

Annual Management Report 1 July 2021 to 30 June 2022

Executive Summary

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

Our focus is to deliver initiatives that will support the following outcomes from the Living and Working in Clutha Strategy (2021-2031):

- Clutha has vibrant rural towns and communities
- Clutha is connected and collaborative
- Clutha has a healthy and sustainable environment

The Living and Working in Clutha strategy provides the platform for our service level agreement with council with a focus on these key areas:

- More quality housing – good affordable housing that meets the need of all Clutha residents
- Filling our Jobs – key focus areas are to retain existing businesses, grow our workforce and attract additional investment
- Our environmental footprint – reducing our environmental footprint underpins community wellbeing and is a priority towards making Clutha a great place to live, work and play

We acknowledge the core funding received from the Clutha District Council and the external funding received from the Ministry of Business Innovation and Employment (Destination Management) and Ministry of Social Development (Heartland Services).

The flexibility of the Clutha Development team enables us to be able to respond to opportunities and challenges and deliver effective outcomes across our activities.



Linda Moore
Chief Executive

Sarah Hayward
Strategic Projects
Manager

Sarah Homer
Business
Development
Manager

Laura Baldwin
Administrator -
Project Support

Libby Hindmarsh
Destination
Marketing and
Support Manager

Melissa Sheppard
Business Support
Coordinator

More Quality Housing

Kaitangata Housing Trust

Assisted the Trust for the KaiBuild initiative (10 house builds) including budget and cashflow and the funding application and loan agreement with the Tindall Foundation. We will continue to provide support as required.

KaiBuild (land and house package model) expansion to other towns across the district

Discussion with Barbara Hanna (Chair, West Otago Community Board) with members of Kaitangata Housing Trust on opportunities for Tapanui.

Other

Met with the regional director for Kāinga Ora to discuss opportunities and assistance with both KaiBuild and any plans for Kāinga Ora builds in the district. Explored opportunities with the Infrastructure Acceleration Fund and engaged with the department on their strategies under development.

Met with a private developer on the residential sub-division and development in the Milton area.

Filling Our Jobs

Attracting people to live and work in the Clutha District

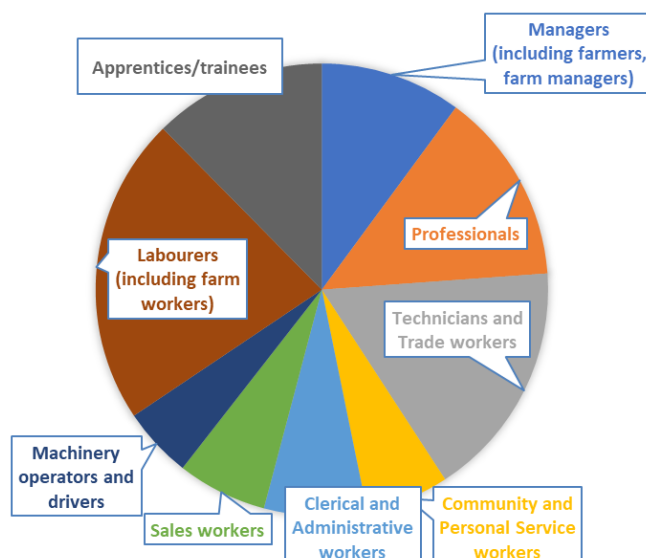
The Clutha District is in direct competition with other regions of New Zealand, all of whom want to drive growth. Our labour market is tight, and we want to attract and retain people with the skills needed to live and work in the district now and into the future.

To develop a framework and action plan that will be flexible and agile in addressing our labour market, the following actions have been completed:

1. Survey of businesses for insights on their labour opportunities and challenges (November):

- 70 per cent had encountered difficulties in filling positions, predominately in agriculture, forestry and fishing, construction, and retail
- Top reasons given for difficulties in being able to fill positions:
 1. Low number of applicants generally
 2. Not enough people interested in doing this type of job
 3. Low number of applicants with the required attitude, motivation, or personality
 4. Applicants lack the relevant work experience
 - 5.= Applicants lacked the technical or occupational skills
 - 5.= Too much competition from other employers
- Future vacancies and occupations:

	Position vacancies	Number of businesses
3 months	202	54
6 months	183	34
12 months	172	44
24 months	224	43



