

Binna Burra Lodge

Reflect

## Reconciliation Action Plan

- Reset - Reimagine - Recreate -

September 2021- September 2022

**BINNABURRALODGE**

LAMINGTON NATIONAL PARK | QUEENSLAND | AUSTRALIA



RECONCILIATION  
ACTION PLAN

**REFLECT**



# ABOUT THE ARTWORK

The cover artwork of the Binna Burra RAP document is a topographic representation of the roads, tracks, undulations and forest of the Binna Burra Lodge and close surrounds. The artist, designer and strategist, Tristan Schultz, is collaborating with Binna Burra Lodge to reset, reimagine and recreate their futures post-2019 bushfire devastation. Tristan draws on his Gamilaroi heritage in this work to celebrate how Aboriginal artworks are most often maps of important cultural knowledge. This map however, does not provide a ready-to-go cultural knowledge for Binna Burra, it rather represents the potential of what cultural knowledge may be the right fit as Binna Burra embarks on their reconciliation journey along these tracks. It is a Binna Burra cartography of what was, what is and what could be. A map ready to listen and learn from what is there to be shared.



# CONTENTS

ACKNOWLEDGING COUNTRY	4
MESSAGE FROM CHAIR	6
BINNA BURRA PRINCIPLES FRAMEWORK	7
STATEMENT OF COMMITMENT	8
OUR VISION FOR RECONCILIATION	8
OUR BUSINESS	9
OUR RAP	10
OUR PARTNERSHIPS AND ACTIVITIES	12
OUR STORYLINES	14
1. RELATIONSHIPS	16
2. RESPECT	18
3. OPPORTUNITIES	20
4. GOVERNANCE	22



# ACKNOWLEDGING COUNTRY

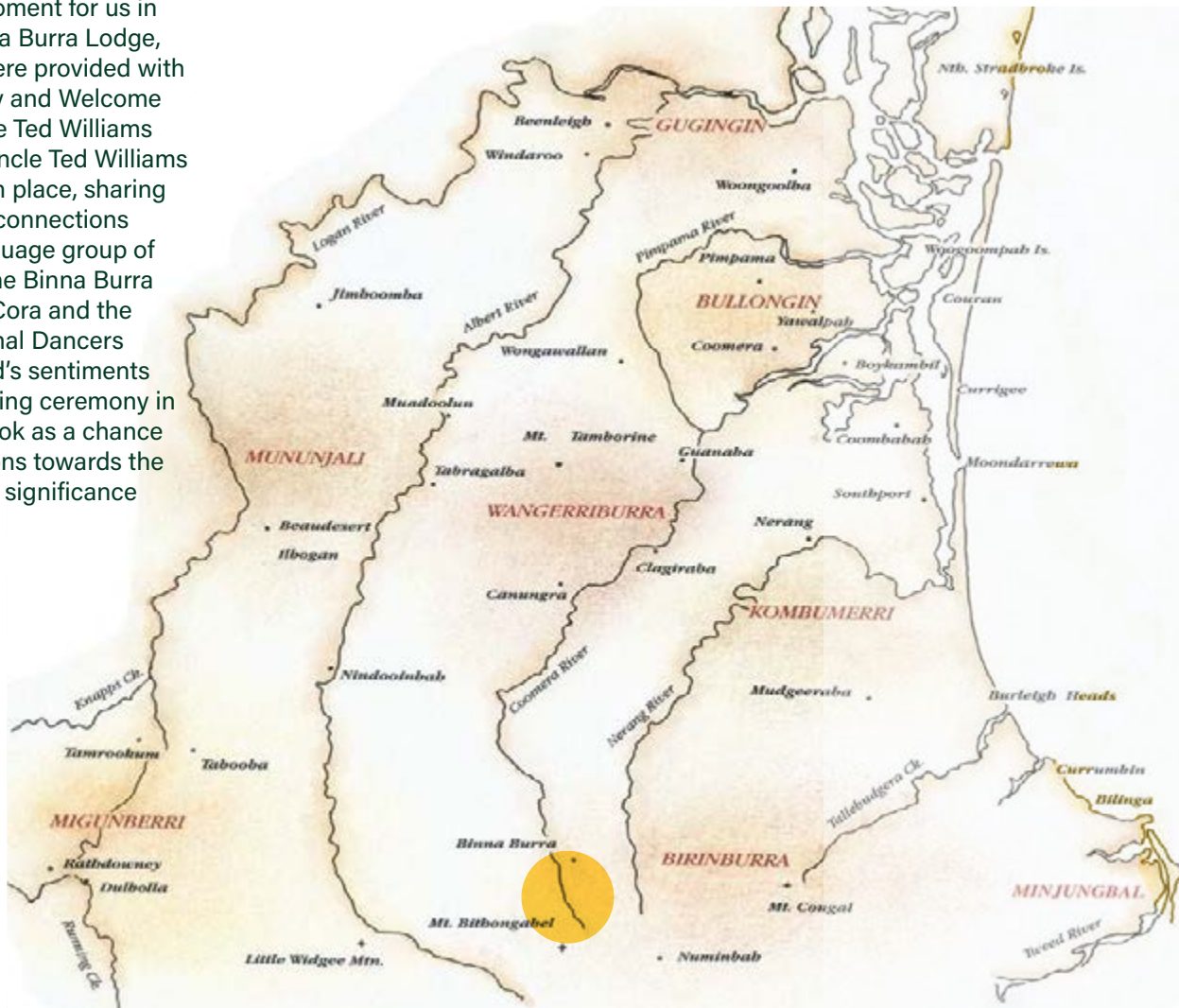
We acknowledge and pay respect to the land and the traditional practices of the families of the Yugambeh Language Region of South East Queensland and their Elders past, present and emerging.

