



# Economic Participation of Indigenous Communities CRC



## Introduction

Our nation holds extraordinary resources in our people, knowledges, lands and waters; however, Australia's strong industry growth is under threat from labour and skills shortages.

Indigenous communities and businesses offer the opportunity to address these gaps, as well as to promote and achieve a more equitable share of the benefits of participation in the Australian economy.

Collaborative research and development through the Economic Participation of Indigenous Communities Cooperative Research Centre (EPIC CRC) will address both this national imbalance and industry opportunity, while achieving the powerful promise that reconciliation offers Australia.

EPIC CRC aims to boost the competitiveness and productivity of Indigenous businesses by increasing their economic participation rate. The broader economy will benefit from applying the knowledge and intellectual property (IP) Indigenous people hold.



Australia's Indigenous population is expected to reach 1.1 million by 2031 (ABS 2019).



The Indigenous employment rate for 15- to 65-year-olds has remained relatively unchanged between 2008 - 2019, at 49% compared to around 75% for non-Indigenous Australians.



Significant economic benefit from increased employment of Indigenous Australians, with a \$6.5 billion national gain by 2031 by closing the gap in remote areas alone and a \$24 billion national gain if closed nationally

## About EPIC CRC

Economic Participation of Indigenous Communities CRC (EPIC CRC) is co-led by Indigenous and non-Indigenous people from industry and research to develop innovation, access, benefit sharing, knowledge protection and business growth. The outcome will be globally connected industries that, by 2037 will grow the Australian economy by more than \$1 billion, close the Indigenous economic participation gap, and address skills shortages.

EPIC CRC will focus on industry sectors identified by our partners, and which are best placed to realise economic opportunities on traditional land, water and air. It will enable industries to grow the existing and new economy on lands and water recently returned to Indigenous communities, to create economic activity and celebrate culture.

Our four integrated programs are:

1. First Foods, Fisheries and Botanical industries: which will remove barriers to optimise production, processing and exports in line with Indigenous aspirations;
2. Service Industries: which will design and trial Indigenous-driven business models in tourism, creative industry, IT and trades that achieve growing and sustainable businesses with authentic and restorative products and services.
3. Green industries: which will design and trial uses of land for carbon farming, renewable energy and land and water management, to realise a nascent sector for Indigenous people.
4. Sector Transformation: which will focus on areas of research that will help inform policies and models for land and water management, benefit sharing and market forecasting.

EPIC CRC's vision is for a just, equitable and reconciled Australia. The CRC's mission accordingly aligns with that of Reconciliation Australia: namely, to help promote and facilitate reconciliation by undertaking research and extension activities that assist in building relationships, respect and trust between the wider Australian community and Aboriginal and Torres Strait Islander peoples by promoting Indigenous economic participation.

The EPIC CRC bid is supported by a wide range of stakeholders, including private and public companies, government agencies, Indigenous businesses, community groups, universities, and other relevant organisations. EPIC is endorsed by Reconciliation Australia, who will be a partner in the CRC.



## Our purpose and objectives

The 2021 State of Reconciliation in Australia report published by Reconciliation Australia captured a snapshot of where we are on our reconciliation journey, where we need to go, and how we are going to get there. In doing so set out a path forward towards becoming a reconciled, just and equitable Australia.

The evidence in the report suggests that the reconciliation movement in Australia is at a tipping point, and that we as a nation need to move from a space of 'safe' to 'brave' on issues affecting Aboriginal and Torres Strait Islander peoples.

Among its findings, the report articulated a clear goal that Aboriginal and Torres Strait Islander Australians must be able to participate equally and equitably in all areas of life. It reported that the 2020 Australian

Reconciliation Barometer found that most Australians believe that more must be done to close the gap, and it called for each of the social and economic gaps experienced by First Peoples to be addressed.

This CRC will take its guidance on its key priorities from Reconciliation Australia. In alignment with Reconciliation Australia, we believe that reconciliation in Australia cannot be achieved without economic justice and full participation by Indigenous communities.

Accordingly, the CRC will provide a vehicle to help reach that end, specifically by assisting in the empowerment of Indigenous peoples in Australia to more fully participate in, contribute to, lead, and enjoy the benefits of the Australian economy.

## CRC bid team



**Alison Page**  
Chair Elect, EPIC CRC

Alison Page is a descendant of the Walbunga and Wadi Wadi people of the Yuin nation. As an award-winning creative at the forefront of contemporary Australian Aboriginal design and storytelling, Ms Page champions the contemporary expression of Aboriginal identity. She was the founder of the National Aboriginal Design Agency, and was a member of the expert panel for the federal government's Constitutional Recognition of Indigenous People.

Alison Page is the Director of the Art Gallery of South Australia and Director of the Australian National Maritime Museum. Ms Page also holds the position as Director of the Indigenous Land Corporation, an independent authority of the Australian Government established to assist Indigenous people to acquire and manage land to achieve economic, environmental, social and cultural benefits.



