

Annual Management Report 1 July 2020 to 30 June 2021

Executive Summary

Clutha Development is the economic development agency and regional tourism organisation for the Clutha District.

Our priority areas are to lead and support initiatives in the areas of Business Development, Workforce Skills and Living and Working in the Clutha District.

We thank the Clutha District Council for their continued funding to deliver economic development activities through our organisation. As part of the long-term plan, the review of district strategies and the new Living and Working in Clutha strategy has provided the platform for our new service level agreement with council for the next three years (2021 – 2024).

This period has seen a significant increase in external funding to Clutha Development and the Clutha District that highlights the additional investment opportunities the core funding from council to Clutha Development can attract.

1. MSD – Heartland Services: Renewal of the contract for 3 years and increase in annual funding from \$80,084 in Year 1 to \$136,168 in Year 3
2. Ministry of Business Innovation Employment (new RTO funding investment):
 - 2020/2021 Strategic Tourism Assets Protection Programme: \$400,000
 - Regional Events Funding: \$66,381 (2020 – 2023)
 - 2021/2022 Tourism Support, Recovery, Reset: New \$400,000
3. Clutha District Council: Tourism funding 2021/2022 of \$180,000
4. Otago South River Care: From the Clutha Catchment Group project initiated by Clutha Development the establishment of this entity has received two grants from Ministry for Primary Industries of \$84,000 from the Jobs for Nature programme for native plantings and \$1.8 million to continue the catchment group Projects

The Clutha Development team is extremely versatile that has enabled us to collectively respond to the challenges and opportunities of the past year.

Business Development and Support

During the year we provided businesses with information, support and referrals to services that included:

Business start-up enquiries: 27

Business visits: 162

Follow up to business visits: 522

Shop Local Campaign: Continued with promotions and shop stickers including Christmas late night shopping campaign around the District

Covid Response:

- Alert Level updates to businesses (as needed)
- Job listings
- Shop Local Campaign (Alert Level 3)

Destination Optimisation Programme (Miles Partnership):

With an initial focus on supporting the tourism sector Clutha Development contracted Miles Partnership (who specialise in best practice destination management services and solutions) who provided the following:

- Business and destination audit and analysis was completed in July ('Google my Business' – business listings checked for verification and missing information) – ongoing support continues to be provided by the team at Clutha Development to businesses to update their details on Google
- Audit of CluthaNZ top sites and attractions within towns for correct information and missing sites
- Education: Team training held for CDI team; Google My Business workshops held in October (23 attendees) – this was a practical workshop for businesses to update their details
- Google Street View capture of out of date or missing content – Lawrence/TuapekaPunt/Clutha Gold Trail (March)



Business Network Event: Everybody has Mental Health – how's yours? (Sir John Kirwan)

A very successful sell-out event with over 220 people attending. Thank you to the event sponsors Rural Support Trust, Beef+Lamb NZ and the Clutha District Council.



Business Visits

From October last year we activated a programme to visit businesses throughout the Clutha District to grow the awareness of Clutha Development and our services. An important of this role was the follow-up and response to a wide range of enquiries. Enquiries received ranged from job listings, support with My Google business listing details, immigration, Covid-19 information to connecting new businesses with local information.

Clutha Development also offered free membership for 2020/2021 with 160 businesses joining up.

Otago RBP Network

The Regional Business Partner Network is a gateway that connects businesses to the right advice, people, and resources. Clutha Development promoted and referred businesses to this service during

the year and hosted a 'Reconnecting Businesses' event in May with Tara Duce, the Business Growth Manager for Otago RBP.

Funding and support allocated to businesses in the Clutha District:

Clutha District	Total	Management Capability Fund FY19-20	COVID-19 Business Advisory Fund	Management Capability Fund FY20-21	Tourism Transition Fund
Funding allocations	50	3	33	8	6
Value	\$102,742.00	\$5,282.00	\$69,290.00	\$14,250.00	\$13,920.00

Otago Regional Economic Development (ORED):

ORED is endorsed by the Region's Mayors and Chief Executives and is represented by the Working Party with members from the Otago Regional Council and economic development managers from across Otago. The ORED Strategic Framework (2019) supports focused and productive long-term collaboration across the Working Party. Priorities were identified through the themes of Connectivity – Productivity – Talent – Housing – Sustainability.