We value the significance of an Acknowledgment of Country as a way to pay our respect to the original Indigenous custodians of the land and their long and continuing relationship with their Country.

of this Welcome as a moment of healing after a tough year cannot be understated.

We value the strength in being welcomed to Aboriginal & Torres Strait Islander land across Australia.

We also pay our respects and reflect on an important moment for us in 2020 in which Binna Burra Lodge, staff and visitors were provided with a healing ceremony and Welcome to Country by Uncle Ted Williams and Luther Cora. Uncle Ted Williams grounded visitors in place, sharing the long and deep connections the Yugambeh language group of people have with the Binna Burra surrounds. Luther Cora and the Yugambeh Aboriginal Dancers extended Uncle Ted's sentiments and offered a smoking ceremony in which all visitors took as a chance to heal their emotions towards the 2019 bushfires. The significance



Source: YRACA  
Map of Indigenous places and names of broader Gold Coast region and surrounds.



Source: Tristan Schultz  
Bushfire Gallery Smoking Ceremony at Binna Burra Lodge



# A MESSAGE FROM CHAIR



Binna Burra Lodge acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of this land and the continuation of cultural, spiritual and educational practices of First Nations peoples.

On Sunday 8 September 2019, the historic Binna Burra Lodge and pioneering timber cabins were destroyed in bushfires. One year later, on Tuesday 8 September 2020, a respectful traditional smoking and healing ceremony was undertaken at Binna Burra by representatives of the Yugambeh Aboriginal language group. It also signalled the start of a Reconciliation Action Plan (RAP) process for the new, post bushfire era of Binna Burra.

Before the first European record in the first half of the 1800's of the rugged mountainous scenic rim of the Gold Coast hinterland, for thousands of years First Nations peoples lived in the Lamington National Park area managing and using its rich natural resources.

At Binna Burra we will respect and champion the rights of First Nations peoples. We know reconciliation is an ambitious goal and we're committed to a continuous learning-by-doing process. While the RAP is designed to turn our good intentions into actions that

progress reconciliation in our cultural landscape, we acknowledge it is just the first step in our overall reconciliation journey.

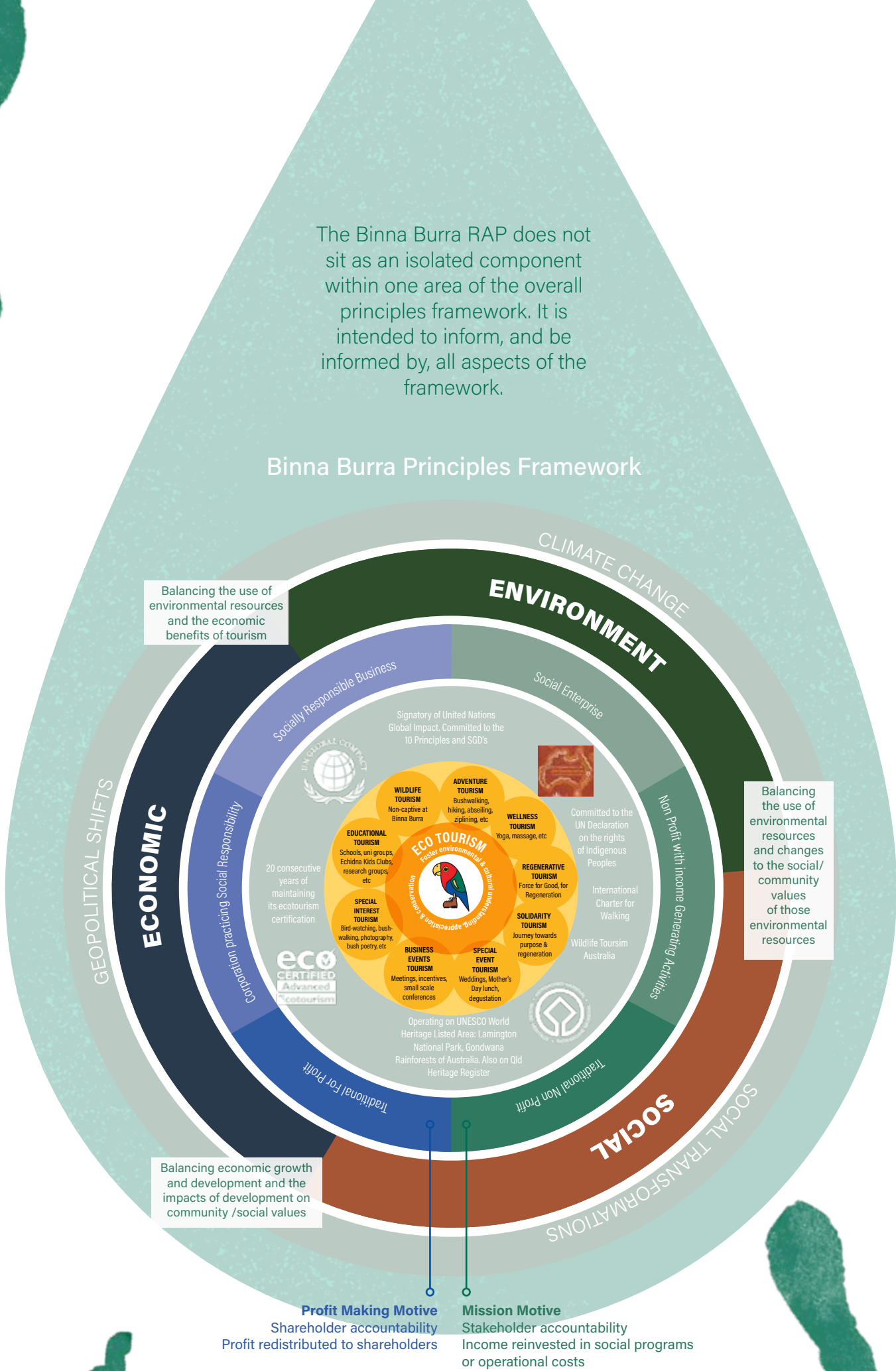
For us here at Binna Burra, reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous peoples, for the benefit of all those who visit this place inside the World heritage listed Lamington National Park where rugged landscapes are the remnants of an ancient landscape that reaches back into the Earth's history, some 300 million years.

