

## Annual Management Report 1 July 2022 to 30 June 2023

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As the economic development and regional tourism organisation for the Clutha District our vision is to accelerate Clutha's success through dynamic economic development and community empowerment.

Our core values are collaboration – integrity – adaptability – continuous learning – results-orientated. These values are the guiding principles in shaping our culture, decision-making processes, and interactions with our stakeholders.

The kaupapa that inform the delivery of our services and activities throughout the Clutha District are:

- Destination Clutha – attracting people and investment.
- Dynamic Clutha – empowering workforce and business growth.
- Local Clutha – enabling thriving communities and local economies.
- Future Clutha – preparing businesses for the future.

Key to and underpinning all our activities are our relationships and partnerships with our stakeholders, partners, organisation's at local, regional, and national levels, as well as our communities throughout the Clutha District. Together we work to advance long term economic and social development goals. A special thank you to our members whose contributions facilitate a collaborative approach to activities and initiatives that contribute to making the Clutha District a vibrant place to live, work and play.

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## 2022 – 2023 Activities

### Housing

Our priority has been to investigate the feasibility of expanding the successful Kaitangata land and house package model to other towns within the Clutha District. This initiative aims to replicate the success of Kaitangata's housing solutions elsewhere to improve housing quality and affordability, ensuring that it meets the diverse needs of all Clutha residents.

Key developments included:

#### **Engagement with Community Boards and Local Groups:**

*West Otago:* Initiated discussions with community stakeholders to gauge interest and feasibility for implementing a land and house package model.

*Lawrence-Tuapeka:* Facilitated discussion with the Lawrence-Tuapeka Community Board who is leading and exploring options for land and house development. A Vacant section assessment report has been completed by GHC Consulting.

*Clinton:* We have met with a group of community representatives in Clinton who are leading the investigation into land and house package models and will start with an assessment report of vacant sections.

Representatives from both Lawrence and Clinton also visited Kaitangata and met with trustees to learn more about this community-led housing model.

*Kaitangata Housing Trust:* The ongoing partnership between the Kaitangata Housing Trust, the Tindall Foundation, and the Clutha District Council delivered the completion of the first house in

October last year, with a further two homes to be completed by September 2023. This is a significant achievement and the result of a successful collaboration between these organisations, supported by Clutha Development when needed.

*Property Developers:* Aligning with our actions to expand housing opportunities throughout Clutha, discussions have been had with property developers to explore land and house package options within their developments.

As we look ahead to the coming year, our support to providing quality, affordable housing for all Clutha residents driven by the collective efforts of our community partners and committed individuals will continue.



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## Filling Our Jobs

### Attracting people to live and work in the Clutha District

Our focus is to support a business and workplace environment that provides compelling reasons to live and work in the Clutha District.

Leading to the development of a Job Destination Marketing Plan we have actioned the following initiatives:

#### **Engagement with Otago Regional Skills Leadership Group (ORSLG)**

We have participated in a meeting with members of the ORSLG and local businesses from across the district. The discussions encompassed the Clutha Labour Market overview (that we commissioned last year), challenges faced, access to training opportunities, and the implementation of the Otago Regional Workforce Plan.

#### **Attraction and Retention Framework**

An Attraction and Retention Framework has been developed, which will continue to evolve as we engage in ongoing discussions with employers. This framework serves as a strategic guide in our efforts to attract and retain a skilled workforce.

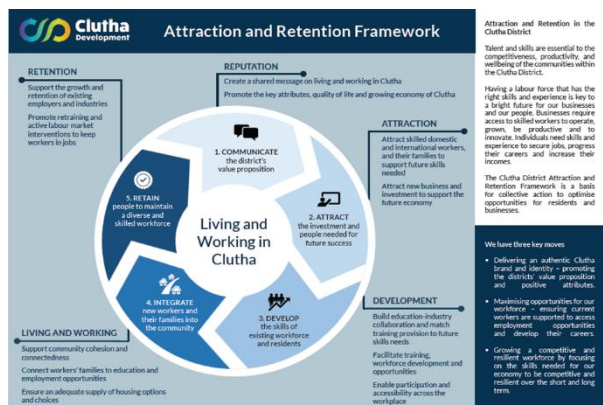
#### **Enhancing Job Advertisements**

We have worked closely with individual businesses to optimize their job advertisements, making them more appealing to potential candidates. We have also explored various job incentives to attract and retain talent.

