the region. Councillors endorsed this option being included in the consultation document late in the process without staff putting this forward as an option. It's unclear why there was a desire from Councillors to include this as the table above clearly shows it would have meant Dunedin residents would have almost paid half of the cost associated with Lake Hayes and almost double the amount paid by Queenstown Lakes District residents. Consultation feedback from those outside of Queenstown Lakes was not supportive of this option. It should also be noted those ratepayers had no say in the proposed solution for Lakes Hayes as consultation on the amount being spent only occurred within the local community.

[37] Other water quality remediation initiatives included in the LTP include Tomahawk and Tuakitoto which are estimated to cost \$260,000 each over two to three years. This is

significantly less than Lakes Hayes and total cost at this level doesn't warrant incurring cost to determine the regional benefit allocation of those initiatives.

- [38] Based on the Castalia benefit review, the regional funding allocation of Lakes Hayes would be on average \$26,000 per annum. There would also potentially be a regional share of other initiatives. Staff question the benefit of reallocating backwards and forwards across districts and, as more initiative are implemented across the region, these allocations should ultimately cancel each other out.
- [39] There are also a number of other rates funding on a local/district basis and if any of the Lake Hayes cost was allocated regionally there should be a review of those rates to ensure the rating principles were consistent. These include South Dunedin, Predator Free Dunedin and Public Transport which are 100% targeted rate funded.
- [40] As noted, Queenstown Lakes District is split into two river and waterway management areas differing from other districts where the whole district is covered by one river and waterway management targeted rated zone.
- [41] Staff consider it would be better to review all these rates at the same time and ensure a consistent approach is applied rather than just amending the rate for Lake Hayes or water quality improvement as proposed in the LTP resolution.

Recommended Option

- [42] *That water quality improvement remains funded via river and waterway management targeted rates as per the LTP 2021-31 and that staff undertake further analysis and review of rates with a view to implementing any change in the LTP 2024-34.*

CONSIDERATIONS

Strategic Framework and Policy Considerations

- [43] Rates and funding of activities are outlined in the Revenue and Financing Policy. Any changes to rates will require amendment of that policy and depending on the level of significance of proposed changes may require consultation and trigger an LTP amendment.

Financial Considerations

- [44] There are no financial considerations from the recommended course of action as rates will remain in line with the LTP. Should a different course of action be adopted there could be financial implications which are outlined in this paper.

Significance and Engagement Considerations

- [45] Changes to rates may trigger He Mahi Rau Rika (Council's Significance, Engagement and Maori Participation Policy). That depend on the materiality of any changes to rates being proposed and the number of ratepayers impacted. If the changes were deemed significant, engagement would be required which could involve a full special consultative procedure under the Local Government Act 2002.

Legislative and Risk Considerations

[46] Legal requirements for setting rates are included in the Local Government (Rating) Act 2002 and the Local Government Act 2002. The recommendations in this paper are proposed to ensure that Council complies with the legal requirements of these Acts.

Climate Change Considerations

[47] There are no climate change considerations.

Communications Considerations

[48] There are no communications considerations with the recommended course of action.

NEXT STEPS

[49] The Annual Plan 2022-23 will be completed using the Revenue and Financing Policy currently adopted and included in the LTP 2021-31.

[50] Over the next 12-18 months analysis will continue to be undertaken on Council's suite of rates. Scheme performance reviews are also scheduled to be completed over the initial period of the LTP.

[51] This analysis will be used to inform a review of rates leading into the LTP 2024-34.

[52] It is envisaged that review will be completed by mid-2023 and consulted on ahead of the LTP 2024-34 which will be consulted on in early 2024.

ATTACHMENTS

Nil

7.11. Regional Shared Services

Prepared for: Council
Report No. CS2156
Activity: Governance Report
Author: Nick Donnelly, General Manager Corporate Services
Endorsed by: Sarah Gardner, Chief Executive
Date: 9 December 2021

PURPOSE

- [1] To seek Council's endorsement of Council becoming a shareholder in a proposed regional sector shared services organisation and seek approval to prepare documentation to undertake consultation on that proposal.

EXECUTIVE SUMMARY

- [2] The proposal to create a regional sector shared services organisation (RSSO) is outlined in the attached letter, briefing paper and business case.
- [3] The regional sector, through the regional Chief Executive forum, is proposing a new RSSO is established to consolidate existing collaboration programmes and put in place a fit for purpose structure to enable the sector to respond quickly to shared issues and opportunities while sharing cost and resources. It will also provide a platform for future strategic regional sector shared services initiatives.
- [4] The intention is to create a Council Controlled Organisation (CCO) based on the current Regional Services Holdings Limited (RSHL) model. RSHL is an existing shared services CCO owned by six regional Councils. RSHL currently provides a range of shared services to those Councils and the wider regional sector.
- [5] Council has the opportunity to become a shareholder in a new RSSO entity. Alternatively, Council may choose not to become a shareholder and effectively choose to continue participating in regional collaborative opportunities as a customer of the new entity only.
- [6] There is no increase in current costs through participation in the proposed RSSO CCO as a shareholder although that could change over time. The benefit of becoming a shareholder in the new entity is that Council will have an ownership and governance say in the administration of the entity which is not currently the case with RSHL.
- [7] If Council wishes to become a shareholder in a CCO, consultation is required under the Local Government Act 2002 (LGA 2002).

RECOMMENDATION

That the Council:

- 1) **Notes** this report.
- 2) **Endorses** the establishment of a regional sector shared services organisation.
- 3) **Endorses** Council becoming a shareholder in a regional sector shared services organisation once that entity is established.
- 4) **Approves** the preparation of consultation documentation as required under the Local Government Act 2002 to enable consultation to be undertaken on Council becoming a shareholder in a new regional sector shared services organisation.
- 5) **Authorises** the Chief Executive to provide a letter to Regional Services Holdings Limited, indicating Council's intent to become a shareholder in the proposed new regional sector share services organisation.

CONSIDERATIONS

Strategic Framework and Policy Considerations

[8] There are no strategic framework or policy considerations.

Financial Considerations

[9] There are no financial considerations of joining the proposed CCO. However, there may be costs and/or savings as a result of membership and shared work programmes delivered by the entity.

Significance and Engagement

[10] Under s.56 of the Local Government Act 2002 (LGA 2002) consultation is required via a special consultative process (s.82 of the LGA 2002) before Council can establish or become a shareholder in a CCO or CCTO.

Legislative and Risk Considerations

[11] There are legislative requirements around becoming a shareholder in a CCTO as outlined above.

Climate Change Considerations

[12] There are no climate change considerations.

Communications Considerations

[13] There are no communications considerations other than the requirement to consult as outlined above.

NEXT STEPS

[14] If approved, a consultation document would be prepared and presented back to Council for approval to proceed with consultation in early 2022.

ATTACHMENTS

1. Letter to councils regarded RSSO Membership ORC [7.11.1 - 2 pages]
2. Regional Sector Shared Services Briefing Paper September 2021 [7.11.2 - 4 pages]
3. Regional Sector Shared Services Business Case [7.11.3 - 42 pages]



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Sarah Gardner
Otago Regional Council
Private Bag 1954
Dunedin 9054

—

22 September 2021

RE: Creation of a Regional Sector Shared Services Organisation.

Tēnā koe Sarah,

At the Regional Chief Executives Group meeting on the 3rd of August 2021 the business case for creation of a regional sector shared services organisation was tabled for approval.

The business case is included with this letter, as is a briefing paper for council senior staff and councillors.

The Chief Executive Group passed the following resolutions at the meeting:

- APPROVE the Regional Sector Shared Services Organisation Business Case.
- AGREE to the creation of a Regional Sector Shared Services Organisation.
- AGREE to allocate the sum of \$75k under the 2021-22 Sector Business Plan to develop the organization.
- AGREE to seek a letter of intent from the 16 Regional Sector Organisations to become a shareholder of the new organisation.

With respect to the fourth resolution, could you please outline your councils' intentions with respect to becoming a shareholder of the new organisation. Specifically:

- If you intend to become a shareholder at the establishment of the new company,
- Whether you expect to undertake community consultation on this matter,
- Any specific questions or issues that your council would expect to be resolved prior to becoming a shareholder.
- Your point of contact for this initiative.

Please provide this response as soon as possible, but at the latest, by 15 October 2021.

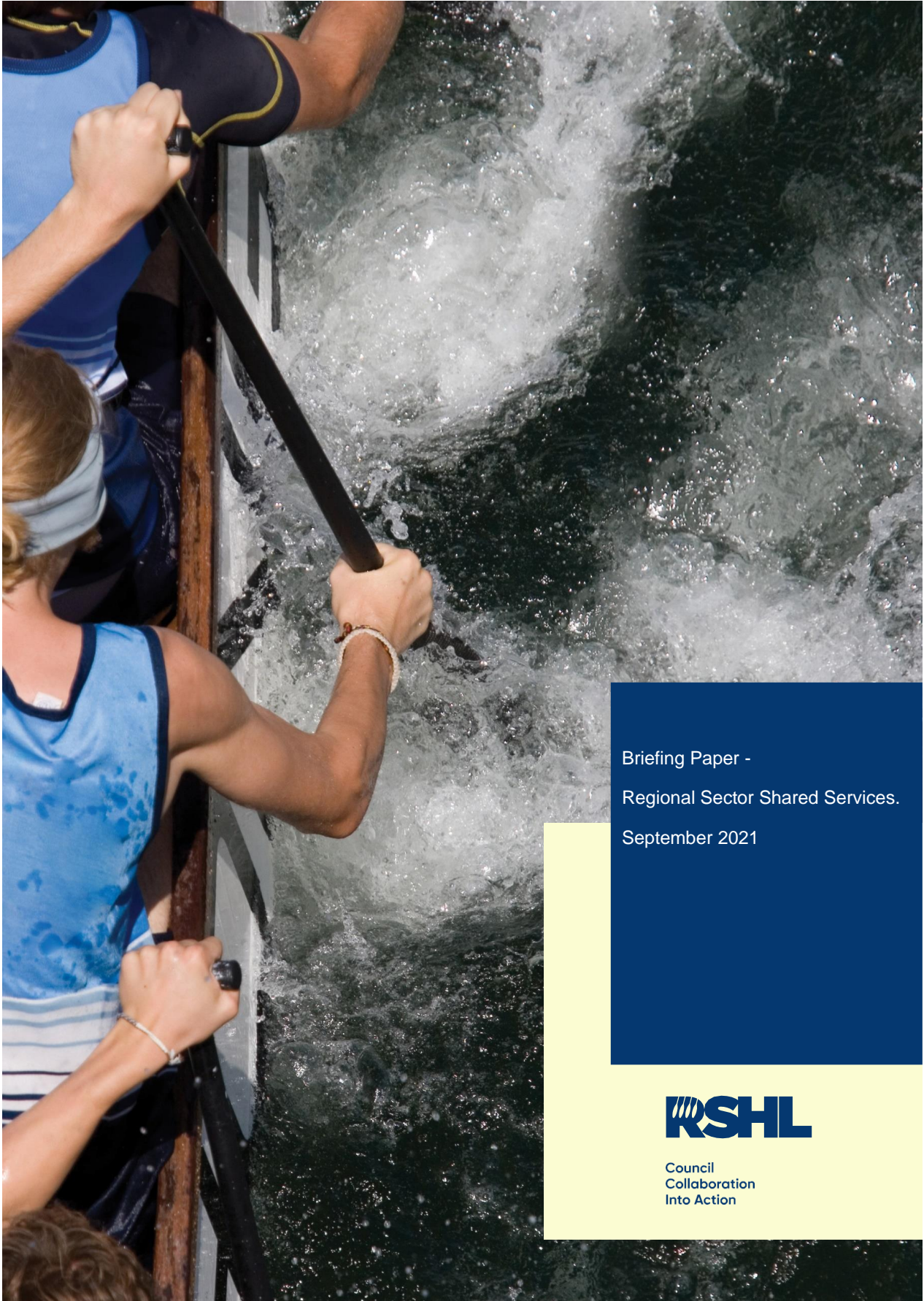
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action.

The creation of a Regional Sector Shared Services organisation is an exciting step forward for the sector, and an important foundational building block. We thank you for your support of this important work.

Nāku iti noa, nā

A handwritten signature in black ink, appearing to read 'M.D.', with a large, sweeping flourish underneath.

Mark Donnelly
General Manager
Regional Software Holdings Limited.



Briefing Paper -
Regional Sector Shared Services.
September 2021



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Introduction

On the 3rd of August 2021 the Regional Chief Executive Officers Group approved a business case for the development of a Regional Sector Shared Services Organisation, passing the following resolutions:

- APPROVE the Regional Sector Shared Services Organisation Business Case.
- AGREE to the creation of a Regional Sector Shared Services Organisation.
- AGREE to allocate the sum of \$75k under the 2021-22 Sector Business Plan to develop the organisation.
- AGREE to seek a letter of intent from the 16 regional sector organisations to become a shareholder of the new organisation.

The purpose of this paper is to brief councils on this important initiative for the regional sector.