ORED Activities:

- Fortnightly zoom meetings
- Formulation of ORED Plan: workshops with advisors/businesses around the region (21 October-Balclutha) – discussion on projects underway that directly or indirectly relate to the region's economic development efforts)
- Group workshops: October-Queenstown – November-Dunedin with Mark Patterson Kāno – April Maori engagement hui – June-Alexandra – June-Balclutha

Food and Fibre Sector Support

A sub-committee of Clutha Development was formed in February to look at opportunities where we may have a role:

- Sector survey undertaken in October
- Forum: Environmental/economic outcomes on farm (Barrie Ridler – Analyst and Research Agricultural Systems)
- Forum: Future Farming Opportunities planned for July (Craig Adams-First Light Farms, Peter Brown-McCanthus NZ Ltd, Susan Goodfellow-Leftfield Innovation, Josh Hurring-Mike Hurring Logging and Contracting-BioFuels)

Our Farms – Our Water – Our Future (Clutha Catchment Group project):

This 3-year contract was completed in August (delayed due to Covid) with the final milestone reports completed for both Ministry for Primary Industries and the Otago Regional Council Eco Fund. Our thanks to Lloyd McCall who was the Project Manager. Clutha Development initiated and funded the project that has successfully enabled the establishment of Otago South River Care Incorporated who will continue this work. Clutha Development will continue to advise and support as required



Lawrence Community Wetlands: We prepared a draft expression of interest document for the procurement of consenting services for the group

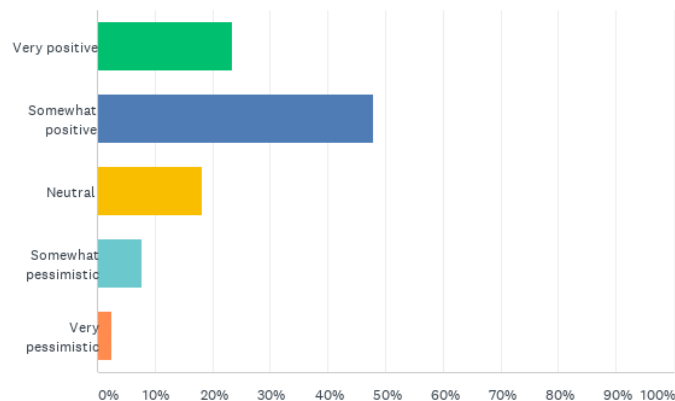
Economic Data

Our subscription to Infometrics provides us with regular analysis and economic information that supports our planning and strategic action outcomes. We join the monthly webinars, receive Clutha quarterly economic monitor reports and the annual regional economic profile. From July to December 2020, we also received monthly Covid-19 local economic insights for Clutha.

As part of Clutha Development’s strategic planning session in November, Benje Patterson (economist, strategist, storyteller) presented on ‘Clutha Economic Update’.

The Clutha District business confidence survey was carried out in December seeking reflection on an extraordinary year and insights into the future. There were overall signs of positivity both in the Clutha District economy, and in individual respondent’s businesses. This was demonstrated through the types of investment indicated in the next 12 months along with specific indications of the number of additional employees’ businesses were looking to take on.

Q7 How positive are you about the future of your business?



Living and Working

Our vision is that the Clutha District is a great place to live, work, invest and visit. Clutha Development provided support to the development of the following:

Housing

Following the adoption of the Strategic Direction for Housing in the Clutha District the implementation action plan was presented to and adopted by council. Throughout the year we have met with interested parties who have been investigating options for housing developments around the district.

Our Place Plans

Members of the team attended workshops and discussions on the implementation plans for Our Place community plans for The Catlins and Tuapeka/Lawrence to align projects with the Clutha Destination Strategy implementation plan and core services offered by Clutha Development.

Kaitangata Housing Trust

It has been our pleasure to support the enthusiastic team from Kaitangata in their vision to enable KaiBuild and build affordable new housing options in the township of Kaitangata. This year the legal entity (Kaitangata Housing Trust) was established with trustees Joyce Beck, Evan Dick, Liz Jenkinson and Beau Williams.