**Professor Peter Radoll**  
Acting Chief Executive Officer, EPIC CRC

Professor Peter Radoll is the inaugural Pro Vice-Chancellor, Indigenous and Director of the Ngunnawal Centre at the University of Canberra. He is a proud descendant of the Anaiwan people of northern New South Wales, and is a leading National advocate for the advancement and inclusion of Aboriginal and Torres Strait Islander people in education and research.

He is currently the Deputy Chair and Director of the Board of the Charlie Perkins Trust that supports Aboriginal and Torres Strait Islander scholars to study at Oxford and Cambridge Universities. Professor Calma was awarded an Order of Australia; Officer of the General Division (AO) for distinguished service to the Indigenous community (2012) and was recipient of the ACT Australian of the Year Award (2013).



**Professor Tom Calma AO**  
Independent Adviser  
EPIC CRC

Professor Tom Calma is an Aboriginal Elder from the Kungarakan (Koong ara kan) tribal group, member of the Iwaidja (Ee wad ja) tribal group, and is the current Chancellor of The University of Canberra.



**Karen Mundine**  
Interim Director  
EPIC CRC

Karen Mundine is from the Bundjalung Nation of northern NSW. As the CEO at Reconciliation Australia, Karen brings to the role more than 20 years' experience leading community engagement, public advocacy, communications and social marketing campaigns.

Over the course of her career she has been instrumental in some of Australia's watershed national events including the Apology to the Stolen Generations, Centenary of Federation commemorations, Corroboree 2000 and the 1997 Australian Reconciliation Convention. Ms Mundine holds a Bachelor of Arts in Communication from the University of Technology Sydney and is a Director of the Gondwana Children's Choir Board.

Previous roles include Mary MacKillop Board Director, Deputy Chief Executive and General Manager Communication and Engagement, Reconciliation Australia; Senior Consultant, CPR Communications; senior public affairs and communications roles with federal government departments including Prime Minister and Cabinet and Foreign Affairs and Trade.

## Cooperative Research Centre grant opportunity

The Australian Government's CRC Program supports industry-led collaborations between industry, researchers and the community. The program aims to:

- Improve the competitiveness, productivity and sustainability of Australian industries, especially where Australia has a competitive strength, and in line with government priorities.
- Industry partners can leverage their investment for research projects with the CRC's grant cash 1:1 and with collaborating project partners' cash and in-kind contributions. Research partners, who will work collaboratively with the project partners, will deliver the research projects
- Foster high quality research to solve industry-identified problems through industry-led and outcome focussed collaborative research partnerships between industry entities and research organisations.
- Encourage and facilitate small and medium enterprise (SME) participation in collaborative research.

Since its inception in 1990, the CRC program has committed \$4.6 billion in funding to support the establishment of over 221 CRC grants and 76 CRC-P Grants - a total of 297 collaborations funded over the program's lifetime.

### Value proposition

By participating in the EPIC CRC you will:

- Have access to cost effective applied research through leverage of the grant income and research partner cash and in-kind contributions;
- Have the opportunity to network with Indigenous businesses, and other like-minded industry organisations, leading to further research and collaboration opportunities;
- Tackle large problems that can make a measurable impact on your organisation's ability to benefit and grow;
- Tackle skills and labour shortages, increase employment in regional and remote communities and reduce the requirement of hiring FIFO workers;
- Have the opportunity to support Indigenous businesses to scale-up, provide networking, capital raising and upskilling opportunities for SMEs;
- Influence national solutions to properly and fairly recognise Indigenous IP and knowledge;
- Get access to a pool of Australia's leading researchers focussing on increasing Indigenous economic participation in your sector;
- Enhance your organisation's reputation and be recognised as a leader that supports and delivers change to benefit Australia and Indigenous Australians;
- Leverage PhD candidates to support your organisation through co-working arrangements and potential employees.

EPIC CRC will drive benefits for Indigenous Australians, non-Indigenous businesses, government and research institutions. Research has identified significant economic benefit from increased employment of Indigenous Australians, with a \$6.5 billion national gain by 2031 by closing the gap in remote areas alone and a \$24 billion national gain if closed nationally.

The Reconciliation Action Plan for the Department of Industry, Innovation and Science recognises that increased participation from Aboriginal and Torres Strait Islander peoples, cultures and perspectives will enhance our knowledge and ultimately benefit our society and the Australian economy