We're taking it very seriously, integrating Visioning, Master Planning and RAP into one innovative process. This RAP will also support our business plan, providing practical actions to steer Binna Burra's contribution to reconciliation both internally and in our local community.

Steve Noakes  
Chairperson, Binna Burra Lodge Ltd.



The Binna Burra RAP does not sit as an isolated component within one area of the overall principles framework. It is intended to inform, and be informed by, all aspects of the framework.





# STATEMENT OF COMMITMENT

This Reconciliation Action Plan lays out our formal commitment to the meaningful reconciliation with Aboriginal and Torres Strait Islander peoples, particularly with the people of the Yugambah language group, on whose land we are on.

We are committed to our RAP process being as radical as it needs to be, drawing inspiration from the environmental radicals who established Binna Burra Lodge in 1933. We do this while recognising the limitations of their radicality at that time.

While reconciliation is an important and necessary step for us to take as a business, in taking steps towards decolonisation we are also committed to sharing this journey with our visitors. This, with the hope of contributing to a broader understanding and celebration of

Aboriginal and Torres Strait Islander cultures alongside the recognition and application of Indigenous Knowledge. Ultimately contributing to a more just society.

# OUR VISION FOR RECONCILIATION

As the current generation of stewards of the Binna Burra cultural landscape, we acknowledge the contribution of Lamington National Park to the wider pattern and evolution of Queensland's history and heritage which extends for tens of thousands of years before colonial settlement of this area. We recognise the world is a different place from the way it was when Binna Burra was founded in 1933. We recognise the histories, stories and living knowledge of Aboriginal peoples and cultures of the Binna Burra surrounds should be a key component to the Binna Burra narrative.

Binna Burra is committed to listening and understanding, for example, what activity and movement was in the surrounds before settlement, what occurred in the proceeding years of settlement, what impact of tree clearing had, how Aboriginal and Torres Strait Islander peoples were involved in that industry and others, how stories of links with clans on the coastline should be told and what Indigenous knowledge of ecologies, climate and other patterns of the surrounds is important. The next century for Binna Burra, in this new chapter post-bushfires, should reflect action that speaks to these threads and what Binna Burra has been and could be to all Australians and visitors to this place.

# OUR BUSINESS

Binna Burra Lodge is a nature-based tourism, recreation, educational and accommodation destination.

It was founded in 1933 by Arthur Groom and Romeo Lahey. Binna Burra sits within the sub-tropical rainforest of Lamington National Park in the Gold Coast Hinterland, centre stage to some of Australia's most spectacular natural features. The lodge was the first Australian property to attain the internationally-recognised Green Globe Certification for its best practice environmental performance, and has maintained 21 consecutive years of Ecotourism certification standards with Ecotourism Australia.

Offering a range of accommodation styles, including camping (Rainforest Campsite and Safari tents) and lodges (Sky Lodges), and experiences over 34 hectares Binna Burra has broad appeal to both overnight guests and day-trippers, adventurers and those looking for a more sedate getaway. Its unique location amongst pristine, ancient sub-tropical rainforest sets Binna Burra apart as a premiere eco-destination in South East Queensland.

Before the bushfire devastation on 8 September 2019, Binna Burra Lodge employed 65 people. After the bushfires, Binna Burra had to retrench 57 staff. Now, in the reopening to operations there are currently 25 staff. We expect this will increase as we recover this first year of trading.

At present we are not certain how many staff members identify as Aboriginal and/or Torres Strait Islander. Through this RAP and Binna Burra Lodge's overarching employment strategy, we are exploring ways to employ Aboriginal and Torres Strait Islander team members, which will include measures to appropriately identify Indigenous employees.

Binna Burra is positioned 800 metres above sea level amidst the sub-tropical rainforest of Lamington National Park in the Gold Coast Hinterland.

Binna Burra is located 45 kilometres from Surfers Paradise on the Gold Coast and 100 kilometres from Brisbane. The Binna Burra site covers Lot 1: RP171126, Lot 1: RP171128 and Lot 1: RP124596 with a total site size of 34 hectares. Lamington National Park covers 20,600ha and has 180 km of walking tracks, some of which can be accessed from Binna Burra.

While its market reach is predominantly Australian, specifically from South East Queensland, it is increasingly global (pre-COVID), with visitors from around the world. The global reach of Binna Burra was evidenced in the media coverage after the 2019 bushfires by organisations including The Guardian, New York Times and other major global TV networks and national media. This media highlighted the extensive global reach Binna Burra has established. This is further through being Advanced Ecotourism, eco certified; participating in the International Charter for Walking and operating within a UNESCO World Heritage Area.

Binna Burra is a signatory of the United Nations Global Compact, committing to the 10 Principles and Sustainable Development Goals (SDGs). By incorporating the Ten Principles of the UN Global Compact into strategies, policies and procedures, and establishing a culture of integrity, Binna Burra intends to not only uphold our basic responsibilities to people and planet, but also set the stage for another 87 years of success!



# OUR RAP

Known as 'Woonoongoora' to the Yugambeh people, the mountains are sacred and spiritual, places to be nurtured and respected. Binna Burra Lodge acknowledges and respects that the land upon which Binna Burra is located was and is the land of the Yugambeh language region, the First Nations peoples of this mountain area.

