

Reflect Reconciliation Action Plan





*Pandani Plant,
Cradle Mountain*

About the artwork

Caleb Nichols-Mansell is an early career mixed media artist and the Founder of Blackspace Creative Arts and Cultural Hub. He is a proud Tasmanian Aboriginal man with deep connections to country, community, culture, and spirit which all inform his practice and process as an artist and leader.

Caleb has an extensive portfolio in graphic design and digital art and has been commissioned by a number of leading institutes and organisations both within the state and nationally. Stepping outside of his comfort zone, he is beginning to experiment with large scale festival and public art installations as well as site responsive works which will be developed over the coming year.

Delving into and shining light on the politics of identity, land, and cultural heritage his artwork aims to generate conversation and evoke deep thinking whilst providing viewers with an intimate look at what it means to be Tasmanian Aboriginal man in modern day Tasmania.

CONCEPT & ARTWORK

Having researched the company and their current branding, I was drawn to the contour and topographic lines that have previously been used in marketing assets. To me, this illustrates the companies understanding of and connection to Country and their mission to connect the broader public with these precious lands. From a cultural interpretation, I feel as though the lines speak to our layered knowledge systems, deep time connection and relationship with Country.

There are two types of line work in the artwork: the first - the straight lines - represent land that is owned or managed outside of community control, these include private property, farm lands and national parks. The other line work - the more wavy lines - represent the waterways and our limited access to these natural resources which are often within these private or crown owned lands.

The semi-transparent artwork that makes up the rest of the piece represents our knowledge, connection and years of gathering on these lands. It also speaks to Tas Walking Co and their gathering of people on Country to witness and appreciate its beauty and uniqueness. The negative spaces, without artwork, represent our paths or the ancient 'highways' we once used to navigate Country when moving sites.

Artist Caleb Nichols-Mansell







*Wedding Bush Flower
Irapuna/Bay of Fires*

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GLOSSARY, ABBREVIATIONS AND ACRONYMS

- ALCT – Aboriginal Land Council of Tasmania
- AWC – Australian Walking Company
- TAC – Tasmanian Aboriginal Corporation
- TWC – Tasmanian Walking Company
- NAIDOC – National Aborigines and Islanders
Day Observance Committee
- NRW – National Reconciliation Week
- RAP – Reconciliation Action Plan
- RecTas – Reconciliation Tasmania
- RWG – RAP Working Group

LANGUAGE

Our Reconciliation Action Plan seeks to acknowledge the multiplicity of Tasmanian Aboriginal nations, communities, regional histories, languages, and cultures that are participating in the journey of reconciliation, as well as to acknowledge the multiplicity of Aboriginal communities that have connection and care for the lands we walk on across Australia.

The use of Aboriginal language in our Reconciliation journey is an evolving process, and we will continue to work with Aboriginal organisations across the state and wider Australia to build our understanding about the appropriate and respectful use of language in formal documents.

Acknowledgment of Country

*Snow Gum Flower,
Larapinta*



Ya pulingina,

In the spirit of reconciliation, we acknowledge the Palawa and Pakana as the Traditional Owners of the land and waters of lutruwita/Trowunna (Tasmania).

We acknowledge the Gadubanud and Girai Wurrung as the Traditional Owners of the land and waters of the Great Ocean Trail.

We acknowledge the Ngarrindjeri, Ramindjeri, Narrunga, and Kaurna, and their connection to Karta Pintingga (Kangaroo Island).

We acknowledge the Western Arrernte and Central Arrernte as the Traditional Owners of the land and waters of the Larapinta.

We acknowledge the Anangu, in particular the Nguraṯitja, as the Traditional Owners of the land and waters of Ulurṯu-Kata Tjuṯa.

We acknowledge the land we walk on is, was, and always will be first nations people's land. We pay our respects to Elders past and present.

The Tasmanian Walking Company acknowledges the ongoing healing of the Aboriginal and Torres Strait Islander people and the role we can play in supporting this process of reconciliation.

We stand with Aboriginal and Torres Strait Islanders seeking equity, acceptance, and recognition as the Traditional Owners and custodians of Country, where sovereignty was never ceded.



*Coastal Currant
Iarapuna/Bay of Fires*

Foreword

from Brett Godfrey and Scott Malcolm

When our guides take our guests out walking in lutruwita/Trowunna (Tasmania), along the Larapinta, across Karta Pintingga (Kangaroo Island), and up the Great Ocean coast, their main purpose is to connect people with place.

