

23–25 MARCH 2021

BHP PARTNERS SYMPOSIUM

Event Report 2021



First Nations Community Engagement

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Disclaimer

BHP Partners Symposium: Event Report 2021

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Acknowledgements

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We acknowledge the First Nations communities, their leaders and community members where our collaborative work was undertaken.

We acknowledge the support of BHP and the following BHP Partners for their contributions in developing the Symposium and the *First Nations Community Engagement: Industry Guide Phase I*.



Cover Page Artwork



Billabong Camp depicts time-worn tracks that lead to a shady place of water. Clans gather under paperbark trees after a long, hot journey. The design places people at its centre – referencing students, researchers, people, and community. Tracks, a place by water and paperbark trees symbolise the energising, holistic values of the learning journey. The motifs depict people, tracks and meeting places, a story which relates to each individual, a journey which holds limitless pathways of learning, growth, and connection.

The Billabong Camp design was created for the Office of Indigenous Engagement (OIE) by graphic artists at BALARINJI, a Sydney based Aboriginal-owned design agency.

The Billabong Camp insignia, in its entirety is a collection of emblematic symbols, articulates OIE core values of inclusiveness, engagement and leadership, and each separate symbol connected to an aspect of the OIE's work. The designs complex yet simple construct expresses the vision and nature of place the OIE occupies in the University landscape; the work of this team affects staff, students, and stakeholders in their interaction with First Nations people.

The OIE holds exclusive rights for the use of this design. It is a hallmark and is intended for use as an OIE signature to events, publications, research projects, plans, strategies, and messaging initiated by the office.

Foreword

The decision to convene a symposium with the BHP Partners was made collectively with members at a meeting on 21 March 2019. A key theme emerging from the meeting was the need to develop a charter and set of principles for engaging with First Nations communities.

Over 18 months, the BHP Partners Group met periodically via Zoom and collaboratively worked to develop the document ***First Nations Community Engagement: Industry Guide Phase I***. Development of the guide is mentioned throughout this report.

Additionally, we planned to convene the symposium to further cement our partnerships and share our collective experiences in engagement practices with First Nations communities. COVID-19 interrupted our attempts to organise a face-to-face event during 2020. When COVID-19 restrictions lifted, we proceeded with the symposium in March 2021.

The BHP Partners Symposium 2021 presented a unique opportunity to work together to improve First Nations community engagement outcomes for our organisations and for First Nations communities. This document summarises the outcomes of the symposium.

Currently, we are finalising the *First Nations Community Engagement: Industry Guide Phase I* and I look forward to sharing this document with you soon. The guide aims to enhance industry engagement practices through a principle-based approach to ensure First Nations communities remain at the centre of industries' engagement activities. It provides a framework for organisations to develop their community engagement approaches, facilitating effective and beneficial First Nations community engagement outcomes at all levels of engagement.

We intend the guide as a practical resource that assists in steering organisations to effectively engage with First Nations communities in ways that benefit both communities and organisations. We envision the guide will provide a means of connection, learning and innovation for organisations across Australia. (Please refer to Appendix D for the summarised version of the guide.)

Sharing our strengths as partners aims to improve outcomes for our projects and for the First Nations communities with whom we engage. This report provides a record of our work thus far and is a launching place for the next phase of our work: First Nations community engagement from communities' perspectives.

*Professor Adrian Miller
Symposium Facilitator
Deputy Vice President Indigenous Engagement
BHP Chair of Indigenous Engagement
Director Jarwun Research Centre
CQUniversity*

Executive Summary

The Office of Indigenous Engagement (OIE), CQUniversity, hosted the inaugural **BHP Partners Symposium: First Nations Community Engagement** at Mantra Southside (Brisbane) from 23–25 March 2021.

The symposium brought together 13 BHP partner organisations and 26 representatives from a range of sectors. It provided a unique opportunity to work together and discuss ways to maximise our collective impact when working with First Nations communities. It provided a focus for improving First Nations community engagement outcomes for our organisations and for First Nations communities.

Over the three-day symposium, partners shared 12 case studies about their BHP-funded projects. Participants also heard from Indigenous leaders on topics of authentic First Nations engagement, cultural competency, engagement for training and mentoring, and meaningful Reconciliation Action Plans (RAPs).

Over the course of the symposium, partners identified the need to:

- Complete the *First Nations Community Engagement: Industry Guide Phase I*
- Gain feedback from First Nations communities to create a community-centric engagement guide – Phase II
- Continue collaborative engagement as partners
- Compile the rich information generated through discussions at the symposium to provide the basis for a possible training package.

Overwhelmingly, the goodwill of those involved at the symposium was evident from their positive feedback and useful suggestions for future events.

The photograph below shows the symposium participants, including Professor Adrian Miller, BHP Asset President James Palmer, and the Honourable Craig Crawford.



Event Overview

The inaugural **BHP Partners Symposium: First Nations Community Engagement** was held over three days (one full and two half days) from 23–25 March 2021 at Mantra Southside (Brisbane). It ran in conjunction with International Science Week. The full program is available at Appendix C.¹

Attendees included 13 BHP partner organisations and 26 representatives from a range of sectors to learn and to share knowledge to improve First Nations community engagement outcomes for both industry partners and communities.

Key Outcomes

- Graphic recording panels that summarised the content of:
 - 12 case study presentations
 - Panel discussions, group discussions and keynote presentations
- Positive feedback from post-event evaluations
- Production of:
 - Edited monograph of case studies
 - This event report
 - *First Nations Community Engagement: Industry Guide Phase I* (now in draft form and undergoing review)
 - 3-page summary of *First Nations Community Engagement: Industry Guide Phase I*.

Event Summary

Graphic recording panels for the symposium were facilitated by Professor Miller and produced by Jimmy Patch Creative.²

Day 1

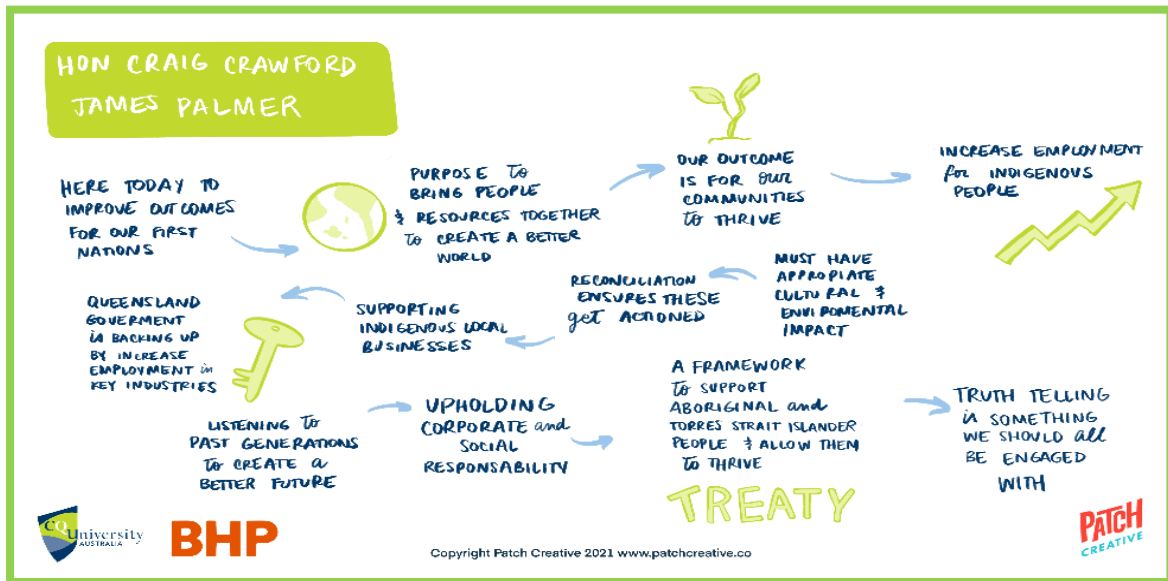
Day 1 included:

- **CQUniversity welcome** address by Professor Miller
- **BHP welcome** address by Josh Cox
- **10 case study presentations** by partners, each with graphic recording
- **Groupwork** on themes emerging from the case studies, each with graphic recording
- **A panel discussion** exploring the meaning of authentic engagement with First Nations communities, with themes captured through graphic recording

¹ **Appendix A** includes information about the partner organisations, and **Appendix B** details invited speakers and panel member biographies.

² Please refer to: <https://jimmyspatch.com.au/>

- **An informal afternoon tea** with the Honourable Craig Crawford, Queensland Minister for Seniors and Disability Services and Minister for Aboriginal and Torres Strait Islander Partnerships. Professor Miller emceed the event, and Minister Crawford was introduced by BHP Mitsubishi Alliance Asset President on First Nations community engagement, James Palmer. Mr Palmer acknowledged the work of the BHP Partners and the company's ongoing commitment to the economic empowerment, social development needs, and cultural wellbeing of First Nations communities linked to BHP. Minister Crawford affirmed the importance of developing a Treaty. (A graphic snapshot of the speeches is provided in the panel below.)



Day 2

Day 2 included:

- **Two case study presentations** by partners, each with graphic recording
- **Keynote presentation** by John Briggs on the importance of First Nations community engagement for industry and communities, with graphic recording
- **Groupwork** to summarise the case studies and presentation, culminating in a graphic recording panel.

Day 3

Day 3 included:

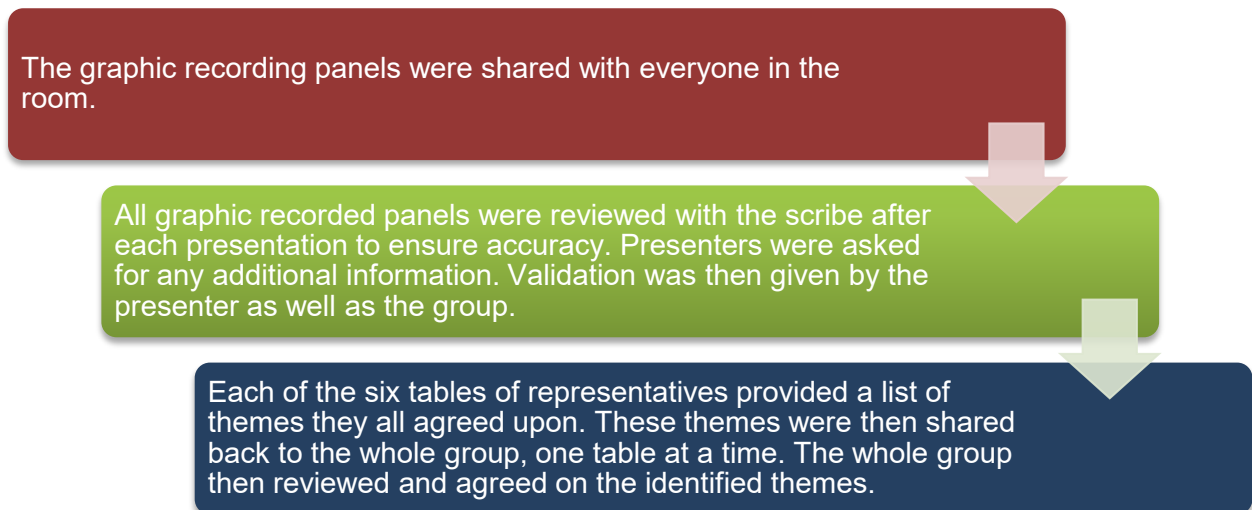
- **A keynote presentation** by Tony Martens on engaging for training, employment and mentoring solutions, with a strong focus on Indigenous outcomes
- **A discussion about RAPs** and authentic relationships
- **A final group workshop:** Where to next? The workshop focused on development of future work with partner organisations. Notes on the discussion, recorded by a CQUniversity team member, are included in this report.

Methodology

The symposium methodology was based on the process of reasoning where existing knowledge is used to draw conclusions, employing deductive reasoning to produce valid conclusions when the existing knowledge or premises are accurate (Johnson-Laird 1999).

The method used to capture and develop the themes emerging from the symposium included the key activities described in Figure 1. It involved a sequence of collecting and validating each discussion and its emerging themes, particularly through the use of graphic recordings.

Figure 1 Method to identify themes



Impact of Graphic Recordings

Graphic recordings are a way of capturing conversations via hand drawn or digitally produced pictures. These recordings enable people to view the relationships between ideas and make it easier for participants to remember what has been discussed.³

The benefits of using graphic recordings for the symposium include:⁴

1. **Supporting the facilitator** by making ideas visible so the group are on the same page
2. **Validating participants** through the graphic recorder's translation of conversation to images during brainstorming and other group discussions; participants can see their response being recorded and envisioned with illustrations and text
3. **Improved decision-making** through clarification of ideas which are made visible to all in the room
4. **Increased memory and comprehension** through the visual impact of graphics, potentially increasing memory retention up to 30%
5. **Helping the group to maintain focus** by having a graphic recorder working in real time. In addition, the graphic recording provides a record for those who did not attend
6. **Promoting creativity** through graphics that facilitate conversation and creativity.

