

Growth Program leadership, leads delivery of Growth programs, not a member of Key Management Personnel:

3. GM Growth - Dr Craig Davis (leads Growth team)

Operations & Collaboration Teams

4. Program Manager, Collaborative Innovation - Kelly Cruz Sch 2.2(a)(ii)
5. Manager, Coworking, Office Management, EA - Candace Rhind
6. Marketing & Comms Officer - Benjamin Garrett
7. Program Officer, Collaborative Innovation & Events - Jack Cassidy (acting as Program Manager, Collaborative Innovation until Jan 2026)
8. Reception, community and events support (Launch on Northbourne) - Adam Clark (0.6FTE), Nina Buckley (0.4FTE), Will Shalkfield (0.2FTE)
9. Reception, community and events support - Belinda Stokes (0.6FTE)

Growth Team

10. Program Manager - workshops, scaleups, deep-tech - Irene Zhen
11. Program Officer - seed startups, funding, community - Shashank Bokil
12. Program Officer -growth SMEs, acceleration, mentor network - James Presneill

Across teams:

13. Interns (CBRIN will be engaging interns from our Foundation Members throughout the year)

Key funders, members and partners

Major Funder

ACT Government

Foundation Members

1. Australian National University
2. University of Canberra
3. University of New South Wales Canberra
4. Canberra Institute of Technology (Accession Deed in 2016)

Note CSIRO exited as Foundation Member on 25 March 2025

Gold Partners

1. King and Wood Mallesons (joined on formation in September 2014)
2. PwC (joined January 2017)
3. Optus (joined January 2017)
4. Canberra Airport (joined April 2023)

Education Partner

1. Academy of Interactive Entertainment (re-joined June 2025)

Governance: Board and Committees as of June 2025

Board of Directors

- Hala Batainah, Chair, Director nominated by the ACT Chief Minister (first term 1 July 2019 – 30 June 2022, second three year term to be completed on 30 June 2025, 1 year extension of position until 30 June 2026, Chair is reported as part of the Key Management Personnel, the Chair position is remunerated)
- Margot McNeill, Director representing CIT (started June 2025)
- Edward Bertram, Director representing ANU (joined December 2023)
- Michelle Lincoln, Director representing UC (joined January 2025)
- Andrew Neely, Director representing UNSW Canberra (was alternate director prior to becoming director in January 2021)
- Michelle Jasper, nominated by the Stakeholder Advisory Committee (1 January 2025 started 3-year term, which concludes on 31 December 2028)
- Ilea Buffier, nominated by the Stakeholder Advisory Committee (1 January 2025 started 3 year term, which concludes on 31 December 2028)
- Petr Adamek, Director appointed ex-officio (appointed on 30 April 2017 and Directorship is concurrent with the position of CEO)
- Alternate directors: none

Governance and Remuneration Committee

- Andrew Neely, Chair (started as a member in December 2021, Chair as of April 2025)
- Michelle Lincoln (started February 2025)
- Margot McNeill (started June 2025)

Finance, Risk and Audit Committee

- Edward Bertram, Chair (started in February 2024)
- Hala Batainah (started in December 2021)
- Michelle Jasper (started February 2025)

Stakeholder Advisory Committee

- Annabel Griffin, KWM (serving post second term as approved by Board)
- Kavin Arnasalon, OPTUS alt. Andrew Hobson
- Melissa Evans, Canberra Airport (started first term in June 2023)
- Michele Jasper, Chair, innovation ecosystem researcher (started first term in March 2022, Chair since December 2024)
- Andrew Sutton, entrepreneur (started second term in March 2025)
- Catherine Carter, property expert (started second term in March 2025)

- John DeMargheritti, founder, Academy of Interactive Entertainment (started first term in January 2022)
- Matthew Willson, entrepreneur (joined September 2024)
- Ilea Buffier, entrepreneur (joined September 2024)
- Tori Murray, space and aviation specialist (joined September 2024)
- Joel Madden, entrepreneur (joined September 2024)
- Belinda Newham, social entrepreneur (joined September 2024)

Program Contractors (accelerators)

1. Mill House Ventures Limited (support for entrepreneurs trading for social, cultural, or environmental purpose), proposed direct sponsorship of the program \$90k p.a. + in-kind support
2. Griffin Accelerator Limited (raising capital and organising mentors to deliver cohort-based sector agnostic seed accelerator program), proposed direct sponsorship of the program \$30k p.a. + in kind support
3. ASE Group (Australian School of Entrepreneurship) – approx. \$20k per cohort to run a youth focused entrepreneurship accelerator

Other Contractors

1. Nick McNaughton / Campus Plus Pty Ltd (assistance to growth team)
2. Joel Madden / Evolutioned Pty Ltd (ad hoc assistance to collaborative innovation team)

Appendix 1: Delivery Accountabilities

CEO and Ex-Officio Director (Key management personnel)

- Overall outcomes responsibility for all inputs, activities, outputs, and outcomes
- providing strategic leadership
- managing and resourcing program delivery
- supporting innovation community building
- communicating the organisation's vision and mission,
- ensuring operational excellence
- Company director responsibility
- External relationships with key stakeholders and public - media spokesperson
- leading executive team of (1) COO (Engagement and Operations) and (2) GM Growth (Program Design and Delivery)

GROWTH TEAM

Growth Team Audience Leads

- Researchers, deep tech startups: Program Manager
- Pre-capital (and < 5FTE) startups: PO - seed startups, funding, community
- Seed stage startups (actively raising to \$1M raised): PO - seed startups, funding, community
- SME (5+FTE with innovation potential) and residents of CBRIN space, including Level 4 once open: PO - growth startups, SMEs mentors, acceleration
- Scale ups (innovation driven and >1M raised or 20+ FTE): Program Manager
- Leading innovation companies (innovation driven growth and 50+ local FTE): GM Growth
- Mentors and experts: PO growth startups, SMEs, mentors, acceleration
- Investors: GM Growth
- Innovation Connect grants: PO seed startups, funding, community (reports to COO on all matters Innovation Connect Grants)

Growth Team program responsibilities (1.1, 2.1 and 2.2)

For each program one team member will lead both recruitment and program delivery. They will also be responsible for all relevant KPIs, reporting and administration.

All team members will cross-contribute, especially to workshop delivery, intro meetings, mentor connections, etc.

Delivery methods are targeted to each project's needs and include founder coaching sessions, growth labs, targeted cohort based intensive programs, facilitated peer connections and mentor connections.

GM Growth

- Overall outcomes

- Program design
- Investors and key growth stakeholder relationships
- High Impact Scale Ups companies
- Engagement of Growth contractors
- Support and mentoring of Growth Team

Program Manager -workshops, scale-ups and deeptech (1.1 and 2.1):

- Outreach innovation skills workshops and events (Ownership of 1.1)
 - With marketing & events team (for audiences we want to reach - under-represented groups)
 - With Foundation Member contacts (seminars as part of TTO and other events)
 - With customers and Gold Partners
- Deep Tech responsibility
 - Research to Impact - outreach to and activities for researchers with commercial ambitions and knowledge intensive startups
- Scale-Up responsibility
 - Scale Up Leaders Program
- Growth Labs - SMEs, Scaleups, Deeptech
- Entrepreneurial skills
 - CSIRO program delivery for researchers eg ON Prime facilitation (2.1)

Program Officer - Pre-seed startups, funding, community (Ownership of 2.1 contribute to 1.1 and 2.2):

- Intro meetings and startup founder conversations
- Innovation Connect Grants
- Incubation of innovation companies and entrepreneurs at CBRIN
- Coworking - grow the community and deliver value (focus on getting co-workers into programs and into Engagement Team activities)
- InnovationACT (student pre-accelerator program) - lead with team and intern
- Founders Collective
- Youth Program
- Events - First Wednesday Connect, Innovation Showcase, Billion Dollar panel events, Annual Investor Showcase

Program Officer - High growth startups, SMEs, mentors, acceleration (Ownership of 2.2, contribute to 2.1):

- Griffin Accelerator
- Identification of and value adding relationship building with SMEs with innovation potential in the community through SME intro meetings
- SME accelerator (workshop program / masterclass)
- SME network events, mentor, expert and program connections
- Mentor network
- Annual Investor Showcase

Interns for Growth Team – Support 1.1, 2.1, 2.2, 3.2 and perform reception duty, and events support tasks

OPERATIONS & ENGAGEMENT TEAM

Engagement Team Delivery Responsibilities (1.2,3.1,3.2)

COO and Company Secretary (Key Management Personnel)

- Overall outcomes of Operations and Engagement Team
- Marketing and communications
- Human Resources
- Operations
- Partnerships
- Reporting
- Company Secretary

a.g. Program Manager – Collaborative Innovation (Ownership of 1.2)

- Hackathons, co-design, innovation challenges, innovation days, events engaging partners and sponsors
- Collaboration with and support of marketing, comms and events agenda
- Partner networks, including Foundation members, Makerspace Network, prototyping, Innovation Forum, Advisory Committee
- Collaborative Innovation Client Relationships and Project Management

Program Officer – Collaborative Innovation & Events (supports 1.2 – position currently vacant)

- Supports delivery of collaborative innovation program
- Project management as needed

Marketing and Comms Officer (Ownership of 3.1)

- Complete marketing, design, social media, newsletter, events and comms agenda
- Coordination of all marketing activities in close collaboration with the COO
- Event management, including event technology

Office / Community Manager / EA (Ownership of 3.2)

- Coworking and community management at CBRIN, collaboration with Growth Team on coworking engagement
- Office management - purchasing, relationships with ACT Property Group
- EA to CEO
- Support of COO and Operations team agenda
- Management of reception
- Reporting

Reception, marketing and events support (support 3.1 and 3.2)

- Manage reception
- Manage events booking
- Look after events and meeting rooms
- Provide support in community management
- Provide support in office management
- Provide support to marketing and comms as needed
- Fill in at Launch on Northbourne when needed

Launch on Northbourne - Reception and events support (part time - support 3.2)

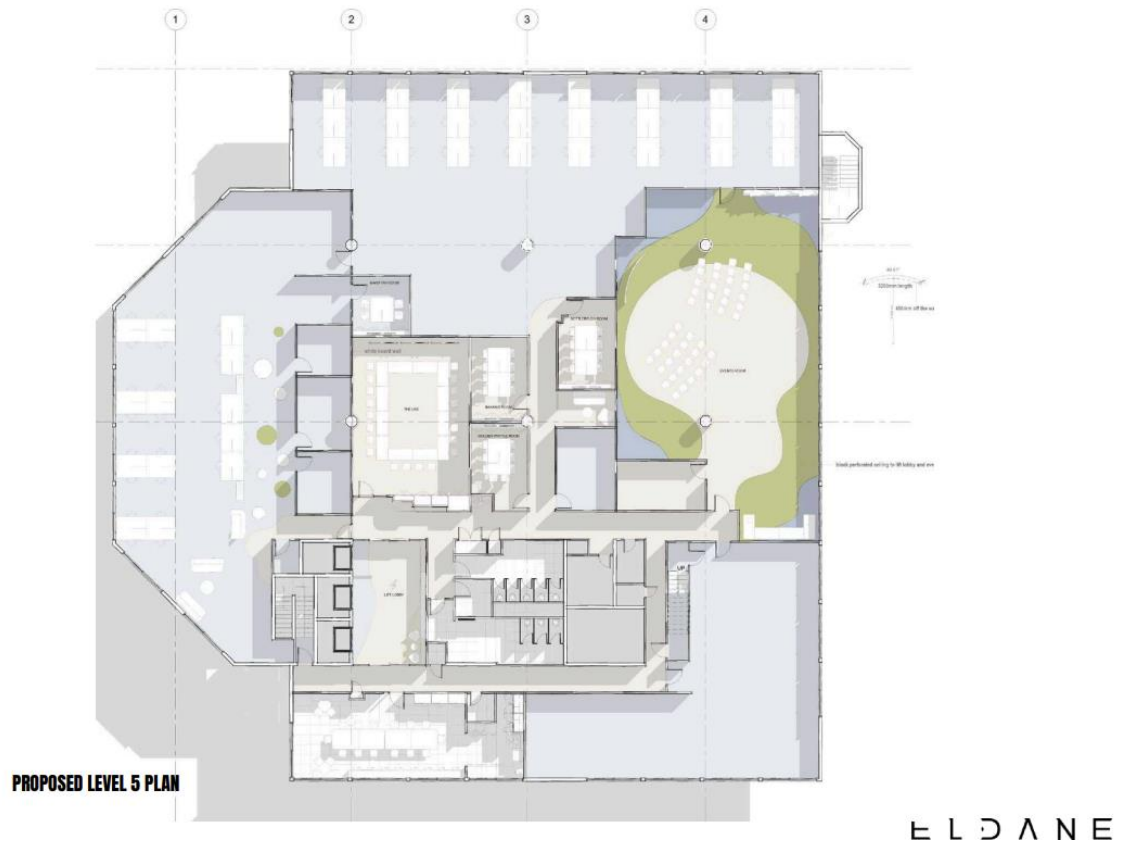
- Delivery of Launch on Northbourne contract responsibilities
- Reception and community management
- Reporting on 3.2 related to Launch on Northbourne
- Rotation at CBRIN reception when not at Launch
- Event design and management for Launch
- Engagement and operations team support

Reception, community, and events support (part time)

- Management of Reception, Ordering and office operations
- Onboarding, Community events and overall office support

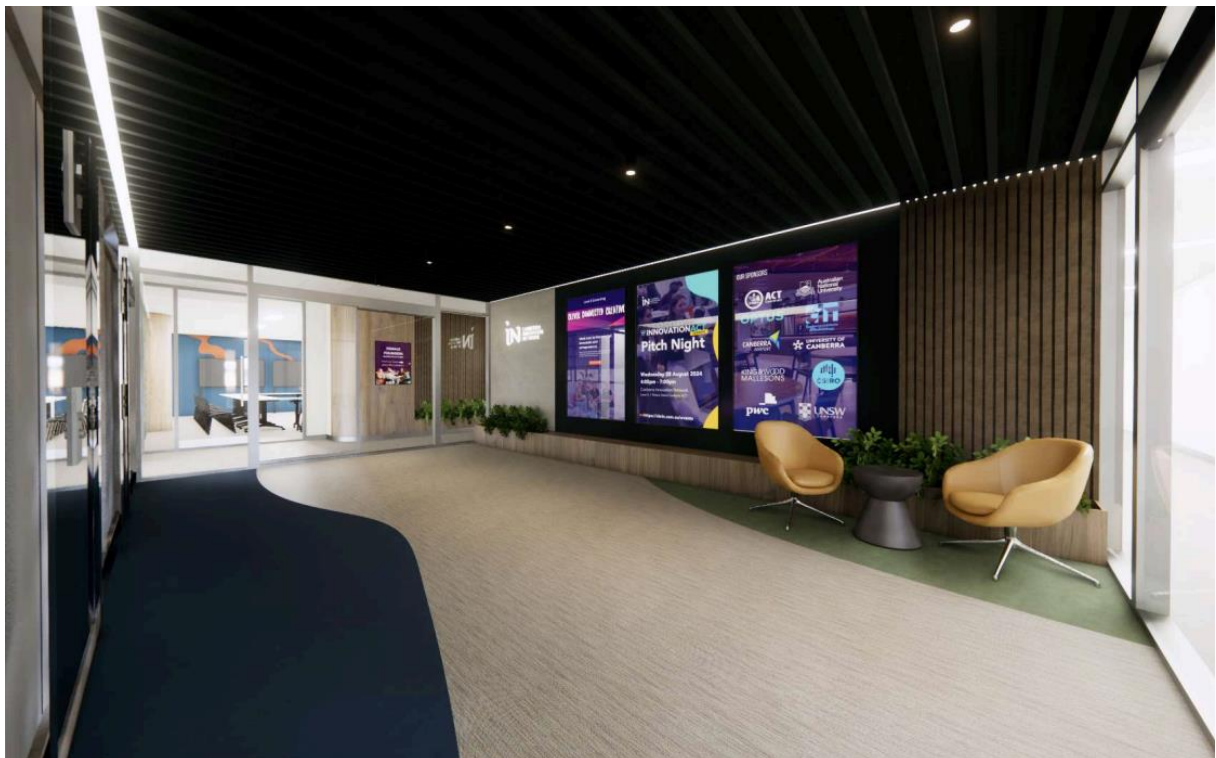
Interns for Operations, Collaboration and Marketing Team - Support 1.2, 3.1 and 3.2 and perform reception duty and events support tasks

Appendix 2: Level 5 Upgrade -Preliminary Design

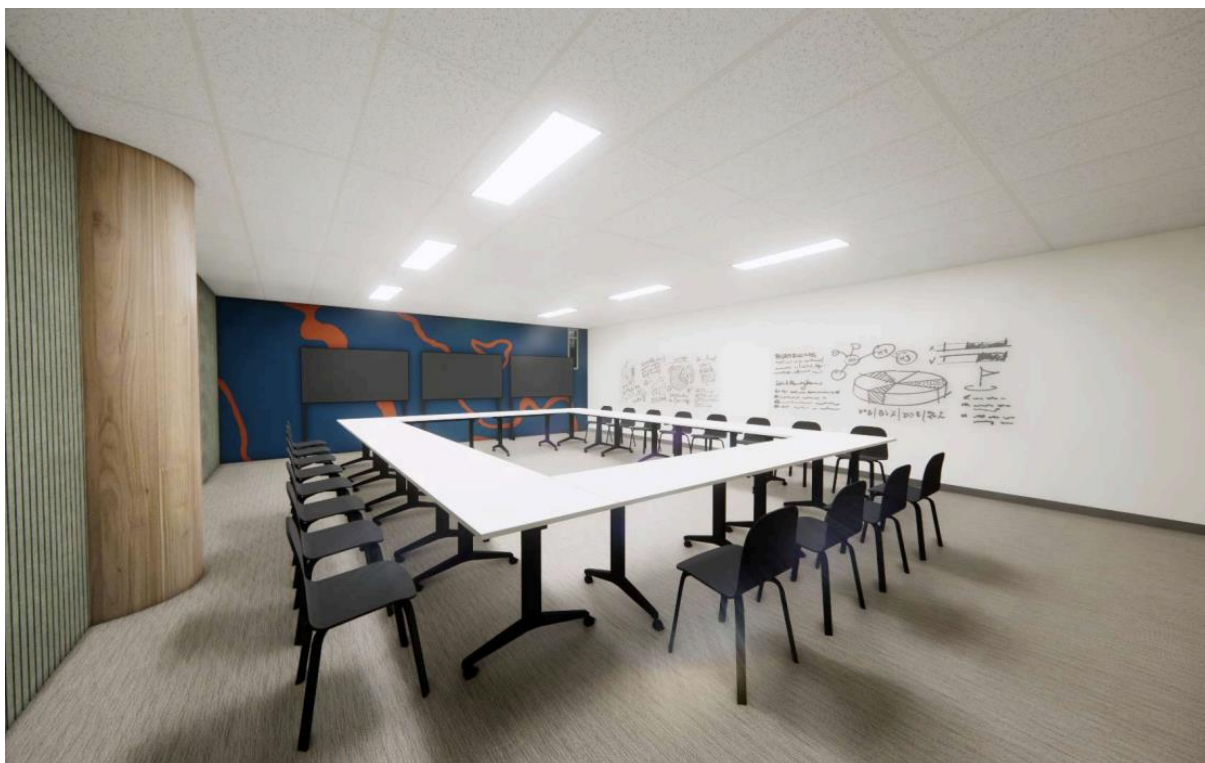


All designs by Eldane Pty Ltd.

