Partner prospectus for CRC Bid to be submitted in July 2020

Connecting communities, industry and researchers to manage climate and water risks in the Murray-Darling Basin

onebasin.com.au
The opportunities for the [agriculture] sector are enormous. We sit on the edge of the strongest growing region in the world, we have a developed agriculture sector with sound prospects for expansion, we have food safety and environmental credentials that are world-class, we develop and have access to up-to-date technology, we have a strong economy with a sound financial system and we have a well-educated and skilled workforce.


People living in Basin communities facing reduced water availability and drought are under immense pressure – some consider themselves and their communities to be in crisis and report that their physical and mental health and wellbeing are declining. We heard from many people whose confidence is low, resilience is poor, and anxiety is high.

Social and Economic Panel for the Independent Assessment of Social and Economic Conditions

Climate change will have significant implications in the Basin, increasing pressure on the health of the Basin’s environment, its communities and its economy. (…) sharing and delivery of the Basin water resources will become significantly more complex, and contested.

MDBA (2019) Climate change and the Murray-Darling Basin Plan

The NFF recognises that climate change poses a significant challenge for Australian farmers.”

National Farmers Federation (2016) Climate Policy

ACKNOWLEDGEMENT

We acknowledge and pay respect to the Traditional Owners of the lands upon which our campuses are situated. We also acknowledge and pay respect to the Traditional Owners, and their Nations, of the Murray-Darling Basin, who have deep cultural, social, environmental, spiritual and economic connection to their lands and waters. We pay respect to Elders – past, present and future.
The ONE Basin CRC vision is a resilient and sustainable Murray-Darling Basin, powered by a strong innovation capacity that supports rural communities, businesses and water managers to adapt and thrive with changing global drivers.

THE BASIN CHALLENGE

Australia’s agricultural sector is well positioned to take advantage of increasing global demands for high quality agricultural produce. Our proximity to the Asian market is an important factor as Australia’s agriculture sector aims to grow from $60b in 2019 to $100b by 2030.¹

For the Murray-Darling Basin, Australia’s food bowl, innovation and growth in agricultural productivity could provide significant opportunities for the Basin’s agriculture, communities and environmental systems to become more productive, resilient and sustainable.

Water security will be critical to success. Risks associated with climate stressors and complex water management challenges are major constraints to growth and sustainability in a dry continent like Australia. Over the last 20 years we have seen the impact of recent droughts on agricultural productivity, communities and the environment across the Basin.

These pressures are compounded by gaps in the skilled workforce required to adopt emerging technologies, inadequate investment in water-agricultural research, conflict over water reform and the enormous stresses experienced by many rural communities all of which are barriers to innovation and resilience.

The ONE Basin CRC will accelerate growth in the agricultural sector over the next ten years by tackling these critical agriculture-water challenges. It will bring together industry, government, research organisations and the community to deliver science-based solutions that contribute to growth and benefit rural communities and the environment. The focus of the ONE Basin CRC will be defined by the needs of our partners to build shared understanding, co-design solutions and build capacity across the agriculture and water sectors.

¹ NFF 2030 Roadmap
THE OPPORTUNITY FOR A ONE BASIN CRC

We have listened to organisations across the Basin about the possibility of the ONE Basin CRC. What we have heard has shaped this prospectus and it is clear there is an appetite for a ONE Basin CRC. The common messages regarding the opportunities of a CRC approach are:

Basin businesses, communities and government are looking for:
- resilient pathways to navigate a changing Basin
- opportunities to increase water availability and improve efficiency of water delivery and use
- understanding of Basin trajectories and for tools to support robust decisions in a changing Basin.

Across the Basin there is a widespread desire to:
- increase the professional workforce with the necessary skills
- reverse the decline in water R&D investment and ensure there is a trusted and constructive science-based perspective on Basin water challenges
- maintain a healthy Basin and to find innovative solutions for supporting regional development.

