



# Tourism Waitaki

Half-Year Report  
December 2023

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**Board of Directors**

Chair	Mike McElhinney
Directors	Megan Crawford Janine Tulloch Rick Ramsay

**General Manager**      Philippa Agnew

Head Office      17 Waterfront Road, Oamaru 9400

Solicitors      Lane Neave, Christchurch

Accountant      Harvey Green Wyatt

Auditors      BDO, on behalf of the Auditor-General

## **General Manager's Overview - Six months ending December 2023**

The six months ending December 2023 saw the continued recovery of the tourism industry and this recovery was evident in the Waitaki District. Visitor numbers continued to increase, along with spend, accommodation occupancy and tourism-related employment.

Overall, the initial budgeted forecast for the 2024 financial year was an EBIT of \$81,907. Following a higher than forecast revenue from the Ōamaru Blue Penguin Colony (OBPC), the forecast is now circa \$360,000. We are planning to utilise this increase in funds to significantly improve the Tourism Waitaki (waitakinz.com) and OBPC (penguins.co.nz) websites, along with undertaking improvements to the visitor's centre at the OBPC. The estimated cost to do this is \$300,000.

The goal for the coming six months is to continue to improve the offering and presentation of the OBPC as the sector continues to recover. The Regional Tourism Organisation (RTO) will continue to build on improving relationships with operators in the community and become a better resource for knowledge and support. The goal for the RTO is also to continue to be present in market and industry events.

Tourism Waitaki continues to undergo change with the Trade and Consumer Marketing Manager resigning in December and finishing up at the beginning of February. The TWL Board have engaged a marketing agency experienced in supporting RTOs. The other two permanent roles for the RTO were restructured in November in favour of a more general role, that is now covered by the agency.

### **Ōamaru Blue Penguin Colony**

The Penguin Colony experienced a vast improvement in visitation during the first six months of the financial year compared to previous years, returning to 85% of pre-Covid numbers.

The total number of visitors for the first six months of the year was 30,415, with 13,358 of those from mainland China (Table 1). The proportion of visitors originating from China will increase following Chinese New Year in February. New Zealand (excluding the Waitaki district) was the next highest region of origin. The number of people from the Waitaki was high (and yield low) due to the local's week held in August 2023.

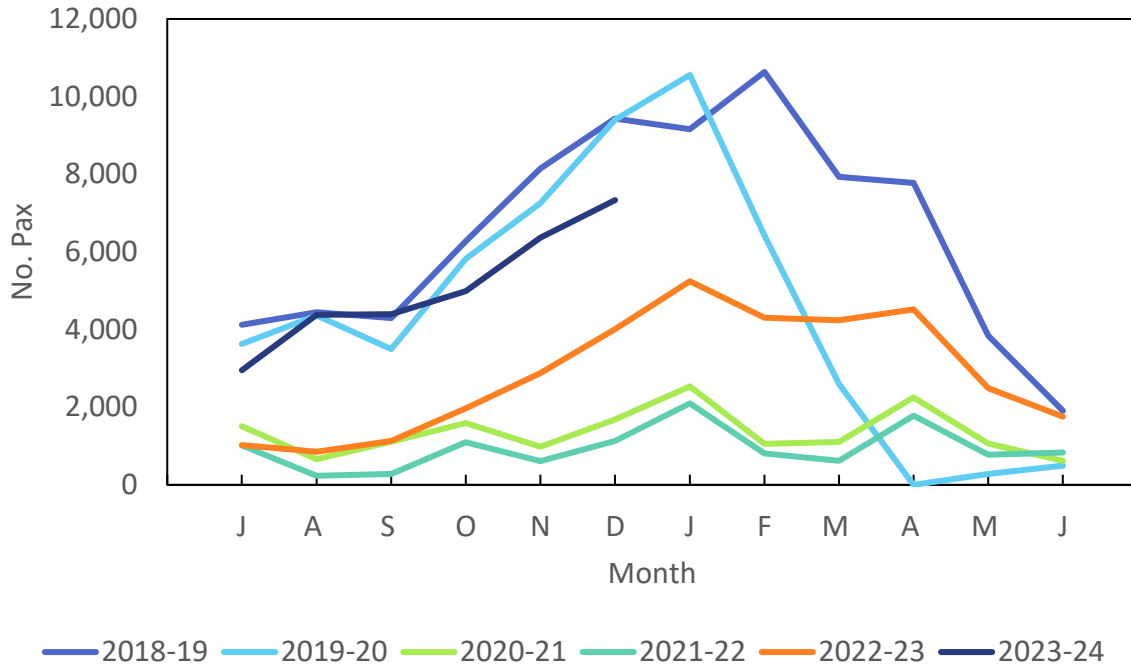


Figure 1. Monthly number of visitors to the Ōamaru Blue Penguin Colony from 2018 to 2023.