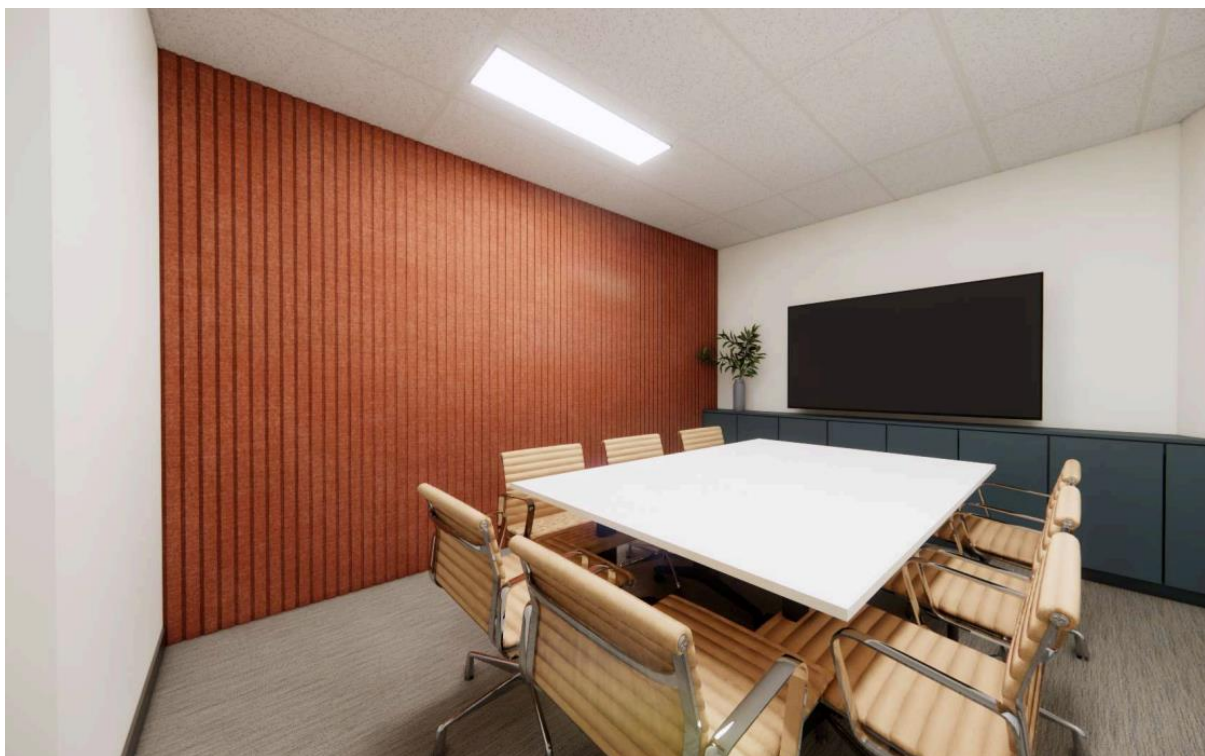
Lobby upgrade



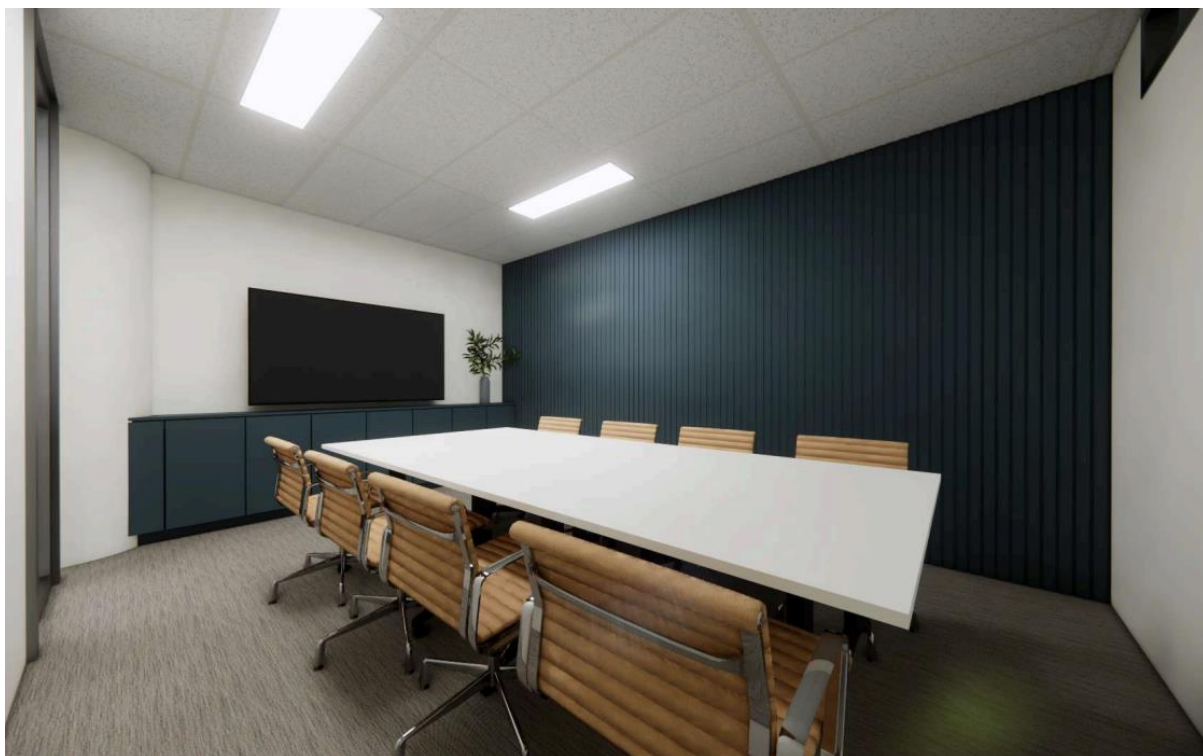
The Lab



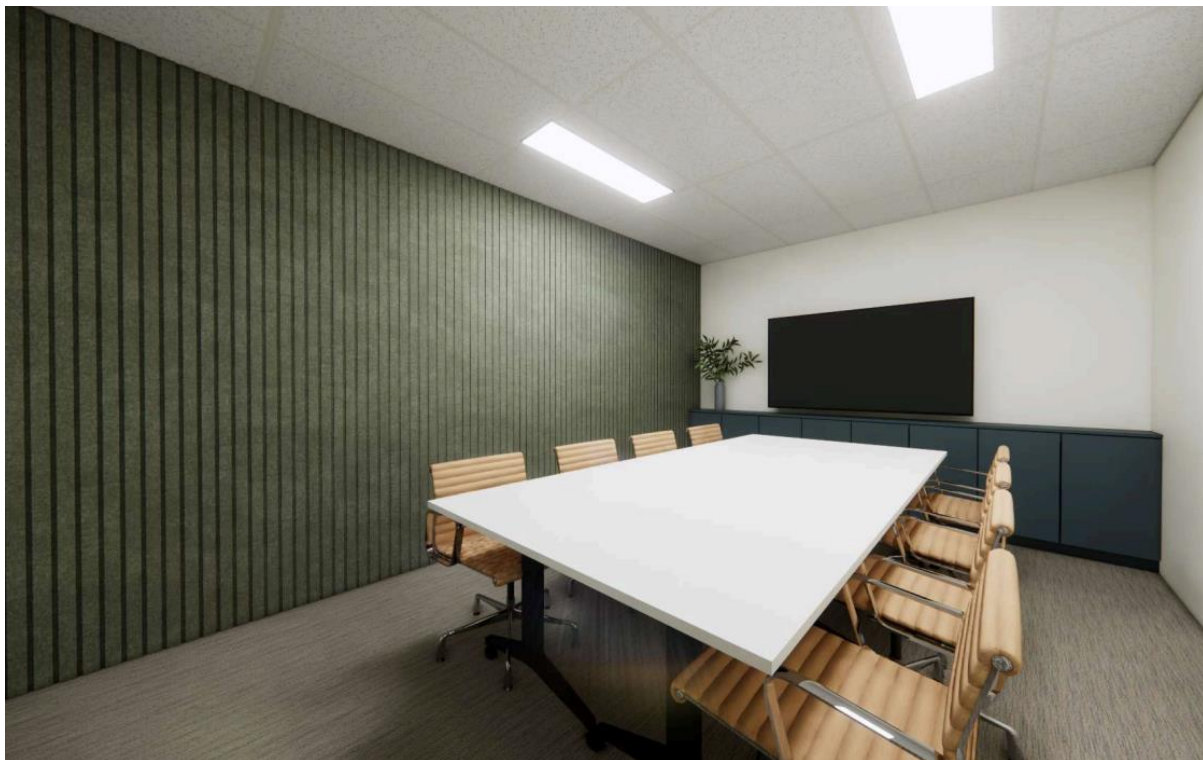
Orange room



White room



Board room



Event room



Event room





2026-2027 CANBERRA INNOVATION NETWORK WORKPLAN

Approved by the CBRIN Board on 30 April 2026

Major funder



Foundation Members and Partners



Australian
National
University



UNIVERSITY OF
CANBERRA



UNSW
CANBERRA



aie
AUSTRALIAN INNOVATION ECOSYSTEM



ACU
AUSTRALIAN CATHOLIC UNIVERSITY



CANBERRA
AIRPORT

MALLESONS

OPTUS



Canberra Innovation Network - 2026/27 Workplan

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Introduction

Canberra Innovation Network's mission is to empower entrepreneurs to make an impact and change the world. Together with our Foundation Members, partners, clients and the innovation community, and with the foundational support from the ACT Government, we are positioning Canberra as a clever, connected and creative city where entrepreneurs and businesses build on our excellence in research and innovation to create social and economic benefits for all (CBRIN's vision from the 2023-2028 Strategic Directions).

CBRIN is not-for profit organisation representing a broader collaboration of the higher education and research institutions in the ACT, the ACT Government and a group of committed private sector partners who work together to coordinate, connect, promote and grow the Canberra innovation ecosystem.

In our 2023-2028 Strategic Plan, the Board of the Canberra Innovation Network sets three strategic directions:

1. **Innovation capacity building.** Build capability in segments of the community that do not identify as entrepreneurs with the aim to drive more innovation, collaboration and job creating entrepreneurship.
2. **Entrepreneurial capacity building.** Grow the entrepreneurial capacity of our innovation ecosystem by developing, delivering and linking programs and resources that support growth of ambitious innovation and technology companies.
3. **Placemaking.** Strengthen the role of CBRIN as the ACT's central innovation hub with active linkages to a growing network of innovation precincts that work together to create new industries and solve complex problems by leveraging science, innovation and entrepreneurship.

There are five horizontal themes applicable across all three 2023 - 2028 Strategic Directions:

- Act as a Catalyst and a Multiplier (or a Glue), working on strengthening relationships that cultivate trust and positive innovation culture, promoting abundance and growth mindset (pay-it-forward and sharing) and can-do experimental approaches to be the driving forces of progress in our innovation community. This includes engaging and leveraging our alumni community.
- Use marketing, PR and storytelling to highlight legendary as well as ordinary local entrepreneurs, exemplar innovation and technology companies and ground-breaking innovations that Canberrans can be proud of.
- Experiment with ways to support more people from underrepresented groups (e.g. women, youth, creatives, culturally and linguistically diverse backgrounds) in innovation and entrepreneurship.
- Work with others to orchestrate innovative and collaborative solutions to complex problems faced by government, community, and our planet.
- Experiment with new engagement mechanisms for high-growth innovative companies, venture capital providers, higher education and research institutions and those who contribute to the strength of the network.

In delivering on these Strategic Directions we follow three guiding principles:

1. Collective impact - where strong collaboration and partnerships create a culture of joint and shared ownership and shared responsibility for the innovation ecosystem and where long term coordinated approach that maximises shared value is preferred over ad-hoc uncoordinated individual gains.
2. Rainforest culture - where we are not trying to build a 'perfect' and 'stable' system from top-down but we rather aspire to create the conditions and enabling environment in which diverse activities and initiatives can emerge, evolve, and grow (or die) as needed. We apply the abundance (rather than scarcity) mindset in doing so (focus on enabling others rather than competing with them).
3. Innovation-driven entrepreneurial ecosystem - where foundation academic institutions partner with the government, industry and investors to empower innovators and entrepreneurs to make an impact by supporting them to start and grow successful innovative businesses.

The strategic directions also guide CBRIN to engage with a broad variety of audiences:

People

- General public
- Youth/students
- Researchers / innovators
- Entrepreneurs building startups

Organisations

- Government / community
- Corporates
- Higher education and research
- SMEs / businesses

The workplan continues to support the role of the network as a principal mechanism **where world-class research & educational institutions partner with proactive government and the innovation community to drive a vibrant ecosystem that attracts, supports and empowers creative, innovative and entrepreneurial people and organisations to generate social and economic wealth and enable impact on local, national and global levels.**

The Canberra Innovation Network Board recognises that in the long term (until 2030), CBRIN will be a part of a different environment:

- We will be surrounded by a much more mature innovation ecosystem.
- Innovation to become the uniting opportunity for a greater variety of participants.
- We will achieve broader reach and visibility, including nationally and internationally.
- As a company we will be more curious, observant, interactive and cohesive.
- We will facilitate, educate, enable opportunities and cross-sector mobility.
- Our governance will be more reflective of the diversity of our ecosystem.

Our role will continue to evolve as well, and we will need to strengthen our position as a:

- **LEADER:** Spreading of entrepreneurial mind models and role modelling of entrepreneurialism within our community and externally
- **ACTIVATOR:** Initiator and Accelerator (of not just business growth but also new collaborations) with reputation for excellence in ecosystem service delivery
- **CONNECTOR:** Acting as a curator, communicator and trusted independent facilitator

- **INCUBATOR:** Provider of accommodation, programs and resources that accelerate growth of innovative companies.
- **AMPLIFIER:** Expanding and amplifying reach of our network (locally / nationally and globally)

This workplan continues the delivery of CBRIN's 2023-2028 strategic directions that were set by the Board on 10 March 2023 and are annually reviewed. It builds on previous workplans, and an intensive team and stakeholder collaboration, including:

- The CBRIN Advisory Committee (March 2026).
- Regular collaboration and consultations with members of the CBRIN extended team throughout 2025/2026.
- Team work in March and April 2026 and subsequent work to finalise the workplan and set KPIs across teams and across the objectives of the entire workplan.

In summary, this workplan outlines, how CBRIN plans to deliver, support and link events, initiatives, programs and services that:

1 BUILD INNOVATION CAPACITY by

1.1 Introducing and enhancing innovation skills and capability in the broader ACT community [**SKILLS**] and

1.2 Activating partnerships, supporting growth of key sectors and helping address 'complex' problems through collaborative innovation [**COLLABORATION**]

2 BUILD ENTREPRENEURIAL CAPACITY by

2.1 Building a community of entrepreneurs with access to support, including funding, space, education & mentoring [**PIPELINE**]

2.2 Contributing to growth of innovative ventures, including deep tech, social enterprise, startups, scale ups and SMEs [**GROWTH**]

3 PROVIDE A NETWORKED PLACE FOR INNOVATION by

3.1 Promoting, connecting, growing, and diversifying the innovation ecosystem [**ENGAGEMENT**]

3.2 Operating and growing a central neutral innovation hub with active linkages to a network of hubs [**HUBS**]

STRATEGIC DIRECTIONS

2023-28

Together with clients, partners and supporters, the Canberra Innovation Network (CBRIN) connects, promotes and grows the ACT innovation ecosystem. In doing so, CBRIN engages with entrepreneurs and innovators, startups, SMEs and established businesses, researchers, youth and students, governments and NGOs, higher education and research institutions, corporates as well as with the general public.



COMPANY OBJECTS

- Provide a network linking businesses and entrepreneurs to services, facilities and stakeholders that accelerate their innovation and growth.
- Promote a culture of innovation and entrepreneurship in the ACT.
- Take a central role in growing the innovation ecosystem in the ACT and building individual and corporate capability.
- Develop innovative approaches to provide services that support the growth and diversity of the ACT economy.



VISION

Canberra is a clever, connected, creative city where entrepreneurs and innovative businesses build on our excellence in research and innovation to create social and economic benefits for all.



PURPOSE

Empowering entrepreneurial people to make an impact and change the world.



PRINCIPLES

Our vision and mission are enabled by three guiding principles:

The **Collective Impact** principle underpins how and why the stakeholders come together in CBRIN, the **Rainforest-like culture** is all about sharing, leveraging and maximising connections with a collaborative and inclusive mindset. And finally, we are building a balanced and **Innovation-driven entrepreneurial (IDE) ecosystem**.

These principles are based on world-class innovation research and best practice.



STRATEGIC DIRECTIONS

Direction 1: Innovation Capacity



Build capability in segments of the community that do not identify as entrepreneurs to drive more innovation, collaboration and job creating entrepreneurship.

Direction 2: Entrepreneurial Capacity



Grow the entrepreneurial capacity of our innovation ecosystem by developing, delivering and linking programs and resources that support growth of ambitious innovation and technology companies.

Direction 3: Placemaking



Operate ACT's central innovation hub with active linkages to a powerful network of innovation precincts that work together to grow new industries and solve complex problems by leveraging science, innovation and entrepreneurship.



HORIZONTAL THEMES

- **Community of Communities.** We act as a catalyst, multiplier and a glue of the ecosystem, promoting a culture of collaborative innovation that connects and lifts everyone.
- **Broader reach.** Through storytelling we highlight legendary as well as ordinary local entrepreneurs, exemplar innovation and technology companies and ground-breaking innovations that Canberrans can be proud of.
- **Growing diversity.** We continue to experiment with ways to support more people from underrepresented groups in innovation and entrepreneurship.
- **Government and community as customers and partners.** We work with our community and government to develop collaborative innovation solutions for a better future.
- **Network growth.** We experiment with new engagement mechanisms for high-growth innovative companies, venture capital providers, higher education and research institutions and those who contribute to the strength of our network.

AMPLIFICATION AREAS



- **Funding.** We will work with ACT Government to dedicate funding for innovation grants to support critical phases of growth of innovation ventures (startup, scale up and SMEs).
- **Partnering.** We will engage people in complex problem solving for governments and corporates, enable clustering of sectors and connect them to innovation.
- **Marketing.** Amplified marketing is essential for us to broaden the innovation community, build innovation brand value and establish new partnerships and recognition nationally and internationally.
- **Collaboration.** We will work towards increasing connectivity of all resources in the network - emerging incubators, programs, makerspaces and innovation initiatives.
- **Building.** Working towards acquiring the entire building, we will partner with the ACT Government to operate an iconic central Innovation Hub for the ACT that will include scale up space for companies in their 'teenage' years.

WORKPLAN 2026-27

Implementing the 2023-2028 Strategic Directions

Together with our clients, partners and supporters, we connect, promote and grow the ACT innovation ecosystem. In doing so, we engage with entrepreneurs and innovators, startups, SMEs and established businesses, researchers, youth and students, governments and NGOs, higher education and research institutions, corporates as well as with the general public.

STRATEGIC DIRECTIONS

DIRECTION 1: INNOVATION CAPACITY



Build capability in segments of the community that do not identify as entrepreneurs to drive more innovation, collaboration and job creating entrepreneurship.

1.1 INNOVATION SKILLS

Objective Deliver and collaborate on events, initiatives and programs that introduce and enhance innovation capability and skills in the broader community.

Activities Innovation-focused educational, networking and introductory events

KPIs

12 outreach events
1 InnovationACT (all city business competition for students)
400 participants

1.2 COLLABORATIVE INNOVATION

Objective Design, deliver and partner on collaborative events that activate partnerships, support growth of key sectors and help academia, government, corporates and community address problems through collaboration & innovation.

Activities Collaborative innovation events, hackathons and challenges, plus systemic collaborative projects

KPIs

12 events, 300 participations, 5 sectors

DIRECTION 2: ENTREPRENEURIAL CAPACITY



Grow the entrepreneurial capacity of our innovation ecosystem by developing, delivering and linking programs and resources that support growth of ambitious innovation and technology companies.

2.1 ENTREPRENEUR PIPELINE

Objective Build a strong pipeline of entrepreneurs and innovators and triage them into programs and services that support their progress, link them to funding, entrepreneur education and mentoring.

Activities Intro meetings, Innovation Connect Grants, education and networking events

KPIs 200+ participants, 150 intro meetings, 2 grant ICON funding rounds with \$400k+ deployed to 14+ ventures

2.2 GROWTH PROGRAMS

Objective Coordinate and deliver programs and services that contribute to growth of innovative ventures, including deep-tech, social enterprises, startups, scaleups and SMEs.

Activities Support of Millhouse, Griffin Accelerator, delivery of Scale Up & SME Program, Mentor & investor network and targeted founder conversations

KPIs 40 ventures assisted p.a., 90 founder sessions p.a., 30 mentors engaged p.q.

DIRECTION 3: ECOSYSTEM PLACEMAKING



Operate ACT's central innovation hub with active linkages to a connected network of innovation precincts that work together to grow new industries and solve complex problems by leveraging science, innovation and entrepreneurship.

3.1 ECOSYSTEM ENGAGEMENT

Objective Collaborate to design and deliver a comprehensive set of engagement activities that connect, grow and diversify our innovation ecosystem and support delivery of this workplan through effective communication and marketing.

Activities Marketing, outreach, PR, events, partner & external engagement

KPIs 150 events, 5,000 participants, 20 stories, 4 events for under-represented, 1 showcase, 15 external engagements (reg. + nat. + int.)

3.2 INNOVATION HUB(s)

Objective Deliver and grow coworking in the central innovation hub, work with others to connect their hubs into a network offering for entrepreneurs & innovators in Canberra and beyond.

Activities central hub operation and improvements, Launch operation, events, coordination w other hubs

KPIs 170+ co-workers in 50+ companies
20 connected events at hubs



DIRECTION 1: INNOVATION CAPACITY BUILDING

Goal Build capability in segments of the community that do not identify as entrepreneurs with the aim to drive more innovation, collaboration and job creating entrepreneurship.

1.1 INNOVATION SKILLS

Objective Deliver and collaborate on events, initiatives and programs that introduce and enhance innovation capability and skills in the broader community.

Activities	KPIs
CBRIN will work with Foundation Members and partners to participate in and co-deliver innovation and entrepreneurship events and activations with the aim to reach more broadly into the community and make innovation more accessible and relatable. This will involve events for people who don't identify as entrepreneurs, including from under-represented groups. The activity formats will include introductory innovation skill workshops and outreach presentations, drop-in sessions on campuses or partner sites and contributions to and support of programs delivered by others. The activities will be designed to stimulate interest of the participants in innovation and entrepreneurship, especially in groups not yet deeply involved in the ecosystem. Students, researchers and staff of academic institutions and government agencies but also corporates, industry associations, schools and community organisations will be targeted through these activities to introduce innovation more broadly.	12 events p.a. 1 InnovationACT 400 participants p.a. Outcomes Enhanced innovation skills and better awareness of the ACT innovation ecosystem in the community and within FMs, more researchers and students engaging with entrepreneurship & innovation Measured by retrospective analysis of applications and reports
Foundation Member involvement: On average 2 out of three of these events involve directly Foundation Members, their students, researchers and staff. Foundation members typically invite CBRIN directly or via their regular participation at Extended CBRIN team meeting which is organised monthly.	

1.2 COLLABORATIVE INNOVATION

Objective Design, deliver and partner on collaborative events that activate partnerships, support growth of key sectors and help academia, government, corporates and community address problems through collaboration & innovation.

Activities	KPIs
CBRIN will work with its Foundation Members and other education and research providers, government, corporates, industry, non-government organisations and industry associations to initiate and support customised open and collaborative innovation events and programs that leverage modern innovation methods and strengthen triple helix linkages and collaboration. This will include structured peer support groups and events, such as meetups, collab-labs, co-design sessions, hackathons,	12 collaborative events 300 participants 5 sectors engaged Outcomes More collaborative activities in sectors that matter to Canberra's economic, social and environmental wellbeing. Measured retrospectively in annual analysis of

innovation challenges, prototyping support, competitions and activations helping people, organisations and entire sectors address key challenges through collaborative innovation, engaging our innovation sector capabilities, generating a pipeline for other programs and building connections and momentum within core industry specialisations of the ACT. In 2026/27 we will continue delivery of the (1) Prototyping Voucher Program and the (2) Accelerating Canberra's Energy Transition and explore their extensions, funding and integrations into ongoing activities of CBRIN post 2027. We will specifically aim to broaden the reach of these initiatives (1) beyond makerspaces to broader research and technology development infrastructure of the Foundation Members and (2) beyond energy transition to broader themes of sustainability, circularity. Horizontally, under this objective, CBRIN will support, initiate, host and co-deliver events and engagements that contribute to finding alignment and solutions that target any of the 17 UN Sustainable Development Goals.	collab lab attendances, feedback surveys and reports.
Foundation Member involvement: More than two thirds of these events involve directly Foundation Members, their students, researchers and staff. The events are typically delivered in CBRIN, online or on sponsor sites, including on Foundation member campuses. As a matter of principle even for events that are sponsored by organisations who are not Foundation Members, CBRIN makes an effort to bring the opportunity to relevant Foundation Member researchers, students and staff via disclosure of the opportunities, mainly through its Extended Team meeting and newsletter, website and social media or direct contact with Foundation Member staff. CBRIN team also actively engages interns throughout the year, a position open to any of our foundation members institution's students.	



DIRECTION 2: ENTREPRENEURIAL CAPACITY BUILDING

Goal Grow the entrepreneurial capacity of the innovation ecosystem by developing, delivering, and linking programs and resources that support growth of ambitious innovation and technology companies.

2.1 ENTREPRENEUR PIPELINE

Objective Build a strong pipeline of entrepreneurs and innovators and triage them into programs and services that support their progress, link them to funding, entrepreneur education and mentoring.