The Trust has received support from the Clutha District Council who have purchased ten sections that will allow ten house builds to happen over the next 3 years. And, The Tindall Foundation have provided the Trust with a loan that will build the first 2 houses. It is also fantastic that to complete the package there is a list of potential buyers waiting to invest in this opportunity.

Discussions have also been held with Kainga Ora and central government agents to investigate alternative funding streams to support this successful community led project.



My Little Local Clutha App (MLLC):

Clutha Development project funding investment over the past 3 years has supported the establishment and growth of the MLLC app for the Clutha District. There are 82 businesses advertising on the app (with a 60% renewal rate) and a total of 8,232 app downloads. Clutha Development acknowledges the huge efforts of Nicola Law in supporting our businesses and communities and keeping us up to date on all things 'Clutha'. We look forward to what the future plans may be for the My Little Local Clutha on what has been a fantastic tool for our communities.

Heartland Services



**Welcome to
the Clutha District**



The contract was renewed for a further term of 3 years with a significant increase in annual funding in July. This also involved us completing the Social Sector Standards-Level 4 Accreditation process in February this year.

Total number of enquiries received for the year were 1,495 (Immigration, IRD, JP Services, Community Law). It was also great to see the return of the monthly visits by Community Law to both Balclutha and Milton. There has also been an increase in the visits by social services agencies who now visit Balclutha weekly.

Representatives from the Labour MP's office are also available on Mondays to meet with members of our communities. A total of thirteen groups used the meeting facilities 84 times during the past year.

We were very appreciative of the infrastructure grant that we also received that was used to install the smart board, purchase a zoom room license and an additional laptop. All of these allow more people to access meetings and services (when unable to travel) and expertise can be brought in to present and meet virtually, thus creating a more inclusive environment.

A new community resource, the 'Welcome to Clutha' brochure is also due to be published.

Destination Management

Clutha Development as the RTO will lead and coordinate activities alongside the tourism industry, stakeholders, iwi and communities. The significant investment from MBIE and increase in funding from Council has enabled priority projects to be actioned from the Clutha Destination Strategy Implementation Plan.

Partnerships and collaboration with stakeholders will define an integrated approach to planning and actions. Therefore, supporting sustainable investment that makes the Clutha District a great place to live, work, invest and visit – enabling and ensuring the benefits of destination management and planning are shared across communities throughout the Clutha District.

Key destinations for investment have been identified for:

- The Catlins (enhancement and protection of iconic experiences)
- Lawrence (develop a heritage destination village, enhance the visitor experience at Gabriel's Gully and capitalise on historic elements and the Clutha Gold Trail)

We thank Rob McIntyre (Destination Planning Ltd) for his continued support of the Clutha Development team and project plans from the strategy.

Strategic focus areas:

- Destination and experience management
- Industry capability and capacity development
- Destination marketing
- Tourism infrastructure
- Sustainability and regenerative tourism

Destination Planning Activities:

- Destination experience management plans for iconic sites: Draft scoping documents developed for The Nuggets/Kaka Point and Gabriel's Gully (Lawrence) from discussion with key partners including Iwi, DOC and Heritage NZ
- Ongoing discussions with industry partners, our RTO collaborative, Great South and communities on projects from the destination strategy
- Catlins Sustainable Partnership: Review of The Catlins Community Tourism strategy (Catlins Coast)
- Multi Day Walking track along The Catlins Coast: Clutha Development have engaged Rob MacIntyre and Ross Corbett to undertake the feasibility study

Industry Capability and Product Development

This past year has focused on increasing the capability of tourism operators providing and promoting a range of workshops to support operating in this new environment.

Workshops held:

- Digital marketing Deep Dive (11 attendees)
- Instagram (16 attendees)
- Free Digital Boost (13 attendees)
- Facebook (14 attendees)
- Awesome Customer Service (16 attendees)
- Attendees also completed evaluations at the end of each workshop



Capture Clutha:

Reached out to our communities to share their stories and favourite places in the district and the imagery was used to support our initial marketing campaign.

