



Clutha Development Incorporated **Annual Management Report 1 July 2019 to 30 June 2020**

Executive Summary

The first eight months of this financial year seem like such a long time ago, as the environment in which Clutha Development lives and works changed as Covid-19 reached New Zealand.

Despite the difficult times, as the economic development agency and regional tourism organisation Clutha Development has adapted and responded to the challenges posed by the pandemic and its impact on the wider economy.

During Covid-19 Alert Levels 4 and 3 the team at Clutha Development were able to continue to work safely and successfully from home.

The strength of the team is its flexibility, adaptability and collaborative approach to be able to react to the challenges and opportunities as they present themselves. This was highlighted as Clutha Development responded to support Covid-19 recovery action.

Areas of Focus

Our priority areas within the Clutha District Economic Development Strategy are:

1. Business Development: Encourage investment in our district to create businesses and jobs
2. Workforce Skills: Build an environment that attracts and retains skilled and talented people in the District
3. Living and Working: Ensure that the District's towns have the social infrastructure to support and encourage growth (including medical and education facilities and housing)

In response to Covid-19 our focus changed to the following:

- Understanding and promoting available jobs in the Clutha District
- Packaging and promotion of the District for the Domestic Tourism market
- Campaign to Clutha residents to shop and stay local – supporting Clutha District businesses

Business Development

Retail First

In July 2019 we engaged the services of First Retail to conduct a district-wide survey to assist in establishing a clear mandate for what local businesses saw as the challenges, opportunities, and priority areas for the district. We received over 230 responses with the key themes identified as skills and labour market, housing, compliance, town centre offer and tourism. All of these aligns with the current work being undertaken by Clutha Development.

Business Start-Up Enquiries: 8 (note that in July and August 2020 we have met with 10 new business opportunities)

Business Visits: 126

Otago Regional Economic Development (ORED):

The team of economic development managers from across the Otago region met weekly via zoom during alert levels 4 and 3. Collaborative activities included: report for councils on the Local Government financial response in time of economic crisis; economic impact reports for each council; supporting the establishment of the Otago iRSLG (interim Regional Skills Leadership Group) – initially the group will be the eyes and ears on the ground, supporting the immediate response to the regional labour market impact arising from Covid-19. Simon Davies (CDI board member) has been appointed to the group representing the primary sector.

Google DMO (Miles Partnership):

Clutha Development has signed up to this programme to help us understand, maximise, and measure Clutha District's exposure within Google products (understanding how visitors search for our destination, and what they see when they do). We have completed the audit and analysis of our businesses and the next stage is provide training and support for our businesses to make sure that their details and images are current. We have also completed a travel guide and top sights audit and the street view and image analysis.

Food and Fibre Sector Support*Environmental and Resource Consent:*

Clutha Development were assisting farmers with their resource consent applications to work in waterways. Since our last annual report there have been several changes that have affected the processing of consents including costs, conditions with affected parties, discussions with the consenting authority and legislative changes. As a result, there were no consents issued during this period, so many of the farmers that we have been working with have decided not to continue with the consenting process. Clutha Development will continue to provide an advocacy role and is exploring other opportunities to support the primary sector.

Support to Initiatives

Provided support and advice to the following initiatives for funding applications to stakeholders:

- Provincial Growth Fund: Mike Hurring Logging Ltd (partnership with Competenz and Southern Wood Council) - Harvester Simulator Apprenticeship Training; Clutha Community Hub Trust (business hub component); Otago South River Care – fencing of waterways
- Te Ara Mahi Fund: Tokomairiro Training – Forestry Pathways Course
- MPI-Sustainable Food and Fibre Fund: Otago South River Care – to improve ecosystem health
- Otago Regional Council Eco Fund: Otago South River Care – to improve ecosystem health

Economic Data

Reliable data is important to community and economic development planning and helps support informed decision-making. Clutha Development subscribes to Infometrics and receives quarterly monitor reports, an annual report and access to monthly webinars. To understand the opportunities and impacts of Clutha as a destination, we have the bi-monthly tourism activity reports, CAM (Commercial Accommodation Monitor) monthly reports (ceased Dec 2019), MBIE – MRTE reports (monthly regional tourism expenditure); Campermate freedom camping app report and FreshInfo (accommodation data programme).