## Traditional Custodians

The Yugambeh carefully managed and made use of the area's rich natural resources. They shared language, ceremonies, celebrations and economic exchange. This kinship group used both the open forest and rainforest. Evidence of their occupation has been found in various parts of the park, including the 'Kweebani' (cooking) cave near Binna Burra. It is believed a traditional pathway passed through the southern section of Lamington National Park. Abundant food sources and resources available on a seasonal basis were found all over Traditional Land from South Brisbane to the Tweed River and west to Hinterland Ranges. The Yugambeh family groups are identified as the Wangerriburra, Birinburra, Gugingin, Migunberri, Mununjali, Bollongin, Minjungbal and Kombumerri. The arrival of Europeans changed the Yugambeh lifestyle forever. The newcomers did not understand the needs of the Yugambeh and their deep connection with their land, even though the natural resources must have seemed vast. Yugambeh people were displaced, relocated to missions and massacred.

## A commitment to reconciliation

As the current generation of stewards of the Binna Burra Cultural Landscape, we acknowledge the contribution of Lamington National Park to the wider pattern and evolution of Queensland's history and heritage which extends for tens of thousands of years before colonial settlement of this area. We

recognise the world is a different place than it was when Binna Burra was founded in 1933. We recognise the histories, stories and living knowledge of Aboriginal peoples and cultures of the Binna Burra surrounds should be a key component to the Binna Burra narrative.

Binna Burra is committed to listening and understanding, for example, what cultural activity and movement was in the surrounding area before settlement, what occurred in the proceeding years of settlement, what impact tree clearing had, how Aboriginal and Torres Strait Islander peoples were involved in that industry and others, how stories of links with clans on the coastline should be told and what Yugambeh knowledge of ecologies, climate and other patterns of the surrounds is important. The next century for Binna Burra, in this new chapter post-bushfires, should reflect action that speaks to these threads, and what Binna Burra has been and could be to all Australians and visitors to this place.

While recognising that this step is long-overdue, Binna Burra began this journey 16 years ago, making statements at that time about what our ambitions were in relation to meaningful recognition of the Yugambeh people. However, at the time, resources were not in place to achieve this. Today, the bushfire has provided the resources to do what we want, and know is right, to do. We are beginning from a smaller base as a result of the bushfire, but can put strategic priorities, such as a RAP, higher on

the list. We want to embed this in the newly forming DNA of Binna Burra, making the most of today's greater awareness and desire for change. We recognise that this change is more than a symbolic process and that instead developing a RAP will help us put in place structures to ensure meaningful Indigenous representation, both in terms of how we talk about our surrounding environment and its pasts, presents and futures but also across the organisation and the way employees and visitors interact with this. As well as ensuring meaningful reconciliation and Indigenous presence within Binna Burra, we want to ensure that what we say in relation to First Nations histories here is right, we need to do the work of gathering the threads to clarify, respect and celebrate what we are saying in an authentic way. We intend to engage with Indigenous Knowledge across all facets of Binna Burra, not just through guides and guest experiences.

## Recognising gaps

The 2019 launch of the First Nations Queensland Tourism plan and the relevant policy shifts encourage us to recognise the gaps in our business, while the bushfires have provided us opportunity to reflect on our gaps and how we would like to move forward. As a long-term leader in eco-tourism, we recognise that this is an important next step in becoming a leader in social responsibility while also identifying the synergies present between our role in conservation and its connections with Binna Burra and connections with Country

and caring for Country. Continuing our role in educating we want to ensure we are learning from and with Country, so that we can teach others.

## Embracing the radical

Those who established and built Binna Burra in the early years were environmental radicals, but they were radicals of their time. This environmentalism is today considered normal, in part due to the hard work and actions of those who contributed to establishing Binna Burra. We want to achieve the same with the RAP process, to help show that a RAP process can and should be a mainstream process going forward. We intend to approach this process with a radical lens, to set in play normalising an Indigenous presence throughout Binna Burra's offering, acknowledging and respecting the past, resetting the present and reimagining the future.

## Our Journey

We want to begin our journey of reconciliation to achieve the following:

- Internally reflect on and transform our behaviours and operations, reconciling the past exclusions of Aboriginal and Torres Strait Islander peoples from the Binna Burra story and establishing a business that contributes to the recognition and celebration of Aboriginal and Torres Strait Islander peoples, their cultures, history and futures.
- Ensure that the organisation recognises the impact of colonisation and can begin taking steps towards decolonising.

- Working with local Aboriginal and Torres Strait Islander representatives to understand what they want this to look like and together find meaningful steps towards this.

- As a result of inward reflection and action, create a safe working environment for Aboriginal and Torres Strait Islander employees.

- Celebrate and implement all of the above in an outward facing way (where appropriate) to contribute to our visitors gaining a broader understanding of the purpose for and steps towards reconciliation, as well as actions they might take within their own everyday lives.

## Implementation

We intend to implement from the top, through to every level of employee and out to everyone who engages with Binna Burra. As we rebuild Binna Burra, including our training and culture we want to ensure that the RAP centrally informs this rebuilding. We intend for this to lay the groundwork for creating a culturally safe work environment where First Nations people feel safe and comfortable applying for roles at Binna Burra. Our long-term objective is to connect every employee to the bigger picture, the collective initiative and willingness to be a part of the organisation.

We take cues from neighbouring businesses such as National Trust of Australia, Queensland (NTAQ) and the work they have done at Currumbin Wildlife Sanctuary to embed a First Nations experience within their programming, providing

visitors and employees with greater knowledge of First Nations cultures, while continuing to build the presence of First Nations stories across the park, increase Indigenous employee numbers and create a culturally safe working environment.

## Funding

We have funding for the process as part of the grant for the Binna Burra via ferrata (iron way) to ensure that we have appropriate First Nations input and ongoing involvement. We recognise that there are many things we can learn from Indigenous ways of knowing and to achieve this in an appropriate and meaningful way requires ongoing consultation and work with groups such as the Yugambeh Region Aboriginal Corporation Alliance (YRACA).