Activities	KPIs
Collaborate on and deliver events and engagements that inspire entrepreneurs (including those in Foundation Member institutions). Deliver workshop programs that strengthen entrepreneurial skills and grow participants' capacity to build or contribute to innovation and high growth companies. Conduct introductory meetings with entrepreneurs and triage them into other programs, connect them to mentors and sources of funding and support. Attract a strong and diverse pool of applicants for INNOVATION CONNECT grants program in partnership with the ACT Government to provide matched funding to set innovation companies on their growth journeys. Seek partnerships that can help activate and support a pipeline of innovations addressing any of the UN Sustainable Development Goals.	200 participations in workshops, programs, events and webinars 150+ intro meetings (triage) 2 ICON Rounds with a total >\$400k allocated to 14+ ventures Outcomes Strong and diverse applicant pool for growth stage initiatives in the ACT. Measured by annual retrospective review of applications and reports.
Foundation member involvement: Activities under this objective are designed to directly benefit those Foundation Member participants who apply or participate. Workshops are open to Foundation Members to participate in, capacity – 200 participations per year, intro meetings are targeted at 150 per year, ICON grants are available via open competitive process eligible applicant companies (included those started by students, researchers and academic staff).	

2.2 GROWTH PROGRAMS

Objective Coordinate and deliver programs and services that contribute to growth of innovative ventures, including deep-tech, social enterprises, startups, scaleups and SMEs.

Activities	KPIs
Partner with the MILL HOUSE Ventures to deliver programs that grow innovative social enterprises and position TMHV as a central point of contact for social innovation in the ACT and broader region. GRIFFIN Accelerator Program, delivered in partnership between Griffin Accelerator Limited (who bring together the mentors, select	40 ventures assisted p.a. 90 founder sessions 30 mentors engaged p.q.

companies, provide mentorship and investment) and Canberra Innovation Network (who provide the program aspects including workshops, program facilitation and access to space during the program). Deliver a set of <i>Growth Programs</i> for scale ups, research-intensive spinouts and ambitious innovative SMEs to accelerate their growth and access to national and international markets. This will include delivery of programs funded by third parties, such as the Digital Solutions for small businesses (aiming at increasing technology adoption capability in small businesses across ai, digital marketing and cybersecurity by connecting them to mentors and resources) funded by Department of Industry where CBRIN will work with partners to deliver the support in the ACT and the Capital region. Connect mentors and investors to founders and innovative projects including through an annual investor showcase and mentor events. Leverage technology to track relationships and resources to improve engagement with startups and mentors. Work with ACT government and partners to explore new funding opportunities for early stage and scaling up ventures.	Outcome: Significant achievements of local innovation companies, Investments in local innovation companies
Foundation member involvement: The Mill House Ventures is co-funded by University of Canberra and its programs are available to all Foundation Member originated social enterprises, including those started by staff, researchers, students or graduates. All programs under 2.2 are available to projects originated by staff, researchers or students of the Foundation member institutions. Ventures assisted in these programs include those started or employing students, researchers and graduates of Foundation Members.	



DIRECTION 3: PLACEMAKING

Goal Strengthen the role of CBRIN as the ACT's central innovation hub with active linkages to a powerful network of innovation precincts that work together to grow new industries and solve complex problems by leveraging science, innovation and entrepreneurship.

3.1 ECOSYSTEM ENGAGEMENT

Objective Collaborate to design and deliver a comprehensive set of engagement activities that connect, grow and diversify our innovation ecosystem and support delivery of this workplan through effective communication and marketing.

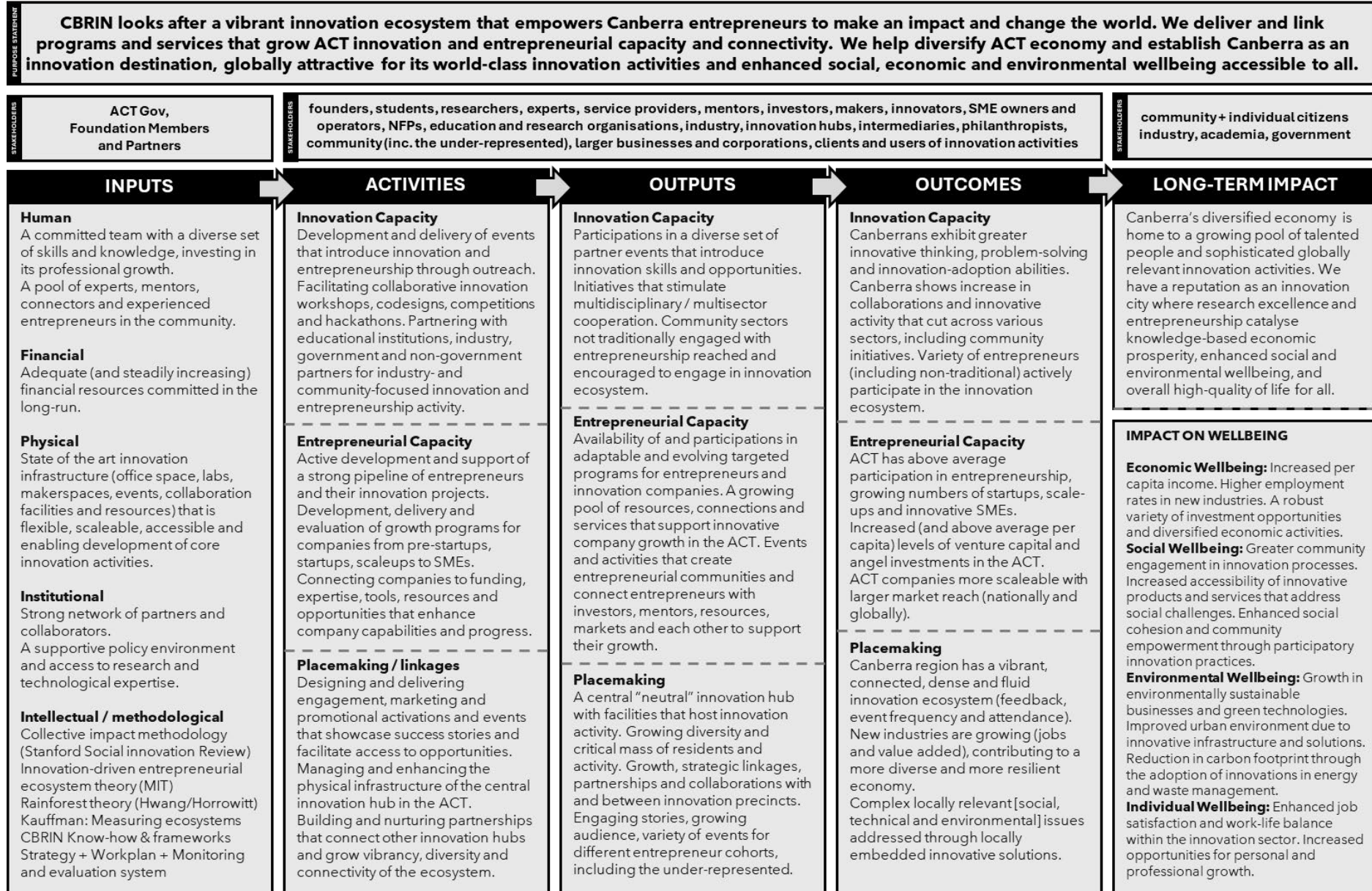
Activities	KPIs
Our ENGAGEMENT & MARKETING INITIATIVES will include: - marketing and events to connect people to programs and initiatives of the ACT innovation ecosystem - profiling of and strengthening engagement with entrepreneurs and under-represented groups - public relations and related activities to tell the stories of Canberra-born innovation and entrepreneurship and to position Canberra as the place where science and research meets innovation and entrepreneurship - activities to strengthen engagement with Foundation Members, Partners, innovation precincts, key sectors, other connected innovation hubs and initiatives, and the broader region - participation in relevant national or international events to promote the Canberra innovation ecosystem - marketing campaign to promote Canberra as a city of innovation - Connect key CBRIN and ecosystem events like innovation showcase, events, collab labs, workshops into an innovation festival-like offering, explore opportunity to host the event at a Foundation Member site (and rotate them each year on other Foundation member sites, starting with UNSW Reid in 2026).	150+ events (overall aggregate count) with 5,000+ participants p.a. 20+ stories of entrepreneurs 4 events for under-represented groups 1 innovation showcase 15 external engagements (international, national and regional) Outcomes Canberra innovation ecosystem breadth, connectivity, diversity, and brand reputation strengthen. Measured by survey.
Foundation member involvement: Activities under this objective include focused efforts to strengthen engagement with the Foundation Members. Core connecting activity are monthly extended team meeting and First Wednesday Connects that attract Foundation Member students, researchers and staff and rotate around the city often hosted by the Foundation Members on their campuses. Other activities include CBRIN CEOs quarterly catch ups with Foundation Member representatives, and annual Foundation Member dinner / lunch. Each annual innovation showcase is an opportunity for all Foundation Members to engage, exhibit and co-promote. CBRIN team often engages in national and regional events organised or sponsored by the Foundation Members. Foundation Member students, staff and researchers also benefit both directly and indirectly from the ecosystem vibrancy created through the 150+ events that CBRIN host, co-hosts or delivers annually. We also work on deeper frequent alignment on messaging and cross promotion between CBRIN and Foundation Member marketing and PR activities.	

3.2 INNOVATION HUB(s)

Objective Deliver and grow coworking in the central innovation hub, work with others to connect their hubs into a network offering for entrepreneurs & innovators in Canberra and beyond.

Activities	KPIs
Deliver entrepreneur-focused subsidised coworking and space for scale ups and SMEs, including community building activities that create a connected culture across both levels 4 and 5 as a fundamental building block of the Innovation Hub at 1 Moore St, Canberra. This will involve upgrades of office space on Level 5 (not including corridors, events and meeting spaces that were upgraded in 2025/26). Work with the ACT Government to grow availability and quality of space within the 1 Moore Street and work with operators of other innovation hubs and precincts across in Canberra, including Foundation Members, to coordinate a connected offering for innovative entrepreneurs.	170+ co-workers in 50+ companies in CBRIN, Level 5 1 Moore St partial space upgrades 20 events p.a. across connected spaces Outcomes Capacity and interactivity of diverse offerings that accommodate innovative companies in Canberra grows. Verified via retrospective analysis of quarterly reports.
Foundation member involvement: Under this objective we already work with Foundation Members to connect their innovation hubs into the broader innovation network. This allows e.g. UNSW Canberra to utilise services of CBRIN to help run the innovation community and front desk of the Launch ecosystem and ensuring that it is part of the broader Canberra innovation ecosystem. Foundation members are encouraged to consider whether our presence on their campuses would be beneficial using the same fee for service model that is being utilised by UNSW Canberra.	

CBRIN THEORY OF CHANGE / IMPACT PATHWAY



Impact Pathway Logic at Program Level

WP	Activity	Output	Outcome	Impact
1.1	Outreach Program InnovationACT Researcher engagement Youth program Internships	participants exposed to innovation skills and the ecosystem at outreach events, students and researchers through InnovationACT, researchers in research to impact engagements	enhanced innovation skills better awareness of the ACT innovation ecosystem in the community and within FMs, more researchers and students engaging with entrepreneurship & innovation	More diverse and inclusive innovation ecosystem - enhanced social, environmental and economic wellbeing due to: - broader, more inclusive, and more active engagement of citizens in the innovation economy of the ACT. - active collaborations that address a variety of complex issues in the ACT, nationally and globally through innovation and entrepreneurship. - variety of entrepreneurs, including from under-represented groups engaging in entrepreneurship. More diversified economy with stronger knowledge-based component, variety and critical mass of examples of leading innovation companies originated and staying embedded in Canberra.
1.2	Collaborative Innovation program (Hackathons Collab labs, Makerspace Network / w prototyping vouchers, Accelerating Canberra's Energy Transition) Systemic collaborations (annual Innovation Forum, quarterly Stakeholder Advisory Committee, Monthly Extended TM)	participants events key sectors/industries engaged FMs engaged partners engaged prototyping vouchers	Increased industry engagement opportunities for researchers and students. Key sectors and partners collaborating on addressing complex problems in the ACT. Innovators in the ACT have access to prototyping facilities and support, accelerating their market readiness, connected energy innovation ecosystem	
2.1	Intro meetings and triage Innovation Connect Grants Idea to Impact Founders Collective Entrepreneur Events	intro meetings participants in I2I applications for ICON recipients of ICON \$\$ deployed in ICON founders assisted	A strong pipeline of entrepreneurs with access to support, including funding, space, education & mentoring. Strong demand to progress into further programs and get funded for growth.	
2.2	Mill House Programs Griffin Accelerator Scale Up Program SME Program Digital Solutions Mentor & investor networks Investor showcase	ventures assisted, incl. social enterprises high growth startups other startups scale ups supported SMEs supported leading companies mentors engaged p.q.	Significant achievements of local innovation companies, Investments in local innovation companies Increased capability and competitiveness of small businesses	BHAG: 100 innovation companies (with 10 thousand+ employees 100x100) operating from Canberra linked to a variety of (collaboratively operated and aligned) innovation hubs. This can include companies originated elsewhere but embedded in and leveraging the Canberra innovation ecosystem fabric for their global competitive advantage.
3.1	Marketing, promotion, PR and comms Events that connect, promote and diversify the ecosystem (First Wednesday Connect Female Founders) Activities in national, international and external engagement	Events (across all CBRIN activities) Total registrations at all events stories promoting entrepreneurs and innovative ventures participations and events for the under-represented	Innovation ecosystem grows and is more accessible and more diverse. Canberrans know more about innovation in the ACT and are actively promoting it.	
3.2	Central coworking and innovation hub with community events Community management services and events for others Connect a growing network of hubs that offer innovation infrastructure and support for people to start, build and contribute to growth of ACT innovation companies.	Capacity + Coworkers at CBRIN Capacity + coworkers at other hubs Companies resident in CBRIN Companies resident at other connected hubs Events that connect and activate the communities and places (hubs)	Anyone in the ACT who needs a supportive and connected space to work from on their innovation project can find the right match for the appropriate stage of their business growth journey. The space is flexible, connected and scales with the demand to accommodate the ever-growing innovation activity.	

Resourcing & governance

Budget

This workplan needs to be supported by a budget with a proposed strategic deficit of under \$110k. There are sufficient resources in current retained earnings for FY25/26 (trailing surplus) to cover this planned deficit. The following table contains proposed budget based on estimated current EOY result extrapolated till 30 June 26.

Account	Budget 25/26	Budget 26/27	Assumptions and notes
Trading Income			
Base Funding	1,576,000	1,616,000	As per funding agreement
Collaborative Innovation Lab Income	210,451	120,000	as per contracts and anticipated extensions
Coworking Space Income	550,000	650,000	as per current performance
Events Income	25,000	20,000	As per current performance
Founding Members Cash Contribution	400,000	400,000	FM fees assumed to stay at current level
Growth Program Income	60,000	250,000	As per anticipated programs including ASBAS and CSIRO ON
Innovation Connect Administration Fee	55,000	55,000	anticipating contract for ICON to continue
Interest Income	12,000	10,000	estimate based on current cash level in bank
Launch on Northbourne Revenue	175,000	180,000	as per contracts and anticipated extensions
Sponsorship Income	80,000	120,000	as per contracts
Square Sales	1,700	3,000	Estimate
Workshop Income			
Total Trading Income	\$3,144,151	\$3,424,000	
Cost of Sales			
Co-working Space - Salaries & Wages	\$140,000	227,700	as per current and anticipated spend on coworking in 2025/26
Co-Working Space Expenses	\$150,000	261,000	Based on current spend
Collaborative Innovation Lab Expense	\$200,000	20,000	Based on current spend
EIP (ACET) Salaries and Wages		120,000	New program – as per contracts and current levels of spending
Furniture Depreciation	\$30,000	3,000	based on current depreciation levels
Growth Programs Expense	\$80,000	190,000	Includes Griffin \$30k, Activate Capital \$20k, ASE \$20k, ASBAS mentors \$100k
Mill House Expense	\$90,000	100,000	10k higher expense anticipated
Workshops Expense	\$5,000	-	Included in Growth program expense
PVP – Salaries and Wages		90,000	As per current performance

Account	Budget 25/26	Budget 26/27	Assumptions and notes
PVP – other expenses		50,000	Anticipating remaining vouchers to allocate
Total Cost of Sales	\$667,000	\$1,061,700	
Gross Profit	\$2,450,151	\$2,362,300	
Other Income			
Fitout Grant - Expansion	\$0	\$0	
In Kind Contribution - CBR Airport [85400]	\$20,000	\$20,000	as per current arrangement
In Kind Contribution - KWM [85000]	\$100,000	\$100,000	as per current arrangement
In Kind Contribution - Optus [85300]	\$100,000	\$100,000	as per current arrangement
In Kind Contribution - PWC [85100]	\$100,000	\$100,000	as per current arrangement
In-Kind Contribution - Rent	\$1,500,000	\$1,278,000	estimate
Innovation Connect Income	\$500,000	\$500,000	based on contracts
Total Other Income	\$2,320,000	\$2,098,000	
Operating Expenses			
Accounting and Administration	\$85,000	100,000	Based on current year spend / estimate
ASIC Fees	\$0	\$0	[incl. in accounting and administration]
Audit Fees	\$16,477	22,400	Current year spend plus 10% increase
Bad Debts	\$3,000	2,700	Based on current year
Bank Fees	\$800	800	Based on current year
Board Expenses	\$90,000	65,000	Based on this year expenses
Computer Hardware	\$20,000	-	Merged below
Computer Software (& Hardware 2027)	\$30,000	50,000	Same as in current year
Conference Attendance	\$5,000	10,000	Reserve for higher conference participation
Consultant Fees	\$20,000	20,000	Reserve for access to expertise during the year inc. legal
Design Moore Street	\$0	\$0	(can be included above if needed)
Domestic Travel Expenses	\$24,000	24,000	Similar to current year
Entertainment - FBT	\$4,000	4,000	Similar to current year
Entertainment - Non FBT	\$4,000	4,000	Similar to current year
Events Expense	\$40,000	55,000	Estimate based on current year
Health and Wellbeing Rebate	\$3,900	3,600	Based on staff numbers
Human Resources	\$24,000	22,000	Based on current year spent
In Kind Contribution - Optus [92570]	\$100,000	100,000	Based on contract
In Kind Contribution- Rent	\$1,500,000	1,278,000	As per funding agreement
In Kind Expense - CBR Airport [92565]	\$20,000	20,000	as per current arrangement

Account	Budget 25/26	Budget 26/27	Assumptions and notes
In Kind Expense - KWM [92510]	\$100,000	100,000	as per current arrangement
In Kind Expense - PWC [92520]	\$100,000	100,000	as per current arrangement
Indoor Plant Hire	\$5,000	18,000	Higher – based on current spent and new plants planned for L5
Innovation Connect Expense	\$500,000	500,000	Contracted
Insurance	\$24,000	22,600	Based on current year spend
International Travel Expenses	\$10,000	10,000	same budget as last year
Internet Expenses	\$3,000	nil	[moves below]
IT Expense	\$20,000	17,000	Based on current year spent
Launch on Northbourne - Expenses	\$15,000	20,000	Based on current year spend
Legal Fees	\$3,000	nil	none in current year (can be included in consultant fees above if needed)
Level 4 Furniture Depreciation	\$22,000	38,000	Provision for increased depreciation this year based on investment in 2026
Marketing & Business Dev	\$100,000	110,000	Set at same level as previous year + 10k for internships
Office Equipment Depreciation	\$12,000	12,000	based on current monthly depreciation
Office Supplies	\$50,000	25,000	Based on current spent
Outgoings	\$70,000	60,000	Based on current spent
Parking Expenses	\$8,000	24,000	Provision for years when we were not charged 2023. 2024 and 2025
Postage	\$800	nil	Included in administration
Realised Currency Gains	\$0	nil	
Repairs and Maintenance	\$10,000	12,000	based on current spend
Sponsorship Expense	\$10,000	5,000	Based on current spend
Square Fees	\$2,400	2,000	Based on current spend
Staff Training Expenses	\$24,000	20,000	50% higher than current spend but lower than previous budget
Stripe Fees	\$120	200	Immaterial
Sundry Expenses	\$5,000	1,200	Based on current spend
Superannuation Expense	\$204,000	180,000	12% of salaries and wages
Wages & Salaries Expenses	\$1,700,000	1,500,000	Based on planned staff numbers and salary adjustments
Waste - Recycle & Sanitary	\$4,000	4,500	Approx. 10% increase
WH&S Support	\$2,000	2,000	Same as previous year
Special expense provision – marketing & PR	\$90,000		
Special expense – Level 5 upgrade	\$100,000		
Total Operating Expenses	\$5,184,497	4,565,000	
Net Surplus (-Deficit)	-\$414,347	-\$104,700	

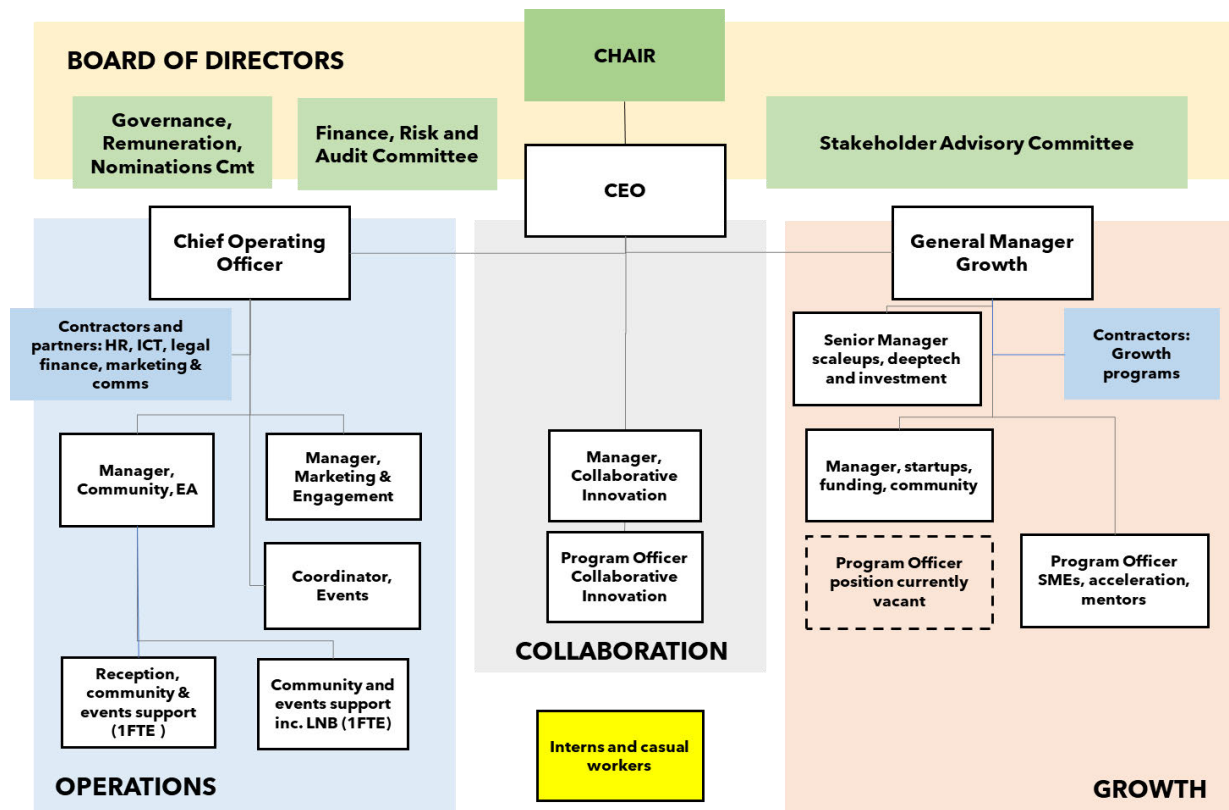
Notes:

The proposed deficit is small and fundable from our retained earnings that sit around \$2.5M as at the time of this budget preparation. We may need to consider investing in further upgrades to L5 but the impact on the budget would be small due to the investment being depreciated over longer period of time. Appropriate reserve is anticipated in item Depreciation. The Board was asked to approve up to 110k deficit and a special additional budget (ideally to be implemented before 30 June 2026) of 100k for upgrades to L5.