Living and Working

Destination Management

Clutha Destination Strategy:

The focus during the last year has been the completion of the Draft Clutha Destination Strategy 2020-2030 working alongside Rob McIntyre (Destination Planning Ltd). This has involved liaising and setting up meetings with key stakeholders in the research phase, and post-draft stage, creation of an overview summary document and a strategic action plan prioritising key projects and activities across each focus area.

Key strategic areas of focus are:

1. Destination and experience development
2. Tourism infrastructure
3. Industry capability and capacity development
4. Sustainability and regenerative tourism
5. Destination marketing

MBIE Strategic Tourism Assets Partnership Programme (STAPP):

As the Regional Tourism Organisation, Clutha Development were able to apply for STAPP funding and developed an investment plan that supported the following areas of domestic marketing, destination management and product development and industry capability. We were successful in our application and received \$400,000 to invest in activities over these areas in the next 18 months. The activities that were included in the investment plan were focused on high priority projects identified in the Clutha Destination Strategy action plan.



Our Place Plans:

We have attended meetings and public events on the consultation for Our Place Lawrence community consultation including questions around destination management in relation to the strategic focus areas identified in the Clutha Destination Strategy.

Freedom Camping: Provided information and messaging to support the Owaka freedom camping trial.

Stakeholders

Clutha Gold Trail Charitable Trust:

Clutha Development has managed the Clutha Gold Cycle Trail Facebook page since May 2019 and created the Clutha Gold Instagram page. We also managed the development of the new www.CluthaGold.co.nz website which was designed by Tomahawk (October/November 2019). This included content creation, liaising with operators for business listings and general content management since the relaunch.

45 South NZ:

Clutha Development is a partner in the 45 South NZ Touring Route that is a collaborative project initiated and driven by the 8 regional tourism organisations (RTO's) of the lower South Island (Waitaki, Dunedin, Clutha, Southland, Fiordland, Queenstown, Wanaka and Central Otago). The project will develop a network of touring routes throughout Otago and Southland which showcase unique, diverse and sustainable visitor offerings and experiences targeted at both locals and visitors.

Southern Scenic Route:

Two meetings have been held (October 2019 and July 2020) for the members of this group. The Clutha District pages have been updated on the Southern Scenic Route website. We also agreed to the option to include a 'scenic side trip' through Kaitangata to the Southern Scenic Route map.

Otago Cycle Trail Collaborative Initiative:

We are also part of this initiative developed by Tourism Central Otago, to enhance the collaborative approach to cycle trail management and marketing in Otago with several existing trails including the Clutha Gold Cycle Trail. Libby Hindmarsh represents Destination Clutha on the governance group and the memorandum of understanding is being developed and a project manager will be appointed later in the year.

Catlins Partnership Group/Sustainable Catlins:

A number of meetings have been held with stakeholders to discuss working collaboratively to look at the management of The Catlins as a visitor destination, identifying and prioritising areas of opportunities to enhance The Catlins in terms of the environment, the visitor experience, and the local community. Current stakeholders include Clutha Development, Great South, DOC, Clutha and Southland District Councils, Iwi, Catlins Coast Inc and South Catlins Charitable Trust.

Lower South Campaign (Dunedin Airport):

Led by Dunedin Airport this marketing campaign started in November 2019 was to target South East Queenslanders to visit through the direct flight from Brisbane to Dunedin. It involved Waitaki, Dunedin, Clutha, and Southland as the International Marketing Alliance group (IMA), Pure Southern Land. The targeted campaign with local product offerings was planned for March 2020 but due to Covid-19 was cancelled.

