

Item 2: Destination Management Plan update

SESSION TYPE: Briefing

PURPOSE/DESIRED OUTCOME: Briefing for information and Q&A purposes

The Queenstown Lakes Destination Management Plan was endorsed by Council in February 2023. This plan supports the Grow Well/Whaiora Spatial Plan outcome 3: A sustainable tourism system.

Destination Southern Lakes Incorporated (DSL), supported by Destination Queenstown, will be presenting an update on delivery of the plan to date, and plans going forward. Key objects of DSL include:

2.1 To collaborate with the appropriate authorities and relevant interested parties for the creation, management and implementation of a destination management plan for the Queenstown and Wanaka tourism region.

2.2 To have a 'future focused regenerative visitor economy for the Southern Lakes region' as the guiding principle of the Society.

Councillors are asked to review the presentation slides outlining the agenda (Attachment A), DSL Reporting Summary (Attachment B) and DMP Gantt Chart (Attachment C) to provide an overview of the actions. The Optimal Visitation Project is outlined in more detail in Attachment D.

The briefing will be led by Murray Strong (DSL Chair), AJ Millward (DSL board member) and Mat Woods (Destination Queenstown CEO).

DATE/START TIME:

Tuesday, 10 September 2024 at 10.30am

TIME BREAKDOWN:

Presentation: 20 minutes

Questions: 40 minutes

Prepared by:



Name: Peter Harris

Title: Economic Futures Manager

30 August 2024

Reviewed and Authorised by:



Name: Pennie Pearce

Title: GM (Acting) Strategy and Policy

30 August 2024

ATTACHMENTS:

A	Agenda Slide
B	DSL-QLDC Workshop Reporting Summary
C	240723 DMP Gantt Chart 2024
D	OVP Overview

DMP UPDATE COUNCIL WORKSHOP SEPTEMBER 2024





DMP UPDATE AGENDA

- OPTIMAL VISITATION PROJECT (OVP)
- ROADMAP TO DECARBONISATION
- COMMUNITY FUNDS
- RTO ACTIVITY
- MEMBER & TOURISM INDUSTRY CAPABILITY PROGRAMMES
- DQ & LWT SHARED SERVICES
- ECONOMIC DIVERSIFICATION

Attachment B: DSL-QLDC Workshop Reporting Summary

DMP Report Summary/ Brief

Date:	3 rd September 2024
To:	QLDC Councilors
From:	Destination Southern Lakes Board
Subject:	Destination Management Plan report

The Queenstown Lakes' destination management plan (DMP) *'Travel to a Thriving Future'* is an output and a priority initiative of the Grow Well | Whaiora Spatial Plan. The plan was unanimously endorsed by QLDC councilors in February 2023.

The plan is a collaboration between Destination Queenstown (DQ), Lake Wānaka Tourism (LWT) and Queenstown Lakes District Council (QLDC). One of the elements of the DMP was an independent governance function to provide guidance, stewardship and strategic oversight of the DMP. Destination Southern Lakes (DSL) was formed to provide this function.

The DMP has been developed as a platform for partnership between the RTOs and QLDC. There are 23 projects to be delivered by 2030. All projects have been identified as integral to building a regenerative visitor economy.

Under each project, there are multiple actions which form the basis and direction of how to deliver that project. In total, 116 separate actions sit under the 23 projects. Action points have been attributed to DQ, LWT and QLDC and DSL for delivery – meaning multiple organisations are often working together delivering a single project. Therefore, it is important to recognise that nearly all the projects require collaboration and very few are the sole responsibility of one organisation to deliver.

The following report provides an overview of DMP activity to date, indicating the status of the actions and the provision of oversight of when a project has been agreed to start.

Key achievements to date:

The Optimal Visitation Project launch.

A groundbreaking project to understand optimal visitation in the Southern Lakes region was launched with the appointment of an expert research team from Griffith University to lead the project. The project will seek to create an optimal visitation model that will enable effective scenario planning and inform decision-making within the district. An in-depth procurement process was delivered by QLDC in

consideration of 18 high quality applicants. The RTO's are providing project coordination resource (refer OVP overview document included in workshop pack).

Roadmap to Decarbonisation

The keystone project is the effort to decarbonise the visitor economy of Queenstown Lakes by 2030. Following the release of a Discussion Paper in March 2023 that outlined initial findings in the development of a roadmap, the Destination Management Steering Group (RTO's & QLDC) have been working on the creation of a Roadmap to Decarbonisation that sets out a framework alongside the economic and environmental opportunities decarbonising will have for the district. The next step is to set up a roadmap team to work on clarifying gaps in assumptions and drive outcomes.

Community Funds - Love Queenstown || Love Wānaka

The two funds were launched in April 2023. The fund recently completed its first funding round, distributing \$60,000 to seven community organisations to support climate, conservation and biodiversity action across the Queenstown Lakes. A further \$15,000 has been invested in a local endowment fund ensuring larger-scale funding opportunities into the future.

RTO Activity

Significant work has been undertaken by the RTOs to evolve strategy to support the goals of Travel to a Thriving Future, as well as continuing to support the visitor economy with values aligned marketing, product development and capability building in line with a regenerative tourism future. DQ has completed a full review and evolution of the consumer marketing approach and activity to reflect the regenerative tourism aspiration. This represents a move from a conversion focus to a brand and destination reputation building approach. A new marketing strategy and model has been developed prioritising people and place-based storytelling. The approach focuses on our 'why' (values, spirit, goals) not solely our 'what' (tourism assets, products, experiences).

All DQ marketing now prioritises regenerative tourism themes and connection with community. A recently signed shared service agreement between the RTO's will allow for greater efficiencies to deliver DMP projects across the region.

DQ and LWT Member and Tourism Industry Capability Programmes

The Member Capability Programmes are delivering education and workshops for members about both destination marketing and destination management. At DQ, the member capability programme has been launched including a new online member hub sharing resources, information, workshop and training opportunities for members. This is in addition to face-to-face workshops with local organisations and subject matter experts. DQ provides a wide range of training, information and support for businesses along with one-on-one consultations across destination management and marketing.

Some of the topics covered so far through member capability include demystifying carbon workshops, waste management workshops, and holding the very successful inaugural Electrifying Queenstown event / trade show and the QLDC delivered Host-Tech event which saw 30 technology companies showcasing their solutions for tourism and hospitality to local industry.