Background

Regional Councils and Unitary Authorities (the regional sector) are responding to an unprecedented period of challenge and change. Local government and resource management reform is occurring concurrently with implementation of new comprehensive freshwater regulations. Internally, councils are struggling to attract and retain talent, while community expectations are increasing.

All of this is happening in the context of a global pandemic and climate change.

The sector has several resource sharing and collaboration programmes in place. Examples include the Special Interest Group (SIG) Network, EMAR/LAWA, Essential Freshwater Implementation Programme, the Regional Sector Office, the Sector Financial Management System and Regional Software Holdings Limited (RSHL).

The relationship between councils in the regional sector is becoming stronger as we seek collective solutions to shared challenges. Kotahitanga (Unity) is a central theme of the Regional Sector Strategy and Business Plan.

The next evolutionary step is to consolidate existing collaboration programmes and put in place a fit-for-purpose structure that will enable the sector to respond quickly to shared issues and opportunities, while sharing cost and resources. Ultimately, **doing more for less**.

This new structure will also support and enable shared services of larger scope, when it makes sense to do so.

There are several initiatives in progress that may eventually require the creation of shared services. These include Environmental Data Management, Farm Data Management, Consenting Hubs, Resource Sharing, and IRIS Next Generation.

The regional sector intends to implement a regional sector shared services organisation. This will be a Council Controlled Organisation¹ based on the current RSHL model. The sector will consolidate existing collaboration and resource sharing activities under RSHL. RSHL already has much of the capability required for the shared services organisation.

The consolidated organisation will provide the platform for future strategic regional sector shared services initiatives.

RSHL	<p>Regional Software Holdings Limited is a not-for-profit Council Controlled Organisation (CCO) that exists to help the regional sector achieve outcomes through collaboration and operate the IRIS Programme, the Sector Financial Management System and ReCoCo on behalf of the sector.</p> <p>RSHL's strategic focus is to deliver a broad scope of shared services to the regional sector.</p> <p>RSHL is currently owned by six Regional Councils but provides services to all organisations in the regional sector.</p>
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¹ A Council Controlled Organisation (CCO) is an entity in which local authorities control 50% or more of the voting rights or appoint 50% or more of the members of the governing body. A CCO can be a company, trust, partnership, incorporated society, joint venture, or other similar profit-sharing arrangement. The purpose of a CCO is to conduct commercial and non-commercial activities on behalf of local authorities.

Document ID: RSHL-587691331-5009

What are the drivers for change?

- Increased pressures from Central Government to input into, implement and deliver a broad range of reform packages.
- Changes to the shape and future of local government. These are posed in the form of the Resource Management Act reform and the Three Waters proposal. The Sector must consider how it is best placed to meet these challenges.
- Severe capacity and capability issues and competition between councils to attract and retain talent.
- Expectations from our communities for councils to do more with less.
- The need for the Sector to demonstrate that it can act cohesively to respond to a changing strategic landscape.

How will this benefit councils?

This change will have several benefits to councils in the regional sector, both collectively and individually.

- Primarily, councils can expect improved outcomes from investments in sector shared programmes.
- The change will increase the credibility of the sector as a trusted deliverer with a unified and consistent sector profile.
- The change will also reduce the lead time for the implementation of shared services.

A review by PWC recommended using the current RSHL model, which will be expanded to create an organisation owned by all (or close to all) regional sector organisations. Ideally all Regional Councils and Unitary Authorities will take a nominal shareholding in RSHL.

Recognising that not all councils will be able to complete the necessary steps to take a shareholding in RSHL immediately, the company will be structured in such a way as to allow councils to join when it is practical to do so.

Governance and representation

The business case recommends the creation of an organisation that all regional councils and unitary authorities will invest in, fairly sharing the benefits, costs, and risks of the investment.

It is proposed that the new organisation would have a board of eight directors, appointed by the shareholding councils.

Shared services framework

Based on the principle that benefit, cost and risk should be shared between councils that participate in any given project, large programmes will be contained within wholly owned trustee companies to partition benefit, cost, and risk. This simplifies asset and debt ownership.

Cost and Risk

It is expected that the management and administrative costs for the new organisation will be funded using existing funding for the Sector Office and the RSHL Management & Administration budget. **As such there will be no net increase in costs to councils through participation in the CCO.**

The CCO model spreads the risks for any shared activities across the participating councils, mitigating and minimising the risk to individual councils. RSHL already has the necessary controls and processes in place to manage risk.

Next Steps

The Regional Sector Shared Services implementation project is in the initiation phase. Key activities under way are:

- Establishment of a steering group made up of Chief Executives and RSHL board members.
- Confirmation of councils' intention to participate in the regional sector shared services organisation.
- Detailed planning for implementation.

We expect to provide further updates to councils by 30 October 2021.

If you would like further information, please contact Mark Donnelly, RSHL General Manager at mark.donnelly@rshl.co.nz.

Document ID: RSHL-587691331-5009

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Regional Sector Shared Services Organisation

Single Stage Business Case

Prepared by:	Mark Donnelly, Manager RSHL Trina Falconer, ReCoCo Project Manager
Prepared for:	Regional CEs Forum
Date:	July 23 2021
Version:	V 1.0
Status:	Final

Document Control

Document Information

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Document History

Version	Issue Date	Changes
0.9	18/07/2021	Final Draft for discussion.
1.0	23/07/2021	Version finalised for submission

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Glossary of Terms

Term	Definition
RSHL	Regional Shared Holdings Limited is a not-for-profit Council Controlled Organisation (CCO) that exists to help the regional council sector achieve outcomes through collaboration and operate the IRIS Programme, the Sector Financial Management System and ReCoCo on behalf of the sector.
SIG Network	Special Interest Groups (currently 28) that represents the broad range of professional and technical disciplines within Regional Councils and Unitary Authorities
IRIS	Software platform that supports regional sector regulatory functions for 7 councils. Currently undergoing RFP for IRIS NextGen
SFMS	Sector Financial Management System provides management of the funding for regional sector collaborative programmes
ReCoCo	Regional Council Collaboration is a programme under the SFMS led by the Corporate & Finance SIG to deliver collaborative technology projects for groups of regional councils
CCO	A Council Controlled Organisation is an entity in which one or more local authorities control 50% or more of the voting rights or appoint 50% or more of the members of the governing body. A CCO can be a company, trust, partnership, incorporated society, joint venture or other similar profit-sharing arrangement
LAWA	Land, Air, Water Aotearoa – collaboration of organisations including regional and authoritarian councils to share environmental data and information.
EMAR	Environmental Monitoring and Reporting - partnership between Local Government NZ's Regional Sector and the Ministry for the Environment (MfE) to achieve consistent and integrated regional and national environmental data collection and reporting.
RSSSO	Regional Sector Shared Service Organisation – the proposed new Regional sector entity

Executive Summary

This business case seeks approval for a Regional Sector Shared Services Council Controlled Organisation (RSSSO) based on RSHL, creating a platform for new large-scale shared service opportunities and consolidating current collaborations including:

- Environmental Data Reporting i.e. LAWA/EMAR;
- Special Interest Group (SIG) network;
- Regional Sector Offices;
- IRIS Programmes; and
- ReCoCO Programmes.

The consolidated organisation will provide the platform for strategic regional sector shared services initiatives.

Why would we do this?

This business case identifies drivers that support the need for investment. Compelling drivers noted are:

- Increased pressures from Central Government to input into, implement and deliver a broad range of reform packages, often without additional resource. There is an expectation that this trend will continue.
- Substantive changes to the shape and future of local government are likely. These are posed in the form of the Resource Management Act reform and the Three Waters package. This provides the Sector with a timely opportunity to consider how it is best placed to meet these challenges.
- Severe capacity and capability issues; and the currently undesirable scenario which pits council against council in competition to attract and retain a small pool of talent.
- Expectations of the community for councils to do more but with less.
- The need for the Sector to demonstrate that it can act cohesively to respond to a changing strategic landscape.
- The need for the sector to respond quickly to emerging opportunities and issues.
- Limitations of the existing regional sector shared services entity (RSHL) to respond to the above challenges on behalf of the whole sector.

Investment Objectives

This business case seeks to provide a solution to align with the identified key investment objectives of:

1. The Sector is better prepared to respond to future challenges.
2. Better return on investment with a focus on quality of outcome and value proposition of sector is realised.
3. Increased credibility of the sector as a trusted deliverer with a unified and consistent sector profile.
4. Improved staff attraction and retention.
5. Consistent good practise process across the sector and within councils.

Preferred Way Forward

The preferred implementation approach is to restructure RSHL as the Council Controlled Organisation to provide the structure for RSSSO. By modifying the existing structure of RSHL, future flexibility will be provided.

A thorough review by PWC has indicated support for the ownership model which will be expected to create an organisation that is owned by the 16 Regional Councils and Unitary Authorities, each with a nominal shareholding for the company.

Governance and representation

The business case recommends the creation of an organisation that all regional councils and unitary authorities could invest in, fairly sharing the benefits, costs and risks of the investment.

It is proposed that the new organisation would have a board of 8, appointed by the member councils.

The objective is to have an entity that all regional and unitary authorities own, to create efficiencies, spread cost and risk, and to deliver an aligned sector response to upcoming reforms, provide consistent guidance for local authorities, and a cohesive and consistent service to the NZ public.

For each programme of work, Advisory Groups will continue to provide feedback, support and representation from councils.

Shared services framework

Based on the principal that cost and risk should be shared between councils that participate, with RSHL engaging suppliers or facilitating the service and initiating projects.

It is proposed that capital projects to be contained within wholly-owned trustee companies to partition benefit, cost and risk. This simplifies of assets ownership by creating compartmentalisation of ownership for each asset.

Costs

It is expected that the Management and Administrative costs for the new organisation will be funded using existing funding for the Sector Office budget and RSHL Management & Administration budget. As such there will be no net increase in costs to councils through participation.

Business Case Purpose

This business case seeks approval to restructure the current RSHL organisation into a platform for new large-scale shared service opportunities and consolidating current collaborations for NZ Regional Councils.

An investment of \$75,000 in 2020/21 and \$50,000 in 2021/22 has been approved from the Sector Business Plan to cover external specialist advice into the establishment of a Regional Sector Shared Service Organisation (RSSSO) including:

- Professional legal services;
- Accounting support;
- Communications and Engagement;
- Stakeholder Management; and
- Project Management.

The current shareholders of RSHL will also provide funding and in-kind support.

The Strategic Case

Strategic Context

RSHL's strategic focus is to deliver a broad scope of shared services to the regional council sector (the Sector). The current structure of RSHL means its ability to meet this objective is limited.

There are five employees working full-time on Regional Sector activities:

- CEOs Executive Principle Advisor
- SIG Network Administrator
- EMAR Project Manager
- IRIS Project Manager
- RSHL General Manager

Those employees are employed by RSHL, Horizons and Otago Regional Council.

There are several current and emerging initiatives that are driving the need to revisit the structure and operation of RSHL. These include Resource Sharing, IRIS NextGen, Environmental Data Management, Farm Data Management and Consenting Hubs.

Regional Shared Holdings Limited Overview

RSHL was initiated in 2008 by six founding shareholder councils - Northland Regional Council, Waikato Regional Council, Horizons Regional Council, Taranaki Regional Council, West Coast Regional Council and Southland Regional Council - to put in place shared services for the Integrated Regional Information System (IRIS), designed to meet regional council regulatory management requirements.

To facilitate the governance, management, and procurement of IRIS, RSHL was established as a Council Controlled Organisation (CCO) with shareholdings agreed on a range of size factors. Alongside development and operation of the IRIS solution, the scope of RSHL activity has increased to include support for a range of regional sector work programmes that provides greater consistency in how we operate our core processes.

RSHL provides a more cost-effective alternative than what individual councils can achieve on their own.

The company operates by facilitating collaborative initiatives between councils and through managed contractual arrangements. Some councils are both customers of RSHL and providers of service to RSHL.

Ownership and Governance

The ownership and governance structure of RSHL is limited to the 6 founding councils.

Under this structure, RSHL has been able to provide effective support for ReCoCo and the Sector Financial Management System. These programmes are classified as "PayGo" meaning funding is received and used to obtain services on behalf of the sector. These programmes carry little or no residual risk to RSHL and its shareholders.

As the sector seeks to consolidate its staff under one organisation, and invest in larger, more complex projects; including capital projects, it is not tenable for RSHL and the 6 shareholders to carry the inherent risks and liabilities on behalf of the sector.

Brand and Position.

The Sector is seeking to use RSHL as a vehicle to further its objectives. The current branding and positioning of RSHL is not consistent with an increased role as the Sector's change vehicle. RSHL will need to be repositioned and aligned with the sector brand.

Alignment to existing strategies

Central Government is implementing a broad range of reform packages, and it is expected that this trend will continue. The reforms that the regional sector is currently facing include:

- Freshwater Implementation;
- RMA Reform; and
- Climate Change.

Central Government is expecting the sector to input into, implement and deliver the above reform packages. Substantive changes to the shape and future of local government are also likely.

