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Cooperative Research
Centres Program

FIRST NATIONS INCLUSION STRATEGY

OCTOBER 2022





We acknowledge the traditional custodians
across all the lands on which we live and work,
and we pay our respects to Elders both past
and present.

About the cover artwork

The artwork represents coming together from different perspectives and moving forward on a journey together.

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- CRC TiME First Nations Advisory Team: Jim Walker, John Briggs, Bep Uink, Liz Santo, Gerry Turpin.

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OUR PURPOSE

The purpose of this Strategy is to outline how First Nations Inclusion for post mine closure transition is being addressed by CRC TiME across the entirety of our operations, to facilitate collaboration, transparency, best practice, co-design and legacy creation.

This includes organisational strategy and governance, research priority setting, key outcomes identification and implementation, through project level co-design with First Nations communities and communication that considers First Nations needs and aspirations.

This document draws together these threads into a dedicated First Nations Inclusion Strategy. It also directly draws on and links to other key organisational planning, guidance and policy documents to inform the overall CRC TiME strategy, as shown in Figure 2.

This Strategy is to be read and interpreted in conjunction with the following key CRC TiME First Nations Inclusion guidance documents:

CRC TIME INDIGENOUS INCLUSION GUIDE FOR REGIONAL HUBS, 2021

This living document outlines a systematic communication structure to inform and guide CRC TiME researchers on engagement and participation of Indigenous Australians when they intend to undertake research within CRC TiME Regional Hubs across Australia. Employing this



FIGURE 1: Key strategic documents informing the CRC TiME Strategic Plan

systematic communication structure is particularly important when the research being undertaken impacts Indigenous livelihoods, wellbeing, businesses, or the Indigenous Estate. The communication structure should be adhered to as designated to ensure best practice, respect for the principal of Free, Prior and Informed Consent (FPIC) and Indigenous rights to self-determination.

A SNAP-SHOT REVIEW AND RECOMMENDATIONS TO SUPPORT DEVELOPMENT OF THE CRC TIME INDIGENOUS INCLUSION STRATEGY, 2021

This technical report forms part of the Indigenous Inclusion foundational project (Project 5.2) that presents a set of recommendations to inform the CRC TiME First Nations Inclusion Strategy. This snap-shot review analysed eight key research guidelines, protocols, and codes that specifically address Indigenous-inclusive approaches to research and engagement. The analytical framework considered the key characteristics of ‘best practice’ of each of these items. It also analysed each item, where possible, in relation to the key structure (eg., strategy, policy, code) that has an articulated vision and purpose for Indigenous inclusion/engagement in research; the set of tools (eg., guides, frameworks, protocols) developed to enact the structure; and the set of resources (eg., templates, case studies of best

practice research in action, working documents/ protocols) that support the tools to enact the vision and purpose of the structure.

INTERIM REPORT PROJECT 5.2 – THE FOUNDATIONS FOR EFFECTIVE INDIGENOUS INCLUSION, 2022

This report provides evidence-based and Indigenous-led recommendations on how CRC TiME supports and enables future CRC TiME researchers to work with Indigenous leaders and communities within CRC TiME Regional Hubs.



FIGURE 2: Key First Nations Inclusion advisory documents that inform the Strategy

OUR BUSINESS DRIVERS

CRC TiME brings together over 70 partners across Australia representing diverse stakeholders to re-frame mine closure and the opportunity it presents for creating an enduring legacy and positive post-mine transitions.

Our Vision

Closure as a valued cornerstone for the mining industry creating enduring benefit for all Australians.

Our Mission

Bring together diverse stakeholders to help reimagine and dramatically transform Australian mine closure outcomes.

Our Commitment to First Nations Inclusion

CRC TiME is committed to best practice First Nations Inclusion as a vehicle for making decisions that incorporate the interests and concerns of First Nations Australians about mine closure outcomes and opportunities in a co-defined and co-designed approach.



FIGURE 3: Mind map based on CRC TiME Board workshop in 2021 to guide strategic direction



OUR FIRST NATIONS LEADERSHIP

We have strong, innovative, brave and experienced First Nations leadership on our Board, through our First Nations Advisory Team, and our First Nations research advisors and collaborators.


As part of the development of this First Nations Inclusion Strategy, a First Nations sub-committee of the Board was formed to set the scope, pace and fit for purpose measures of Inclusion. Key CRC TiME First Nations mining industry and research leaders have and will continue to provide their feedback on what a ‘best practice’ Strategy requires.

The Board and the First Nations Advisory Team concur that an over-arching commitment to applying holistic approaches, doing things differently and, creating positive legacies are of critical value. This will be achieved through a commitment to transparency, aligned management systems and processes, and a validation and

integration of cultural impacts in design and delivery features.


Their passion in driving and leading CRC TiME in the transition of mining economies echoes the paramount need for land use partnerships with traditional custodians and their direct involvement in research and innovation.

This succinct fit for purpose process and parameter will create wealth generation for rural, regional and remote First Nations communities, repair cultural landscapes and change the conversation for mining in future, to set us on a path for success in First Nations Inclusion.



Ultimately, we want to set up a system that guides First Nations driven research and land use for the transition of mining economies past simple closure and that will outlive the CRC TiME itself.”

VANESSA ELLIOTT — CRC TiME BOARD MEMBER, 2022



We need to meet the quadruple bottom line. And we need to change the culture of the mining sector so that the planning for transition post-closure is considered as part of the initial feasibility assessment prior to the mine going ahead.”

JIM WALKER — CHAIR, FIRST NATIONS ADVISORY TEAM, 2022

OUR COMMITMENT

We aim to facilitate a legacy that is designed with and by First Nations people, not for them. Inclusion implies ‘making room’ and has a wider reach than concepts like engagement and consultation with First Nations people. A commitment to Inclusion resonates with the broad project areas facilitated through CRC TiME by exercising leadership and consistent management through utilising systems and opportunities to administer increased First Nation possibilities.

Inclusion is not restricted to what CRC TiME require in transactional outcomes of a project or a contract. First Nations Inclusion centres around:

- **how we improve settings to make equal room** for the ‘other’ through sense of place, partnerships, impacts, ideas, innovation and influence
- **building and fostering trusting relationships** between First Nations people and non-Indigenous peoples
- **creating a respectful environment** to explore, learn, and communicate with a community that has been under-represented for a long time in history
- **educating future generations** about truth and reconciliation
- **operating within a rights-based framework** enunciated within:
 - The UN Declaration on the Rights of Indigenous Peoples,
 - The United Nations Principle of Free, Prior, Informed Consent,
 - The Native Title Act 1993,
 - The Convention on Biological Diversity (Nagoya Protocol) Article 8(j),
 - The EPBC Act 1999,
 - Intellectual Property Law as it relates to Cultural Knowledge, and
 - Other Australian and State legislative frameworks (eg., the UN principle of Free, Prior and Informed Consent; Native Title Act (Commonwealth) 1993; the Environment Protection and Biodiversity Act 1999)

CRC TiME is committed to extending previous efforts in engagement, consultation and other participatory frameworks to ensure true First Nations Inclusion is realised across our operations and through the life of our program and beyond.