Organisation

To execute this workplan we need a team of 16 employees (a mix of full-time and part-time employees), maintain our program contractors and support contractors and continue to look for ways to add to our family of partners (currently 4 Gold Partners and 2 Education Partners). The team will operate at the following levels – Key Management Personnel (Chair, CEO and COO), Extended Executive includes GM Growth and Senior Manager, Managers (Community, Marketing, Collaborative Innovation and Startups), Program officers / coordinators and support staff plus interns. The team will operate in 3 vertical focus areas (1) operations and engagement team reporting to the COO, (2) Collaboration Team reporting to the CEO and (3) the growth team reporting to GM Growth. The company is governed by the Board of Directors (who need to elect new Chair of the Board as of 1 July 2026) and it has 3 established committees – Governance, Remuneration and Nominations Committee, Finance, Audit and Risk Committee and Stakeholder Advisory Committee.

Organisational Chart



People

Executive

Key Management Personnel have the authority and responsibility for planning, directing, and controlling CBRIN's activities, including those directly or indirectly involved in making decisions about the entity's overall direction.

1. CEO – Petr Adamek (also leads Collaborative Innovation team)
2. COO – Sharyn Smith (also leads Operations and Engagement team)

Growth Program leadership, leads delivery of Growth programs, not a member of Key Management Personnel:

3. GM Growth - Dr Craig Davis (leads Growth team)

Operations (and engagement) Team

4. Program manager, Collaborative Innovation (until Jan 2027 – Jack Cassidy), post Jan 2027 the role will grow into two positions:
 - o Program Manager, Collaborative Innovation Projects – Jack Cassidy
 - o Program Manager, Collaborative Innovation Events – Kelly Cruz Sch 2.2(a)(ii)
5. Manager, Coworking, Office Management, EA – Candace Rhind
6. Manager, Marketing & Engagement – Benjamin Garrett
7. Program Officer, Collaborative Innovation – Efon Luwala
8. Reception, community and events support (Launch on Northbourne) – Adam Clark (0.4FTE), Nina Buckley (0.2FTE), Will Shalkfield (0.2FTE), Zac Barbatano (0.2FTE)
9. Reception, community and events support – Belinda Stokes (0.6FTE), Nina Buckley (0.4 FTE), Adam Clark (0.2FTE), Zac Barbatano (0.2FTE)

Growth Team

10. Senior Program Manager -scaleups, deep-tech, investment – Irene Zhen
11. Program Manager-startups, funding, community – Shashank Bokil
12. Program Officer -SMEs, acceleration, mentors – Elijah Howe

Across teams:

13. Interns (CBRIN will be engaging interns from our Foundation Members throughout the year)

Key funders, members and partners

Major Funder

ACT Government

Foundation Members

1. Australian National University
2. University of Canberra
3. University of New South Wales Canberra
4. Canberra Institute of Technology (Accession Deed in 2016)

Gold Partners

1. Mallesons (joined on formation in September 2014, note change of name from King & Wood Mallesons in 4/2026)
2. PwC (joined January 2017)
3. Optus (joined January 2017)

4. Canberra Airport (joined April 2023)

Education Partners

1. Academy of Interactive Entertainment (joined in November 2023, re-joined June 2025)
5. Australian Catholic University (joined 1 October 2025)

Governance: Board and Committees as of April 2026

Board of Directors

- Hala Batainah, Chair, Director nominated by the ACT Chief Minister (first term 1 July 2019 – 30 June 2022, second three year term to be completed on 30 June 2025, 1 year extension of position until 30 June 2026, Chair is reported as part of the Key Management Personnel, the Chair position is remunerated), post 1 July 2026, this position will be subject to nomination and appointment by the CBRIN Board before 30 June 2026
- Margot McNeill, Director representing CIT (started June 2025)
- Edward Bertram, Director representing ANU (joined December 2023)
- Michelle Lincoln, Director representing UC (joined January 2025)
- Andrew Neely, Director representing UNSW Canberra (was alternate director prior to becoming director in January 2021)
- Michelle Jasper, nominated by the Stakeholder Advisory Committee (1 January 2025 started 3-year term, which concludes on 31 December 2028)
- Ilea Buffier, nominated by the Stakeholder Advisory Committee (1 January 2025 started 3 year term, which concludes on 31 December 2028)
- Petr Adamek, Director appointed ex-officio (appointed on 30 April 2017 and Directorship is concurrent with the position of CEO)
- Alternate directors: none

Governance, Remuneration and Nominations Committee

- Andrew Neely, Chair (started as a member in December 2021, Chair as of April 2025)
- Michelle Lincoln (started February 2025)
- Ilea Buffier (started September 2025)
- Annabel Griffin, Mallesons (joined September 2025)

Finance, Risk and Audit Committee

- Edward Bertram, Chair (started in February 2024)
- Hala Batainah (started in December 2021)
- Michelle Jasper (started February 2025)

Stakeholder Advisory Committee

- Annabel Griffin, Mallesons (serving post second term as approved by Board)
- Kavin Arnasalon, OPTUS alt. Andrew Hobson
- Melissa Evans, Canberra Airport (started first term in June 2023)
- Michelle Jasper, Chair, innovation ecosystem researcher (started first term in March 2022, Chair since December 2024)
- Andrew Sutton, entrepreneur (started second term in March 2025)
- Catherine Carter, property expert (started second term in March 2025)
- John DeMargheritti, founder, Academy of Interactive Entertainment (started first term in January 2022)
- Matthew Willson, entrepreneur (joined September 2024)
- Ilea Buffier, entrepreneur (joined September 2024)
- Tori Murray, space and aviation specialist (joined September 2024)
- Joel Madden, entrepreneur (joined September 2024)
- Belinda Newham, social entrepreneur (joined September 2024)

Program Contractors (accelerators)

1. Mill House Ventures Limited (support for entrepreneurs trading for social, cultural, or environmental purpose), proposed direct sponsorship of the program \$90k p.a. + in-kind support
2. Griffin Accelerator Limited (raising capital and organising mentors to deliver cohort-based sector agnostic seed accelerator program), proposed direct sponsorship of the program \$30k p.a. + in kind support
3. ASE Group (Australian School of Entrepreneurship) – approx. \$20k per cohort to run a youth focused entrepreneurship accelerator (Young Entrepreneur Sprint)

Other Contractors

1. Nick McNaughton / OZReps Pty Ltd (assistance to growth team, workshops and EIR)
2. Activate Capital (\$20k + GST to provide subject matter expertise to entrepreneurs, clearly differentiated from Activate Capital mandate)
3. A group of mentors to be recruited and coordinated as part of the ASBAS program delivery

CBRIN Delivery Contracts (anticipated as of April 2026)

1. UNSW Canberra – delivery of Launch community support services (approximately 180k + GST per FY – core service component + variable event support spent)

2. Commonwealth Department of Treasury (support of AI Collab), contract value in 2026-2027, approximately \$40,000
3. ASE Group to help deliver program Digital Solutions for Department of Industry (anticipated delivery timeframe between 2026 and 2030), program value in 2026/27 approximately \$195,000
4. ACT Government - Prototyping Voucher Pilot (\$270,000 between 2025 and 2027)
5. ACT Government - Innovation Connect Grants (\$1.1M between 2024 and 2027)
6. ACT Government - Accelerating Canberra's Energy Transition (\$190,000 between 2025 and 2027)

Appendix 1: Delivery Responsibilities

CEO and Ex-Officio Director (Key management personnel)

- Overall outcomes responsibility for all inputs, activities, outputs, and outcomes
- providing strategic leadership
- managing and resourcing program delivery
- supporting innovation community building
- communicating the organisation's vision and mission,
- ensuring operational excellence
- Company director responsibility
- External relationships with key stakeholders and public - media spokesperson
- leading executive team of (1) COO (Engagement and Operations) and (2) GM Growth (Program Design and Delivery)

GROWTH TEAM

Growth Team Audience Leads

- Researchers, deep tech startups: Senior Program Manager
- Pre-capital (and < 5FTE) startups: Program Manager - startups, funding, community
- Seed stage startups (actively raising to \$1M raised): Program Manager - seed startups, funding, community
- SME (5+FTE with innovation potential) and residents of CBRIN space, including Level 4: Program Officer - SMEs, mentors
- Scale ups (innovation driven and >1M raised or 20+ FTE): Senior Program Manager
- Leading innovation companies (innovation driven growth and 50+ local FTE): GM Growth
- Mentors and experts: Senior Program Manager (overall mentor network responsibility), Program Manager (Griffin Mentors engagement throughout program and Entrepreneur in Residence), Program Officer - Mentors for Digital Solutions program delivery
- Investors: GM Growth
- Innovation Connect Grants: Program Manager (reports to COO on all matters Innovation Connect Grants)

Growth Team program responsibilities (1.1, 2.1 and 2.2)

For each program one team member will lead both recruitment and program delivery. They will also be responsible for all relevant KPIs, reporting and administration.

All team members will cross-contribute, especially to workshop delivery, intro meetings, mentor connections, etc.

Delivery methods are targeted to each project's needs and include founder coaching sessions, growth labs, targeted cohort based intensive programs, facilitated peer connections and mentor connections.

GM Growth

- Overall outcomes
- Program design
- Investors and key growth stakeholder relationships
- High Impact Scale Ups companies
- Engagement of Growth contractors
- Support and mentoring of Growth Team

Senior Manager – scale-ups, deeptech and investment (1.1 and 2.1):

- Outreach innovation skills workshops and events (Ownership of 1.1)
 - With marketing & events team (for audiences we want to reach – under-represented groups)
 - With Foundation Member contacts (seminars as part of TTO and other events)
 - With customers and Gold Partners
- Deep Tech responsibility
 - Research to Impact – outreach to and activities for researchers with commercial ambitions and knowledge intensive startups
- Scale-Up responsibility
 - Scale Up Leaders Program
- Growth Labs – SMEs, Scaleups, Deeptech
- Mentor and Investor responsibility
 - Annual Investor Showcase
 - Mentor and investor events
 - Support / coach Program Manager and Program Officer in mentor network development
- Entrepreneurial skills
 - CSIRO program delivery for researchers e.g. ON Prime facilitation (2.1)

Manager- startups, funding, community (Ownership of 2.1 contribute to 1.1 and 2.2):

- Intro meetings and startup founder conversations
- Innovation Connect Grants
- Griffin Accelerator
- InnovationACT (student pre-accelerator program) - lead with team and intern
- Youth Program

- Events - First Wednesday Connect, Innovation Showcase, Billion Dollar panel events, Annual Investor Showcase

Program Officer – SMEs, acceleration, mentors (Ownership of Digital Solutions delivery as part of 2.1, contribute to 2.2):

- Digital Solutions program delivery
- Incubation of innovation companies and entrepreneurs at CBRIN
- Coworking – grow the community and deliver value (focus on getting co-workers into programs and into Engagement Team activities)
- Identification of and value adding relationship building with SMEs with innovation potential in the community through SME intro meetings
- SME accelerator (workshop program / masterclass)
- SME network events, mentor, expert and program connections
- Mentor network to support SMEs

Program Officer 2 (position currently vacant)

To take over responsibility for Youth Program, Workshops, Entrepreneur Events, Coworking incubation and engagements, intro meetings, entrepreneurs in residence and growth labs, support for researcher engagement

Program officer 3 (potential to create further position if CBRIN is contracted to deliver Women in STEM Program by Department of Industry) – support researcher engagement, especially women in STEM to innovation and entrepreneurship

Interns for Growth Team – Support 1.1, 2.1, 2.2, 3.2 and perform reception duty, and events support tasks

COLLABORATION TEAM

Manager, Collaborative Innovation (Ownership of 1.2)

- Hackathons, co-design, innovation challenges, innovation days, events engaging partners and sponsors
- Collaboration with and support of marketing, comms and events agenda
- Partner networks, including Foundation members, Makerspace Network, prototyping, Innovation Forum, Advisory Committee
- Collaborative Innovation Client Relationships and Project Management
- Reports to CEO

Program Manager, Collaborative Innovation (currently on parental leave, upon return in Jan 2027, responsibilities of Program Manager Collaborative Innovation will be split to Events and Projects)

Program Officer – Collaborative Innovation (supports)

- Supports delivery of collaborative innovation program
- Reporting, events support and follow up
- Project leadership and independent delivery as needed
- Reports to Program Manager Collaborative Innovation

OPERATIONS, MARKETING / ENGAGEMENT TEAM

Engagement Team Delivery Responsibilities (1.2,3.1,3.2)

COO and Company Secretary (Key Management Personnel)

- Overall outcomes of Operations and Engagement Team
- Marketing and communications
- Human Resources
- Operations
- Partnerships
- Reporting
- Company Secretary

Manager - Marketing and External Engagement (Ownership of 3.1)

- Complete marketing, design, social media, newsletter, events and comms agenda
- Coordination of all marketing activities in close collaboration with the COO
- Event management, including event technology

Events Coordinator (Supports 3.1 and all events across CBRIN and externally)

- Leads event experience at CBRIN and for external events where CBRIN partners or participates
- Deals with external parties and coworkers in matters related to events and use of events spaces
- Maintains events statistics across all events, manages customer and supplier relationships, invoicing, event inductions and adherence to event code of conduct across all events
- Supports Manager Marketing and External Engagement
- Supports Collaborative Innovation team in their event delivery
- Supports Growth team in their event delivery
- Reports to COO and recommends / collects requests for event sponsorships

Manager Community / Office (Ownership of 3.2)

- Coworking and community management at CBRIN, collaboration with Growth Team on coworking engagement
- Office management – purchasing, relationships with ACT Property Group
- EA to CEO
- Support of COO and Operations team agenda

- Management of reception
- Reporting

Reception, community and events support (support 3.1 and 3.2)

- Manage reception
- Manage events booking
- Look after events and meeting rooms
- Provide support in community management
- Provide support in office management
- Provide support to marketing and comms as needed
- Fill in at Launch on Northbourne when needed

Launch on Northbourne – Community and events support (part time - support 3.2)

- Delivery of Launch on Northbourne contract responsibilities
- Reception and community management
- Reporting on 3.2 related to Launch on Northbourne
- Rotation at CBRIN reception when not at Launch
- Event design and management for Launch
- Engagement and operations team support

Community and events support (part time)

- Management of Reception, Ordering and office operations
- Onboarding, Community events and overall office support

Interns for Operations, Collaboration and Marketing Team – Support 1.2, 3.1 and 3.2 and perform reception duty and events support tasks



ANNUAL REPORT

1 JULY 2023 – 30 JUNE 2024

ABN: 90 601 492 826

SUPPORTED BY



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1 INTRODUCTION

This document sets out achievements of the CBR Innovation Network (CBRIN) against its Annual Workplan prepared by the CBR Innovation Network and submitted to ACT Government in May 2023.

The report covers period between 1 July 2023 and 30 June 2024.

In this period 4 quarterly reports were prepared and delivered in a timely manner (by the end of the month following each quarter) to the ACT Government for review. All four quarterly reports were received and approved by the ACT Government as evidenced by quarterly payments made by ACT Government to CBRIN in accordance with the Funding Agreement from June 2019.

This report includes all four quarterly reports. Each report outlines progress and achievements for the respective quarter plus a cumulative section showing progress for whole financial year at end of each quarter.

In addition to the full quarterly reports this report contains Certified Financial Statements that were approved by the Board of Directors of the CBR Innovation Network at its 18 October 2024 meeting and signed on 18 October 2024.

These Certified Annual Financial Statements present fairly that the Territory Funding and the Contributions have been expended solely for the Activities set out in Schedule 2 of the CBR Innovation Network Funding Agreement, or a purpose agreed by the Territory. The certified statements include a statement that the financial statements have been prepared in accordance with applicable Australian Standards and all transactions were conducted through the Account.

2 CANBERRA INNOVATION NETWORK (CBRIN)

CBRIN is an ACT Territory Government initiative – five world class education and research institutions collaborate as Foundation Members of CBRIN: ANU, UC, UNSW Canberra, CIT and CSIRO. The mutually beneficial partnership of prominent organisations through CBRIN has seen connections and innovation support become available to entrepreneurs, innovators, researchers, start-ups, students and established businesses, as well as corporations throughout Canberra, ACT and the surrounding region.

We curate an open collaboration of innovators, and we are dedicated to developing a thriving and diverse innovation ecosystem within the broader region surrounding the Australian Capital Territory (ACT). We work with government as we take a central role in growing and promoting innovation in the ACT and throughout the broader region, providing practical insights to policy development at a Territory and Federal level, and building individual and corporate capability. The ACT Government has played a crucial part in the establishment of the network and continues to provide on-going base-financial and in-kind support.

This base Territory government support underpins the existence and success of the network - each government dollar of funding is leveraged to generate funding from foundation members, corporate partners and users and beneficiaries of the innovation ecosystem. The return on this government investment via jobs and economic activity in the ACT is significant.

3 CBRIN'S PROGRAMS

Our programs are designed to provide opportunities for ambitious innovators, entrepreneurs, intrapreneurs and their organisations to learn and apply different innovation methods and collaboration to progress faster and have real impact. We also reach out to the broader community to introduce innovation and entrepreneurship as a skill to people who may not consider themselves as entrepreneurs. This outreach is fundamental to growing our ecosystem.

Based on data from our events and subscription to different channels, we estimate that our ecosystem size evolves as follows, as presented in our Impact Report in the respective years:

Year	2016	2018	2021	2024
People in the ecosystem*	>8,000	>13,000	>15,000	>19,000

Thanks to our unique set-up our customers, beneficiaries and community have:

- access to a prominent and vibrant community of entrepreneurs growing their companies from our co-working space plus a co-working space that CBRIN manages under innovation community management contract for UNSW Canberra at Launch on Northbourne Defence, Cybersecurity and Space Innovation precinct. These two coworking spaces provide a combined capacity of over 350 seats.
- access to CBR Innovation Network partner programs, such as: **Mill House Social Enterprise Accelerator**, which is an intensive program for ventures trading for social, cultural, economic and environmental purpose; CBRIN collaborates with the University of Canberra and Service One Alliance Bank to support the Mill House Ventures;
- access to the Innovation Network's programs designed and delivered by experienced entrepreneurs, mentors, angel investors and business growth experts. These include:
 - **Ideas to Impact** program for entrepreneurs and early stage innovators who intend to build and grow a startup company and need to learn how to apply the **lean startup** methods to progress faster and with minimum amount of resources;
 - **Advanced Startup** Program for startups that intend to develop more business opportunities, grow sales and attract seed, angel and growth capital;
 - **Outreach** program for researchers and academics who intend to find opportunities to take their research from the lab, engage and collaborate with industry and enhance their impact;

- **Innovation Connect Grant program** that we deliver in partnership with the ACT Government and that sees matched funding of up to \$30,000 supporting early stage startups to get them market-ready or investor-ready;
- **Female Founders** program that curates a community of women founders who share experiences and support each other in growing successful businesses;
- **Griffin Accelerator** program for exceptional early stage entrepreneurs who have the ambition to rapidly grow their validated startup ideas and get funded and supported for growth by angel investors;
- **SME Growth / Scale Up** program for:
 - later stage startups team who are growing their companies to series A funding
 - deep tech startup teams who are commercialising knowledge-intensive products and technologies;
 - high-growth potential SME owners, managers and operators who have the ambition to grow to national and international markets.
- Custom **Collaborative Innovation** programs that can help larger organisations (and their partners within their ecosystems):
 - Introduce lean startup innovation methods and entrepreneurial mindset to staff, teams and collaborators and motivate them to think and operate fast and in a lean and agile way, like a high-growth startup,
 - build and operate internal (as well as external / open-innovation based) accelerator and incubator programs,
 - lead larger scale industry collaborative innovation initiatives that result in real collaborative innovation projects;
- access to corporate, government and other partnerships, networks and resources that the network and its programs have developed with a growing number of its supporters, and strategic partners (such as Gold Partners Canberra Airport, PWC, Optus and KWM);
- high visibility, profile and prominence when they are promoted as part of the CBR innovation ecosystem. Promotion occurs through relationships with local and national media, visiting international delegations visiting and increasingly engaging the CBR innovation ecosystem.

4 REPORTING AGAINST OBJECTIVES AND KEY RESULTS

For annual reporting against our KPI and Key results we have selected two methods – retrospective analysis of quarterly reports and survey. This year CBRIN has engaged PwC to conduct an Impact survey and we have inserted in it questions specifically pertaining to our impact on the 3 strategic directions and to how this aligns with the ACT wellbeing framework.

Direction 1 Innovation Capacity

Theme 1 Innovation Skills

Objective: Deliver and collaborate on events, initiatives and programs that introduce and enhance innovation capability and skills in the broader community, including students, researchers, trades, government and other target groups.

Key results: More Canberrans skilled in innovation and entrepreneurship. More diverse and strong applicant pools into further entrepreneurship and innovation programs, such as those implemented within 1.2, 2.1 and 2.2, 3.2 or those implemented by others in the ecosystem. Measured by retrospective analysis of applications and reports.

Commentary: All KPIs for this Objective have been exceeded. A total of 3,261 people have been reached by CBRIN across 56 events throughout the reporting period and were exposed to innovation skills training and awareness building about CBRIN and the ecosystem. This has resulted in high levels of interest and demand for CBRIN programs and services across 1.2, 2.1, 2.2 and 3.2 as they all reported above target levels of events, participations and applications.

Theme	Unit	Q1	Q2	Q3	Q4	Total	Target
SKILLS	1.1 Events	19	11	7	15	52	6
	1.1 Participants	1,148	600	472	1,041	3,261	150
	1.1 InnovationACT	1	0	0	0	1	1

Theme 1.2 Collaborative Innovation

Objective: Design and deliver collaborative events, challenges and hackathons that activate partnerships, support growth of key sectors and help academia, government, corporates and community address problems through collaboration & innovation.