Water R&D funding is its lowest levels since the 1980's

Water management decisions should be informed by best available science and made transparently so the community can have confidence in the basis of those decisions. (...) it is not universally accepted that this is how decisions are made”
Northern Basin Commissioner
First Year Report 2019

The success of agricultural businesses depends on the capacity of the sector to continue to innovate and adapt, using best practice to manage climatic risks and securing investment for the future. (...) The sector needs the skills, access to information and advice and incentives to make changes.”
National Irrigators Council (2019)
Climate Change Position Statement

Figure 1: Annual spend on non-core contestable and programmatic funding for water research in Australia, 1987–2017. Annual rate shown has been smoothed over duration of funding period. Spending shown is expressed in inflation adjusted terms using 2017 dollar values.
Source: Personal Communication Rob Vertessy
The ONE Basin CRC responds to these challenges shared across many Basin stakeholders.

**The ONE Basin CRC has six core objectives:**

- Deliver the capacity for communities, government and industries to respond to emerging climate, water and related changes in business and planning decisions
- Develop engineering and digital water infrastructure solutions that contribute to a resilient Basin
- Enable adaptation by farm enterprises and rural communities to global trends and drivers
- Build collaborations to tackle the emerging basin management opportunities and risks
- Train the future leaders across basin businesses, communities and governments
- Establish a strong regionally based innovation system supporting an entrepreneurial outlook by regional communities and businesses

The ONE Basin CRC will focus its research on the Murray-Darling Basin which is 40% of Australia’s agricultural production and at the front-line of dealing with these water and climate risks. However, the CRC’s R&D outputs will be applicable across Australia and internationally.

**The ONE Basin Approach includes:**

- The whole Basin with a particular focus in five regional hubs that deal with distinct challenges experienced in different parts of the Basin;
- Irrigated and dryland agriculture, particularly because transitions in land use are important;
- Government, industry, business and community because all have a part to play in maintaining a resilient, productive and sustainable Basin;
- A focus on indigenous communities which have a long cultural connection to the Basin’s land, water and environment, and
- Water for the environment as an integral part of a sustainable Basin, and also for towns.

The ONE Basin CRC will be a world-leading initiative in dealing with the emerging challenge of adapting agriculture to a changing climate. This will provide a production line of new research outputs that can be translated worldwide, sustaining Australia’s reputation as a leader in water and agricultural research.
The ONE Basin CRC will have three interlinked programs to tackle major Agriculture-Water challenges.

It’s 2030 and as a result of the Basin Foresight Program:

- Agribusinesses are more resilient because they regularly access information and advisory services to consider water and climate risks in their decisions
- Government water and infrastructure plans anticipate extreme climate and water scenarios and signposts are in place to take corrective action when needed

It’s 2030 and as a result of the Adaptation Solutions Program:

- Agriculture businesses are more responsive to climate, weather and water information, adopting improved agricultural and land management approaches
- Lead regional agencies are delivering a coordinated strategy for growing the resilience of their region
- Investment in agriculture has increased as more robust and consistent methods for risk assessment and management are being adopted across the sector

It’s 2030 and as a result of the Water Solutions Program:

- New secure sources of water are being developed across the Basin
- Irrigation water supply services have continued to improve, as delivery constraints are managed through use of infrastructure, administrative measures and control systems
- Irrigation businesses are more profitable and resilient as new technologies are successfully deployed to improve on-farm water use efficiencies
The **Basin Foresight Program** will help government, industry and communities prepare for a different future. By building our understanding of what the future could look like, including possible new sources of water identified in the Water Solutions Program, the Basin Foresight Program will provide the information, tools and resources required by agribusiness, communities and governments to manage climate and water related risks. Informed by the Adaptation and Water Solutions Programs, the Basin Foresight Program will:

- Strengthen the preparedness of communities, industry and governments for changing water supply and demand
- Enable long-term environmental water plans that are prepared for changes in climate, water resource and river operations
- Inform regional development plans that are responsive to vulnerabilities and opportunities in a changing Basin
- Retail information on water and climate risks for use across the Basin’s agricultural industry
- Anticipate and avoid Basin water crises
- Strengthen the capacity and reputation of the Murray-Darling Basin for sustainable water management.