Regional Tourism NZ (RTNZ):

Clutha Development is a member of RTNZ. We attend the weekly conference calls with our fellow members and industry stakeholders. RTNZ have been pivotal in working with MBIE and Tourism NZ to develop initiatives and funding streams that will allow us to support and reset our tourism sector.

RCE Otago (Regional Centre of Expertise for Sustainability in Otago):

We have been invited to be part of the RCE Otago group for Sustainable Tourism and have met with the Group Chair to discuss the focus area and implementation plan.

Destination Marketing

CluthaNZ.com:

We continue to review and make improvements to the website. The overall traffic to the site has increased significantly over the last 12 months with over a 20% increase to page views.

Clutha District Famil (25-27 September 2020):

I-SITE and Information Centre staff from across the lower South Island (Oamaru, Dunedin, Invercargill and Wanaka) attended a famil with Clutha Development and the Clutha i-SITE teams. The 3-day, 2-night famil across the district started in Balclutha, headed south through the Catlins and inland to Lawrence. There were also three 'meet and greet' sessions



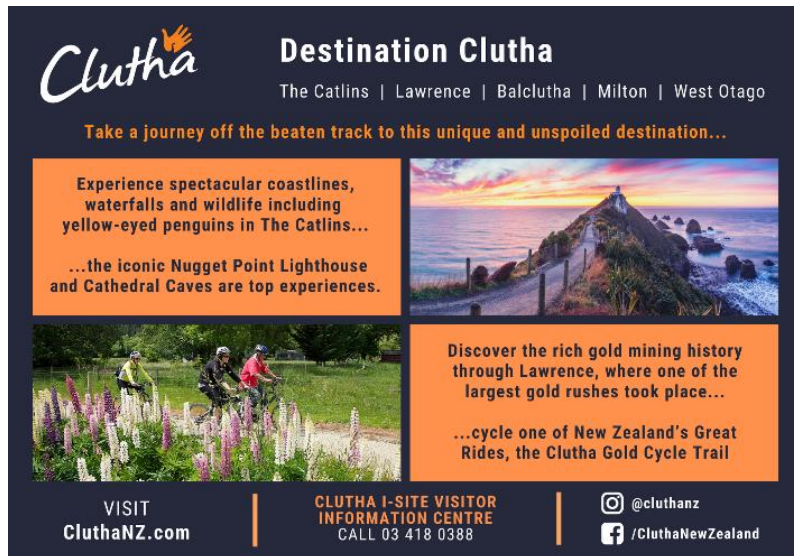
in Balclutha, Owaka and Lawrence for our guests to meet with local tourism operators.

Trade Events:

Planning for the RTNZ 3-day Trade Event (Inbound Operators) and the Tourism NZ team was underway for April 2020, but this was postponed due to Covid-19 and then later cancelled.

Advertising and Marketing Initiatives:

NZ Today Magazine



Clutha Leader – Living and Working in the Clutha District Guide



Housing

KiwiBuild:

This option was thoroughly investigated but did not prove a viable option for the district under the current government restrictions of guaranteed 90 per cent buy back. Following further discussions, we assisted Council in re-presenting the proposal to central government but again there was no further progress and the proposal was not supported.

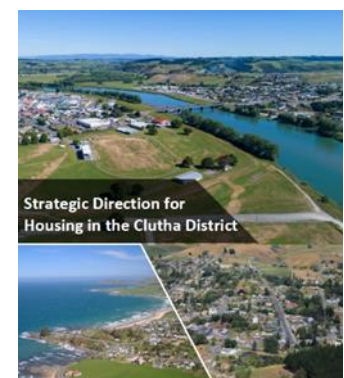
KaiBuild (Affordable house and land packages):

Clutha Development reviewed the Kaitangata Land and House package and a new look KaiBuild framework was developed with Council. We continue to support the Kaitangata and Districts Promotions Group with the development of their land and house package options.