Table 1. Number of visitors from each global region, for the 6-month period from 1 July to 31 December 2023.

Region	Pax	% of total revenue
China	13,358	41.51%
New Zealand (except Waitaki)	4,193	15.25%
Asia (except China)	2,468	10.21%
Europe	2,529	10.15%
Australia	1,919	7.39%
USA	1,541	6.38%
UK	1,168	4.77%
Canada	342	1.46%
Other	198	0.76%
Waitaki	2,300	0.74%
Middle East	39	0.16%
South America	41	0.16%
Mexico	14	0.07%
South Pacific	13	0.05%
South Africa	5	0.03%
Russia	2	0.01%
	<b>30,415</b>	

**Tourism Recovery**

Tourism Waitaki staff and Board are pleased to see the continued recovery of the tourism industry and how that is reflected in visitation to the district. The staff are working hard to continue to promote the region and meet the requirements of our Statement of Intent.



Philippa Agnew  
General Manager  
Tourism Waitaki Limited

## **PERFORMANCE RESULTS to December 2023**

### **REPORTING AND PERFORMANCE GOALS FOR 2023-24**

#### **Goal 1: Engage with the tourism sector businesses for the recovery from the impacts of Covid**

##### **How this will be achieved:**

##### **1. Host Operator workshops**

**Target:** Host a minimum of two operator workshops annually in conjunction with local industry or other RTO

**Result:** We will run a workshop in 2024.

##### **2. Issue Bi-monthly newsletters**

**Target:** Issue six newsletters annually

**Result:** Three newsletters were sent to operators during the July-December 2023 period.

##### **3. Share relevant Industry updates**

**Target:** Quarterly, issue a market update to tourism operators which includes local trends in visitor spend and length of stay in the Waitaki RTO. Share market updates from Tourism New Zealand

**Result:** A new data platform, which is accessed through the RTO website, enables more detailed updates. This data is refreshed when it becomes available from MBIE <https://waitakinz.com/home-3/>.

##### **4. Participate in Waitaki Tourism Assoc (WTA) meetings**

**Target:** Attend WTA meetings, when this is not possible, provide a written report to the WTA Chair with latest trends and project updates. Target a minimum of 10 meetings attended or information contributed

**Result:** Attended WTA meetings and gave regular updates prior to the WTA being wound up at the end of 2023.

##### **5. Conduct annual surveys of operators**

**Target:** Conduct an annual survey of operators to gain their visitor insights and provide feedback on the functions of the RTO

**Result:** We will look to do this work in 2024.

#### **Goal 2: Securing the opportunities and reaping the benefits of the Destination Management Strategy and Plan**

##### **How this will be achieved:**

##### **1. Collaborate with Otago RTOs**

**Target:** Support on-going collaboration with the Otago RTOs to develop new regional marketing developments. As required, attend meetings, provide resources, and support co-funding of agreed projects.

**Result:** Attended meetings with the Southern Way group, a collaboration between the 8 southern RTOs. Southern Way have a website, marketing plan and will attend events on behalf of the 8 RTOs.

## 2. Partner with Te Manahuna DM projects

**Target:** Support joint Initiatives where the Mackenzie and Waitaki DMPs can provide cross-district benefits. As required attend meetings, provide resources and support co-funding of agreed projects.

**Result:** Met with staff from Mackenzie RTO, there were no projects during July-December.

## 3. Meet with iwi, tourism operators and businesses regularly to ensure collaboration with DMP opportunities

**Target:** Hold meetings with Iwi and Industry partners to ensure the DMP is front and center and identified opportunities are supported.

**Result:** Met on an individual basis with several operators, this is ongoing and engagement will increase with operators.