**Program Outputs**

(under discussion with CRC Industry Partners)

- Basin-wide information product providing decadal-scale probabilities for future climate, water allocations and price
- Tools and models that innovate beyond existing capability to identify vulnerabilities, stress test options and strategies, and design implementation pathways, across scales
- Decision making outputs based on climate ready objectives
- Maps of potential future changes to catchments that will impact water availability - eg, bushfires, land use change
- Next generation modelling framework to accommodate uncertainty in decision-making, and
- Transition to vulnerability and risk management approach to planning and management in the Basin.

**Industry Challenge**

Agribusiness, regional communities and government policy makers face a common need to make decisions in the context of a changing Basin. This is particularly challenging because of the wide range of decisions available to them. For example, farmers can take decisions related to land and water ownership, a mix of farm enterprises, farming systems and on-farm technologies. Water planners also face a range of options to adapt water supply systems under a changing climate and in the face of shifting patterns of water demand, including policy responses and major investments in water infrastructure.

The models and tools that are currently available lead planners to make their decisions based on our “best prediction” of what future might unfold. However, we know from experiences such as the millennium drought—which prior to the event was only predicted with a less than 5% chance of occurring—that it is often the less likely events with more severe consequences that pose the greatest threat to water resource management at the Basin, regional and on-farm scale. To make robust decisions in the face of large uncertainty, we need new tools and methods that allow us to understand the implications of our decisions across the full range of plausible futures, so we are in a position to manage severe events prior to them unfolding.

A further challenge for the water industry is that from the farm-scale to the Basin scale, behaviour is constantly changing to accommodate and adapt to new environmental, social and economic drivers. Decisions at the farm-scale have implications for regional and Basin wide water resource management and vice versa. There is no existing modelling capability, nor engagement approach, that links together the objectives, values and dynamic behaviour across these different scales.

This program will build new capability to stress test on-farm management options and regional and Basin planning strategies under future scenarios. This will enable water planning agencies and farming communities to identify incremental, transitional and transformational changes required to successfully adapt with unfolding and unpredictable changes in climate, economics, societal values and technology. The Basin Foresight Program will give us the capability to take informed decisions in the face of an uncertain future.
The Water Solutions Program will grow and diversify water sources and optimise the treatment, storage, delivery and use of water by developing on and off-farm digital and engineering infrastructure solutions. Drawing on the insights and tools provided by the Basin Foresight Program, the Water Solutions Program will:

- Develop options to access and treat low quality water as an alternate localised water supply
- Improve the security of water supplies for the basin’s inland cities and towns that are drought exposed
- Target investment in high-value infrastructure in the basin
- Accelerate the adoption of effective digital irrigation technologies to enhance farm water use efficiency and profitability
- Contribute to growth of the Australian ag-tech sector
- Enable reduced energy costs and lower greenhouse gas emissions in the basin’s water supply systems
- Enable improved river operations to service dynamic consumptive and environmental water demands.

Program Outputs

(under discussion with CRC Industry Partners)

- Support for agricultural industries to adopt fit-for-purpose digital on-farm water use and sensing technologies
- A basin-wide dataset and mapping tool that quantifies available alternative water sources
- Demonstration of water treatment options to increase water availability and thereby increase potential diverse water supplies that are fit for purpose for different types of end-uses
- Tools to design coupled water treatment and energy solutions for different water sources and uses
- Tools for water supply operators to evaluate improved infrastructure configurations including additional storages, behind-the-meter energy sources, and pipe-lining distribution systems
- Tools for multi-objective regional-scale planning of local energy-water supply systems
- New methods and software tool for near-real-time river operations to achieve triple bottom line objectives.

Industry Challenge

The availability of good-quality water in sufficient volumes underpins sustainable, liveable and productive regional communities, businesses and industries. In the Murray-Darling Basin, demand for good-quality water is outstripping supply. Our changing climate is accentuating the naturally high variability of the Basin and increasing the frequency, duration and severity of dry spells and droughts.

We need to be innovative to increase the ‘pool’ of available and affordable water source options. The rapid transformation of Australia’s energy sector provides an opportunity to do this. Using new treatment, pumping and energy technology, Basin industries will be able to harness waters that were once considered unusable within the Basin, as well as apply new approaches to storing and transporting water.