Strategic Direction for Housing in the Clutha District:

We completed the draft and it was presented to Council for adoption prior to lockdown. The vision is: good quality housing that meets the needs of all Clutha District residents. Work is to be completed on an implementation plan that will identify actions to achieve the strategic outcomes of:

1. The Clutha District has a well-functioning, dynamic housing system
2. Homes in the Clutha District are of good quality and are resilient



Prepared by Clutha Development,
in partnership with Clutha Council
February 2020



3. Homes meet the needs of Clutha District residents
4. Our housing system supports sustainable, resilient, and connected communities

Worker Accommodation:

We continue to provide information for development options for worker accommodation sites throughout the district.

My Little Local Clutha App

Clutha Development partners with My Little Local Ltd to support the community app activities.

Year 2 Highlights:

- 67% population between 16-64 years have the app (increase of 28%)
- Total of 6,700 downloads (increase of 2,800)
- 94 local businesses are advertising on the app (increase of 10 with new business and renewals)
- Facebook page activity - 3,906 followers (increase of 56%)
- Most viewed pages – notifications, news, and sports

Heartland Services

The Ministry of Social Development has renewed the contract with Clutha Development (2020 – 2023) for this service to continue to provide access to government and community services. In 2019/2020 there were 663 enquiries (majority were for Immigration NZ and Department of Internal Affairs). Several community groups from throughout the district used the meeting room. Weekly services include counselling agencies, Literacy Aotearoa and the JP service every Friday afternoon. Administration support services continue to be provided to the Clutha District Emergency Services Trust.

Project Clutha

This group of volunteers (young working people) organise and facilitate activities that aim to enhance their sense of place and belonging in the district.

Community: Big River Raft Race and Big River Festival (22 February)

Social: Nov – Dinner at Raj; July – Welcome back social drinks

Progress: Oct – Waitati Toastmasters Club – hosted this event to learn more about toastmasters online



Clutha Foundation

The Clutha Foundation is now established and growing their presence in the Clutha District. Clutha Development assisted with the recruitment process for the appointment in October of Denise Dent as the Executive Officer. As part of our continuing support, we provide office space and use of technology services and our CDI vehicle.



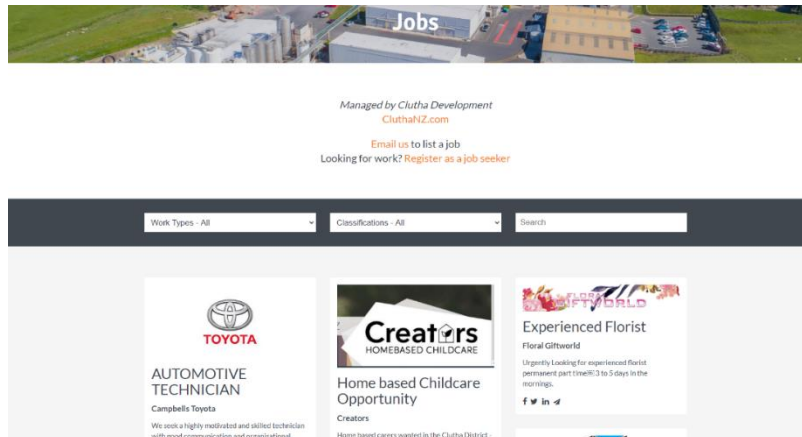
Workforce Skills

We started this period, as it has been for some time in the Clutha District, with more jobs available than job seekers. Businesses were readvertising positions month on month with few people applying for the roles. Monthly job listings went from an average of 65 during the first quarter down to 25 in this last quarter ending 30 June due to the impact of Covid-19.

Attraction and Retention/Job Opportunities

Number of Jobs listed on the cluthanz.com website (July – June): 525

To enhance the effectiveness of listings on the job's portal, we created a 'featured' button.



We are trialling the option for businesses advertising jobs for applications to be processed by us through the 'apply now' button on the site. All applications will come directly to Clutha Development to be processed (includes acknowledging the application, sending on CV's to businesses, contacting applicants once the short-list, interviews and selection process has been completed).