## References

- YRACA presentation materials, YRACA Reconciliation Workshop, Binna Burra Lodge.
- Uncle Bernie Williams, YRACA Reconciliation Workshop, Binna Burra Lodge.
- QTIC "First Nations Tourism Plan": <https://www.qtic.com.au/year-of-indigenous-tourism/first-nations-tourism-potential-plan/>
- Information on panels in Binna Burra Section Visitor Centre
- The Language of the Wangerriburra and Neighbouring Groups in the Yugambeh Region



# OUR PARTNERSHIPS AND ACTIVITIES

The First Nations histories, stories and cultures are recognised by Queensland Parks and Wildlife on much of the signage present on walking tracks that are accessed via Binna Burra including in and around Back Creek and at Graceleigh Park. This has been organised by the Department of Environment and Heritage.

Binna Burra leadership have continued to be active in community meetings about respective Aboriginal cultures in the region, through this process numerous informal conversations and meetings have occurred. Now we are enthusiastic to formalise these conversations and begin a more formal journey.

We have now formalised a partnership with the Yugambeh Traditional Custodian community corporation, YRACA. The connection that YRACA has to the broader extended families and historical Aboriginal and Torres Strait Islander peoples in the region will act as leading our cultural advice throughout our RAP process and broader strategic work.

We have also formalised a partnership with the Aboriginal-led strategic and communication design agency, Relative Creative. Relative Creative will assist us in facilitating conversations, gathering and making sense of insights and compiling and designing our RAP document and our broader strategic work. Relative Creative will then assist us in designing our master plan and interpretive strategies.

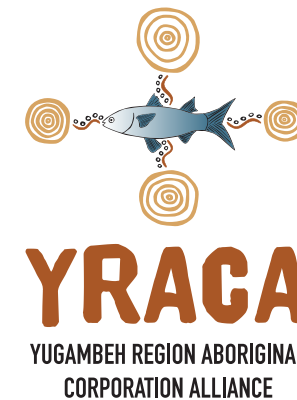
Internally, each meeting is opened by the Chairman of the Board with an Acknowledgement of Country. We have also begun to create interpretation around native foods (bush tucker). So far, this has occurred through desktop research but now we have seen what is possible we are keen to seek out this information from the knowledge holders themselves.

We have previously served native foods in the dining hall, particularly condiments and beverages such as Lemon Myrtle Tea. As we move to rebuild our dining facilities we hope to continue and extend this practice, in an informed way.

Other initiatives are beginning to take shape, for example local Yugambeh man, Clinton Brewer, has expressed interest in connecting the biological side and Indigenous side of the different walks and spotlighting to explore the opportunities around interpretation.

In our gift shop we sell a range of merchandise featuring art by local Yugambeh man, Luther Cora.

Our reconciliation process is funded by the Queensland Government through the Attracting Tourism Fund (ATF) through their funding of the Binna Burra Lodge via ferrata.



In developing this RAP we are working closely with:

## YRACA

YRACA are supporting the development of the Binna Burra RAP and continued engagement and reconciliation with Aboriginal and Torres Strait Islander peoples through their ongoing partnership and cultural advice.

The Yugambeh Region Aboriginal Corporation Alliance (YRACA) was established following the success of the Gold Coast 2018 Commonwealth Games (GC2018) Reconciliation Action Plan (RAP), an initiative championed by local Yugambeh Community members in partnership with GC2018 organisers.

A Traditional Custodian membership based organisation, YRACA's vision is to be an active participant in our nation's reconciliation journey through advocating and strengthening Yugambeh culture for the benefit of our country, community and future generations.

YRACA proudly operates on Yugambeh Aboriginal Country, which is also known as the Land of the Five Rivers - the modern description is the Gold Coast and its neighbouring hinterland. The organisation operates under a cultural framework which is underpinned by Yugambeh Lore/Law.



## Relative Creative

Relative Creative is an Aboriginal owned and led and one of Australia's leading interdisciplinary design and strategy practices. They are proudly informed by being based on Yugambeh Country at Jellurgal (Burleigh Heads).

Relative Creative are supporting the creation of a strategic future vision and codesign of an updated Master Plan in alignment with their contributions to working with us together on the RAP.



## Park Tours

Starting in 1975 with just one tour to the west coast of North America, interNATIONAL PARKtours now operates over 30 walking tours in Australia and around the world. The company is family-owned and our office is located in Australia's Gold Coast hinterland (near Lamington National Park). The Managing Director, Lisa Groom, is the daughter of one of the founders of Binna Burra Lodge. Through this deeply entrenched relationship Binna Burra Lodge has with Park Tours and Lisa Groom, Lisa is fitting to be our RAP champion alongside the Chair.



## HISTORY LINES

Binna Burra histories are of a place for many generations of Indigenous families for thousands of years, well before the European narrative of this place begins in 1933. There is work to do track and interpret these histories respectfully.

## DREAMING LINES

Dreaming lines stretch across this continent but we do not know the Dreaming lines that exist across the Binna Burra site. We want to learn these and respectfully share them with visitors, helping them to experience Binna Burra through these Dreaming lines, understanding Binna Burra from a different perspective.

This reconciliation action plan marks a moment for us to begin to take this journey and learn about the Dreaming lines present at Binna Burra and ensure respectful sharing of these stories fits with the Traditional Custodians of this place.

## TRADING LINES

There are many stories of the trade that has happened around the site on which Binna Burra is based.

Moving into the future we would like to establish new trading lines through engaging First Nations suppliers and continuing to sell items produced by local Yugambeh people.