³ Please refer to: <https://www.visstorytellers.com.au/benefits-to-graphic-recording-and-visual-storytelling/>

⁴ Please refer to: <https://seeincolors.com/6-key-benefits-of-graphic-recording/>

The graphic recordings helped the group to engage with the information by capturing key messages in real time, and by interpreting and synthesising the information to present the story through words and pictures.⁵

The graphic recording panels produced during the case studies, groupwork sessions and discussions on Days 1 and 2 of the symposium are included in this report.

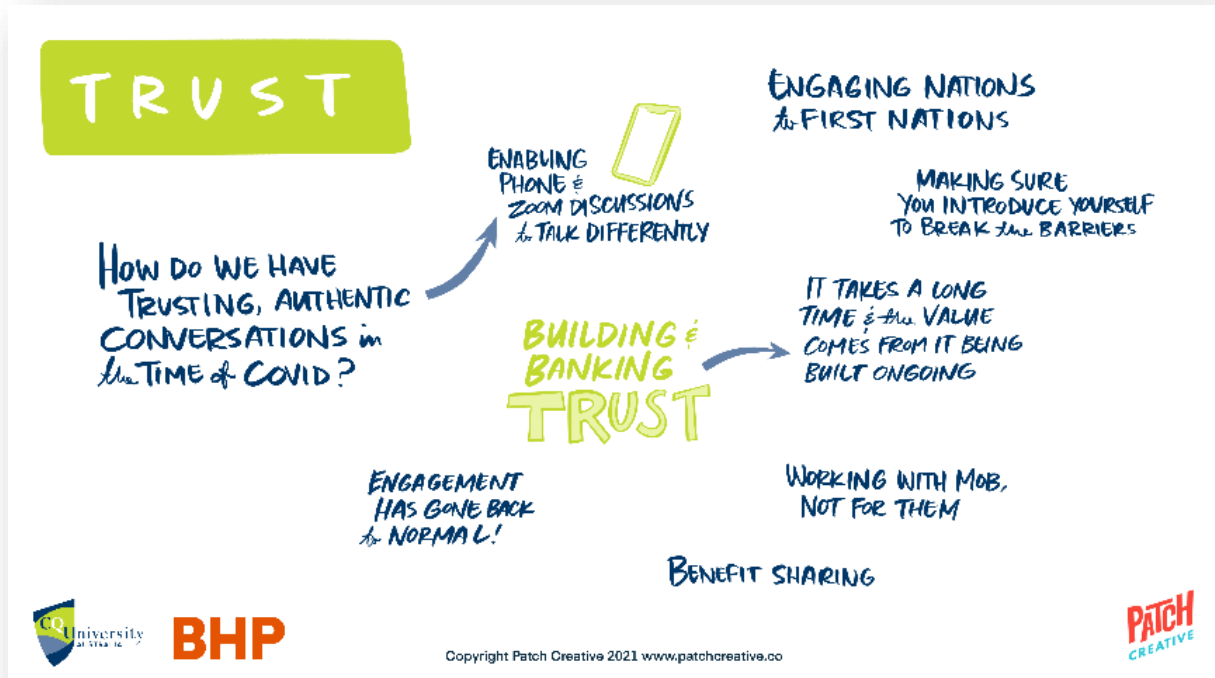
Appendix E depicts the graphic recording panels produced from partner presentations on Days 1 and 2. Each panel is introduced by a brief description of the project and extended by notes about the major themes captured in the panel.

⁵ Please refer to: <https://drsuepillans.com/recording/>

Day 1 Summary

Group Discussions: Building and Banking Trust

The overall theme of Day 1 was that trust ought to be central to all work, and engagement is considered as a way of **building and banking trust**.



While partners understood the need to build trust, symposium discussions identified that funding arrangements and project deadlines often cause pressure, restricting the time necessary for relationship building. Participants discussed the need for leaders to be visible and involved, and the need to work *with* community, not *for* them. Partners discussed working together on synergistic projects, and that continued collaboration as the BHP Partners Group would facilitate future project collaborations. Linked with this is the input of First Nations communities into what the community considers a priority for authentic engagement. In this way, partners can better manage programs that provide mutual benefits, supporting communities as co-creators, and enabling them to address the challenges of the future.

Group discussions on Day 1 involved reflecting on the partners' case studies.⁶ Major themes emerged around what constitutes effective community engagement, the importance of collaborative planning practices, what worked well and the lessons learned.

Case study themes suggested that, when engaging for project development, partners need to:

- Have a clear understanding of local history and the impact of colonisation
- Connect with the right people
- Be authentic and develop trust

⁶ Please refer to Appendix E for summaries of the 12 summarised partner presentations.

- Interact with the community
- Build respectful relationships
- Have one-on-one conversations in community
- Be community-centric
- Get to know people in community
- Attend local events
- Take time, not rush
- Be embedded in respectful consultation
- Be culturally aware
- Communicate regularly
- Embed ethics in projects
- Build strong relationships through honest conversations and knowledge sharing.

Project planning, according to the case studies, includes highlighting the importance of:

- Co-planning with Traditional Owners
- Having clear governance structures
- Bringing together all the different views
- Having intellectual property (IP) agreements with Traditional Owners
- Involving community in the project.

When reviewing what worked well when undertaking community engagement, the case studies illustrated the importance of:

- Recruiting locals
- Having a strong local presence
- Taking time to build relationships
- Early consultation
- Having senior executives involved in engagement.

The lessons learned from past work included the need to:

- Celebrate all successes
- Be flexible and innovative
- Talk to the right people
- Understand the different groups and connect with them
- Take the time to yarn and build more personal relationships
- Understand that trust is key, and that it takes time to build trust
- Understand that every community is different
- Learn and adapt
- Never stop engaging
- Understand that, in some instances, printed documents do not work
- Let programs be First Nations led
- Introduce yourself culturally
- Reflect and ask yourself, have the projects truly engaged the community?
- Have self-awareness
- Have connections
- Stay focused through change, for example, leadership changes and COVID-19 impacts.

Discussion following the case studies involved how to have trusting, authentic conversations during the changes brought about by COVID-19 restrictions. Telephone conversations and

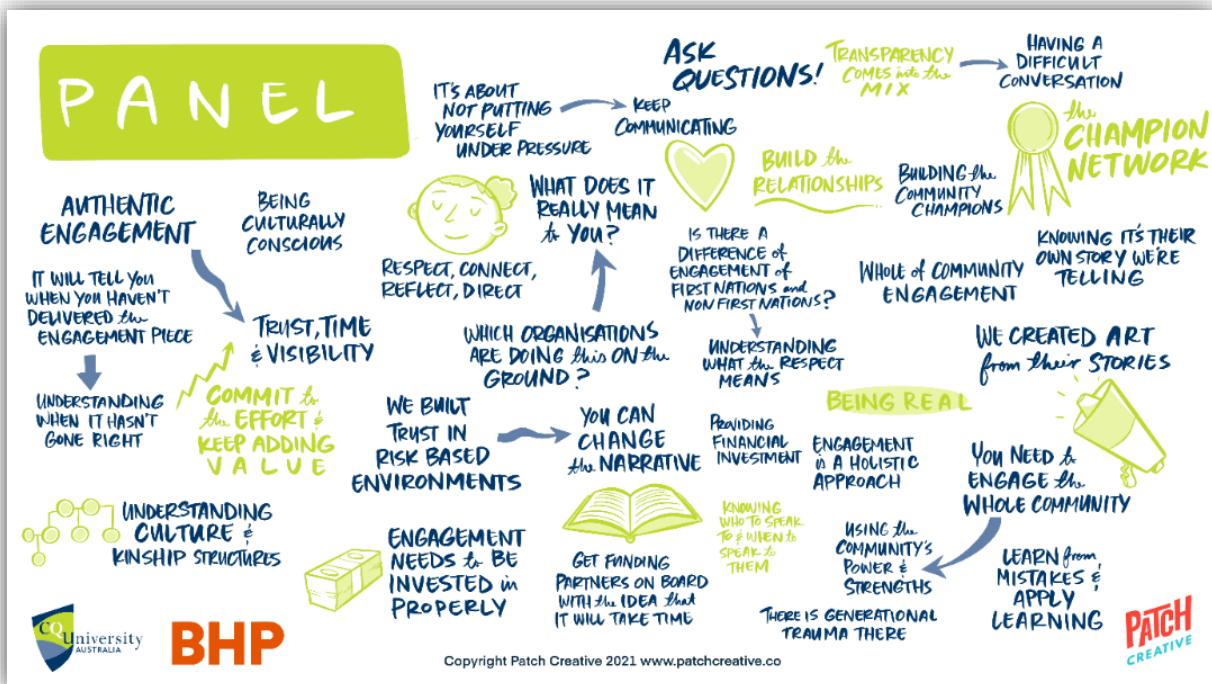
Zoom meetings, while not the same as face-to-face meetings, helped to maintain connection with communities. Most partners, though, found that engagement has been re-established in a similar way to pre-COVID-19 practices.

Panel Discussion: What is Authentic Engagement with First Nations Communities?

Day 1 finished with a lively panel discussion facilitated by Professor Miller around the topic of authentic engagement with First Nations communities. Panellists Richard Sporne (Greening Australia), Bridgit Garay (Qld Music Festival), Barbara Sheehy (BHP), and Cate Sims (Polly Farmer Foundation) built on the themes that had emerged earlier in the day.

Panellists suggested that authentic First Nations community engagement requires:

- Trust, time and visibility
- Respect, connection and reflection
- Transparency, honesty and knowing when engagement has not gone right
- Understanding of culture and kinship structures
- Understanding that long term, your relationship with the community never ends
- A holistic, whole-of-community engagement perspective
- Initiative and commitment to do whatever has to be done to see change
- Commitment and effort to keep adding value
- Knowing the power and strengths of the community for the project
- Being real.



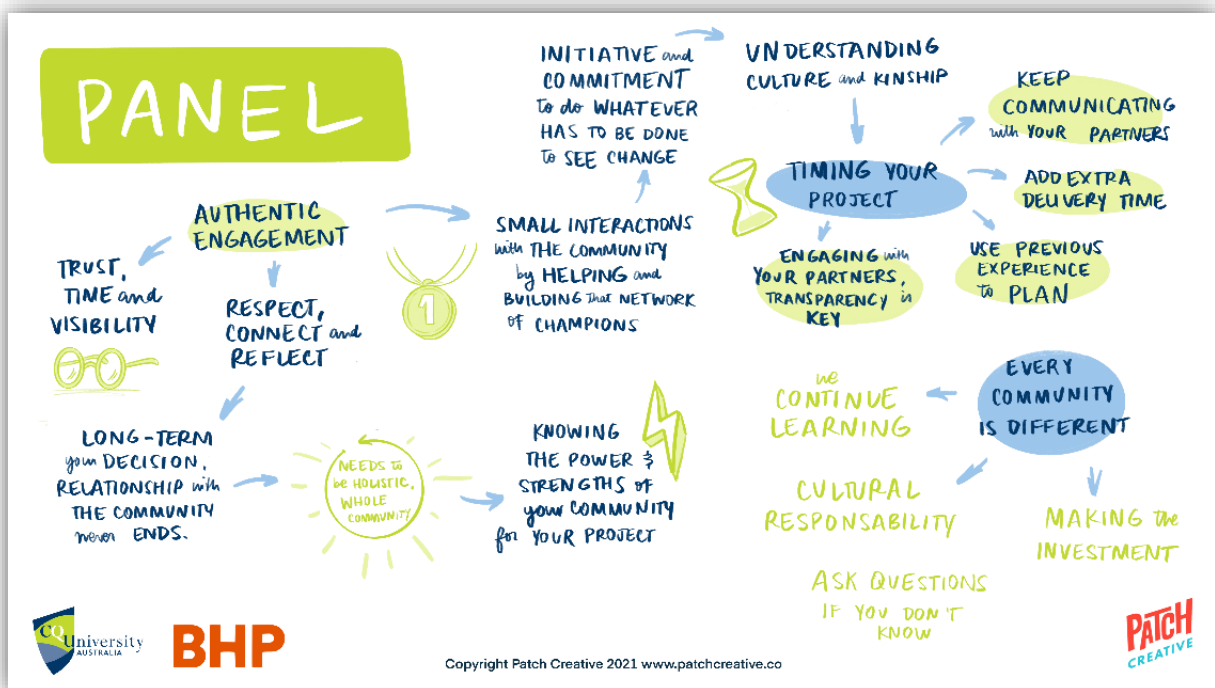
Panellists discussed **project planning, and the need for** industries to understand and implement authentic engagement with First Nations communities, as well as:

- Engaging with project partners, and knowing transparency is key
- Timing your project – use previous experience to plan
- Adding extra delivery time
- Getting funding partners on board with the idea that it will take time

- Understanding that engagement needs to be invested in properly
- Asking questions and being prepared to have difficult conversations
- Knowing who to speak to and when to speak to them
- Being culturally conscious.