Curriculum Vitae Support and development: 22

People supported directly into jobs: 13 (up until February 2020)

Job Seeker support: 51 (July to June)

A 'jobs seeker registration button' was established on the website and the following support is being provided:

registration form completed, one-on one session, CV evaluation and development, application process support, weekly newsletters with links to new job listings, and individual follow up. Many of the job seekers could benefit from one on one support to become work ready and we don't have the capacity to be able to provide that level of service.

Jobs Promotion:

<https://www.cluthanz.com/jobs/>: This page attracts the most web traffic on the CluthaNZ.com site.

Live and Work Facebook Page: Positions advertised through the website are share on this page.

Clutha District Farm Jobs NZ (originally Clutha District Dairy Farm Jobs): Clutha Development manage this page. The page has 1,440 members who advertise jobs and job seekers can post that they are looking for work. These positions are posted on the website jobs portal as well.



Business/Industry/Education Relationships:

Key for the delivery of our initiatives is the relationships that we have across multiple stakeholders that will help us to collectively achieve success. We support initiatives that will profile career and industry employment pathways and workforce development.

Immigration NZ:

Working together with our businesses to help understand workplace diversity and keeping up to date with changes in legislation and to work visa processes. We also had an initial discussion on the 'Welcoming Communities' initiative for Clutha.

Cluthanz Connect (Our programme working with schools):

This includes mock interviews with Year 12 and Year 13 South Otago High School students; CV development for school students and also Telford students in their final year of study; Youth Futures programme (Great South) – working together to promote employment pathways in the primary sector.

Southern Primary Sector Workforce Group:

We are part of this group that was established to address the issues facing the primary sector with an action and response plan developed.

SIT-Telford:

Clutha Development is a member of the Telford Advisory Group. As part of the Agricultural Contractor training 6-week courses being run by Telford we presented at each of the 7 intakes to promote the Clutha District as a great place to live, work, invest and visit.

Ministry of Social Development:

We attended the Pop-up Jobs Expo in Dunedin in November.

Otago Southland Construction Workforce Project:

BCITO, Infometrics and MartinJenkins have been working with stakeholders in Otago to forecast the demand for construction workers and identify supply channels to meet workforce needs for the next 10 years across Coastal and Inland Otago. Clutha Development as part of the stakeholder group, met with BCITO, attended a workshop in February and a progress report presentation.

Mike Hurring Logging Ltd:

Have supported the partnership with Competenz and the Southern Wood Council that received funding for the Harvester Simulator Apprenticeship Training Pilot programme that will be delivered by Mike Hurring Logging. A significant investment into skills training for the forestry industry.

Tokomairiro Training/Johnson Forestry Services:

This is a forestry pathways course for senior students still enrolled in school. Funding for Year 1 was received from the Te Ara Mahi Fund and together with the ORED Advisor we have met with the funding advisor to discuss future funding of the programme.

Events

'Shape Your Future':

This event was held in August 2019 to connect our local businesses with students from the district. People from five businesses spoke on career pathways and what they look for in their employees and what will make them stand out from the rest to be able to secure that first job. Students and parents were invited to attend and while the event was well-supported by businesses, there was a disappointing turn-out from students and parents.



Clutha District Training and Development Awards:

This event to celebrate training and professional development opportunities in the workplace was held in November with 110 attending. 35 graduates and 15 businesses were presented with awards.

Natural Resources

Community Initiatives

Lawrence Community Wetland:

Clutha Development facilitated community meetings for interest to continue to progress the development of the community wetland. A new working group has been formed which we will continue to support as needed.

Otago South River Care (catchment group project):



Otago South
River Care

Our 2-year contract with the Ministry for Primary Industries for the catchment group project was successfully completed in June 2020. The aim of the project was to grow active farmer participation in catchment groups throughout the Clutha District and to drive better environmental outcomes through good management practices. The success of this project is that

this work will continue under farmer leadership with the formation of Otago South River Care Incorporated. Clutha Development thanks Lloyd McCall who was contracted to deliver this project and for the work that he will continue to do with the Pomahaka Water Care Group and at a regional level.