OUR SCOPE

First Nations participation will be considered in all aspects of our business. The following business impacts confirm the value proposition of First Nations organisations and CRC TiME partners, including:

- **Recognition of stewardship and integration** of site and landscape scale cultural values in mine closure planning and delivery;
- **Capacity building** in areas of mine planning, regional transformations, and rehabilitation service provision;
- **Reduced risks** for Traditional Owners taking control of, or stewardship for, mine sites;
- **Sustainable livelihood opportunities** are created for First Nations communities from mining operations, rehabilitation, repurposing and or relinquishment of mine sites; and
- **Legacy** site challenges, solutions and potential value are addressed.

These considerations have been embedded within the design of this Strategy and have informed the development of the key focus areas of First Nations Inclusion, in recognition of their importance to First Nations.



OUR POSITION

WHAT'S IN A NAME?

When it comes to naming conventions, the CRC TiME interface may make reference to all terminologies, however as **land use is a key focus** of our operations, both now and as a future transition, **'First Nations' is the title our Board and the First Nations Advisory Team (FNAT) prefer to use** to reflect the diversity of language groups and nations within Australia.

'First Nations' is therefore the terminology primarily used by CRC TiME.

BACKGROUND AND CONTEXT

The following is a short summary of what drives current naming conventions when referring to First Nations Peoples across Australia and CRC TiME's interpretation of these conventions:

Aboriginal and Torres Strait Islander (Aboriginal)

— State and Federal Government and affiliated organisations (i.e., Reconciliation Australia) apply the term 'Aboriginal and Torres Strait Islander' to match census naming conventions and reported results which are applied to bilateral policy decisions in a jurisdiction.

First Australians — A term applied by the Human Rights Commission. It is interchangeable with 'First Nations' but is specific to Australia's context.

First Nations — This terminology assigns the historical and longest serving measure of cultural continuum and therefore the unique status of a people group. This is the preferred term used globally when research is inclusive of 'first person points of view'. First Nations can refer to a person/s connected through a language group and kinship system.

Indigenous — Serves a purpose where the Commonwealth assigns 'Indigenous' in all its policy and funding terms. This extends to global matters that the Commonwealth subscribes to.

Traditional Custodians — Australia's First Nations are recognised as the original and ongoing custodians of our lands and seas and as such are often referenced as 'Traditional Custodians' or 'custodians'. This reference has often been made in the past tense when referring to custodianship, but CRC TiME recognises that this custodianship is ongoing and this is central to our work in First Nations Inclusion.

Traditional Owners — Likewise, Australia's First Nations are often referenced as 'Traditional Owners'. Traditional Owners and associated groups have inherent rights and responsibilities laid out in land use agreements, as defined in native title and land rights regimes. Traditional Owners govern place-based protocols and how these must be observed, understood, respected and engaged with as an essential, ongoing part of the research process.



“What's in a name is defined by who is asking.”

VANESSA ELLIOTT – CRC TIME BOARD MEMBER, 2022

OUR PRINCIPLES

The following principles have guided the development of this Strategy and will guide and drive its implementation, with the aim of ensuring best practice Inclusion processes and positive legacy outcomes for First Nations communities impacted by mining operations.

These principles are informed by the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) Code of Ethics for Aboriginal and Torres Strait Islander research with which all CRC TiME research must comply. (<https://aiatsis.gov.au/research/ethical-research/code-ethics>)

The principles align with our organisational values and guiding principles and inform both CRC TiME strategy and planning decisions, and should be considered in all research and operational activities delivered by, or on behalf of, CRC TiME.

THE PRINCIPLES

- 1. First Nations People are the first custodians** of land and sea Country and Traditional Owners have inherent rights and responsibilities.
- 2. First Nations People have their own research priorities** and interests and are looking to engage with partners that can facilitate social, cultural, environmental and economic benefit to their people and communities.
- 3. First Nations communities and groups have their own protocols** which must be observed, understood, respected and engaged with as an essential, ongoing part of the research process. Engagement must be undertaken via appropriate Indigenous governance structures (and protocols).
- 4. Opportunities are created for First Nations led and directed research** and for research that enables, facilitates and supports First Nations Inclusion.
- 5. 'There is a commitment to' truth-telling'** about the (colonial) past, including misappropriation and exploitation of Indigenous knowledge and intellectual property.
- 6. Indigenous Ecological Knowledge and Indigenous Cultural and Intellectual Property are recognised**, as are the rights of First Nations to access and benefit-sharing as a result of that knowledge.
- 7. Research is underpinned by Free, Prior and Informed Consent** processes and respects the rights of First Nations Peoples to be fully engaged in research. Informed consent of a group or people (in addition to individual participants within that group), is obtained where the collective rights, interests or knowledge of Indigenous peoples are involved.
- 8. First Nations peoples have the right to control** and maintain their culture and heritage.
- 9. Traditional Owner interests endure in data/samples collected** on First Nations Country by researchers.
- 10. Researchers recognise the centrality of mutually agreed terms and equitable partnerships** and have an appreciation for First Nations Peoples concept of time (e.g. funerals, ceremonies, relationship building).



APPLYING A CULTURAL LENS

A First Nations cultural lens, enacted with the CRC TiME principles, will be considered and applied to all key aspects of CRC TiME research.

This will help CRC TiME staff and collaborators to align and define the value and need to describe the CRC TiME position and projects with First Nations considerations and perspective.

The following forms an integrated model and guide as to how to apply this lens.

THE POSITION

- First Nations research priorities and interests must be considered, defined and integrated into the research approach.
- Rights of First Nations to control and maintain their culture and heritage must be respected and integrated into the research approach.

THE SOVEREIGNTY

- Recognise and respect First Nations’;
 - communal mode of defining their cultural identity and cultural and intellectual property rights;
 - rights to access, maintain, control, protect and express their cultural heritage, this includes how cultural heritage is defined in research; and
 - participation that includes an inherent right to their own data sovereignty, so shared and accountable decision-making frameworks must apply.

THE SITUATEDNESS

- Respect the concept of cultural heritage encompasses a site, a right and an experience that surpasses Government legislative definitions and controls.
- Recognise cultural heritage interpretations as defined by First Nations and their custodianship and authorship of these interpretations.
- Publicly acknowledge the unique status of First Nations and their Cultural, Intellectual Property and Land Rights.

THE SERVICE

- Research is:
 - **an empowering process** in which First Nations communities and participants are included as benefactors in their own terms and provided opportunities to lead;
 - **an engaging process** transparent to First Nations partners and governing structures that are potentially impacted by the research;
 - **a respecting process** that includes free, prior and informed consent, complaints and grievance considerations; and
 - **a rewarding process** that realises and acts on the potential of First Nations communities, places and processes and facilitates self-determination.