The Basin’s irrigators and water supply authorities have made great improvements in water use efficiency, but there are significant opportunities for further gains with emerging sensing, forecasting and control technologies and by addressing constraints in the water supply system. Research is required to support strategic investments into water infrastructure and technology on farms and within the delivery system.
Adaptation Solutions Program

The Adaptation Solutions Program will co-design services and strategies to support successful adaptation of farm enterprise and rural communities in the context of a changing Basin. Drawing on the work in the Basin Foresight and Water Solutions program, The Adaptation Solutions Program will enable:

- Farmers to build more resilient, sustainable and profitable businesses and contribute to enhanced resource conditions
- Non-farm agricultural businesses to better manage flows of farm inputs and production outputs
- Agricultural financiers to invest in Basin assets and enterprises with increased confidence
- Those engaged with community development to optimise local investment and social capital and those engaged in Basin governance to create robust and innovative institutions and engagement processes that minimise conflict and increase values represented in outcomes.

Program Outputs
(under discussion with CRC Industry Partners)

- Evaluations of more diverse and novel farming systems and agricultural products
- Farm-level water management models and case studies for optimising water applications and trading
- New risk management tools and strategies for agriculture, such as insurance products and financial offsets
- New forms of engagement in Basin governance, that draw on international experiences and local trials, to accommodate a range of values and interests, especially those of First Nations people
- A cooperative extension model that enables a concentration of resources around adaptation issues
- Institutions and practices for co-innovation in research and adaptation built through the Basin Hubs
- Coordinated management of data for digital agriculture to enable adaptive farm business decision-making
- Bio-economic production models for trading in ecosystem services, including carbon farming.

Industry Challenge

Agribusinesses, rural communities and policy makers in the MDB, often experience significant barriers to adaptation due to the extent and complexity of pressures for change, uncertainty about information and especially projections, social and cultural constraints and conflict over Basin resources and governance. While there is general research and extension to support adaptations in farming systems and community development, this tends to be limited and incremental in scope, often based on short-term projects, particular commodities or local production systems and rarely are there cross-industry considerations, and psychological and social factors appropriately considered.

This program will enable: farmers to build more resilient, sustainable and profitable businesses and contribute to enhanced resource conditions; non-farm agricultural businesses to better manage flows of farm inputs and production outputs; and agricultural financiers to invest in Basin assets and enterprises with confidence. It will enable those engaged with community development to optimise local investment and social capital and those engaged in Basin governance to create robust and innovative institutions and engagement processes that minimise conflict and increase values representation in outcomes.
**REGIONAL HUBS**

**Building Regional Innovation Capacity in the Basin**

Regional hubs are an integral part to the ONE Basin CRC. Five hubs, located strategically across the Basin, will be the focal points for place-based research and development, and associated demonstration, evaluation, adaptation and education and training activities. The hubs will provide a meeting place for the Regional Advisory Committees and a place for regional communities, businesses and industries to participate and connect with the CRC’s activities.

**A Place-Based Research Agenda**

Many of the challenges being tackled by the CRC are centred in regional areas, so the CRC will focus much of its efforts in the five regional hubs. The regional hubs will provide an “efficiency of scale” supporting a concentration of facilities, partnerships, and research effort to maximise progress with these challenges. The regional hubs will build on existing research capabilities of the research partners and other agencies in the regions. As well as being a site for research, the hubs will be used for testing and demonstrating applications of research outcomes.

The CRC will have a strong focus on participatory research – providing a platform to direct research efforts to the needs of the regions and to facilitate the uptake of the research by regional communities, businesses and industries. To support this, the Regional Hubs will have a critical role in shepherding effective and sustained research-industry collaborations. The CRC partners including businesses, industries, government, researchers and the community will collaborate closely to address real problems, leading to action. Industry partners will be co-researchers and lead players in these case study projects. Researchers, business, industry, community and government will combine their skills and knowledge to seek innovative approaches to be tested for practical application.
Businesses, communities, industries and water planners want greater insights on future risks and opportunities in the basin to inform their decisions.