## 4. All actions and initiatives will target increased visitor spend and length of stays

**Target:** Trend data collected from Accommodation Data Program (ADP) and the Tourism Electronic Card Transaction (TECT) data shows levels maintained or increased in the Waitaki RTO. Visitors spend is increased over current 12 month compared with the previous 12 months.

**Result:** Visitor numbers, spend in the district and the number of guest nights have increased (Figure 2).

# Tourism Waitaki Destination Insights Dashboard

Navigate via the menu on the left. For more details on the pages & datasets click [About & Definitions](#).

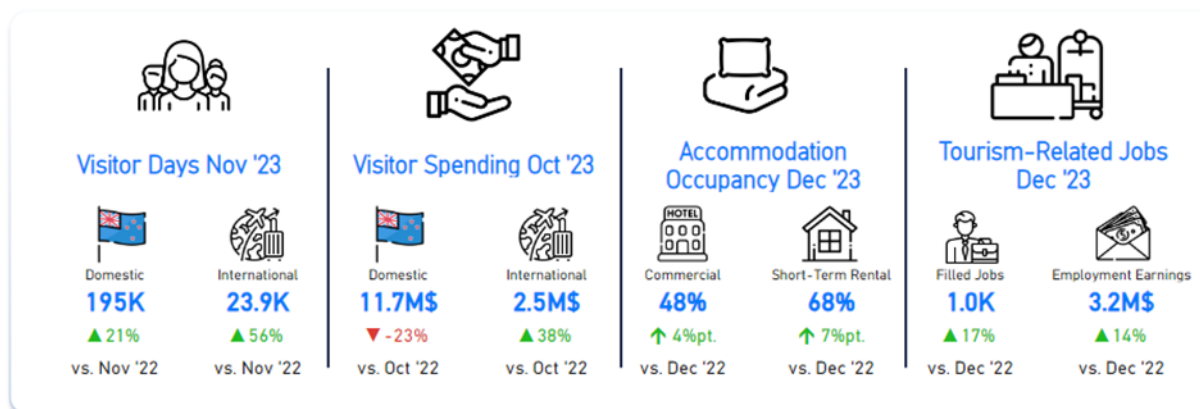


Figure 2. Tourism measures from [MBIE](#) data that feeds into the data platform on [waitakinz.com](#).

**Goal 3: Develop and implement a plan for the business that ensures TWL and OBPC financial sustainability for 2023/24**

**How this will be achieved:**

## 1. Tourism Waitaki will follow Best Practice Business Management and will work within available funding and resources for 2023/24

**Target:** Develop a budget for TWL and OBPC for 2023/24



**Result:** Tourism Waitaki developed a budget for both the RTO and OBPC, the financial summary shows TWL is performing better than the budget.

**2. Engage in the Economic Development Strategy project and support its implementation**

**Result:** Tourism Waitaki staff and Board have continued to engage with the WDC where possible.

**Goal 4: Develop and modernize the marketing and promotion offer**

**How this will be achieved:**

**1. Tourism Waitaki will produce a marketing plan for 2023/24**

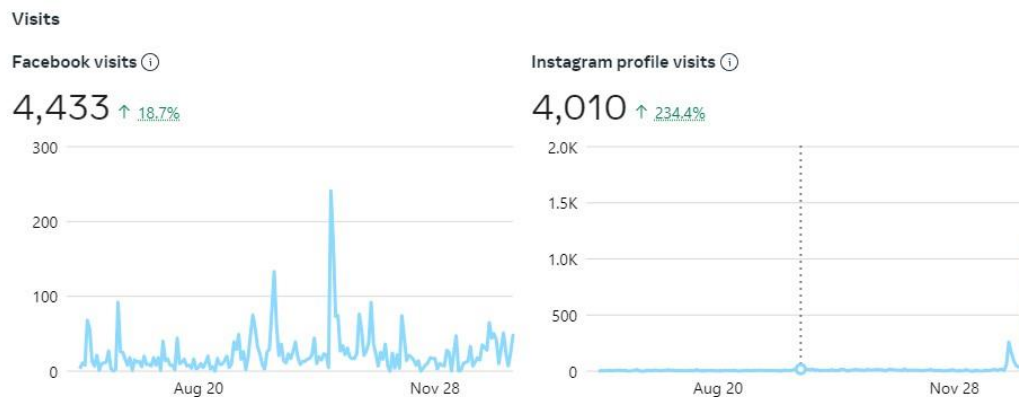
**Target:** A marketing plan is developed by September 2023 which incorporates MBIE funded deliverables for marketing.