These are posed in the form of the Resource Management Act reform and the Three Waters package. Additionally, on 23 April 2021 the Minister of Local Government announced a Review into the Future for Local Government. The Minister is seeking recommendations from the Review that look to achieve:

- a resilient and sustainable local government system that is fit for purpose and has the flexibility and incentives to adapt to the future needs of local communities;
- public trust/confidence in local authorities and the local regulatory system that leads to strong leadership;
- effective partnerships between mana whenua, and central and local government in order to better provide for the social, environmental, cultural, and economic wellbeing of communities; and
- a local government system that actively embodies the Treaty partnership, through the role and representation of iwi/Māori in local government, and seeks to uphold the Treaty of Waitangi (Te Tiriti o Waitangi) and its principles through its functions and processes.

The scope of the review comprises what local government does, how it does it, and how it pays for it. The scope will include a future looking view of the following:

- roles, functions and partnerships;
- representation and governance; and
- funding and financing.

In light of the significant changes ahead it is critical that the Sector demonstrates that it can act cohesively to respond to a changing strategic landscape. It will also be important to collaborate together to identify the challenges and gain a common understanding and approach to the solutions so that the sector can influence the reform outcomes in a positive and constructive way.

Feasibility of a Regional Shared Service Organisation

In order to gain an understanding of the value and support of a Regional Shared Service Organisation, a feasibility report was written by Rina Douglas, Executive Principal Adviser to the Regional Chief Executives (RCEOs) Group and Mark Donnelly, General Manager RSHL. This was presented to the Regional Council Chief Executives on 07th April 2021 outlining the issues the proposal for consolidation was addressing.

The feasibility report was set out to address:

- The strategic opportunities and issues for a collaborative shared services approach.
- A potential structure for a shared services organisation.
- A roadmap for the creation of a shared services model.

The feasibility report highlighted the value to be created in consolidating the sectors current activities under one organisation. The consolidated organisation will then provide the ideal platform for wider shared services.

The feasibility report was approved to progress to business case with the recommendation that a working party formed by a section of Chief Executives from Regional Council to provide key oversight and governance.

A project team was formed of Subject Matter Experts across the sector to provide insight and assistance in the development of a business case.

PWC was engaged to provide advice on a new operating model for RSHL that allows it to fulfil its role as a fully-fledged shared services organisation for the regional sector which allow flexibility to accommodate the changing needs of the sector.

Key Drivers

With the environmental, regulatory and political landscape changing at an unprecedented rate, community and central government have increased expectations of the regional sector to deliver meaningful change.

Through collaboration, the Sector can use resources more efficiently, deliver greater national consistency and achieve economies of scale in the implementation of common policies, services and programmes.

RSHL still provides a potential vehicle to embrace the consolidation of shared services for the Sector, but will require structural changes to allow more flexibility around participation.

Changing the structure of RSHL to allow shareholders to enter and exit more easily, allocate risk appropriately, and apportion costs fairly, will generate more buy-in from councils to a collaborative shared services delivery model.

The key drivers to invest in a Shared Service Organisation have been identified as:

Driver 1	Central Government Pressure: increasing pressures from Central Government to implement and deliver a broad range of reform packages (eg Resource Management Act (RMA), Three Waters), often without additional resource
Driver 2	Value for money: expectations of the community for councils to do more, but with less

Driver 3	Cohesive sector: the need for the Sector to demonstrate that it can act cohesively and quickly to emerging opportunities and issues across all 16 councils (five of which are unitary authorities).
Driver 4	Increasing Utilisation and Sharing of Scarce Resources: Create an environment where it is easier for councils to share scarce resources, ensuring maximum utilisation of specialist talent and knowledge across the Sector

Driver 1 – Central Government Pressure

With increasing pressure from central government to deliver on a broad range of reform packages, and no concurrent resource boost for councils beyond traditional funding streams, significant funding challenges are expected for councils to meet additional capacity demands.

The risk with individual councils finding independent pathways to resolve capacity demands, an overall lack of alignment, duplication of effort, inconsistent interpretations of government policy, local concerns over-riding national direction, and overall fragmentation of the delivery on central government reform. Looking ahead to the rollout of combined regional and district plans, these factors will only embed inconsistency across the country, ultimately resulting in confusion, and increased compliance costs, on the ratepaying public, along with a weakened voice for the sector.

With a shared service organisation across the sector, it is expected that these risks will be largely mitigated, with delivery of an aligned sector response to upcoming reforms, consistent guidance for local authorities, and coherent delivery to the NZ public.

Driver 2 – Value for Money

The drivers here are technological (change is accelerating, altering public expectations around service levels), and reducing levels of community tolerance for year-on-year rate increases that eclipse the rate of inflation.

The reasonable public expectation is that the sector should be able to innovate, find efficiencies, and deliver higher service levels, within the money already rated from the public purse. This effort is hampered under the risks outlined in Driver 1.

Driver 3 – Cohesive Sector

The focus here is all about cohesive and consistent services to the public, independent of structures, systems, and capacity within individual councils. Building off the value of money driver, better use of resources leads to greater cross-sector alignment, and an overall customer-facing experience that is better organised, with reliable and predictable service delivery.

The influence that the sector has is seen when it takes a collaborative approach to addressing national challenges (EMaR/LAWA). With the broad range of community outcomes where the sector is accountable to the public, through outputs such as public safety (emergency management, river management), bio-security, regulatory, and public transport, there is opportunity to grow, reach and influence by putting community engagement and service delivery at the fore-front of shared services strategy.

A solution is sought for councils to share risks and to resolve:

- Contention between national and local councils – single spatial plan for each region each subject to community consultation.

- Customer confusion – need for consistency of information with our customers
- Inconsistency in levels of service in common areas which are understood and agreed upon including public safety, bio-security, regulatory, public transport
- Many different access points for customers to find information – unpredictable levels and information

Driver 4 – Increasing Utilisation and Sharing of Scarce Resources

With growing demands in areas such as freshwater reform, the Sector finds itself in competition amongst its members for a limited pool of specialised people. Smaller and provincial councils will be at a disadvantage, resulting in uneven reform implementation, with consequent rise in risk status on successful delivery on central government policy initiatives. While "capability and capacity matters can be overcome through assistance provided by central government, or through shared services with other regional councils and specialist expertise can ... be contracted in when needed to smaller councils"¹, the tension from the overriding competition of a diminishing resource pool remains.

Resource sharing supports retention especially in less desirable areas. Sharing provides more lifestyle choices to high value staff. Having a national solution provides the scope to influence and impact without being restricted to place of residence.

The Case for Change

A benefits workshop with representatives from the Sector was undertaken to identify what was being sought from the business change, the value that will be provided to our stakeholders and what capabilities are required to be built to enable the success of the business case.

From this work, key investment objectives were identified to define the desired outcomes for the proposed investment.

Investment objectives

Investment Objective 1	Sector better prepared to respond to future challenges
Investment Objective 2	Better return on investment with a focus on quality of outcome/ Value proposition of the sector is realised
Investment Objective 3	Increased credibility of the sector as a trusted deliverer / Unified and consistent sector profile
Investment Objective 4	Improved key staff attraction and retention
Investment Objective 5	Consistent good practise in processes within councils

¹ <https://www.lgnz.co.nz/assets/Uploads/0d8247b887/Local-Government-Regulatory-Review-submission.pdf>

INVESTMENT OBJECTIVE 1

KEY FACTORS	Sector better prepared to respond to future challenges
Existing Arrangements	Sector organisations often work independently of each other while responding to events or regulatory functions. This causes a duplication of effort and is limited by the resources available
Business Needs	Ability to adapt and respond in a timely manner to future challenges that trends in economic, social, demographics, environmental and technology that will impact local government regulatory functions in the future.
Potential Scope	Provision of a vehicle for delivery of sector outcomes that provides flexibility for initiatives requiring a cohesive, collective response when the sector has many similarities. Implementation of structure that provides a repeatable methodology to prevent duplication of effort and outputs.
Potential Benefit	Improved and timely responses to strategic issues and opportunities Risk spread across the sector with collective problem solving.
Potential Risks	Not all regional or unitary authorities will engage in change initiatives, which could result in some being left behind, their views are not known and considered, and/or they undermine the CCO's sector-spokesperson role if they are not involved.
Constraints & Dependencies	Sector may not wish to invest in initiatives or changes until they see what the RMA looks like

INVESTMENT OBJECTIVE 2

KEY FACTORS	Better return on investment with a focus on quality of outcome
Existing Arrangements	Benefit realisation is generally not managed well across the sector with limited visibility of the return of investment and quality of outcomes.
Business Needs	Investment against activity instead of outcomes. Vehicle enabled that can demonstrate through reporting: <ul style="list-style-type: none"> • Portfolio, programme and project management • Key stakeholder framework engaged • Outcomes delivered and benefits achieved at the appropriate level
Potential Scope	Benefit framework across the sector providing management and reporting of benefits. PMO driven quality assurance framework.
Potential Benefit	Increase realisation and visibility of benefits including cash releasing as well as other
Potential Risks	Return on investment is difficult to measure meaning that the benefits are not fully understood or captured Some regional or unitary authorities may choose not to take part, reducing the potential benefits
Constraints & Dependencies	Benefit management concepts are not consistently applied across councils.

INVESTMENT OBJECTIVE 3

KEY FACTORS	Increased credibility of the sector as a trusted deliverer
Existing Arrangements	The environmental, regulatory and political landscape is changing at an unprecedented rate. At the same time the community and central government have increased expectations of the Regional Sector to deliver meaningful change. There is limited visibility of the activity and outcomes of the projects within the current RSHL structure because RSHL only has a portion of regional councils as shareholders, therefore it doesn't have the mandate, profile and sector input to represent the whole sector.
Business Needs	Kotahitanga – to speak as one voice and have an engagement model that delivers a unified approach Delivery of better project outcomes for less cost. Increased engagement with government agencies and a single entity of contact for government agencies to engage with the sector. Increased willingness from Central Government to fund regional sector projects. Wider range of collaborative projects across the scope of regional sector activities.
Potential Scope	Strong branding for the RSHL CCO and associated deliverables Improved stakeholder model Mature PMO structure Coherent roles and responsibilities across the Sector collaboration models
Potential Benefit	Increased collaboration programmes/projects initiated and delivered Reduced funds allocated to unviable projects. Increased engagement with Central Government, including the ability for the sector to feed back to Central Government in a more effective way
Potential Risks	Not all regional or unitary authorities will engage in every initiative, which could result in some being left behind, their views are not known and considered, and/or they undermine the CCO's sector-spokesperson role if they are not involved.
Constraints & Dependencies	Success will be reliant on regional and unitary authorities engaging with the entity and contributing to initiatives

INVESTMENT OBJECTIVE 4

KEY FACTORS	Improved key staff attraction and retention
Existing Arrangements	There is high competition for Sector staff from central government and private organisations. Resources with the skill and capacity to meet the ever increasing demands of local government are limited and certain areas across the country are seen as less desirable from a lifestyle perspective and struggle to recruit and retain skilled staff.
Business Needs	The Sector requires the ability to offer flexibility for key staff including taking advantage of the gains developed over the last year with the uptake and confidence in remote working.
Potential Scope	A collaborative approach within the sector on programmes of work and responses to government reform/questions will increase access to key resources as they will be able to lead and guide on a national basis as opposed to regional. Resource sharing arrangements will make it easier for councils to share resources and provide more flexibility for staff.

Potential Benefit	Flexible ways of working including remote working and opportunities across a national shared service platform will provide more opportunities for all regions to access the right resources. Improved knowledge sharing across the sector supporting better working environments
Potential Risks	Council concerns around poaching may make them reluctant to share staff with other councils. Commercial disagreements on costs and deliverables may cause ill-will between councils, leading to disengagement from the programme.
Constraints & Dependencies	Sector is limited in its ability to meet competitive salaries offered by private organisations. Inconsistent processes will make it more difficult for staff to move between councils and be productive. (See objective 7) Employment law will limit the ability of councils to move staff between locations without their agreement.

INVESTMENT OBJECTIVE 5

KEY FACTORS	Consistent good practise in processes within councils
Existing Arrangements	Central government designs regulation but often leaves it up to councils to design their process for implementation. There is contention between national and local councils – single spatial plan for each region, each subject to community consultation resulting in various practises in processes. Customers who straddle more than one region can get different experiences and rulings from each without consistency. This can result in customer confusion and inconsistency in levels of services that are understood and agreed upon. A ‘Good Practice Model’ was developed for the local government sector by Taituarā (previously SOLGM) as an online resource to meet the challenges faced by inconsistent practises across councils however the uptake and adoption of this model is unknown
Business Needs	Within each area of local government, the sector needs to reflect the expectations of the different characteristics and priorities of the community however the processes and practises should align to a standard that is “as national as possible, as local as necessary”. Agreed and driven guidance and templates across the Sector Single point of entry for customers to find information that is consistent across the sector
Potential Scope	An audit of the adoption and engagement of Sector using the Good Practice model
Potential Benefit	Improved compliance in meeting RMA targets Better experience for the customer who would get a more consistent approach from different regional councils (for example if their property straddles two regions)
Potential Risks	
Constraints & Dependencies	Different regional community needs and wants which require a collaboration model to provide flexibility in meeting regional challenges and opportunities

Main risks

Risks resulting from uncertain events that could potentially negatively impact on the achievement of the benefits for a consolidated shared service organisation were identified below.