45SouthNZ:

Collaboration between the Waitaki, Dunedin, Central Otago, Clutha, Southland/Fiordland, Wanaka, and Queenstown regional tourism organisations continues with the intention to develop productive long-term relationships and joint initiatives. This past year has explored the concept of a potential touring experience that disperse visitors throughout the region. It would include a range of special interest itinerary ideas to showcase unique, diverse, and sustainable visitor offerings and experiences targeted at both locals and visitors.

Otago Cycle Trail Collaborative

Collaboration between the Central Otago Queenstown Trail Network Trust, Otago Rail Trail, Roxburgh Gorge and Clutha Gold Trails, Rail Trail operators Group, Enterprise Dunedin, Clutha Development and Central Otago District Council. The focus has been to enhance the collaborative

approach to cycle trail management and marketing in Otago, with several existing trails, including the Clutha Gold Cycle Trail.

Southern Scenic Route (SSR)

Clutha Development is also a member of the SSR collective. This past year we have attended stakeholder meetings, reviewed our MOU and participated in a strategic planning session. A SSR marketing campaign was delivered in March through NZ Herald and Stuff Digital Campaign targeted at the North Island and Upper South Island.



Other:

- *Whaiao – Education for Sustainability Otago:* Clutha Development is a member of the tourism working group who meet quarterly. The aim of the group is to ensure that tourism in Otago is sustainable, fair and aligns with the outcomes of the global sustainable development goals.
- *Regional Tourism NZ (RTNZ):* Clutha Development is one of thirty-one RTO's in New Zealand and a member of the RTNZ network. RTNZ's key role this year has been to successfully advocate with government and agencies on behalf of us all to develop initiatives and funding streams that will allow us to support and reset our tourism sector. We join the fortnightly zoom meetings and have also attended meetings in Christchurch and Wellington.

Destination Marketing

In November 2020, Clutha Development appointed Harvey Cameron as the lead creative agency to deliver Clutha District's domestic marketing campaign (December 2020 to December 2021). The campaign objectives are to:

- Increase visitation, length of stay, and spend of visitors as soon as possible to support survival of the local tourism operators
- Build awareness over the longer term, of the attractions and experiences that people should come for

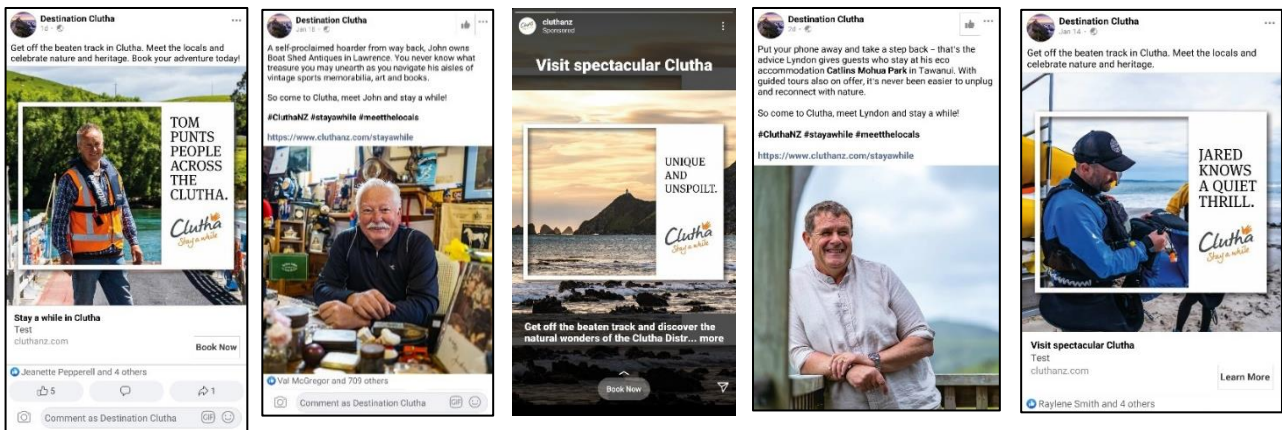
The Clutha 'Stay a while' campaign was launched in December using the concept of 'Locals Promoting Locals' – telling an authentic story from locals' perspectives.