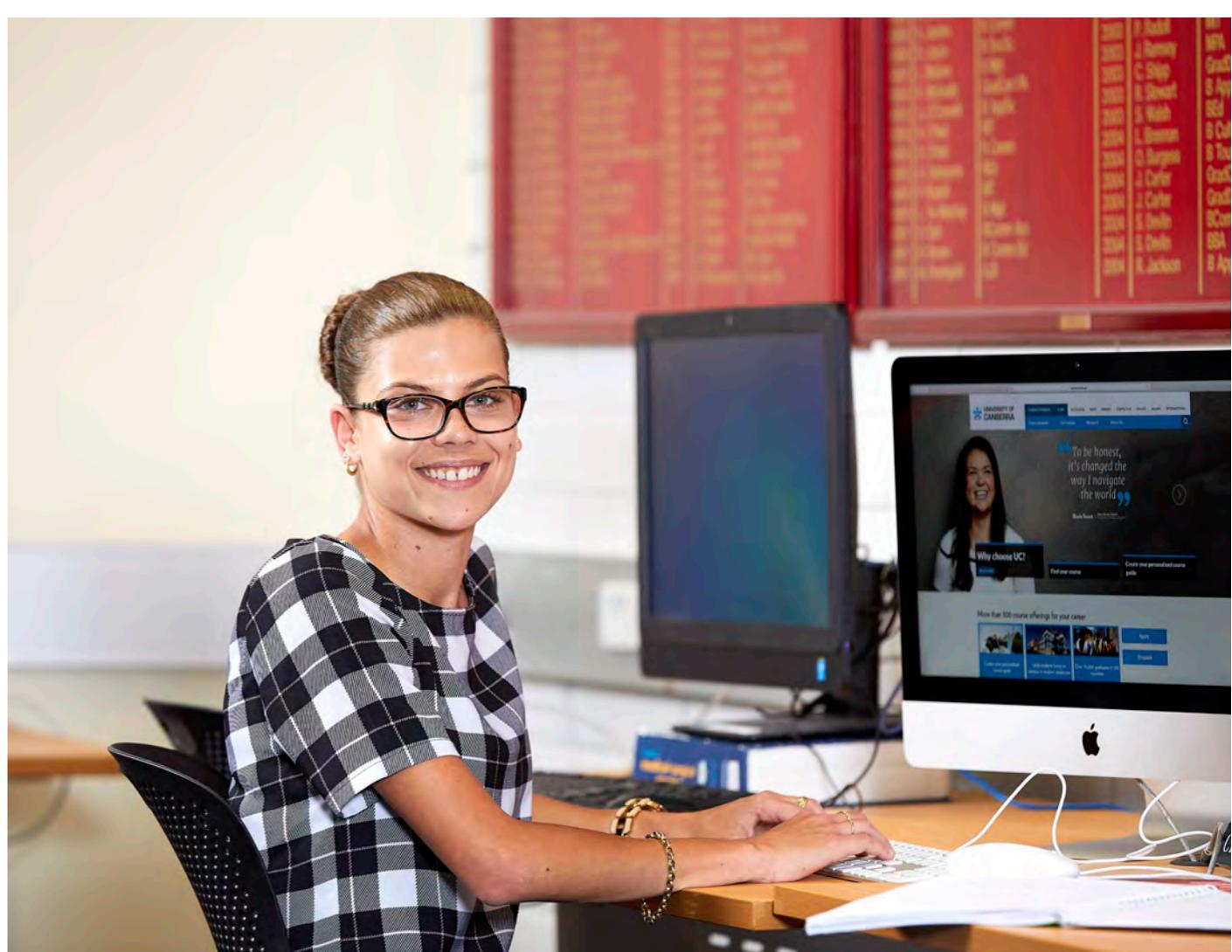
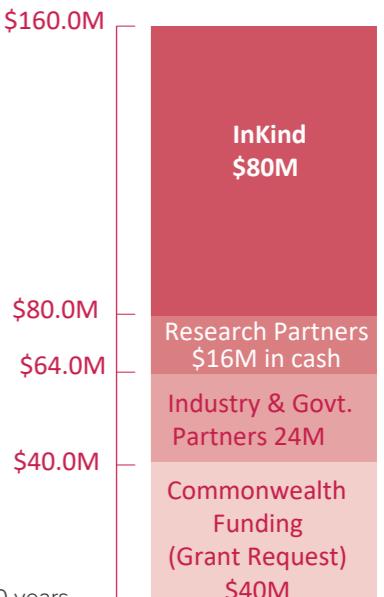


## Desired Financial Ratios

Becoming a partner of the EPIC CRC will provide significant business benefits, influencing and leveraging opportunities. EPIC CRC is the largest and highest profile collaboration focused on building economic participation of Indigenous communities. As a partner of the CRC, your organisation will get the rare opportunity to work with world class researchers from some of Australia's leading universities. The CRC is expected to raise around \$80 million in cash resources, plus in-kind resources over its 10-year lifetime. As a partner of the CRC, you will have influence in how these resources are spent, and will be one of the first to gain access to industry developments, insights and commercial outputs.

