



COOPERATIVE RESEARCH CENTRE FOR
REMOTE ECONOMIC PARTICIPATION
ANNUAL REPORT 2016

Vision

Resilient remote communities and businesses that enrich Australia through their vigour, cultural integrity, innovativeness and sustainable use of resources.

Mission

Through research, innovation, expertise, education and outreach, the Cooperative Research Centre for Remote Economic Participation (CRC-REP) will provide the knowledge base essential to create thriving remote communities and economies.

Values

Through our work we build relationships that improve the lives of people in remote Australia.

Our values:

- ➔ We respect the cultural diversity and cultural authority of Aboriginal and Torres Strait Islander peoples
- ➔ We will exhibit courage, innovation and entrepreneurship in our work
- ➔ Integrity, accountability, empathy, listening and learning will characterise our dealing with people



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1 Executive summary

The financial year 2015–16 marked the sixth year of operations of the Cooperative Research Centre for Remote Economic Participation (CRC-REP) managed by Ninti One Limited. This Annual Report details the progress of the research programs and outreach activities for the 2015–16 reporting period. Throughout the year, important evidence-based findings across our research programs have been produced and made available. These key research findings and learnings are significantly contributing to a better understanding of the drivers of economic participation in remote Australia, informing policy directions and increasing capacity for economic growth in remote regions. Publication of results has continued strongly, with the CRC-REP now having released 599 publications in six years.

During the period, we have successfully developed our Wind-Up Plan in consultation with our partners. This is assisting the planning and management of the CRC-REP wind-up activities for our last year of operations. Implementation of the key strategic activities outlined in our CRC-REP Transition Plan is well advanced, and the Board of Ninti One remains committed to maximising the successful uptake and adoption of the research outcomes from the CRC-REP, which is due to conclude its term in June 2017.

1.1 Achievements

1.1.1 RESEARCH

The focus of the CRC-REP research agenda remains the delivery of solutions to the economic challenges that affect remote Australia and the development of new ways to build resilience and strengthen regional and remote communities and economies. The CRC-REP research has a strong emphasis on enterprise development, improving the education and training pathways in remote areas and increasing the economic participation of Aboriginal and Torres Strait Islander people.

CRC-REP activities and projects continue to strongly align with Government priorities, including the Northern Australia Development agenda, the Indigenous Advancement Strategy and promoting science and innovation.

1 Executive summary

During this reporting period, CRC-REP met all the Commonwealth research milestones, except one. The remaining milestone will be completed in December 2016 when a student's Ph.D. thesis is submitted. Key achievements across the three CRC-REP Programs include:

REGIONAL ECONOMIES PROGRAM

- ➔ The extensive survey conducted in Central Australia for the **Population Mobility and Labour Markets** project is nearly complete. Analysis of the complex survey data is now well advanced. Emerging findings challenge the common Western view of mobility as a barrier to economic participation, finding instead that barriers to mobility, such as the lack of driver's licences and low vehicle access, are what limit employment outcomes for people in these remote communities.
- ➔ The **Enduring Community Value from Mining** project team provided valuable advice to governments, service providers and Leigh Creek locals when the closure of Alinta Energy's coal mine at Leigh Creek in South Australia was announced in July 2015. Indeed, the research team has been investigating the socio-economic costs and benefits of mining in this area and was able to share its knowledge about developing strategies to mitigate the impacts of the closure and improve beyond-life-of-mine planning processes.
- ➔ The **Climate Change Adaptation and Energy Futures** project conducted a study of the Alice Springs Solar City program and found that participating households have cut their energy use by 10–34%, mostly through use of solar hot water and solar photovoltaic systems.
- ➔ Research from the **transport sub-project** in three remote Aboriginal communities in Central Australia reveals that 30% of household expenditure is on travel compared to the national average of 16%. Suggestions from our research include developing and implementing a comprehensive transport policy specific to the bush to mitigate barriers to mobility due to poor and unaffordable public transport systems, bad roads and high costs of car registrations and maintenance.

1 Executive summary

ENTERPRISE DEVELOPMENT PROGRAM

- ➔ The **Aboriginal and Torres Strait Islander Art Economies** project concluded in June 2016. Over the life of the project, the research team undertook the most comprehensive study ever done on Aboriginal and Torres Strait Islander art sector. The team completed the first national analysis on the production and sale of Aboriginal art, in particular from remote art centres. The financial circumstances of many art centres are fragile, with falling profitability. Together with partners, the team developed new tools to aid financial management and marketing.
- ➔ The **Aboriginal and Torres Strait Islander Tourism Product** project has demonstrated the benefits of forming enterprise clusters in the bush in order to share resources, knowledge, networks and opportunities to create better products and experiences for visitors. This year, the team has developed '10 principles of Enterprise Clustering' to help tourism enterprises develop and benefit from culturally appropriate clusters.
- ➔ In the **Precision Pastoral Management Tools** project, the team has made improvements to the Precision Pastoral Management System (PPMS) and has continued its on-ground research on seven more working cattle stations.
- ➔ In the **Plant Business** project, the bush tomato field trials of over 1000 plants have led to the selection of five plants as potential new varieties. The project also focuses on how to support the protection and use of traditional knowledge when establishing new industries around native plants. Four policy briefs were produced this year that describe strategies to support the Australian bush food industry and businesses.

INVESTING IN PEOPLE PROGRAM

- ➔ The **Interplay Between Health, Wellbeing, Education and Employment** project has now developed and statistically validated its holistic Interplay Wellbeing Framework and accompanying survey tool. The Framework provides a statistical tool to objectively measure and strengthen wellbeing.
- ➔ The **Pathways to Employment** project concluded in June 2016. One of its findings is that current pathway-to-employment initiatives fail to recognise the motivations and aspirations of local Aboriginal peoples. Local resident buy-in is paramount to improve employment outcomes in remote Aboriginal and Torres Strait Islander communities.

1 Executive summary

- ➔ The **Remote Education Systems project** (RES) project concluded in June 2016. The research found that many Aboriginal and Torres Strait Islander people in remote communities believe that the purpose of education is to learn language, country and local knowledge and for students to become Two-Ways strong. The idea of Two-Way broadly involves language knowledge, including literacy skills of home language and English, and cultural and social knowledge pertaining to Aboriginal and non-Aboriginal domains. The importance of education is also to support a student's identity that promotes community leadership and prepares young people for meaningful engagement in the world.

ACROSS THE CRC-REP

- ➔ The CRC-REP's research was recorded in 39 peer-reviewed publications, and an additional 135 publications for end users were produced this year (see Appendix 1).
- ➔ The research quality performance for the CRC-REP peer-reviewed publications has increased compared to last year, with a HERDC score of 45.
- ➔ Professional researcher staffing for the year was 40.1 (FTE).
- ➔ Technical and other support staff was at 17.9 (FTE).
- ➔ The number of postgraduate students was 8.4 (FTE).
- ➔ This provides a paid researcher and supporting workforce in the CRC-REP of 66.4 (FTE) plus in-kind contribution.

1.1.2 COMMERCIALISATION AND UTILISATION

Most of the knowledge and other outputs from the CRC-REP's research are freely available in the public domain and are made available to end users and other stakeholders using strategies outlined in each project's Communications Plan.

Two projects, the Precision Pastoral Management Tools project and the Plant Business project, however, have clearly identified commercialisable products as project outputs, and appropriate strategies are being used to manage their intellectual property as it is developed.

1 Executive summary

1.1.3 EDUCATION AND TRAINING

There are 18 students currently associated with the CRC-REP, from Honours, Masters and PhD programs. These students are embedded in all projects and activities across the CRC-REP and receive additional cross-project student training.

1.1.4 AWARDS AND OTHER SPECIAL ACTIVITIES

Key achievements include:

- ➔ We established the Ninti One Foundation as per the Transition Plan.
- ➔ We advocated for remote Australia through making a number of submissions to the Australian Government, including the Regional Telecommunications Review and the Draft National Remote and Regional Transport Strategy.
- ➔ We produced a special issue of *Learning Communities: International Journal of Learning in Social Contexts* titled Synthesis & Integration writing from the Cooperative Research Centre for Remote Economic Participation. This special Synthesis issue brings together practical and theoretical responses to themes arising from the research in the latter course of the CRC-REP.
- ➔ Dr Boyd Blackwell, leader of the CRC-REP Enduring Community Value from Mining project, was the chair of the ANZ Society of Ecological Economics 2015 conference organising committee. CRC-REP researchers were prominent among the presenters at the conference held at the University of New England in Armidale, NSW, 19–23 October.
- ➔ Alison Page, Board member of CRC-REP, presented a keynote address at the CRC Association conference in March 2016. Alison's talk, *Thinking outside the square in the Australian outback*, examined the concept of innovation within the context of design thinking or participatory action research methodologies.
- ➔ Apolline Kohen, Senior Policy Adviser of CRC-REP, was the Chair of the Broadband for the Bush 2015 and 2016 Forums. The Forums brought together decision-makers and representatives from across regional and remote Australia to discuss strategies to advance digital inclusion in rural and remote Australia.

1 Executive summary

1.2 Risks and impediments

The Board's Audit and Risk Management Committee monitors risks quarterly and reports to the full Board. Risks are recorded in the risk register, which is reviewed annually by the Executive Management Team and the Board.

The areas of risk monitored are:

- ➔ Change in government policy for funding or ranking causing a change in university partner priorities
- ➔ Capacity risks
- ➔ A critical incident occurring
- ➔ Failing to ensure the appropriate mix of skills and cross-cultural background and understanding in the organisation
- ➔ Reduced organisational capacity and corporate knowledge, including loss of personnel with specialist skills
- ➔ Failing to deliver projects on time and within budget
- ➔ Reputational communication risk
- ➔ Inappropriate cross-cultural behaviour
- ➔ Inadequate engagement of, and knowledge translation to, end users.

The CRC-REP has a comprehensive project management system overseen by the Executive team, which is used in managing risks.

1.3 End-user environment

All of the CRC-REP's projects engage extensively with partners, end users, Project Advisory Group members and other stakeholders through regular workshops, forums and symposia. During the period, 80 events were organised, bringing 2931 end users and researchers together. Regular project updates are sent to end users, and the monthly Ninti One newsletter, which includes CRC-REP stories, has a subscription of 3800 people.