Clutha Development will continue to support the primary sector in an advocacy role as we understand the introduction and implications of the National Environmental Standards.



Response Activities

Business Recovery

- *Covid-19 business impact survey (7-17 April 2020):*
We received 227 responses from across industries and location in the district with a 60/40 split between essential and non-essential services. At this time 62% of businesses had applied for the wage subsidy. The level of impact of Covid-19 on businesses was predicted to be of low or medium impact with the accommodation, tourism and food sectors expecting to be most affected.
- *Weekly newsletters to businesses:*
We kept businesses up to date with relevant information through weekly newsletters.
- *Additional business support:*
Advertising and promoting the Regional Business Partner Network programmes, and webinars from Otago Southland Employers Assn, Economic Development NZ and Infometrics. We also responded to businesses who phoned us and provided the necessary support or referrals. We continue to make regular contact with our businesses as we move through the Alert Levels.
- *Shop Local, Support Local Campaign:*



In partnership with My Little Local Clutha we created an online business directory of businesses across the Clutha District. This included the changing operational status of their business (trading hours, on call contractors, food takeaway and delivery options). We also showcased local businesses through short video presentations that were featured on the App and Facebook.

- **Infometrics:**

Clutha Development hosted an Infometrics webinar in April on the potential impact of the lockdown on the district's economy. A local economic insights dashboard has also been set up that is updated monthly and will be available until December 2020. It presents a range of indicators that provide some insights into local and regional economies, alongside some key national-level trends.

Infometrics Local Economic Insights - Clutha District



- **Cluthanz.com:**

We added a temporary Covid-19 button to our website landing page that linked to information for businesses and visitors and general information. This was updated regularly through the Alert Levels.

- **Domestic tourism:**

Planning began for a short-term recovery plan with the goal of showcasing the Clutha District through a domestic marketing plan. The team from the Clutha i-Site and Owaka Information Centre provided support for Stage 1 – Getting Ready by reviewing the 'Taste of Clutha' promotion, the Clutha activities brochure and phoning their pay to display operators. The domestic marketing campaign aligns with Tourism New Zealand's 'Do Something New' campaign. **Catlins Operators – Great South:** We contacted North Catlins operators to assist Great South who were aiming to contact all businesses in Southland.

- **Regional Tourism NZ:** During the Alert Levels daily updates were received covering flight schedules, emergency accommodation options for stranded visitors and welfare messages.

Workforce Skills

- *Businesses - Job Listings:*

Free membership to Clutha Development was offered to businesses and this will continue until June 2021. Clutha Development contacted essential services businesses over the lockdown period and promoted job vacancies. And worked with supermarkets to detail options available for essential aged care shift workers to be able to access groceries.

- *Job Seeker Support:*

We created a job seekers button on the website and a banner on the My Little Local Clutha app. From the end of April when it went live until June, we had 35 registrations.

Work Local Campaign:

To assist with connecting jobs with people whose circumstances had changed due to Covid-19 sessions were held around the district. 15 people attended and continue to receive support in finding employment.



General

Clutha Development was excited to finally move to our new premises when we came out of lockdown. We now have increased visibility and have adapted to the new open-plan working environment.

The Team thanks our Chairperson Bridget Tweed and the governance committee for their support and acknowledgement of the work that has continued in what has been changing and challenging times. Our special thanks to Gaye Cowie who is retiring from the executive committee. Gaye has been with the organisation since Day 1 and has been a judicious steward for all things Clutha Development.

We welcomed back Shelley Phillips to the team in July and welcome Melissa Sheppard who joined us in September this year. Congratulations also to Sarah Hayward who completed the NZ Certificate in Project Management (Level 4) with SIT through blended delivery both online and at the Telford Campus.

Clutha Development's success comes from our core values of community, enthusiasm, integrity, professionalism, accountability, and teamwork.

We are a proactive partner, working with our stakeholders to improve the well-being and resilience of our communities, that will make the Clutha District the place of choice to live, work, invest and visit.

Linda Moore
Chief Executive
Clutha Development Inc

13 October 2020