In particular there is an urgent need for information on changes in climate, water, energy systems, environmental conditions, the associated social and economic adjustments and implications of all these changes.

The specific needs vary depending on organisational priorities and processes but the underlying requirement for insight on basin change is common.

The CRC is industry-led in the design of the foundation activities and as such, the ONE Basin CRC will create a range of products and services to meet the varied needs of our partners. These will be developed and refined with our partners in the early stages of the CRC.

**Basin Insights:**

The ONE Basin CRC will provide regular updates on basin risks and opportunities in a form that is accessible to all CRC partners. These will be easily digestible by a wide audience.

**Risk Information Portal:**

The CRC will provide information that can be used by businesses and other organisations in their own analyses of risks and opportunities. This will include standardised information on climate and water availability including multi-year sequences at decadal time scale.

**Foresighting Service:**

For those partners who are seeking an advanced analysis of risks and opportunities, the CRC will develop a Foresighting Service. This service puts the end-user in the driver seat of the analysis and asks what do they care about? And how do we best draw together the current thinking on climate change and other threats and drivers to inform the decisions that they need to make? This service will be delivered by professional consultants who are partnering with the CRC.

**Basin Outlook:**

The CRC will produce a periodic Basin Outlook to review and report on changes as a result of a range of global drivers affecting basin. This includes changes in climate, water, market forces, workforce, the energy sector and technology and its adoption. The Outlook Analysis will consider a range of future scenarios informed by the collective insights across the CRC partnership of business, industry, government and community partners. The outlook will be accompanied by a valuation of the current benefits provided by the basin which will be extended and improved to reflect multiple values across the basin as the CRC proceeds.

**Options Papers:**

The CRC has the opportunity to provide leadership using an authoritative science-based ‘voice’ on important Basin issues. This role will be realised through publication of Options Papers dealing with issues of importance to the CRC’s partners. These will be delivered as constructive evidence-based considerations of major threats and opportunities are relevant to basin businesses, industries, governments and communities. A strong and transparent peer review process will establish these Options Papers as science-based statements to support a critical fixed-point in the debate over Basin futures.

**Multi-Sector Collaboration Framework:**

A unique aspect of the ONE Basin CRC is its capacity to bring together partners across business, industry, community and government in a constructive collaborative research context to negotiate the risks and opportunities in the basin. Such a collaboration is difficult outside of a research environment which provides a safe space to build trust and explore long-term solutions, particularly those requiring collaboration across enterprises, sectors and regions. The increasing future climate and water risks make this collaboration more critical than ever. Most potential commercial and industry partners seek such an outcome from the CRC and support development of the framework. The CRC Programs provide a framework for convening focused cross-sectoral groups to tackle critical issues of basin transformation that require cross-sectoral thinking and collaboration.
Through our consultation with potential CRC partners – representing sectors from water and natural resource management, farm businesses and their supply chains, advisers, business, industry, government and researchers – we have identified a need to:

- improve water literacy across the community and amongst business and political leaders supporting participation in citizen science, sustainable development and business transformation
- actively build leadership and decision-making capacity within and across sectors
- use cutting edge information and technology to inform future decision making in business and management (including climate, water, industry adjustment such as farming systems and on-and off-farm management, and socio economic)
- build trust and social licence through effective communication, transparency and engagement
- use cutting edge information and technology and will build knowledge, leadership, communication skills within and across sectors.

The delivery of Education and Training activities will be concentrated within the Regional Hubs using a range of delivery methods including face-to-face and digital. The objective is to provide workplaces across the Basin with access to professional development opportunities and a locally trained workforce.

---

**Education and Training Deliverables**

**Industry linked research & vocation training**
- 48 industry placed PhDs including communication and impact training delivered by the Peter Cullen Trust
- 9 Undergraduate summer schools training up to 180 students
- CRC led advancements as inputs to TAFE programs
- An engaged ONE Basin CRC alumni of early career researchers.