Main Risks	Consequence (H/M/L)	Likelihood (H/M/L)	Comments and Risk Management Strategies
RSSSO will be perceived as a provider for all shared services/sector engagement within the Regional Councils and there will be an expectation that they have ownership against all initiatives that will benefit from a collaborative approach	M	H	<p>Road map to be developed to clearly show scope and timelines for delivery of areas of consolidation and progress towards this.</p> <p>Evaluation framework to identify and prioritise the initiatives that will become part of the RSSO and which will/may be included in future evolution of the organisations. (e.g., legislative vs nice to have)</p> <p>Name branding exercise to clearly articulate which services/engagement activities are under the RSSO umbrella</p>
Changes to staff roles from existing organisation to new RSSO structure may require redundancy negotiations in host organisation.	M	M	<p>Specific conditions to be investigated with each staff member.</p> <p>Consider negotiated settlements, or grandparenting of existing roles via secondment.</p>
There is a risk that the benefits of a RSSSO structure are not met if delays in decision making and/or change activities are not undertaken in a timely manner at Regional Council level	M	M	<p>Change management plan to be focused on and embedded at organisation level to ensure changes are adopted and working well.</p> <p>Clear communication strategy with advance warning of any key upcoming decisions/requirements</p>
Threat of RM reform may create a defence for decision makers to not make decisions while awaiting impact of this	M	H	<p>Promotion of a collaborative approach to RM reform so RSSSO is seen as a vehicle to approach issues/RM impacts and influence outcomes collaboratively</p>
Stakeholder risk that some organisations (e.g., LGNZ) may perceive RSSSO as a competing agency for funds and resources	L	M	<p>Clear articulation of boundaries and roles. Reiteration that organisations are there for shareholders and can work together towards common goals instead of competing.</p> <p>Communications through CE level to support shared interests</p>

There is a risk that the RCEOs Group and Lead SIGs will perceive that the new organisation is interfering in their relationships with key stakeholders, leading to a lack of support.	M	M	Clear articulation of boundaries and roles. Clear engagement plan that sets out the role of each group.
Not all councils will agree to participate as shareholders in the new organisation.	L	L	Company structure and arrangements that do not require 16/16 council participation.

Key Constraints and Dependencies

The proposal is subject to the following constraints and dependencies. These dependencies will be carefully monitored during the project.

Dependencies/Constraints	Notes and Management Strategies
RM Reform	While there are significant reform changes noted in the near future, these are seen as areas that a new RSSO will assist with and should not create any dependencies or constraints to a successful implementation
Local Government Act Requirements.	The local government act requires councils to undertake specific action (e.g. Consultation) prior to taking an ownership position in a CCO or CCTO.
Programmes of Work	Programmes identified in this business case such as the EDMS, IRIS NextGen Consenting Hubs are at different stages of development. This business case is not dependent on those programmes, and is valid on its own merit, however these programmes are dependent on having the right shared services platform in place.

Economic Case

To understand the options for a Consolidated Shared Services model for RSHL, PwC was engaged to provide ownership, governance and operational advice.

The PwC report built on advice provided in March 2018 on a review of the RSHL governance and operating model to address future opportunities for a broader shared service system organisation.

Key to the report recommendations was the consideration of the following:

- Company Structure – how to best structure RSHL to meet the needs of the Sector presently and in the future. Consideration was given to type of structure (CCO vs CCTO) and a new entity versus reconstituting the existing company.
- Shared Services Framework – how to best structure services including shared projects and initiatives under RSHL management.

Options Analysis

The project team identified and reviewed the following options including the recommended option identified in the feasibility report and further supported by the PwC report.

1. Do Nothing (ie maintain status quo)

This is a viable option however will not address the key drivers. The expectation for regional councils to do more with less resources, provide consistent interpretations and processes is anticipated to increase with no other known initiatives to address at a national level. RSHL will continue to provide benefits and support however this will be limited with current constraints.

2. Do Minimum

The least the project team identified to be able to make a difference was to reassign all resources into the current RSHL structure. This was discounted as a viable option as it was believed to hold all the risks with very little of the benefits.

3. Do Recommended

The options identified through the feasibility report was reviewed by PwC and is defined further below. This option is recommended by the project team as having the highest chance of success against the key investment objectives, able to meet the ongoing and increasing challenges facing the Sector with little or no cost increase to current status.

4. Do Maximum

The option to provide the maximum was seen to be consolidating the RSSSO organisation while also immediately establishing infrastructure to undertake major projects. While this is the long term future of the re-established RSHL, this is not seen as a viable option with the risks associated with significantly increasing the organisations capacity before a solid foundation is established.

The PwC Report identified the following options and recommendations:

For a copy of the full PwC Report "RSHL Ownership, governance and operational advice" please contact Mark Donnelly mark.donnelly@rshl.co.nz

Current Structure

The PwC report identified that the current structure of RSHL limits its ability to deliver a broad scope of shared services to the Sector in the following ways:

- The current shareholder and customer model means that RSHL's ability to attract more councils to participate and its ability to extend its collaboration framework and service delivery beyond IRIS, is restricted.
- Voting rights are based on equal proportions rather than the size of shareholding, which represents a shareholding in IRIS specifically.
- The lack of appetite from other regional councils to participate given their historical reluctance to take part in shareholding models.
- The current allocation of risk among shareholders is directly related to the IRIS asset.
- The lack of process for new regional councils to invest in existing assets owned and managed by RSHL.

COMPANY TYPE - CCO versus CCTO

The purpose of a CCO is to conduct commercial and non-commercial activities on behalf of local authorities. A CCO that undertakes trading activities to make a profit, is called a council-controlled trading organisation (CCTO).

Since RSHL was founded on the principle of cost recovery, as opposed to profit making, and assuming that the future regional shared services organisation will similarly exist 'for the sector, by the sector' (ie not for profit), the CCTO model has been discounted.

New Entity versus Reconstituted RSHL model?

Given that the CCO construct is deemed appropriate and the broad principles that RSHL was originally founded on have not fundamentally changed, the purpose of the CCO does not need to substantially change and no significant benefit to do this was identified by PwC

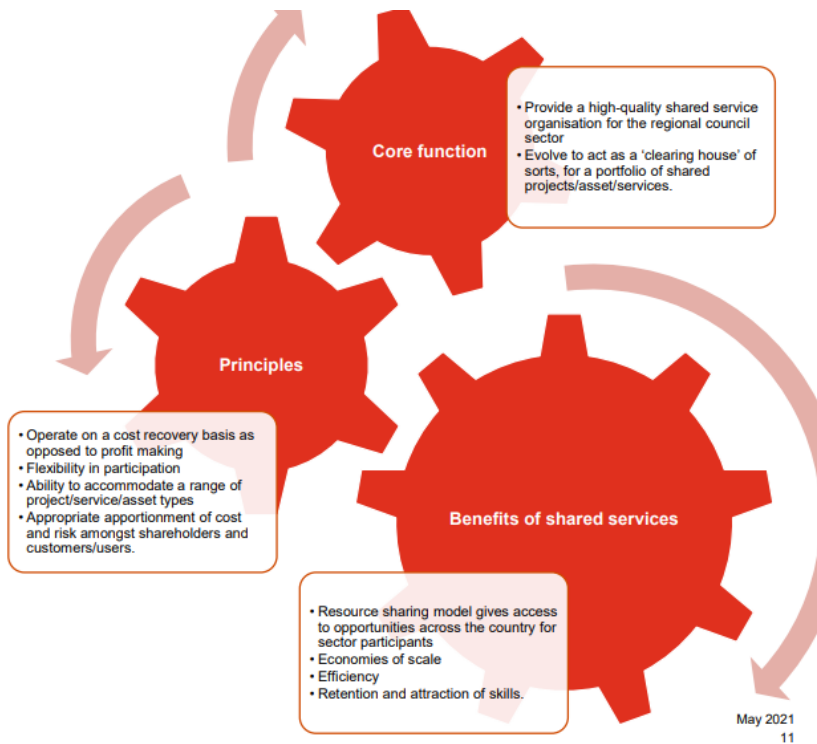


Image from PWC Report Ownership, governance, and operational advice.

It recommends that RSHL should continue to operate as a not-for-profit CCO for the Sector, by the Sector with the recommended path to modify the existing structure of RSHL to allow for future flexibility.

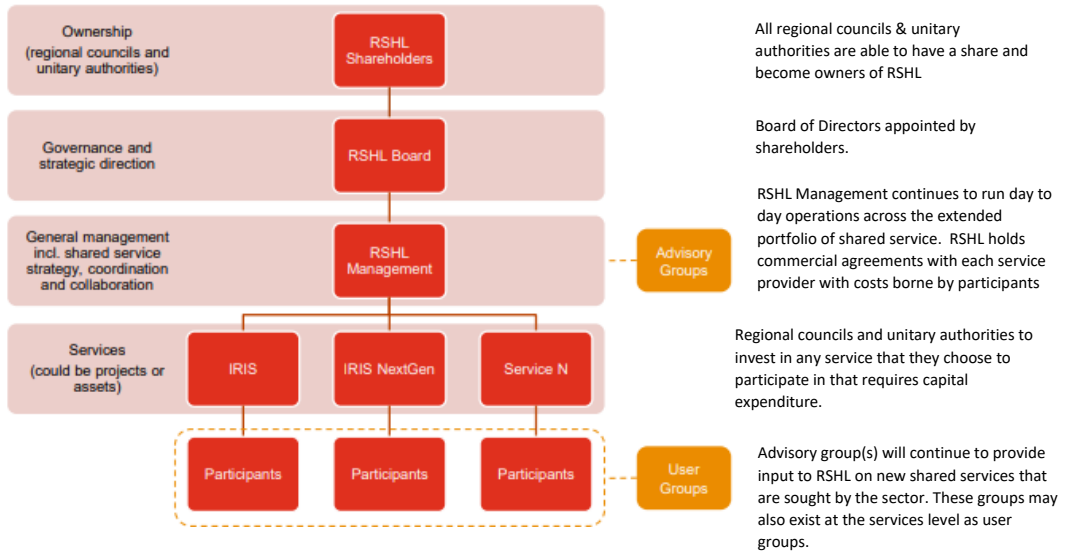
Long Term Company Structure

Current Structure – Participating shareholders plus customers

Under the current model, additional councils have become customers of RSHL rather than shareholders. New shareholders can be invited to join by special resolution, though this has not yet occurred in the existence of RSHL.



Proposed Structure: member shareholders plus participants



Shared Services Framework

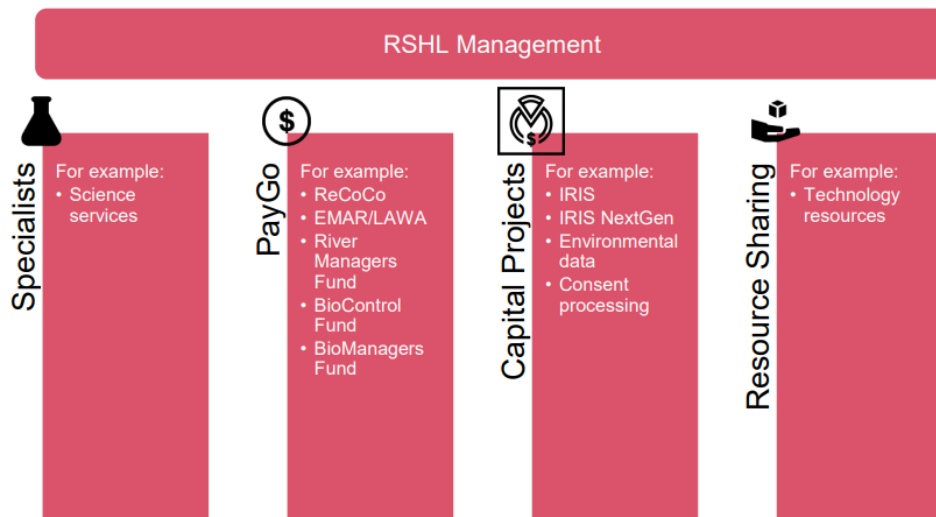
The PwC report identified that the regional sector has the opportunity to combine the capabilities that are offered by RSHL, the Sector Financial Management System and the Sector Office in a cohesive, integrated way.

Currently, the set of regional sector initiatives that are being operated by separate sector organisations are either PayGo or Capital Projects. RSHL operates IRIS, which is the only cross-sector Capital Project. The PayGo initiatives include:

- ReCoCo (operated by RSHL)
- EMAR/LAWA (primarily operated by Otago Regional Council, although RSHL is involved)
- River Managers Fund (operated by River Managers Special Interest Group)
- BioControl Fund and BioManagers Fund (operated by BioManagers Special Interest Group)

The RSSO Feasibility Report identified how the various projects and services could be brought under the remit of a restructured RSHL organisation and be extended to incorporate future Capital Projects and organisational functions. The feasibility report classifies potential future functions into four categories, shown in the table below.