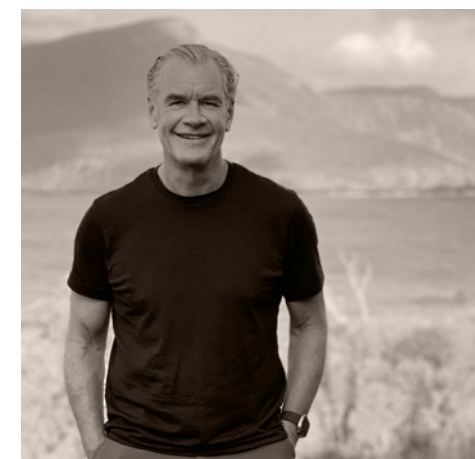
Through immersion and interpretation, and through the care and concern our staff show for the special places we walk through, our aim is to help our guests understand that the land and waters they journey through are not just environmental landscapes with many millions of years of history as an isolated island continent, they are living cultural landscapes too. These cultural landscapes tell the stories of the custodianship, care, and connection that Aboriginal and Torres Strait Islanders have to Country for many tens of thousands of years.

It is a great privilege to be a custodian of a multi-day hiking business that seeks to facilitate this connection, helping our guests understand the importance of Reconciliation, and seeking to promote the rights and amplify the voices of Aboriginal and Torres Strait Islander peoples.

This Reflect Reconciliation Action Plan is the culmination of many years of informal partnerships and activities by the Tasmanian Walking Company to support the Traditional Owners and custodians of the land and waters we journey through. This plan seeks to formalise these partnerships and activities, and will act as a map we can follow, signposting the way forward as we seek to deepen the relationships and understanding between Aboriginal and Torres Strait Islander peoples and we who have come to these places after, at different times, and using different maps.

Our boots are on, we are ready to go!

*Brett Godfrey and Scott Malcolm
Custodians of Tasmanian Walking Company*





*Bush Tomato
Larapinta*

Message from the CEO

Reconciliation Australia welcomes the Tasmanian Walking and Australian Walking Companies to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Tasmanian Walking and Australian Walking Company join a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Tasmanian Walking and Australian Walking Companies to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Tasmanian Walking and Australian Walking Company, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





*Tasmanian Myrtle,
Three Capes / Tasman Peninsula*

Our Business

The Tasmanian Walking Company, operating as the Tasmanian Walking Company, The Australian Walking Company, and the Long Weekend experiences, along with our sister company Guided By Nature, offer multi-day hiking, food and nature-tourism experiences in lutruwita/Trowunna (Tasmania), mainland Australia, and internationally.

Our story begins in 1985, when 'Cradle Mountain Huts' was offered the unique opportunity to undertake the development of an 'accommodation based' guided walk along the Overland Track in the Cradle Mountain/Lake St Clair National Park. By 1997 five private huts had been constructed, with a focus on keeping our carbon footprint to the bare minimum. These huts formed the basis of the six-day guided walk which has now been operating successfully for over 35 years.

In 2007, the company changed ownership, and not long after was rebranded as The Tasmanian Walking Company (TWC) in 2012. In 2013 TWC was bought by Brett Godfrey and has since expanded to deliver an outstanding collection of guided walks that aim to connect guests, guides, and place.

In 2015, TWC further expanded to mainland Australia, and launched the Australian Walking Company (AWC). In 2019 Scott Malcolm joined Brett in co-ownership, and in 2022, a second partnership was launched with the Long Weekend experiences coming under the operating umbrella of TWC. Guided By Nature was then founded to help connect our guests keen to explore international experiences that share the same values, vision, and purpose that we have. Today the Tasmanian Walking Company, the Australian Walking Company, the Long Weekend experiences, and Guided By Nature all share staff and resources, as well as a commitment to a core purpose and mission.

We connect people with place through thoughtful and impactful guided journeys that seek to educate and inspire, helping our guests understand the need to have care and concern for the special places we walk through.