- First Nations research should demonstrate social, cultural, environmental and economic benefit to their people and communities.
- First Nations have diverse cultural experiences and protocols that need to be site specific.
- Research with First Nations is conducted through place based and/or organisational Indigenous governance structures, where protocols are defined prior to project planning.
- There is recognition of Indigenous Ecological Knowledge and Indigenous Cultural and Intellectual Property and Indigenous rights to access and benefit sharing as a result of that knowledge.
- Research is underpinned by free, prior and informed consent processes and mutually agreed terms.
- There is recognition of the critical value of foundational 'Truth-telling' about the (colonial) past, including misappropriation and exploitation of Indigenous knowledge, culture and intellectual property.
- Recognition and respect for business readiness to receive First Nations and ensure they can be fully engaged in research.
- Equitable partnerships are recognised as being central to the research process
- Traditional Owner interests endure in data/samples collected on Indigenous Country by researchers.

THE INTEGRATION

- Research is conducted in a way that enables, facilitates and supports First Nations Inclusion in decision making structures (including through Indigenous-led and directed research).



ALIGNING LONG-TERM OUTCOMES WITH FIRST NATIONS OBJECTIVES



CRC TiME's Impact Framework (2022) identifies the key areas where CRC TiME is seeking to deliver long term impact, in conformity with the UN Declaration on the Rights of Indigenous Peoples and the Convention on Biological Diversity (Nagoya Protocol).

Long Term Outcome	First Nations Objectives
1. Mines are closed in ways that deliver social, cultural, economic and environmental value	<ul style="list-style-type: none"> a. Increase in post mine sites where First Nations people play a leading role in alternative land uses. b. Regional communities and First Nations people benefit from mining, rehabilitation and regional transformations. c. Increased sustainable First Nation employment, post mine. d. Cultural values, Traditional Ecological Knowledge (TEK) and contemporary knowledge integration in rehabilitated landscapes demonstrated. e. Increased ability and opportunities for First Nations peoples to access and celebrate culture, particularly for younger generations.
2. Closed sites are repurposed to enable a faster transition to diverse and resilient local economies	<ul style="list-style-type: none"> a. Where possible, First Nations people effectively lead and benefit from economic transitions. b. Communities are able to maintain core services after mines close. c. Indigenous business proponents invest and take ownership of re-purposed or alternative use sites. d. Increased confidence of post mine stakeholders in residual risk transitions.
3. Mine closure business solutions drive new commercial and/or regional closure opportunities	<ul style="list-style-type: none"> a. Increase in First Nations Mining Equipment, Technology and Service (METS) companies delivering mine closure services. b. Indigenous Ranger group partnerships are developed with mine rehabilitation delivery and monitoring. c. Increase in number of Traditional Owners engaged in monitoring and managing post mine risk.
4. Continued investment in Australian resources	<ul style="list-style-type: none"> a. Growth in number of and cumulative spend on Indigenous mining businesses, including joint ventures. b. Increased capacity and capability of First Nations stakeholders to engage in culturally appropriate planning processes around mining and transitions. c. Improved protection of cultural values (songlines, cultural assets related to land etc) and ‘healing’ of Country post mine. d. New First Nations businesses re-purposing legacy sites and delivering economic rehabilitation. e. Successful new business models deliver sustainable future economies. f. Demonstrated First Nations delivery of progressive revegetation at a number of former mine sites. g. Increased consideration for equity-based mining and land use management with First Nations.
5. Policy, decision and management systems reduce risks	<ul style="list-style-type: none"> a. Policy and regulation support alternative land uses (eg., tenure change). b. Regulatory process and approvals alignment with cross sectoral opportunities. c. Increased demonstration of value of benefits of First Nations Inclusion across the entire mine life cycle d. Policy translation of “First Nations value that care for country and country will care for you” e. Policies are responsive to First Nations aspirations around social, cultural, environmental and economic development, land management, and final tenure and ownership.

ASSERTING FOUNDATIONS FOR EFFECTIVE INCLUSION



The following table summarises key principles, definitions and actions linked to CRC TiME business practice and values alignment.

It provides definitions that will generate purpose and methodological practice questions within research teams, increasing the why, the how and when of First Nations Inclusion in all our research activities.

Principle	Definitions	Actions
1. Right to self determination	<ul style="list-style-type: none"> • Right to decide what mining and post mining activities happen on their land. • Right to determine what research is and is not carried out in their communities and/or on their lands’). • Right to engage in (or not consent to) transformation and regional development processes that have the potential to impact on First Nations communities and/or their lands. 	<ul style="list-style-type: none"> • Projects where First Nations people identify values in mine closure and transition. • Funding sought to realise these values. • Support provided by collaborators to realise these values and provide conflict resolution practices.
2. Free, Prior and Informed consent	<ul style="list-style-type: none"> • Where the collective rights, interests or knowledge of First Nations peoples are involved, Free, Prior and Informed consent to undertake research must be obtained from relevant groups and representative bodies, as well as from individual participants. • Delivery of transformations to have free, prior and informed consent of potentially impacted First Nations communities. 	<ul style="list-style-type: none"> • All projects to have ethics approval. Approvals must explicitly address the issue of whether collective consent is required and, if so, how this will be obtained. • Researchers to have a guideline to use around how to engage, Inclusion protocols and how to establish appropriate negotiated agreements articulating roles, responsibilities and understanding of how the project is to be completed.
3. Recognition of Indigenous Cultural and Intellectual Property (ICIP)	<ul style="list-style-type: none"> • Recognition and protection of First Nations’ cultural heritage and data sovereignty. • Acknowledgment of Traditional Ecological Knowledge (TEK) as equal to western science. 	<ul style="list-style-type: none"> • Projects to repair the cultural landscape. • Projects on TEK and Indigenous Knowledge support access to infrastructure and secure capacity for storing TEK.