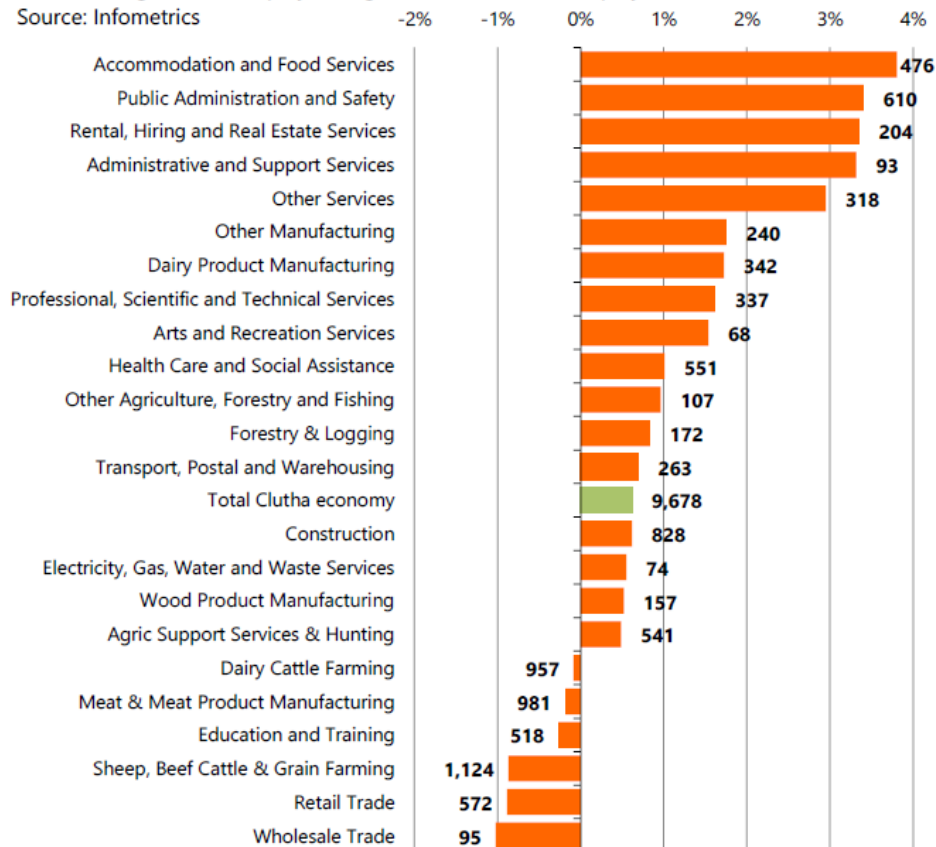
2. Clutha Labour Market Analysis Report completed by Infometrics (May):

In looking at the Clutha District labour market the report highlighted the current challenges and identified potential challenges covering unexpected growth pressures; youth; growing diversity; under-utilisation; ageing and housing.

Sector growth pressures

Clutha average annual employment growth (%), 2021-26, employment, 2026

Source: Infometrics



3. Live and Work in CluthaNZ Digital Marketing Campaign (April – June):

The campaign targeted both Auckland and Christchurch regions based on visitors to our Jobs page – Cluthanz.com over the past 12 months. This included social media paid ads and a digital advertising package through Stuff.co.nz as well as a sponsored article (print and online) and native tile ads.

Campaign objectives were *Awareness* of the Clutha District as a place to live and work;

Consider the Clutha District as place to live and work, and to *Take Action*:

- *Awareness*
 - Facebook ads – 132,610 people saw our ads
 - Stuff ads: Digital ads had 1,883,234 impressions – sponsored article had 277,573 impressions

Easy Commuting

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Clutha District - light on traffic, rich in scenery. Looking for work? Move to South Otago

Stunning Backyard

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Looking for work? Move to the Clutha District, where The Catlins is right on your doorstep

Affordable Housing

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Clutha District, where your housing dollar stretches further. Average house price is \$404K

- *Consider*
 - Facebook ads – 1,924 clicks from the ad to our website
 - Stuff ads – 2,997 clicks from the ads and 231 clicks from the sponsored article to the website
 - Our website traffic increased by 170% compared to the same period last year
- *Take Action*
 - Facebook likes increased by 53
 - 24 people signed up to receive more information about living and working in Clutha
 - 23 new job seeker registrations