Economic Diversification Plan

DSL has helped refine the Economic Diversification Plan that has been coordinated by the Economic Futures team within QLDC. This was achieved through a submission as part of the consultation process and a representative being on the review group that considered the submissions and made improvements to the final plan. This resulted in the final plan that clearly illustrates that there are synergies between regenerative tourism and diversification. These changes led to DSL endorsing the draft plan.

DSL recognises the implementation of the DMP by the RTOs and QLDC, with very little additional resource, as exceptional. This commitment has seen the DMP not only widely accepted in the business community, but actively utilised as a strategic planning tool. The plan has also seen Queenstown Lakes build a global reputation as leaders in regenerative tourism practices, to which projects such as Optimal Visitation, decarbonisation projects and values-based marketing will further enhance.

Conclusion

The DSL Board is available to provide further information as requested and will present progress reports on an ongoing/regular basis as required.

On behalf of the DSL Board

A handwritten signature in blue ink, appearing to read 'Murray W. Strong', with a stylized flourish at the end.

Murray W. Strong
Chairman

Attachment C: 240723 DMP Gantt Chart 2024

PILLAR 1: ENRICH COMMUNITIES AND ENHANCE THE VISITOR EXPERIENCE										
<p>OBJECTIVES</p> <ul style="list-style-type: none"> > Align actions with the core values and guiding principles. > Positive community sentiment > Strong visitor satisfaction 										
Projects	Actions	Commentary	Next key milestone	RAG status	Owners	Support	Progress Status	FY23-24	FY24-25	FY25-26
PROJECT 1: COMMUNITY ENGAGEMENT	1. Co-create a schedule of regular opportunities to listen to and engage proactively with communities across the district.	Work is underway to redevelop the website for the destination management plan (www.regenerativetourism.co.nz) which communicates projects underway and gives opportunities for input. QLDC in process of reviewing events process and policy.	Launch of updated website	Green	DMO		Commenced			
	2. Use existing community plans to bring local values to life, and work with council and community organisations to support the development of plans for communities that do not yet have them.	Not commenced yet.	FY24-25 Planned Activity	Amber	DMO		Not commenced	Yet to start	Planned Activity	
	3. Build a solid understanding of mātauraka Māori and cultural heritage stories that are accurate and told by the appropriate storytellers. Work closely with Kāi Tahu to honour stories and share the right ones in the right way to avoid cultural appropriation.	LWT worked with Kāi Tahu on the development of the Wānaka Place brand. LWT also run capability building workshops in this space for businesses to gain a deeper understanding. DQ has work underway with Aukaha for the development of the new place brand.	Commencement of Place DNA work for DQ place brand.	Green	RTO	Kāi Tahu	Commenced			
	4. Continue to raise awareness about the mana of tikaka, taoka and mātauraka Māori (Māori knowledge, values and protocols) at the local level. Advocate for integrating these into community plans to enhance the visibility and connection of Māori cultural heritage.	QLDC has appointed a Māori Strategy and Relationships Manager to elevate awareness and ensure alignment across a range of strategies, policies, projects and plans. A significant piece of cultural values work has been undertaken in relation to the Blue Green Network (another output of the Spatial Plan) and this will over time influence all other workstreams. Additionally, a Māori Relationship Management plan is in development to work towards an increasingly strong treaty partnership in the run up to 2040 (200 year anniversary of Te Tiriti O Waitangi).	Draft Māori Relationship Management Plan	Green	QLDC	DMO	Commenced			
	5. Identify opportunities to support local events, activities, facilities and initiatives which help reinforce community identity, values and a unique sense of place	New events hub on Queenstownwinz and new criteria for marketing support developed, focus on reinforcing community identity and values, and giving paid event promotion to events that align for both LWT and DQ	Events model agreed by all parties and additional coordinator employed by RTOs. New events policy approved by QLDC.	Green	RTO+QLDC		Commenced	Underway		
	6. Ensure that the Business excellence programme (Project 16) includes a toolkit and training that makes it easy for tourism businesses to integrate and support the values of the communities where they operate, enabling communities to support progress of those businesses where appropriate.	Not commenced yet.	FY25-26 Planned Activity	Amber	RTO		Not commenced			
	7. Work with Tourism New Zealand and third-party travel trade organisations to raise awareness of and support for our community values-based approach.	Destination stewardship and regenerative tourism goals have been shared with TNZ. DQ and LWT have evolved the approach to inviting famils to align with our regenerative tourism strategy and business development team is focused on educating TNZ offshore offices and third-party travel trade regarding the evolved values.	Further engrain and embed the region's values with travel partners.	Green	RTO		Commenced	Underway		
PROJECT 2: TIAKI PROMISE: LEAD BY EXAMPLE	1. Amplify and reinforce the kaupapa (intention and principles) of the Tiaki Promise throughout the district in a consistent way so that the values of Tiaki become a commonly used benchmark of behaviours.	Awaiting national strategy approach for TNZ to gauge opportunities.	Community Engagement Program	Amber	RTO	Tiaki	Commenced	Yet to start		
	2. Encourage local agencies, communities and tourism businesses to champion the Tiaki Promise so that all visitors are aware of it and understand it.	Not commenced yet.	FY24-25 Planned Activity	Amber	RTO	Tiaki	Not commenced			
	3. Identify and acknowledge examples of behaviour and practices that align with the Tiaki Promise so that there are a growing number of leading examples to inspire others.	DQ and LWT celebrates examples of behaviours and practices that align with the Tiaki Promise through own story telling on owned channels and via media programme.	Identify internal resource required for this project.	Green	RTO	Tiaki	Commenced	Yet to start		
	4. Work with local environmental organisations to identify opportunities to better celebrate and share environmental actions and experiences with visitors and locals.	DQ and LWT have been showcasing and celebrating the region's environmental initiatives both directly to visitors and via third parties through owned, earned and paid channels. The media programme and business events strategy also showcase environmental initiatives. Media, trade and business event famils actively include elements of environmental organisation's activity through inclusion in famil programmes (e.g famil attendees participating in a planting day).	Scope a regional Tiaki project.	Green	RTO	local environmental agencies	Commenced			
PROJECT 3: PRESERVE AND CELEBRATE KĀI TAHUTAKA AND MĀTAURAKA	1. Establish an effective and strong working partnership with authorised Kāi Tahu, Rūnaka and mana whenua representatives to enable their active involvement in destination planning.	Not commenced yet.		Amber	DMO		Not commenced	Yet to start		
	2. Work with takata whenua and mana whenua to develop a clear and shared understanding of the district's cultural taonga as a cultural values map.	Not commenced yet.		Amber	DMO		Not commenced	Yet to start		