**Result:** Tourism Waitaki developed a spring campaign called “Travel through Time” which focused on highlighting the spring events: Waitaki Arts Festival, the Geopark Festival and the Ōamaru Heritage Celebrations. Going forward the summer campaign “Discover the wonders of Waitaki” highlights the various features and attractions in the district. Campaigns were run with New Zealand Media Entertainment, across several digital platforms. The overall result for the six-months was over 7 million impressions (the number of times Tourism Waitaki ads were shown) and 35,643 clicks (number of people who clicked on our ads).

**2. Use digital technology enhancements to promote the Waitaki district**

**Target:** Make further enhancements to TWLs social & digital marketing. Investigate the use of digital billboards.

**Result:** The waitakinz.com website is currently under re-development. Social media is running well with increased engagement.



**Figure 3. Tourism Waitaki Facebook and Instagram visits.**

**3. Engage with travel trade and ensure the Waitaki District has a presence at trade events and trade shows.**

**Target:** Attendance at RTNZ, TNZ, TIA, TRENZ and TECNZ events where travel trade, product managers, IBOs, ITOs will be in attendance.

**Result:** The TIA summit was attended in November, TECNZ symposium was attended in December, a TNZ trade show will be attended in February and RTNZ/IBO trade events in March. TRENZ will be attended in May 2024.

**4. Collaborate with our International Marketing Alliance (IMA) partners to ensure successful representation is provided in offshore marketing.**

**Target:** Attendance at IMA events, or provision of resources and marketing material

**Result:** We have continued to collaborate with the other RTOs, however, the southern IMA decided to focus their marketing on the domestic and Australian markets rather than further offshore.

**Goal 5: Ōamaru Blue Penguin Colony Plan for 2023/24**

**How this will be achieved:**

**1. Tourism Waitaki will develop a budget for the OBPC reflecting the operation returning to a BAU model as seen prior to Covid 19. The budget will be monitored as visitor numbers return.**

**Target:** To increase visitor numbers to the OBPC from the prior year. OBPC opens for day tours as visitor numbers increase.

**Result:** The Colony is back to operating at full business-as-usual hours and offerings, opening at 10 am. Visit numbers were 85% of pre-Covid for the six months, which was over a 200% increase on last year.

**2. Promotion of other visitor activities at the OBPC**

**Target:** Using a digital display at the OBPC, other local activities and sights can be on show for visitors to view

**Result:** There are multiple screens in the centre where local activities are shown. We have a Geopark display within the centre. We are looking at refreshing the centre in 2024.

**3. Survey of visitors to OBPC to measure an annual NPS score**

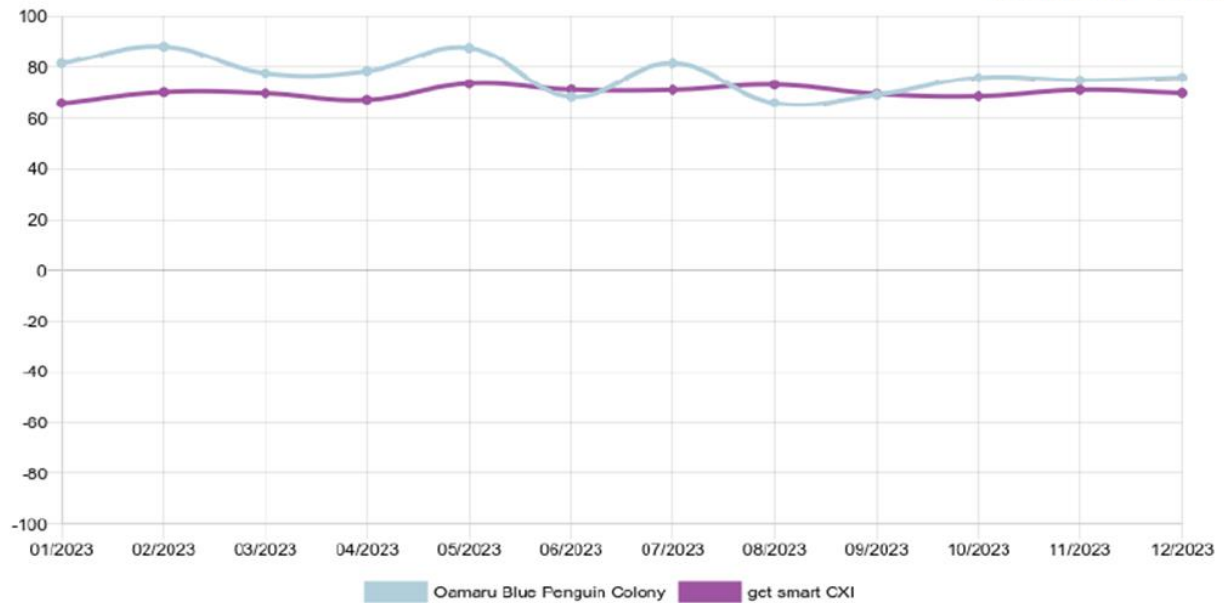
**Target:** OBPC will regularly seek visitors feedback via surveys with the aim to increase the NPS score on the previous year.