Campaign Activities:

- Promotion through Google Ads, sponsored ads on Facebook and Instagram, YouTube ads, display ads through NZ Herald and Stuff – all increasing traffic and visitors to CluthaNZ.com

Cluthanz.com	December 2020 – March 2021
Views	60,318 website views: <ul style="list-style-type: none"> • 43,500 views from new users • 48,300 engaged visitors • 23,651 visitors spent more than 1.5min on the site
Website views grew from an average of 5,000 a month to 8,529 in the last two weeks of December, 13,288 in January, 12,615 in February and 13,132 in March.	
Source: Google Analytics	





Alongside our CluthaNZ campaign, Tourism NZ (TNZ) funded several domestic marketing initiatives partnering with RTO's as well as international marketing opportunities as the bubble opened (briefly) with Australia.

This required Clutha Development to respond to the initiatives within short timeframes. Where they included product promotion, this only applied to Qualmark operators of which there are currently only 5 plus the Clutha iSITE in the district.

TNZ Marketing Activities Included:

1. *Tourism NZ Great Kiwi Content Drive:* Two businesses participated in our region (Cascade Creek and Beresford Heights). TNZ supported RTO's and operators to develop great content for social and digital use.
2. *TNZ Australian Escape:* Images/videos (The Catlins/Clutha Gold Cycle Trail) for a 10-part on-line video series 'Secrets of New Zealand to inspire Australians to explore New Zealand's hidden gems when trans-Tasman travel is available.
3. *Ritchie and Gemma 'McCaw's on tour' – episode 2 – Fiordland/The Catlins:* Creative content local operator (Mohua Park), information/images
4. *Australia Go to Market Virtual Trade Expo (June):* Reconnect – re-educate – resell to trade in Australia



5. *101 reasons to stop dreaming about New Zealand and Go* (International Traveller and Tourism New Zealand Partnership): Magazine and online content hub – 31 regional guides; Clutha content features in the experience themes of: journeys, nature calling, tiaki promise, art and culture and itinerary content
6. *Tourism NZ Business Listing:* Encouraging operators to list their business with TNZ to participate in marketing campaigns.
7. *Qualmark:* Working with accommodation and experience providers to get Qualmark accreditation

8. *Australian Webinar Series* (release date August 2021 to Australian market): 2-day film shoot and hosted Clutha/Central Otago webinar hour with TNZ and Australian trade market – 137 registrations with 65 attendees



9. *Tourism NZ Brand Toolkit Refresh*: Harvey Cameron completed the content review and update for this online publication.

[Hero Images](#)



1. Tauteku Bay
Credit: Richard Schofield
2. Surfer Penguin
Credit: Blackbel Photography
3. Purakaunui Falls
Credit: Martin Hayward
4. Clutha Gold Trail
Credit: Lennon Bright
5. Purakaunui Bay
Credit: Franky Malone
6. Tuapeka Punt
Credit: Lennon Bright

Other Activities:

Trade Shows/Famils:

- New Zealand Motorcaravan Association Show in Hamilton over 3 days in October.
- Famil with Brooke Sabin (Sunday Times/Stuff article/video) featuring Tuapeka Punt, Lawrence and The Catlins.
- TRENZ Hui (Christchurch)



- TIA-TRENZ 2021 Hui (Christchurch): Revive – Reconnect – Revitalise; focussed on the future with tools to help delegates come up with innovative solutions when the borders reopen

Product Development:

- Moa Tours: Clutha Development met with Moa Tours to discuss the tour itinerary (7 days) that includes stays in the Clutha District (Lawrence, Kaka Point).

1. High Country Stations, Gardens and Goldfields tour: Night 6 in Lawrence, guided historic tour and lunch at Linlithgow. This tour has increased from 2 tours per season to 7 tours post-covid.
2. Southern Odyssey: Stewart Island and The Catlins: Night 4 in Kaka Point
3. The Far South: Hidden Treasures (new tour started in February) and includes lunch in Benhar at the Fern and Thistle



CluthaNZ RTO Brochure:

The Clutha official RTO brochure was published in March 2021. This is distributed through the RTO and visitor information network via True North.