#### **Workforce Development Workshops**

To enhance leadership and workplace environments and make them more appealing to employees, we conducted a successful pilot workshop, "Make Your Life Easier," targeting the Primary Sector. The workshop aimed to provide insights into attracting and retaining valuable staff.

As we move forward, we are focussed on enhancing the local job market and creating a thriving business environment. We will continue our work to retain businesses, grow our workforce, and attract investments that will contribute to the success of the district.



## Jobs – promoting opportunities and building connections

Our management of the CluthaNZ jobs portal, job seeker support and assistance to businesses in their recruitment process is further enhanced by our social media Facebook channels. We aim to facilitate these connections that will support a strong and vibrant workforce.

Here is a summary of actions and achievements:

### Job Listings and Recruitment Support (1 July 2022 to 30 June 2023)

- New Job Listings: July -September 163 | October – December 157 | January – March 283 April – June 133 (Total of 736)  
Business members can now have the opportunity to directly upload their job listings to the job's portal, streamlining the job posting process.
- Recruitment support to businesses (CDI Members service): 10 businesses
- Job Seeker Support (in partnership with Jobbortunities):
  - Job Seeker registrations on Cluthanz.com: 188 (Clutha-58)
  - CV and job application support: 32

We observed that most positions were filled by local candidates. However, there were new residents who relocated from various places, including Tauranga, Australia, Geraldine, Auckland, and Central Otago. In some cases, jobs were filled before the close of applications when suitable candidates were found.

### Social Media Engagement

**Clutha District Farm Jobs NZ Facebook Page:** Managed by Clutha Development this page has 3,057 members, providing a platform for job seekers and employers to connect. Over this period 193 posts seeking staff or people looking for jobs were promoted.

**Clutha Development – Clutha Live & Work Facebook Page:** With 2,500 followers, this page achieved a reach of 14,558, indicating a strong online presence. Job listings from our website were shared on this page.

### Campaigns

**Facebook:** To address staffing challenges faced by local businesses, we ran a 14-day Facebook ad campaign. The campaign, which targeted users in the Clutha District and an 80km radius, resulted in a reach of



5,634, and a 50% increase in page views for featured jobs. Of the featured jobs two led to successful appointments.

*Video:* This campaign effectively raised awareness of job opportunities within the community. We initiated the development of a joint promotional video profiling healthcare professionals currently working at Clutha Health First (CHF). This video promotes CHF as a rural health practice and highlights the Clutha District as an attractive place to live and work.

Our commitment to enhancing the local job market and creating a thriving business environment remains our focus. We will continue our work to retain businesses, grow our workforce, and attract investments.

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## Business Development

Our business development actions included regular business visits, support for new and existing businesses, and collaborative initiatives aimed at enhancing the economic landscape. Here is a summary of our activities and accomplishments during this reporting period.

### Business Visits

We made a total of 204 visits across the Clutha District and welcomed 21 new businesses, further enhancing our business landscape.

### Business Support

We maintained a robust follow-up process, with a total of 244 interactions. These follow-ups encompassed various aspects, with 40% dedicated to providing direct business support and 60% focused on extending assistance in job listing support.

### Digital Facilitation Programme

In our commitment to supporting small businesses embarking on their digital journey, we enrolled 15 businesses in a comprehensive programme. This nine-month initiative, designed to enhance digital skills and proficiency, featured workshops on Instagram, Time Management, Social Media Content Scheduling, Google Ads Information and a Google My Business refresher. One on one support was provided throughout this programme.



## Events

In August, we had the privilege of hosting Dr Michael Stevens, who delivered an informative presentation on the migration, evolution, and economy of Southern Kāi Tahu. This event expanded our understanding of the region's history and culture, providing valuable insights that will aid in building stronger relationships with Papatipu Rūnanga.

Clutha Development sponsored the 'Excellence in Leadership' category at the 2022 Grand Business Awards. Finalists included outstanding individuals such as Heidi Renata (INNOV8HQ), Richard Roberts (Dunedin Airport), and Josie Spillane (Highlands), who emerged as the winner.