**Result:** While showing ups and downs the NPS has remained relatively consistent through the six months from 1 July.

*NPS or Net Promoter Score, is derived from customers being asked whether they would recommend the attraction.*

## Net Promoter Score©

Result — Completion Date: Is between 12 months ago on the first day of the month (01/01/2023) and the last day of last month (31/12/2023) Oamaru Blue Penguin Colony (n = 1013)  
get smart CXI (n = 19934)



## Net Promoter Score©

Result — Completion Date: Is between 12 months ago on the first day of the month (01/01/2023) and the last day of last month (31/12/2023) Oamaru Blue Penguin Colony (n = 1013)  
get smart CXI (n = 19934)

		Oamaru Blue Penguin Colony						
		Total Sample	01/2023	02/2023	03/2023	04/2023	05/2023	06/2023
Sample Size (n)		1013	167	108	147	88	48	38
Net Promoter Score© (NPS)		78	81.4	88	77.6	78.4	87.5	68.4

		Oamaru Blue Penguin Colony						
		Total Sample	07/2023	08/2023	09/2023	10/2023	11/2023	12/2023
Sample Size (n)		1013	43	41	81	62	107	83
Net Promoter Score© (NPS)		78	81.4	65.9	69.1	75.8	74.8	75.9

## Statement of Compliance & Responsibility

### Compliance

The Board and senior management of Tourism Waitaki Limited confirm that all the statutory requirements of the Local Government Act 2002, regarding financial management and borrowing, have been complied with.

### Responsibility

The Board and management of Tourism Waitaki Limited accept responsibility for the preparation of the annual Financial Statements and the judgments used in them.

The Board and management of Tourism Waitaki Limited accept responsibility for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting.

In the opinion of the Board and management of Tourism Waitaki Limited, the Financial Statements for the six months ended 31 December 2023 fairly reflect the financial position and operations of Tourism Waitaki Limited.



Rick Ramsay  
Director  
Date 11 March 2024



Janine Tulloch  
Director  
Date 11 March 2024

**TOURISM WAITAKI LIMITED**  
**Financial Performance for the Period Ending December 2023**

**Tourism Waitaki Limited**  
**Overall Group Net Profit Summary**

	Jul-Dec 2023	Jul-Dec 2022	Annual 2023-2024	Annual 2022-2023
<b>Business Unit</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Forecast</b>	<b>Actuals</b>
Oamaru Blue Penguin Colony	468,556	30,710	789,444	98,103
Tourism Waitaki	(204,982)	63,875	(423,395)	1,891
<b>Overall Group Net Profit (Loss)</b>	<b>263,574</b>	<b>94,585</b>	<b>366,049</b>	<b>99,994</b>