Our Australian-based guided experiences operate in lutruwita/Trowunna Tasmania, South Australia, Victoria, and the Northern Territory, specifically in:

- 🌿 **Irapuna / Bay of Fires**
- 🌿 **Iunawanna-allonah / Bruny Island**
- 🌿 **Overland Track / Cradle Mountain**
- 🌿 **Turakana / Tasman Peninsula**
- 🌿 **Twelve Apostles / Great Ocean Walk**
- 🌿 **Wineglass Bay / East Coast Tasmania**
- 🌿 **Karta Pintingga / Kangaroo Island**
- 🌿 **Larapinta Trail / Tjoritja / West MacDonnell Ranges**
- 🌿 **Uluru-Kata Tjuta**

As of July 2023, we have a total of 250 – 300 staff, with one Palawa/Pakana (Tasmanian Aboriginal) staff member self-reporting in employee surveys. Many of our staff work remotely, either in National Parks or in adjacent privately-owned areas or public nature reserves, and we have three main offices for support staff, one in Meanjin/Brisbane (QLD), one in nipaluna/Hobart (TAS), and our central office in Launceston (TAS).

Iarapuna / Bay of Fires



Iunawanna-allonah / Bruny Island



Overland Track / Cradle Mountain



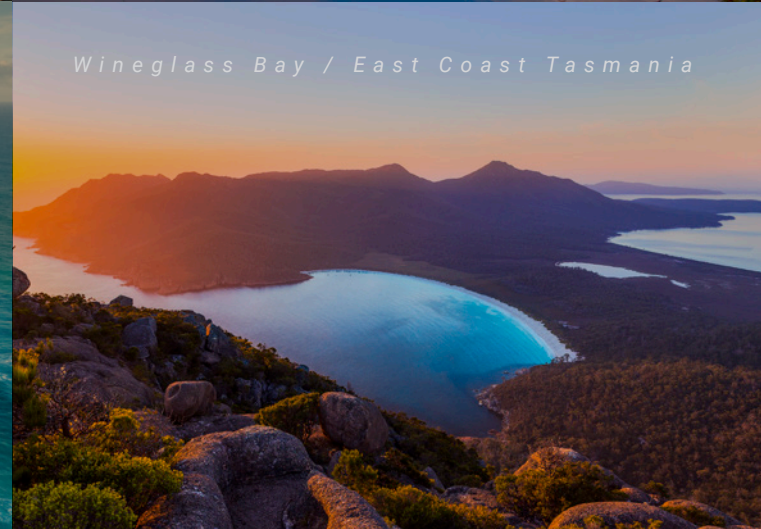
Turrakana / Tasman Peninsula



Twelve Apostles / Great Ocean Walk



Wineglass Bay / East Coast Tasmania



Karta Pintingga / Kangaroo Island



*Larapinta Trail / Tjoritja /
West MacDonnell Ranges*



Uluru-Kata Tjuta



Our Reconciliation Action Plan

Our Journey

Our leadership team first raised the idea of a Reconciliation Action Plan (RAP) in late 2019 – early 2020, however this was waylaid (like many things) due to the COVID-19 pandemic. The business and our team of staff faced a huge challenge to navigate and operate in this 'new normal'. Once we knew we could adapt and continue to run our walking experiences, our Safety, Environment and Community team gathered a preliminary RAP Working Group together, held internal discussions and workshops, and then engaged in broader discussions with stakeholders like the Aboriginal Land Council of Tasmania (ALCT) and Reconciliation Tasmania (RecTas), to ensure we were on the right path and listening to our internal and external community stakeholders.

As of June 2024, our RAP Working Group consists of staff representatives from our Operations, Commercial, and Corporate departments, and we will be seeking additional representation from Aboriginal Australian and Torres Strait Islander consultants and partners to ensure we have appropriate representation as we work to achieve our Reflect RAP.