Principle	Definitions	Actions
4. Time	<ul style="list-style-type: none"> Plan projects at the pace of communities and acknowledge the scope of time for First Nations peoples is expansive and spans beyond an individual or generation. 	<ul style="list-style-type: none"> Allow time for relationship and trust building and build into project timelines where necessary. Allow time for variations. Encourage researchers to allow for Indigenous engagement timelines. Allocate funds for researchers to co-present with Indigenous peoples'
5. Mutual understanding – respect and benefit	<ul style="list-style-type: none"> Commitment to co-design research projects. Clear definitions of Indigenous knowledge and ICIP. Clarity around CRC TiME investments in Indigenous projects, people etc. Projects are to involve Indigenous researchers and wherever possible as lead or co-lead. 	<ul style="list-style-type: none"> Allocate funds for researchers to co-present with Indigenous peoples.
6. Indigenous leadership through governance systems	<ul style="list-style-type: none"> Participation in organisational decision making Control of decision making around post mine planning on their lands. Control of ICIP coming out of projects. Participate in decision making related to CRC TiME projects. 	<ul style="list-style-type: none"> Expansion of First Nations college. Board and Board Committee representation recognising the necessity to involve both men and women in these roles. First Nations Advisory Team recognising the necessity to involve both men and women in these roles. Indigenous paid roles on staff.
7. Relationship building	<ul style="list-style-type: none"> Maintain relationships in CRC TiME Regional Hubs and major centres. 	<ul style="list-style-type: none"> Bring Indigenous people into CRC TiME Regional Hubs and provide more efficient one on one engagement for key groups unable to attend.
8. Indigenous approach	<ul style="list-style-type: none"> Addressing research questions/problems from First Nations peoples ways of knowing, being and doing. 	<ul style="list-style-type: none"> Engaging Traditional Owners as active contributors in research projects, cognisant of the different roles and responsibilities of men and women.
9. Co-design – Indigenous roles	<ul style="list-style-type: none"> Projects to be co-designed. Right to participate in research or to withhold consent. Employment (Liaison officers, students, researchers) of Indigenous people through projects and in the longer term, in transitions. 	<ul style="list-style-type: none"> Compensate time of Indigenous people across all areas. Translator/ liaison fees. TO fees for time. Allocate funds to work on country.

Principle	Definitions	Actions
10. Co-design – non-indigenous roles	<ul style="list-style-type: none"> • Researchers to be supported to engage with First Nation groups related to their projects. • Communication, engagement and adoption approaches to target Indigenous people. 	<ul style="list-style-type: none"> • Cultural awareness training. • Indigenous Inclusion Protocols. • Regional Hubs establish relationships. • Culturally appropriate communications. • Internships based on the ‘Jawun’ model (jawun.org.au)
11. Capacity building of Indigenous people	<ul style="list-style-type: none"> • Establishing skills including for: <ul style="list-style-type: none"> – Indigenous Professionals – Revegetation organisations and employees on country – Traditional owner specific training around mine closure. • Support First Nations groups to assert their rights for culturally appropriate research and good mine closure. 	<ul style="list-style-type: none"> • Inclusion recognition in research strategy and HDR Program. • Supporting opportunities in other mine closure education/training and internships. • Projects on First Nations Mining Equipment, Technology and Services (METS) businesses and employment opportunities.
12. Monitoring and evaluation of Indigenous benefits	<ul style="list-style-type: none"> • Tracking of progress and outcomes for Indigenous people. 	<ul style="list-style-type: none"> • Co-design and implement a monitoring and evaluation framework for the First Nations Inclusion Strategy. • Projects are to have co-design monitoring and evaluation plans mutually agreed upon between First Nations and research partners. • Tracking Impact Framework and First Nations identification of impact outcomes. • Indigenous engagement tracking.

“This is about creating something beyond funding cycles and beyond simply mine closure.”

PROFESSOR STEPHEN VAN LEEUWEN — CURTIN UNIVERSITY, 2022



OUR PROCESS AND PRACTICE

While an important function of this Strategy is to outline the aspirations and strategic direction for First Nations Inclusion in CRC TIME operations, the diagram below highlights the focus areas responsible for the process and delivery of outcomes:

Focus Area 1: Leadership and Governance – guides our work to ensure First Nations considerations are integral in all that we do.

Focus Area 2: Impact and Translation – guides how and why we forecast and increase the intentionality of First Nations Inclusion.

Focus Area 3: Research and Capability – guides when and where we create the scoping, design and deliverables phase to increase First Nations Inclusion.

Focus Area 4: Participatory Frameworks – Guides the scope, market relevance, partners and timeliness of innovative and inclusive First Nations Inclusion.

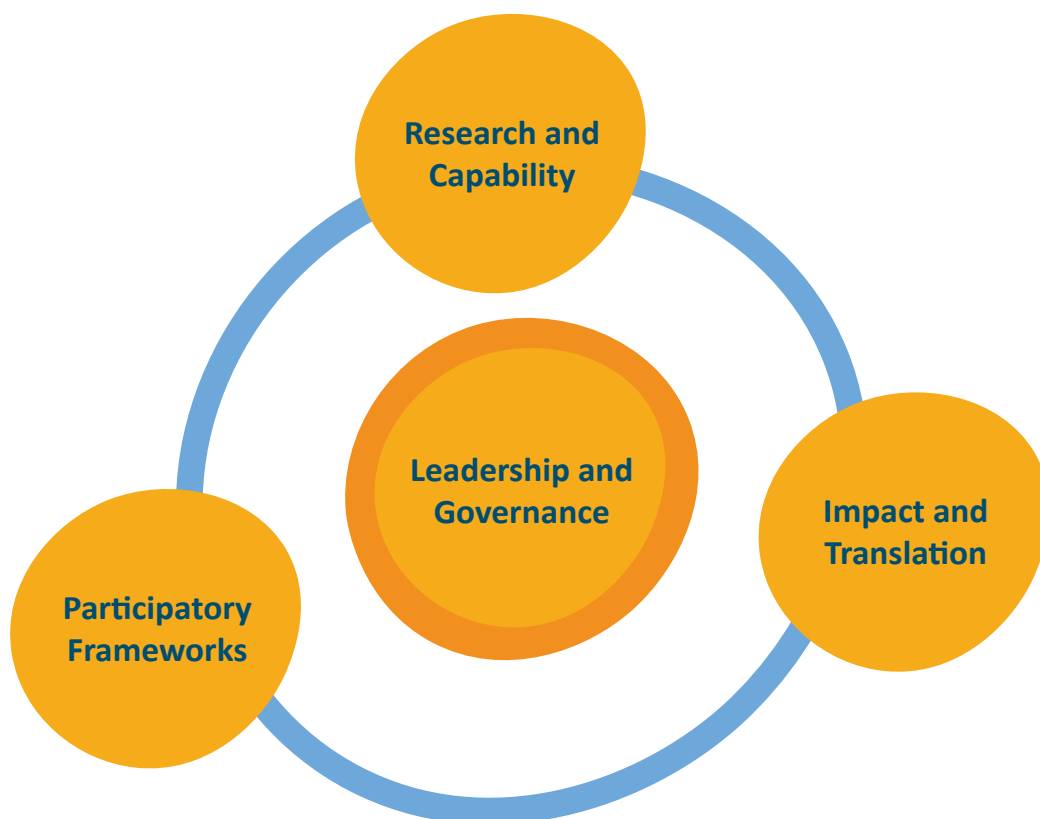


FIGURE 4: Model outlining the key focus areas for First Nations Inclusion

FOCUS AREA 1: Leadership and Governance

Leadership creates an environment where First Nations Inclusion and leadership is embedded as core business in all our activities and decisions. Inclusion in CRC TIME begins with our core organisational structure, leadership of the Board, the First Nations Advisory Team, other Committees, accountability for the CEO and other leadership staff.

