



THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA

CREATE CHANGE

A PHOENIX REBORN FROM ASHES

The story of Binna Burra Lodge recovery after 2019 bushfires

Australian & New Zealand Disaster & Emergency Management Conference

2-3 September 2021

The Star, Gold Coast, Queensland, Australia

Presenters:

Dr Jie Wang

Wendy Pham, PhD Candidate

Steve Noakes, Binna Burra Lodge

The information in this presentation is based on the presenters' research at Business School – The University of Queensland



PRESENTATION OUTLINE

- 1. Introduction – *Impact of disasters on Queensland's tourism***
- 2. Case study – *Binna Burra Lodge & the 2019 bushfires***
- 3. Lessons learned – *The role of agile leadership in crisis***
- 4. Conclusion – *Key takeaways for all stakeholders***



INTRODUCTION: Impact of disasters on Queensland's tourism industry

- The importance of Queensland's tourism industry in the context of disasters
- Increased vulnerability of tourism destinations & businesses to various disasters
- Significant business disruptions and losses





THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA

CREATE CHANGE



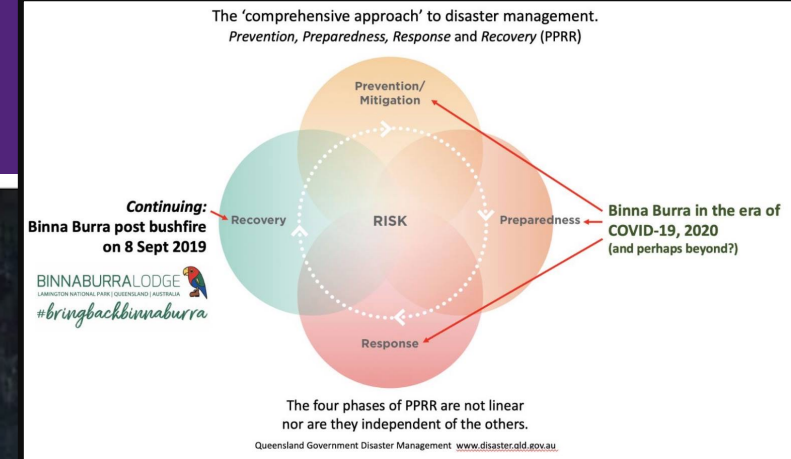
RECOVERY PHASE

ORGANISATIONAL FRAMEWORK

BINNABURRALODGE
LAMINGTON NATIONAL PARK | QUEENSLAND | AUSTRALIA



#bringbackbinnaBurra



***'We will turn
disaster into
opportunity.'***

Steve Noakes
Chairman
Binna Burra Lodge, Lamington
National Park, Australia
September 2019

[Click for video](#)



Binna Burra's recovery strategy is validated by national & state disaster recovery guidelines.



<https://knowledge.aidr.org.au/resources/national-principles-disaster-recovery/>

Natural disaster recovery checklist



1. Insurance
2. Cleaning up
3. Assess the viability of the business
4. Re-establish premises and business records
5. Assess your finances
6. Manage and pay staff
7. Communicate with key people
8. Plan for the future



BINNABURRALODGE
LAMINGTON NATIONAL PARK | QUEENSLAND | AUSTRALIA
#bringbackbinnaburra



LESSONS LEARNED: The role of agile leadership in crisis

- 1. Agile leadership as demonstrated by BBL management team**
- 2. Testimonials from various stakeholders**
- 3. The results – what went right and what to improve?**



LESSONS LEARNED: The role of agile leadership in crisis

Agile leadership as demonstrated by BBL management team

- Right decisions in time of emergency
- Sound appreciation of the power of communications (mass & social media)
- Great emphasis on the role of stakeholder collaboration & social networks → systems thinking

LESSONS LEARNED: The role of agile leadership in crisis

Testimonials from various stakeholders

“Steve was sort of the face for all the media... He is the glue holding all of Binna Burra together and sort of keeping everyone updated. He already is heavily involved in the Community.”

Binna Burra Lodge employee

“Steve is a unique person and has relationships. And relationships underpin everything in a disaster situation.”

Local government officers

“It was phenomenal in terms of their evacuation... They got everybody out, they went into the lodges to turn on the sprinklers. They saved it basically by just taking the actions that they did.”

Binna Burra local residents

“I think they [BBL] used media really well and it definitely raised the profile, so much that we had visits from all levels of government.”

Binna Burra local residents



LESSONS LEARNED: The role of agile leadership in crisis

The results – what went right and what to improve?

- In-time evacuation & effective emergency communications
- The 'Binna Burra spirit' – unity & hope to build back together
- Managing the 'dark side' of media coverage
- Balancing between profit-making & environmental-community focus



CONCLUSION: Key take-aways for all stakeholders

1. Organisations need to be ***well-prepared*** for the risk of disasters, so as to be able to respond proactively in the time of emergency.
2. A ***resilient leader*** with proactive strategies can turn the organisation around after disastrous events, bringing out new opportunities and innovations from devastation.
3. Cross-sectional stakeholder collaboration plays a crucial role in disaster preparation and recovery through PALs (***Partnerships – Alliances - Linkages***).



THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA

CREATE CHANGE

Thank you for your attention!

We look forward to connecting with you all!