Category	Features	Examples
Specialists	<ul style="list-style-type: none"> • Opex only • No asset creation and minimal risk • Funding in, payment out • Specialist resources retained for all of sector initiatives • Fixed term or contract roles. 	<ul style="list-style-type: none"> • Science advisor • Lobbyist • CIO
PayGo	<ul style="list-style-type: none"> • Opex only • No asset creation and minimal risk • Funding in, payment out • Initiatives managed as projects • Participation agreed on a project by project basis. 	<ul style="list-style-type: none"> • ReCoCo • BioControl
Capital Projects	<ul style="list-style-type: none"> • Mix of opex and capex • Create and operate assets • Risk management required • Initiatives managed as projects • Participation agreed on a project by project basis. 	<ul style="list-style-type: none"> • IRIS • IRIS NextGen • EDMS • Wells
Resource Sharing	<ul style="list-style-type: none"> • Opex only • Inter-council recharge model • 'Gigging' platform for sharing of staff between councils. 	<ul style="list-style-type: none"> • Scientist • Technology resources



The four service categories have been designed to incorporate the features below – see appendix 1:

- Establishment processes – eg how is a new service within one of the categorises generated?
- Service level governance (where appropriate)
- Cost and risk apportionment (where appropriate)
- Flexibility

Capital Projects

The Capital projects shared service is where legacy IRIS and IRIS NextGen would sit. The model that IRIS was formulated on can be adopted here for new capital investment projects. Capital projects create and operate assets and will incur both capital and operational expenditure. Capital projects will also require active risk management of the assets created.

Design Considerations

Critical Success factors were taken from the design considerations identified in the RSSO Feasibility Report and include:

1. Pinpointing the right solution to the problem.
2. The model will be based on goodwill and collaborative intent.
3. The model will incorporate te ao Māori.
4. **The model will be equitable for all participants, to the extent that the benefits and value created for each council can be demonstrated.**
5. **This is a long-term strategic initiative. The investment, commitment and structure will reflect this.**
6. Shared outcomes, shared commitment – we stand or fall together.
7. **Balance flexibility with responsiveness.**

PwC considered 4,5 and 7 as being particularly relevant for selecting the framework for Capital Projects.

Design Options

Option 1 – each Capital Project is owned and managed by RSHL as an individual programme of work

This option would broadly follow the model that the Specialist and PayGo services are likely to follow, whereby RSHL would set up a standalone programme of work to manage the implementation and delivery of each new Capital Project. It is envisaged that the majority of the delivery of the service would be outsourced to a third party supplier, with RSHL being involved in a programme management capacity. Each council participating in the service would be required to sign a cost-sharing agreement with RSHL. Conversely, councils that are not participating would need to sign some form of agreement with RSHL to be excluded from reaping any benefits of the asset created and indemnified from any risk associated with the programme.

Option 2 – Special Purpose Vehicle (SPV) created by RSHL for each Capital Project

RSHL would create an SPV for each Capital Project when it is initiated. There would be a contractual management and funding agreement between RSHL and the SPV. The SPV would enable shares to be allocated to participating councils, potentially based on the size of their investment. This would be formalised via a shareholders agreement signed by participants. RSHL would outsource delivery of the service to a third party supplier and the shareholder would take a license of the IP from the SPV.

Option 3 – Wholly-owned trustee company created by RSHL to manage Capital Projects

Similar to the SPV option above, but instead of an SPV, a wholly owned trustee company would be created by RSHL. A single trustee company could manage multiple assets (if the assets are similar in nature) or separate trustee companies could be set up for each individual asset (if each asset is distinctly different). There would be an associated management and funding agreement between RSHL and the trustee company. There would also be a trust deed for each asset that would be signed by the settlor (RSHL) and trustee (the wholly owned trustee company). Councils that participate in the service would receive a license for the service, which then entitles them to use or participate in the service and also recognises them as the beneficiaries of the trust.

Capital Project Design Options Analysis

Design considerations	Option 1 – individual programme managed by RSHL	Option 2 – SPV	Option 3 – Wholly owned trustee company
(4) The model will be equitable for all participants, to the extent that the benefits and value created for each council can be demonstrated.	<ul style="list-style-type: none"> It will be complex for RSHL to maintain robust records of beneficial owners of each asset as the portfolio of Capital Projects grows and different councils participate in different (Capital Project) services. 'Contracting out' or indemnifying non-participating councils can potentially be achieved by a series of agreements, but is not recommended due to the complexity of the arrangements involved. If RSHL took the decision to sell an asset in the future, this would make due diligence on RSHL extremely complex and may limit the ability to sell. 	<ul style="list-style-type: none"> This option provides an equitable and clear record of benefits and value created for each participating council through allocation of shares in the SPV. 	<ul style="list-style-type: none"> This option provides an equitable and clear record of benefits and value created for each participating council through naming participating councils as beneficiaries in the trust deed for each individual asset.
(5) This is a long-term strategic initiative. The investment, commitment and structure will reflect this.	<ul style="list-style-type: none"> This option will become more difficult to manage in the long-term as the number of Capital Projects increases, since there will be correspondingly greater numbers of financial interests of councils to keep track of. 	<ul style="list-style-type: none"> This option provides a robust framework that is repeatable and scalable in the long-term. 	<ul style="list-style-type: none"> This option provides a robust framework that is repeatable and scalable in the long-term.
(7) Balance flexibility with responsiveness.	<ul style="list-style-type: none"> If there were only one or two assets in the portfolio, this may seem like the simplest and fastest option, but as the number of assets increases, it becomes more complex and less responsive as the process to set up each asset is more bespoke than other options. The drawback of this option is that it actually limits future flexibility (whereas the other options preserve it). 	<ul style="list-style-type: none"> A pro-forma management and funding agreement and SPV shareholders agreement could enable this option to be scaled and repeated with ease. Compliance requirements for an SPV are likely to be slightly more complex than those for a trustee company and include a need to transfer shares when new councils come on board. Governance arrangements for the SPV could be debated amongst shareholders and hard to agree. 	<ul style="list-style-type: none"> A pro-forma trust deed and management and funding agreements could enable this option to be scaled and repeated with ease. Compliance requirements for trustee companies involve preparing trust accounts annually and basic company annual returns.
Other comments		<ul style="list-style-type: none"> This option gives RSHL less control than Option 3 since shareholders will have the ability to vote on appointing board members. This option also has relatively more complexity in governing, than Option 3. Under this option, a CCO exemption under s7 of the Local Government Act 2002 (LGA) would be proposed. 	<ul style="list-style-type: none"> Overall, this option gives RSHL the most control over the assets. RSHL would have the right to appoint a board for each trustee company. Under this option, a CCO exemption under s7 of the LGA would be proposed.

Capital Project Design Recommendation

PWC recommends option 3 of a wholly-owned trustee company created by RSHL to manage Capital Projects for the below reasons:

Option 1, where each Capital Project is owned and operated by RSHL as an individual programme of work is **not recommended** by PwC as it will become onerous to manage over time and more complex as more assets are added to RSHL's portfolio. This option also limits future flexibility.

If options 2 or 3 are pursued, the CCO requirements will apply, but the level of compliance with those requirements can be specified by the owner (RSHL). With RSHL's intention to exist 'for the Sector, by the Sector', and since it will operate on the basis of cost recovery and will not pursue profit, there is a strong case for an SPV or Trustee Company to be exempt from the CCO requirements, which reduces the administrative burden of these options.

The SPV and Trustee Company options are very similar, the key difference is how each is governed. An SPV 'self governs' outside of RSHL and requires more input from the participants (and correspondingly less ability for RSHL to 'get on and do it').

The Trustee Company structure allows the settlor (RSHL) to appoint the board of each Trustee Company. This would provide RSHL with greater control and is less of a burden on the participants of the service. The Trustee Company option can utilise a single Trustee Company to manage multiple assets, with each asset effectively held on trust with the beneficiaries defined through the trust deed. Participants in each service (beneficiaries) are granted a 'license' to use a service, in exchange for a cost. This would only require a single management agreement back to RSHL, whereas each SPV would require its own management agreement with RSHL (noting this would probably be a standardised agreement anyway).

On balance, options 2 and 3 are similar, but there are some additional benefits of the Trustee Company over the SPV option. The Trustee Company provides more future flexibility for new participants to engage in a service via granting a license to use the service, bringing that participant into the cost sharing and ultimate beneficial ownership of an asset. The trust deed can simply and cleanly provide for this to occur. This mechanism still requires detailed design as the cost-sharing proportions involved could differ depending on the asset. This is considered to be simpler and more straight forward than amending shareholders agreements for each SPV each time there is a participant change.

Shareholder Arrangement and Fees

Shareholder Costs

Arrangements for RSHL member councils are envisaged to be two-fold. There are arrangements required at the RSHL shareholder level and at the service level (if a council chooses to participate in a service).

When a council agrees to join RSHL they will be required to buy shares in RSHL, and sign a shareholders agreement that may include provisions such as:

- Agreement to RSHL managing the shared services that shareholders can opt to participate in.

- Agreement to pay a fixed fee (to cover RSHL restructure/setup costs) and a membership fee (eg annual) to cover management overheads that are not directly attributable to services. These fees will likely be pro-rated based on the relative size of the shareholder council.

As councils choose to participate in different services, RSHL Management will apportion additional costs to a member council, attributed to each service they participate in. These costs would be outlined in the service-specific agreements that the participating councils enter into with RSHL.

Management Fees

The RSHL membership fee will be designed to be minimised, but will need to cover the overhead costs of unilateral functions conducted by RSHL Management that cannot be directly attributed to a service. The overhead costs are likely to include:

- The majority of the General Management function (potentially excluding contract negotiations which should be easily attributable to an individual service).
- Most of the Support functions (potentially excluding components of accounting, legal and programme office that are directly attributable to an individual service).
- All of the Sector Office.

The extent to which overheads are passed onto the service level would be designed during the restructure of RSHL considering complexity, magnitude and fairness

Service Costs

Service costs could include reasonably apportioned costs that are passed down from RSHL management. Service costs for the Specialist, Resource Sharing and PayGo services are essentially user-pays. The councils that participate in the service pay for the amount of the service that they 'consume', and this is managed via cost sharing agreements with RSHL administering the recharging process.

Financial Case

The business case for the Regional Shared Service Organisation proposes combining current Regional Sector collaborative and shared services activities under one organisation. Intuitively, the funding requirements for each council should not increase through this arrangement.

The table below shows a comparison of the funding requirements for each council, based on a draft one year budget. For the purposes of modelling, the known costs for 2021/22 have been used.

Category	Council	Current Structure and Model			Proposed Structure and Model			
		SFMS Costs (,000)	RSHL/IRIS Costs (,000)	Total (,000)	Member Contributions (,000)	SFMS (,000)	IRIS and IRIS NG (,000)	Total (,000)
Large Category Councils	Auckland Council	\$292		\$292	\$64	\$236		\$300
	BOP RC	\$247		\$247	\$64	\$191		\$255
	Waikato RC	\$252	\$447	\$699	\$64	\$196	\$420	\$680
	Greater Wellington	\$252		\$252	\$64	\$196		\$260
	Environment Canterbury	\$217		\$217	\$64	\$161		\$225
Medium Category Councils	Northland RC	\$156	\$165	\$321	\$42	\$119	\$155	\$317
	Environment Southland	\$146	\$165	\$311	\$42	\$109	\$155	\$307
	Hawkes Bay	\$151	\$157	\$308	\$42	\$114	\$155	\$312
	Horizons RC	\$166	\$221	\$387	\$42	\$129	\$208	\$379
	Otago RC	\$144		\$144	\$42	\$107		\$150
	Taranaki RC	\$144	\$165	\$309	\$42	\$107	\$155	\$305
Small Category Councils	Marlborough DC	\$80		\$80	\$22	\$61		\$83
	Tasman DC	\$80		\$80	\$22	\$61		\$83
	West Coast RC	\$65	\$53	\$118	\$22	\$46	\$50	\$118
	Gisborne DC	\$75		\$75	\$22	\$56		\$78
	Nelson City	\$73		\$73	\$22	\$54		\$75
Total		\$2,542	\$1,372	\$3,914	\$684	\$1,944	\$1,297	\$3,925

The modelling is based on consolidating the activities of RSHL (Including IRIS) with the Sector Financial Management System, the Sector Office and EMAR.

Based on the **draft** budget, all councils contributions are within 4% of current levels with some councils funding reducing and some increasing. We expect that further refinement at the next stage will reduce contributions below current levels.