	3. Enable and support broad community understanding and appreciation of Te Ao Māori, The Treaty of Waitangi and mātauraka Māori (Māori knowledge). This includes raising awareness of the Kāi Tahu legends and stories of place, which are authorised by Kāi Tahu to be shared.	Not commenced yet.		Green (yet to commence)	QLDC	RTO	Not commenced			
PROJECT 4: PLACE-BASED DESTINATION PLANNING	1. Research capacity and optimal ranges of visitation in relation to desired outcomes for the community from visitation.	Optimal Visitation Project underway.	Project team Queenstown visit 5 August.	Green	DMO		Commenced	Yet to start		
	2. Determine optimal ranges of visitation (considering seasonality) and set objectives based on those levels.	Optimal Visitation Project underway.	Finalisation of Optimal Visitation Tool	Green	DMO		Commenced			
	3. Define strategies that consider yield, value per visitor, length of stay and total income/value of the visitor economy to achieve the objectives of this plan.	Not commenced yet.		Amber	DMO		Not commenced	Yet to start		
	4. Use outcomes from the regular community forums (Project 1), community plans, and partnership with takata whenua and mana whenua to create a place-based planning approach.	Not commenced yet.		Green (yet to commence)	DMO	community groups	Not commenced			
	5. Ensure place-based plans bring the Vision Beyond 2050 goals to life by using it as a framework for initiatives, programmes and communications.	Not commenced yet.		Green (yet to commence)	DMO		Not commenced			
	6. Align regional tourism organisation marketing and communication campaigns with community values, the place-based plans and a regenerative mindset.	In FY23/24 the RTOs completed a full review and overhaul of the consumer marketing approach and activity to reflect the regenerative tourism aspiration. This represents a move from a conversion focus to a brand and destination reputation building approach	Community value identification via the Place DNA program of work.	Green	RTO		Commenced			
PROJECT 5: WELCOME PROGRAMME	1. Identify arrival touchpoints where visitors and migrants can receive a welcome, assistance, and education from the destination. Determine how existing visitor servicing can support the experience at these locations and times.	DQ has a case study underway with a local operator, through staff induction process, including a dedicated day connecting seasonal staff with volunteer groups and community support. If successful it will become available to all members across the district on a 6 monthly basis for new staff to attend through the member capability programme. Queenstownwinz.nz has been expanded to introduce a new portal covering content on living, working and doing business in Queenstown to leverage the significant reach of the website as a 'shop window' to benefit economic development and diversity.	Analysis of winter case study. LWT to launch a new portal in October 2024	Green	RTO+QLDC		Commenced	Underway		
	2. Develop the substance for visitor education related to local values and cultures.	Content on Queenstownwinz.nz and wanaka.co.nz that focuses on sharing our community and place values and how to live like a local	Place DNA project for DQ	Green	RTO		Commenced			
	3. Set a goal for number of visitors intercepted and connections made by email or other methods, and identify resources that can be used to reach the goal.	An evolved experience and perception survey has been delivered, in alignment with regenerative tourism strategy to increase understanding and behaviours. This is an ongoing quarterly survey, year on year that provides vital insights on visitor behaviour, preferences and experience.	Import raw data into power BI to enable data manipulation on RTO dashboard.	Green	RTO		Commenced	Underway		
	4. Determine if there is potential to connect with visitors (e.g., through email or more sophisticated technology) for repeat visitation and economic development. Align this effort with the forthcoming economic diversification plan and with the Welcoming Communities Programme (QLDC in partnership with Immigration NZ).	Lifetime value of the visitor research has shown potential to boost post-visit sales of NZ products to tourists, and to alert visitors to potential ways they can build a longer term relationship with NZ beyond being a visitor. A group of entrepreneurs are exploring the viability of an online marketplace targetted at post-visit sales. Otago University and DQ also plan to compare target markets to determine the potential to promote study to visitors.	Entrepreneurs resolve whether online marketplace viable. Otago University and DQ resolve whether there is overlap between visitor and international student demographics.	Green	QLDC	RTO	Commenced			
PROJECT 6: ARTS, CULTURE & HERITAGE DEVELOPMENT	1. Work in partnership with Kāi Tahu as mana whenua to explore opportunities to increase cultural heritage experiences and emphasise the real Māori stories connected with this place.	Capability workshops underway but more work to be undertaken DQ yet to commence.	Work with takata whenua and mana whenua to develop a clear and shared understanding of the district's cultural taoka as a cultural values map.	Amber	RTO	KT, TLCT, QLDC	Commenced	Yet to start		
	2. Research and understand the level of visitor interest for existing or new cultural, arts and heritage experiences, and use the research to support investment in local arts, culture, heritage initiatives and infrastructure that will also appeal to visitors.	QLDC to work with TLCT on a research programme as an action from Te Muka Toi Te Muka Takata the districtwide creative culture and heritage strategy	This work needed to follow adoption of Te Muka Toi Te Muka Takata, hence will initiate in 24/25	Green	TLCT + QLDC	QLDC	Commenced	Yet to start		
	3. Work with the district's creative communities and its local arts and cultural organisations to identify opportunities to celebrate and share arts and cultural experiences better with our visitors.	RTOs are working with Three Lakes Cultural Trust to understand how visitor behaviour connects to local arts, culture and heritage in the region and exploring ways to increase our marketing content that showcases our local arts, culture and heritage. The RTOs	Work with TLCT to include relevant questions in the visitor survey to support understanding of current levels of engagement and opportunities to further connect visitors with our arts, culture and heritage.	Green	RTO	TLCT	Commenced	Yet to start		
	4. Contribute to the ongoing development of arts, culture and heritage planning within the district to ensure that any future plans recognise the potential for visitor interest in this area (e.g., through a culture trail)	17 month engagement with the community to development Te Muka Toi Te Muka Takata the district wide creative culture and heritage strategy that was fully endorsed by QLDC councillors in June 2024	Outlined in the Te Muka Toi Te Muka Takata ten year implementation plan.	Green	TLCT + QLDC	QLDC	Commenced	Yet to start		

GREEN
Project plan is in development or established
Key Milestones are being met
No project budget issues or risks to project

AMBER
Key Milestones have been missed by more than 3 months but less than 9 months
Minor project budget issues identified
Risk realised but minor and solutions sought/being resolved

RED
Key milestones have been missed by more than 9 months
Major project budget issues identified
Major risks realised and either no solution forthcoming or there is a major threat to the project being fulfilled at all.