Panel discussed **what works** for authentic First Nations community engagement, and suggested:

- Regular interactions with the community, which helps build a network of champions
- Regular communication with partners and key stakeholders
- Understanding what respect means
- The ability to respect, connect, reflect and direct.



The panellists shared **lessons learned during First Nations community engagement**, including that:

- Every community is different
- We continue to learn
- It is important to learn from mistakes and apply learning
- It is important to ask questions if we do not know
- We can change the narrative
- It is the community's story we are telling.

Day 2 Summary

Keynote Presenter John Briggs: John Briggs Consultancy

John Briggs provided partners with detailed information and practical ideas to take back to their organisations. He offered encouraging anecdotes, focused on effective First Nations community engagement for industry.



The following notes summarise the key ideas emerging from John's presentation.

History:

- Australia's history of segregation, which was challenged by the Freedom Rides in the 1960s
- We need to understand intergenerational trauma; we need truth-telling
- We need to understand that equality does not mean justice.

Cultural competency and your organisations:

- Why do we do acknowledgements? Because it is the right thing to do
- It is all about the conversations that matter
- We need to trigger curious minds; we can make people learn and understand
- Share the why if something is culturally inappropriate
- Cultural safety and cultural competency are all about cultural confidence
- We need to engage in positive disruption, to change the narrative
- We need to lead inclusive workplaces
- Frame your plan: Complete the *First Nations Community Engagement: Industry Guide*
- Ask: Does your organisation reflect the communities it serves?
- Ask: How comfortable are you and your staff in talking about culture?
- Give people a roadmap to take action
- Validation and doing something is better than doing nothing – have a go
- We need positive energy, with our hearts in the right place
- Demonstrative vs intentional: Relationships before partnerships.

Reflections of cultural competency:

- Let's stop focusing on the differences, stop blaming others and think about the future
- Let's understand that identity is about the community
- Seek the power of humanity in the power of sameness
- We need to talk together as one, it's all about coming together as one
- Co-design and leave a legacy not a dependency.

Group Discussion: Actioning Cultural Confidence

Professor Miller (photo below) facilitated a group discussion at the end of Day 2.



The graphic panel below highlights the key themes emerging from participants' reflections after two additional case study presentations and John Briggs' keynote. Many of the themes reflect the topics raised by John. Participants were inspired by his presentation, and some participants commented that it provided them with tools to work in a more culturally confident way in the future. Goodwill in the room was palpable.



The following notes summarise the key themes emerging from the group discussion.

Actioning cultural confidence for industry – we need to:

- Acknowledge the trauma of the past and engage in truth-telling
- Stop the blaming
- Look towards the future
- Start with sameness, not differences
- Develop unity beyond a mission statement
- Understand it's all about humanity rather than race and culture
- Listen and be patient, co-design, not be industry-centric
- Define success for our organisations
- Understand that it is okay to make mistakes
- Do the right thing, in fact, do something
- Put relationships over partnership, to leave a legacy not a dependency.

Day 3 Summary

Keynote Presenter Tony Martens: Managing Director, Australian Training Works

Professor Miller facilitated the online presentation delivered by Tony Martens of Australian Training Works (photo below). Tony reviewed engagement for training, employment and mentoring solutions, with a strong focus on delivering positive outcomes for Indigenous trainees.



Key themes emerging from the discussions include:

- Engagement needs to be more effective around solutions being led by communities
- The expectation that Indigenous groups do things for free needs to end
- We need to look at how we engage family and community – our wrap-around service identifies the cultural practitioners to be part of it
- Non-Indigenous businesses purport to be Indigenous and get contracts to work with Indigenous groups – when authentic Indigenous business needs to be engaged
- Corporates send out blanket job advertisements – we have focused recruitment through Indigenous organisations
- Our partnerships need to lead to sustainable outcomes
- Organisations have short-term engagement
- Staff need to be culturally competent and understand how the past impacts the present; broader Australia does not see or understand
- Tony's organisation has the ability to provide school-based training, to prepare students beyond school
- Switzerland, Finland, and Germany have the best graduate pathway from education to work in the world; industry there walks through the school gates
- Students need individual capacity plans.

Uncle Bill Buchanan and Josh Cox: Reconciliation Queensland & BHP

Uncle Bill Buchanan from Reconciliation Queensland, and Josh Cox from BHP provided valuable information on Reconciliation Action Plans (RAPs) for organisations. Josh worked on BHP's RAP.



Key themes emerging from the discussions include:

- RAPs provide a framework for participating organisations to support the national reconciliation program
- RAPs are linked to the organisation's business plan, incorporating actions that drive reconciliation within the organisation and the communities where they operate
- There are four types of RAPs:
 - Reflect: Scoping reconciliation
 - Innovate: Implementing reconciliation
 - Stretch: Embedding reconciliation
 - Elevate: Leadership in reconciliation
- Elevate RAPs are only by invitation
- There needs to be authentic relationships across the whole RAP
- All governments should have a RAP
- There are five dimensions of reconciliation

Five Dimensions	Action
<i>Race relations</i>	Overcome racism
<i>Equality and equity</i>	Renew focus on Closing the Gap
<i>Institutional integrity</i>	Capitalise on the RAP program to develop a broad range of opportunities for First Nations Australians
<i>Unity</i>	Achieve a process to recognise Australia's First Peoples in our Constitution
<i>Historical acceptance</i>	Acknowledge our past through education and understanding

- *Historical acceptance* includes the notions of Treaty and sovereignty
- High First Nations incarceration rates need to be confronted
- There needs to be institutional integrity through active support of reconciliation by Australia's political, business, and national structures
- Need to look at citizenship as part of Treaty process
- Local government is key; local government forums could manage reconciliation KPIs on a regional basis
- Need to develop Charters for First Nations; the Uluru Statement of the Heart is based around spirituality
- It should also deal with our connection to Country where we are born.

Group Discussion: Where to next?

The symposium concluded with a group activity. Participants worked together at their tables and drew or wrote their responses to the following questions:

- *How can we better support First Nations voices as a group?*
- *How can our partnership provide leadership for industries involved in First Nations community engagement?*
- *Where to next for the BHP Partners Group?*

Participants' responses were recorded as dot points in a Word document by a member of the CQUniversity team.

Much of the conversation revolved around: future engagement with First Nations communities, workshops for the BHP Partners Group, completing the *First Nations Community Engagement: Industry Guide Phase I*, and effective ways to measure our collective impact. Participants' responses to the questions are summarised below.

How can we better support First Nations voices as a group?

- We need to work together collaboratively with First Nations communities to maximise the impact of projects undertaken on Country
- We need to identify focus points for this collaborative work, including employment pathways for First Nations people, up to and beyond managerial roles
- What are true measures of impact? What can we do to measure impact, both for community and funders?
- Our engagement with First Nations communities needs to consider cultural safety in terms of process, particularly around inclusive processes, reconciliation, and employment; however, these themes require a workshop and further discussion
- Engage through shared experiences, including yarning circles, qualitative methodologies, co-design, culturally appropriate engagement, and value adding to the term 'engagement' by using the term 'inclusive engagement'.

How can our partnership provide leadership for industries involved in First Nations community engagement?

- A training package could be developed and made available for other sectors
- RAP design is important. How we, as partners, and through the *First Nations Community Engagement: Industry Guide Phase I*, include an addition in a RAP that supports best practice for First Nations engagement
- We need to complete the *First Nations Community Engagement: Industry Guide Phase I*, consider its promotion and work with it as organisations.

Where to next for the BHP Partners Group?

- Partners agreed a face-to-face workshop would be beneficial, and any significant events held by partners would include an invitation to those in the BHP Partners Group
- We could share our contacts with each other
- Ensure that outcomes of our work are shared with leadership teams
- How do we develop a plan for the partnership going forward?
- The next event needs to be held on Country in a regional area
- Partners were encouraged to think about who else needs to be invited to future events
- Partners gave approval for the *BHP Partners Symposium Event Report* to be available online.

Figure 2 presents a Word Cloud of the themes emerging from the discussion, with major themes identified through the larger font size.

Figure 2 Word Cloud summary of Day 3 group discussion



Discussion and Reflection

Supporting First Nations Voices in Industry Engagement Practices

Through the final group discussion of the symposium, it was clear the partners collectively felt that First Nations voices could be better supported by industry through focused collaborative work with First Nations communities. Measurable outcomes of these community–industry partnerships include employment pathways for First Nations people across the scope of industry roles.

Working in partnership with First Nations communities requires prioritising First Nations values and frameworks. Relationship building, long-term investment strategies and strengths-based practices need to be understood and adopted as best practice (AIATSIS 2020).

Moreover, industry practitioners who are involved in First Nations community engagement practices need to acknowledge cultural safety, particularly around transparency, inclusive processes, and incorporation of reconciliation actions.

The group supported a suggestion that the rich information generated through the symposium could be developed into a training package for industry and government sectors.

This notion extended to the inclusion of *First Nations Community Engagement: Industry Guide Phase I* into RAPs as a means of providing best practice principles for the sectors.

Authentic Engagement Before Co-Design

Discussions throughout the symposium highlighted the need for authentic First Nations community engagement for beneficial, community-led outcomes for projects, achieved through:

- Building and banking trust through authentic engagement
- Building adequate timeframes into projects to allow for relationship building and to work to community timeframes
- Gaining community input into what the community considers as priorities for engagement
- Recruiting the right people for the job
- Developing a whole-of-organisation understanding of authentic community engagement, including leadership teams
- Culturally competent and confident industry and government workforces.

True Co-Design for Value-Added Project Delivery for Both Communities and Industry

Development of co-designed projects acknowledges that the community knows what is best for the community, including community priorities. True co-design requires:

- First Nations community engagement plans that are inclusive and co-designed
- A space to have clear, transparent, honest conversations
- Clear governance structures designed with community which include engagement protocols.

Local Presence, Local Connections, Long-Term Commitment

Developing relationships requires a local presence and local connections with long-term commitment. Discussions during the symposium revealed this can be achieved through:

- Involvement of senior leadership
- Connection with local community (e.g., attend local events)
- Actioning cultural confidence strategies for industry, including newly developed training programs
- Aiming to leave a legacy with project work, not dependence; this includes employing local people in the project work
- Being committed for long-term engagement
- Collaborations between community and industry, working to maximise project outcomes.

Truth-telling, Treaty, and the Next Steps

The next steps towards effective, authentic First Nations community engagement requires recognition of the need for, and actioning, truth-telling discussions. This includes measures that advance a Treaty. A strong theme emerging from the symposium was the need to stop focusing on differences, and to understand that 'we need all the keys on the piano, black and white, to work together'. It needs to begin with truth-telling to go forward.

The challenge of truth-telling is having a voice and being heard in the current structural arrangements within government and industry (AIATSIS 2020). These structural issues were identified during symposium discussions. They highlight the need to explore the historical impact of colonisation and the need for truth-telling, which in turn, impact the barriers and enablers to effective community engagement practice.

While the symposium focused on First Nations community engagement, the importance of Voice, Treaty, and Truth – concepts embedded in the ***Uluru Statement from the Heart***⁷ – also emerged through symposium discussions.