The tables below summarises our business Inclusion and integration.

WHO	WHAT	WHY
Board	Business mandate and approvals	Business design and deliverables
First Nations Working Group	First Nations strategic direction	Business innovation and integration
Impact Committee	Business multiplier effect	Business consolidation
Research Committee	Fit for purpose projects	Business Capability and Participation
CEO	Operational plan and budget	Seismic shift in First Nations performance measures
First Nations Advisory Team	Key advice to management	Critical advice for First Nations Inclusion
Research Director	Innovative diversity and Inclusion research deliverable	Seismic shift in First Nations research
External Relations and Impact Director	Innovative partnerships and partner contributions to First Nations capability development	Seismic shift in First Nations outcomes
Engagement Manager (First Nations)	Relationship manage the will of the people	Business consistent interface and relationship growth overtime

THE BOARD

First Nations Inclusion is a priority for CRC TIME Board and is the direct accountability of the CEO. The Indigenous Inclusion Strategy is set and approved by the Board and associated budgeted deliverables and planning processes will be established to ensure agreed Key Performance Indicators (KPIs) and success measures are defined and are reported on.

BOARD FIRST NATIONS WORKING GROUP

The Board established a First Nations Working Group to guide the development of this Strategy. The membership of the Working Group is the Chair, Regions and Communities Board Member and First Nations Board Member.



BOARD IMPACT COMMITTEE

The Impact Committee advises the Board and provides oversight for ensuring CRC TiME is connecting with and delivering beneficial change in partnership with First Nations people. The Impact Committee Chair is the Regions and Communities Board Member.

BOARD RESEARCH COMMITTEE

The Research Committee advises the Board and provides oversight for ensuring research undertaken adheres to CRC TiME First Nations Inclusion protocols, including host institution research ethics processes and FPIC requirements. The Committee also provides advice and oversight regarding appropriate research and project mechanisms and opportunities for First Nations representation in Higher Degree by Research (HDR) training programs.

FIRST NATIONS ADVISORY TEAM

The First Nations Advisory Team (FNAT) has been established to advise CRC TiME management on research planning and implementation, in particular the CEO and Research Director. FNAT plays a key oversight role and ensures management are asking the required critical questions and ensuring the project proponents are having the necessary conversations and checks with First Nations stakeholders.

CEO

The CEO is accountable for delivery of the First Nations Inclusion Strategy, budget allocation and reporting to Board on senior leadership team progress. The CEO is also responsible for ensuring CRC TiME management, projects and resources embrace the Indigenous Inclusion strategy, in collaboration with other key staff like the Communications Manager and Research Project Manager.

RESEARCH DIRECTOR

The Research Director is accountable for the integration of First Nations participation in the CRC TiME research program, including cultural knowledge (appropriately protected) where feasible and First Nations representation in HDR training programs.

The Research Director will ensure required lead time is created to increase provisions for the United Nations Principle of Free, Prior, Informed Consent of First Nations in all required research.

EXTERNAL RELATIONS AND IMPACT DIRECTOR

The External Relations and Impact Director is accountable for cross sectoral business readiness and ensuring appropriate engagement in the pipeline of future and existing CRC TiME projects. The External Relations and Impact Director will ensure all the eligibility requirements including fiscal have been met with extra support to service First Nation participation in design, delivery and outcomes, with activities that directly build First Nations capability.

ENGAGEMENT MANAGER (FIRST NATIONS)

The Engagement Manager will report monthly to the CEO with support of their line manager, the External Relations and Impact Director, and provide direct support to the FNAT. Their focus will be on place based First Nations innovation and legal, social, economic and environmental impact management considerations, including Native Title.

CRC TiME CONSTITUTION

CRC TiME encourages First Nations organisations to join CRC TiME as active participants and this is embedded in the Constitution.

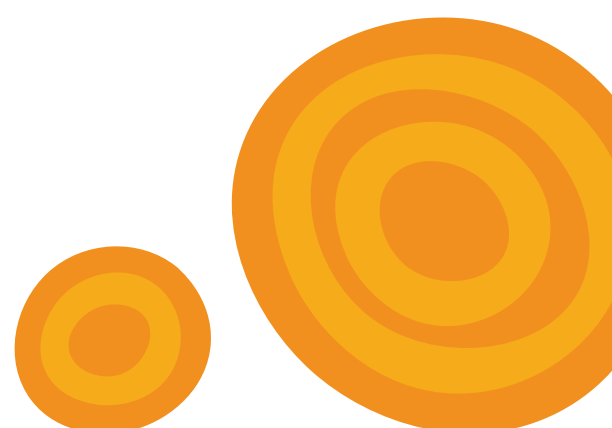
The CRC TiME Constitution recognises six colleges, including an Indigenous organisation college. This is defined as *'informal and incorporated Aboriginal and Torres Strait Islander organisations'* This Strategy will empower and enable the business formation and practice of the Indigenous organisation college which is being developed and managed by the CEO.

PARTICIPANTS

Participants in the Indigenous organisation college are responsible for nominating candidates for the CRC TiME Board Director representing the Indigenous organisation college.



OUTCOMES	Key Performance Indicators (KPIs)	Lead
OUTCOME 1: First Nations Advisory Team and Board actively participate in co-designed CRC TiME key decisions with the CEO	1. The CRC TiME Board has and will continue to have First Nations representation, and be empowered to develop culture and pace of change governance and strategy decisions.	CEO
	2. The First Nations Advisory Team established and empowered to drive key CRC TiME First Nations Inclusion implementation in projects, with annual progress milestones.	Research Director
	3. At least two in-person workshops and two project proposals with place based First Nations consent between the Board and the FNAT per year from 2022 onwards, to build and maintain trusting relationships.	CEO/Chairs
OUTCOME 2: First Nations Inclusion Strategy developed and implemented	1. Annual First Nations strategic deliverables developed with input from key FNAT and other First Nations partners and collaborators.	CEO
	2. Annual First Nations strategic deliverables approved by the Board and made publicly available.	CEO/ Communications Manager
	3. A First Nations Inclusion dashboard is established to highlight outcomes and KPIs and is developed in collaboration with the Board and FNAT as required and promoted on the CRC TiME website.	CEO/Engagement Manager (First Nations)
OUTCOME 3: First Nations Inclusion Strategy Implementation Plan developed and implemented	1. Develop an organisational systems Inclusion Plan and annual project pipeline register of Indigenous led and partnered projects aligned to the First Nations Inclusion Strategy for Inclusion in the CRC TiME Annual Report.	CEO/FNAT
OUTCOME 4: First Nations organisations encouraged to become CRC TiME participants	1. Annual increase in the number of First Nations organisations participating formally in CRC TiME via the mechanisms outlined in the Constitution.	CEO/Board



FOCUS AREA 2: Impact and Translation

WHOLE OF ORGANISATION APPROACH TO INCLUSION

Effective impact and translation recognises Inclusion as a priority for CRC TiME staff and the Board, and is a cross-cutting theme across all work areas with key accountabilities.

