

BINNABURRALODGE

WOONOONGOORA - LAMINGTON NATIONAL PARK | QLD | AUSTRALIA



Background paper. February 2023.

Politics. People. Partners. Process.

Designing and building a new lodge and accommodation on the Binna Burra Cultural Landscape.

One early idea for a Lodge at Binna Burra. Shown in the Brisbane Courier Mail, 1933

Binna Burra Lodge, shown before 8 September 2019

Binna Burra Lodge impacted by bushfire, shown after 8 September 2019



New Lodge to open in the second half of 2024:

On the 90th anniversary since the incorporation of Binna Burra Lodge Ltd.



Binna Burra acknowledges the support of the Queensland Government in our response and recovery efforts following the 2019 'Black Summer' bushfire devastation on the Binna Burra Cultural Landscape. In particular, Binna Burra is appreciative of the funding support under the Regional Tourism Recovery Program (RTRP) administered by the Department of Tourism, Innovation and Sport to enable the building of a new lodge and accommodation at Mt Roberts - on the site of the former historic lodge.



scan for more info

1. Political leaders are important in disaster recovery

On Sunday morning 8 September 2019 the disastrous Australian Black Summer bushfires destroyed the historic, heritage listed Binna Burra Lodge and cabins at Mt. Roberts, within the Binna Burra Cultural Landscape. Damage was also sustained to the Sky Lodges and other infrastructure at Binna Burra.¹

On that morning, the **Acting Premier of Queensland** (Jackie Trad) and the **Mayor of Scenic Rim Regional Council** (Greg Christensen) fronted the media with the official advice about the devastation at Binna Burra, and, shortly afterwards, the then **Minister for State Development**, (Cameron Dick), called Binna Burra Chairperson, Steve Noakes, with the offer to set up an across government task force for the recovery of Binna Burra.² Lasting for six months and involving representatives from local, state and Federal agencies that intergovernmental taskforce was critical to the reconstruction of the single access road into Binna Burra plus essential funding so the Binna Burra side of Woonoongoora (Lamington National Park) could reopen for visitors one year later.

Since that time Binna Burra has established and maintained high-level relationships with all levels of government – local, state and commonwealth. All such relationships have been vital to the ongoing recovery efforts of Binna Burra which will culminate five years after the bushfires when, in the second half of 2024, a new lodge and accommodation will open at Mt. Roberts – to coincide with the 90th anniversary of the incorporation of the company (originally called Queensland Holiday Resorts).

Mayor Greg Christensen and Hon Cameron Dick rescue the Binna Burra bell on 11 September 2019



On Friday 13 September 2022 as the bushfires continued around the Scenic Rim, the **Prime Minister of Australia**, Hon. Scott Morrison visited Binna Burra, along with the **Minister for**

¹ www.youtube.com/watch?v=RXuk776Hz8E&ab_channel=BinnaBurra

² <https://statements.qld.gov.au/statements/88323>

Water Resources, Drought, Rural Finance, **Natural Disaster and Emergency Management**, the Hon. David Littleproud; the **Assistant Minister** for Road Safety and Freight Transport and our local **Federal member** of Parliament; Hon. Scott Buchholz, our local **State Parliament member**, Hon Jon Krause and the **Leader of the Opposition** in Queensland, Hon. Deb Frecklington. At this time, the Prime Minister's office and the Emergency Services Minister's office had various responsibilities for disaster assistance. Not long after their visit, the Federal Government collaborated with the Queensland Government for some \$35 million to repair the single access road into Binna Burra and the approved a total of \$1,775,000 used to remove the rubble and asbestos from Mt Roberts, land stabilisation at Bellbird Cliffs and the development of a new Master Plan for the Binna Burra Cultural Landscape.

The Prime Minister and Minister of Emergency Services, 13 September 2019

Our local Federal and State members of Parliament.



Queensland Premier visits.

Sunday Sept 15, 2019
one week after the fire that devastated Binna Burra.

'We greatly appreciated the visit today from the Premier of Queensland. The Inter Governmental Agency Taskforce which the State Government set up last week has already meet with Binna Burra representatives and a huge amount of immediate response. Progress has been made in relation to assistance and finding job for our former staff as well as site safety, repairing the national park, and infrastructure such as power, water & sanitation and roads.'

Steve Noakes
Chairman, Binna Burra Lodge



The **Governor-General of Australia** made two visits. The first was on Tuesday 8th October 2019.



Friday 26 March 2021, Andrew Colvin, **National Coordinator, National Bushfire Recovery Agency** visited Binna Burra for the opening of the Griffith University supported Bushfire Pavillion.



On 25th May 2021, the **Governor-General** and his wife, Linda, made a return trip to Binna Burra to see how the bushfire recovery was progressing and the officially open the bushfire sculpture at the Tea House.