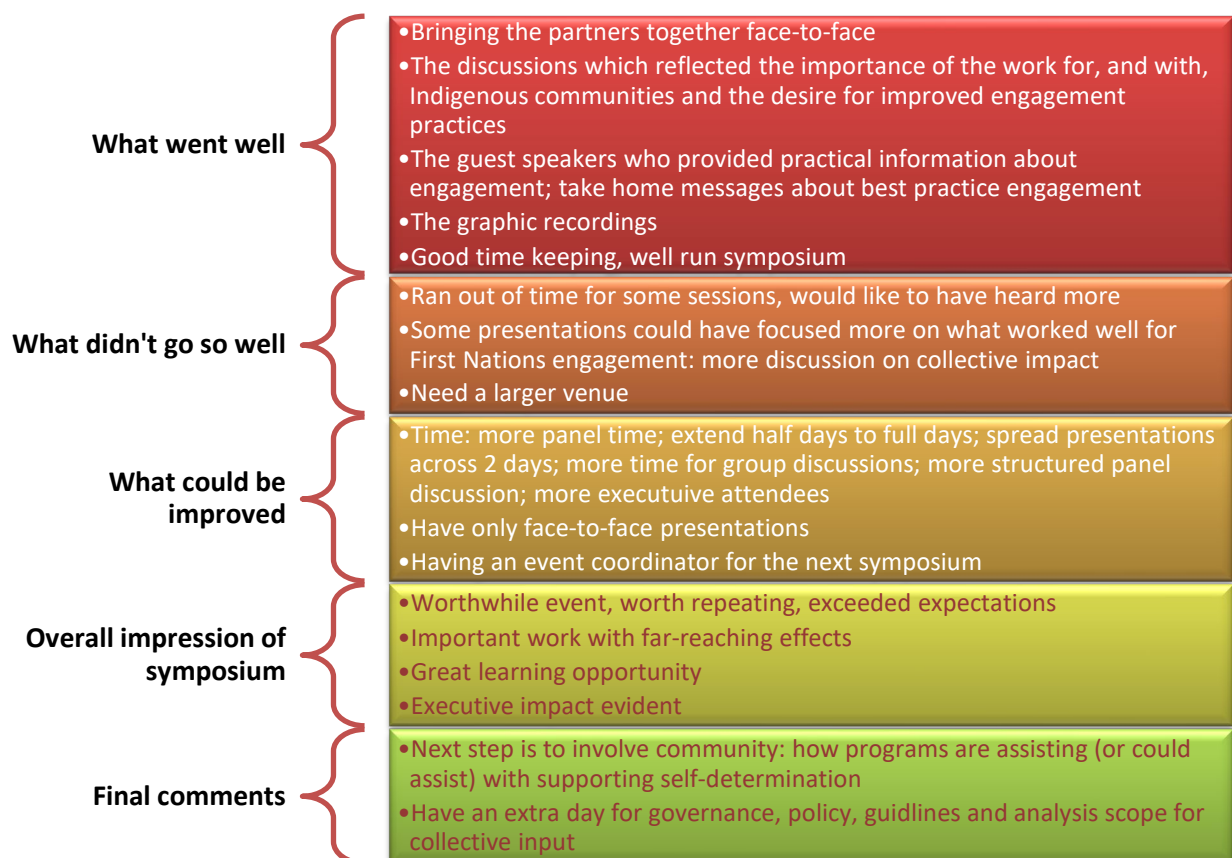
BHP Partners Group Next Steps

The symposium focused on ways of working together to maximise our collective impact when working with First Nations communities, and ways to improve First Nations community engagement outcomes for our organisations and First Nations communities.

Participant evaluations of the symposium assisted with developing the next steps for the BHP Partners Group.

Figure 3 provides a summary of symposium participants' evaluations.

Figure 3 Summary of symposium evaluations



⁷ <https://ulurustatement.org/the-statement>

The next steps for the BHP Partners Group is to:

- Complete the *First Nations Community Engagement: Industry Guide Phase I*
- Build on the success of the inaugural BHP Partners Symposium by:
 - staying connected
 - planning for a second symposium where First Nations community and voices are the primary presenters on best practice for industry in First Nations community engagement
- Discuss the way forward for the BHP Partners group.

Next Steps to ‘Closing the Loop’ Between First Nations Community Engagement and Industry Engagement Practice

This event report summarises the rich and detailed information generated through the symposium.

Compiling the information assists in identifying what contributes to best practice in First Nations community engagement for industry and for communities. Best practice begins with the understanding that every community is different.

Completing the *First Nations Community Engagement: Industry Guide Phase I* will contribute to ‘closing the loop’ between First Nations community engagement and industry engagement practice.

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Appendix A BHP Partners Working Group



BHP has partnered with **CQUniversity** since 2012 to promote healthy, strong and connected communities that are resilient to change. The partnership has provided opportunities for Indigenous students to access and succeed in tertiary education and to further engage with Indigenous communities. This has been supported through BHP's investment in community and Indigenous undergraduate scholarships, financial support for a BHP Chair in Indigenous Engagement and, since 2018, funding for the delivery of the AIME program in Central and Far North Queensland.



CQUniversity is proud to be recognised as Australia's most inclusive university with some of the highest ratios of students from disadvantaged, mature age, Aboriginal and Torres Strait Islander, and first-in-family backgrounds. CQUniversity's unique vision for diversity, outreach, engagement, research, learning and teaching, and inclusiveness, combined with its growth aspirations and continued expansion of student success, research excellence, social innovation and community engagement, has led to it being recognised within the top 600 universities in the world by the prestigious *Times Higher Education World Rankings*, and among the world's best 'young universities' by both the *Times Higher Education* and *QS World University Rankings*.



AIME Mentoring has a partnership with BHP and CQUniversity to run a mentoring program with Indigenous and Torres Strait Islander students in high school. AIME is a mentoring program that walks alongside the Indigenous and Torres Strait Islander students in high school to create equality with education. Five university engagements across the year allow us to walk alongside 1,500 high school students in the Central and Far North Qld region. We often see significant behavioural change due to a shift in the mindset of mentees and this then leads to an engagement in the education system.



Greening Australia is Australia's largest environmental NGO and has been operating in landscape restoration works on a national basis since 1982. We operate an integrated supply chain from native seedbanks, seed production areas and seed trading businesses, and native production nurseries through to revegetation/restoration programs. Our core business is landscape restoration: tackling Australia's greatest environmental challenges, guided by the latest science to determine what is best for our landscapes and the benefits to people and wildlife that live within them. Greening Australia are working with BHP on a range of projects through engagement and working with Traditional Owner groups. The current partnership project includes the Queensland Indigenous Land Conservation Project (QILCP), a 5-year project focused on working with identified Traditional Owner groups in the Fitzroy and Mackay region.



Earthwatch is global environmental charity that creates knowledge and inspires action through experiential learning. Central to our approach is citizen science: using people to gather scientific data, help generate environmental insights, inform future policy and motivate long-term behaviour change.



Earthwatch engages with BHP through the **Bush Blitz** project, also including the Australian Government as a third partner in the program. Bush Blitz is Australia's largest nature discovery project, aiming to document Australia's biodiversity and build resilience in our landscapes through the collection and sharing of scientific knowledge. Bush Blitz connects specialist taxonomists, Indigenous communities, rangers and landholders, teachers, students and BHP employees. The BHP employees are selected to attend Bush Blitz expeditions through an application process, to work as

research assistants alongside some of Australia's top taxonomists and learn about the importance of biodiversity.



Bush Blitz is a unique cross-sector partnership between the Australian Government through the **Department of Agriculture, Water and the Environment (AWE)** and Parks Australia. AWE co-funds Bush Blitz 50/50 with BHP to document plants and animals across Australia.



The Great Barrier Reef Foundation (GBRF) exists to save the Great Barrier Reef and all its living diversity for future generations. As the lead charity for the reef, the Foundation uses independent science to better understand the true condition of the reef and the challenges it faces. We inform and educate people on what needs to be done to address the causes of the problem, including advising governments and industry. Since 2007, BHP and the Great Barrier Reef Foundation have worked together to fund scientific discoveries, high-tech advances and ecosystem restoration. BHP's investment in the Reef Resilience Fund has supported the development a global framework for resilience and the Raine Island Recovery Project, which is protecting and restoring the world's largest remaining green turtle rookery to ensure the future of endangered green turtles and seabirds. Throughout our longstanding partnership, BHP has contributed leadership, expertise and financial support to enable projects with large-scale impact – helping protect coral reefs and the animals that depend on them.



Clontarf Foundation exists to improve the education, discipline, life skills, self-esteem and employment prospects of young Aboriginal and Torres Strait Islander men and by doing so equips them to participate more meaningfully in society. In 2020 the Clontarf Foundation operates in 129 schools across Western Australia, Northern Territory, Victoria, New South Wales, Queensland and South Australia with over 9,000 boys involved in the Clontarf program. It is very early days for the Clontarf/BHP partnership, however, the intention is to work collaboratively to provide employment pathways for the Clontarf boys while providing opportunities for BHP employees to actively engage in our program.



Queensland Music Festival's purpose is to evolve Queensland's places, and connect them to the world. The Queensland Government established QMF in 1999, inspired by an ambitious vision of how a state-wide biennial music festival might help address the geographical and social disadvantage experienced by our regional and remote populations. Over its 20-year history, QMF has incubated a unique and artistically ambitious programming model that brings leading artists and communities together to create music experiences that celebrate the cultural identity of people and place. QMF's events are designed to help isolated and marginalised communities build bridges to the rest of the nation, create unity and pride within those communities, and facilitate the capacity of local people to tell their unique stories.



Queensland Museum Network is a museum of natural history, cultural heritage, science, and human achievement that tells the changing story of Queensland. The museum houses permanent as well as changing exhibitions and provides in-depth education experiences, innovative public programs, early childhood activities and holiday activities. The museum aims to connect visitors to Queensland, its people and Queensland's place in the world – past, present and future – through exhibitions, displays and public programs. The museum houses millions of objects, specimens and artefacts that tell the changing story of Queensland, welcoming over 10 million visitors since it was established at its current site at South Bank over 20 years ago. Services are delivered across the state, through a network of public

museums: Queensland Museum, Brisbane; The Workshops Rail Museum, Ipswich; Cobb+Co Museum, Toowoomba; Museum of Tropical Queensland, Townsville; and QM Loans Facility, Hendra.



Since inception in 1994, **The Polly Farmer Foundation** has been committed to a strengths-based approach, supporting students who have the potential to succeed and who have the support of their family/carers. The foundation's academic enrichment programs empower Aboriginal students to complete school and move into successful post-school pathways, including university, direct employment, apprenticeships, traineeships and technical training. Academic enrichment is at the heart of all the foundation's primary and secondary programs, with mentoring, specialist tuition, leadership, resilience, cultural celebrations and career pathway planning provided to each and every student. The programs are voluntary and held after school, with students choosing to focus on their education and pursue their goals.



Books in Homes® was originally founded by New Zealand author Alan Duff, who wrote the widely acclaimed book *Once Were Warriors* (1990), which was later made into an award-winning film. Alan was inspired to create the program in 1993 after a visit to a New Zealand primary school where he discovered most children came from bookless homes and showed little interest in reading. Alan saw this as having a major negative impact on their educational, social, personal, and professional development later in life. As a consequence, Alan created Books in Homes on the premise that book ownership would prompt a love of books and reading, and that having a home library would create the opportunity to share books with siblings and strengthen family bonds. Alan Duff visited Australia in 2001 and helped create Books in Homes Australia, which provides books of choice to children living in remote, disadvantaged, and low socio-economic circumstances, ensuring crucial early literacy engagement and the development of reading skills needed for lifelong achievement. A major aim of Books in Homes Australia is to overcome the inequality of educational opportunities in communities where access to books for families is limited or non-existent and resources are often scarce. In doing so, we are looking to help overcome generational poverty by enhancing the chances of success in early education, thereby opening up options, choices and potential in later life. As of 2020, and through the generous support of sponsors, donors and funding bodies, the tally stands at over 2.7 million books distributed across Australia through the Books in Homes Program! Books in Homes Australia's vision is to create an Australia where every child and family has access to books in the home.

Appendix B Presenter Biographies & Panel Members

FACILITATOR: Professor Adrian Miller is of the Jirrbal people of North Queensland, and currently Deputy Vice-President Indigenous Engagement and BHP Chair Indigenous Engagement at CQUniversity. His 23 years' experience in higher education covers management, leadership, academic program development, teaching and research. Professor Miller's research competitive grants total over \$20M with the Australian Research Council and National Health and Medical Research Council schemes totalling over \$15M. He has a strong interest in applied and translational research and has twice been awarded an Australian College of Educators Teaching Award. Professor Miller has strong leadership experience and proven capacity for achieving positive outcomes for Indigenous communities in health and education.

SPEAKER: John Briggs, founder of John Briggs Consultancy, works with government, non-government, corporate and the education sector Australia-wide, providing services that are tailored and unique in learning about and understanding Indigenous culture. John has delivered over 700 sessions in the last seven years, across the mining, banking, retail, early years and education sectors. With more than 25 years' experience, John Briggs is passionate about Indigenous culture, inclusion, employment and engagement; assisting organisations to be better equipped and confident in these areas. Central to his style and service delivery are the fundamental principles of creating culturally safe learning environments and establishing trust. John Briggs is a collaborative networker and genuine expert in his field of professional speaking and facilitation.