CRC TiME recognises First Nations Inclusion as a core business activity across key organisational domains including; Leadership and Governance, Impact and Adoption, Research Planning and Delivery, Capability and Communications.

The External Relations and Impact Director is responsible for ensuring the CRC TiME Path to Impact model connects research activity with outcomes for Indigenous Australians. The External Relations and Impact Director will be responsible for ensuring communication, engagement and adoption approaches and associated monitoring and evaluation is integrated into CRC TiME projects as appropriate.

CAPABILITY BUILDING

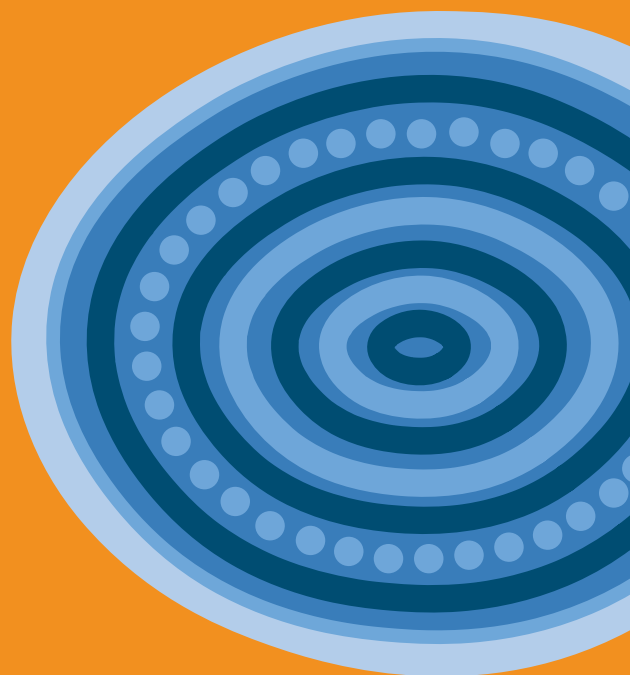
The External Relations and Impact Director will empower CRC TiME Regional Hubs to establish relationships with Indigenous First Nations organisations and maximise regional dynamics for Indigenous First Nations participation and engagement in CRC TiME projects. The Regional Hubs provide a valuable connection point for place-based contribution of project ideas and opportunity to engage in project development and delivery.

This acknowledges the important role of the Regional Hub secretariat and hub members in supporting regional engagement. The First Nations Engagement Manager with support of the Communications Manager will ensure culturally appropriate communication material and recognition of First Nations people in CRC TiME external communications.

PARTNER CONTRIBUTIONS

Partners undertaking research for CRC TiME and contributing as end user partners in CRC TiME projects must align with CRC TiME's First Nations Inclusion principles, including Free, Prior and Informed Consent as a precondition for undertaking research with First Nations communities and/or on their lands, and commitments to protecting and respecting Indigenous Cultural and Intellectual Property. Indigenous organisation participants may also invest cash in CRC TiME projects. Indigenous organisation participants are active and valued members of CRC TiME's partnership and contribute through project idea submission, co-development of projects and active Inclusion in project delivery as well as contributing to organisational governance at Board and management level. CRC TiME's college and regional hub structure also provides opportunities to connect groups with shared interests in the design, delivery and use of research.

Organisations with a key interest in the work of CRC TiME and the opportunity to contribute to the partnership through the contribution of time, knowledge and investment are valued within CRC TiME's organisational structure. Activities such as provision of time, knowledge, data and access to Country are valued as in-kind contributions by CRC TiME from First Nations organisation participants.



BUILDING A CULTURE OF INCLUSION

Building a culture of Inclusion is critical to CRC TiME, where developing the skills to implement strategies and practices in a workplace is based on learnings from cultural awareness. Cultural awareness and immersion training will be undertaken by CRC TiME Board and management and this will be maintained over the life of the organisation. The CEO will also ensure participants in CRC TiME, especially researchers, undertake place specific cross-cultural training to help follow the requirements of the First Nations Inclusion Strategy. The Strategy helps guide awareness of what is required to be a culturally informed workplace, where our First Nations workforce refer to our projects and processes as culturally secure because they have been seen, heard and validated

as valued team members. Research and program management personnel (including industry representatives/personnel) are encouraged to engage in cross-cultural capability training delivered by place based First Nations program and research providers.

COMMUNICATIONS

CRC TiME is committed to communicating its research to key stakeholder groups to build capacity and support decision making related to mine transitions. CRC TiME will develop communications material and use channels that are accessible to First Nations communities. Partnering with relevant organisations in the dissemination of information will form a critical aspect of this strategy.

OUTCOMES	Key Performance Indicators (KPIs)	Lead
OUTCOME 5: Cultural awareness and immersion training is undertaken by all CRC TiME staff and Board	1. Board has undertaken cultural awareness training by July 2022 and a schedule for annual cultural immersion activity has been developed over the life of the CRC TiME project.	CEO/Engagement Manager (First Nations)
	2. Engage First Nations service providers to deliver cultural awareness and cultural immersion training as part of place based project delivery.	Engagement Manager (First Nations)
	3. All staff have undertaken cultural competency training by December 2022 and a schedule for annual engagement in cultural training has been developed over the life of the CRC TiME project.	External Relations and Impact Director
	4. Annual cultural awareness training is built into all staff workplans.	External Relations and Impact Director
OUTCOME 6: First Nations Inclusion is a priority for all staff and Board	1. First Nations Inclusion is set in all key business and project decisions to enlist innovative opportunities in staff workplans and Board strategic plans and measured annually.	CEO
	2. Communications policy and procedures established to ensure culturally inclusive communication material and recognition of Indigenous people in CRC TiME documentation and initiatives is recorded and measured annually.	Communications Manager/Engagement Manager (First Nations)

FOCUS AREA 3: Research and Capability

INCLUSION IN RESEARCH

The Research Director and Research Management team will ensure First Nations values and research engagement protocols are recognised and responded to in CRC TiME projects and opportunities. This includes provisions for Indigenous participants to engage in project creation, development and delivery. The team will ensure project assessments include First Nations Inclusion questions and deliver research outputs that address priorities for Indigenous people and are inclusive of Indigenous people. The team will also be accountable for the Inclusion matrix for meeting Indigenous HDR targets in CRC TiME project and scholarship programs.

CRC TiME has developed a project development and management process that aims to drive inclusiveness for all stakeholders. The Research Director will work with FNAT to advise on research planning, implementation, review and evaluation with a key role in the Project Concept development stage.