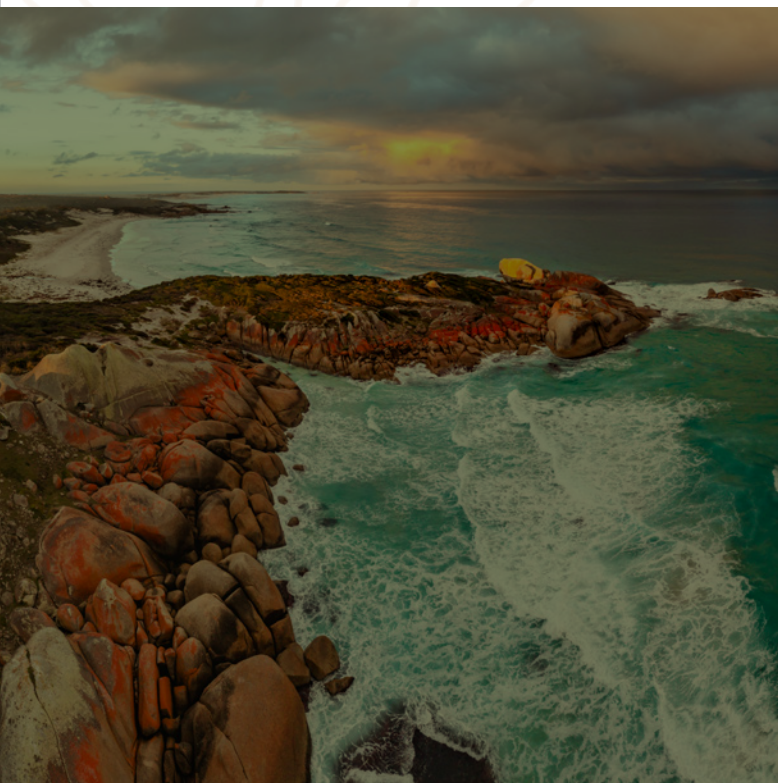
*Banksia Seed Pod,
Kangaroo Island*



Our Commitment

Our core purpose is to connect people with place, and it is incredibly important to us that what we do is done with cultural integrity. TWC commits to developing our RAP as a core operational document that all our staff are trained in and made aware of, through the induction and onboarding process, and communicated in our staff newsletters and employee handbooks. We will seek feedback and comment from our staff and broader community throughout our RAP journey, and our Reflect RAP will guide our activities and serve to draw us back to our purpose and values when we are tempted to get lost in the rush that can happen when you operate a seasonal business.

Our RAP journey will help us connect our guests to the deep history and culture of the land and waters we walk through, which tell the stories of all Australian Aboriginal and Torres Strait Islander peoples and their many millennia of continuous culture and connection to place, and whose sovereignty was never ceded.



Implementation and Funding

As we expand our operations across Australia and into international offerings, it is incredibly important to have our RAP inform this process, ensuring that we operate with integrity in every location we walk and work in. Our RAP will be implemented throughout our businesses, and in all departments and working groups. The Managing Director, General Manager, People & Culture Team, the Safety, Environment & Community Team, and the RAP Working Group (RWG) will be working to ensure our RAP sets the scene for a culturally safe environment for all Aboriginal and Torres Strait Island employees, contractors, suppliers, and guests. We will ensure that our RAP is funded fully from our own financial resources, and that appropriate funds are allocated each budgetary cycle.

Our long-term goal is to ensure our RAP contributes to increased awareness and positive recognition of Aboriginal and Torres Strait Islander peoples, creating increased opportunities for us to listen to and amplify their voices, and helping our broader community and our walking guests understand the importance of Reconciliation within lutruwita/Trowunna (Tasmania) and wider Australia.

Our Partnerships and Activities

The Tasmanian Walking Company has a proud history of community partnerships, including the Aboriginal Guide Training Program starting in 2015. As part of this development programme TWC partnered with the Aboriginal Land Council of Tasmania, the Tasmanian Aboriginal Corporation, and TasTAFE, to support the professional development of palawa pakana peoples through provision of educational and qualification pathways in outdoor guiding and cultural learning.

This partnership sought to develop a pool of qualified and authoritative Tasmanian Aboriginal guides capable of working in any of Australia's National Parks and World Heritage Areas, whilst also ensuring the living cultures of lutruwita/Trowunna (Tasmania) are promoted in a manner that benefits the individual student and the Aboriginal community more broadly, and which prepares and supports participants in becoming leaders and mentors in their community. The program to date has enabled 10 participants to gain a recognised guide qualification at Drysdale TAFE in Tasmania and work placements at our Bay of Fires and Cradle Mountain walks.

In addition to supporting the Aboriginal Guide Training Program, TWC was proud to support the development of the wukalina Walk, overseen by palawa Enterprises Trust and in conjunction with the ALCT and the Tasmanian Government.