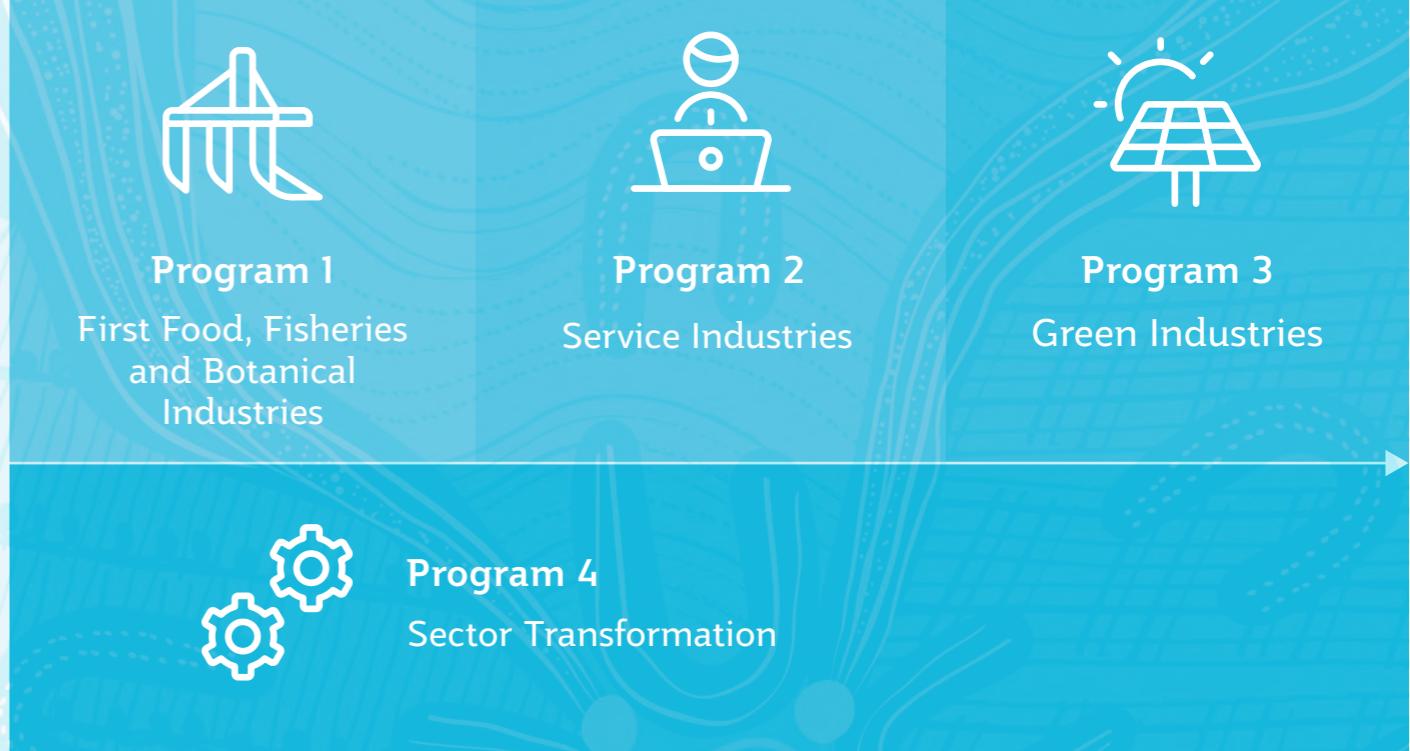
The diagram to the right provides a summary of the intended investment into EPIC CRC. EPIC CRC over the ten-year term.

The goal is to secure \$80 million in cash, with half in grant funding and half from partner cash contributions. Research partners will contribute approximately \$16 million cash and industry, government and not-for-profits will contribute \$24 million cash.





## Proposed research programs



### Research Program 1 - First Food, Fisheries and Botanical Industries

This program will create the foundations for these sectors to thrive. It will deliver place-based projects to address technical challenges for producing and harvesting first foods and ingredients; and will develop processes for businesses to more easily gain approvals or certifications, (e.g. FSANZ registration, TGA approval, evidence of production or use history to establish geographical indicators) that enable these businesses to prosper and gain market access.

Ecologically synergistic horticultural practices will be developed to increase production volume and meet supplier demand. Technologies will be used to assist with value-adding and processing, and use demonstration sites and living labs to enhance translation and dissemination.

#### Key Activities & Outputs

##### 1.1 Provence & Certification

Identify and address regulatory barriers across the supply chain (including required registration with FSANZ and TGA). Map the supply chain for the top 20 first foods. Create methods for proving genetic and cultural provenance. Establish standards, audit processes and management.

Outputs: Certification system with certified safety standards for ethically derived and provenance-tracked ingredients and products; Geographic landscape and seascape indicators defined and registered for 20 products and a process for getting into trade agreements/commercial contracts.

##### 1.2 Wild Harvest & Catch

Wild Harvest and Catch. Engagement, research and trials to determine community-level aspirations, and develop harvesting/catch strategies and economic models/value streams to create income streams. Establish horticultural techniques (e.g. root stock and grafting; documenting provenance of diversity in the wild) to develop cultivars with desirable characteristics for markets and suitable for scalable production volumes.

Output: Sustainable, community-led strategies for wild harvest and catch.

##### 1.3 Production Methods & Agronomy

Select priority species. Research soils and develop and test production methods for plantations via research on propagation, site preparation, and selection of varieties and species for local ecosystems, position and soil suitability. Develop aquaculture methods that work with mixed farming systems on land. Develop agronomic insights on growing, maintenance and harvesting. Embed sustainability and resilience/regenerative practice in all production methods.

Outputs: Increase in crop yield and quality across 20 crops; Develop aquaculture/horticulture demonstrators; Evidence-based tools, technologies and methodologies for scaling production.