FNAT will provide guidance and practical solutions on Indigenous Inclusion Protocols for CRC TiME research and accountability measures to be integrated into CRC TiME project monitoring and evaluation. FNAT will have majority Indigenous membership, with the opportunity to review their Terms of Reference. FNAT advises across all projects and is established in line with Program Advisory Teams.

The Research Project Manager will ensure project leaders are reporting key information for monitoring and evaluation of Indigenous Inclusion in CRC TiME's research portfolio.

PRIORITIES FOR FIRST NATIONS RESEARCH

Mining regions lie at the heart of CRC TiME. These regions will undergo a range of different transitions (economic, environmental, social, climatic, governmental, cultural, institutional) including mine closure, mining company mergers and acquisitions and economic diversification. Positive outcomes for the people and places in these regions are the central tenet for CRC TiME research.

All of the land in Australia is regulated and may include native title, alternative settlements and lands rights regimes. More than 60 per cent of operating mines are also located near Aboriginal and Torres Strait Islander communities. Each community has its own unique history and local cultural, social and economic context (Minerals Council of Australia, 2021).

The continuous maturing of relationships between mining and Indigenous communities is essential if sustainable futures are to be achieved for all parties. These relationships are continually evolving through a series of fundamental steps — “from total exclusion, to recognition, to involvement, to involvement through consultation, and now towards full participation in decision-making on more equitable terms” (DFAT, 2016).

The CRC TiME Research Prioritisation Plan has provisions to explore and address First Nations participation in regional mine closure transitions. These relate to better benchmarking and capability assessments for First Nations people to fully participate in closure and post mine transition decision-making on more equitable terms. This includes a shift in how First Nations cultural, social, economic and environmental values are being recognised and included through regional transitions. Opportunities need to be created to deliver enduring value that will enable First Nations businesses and communities to benefit from actively participating in mine closure.

HIGHER EDUCATION AND TRAINING OPPORTUNITIES

CRC TiME is committed to delivering 50 PhD scholarships over the life of CRC TiME and the HDR strategy outlines its support for First Nations candidates and the value of First Nations relevant projects. CRC TiME is committed to delivering an education and training strategy that will outline key needs and opportunities for the sector in mine closure and supporting the development of

relevant micro-credentialled, undergraduate and Masters level training and education. CRC TiME also recognises the importance of building employment pathways in other sectors. As it relates to CRC TiME’s strategy, the organisation will partner with training and tertiary institutions to increase the availability, access and accreditation requirements to ensure First Nations are in the talent development pipeline.

OUTCOMES	Key Performance Indicators (KPIs)	Lead
OUTCOME 7: Ensure projects deliver research outputs that address priorities for First Nations and are inclusive of First Nations	1. FNAT has an active role in guiding First Nations Inclusion in project development and co-design.	Research Director/ FNAT
	2. Accountability measures integrated into CRC TiME project monitoring and evaluation.	Research Director
	3. First Nations Inclusion protocols for CRC TiME Research developed and recognised in CRC TiME projects.	Research Director
	4. By September 2022, First Nations organisations and individuals invited to take part in the development of key research selection and direction.	Research Director
OUTCOME 8: Research empowers First Nations people to create positive post mine futures beyond the life of the CRC TiME project life	1. Of the 50 PhD scholarships CRC TiME will deliver, the percentage of these targeted at First Nations candidates will be at least double the National benchmark as defined by Universities Australia.	Research Director
	2. First Nations people are involved in research design and implementation in paid job roles supporting the transition economies.	Research Director/ FNAT
	3. All research and researchers are required to meet First Nations Inclusion capabilities and seek First Nations leadership, noting meritocracy is required.	Research Director/ FNAT
	4. FNAT has an active role in guiding First Nations Inclusion in project development and co-design, including consideration of requirement for ethics approval.	Research Director/ FNAT
	5. Undertake research with TO groups to co-design an active role in ongoing monitoring of transition activities and initiatives on their Country, beyond the life of CRC TiME.	Research Director

FOCUS AREA 4: Participatory Frameworks

Participatory frameworks require focus and integration across the vertical modes of organisational decision making, from the project teams to the CEO, as well as on the horizontal governing systems such as CRC TiME's colleges, that drive performance.

Effective organisational design makes room for all and is enduring. Participation is viewed as a continuum, that requires organisational readiness and integration of talent identification, and fit-for-purpose project designs that always factor in and match populous needs, where First Nations are a permanent feature.

PROJECT CO-DESIGN

In the CRC TiME Project Development Process, an engagement framework and input from CRC TiME's Engagement Manager (First Nations) will assist researchers to consider what might be the correct time and/or category of engagement for their project proposal, and related communication and engagement approaches. This might include a set of critical questions (to be advised by the FNAT) at key checkpoints (refer Figure 5).

The timing and nature of these critical questions enables the project team and First Nations stakeholders to reflect and determine the likely benefits, risks and opportunities that the proposed research holds for mutually beneficial outcomes.

First Nations project co-design **needs to start prior to the 'ideas' phase**, needs checkpoints for critical questions at critical points and **'Project Completion' needs to involve a feedback loop** to First Nations stakeholders (refer Figure 5).

The following elements confirm and provide a project life-cycle evidence trail of First Nations Inclusion:

- Co-commissioning
- Shared vision and mutual respect
- Awareness and shared responsibility
- Building capacity
- Culturally considered coordination
- Inclusiveness in design
- Appropriate timeframe
- Identification of 'side-effects'
- Succinct staging of milestone measures
- Sustainability measured as increased participation and areas of control over time
- Integrity defined by shared research project values and milestone progress reporting
- Parallel process of participation, place based structural requirements, productivity and performance realisation.

The co-design process then feeds into the overall feasibility of the project, as shown in Figure 6, recognising that not all projects will engage First Nations and the process will identify the correct time and/or category of engagement for the project proposal.