PILLAR 2: RESTORE THE ENVIRONMENT AND DECARBONISE THE VISITOR ECONOMY

OBJECTIVES:
 > Reach carbon zero by 2030.
 > Zero waste and pollution.
 > Biodiversity health.

GREEN
 Project plan is in development or established
 Key Milestones are being met
 No project budget issues or risks to project
AMBER
 Key Milestones have been missed by more than 3 months but less than 9 months
 Minor project budget issues identified
 Risk realised but minor and solutions sought/being resolved
RED
 Key milestones have been missed by more than 9 months
 Minor project budget issues identified
 Major risks realised but without solutions forthcoming or there is a major threat to the overall Project Effect or it

Projects	Actions	Commentary	Next key milestones	RAG status	Owners	Support	Progress Status	FY23-24	FY24-25	FY25-26
PROJECT 7: MEASURE ENVIRONMENTAL FOOTPRINT	1. Understand tourism's contribution to landfill waste, if necessary in light of existing plans.	Not commenced		Amber	DMO		Not commenced	Yet To Start		
	2. Develop a suite of SMART measurements to understand the state of biodiversity health.	Not commenced		Amber	DMO		Not commenced	Yet To Start		
	3. Define all types of pollution as a result of the visitor economy and establish a baseline measurement. Consider a framework like the Biosphere Plan, which takes the 17 UN SDGs and tailors them to the tourism industry context.	Not commenced			Amber	DMO	Not commenced			Planned Activity
	4. Assess ecosystem degradation as a result of tourism.	Not commenced			Amber	DMO	Not commenced			Planned Activity
	5. Conduct assessment of existing environmental protection and restoration projects (and any contribution from the tourism industry).	Not commenced			Amber	DMO	Not commenced		Planned Activity	
	6. Determine an ongoing process for measurement of negative and positive impacts on environment as a result of tourism.	Not commenced			Amber	DMO	Not commenced		Planned Activity	
PROJECT 8: MEASURE GREENHOUSE GAS EMISSIONS	1. Engage a recognised expert to conduct a detailed assessment of total emissions and emissions per visitor dollar.	Not commenced		Amber	DMO		Not commenced	Yet To Start		
	2. Consider a top level estimate of in-destination vs Scope 3 (transportation emissions) to guide marketing plan (Foundational project 4).	Not commenced		Amber	DMO		Not commenced	Yet To Start		
	3. Ensures tourism businesses are analysing their own emissions.	Surveying membership to establish a baseline of businesses measuring emissions and identifying barriers for those not. Pilot programme launched across Queenstown Lakes to support businesses to commence carbon counting and building a wider destination picture of tourism supply chain emissions. DQ delivering member capability activity relating to decarbonisation including demystifying carbon workshop, electrifying Queenstown event and support resources and guidance.	Completion of Carbon Trails trial. FY24-25 Business Plan member capability KPI's to be met	Green	RTO		Commenced	Underway		
PROJECT 9 (KEYSTONE): CARBON ZERO BY 2030	1. Take responsibility for addressing the transportation emissions (Scope 3) that bring visitors and supplies to Queenstown Lakes.	Decarbonisation roadmap in development	Resourcing Roadmap delivery team	Green	DMO		Commenced	Underway		
	2. Decarbonise the built environment (hotels, restaurants, airport, meeting spaces, etc.) including improving energy efficiency.	Not commenced		Amber	DMO		Not commenced	yet to start		
	3. Decarbonise emissions associated with visitor experiences, hospitality and attractions.	Electrifying Queenstown event delivered. One on one sustainability/ decarbonisation meetings with members are being held by the DQ sustainability lead on ad hoc basis.	Resourcing Roadmap delivery team	Green	DMO		Commenced	Underway		
	4. Identify system-wide initiatives that will increase the length of visitor stays, while reducing their emissions profile.	Not commenced			Amber	DMO	Not commenced	Yet to Start		
	5. Reduce polluting emissions from road vehicles and relieve traffic congestion by improving infrastructure and changing traveller behaviour.	Not commenced			Amber	DMO	Not commenced	Yet to Start		
	6. Ensure support for businesses to make the transition, similar to the New Zealand Farm Assurance Programme Plus (NZFAP Plus).	Not commenced			Amber	DMO	Not commenced	Yet to Start		
	7. Consider incorporating a price on carbon or advocating for national carbon pricing to reduce complexity and increase adoption and or other high-leverage points.	Not commenced			Amber	DMO	Not commenced	Yet to Start		
	8. Secure funding to implement all of the above activities and any others that move the district toward decarbonisation. This plan is ambitious, and to be successful it will take all types of funding: private, public, access to debt finance, non-dilutive public capital, and philanthropy.	Not commenced			Amber	DMO	Not commenced	Yet to Start		
PROJECT 10: ZERO ENVIRONMENTAL FOOTPRINT	1. Disincentivise landfill use or otherwise align to existing waste management plan. Refer to QLDC's data to waste and materials diversion.		Waste Minimisation Plan due to be reviewed in 2025.	Green (yet to commence)	QLDC		Not commenced			
	2. Support businesses to reduce and eliminate adverse impacts on the district's biodiversity.	DQ have been working with local conservation and biodiversity groups to establish how we can best support visitor education and engagement in their work, including holding an inaugural business meets biodiversity workshop to connect local groups to tourism businesses to explore opportunities to work together.	Business meets biodiversity event in Q2 FY24-25	Green	DMO		Commenced		Planned Activity	
	3. Develop and support existing education and outreach initiatives to change visitor behaviour regarding local environmental issues.	The DQ member capability programme is delivering education and workshops for members about local environmental initiatives and connecting businesses to these groups to create a visitor education pathway. DQ is also running social media advertising to educate visitors about environmental initiatives and values.	Consider more channels to reach visitors directly.	Green	RTO		Commenced	Underway		
	4. By 2025, all visitor economy businesses have practical environmental, waste minimisation, light pollution and sustainability improvement plans in place.	Not commenced			Amber	DMO	Not commenced		Planned Activity	
	5. Pollution of waterways from visitor economy activities is eliminated. Refer to ORC data on the health of streams and lakes.	Not commenced			Amber	DMO	Not commenced	Yet to Start		
	6. Reduce waste in the design, construction, operation and end-of life of facilities and infrastructure associated with the visitor economy.	DQ is supporting work toward stronger local and regional supply chains for food and materials. DQ and a newly formed subgroup of the Whakatipu Tourism Leaders Sustainability Group, in conjunction with Wastebusters, have created a Statement of Intent for this work. This SOI is the first step to working with suppliers to reduce their waste and carbon. This project includes a range of outputs, including research on suppliers (including the Carbon Trails pilot programme), supporting business education to understand the better impact of localised supply chains, creating resources (as part of the member capability programme) to show businesses local suppliers and a comprehensive list of suppliers actively mitigating their waste and carbon to the district.	Sign off of Statement of Intent and workflow plan by Whakatipu Tourism Leaders Sustainability Group. This will also be addressed through the QLDC Waste Minimisation Plan in 2025.	Green	RTO + QLDC		Commenced			
	7. Support the visitor economy in improving the health and quality of local water systems, as well as reforestation.	Not commenced			Amber	DMO	Not commenced			
PROJECT 11: RESTORING ECOSYSTEMS	1. Select or create one pilot/hero project in year 1	DQ and Love Queenstown have worked with Mana Tāhuna and the Whakatipu Reforestation Trust to run tourism planting days which have resulted in over four thousand plants planted, high levels of tourism operator engagement and family groups being hosted at the planting days. LWT and Love Wanaka have partnered with Te Kākano to deliver two industry planting and maintenance sessions, with over 200 native seedlings planted and cared for. Further work has been conducted at the planting site with hosted groups and families.	Development of business events proucts with pilot community groups to deliver CSR initiatives.	Green	RTO		Commenced		Planned Activity	
	2. Promote existing initiatives with practical opportunities for tourism businesses and visitors to give time and/or money toward improving biodiversity outcomes.	Love Queenstown and Love Wanaka Community Funds launched	FY24/25 strategy development.	Green	DMO	RTO	Commenced		Planned Activity	
	3. Investigate and support accreditation options for tourism businesses that partner with local environmental groups to deliver measurable, enduring outcomes for Te Taiao.	DQ is currently building relationships with local environmental groups to understand where business support is best placed (funding, product development, volunteers etc). An accreditation process for businesses is also in its research phase with the hope of identifying an attainable, scalable support and education outcome for businesses actively achieving regenerative tourism.	Destination accreditation with Global Sustainability Tourism Commitment.	Green	RTO		Commenced			
	4. Support initiatives that enable businesses to offset carbon emissions through native forest planting projects that are local and permanent (aligned to Oxford Principles).	Not commenced			Amber	DMO	Not commenced			
	5. Support relevant research to understand the health and economic value of deep alpine lakes: Whakatipu, Wānaka and Hāwea.	This integrates with the catchment management activity being run by ORC.	ICM groups currently being pulled together - ORC initiating meetings in next two months.	Green	QLDC	ORC	Commenced			
	6. Visitors and tourism businesses support and participate in local pest eradication and biodiversity restoration projects with firm targets.	As well as delivering over \$60,000 to local environmental organisations, Love Queenstown and Love Wānaka's industry planting days provided the opportunity for businesses to participate in hands-on restoration efforts, too. Collectively, over 285 volunteers from 70 businesses in the tourism sector participated in these keystone volunteer events, planting a total of 4,415 trees. In addition, over 400 visitor volunteer opportunities were shared through LW and LQTs channels, and a number of visiting groups were hosted for volunteer experiences. DQ is also working the Southern Lakes Sanctuary to develop a pest eradication / nature walk product bookable by business event groups, enabling them to deliver a CSR initiative as part of their event programme.	Ongoing Community Fund planting days Next Community Fund distribution Trapping volunteering days	Green	DMO	RTO	Commenced		Planned Activity	