##### 1.4 Markets & Value-add Technologies

Identify processing and preservation techniques and research and test to develop new technologies. Test for microbial contamination, screen for toxicology, and develop technologies for provenance tracking using isotopes and chemical and DNA profiles.

Outputs: 15 products developed that enable industry the ability to charge premium prices for value added products; Increased public awareness about native products through wider product ranges; New knowledge on access to new markets for distinctive and authentic Australian food product.

## **Research Program 2 – Service Industries**

This program will seek to break down income barriers by increasing the recognition and value of cultural knowledge by investigating other methodologies and examining successful projects. Service industries are currently one of the lowest paid sectors in Australia. These Investigations will address the visibility of Indigenous businesses and lack of quality data; identify markets in need of re-shaping, and requirements for tailored training and partnerships that elevate and empower Indigenous leadership in the services economy.

### **Key Activities & Outputs**

#### **2.1 Heritage & Traditional Knowledge**

Guided by key priorities from Reconciliation Australia and our partners, we will change the narrative to that of a strengths-based approach to Indigenous future livelihoods.

Outputs: Consultation framework for Indigenous voice in policy formulation/implementation; Report of the existing landscape of Indigenous businesses including competitor analysis; Map of critical expertise for consultation of Indigenous leaders in the Service Industries.

#### **2.2 Creative & Cultural Industries**

Address the need to increase Indigenous engagement and employment in museums/galleries and respond to the senate enquiry finding “Fake Art Harms Culture” by providing opportunities for Indigenous artists.

Output: Increase in the number of Indigenous businesses in the creative industries sector.

#### **2.3 Tourism Industries**

Guided by the Larrakia Principles (2012), develop the supply of authentic Indigenous tourism experiences, balancing consumer demand with community value in tourism, hospitality and event products. Indigenous SMEs will leverage increasing demand for such experiences in preparation for the 2032 Olympic and Paralympic Games.

Output: Increase in the number and support the growth of Indigenous businesses in the tourism sector.



#### **2.4 Aboriginal Enterprise Empowerment**

Increase Indigenous participation in the entrepreneurial ecosystem by targeting specific demographics in the community:

1. EPIC Roadshow: Annual roadshow to showcase Indigenous owned and operated Service businesses and successful examples of Truth and Reconciliation
2. Indigenous Data Sovereignty: Collect and create quality Indigenous data to facilitate understanding of Indigenous businesses
3. Art and Reconciliation: Mentorship and training placements in exhibitions and events, as well as activating the planned Hobart Truth and Reconciliation Art Park in Tasmania to maximise Indigenous enterprise opportunities
4. Olympics 2032: Develop and utilise a model to leverage this once in a generation opportunity to expand the Indigenous tourism sector by co-creating and implementing authentic, restorative and regenerative Indigenous tourism experiences
5. Aboriginal Livelihood: Measure economic success and wellbeing through sophisticated metrics, including cultural, mental, social, emotional, spiritual and community wellbeing to understand and break down obstacles to economic participation.

Outputs: Increase in the number and scale of Indigenous businesses in the business services sector; Increase from the procurement target of 3% for Indigenous products, services and hiring to a 5% among our partners.

## **Research Program 3 – Green Industries**

This program will enable the development and utilisation of natural and renewable energy resources in ways that maximise the economic, social, and cultural benefits for Indigenous, and in particular, the environmental benefits for non-Indigenous communities. It will co-develop and co-design approaches and methodologies to assess opportunities and benefits of ecosystem services-based (i.e. carbon, biodiversity, water credits, etc.) enterprises, solar and hybrid power generation systems, and check the feasibility of various nature-based economies with the market. Case studies will be conducted in regions where Indigenous peoples have rights and access to land and other resources to commence or expand green industries.

### **Key Activities & Outputs**

#### **3.1 Frameworks & Methodologies to Support Innovative Indigenous Economies**

Co-design and co-develop approaches and methodologies to support diversified economies including carbon farming, blue carbon, natural resource management, biodiversity offsets, and broader ecosystem-services-based economies.

Output: A co-designed set of methodologies and frameworks to commence nature-based economies, using the current Savanna Burning Methodology as a pilot to develop ecosystem services methodologies

#### **3.2 Networks with National & International Market Agents and Organisations**

Work with researchers, philanthropic, non-government and private organisations to realise the emerging opportunities in the national and international markets, and create culturally appropriate job and economic enterprises, suiting Indigenous people's interests and aspirations.

Outputs: Commencement of emerging economies across Australia attracting investment from a wide range of sources.

#### **3.3 Models for Community-led Renewable Power Generation, Distribution & Green Energy**

Develop and test models, including to examine the technical and commercial feasibility of (a) a solar and/or wind farm for providing electricity to a community and (b) installing several distributed grid-connected rooftop solar PV and/or wind turbine systems on multiple structures within a community. Barriers to installation and commercialisation, and reimbursement models for communities, will be investigated.