Current Structure

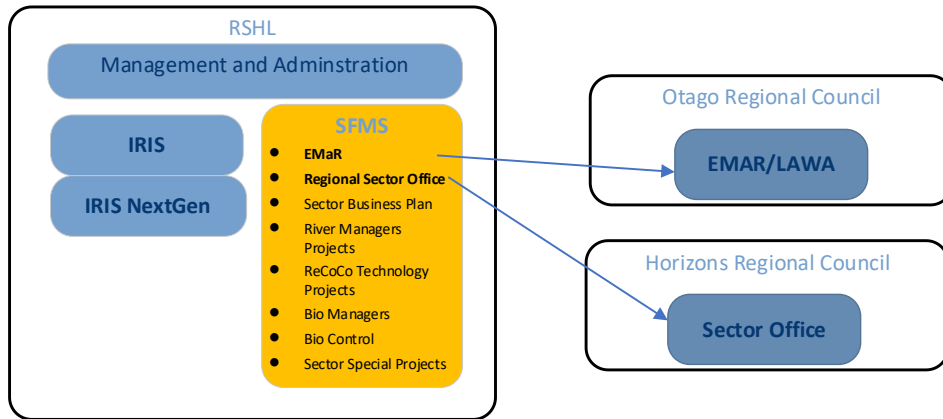


Figure 1 - Current Operating Structure

RSHL has an 2021/22 operating budget (excluding CAPEX) of \$1.5M, of which about 15% is management and administration. In addition RSHL collects ~\$2.5M in addition funding on behalf of the sector.

From the Regional Sector (and the Sector Financial Management System)

Work Programme	Budget (Based on 2021/22)
Staffed Programmes	
EMaR	\$347,000
Regional Sector Office	\$250,000
Variable budget, PayGo Programmes	
Sector Business Plan	\$517,000
River Managers Projects	\$365,000
ReCoCo Technology Projects	\$250,000
Bio Managers	\$191,000
Bio Control	\$500,000
Sector Special Projects	\$120,000

Consolidated Structure

The consolidated structure would bring together all dedicated staff working on Regional Sector Collaboration under one organisation, while still allowing for costs to be allocated at the programme level.

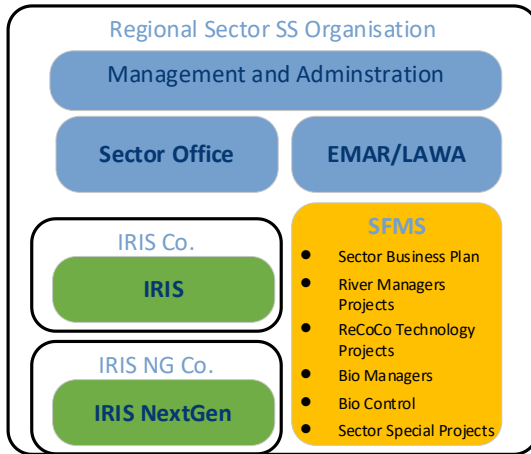


Figure 2 - Consolidated Organisation

Core organisation
Paygo Projects
Capital Projects. Would be contained within trustee companies.

For the purposes of modelling the costs of the new organisation activity has been grouped as follows:

Activity	Budget (,000s)	Description
Management and Administration	\$144	<p>Management and Administration of the company:</p> <ul style="list-style-type: none"> • General Management • Staff Management • Promotional Costs • Statutory Requirements (SOI, Reports, Audit) • Accounting and admin <p>This activity would be funded by member contributions, plus cost allocation from supported work programmes.</p>
Sector Office and EMAR	\$539	<p>The Sector Office consists of the CEs Principle Advisor and SIG Network Administrator, along with costs from the SIG Network.</p> <p>EMAR costs include the EMAR Project Manage, plus vendor costs for development and operation of LAWA.</p> <p>Both programmes are permanent, have a staff establishment and are funded by all sector organisations.</p> <p>This activity would be funded by member contributions.</p>
Sector Financial Management System	\$1,943	<p>The Sector Financial Management System Projects are delivered by contractors and vendors, have custom funding models and variable costs year-to-year.</p> <ul style="list-style-type: none"> • Sector Business Plan • River Managers Projects • ReCoCo Technology Projects

		<ul style="list-style-type: none"> • Bio Managers • Bio Control • Sector Special Projects <p>These programmes would continue to be funded by the Regional Sector under an agreed annual funding plan.</p>
IRIS Next Gen	\$802	<p>The IRIS NextGen programme will replace the current IRIS Legacy Solution. PWC recommends that IRIS NG be partitioned in a trustee company.</p> <p>Funding for IRIS NG would be provided by the participating councils exclusively and the programme would also make a contribution to Management and Administration.</p> <p>The Trustee Company would hold any IRIS NextGen asset.</p>
IRIS Legacy	\$1,145	<p>The IRIS Legacy Programme supports the current IRIS Legacy Solution. PWC recommends that IRIS be partitioned in a trustee company.</p> <p>Funding for IRIS would be provided by the participating councils exclusively and the programme would also make a contribution to Management and Administration.</p> <p>The Trustee Company would hold any IRIS assets.</p>

Future Structure

Having the consolidated structure in place, would then support future initiatives such as Resource Sharing, EDMS, Consent Hubs, etc. The scope of this business case is limited to the Consolidated Organisation as an enabler to other work programmes. It is envisaged that other work programmes will be developed while the consolidated organisation is created.

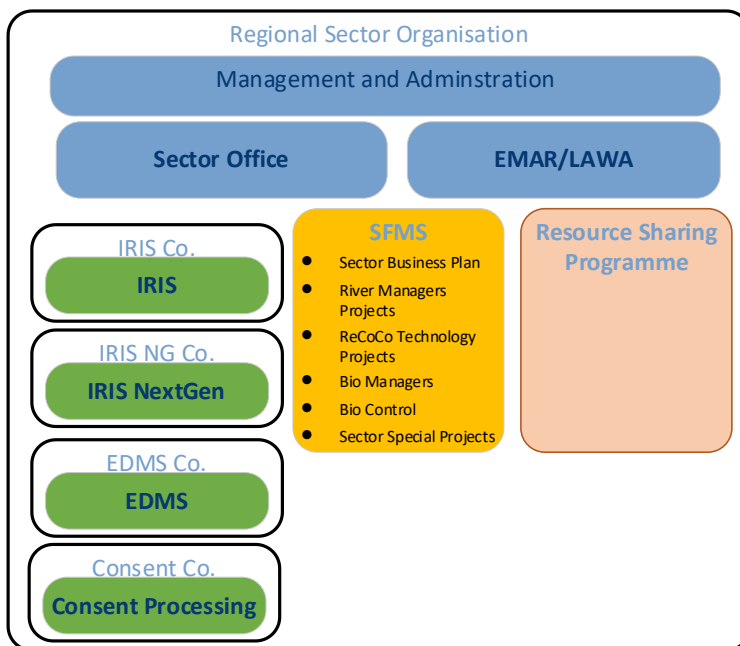


Figure 3- Future shared services structure

Core organisation
Paygo Projects
Capital Projects. Would be contained within trustee companies.
Resource Sharing Programmes.

Draft Annual Operating Budget

The following is a draft operating budget for the Shared Services Organisation, based on known budgets for 2021/22.

	Notes	Management and Admin	Sector Office and EMAR	SFMS	IRIS Next Gen	IRIS Legacy
Income						
Members Contribution	1	682,775	143,775	539,000	-	-
Programme Fees	2,3	<u>3,889,734</u>	-	-	<u>801,750</u>	<u>1,144,984</u>
		4,572,509	143,775	539,000	1,943,000	1,144,984
Other Income						
Interest Received		600	600	-	-	-
Council Specific Software Funding		<u>126,066</u>	<u>126,066</u>	-	-	-
		126,666	126,666	-	-	-
Total Income		4,699,176	270,441	539,000	1,943,000	801,750
Expenditure						
Administration costs		54,525	9,525	45,000	-	-
Accounting & Technical Support		34,350	11,750	5,000	12,600	2,500
Audit & Legal fees		140,000	3,000	3,000	79,000	27,500
Datacom Support Services (IRIS)		260,000	-	-	-	260,000
Technology Services		756,040	-	110,000	-	300,000
IT Hosting Charges		62,444	-	40,000	-	22,444
Finance Costs		-	-	-	-	-
Secondments		90,000	4,500	-	-	61,000
Personnel Costs		530,000	80,000	250,000	65,000	30,000
Promotional Costs		84,000	16,000	68,000	-	-
Independent Director's Fees		33,000	7,000	7,000	8,000	7,000
Travel & Meeting Costs		29,750	12,000	11,000	2,000	3,750
Council Specific Software Purchases		126,066	126,066	-	-	-
Regional Sector Shared Services		<u>1,776,400</u>	-	-	-	-
		3,976,576	269,841	539,000	1,943,000	431,750
						792,984
Other Expenditure						
Depreciation		<u>920,438</u>	-	-	-	-
		920,438	-	-	-	920,438
Total Expenditure		4,897,014	269,841	539,000	1,943,000	431,750
Surplus/ (Deficit) before tax		-197,838	600	-	-	370,000
Income Tax Expense						
Surplus/(Deficit) after Tax		-197,838	600	-	-	370,000
						-568,438

This simplified budget would be used as a baseline for the 2022/23 statement of intent, which would include more detail about how costs would be allocated between the activities.

Funding Allocation Detail

The current funding allocations for the various work programmes can be continued.

Note 1 – Member Contributions

Member contributions will be collected to fund Management & Administration, The Sector Office and EMAR. The standard sector funding model, which groups councils into Large, Medium and Small could be used.

Large Councils		
Auckland Council	9.40%	\$ 64,181
BOP RC	9.40%	\$ 64,181
Waikato RC	9.40%	\$ 64,181
Greater Wellington	9.40%	\$ 64,181
Environment Canterbury	9.40%	\$ 64,181
Medium Councils		
Northland RC	6.20%	\$ 42,332
Environment Southland	6.20%	\$ 42,332
Hawkes Bay	6.20%	\$ 42,332
Horizons RC	6.20%	\$ 42,332
Otago RC	6.20%	\$ 42,332
Taranaki RC	6.20%	\$ 42,332
Small Councils		
Marlborough DC	3.20%	\$ 21,849
Tasman DC	3.20%	\$ 21,849
West Coast RC	3.20%	\$ 21,849
Gisborne DC	3.20%	\$ 21,849
Nelson City	3.20%	\$ 21,849
Total	100%	\$ 684,141

Note 2 – Programme Fees, Sector Financial Management System

The funding for the Sector Financial Management System varies from year to year. Most Programmes use the standard Small/Medium/Large model. Biocontrol has a custom funding model.

	Standard %	Standard Programme Amounts	BioControl Amounts (Fixed)	Total
Large Councils				
Auckland Council	9.40%	\$ 135,642	\$ 100,000	\$ 235,642
BOP RC	9.40%	\$ 135,642	\$ 55,000	\$ 190,642
Waikato RC	9.40%	\$ 135,642	\$ 60,000	\$ 195,642
Greater Wellington	9.40%	\$ 135,642	\$ 60,000	\$ 195,642
Environment Canterbury	9.40%	\$ 135,642	\$ 25,000	\$ 160,642
Medium Councils				
Northland RC	6.20%	\$ 89,466	\$ 30,000	\$ 119,466
Environment Southland	6.20%	\$ 89,466	\$ 20,000	\$ 109,466
Hawkes Bay	6.20%	\$ 89,466	\$ 25,000	\$ 114,466
Horizons RC	6.20%	\$ 89,466	\$ 40,000	\$ 129,466
Otago RC	6.20%	\$ 89,466	\$ 18,000	\$ 107,466
Taranaki RC	6.20%	\$ 89,466	\$ 18,000	\$ 107,466
Small Councils				
Marlborough DC	3.20%	\$ 46,176	\$ 15,000	\$ 61,176
Tasman DC	3.20%	\$ 46,176	\$ 15,000	\$ 61,176
West Coast RC	3.20%	\$ 46,176	\$ -	\$ 46,176
Gisborne DC	3.20%	\$ 46,176	\$ 10,000	\$ 56,176
Nelson City	3.20%	\$ 46,176	\$ 7,392	\$ 53,568
Total	100%	\$ 1,445,886	\$ 498,392	\$ 1,944,278

Note 3- Programme Fees, IRIS and IRIS NextGen

Funding for IRIS and IRIS NextGen is currently sourced from the 7 councils that use IRIS. The funding model is loosely based on the shareholding of RSHL. It is expected that more councils will participate in IRIS NextGen with a new funding model. For the purposes of this business case it is assumed that the current 7 councils are funding IRIS and IRIS NextGen.

RSHL has substantial cash reserves to put towards IRIS and IRIS NextGen. In 2021/22 those programmes are budgeted to cost \$1.9M, However only \$1.2M will be required to be collected from participating councils.

Council	%	Amount
Waikato Regional Council	32%	\$ 403,830
Northland Regional Council	12%	\$ 148,774
Horizons Regional Council	16%	\$ 199,499
Taranaki Regional Council	12%	\$ 148,774
Southland Regional Council	12%	\$ 148,774
West Coast Regional Council	4%	\$ 48,310
Hawkes Bay Regional Council	12%	\$ 148,774
Total	100%	\$ 1,246,734

NPV Analysis

Management Case

With board approval of the business case, RSHL will proceed towards implementing a restructured Regional Shared Services Organisation using established project methodology.

Workstreams will be developed to cover the three core activities of the implementation including:

- Engagement/Communication

Undertake Council consultation on CCO restructure. Through the Communications SIG, this workstream will deliver Sector-wide consultation, both with current RSHL shareholders/members and potential new shareholders/members.