1 Executive summary

1.4 Impacts

The Output to Usage to Impact Framework, established at the beginning of the CRC-REP, sets out the approach to create, identify and extract value for the participants, stakeholders and possible third party users of the outcomes of CRC-REP research. Based on this Framework, each of the CRC-REP's research projects has developed an Output to Usage to Impact Plan that describes how and when the outputs in the project proposals will be used and the CRC's actions to assist usage and uptake. Each project and its associated plan is reviewed annually in March as part of in-house project reviews. The plans also incorporate the measurable impacts from the CRC-REP's Commonwealth Agreement and Economic Impact Projection Tool, thereby producing an integrated approach to project governance and impact planning. They underpin the delivery of these research project milestones and guide their real impact, translation and adoption.

Associated with the Output to Usage to Impact Plans are the project Communications Plans, which ensure awareness, distribution and use of our research. Communications Plans have been developed and completed for all projects and are reviewed annually with the project teams.

Due to the mainly public-good nature of CRC-REP's research, most outputs are published immediately upon development, in various forms designed to suit all types of stakeholders. This maximises utilisation of CRC-REP outputs by stakeholders and end users.

Many CRC-REP outputs are published outside the academic literature and are targeted at stakeholders such as government departments, local Aboriginal and Torres Strait Islander communities or private companies.

In 2015–16, the HERDC score for peer-reviewed publications was 45, which is more than in the previous year.



2 Performance against activities

2.1 Progress against the key challenges/outcomes

All of the CRC-REP's research programs made excellent progress in 2015–16, and 21 out of the 22 Commonwealth milestones were met. On-ground research is now completed or nearing completion in all projects and is producing the first, and in some cases the follow-up, round of evidence-based data, findings and materials for distribution to stakeholders and end users.

Annual internal research project reviews were held in March 2016, where a panel comprising the Ninti One Managing Director and Executive team interviewed and provided feedback to the Principal Research Leader of each of the CRC-REP's projects.

Stakeholder engagement remains strong and increased significantly during the year. On-ground end-user participation also continued to grow, with a particular emphasis on our research outputs being further communicated within remote communities.

Workshops, seminars and other outreach activities conducted by the CRC-REP and/or its partners saw the presentation of results from structured research, surveys and analysis to more than 2931 end users during the year at events held across the country. Some research collaborators have reported significant impacts from participation in the research and attendance at presentations of findings. There has been ongoing strong demand from stakeholders for research findings, with a 'snowballing' demand observed as news of the findings travels through remote industries and communities.

An ongoing strong working relationship with our Aboriginal Community Researchers assisted with conducting on-ground research across several projects (especially the Mobility and Interplay projects). These researchers assist with developing and delivering the on-ground surveys, semi-structured interviews and other related research. Surveys are typically conducted in the local Aboriginal language, using computer tablets.

Student interest and recruitment increased markedly over the year. All student placements with the CRC have now been filled.

In September 2015, the Chair and Managing Director attended a CRC Advisory Committee Review of CRC-REP in response to the 2015 Review of the CRC Programme. As stated in the resulting correspondence from the Chair, Mr Philip Clarke, the CRC Advisory Committee 'was pleased to see that the CRC-REP is meeting all of its obligations against the Commonwealth Agreement and is on track to achieve its stated outcomes'. It also noted that 'the CRC-REP does not fit well with the revised CRC Programme Guidelines and encourages the CRC to continue to engage with the CRC Advisory Committee around the potential for ongoing funding opportunities'. Further, the CRC Advisory Committee commended the CRC-REP's network of Aboriginal Researchers as an important strength of the CRC.

2 Performance against activities

2.2 Research

The CRC-REP has three underpinning goals, which translate into the three research programs (Figure 1):

- ➔ To develop new ways to build resilience and thus strengthen regional communities and economies across remote Australia (Program 1: Regional Economies)
- ➔ To build new enterprises and further strengthen existing industries to provide jobs, livelihoods and incomes in remote areas (Program 2: Enterprise Development)
- ➔ To improve the education and training pathways in remote areas so that people have better opportunities to participate in the range of economies that exist (Program 3: Investing in People).

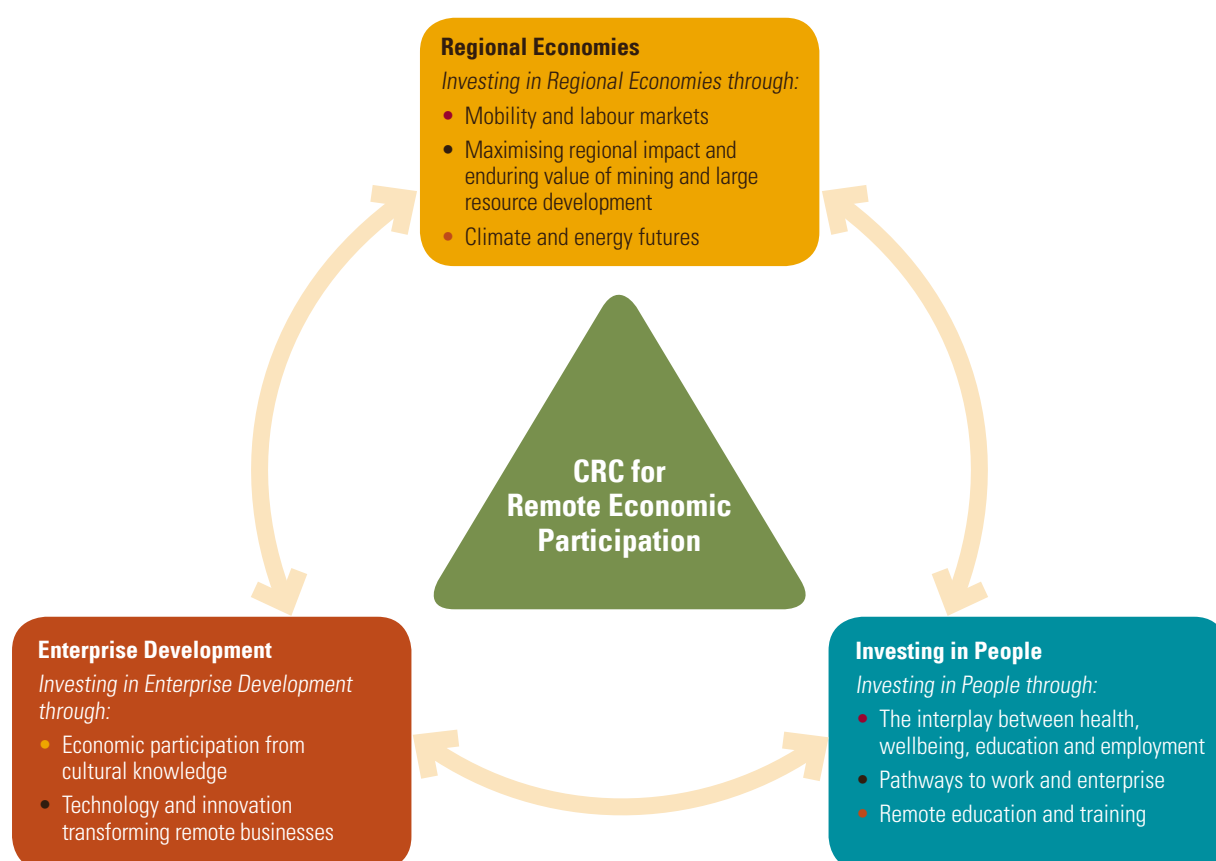


Figure 1: The CRC-REP's Program structure

2 Performance against activities

The three Research Programs are designed using an integrated whole-of-system approach, where elements of the research are all mutually supportive, in a bid to understand the key drivers and causes of the economic challenges in remote areas and to identify successful and innovative methods to overcome them. This is further assisted by the Synthesis and Integration activity, begun last financial year, which has already delivered the special issue of the journal *Learning Communities: International Journal of Learning in Social Contexts*. The activity spans all three research Programs in terms of common issues, causes and effects and the cross-project findings.

The research programs are helping to clarify and quantify the barriers to economic engagement, which is fundamental for informed, evidence-based policymaking. These barriers include isolation, lack of job opportunities or training, ongoing education needs, the cost of doing business in the bush, the high mobility of the workforce, fragile supply chains, socio-economic factors, limited telecommunications, high production costs and limited access to markets. The CRC-REP particularly researches entities and individuals who have successfully surmounted these barriers and who have established robust, dynamic and viable enterprises in remote Australia that can serve as models, case studies and sources of inspiration to others.

Two Research General Managers have day-to-day responsibility to guide and monitor the progress of the 12 projects across the three program areas. They report weekly to Ninti One Executive Management Team meetings and provide summary progress reports to each quarterly Board meeting. The Managing Director of Ninti One oversees the overall progress and performance of the CRC against the approved Research Plan and associated milestones with the Commonwealth. The Ninti One Board provides regular feedback and advice to the General Managers via the Managing Director.

2 Performance against activities

2.2.1 RESEARCH PROGRAM 1: REGIONAL ECONOMIES

The research from this program contributes to an understanding of the factors involved in building robust regional economies across remote Australia. This is undertaken by working in close partnership with governments, research institutions, industry and the remote communities themselves. The aims of Research Program 1 are to provide advice and to document the on-ground impacts around sustainable employment, enterprise opportunities and labour force mobility, all of which are vital to increasing the level of economic participation in remote Australia.

The three research projects in the Regional Economies research program are:

- ➔ Population Mobility and Labour Markets
- ➔ Enduring Community Value from Mining
- ➔ Climate Change Adaptation and Energy Futures.

PROGRAM RESEARCH HIGHLIGHTS

The survey for the **Population Mobility and Labour Markets** is nearly complete, with 484 participants completing three follow-up surveys out of the 1075 participants who completed the baseline survey. Curtin PhD student Ranjodh Singh has joined the project as both a research analyst and postgraduate student. Ranjodh is completing his PhD in the area of the Application of Information Theory and has been contracted as a data analyst to manage and analyse the complex survey data being compiled through the mobility surveys. In June, Principal Research Leader for the Population Mobility and Labour Markets project Mike Dockery attended the Australian Housing and Urban Research Institute's (AHURI) Roundtable on Indigenous Housing and Education in Adelaide. Other attendees included researchers from the ANU's Centre for Aboriginal Economic Policy Research and other universities and representatives from a number of government housing departments and Aboriginal housing offices and AHURI. The discussion focused on the question of the role that housing circumstances play in shaping educational outcomes of Aboriginal and Torres Strait Islander children and the best methodology and data for addressing this question. Mike is looking to contribute to collaborations on this research topic through data being collected in the mobility survey and analyses he is currently undertaking using data from the Longitudinal Study of Indigenous children.