Outputs: Demonstration of the commerciality and reliability of deploying a microgrid in a remote community; A blueprint for scalability to enable stakeholders to make informed decisions regarding the future energy supply of the region.

#### **3.4 Construction & Asset Management of Renewable Energy remote Area Power Systems (RAPS)**

Address the multiple challenges in the construction and operation of RAPS, including land management, grid connection services, distributed power generation from solar, wind and/or bio energy, asset management, developing the appropriately skilled local workforce and cultural considerations. Case studies will be conducted to cover issues arising from different locations and sizes of communities.

Outputs: A framework to navigate legal, social and economic challenges in developing and operating remote area microgrids.

#### **3.5 Policies to Facilitate the Implementation of Proposed Green Economies**

Review and analyse the current government policies on supporting the development of proposed green economies, related gaps, and issues to address to instigate transformation. Explore opportunities to develop an Indigenous-led green hydrogen production project. In addition to the challenges identified in the construction and operation of renewable energy systems or ES economies, the economics of additional steps to develop a marketable product will be investigated.

Output: Economic participation of Indigenous communities in the green hydrogen economy.



## **Research Program 4 – Sector Transformation**

There are substantive barriers to providing accessible and appropriate decision support for economic development, understanding the kind of development that Indigenous peoples want, and how to protect Indigenous Intellectual Property (IP) while generating economic benefits and fostering co-design and co-development, led by Indigenous peoples. This program seeks to enable sector transformation through addressing these barriers through research, engagement, product development and training.

This program will draw on case studies from Programs 1 – 3 to identify barriers and to use examples of best practice to extract general solutions. The approach will be:

1. Review current and historical practice and identify challenges, knowledge gaps and exemplars of best practice
2. Research in natural resource management, IP and economic development, including policy and governance to address the knowledge gaps in 1.
3. Generate 'solution packs' that embed existing and new (yet old) Indigenous knowledge into decision support tools which use evidence from previous best practice and new research and align with the needs identified in case studies
4. Cross-link Programs 1-3 by developing an education and training framework and materials drawing on experts in education pedagogy, traditional knowledge systems and best practice in place-based and skills-based education.

### **Key Activities & Outputs**

#### **4.1 Policies & Systems for Land/Water Management**

Build towards a set of case studies across Australia to identify key innovations from traditional land and water management practices and understand the importance of ecosystems services from Indigenous lands to better inform policy and develop integrated approaches. Work with Indigenous people to apply their knowledge to natural resources management challenges including contaminated land and water management.

Output: Summary sets of Indigenous land and water management systems which could be integrated into culturally informed socio-ecological systems to inform policy development.

#### **4.2 Decision Making Tools so Communities Can Make Best Use of Assets and Address Barriers to Growing Businesses**

Via 5 case studies across Australia, develop a decision support tool that includes Indigenous values, methods and supports decision making in business, policy and natural resource management (lands, waters and sky).

Outputs: Decision support tools; Description of social, cultural and material assets; Co-created guidelines for building appropriate business solutions.

#### **4.3 Research on Indigenous IP & Knowledge**

Develop approaches to recognition, utilisation and protection of Indigenous IP and Knowledge to create commercial opportunities. Analyse international and Australian best practice for managing Indigenous IP in ways that protect knowledge holders and enable commercial opportunities to benefit the knowledge holders directly. Examine case studies for Indigenous IP and benefit-sharing in commerce, and collaborative analysis of factors which enable success. Link across all EPIC Programs as an enabling activity.

Output: Best practice guidelines for engaging with Indigenous IP.

## **Education and Training**

The Indigenous employment rate for 15 to 65 year olds has remained relatively unchanged between 2008 - 2019, at 49% compared to around 75% for non-Indigenous Australians, and the target to halve the gap in employment outcomes within a decade (2008 - 2018) was not met in any state or territory.

The enablers and barriers to Indigenous Australians' participation in employment are multiple and intertwined with social, cultural, geographic and economic factors. Acquiring skills - particularly literacy, numeracy and digital problem-solving skills, is associated with better labour market outcomes (OECD 2019). For those Indigenous Australians with higher levels of education, there was virtually no gap in employment rates with non-Indigenous Australians (AHMAC 2017).

EPIC CRC's education and training program aims to drive social and economic outcomes from increased meaningful employment of Indigenous people. The CRC will work with industry, Indigenous organisations, VET, universities and government to better understand training and education requirements, as well as to implement well-considered and researched Indigenous employment pathways.



EPIC CRC's Education and Training Program will provide the foundation to increase employment outcomes and advance the careers of Indigenous people; and address the CRC's targeted industries' skills gaps. The CRC will design scalable training programs that build critical skills relevant for industry; and train educators, employers and training supervisors to ensure a sustainable system.

### **Industry linked research training**

- 35 PhD candidates over the CRC's ten-year term, with a preference for Indigenous candidates.
- Honours and Masters programs, creating a pipeline of future PhD candidates.
- Co-supervision by industry and end-user leaders, as well as multi-institute academic supervision.
- Candidates will receive training in commercialisation, communicating research for impact, and Supervision for Empowerment - the EPIC CRC Trainer and Facilitator Program.