Business Support

1. Liaise with businesses to advertise jobs on CluthaNZ.com:

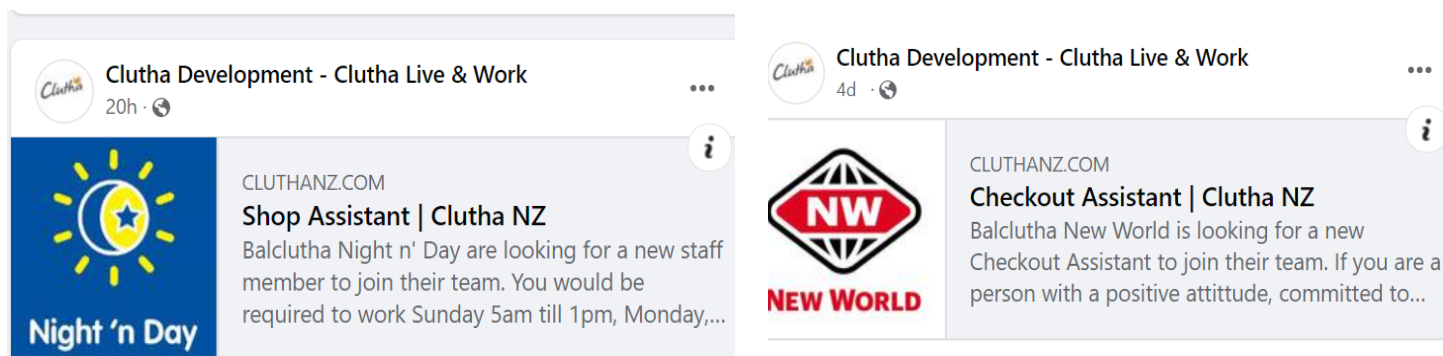
- New positions advertised from 1 July to 30 June: 410
- Total jobs advertised (included jobs advertised over consecutive months): 454

2. Recruitment support provided to businesses (Clutha Development manage the application process for applicants who 'apply now' through the jobs portal – businesses are able to use our rooms for the interview):

- Supported 11 businesses to recruit 13 positions
- Supported the interviewing process for 2 businesses
- Supported job seekers with online applications to Balclutha Countdown

3. Social Media Platforms:

- Clutha District Farm Jobs Facebook Page: this page is self-managing with 2,292 members (job seekers and employers), Clutha Development approves all listings; 202 posts for the year
- Clutha Development – Clutha Live & Work Facebook Page: 2,246-page followers; jobs are shared from our website and now include the business logo



4. Business Visits:

Balclutha	96	Clinton	3	Clutha Valley	8	Kaitangata/Stirling	3
Lawrence	22	Milton	34	The Catlins/Kaka Point	49	Waiholā	3
West Otago	25					Total	247

- Monthly schedule is in place to visit businesses around the Clutha District.
 - The purpose of the visit is to introduce Clutha Development and the services that we provide and to discuss the business and its opportunities and challenges.
 - Follow up from the visit includes providing further information and links and referrals to business support.

- Business visit satisfaction survey received responses from 15% of the businesses visited
- all having a better understanding of our services and appreciated the quick follow-up response time to provide further information and support
- Visits included meeting with 24 new businesses (Balclutha, Kaitangata/Stirling, Lawrence, Milton and The Catlins)



5. Food Fibre Forestry Sector:

- Hosted a Future Farming Opportunities Forum (sustainable diversification options) with presentations ranging from wood chips for biofuel, quality meat production to Miscanthus grass to crops that bring higher value sustainable land use options



Craig Adams -
First Light Farms



Peter Brown -
Miscanthus NZ Ltd



Susan Goodfellow -
Co-Founder and Director
Leftfield Innovation Ltd



Josh Hurring -
Mike Hurring Logging &
Contracting

- Following on from this forum an additional zoom session was held during lockdown (August 2021) with 54 registrations – information and a 'registration of interest' to form a grower group was emailed to interested participants to continue the discussion
- Clutha Development continues to support Otago South Rivercare as a sponsor

6. Business Support (Covid Response):

- Newsletters and updates to businesses with COVID rule changes and updates as they were happening
- Shop Local Campaign (Alert Level 3)
- Google My Business Listings: Work with businesses to keep their hours of operation current