- RSHL Reorganisation

Review of RSHL’s capabilities to operate the model/services/functions (e.g. cost monitoring and charge back). Development of organisation structure and staffing requirements including transitioning sector staff.

Note: RSHL is currently established as a stand-alone CCO with robust fit for purpose policies/employment agreements therefore any changes to current policies/agreements will be managed through BAU activities

- Legal

This workstream will have 2 main components to deliver:

One will be the agreements required to cover cost and risk responsibilities of participants in shared services, for each of the four types of services. The other is the accounting and legal activities to ‘move’ the IRIS shareholding from top level RSHL to the secondary service level, to enable the move to the proposed structure.

Specialist resources required to support workstreams have been identified as:

Workstream	Resource	Estimated Costs
Engagement	Branding/comms	\$16,000
RSHL Re-organisation	Legal – employment contracts	\$5,000
Legal	Legal	\$100,000
Legal	Accounting	\$25,000

Implementation Phase Governance Structure

During implementation phase, governance will be sought from representatives from the membership of the Regional CE forum group and RSHL Board.

This group will be engaged to ensure delivery aligns with strategic intent, benefits are met, and any high-level issues or roadblocks impacting on the establishment of the RSSO are managed appropriately.

The proposed membership of this group is as follows:

Michael McCartney, CE - Horizons Regional Council	RCEO Group Convenor
Mike Nield, Corporate Services Manager, Taranaki Regional Council	RSHL Board Chair
Stefanie Rixecker, CE - Environment Canterbury	RCEO Group Member
Sarah Gardner, CE- Otago Regional Council	RCEO Group Member
Fiona McTavish, CE - Bay of Plenty Regional Council	RCEO Group Member
James Palmer, CE - Hawkes Bay Regional Council	RCEO Group Member
Jess Ellerm, Corporate Services Manager, Hawkes Bay Regional Council	HBRC Representative to RSHL board meetings
Asbjørn Aakjaer	RSHL Independent Director
Malcolm Nicolson, CE Northland Regional Council	RSHL Board Member and RCEO Group Member.

Milestones

Key Project Milestones have been identified as below. Milestones and dates to be reviewed once business case signed off and a detailed project schedule drafted.

Date for new RSSO to be implemented by would be expected to commence at start of new financial year 2022/23

MILESTONE	DATE
Implementation plan developed	September 2021
Governance structure established	September 2021
Engagement and communications plan agreed	October 2021
Public Consultation commenced	November 2021
Statement of intent drafted	January 2022
Legal agreements finalised	March 2022
Sign off shareholder agreements	June 2022
New RSSO implemented and functional	July 2022

Communication to Stakeholders

Stakeholder	Key Messages
Chief Executives	Project tracking to agreed baseline Risk escalation Information for elected members Staff impacts Visibility
Corporate and Finance SIG	Project tracking to agreed baseline Risk escalation Information for elected members Staff impacts
RSHL Board	Project tracking to agreed baseline Risk escalation Information for elected members Staff impacts Budget spend/forecast
SIG Convenors	Clarity about what is changing, why and when. Potential to use ADKAR change model to support comms with this group How will impact directly 'what's in it for me'
RSHL Staff	Clarity about what is changing, why and when. Potential to use ADKAR change model to support comms with this group
"Sector" Staff	Job security, opportunities, input into structures
RSHL Advisory Group	Staff impacts Clarity about what is changing, why and when. Potential to use ADKAR change model to support comms/change
ReCoCo Advisory Group	Project tracking to agreed baseline Risk escalation Staff impacts
Council Elected Members	Benefit realisation, strategic rationale to logic, keeping low key (no major impacts), what's in it for me
ELT	Benefit realisation, strategic rationale to logic, keeping low key (no major impacts), what's in it for me
Council staff	What impact it will have 'what is in it for me?'
LGNZ	Connection maintained, complimentary to LGNZ. Way of working with sector may be impacted however will be worked on together.
Central Govt	Better ways of working, improved organisational processes/reporting requirements
Ministers	Better ways of working, improved organisational processes/reporting requirements. Good news stories

Appendices

Appendix 1: Shared Service Framework Features – PwC Report

Service categories	Specialist <i>The Specialist shared service category is likely to be used for contracting external specialists (eg scientists, emissions trading experts or other consultants) to provide ad-hoc advice to the sector on a specific topic.</i>	PayGo <i>The PayGo shared service category contains services that only incur operational expenditure. There is no asset creation and minimal risk.</i>	Capital Projects <i>The Capital projects shared service is where legacy IRIS and IRIS NextGen would sit. The model that IRIS was formulated on can be adopted here for new capital investment projects. Capital projects create and operate assets and will incur both capital and operational expenditure. Capital projects will also require active risk management of the assets created.</i>	Inter-council Resource Sharing <i>The Resource sharing service allows one member council to 'borrow' a resource from another member council.</i>
Establishment process	<ul style="list-style-type: none"> • If an advisory group or special interest group raises the need for a new service, this must be presented as a business case to RSHL Management, ie the feasibility and ground work is completed before bringing the idea/need to RSHL. • RSHL Management would review the business case and check it is aligned to strategy. • RSHL Management would present the business case to the board for approval. • Board would review and challenge the business case, and decide whether or not to approve. • RSHL Management would be responsible for the procurement of the service, with participants being involved in defining their specific requirements (if desired). • RSHL Management would be responsible for establishing an appropriate governance structure for each service. • Each service under the four categories would be treated as a separate entity or programme. This allows participants to vary across the different services offered. 			<ul style="list-style-type: none"> • RSHL will offer a collaboration platform or 'marketplace' where councils can advertise resources available or wanted. • Councils will discuss and agree the terms of a resource sharing arrangement directly, or RSHL Management could establish an agreed set of terms. • RSHL will facilitate the financial recharge or cost recovery mechanism between councils.
Service level governance	<ul style="list-style-type: none"> • RSHL Management would hold the commercial arrangement (fixed term or contract) with the specialist resource and manage the resource on a day to day basis. 	<ul style="list-style-type: none"> • RSHL Management would hold the commercial arrangement with the service provider. • RSHL Management would set up a cost sharing agreement with each council that wishes to participate in the service, then manage the collection of payments from each council to pay for the service. This may require some working capital for RSHL to manage cashflows. 	<ul style="list-style-type: none"> • RSHL Management would hold the commercial arrangement with the service provider. • For each Capital Project, it is proposed that RSHL would set up an individual entity (eg SPV or a wholly owned trustee company – these options are discussed in the following pages) to compartmentalise the ownership of the service to the specific set of participants involved. • The governance of the project/service is influenced by the individual entity type utilised (discussed in the following pages), with varying levels of control by RSHL. 	<ul style="list-style-type: none"> • RSHL Management would be responsible for putting an umbrella resource sharing agreement in place so that it can facilitate the financial recharge or cost recovery mechanism between councils. • Minimal oversight of resource sharing is required by RSHL – it is anticipated that the council who employs the resource, will manage that resource's time.

Service categories	Specialist <i>The Specialist shared service category is likely to be used for contracting external specialists (eg scientists, emissions trading experts or other consultants) to provide ad-hoc advice to the sector on a specific topic.</i>	PayGo <i>The PayGo shared service category contains services that only incur operational expenditure. There is no asset creation and minimal risk.</i>	Capital Projects <i>The Capital projects shared service is where legacy IRIS and IRIS NextGen would sit. The model that IRIS was formulated on can be adopted here for new capital investment projects. Capital projects create and operate assets and will incur both capital and operational expenditure. Capital projects will also require active risk management of the assets created.</i>	Inter-council Resource Sharing <i>The Resource sharing service allows one member council to 'borrow' a resource from another member council.</i>
Cost (and risk) apportionment	<ul style="list-style-type: none"> RSHL Management would set up a cost-sharing agreement with each council who wishes to participate in the service, then manage the collection of payments from participants to pay for the service. Internal costs incurred by RSHL to manage the contract with the supplier would be allocated to each service and participants invoiced periodically. It is expected that there will be minimal risk associated with these services, with the participating councils owning the service risk. 		<ul style="list-style-type: none"> Councils who choose to participate in a Capital Project will provide capital funding on a pro-rated basis. RSHL will manage the apportionment of the capex and ongoing opex amongst participants with annual wash-up to balance out capex and opex if new participants leave or join the service during the year. 	<ul style="list-style-type: none"> RSHL Management would facilitate inter-council recharging for the resource's time, and invoice for its own costs incurred, at the end of the year (or other agreed period). It is expected that there will be minimal risk associated with resource sharing.
Flexibility	<ul style="list-style-type: none"> Flexibility in adding or subtracting new participants to a service can be achieved through recharging mechanisms managed by RSHL Management. Flexibility in scope of services can be achieved by procuring specialist resources on a fixed term contract basis, to deliver specific requirements. This avoids the commitment of employing permanent members of staff who may not be needed on an ongoing basis. 	<ul style="list-style-type: none"> Flexibility in scope of services can be achieved by creating separate delivery programmes for each PayGo service. This also allows flexibility for participants who can pick and choose which PayGo services they need to participate in. 	<ul style="list-style-type: none"> By containing each new Capital Project in its own entity (discussed in the following pages), this simplifies the addition of new services through a repeatable process using pre-established templates. This also ring fences the intellectual property (IP) and asset ownership to those participating councils. Adding (or subtracting) participants can be managed through buy-in/buy-out mechanisms and conditions as determined by the entity governance (eg annual entry/exit, minimum commitments). 	

8.1. Recommendations of the Public Portion of the Finance Committee Resolution

That the Council adopts the resolutions of the 24 November 2021 Finance Committee (public).

Report	Resolution	Res#	Mover/ Seconder
Quarterly Activity Report 30 Sept 2021	1. Notes the Council Activity Performance Report for the period 1 July to 30 September 2021 (Q1).	FIN21-122	Cr Kelliher / Cr Hope
Finance Report – 30 Sept 2021 including Public Treasury Rpt	1. Notes this paper and the Finance Report 30 September 2021.	FIN21-123	Cr Calvert / Cr Noone
Rates Strike, Collection – 31 October 2021	1. Notes this report.	FIN21-124	Cr Hope / Cr Calvert
Annual Plan 2022-2023 – Proposed Adjustments to the Long-term Plan	<ol style="list-style-type: none"> 1. Endorse a maximum 18% increase in total rates for year 2 of the LTP and ask staff to bring a report on options for achieving the same, in particular, any assumptions made which would affect the increase. 2. Agrees that this proposal does not represent a significant or material change as assessed against the ORC Significance and Engagement Policy. 3. Notes a future report to Council is planned and will enable it to decide an engagement approach. 	FIN21-125	Cr Calvert / Cr Hope
Annual Plan 2022-23 Rating Considerations	1. That this report be laid on the table until a future meeting to be called by the Finance Co-Chairs in consultation with the Chief Executive.	FIN21-126	Cr Malcolm / Cr Laws
Working Party Unbudgeted Expenditure	<ol style="list-style-type: none"> 1. Notes this report. 2. Endorses the following trial measures for Council in carrying out its budgetary functions: <ol style="list-style-type: none"> a) That during the year when a new expenditure item is identified which is not budgeted for the following procedure is adopted: <ol style="list-style-type: none"> i) The item is identified for discussion and approval before expenditure is approved. ii) Consideration is given to 	FIN21-127	Cr Laws / Cr Kelliher

	<p>substitution of an existing budget item, i.e., move an existing item to a future year.</p> <p>iii) Consideration is given to offsetting against another item which will likely be an underspend during the financial year.</p> <p>iv) If substitution or offsetting is not used then approval must be actively sought to fund from another funding source, which could include from reserves. The intention here is that Council be comfortable with any variances to the work plan (over and underspends) so that it may actively make decisions around such variances occurring and be in a position to thoughtfully reprioritise these pieces of work.</p> <p>That significant unbudgeted expenditure is reported as a separate line in the quarterly report to allow for sufficient monitoring.</p>		
<p>Recommendations of the Audit and Risk Subcommittee (public)</p>	<p>That the Finance Committee adopts the resolutions of the 14 October 2021 public Audit and Risk Subcommittee meeting.</p>	<p>FIN21-128</p>	<p>Cr Calvert / Cr Noone</p>

9.1. Chairperson's Report

Prepared for: Council
Activity: Governance Report
Author: Cr Andrew Noone, Chairperson
Date: 9 December 2021

KEY TOPICS

- **Whakatipu Wilding Conifer Control Group - extract from their Operations Report**

A record year for Wilding conifer control in the Whakatipu

2020/21 was a very busy and successful year for Wilding conifer control with over 53,717 ha of Wilding Conifer infestations being controlled to protect the Whakatipu. Multiple different control tactics were utilised depending on the unique requirements of each site, for most of the year employing Chainsaw operators, Arborists, Helicopters crews, Machinery operators, and traffic management. Control tactics included:

- *Chainsaw crews transported by helicopter (Skid hopping) to reach trees in mountainous terrain*
- *Chainsaw crews felling trees in sensitive areas*
- *Teams using hand tools and hand pulling areas of young seedling spread*
- *Arborists dismantling trees close to residential areas*
- *Machinery assisting with heavy timber and chipping of trees close to urban areas*
- *Logging crews clearing large trees and extracting the timber*
- *Aerial Boom spray for large and dense infestations*
- *Aerial foliar spot spray and Aerial Mulching*
- *Aerial Basal Bark (lancing) for widely scattered spread over vast landscapes.*
- *This work continues into 2021/22 as year 2 of the current 4 year National Wilding conifer Program funding. This nationally coordinated funding provided a significant leap forward towards achieved protection over the Whakatipu, but our success depends mostly on the support from local landowners and the Whakatipu community.*

KEY MEETINGS ATTENDED

- Cr Alexa Forbes, Sarah Gardner, Gavin Palmer, and I met with Queenstown Airport CEO, Glen Sowry and his staff, to discuss matters of mutual interest such as Public Transport.
- As a follow up from the last Audit and Risk meeting, Cr Hilary Calvert and I met with Sarah Gardner, to clarify the understanding of governance responsibilities and what was operational, in other words what was Sarah's responsibility. Generally speaking, the 'what' is Governance's role, and the 'how' is Sarah's role.
- Cr Carmen Hope, Cr Kevin Malcolm and I attended a public meeting at Moeraki about the rabbit problem in the area, where ORC staff reported back on findings of recent inspections. Staff also provided guidance on rabbit control methods and compliance procedures. There has been a follow up meeting since to help assist residents and landowners rabbit management plans.