With a significant number of respondents to the Mobility Survey reporting overnight trips associated with football, researchers from the Population Mobility and Labour Markets project decided to release some statistics from the survey following the Australian Football League's Indigenous Round.

2 Performance against activities

Preliminary estimates from the survey data suggest that people from remote communities in Central Australia make a trip away from the community involving an overnight stay almost once every two weeks, and around one in ten of all those trips involved participation in football. The average distance travelled on football-related trips was 480 kilometres for the round trip – and all this is on top of day trips to the footy. The media release was picked up widely by ABC regional radio stations, Indigenous community radio and print media.

The **Enduring Community Value from Mining (ECVM)** project is working across remote NT, SA and WA, with its research projects located in places as varied as Tom Price, Onslow, Port Hedland, Karratha, Paraburdoo and Ravensthorpe (WA); Leigh Creek and Roxby Downs (SA); and the Ranger mine at Jabiru in Kakadu (NT). The importance of this topic was highlighted with the recent announcement of the closure of Alinta Energy's coal mine at Leigh Creek in South Australia. This means financial and social hardship, not only to local people but also to dependent hinterland towns such as Copley, Nepabunna, Beltana, Marree, Parachilna and Lyndhurst. The impacts will be significant for the entire region of the northern Flinders Ranges. The region is already under-served; now, with the loss of this critical mine, its town and the irreplaceable services it provides, the situation will become worse without active planning and management that deliver a deliberate investment pathway forward.

The ECVM project team was able to quickly provide information to governments, service providers and Leigh Creek locals, as it has been investigating the socio-economic costs and benefits of mining in the Leigh Creek and Roxby Downs areas. It is creating knowledge about how to harness benefits and foster skills and expertise that will have value after mining ends. It is also developing strategies to mitigate the stresses and strains of mining boom conditions, particularly at a local level.

The impacts of the research include:

- ➔ Improved beyond-life-of-mine planning processes that encapsulate the development aspirations of local communities and create local structures and organisations that function after mine site decommissioning.
- ➔ Stronger regional communities by ensuring that more benefits of mining remain within the local economy and contribute to the social betterment of local people.
- ➔ Strategies for remote communities to deal with sudden shocks and global changes.

2 Performance against activities

The **Climate Change Adaptation and Energy Futures** project is looking at the intensifying impacts of climate change in remote Australia and the diminishing affordability and supply of conventional energy supplies and transport systems. These are driving forces that have created uncertainty about the future for communities, businesses and landscapes in remote Australia. While people and businesses are adapting to these changes, there is a lack of reliable, locally specific information about how to invest in transformative change that is positive, strategic and long term.

The CRC-REP Energy Futures project is conducting case studies in Central Australia and Far North Queensland to find out what interventions can reduce energy costs and improve liveability in remote community art centre buildings. The project is also looking at how well these savings can be extended to other residents of remote communities.

Alice Springs has embraced solar technology as one of its citizens' most promising answers to the challenges of climate change and remote energy supplies. A study of the Alice Springs Solar City program by CRC-REP researchers found that participating households have cut their energy use by 10–34%, largely due to the installation and use of solar hot water and solar photovoltaic systems and other energy-saving measures – and could potentially save up to \$1 million a year in power bills.

Research from our transport sub-project investigated the transport preferences of people living in three remote Aboriginal communities in Central Australia: Ltyentye Apurte, Lajamanu and Ntaria. It revealed that 30% of household expenditure is on travel, compared to the national average of 16%. The main barriers to mobility are the cost of car registration and the unaffordability of public transport. Bad roads are also a very significant problem. Suggestions include developing more affordable, frequent and integrated long-distance public transport; implementing a more appropriate and comprehensive transport policy specific to the bush; and systematising high benchmarks in regional planning for local community services, freight and transport services in very remote communities. For example, a nationwide tendering system to supply more affordable goods delivery options would reduce transport needs and costs. Local operators could extend their catchment area, and local employment would be boosted.

2 Performance against activities

2.2.2 RESEARCH PROGRAM 2: ENTERPRISE DEVELOPMENT

The research from this program is designed to create appropriate and successful models for micro and small-to-medium enterprises that are in remote locations and are inclusive of Aboriginal and Torres Strait Islander culture. The program aims to facilitate long-term sustainable growth leading to employment and to address barriers that impede this growth, including distance from markets, fragile or faulty supply chains and the inefficiencies arising from subsequent high production costs.

In the 2015–16 year, there were four projects in Research Program 2:

- ➔ Aboriginal and Torres Strait Islander Art Economies
- ➔ Aboriginal and Torres Strait Islander Tourism Product
- ➔ Plant Business
- ➔ Precision Pastoral Management Tools

PROGRAM RESEARCH HIGHLIGHTS

The **Aboriginal and Torres Strait Islander Art Economies** project has completed the first comprehensive value chain analysis of the sector. Participants in the study included more than 170 art businesses, 82 out of Australia's 87 art centres, 4 of the 5 peak bodies, all 8 government agencies involved in the sector, plus 900 art buyers at 3 national art fairs.

The research found that art centres are one of the few long-term success stories in remote communities, generating self-employment, non-welfare income, cultural pride and making an important contribution to Australia's national identity. Around 14,000 remote Aboriginal and Torres Strait Islander artists have generated artistic, economic and social returns, through the services of 90 art centres. However, many of these remote art centres are financially fragile, with short-term non-Aboriginal or Torres Strait Islander management. The study found that artistic and commercial success is uneven across gender, age, location and production. Following a recent sharp downturn, the industry is rebuilding and needs further encouragement. However, this is constrained by the fact that growth in art centres and art production has not yet been matched by growth in demand. While sales are improving, the supply chain is characterised by a lack of trust and cautious buyer behaviour.

2 Performance against activities

The project team has also researched the people who work in the Aboriginal and Torres Strait Islander Art sector, from artists painting outside art centres to art centre workers to art centre managers. The project found that benefits of employment for Aboriginal arts workers are many. Tangible benefits include financial independence and making better health choices, while intangible benefits include increased confidence, self-esteem and cultural knowledge. The research reported an almost unanimous response from Aboriginal arts workers that employment needs to be local, and one-third were interested in developing a career from their work and becoming art centre managers.

The project also investigated the working world of artists outside art centres. Trade between private art businesses and independent artists has long attracted controversy; however, until now there has been no wide-ranging, serious examination of the reality for those artists working partly or fully outside art centres. Key findings include:

- ➔ About a quarter of independent artists work for both art centres and private art galleries and dealers
- ➔ Around 90% of independent artists have worked for more than five years and many for over 20 years.

While many artists reported a high level of confidence and were not put off by risks, there were also high levels of distrust and low levels of knowledge of where information or support could be found.

2 Performance against activities

Research in the **Aboriginal and Torres Strait Islander Tourism Product** project this year has focused on assessing the value-creation processes of Aboriginal and Torres Strait Islander remote tourism enterprises to increase the resilience and profitability of enterprises in the sector. The purpose of the CRC-REP tourism project is to develop research outputs that build the strategic capacity of remote Aboriginal and Torres Strait Islander people involved in tourism.

An important part of this research project is to create resources for the Aboriginal tourism industry that are based on the expertise, experience and knowledge of Aboriginal and Torres Strait Islander people already involved in the industry. This led to the development of 10 Aboriginal and Torres Strait Islander 'Principles of Enterprise Clustering', which have been released as 10 papers and a compilation document. The project has recently released two new videos in the series on how to build a successful Aboriginal tourism enterprise. In these videos, the project leader interviews experienced tourism operators, seeking their advice on how to go about getting the information and partnerships necessary for an effective venture. He also explores the importance of clustering and knowledge sharing in building good enterprises and looks at the Aboriginal way of doing business.

The project leader was invited to present papers at two influential forums during the year. The first was the Australian Indigenous Tourism Conference, held in Bunbury, WA, and hosted by the Western Australia Tourism Operator's Committee Inc (WAITOC). The second was the 2016 Native American Indigenous Studies Association (NAISA) annual conference held at the University of Hawai'i in Honolulu in May. NAISA is the premier international and interdisciplinary professional organisation for scholars, graduate students, independent researchers and community members interested in all aspects of Indigenous Studies.

2 Performance against activities

In the **Plant Business** project, bush tomato (*Solanum centrale*) field trials of over 1000 plants have led to the selection of five plants being selected as potential new varieties with improved characteristics. Two areas of research not envisioned in the original proposal have been highly significant nationally. The project has issued four policy briefs that describe strategies to support the \$18 million Australian bush foods industry and the businesses, communities and livelihoods that depend on it. The briefs were compiled by our doctoral researcher at the University of New England and draw on information from her recently submitted PhD thesis titled 'Law and institutional reforms to more effectively enable and support the protection and use of traditional knowledge in economic enterprise'. They highlight both opportunities and needed improvements in the legal and governmental processes of establishing new industries around native plants.

Following two successful forums, the CRC-REP's Plant Business project was invited to organise a plenary panel session at the National Seed Science Forum, held at Mount Annan in March. The panel discussion on Traditional Knowledge and Seed Banking of native plant resources featured notable Aboriginal specialists in law, Traditional Knowledge, ethnobotany and plant sciences. A wide range of topics and views were canvassed in a full-house audience. There is no doubt that this is an area of great interest with need for further debate, knowledge, research and action.

In the **Precision Pastoral Management Tools** project, the year has seen a consolidation of the on-ground research on five working cattle stations. In addition to data collection and field work, the team has made improvements to the Precision Pastoral Management System (PPMS) and has continued stakeholder engagement with scientists, land managers and beef producers.

The project held its first field day at Glenflorrie Station on 28 October, with an excellent representation of beef producers from the Pilbara region. The field day was the first opportunity for beef producers to learn more about the PPMS software and to see how the Remote Livestock Management System (RLMS) works in the paddock. The Grey family, owners of Glenflorrie, have found that the PPMS helps them to minimise weight loss from their cattle through better-timed decisions for their supplementation program, reduced handling stress and adjusted stocking rates. Murray Grey says that just preventing the weight loss of 10 kg/head (on average) for a herd of 400 head amounts to an extra four ton of beef produced. At \$3/kg, that adds up to a \$12,000 saving for one herd, in just one year.