PILLAR 3: BUILD ECONOMIC RESILIENCE, CAPABILITY AND PRODUCTIVITY						NOTES <small>Project plans in development or established Key Milestones completed Key Milestones on track Key Milestones budget issues or risk to project AMBER Key Milestones have been missed by more than 3 months but less than 6 months Milestones budget issues identified Risk reduced but minor and actions sought being resolved RED Key Milestones have been missed by more than 6 months Milestones budget issues identified</small>			
OBJECTIVE	OBJECTIVE > Increase the total value of the visitor economy, net of all costs and economic leakage. > Ensure workforce availability and improve workforce retention. > Maintain tourism business satisfaction.					Progress Status	FY23-24	FY24-25	FY25-26
Projects	Actions	Commentary	Next key milestone	RAG status	Owner	Support			
PROJECT 12: ECONOMIC LEAKAGE ASSESSMENT AND COST-BENEFIT ANALYSIS	1. Quantify the income from the visitor economy that stays in the community, i.e., net of leakage including direct and indirect contributions to tax base.	Not commenced		Amber	DMO		Not commenced	Planned Activity	
	2. Assess the hidden costs associated with infrastructure, environmental degradation and community quality of life.	Not commenced		Amber	DMO		Not commenced	Planned Activity	
	3. Quantify the non-financial benefits of tourism to the community, including reputation, the workforce, and economic development.	Not commenced		Amber	DMO		Not commenced	Planned Activity	
	4. Research initiatives and opportunities for minimising economic leakage and maximising the portion of visitor spending and tourism business profits that are reinvested within the local economy.	Not commenced		Amber	DMO		Not commenced	Planned Activity	
PROJECT 13: DIRECT FUNDING FOR INFRASTRUCTURE	1. Support existing work to establish an effective local visitor levy. Advocate for the levy to be aligned with the guiding principles of this plan, where the funds are protected to ensure that infrastructure and resources for visitors do not impose unfair costs on communities.	Not commenced		Amber	DMO		Not commenced	Ongoing	
PROJECT 14: LOVE WĀNAKA / LOVE QUEENSTOWN	1. Establish a community fund that targets visitor give-back and financial contributions to support social and environmental outcomes.	Love Queenstown and Love Wānaka were launched in April 2023. The fund recently completed its first funding round, distributing \$60,000 to seven community organisations to support climate, conservation and biodiversity action across the Queenstown Lakes. A further \$10,000 has been invested in a local endowment fund with support from the Wakatipu Community Foundation, ensuring larger-scale funding opportunities into the future.	FY24/25 strategy development.	Green	RTD		Completed	Ongoing	
	2. Develop platforms that enable visitor give-back programmes	Love Queenstown and Love Wānaka website and e-commerce platform launched to enable visitor financial donations	Expand uptake by local businesses across the region.	Green	RTD		Completed	Ongoing	
PROJECT 15: PRODUCT EVOLUTION PROGRAMME	1. Measure the quality of the destination experience according to visitor sentiment.	Visitor experience survey programme being delivered in Queenstown and Wānaka. This is an extensive visitor intercept survey that covers all aspects of the visitor experience in the region.	Delivery of Q4 FY24-25 results	Green	RTD		Completed	Ongoing	
	2. Develop destination-wide experience(s).	Not commenced		Amber	RTD		Not commenced	Planned Activity	
	3. Promote diversity, equity, and inclusion (DEI) and provide education to ensure that Queenstown Lakes and its tourism experiences welcome people of all kinds. This includes communities which are marginalised, vulnerable, oppressed or under-represented along lines of race, ethnicity, socioeconomic status, age, sexual and gender orientations (SOGIQA+), or disability.	Accessibility and DEI modules are being added to the RTD member capability programme in partnership with subject matter experts.	Accessibility training and business audits available to RTD members by November 2024.	Green	RTD		Completed	Ongoing	
	4. Improve accessibility throughout the district's visitor experiences, including its tourism facilities, products and services, to accommodate visitors and residents of varying abilities.	Partnership programme with experts Making Tax being developed to improve accessibility in tourism experiences and product development.	Accessibility training and business audits available to RTD members by November 2024.	Green	RTD		Completed	Ongoing	
	5. Aid businesses to make their experiences more competitive (and subsequently higher-yield)	Not commenced		Amber	RTD		Not commenced		Planned Activity
PROJECT 16: TOURISM BUSINESS EXCELLENCE PROGRAMME	1. Ensure a common understanding of what Travel to a Thriving Future means among visitor economy stakeholders.	Not commenced	Development of a summary of DMP	Amber	RTD		Not commenced	Ongoing	
	2. Work with local organisations to provide mentoring, training, information, resources and other useful ongoing support for tourism business owners, managers and employees.	RTD member capability programme launched including new online member hub sharing resources, information, workshop and training opportunities for members across both destination marketing and destination management subjects. DQ is providing a wide range of training, information and support for businesses along with one-on-one consultations across destination management and marketing.	Expansion of this programme to Wānaka in Q3 FY24/25	Green	RTD		Completed	Planned Activity	
	3. Support tourism businesses, their guides and staff to build their knowledge and understanding of local cultural heritage.	DQ supports the QRC ambassadors programme with content and promotion. The place-based brand project will identify legends and stories of place which are authorised by Kāi Tahu to be shared.	Work with Kāi Tahu to build a module in the capability programme to support tourism businesses to build their knowledge of local cultural heritage.	Green	RTD		Completed	Yet to start	
	4. Support existing and new local Māori tourism businesses.	Not commenced	Product development programme to be developed. Initial discussion with Te Kūpuka Umaka Māori ki Arahauru (KUMA) and New Zealand Māori Tourism (NZMT) to identify opportunities to support Māori tourism businesses.	Amber	RTD	KUMA & NZMT	Not commenced	Planned Activity	
	5. Establish an effective business collaboration and peer-learning forum to explore and address issues that can improve business productivity and resilience, increasing profitability per FTE.	Not commenced		Amber	RTD	Chambers	Not commenced		
	6. Help women design business models that increase yield and where a higher volume of visitors and experiences is not necessary to be successful. Enable them to compete on quality and unique, rich experiences rather than on price.	Not commenced		Amber	RTD		Not commenced		Planned Activity
	7. Share learning and case studies of businesses that are leading the way towards a regenerative future to provide practical examples for others to follow.	Case studies such as Our People Our Home series and From the Ground Up series have been developed, sharing learnings via owned and paid marketing channels. Forthrightly stories for the membership are created and shared via the fortnightly newsletter to showcase businesses taking steps toward sustainable or regenerative practices in their operations, or community sustainability initiatives.	New series of Our People Our Home and From the Ground Up will be delivered in FY24/25 with more local case studies.	Green	RTD		Completed	Ongoing	