7. ORED (Otago Regional Economic Development):



- Regularly attend both online and face-to-face meetings with the group of economic development managers who are the ORED working group

- Through a combined forum have engaged with regional partners and stakeholders on what matters most to them for Otago's economic development.
- Regional priority action areas were identified as: Learn Otago, Food Otago, Lifetime Value of a Visitor and Collaboration

8. Business and Education Partnerships:

- Career Pathway Opportunities:
 - South Otago High School Mock Interviews: Interviewed 15 year 12 students
 - SIT-Telford: CV development and mock interviews with 5 students (7 weekly sessions)
 - Under Covid it was difficult to work in schools, but discussion continues on industry career events (forestry and agriculture) and a Year 10 'speed meet' careers day
- Collaboration with Stakeholders:
 - Southern Group Training Trust and 4Trades Training Trust: supporting people into apprenticeships
 - Jobbortunities: monthly meetings with Ruth; attended the Milton Jobbortunities event on 12 October; attended Balclutha Countdown job information evening on 10 February
 - SIT-Telford: Monthly meetings with marketing team and catch-ups with the programme Manager and campus manager; member of the Telford Advisory Board (meet four times a year); attended the Telford Farm Board strategic planning stakeholder session
 - Otago Regional Skills Leadership Group (RSLG): part of the industry discussions on the development of the Otago Regional Workforce Plan

9. Digital Boost Facilitation Programme:

Funding for this digital learning programme (nine months) has been received from the Regional Business Partner Network through Business South:

- 15 businesses (maximum per group) across the district have signed up
- Learning outcomes have been developed for each business
- Meet monthly to review and support each other with the learning outcomes
- Completed a Google My Business refresher online with Miles Partnership
- Six-monthly reports are submitted on progress and achievements

10. Economic monitoring and reporting:

- Infometrics: Annual Clutha District Economic Profile report; Clutha District Quarterly Economic reports; monthly Infometric webinars

Destination Management and Marketing

Clutha Development (CD) as the Regional Tourism Organisation will lead activities in collaboration with the tourism industry, stakeholders, Iwi and communities to action projects from the Clutha Destination Strategy.

To support us with the delivery of actions from the strategy implementation plan, we contracted Rob McIntyre (Destination Planning Ltd – DPL) for 3 days a month and for additional project work.

Destination Management Activities

1. Nugget Point Tokata/Kaka Point Icon Destination Management Plan:

- Establishing a destination management plan for Nugget Point and Kaka Point to ensure environmental impacts are managed, community needs are met, and the quality of visitor experience remains high
- Working with DPL and multiple stakeholders to develop a plan for the area

- Identifying benchmark monitors of visitor patterns, behaviours, motivations, and satisfaction as a starting point including alignment with projects from within the Our Place Community Plans
- Visitor Monitoring: 448 in-person surveys at Nugget Point and 118 surveys from the freedom camping officer and accommodation providers across 5 locations in The Catlins.
- BlackDog Group have completed the Catlins Visitor Insights report

2. The Catlins Te Akau Tai Toka Community Tourism Strategy (2016) Review:

- CD and Great South contracted DPL to review the strategy for Catlins Coast Inc considering more recent developments in sustainable and regenerative tourism planning
- The draft has been socialised with Catlins Coast Inc and stakeholders

3. The Catlins Multi-Day Walk:

- CDI contracted DPL (with Ross Corbett Consulting) to undertake the feasibility study, taking into consideration the previous Coastal Trail from 2002 and develop an updated report on the feasibility of a multi-day coastal trail for The Catlins
- Included landowner meetings, site visits, iwi discussion, site visits and desktop costings
- The final report concluded that whilst the concept of a multi-day walk had support in the wider community it was not supported by enough landowners to be a viable product at this time
- There are opportunities to explore shorter guided walk options led by landowners (CD is available to facilitate and coordinate)

4. Gabriel's Gully Destination Experience Plan:

- To develop a concept plan that would provide a compelling visitor experience at Gabriel's Gully that is well integrated with the Lawrence Heritage Village, the Lawrence Chinese Camp, the Clutha Gold Trail, and other attractions.
- CD contracted Locales (Chris Hay) to develop the draft visitor experience plan and he visited Lawrence and spoke with community groups and stakeholders
- CD also added in a concept plan for the Lawrence Chinese Camp