2 Performance against activities

2.2.3 RESEARCH PROGRAM 3: INVESTING IN PEOPLE

This program is about improving and explaining pathways for remote Australians from education and training through to employment and the associated enterprise development. An overall understanding of *individual* as well as *community* wellbeing and resilience is required to further encourage these pathways in the remote context.

There are three research projects in this program:

- ➔ Interplay Between Health, Wellbeing, Education and Employment
- ➔ Pathways to Employment
- ➔ Remote Education Systems.

RESEARCH PROGRAM HIGHLIGHTS

The **Interplay Between Health, Wellbeing, Education and Employment** project has now developed and statistically validated its holistic Interplay Wellbeing Framework and accompanying survey tool. The framework was developed in the formative stages of the project, through combining the priorities of remote communities and governments based on the project's 'shared space' model of working collaboratively.

The concept was that Aboriginal knowledge is passed down through stories, and governments mainly speak the language of numbers, so the project developed a coordinated approach to merge Aboriginal knowledge and Western science – by bringing together stories and numbers. The framework integrates domains that community identified as being important – culture, empowerment and community – with those prioritised by government – education, employment and health – to give an integrated, holistic model of wellbeing.

Analyses confirmed that culture, empowerment and community play key roles in the interplay with education, employment and health, as part of a holistic and quantifiable system of wellbeing. Further, they validated the holistic concept of wellbeing, confirming that policy approaches need to consider the whole system.

2 Performance against activities

Subsequent analysis of the quantitative (survey) data has demonstrated:

- ➔ causal relationships showing that practising culture has flow-on impacts on strengthening spirituality, empowerment and wellbeing
- ➔ learning literacy in own first language is a key step to improving English literacy and numeracy
- ➔ building empowerment underpins better outcomes across education and work
- ➔ health services must be considered holistically – at the whole-of-system level, with particular focus on mental health.

Analysis of the qualitative data (from focus groups) has shown that working together through partnerships, communication and two-way learning is necessary for effective service delivery. This information is being used to inform the design of an evaluation framework based on the Interplay Wellbeing Framework.

The Interplay Wellbeing Framework provides a statistical tool to objectively measure and strengthen wellbeing. It uses data visualisation software and video to represent community values of culture and empowerment and identify statistically proven pathways to improve wellbeing.

2 Performance against activities

The **Pathways to Employment** project predominantly looks at the opportunities for Aboriginal people living in remote Australia in their late schooling and early working careers, understanding that the choices that remote-dwelling young people make in relation to education do not necessarily follow the patterns of non-remote young people.

A workshop was held in Katherine, NT, in February to share the key findings coming out of the project. Twenty-eight people attended, representing a large range of stakeholders including local, territory and federal government; local Aboriginal businesses and entrepreneurs; enterprise support services; local art centres; and a number of key experts on Aboriginal and Torres Strait Islander entrepreneurship and enterprise from other regions within Australia.

The workshop initiated discussions between stakeholders who can make or influence change in the policy and program landscape, particularly within the Roper Gulf region. The project is asking how people can make informed decisions about their engagement in the economy. Some of the findings are that current pathway-to-employment initiatives fail to recognise the motivations and aspirations of local Aboriginal peoples, seeing local strengths and assets as barriers to be overcome or, alternatively, failing to recognise them at all.

To improve employment outcomes for Aboriginal and Torres Strait Islander people, the research shows that it does not matter how well service providers collaborate or how well training is linked to jobs: if there is no client or local resident buy-in, outcomes remain poor. Learning and work which appear to be supportive of economic engagement and employment retention include experiences that are voluntary and negotiated; that extend rather than discount or fight identity; that are legitimate activities from a local perspective; and that bring social benefit or are community/family-oriented.

2 Performance against activities

The **Remote Education Systems (RES)** project aims to find out how remote Aboriginal and Torres Strait Islander communities can get the best benefit from the teaching and learning happening in and out of schools. It is doing this by engaging with members of communities, schools, government agencies and other end users who want to find ways of improving outcomes for students in remote Australia.

Drawing on the views of over 1000 stakeholders from places as far apart as Alice Springs, Adelaide, Yulara, Yuendumu, Lajamanu, Wadeye, Darwin, Perth and Broome, the research reached conclusions that are likely to transform contemporary thinking about the nature of education in remote Australia and more generally. Many Aboriginal and Torres Strait Islander people living in remote Australia think education should help maintain their connection with their land, language and culture as well as providing pathways to good jobs and livelihoods.

Participants, both remote and non-remote, were asked to describe what education in remote Australia should be for, what it can achieve, and what successful educational outcomes and a good remote education system would look like. The research found that many people consider the main purposes of remote education to be:

- ➔ maintaining connection to language, land and culture
- ➔ ensuring that learners have a strong identity rooted in their context
- ➔ providing pathways to employment and economic participation
- ➔ being strong in both worlds (Western and Aboriginal).

The findings from this project will help change and grow our remote education system and the people it serves. The project also provides the basis for a much wider national discussion among teachers and educators, policymakers, parents, citizens and students about the kind of education we all need for our future.

2 Performance against activities

2.3 Education and training

In 2015–16, the CRC-REP had 18 students: 15 PhD two of whom withdrew during the year, 2 Masters, 1 Honours, 0 VET and 0 Vacation students. All students are integrated into one of the main research projects, under the supervision of a Principal Research Leader, and are included in all professional development and research activities. They are supervised by 28 university and 9 non-university staff. At least one of each student's supervisors is from an end-user stakeholder group, increasing SME, community and policymaker engagement in our research projects.

Communication with our students is strong, with monthly teleconference meetings organised by the Education Coordinator, plus regular meetings with student supervisory panels. Students also participate in our monthly project briefing teleconferences.

A student forum was held in August, at which students presented on their current research and findings and participated in several professional development sessions over three days.

The table at Appendix 2 provides a list of the PhD students, with their research organisations, commencement and expected completion dates, thesis titles and the CRC-REP Program they belong to.

2 Performance against activities

2.4 SME engagement

All of the CRC-REP's projects engage extensively with partners, end users and other stakeholders through regular workshops, forums and symposia. SMEs are more numerous per capita in remote Australia than in non-remote areas and are therefore a key end-user and stakeholder group for CRC-REP, particularly for Program 2: Enterprise Development. The project Output to Usage to Impact Plans have Knowledge for SMEs as a specific output category.

For the CRC-REP, SME engagement occurs continually with project consultations and research activities and is a distinctive strength of the organisation. Regular project updates are sent to hundreds of end users, and the monthly Ninti One newsletter, which includes CRC-REP updates and stories, is received by 3800 people. In terms of face-to-face interactions, SMEs actively participate in project workshops and other consultations, as well as being represented on project advisory groups. As many remote SMEs do not have the time or funds to travel and attend workshops, we travel to their region and work directly with them on research or disseminating findings. Where SME peak bodies exist, we attend their regular meetings as another way to engage with groups of SMEs.

This year CRC-REP collaborated with 110 domestic SMEs in research, while many others participated in stakeholder events coordinated by the CRC-REP, of which there were 80, with 2931 people attending.

2 Performance against activities

2.5 Commercialisation and utilisation

The Board is determined to ensure that the valuable research, development and education coordination role that the CRC-REP has begun to play for economic development in remote Australia shall continue beyond its seven-year funding cycle. The CRC-REP strives to create and capture as much value from its activities as possible, with processes and protocols in place to maximise this capital, underpinned by its Output to Usage to Impact Framework.

The Framework sets out the approach to create, identify and extract value for the participants, stakeholders and possible third-party users of the outcomes of CRC-REP research in order to achieve the maximum national benefits from their investment. This framework enables management and project participants to ensure that the research outputs of the CRC-REP are used to improve the economic participation and livelihoods of people in remote Australia in a transparent, strategic and sustainable fashion.

Communications Plans have been developed for all projects. These use a similar stakeholder hierarchy as the individual project Output to Usage to Impact Plans. Due to the public-good nature of much of CRC-REP's research, most outputs are published immediately in the public domain upon development, in various formats and media, designed to suit the various types of stakeholder and client groups. This will maximise the utilisation of CRC-REP outputs by stakeholders and end users.

No projects are yet at commercialisation stage, but intellectual property is being identified and managed (see section 2.6 below). CRC research impacts, in a policy sense, are commonly realised in the order of 9–10 years after the commencement of the project.

Ninti One has a process for monitoring the utilisation and commercialisation of its products through to the stage of quantifying impact, which will, over time, quantify the overall CRC-REP impact.

2 Performance against activities

2.6 Intellectual property management

The merged Ninti One Intellectual Property, Ethics, Research Quality and Innovation Committee (IPERQIC) of the Board oversees intellectual property (IP) management processes.

Protectable IP is recorded annually for each project via the online project tracking system (Ninti Management System). This IP is classified into 'commercialisable services' and 'commercialisable products'.

As most of the CRC-REP's research has been designed to be 'public good', most knowledge and other outputs will be freely available to end users and other stakeholders via strategies outlined in each project's Communications Plan. Two projects, Precision Pastoral Management Tools and Plant Business, however, have clearly identified commercialisable products as project outputs, and appropriate strategies are being used to manage their IP as it is developed. In addition, one PhD student completed a thesis on IP management research that will assist in creating new and improved strategies for protecting Aboriginal and Torres Strait Islander IP.

If there is commercialisable IP identified in a project, then a business case is developed that identifies ownership, conflicts of interest, the needs of those involved in development and the potential value. The proposal is presented to the Board through the IPERQIC. The Board then considers in full the IP and risk management issues, as well as the strategic direction, before commercialisation is begun.

Project IP generated by the CRC-REP is owned and utilised in accordance with the IP Trust Deeds. In many cases, the CRC-REP's project participants are potential end users of research outputs; contract agreements may grant these participants rights of use to those outputs through a licence to use.