Key results: More activities in key sectors of the economy, more innovation and collaboration used across government, academia and collaboration. Measured retrospectively in annual analysis of collab lab attendances, feedback surveys and reports.

Commentary: All KPIs for this objective have been exceeded. A total of 15 events were held by the Collaborative Innovation team with 733 participants. Working with our partners and additional patrons the Collaborative Innovation Team has delivered events around

space and cyber-security with Spacehack: Cybersecurity Edition, sponsored by UNSW Canberra. The ACT Government sponsored a collaboration lab themed on business and sustainability, attracting over 40 participants including some within the agri-tech sector, working on ideating ways of transforming Canberra into a greener city. CBRIN also hosted a hackathon with almost 200 participants working towards responsible innovation.

In addition to the key sectors, there has been a large focus on engaging with the creative communities of the ACT with the sponsorship of artsACT; hosting events which helped shape collaboration within the creative sectors with speakers from UC, SMEs, major marketing firms and more; giving participants a platform to grow through connection.

Theme		Unit	Q1	Q2	Q3	Q4	YTD	Target
COLLABORATION	1.2	Events	4	4	3	4	15	10
	1.2	Participants	401	129	64	139	733	200

Direction 2 Entrepreneurial Capacity

Theme 2.1 Pipeline

Objective Build a strong pipeline of entrepreneurs and innovators and triage them into programs and services that support their progress, link them to funding, entrepreneur education and mentoring.

Key results: Strong and diverse deal-flow of quality participants apply to growth stage initiatives in the ACT. Measured by annual retrospective review of applications and reports.

Commentary: Under this Objective CBRIN Growth team works hard to build a pipeline of innovation projects that can be commercialised. We do this through several types of engagements, mostly intro meetings, events and specialised programs that help people build projects that can be further developed. In total we have worked with 1,346 participants and held 363 one on one meetings with new people with new ideas.

This has created a strong and diverse deal flow of applicants into programs such as Griffin Accelerator or Innovation Connect Grants as evidenced by these programs achieving good numbers of applications and diversity of projects. We held 2 ICON rounds this financial year, each resulting in approximately 80 EOIs submitted. This year's Griffin Accelerator cohort was the largest ever with approximately double the size of any previous year rounds (14). Other programs such as Female Founders have contributed to higher interest in our program offering by women.

Theme		Unit	Q1	Q2	Q3	Q4	YTD	Target
PIPELINE	2.1	Participants	377	293	357	319	1,346	200
	2.1	Intro Meetings	95	46	123	99	363	100
	2.1	ICON Rounds	1	0	1	0	2	2

Theme 2.2 Growth programs

Objective Coordinate and deliver programs and services that contribute to growth of innovative ventures, including deep-tech, social enterprises, startups, scaleups and SMEs.

Key results: Ventures assisted (5) report significant milestones (jobs, capital raised, revenue, new markets). Measured by annual retrospective analysis of quarterly reports.

Commentary: CBRIN Growth team assisted substantially a total of 153 individual ventures, with the quarterly numbers fluctuating between 62 and 89.

Updates of these ventures and their achievements are listed in each of the quarterly reports. The achievements are significant, just capital raised by companies tracked by CBRIN in each of the quarters totals over \$280M.

CBRIN Growth team also engaged 96 unique mentors, quarterly fluctuating between 51 and 75 active mentors and held 463 individual sessions with companies assisted throughout the year.

Theme	Unit	Q1	Q2	Q3	Q4	YTD	Target
GROWTH	2.2 Ventures Assisted	72	76	62	89	153**	20
	2.2 Founder Sessions	77	140	101	145	463	60
	2.2 Engaged Mentors	67	51	64	75	96**	20

** unique total number throughout the year

Direction 3 Placemaking

Theme 3.1 Engagement

Objective Collaborate to design and deliver a comprehensive set of engagement activities and events that connect, empower and diversify our innovation ecosystem and support delivery of this workplan through effective communication and marketing.

KPIs: 100+ events (overall aggregate count) with 2,500+ participants, 12+ innovation stories, 4 events for under-represented groups, 1 innovation showcase, 4 external engagements (international, national and regional), 1 marketing campaign.

Key results: Canberra innovation ecosystem breadth, connectivity, diversity, and brand reputation strengthen. Measured by survey.

Commentary: CBRIN has achieved and exceeded all target KPIs under this Objective in 2023/24. We held two showcase events, 1 in March for investor audience and companies ready to raise capital, with over 30 companies presented and over 100 in overall attendance. Our end of year innovation showcase had over 30 activations and over 600 registrations, making it the largest event CBRIN has ever held.

Overall, CBRIN has directly delivered 219 events to an audience of 7,748 registered people. When we add audience from our outreach activities, CBRIN has reached audience of over 11 thousand people. Based on data, we estimate we have approximately 19 thousand in our ecosystem, up from 15 thousand estimated in 2021.

We have delivered at least 6 events for under-represented groups. Key focus in our delivery is Female Founders but this event is generally friendly and accessible to everyone. Thanks to this, we now have people with disabilities and those who self-identify as non-binary in our coworking space. We also have an increasing number of people from culturally and linguistically diverse backgrounds (25% at the end of 2023/24) and we monitor this quarterly.

We have exceeded our target of stories published by media on our blog promoting innovation projects. We count these quarterly and the number fluctuated between 8 and 14 through the year, leading to 47 stories published.

CBRIN also creates opportunities to engage on regional, national and international level. This year we have tracked 30 such engagements and they are reported in detail in the attached quarterly reports.

To create a proxy measure of assessment of how well we did in this direction, we have included a specific question about connectedness, vibrancy and diversity of our ecosystem in our impact report survey in September 2024. The results are presented at the end of the chapter, but show that of all the directions, our key stakeholders collectively believe that CBRIN has the highest impact in this one.

Theme	Unit	Q1	Q2	Q3	Q4	YTD	Target
ENGAGEMENT	3.1 Events	64	66	29	60	219	100
	3.1 Participants	2,671	2,188	963	1,926	7,748	2,500
	3.1 Stories	14	12	8	13	47	14
	3.1 Events for under-represented	2	1	2	1	6	4
	3.1 Showcase	0	1	0	0	1	1
	3.1 External engagement	11	10	3	6	30	1

Theme 3.2 Innovation Hub(s)

Objective Deliver and grow coworking in the central innovation hub, work with others to connect their hubs into a network offering for entrepreneurs & innovators in Canberra and beyond.

KPI: 150+ co-workers in 50 companies in CBRIN, 1 new partner hub, 1 network of collaborating hubs, 1 Moore St space expansion, 20 events across connected spaces

Key results: Capacity and interactivity of diverse offerings that accommodate innovative companies in Canberra grows. Retrospective analysis of Q reports.

Commentary: CBRIN has achieved or exceeded KPIs under this Objective with the exception of one (expansion project), which was still in progress at the end of the reporting period but very close to finalisation (expected to be available to client companies on approximately 1 November 2024). Overall, the number of coworkers in the CBRIN Innovation Hub fluctuated between 204 and 228. The number of active companies also fluctuated between 74 and 85. It is important to note that these lowest numbers were recorded at the end of the reporting period suggesting a decrease in ability of coworkers to pay, potentially as a result of the ongoing cost of living crises related to higher inflation and interest rates in the economy.

We have signed an MoU with the ANU Physics about collaboration of the two hubs and we have continued our successful collaboration with UNSW Canberra for who we run community engagement and reception at Launch on Northbourne.

Theme	Unit	Q1	Q2	Q3	Q4	YTD	Target
INNOVATION HUBS	3.2 Coworkers	228	211	219	204	228*	150
	3.2 Companies	85	85	75	74	85*	50
	3.2 Connected HUBs	2	2	2	2	2*	2
	3.2 Expansion project	0	0	0	1	1	1

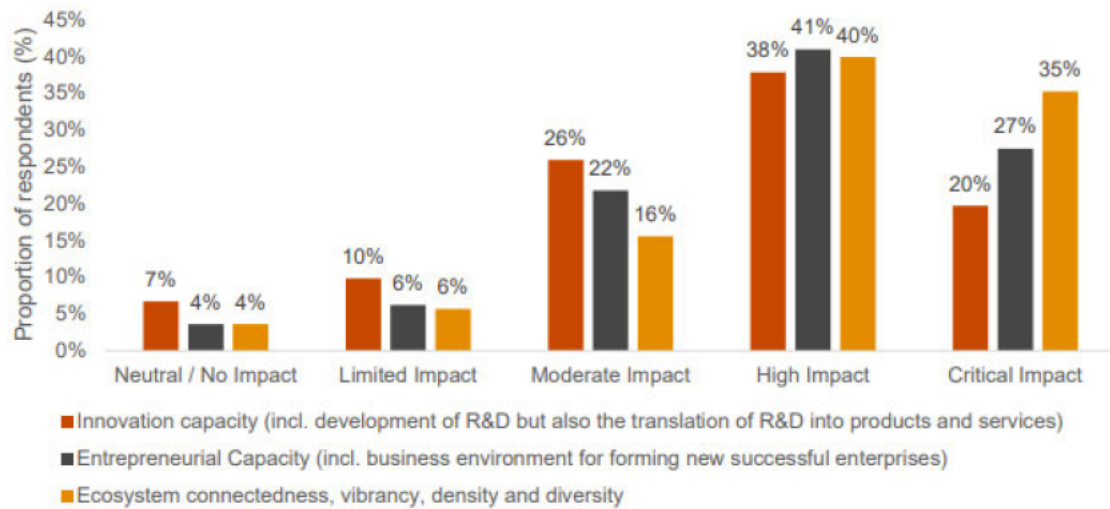
Survey

The survey that we commissioned with PwC had several questions for the different stakeholders who took part that related to impact of CBRIN activities as received by the businesses, ecosystem representatives or individuals.

Question: Please rate how in your experience CBRIN Contributes to the following aspects of the ACT innovation ecosystem?

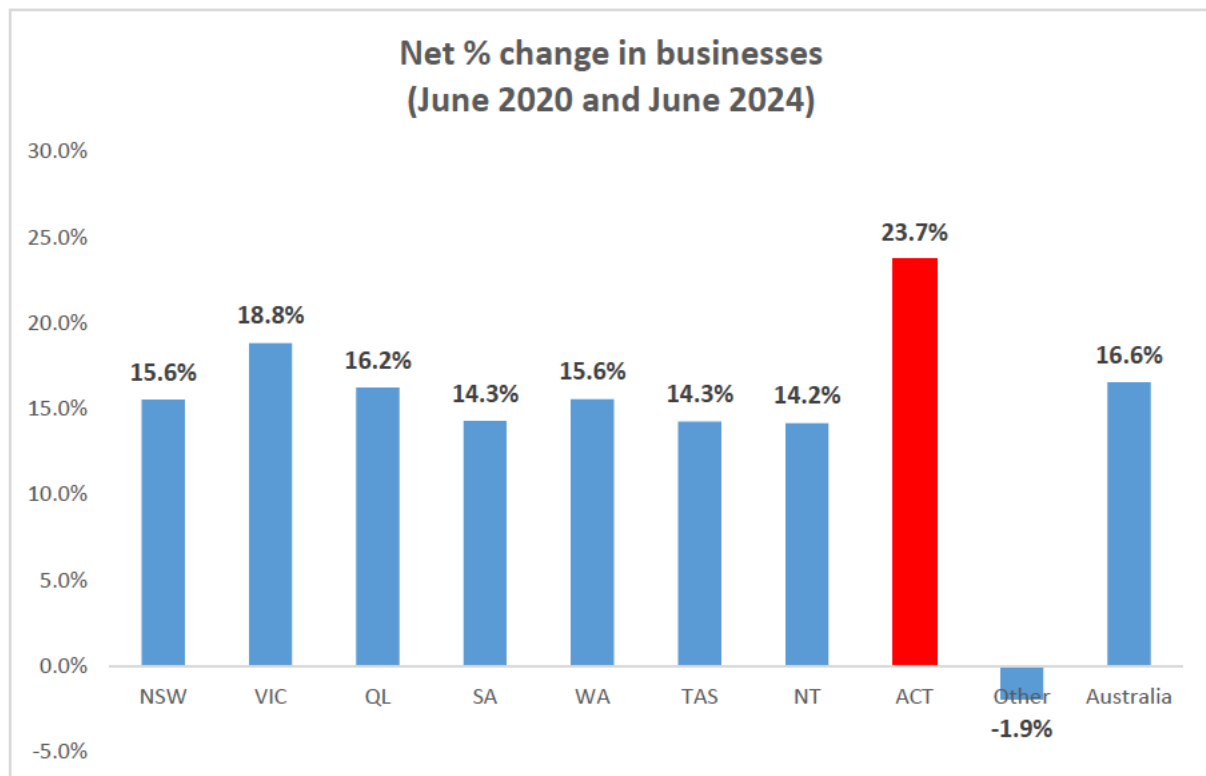
(chart with results on next page, n=193)

A significant proportion of respondents acknowledged CBRIN as having a high or critical impact on innovation capacity (58 per cent) entrepreneurial capacity (68 per cent) and ecosystem connectedness (75 per cent).



These results show how important CBRIN is in maintaining the connectedness, cohesion and vibrancy of the ecosystem. For a small jurisdiction like the ACT, this is critical to enable new companies to emerge and grow. And we know we are growing.

According to ABS, in the period between June 2020 and June 2021, ACT was the fastest growing among all states and territories, having grown its business base by 23.7% in comparison to 16.6% growth across all states and territories. In fact, the second fastest growing jurisdiction was Victoria having grown 18.8% in the four-year period.



Wellbeing

But in the ACT, it is not all about money.

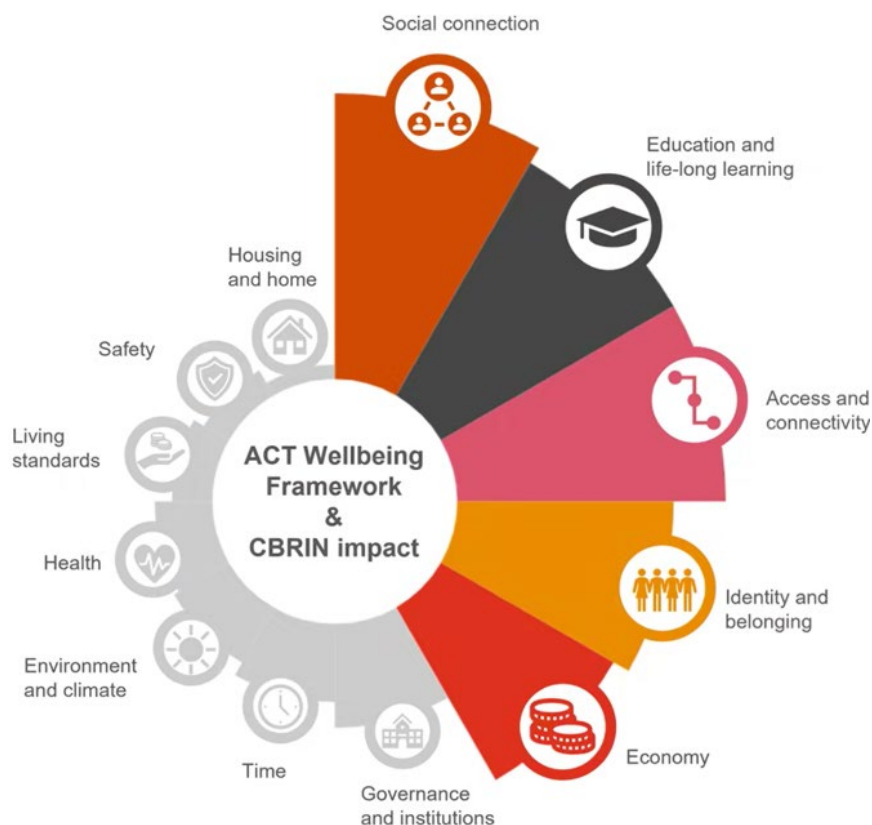
The ACT Wellbeing Framework consists of twelve domains that reflect key factors impacting the quality of life in Canberra. Indicators within each domain measure progress over time, revealing improvements or declines in wellbeing. Community engagement as assessed in our survey highlighted the interconnectedness of these domains, with outcomes in one area often affecting others.

These domains were used as the basis of a survey question to capture if CBRIN has an impact on wellbeing outcomes in the ACT.

The highest reported domains where improved outcomes were observed for individuals, their organisation or the ACT due to CBRIN activities were:

1. Social connection (51%)
2. Education & life-long learning (48%)
3. Access & connectivity (48%)
4. Identity & belonging (39%)
5. Economy (36%)

The chart below provides an overview of these results:



CBRIN did have impact also in the other areas, but the first five were a standout (with one in three up to one in two respondents confirming experiencing this impact on themselves, their business or the community). In the areas of health, environment and climate, time and Governance and Institutions at least one in ten respondents has experienced that impact.

5 CONCLUSION

In 2023/24 CBRIN has met expectations set out in the Funding Agreement by achieving or exceeding Key Performance Indicators set out in its Workplan approved by the CBRIN Board in April 2023 and submitted to the ACT Government in May 2023.

Detailed overview of the achievements of CBRIN's programs reported against our Workplan throughout the quarters of the financial year can be found in the next sections of the report.

The 4th quarterly report also presents the aggregate achievements for the year. The last chapter of this report presents audited financial statements for the 2023/24 financial year.

The Canberra Innovation Network is grateful for the ongoing fundamental financial and in-kind support it receives from the ACT Government, its Foundation Members and Gold partners.

Without this foundational support we would not be able to deliver on our mission to empower entrepreneurs to grow innovation companies that create jobs of the future in the ACT.

Thank you,



Petr Adamek

CEO

26 October 2024



QUARTERLY REPORT

1 JULY – 30 SEPTEMBER 2023

ABN: 90 601 492 826

SUPPORTED BY



FOUNDATION MEMBERS, EDUCATION PARTNERS AND CORPORATE GOLD PARTNERS





CANBERRA
INNOVATION
NETWORK

Quarterly Report Q1 2023-2024

Coworking



- 85** Companies in coworking
- 19** New companies this quarter
- 224** Active memberships
- 85** Female members in coworking
- 63** From diverse cultural and linguistic backgrounds

Engagement



- 2,671** Attendees across all events
- 64** Events held this quarter
- 1,148** Attendees in outreach events
- 19** Outreach events with partners

Growth Programs



- 208** Founder engagements
- 72** Ventures assisted this quarter
- 72%** Assisted beyond startup stage
- 70** ICON applications
- 67** Mentors active this quarter
- 14** Teams selected for Griffin Accelerator Cohort 10

Collaboration & pipeline

- 419** Attendees in collaborative innovation events
- 58** Accepted to idea2Impact
- 40%** Female participants in Idea2Impact
- 60** InnovationACT active pax

Ecosystem highlights



\$24.6 Million raised by Canberra companies this quarter (incl. grants, venture capital + angel investments).

MAJOR FUNDER, FOUNDATION MEMBERS, EDUCATION PARTNER AND CORPORATE GOLD PARTNERS





CANBERRA
INNOVATION
NETWORK

Quarterly Report Q1 2023-2024 Testimonials

Collab Lab collaboration events are a great way to build relationships and focus conversations on priorities and ideation. -

Irene Lemon, ArtsACT CollabLab participant

Event was organised well and I feel honoured to listen to some of the great ideas that came out of the student minds. Just amazing." - **Dipak Rathod, Mentor, ANU Responsible Innovation Hackathon**

CBRIN events work well because you get a chance to make a contribution to important discussions happening in Canberra. Participation is key to progress. Listening to the experience of others as well as making your own contributions makes for an engaging event plus hopefully the start of productive changes and important improvements. - **Claire Manning, ArtsACT CollabLab**

If you want to hear about lots of cool ideas in a day or two this is a good event to attend. - **Negar Yazdi, Mentor & Judge, ANU Responsible Innovation Hackathon**

I had a great experience talking with the Canberra Innovation Network team. They were clear, concise and helped me to better understand how the [CBRIN] might benefit myself, my team and others... I left with a lot of value. - **Sabastian, Mainframe, Intro Meeting feedback**

The first session of the Idea to Impact session hit the nail straight on the head. First sessions can be awkward, however the presenters navigated the session with confidence and poise, imparting their knowledge from previous workshops and experience. My takeaway from the first session was that everyone struggles with public speaking so there is no need to be afraid of that, I'll overcome it when the time comes. Highly recommend. - **Farhan Siddique, Idea to Impact participant**

Nick's experience and knowledge about research commercialisation was realistic and valuable. It was also great meeting other participants such as TTOs, commercialisation managers and university researchers as we talked in depth about their experience negotiating term sheets and commercialising technologies/research. Overall, I found the workshop practical and very engaging. - **Emily Cullen, Term sheet negotiations workshop for researchers participant**

The Selling to Grow Workshop requires participants to take immediate action during the workshop to call potential customers by phone, working as a team to decide who to approach and how. This is a brilliant learning method that for me opened up some great conversations and business leads. Activity produces results. - **Robert Tulip, selling to Grow Workshop Participant**

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Introduction

This quarterly report presents the activities, achievements, and details relevant to the Canberra Innovation Network's approved 2023-2028 Strategic Directions and 2023-24 Workplan.

The reporting period covers the quarter starting 1 July 2023 and ending 30 September 2023. The structure of the document introduces highlights and current testimonials that highlight the experience our target audiences have with our programs and activities. It then introduces key goals, objectives, principles, and components of the Canberra Innovation Network (CBRIN) Strategy and Workplan, as well as its KPIs. In each section we present activities that contribute to the particular direction.

CBRIN's mission is to empower entrepreneurs to make an impact and change the world. Together with our Foundation Members, partners, clients, the innovation community, and fuelled by the foundational support from the ACT Government, we are positioning Canberra as a clever, connected and creative city where entrepreneurs and businesses build on our excellence in research and innovation to create social and economic benefits for all (CBRIN's vision).

We are a not-for-profit collaboration of the leading higher education and research institutions in the ACT, the ACT Government and a growing group of private sector partners who work together to coordinate, connect, promote, and grow the region's innovation ecosystem.

Our Strategic Directions and Workplan, guide CBRIN to engage with a broad variety of audiences. These include:

People

- General Public
- Youth / Students
- Researchers / Innovators
- Entrepreneurs Building Startups

Organisations

- Government / Community
- Corporates
- Higher Education and Research
- SMEs / Businesses

The Workplan that we report on here supports the role of the innovation network as a key mechanism where world-class research and educational institutions partner with a proactive government and the innovation community to drive a vibrant ecosystem. This attracts, supports, and empowers creative, innovative, and entrepreneurial people as well as organisations to generate social and economic wealth, enabling impact on local, national, and global levels.

WORKPLAN 2023-24

Implementing the Strategic Directions

Together with our clients, partners and supporters, we connect, promote and grow the ACT innovation ecosystem. In doing so, we engage with entrepreneurs and innovators, startups, SMEs and established businesses, researchers, youth and students, governments and NGOs, higher education and research institutions, corporates as well as with the general public.