In addition to the following pages of Actions and Deliverables in alignment with a Reflect RAP, Binna Burra Lodge and the RAP Working Committee including cultural advisors, see an important part of their reconciliation journey to be centred around six themed Storylines. These will further enable us to measure our progress against these themes.

## CARING FOR COUNTRY LINES

Since deep time, caring for Country has been an integral part of Aboriginal and Torres Strait Islander cultures. The knowledge and skills necessary for this are still present today. We want to learn how we can better care for Country in partnership with local Yugambeh people.

In doing this we will take further steps to celebrate and promote Indigenous Knowledge and the important role it plays in managing the land we are on both through Indigenous cultural knowledge and sophisticated Indigenous scientific knowledge.

## LEISURE LINES

Historically, significant events such as Sea Mullet Season and Oyster Season drew people into the area for rituals and ceremony. Likewise, Yugambeh people travelled to the feasts in the Blackall Ranges or Bunya Mountains.

Learning about the movement of Yugambeh people for leisure and celebration is important to inform the way we conduct tourism in more respectful way. Interpreting these stories in respectful ways is part of our reconciliation journey.

## NATURE LINES

Binna Burra is a place that respects being in nature, without having to intervene. Nature lines is about valuing the presence of nature without the presence of the human hand. Nature lines is about learning how to be in and experience nature where the experience itself isn't constructed for the presence of a human.

# Our Storylines



# OUR COMMITMENT TO DISCOVER AND IMPLEMENT

HOW TO READ TABLES:

RECONCILIATION AUSTRALIA ‘REFLECT’ RAP MANDATORY REQUIREMENTS

DELIVERABLE	TIMELINES	RESPONSIBILITY	STORY LINES	DISCOVERY IMPLEMENT
RECONCILIATION AUSTRALIA ‘REFLECT’ RAP MANDATORY REQUIREMENT ROWS IN DARKER GREEN	RAP REQUIRED	RAP REQUIRED	This column identifies which of the Story lines from above the action relates to	
BINNA BURRA EXTRA ‘SPHERE OF INFLUENCE’ ROWS IN LIGHTER GREEN				

BINNA BURRA  
EXTRA ‘SPHERE  
OF INFLUENCE’  
COLUMNS

This column identifies whether an action is about discovering more information through research and consultation or about implementing actions. The column leaves space for us to check off the action as it is completed.

## 1. RELATIONSHIPS

Maintaining and continuing to build and strengthen relationships with members of the local Yugambah language group and broader Aboriginal and Torres Strait Islander communities is important to meaningful and respectful reconciliation. These relationships provide us opportunity to reflect and learn.

ACTION 1.1  
ESTABLISH AND STRENGTHEN MUTUALLY BENEFICIAL RELATIONSHIPS WITH ABORIGINAL AND TORRES STRAIT ISLANDER STAKEHOLDERS AND ORGANISATIONS.

DELIVERABLE	TIMELINES	RESPONSIBILITY	STORY LINES	DISCOVERY IMPLEMENT
1.1.1 Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	November, 2021	Steve Noakes	DREAMING LINES	
1.1.2 Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	November, 2021	Steve Noakes	HISTORY LINES	
1.1.3 Discuss early industries with an Aboriginal anthropologist with relevant expertise for greater insight into early pioneering industries such as timber cutting	November, 2021	Steve Noakes	TRADING LINES	
1.1.4 Provide Binna Burra employees, volunteers and shareholders the opportunity to identify to have a clearer understanding of existing relationships.	November, 2021	Louanne Byrnes	DREAMING LINES	

ACTION 1.2  
BUILD RELATIONSHIPS THROUGH CELEBRATING NATIONAL RECONCILIATION WEEK (NRW).

DELIVERABLE	TIMELINES	RESPONSIBILITY	STORY LINES	DISCOVERY IMPLEMENT
1.2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our employees, through newsletters from the Chair.	April, 2022	Steve Noakes	DREAMING LINES	
1.2.2 RAP Working Group members to participate in an external NRW event.	May, 2022	RAP Working Group	DREAMING LINES	
1.2.3 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May, 2022	Steve Noakes	DREAMING LINES	

ACTION 1.3  
PROMOTE RECONCILIATION THROUGH OUR SPHERE OF INFLUENCE.

DELIVERABLE	TIMELINES	RESPONSIBILITY	STORY LINES	DISCOVERY IMPLEMENT
1.3.1 Communicate our commitment to reconciliation to all employees, through our an induction process for new employees and refreshers for existing employees. These could be delivered through the employee newsletter, ensuring that they know what the RAP is and have a better comprehension of the importance of reconciliation and anti-discrimination strategies.	October, 2021	Louanne Byrnes with Steve Noakes	DREAMING LINES	
1.3.2 Identify external stakeholders that our organisation can engage with on our reconciliation journey.	October, 2021	Steve Noakes	DREAMING LINES	
1.3.3 Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	October, 2021	Steve Noakes	DREAMING LINES	
1.3.4 Map out how best to share and celebrate Yugambah history and culture (led by local people) with our visitors to ensure a shared experience of the value in reconciliation. This can be done onsite as well as through social media and newsletters. During NRW, this information can relate specifically to NRW activities in line with broader Interp strategy.	March-May, 2022	Leighton Pitcher	DREAMING LINES	

ACTION 1.4  
PROMOTE POSITIVE RACE RELATIONS THROUGH ANTI-DISCRIMINATION STRATEGIES.