Ninti One's *Protocol for Aboriginal and Torres Strait Islander Knowledge and Intellectual Property* states that benefit sharing with Aboriginal and Torres Strait Islander people, based on their knowledge contribution to projects that have the potential to yield revenue streams, is negotiated on a project-by-project basis. The Board ensures that no commercialisation takes place until Aboriginal and Torres Strait Islander people and communities who have rights and interests in such material have had the opportunity to decide whether to provide consent to any proposed commercialisation.

2 Performance against activities

2.7 Communications

A key focus for CRC-REP Communications is the on-ground implementation of the communications strategy for individual research projects. In 2015–16, the Precision Pastoral Management Tools project was a highlight. The main activity of the strategy was programmed to coincide with the field day held at Glenflorrie Station, Pilbara, WA, on 28 October. National and international media was scheduled, and the event was covered actively on social media. In addition, film footage was collected during the event, which has been used in short films for showing in conference presentations and investment promotional work. The event and media campaign was successful, being attended by over 80 pastoralists and with media generating 60 news stories across multiple media platforms.

Planning for the completion of CRC-REP projects and transitioning of the CRC-REP website is underway in line with the CRC-REP wind-up plan.

2.7.1 EXTERNAL COMMUNICATIONS

PUBLICATIONS

The CRC-REP continues to increase the number of publications produced per year. In 2015–16, the CRC-REP produced and published. Of these, 39 were formally peer-reviewed: 35 journal publications, 2 book chapters and 2 conference proceedings. The total HERDC scores for these research publications was 45.

One of the strengths of the CRC-REP is the translation of our research results and design of communications products for different audiences, namely policymakers, and into communication outputs for our stakeholders and community end users. These publications included policy briefings, research reports, handbooks, big books, research summaries, working papers, submissions, media releases, films, project updates, infographics and visual abstracts and presentations. CRC-REP Communications produced 135 end-user publications during this reporting period, bringing the CRC-REP total over six years up to 599 publications.

In addition to the CRC-REP publications, CRC-REP Communications manage the online research resource, Remote Australia Online. This online resource centre is continuously added to and now holds over 3000 research publications that are searchable through a keyword search engine.

2 Performance against activities

WEBSITE

Our website metrics improved on last year, with the CRC-REP and Ninti One websites receiving over 110,000 visits with approximately a third of these visitors returning to the site. The average time spent on the site was over two minutes, with about three pages viewed per user.

STAKEHOLDER ENGAGEMENT

Our newsletter, *NintiNews*, is distributed to our partners, researchers and end users. Ten editions of *NintiNews* were produced and circulated to a subscriber base of over 3800 during 2015–16; the open rate 5% above industry average signifies strong engagement with our stakeholders.

All our newsletters, publications and items of latest news are posted on multiple social media platforms, which are all accessible from our website homepage. Our social media presence increased this year, both in activity and level of engagement. Our Facebook page had 1560 'likes', and our Twitter account has 578 followers. Thirty-five presentations were published on our Slideshare platform, with the most popular being *Social and Cultural Indicators from the Interplay Wellbeing Framework for Aboriginal and Torres Strait Islander People in remote Australia*, which received 482 views.

Project updates are also produced for a specific stakeholder email distribution list that has been created for each research project. This allows direct feedback to the already engaged audience, keeping them regularly updated with the outcomes of the project. The open rate for these communications is over 20% above the industry average.

Stakeholder engagement through participation continued to be strong in 2015–16, with 2931 end users attending 80 events. A record of these events is listed in a table in Appendix 3.

2 Performance against activities

MEDIA

There was good media activity driven by the Board's visit to Bourke in September 2015, targeting local Aboriginal media outlets. The story was also picked up by Sydney metropolitan radio.

Media campaigns conducted during the year were successful in generating coverage across press, radio, social media and television. Specific campaigns included:

- ➔ Managing Australian cattle stations from space, 21 October 2016
- ➔ Local staff key to remote education, 31 May 2016
- ➔ Aboriginal people are willing to travel great distances for footy, 2 June 2016
- ➔ Digital Journeys – Ensuring rural and remote Australians fully benefit from the digital revolution, 7 June 2016.

The Precision Pastoral Management Tools project's media campaign has been hugely successful, with 60 different stories reported through print, radio, TV and web media outlets in 10 countries, including by the *Wall Street Journal* in the US and major newspapers in China. This resulted in stronger visitation to the Precision Pastoral website pages and a number of international investment enquiries.

2.7.2 INTERNAL COMMUNICATIONS

COMMUNICATIONS TRAINING

Representatives from our CRC-REP student cohort met in Alice Springs to attend our annual student forum in August. The students attended our training course on effective communication and how to work with the media. Of particular benefit was the workshop on writing for different audiences, which is a skill our researchers need when sharing their knowledge with our stakeholders and end users.

An internal newsletter, *N1*, is distributed monthly to all our staff, researchers and students across the CRC-REP.



3 Governance

3.1 Governance – Board, committees and key staff

3.1.1 BOARD

Through Ninti One, a not-for-profit limited company, the CRC-REP has a reliable and highly effective governance structure with a proven track record over 13 years. This includes managing its finances, research and collaboration activities, intellectual property, research impacts and end-user applications.

The Transition Plan is updated annually, and this document guides activities both now and beyond the existing CRC. The Windup Plan document gives guidance of the final activities of the current CRC and how the centre is to finish up. Both these documents have been updated in accordance with Commonwealth requirements. The Board is chaired by Professor Tom Calma AO and includes members drawn from industry, academia, small business, finance, community organisations and government (see Table 1). The Board continued to operate in accordance with its charter, which includes an evaluation every two years.

Directors are appointed in accordance with the constitution for a seven-year term. Where vacancies occur, they are filled in accordance with the constitution and with the skills matrix there. Ninti One directors will complete their seven-year term in June 2017.

Quarterly Board meetings were held in Bourke, Uluru, Cairns and Adelaide. It is an important Board strategy that meetings, when possible, are held in different locations across Australia, with at least one per year being held in a remote location. This enables the Board to engage directly with partners and stakeholders in these regions, while upholding the CRC-REP's value of working on the ground in local communities to enable change.

3 Governance

Table 1 – Full list of CRC-REP Board members and their key skills

Name and role	Key skills (in brief)	Independent/organisation
Prof. Tom Calma AO Chair	Governance, policy development, public administration, Aboriginal and Torres Strait Islander culture and affairs, social justice, community development, health, education, training.	Independent Chancellor, University of Canberra National Coordinator, Tackling Indigenous Smoking Director, Ecosystems Investment Management Australia Director, Australian Literacy & Numeracy Foundation Director, Australian Indigenous Leadership Centre Patron and Chair, Poche Indigenous Health Network Director, Poche Centre Sydney and Queensland Professor, University of Sydney
Glenise Coulthard Director and Deputy Chair	Governance, Aboriginal and Torres Strait Islander culture and affairs, health, tourism and economic development	Independent Director of the Royal Flying Doctor Service Central Operations Director, Flinders Ranges National Park Co-Management Board Director, Australian Hearing Services Board Director, Adnyamathanha Traditional Lands Association
Prof. Sharon Bell Director	Governance, policy development, academia, research and innovation, IP development and commercialisation, public administration	Independent Member of the ARC Centre of Excellence
Alison Page Director	Governance, Aboriginal and Torres Strait Islander culture and affairs, the arts, built environment and media	Independent Director, Indigenous Land Corporation Chair, National Centre for Indigenous Excellence
Rod Reeve Managing Director	Governance, public administration, policy development, business development, community development, research management and innovation	Organisation Managing Director of Ninti One Limited Managing Director of Ninti One Foundation Director, Martindale Holdings Pty Ltd Ambassador, NT Business Events Program

3 Governance

Table 1 – Full list of CRC-REP Board members and their key skills (*continued*)

Name and role	Key skills (in brief)	Independent/organisation
Dr David Ritchie Director	Governance, leadership systems, housing and infrastructure and economic development in remote communities, land rights and native title, environment protection and natural resource management	Independent Board Member, Northern Territory Land Corporation
Tony Tate AM Director	Governance, public administration, research, education and training, meteorology, oceanography, finance	Independent Chair, Curtin Water Quality Research Centre Chair, Fuels and Energy Technology Institute Chair, Centre of Excellence for Seafood Science and Health Member WA Fisheries Research Advisory Committee (WARAC) of the Fisheries Research and Development Corporation

Table 2 – Attendance at CRC-REP Board meetings

NAME	2 SEP 2015 Bourke, NSW	1–2 DEC 2015 Uluru	2 MAR 2016 Cairns	8 JUN 2016 Adelaide
Tom Calma (Chair)	✓	✓	✓	✓
Rod Reeve	✓	✓	✓	✓
Glenise Coulthard	✓	✓	Apology	✓
Alison Page	✓	✓	✓	✓
Tony Tate	✓	✓	✓	✓
David Ritchie	✓	✓	✓	✓
Sharon Bell	✓	✓	✓	Apology
<i>Secretariat</i>				
Fran Kilgariff	✓	✓	✓	✓
Cherelle Griffin	N/A	N/A	✓	✓

3 Governance

3.1.2 COMMITTEES

AUDIT AND RISK MANAGEMENT COMMITTEE (ARMC)

The ARMC considers any matter relating to the financial and legal affairs of the organisation, including overseeing the auditing of the accounts. Another important component of the committee's responsibilities is to continually monitor the internal controls and risk management of the organisation, in consultation with the Board and the Executive team.

As the organisation continues to evolve, our risks need to be regularly reviewed – particularly in the context of our Transition Plan. It is important we consider risk holistically across the organisation, especially how risks may combine to be of even more concern than when considered singularly. The plan has also been cross-referenced to the Ninti One Strategic Objectives, which assists in ensuring the identified risks link directly with our whole-of-systems approach.

Table 3 – Attendance at Audit and Risk Management Committee meetings

NAME	13 AUG 2015	12 NOV 2015	11 FEB 2016	19 MAY 2016
Tom Calma	Apology	✓	Apology	Apology
Rod Reeve	✓	✓	✓	Apology
Tony Tate (Chair)	✓	✓	✓	✓
David Ritchie	✓	✓	Apology	✓
Alison Page	✓	✓	Apology	Apology
<i>Secretariat</i>				
Fran Kilgariff	✓	Apology	✓	✓
Apolline Kohen	N/A	✓ (Acting)	N/A	N/A
Jessie Pillay	✓	✓	✓	✓

3 Governance

INTELLECTUAL PROPERTY & ETHICS, RESEARCH QUALITY AND INNOVATION COMMITTEE (IPERQIC)

The objectives of the IPERQIC ensure we operate responsibly and ethically.