- Attended Cr Bryan Scott's book launch, *My Trail, Te Wai Pounamu - A Pilgrimage on the Te Araroa*.
- Attended the NOSLaM AGM along with Cr Alexa Forbes and Cr Kevin Malcolm, presentations from two schools Weston and Waitaki Boys HS on their environmental projects plus a recap of the past year's accomplishments.

A copy provided an update of NOSLaM's achievements over the last decade is attached.

CORRESPONDENCE

- Minister of Climate Change James Shaw - Otago Greenhouse Gas Profile Paper.
- Provided letter from Zone 6 Mayors and Chairs to DIA as requested via OIA.

RECOMMENDATION

That the Council:

- 1) **Notes** this report.
- 2) **Sincerely** appreciates all the hard work and dedication by staff during another very difficult year, the hurdles and challenges have at times been extreme. Thank you all for being so committed to Team ORC, hope you are able to enjoy the festive season with family and friends.

ATTACHMENTS

1. NOSLaM Accomplishments [9.1.1 - 1 page]
2. Hon James Shaw re 5m tree rule climate change 2 Dec 2021 [9.1.2 - 1 page]
3. Letter from Zone 6 Mayors and Chairs to DIA [9.1.3 - 2 pages]

noslam











North Otago Sustainable Land Management
Collectively enhancing North Otago's Land, Water and Community Resources

NOSLaM's VISION:

To have an environment we are proud of, a vibrant community and strong agriculture in North Otago.

NOSLaM's PURPOSE:

To educate, assist and encourage the North Otago Farming Community to farm in conjunction with sustainable land management objectives and practices.

<p>300+ STAKEHOLDERS & SUPPORTERS</p>	 <p>350+ FARMER MEMBERS</p>	<p>9 FARMER-LED CATCHMENT POD GROUPS</p> 		<p>RIPARIAN PLANTING</p> <p>Have received \$370,000 in funding from private grants and Jobs For Nature resulting in:</p> <p>19 RIPARIAN SITES 45,000 SQM 35,500 PLANTS IN THE GROUND SCHOOL GUARDIANSHIP WITH 15 SCHOOLS ENGAGEMENT WITH LOCAL COMMUNITY & GROUPS</p> <p>JOBS FOR NATURE Providing employment for three people.</p> 		
<p>480 VOLUNTARY HOURS PER YEAR</p>	 <p>WATER TESTING PROGRAMS The Waiareka Pod water testing program and the Battersby Pod water testing program both provided important scientific information.</p>		<p>19/23 SCHOOLS IN THE WAITAKI DISTRICT ENGAGED</p> 	<p>70+ STAKEHOLDER GROUPS INVOLVED IN PLANTINGS</p>	<p>SHARING IMPORTANT INFORMATION</p> <p>Valuable "Resource Hub" and information on the NOSLaM website. Presence and engagement on social media platforms.</p> 	
<p>ENVIRO AG SUPPORTING WAITAKI GIRLS HIGH WAITAKI BOYS HIGH AG CURRICULUM 110 STUDENTS</p> <p>Irrigation, Dairy, Arable and Sheep & Beef farm field trips. In-class visits from industry and farmer representatives. Increased student enrolments. Developing and extending student thinking beyond the classroom.</p>		 <p>150 NOSLaM ENVIROFOLDERS DISTRIBUTED</p>	<p>STUDENT FIELD TRIPS TO FARMS</p> 	<p>39 WORKSHOPS ON AND OFF FARM</p>  <p>Winter Grazing Practices, Irrigation Efficiency, Addressing Critical Source Areas, Nitrogen Cap Reduction, Rule Changes to Compliance</p>	<p>PROUDLY SUPPORTED BY:</p> 	



Our Ref: A1572362

2 December 2021

Hon James Shaw
Minister for Climate Change
Parliament Office
Private Bag 18888
Parliament Buildings
Wellington 6160
Email: James.Shaw@parliament.govt.nz

Dear Minister

At a recent Otago Regional Council meeting we received a paper on Otago's Greenhouse Gas Inventory and Profile.

A number of questions arose, and one in particular was the "five metre tree rule" which causes large areas of land in Central Otago and Queenstown Lakes District to be excluded from calculations when considering sequestration.

We would appreciate an opportunity to discuss with you or your staff, Otago's specific situation plus broader issues relating to Climate Change.

Kind regards

A handwritten signature in black ink that reads "Andrew Noone".

Andrew Noone
Chairperson

027 430 1727
Andrew.noone@orc.govt.nz

For our future

70 Stafford St, Private Bag 1954, Dunedin 9054 | ph (03) 474 0827 or 0800 474 082 | www.orc.govt.nz

9.1.1: Attachment 1: Letter to Minister Ma...m Zone Six re Three Waters Reform 25.08.21

**We are.
LGNZ.**

Zone Six

25 August 2021

Hon Nanaia Mahuta
Minister of Local Government
Parliament Buildings
Wellington

n.mahuta@ministers.govt.nz

Tēnā koe e te Minita

Three Waters reform – engaging with our communities

At a zoom meeting on Monday 23 August, all Mayors and Chairs of Otago & Southland (Zone 6) discussed the pace of the Government's three waters reform and the need to engage appropriately with our communities to inform council decisions. As well as engaging with our communities, you will also be aware that important conversations about the reform are continuing between Te Rūnanga o Ngāi Tahu and South Island councils within the takiwā.

The three waters reform process is a once-in-a-generation decision for councils and communities. It is also being undertaken at the same time as resource management reform and a review into the future for local government. As such, it is imperative that communities be given adequate time to clearly understand the implications of the three waters proposals that affect them so directly.

The ten Mayors and Chairs of Otago & Southland (Zone 6) are deeply concerned about the lack of information provided to the public regarding the reforms, especially when that is placed alongside the timeframe for a decision to opt out (if a Council chooses to do so) needing to be made some time before the end of this year.

Presently the information provided by Government to the broader community consists of television advertisements that provide virtually no information and a Department of Internal Affairs website that has an overload of highly technical information in a format that is very difficult for a layperson to navigate.

This is leaving individual councils doing their best with limited resources to inform the public about the reforms and the complexity of the choice before us.

We request that the Government pause the reform process to allow communities sufficient time to better understand the significant amount of complex information on which the Government has based its case for change and to allow councils to engage with our communities about it. Without this pause, there is a very real risk that communities will not be able to make informed decisions about the merits of the proposed reform. Rushing the engagement process will simply not provide for good decision-making, and the decisions made as a result could see adverse and costly consequences for communities, councils and the Government for many years to come.

Council Meeting 2021.09.29

9.1.1: Attachment 1: Letter to Minister Ma...m Zone Six re Three Waters Reform 25.08.21

It is very clear to Zone 6 that more time is needed to ensure our communities are as informed as they can be about the shape of the three waters service delivery reform in totality.

We urge the pause to be advised to the public now and remain in place until such time as Councils are satisfied that the reform issue is clearly understood. We believe this is essential in order to properly and authentically engage with our communities on this incredibly important decision.

To ensure we are demonstrating our collective leadership and reflecting the voice of our communities, we will be making a public statement that we have written to you to formally request a pause in this process.

Zone 6 looks forward to your consideration of our request. We would welcome a meeting or other form of engagement with you to further discuss our concerns.

Ngā mihi



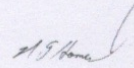
Bryan Cadogan
Mayor, Clutha District
Chair, Zone 6



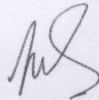
Tim Cadogan
Mayor, Central Otago District



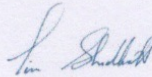
Aaron Hawkins
Mayor, Dunedin City



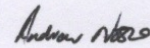
Nicol Horrell
Chair, Environment Southland



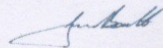
Tracy Hicks
Mayor, Gore District



Tim Shadbolt
Mayor, Invercargill City



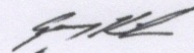
Andrew Noone
Chair, Otago Regional Council



Jim Boulton
Mayor, Queenstown Lakes



Gary Tong
Mayor, Southland District



Gary Kircher
Mayor, Waitaki District

CC: Local Government New Zealand Zone 5 and 6 Mayors
Dr Te Maire Tau, Ngāi Tahu

Council Meeting 2021.09.29

9.2. Chief Executive's Report

Prepared for: Council
Activity: Governance Report
Author: Sarah Gardner, Chief Executive
Date: 9 December 2021

KEY MEETINGS ATTENDED

- 26 November – Regional Sector meeting (Zoom)
- 26 November – Southern DHB COVID-19 planning update for Mayors and Council CE's
- 29 November – Chair/Deputy Chair/CEO weekly catch-up meeting (Zoom)
- 29 November – weekly ELT meeting followed by a Q+A session with all staff
- 30 November – all staff Zoom meeting to explain the COVID Protection Framework and how it will affect ORC
- 30 November – new employee onboarding sessions
- 2 December – met with the new Regional Director Kerrie Young, and Nicola Pinfold (Community Engagement & Partnerships Otago & Southland) to discuss opportunities and challenges within the region
- 2 December – Port Liaison meeting
- 2 December – met with Warren Ulusele from DIA for a general catch-up
- 2 December – ORC new office steering committee meeting
- 2 December – COVID Protection Framework webinar hosted by Taituarā (Zoom)
- 3 December – RCEO group fortnightly catch-up
- 3 December – met with the Chief Executive and staff from the Central Lakes Trust
- 3 December – met with Emma Crutchley and Chair Noone
- 6 December – Chair/Deputy Chair/CEO weekly catch-up meeting (Zoom)
- 6 December – weekly ELT meeting
- 7 December – Whare Rūnanga Internal Steering Group
- 7 December – South Island Regional Councils Governance Group meeting (Zoom)

RECOMMENDATION

That the Council:

- 1) **Notes this report.**

KEY TOPICS

West Coast Rain Event

- The weekend of 27 and 28 November 2021 was forecast for significant rainfall. Pre-emptive planning resulted in requests to both Otago Regional Council and the

Emergency Management Otago Group for support. We responded with staff resources deployed to the West Coast from both the Engineering Team and Emergency Management Otago. Thankfully the weather wasn't as significant as forecast however this was a great example of Sector networks delivering well and supporting our neighbours.

ATTACHMENTS

Nil

That the Council excludes the public from the following part of the proceedings of this meeting (pursuant to the provisions of the Local Government Official Information and Meetings Act 1987) namely:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48(1) for the passing of this resolution
<i>1.1 Minutes of the 24 November 2021 public excluded Council Meeting</i>	To protect the privacy of natural persons, including that of deceased natural persons – Section 7(2)(a).	
<i>3.1 Port Otago Resolution in Lieu of Annual Shareholders Meeting</i>	To protect the privacy of natural persons, including that of deceased natural persons – Section 7(2)(a); To enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities – Section 7(2)(h).	Section 48(1)(a); Subject to subsection (3), a local authority may by resolution exclude the public from the whole or any part of the proceedings of any meeting only on 1 or more of the following grounds: (a) that the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.
<i>3.2 Clutha/Mata Au River – Depositing of Material on bed of river</i>	To protect the privacy of natural persons, including that of deceased natural persons – Section 7(2)(a).	Section 48(1)(a); Subject to subsection (3), a local authority may by resolution exclude the public from the whole or any part of the proceedings of any meeting only on 1 or more of the following grounds: (a) that the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.

This resolution is made in reliance on [section 48\(1\)\(a\)](#) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by [section 6](#) or [section 7](#) of that Act or [section 6](#) or [section 7](#) or [section 9](#) of the Official Information Act 1982, as the case may require, which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public are shown above after each item.