5. Our Place Community Plans and Projects:

- *Owaka Going Forward*: Provided support with project planning on potential cycling trails around Owaka
- *West Otago Bike Trails*: Initial discussion with interested group in exploring options for cycle trail development connecting to towns across West Otago
- DPL is developing a framework to guide prioritisation and investment in walking and cycling trails

6. Tourism Wayfinding, Signage and Interpretation Signage Review and Action Plan:

- Request for Proposal brief developed and sent ready to contract for the review of visitor wayfinding interpretation signage and the Southern Scenic Route within the Clutha District

Industry Capability and Product Development

1. Accommodation Booking Platform (Bookit):

- CD has become a Bookit Reseller – this is an opportunity for our tourism operators to enhance the visitor experience by allowing real time bookings on Cluthanz.com
- Bookit commission fee is 15% of which our 7% goes directly back into marketing Clutha as a destination (no bookings – no fees)
- 26 operators listed (The Catlins-12, Milton-2, Balclutha-3, Lawrence Area-9)

2. Winterising Accommodation – NZ Holiday Parks Association:

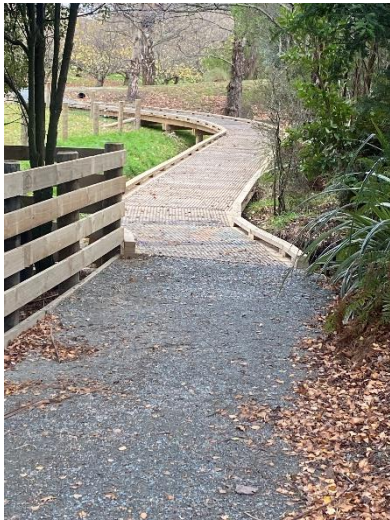
- CD hosted Fergus Brown (NZHPA) for two days in May
- Visited the holiday parks around the district – general catch up and options for winterising accommodation to extend the visitor season



3. Clutha Gold Cycle Trail:

- CD is supporting the trustees in readiness for the official opening of the trail extension from Lawrence to Waihola that will be held in Waihola on Saturday 18 March 2023
- Attended meetings throughout the year
- Assisted the Trust with a trail progress newsletter to the communities of Lawrence and Milton/Waihola
- 'Cycling to Success' Forum (facilitated by CD and DPL) held to highlight business opportunities on alongside the trail extension – Speakers were from Clutha Gold Trail Trust, Otago Cycle Trails Collaborative, Bike it Now, Antique Lodge Motel (Clyde)

- Facilitated the extension interpretation panel projects including sites and stories of interest along the trail



4. Training and Product Development

- Paid Social Media training workshop: Held on 21 June with Cre8tive (focus was on being able to create a simple marketing campaign)
- Agritourism Workshop: Attend workshop in Gore facilitated by Great South (looking and agritourism opportunities in the Clutha District)
- NZ Agency Tours: Based in Kaka Point providing 2 1-day tour options (The Catlins and Lawrence) – CD and i-SITE went on the famil of these tours
- CD team 2-day famil (Milton and Waipori area): Continue to build on our collateral, stories and specific reasons to visit CluthaNZ
- Moa Tours: While the tours covering this period were cancelled due to COVID restrictions there are 22 tours booked for 2022/2023 season with overnight stays in Lawrence and Kaka Point and a lunch at Benhar
- Qualmark: Currently 6 accredited operators and 2 provisional in the District; planning a workshop to encourage more operators to become accredited; case study of Earthlore was featured in the December issue of Qualmark NZ QualNews publication

5. Collaboration and Partnerships

- Otago Cycle Trail Collaborative*: Meeting with partners including other regional tourism organisations, trail trusts and operator to discuss marketing plan across all the trails; held a trail operators group meeting at Millers Flat; developed safety videos
- Clutha Development/Clutha i-SITE*: MOU and annual activity plan being developed for working collaboratively to provide the best experience in the Clutha District for our visitors.