The committee reviews all of the CRC-REP's research through its Research Quality Framework and the Output to Usage to Impact Framework. The frameworks establish the approach to achieving value for participants, stakeholders and third party users of the diverse research outcomes. Adopted across the CRC-REP's research programs, the frameworks enable the senior leadership and project participants to ensure that research outputs are used to improve the economic participation and livelihoods of people in remote Australia in a transparent, strategic and sustainable fashion.

Table 4 – Attendance at Intellectual Property and Ethics, Research Quality and Innovation Committee meetings

NAME	11 AUG 2015	10 NOV 2015	9 FEB 2016	17 MAY 2016
Tom Calma	Apology	✓	Apology	Apology
Sharon Bell (Chair)	✓	✓	✓	Apology
Rod Reeve	✓	✓	✓	Apology
Glenise Coulthard	✓	Apology	Apology	✓
Tony Tate	✓	✓	✓	✓
Alison Page	✓	Apology	Apology	✓
Secretariat				
Steve Blake	✓	✓	Apology	✓
Kevin Williams	✓	✓	Apology	✓
Fran Kilgariff	✓	✓	✓	Apology
Cherelle Griffin	N/A	N/A	N/A	✓

3 Governance

3.1.3 KEY PERSONNEL

Table 5 – Key personnel

NAME	ORGANISATION	CRC POSITION/ROLE	TIME (%) COMMITTED
Tom Calma	CRC-REP	Chair Independent of Research Participant	10
Rod Reeve	CRC-REP	Managing Director Independent of Research Participant	80
Glenise Coulthard		Deputy Chair Board member Independent of Research Participant	10
Alison Page		Board member Independent of Research Participant	10
Tony Tate		Board member Independent of Research Participant	10
David Ritchie		Board member Independent of Research Participant	10
Sharon Bell		Board member Independent of Research Participant	10
Kevin Williams	University of SA	General Manager, Research Evaluation and Impact	100
Fran Kilgariff	CRC-REP	General Manager, Operations	100
Steve Blake	Curtin University	General Manager, Research Quality and Innovation	100

3 Governance

3.2 Participants

The CRC-REP has 59 participants, defined as:

- ➔ Essential Participants – organisations that take part in work across the organisation and contribute both financially and in-kind to planning and defining research and to other core activities of the CRC-REP. There are 19 Essential Participants in the CRC-REP.
- ➔ Other Participants – organisations that contribute to individual research projects within the CRC-REP. These participants make a major contribution to the development of our research agenda, research process and anticipated outcomes.

Our participants include Australian, state and territory governments, non-government organisations, universities and other research providers, private businesses and companies from the mining, pastoralism and tourism sectors. Thirty per cent of the participants are from Aboriginal and Torres Strait Islander organisations and communities.

The full list of participants is as follows:

Table 6 – List of participants

Project participant	Participant type	ABN or ACN	Organisation type
Advanced Dynamics	Other	45 109 726 623	Industry
Australian Bureau of Statistics	Other	26 331 428 522	Government
Australian Council for Education Research	Other	19 004 398 145	Education
Australian Institute of Aboriginal and Torres Strait Islander Studies	Other	62 020 533 641	Research
Batchelor Institute of Indigenous Tertiary Education	Essential	32 039 179 166	Education
Centre for Appropriate Technology	Essential	93 080 271 156	Industry and education
Centrefarm	Other	32 101 614 760	Industry
Charles Darwin University	Essential	54 093 513 649	University
Central Land Council	Essential	71 979 619 393	Community, research
CleanGROW	Other	95 207 414 629	Industry
Coles	Other	45 004 189 708	Industry
Community Works	Other	72 117 068 988	Industry
CSIRO	Essential	41 687 119 230	Australian Government, research

3 Governance

Table 6 – List of participants *(continued)*

Project participant	Participant type	ABN or ACN	Organisation type
Curtin University	Essential	99 143 842 569	University
Department of Agriculture and Food (Western Australian Agriculture Authority)	Essential	86 611 226 341	Western Australian Government
Department of Agriculture, Fisheries and Forestry	Other	24 830 236 406	Queensland Government
Department of Environment, Water and Natural Resources	Essential	36 702 093 234	South Australian Government
Department of the Prime Minister and Cabinet	Essential	36 342 015 855	Australian Government
Department of Infrastructure and Regional Development	Essential	37 862 725 624	Australian Government
Department of Aboriginal Affairs	Other	36 049 203 976	Western Australian Government
Attorney-General's Department	Other	92 661 124 436	Australian Government
Desart	Other	59 056 947 372	Industry
Desert Garden Produce Aboriginal Corporation	Other	35 384 683 622	Industry
Desert Knowledge Australia	Essential	20 758 725 597	Government
Education Transformation	Other	45 141 252 173	Industry
Flinders University	Essential	65 542 596 200	University
Graham (Polly) Farmer Foundation	Other	26 062 909 402	Education, research
Griffith University	Other	78 106 094 461	University
Iga Warta	Other	13 230 408 903	Industry, community, development
Keringke Arts	Other	17 407 028 573	Industry
Kimberley Land Council	Other	96 724 252 047	Community, research
Kungka's Can Cook	Other	54 820 092 284	Industry
Lhere Artepe Aboriginal Corporation	Other	91 884 217 942	Community
Memorial University of Newfoundland, Canada	Other	International	University
Minerals Council of Australia	Other	21 191 309 229	Industry
Newmont Australia Ltd	Essential	86 009 295 765	Industry
North Australian Pastoral Co.	Other	35 009 591 511	Industry
Northern Star Resources Ltd (new)	Other	43 106 610 833	Industry

3 Governance

Table 6 – List of participants (*continued*)

Project participant	Participant type	ABN or ACN	Organisation type
Northern Territory Cattlemen's Association	Other	87 055 308 786	Industry
Northern Territory Government	Other	84 085 734 992	Northern Territory Government
Nulungu Centre for Indigenous Studies	Other	69 330 643 210	Education, research
McPhee Andrewartha	Other	98 007 929 786	Industry
Observant Pty Ltd	Other	21 104 666 882	Industry
Outback Communities Authority	Other	45 674 479 985	South Australian Government
Outback Spirit	Other	44 788 417 794	Industry
Pila Nguru Aboriginal Corporation	Other	86 789 767 972	Community/Industry
Precision Pastoral Pty Ltd	Other	66 143 039 187	Industry
RemoteBiz™ Pty Ltd	Essential	82 143 460 459	Industry
Rio Tinto Services Ltd	Essential	62 004 219 738	Industry
Robins Foods Pty Ltd	Other	56 100 195 300	Industry
Southern Cross University	Essential	41 995 651 524	University
Tangentyere Council	Other	81 688 672 692	Community Development
The Smith Family	Other	28 000 030 179	Community Development
Titjikala Social Club	Other	79 386 078 326	Community Development
University of British Columbia, Canada	Other	International	University
University of the Free State, Karoo Development Foundation, South Africa	Other	International	University
University of New England	Essential	75 702 454 315	University
University of South Australia	Essential	37 191 313 308	University
Waltja Tjuṯangu Palyapayi	Other	82 572 914 004	Community Development

3 Governance

3.3 Collaboration

One of the strengths of the CRC-REP is the breadth and diversity of our partnerships and resulting on-ground collaborative activities. All major projects have more than one participant, and all have at least one end-user participant collaborating in the research planning and implementation. This year we collaborated with 110 organisations, ranging from SMEs to peak bodies to governments. These organisations were involved in various aspects of research and extension, including participation in project advisory groups.

INTER-PARTNER COLLABORATION

This year saw a new enterprise collaboration between one of our partners, Keringke Arts, and Pullman Espresso Accessories (PEA). PEA is an Adelaide-based small business primarily focused on manufacturing custom-made barista tools and accessories. Over the past two years, they have been developing a range of collectable hand-painted tampers. Keringke Arts' members specialise in the production of original artworks that feature bright colours and distinctive designs that draw on the stories and imagery of their land. By bringing these two businesses together, a dazzling new product line was produced and marketed.

One of the measures of CRC collaboration success is the degree of in-kind work and resources contributed by our participants.

'In-kind' is defined as any activity that an organisation contributes to the CRC-REP and which directly supports the CRC's research programs. In-kind is a formal contracted amount of resources which is monitored across all the CRC-REP partners by the Australian Government for compliance. In-kind support can also comprise financial support provided towards CRC activities by organisations.

For this financial year, the CRC-REP achieved a total in-kind of 30.18, which is 24.45% more than the agreement figure of 22.8. The extra outputs (beyond those contracted) from this greater in-kind include a greater depth of scope and analysis for some projects, plus the generation of new CRC-wide outputs such as the Remote Australia Online resource database (with 3000 validated entries) and the companion interactive atlas (with 135,000 data elements).

For non-staff in-kind, we achieved a figure of \$2,613,756.

3 Governance

DOMESTIC COLLABORATION

The Martu people based at Wiluna are both participants and team members of the CRC-REP Interplay project. Researchers Associate Professor Sheree Cairney and Ms Tammy Abbott represented Ninti One at the recent Matuwa and Kurrara Kurrara Indigenous Protected Area Dedication Ceremony on Martu Country. The power of partnerships was emphasised in the ceremony as it was described how the IPA had come about through strong and long-term partnerships between the Martu people and stakeholders such as Central Desert Native Title Services, Northern Star, the Western Australian Government and the Australian Government. The Interplay project is highlighting the impact of these partnerships on employment, health and wellbeing for Martu people.

The Precision Pastoral Management System (PPMS) was developed by CRC-REP researchers working in collaboration with five working Australian cattle stations and with full support from the pastoral grazing industry. The end-user engagement ensures a product that graziers and pastoralists want and need, leading to a ready domestic market for the technology. The full package was demonstrated publicly for the first time at a field day at Glenflorrie Station in the remote WA Pilbara on 28 October.