SPEAKER: Uncle Bill Buchanan is a descendant of the Kooma/Gwamu First Nation Peoples of Southwest Qld, a former Aboriginal Co-Chair and State Coordinator (Constitutional Recognition Coalition) at **Reconciliation Queensland Inc** (RQI). Uncle Bill is interested in the application of corporate social responsibility investment strategies to achieve reconciliation and equity. He is keen to see all levels of business and government adopt the key recommendations of the recent *State of Reconciliation in Australia* report into their corporate programs and practice. Uncle Bill is a long serving member of RQI and has significant experience in developing and integrating RAPs.

SPEAKER: Tony Martens, a proud Gunggandji man with strong cultural connections to Yarrabah and Cape York communities, is Managing Director of **Australian Training Works**. Tony has previously worked across the Queensland and Australian Governments for a combined total of 21 years. He has worked at an executive management level in both tiers of government where he managed large organisational teams and led effective workforce strategies through major periods of change. During this time, Tony mentored and supported staff, managed regional offices and held responsibility for program expenditure within financial management guidelines. Tony has a specific focus in the areas of Indigenous employment and training, Indigenous economic development and social housing delivery. Tony works closely on the ground with remote communities and engages with schools and industry while delivering Australian Training Work's School and Beyond program. Tony is a member of GHD's Indigenous Advisory Panel and is Australia's representative on the International Indigenous Entrepreneurs Association.

Panel Members:

Cate Sims: CEO of the Polly Farmer Foundation. The foundation provides educational enrichment programs across Australia to Indigenous children and young people. The foundation's first program opened in Karratha/Roebourne in the Pilbara region in WA in 1997 with 22 students. Today the foundation supports more than 2,000 students across WA, NT, SA and NSW. Cate has more than 20 years' experience working with Indigenous communities, in mining, community and youth sectors in Qld, NSW and WA. Cate was instrumental in the Polly Farmer Foundation establishing a presence in NSW and led to her taking up the role of CEO in late 2016. Cate was awarded the highest honour in the NSW mining industry in 2014 when she was named 'Outstanding Woman in Mining'. The award recognised her strong leadership and significant contribution to increasing strategic collaboration between miners and local Aboriginal communities and engaging them more effectively in the Closing the Gap agenda.

Josh Cox: Principal Indigenous Affairs, BHP, is a proud Bardi man from the Kimberley in Western Australia and currently leads Indigenous engagement for BHP's coal assets on the east coast. With over 12 years' experience in the resource sector, Josh has held a number of roles partnering with Indigenous communities and Traditional Owners in Western Australia and Queensland. Over this time, Josh's work has been centred around Native Title, employment and training, social investment and community development. Josh is passionate about education and has also spent several years working and volunteering in the non-government sector advocating for improved education experience and outcomes for young people.

Bridget Garay: First Nations Senior Producer Queensland Music Festival is a Torres Strait Islander woman who has family connections to Mer (Murray Island) on her father's side and she also acknowledges her mother's Malaysian heritage. She is a highly motivated woman who leads a busy life as a business trainer and leadership coach. Bridget has worked with Aboriginal and Torres Strait Islander communities across Australia with a particular emphasis on arts business, community enterprise and leadership. Bridget has extensive experience in the arts industry and cultural community development and is well respected within the sector. This is complimented with her highly developed facilitation, community engagement and leadership skills. She developed and worked as the regional manager of the Creative Tracks a creative youth program that employs a diversional therapy framework and provides a safe space for participants to address some of the issues they face in today's world.

Barbara Sheehy: Principal Indigenous Engagement, BHP, is a proud Birri Gubba woman from the Whitsunday region in Queensland. She has worked across government, public and private enterprise, non-profit and community-operated Aboriginal health and legal services organisations. With her background in talent acquisition and career development, organisational transformation and inclusion and diversity, Barbara has executed, and project managed global human resources transformation and change projects to national programs such as CareerTrackers (Indigenous internship) and AIEF (Indigenous Education Foundation). Today in the National Indigenous Engagement portfolio at BHP, Barbara is accountable for outputs attached to the BHP RAP and engagement of critical internal and external relationships to uphold its key commitments across Australia. Barbara is an advocate for all First Nations peoples, in particular giving voice to children and youth. She was the recipient of a Magabala Books writing scholarship to develop her craft in creating educational, curriculum-based children's books that focus on culture, language and the environment and is currently shortlisted for Penguin Random House Fellowship 2021.

Appendix C Symposium Program

DAY 1: Tuesday 23 March 2021, 8.30am - 5pm MANTRA SOUTH BANK BRISBANE

Time	Activity	Presenter
8.30am	Registration	
	Welcome to Country	Shannon Ruska
8.50am	Welcome to the Symposium (Symposium facilitator)	Professor Adrian Miller
9.05am	BHP welcome address	Josh Cox
9.20am - 9.40am	Great Barrier Reef Foundation <i>Raine Island Recovery Project</i>	1. GBRF, Katherine Robertson
9.40am – 10am	Polly Farmer Foundation <i>Follow the Dream</i>	2. CEO Cate Sims
10am – 10.20am	Greening Australia <i>Indigenous Land Conservation Project</i>	3. Greening Australia Richard Sporne
10.20am	Summary of the presentations – Professor Miller	<i>Jimmy Patch Creative</i>
10.30 am	Morning tea	
10.50am – 11.10am	CQUniversity <i>Evaluating PCYC in remote communities</i>	4. CQU, Madeline Stewart
11.10am – 11.30am	Clontarf Foundation <i>An opportunity to succeed</i>	5. Clontarf, Kent Beasley
11.30am – 11.50am	Qld Music Festival <i>Unlocking the power of music to create positive futures</i>	6. Qld Music Festival, Bridget Garay
11.50am – 12.10am	CQUniversity <i>First Nations Disaster Management Hub</i>	7. Dr Carolyn Daniels
12.10pm	Summary of the presentations – Professor Miller	<i>Jimmy Patch Creative</i>
12.30-1pm	Lunch	
1.15- 2pm	Hon Craig Crawford, Qld Minister for Aboriginal and Torres Strait Islander Partnerships & James Palmer, Asset President, BMA (BHP)	Emcee: Professor Miller
2.00pm- 2.20pm	Books in Homes <i>Literacy, the foundation of success</i>	8. Books in Homes, Peter Large
2.20pm - 2.40pm	CQUniversity <i>Community Designed Education/ Enterprise/ Research Hubs</i>	9. Dr Carolyn Daniels
2.40pm - 3pm	Bush Blitz <i>Australia's largest nature discovery program</i>	10. Bush Blitz (via Zoom) Jo Harding
3.00pm	Afternoon tea	
3.30pm	Summary of presentations – How can our collective work be drawn together for maximum impact? Prof Miller	<i>Jimmy Patch Creative</i>
4.30pm	PANEL DISCUSSION: QUESTION: What do you consider is authentic engagement with First Nations communities? Bridgit Garay, Cate Sims, Barbara Sheehy, Richard Sporne	5.30pm: Canapes & Networking

DAY 2: SYMPOSIUM PROGRAM

Wednesday 24 March 2021, 8.30am – 1.30pm MANTRA SOUTH BANK BRISBANE

Time	Activity	Presenter
8.30am	Arrival: Tea, coffee, light snacks	
8.45am	Welcome address	Professor Miller
9.00am	Discuss reflections/impact of the Symposium so far	Professor Miller
9.30am	Invited speaker: <i>The importance of First Nations community engagement for industry and communities.</i>	John Briggs
10.15am	Summary of the discussions – Professor Miller	<i>Jimmy Patch Creative</i>
10.30 am	Morning tea	
11am – 11.20am	AIME <i>Australian Indigenous Mentoring Experience</i>	11. Drew Paten Co-CEO & Rhian Miller Head of Programs
11.20am - 12pm	Queensland Museum <i>The Dig project</i>	12. Avril Quail
12.00pm	Summary of discussions and presentations – Prof Miller	<i>Jimmy Patch Creative</i>
1.00pm	Lunch	5pm: Science Festival opening

DAY 3: SYMPOSIUM PROGRAM

Thursday 25 March 2021, 8.30am – 12pm MANTRA SOUTH BANK BRISBANE

Time	Activity	Presenter
8.45am	Welcome address. Review the themes, outcomes of the Symposium	Professor Miller
9.00am	Invited Speaker: Australian Training Works: <i>Engaging for training, employment and mentoring solutions, with a strong focus on Indigenous outcomes.</i>	Tony Martens
9.45am	Uncle Bill Buchanan & Josh Cox - Conversation around reconciliation	Uncle Bill & Josh Cox
11.00am	Morning tea	
11.20am	Facilitated discussion: Where to next? <ul style="list-style-type: none">• What other ways could we collaborate?• What could be the focus of future events?	Professor Miller
12.00pm	Conclude Symposium	Professor Miller



FIRST NATIONS COMMUNITY ENGAGEMENT: INDUSTRY GUIDE PHASE 1

FACT SHEET: BACKGROUND TO THE INDUSTRY GUIDE PHASE I

The development of the *First Nations Community Engagement: Industry Guide Phase 1* [the *Guide*] is the result of the combined efforts of the Office of Indigenous Engagement, CQUniversity, and collaborating BHP partners. The *Guide* is a non-exhaustive framework developed to provide useful information for those who engage with First Nations communities and to complement different organisations First Nations community engagement approaches. This fact sheet provides a summary of the *Guide*.

We are committed to working in partnership with First Nations people to develop beneficial outcomes. These outcomes include engagement that is effective and productive for both First Nations communities and the organisations with whom they engage. The *First Nations Community Engagement: Industry Guide Phase I* is our commitment to these outcomes.

The development of the *Guide* builds on our current community and stakeholder partnerships and is supported by CQUniversity's well established expertise in Indigenous engagement, research, training, and education. As a practical resource, it is intended that the *Guide* provides information to assist those who engage with First Nations communities in ways that benefit both communities and organisations. We envision this *Guide* will provide a means of connection, learning and innovation for organisations across Australia.

1. Vision, Values, Principles & Our Commitment

The *Guide* outlines our commitment to positive, productive, and equitable engagement with First Nations communities.

 VISION	Industry working in partnership with First Nations communities and organisations respectfully and transparently towards a sustainable future of self-determination.
 VALUES	Our shared values that enhance the ability to be culturally respectful include: <ul style="list-style-type: none"> • reflecting on our own culture, attitudes, and beliefs about 'others' • communicating in a clear, value free, open, and respectful way • developing trust • recognising and avoiding stereotypical barriers • engaging with others in a two-way dialogue where knowledge is shared • understanding the influence of culture shock.
 PRINCIPLES	Our shared principles are built on: <ul style="list-style-type: none"> • inclusivity and respect • transparency and being responsive • being purposeful and practical • trust and face-based engagement.
 COMMITMENTS	Our five pillars for positive engagement include: <ol style="list-style-type: none"> 1. engaging with First Nations communities in ways that are culturally and contextually appropriate 2. using co-designed approaches to build meaningful partnerships 3. actively keeping the community informed about what we are doing and how the community can be involved 4. continuously improving our capability to engage with First Nations communities 5. a commitment to protecting Indigenous cultural heritage and intellectual property rights in our contracts, protocols, strategies, and policies.

2. Engagement Scale & Methods

The *First Nations Community Engagement Scale* below is based on the international *Spectrum of Public Participation* (IAP2 2015) and incorporates **Methods of First Nations Community Engagement** (AIATSIS 2020). The first three levels of the *IAP2 Spectrum*, inform, consult, and involve[ing], remain the same, however, the terms 'collaborate' and 'empower' have been changed to 'partnerships'* and 'self-determination'* from the **Methods of First Nations Community Engagement** model (AIATSIS 2020). Because the level of engagement is dependent on the issue or topic, engagement levels and methods may need to increase or decrease over time (DITCRD 2019).