On Tuesday 28 Sept 2021, Binna Burra Lodge was pleased to welcome The Honourable Shane L. Stone AC QC, **Coordinator-General of the National Recovery and Resilience Agency** on site. This visit assisted in Binna Burra securing \$2 million grant under the Black Summer Bushfire Recovery Grants Program which has enabled the construction of a new house-keeping and maintenance facility and Welcome Building.



The Honourable Shane L. Stone AC QC with Steve Noakes and Tim Medhurst from Binna Burra Lodge.

On 21 June 2022 on the floor of the Queensland Parliament the Hon. Cameron Dick, now the **Queensland Treasurer and Minister for Trade and Investment**, announced the State Government would grant \$18 million towards the rebuild a lodge and accommodation at Mt Roberts as replacement of the buildings that were destroyed.³

The following day, Wednesday 22 June 2022, the Board of Binna Burra Lodge Ltd and key senior management and consultants met to develop a process for Binna Burra Lodge to:

- Build back different.
- Build back with better foundations.
- Build a stronger ‘spirit of Binna Burra’ for new generations.

At the regular monthly meeting of the Board of Directors of Binna Burra Lodge Ltd held on Saturday 20 August 2022 the Board:

‘... ratified its resolution from an out of session meeting held via Zoom on 31 July 2022 when it was resolved to approve a budget of up to \$18 million, based on the grant funding from the Queensland State Government, for the lodge construction project including design, construction, and other eligible costs. It was noted that the grant funding does not cover the soft furnishings that may require additional capital through equity or debt as the project progresses. Further costs may not be eligible for grant funding and will be subject to further budget approval.’

On 2 December 2022, Hon Stirling Hinchliffe MP, **Minister for Tourism, Innovation and Sport** and Minister Assisting the Premier on Olympics and Paralympics Sport and Engagement wrote a welcome ‘birthday gift’ to Steve Noakes, Chair of the Board of Binna Burra Lodge Ltd to confirm:

‘... that BBL’s Full Business Case for funding of \$18 million (GST exclusive) to reconstruct the Lodge and 36 of the 42 cabins lost in the 2019 bushfires has been approved by the Department of Tourism, Innovation and Sport (DTIS).

RTRP aligns with the Queensland Government’s tourism industry strategy Towards Tourism 2032 – Transforming Queensland’s visitor economy future (the Strategy), including its plan to build, evolve and accelerate the growth of Queensland’s tourism industry. The BBL Rebuild project will be a significant project for Queensland’s ecotourism sector, attract more visitors to Queensland, and make a significant

³ www.binnaburralodge.com.au/news/qld-government-will-provide-funding-support-to-rebuild-the-historic-binna-burra-lodge/

contribution towards achieving our ambition of doubling the state's overnight visitor expenditure to more than \$44 billion by 2032.

Thank you for the significant effort made by yourself, your Board and staff in taking steps toward the rebuild of the iconic BBL, and congratulations on obtaining this funding through RTRP.'

On 13 February 2023 and on behalf of the Board of Directors of Binna Burra Lodge Ltd, Steve Noakes (Chair of the Board), and Hal Morris (Vice Chair of the Board), signed the Grant Agreement with the Queensland Department of Tourism, Innovation and Sport and Binna Burra Lodge Ltd outlining the contract terms, conditions, milestones, reporting and the 'Approved Project Plan' requirements. The Contract Commencement date is noted as 18 August 2022; the 'Activity End Date' is recorded as 30 June 2024 and the 'Expiry date' is 31 December 2024. That means (a) all the professional services planning work from 18 August 2022 can be paid and (b) the State Government expects the construction of the new lodge and accommodation to be completed by 30 June 2024, leaving the subsequent six months for project reporting and finalisation.

In accordance with the Constitution of Queensland 2001, elections are held in Queensland every four years on the last Saturday in October. The 2024 Queensland state election is scheduled to be held on 26 October 2024. Under Part 2A of the Constitution, the Governor is to dissolve the Legislative Assembly and issue the writ 26 days before the polling day. The 'caretaker period' begins at the time the Legislative Assembly is dissolved. That means the State Government will most likely wish to see the 'official' opening of the new lodge and accommodation before the end of September 2024.

Noting the terms and conditions of the final agreement between the State of Queensland and Binna Burra Lodge Ltd, where the grant funds do not include fixtures, furnishings and equipment (FF&E) which are currently estimated at just over \$1 million, the Board noted that building industry forecasts suggest there will be significant construction cost inflation increases over the duration of the construction and accordingly, the project management must continue to be of a high standard, flexible and transparent as prices quoted by sub-contractors come under continuous upward pressures.