## Collaboration with Otago Regional Economic Development (ORED)



Our ongoing collaboration with Otago Regional Economic Development (ORED) has identified four priority areas for Otago's economic development (Collaboration – Lifetime value – Learn Otago – Food Otago). These will guide our strategic direction and inform our project and investment decisions. These action areas include:

- **Collaboration:** Recognising the importance of collaboration, we hosted an introductory webinar by Ed Morrison, the author of 'Strategic Doing,' to explore innovative ways to work together, leveraging our collective skills, knowledge, and assets for the betterment of our communities and the Otago region. Two Strategic Doing online workshops were held with both Sarah's from Clutha Development attending as well as others from around the Otago region.
- **Lifetime Value:** We have undertaken initial research focused on understanding the value of visitors beyond tourism spending. The next stage is to conduct a feasibility study and develop a pilot project.

As we continue to support enterprise and community prosperity, we remain committed to supporting businesses in their growth journeys and advancing the economic landscape of the Clutha District.

### Supporting Career Pathways and Collaborative Activities

Partnerships play a pivotal role in aligning education with industry needs and enhancing the employability of our youth. Collaboration with key stakeholders across education and workforce development will identify career pathway opportunities for our young people.

**Career Pathway Support:** We engaged with Year 12 students at South Otago High School, offering mock interview sessions. This initiative aimed to prepare students for future and work, providing them with valuable insights and experience.

**Collaboration with Stakeholders:** We met with Jobbortunities monthly, supporting collaboration to address employment challenges and opportunities in our district. Additionally, we represented Clutha Development and joined with Jobbortunities to attend the Otago Jobs Pop-Up Expo in Dunedin enhancing our network and outreach efforts.

**SIT – Telford:** Our collaboration with SIT-Telford involves monthly meetings with their marketing team to align education and training programs with the evolving needs of the workforce. Furthermore, we actively participated in the Telford Advisory Committee meetings to contribute to the institution's educational strategic direction.

**2022 Clutha District Training and Development Awards:** We celebrated the achievements of our local workforce by hosting the 2022 Clutha District Training Awards event, which took place at Telford in November. The event saw a great turnout of 123 attendees and the presentation of 63 certificates of learning qualifications, representing 18 businesses. This initiative highlighted the importance of continuous learning and skill development in our community.

We remain committed to developing a skilled and adaptable workforce, bridging the gap between education and industry needs.



**Economic Monitoring and Reporting** (Insights into economic trends and community well-being)  
Our economic monitoring and reporting, keeps our community informed about economic trends and supporting an environment of informed decision-making. Data-driven insights ensure that we can address challenges and opportunities effectively.

*Business Confidence Survey:* We conducted the Business Confidence Survey in September and October, seeking input from local businesses to gauge their sentiments regarding the economy and the business environment in the Clutha District. The survey results were encouraging, with 45.73% of respondents expressing either a very or somewhat positive outlook.

*Infometrics Webinars and Reporting:* We participate in monthly Infometrics webinars, gaining insights to inform our planning and initiatives. We share the Clutha District Quarterly Economic Monitor Reports in collaboration with Infometrics. These reports provide a comprehensive analysis of the economic landscape in our district, offering vital information on key indicators, trends, and areas of opportunity and concern. Our regular reporting cycle included reports for September 2022, December 2022, and March 2023, and the annual Clutha District Regional Economic Profile 2022, ensuring that our community remains well-informed about the economic well-being of the Clutha District.

We will continue to provide timely and relevant information. We aim to leverage these insights to drive sustainable economic growth and enhance the overall well-being of our district

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## Destination Management and Marketing

Clutha Development is the regional tourism organisation (RTO) for the Clutha District and is responsible for implementing strategic actions from the Clutha Destination Strategy. The addition of external funding received from the Ministry of Business Innovation and Employment (MBIE) has enabled the acceleration of projects to revitalise and reset the tourism sector post Covid. Our destination management activities aimed to enrich the visitor experience, improve wayfinding, support community initiatives, and monitor visitor trends throughout the region and included:

### Research and Monitoring

*Visitor Experience Monitoring:* We continued our annual visitor data collection and contracted Black Dog to do this over the months of November 2022 to March 2023 in The Catlins (in collaboration with Great South). This season we included an additional site at Gabriel's Gully. Interviews with visitors (550) and surveys completed through our accommodation providers provided insights on travel motives, flows and patterns of travel and a deep dive into the visitor experience (opportunities, issues, improvements). In addition, online platforms like Google, TripAdvisor and Facebook reviews were also monitored. As part of our monitoring, we initiated additional track counters at The Nuggets/Tokatā and at Gabriel's Gully to accurately record visitor numbers. The 2022-2023 Visitors Insight Report key findings included: domestic visitors are the predominant contributors to the Clutha District economy, aligning with seasonal spend trends;

substantial growth in commercial guest nights in the Clutha District (significantly during the summer period); accommodation data showed that most stayed for less than four days, suggesting a brief yet intensive engagement with the district. Visitor attractions: scenery emerged as the primary attraction; other motivators included the appeal of local wildlife, proximity to other activities, and the relative tranquillity of the district compared to crowded tourist destinations.