### **Action-learning vocational training**

- Nationally recognised and accredited action learning qualifications co-designed with Indigenous training institutes and in community.
- Replication and customisation of accredited courses for communities and workplaces will be enabled via a virtual Training Hub, led by SkillsIQ.
- Development of the Supervision for Empowerment course for trainer and facilitator certification to supervise action-learning schemes.

### **Employer training program**

- Co-design, with Indigenous people and workplaces, of workplace strategies that enhance Indigenous recruitment, retention and career advancement.
- Workplace training programs to support the execution.
- Mentorship program for Indigenous employees - as new recruits and employees seeking to advance careers.
- Managers can obtain Supervision for Empowerment certification to supervise action learning schemes.

### **Business skills for entrepreneurs**

- Business skills training provided through the EPIC Business Cluster.
- In addition to business training, the EPIC Business Cluster will work with entrepreneurs on novel business models that optimise scalability and sustainability and mentor programs for participants.
- Potential for mobile delivery of training will be explored.

## EPIC Business Cluster

Small and medium Indigenous businesses interested in partnering with EPIC CRC are invited to become a member of the EPIC Business Cluster, which will be established as a subsidiary company of the CRC and will be a Tier 1 partner and will have a

- EPIC Business Cluster aims to create opportunities for its members to:
- Collectively identify industry challenges and inform the research priorities of EPIC CRC,
- Gain direct access to participate in research activities and pilot programs promoting business growth and improving business capabilities,
- Establish connections with EPIC CRC partners and potential investors,
- Access business and sector relevant training programs developed and delivered by CRC partners via the Cluster
- Collaborate with other members.

## Governance and Management

EPIC CRC's draft term sheet, which is available upon request, articulates the suggested governance and management of the CRC. Feedback and questions are welcomed. EPIC CRC will be established as a not-for-profit company limited by guarantee.

The CRC will be governed by a skills-based and majority independent board, elected by the members. A Research and Commercialisation Advisory Board (comprised of elected CRC members and CRC management, research and commercialisation leads), will be responsible for reviewing research proposals against criteria that align with Reconciliation Australia's priorities, industry need, commercial potential, and scientific basis. Following assessment, the Research and Commercialisation Advisory Committee will make recommendations to the Board for a proposal's approval and / or to the project's participants, for its further development.

representative on the Board. EPIC Business Cluster will focus on growing Indigenous businesses to national and global scale and will invite membership from businesses interested in participating and having a direct influence on the research directions of the CRC.

The CRC will look to secure the maximum benefit to the Australian economy from Project IP, whilst also ensuring appropriate protection, recognition and compensation is provided for Indigenous Intellectual Property and Knowledges. For public good projects where Project IP is intended to be disseminated to the public, Centre IP ownership is proposed (subject to negotiation). For commercial projects, Project IP ownership and commercialisation rights will be negotiated on a project-by-project basis. Commercialisation of IP will not prevent partners from using IP for the non-commercial purposes of research and education.

EPIC CRC will have two partner categories, one for research institutes and the other for industry, government, Indigenous and community organisations. The table below provides a summary of the different types of partnerships with the CRC.

Industry, Government, Indigenous and Community organisations	Contributions	Member of the CRC company	Voting and nomination rights
Tier 1	Minimum \$300k per annum cash. Approximately \$400k per annum in kind	Yes	Can nominate up to two independent board member candidates Ability to vote
Tier 2	Minimum \$150k per annum cash. Approximately \$200k per annum in kind	Yes	Can nominate up to one independent board member candidate Ability to vote
Tier 3	Cash and in-kind as appropriate	No	N/A