2. Board establishes the Lodge Design Committee (LDC)

The **purpose of the Binna Burra Board** for the lodge construction via the RTRP Grant is to:

- i. Under Australian Law, personally comply with all legal and governance obligations
- ii. Be the single point of accountability - as part of taking responsibility for oversight of the affairs of the company, with the consideration of professional advisors, accept ultimate responsibility for the design, construction and future operations of the new lodge and accommodation at Mt. Roberts
- iii. Develop policies to ensure adherence to sustainability principles in the design, construction and operations of the new facilities at Mt Roberts
- iv. Outline roles, responsibilities and relationships among project stakeholders
- v. Through the Chair as the Board representative, centralise information dissemination and transparent communication about the overall process to develop the new infrastructure at Mt Roberts.

In relation to the LDC, the **role of Binna Burra Board** will ensure efficient systems are in place to oversee -

- i. The procurement strategy and tendering processes associated with the project
- ii. Prioritisation and sequencing of all parts of the project
- iii. Options and design of the project
- iv. Progress through the procurement phase.

The **Responsibilities of the Binna Burra Board** for the RTRP Project will include -

- i. Meetings with shareholders, management, employees and contractors of the Company to discuss their requirements for the project
- ii. Ensuring that processes are in place so that the Board is properly and regularly informed and updated on matters relating to the project
- iii. Reviewing procedures for identifying and managing relevant risk, including without limitation monitoring actual and potential exposure to identified relevant material and strategic risks
- iv. Periodically reviewing redevelopment plans and budgets

The Project Manager reports to the Binna Burra Board formally each fortnight in the initial stages of the project and at other times as appropriate. The proceedings of all meetings are minuted by the relevant consultants and agreed to (signed off) by the representative of the Board.

In relation to professional project management services, the Board decided to appoint a professional project manager for the entire project. Following submissions from three project management consultancies, the successful firm is now responsible for planning the project from start to finish, overseeing the day-to-day running and progress reporting, developing

positive working relationships with the Board, senior staff, sub-contractors, and relevant government officials as well as ensuring health and safety standards are met.

Establishing the Lodge Design Committee (LDC). The Board appointed an advisor Lodge Design Committee (LDC) bringing together experienced and professional input with skills in architecture and design, project management and in-house knowledge on Binna Burra operations. The LDC reports directly to the monthly Board meetings and between Board meetings, direct to the Chairperson on behalf of the Board.

The Honorary Chair of the LDC is Dr Gordon Holden, Emeritus Professor Gordon Holden (Architecture and Urban Design), Foundation Head of Architecture at Griffith University and Life Fellow of the Australian Institute of Architects.

The other three members are:

- i. Tim Medhurst OAM, Project Manager
- ii. Louanne Byrnes, General Manager (Operations)
- iii. Jono Medhurst, Architect

For accountability and reporting, on behalf of the Board, the Project Manager reports to DTIS on RTRP as required by the RTRP agreement.

In summary, the task of the LDC is a mix of:

- i. Creating an aesthetically pleasing and functional design that respects Binna Burra's history and future, based on shareholder/stakeholder and operational feedback
- ii. Meeting all the planning/legislative requirements including bushfire management and sustainability into the design and construction for future sustainable visitor operations
- iii. All the design and construction being completed by the first quarter of 2024/2025 within the fixed budget.



3. A consultative and iterative process

Developing a new lodge and accommodation at Mt Roberts on the Binna Burra Cultural Landscape continues to be an iterative process that allows for continuous improvements at every stage of the design and building process.

This agile approach is well suited for a collective, purpose-driven social enterprise such as Binna Burra during this period of design. It also applies to the forthcoming construction phase where requirements may change over time. On the project journey, there will be external influences including the prevailing weather conditions, the rate of increase of building costs and the ongoing impacts on the construction workforce and suppliers from the COVID 19 pandemic. Hence, the iterative approach is beneficial if there becomes a need to revisit and revise designs while accommodating new insights or making feedback easier.

To date, this approach has allowed our shareholders and other stakeholders to receive regular updates and opportunities to communicate their views. It has also enabled the identification of a range of issues and opportunities that will ultimately save money as changes are always easier to implement earlier than later.

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On the 90th anniversary since the incorporation of Binna Burra Lodge Ltd in 1934

90 years
BINNABURRA LODGE • CELEBRATING 90

As the 'owners' (= custodians) of Binna Burra Lodge Ltd, for 90 years, the almost 1,400 Binna Burra shareholders (February 2023) come from all walks-of-life across all generations.

As the key stakeholder group, shareholders of all ages have had numerous opportunities to give their views on the 'look and feel' of the new lodge and accommodation at Binna Burra.

Binna Burra Lodge Ltd (since 1934)

Annual General Meeting: Sunday 20 November 2022

Across a century of generations of Binna Burra shareholders



'Silent generation' –
born 1928 to 1946

Baby boomers' –
born 1946 to 1964

'Gen X' - born
1965 to 1980

'Gen Y' – born
1981 to 1996

'Gen Z' – born
1997 to 2012

Gen Alpha' – born
2013 to
now (2022)

#GenerationalDiversity #Stewardship #Legacy