INCREASING IMPACT ON THE DECISION

LEVEL OF ENGAGEMENT	INFORM	CONSULT	INVOLVING	*PARTNERSHIPS	*SELF-DETERMINATION
ENGAGEMENT GOAL	To provide community with information that helps to understand the problem, alternatives, opportunities and/or solutions and the impact.	Community feedback on the issue, analysis, or decision. Communities know what they need and what will work. Assists with making informed decisions. Active listening required.	Community involvement early in the process to ensure community views are understood and considered. Build trust early through ongoing community connection e.g., through an advisory committee.	Partnering with community in decision-making and co-creating for solutions. Drawing on community knowledge and expertise, sharing tools and knowledge to deliver outcomes.	Place decision making with the community. Community driving the decisions and the outcomes. Supports self-sufficient and sustainable communities. Transfer of resources and power to communities.
ENGAGEMENT COMMITMENT <i>Reference: (c) International Association for Public Participation www.iap2.org</i>	To keep the community informed.	To keep community informed, listen to and acknowledge issues, provide feedback as to how input affected the decision.	To ensure aspirations are directly reflected in the alternatives developed and to provide feedback as to how input affected the decision.	To seek advice and innovation from the community to formulate solutions and incorporate the advice into alternatives to the maximum extent possible. Partnerships informed by evidence & best practice, including First Nations communities & leaders' wisdom, knowledge and skills.	To implement what the community decides – decisions made by the community, for the community.
EXAMPLE METHODS TO ENGAGE	-Fact sheets -Letterbox drop -Social media -Issues paper -Open days	-Focus groups -Surveys -Interviews -Advisory committees	-Workshop -Expert panel -Yarning circle -Round table	-Working group -Citizen advisory committee Social events Symposiums Collaborative & participatory decision-making events	-Citizen juries -Ballots -Delegated decisions

***Partnerships** are based on respect for First Nations control, decision-making, and priorities within a framework of self-determination; a collaborative approach established on trust and respect, that promotes openness and transparency (Hunt 2013b). Partnerships are informed by evidence and best practice that includes the wisdom, knowledge and skills of First Nations leaders and communities (WACOSS 2019).

***Self-determination** underpins the *Guide's* ethos for First Nations community engagement practice.

3. STEPS FOR COMMUNITY ENGAGEMENT

1. Plan	<p>Clearly define the need behind the engagement:</p> <ul style="list-style-type: none"> ○ Purpose: Define the goals and objectives of the project. Clearly define the purpose of the engagement. Is it to inform, consult, involve, or partner with the community? ○ Scope: Be clear about the scope of work, decision-makers expectations & negotiable aspects. ○ Audience: identify who is interested in the project, who will be impacted as well as those who need a voice. ○ Sensitivities: Are there any potential sensitivities of this engagement? ○ Opportunities: What are the opportunities to engage with community members and groups on the issue or topic? ○ Key messages: Develop the key messages prior to engagement activity. ○ Stakeholders: Identify who else may be interested in the engagement or has a stake in the outcomes e.g. government agencies, community organisations, service providers and what role they may have in the engagement process. ○ Links: Identify if there are other related engagement activities that could be undertaken as a joint activity or event. Consider also, other events or activities that may have an impact on participation in your event. ○ Resources: Identify resource needs. Every project has different requirements and resource needs which may include specialist skills and responsibilities.
2. Collaborate	Connect with partnering communities and stakeholders.
3. Decide	Develop an engagement plan outlining the level of engagement required using the <i>Engagement Spectrum</i> . Clearly outline engagement goals. The ' <i>Engagement Matrix</i> ' below helps to determine the level of impact to the community and level of community participation.
4. Engagement Methods	Use multiple communication channels to share key messages and to receive feedback and questions during the engagement. Have sufficient resources to be responsive.
5. Begin Engagement Activities	After appropriate consultation and feedback, implement the engagement plan. Make sure engagement methods are fit-for-purpose, allowing for flexible and responsive action if required. Make it easy for community to be part of the conversation, that messaging is clear and that you are responsive. If inappropriate comments appear in an online forum, take the comments down.
6. Reflect/ Evaluate	When the program of engagement has concluded, provision of feedback to the community on the project outcomes is vital. An explanation of how their input and suggestions were included in the final outcomes helps build trust and is integral to forming strong relationships with the community. Engagement plans include evaluation to review change and the impact as a result of engagement outcomes.

The following **Engagement Matrix** helps to understand the level of community engagement required and to mitigate risks of under- or over-engaging. The vertical and horizontal labels in the table are defined as:

Impact to the community: What are the likely impacts on the community (such as environment, economic and traditions of the community), the extent of the change within the community, and the history of the topic in the community.

Level of community participation: How much decision-making power does the community have as part of the engagement, how much will change be based on community input, and who share an interest in the outcomes, and are their interests the same?

		IMPACT TO THE COMMUNITY				
		Negligible	Low	Moderate	High	Significant
LEVEL OF COMMUNITY PARTICIPATION (DITORD 2019)	Minimal	Inform	Inform	Listen then inform	Listen then inform	Listen then Involve
	Minor	Listen then inform	Listen then inform	Listen then inform	Listen then Involve	Listen then Involve
	Advisor role	Listen then Involve	Listen then Involve	Listen then Involve	Listen then partner	Listen then partner
	Significant advisor role	Listen then Involve	Listen then Involve	Listen then partner	Listen then partner	Self-determination
	Formal decision-making authority	Listen then Involve	Listen then partner	Listen then partner	Self-determination	Self-determination



Billabong Camp depicts time-worn tracks that lead to a shady place of water. Clans gather under paperbark trees after a long, hot journey. The design places people at its centre – referencing students, researchers, people, and community. Tracks, a place by water and paperbark trees symbolise the energising, holistic values of the learning journey. The motifs depict people, tracks and meeting places, a story which relates to each individual, a journey which holds limitless pathways of learning, growth, and connection.



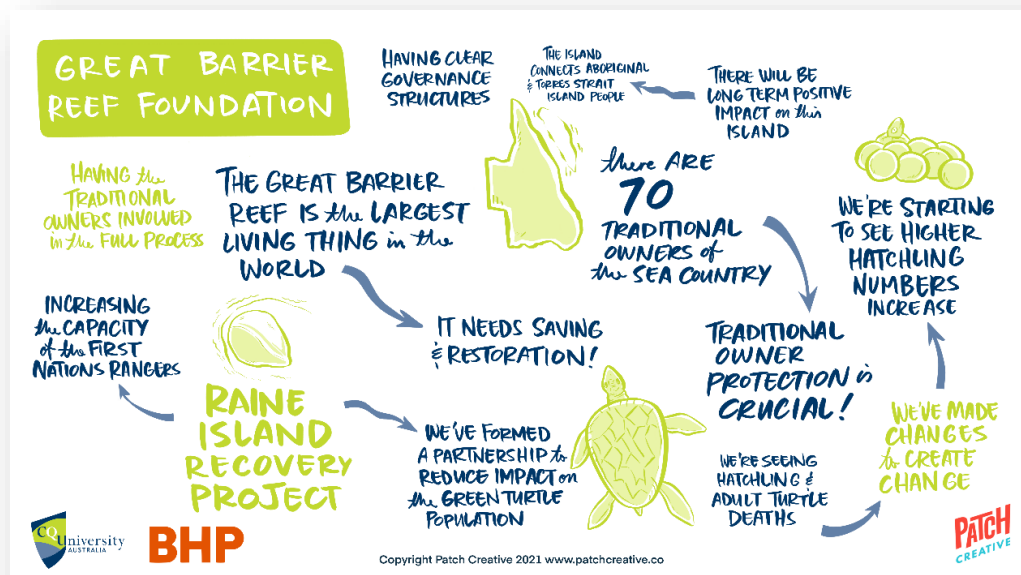
Appendix E Partner Case Study Presentations

Great Barrier Reef Foundation: Raine Island Recovery Project

Nowhere on Earth do more green turtles come to nest than Raine Island. But changes in the island's landscape were threatening their survival and, without help, the outlook was bleak.

Together, BHP, Queensland Government, Great Barrier Reef Marine Park Authority (GBRMPA), Wuthathi and Meriam Nation (Ugar, Mer, Erub) Traditional Owners and Great Barrier Reef Foundation commenced an innovative partnership to pioneer an ambitious, world first conservation program to reverse the fate of the declining turtle rookery. Queensland Parks and Wildlife Service manages the coordination of the project.

This partnership provides an example of an effective governance structure for co-management between reef managers and Traditional Owners in the Great Barrier Reef. A framework was established for Traditional Owners to continue to play a leading role in the long-term management of Raine Island. Today, 640,000 extra turtle hatchlings have begun life on the reef because of the partnership. Millions more are expected to be born over the next decade.



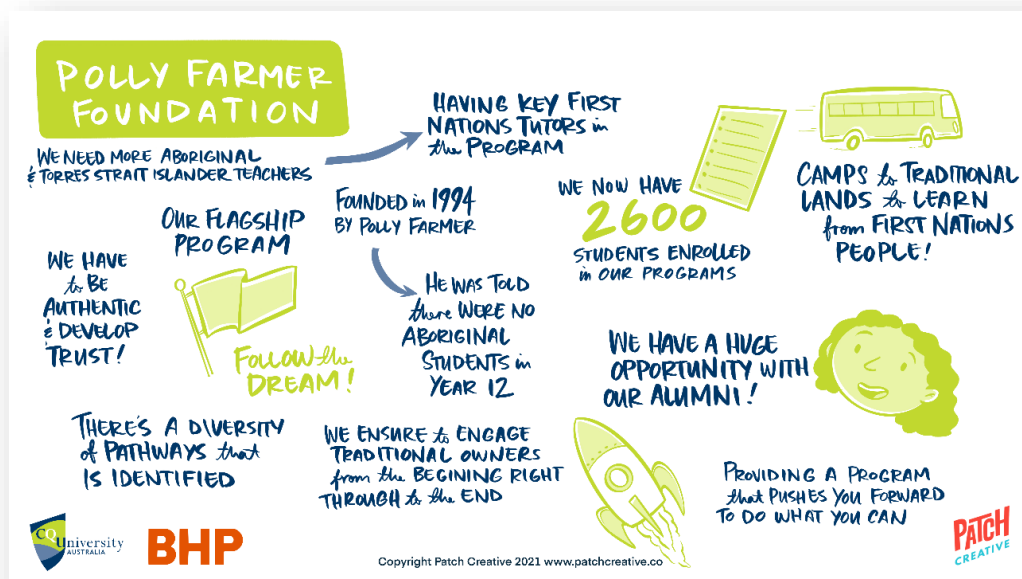
Features of the Raine Island Project:

- The island connects Aboriginal and Torres Strait Islander peoples
- There are around 70 Traditional Owner groups whose sea country includes the Great Barrier Reef
- Traditional Owner protection of Raine Island is crucial
- We formed a partnership to protect and restore Raine Island's habitat to help save the green turtle population
- Because of the project we have seen 640,000 extra hatchlings
- There will be long term positive impact on this island
- We combine traditional knowledge and science
- This project increases the capacity of the First Nations rangers and scientists by sharing knowledge.

Polly Farmer Foundation: Follow the Dream

Polly Farmer Foundation (PFF) was established in 1994 by Graham (Polly) Farmer MBE to support Aboriginal and Torres Strait Islander students achieve academic success, engage positively in their education, and develop the attributes that enable them to be active members of their schools and communities. The first PFF secondary program (*Gumula Mirnuwarni – Coming Together to Learn*) was established in the Pilbara region of WA in 1997 with 25 students in Years 8–12. The program was delivered through a partnership between PFF, education providers (State and Commonwealth), private industry sponsors, Aboriginal community members and local organisations. This program, now known as *Follow the Dream*, supports more than 1900 students in Years 7–Year 12 across 30 programs in WA, NT, SA and NSW.

Follow the Dream provides enriched educational and experiential opportunities for male and female Aboriginal students. The FTD model places a strong emphasis on the engagement of First Nations people. The program is 'place based' and every program is supported by a local operations group (POG). In addition to overseeing the operation of the program, the POG ensures the FTD program is culturally responsive, reflects the local context and is guided by First Nations people living in the local community.



Follow The Dream program:

- Having key First Nations tutors in the program
- Providing a program that pushes you forward to do what you can
- A diversity of pathways that is identified.

How the PFF engages with First Nations people and communities:

- We ensure to engage Traditional Owners from the beginning right through to the end
- We connect with communities to establish a cultural foundation
- Camps to traditional land to learn from First Nations people.

Lessons learned:

- We have to be authentic and develop trust
- We have a huge opportunity with our Indigenous alumni
- The camps were a great way to learn and interact with communities.

Greening Australia: Queensland Indigenous Land and Conservation Project (QILCP)

Greening Australia and BHP are partnering with Traditional Owners and Indigenous communities in the reef catchments of Central Queensland to heal Country and improve water quality for the Great Barrier Reef, by learning from each other to develop best practice methods for managing country, employment and enterprise development. Our vision for the long-term sustainability of the QILCP is to co-design pathways to skills, employment and enterprise development through the formation of Project Reference Groups with our Indigenous community partners.

To engage effectively, we **a)** gain understanding of the community/First Nation group and their social, environmental, economic influences and conflicts; **b)** ensure all views are represented; **c)** are regularly available; **d)** work together for a shared vision, design, responsibility and ownership; **e)** consult at an early stage; and **f)** ensure project planning timeframes align with First Nation communities' protocols and ways of working.



What do we want?