Given our high-level experience in offering multi-day hiking experiences in lutruwita/Tasmania since 1987, TWC was honoured to assist in the development of the wukalina Walk, particularly in the design and implementation phases, and offering our operating expertise through the provision of our plans and procedures, and providing practical support including provision of guides, vehicles, and bus drivers to ensure the wukalina Walk runs successfully and in line with the palawa Enterprises Trust values and purpose.

The Aboriginal Guide Training Program has gone on to support many Tasmanian Aboriginal guiding students into employment at the wukalina Walk, and we are proud to walk alongside them.





*Tasmanian Eucalypt,
Bruny Island*

TWC participates in the Irapuna Community Weekend every year, a collective of various community groups which has included the Aboriginal Land Council of Tasmania, Wildcare Tasmania Friends of Irapuna Coast, and Tasmania Parks and Wildlife Service Working on Country Aboriginal Trainee Rangers. Operating since 2014, the event provides an opportunity to meet and get to know the various community groups who have connection to Irapuna, learn from each other, and get our hands working on a range of conservation projects in and around the National Park at Wukalina / Mount William.

It is a great privilege to support the running of the Community Weekend, as it creates opportunities for participants to practice care and concern for the environmental and cultural landscapes that our Bay of Fires walk travels through.

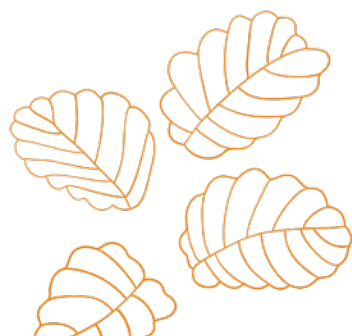
Whilst working to achieve the actions set out in this Reflect Reconciliation Action Plan, we will seek to work closely with organisations including:

- | | |
|---|---|
|  The Aboriginal Land Council of Tasmania |  Parrdarrama Pungenna Aboriginal Corporation |
|  Melythina Tiakana Warrana Aboriginal Corporation |  South East Tasmanian Aboriginal Corporation |
|  Reconciliation Tasmania |  South East Tasmanian Aboriginal Corporationn |
|  Tasmanian Aboriginal Corporation |  Tasmanian Regional Aboriginal Communities Alliance |
|  Central Land Council | |
|  Rise-Ngurratjuta (RN Employment Services) | |

And other Aboriginal Representative bodies and community groups in locations we are operating or developing walks.

Relationships

Action	Deliverable	Timeline	Responsibility
1. Develop, maintain and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	With support from Reconciliation Tasmania and other community groups, identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence	August 2024	Head of Standards & Values
	Continue to build existing relationships with Aboriginal and Torres Strait Islander representative organisations and groups within the tourism industry	December 2024	Head of Standards & Values
	Tasmanian Walking Company Senior Leadership team to participate in wukalina Walk	December 2024	Head of Standards & Values
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	September 2024	Head of Standards & Values
2. Build relationships through celebrating National Reconciliation Week	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 2025	SEC Manager
	RWG members to participate in an external NRW event	May - June 2025	Head of Standards & Values
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	May - June 2025	SEC Manager



*Tasmanian Fagus,
Cradle Mountain*



... Relationships continued

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence	Communicate our approved Reflect RAP and commitment to reconciliation to all staff	September 2024	SEC Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey	September 2024	Head of Standards & Values
	Identify like-minded organisations that we could approach to collaborate with on our reconciliation journey	September 2024	Head of Standards & Values
	Communicate our Reflect RAP journey and learnings to key stakeholders and encourage suppliers and industry partners to investigate Reconciliation pathways	December 2024	SEC Manager
4. Promote positive race relations through anti-discrimination strategies	Research best practice and policies in areas of race relations and anti-discrimination and use to improve existing company documentation	September 2024	Head of Corporate Services
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	September 2024	Head of Corporate Services



*King Billy Pine,
Cradle Mountain*

Respect

Action	Deliverable	Timeline	Responsibility
1. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	September 2024	Head of Standards & Values
	Conduct a review of cultural learning needs within our organisation and implement cultural awareness training where opportunities exist	September 2024	Head of Standards & Values
	Ensure all walk interpretation manuals ('guide interp' manuals) have approved and appropriate information that recognises and promotes Aboriginal and Torres Strait Island cultures, histories, and knowledge	April 2025	Head of Standards & Values
	Add the 'First Knowledges' book series and other relevant Aboriginal and Torres Strait Islander literature into the guest reading libraries at our various accommodation nodes	July 2024	SEC Manager
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Further develop understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area and ensure staff have awareness of Traditional Owners and Custodians of the land and waters in which they work	September 2024	Head of Standards & Values
	Work with Aboriginal and Torres Strait Islander stakeholders and organisations within our local areas to check feasibility and appropriateness of installing Acknowledgement of Country plaques at our buildings	September 2024	Head of Standards & Values
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	October 2024	SEC Manager