STRATEGIC DIRECTIONS

Direction 1: Innovation Capacity



Build capability in segments of the community that do not identify as entrepreneurs to drive more innovation, collaboration and job creating entrepreneurship.

Direction 2: Entrepreneurial Capacity



Grow the entrepreneurial capacity of our innovation ecosystem by developing, delivering and linking programs and resources that support growth of ambitious innovation and technology companies.

Direction 3: Placemaking



Operate ACT's central innovation hub with active linkages to a powerful network of innovation precincts that work together to grow new industries and solve complex problems by leveraging science, innovation and entrepreneurship.

1.1 INNOVATION SKILLS

Objective Scope and deliver events and initiatives that introduce and enhance innovation skills and capability in the broader community, including students, researchers, government, NGOs, under-represented groups, etc.

Activities Innovation educational events targeted at different audiences

KPIs
6 events, 1 InnovationACT
150 participants

2.1 ENTREPRENEUR PIPELINE

Objective Build a strong pipeline of entrepreneurs and innovators and triage them into programs and services that support their progress, and link them to funding, entrepreneur education and mentoring.

Activities Intro meetings, Innovation Connect Grants, education and networking events

KPIs 200+ participants in workshops, 100 intro meetings, 2 grant ICON funding rounds,

3.1 ECOSYSTEM ENGAGEMENT

Objective Collaborate to design and deliver a comprehensive set of engagement activities and events that connect, grow and diversify the innovation ecosystem and support delivery of other objectives in this workplan.

Activities Marketing, outreach, PR, events, partner & external engagement

KPIs 100 events, 2,500 participants, 12 stories, 4 events for under-represented groups, 1 showcase, 1 international, national and regional engagement

1.2 COLLABORATIVE INNOVATION

Objective Design and deliver collaborative events, challenges and hackathons that activate partnerships, support growth of key sectors and help government, corporates and community address 'wicked' problems through collaboration & innovation.

Activities Collaborative innovation events & hackathons, demos

KPIs
10 events
200 participants

2.2 GROWTH PROGRAMS

Objective Deliver programs and services that contribute to growth of innovative ventures, including deep tech, social impact, startups and SMEs.

Activities **Acceleration** (Mill House Ventures Support, Griffin Accelerator, SME Accelerator), **Incubation** (founder/CEO coaching, Growth Labs, Mentor connections, ScaleUp Leaders)

KPIs 20 ventures assisted p.a., 60 founder sessions p.a., 20 mentors engaged p.q.

3.2 INNOVATION HUB(s)

Objective Deliver and grow coworking in the central innovation hub, work with others to connect their hubs into a network offering for entrepreneurs & innovators in Canberra and beyond.

Activities central hub operation and improvements, Launch on NB operation, events, coordination w other hubs

KPIs
120+ co-workers in 40+ companies
1 external hub contract
CBRIN Expansion project

Dashboard 2023-24

	Theme	Unit	Q1	Q2	Q3	Q4	YTD	Target
SKILLS	1.1	Events	19				19	6
	1.1	Participants	1,148				1148	150
	1.1	InnovationACT	1				1	1
COLLABORATION	1.2	Events	7				7	10
	1.2	Participants	419				419	200
PIPELINE	2.1	Participants	377				377	200
	2.1	Intro Meetings	95				95	100
	2.1	ICON Rounds	1				1	2
GROWTH	2.2	Ventures Assisted	72				72	20
	2.2	Founder Sessions	77				58	60
	2.2	Engaged Mentors	67				*67	20
ENGAGEMENT	3.1	Events	64				64	100
	3.1	Participants	2,671				2,671	2,500
	3.1	Stories	14				14	14
	3.1	Events for under-represented groups	2				2	4
	3.1	Showcase	0				0	1
	3.1	External engagement	11				11	1
INNOVATION HUBS	3.2	Coworkers	228				228*	150
	3.2	Companies	85				85*	50
	3.2	Connected HUBs	2				2*	2
	3.2	Expansion project	0				0	1

*Highest quarterly number, not cumulative data. Note coworkers are over capacity because not all coworkers are using the facilities full-time, some are one, two or three days / week. ** Total Per year.

DIRECTION 1 INNOVATION CAPACITY BUILDING

Goal: Build capability in segments of the community that do not identify as entrepreneurs with the aim to drive more innovation, collaboration and job creating entrepreneurship.

Under this Direction CBRIN partners with others in the innovation ecosystem to deliver innovation capacity events and activities with the aim to build engagement with people who may be considering entrepreneurship or who can benefit from innovation and entrepreneurial skills in their own job. Through these practical engagements we build relationships with organisations and industries across the ACT and reach groups that do not traditionally engage in entrepreneurial programs. We also work with higher education, research institutions, government, non-government, and corporate organisations to initiate customised open and collaborative innovation events and programs that leverage open innovation methods and stimulate collaborative and productive interactions with industry and entrepreneurship.

Theme 1.1 Innovation Skills

Objective: Deliver and collaborate on events, initiatives and programs that introduce and enhance innovation capability and skills in the broader community, including students, researchers, trades, government and other target groups.

Key results: More Canberrans skilled in innovation and entrepreneurship. More diverse and strong applicant pools into further entrepreneurship and innovation programs, such as those implemented within 1.2, 2.1 and 2.2, 3.2 or those implemented by others in the ecosystem.

Overview

In Q1 2023/24 CBRIN delivered a range of activities summarised below.

Event	Date	Attendance/Engagement
3 Minute Thesis UNSW Canberra Judging	12 July	60
Market Day - O-Week Canberra Institute of Technology	25 July	20
Market Day - O-Week University of Canberra	25 July	100
Market Day - O-Week Australian National University	26 July	150
ANU Careers Lean Innovation Skills Workshop	1 August	60
UNSW Early and Mid Career Researcher Stall	2 August	20
ANU Careers Panel	2 August	50
InnovationACT 2023	4 August - 29 August	60
Marketing Guest Lecture ANU	8 August	40
ACT CareerXpo	8 & 9 August	280

Event	Date	Attendance/Engagement
CSIRO Black Mountain Seminar	10 August	50
UC IT Capstone Project Lecture	14 August	100
UNSW Canberra Innovation Essentials Workshop	23 August	8
IPAA Spirit of Service Pitching Workshop	23 August	28
Researcher Termsheet Negotiation Workshop	29 August	15
CSIRO Research to Value Workshop	30 August	32
ANU Year 12 Engineering Pitch Workshop	30 August	30
ANU Research Careers Conference	8 September	25
ANU Higher Degree Research Stall	11 September	20
TOTAL		1,148

Australian National University (ANU) Careers Lean Innovation Workshop

1 August 2023, 60 participants, ANU

CBRIN Team facilitated a workshop for ANU Careers to show students different innovation skills and career options. Students practiced having customer conversations and were encouraged to take what they learned to the next level by signing up for InnovationACT.



Image: Photo of Participants in the ANU CareersHub Lean Innovation Workshop

Australian National University Careers Panel

2 August 2023, 50 Participants, ANU

CBRIN was part of a panel on careers in innovation and startups, alongside Gokul Chandrasekaran (JDoodle), Elaine Stead (ANU), Charles Gretton (ANU Techlauncher), Tina Chawner (Yellow Hat Consulting) and Jeka Victorova (Syenta).



Image: Photo of Panellists for ANU Careers

InnovationACT

4 August - 29 August 2023, 129 Participant registrations across 41 teams, 60 active participants, Canberra Innovation Network

CBRIN held the InnovationACT (IACT) competition again this year with 129 participants registered across 41 teams. IACT is a two week student competition that introduces key lean innovation concepts to participant teams across our Foundation Members and culminates in a pitch night with a \$10000 prize pool.

Overall, we had 60 participants across 21 teams actively participating in the four workshops. From this, 13 teams were shortlisted by a panel of judges:

1. BudMore (ANU - PhD team) - Smart Ionic Disinfection System for Aquaculture
2. Lunar Orbiter (ANU) - Flexible solar panel roller blinds
3. OzPortEase (UNSW Canberra - PhD team) - Maritime logistics solution platform
4. Y (ANU) - ECLIPSE navigation system using stars
5. BioDrop (ANU - PhD team) - Lab on a chip
6. Casualidad (ANU) - Marketplace for international students
7. Quantum Catalysts (ANU) - Personalised dining experience app with AI and AR
8. RediRobots (UC - PhD team) - Robotic textile recycling solution
9. UCInno (UC - PhD team) - ErgoFlex Assist wearable robotic exoskeleton that protects and assists wearer when doing physically laborious tasks
10. 4G's-Go (CIT) - Living Aquifer Waterharvested Landscapes

11. Fortune Founders (ANU) - platform to connect students with industry mentors
12. The Intergenerational Collective (ANU) - platform to connect diverse thought leaders to solve real world problems
13. Creative Catalyst (ANU) - EvoSpark is a self-improvement app

The final winners were RediRobots, UCInno and OzPortEase.

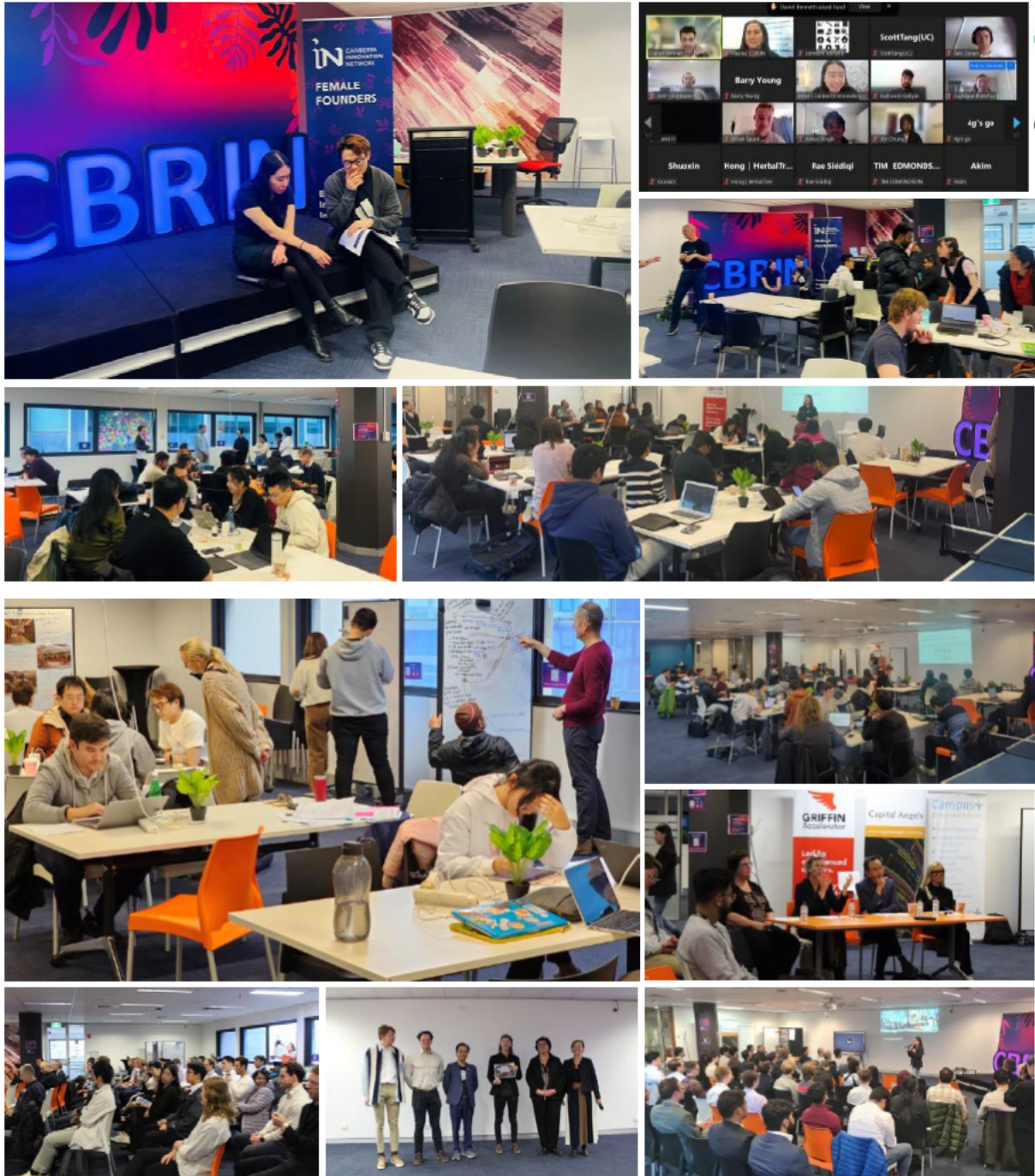


Image: Photo collage of Innovation ACT (IAC) 2023

IPAA Spirit of Service Awards Pitch Workshop

23 August 2023, 28 participants, online

The CBRIN team delivered a pitching workshop to the 11 teams shortlisted for the Institute of Public Administration Australia (IPAA) Spirit of Service Awards.

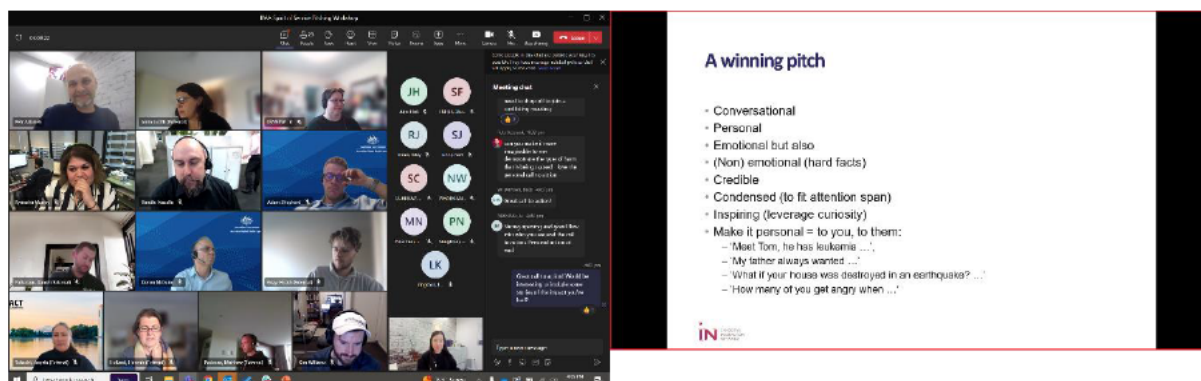


Image: Screenshots from Spirit of Service Awards Pitching Workshop

Negotiating Termsheets for Researchers Workshop

29 August 2023, 15 Participants, Canberra Innovation Network

In collaboration with Campus Plus, CBRIN co-delivered a tailored pilot workshop for 15 researchers looking to raise capital.



Image: photo collage from Negotiating Termsheets for Researchers Workshop

CSIRO Research to Value Workshop

30 August 2023, 32 participants, Canberra Innovation Network

CBRIN was contracted by CSIRO to deliver a Research to Value workshop to expose researchers to lean innovation methods for impact. 32 participants from ANU, UC, UNSW Canberra and CSIRO participated.



Image: Research to Value workshop

Year 12 Engineering Students Pitch Workshop

30 August 2023, 30 participants, ANU

CBRIN Team delivered an interactive workshop for final year college students participating in an engineering extension course delivered by the ANU. Students learned key principles of forming their idea, testing who the customer or user would be and delivering a time constrained pitch to an audience.



Image: Photo of Participants in the Year 12 Engineering Pitch Workshop

Theme 1.2 Collaborative Innovation

Objective: Design and deliver collaborative events, challenges and hackathons that activate partnerships, support growth of key sectors and help academia, government, corporates and community address problems through collaboration & innovation.

Key results: More activities in key sectors of the economy, more innovation and collaboration used across government, academia, corporates and community.

Overview

In Q1 2023/24 CBRIN delivered a range of collaborative innovation activities summarised below.

Event	Date	Attendance	Mentors/Judges
Uncharted Territory Open Day	11 July	53	n/a
artsACT: City of Design	13 July	63	n/a
Simulation Lab for Better Ageing	4 August	13	n/a
Institute for Manufacturing (IfM) Tour	17 August	5	n/a
Responsible Innovation Hackathon (rHack): Stream: Empowering Inclusive Urban Planning Through Responsible Innovation	11 September	89	11
Responsible Innovation Hackathon (rHack): Stream: Responsible Innovation for Future Mobility	13 September	96	10
Collaborative Innovation Masterclass	21 September	100	n/a
Total	1 Jul - 30 Sep	419	21

Uncharted Territory | Canberra Innovation Network Open Day

11 July 2023, 53 participants, Canberra Innovation Network

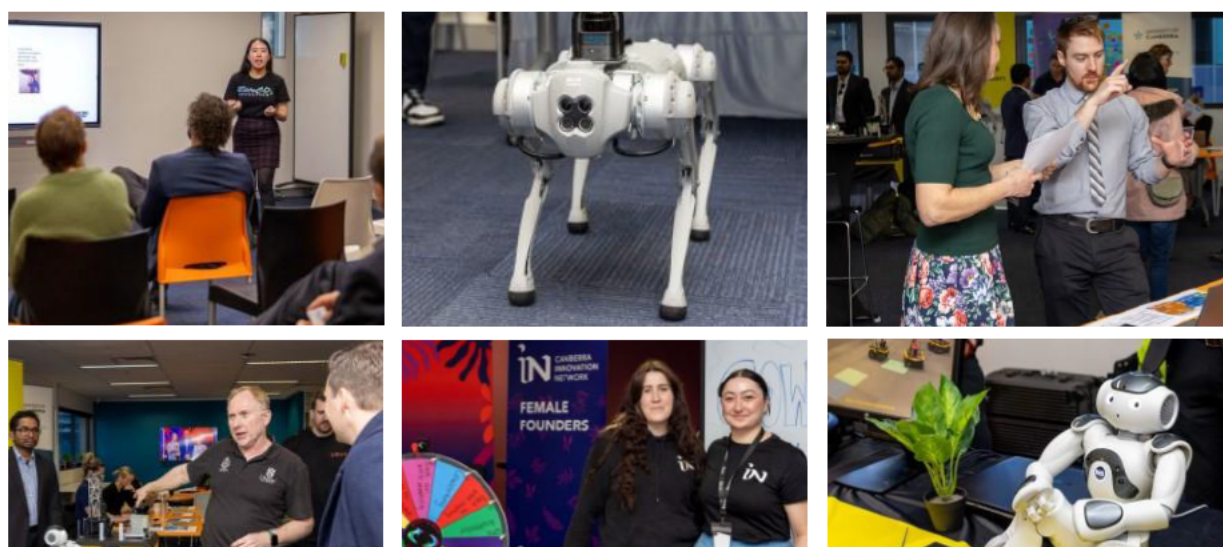


Image: Photos of Open Day held at the Canberra Innovation Network as part of Uncharted Territory

On 11 July 2023, the Canberra Innovation Network (CBRIN) collaborated with Uncharted Territory's program of events and invited the public to CBRIN for an Open Day, dedicated to exploration, discovery and education. This allowed people to experience different stations, designed to facilitate activities, demonstrations, workshops and presentations.

Additionally, the Open Day featured representatives from our partner universities. A particular highlight of the day was provided by the team at UNSW Canberra Robotics & Autonomous Systems, who showcased a selection robots in an engaging way.

The Academy of Interactive Entertainment (AIE) added an interactive gaming dimension to the event. Participants tested an in-development game, 'Moon Corp Tower Defense', and were invited to contribute their insights to the game's ongoing design process.



Image: Photos of the Open Day held at the Canberra Innovation Network

Companies that contributed to the Uncharted Territory's and Canberra Innovation Network's Open Day:

- UNSW Canberra Launch on Northbourne
- Australian National University
- ANU Tech Launcher
- Innovation Centre Canberra
- CISCO Networking Academy & Innovation Central Canberra
- UNSW Canberra Robotics & Autonomous Systems Team
- FireApp
- Landscape Regeneration
- Civilise AI
- Moon Corp Tower Defense by AIE
- Kite Shield
- Tennis Neutral
- CBRIN Coworking

Workshops provided by CBRIN:

- Learn to Pitch Yourself
- Testing Ideas

Demonstrations:

- University of Canberra's Collaborative Robotics with Associate Professor Damith Herath

artsACT: City of Design

13 July 2023, 63 participants, Canberra Innovation Network

Collab Lab: City of Design commenced with a panel who addressed Canberra as a city of design questions supplied by the participants during registration. The workshop portion of the Collab Lab was delivered in two sessions with group presentations following collaborative team work in each session.

Challenge Statement:

Session 1: Is Canberra a city of design?

- Why are we (why are we not) a city of design?
 - What works against our image as a city of design?
 - What are the key elements that make us a city of design?
 - What can we be proud of currently from a design perspective?

Session 2: How does Canberra make its mark on Australia as a city of design? The world?

- Come up with a realistic activity/initiative that we can implement to elevate design practice and/or grow recognition of Canberra as a city of design.
 - In 12 months? In 5 years?



Image: Facilitators and speakers at the July 2023 artsACT sponsored and CBRIN delivered Collab lab: City of Design. The event was held as part of the Uncharted Territory Festival.

Summary

Throughout the Collab Lab: City of Design's two sessions, participants focused on the essence of design, questioning whether Canberra truly embodies the spirit and/or need of a design-centric city. Factors that work both for and against this notion were critically

analysed, addressing issues such as community engagement, urban planning, accessibility, and the city's past and future reputation. This summary captures the innovative ideas, creative solutions, and collaborative spirit that emerged from the Collab Lab.



Image: Participants of the artsACT: City of Design

Main themes that emerged from the discussions across the teams are:

Overall:

- Canberra has the potential to be a city of design and has various positive aspects, but there are also challenges to overcome.
- The city is often associated with politics and lacks a strong reputation as a creative and design-focused city.
- Collaboration between various stakeholders, including government, institutions, designers, and the community, is essential for fostering a design culture in Canberra.

Cons and Challenges:

- Perception as a political town or public service dormitory.
- Lack of a positive reputation, seen as dull and unexciting.
- Inadequate attention to accessibility in public spaces.
- High cost of living and commercial spaces, limiting creativity and innovation.
- Limited diversity in the economy and society.
- Lack of collaboration between development, design, and user groups.
- Reliance on cars and lack of comprehensive public transport.
- Lack of holistic planning for urban development.
- Low recognition and value for local artists and designers.

Pros:

- Presence of major cultural institutions and national organizations.
- Educated and affluent population.
- Strong community engagement and connection to the city.
- Integration of nature and urban environment.
- Thriving local arts organisations.
- Strong regional sense of community that is collaborative.
- Opportunities for growth and innovation, especially because of the size of Canberra.



Image: Conversations in teams at artsACT sponsored and CBRIN delivered Collab Lab: City of Design. The Collab Lab was held as part of the July 2023 Uncharted Territory Festival.