- Healthy and productive landscapes where people thrive
- To restore the gullies and help stop pollution run off into the Great Barrier Reef
- To develop strategies to protect and value the land
- Help to heal Country and create employment opportunities for Indigenous people.

How do we engage with First Nations communities?

- Build respectful relationships with First Nations people
- Have one-on-one conversations in the community
- Through understanding, representation, ownership, availability and planning
- By connecting with the appropriate stakeholder/s
- We celebrate all the successes
- We look at ways to help look after Country.

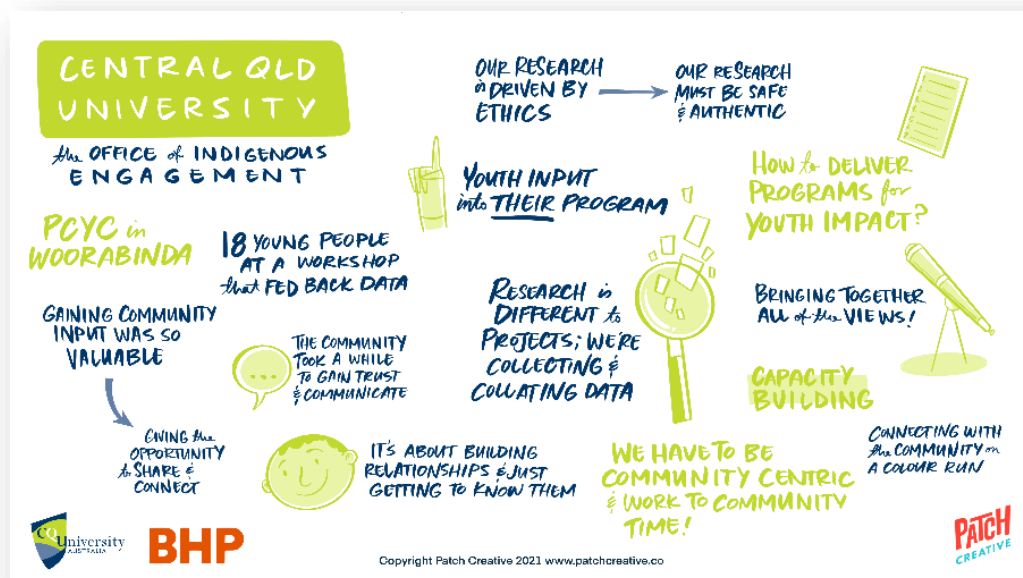
What lessons have we learned?

- Informed and involved people are happy people
- Flexibility and innovation are a requirement
- Ask: Who are the right people I should be talking to?
- Gain a strong understanding of the different groups and connect with them.

CQUniversity: Engaging for Research, PCYC project

Key stakeholders involved with PCYC in Woorabinda invited OIE to evaluate the establishment of PCYC in the community. The research aims to gauge community perceptions of PCYC and evaluate the impact that PCYC activities are having on youth crime and community harmony. The PCYC project is linked to previous research in the community that focused on young people's health and wellbeing, and where establishment of a youth program for young people was considered a priority.

Interviews and workshops are underway. Integration and interpretation of the quantitative and qualitative data will lead to the development of a conceptual model of best practice for development, delivery and implementation of Indigenous youth programs in remote Indigenous communities. The model will assist youth program developers to consider how they might best design, develop and deliver youth programs in remote Indigenous communities to achieve the greatest impact, as well as generate benefits for participating youth and their communities.



Our research:

- Our research is driven by ethics
- Our research must be safe and authentic
- Research is different to projects; we are collecting and collating data
- Data is collected through interviews and workshops
- Youth input into their program.

How we engage:

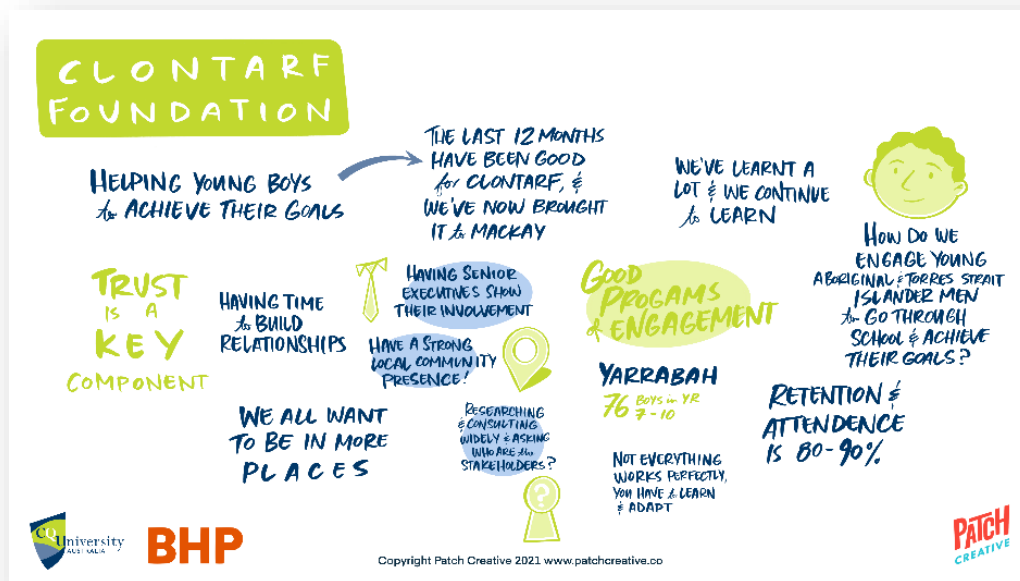
- We are community-centric and work to community time
- It is about building relationships and getting to know people
- We connect with community by attending different community events
- We bring together all the different views.

Lessons learned:

- Gaining community input is invaluable
- Take your time to yarn and build a more personal relationship
- Do not rush
- Interviewing one-on one allowed each person to share freely.

Clontarf Foundation: An Opportunity to Succeed

The Clontarf Foundation uses an innovative and highly successful approach to target one of Australia's most at-risk groups – young Aboriginal and Torres Strait Islander men. Using the boys' existing passion for sport allows Clontarf to attract them to school, and then keep them coming. It is not a sporting program – it's about developing the values, skills and abilities that assist the boys to transition into meaningful employment and achieve better life outcomes. The foundation partners with schools, communities, governments, and the private sector to create 'Clontarf academies' which are embedded within the school grounds and education program. Where possible, we bring key stakeholders including family representatives to see established Clontarf academies so they can see the program in action and the impact it has on the lives of the young men and their families. We aim for young men to achieve their best.



How do we engage young Indigenous men to complete school & achieve their goals?

- Health checks are important, making sure students are healthy to attend school
- Begins with good program engagement through:
 - Research and consulting widely and asking who are the stakeholders?
 - Early consultation and having senior executives involved (Chair & CEO)
 - Spending time to build strong relationships with schools and community.

What works?

- Recruiting local people
- Having a strong local community presence
- Having time to build relationships

What didn't work?

- Printed documents, newsletters did not work

Lessons learned:

- Allow time to build trust and relationships; trust is a key component
- Every community is different, we keep learning
- Not everything works perfectly; you have to learn and adapt
- Never stop engaging
- We all want to be in more places.

Queensland Music Festival: Unlocking the Power of Music to Create Positive Futures

Queensland Music Festival (QMF) is a strategic music agency that helps communities unlock the power of music to create positive futures. Our vision is a better Queensland, built by music. Over its 20-year history, QMF has incubated a unique and artistically ambitious programming model that brings leading artists and communities together to create music experiences that celebrate the cultural identity of people and place. QMF's events are designed to help isolated and marginalised communities build bridges to the rest of the nation, create unity and pride within those communities, and facilitate the capacity of local people to tell their unique stories. First Nations stories have been integral to many of our signature community celebrations. For our production in Mount Isa in 2019 for example, there was a deep engagement with the local Kalkadoon people, who entrusted QMF to tell the story of the infamous 1884 Battle Mountain massacre.



What are we about?

- We are about local people and their stories
- Unlocking the power of music and promoting happiness through music
- Having a safe space to explore music
- That there is truth in song
- Local community programs
- Reconciliation is important, we want non-Indigenous people to know the stories.

How do we engage?

- We are embedded in consultation
- We need to be culturally aware
- We engage in respectful consultation
- The focus is always going to be multigenerational
- We can't play the piano with all the black keys or all the white keys, it has to be both.

What have we learned?

- We have learned we need First Nations led programs
- It is good to introduce yourself culturally.
- To reflect by asking ourselves, have the projects truly engaged with the community?

CQUniversity: First Nations Disaster Management Hub: Foundations

This research forms the foundational work of CQUniversity's proposed *First Nations Disaster Management Hub* (FNDM). The FNDMH, to be established at CQUniversity's Townsville campus, aims to be a centre for national and international expertise, analysis and innovation on emergency and disaster management for First Nations communities (Figure 4).

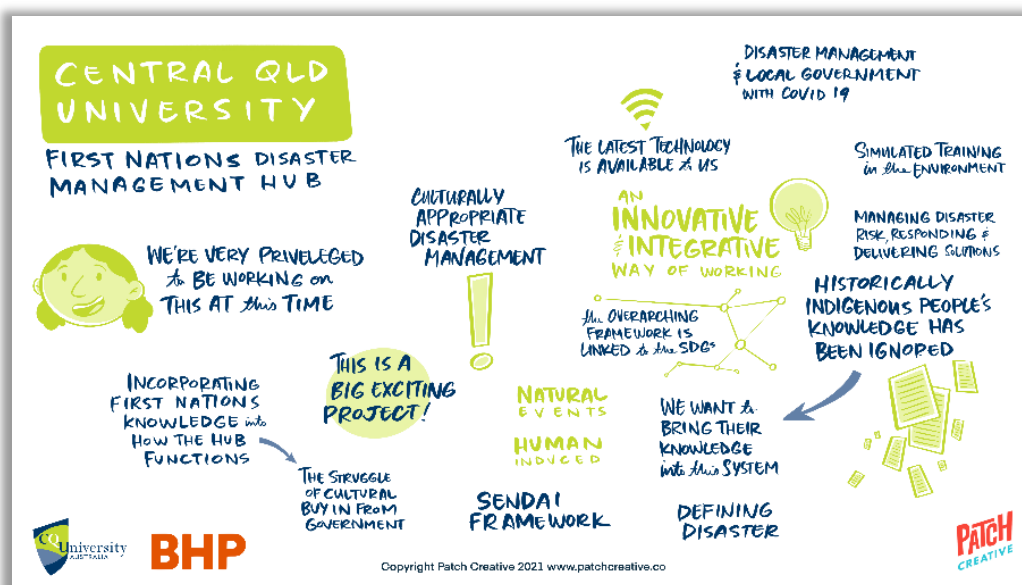


Figure 4 First Nations Disaster Management Strategy



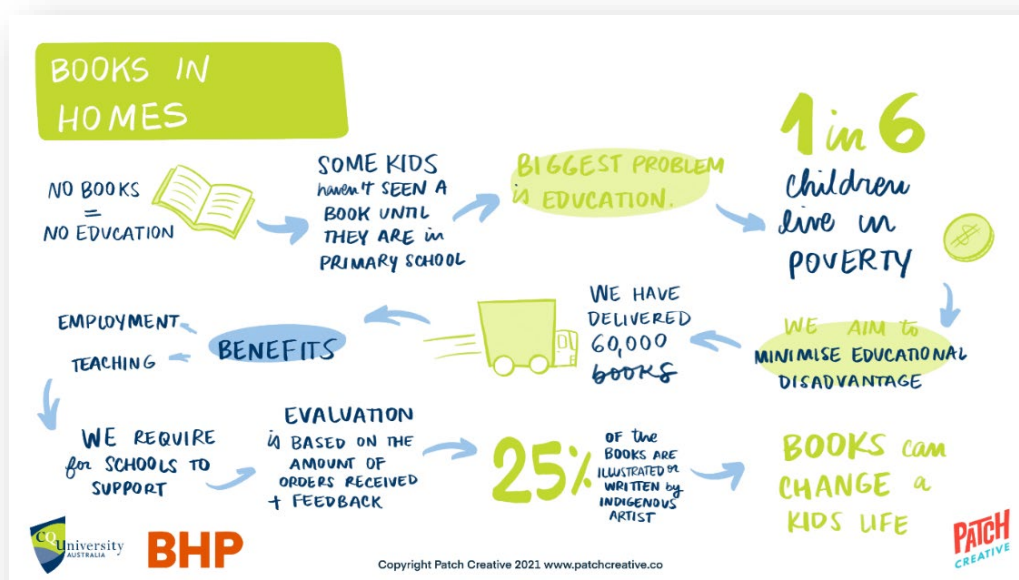
The research aims to:

- Evaluate local government disaster management plans impacting First Nations communities to identify gaps that occurred during the COVID-19 pandemic
- Understand disaster risk in First Nations communities
- Identify barriers to data information availability
- Develop culturally appropriate disaster management planning in accord with the *Sendai Framework*
- Recommend disaster management planning that embeds First Nations knowledges for local government disaster management teams
- Ensure First Nations knowledge and practices are used to complement scientific knowledge in disaster management.