Spinifex Grass, Larapinta

... Respect continued

Action	Deliverable	Timeline	Responsibility
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week	June 2025	SEC Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area	June 2025	SEC Manager
	RAP Working Group to participate in an external NAIDOC Week event	First week in July 2025	Head of Standards & Values
4. Ensure appropriate acknowledgement of all Aboriginal and Torres Strait Islander artwork, stories, sites, traditional knowledge and photos in our various media and communication streams	Work with Dual Naming Committee and TAC to identify which dual names for locations in lutruwita/Trowunna (Tasmania) are appropriate to add to our experience names (if any)	April 2025	Head of Standards & Values
	Work with relevant Aboriginal Australian Community organisations and other key bodies to identify whether any Aboriginal and Torres Strait Islander placenames are appropriate to add to our experience names in South Australia, Victoria, and Northern Territory (if any)	April 2025	Head of Standards & Values
	Review our channels and brand guidelines to ensure Aboriginal and Torres Strait Islander placenames and language is used appropriately	May 2025	Marketing Manager
	Revise our marketing brand and marketing strategy to make our RAP journey and our commitment to Reconciliation a core content pillar, using our influence to engage guests, non-guests and stakeholders	May 2025	Marketing Manager



*Bull Kelp,
Great Ocean Coast*

Opportunities

Action	Deliverable	Timeline	Responsibility
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Maintain the business case for Aboriginal and Torres Strait Islander employment within our organisation	July 2024	Head of Corporate Services
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	September 2024	Head of Corporate Services
	Seek to work with Tasmanian Aboriginal and Australian Aboriginal education and training organisations (for example, Riawunna Centre for Education at the University of Tasmania) to support access to educational opportunities for Aboriginal and Torres Strait Island students, through tools like paid internships and work experience opportunities	December 2025	Head of Standards & Values
	Review recruitment processes to facilitate opportunities for Aboriginal and Torres Strait Islander peoples to work at TWC, including ongoing mentoring and support	October 2024	Head of Corporate Services
	Include specific wording on careers website encouraging all Aboriginal and Torres Strait Islander peoples to apply	October 2024	Head of Corporate Services
	Report against Aboriginal and Torres Strait Islander employment outcomes in Board Reports	December 2024	Head of Corporate Services
2. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	April 2025	Head of Delivery
	Investigate Supply Nation membership	April 2025	Head of Delivery
	Investigate the requirements needed to make Aboriginal and Torres Strait Islander partner and supplier information readily accessible to internal and external stakeholders.	September 2025	Head of Standards & Values
	Communicate this new procedure and approach via appropriate internal and external channels	October 2025	Head of Standards & Values

Governance

Action	Deliverable	Timeline	Responsibility
1. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	Finalise the RWG participants to govern RAP implementation	July 2024	Head of Standards & Values
	Draft a Terms of Reference for the RWG	July 2024	Head of Standards & Values
	Establish Aboriginal and Torres Strait Islander representation on the RWG	July 2024	Head of Standards & Values
2. Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation	July 2024	Head of Standards & Values
	Engage senior leaders in the delivery of RAP commitments	July 2024	SEC Manager
	Appoint a senior leader to champion our RAP internally	July 2024	Head of Standards & Values
	Define appropriate systems and capability to track, measure and report on RAP commitments	July 2024	Head of Standards & Values
3. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence	June 2025	SEC Manager
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire	1 August 2025	SEC Manager
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	30 September 2025	SEC Manager
4. Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP	September 2025	SEC Manager
	Submit RAP to Reconciliation Australia for Endorsement	September 2025	SEC Manager

*Button Grass,
Three Capes / Tasman Peninsula*

Contact Details

Joh Bloomberg

Safety, Environment & Community Manager

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a Tasmanian Walking Company

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RAP ID: RAP - 046352