Ideas for Elevating Design Practice and Recognition:

In 12 Months:

- Create an engaging and interactive Canberra app to showcase the city's design and cultural assets.
- Organise a "Design Canberra Festival" or expand on what is already in place, to celebrate and promote local designers and makers.
- Implement a 1% levy on new developments to fund public art and design commissions.
- Commission murals in prominent locations to enhance the city's visual appeal.
- Host national design awards in Canberra to recognize and celebrate design excellence.
- Develop a website or platform to showcase local design heroes and their work.

In 5 Years:

- Establish a consistent 'design mark' or specific branding for products and services made in Canberra.
- Promote landmark exhibitions and events related to design history and innovation.
- Invest in design education at primary and secondary levels to foster a design culture from a young age.
- Collaborate with other arts and design organisations to grow the "Design Canberra Festival" into a national event.

The participants recognise Canberra's potential as a city of design and are keen on fostering a vibrant design culture and continuing the conversation and steps to progress. The ideas generated during the Collab Lab focused on various aspects, including public engagement, city branding, events, exhibitions, and infrastructure development. By embracing these ideas and working collaboratively, Canberra has the potential to establish itself as a well-recognised and celebrated city of design both nationally and globally.



Image: Conversations in teams at artsACT sponsored and CBRIN delivered Collab Lab: City of Design. The Collab Lab was held as part of the July 2023 Unchartered Territory Festival.

Testimonials

"Great opportunity to reinvigorate and reignite your creative spirit. Couldn't recommend the event more highly for its productive and thought-provoking content. Speakers were broad and varied - each interesting and uniquely inspiring and most of all fun!" - Harriet Spring

"Really interesting discussion with a broad cross-section of people." - Debbie Burkevics

"Co-Lab Collaboration events are a great way to build relationships and focus conversations on priorities and ideation." - Irene Lemon

"CBRIN events work well because you get a chance to make a contribution to important discussions happening in Canberra. Participation is key to progress. Listening to the experience of others as well as making your own contributions makes for an engaging event plus hopefully the start of productive changes and important improvements." - Claire Manning

Simulation Lab for Better Ageing

4 August 2023, 13 Participants, Canberra Innovation Network

The University of Canberra (UC) and Calvary Health Care and Hospital held a collaborative innovation session hosted by CBRIN. The focus of the session was the ideation and creation of a potential simulation laboratory as part of a Healthy Ageing Precinct at the University of Canberra.

The general concept was a simulated home-environment for the aging population through which technology would have the potential to improve the quality of life for older people. The discussion included ways that this on-campus, 'Living Lab' could be developed and tested, and the time frames in which this could be materialised. Other topics explored were, what the benefits could be to UC, Calvary Health Care and Hospital, the broader aged care/home care system, and how such a Living Lab might fit into Canberra Innovation Network's ecosystem.

Responsible Innovation Hackathon (rHack) Streams 1 & 2

11 & 13 September 2023, 185 Participants, 21 Mentors/Judges, Canberra Innovation Network & Australian National University

The fourth edition of the Responsible Innovation Hackathon (rHack) was an in-person, two-day, high-intensity event jointly presented by the Australian National University (ANU) and CBRIN. It brought together over 185 post graduate students, consisting of 42 teams, with 20 teams participating on Day 1 and 22 during Day 2.



Image: rHack Participants

The event had student teams compete in two streams:

- **Stream 1 - Day 1: Urban Planning:** Empowering inclusive urban planning through responsible innovation
- **Stream 2 - Day 2: Future Mobility:** Responsible innovation for future mobility

rHack offers a platform for the students to create meaningful solutions, develop business skills, engage with industry professionals, and foster a responsible and an ethical approach

to innovation. The strong emphasis on responsible innovation, meant that participants were required to think about, present and be judged on their solutions' social, ethical, and environmental implications to society.

Eleven mentors assisted the students in acquiring real-world experience in business, pitching, time management, and education, in a highly competitive environment. The participants presented their final projects to a panel of judges. The event concluded with a final pitching session on each day, where one winning team and one runner-up was selected from each stream. The winning teams were recognised on stage in front of their peers and received a Certificate of Achievement.

Stream 1: Urban Planning

Problem Statement: In today's increasingly urbanised world, the potential of data-driven decision-making in urban planning and development is vast. However, the unequal access to urban data creates a significant barrier, limiting the meaningful involvement of diverse community groups in shaping their cities. To address this challenge, we seek innovative solutions that promote responsible data practices, inclusivity, and transparency, ensuring that all citizens can actively participate in the planning and design of urban affairs.



Image: rHack Urban Planning Winners and Judges (Alex Barnes, Hope Watson, Joel Madden, Obelia Tait)

Winning Team: Urban Evo

- Team Members: Min Su Park, Zixun Ma, Viswa deep Kopali, Teng kai Wang, Xuan
- Winning Idea: Geographic Participation Modelling

Stream 2: Future Mobility

Problem Statement: As urban transportation evolves, it is crucial to prioritise innovation that aligns with sustainability, responsibility considerations. This challenge seeks to inspire participants to develop responsible solutions that not only transform urban mobility but also adhere to responsible practices, minimizing negative environmental impacts, ensuring equitable access, and promoting safety for all users.



Image: rHack Future Mobility Winners and Judges (Negar Yazdi, Xiao Han Drummond & Hollie Bell)

Winners: Go Green

- Team members names: Yucheng Zhu, Yihang Zhu, KeWen, Xuejie Dong
- Winning Idea: Smart Plan

rHack Pitch Workshop: 9 August 2023, 111 participants, ANU

As part of the lead up to the rHack days, on Wednesday 9 August 2023, CBRIN Team members facilitated a pitch workshop for 111 ANU Computer Engineering students. Students came up with an idea, developed a pitch and practiced pitching to their fellow classmates.



Image: Photo of Participants in the rHack Pitch Workshop

Testimonials

"rHack is the perfect course to step out of your comfort zone, learn how to pitch your idea, gain valuable mentorship and feedback and compete with your peers". - Hollie Bell (Judge)

"Very well hosted event by CBRIN. I thoroughly enjoyed being part of it, thanks for the invitation to judge!" - Alex Barnes (Judge)

"Event was organised well and feel honoured to listen to some of the great ideas that came out of the student mind. Just amazing." - Dipak Rathod (Mentor)

"If you want to hear about lots of cool ideas in a day or two this is a good event to attend." - Negar Yazdi (Mentor & Judge)

"The facilitators and event management team were friendly and energetic - they kept the event running on time, which can be difficult with so many students involved." - Xiao Han Drummond (Judge)

Institute for Manufacturing (IfM) Tour

17 August 2023, University of Cambridge School of Engineering, Cambridge, UK

After collaborating with UNSW Canberra on a potential project, CBRIN were kindly introduced to the team at the University of Cambridge's Institute for Manufacturing who had been working with UNSW Canberra. Due to serendipitous timing, the manager from CBRIN's Collaborative Innovation team was touring England on holiday and was invited to see the facilities at University Cambridge and meet face-to-face with the international collaborators.

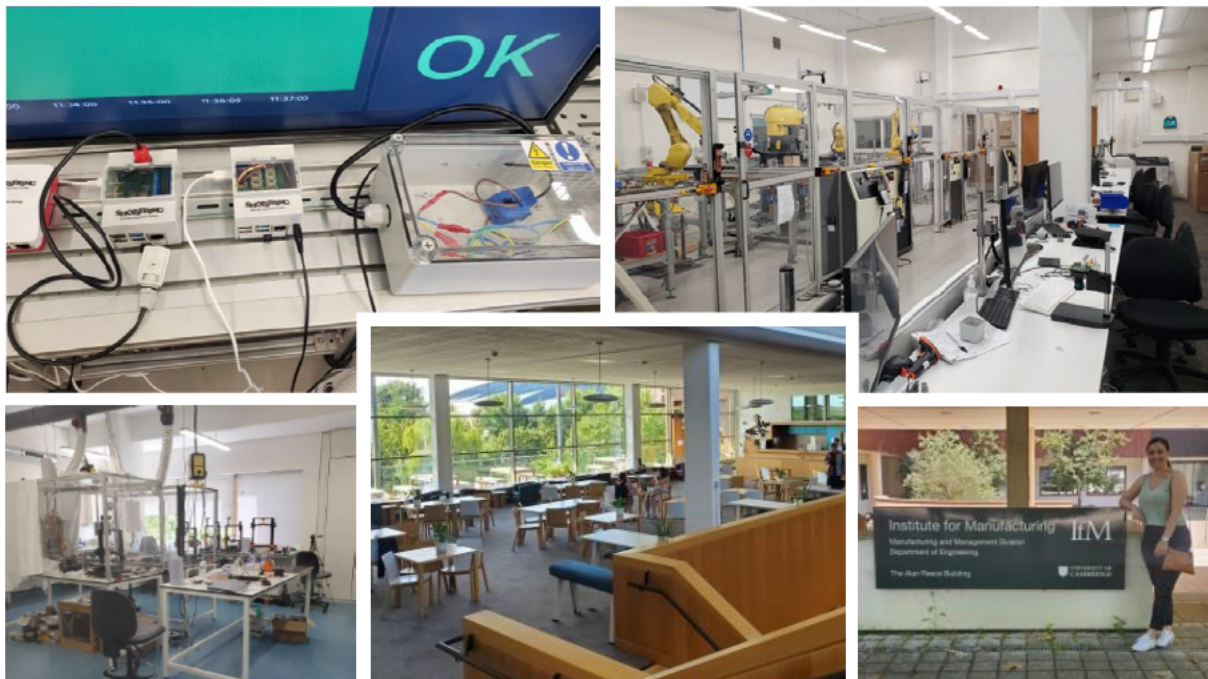


Image: photos from tour of Institute for Manufacturing, Cambridge, UK

Future collaborations about international hackathons and additional ideas were discussed during this meeting. This meeting and tour built upon and strengthened the relationships between UNSW Canberra, University of Cambridge and CBRIN.

Collaborative Innovation Masterclass:

How To Design Challenges That Engage Talent and Inspire Action

21 September 2023, 3 presenters with 100+ audience members, Global Entrepreneur Congress (GEC), Melbourne, VIC



Image: Canberra Innovation Network presenting the masterclass at the GEC

CBRIN was invited to design and present a masterclass explaining the benefits of collaborative innovation. This masterclass was held at the Global Entrepreneur Congress held in Melbourne, VIC on 18-21 September 2023.

We put forth the following challenge to the audience:

How can researchers, youth, and specialist communities of interest work together to generate novel ideas, business models, and prototypes that transform our communities? How can this collaboration grow the pipeline of entrepreneurs within an innovation ecosystem?

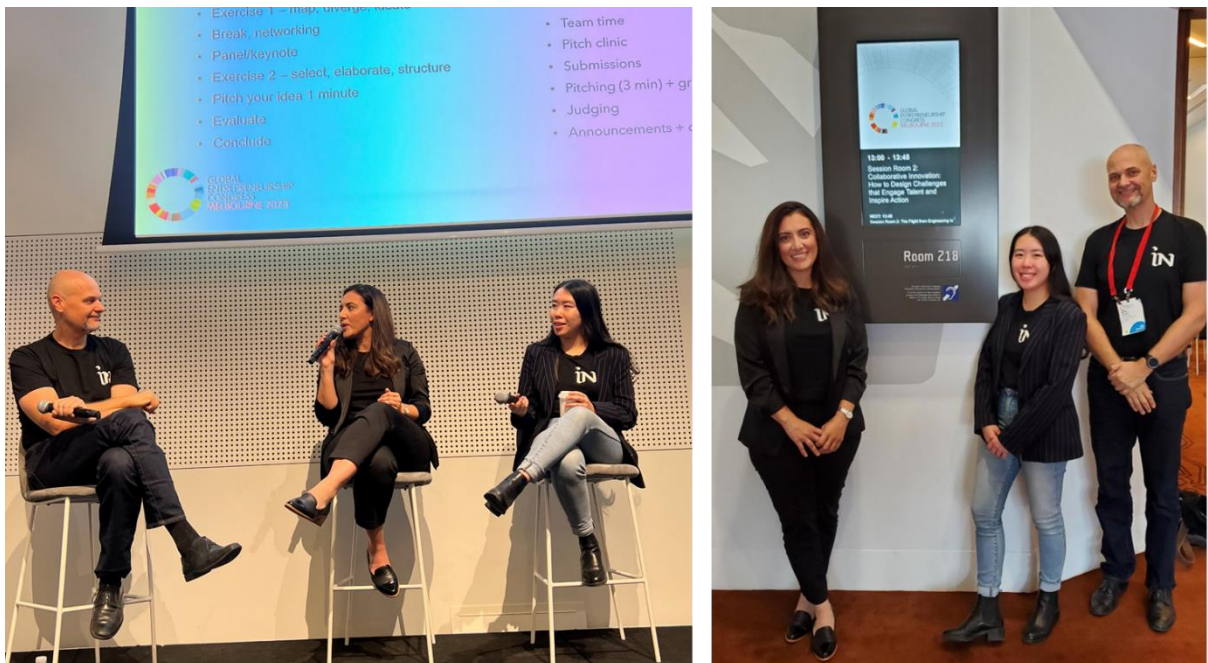


Image: Canberra Innovation Network presenting the masterclass at the GEC and standing in front of the presentation room

During the masterclass, participants learned how to design, attract sponsorship and deliver an efficient and impactful hackathon, sandpit, open innovation challenge or industry co-design session. CBRIN delivered this session and explained how diverse collaboration and co-ownership of challenges can become the pulse of an ecosystem that pushes innovative projects beyond the idea stage to implementation. Participants learned how this approach can support innovation-driven companies to attract and keep talent. The participants came away with proven tools and methods to implement and were invited to connect with CBRIN to continue their innovation journeys.

DIRECTION 2 ENTREPRENEURIAL CAPACITY BUILDING

Goal: Grow the entrepreneurial capacity of our innovation ecosystem by developing, delivering, and linking programs and resources that support growth of ambitious innovation and technology companies.

Under this direction, we help entrepreneurs develop skills in workshops, webinars, programs, and events, and facilitate a strong pipeline of founders of high growth companies. We conduct introductory meetings with entrepreneurs and triage them into other activities, connecting them with mentors and sources of funding and support. We support the Mill House Ventures to deliver programs that support innovative social enterprises (such as their GRIST accelerator program). We work with and support local mentors and investors to deliver an accelerator program (GRIFFIN) for selected early-stage startup entrepreneurs. We deliver incubation services for innovative startups and scale ups, research-intensive spinoffs, innovation projects, and ambitious innovative SMEs. Key incubation delivery methods are founder coaching sessions, peer to peer events, growth labs and mentor connections. We build a network of mentors and connect them to founders and innovative projects where they can add value.

Theme 2.1 Entrepreneur Pipeline

Objective: Build a strong pipeline of entrepreneurs and innovators and triage them into programs and services that support their progress, link them to funding, entrepreneur education and mentoring.

Key results: Strong and diverse dealflow of quality participants apply to growth stage initiatives in the ACT.

Events, Workshops and Programs Overview

CBRIN delivers events, webinars, panel discussions, and other engagements that inspire and inform entrepreneurs. The workshop program strengthens entrepreneurs' skills in key areas and strengthens their capacity to build high growth companies.

The table below summarises the activities that were done under this theme. Note that Net Promoter Score is used to measure participant satisfaction and is a harsh measure with scores ranging from -100% to +100%. A full explanation of how this is calculated is provided at the end of this report.

Workshop / event	Date	Attendance	Net Promoter Score
Expert Office Hours with Renee Beerworth and Vicky Williams	4 and 5 July	20	-
Advanced Startup Workshop: Selling to Grow	19 July	15	70%
Advanced Startup Workshop: Raising Capital and Negotiating Terms	3 August	17	-
Billion Dollar Panel: Founders Fireside Chat with Viden	10 August	31	86%
SME Breakfast	17 August	49	

Workshop / event	Date	Attendance	Net Promoter Score
GRIFFIN Pitch Day	18 August	43	-
Researcher Negotiating Terms Workshop	29 August	15	100%
Idea to Impact Workshop 1	6 September	42	49%
Innovation Connect Grant Information Session	8 September	35	-
Innovation Connect Grant EOIs Submitted	11 September	70	-
CSIRO ON Prime Immersion Workshop	26 & 27 Sep	32	-
Idea to Impact Workshop 2	27 September	40	-
Total	-	377	76.25

Billion Dollar Panel: Founders Fireside Chat with Viden

10 August 2023: 31 attendees; NPS 85%, Canberra Innovation Network

The Billion Dollar Panel series provides a platform to hear firsthand from Canberra founders who have built and scaled a company. Viden CEO and founder, Anthony Barnes and COO, Davina Mansfield, provided their honest and insightful accounts of their experiences. They shared the process of deciding to start the business, building the right team, engaging with customers and navigating work life balance.

Testimonials

"The fireside chat was a fantastic way to spend an evening. Not only did we have the opportunity to hear from market experts, but we also got to network with other Canberra entrepreneurs." - Zachariah Farag

"Really insightful session and great to hear about the inspiring journey of these founders. A lot of entrepreneurs and innovators come across similar challenges, so it's really nice to hear about their approaches to overcome them and succeed. The session was very well moderated too." - Akeel Feroz



Image: Founders Fireside Chat with Viden, 10 August 2023

Idea to Impact 10 Week Customer Challenge

6 September – 27 September 2023: 82 participations; NPS 49%

58 accepted participants, 23 (40%) were female entrepreneurs, 43 projects

The Idea to Impact 10 Week Customer Challenge commenced this quarter, with 58 participants across 43 projects being accepted into the program. This quarter included two workshops and one accountability session. There were 82 participations across workshops one and two where we covered topics in:

- Introduction to Lean Innovation
- Innovation Fundamentals and Methods
- Value Finder Customers and Problems
- Building to reach the big impact goal
- Competitive landscape
- Metrics to track

The overall workshop NPS was 49% with participants enjoying the tools introduced and the collaborative nature of the workshops.



Image: Photo of Idea to Impact September 2023

Testimonials:

"Starting a business is a good thing to do. But it is not easy. Here in the Canberra Innovation Network CBRIN is dedicated to helping startup businesses, and they have some great skills and resources to do so. The Idea to Impact workshop series is particularly valuable to learn methods and gain confidence that could make the difference in the outcomes of your business career." - Robert Tulip

"The first session of the Idea to Impact session hit the nail straight on the head. First sessions can be awkward, however the presenters navigated the session with confidence and poise, imparting their knowledge from previous workshops and experience. My takeaway from the first session was that everyone struggles with public speaking so there is no need to be afraid of that, I'll overcome it when the time comes. Highly recommend." - Farhan Siddique

CSIRO ON Prime 14 - Immersion Workshop

26 & 27 September 2023: 34 attendees; Stone & Chalk Melbourne, VIC

CBRIN was contracted to deliver a cohort of the national ON Prime program in Melbourne, with three out of the eight teams originating from Canberra (ANU & UNSW Canberra).

This quarter, the kick-off two-day immersion workshop was delivered in Melbourne. This program will continue over the next nine weeks with three more workshops sessions, four coaching sessions and a showcase to conclude the program.



Image: CSIRO On Prime Immersion Workshop

Intro Meetings

95 held this quarter; NPS: 67%

The CBRIN Growth team regularly engages with new Canberra-based innovators and entrepreneurs in one-on-one meetings that can be booked via the CBRIN website. At these intro meetings we listen, ask questions, provide feedback and triage after we assess the relevance of the projects and level of progress into various programs; including Innovation Connect (ICON), SME Program, GRIFFIN Accelerator, The Mill House and Idea to Impact.

Intro Meetings aim to add value to entrepreneurs by asking thought-provoking questions as well as linking them to relevant support networks, or activities.

Testimonials:

"Great initial discussion. Looking forward to further engagement." - John Kostakos, Business Development for Startups

"I had a great experience talking with the Canberra Innovation Network team. They were clear, concise and helped me to better understand how the [CBRIN] might benefit myself, my team and others... I left with a lot of value." - Sabastian, Mainframe

Innovation Connect Grants

Innovation Connect (ICON) is a grant program that CBRIN delivers in partnership with the ACT Government since September 2018. ICON provides between \$10,000 and \$30,000 matched funded grants to support innovative projects towards developing a proof of concept or prototype and assist with the early stages of commercialisation.

Current Innovation Connect Grant Funding Round

70 applications received, 21 have female founders

The second ICON funding round of this year closed for applications 11 September 2023. A total of 100 expression of interest forms were sent to entrepreneurs, and 70 expression of interest forms were submitted.

On 8 September 2023 CBRIN facilitated a Group Intro Meeting with 35 attendees. This was an online session held to offer information about the grant for last minute applicants.

An independent panel has been formed to review the applications. The panel comprises of experienced Canberra business people across various industries:

- Anna Pino (Lighthouse Innovations)
- Karen Schilling (Canberra Cyber Hub)
- Keats Nealms (Australian National University)
- Michele Troni (Significant Capital Ventures)

The Selection Pitch Day for shortlisted applicants will be held on 26 October 2023.

CBRIN staff does not influence the decisions of the independent panel but provides support to the panel.

Grant acquittals this quarter:

Viortec (awarded ICON in October 2021)

Progress made:

- Company hired seven staff (two executives and five engineers)
- Website launch
- Trademark for logo approved
- TGA registration underway
- Completed the CAD design of the surgical clamp and printed in stainless steel and used in the cadaver testing.

SME Breakfast

17 August 2023, 49 attendees, Canberra Innovation Network

CBRIN held a quarterly SME Breakfast with 49 SME leaders, representing a mix of SME Accelerator alumni as well as SMEs who have not engaged with CBRIN previously. The theme was 'How can you double your growth?' This prompt started valuable conversations in table groups amongst peers.



Image: SME Breakfast

Theme 2.2 Growth Programs and Incubation Services

Objective: Coordinate and deliver programs and services that contribute to growth of innovative ventures, including deep-tech, social enterprises, startups, scaleups and SMEs.

Key results: Ventures assisted (5) report significant milestones (jobs, capital raised, revenue, new markets). Measured by annual retrospective analysis of quarterly reports.

CBRIN acceleration and incubation assist growth stage startups (>\$100k investment or revenue) and accelerator startups selected by mentors including research spinouts.

The SME program engages with established Small and Medium Enterprises (SMEs) with innovation potential.

The incubation and scale up program aims to deliver targeted, impactful engagement with innovative projects that are innovation driven and one or more of significant capital raised, customer revenue or team expansion. Companies with substantial intellectual property assets are included where there are good prospects for commercialisation.

The above growth programs are delivered in a range of formats for specific groups:

- The Mill House Ventures – programs targeting social impact ventures;
- Founder Sessions – value add engagement with entrepreneurs;
- Mentor network activation;
- Investor connections;
- Growth labs – targeted, intensive workshops with companies;
- SME Accelerator;
- Scale Up Leaders Group – small-group facilitated peer-to-peer discussions for leaders of companies at the scale up stage;
- GRIFFIN Accelerator – mentor led 3-month intensive program for startups selected by mentors;
- External program referrals

This quarter we tracked 72 ventures assisted by growth programs. Ventures assisted in these programs are well spread across startup, early growth, scale up and small business as shown in the table below.