Books in Homes: Literacy, the Foundation of Success

Books in Homes was founded in 1993 in New Zealand by Māori author Alan Duff who wrote the widely acclaimed book *Once were Warriors*. Books in Homes Australia was founded later, in 2001.

Books in Homes® is a charitable foundation that provides books of choice to children living in remote, disadvantaged, and low socio-economic circumstances, ensuring crucial early literacy engagement and the development of reading skills needed for lifelong achievement. Our program aims to overcome the inequality of educational opportunities in communities where access to books for families is limited or non-existent and resources are often scarce. In doing so, our program contributes to helping overcome generational poverty by enhancing the chances of success in early education thereby opening up options, choices and potential in later life. Since 2001, Books in Homes has distributed over 2.7 million new books to children through schools and communities around Australia. Books in Homes Australia's vision is to create an Australia where every child and family has access to books in the home.



About us:

- Our vision is to have a book in every house of Australia
- We believe books can change a kid's life
- We aim to minimise educational disadvantage
- We have delivered over 60,000 books
- Evaluations are based on the number of orders received and the feedback given
- We believe in reading for fun through choice and ownership.

Our engagement with Aboriginal and Torres Strait Islander people and communities:

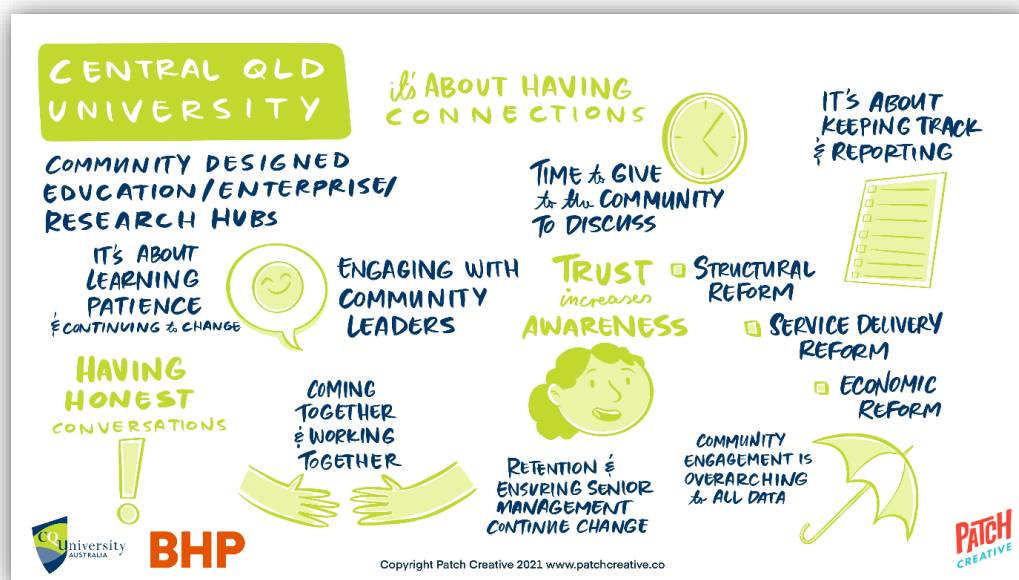
- 25% of our catalogue must be authored or illustrated by Aboriginal and Torres Strait Islander people.

CQUniversity: Community Designed Education/Enterprise/Research Hubs

Research highlights the need for jobs, education, and enterprise opportunities to address economic and employment issues in First Nations communities (Fredericks et al. 2019; Miller et al. 2015; QPC 2017). Working in partnership with community and key stakeholders progressed the concept of an education/enterprise/research hub. The research plan encompasses community and stakeholder engagement:



A theory of change model guides the hubs' development and implementation. A Community Engagement Officer works in community 3 days a week supporting students and small business enterprise development, promoting awareness of the project. A key outcome will be a model for the development of community-driven and designed hubs. Key milestones in stakeholder engagement include the organising of this BHP Partners Symposium event and development of the *First Nations Community Engagement: Industry Guide Phase I*. Phase II involves gaining community perspective on community engagement.



What we do to engage for research:

- Build strong relationships and trust through honest conversations and knowledge sharing
- Understand the local history, the impact of colonisation and ongoing trauma in community
- Maintain regular communication
- Embed First Nations research ethics within projects.

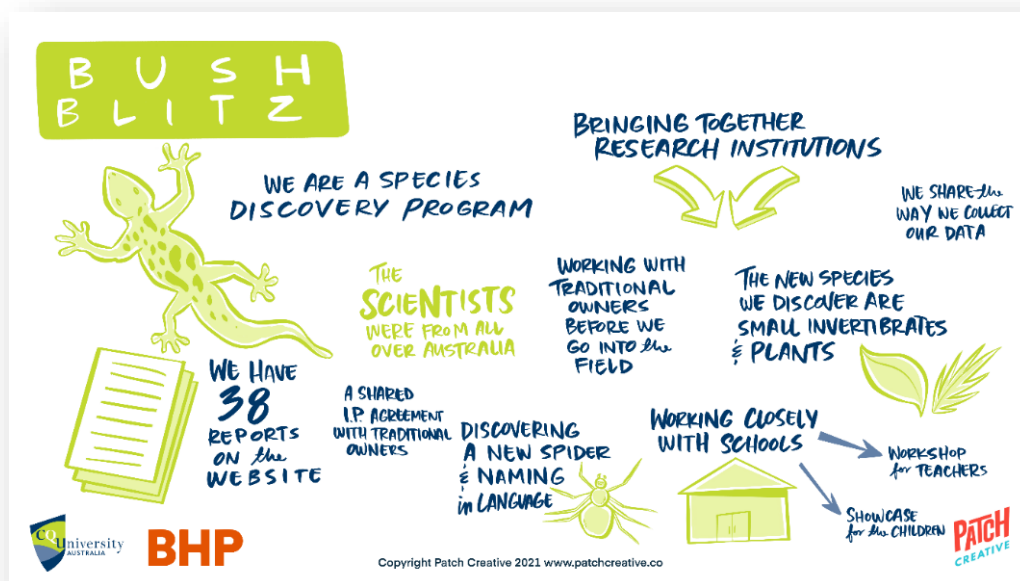
What we have learned:

- It's about having connections
- To stay focused during the project because change happens (e.g., change of leadership in community and the university)
- It's about learning patience and continuing to evolve with the project
- Building trust increases awareness
- Incrementally foundations are laid, not in a linear way, but as pathways emerge.

Bush Blitz: Australia's Largest Nature Discovery Program

Bush Blitz is Australia's largest nature discovery program, a partnership between the Australian Government through Parks Australia, BHP and Earthwatch Australia. Bush Blitz utilises the knowledge and expertise of its partner organisation to engage with First Nations peoples to share knowledge and data to support national and local level management of conservation areas and rare and threatened species. Bush Blitz documents plants and animals across Australia. Since the program began in 2010, Bush Blitz has discovered more than 1,700 new species and has added thousands of species records to what is already known, increasing our scientific knowledge to help us protect our biodiversity for generations to come.

Bush Blitz involves specialist taxonomists, Indigenous communities, rangers and landowners, teachers, students, and BHP employees to share knowledge, gather data and raise awareness about Australia's biodiversity.



Bush Blitz achieves its outcomes through the coordination of multi-disciplinary expeditions to areas that are known knowledge gaps for Australia's biodiversity. The program also includes an extensive education component through the engagement of teachers in the field and online resources. General awareness raising is achieved through community events, online resources and an active media campaign.

Who we are and what we do?

- We are a species discovery program
- The new species we discover are small invertebrates and plants
- We bring together research institutions
- We work closely with schools, run workshops for teachers and showcases for the students
- Land managers implement practices to protect biodiversity.

How are we involved with First Nations communities?

- We work with Traditional Owners before we go into the field
- Share the way we collect data
- Share an IP agreement with Traditional Owners
- Recently we discovered a new spider and naming in language.
- Community is involved when visiting unexplored lands by flying.

AIME: Engaging for Success

AIME is a mentoring program that walks alongside Indigenous and Torres Strait Islander students in high school to create equality with education. Five university engagements across the year allow us to walk alongside 1,500 high school students in the Central and Far North Queensland region. We often see significant behavioural change due to a shift in the mindset of mentees and this then leads to an engagement in the education system.



AIME presenters Rhian Miller and Drew Paten (above) shared stories about their work.



About AIME:

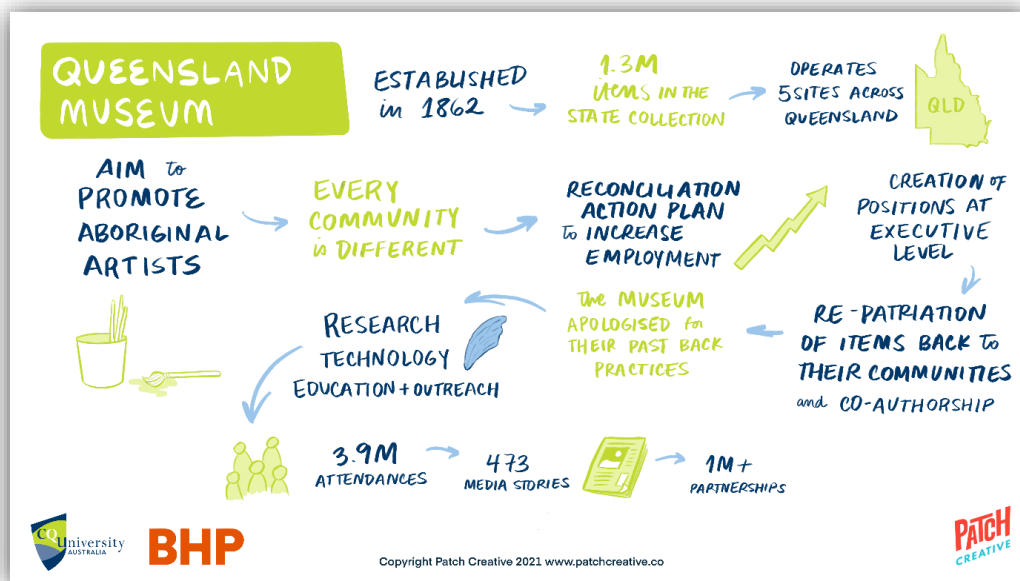
- We believe in young leadership and creating a fair world
- We provide support to believe it can be done; we want to build a better future
- AIME has a high number of students as well as university graduate volunteers.

What is happening at AIME?

- Mentoring and mentorship unlocks opportunity
- AIME is building bridges of connection between organisations
- We support young leadership roles, for example having a 'Co-CEO'
- Imagination University an online TV show a tool for teachers and students to connect
- Social media provides challenges to our communication ethics.

Queensland Museum Network: Project DIG

Queensland Museum Network, established in 1862, is a museum of natural history, cultural heritage, science, and human achievement that tells the changing story of Queensland.



About the Queensland Museum Network:

- 1.3 million items are housed in the state collection
- QMN is engaged in research, technology, education, and outreach
- Five locations: Brisbane, Ipswich, Toowoomba, Townsville, and Hendra
- The museum believes every community is different.

Indigenous engagement:

- QMN aims to promote Aboriginal artists
- The museum's RAP plan aims to increase First Nations employment opportunities, including creation of positions at the executive level
- QMN is involved in re-patriation of items back to their communities and co-authorship
- The museum has apologised for past practices.

Project DIG (Digital Infrastructure Growth)

- QMN and BHP have a long partnership history that began with the discovery of megafauna fossils at the BMC South Walker Creek coal mine site near Nebo in 2008
- Megafauna fossils were first discovered by Barada Barna Traditional Owners during a routine cultural heritage survey in 2008
- The South Walker Creek site preserves fossilised evidence of a previously unknown ancient tropical ecosystem, full of extinct species known as megafauna
- These fossils may represent extinct species unique to tropical Australia
- South Walker Creek, the baseline project for Project DIG, is potentially the youngest megafauna site in Australia and may hold the key to understanding the evolution and extinction of Australia's megafauna, especially how these species responded to past climatic changes and the arrival of humans in the tropical north
- By examining how the environment at South Walker Creek has changed over time, and how these systems are connected today, we can better understand how our environment might change in the future.