- *Southern Scenic Route (SSR)*: Promotion through the Otago Daily Times (December/January); planning meeting held with SSR partners
- *Industry Webinars*: RTNZ monthly calls; MBIE monthly government tourism industry calls; 2022 Otago Tourism Policy School (online) to discuss key challenges and opportunities with the theme 'Structural Change for Regenerative Tourism'
- *Southern Way (formerly 45 South)*: Collaboration between the eight regional tourism organisations in Otago and Southland; undertook an investment logic mapping exercise to ensure our visitor industry supports thriving communities and place for the benefit of Otago and Southland and to determine how the collective will deliver the outcome; with the assistance of contractors branding has been created and the development of collateral is underway including a website
- *Regional Tourism NZ (RTNZ)*: Attendance at regular zoom and in-person meetings; participation in the professional development programme 'Te Unga Mai' to guide and support RTO teams in developing and implementing future-focused and action orientated destination management plans – including attending the first of two four-day wānanga in Waitanga (second is to be held in Invercargill). CD presented on our district community stakeholder engagement 'Our Place Plans'

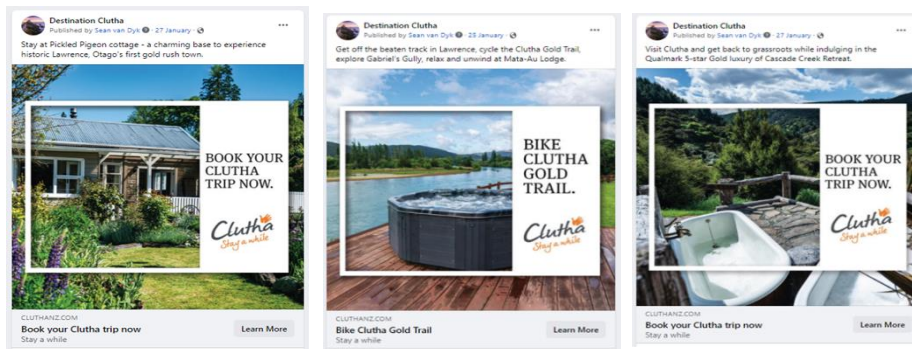


Destination Marketing

1. Domestic Marketing Campaigns:

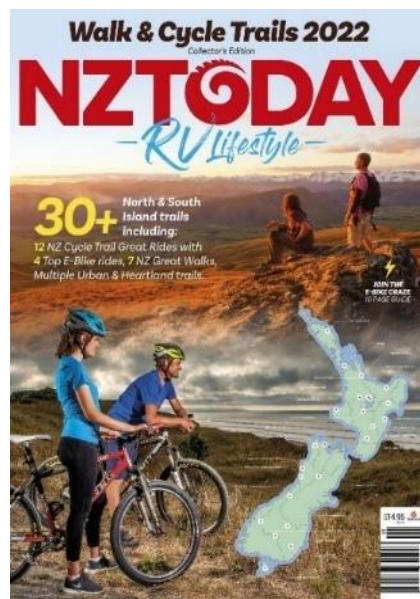
Stay a While Campaign: CD contracted Harvey Cameron to manage the delivery of the 'Clutha Stay a While' campaign through until December 2022 – this has included:

- new video content and updated imagery
- digital advertising (paid social media, Facebook and Instagram posts, NZ Herald sponsored links, Stuff native tile ads, programmatic video (pre-roll) and paid Google search (Google adwords))



2. Media Famil and Marketing Activities:

- **Stuff (Brook Sabin):** this was a joint famil with Southland and Fiordland; Brook and his partner rode the Clutha Gold Trail Millers Flat to Lawrence (stayed at Brooklands) and then a night at Cascade Creek; posted three videos on their Instagram (@globaladmirer 24.6k followers, and @escapevideo 47.5k followers)
- **Stuff Go To Guide:** The famil was part of the content for the Go to Guide (published in March and also included see and do / stay /eat suggestions for both Lawrence and The Catlins)
- **AA Traveller – 2022:** Advertised in the 'Must-Do regional guides
- **Travel Today:** Feature with Southland (November 2022)
- **NZ Today:** Clutha Gold Trail advertorial in the NZ Today Walk and Cycle Trails 2022 Collector's edition
- **AirNZ Kia Ora Magazine:** Southland/Clutha feature