DELIVERABLE	TIMELINES	RESPONSIBILITY	STORY LINES	DISCOVERY IMPLEMENT
1.4.1 Research best practice and policies in areas of race relations and anti-discrimination.	December, 2021	Louanne Byrnes	DREAMING LINES	
1.4.2 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.  Binna Burra is committed to the UN Declaration of the Rights of Indigenous Peoples and a supporter of the UN Global Compact. These and the six pillars of the UN Universal Declaration of Human Rights are used to guide our approach to anti-discrimination strategies.	December, 2021	Louanne Byrnes	DREAMING LINES	
1.4.3 Map out how the Binna Burra's Advanced EcoCertification can connect with RAP process.	December, 2021	Steve Noakes	DREAMING LINES	
1.4.4 Visitor surveys to establish how people view Indigenous content and how our progress is being perceived by visitors, ensuring we are promoting positive race relations.	March, 2022	Leighton Pitcher	DREAMING LINES	



# 2. RESPECT

Respect recognises that we are just one part of a diverse ecosystem, elements of which have continued to be disrespected. Respecting Yugambeh histories, culture, knowledge and people is an important step towards reconciliation. Sharing this respect with our visitors will contribute to building a better society out of shared and mutual understanding.

**ACTION 2.1**  
INCREASE UNDERSTANDING, VALUE AND RECOGNITION OF ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES, HISTORIES, KNOWLEDGE AND RIGHTS THROUGH CULTURAL LEARNING.

DELIVERABLE		TIMELINES	RESPONSIBILITY	STORY LINES	DISCOVERY IMPLEMENT
2.1.1	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	December, 2021	Steve Noakes	DREAMING LINES	
2.1.2	Conduct a review of cultural learning needs within our organisation.	December, 2021	Steve Noakes	HISTORY LINES	
2.1.3	Connect with the Kombumerri/Yugambeh Seasonal Calendar, considering how this can be utilised as both a scheduling tool and a way to increase the understanding of Yugambeh culture.	October, 2021	Steve Noakes	CARING LINES	
2.1.4	Increase understanding of Wollumbin and Yugambeh stories through an appropriate onsite interpretation strategy.	December, 2021	Steve Noakes	DREAMING LINES	
2.1.5	Complete a Cultural Heritage Assessment of the via ferrata site.	October, 2021	Steve Noakes	DREAMING LINES	
2.1.6	Share information about the Yugambeh connections to Woonoongoora through interpretive signage and story-telling at the via ferrata site.	June, 2022	Steve Noakes	DREAMING LINES	
2.1.7	Plan and schedule cultural awareness training as part of the induction process and as professional development for employees.	March, 2022	Steve Noakes	DREAMING LINES	

**ACTION 2.2**  
DEMONSTRATE RESPECT TO ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES BY OBSERVING CULTURAL PROTOCOLS.

DELIVERABLE		TIMELINES	RESPONSIBILITY	STORY LINES	DISCOVERY IMPLEMENT
2.2.1	Develop an understanding of the local Traditional Custodians of the lands and waters within our organisation's operational area.	February, 2022	Steve Noakes	NATURE LINES	
2.2.2	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	February, 2022	Steve Noakes with Leighton Pitcher	DREAMING LINES	
2.2.3	Commit to a Welcome to Country interpretation/recording at entrance to site (where the carpark is) and at front door/lobby of the Teahouse	October, 2021	Steve Noakes	DREAMING LINES	
2.2.4	Commit to exploring the cultural product and services offering of Binna Burra.	October, 2021	Steve Noakes	TRADING LINES	
2.2.5	Develop a guide on spotlighting and how to do it safely and ethically.	December, 2021	Lisa Groom	NATURE LINES	

**ACTION 2.3**  
BUILD RESPECT FOR ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES AND HISTORIES BY CELEBRATING NAIDOC WEEK.

DELIVERABLE		TIMELINES	RESPONSIBILITY	STORY LINES	DISCOVERY IMPLEMENT
2.3.1	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week and promote external events in our local area.	July, 2022	Steve Noakes with Louanne Byrnes	DREAMING LINES	
2.3.2	RAP Working Group to participate in an external NAIDOC Week event	July, 2022	RAP Working Group Chair	DREAMING LINES	
2.2.3	Binna Burra's engagement with NAIDOC Week. RAP Working Group to participate in an external NAIDOC Week event. YRACA is keeping Binna Burra informed of community events.	July, 2022	RAP Working Group Chair	DREAMING LINES	



# 3. OPPORTUNITIES

Creating opportunities through the employment of Aboriginal and Torres Strait Islander people, as well as procurement from Aboriginal and Torres Strait Islander suppliers contributes to establishing equality in employment opportunities. This is essential for both the reimagining of Binna Burra over the next 100 years and to play a role in the development of a just society.

**ACTION 3.1**  
**IMPROVE EMPLOYMENT OUTCOMES BY INCREASING ABORIGINAL AND TORRES STRAIT ISLANDER RECRUITMENT, RETENTION AND PROFESSIONAL DEVELOPMENT.**

DELIVERABLE		TIMELINES	RESPONSIBILITY	STORY LINES	DISCOVERY IMPLEMENT
3.1.1	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation: This would include: <ul style="list-style-type: none"><li>A statement encouraging Aboriginal and Torres Strait Islander people to apply for new roles.</li><li>Making use of the channels afforded by stakeholders such as YRACA to share job advertisements.</li><li>An annual review to understand candidate numbers with the potential to look into mentoring programs.</li><li>The identification of roles, aligned to specific activities established through the RAP process.</li></ul>	December, 2021	Steve Noakes with Louanne Byrnes	TRADING LINES	
3.1.2	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	December, 2021	Steve Noakes with Louanne Byrnes	TRADING LINES	
3.1.3	Design and develop a cultural employment overlay, to understand meaningful employment opportunities and the identification of roles.	May, 2022	Steve Noakes with Louanne Byrnes	DREAMING LINES	
3.1.4	Explore employment opportunities within the via ferrata project	June, 2022	Louanne Byrnes	LEISURE LINES	

**ACTION 3.2**  
**INCREASE ABORIGINAL AND TORRES STRAIT ISLANDER SUPPLIER DIVERSITY TO SUPPORT IMPROVED ECONOMIC AND SOCIAL OUTCOMES.**