	8. Encourage and support successful, sustainable local tourism businesses to enter relevant national and international business awards that recognise excellence in regenerative business practices.	RTDs share national and international certification and award opportunities with members. In 2023 DQ sponsored both the Te Kūpuka Umaka Māori ki Arahauru (KUMA) awards and the Queenstown Business Chamber of Commerce awards, actively encouraging members to enter and showcase how their regenerative practices support thriving business.	Consider extension of this support in 2024	Green	RTD		Completed	Planned Activity	
	9. Support existing local business awards programmes to create new award categories celebrating excellence in sustainable and regenerative business practices.	DQ has worked with Queenstown Business Chamber of Commerce to shape the sustainability award category toward more regenerative practices.	Develop this initiative with Te Kūpuka Umaka Māori ki Arahauru awards in 2024.	Green	RTD		Completed	Underway	
	10. Support and recognise certification.	Not commenced	Identify potential certification programmes for regenerative tourism.	Amber	RTD		Not commenced	Planned Activity	
PROJECT 17: THRIVING WORKFORCE PROGRAMME	1. Collaborate with the innovation and economic development project team to support a tourism technology cluster and other diversification opportunities that are adjacent to tourism.	To be addressed in the Economic Diversification Plan.	To be presented for adoption at the 1 August Council Meeting.	Green	QLDC	RTD	Completed		
	1. Support tourism business owners to attract and retain experienced and appropriately skilled staff.	Not commenced	RTDs will commence work in FY24-25 with Queenstown and Wānaka Chambers of Commerce and QRC to understand opportunities to grow knowledge and capability around retention and attraction strategies.	Amber	RTD		Not commenced	Planned Activity	
	2. Work with existing local initiatives and organisations to develop a range of programmes that build the capabilities of the tourism workforce.	Not commenced	Develop content and resources focused on growing the tourism workforce skill set.	Green	RTD		Not commenced	Planned Activity	
	3. Work with relevant partners to understand how to promote improved career opportunities in tourism, and support local initiatives that promote tourism as an attractive career path.	DQ regularly works with Queenstown Resort College to educate students around the tourism industry and the importance of the transition to a regenerative visitor economy.	RTDs will identify potential partners currently working in tourism career development and existing projects for support.	Green	RTD		Completed	Planned Activity	
	4. Establish a mechanism for understanding the cost of living in the district, average wage levels in different segments of the visitor economy, and the implications of establishing a recommended local living wage.	Not yet started - QLDC Policy team considering.	To be defined. Rescheduled for 34-25.	Amber	QLDC		Completed		
	5. Support and strengthen local housing initiatives and organisations, advocating for affordable housing and making more of the housing supply available to tourism workers.	Joint Housing Action Plan (another Spatial Plan priority action) approved in 2024. Key actions contained within.	Annual review of progress due to Spatial Plan steering group in August/Sept 2024.	Green	QLDC		Completed		
6. Determine the levers of change to manage the number and distribution of short-term accommodations. These may include advocating for regulation.	Exploratory piece of work underway with QLDC Policy Team. Workshop held with full council in June 2024.	Further council workshop requested to consider options and next steps.	Green	QLDC		Completed			
PROJECT 18: EMERGENCY AND CLIMATE ADAPTATION PREPAREDNESS	1. Develop plans to build local businesses resilience in order to adapt to climate change and more frequent extreme weather events.	Addressed in part through local emergency response plans but to be addressed in the next Climate and Biodiversity Plan, currently under development.	New CBP to be adopted in June 2025.	Green	QLDC		Completed		Planned Activity
	2. Ensure tourism operators are prepared and understand their responsibilities so that they can keep visitors safe during emergencies.	DQ facilitates the Tourism Operator Emergency Response Queenstown (TORQUE) group activity which aims to coordinate member resources and responsibilities in an emergency. RTDs and QLDC collaborating on a work plan to ensure tourism operators are prepared and understand their responsibilities, including the TORQUE activity, identify capability building requirements and support regional emergency management planning by ensuring members understand these plans.	RTDs and QLDC to identify member capability building opportunities to build knowledge relating to emergency management.	Green	RTD	TORQUE and CDEM	Completed	Underway	
	3. Ensure that visitor support is integral to all aspects of the district's emergency management planning and that businesses understand existing Emergency Management Plans.	Part of the emergency management approach as delivered by the Otago Civil Defence structure (managed by ORC).	QLDC to raise at relevant emergency management sessions.	Green	ORC (via QLDC)	RTD	Completed		
	4. Ensure that a recovery approach is in place that fully understands the needs of the visitor economy after an emergency.	To be developed on a case by case basis in relation to Recovery Management planning, but clearly demonstrated in the Ben Lomond and Crystal Spur crises in Sept 23.	Approach developed and tested. No further action at this stage.	Green	QLDC		Completed		
PROJECT 19: INNOVATION AND ECONOMIC DEVELOPMENT	1. To improve business capabilities, support a tourism technology cluster to explore and develop ideas that can leverage technology and celebrate business achievement.	Not commenced		Amber	DMO		Not commenced	Yet to Start	Planned Activity
	2. Collaborate throughout the district to test and encourage adoption of new technologies.	Not commenced		Amber	DMO		Not commenced	Yet to Start	Planned Activity
	3. To support economic diversification through supporting decarbonisation innovation, technology that can change impacts on environment and visitor behaviour	Inaugural Electrifying Queenstown event delivered		Green	DMO		Completed		Planned Activity
	4. Build a reputation as an innovative, early adopter in areas aligned with green tourism innovation, clean transportation, etc.	RTDs showcasing innovative regenerative activities and practices through case study video series, blog content, media pitching & hosting and identifying speaking opportunities for CEO.		Green	RTD		Completed	Ongoing	
	5. Use leadership in the area of regenerative tourism to attract aligned businesses to Queenstown Lakes.	Not commenced		Amber	DMO		Not commenced	Yet to Start	
	6. Collaborate with local research and innovation organisations to explore, develop and promote new, cost-effective solutions that radically improve environmental performance.	Not commenced		Amber	DMO		Not commenced	Yet to Start	Planned Activity