Clutha Regional Events Fund 2021 - 2023

Clutha Development is part of the Pure Southern Land IMA (Waitaki, Dunedin, Clutha and Southland RTO's) and received funding (based on our annual international visitor spend pre-Covid) to invest in events that would stimulate 'out of region' visitation that will encourage spending missed by international visitor markets. The fund is available for events that will be held before June 2023 or until the funding is fully allocated.

Workforce Skills

For sustainable growth our businesses need more people with the right skill sets and experience, along with work-ready employees. One of the ways that we can address this is to develop the local workforce and attract people with the skills we need.

The environment under Covid has seen the swing from more job seekers than jobs, back to more jobs available than job seekers. This puts the Clutha District in direct competition with other regions around New Zealand in attracting people to live and work in our district.

Attraction and Retention Activities

Number of Jobs listed on the CluthaNZ.com website: 439

Job Seeker support: 178 have registered through the online portal (NZ eligible); 116 from the Clutha District

People supported directly into jobs: 104

CV Development: 65

This year we introduced a recruitment support service for businesses advertising jobs on our CluthaNZ jobs portal. This included an 'apply now' tab where all applicants could apply online through Clutha Development. All applications received were acknowledged, and after closing date, forwarded onto business for them to review, interview and select. This process has been completed for twelve jobs with 2 businesses using this service more than once.

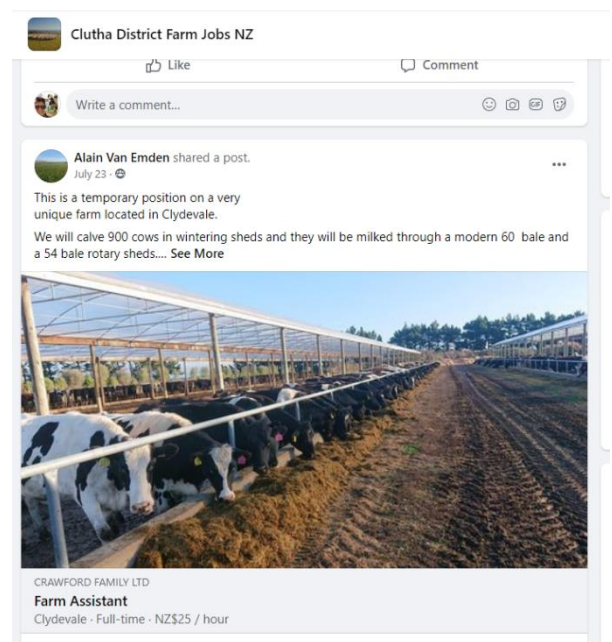
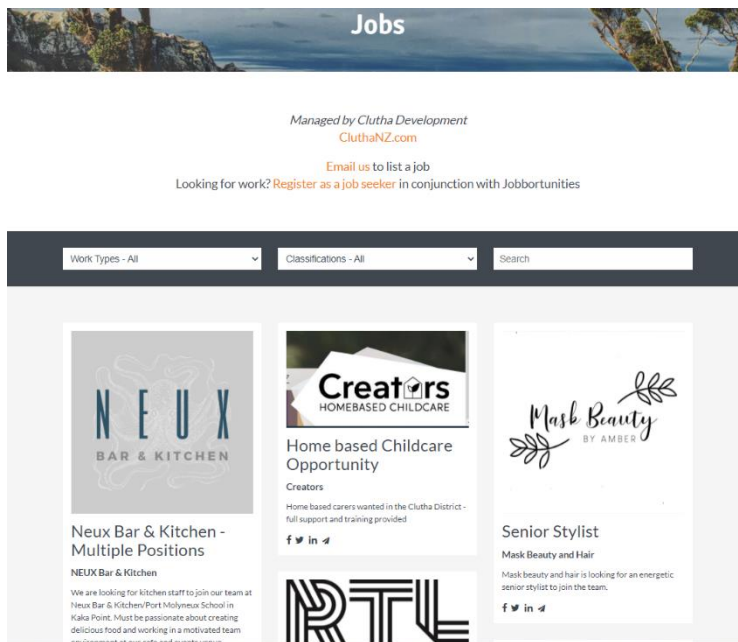
Support for job seekers continued during this period post-covid lockdown last year which included:

- One-on-one sessions

- Action on CV, interview skills, application letters where needed
- Weekly newsletters with links for new job ads
- Individual emails for jobs of interest

For the next 12 months Jobbortunities will be providing job seeker support and will have access to and manage the job seeker registration process on CluthaNZ.com/Jobs

Jobs advertised on the website are shared on the Live and Work Facebook page and also on the My Little Local Clutha app. Clutha Development also continue to manage the Clutha District Farms Jobs NZ Facebook page which currently has 1,739 members (approve members and approve posts). Farmers who join the page can advertise positions and job seekers can also post that they are looking for work.



Events

- **Pop-up Jobs Expo:** Dunedin (March) hosted by Ministry of Social Development
- **Careers Expo:** Dunedin (June) hosted by Go Tourism
- **Silver Fern Farms:** Stakeholder meeting at the Finegand Plant
- **Jobbortunities:** Balclutha and Queenstown events (October) and 'Work Ready Wraparound' (March)
- **South Otago Future Focused Learning:** Attended the launch of the project in February
- **Clutha District Training and Development Awards:** 32 graduates and 16 businesses presented with awards; guest speaker was Heidi Renata (Founder of Innov8HQ)



- *Otago Construction Workforce Project*: Report back on project findings and impact of Covid-19

Stakeholders – Partnerships

- *Jobbortunities*: Monthly meetings with Ruth
- *Southern Group Training Trust and 4Trades Training Trust*: Working with both facilitators to help place people into apprenticeships in the district
- *Clutha District Job Seeker Skill Building Group*: Meet six-weekly (Malcam Trust, Jobbortunities, Clutha District Library, Work and Income and Clutha Development)
- *SIT-Telford*: Member of the Telford Advisory Group; Agricultural Contractor Training – welcome to the Clutha District
- *Southland + Otago Regional Engineering Collective (SOREC)*: SOREC engineering academy South Otago pilot (South Otago and Tokomairiro High Schools) with local businesses Calder Stewart, McLay Boats, MD Engineering, Agri Crates and Engineering and Edwards Engineering
- *Youth Futures (Great South)*: Working together on initiatives in schools (attended a presentation at Blue Mountain College on drug testing)
- *Southern Primary Sector Workforce Group*: Action and response plan for the primary sector; work with the coordinator to promote events in the district (eg employment forums)

Business and Education Sector Opportunities

We support initiatives that will profile career and industry employment pathways and workforce development.

- *Cluthanz Connect*: Year 12 and 13 student mock interviews (South Otago High School); support students with CV development
- *SIT-Telford*: Beginning of this year facilitated classes for students (CV development and mock interviews in preparation for scholarship interviews (20 students); regular meetings with Debbie Rankin (Programme Manager – Telford Campus); organised an initial school visit trial to Telford that was very successful and more will be planned in the future.



General

We have been in 16 James Street for over a year now and the team are loving the open plan design and the increased visibility and presence that Clutha Development now has in the community.

During the year Shelley Phillips left to move with her family to Oamaru, Melissa Sheppard joined the team in October and Libby Hindmarsh went on parental leave in February and she and Don

welcomed Ella into their family in March. The strength of the team to be able to deliver the wide range of projects that we lead is our flexibility, adaptability and working together to 'get the job done'.

The Team thanks our governance committee for their support and contribution to the work that has continued in what has been changing and challenging times. Our special thanks to our Chair Bridget Tweed and Deputy Chair Will Clarke for always being available when needed. Our thanks also to Craig Whiteside for his wise counsel especially in the food, fibre and forestry sector.

Looking ahead our focus will be on the delivery of actions from the Living and Working in Clutha Strategy in the priority areas of: More Quality Housing – Filling Our Jobs – Our Environmental Footprint.

Leading initiatives and working with our stakeholders Clutha Development will continue to make the Clutha District the place of choice to live, work, invest and visit.

Linda Moore
Chief Executive
Clutha Development Inc

12 October 2021