DELIVERABLE		TIMELINES	RESPONSIBILITY	STORY LINES	DISCOVERY IMPLEMENT
3.2.1	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	October, 2021	Steve Noakes	TRADING LINES	
3.2.2	Investigate Supply Nation membership.	October, 2021	Steve Noakes	TRADING LINES	
3.2.3	Map opportunities for Aboriginal and Torres Strait Islander suppliers for the following: <ul style="list-style-type: none"><li>Adventure festival celebrating Gondwana Rainforests:<ul style="list-style-type: none"><li>a festival held in May. This is an adventure and walking festival in the Scenic Rim.</li></ul></li></ul>	May, 2022	Steve Noakes	TRADING LINES	
3.2.4	Initiate a placemaking and trail marking strategy that incorporates Indigenous knowledge and storytelling. <ul style="list-style-type: none"><li>Map opportunities for looking to understand trails that were there traditionally, to connect Binna Burra, O'Reillys and Mt. Barney.</li></ul>	May, 2022	Steve Noakes with Lisa Groom	TRADING LINES	
3.2.5	Developing trail interpretation: <ul style="list-style-type: none"><li>Initiate discovering links between this trail and the already established Billy Drumley Walk and other local the great walks that feature stories of the Bilin King Parrot, the Drumley, the William Williams and others</li></ul>	May, 2022	Steve Noakes with Lisa Groom	LEISURE LINES	
3.2.6	Developing trail interpretation: <ul style="list-style-type: none"><li>Research how the Coolangatta walk provides an example of how stories can be told through a walking trail. Binna Burra intends to implement something similar, sharing local Yugambeh culture and stories.</li></ul>	May, 2022	Steve Noakes with Lisa Groom	LEISURE LINES	
3.2.7	Map what is available to procure from Aboriginal and Torres Strait Islander owned businesses, according to what is suitable for the site. This map would also include what is available for Acknowledgement, employment and procurement.	December, 2021	Steve Noakes	TRADING LINES	



# 4. GOVERNANCE

Establishing an effective RAP working group and providing the appropriate support at all levels of the organisation is necessary for the successful implementation of the RAP. Governance of and support for the RAP is present at senior leadership level and this is clearly communicated across the organisation.

## ACTION 4.1 ESTABLISH AND MAINTAIN AN EFFECTIVE RAP WORKING GROUP (RWG) TO DRIVE GOVERNANCE OF THE RAP.

DELIVERABLE	TIMELINES	RESPONSIBILITY	STORY LINES	DISCOVERY IMPLEMENT
4.1.1 Form a RWG to govern RAP implementation.	December, 2021	Steve Noakes	DREAMING LINES	○
4.1.2 Draft a Terms of Reference for the RWG.	June, 2022	Steve Noakes	DREAMING LINES	○
4.1.3 Establish Aboriginal and Torres Strait Islander representation on the RWG.	February, 2022	Steve Noakes	DREAMING LINES	○
4.1.4 Map a process for a cultural advisory group.	February 2022	Steve Noakes	DREAMING LINES	○

## ACTION 4.2 PROVIDE APPROPRIATE SUPPORT FOR EFFECTIVE IMPLEMENTATION OF RAP COMMITMENTS.

DELIVERABLE	TIMELINES	RESPONSIBILITY	STORY LINES	DISCOVERY IMPLEMENT
4.2.1 Define resource needs for RAP implementation.	October, 2021	Steve Noakes	DREAMING LINES	○
4.2.2 Engage senior leaders in the delivery of RAP commitments.	October, 2021	Steve Noakes	DREAMING LINES	○
4.2.3 Define appropriate systems and capability to track, measure and report on RAP commitments.	October, 2021	Louanne Byrnes	DREAMING LINES	○

## ACTION 4.3 BUILD ACCOUNTABILITY AND TRANSPARENCY THROUGH REPORTING RAP ACHIEVEMENTS, CHALLENGES AND LEARNINGS BOTH INTERNALLY AND EXTERNALLY.

DELIVERABLE	TIMELINES	RESPONSIBILITY	STORY LINES	DISCOVERY IMPLEMENT
4.3.1 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia, having a Binna Burra representative report on what is coming up and whether we have achieved them. Explore partnering with YRACA to form a RAP Impact Measurement Framework.	June, 2022	Steve Noakes w Lisa Groom	DREAMING LINES	○
4.3.2 RAP achievements will be included in the AGM report.	November, 2021	Steve Noakes	ALL STORY LINES	○

## ACTION 4.4 CONTINUE OUR RECONCILIATION JOURNEY BY DEVELOPING OUR NEXT RAP.

DELIVERABLE	TIMELINES	RESPONSIBILITY	STORY LINES	DISCOVERY IMPLEMENT
4.4.1 Register via Reconciliation Australia's website to begin developing our next RAP.	June, 2022	Lisa Groom	ALL STORY LINES	○
4.4.2 Work with Yugambah artists to plan for a suite of artistic assets for use in the next RAP and in interpretive assets	June, 2022	Steve Noakes	TRADING LINES	○

For more information about Binna Burra Lodge's RAP please contact:

Steve Noakes

Chairperson

Binna Burra Rd | Lamington National Park | Queensland | Australia

P: (0) 7 5533 3622

E: [steve@binnaburrallodge.com.au](mailto:steve@binnaburrallodge.com.au)

W: [www.binnaburrallodge.com.au](http://www.binnaburrallodge.com.au)



Our reconciliation process is funded by the  
Queensland Government through the Attracting  
Tourism Fund (ATF) through their funding of the  
Binna Burra Lodge via ferrata.

**BINNABURRALODGE**  
LAMINGTON NATIONAL PARK | QUEENSLAND | AUSTRALIA