*Community Sentiment Survey (Tourism):* Carried out in May 2023, there was a good level of engagement, with 488 responses. This survey was designed to capture insights directly from individuals connected to the Clutha District, ensuring that the findings accurately represented the sentiments and experiences of the local community and property owners. Insights and feedback included the significance of infrastructure development, community engagement, sustainable practices, and the preservation of natural assets.

### **Key Projects (Lawrence and The Catlins)**

*Gabriel's Gully Destination Experience Plan:* The objective is to create a compelling and integrated visitor experience based on the national significance of Gabriel's Gully and integrated with the wider Lawrence visitor experience.

Clutha Development contracted Chris Hay (Locales) to undertake the development of the Gabriel's Gully Destination Experience Plan that was completed in September 2022. In collaboration with Locales, Phase 1B of this plan is currently in progress. It is the creation of a Storymapp app for Gabriel's Gully and related sites, such as Lawrence, Blue Spur, Lawrence cemetery, and Lawrence Chinese Camp. This initiative will combine physical and digital assets to provide an immersive experience for visitors.



*The Nuggets/Tokatā and Kaka Point Integrated Master Plan:* The development of an Integrated Master Plan for Nuggets Point/Tokatā and Kaka Point is geared towards achieving a balanced approach. It aims to provide a high-quality visitor experience while also managing environmental impacts, guiding future development, ensuring accessibility, and addressing transportation needs. Boffa Miskel, our contracted partner, have completed initial research and a site visit. We have held community workshops to gather input from residents and stakeholders, and an online survey was carried out to ensure broader community participation.

Both projects contribute to enhancing iconic sites, preserving their natural beauty, and providing visitors with a memorable and sustainable experience. These initiatives not only benefit the tourism sector but also support the local community and environment.

*Wayfinding and Interpretation Review:* The Clutha District Wayfinding and Interpretation Sign Review and Plan was completed in December 2022. Clutha Development contracted Envisage NZ and What's the Story? for this project. The report outlined recommendations for improvements and additions to enhance the visitor experience. Following the review, Simon Noble (Envisage NZ) is working on identifying key sites and preparing investment plans for remedial and upgrade work. These plans include cost estimates and prioritising necessary actions to enhance visitor wayfinding and interpretation.

*Community Group Projects and Support:* We developed and funded 'The Catlins Cycling Brochure' in collaboration with Owaka Going Forward and the feasibility study on trail options in West Otago. We also developed the Clutha District Trails Guidelines, a framework that will guide the prioritisation and investment in walking and cycling trails.

### **Enhancing Visitor Experiences and Local Business Development**

Our focus is on improving the visitor experience and the role that these actions play in supporting and developing local businesses.

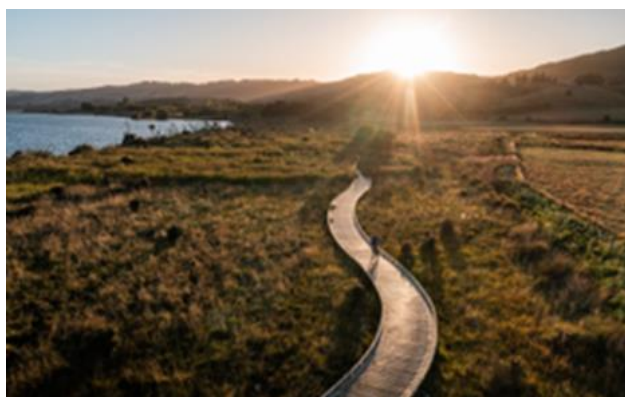
*Accommodation and Food and Beverage Database:* Comprehensive databases developed as a resource tool for i-SITE and information centres.

*Qualmark:* We have been working closely with operators to increase the number of Qualmark-accredited businesses. Over the past year, we've made significant progress. In September, Qualmark conducted a training workshop for our operators, and we have seen a 50% increase in the number of accredited operators, bringing the total to 10, with a breakdown of 1 Gold, 4 Silver, 4 Bronze, and the Clutha i-SITE."