About 29% of the ventures currently engaged are in the “deep tech” category, with significant intellectual property from research.

Distribution of Active Companies (by Category)	Percentage
Startups	28%
Small business 3 – 20 FTE and innovation potential	22%
Early Growth: 100k to 1m raised, or 3+ FTE and innovation driven	22%
Medium business 20+ FTE with innovation potential	3%
Scale Up: Innovation-driven and >1m raised, or 20+ FTE employees	22%
Impact company: high growth and 50+ FTE	3%

The Mill House Ventures Limited

The Mill House Ventures (TMHV) supports social innovators to explore trading models that sustain and accelerate measurable impact in Canberra and region. The Mill House Ventures creates complimentary pathways through entrepreneurship for founders who are Change Agents looking for viable and sustainable ways to create, measure and sustain impact to address systemic disadvantage.

The Mill House Ventures offers programs specifically catering to emerging and maturing social enterprises of our region. TMHV also provide work-integrated learning experience to University of Canberra students to provide them with exposure to this asset class and raise awareness of this way of trading.

- CBRIN and TMHV finalised the 2023-24 Services Agreement between the parties.
- ACT Government Economic Development Directorate announced that TMHV were successful in securing the "Social Enterprise Administration Services" RFQ. Details and Agreements between the Parties are still being negotiated and finalised but the proposed "GENESIS" funding program for early-stage Social Enterprises will run for two years and have \$340k available in 23-24 and \$360k in 24-25. As part of the 2-year agreement, TMHV will also receive funds to develop Scale-Up Support activities and for Grant Administration also over two years.
- The GRIST23 program of workshops began in July 2023 with a Retreat for 8 participating social enterprises. The cohort included:
 - Accessilife - a central digital platform for people needing to purchase accessible equipment to assist families living disability needs, trauma and injury and those with short- or long-term mobility issues.
 - Mama Connect - creating community and understanding of the journey of Motherhood.
 - RecycleAbilities - a work integrated social enterprise (WISE) looking to create meaningful employment for people living disability through collecting recycle waste for the Container Deposit Scheme, increasing the effectiveness of this scheme and reducing landfill
 - Hotel Mottainai - profit redistribution to support local charities addressing homelessness by creating bespoke art-inspired short-term hotel-style accommodation using vacant corporate spaces in inner city locations
 - State of Mind Games - an app to help minimise and reduce the negative impacts of online gaming
 - Cobeo - a multi-faceted tool to develop and build capability and bridge difference to support creative collaboration across enterprise, community and industry
 - Data Conversation - support people from under-represented populations to enter the data community
 - At Her Table - creating community for women to support and encourage their spiritual journey

State of Mind Games withdrew from the program as Founder struggled with extent of problem and whether this App would significantly address the problem through this idea.

- GRIST23 workshop series completed 20 September 2023. The Cohort are working on their Impact Reels and their Pitch for upcoming Graduation and Impact Showcase Friday 27 October 2023 at Hotel Realm.
- TMHV participated in the inaugural Canberra Small Business Roundtable which brought together representatives from ACT Government, CBRIN, TMHV, Lighthouse Innovation and Canberra Business Chamber to build understanding and collaboration across the Canberra small business ecosystem
- MHV has been contracted by The Galilee School to develop and deliver "INSPIRE" a pilot social entrepreneur accelerator program with two of their students who have their own new enterprise ideas. The program will run through Term 4 2023. Galilee School, operated by Communities @ Work, is a registered, independent secondary school, designed specifically for disengaged and vulnerable young people in Years 7- 12 in the ACT and surrounding region.
- TMHV has engaged GRIST22 Alumni, Belinda Newham from Decision Revolution, to undertake a comprehensive Impact Evaluation and Reporting activity. Final Report expected in early 2024.
- REFINE, TMHV's tailored growth program, continues with three Social Entrepreneurs-in-Residence (SEIR's) engaged with eight local social enterprises - Right To Work (Disability WISE), Ability.News (Digital Platform for Disability News), Jazeda/Flazeda (Inclusive Creative Performance), Base Soaps (Profit Redistribution), Easy Read Toolbox (Accessible Communication), Horse Rug Whisperer (Disadvantaged Youth Employment Pathway) and Chamaeloen Collective (Inclusive Dance Troupe)
- TMHV is co-ordinating Work Integrated Learning opportunity with three University of Canberra cohorts for a total of 145 Students. This activity includes researching the "big problem" of three local social enterprises, a Marketing Plan development activity and a separate Digital Health Check for three local social enterprises.

Table: The Mill House Key Activities

Total for Q1 23-24 (July-September)		Notes
9	Social Enterprise Consultations	Jul - 2; Aug -2; Sept - 5 Total - 9
1	GRIST23	Cohort Participants - 8
1	REFINE	Alumni Participants - 7
1	UC Social Enterprise Unit - 75 Students	Alumni Participants - 3
1	UC Marketing Plan - 45 Students	Alumni Participants - 3
1	UC Digital Health Check - 30 Students	Alumni Participants - 3

Founder, Mentor, and Outreach Conversations

One of the most important ways the growth programs add value is through team members meeting directly with entrepreneurs and mentors.

Engagement	Numbers
Founder Conversations	77
Intro Meetings	95

Mentor / Expert / Investor Engagement	12*
Coworker Engagement (subset of Founder Conversations)	24
Total	208

*Not including events

Intro Meetings are early contact with entrepreneurs – see section 2.1

Founder Conversations are a very important way that we add value to entrepreneurs by discussing business challenges or opportunities.

Mentor / Expert / Investor Engagement conversations enable the team to better understand the skills and interests of mentors, experts, and investors.

Coworker Engagement conversations are also tracked to support coworking – section 3.2



Picture: Photo Collage of Outreach Activities

Mentor Network Activation

A key element of CBRIN's mission is to connect a wide range of mentors (including investors and experts) with relevant experience to entrepreneurs with the goal of empowering those entrepreneurs to have more impact. Mentors engage through showcase events, small networking sessions, individual meetings, and a mentor newsletter. Recent activity includes but is not limited to:

- 67 mentors engaged or active
- 69 external connections tracked (referrals between entrepreneurs, mentors and investors)
- 3 mentor networking events facilitated; 15 mentors participated (plus entrepreneurs)
- 141 subscribers of the Mentor Newsletter (3 added since last quarter)
- 6 people added to the mentor database

Mentor Newsletter

The mentor newsletter engages mentors and investors in the network and highlights some of the exciting investment opportunities and news from startups. This newsletter is not designed to replace the CBRIN newsletter, but to provide different content that is highly relevant for the mentor and investor audience. This quarter, the newsletter was sent to 141 mentors, with a high open rate of 51%, and click rate of 11%.



Image: Canberra Mentor Network Graphic

Testimonial for mentor, Aqeel Akber, mentor, nuclear physicist, and Founder/Director at Thaum:

"Thanks for introducing Aqeel, they were very helpful and gave me a whole new perspective. It was one of the most informative conversations I've ever had and Aqeel gave me practical actionable steps that I can implement from now!" - Dulan, founder of Drenlo

Mentor and Investor Events

As part of the Mentor Network, CBRIN organises and participates in events:

Capital Angels Introduction to Angel Investing Workshop and Pitch Night

24 August 2023, 21 attendees (35 registrations), Location: Canberra Innovation Network.

Campus Plus organised a full day workshop for individuals interested in becoming an angel investor / interested in learning more about angel investing. The workshop was followed by pitches from Canberra companies. This event included:

- Hints and Tips from Australia's #1 Angel Investor - Professor Tim Hirst
- An entrepreneur's experience: Pros & Cons of having Angel investment in your company - Pete Lilley, Co-Founder, Instacluster
- Government Support for early-stage companies - Anne-Marie Perret
- Confessions of an Angel Investor - Nick McNaughton
- Why should anyone consider becoming an angel investor - Michele Troni
- The journey from naive to sophisticated Angel - Uwe Boettcher
- Top 10 Tips of an experienced Angel Investor - Sylvia Tulloch
- Term Sheet Negotiation Workshop - Nick McNaughton

- Introduction to CBRIN programs and how they support investors and entrepreneurs
– Irene Zhen
- Demonstration pitch by Haast, followed by a Q&A session reviewing the pitch from an Investor perspective.

Testimonial:

"Congratulations to Nick and Hollie for pulling together such a great event. It was good to such great people in the room and to hear from all those wonderfully experienced angels!"
– Anne-Marie Perret



Picture: Photo from Capital Angels Introduction to Angel Investing 24 August 2023

Investor Visit

25 September 2023, 7 funds, Location: Canberra Innovation Network.

CBRIN facilitated a visit from seven out-of-state investment funds:

1. Chris Quirk, **Rampersand**
2. Rayn Ong, **Archangel**
3. Claire Birch, **Blackbird Ventures**
4. Ulric Ferner, **RightClick**
5. Joanna Ng, **Investible**
6. Harikesh Pushpapathan, **Stoic Ventures**
7. Jodie Imam, **Tractor Ventures**

This visit included:

1. Tour of the CBRIN space and coworking areas.
2. Meet & greet with the 14 companies participating in the Griffin Accelerator Program.
3. Morning and afternoon 'office hours' with 15 startups:
 - Futurifai
 - AllyOne
 - Smartlox
 - Dentroid

- Aristotle
- Prism Neuro
- Nominal Space Systems
- Apporetum
- Aurabox
- Seitec
- Brainchanger
- Ayla Health
- Viden
- PPB Technology
- Evaluate8 Sustainability

4. Investor lunch with 15 investors in attendance.



Image: Investor Office Hours 25 September 2023

Testimonial:

"Thank you again for hosting us and introducing us to some awesome Canberra based founders and investors." - Rayn Ong, Archangel

Growth Labs

Growth Labs are focused on facilitated workshops that are scoped and prepared with the client company in advance to address a critical issue or topic that represents a key opportunity or challenge for the company in terms of its growth ambitions. Each Growth Lab is tailored to the client company's needs. We bring in relevant, highly experienced businesspeople and experts as our brains trust. We work intensively with SMEs and science-based company founders to find a new understanding of their business challenges and coach them to identify new potential solutions.

Growth labs are only delivered where they match a current and urgent need of the business. In this quarter no growth labs were delivered.

GRIFFIN Accelerator

The GRIFFIN Accelerator is a three-month intensive program run by a group of seasoned Canberra entrepreneurs who invest in, host, coach and mentor selected startups to create successful high-growth businesses. At the conclusion of the program, teams pitch to the mentors to raise capital for their startups.

Current Program

- 7 August 2023 - Applications for the GRIFFIN Accelerator closed
- A total of 33 applications received, 22 teams who applied had completed a CBRIN program previously (including Idea to Impact, ICON recipient, SME Accelerator & Hackathons), 16 applications had a female founder
- 15 August 2023 - A shortlist meeting was held on Zoom with 13 mentors to agree to a shortlist
- 17 projects were shortlisted to pitch to the Griffin Mentors
- 28 August 2023 - A hybrid Pitch Day was held for shortlisted companies. Format was a 3-minute pitch and 3-minute Q&A. 14 teams delivered in-person pitches and 3 delivered their pitch virtually. A total of 26 mentors attended the pitch day.
- Three observers from the Department of Education sat in on the pitch day to see a cross section of innovation companies in Canberra (invited to attend by Campus Plus).
- 25 September 2023 - Program Kick-off for 14 teams. The session included a meet and greet with 7 venture fund investors from Sydney and Melbourne, a run-through of the trust investment by the GRIFFIN Trustees, a goal setting session and onboarding for companies setting up in the coworking space in CBRIN offices.



Image: Photo of the GRIFFIN Accelerator kick-off session with the GRIFFIN Trustees, 25 September 2023

GRIFFIN 10 Cohort:

14 teams were selected for the program by the GRIFFIN Mentors:

 **Berrijam:** A no-code AI SaaS platform empowering businesses to get insights and predictions on their data without the need for expensive data scientists.

 **RediRobots:** A robotics company that provides automated technologies to textile recyclers.

 **Dochrono / ADHD Toolkit:** An evidence based, non-pharmacological software for neurodivergent children in the education system.

 **Your Season:** An online fashion affiliate marketing platform that organises a huge selection of brands into seasonal colour analysis palettes, including a cataloguing portal for stylists, so that the customer can find their best outfits, first time, every time.

 **SelfTherapy:** Personalised therapy to upgrade your EQ, powered by AI.

 **Haast:** A B2B SAAS solution that helps organisations stay on top of their entire live digital presence across their own and third party channels, enabling them to find and resolve brand or regulatory compliance issues before they result in brand damage, lost revenue or even regulatory enforcement actions.

 **Penwell:** Penwell is a linguistic technology company operating in the education sector.

 **Waste Check Systems:** An automated waste bin weighing system for the commercial & industrial (C&I) property sector to deliver accurate waste weight data in the same format and time increments that Facility and Property Managers currently receive their energy and water data.

 **bakesale:** Local baker directory and marketplace that makes buying from local bakers a piece of cake!

 **Traceably:** A customer experience design and solution scoping platform that helps organisations visualise and align business objectives with customer needs and collaborate more effectively around a shared source of truth.

 **The Lumio Company:** Decision making platform for crisis simulation in the corporate and defence sectors.

 **HydRIC Desalination:** A new technology to desalinate water more efficiently.

 **DRENLO AI:** A natural language AI search engine for text and images, a private chatGPT based off your documents.

 **Dragonfly Thinking:** ANU spinout implementing new structured analytical techniques for navigating complexity and creates visual practical tools for users by leveraging artificial intelligence and large language models.

Each week, teams meet as part of an accountability session to set goals, track progress and support each other. Weekly seminars are also delivered with support from GRIFFIN Mentor's expertise.

Scale Up Leaders Sessions

Scale up leaders sessions are facilitated high-value conversations between leaders of ambitious technology companies that are at the growth stage. Specifically, the companies are:

- Raising significant capital, typically Series A+
- Commercialising substantial IP or competitive advantage
- Rapidly growing their team or sales.

An experienced facilitator enables discussions between the business leader peers about relevant challenges they are experiencing or may be likely to experience soon. Conversation topics are introduced by the facilitator but also by participants. At times we invite guests with relevant experience. Participants also reflect on their progress and challenges in a high-trust confidential peer group conversation. In each session we usually introduce a conversation topic to get participants thinking about something important and also discuss topics they choose.

Session	Topic
25 July	Monthly Reflection, Partnerships for Startups Speaker: Petr Adamek Number of Participants:13
22 August	Exits Speaker: Craig Davis Number of Participants: 16
26 September	Stress Test Your Growth Plan Speaker: Craig Davis Number of Participants: 8



Image: ScaleUp Leaders Session

Testimonials:

Thanks Petr – it was a very valuable session. – Nick McNaughton, participant

Selected ecosystem company updates

Canberra companies collectively raised \$24.6 Million this quarter

This figure includes capital raised from venture capital, angel investors and grant funding. This figure reflects funds raised that CBRIN is aware of, noting the amount may be higher.



Image: Photo of GRIFFIN Accelerator team, Haast, with Aura Ventures

The table below summarises alumni companies highlights this quarter. This includes significant progress updates and highlights for those companies, either as a direct or indirect result of CBRIN's assistance.

Company, description, update	Engagement (alumni)
Allystone Leader in legal project management and the transformation of legal service delivery. Update: awarded IT Product / Service of the Year	Griffin, Investor Showcase
Aristotle Metadata Revolutionizing metadata management with open systems and community support. Update: finalist in the ACT Export Awards	Founder Conversations
Aukus Jobs Reinventing the way jobseekers and employers connect Update: Mark Korsten, AUKUS Jobs Innovator of the Year Australian Defence Industry Awards 2023	Founder Conversations
CanYou	Founder Conversations

Company, description, update	Engagement (alumni)
Helping automate business processes for small - medium businesses in Australia. Update: finalist for Small Business App of the Year.	
Castlepoint Systems AI powered records, information management, security, discovery and audit automation company. Update: Recognised in The Australian's 2023 100 innovators list.	Growth Lab, ICON, Investor Showcase, Founder Conversations
Fytobio Creating the food-grade supply chain of recombinant proteins to make cultivated meat scalable and affordable. Update: Semifinalist for XTC x World Food Forum Startup Innovation Challenge, in partnership with the FAO	Investor Showcase
Goterra Autonomous food waste management for processing, kitchens, and businesses. Update: \$10 million raised Announced plans to open a \$3.5 million waste facility in Wetherill Park in greater western Sydney	Investor Showcase, ICON
Haast Assisting organisations in managing digital risk, addressing brand and legal compliance issues to prevent brand damage and costly fines. Update: \$1.2M raise, led by Aura Ventures	Griffin, Investor Showcase, ICON
HiveIQ Innovative agritech for healthier, stronger & more productive bee colonies. Update: awarded Good Design Award.	Founder Conversations, Growth Lab, Investor Showcase
JDoodle Australian software development company creating an ecosystem of programming tools to turbocharge the software development industry. Update: winning Startup Daily Best in Tech Awards	Founder Conversations
Lifa Labs Crafts premium organic products blending ancient wisdom with modern science. Update: nominated for 2023 esteemed ACT Chief Minister's Export Awards.	SME Accelerator, Founder Conversations
MCI Carbon Unlocking the value of carbon by transforming emissions into valuable materials for the circular economy.	Investor Showcase, Founder Conversations

Company, description, update	Engagement (alumni)
Update: CEO Marcus Dawe GAICD and COO Sophia Hamblin Wang Finalists Energy and Clean Technology at 2023 AmCham Alliance Awards Gala	
Nomad Atomics ANU Spinout company providing precision measurement, a niche subfield of atomic physics that uses atoms to make precise measurements of the world. Update: \$12M Capital raise, backed by Blackbird Ventures and Right Click Capital	Scaleup Leaders Group, Investor Showcase
PPB Tech Leads in point-of-care diagnostic tests across various industries, enhancing safety and confidence with CSIRO's CYBERTONGUE® platform. Update: winning Best in Class Australian Good Design Award in Medical and Scientific Tech	Griffin, Investor Showcase, ICON, Scaleup Leaders Group, Founder Conversations
Quantum Brilliance Offers diamond quantum accelerators and software for global adoption. Update: received \$1.4 million grant funding from the Quantum Computing Commercialisation Fund	Scaleup Leaders Group, ICON, Founder Conversation
Science Skincare Australian made ethical and exquisite skincare products. Update: won the ACT Promising Exporter Award at this year's ACT Export Awards	Founder Conversations
Syenta Transforming the electronics manufacturing sector by efficient 3D printing of multi-material electronics. Update: named one of the top hardware companies by TechCrunch	Griffin, Scaleup Leaders Group, Founder Conversation, Investor Showcase
WV Technologies ICT Decommissioning, Data Sanitisation & Destruction to Top Secret, Hardware Supply, Social & Indigenous Enterprise Update: awarded 2023 Registered Supplier of the Year at the Supply Nation Supplier Diversity Awards, Organisation of the Year at the 2023 NAIDOC Canberra Awards	SME Accelerator, Growth Lab

DIRECTION 3 PLACEMAKING

Goal: Strengthen the role of CBRIN as the ACT's central innovation hub with active linkages to a powerful network of innovation precincts that work together to grow new industries and solve complex problems by leveraging science, innovation and entrepreneurship.

This direction will deliver Ecosystem Engagement activities, such as: marketing and events to connect people to programs and initiatives of the ACT innovation ecosystem; profiling of and strengthening engagement with under-represented groups, such as women, Indigenous entrepreneurs, creatives, LGBTQI and people with disabilities; public relations and related activities to tell the stories of Canberra-born innovation and entrepreneurship and to position Canberra as the place where science and research meets innovation and entrepreneurship; activities to strengthen engagement with Foundation Members, Gold Partners, innovation precincts, key sectors, other connected innovation hubs and initiatives, and the broader region; and target relevant national or international events to promote the Canberra innovation ecosystem. CBRIN also delivers entrepreneur-focused subsidised coworking and community building activities as a fundamental building block of the Innovation Hub at 1 Moore St, Canberra. We work with the ACT Government to expand space within the 1 Moore Street Hub to Level 4 and we work with operators of other innovation hubs (such as UNSW) and precincts across in the Canberra region to coordinate a connected offering for innovative entrepreneurs.

Theme 3.1 Ecosystem Engagement

Objective: Collaborate to design and deliver a comprehensive set of engagement activities and events that connect, empower and diversify our innovation ecosystem and support delivery of this workplan through effective communication and marketing.

Key results: Canberra innovation ecosystem breadth, connectivity, diversity, and brand reputation strengthen.

The CBRIN marketing and events team was successful in placemaking endeavours and hosted many successful events with high attendance numbers which can be directly attributed to the marketing efforts across traditional media and social media platforms.

Summary: Throughout the quarter, 64 events were either led by CBRIN, or hosted in our space, all being marketed to our ecosystem. These events attracted 2,671 participants.

CBRIN held 3 co-hosted First Wednesday Connect events offsite this quarter. July First Wednesday Connect was co-hosted by ACT Government and had 314 registrations which is the largest First Wednesday Connect on record, since 1 July 2015.

Marketing overview and efforts: Across the quarter the Marketing and Communications team maintained focus on key strategic objectives, including audience development, visual and messaging consistency, and increased engagement. The team harnesses the connections within the network to nurture a "collaborative marketing" ecosystem. By encouraging partners and followers of CBRIN to share our content on their platforms, we leverage their audience, which helps increase our reach. An example of this effort is CBRIN

upcoming events promoted on Region Media's event page and featuring in the ACT Government's Our CBR newsletter.

LinkedIn continued to be the best platform for audience engagement and conversion with most posts receiving a high number of reaches, comments, likes and reposts. CBRIN showed up in a high number of searches each week and our following had a continued and steady growth.

On 8 and 9 August 2023 CBRIN hosted a stall at the CareersXpo, where 8,497 eager high school and college students flocked to Exhibition Park. After the event, we saw a marked increase in our followership on social media, subscribers to the newsletter and bookings for intro meetings.



Image: Photo of table set up at the 2023 CareersXpo

Media & PR

- AllFestivals (Event Listing): [First Wednesday Connect](#) - 24 September 2023
- Riotact: "[Canberra innovation hits the world stage](#)" - 19 September 2023
- Australian National University College of Science (Event Listing): [First Wednesday Connect](#) - 17 September 2023
- The Working Line: "[8 STUNNING Coworking Spaces in Canberra For Start-Ups](#)" - 9 September 2023
- Financial Review: "[Canberra's next chapter as Boston on the Molonglo](#)" - 7 September 2023
- AllEventsInCanberra (Event Listing): [First Wednesday Connect](#) - 6 September 2023
- Riotact: "[Meet local grant winners pinning Canberra firmly on the innovation map](#)" - 5 September 2023