FOUNDATIONS FOR SUCCESS OBJECTIVES > Develop a robust governance model that includes a reporting and review cadence. > Establish an implementation plan and communications structure. > Establish data collection and reporting systems. > Align brand and marketing activities with regenerative tourism goals.		GREEN Project plan is in development or established Key Milestones are being met No project budget issues or risks to project AMBER Key Milestones have been missed by more than 3 months but less than 9 months Minor project budget issues identified Risk realised but minor and solutions sought/being resolved RED Key milestones have been missed by more than 9 months Minor project budget issues identified Major risks realised and either no solution forthcoming or there is a major threat to the project being fulfilled at all.
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Projects	Actions	Commentary	Next key milestone	RAG status	Owner	Support	Progress Status	FY23-24	FY24-25	FY25-26
FOUNDATIONAL PROJECT 1: FRAMEWORK FOR GOVERNANCE AND REVIEW	1. Develop a formal partnership for the delivery and future development of this plan which includes the RTOs, QLDC, Department of Conservation and Kāi Tahu as the initial core partners.	Formal RTO and QLDC partnership in Destination management steering group (meets weekly)	Continued weekly meetings	Amber	RTO		Commenced	Underway		
	2. Establish an independent governance group to oversee progress at a districtwide level. This will ensure a whole-system approach together with an appropriate balance of independence, accountability and expertise.	DSL was established Oct 23	Monthly board meetings	Green	RTO		Commenced	Underway		
	3. Confirm reporting and review cadence. Regularly assess performance and progress, and identify opportunities for improvement.	DMP Gannt chart est.	Spatial Governance group report	Green	RTO boards		Commenced	Yet to start		
	4. Establish inter-regional and international collaboration structures and ensure strategic alignment between RTOs, QLDC and interregional DMP network to support the plans objectives and with other regions DMPs	Shared services agreement between DQ and LWT will support inter regional collaboration and strategic alignment. The Southern Way partnership also provides an opportunity for DQ to support other lower South regions to have regenerative tourism ambitions. The Collective has been established with DQ as a founding member with a range of international DMO's.	RTO AGM's and ongoing review of shared services Quarterly Southern Way meetings The Collective meets bi-monthly	Amber	RTO		Commenced	Yet to start		
FOUNDATIONAL PROJECT 2: OPERATIONALISE PROJECTS	1. Develop an implementation plan to guide, in phases, the set of actions ahead for all projects. This needs to make the most of the connections between different areas of work. This will create a programme plan that spans all projects.	DMP Gannt Chart RTO Annual Business Plans Development of Roadmap to Decarbonisation OVP Project delivery timeline	Continued reporting to DSL	Green	DMO		Commenced	Yet to start		
	2. Identify funding for each project.	No additional funding streams for DMP delivery have been successfully sourced to date (outside of RTO and QLDC funding).	DSL to source additional funding streams	Red	DMO		Commenced	Yet to start		
	3. Assign a taskforce for projects in phase 1.	OVP taskforce stood up Community Distribution Committee established Decarbonisation taskforce, yet to be stood up	Decarbonisation resource to be stood up (pending funding)	Amber	DMO		Commenced	Yet to start		
	4. Ensure that communication structure exists: Between the DMG and project leaders and between DMG/project task forces and tourism industry / wider community.	RTO's working with QLDC to align communications with project leaders as projects are required and providing submissions on key issues/reports and plans	OVP updates Roadmap public facing document	Amber	DMO		Commenced	Yet to start		
	5. Identify the capabilities (skills and expertise) and capacity (labour) required to successfully implement the plan. Develop appropriate programmes to address any issues or gaps.	RTO and QLDC project required capability identified. Roadmap TBC.	Recruitment of DMP specific resource at RTO's and QLDC	Amber	DMO		Commenced	Yet to start		
	6. Build capability and capacity of the regional tourism organisations (RTOs), Queenstown Lakes District Council (QLDC) and other relevant agencies to support implementation.	Capability capacity built within RTO's delivering DMP projects within current resource + addition of a sustainability lead. Capacity not reached without additional funding	Shared services between RTO's delivering efficiencies	Amber	DMO		Commenced	Yet to start		
	7. Research, identify, and secure appropriate funding from the public and private sectors to support projects that require financial support	Funding sources have been researched and identified and in some cases applied for. To date outside of RTO and QLDC support no additional funding has been secured.	Continue to chase avenues of securing funding.	Amber	DMO		Commenced	Yet to start		
FOUNDATIONAL PROJECT 3: DATA AND MEASUREMENT FRAMEWORK	1. Initiate an expert-led project to build an optimum data and evidence-based methodology for monitoring and evaluating the transition to regenerative tourism	Not commenced		Red	DMO		Not commenced	Yet to start		
	2. Support the development of a performance measurement and improvement system for tourism businesses, based on proven models from other sectors, that aligns with and accelerates progress towards a regenerative visitor economy (e.g., the New Zealand Farm Assurance Programme Plus (NZFAP Plus).	Not commenced		Red	DMO	RTO	Not commenced	Yet to start		
	3. Encourage and support visitor economy-related research projects in the district (e.g., PhD studies), including identifying potential research customers.	Not commenced		Red	DMO		Not commenced	Yet to start		
FOUNDATION PROJECT 4: UPDATE QUEENSTOWN LAKES BRAND AND MARKETING STRATEGIES	1. Effective use of data and analytics to improve knowledge about visitor motivators and behaviours.	RTOs have delivered an evolution to the visitor insights programme to more comprehensively cover the role of regenerative and sustainability considerations of visitors and destination perception as well as understanding our visitors motivators and behaviours.	Q1 FY24/25 visitor experience survey results	Green	RTO		Commenced	Underway		
	2. An informed understanding of visitor interests, behaviours and values to inform marketing activity.	District wide RTO data and Insights hub launched to enable membership and stakeholders to have access to available datasets to inform and guide business decisions.	Undertake market research to link high contributing visitor definition to market audiences via persona development.	Green	RTO		Commenced	Underway		
	3. Align brand strategy to regenerative tourism and economic diversification.	DO working with Aukaha to develop a new place brand for Queenstown to better represent local desination values and which can be used by community and business alike.	Destination Think identified to undertake research phase via place DNA programme	Green	RTO		Commenced	Underway		
	4. Align marketing plans (including business goals, market segments and promotional/experience activities) to regenerative tourism and decarbonisation.	RTO marketing strategy and plans fully revised and evolved to align with regenerative tourism aspirations. New marketing strategy developed to lead with people and place focused activity vs volume driving conversation activity.	Align this approach across trade and business events channels	Green	RTO		Commenced	Underway		
	5. Align to place-based marketing plans in future.	Not commenced	Place based plans to be developed	Amber	RTO		Not commenced			