*Tourism NZ Listings:* We are working closely with accommodation and visitor experience providers to list their offerings on the Tourism New Zealand website. During this reporting period there were 25 listings, including 6 experiences, 1 tour, 17 accommodation options, and 1 visitor information centre.

*Clutha Gold Trail:* We have managed the following initiatives for the extension of the cycling and walking trail from Lawrence to Waihola: hosting a product development workshop for both existing and potential operators, the completion of 10 interpretation panels and 2 kiosks, new trail imagery, and organised the landowners 'thank you' function and the official opening of the trail extension on Friday 25 August 2023. Managed by the trustees of Clutha Gold, this significant achievement in the development of our district tourism infrastructure showcases the trail's beauty and the unique experiences it offers.



## **Strengthening our Impact through Collaborative Partnerships**

By working together with various stakeholders, organisations, and partners, we've been able to drive initiatives that benefit our local communities and tourism sector.

*Otago Trails Marketing Collaborative:* Representatives of this group include regional tourism organisations, trail companies and trusts and operator groups. The objective of the group is to strengthen the impact of trail promotion and management across the region, benefiting both local communities and visitors. Support has been provided for the extension of the Clutha Gold Trail.

*Southern Way:* Southern Way, originated from a longstanding ambition for the regions of the Lower South Island to engage in closer collaboration for the benefit of visitors, environment, industry, and community. Launched in May 2023, this initiative aims to mutually pursue projects of shared interest, including targeted destination promotion, effective advocacy, and unify destination management goals across the eight partnering Regional Tourism Organisations. Together, we aim to create a thriving future for our regions, one that both our visitors and community will enjoy while leaving a positive and lasting impact for future generation and place.

*Southern Scenic Route:* Collaboratively managed by the RTOs of Queenstown, Fiordland, Southland, and Dunedin, the Southern Scenic Route is a joint effort to market and promote the scenic touring route that stretches from Dunedin to Queenstown. Ongoing efforts include the integration of Winton into the route and the optional side route to Kaitangata.

*Regional Tourism NZ (RTNZ):* Clutha Development is one of 31 Regional Tourism Organisations. RTNZ is dedicated to fostering improved collaboration and coordination among RTOs, promoting collective engagement, and facilitating consultations on vital issues that shape tourism development in communities throughout New Zealand. Additionally, we actively participate in the Te Ūnga Mai program, which aims to enhance our capacity and capability in destination management.

*Te Pou Ō Matau-Au Clutha District War Memorial & Community Centre:* Our partnership with the Clutha Community Hub Trust will provide lots of opportunities within this new facility. It serves as a welcoming space for our visitors and offers a platform for sharing our rich local stories, with a particular focus on the local runanga, Waikōau. In our commitment to enhancing community engagement and attracting events, we provided funding support for the development of their event strategy. Together, we are developing a space that not only welcomes visitors but also embodies the spirit and heart of our local culture.

## **Destination Marketing**

Our marketing activities focus on attracting visitors beyond the peak seasons, encouraging visitors to stay longer, providing quality experiences, and promoting respect for our local environment, wildlife, communities, and culture.

*Clutha Stay a while Campaign:* We relaunched this campaign from September to November, featuring local tourism operators and their businesses, as well as highlighting key experiences throughout the Clutha District. The campaign was promoted across various digital channels, including Facebook, Instagram, Google, NZ Herald, and Stuff.

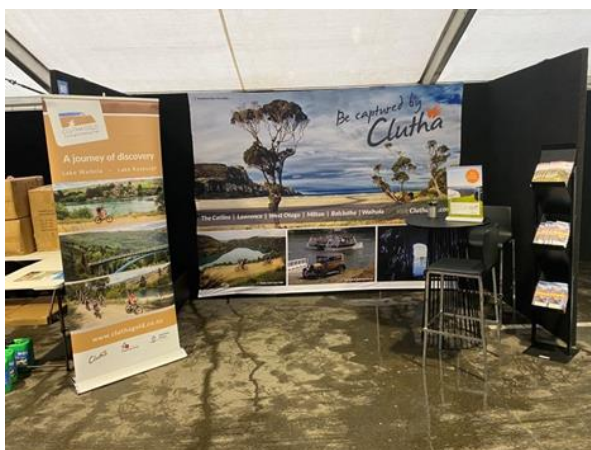
*Marketing Assets and Collateral:* Our marketing assets convey our messages to both our local communities and visitors. They showcase the Clutha District to a wider audience, highlighting the experiences, attractions, and events that make our district special. We have invested in our

CluthaNZ.com website including, content review, the addition of the tracks and trails interactive map; a new Destination Clutha brochure and, investment in Brandkit Asset Management Software.