3. Tourism New Zealand (TNZ):

- **NZME NZ Herald:** CD submitted a variety of operators and experiences to be included in travel section articles on nzherald.com (Jan/Feb/March/May/June issues); NZ Herald feature on new businesses and new things to do in the Clutha District for summer; updated the TNZ Regional Toolkit (Qualmark product)

4. Clutha NZ Collateral:

- **Clutha NZ Brochure:** Brochure updated and is distributed through the i-SITES across New Zealand and have been on the following circuit with VisitorPoint: Bluebridge and Interisland Cook Strait ferries, Christchurch and Queenstown airports, Christchurch (transport), Dunedin, Southland and Fiordland – contract with VisitorPoint is to September 2023
- **Clutha Map Tea Towel:** Updated and reprinted – used at trade shows and for sale at the Clutha i-SITE
- **Clutha NZ Trade Manual:** Developed for use in the trade space as international borders open and the opportunity to work with Inbound Tour Operators (selling NZ to international visitors)

5. International Marketing:

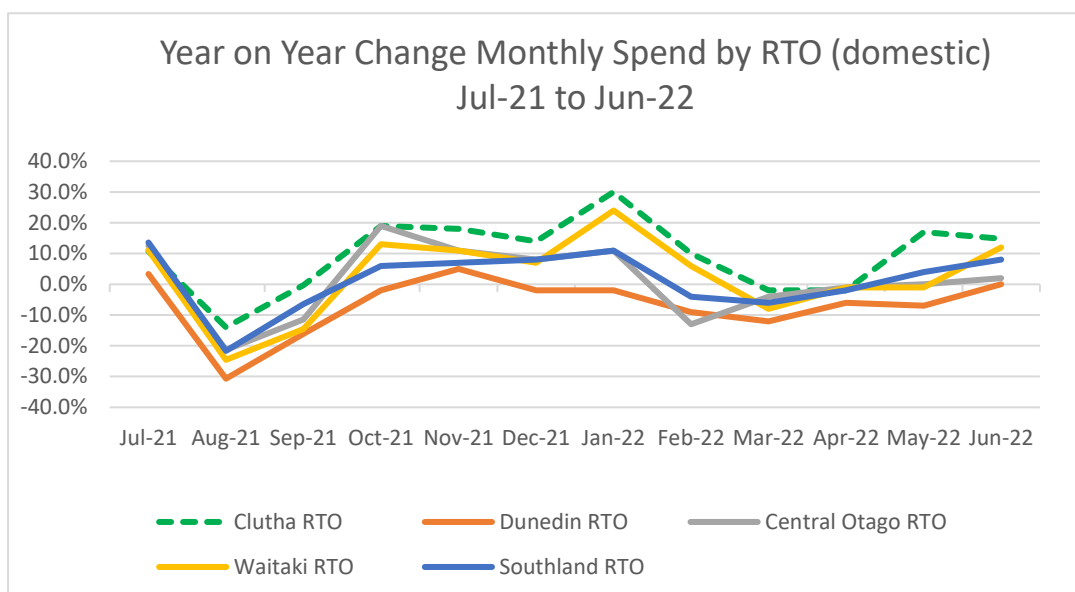
- **RTNZ-Inbound Trade Event (May/June 2022):** CDI met with 54 groups over the two days with interest in on-farm accommodation – The Catlins – Clutha Gold Cycle Trail; follow-up from meetings sent the digital version of the trade manual and have had individual enquiries



- **TRENZ Hui Online:** Facilitated by Tourism Industry Association (TIA) this session brought the tourism industry together (virtually) to get ready to welcome back international visitors
- **International Marketing Alliance (IMA):** Clutha, Dunedin and Waitaki form the IMA and Waitaki represented us at the Kiwi Link North America and UK/Europe events in Los Angeles and London; prior to attending Waitaki took a short fam of The Catlins with NZ Agency Tours

6. RTO Statistics:

- Implementation of the Destination Strategy projects and the steady increase in Cluthanz marketing activities aligns with the upward trend in monthly domestic spend in Clutha (exception being the notable periods of covid restrictions that affected us across the Otago Region)
- Destination Clutha topped the RTO table for NZ with increases in domestic tourism and electronic card transaction (TECT) spending in the last 12 months of 25%



Regional Events Fund

Clutha Development as the RTO and a partner in the IMA with Dunedin and Waitaki have a small allocation of funding (MBIE) available to support events and industry capability development within the Clutha District for organisations that meet the criteria.