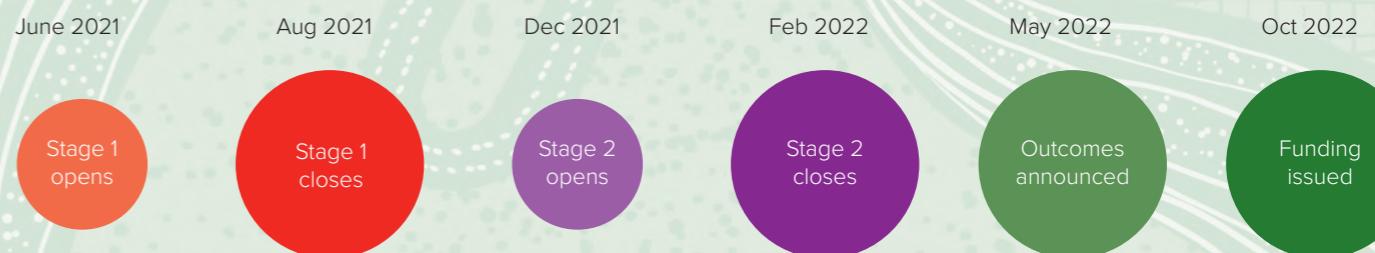
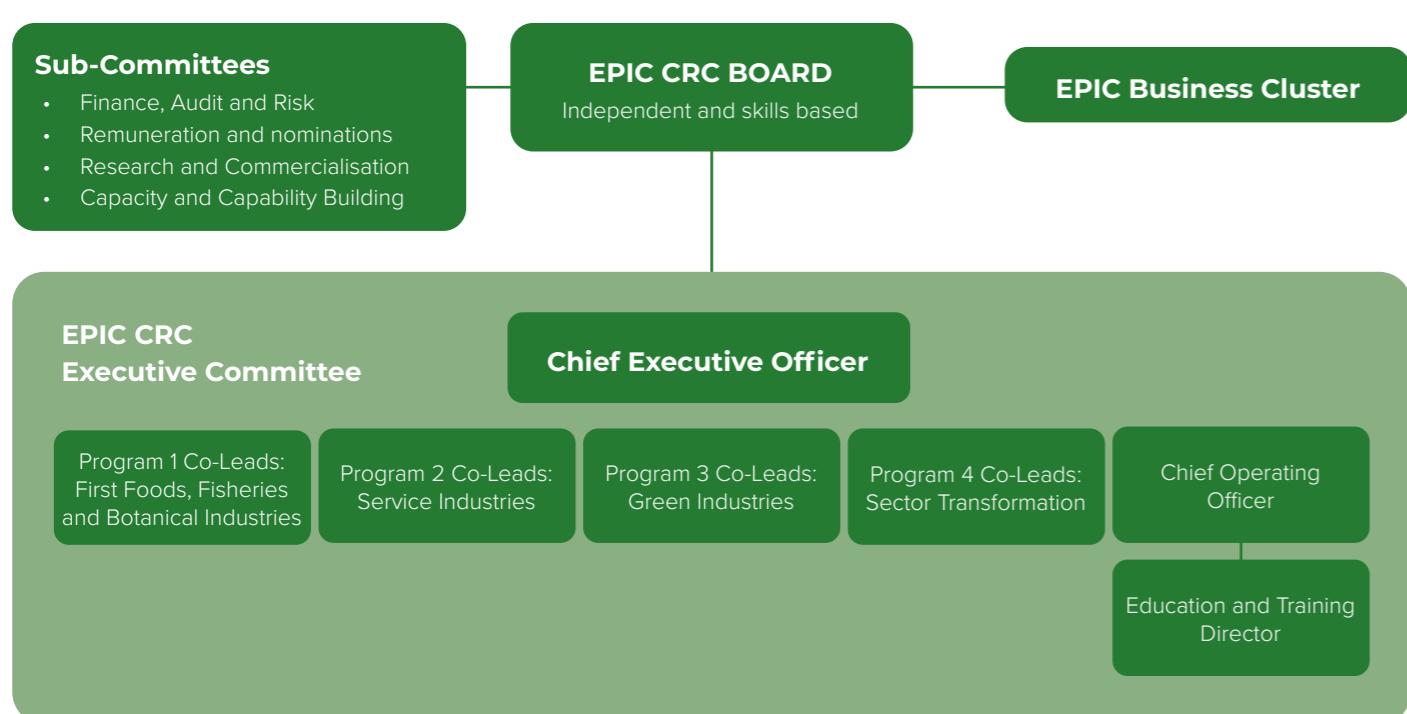
Research institutes	Contributions	Member of the CRC company	Voting and nomination rights
Tier 1	Minimum \$150k per annum cash. Approximately \$200k per annum in kind	Yes	Can nominate up to two independent board member candidates Ability to vote
Tier 2	Cash and in kind scaled appropriate in accordance with cash funding to Research Partner	No	N/A

## Next Steps and Timeline

Invitations are now open to partner with EPIC CRC and to help develop the scope and priorities of the research and education and training programs. To determine whether your organisation is interested in learning more about the CRC and / or becoming a partner of the CRC, consider:

- Whether your organisation has an interest in the proposed research areas;
- Whether the consortium approach to research is appealing to your organisation, and;
- Whether there is any feedback you have on the research areas we are proposing for investigation.

We encourage interested organisations to engage with the bid team early to contribute towards a CRC program that addresses end user needs and challenges. If you are interested in learning more, and in providing input to develop the research programs, please contact us.





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The ILSC GROUP

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IP Australia

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**KAIYU**

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## Bid lead contacts:

### Professor Peter Radoll

Acting CEO, EPIC CRC  
Pro Vice-Chancellor, Indigenous and  
Director, Ngunnawal Centre  
Office of Aboriginal and Torres Strait  
Islander  
Leadership and Strategy  
University of Canberra  
Mobile: 0424 154 038  
Email: Peter.Radoll@epiccrc.com  
Web: www.epiccrc.com

### Erica Walls-Nichols

Project Manager, EPIC CRC  
University of Canberra  
Mobile: 0447 734 348  
Email: Erica.Walls-Nichols@epiccrc.com  
Web: www.epiccrc.com

### Bernadette Spinks

Project Bid Manager,  
Director, Consulting & Implementation  
Services,  
Mobile: 0413 455 529  
Email: bernspinks@consultingis.com.au  
Web: www.epiccrc.com