#### Stuff Ad Creative

**Marketing Collaborations and Trade Engagement:** Our marketing activities included Tourism NZ and Stuff features and a partnership with Tourism NZ, Dunedin, and Clutha to support the road tripping television series 'Roads Less Travelled' with one episode featuring our areas. In partnership with Dunedin, video and image content were developed for trade and international marketing purposes, targeting the Australian market to showcase the Southern Scenic Coast. We also participated in various trade events: IBO Trade event (Auckland), RTNZ and Tourism Connect (Wellington), NZMCA Motorhome, Caravan and Leisure Show(Christchurch). As international visitors returned, Dunedin represented CluthaNZ at Kiwi Link North America, Kiwi Link UK/Europe and Kiwi Link Asia international trade events.



## Regional Events Fund

The purpose of the fund was to stimulate 'out of region' visitation through funding events to encourage spending that was typically driven by the international visitor market prior to Covid. We granted funding to the 2023 NZ Motocross Championships, 2023 New Zealand Century Farm and Station Awards and the 2023 NZ Ploughing Championships.

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## Empowering Communities

Clutha Development has been delivering Heartland Services Balclutha since 2003. A review of the service has identified opportunities for growth and development as we support our diverse communities by bridging accessibility gaps and developing meaningful connections. Heartlands is designed to improve kanohi-te-kanohi (face-to-face) access to services and support to areas where such services might otherwise not be accessible. Our site operates as a hub for communities and provides a physical space for people to connect with government and community organisations, and with each other.

In the past year, we have been actively engaged with our community, responding to a total of 1,795 enquiries. The primary focus of these inquiries revolved around immigration information and support, Inland Revenue forms, and Justice of the Peace services. Additionally, our meeting rooms allowed 15 different community groups and social support services to meet 162 times. We continued to assist the Community Connector and the Food Hub by delivering food parcels throughout the district, ensuring that those in need had access to essential services. As part of the Heartlands network, we participated in the South Island Hui in Fairlie and in Kaikoura, strengthening our connections and collaborations across the network. We received an additional grant from the Ministry of Social Development. This grant was used to purchase a vehicle and equipment to create a mobile office for our Heartlands outreach service. This will allow us to expand our reach and services to communities around the Clutha District. With this grant we also contracted the Community Needs Assessment (CNA) for the Clutha District that was completed in August 2023. We will use the CNA as a planning tool to inform the delivery of our services and where we may be able to respond to the specific needs and priorities on our diverse communities.



## General

Once again, this year has demonstrated the importance of adaptability, flexibility, and the ability to navigate change successfully. We thank the Executive Committee and especially our Chair, Simon Davies, for his support and leadership throughout our strategic review process.

During this year, our team experienced staffing transitions, with two members leaving and one currently on parental leave. At that time, we made the decision to delay recruitment until after our strategic review and relocation to our new office. During this period, I want to thank Sarah Hayward and Sarah Homer for taking on multiple roles. Their ongoing commitment to delivering results across various domains has been instrumental in our continued success.

As we reflect on the challenges and achievements of the past year, our organisation's resilience and collaborative spirit continue to be our driving forces. We are committed to our mission of accelerating Clutha's success through dynamic economic development and community empowerment.

We are excited to have relocated to our new offices at Te Pou Ō Mata-Au Clutha District War Memorial and Community Centre. Our thanks go to trustees Dale Anderson and Natasha Munro for their work in facilitating this transition. We are enthusiastic about the potential collaborations with the Trust and the exciting prospects that being a part of this community facility will bring, fostering inclusivity and community engagement.

Looking ahead, we anticipate more opportunities for growth, innovation, and positive impact on the Clutha District and its diverse communities. We look forward to these challenges and to continue working collaboratively with our stakeholders, partners, and communities to create a prosperous future for us all.



**Linda Moore**  
**Chief Executive**  
**Clutha Development Inc**

**3 October 2023**