- Monthly meetings with the IMA members
- 6-month reports to MBIE
- Funding was approved for one event that had to be postponed due to Covid restrictions and has been rescheduled to February 2023
- Funding approved of \$15,000 for the development of the Clutha Community Hub | Te Pou ō Mata -Au Events Strategy

Our Environmental Footprint

Clutha Development continues to discuss the role that we may have in supporting and enabling opportunities that will add value to the Food, Fibre and Forestry Sector in the Clutha District including:

- Changing land use – diversification opportunities/challenges
- Partnership support
- Sponsor of Otago South River Care

Heartland Services

Clutha Development has a contract with the Ministry of Social Development to improve access to government services in provincial New Zealand and to provide more support to local voluntary groups through access to a range of resources (Heartland Services).

1. Enquiries received from 1 July to 30 June 2022:

Department	Business Unit	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Ministry of Social Development	Work and Income	3	3	4	3					1				14
	Seniors	2	2				3		11	2			3	23
	Youth Support Services									5	3	4		12
Career Services					1									1
Department of Internal Affairs	Immigration	26	12	25	19	25	13	10	32	23	3	37	20	245
Inland Revenue	Tax							100				8		108
	Family Assistance								4					4
	IR Forms	42	8	21		4			8	7	3	9	5	107
Ministry of Justice	Courts	2						10	4		3			19
Non Government Agency Interactions														
	Community Law	4	6	2	3	5	2	1	8	7	2	7	10	57
	Justice Of The Peace	42	22		57	29	18		55	42	63	45	40	413
	COVID -19			8		83	41		15	52	5	11	10	225
	Tenancy					3		1		7				11
	Communiity Enquiries	7	11	2					8	11	5	2	31	77
	Total	128	64	62	83	149	77	122	145	157	87	123	119	1316

2. Agencies and Community Organisations:

Support services and community organisations use the facilities to meet regular with their clients and members. Balclutha is the service town for the Clutha District and is centrally located within the Otago/Southland region.

In the past 12 months the following services have been provided on a regular basis (weekly/monthly):

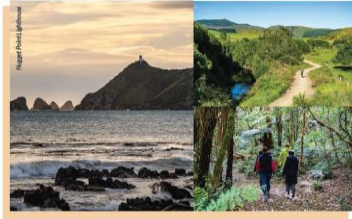
- Mirror HQ Services (2 x per week)
- Community Law (monthly)
- Psychologist (monthly)
- Adventure Development (weekly)
- Brain Injury Trust (monthly)
- Clutha Foundation
- Clutha District Emergency Services Trust (bi-monthly)
- South Otago Ladies Focus Group (monthly)
- Parliamentary Services (weekly)
- Federation of Women's Institute (monthly)
- Jobbortunities (Weekly)
- Otago South River Care
- Timeout Carers
- Clutha Parks Trust (monthly)

3. Additional Services Provided:

- *Community Connector (Anglican Family Care Services):* We have supported the community connector role in the Clutha District by delivering food parcels and other essential items to families who were isolating at home with Covid.
- *Covid My Vaccine Passes:* Supporting people from the community with the application and renewal of My Vaccine passes.
- *Community Groups:* Provide photocopying services to community groups, meeting space and zoom facilities.
- *Welcome to Cluthanz.com:* We also provide a 'Welcome to Clutha' brochure that is updated regularly and used by new residents to the district.



Welcome to the Clutha District



4. Ministry of Social Development:

- Attended the Heartland Hui in Wellington in May
- Monthly zoom meetings
- Participating in the re-design of a new service delivery agreement that will be implemented from 1 July 2023

General

Our strength as a team to be able to deliver the wide range of projects is our flexibility, adaptability and working together. With the ever-changing environment in which we work we are always reviewing what we do to effectively deliver multiple activities.

The Team thanks our governance committee for their support during the year and guidance on our work. Our special thanks to our Chair Bridget Tweed and Deputy Chair Will Clarke for always being available when needed.

With the removal of the traffic light system and most restrictions lifting, there is refreshed optimism amongst the community. We look forward to leading initiatives and working with our stakeholders to make the Clutha District the place where we love to live, work, invest and visit.

Linda Moore
Chief Executive
Clutha Development Inc

11 October 2022