**Digital ONE Basin School**
Digital platform for national and international training providing:
- 40 mini webinars for partners and the public
- 6 interest groups with customised webinars for CRC partners to build capacity and collaboration
- Bespoke webinars for CRC partners to build in-depth capability.

**Regional Hub Programs**
- A ONE Basin Leadership Program delivered each year by the Peter Cullen Trust, and an engaged alumni
- Innovation workshops for hub businesses and entrepreneurs
- Education and Training initiatives embedded in place-based R&D demonstration projects
- Community of Interest spanning sectors, regions and disciplines.
WHY PARTNER WITH THE CRC?

Innovative organisations consistently outperform their non-innovative competitors. The One Basin CRC will provide the avenue for Basin industries to identify and adopt innovative solutions.

Agricultural producers (both SME and corporate)

→ Work with leading researchers on your water and climate challenges
→ Be ahead of the curve in innovation by working closely with the CRC R&D projects relevant to your industry
→ Engage with a Basin-wide network of leading industry and research organisations to influence the future of your industry
→ Provide professional development opportunities for your key staff through engaging in leading edge thinking about your industry and to develop industry networks by participating in CRC projects and events.

Rural R&D corporations

→ Invest in R&D that is aligned with your R&D priorities
→ Collaborate with other rural R&D to invest in cross-sectoral R&D challenge
→ Access the leading R&D capability in this field
→ Invest in an organisation that has a disciplined research governance and management capability.

Peak organisations

→ Receive CRC support for the knowledge and training needs of your members
→ Represent the interests of your members in the activities of the CRC
→ Access networking.

Agribusiness across the supply chain

→ Work with leading researchers on your water and climate challenges in an R&D project
→ Support the sustainability of producers that your business relies on.

Agricultural service sector: agricultural advisors, rural finance and insurance providers, water utilities and suppliers, agricultural technology companies

→ Be part of R&D projects to shape new services and products
→ Leverage your R&D investment in a CRC
→ Provide new services and products to your customers based on the latest R&D
→ Build your brand by association with the ONE Basin CRC
→ Access networking
→ Provide professional development opportunities for your key staff through engaging in leading edge thinking about your industry and to develop industry networks by participating in CRC projects and events.

Local government, indigenous groups and regional development organisations

→ Benefit from R&D support for regional development planning with a focus on adaptation to risks associated with climate and water
→ Support R&D which will strengthen the resilience of your region
→ Invest in R&D that provide water infrastructure solutions for your region
→ Support an initiative which has a focus on building workforce skills in your region
→ Support a Regional Hub which will provide high-skilled job opportunities in your region
→ Access advice from the leading researchers on agricultural-water issues
→ Support participation of regional indigenous groups in water-agriculture R&D.

Regional NRM, State and Commonwealth Government Agencies

→ Invest in R&D that addresses strategic needs for your organisation
→ Co-develop authoritative R&D, working with key stakeholders in other jurisdictions or sectors to build shared understanding of issues and opportunities
→ Leverage your R&D investment five-fold in a CRC
→ Support training of the next generation of leading water and agricultural policy and management specialists
→ Participate in projects or events that provide alternate pathways to interact with key stakeholders for your agency.
WHAT IS A CRC?

The Australian Government’s CRC (Cooperative Research Centre) program is a proven model that supports industry-led collaborations between industry, business, researchers, government and the community within Australia and internationally to develop new technologies, products and services. Since its inception in 1990, the program has committed $4.6 billion in funding to support the establishment of 297 collaborations.

The scheme provides grants of approximately $45 million to each successful collaboration that is committed to addressing medium to long-term industry challenges aligned to at least one of the Federal Government’s Growth Centres. Partner cash and in-kind contributions add to the value of the CRC, and are typically three to four times the value of Commonwealth funding. CRCs, which can receive grant funding for up to ten years, are independent entities, established and governed as incorporated companies limited by guarantee.

CRCs offer SMEs and multinationals a unique and attractive proposition. These partners can access the best research teams in Australia via a single entity – the CRC - for R&D that delivers solutions on major industry challenges and supplement the R&D costs with grant funds awarded by the Commonwealth and research provider contributions.