**Tourism Waitaki Limited**  
**Net Profit by Cost Centre**

	Jul-Dec 2023	Jul-Dec 2022	Annual 2023-2024	Annual 2022-2023
<b>Oamaru Blue Penguin Colony</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Forecast</b>	<b>Actuals</b>
MBIE STAPP Funding OBPC	-	-	-	-
Donations & Sponsorship Received	85,529	3,341	86,279	3,934
Interest Received	21,281	3,256	21,281	4,016
Gross Sales Revenue	1,010,233	439,854	1,996,333	959,310
Less Cost of Sales	(69,018)	(42,169)	(113,568)	(62,457)
<b>Gross Profit</b>	<b>1,048,025</b>	<b>404,282</b>	<b>1,990,325</b>	<b>904,803</b>
Staff Costs	275,093	155,626	596,367	353,506
Staff Costs applied as Service Recharge from TWL	62,502	47,502	125,004	95,000
COVID-19 Subsidy	-	-	-	-
Marketing & Promotion	29,506	23,288	77,098	45,839
Penguin Expenses	12,683	6,534	28,133	25,051
Administration	186,045	129,059	347,409	262,375
Bad Debt Expense	-	-	-	-
Depreciation	13,640	11,563	26,870	24,929
<b>Total Costs</b>	<b>579,469</b>	<b>373,572</b>	<b>1,200,881</b>	<b>806,700</b>
<b>Net Profit (Loss)</b>	<b>468,556</b>	<b>30,710</b>	<b>789,444</b>	<b>98,103</b>

**Tourism Waitaki Limited**  
**Net Profit by Cost Centre**

	Jul-Dec 2023	Jul-Dec 2022	Annual 2023-2024	Annual 2022-2023
<b>Tourism Waitaki</b>	<b>Actuals</b>	<b>Actuals</b>	<b>Forecast</b>	<b>Actuals</b>
WDC Service Agreement	100,001	200,004	299,999	400,003
MBIE STAPP Funding RTO	-	-	-	-
MBIE STAPP Funding RTO TSRR	-	118,596	-	118,596
MBIE Regional Event Fund	13,478	36,371	16,956	128,780
Interest Received	1,027	501	1,255	901
Depreciation Recovered	-	-	-	-
Sundry Income	-	-	-	4,379
Gross Sales Revenue	-	4,379	-	-
Less Cost of Sales	-	-	-	-
<b>Gross Profit</b>	<b>114,506</b>	<b>359,851</b>	<b>318,210</b>	<b>652,659</b>
Staff Costs	124,603	136,391	268,162	309,249
Staff Costs applied as Service Recharge to Business Units	(62,502)	(47,502)	(125,004)	(95,000)
COVID-19 Subsidy	-	-	-	-
MBIE Regional Event Fund Expenditure	13,478	36,593	16,956	123,946
Marketing & Promotion	137,398	62,686	342,398	97,271
Administration	63,750	65,413	95,476	97,741
Audit - Prior Year	-	-	-	-
Audit	-	-	56,000	30,000
Bad Debt Expense	-	-	-	-
Board of Directors Costs	38,331	38,843	77,007	77,907
Taxation	-	-	-	-
Depreciation	4,430	3,551	10,610	9,654
Impairment of Assets	-	-	-	-
<b>Total Costs</b>	<b>319,488</b>	<b>295,975</b>	<b>741,605</b>	<b>650,768</b>
<b>Net Profit (Loss)</b>	<b>(204,982)</b>	<b>63,875</b>	<b>(423,395)</b>	<b>1,891</b>

## **Financial Summary:**

### **Ōamaru Blue Penguin Colony**

- Income: The forecast Net Profit for the FY24, is up significantly on recent years, due to return of international visitors, in particular, those from China which are back to being 41% of total visitors.
- Expenditure:
  - o Staff and admin costs have increased compared to the previous year, due to the return to the standard operating model and hours, and the increase in visitor numbers. We are also prioritizing investment into the Centre to improve the future visitor experience and optimize future revenue.

### **Tourism Waitaki**

- Income:
  - o Net Profit was significantly below previous years for the RTO as all funding from MBIE has now been completed. It was also due to a voluntary reduction in funding from the WDC, in the form of \$100,000 less for the service grant. This was initiated by the TWL Board.
  - o The forecast for the RTO is a loss of \$423,395, which will be offset by OBPC revenue.
- Expenditure:
  - o Marketing and promotion costs will continue to increase compared to staff costs, as we move towards using purely external contractors in the coming six months.