Optimal Visitation Project Overview

This is a groundbreaking project to understand optimal visitation in the Queenstown Lakes region. It involves the development of a comprehensive model to help understand the social, cultural, environmental and economic impact of visitors to the Queenstown Lakes District. The optimal visitation model will enable effective scenario planning and informed decision-making within the district.

Project information

Queenstown Lakes is a high growth district with a tourism dominated economy. Understanding the implications of visitor numbers is essential for making robust decisions that deliver positive outcomes for the community. Queenstown Lakes District Council (QLDC) and Destination Southern Lakes (DSL) have commissioned Griffith University in collaboration with FreshInfo and Take Tuia to develop a visitor optimisation model. The project is running from June 2024 to May 2025.

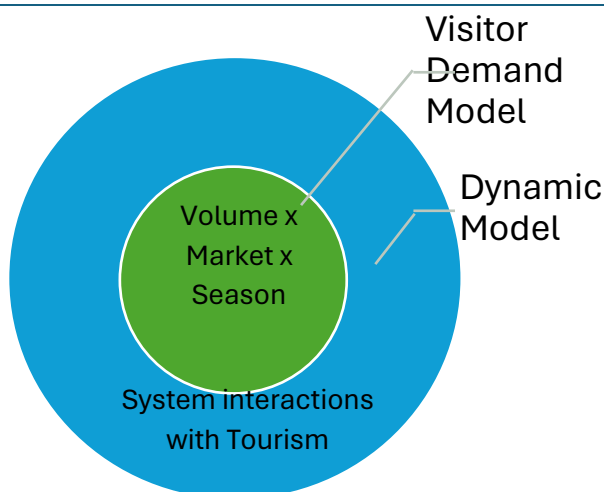
Visitors have an economic, social, cultural and environmental impact on the district and this project aims to develop a model that helps to predict those impacts and understand the intersection between different elements. Visitation in the district needs to be analysed in conjunction with residential growth, community sentiment, worker experience, visitor experience, seasonal changes, environmental degradation/regeneration and cultural context. This project is integral to taking a 'systems approach' towards destination management and supporting sustainable economic growth.

Project aim

The objective of the model is to demonstrate the impact of changes in visitation to the region. The model will inform decision-making, consider future scenarios and their implications in relation to identified thresholds. Several market segments and their seasonal patterns will be considered. The model will not be a deterministic forecasting tool for visitor demand in the region.

Whilst the model is being developed specifically for the Queenstown Lakes district, ideally this project will produce a prototype that can ultimately be shared with other destinations across New Zealand, and around the world, to support regenerative tourism ambition.

Visual summary



Stakeholder input

Stakeholder input will be used to inform the following:

- Describe 'optimal conditions' as perceived by different groups.
- Identify opportunities and thresholds related to tourism in the region.
- Provide information or, where possible, access to relevant data sets.
- Share ideas about possible applications of the model and future improvements.

Contact

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