3.4 Other activities of note

- ➔ Broadband for the Bush Alliance activities
- ➔ CRC-REP researchers were prominent among the presenters at the Australia New Zealand Society of Ecological Economics 2015 conference at the University of New England in Armidale, NSW, 19–23 October. Dr Boyd Blackwell – leader of the CRC-REP Enduring Community Value from Mining project was the chair of the conference organising committee. CRC-REP also assisted in organising an Indigenous workshop and sponsoring a number of Indigenous Participation Scholarships to attend the conference
- ➔ Established Ninti One Foundation as per Transition Plan

3 Governance

- ➔ Submissions and input into:
 - » The National Program for Excellence in the Arts
 - » Regional Telecommunications Review
 - » Draft National Remote and Regional Transport Strategy
 - » Vision For a Science Nation
 - » Australian Human Rights Commission's Rights & Responsibilities Consultation Report 2015
- ➔ Extracurricular activities by CRC staff:
 - » Dr Kevin Williams served on technical panel that assessed expressions of interest for feasibility studies through the National Water Infrastructure Development Fund
 - » Rod Reeve is a current member of the CRC Association Board
 - » Dr Steve Blake was a member of *The Rangelands Journal* Publications Committee

3.5 Financial management

The CRC-REP benefits from the operational administrative and organisational infrastructure, employees, systems and knowledge of Ninti One. The 2015–16 financial year was characterised as one of stability, with project spending on budget. Perks Accountants and Auditors, the organisation's independent auditors, prepared the financial statements for the year. Financial reports (and advice) were prepared with assistance from Deloitte, Alice Springs.

All participant contributions were on track, aligned with delivery milestones and received in full in 2015–16, ensuring financial stability for the organisation.

The financial reports for 2015–16 have been lodged with the Australian Government Department of Industry, Innovation and Science.



4 Other activities

4.1 International collaboration

CRC-REP welcomed a visit from Dr Luu Ngoc Quyen, Deputy Director General of the Northern Mountainous Agriculture and Forestry Science Institute in Vietnam. Dr Luu is a recent awardee of the Australian Centre for International Agricultural Research John Dillon Fellowship to undertake a six-week leadership development program. Assoc. Prof. Kevin Williams and Assoc. Prof. Slade Lee hosted Dr Ngoc, showing him horticultural sites in and around Alice Springs, including the Arid Zone Research Institute, Rocky Hill Farms and Desert Park nursery. Dr Ngoc was particularly interested in Ninti One's research into Aboriginal and Torres Strait Islander businesses and found much to learn from our experiences with the challenges and opportunities of agricultural and horticultural activities in the desert.

At the end of October, John Guenther, Principal Research Leader of the Remote Education Systems project, presented a keynote at a pre-conference symposium ahead of the South African Education Research Association's third annual conference. The invitation came from CRC-REP partner the University of the Free State in South Africa. A highlight of the trip was a visit to a 'deep rural' school in the region, set up in a small village as a boarding school for surrounding villages and catering for 100 boarders and 50 local primary aged 'learners'. Assoc. Prof. Guenther says that what stood out was 'the number of local people employed at the school: more than 20 locals had jobs here'. He says that as in many Australian community schools, 'this school was in a context where English was the language of school, but certainly not the language of home'.



5 Glossary of terms

LIST OF SHORTENED FORMS

ACR	Aboriginal Community Researchers
AHURI	Australian Housing and Urban Research Institutes
ANFIL	Australian Native Foods Industry Limited
ANU	Australian National University
APY	Anangu Pitjantjatjara Yankunytjatjara
ARMC	Audit and Risk Management Committee
CRC-REP	Cooperative Research Centre for Remote Economic Participation
CSIRO	Commonwealth Scientific and Industrial Research Organisation
ECVM	Enduring Community Value from Mining
GM	General Manager
HERDC	Higher Education Research Data Collection
IP	Intellectual property
IPA	Indigenous Protected Area
IPERQIC	Intellectual Property, Ethics, Research Quality and Innovation Committee
MCA	Minerals Council of Australia
MSME	Micro, small to medium-sized enterprise
NAISA	Native American Indigenous Studies Association
NMS	Ninti Management System
NRI	Northern Research Institute
NRM	Natural Resource Management
PEA	Pullman Espresso Accessories
PPMS	Precision Pastoral Management System
PRL	Principal Research Leader
RES	Remote Education Systems
SME	Small to medium-sized enterprise
UNE	University of New England
WAITOC	Western Australia Tourism Operator's Committee



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Appendices

Appendix 1: Publications

FROM 2015–2016 YEAR

JOURNAL ARTICLES

Benveniste T, Dawson D and Rainbird S. 2015. The Role of the Residence: Exploring the Goals of an Aboriginal Residential Program in Contributing to the Education and Development of Remote Students. *The Australian Journal of Indigenous Education*. 44, Special Issue 02. pp. 163–72. <http://dx.doi.org/10.1017/jie.2015.19>.

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Appendices

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Appendices

Appendix 1: Publications *continued*

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Appendix 1: Publications *continued*

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Appendix 1: Publications *continued*

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Appendix 1: Publications *continued*

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Appendix 1: Publications continued

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Appendix 1: Publications *continued*

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Appendices

Appendix 1: Publications *continued*

FROM PREVIOUS YEARS (reported in this 2015–2016 year)

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Appendices

Appendix 1: Publications *continued*

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Appendices

Appendix 2: PhD Students

Student Name	Research Organisation	Commencement and Completion Date	Thesis Title	CRC-REP Project
Paulina Sepulveda-Bravo	Curtin University	February 2012 – August 2015	Measuring the economic impact of the minerals sector, a Western Australian perspective	Program 1 – Enduring Community Value from Mining
Stuart Robertson Submitted February 2016	University of New England	November 2012 – March 2016	Mine lifecycle planning to ensure enduring value to remote communities	Program 1 – Enduring Community Value from Mining
Anne Fordham	University of South Australia	January 2014 – January 2017	Corporate social responsibility of mining companies in rural communities in South Australia and beyond	Program 1 – Enduring Community Value from Mining
Kate Rampellini Withdrew April 2016	Curtin University	April 2014 – December 2016	Creating a multidisciplinary, multiscale spatial scenario model of the Pilbara region	Program 1 – Enduring Community Value from Mining
Jim McFarlane Submitted June 2016	University of New England	June 2016	The regional economic impacts of the Central Ranges NSW wine industry	Program 1 – Enduring Community Value from Mining
Kylie Lingard Completed December 2015	University of New England	April 2012 – August 2015	Law and institutional reforms to more effectively enable and support the protection and use of Traditional Knowledge in economic enterprise	Program 2 – Plant Business
Tessa Benveniste	Central Queensland University	March 2014 – March 2017	Beyond Boarding: An exploration of post-boarding school aspirations and outcomes for Australian Indigenous students, their parents and their communities	Program 2 – Plant Business
Kim Peterson Completed March 2016	Curtin University	November 2012 – March 2016	Mapping the value chain characteristics of remote Aboriginal Art Centres in promoting cultural capital to enhance economic benefit	Program 2 – Aboriginal and Torres Strait Islander Art Economies
Susan Congreve Submitted June 2016	Curtin University	November 2012 – May 2016	Unpredictable successes and foreseeable failures – art centres in remote Aboriginal and Torres Strait Islander communities	Program 2 – Aboriginal and Torres Strait Islander Art Economies
Catherine Joyce	Charles Darwin University	July 2013 – June 2017	Climate change adaptation in remote Australia. The potential for renewable energy to support local economic development and sustainable livelihoods in remote Australia	Program 2 – Climate Change Adaptation, Energy Futures and Carbon Economies

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Appendix 2: PhD Students *continued*

Student Name	Research Organisation	Commencement and Completion Date	Thesis Title	CRC-REP Project
Janine Ashwell Completed June 2014	Flinders University	February 2012 – August 2015	Drivers of destination choice in Aboriginal tourism	Program 2 – Aboriginal and Torres Strait Islander Tourism Product
Skye Akbar Submitted March 2016	University of South Australia	February 2012 – December 2015	Branding Aboriginal and Torres Strait Islander tourism. A marketing perspective for remote Australian economies	Program 2 – Aboriginal and Torres Strait Islander Tourism Product
Judy Lovell Completed June 2014	University of Canberra	June 2010 – June 2014	When the studio left the room: what do Wallace's paintings and stories of the Eastern Arnernte homelands reveal?	Program 3 – Interplay between health, education and wellbeing
Byron Wilson	Charles Darwin University	March 2014 – March 2016	The Relationship between Education and Wellbeing for Aboriginal and Torres Strait Islander people from Remote Communities	Program 3 – Interplay between health, education and wellbeing
Patricia Burke	Flinders University	February 2012 – June 2017	NOMADS DON'T WALK (education and perspiration in a remote Aboriginal community)	Program 3 – Remote Education Systems
Philip Townsend	Flinders University	April 2012 – April 2016	Travelling together and sitting alongside: The use of mobile technologies in the training and professional development of Aboriginal teachers in remote communities – boosting retention rates through content provision, administrative support, and personal encouragement	Program 3 – Remote Education Systems
Jillian Miller Withdrew April 2016	Flinders University	February 2014 – January 2017	Aboriginal student success: Inclusive effective and transferrable best practices that has enabled SACE completion for Aboriginal students in rural and remote locations	Program 3 – Remote Education Systems
Sam Osborne Submitted February 2016	Victoria University	August 2009 – November 2015	Informing education leaders in tri-state remote communities	Program 3 – Remote Education Systems

Appendices

Appendix 3: Events, conferences and workshops table

JULY				
Conference	Apolline Kohen	Broadband for the Bush Forum IV: Unlocking the (Digital) Potential of the Bush	15–16 Jul	Darwin
Conference	John Guenther	Northern Australian Aspirations	20 Jul	Darwin
Conference	Tim Acker	5th Sino-Australia Forum, CASS-Flinders Urban Challenges in the 21st Century	20 Jul	Beijing
Advisory group	John Guenther	RES Advisory Group Meeting	20 Jul	Alice Springs
Conference	Bruno Spandonide	Australian Walking and Cycling Conference	20–21 Jul	Adelaide
Conference	Rod Reeve, Judy Lovell	Developing Northern Australia: recognising remote mixed-market economies. Paper presented at Developing Northern Australia: Economically, Socially, Sustainably	20–22 Jul	Townsville, Queensland
Public event	Samantha Disbray	RES lecture series #4: Workforce development for remote schools	21 Jul	Darwin
Workshop	John Guenther	RES lecture series: Health, wellbeing and education: what can remote schools do?	21 Jul	Alice Springs
Workshop	John Guenther	RES lecture series: Successful remote schools: what are they?	21 Jul	Broome
Public event	John Guenther	RES lecture series #5: Successful remote schools: What are they?	29 Jul	Broome
AUGUST				
Partner event	Sally Leigo	Field trip: Australian Women in Agriculture	7 Aug	Alice Springs
Partner event	Judith Lovell	Food for Thought – LEBA faculty presentation series	10 Aug	Darwin
Public event	John Guenther	RES lecture series: Teacher quality and qualities	12 Aug	Alice Springs
Workshop		Student Forum	18–19 Aug	Alice Springs
Workshop	Full staff	Ninti One staff planning day	20 Aug	Alice Springs
Workshop	John Guenther	AES Writing for publication workshop	25 Aug	Darwin
Workshop	John Guenther	RES lecture series: Culturally and contextually responsive schools: what are they and why do they matter?	26 Aug	Armidale