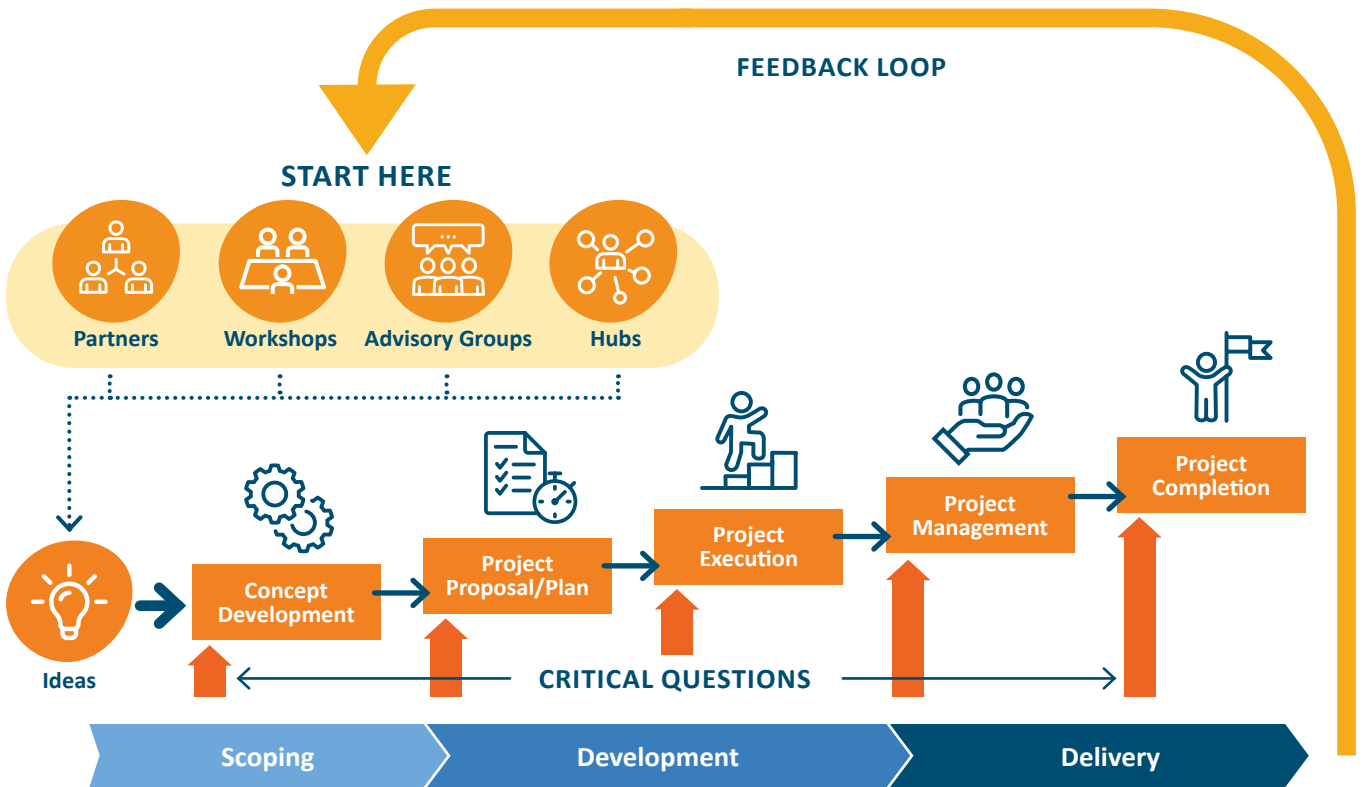


FIGURE 5: Project development pathway showing true co-design with First Nations peoples

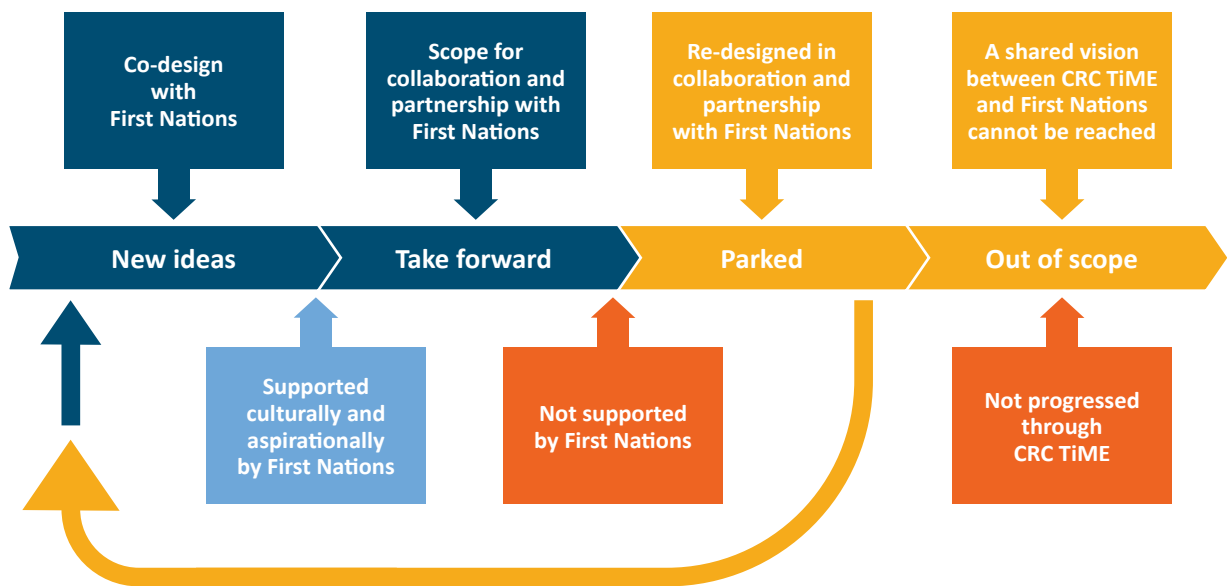


FIGURE 6: Traffic light system for project co-design with First Nations peoples

OUTCOMES	Key Performance Indicators (KPIs)	Lead
OUTCOME 9: First Nations Inclusion Implementation plan developed in collaboration with FNAT	1. First Nations Strategy Implementation Plan and dashboard 2022-24 developed in collaboration with FNAT.	CEO
	2. Agreed progress report of the Implementation Plan against measurables determined with the FNAT to gauge the success of First Nations Inclusion over the life of CRC TiME.	CEO
	3. Annual dashboard reporting against the Implementation Plan communicated to stakeholders and on website.	Communications Manager/ Engagement Manager (First Nations)
OUTCOME 10: Procurement framework and/or guidelines developed with metrics to track performance against procurement and employment	1. First Nations procurement and employment outcomes built into all operational planning.	CEO, Board/FNAT
	2. All place-based roles should reflect the local demographic realities, with above benchmark percentage of positions advertised to target First Nations as per the legal provisions of section 50D of the <i>Equal Opportunity Act 1984</i> .	CEO/Board/ Business Manager/ FNAT
	3. Above relevant benchmark percentage of all organisational procurement across CRC TiME business operations to go to Indigenous owned businesses. In addition, CRC TiME procurement deliverables will adhere to the Federal Government Indigenous Procurement Strategy KPIs.	Business Manager/ Board
	4. CRC TiME will include in its procurement processes weightings and other market entry mechanisms to build localised and regional capabilities including First Nation Business growth and expenditure measures.	Business Manager/ Board

“ True project co-design is designing with First Nations, not for First Nations.

JIM WALKER – CHAIR, FIRST NATIONS ADVISORY TEAM, 2022

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The language of mining companies needs to change from talking about ‘cost’ to ‘investment’ in transition, in partnership with Traditional Owners to repair what they’ve profited from.”

JOHN BRIGGS — FIRST NATIONS ADVISORY TEAM MEMBER, 2022