Appendices

Appendix 3: Events, conferences and workshops table *continued*

SEPTEMBER				
Partner event	Board	Ninti Networks, Community visits	1–3 Sep	Bourke
Public event	John Guenther	RES lecture series #7: Culturally and contextually responsive schools	2 Sep	Armidale
Workshop	Sam Osborne	RES lecture series: Power and pedagogy in the remote school classroom	15 Sep	Adelaide
Workshop	John Guenther	RES lecture series: Remote educations: how should the system respond?	15 Sep	Canberra
Seminar	Sam Osborne, Linda Cooper	Indigenous Content in Education Symposium	21 Sep	Adelaide
Workshop	John Guenther/ Sam Osborne	RES lecture series: Red dirt curriculum and national curriculum: how do they line up?	23 Sep	Adelaide
Public event	Samantha Disbray	RES lecture series #9: Student language learning needs in red dirt communities	29 Sep	Armidale
Workshop	Kylie Lingard, Slade Lee	2nd UNE Seeds Colloquium: Cultural Stewardship Risk in Conservation Seed Banks	29–30 Sep	Newcastle

OCTOBER				
Workshop	Damien Jacobsen	Walking together in remote tourism. 3rd Torres Strait Economic Summit	1–2 Oct	Thursday Island
Conference	Slade Lee	A model for ethical development of bush food commercialisation	3 Oct	Armidale
Partner event	Boyd Blackwell, Stuart Robertson – PhD Student	Reconciling conflict between mining and communities. Seminar to UNE Business School	6 Oct	Armidale
Conference	Steve Blake, Boyd Blackwell	Future of the Pilbara, CEDA	7 Oct	Karratha
Partner event	Boyd Blackwell, Steve Blake	Centre for Economic Development Conference Pilbara Futures	14 Oct	Karratha

Appendices

Appendix 3: Events, conferences and workshops table *continued*

OCTOBER <i>continued</i>				
Public event	Slade Lee	When River People culture meets commercialisation	19 Oct	Armidale
Partner event	Judith Lovell	7th Indigenous Economic Development Forum	19–20 Oct	Alice Springs
Workshop	Judith Lovell	Bringing the Outside in and Walking the Talk: A synthesis workshop of sustainable learnings	19–23 Oct	Armidale
Conference	Judith Lovell	ANZSEE conference – powerpoint presentation for journal paper	19–23 Oct	Armidale
Conference	Anne Fordham – PhD Student, Boyd Blackwell, Bruno Spandonide, Judith Lovell, Kevin Williams, Lyn Allen, Robyn Bartel, Rod Reeve, Sheree Cairney, Steve Blake, Stuart Robertson – PhD Student, Tim Acker	Australia New Zealand Society for Ecological Economics Conference: Thriving Through Transformation – Ideas for Local to Global Sustainability	19–23 Oct	Armidale
Conference	John Guenther	Third SAERA Conference	26 Oct	Bloemfontein, South Africa
Field day	Sally Leigo, Linda Cooper	Glenflorrie Field Day	28 Oct	Pilbara
Workshop	Beth Woodward, Ingrid Johansen, Steve Fisher	Stronger Communities for Children workshop	26–29 Oct	Darwin
Conference	Tammy Abbott, Sheree Cairney, ACRs	Interplay and ACR Workshop	26–29 Oct	Darwin

Appendices

Appendix 3: Events, conferences and workshops table *continued*

NOVEMBER				
Workshop	Ingrid Johanson, Steve Fisher	Santa Teresa Governance Training Local Community Board	3 Nov	Santa Teresa
Workshop	John Guenther, Samantha Disbray	RES lecture series: The facts about boarding schools for remote communities	4 Nov	Fremantle
Conference	Kevin Williams	Territory Natural Resource Management 2015 Conference	10–11 Nov	Darwin
Public event	Tom Calma, Rod Reeve, Tony Tate, Sharon Bell, Fran Kilgariff, Lyn Allen, David Ritchie, Linda Cooper, Alicia Gigante	Parliamentary Breakfast – Ninti Networks	11 Nov	Parliament House, Canberra
Conference	Kevin Williams	Territory Natural Resource Management Conference	11–12 Nov	Darwin
Workshop	John Guenther	RES lecture series: Community engagement in successful remote schools: just who is engaged and for what?	18 Nov	Darwin NARU
Public event	Slade Lee	ANFIL AGM 2015 & Committee meetings	21 Nov	Darwin
Public event	Sam Osborne	Indigenous Youth Leadership Program staff training	27 Nov	Darwin
Conference	John Guenther, Samantha Disbray, Teresa Alice	AARE Conference 2015	30 Nov – 4 Dec	Fremantle

DECEMBER				
Partner event	Rod Reeve, Fran Kilgariff, Linda Cooper, Apolline Kohen, Kelly Franklin, Ninti One Board	Ninti One Board Meeting/ Ninti Networks	1–2 Dec	Uluru

JANUARY				
Public event	Slade Lee	Field day – Selecting better bush tomato varieties	31 Jan	NSW

Appendices

Appendix 3: Events, conferences and workshops table *continued*

FEBRUARY				
Partner event	John Guenther, Samantha Disbray, Samuel Osborne	Red Dirt Journey: Adelaide	9 Feb	Adelaide
Conference	Rod Reeve	International Aid Conference	10 Feb	Canberra
Workshop	Boyd Blackwell	Indigenous water rights workshop	11–12 Feb	Hobart
Workshop	Judy Lovell	Enterprising Pathways Workshop	23–24 Feb	Darwin
Workshop	Eva McRae-Williams	Enterprising Pathways Stakeholder Workshop	23–24 Feb	Darwin
Partner event	John Guenther	Red Dirt Journey: Canberra	25 Feb	Canberra
MARCH				
Seminar	Tom Calma, Rod Reeve, Fran Kilgariff, Kevin Williams, Steve Blake, Lyn Allen, Linda Cooper, Apolline Kohen, Alicia Gigante	Remote Wisdom: Innovation for remote Australia and its relevance to policy	3 Mar	Canberra
Conference	Rod Reeve, Linda Cooper, Fran Kilgariff, Apolline Kohen, Steve Blake, Lyn Allen, Alison Page	CRCA Conference – <i>The Business of Innovation</i>	8–9 Mar	Brisbane
Conference	Damien Jacobsen, Kevin Williams	Aboriginal and Torres Strait Islander ways of enterprise clustering Australian Indigenous Tourism Conference	9–11 March	Bunbury
Public event	Stuart Robertson	'Lifecycle planning generating enduring value for remote communities: Leigh Creek' Presentation to Communities of Northern Flinders Ranges	11 Mar	Flinders Ranges
Conference	Slade Lee, Kylie Lingard	National Seed Science Forum	14–16 Mar	Sydney
Workshop	Sally Leigo	NT Cattleman's Association, pre-conference tour	17 Mar	Alice Springs
Public event	Tom Calma, Rod Reeve, Apolline Kohen	Outback Forum – Rangeland NRM Alliance and Pew Charitable trusts	17 Mar	Canberra

Appendices

Appendix 3: Events, conferences and workshops table *continued*

APRIL				
Partner event	John Guenther	Red Dirt Journey: Perth	11 Apr	Perth
Conference	Rod Reeve	Investing in Northern Agriculture	11–14 Apr	Darwin
Conference	Ingrid Johanson	Caring for Country Kids	17–19 Apr	Alice Springs
Internal event	PRLs and GMs	Project Review Meetings	20–22 Apr	Alice Springs

MAY				
Partner event	Boyd Blackwell	Wilderness Symposium, Environmental Humanities Network UNE, Solution to coal problem in Liverpool Plains	13 May	NSW
Workshop	Boyd Blackwell	Mining wilderness, food and traditional peoples: How to transcend and transform the imbedded conflicts presented through multiple and sequential use of remote resources	13 May	Armidale
Conference	Damien Jacobsen	Native American and Indigenous Studies Association	18 May	Honolulu
Workshop	Stuart Robertson, Anne Fordham	Community Acceptance and Mining Workshop, SA Govt	26 May	Adelaide
Advisory Group Meeting	Boyd Blackwell	Enduring Community Value from Mining Advisory Group Meeting	26 May	Adelaide
Conference	Boyd Blackwell	ECVM tracking and mapping mine expenditure. CSIRO, CRC-REP & South Australian Department of State Development Social Acceptance and Mineral Development Workshop	26 May	Adelaide

Appendices

Appendix 3: Events, conferences and workshops table *continued*

JUNE				
Public event	Tom Calma, Rod Reeve, staff and guests	Ninti Networks	7 Jun	Adelaide
Conference	Apolline Kohen	Broadband for the Bush Forum V	8 Jun	Brisbane
Public event	Sheree Cairney	TedX Talk	12 Jun	Melbourne
Conference	Boyd Blackwell	Traditional Peoples and Mining presentation and workshop on Downunder, International Society for Ecological Economics	19 Jun	UNE NSW
Conference	Rod Reeve, Judith Lovell	Developing Northern Australia, 2016	20 Jun	Darwin
Public event	Boyd Blackwell	A solution to the intractable problems of coal mining in the Liverpool Plains	21 Jun	NSW
Conference	Boyd Blackwell	2016 International Society for Ecological Economics Conference, Transforming the Economy: Sustaining Food, Water and Justice	26–29 Jun	Washington DC

PARTNERS IN THE CRC FOR REMOTE ECONOMIC PARTICIPATION

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