GOVERNANCE AND TERMS

A draft Term Sheet that articulates the governance and management of the proposed ONE Basin CRC has been developed in consultation with lead partners. This document is available upon request.

The ONE Basin CRC will be governed by a seven member skills-based board, supported by four board subcommittees; Finance, Audit and Risk, Remuneration and Nominations and Research, Commercialisation and Translation. The CRC will be established as a not-for-profit company, limited by guarantee with a ten-year funding period.

The research agenda will be led by the needs of industry, business, government and community partners in the CRC. The Research, Commercialisation and Translation Committee will review and prioritise research proposals developed by CRC partners and provide prioritised projects to the Board for final approval.

Approvals for funding will be based on agreed criteria to be established upon the incorporation of the CRC and may include alignment to the goals of the CRC, industry need, extent of collaboration, scientific basis and budget. Research projects will include foundation projects developed during the bid process, commissioned projects developed by partners during the CRC’s lifetime and appropriate (open) calls as nominated by the CRC board.

The CRC will have projects of various lengths, a significant portion of which will be three years or less, thus ensuring timely impact and addressing defined problems. Others will be over the life of the CRC. This portfolio will be designed to balance the need for readily adoptable industry solutions whilst recognising the need for continuous monitoring of Basin data for better predictability.

The CRC will seek to secure the maximum benefit for the Australian economy from Project IP. For public good projects, Centre IP ownership is proposed (subject to negotiation). For commercial projects, Project IP ownership and commercialisation rights will be negotiated on a project by project basis. Background IP will be remain the property of the original owner and access rights to Background and Project IP will be clarified in Project Agreements at their outset. It is also proposed that a legacy process will be developed during the course of the CRC.

The ONE Basin CRC has two partner categories: research and non-research. Non-research partners include business, industry, government and community organisations. The table below details partner tiers, determined by the size of cash contributions.
<table>
<thead>
<tr>
<th>Tier 1</th>
<th>Non-Research Partner</th>
<th>Contributions</th>
<th>Member of the CRC Company</th>
<th>Voting and Nomination Rights for Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum $300k p.a</td>
<td>Can nominate up to two independent board member candidates</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>cash</td>
<td></td>
<td>Ability to vote</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Approx. $600k p.a in-kind</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tier 2</th>
<th>Non-Research Partner</th>
<th>Contributions</th>
<th>Member of the CRC Company</th>
<th>Voting and Nomination Rights for Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Minimum $150k p.a</td>
<td>Can nominate up to one independent board member candidate</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>cash</td>
<td></td>
<td>Ability to vote</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Approx. $300k p.a in-kind</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tier 3</th>
<th>Non-Research Partner</th>
<th>Contributions</th>
<th>Member of the CRC Company</th>
<th>Voting and Nomination Rights for Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cash and in-kind as appropriate</td>
<td>Not applicable</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In addition to the sub-committee of the board, each Regional Hub will have its own Regional Advisory Committee to represent the interests of the non-research partners in the region. The membership of these committees will be developed in consultation with Hub partners during bid development. This committee will advise the Research, Commercialisation and Translation Committee on project priorities for the region and oversee annual reviews of Regional Hub Projects.

---

**Opportunity to provide a gift to support the CRC’s people and projects**

For those interested in supporting the CRC but not interested in being a partner, there is an opportunity to provide support in the form of a gift. These are areas where philanthropic support could leverage off the CRC’s R&D program to deliver high impact benefits. Contact the CRC team for more information about these opportunities.
HOW PARTNERS WILL SHAPE THE R&D PROGRAM

→ Project proposals are outlined for each of the CRC’s three Programs on the ONE Basin website. These are provisional areas for consideration and discussion. They are yet to be approved by the CRC partnership and ultimately the CRC Board.

→ As partners discuss participation in the CRC we want to understand which project areas they are interested in, whether the current projects meet their needs or if there are other project areas of interest. This helps us feed back into the ongoing development of the CRC proposal.

→ When partners agree to proceed with a partnership in the CRC and start work on their declaration they will join the partner committee. This committee will be kept informed of the progress with bid development and be able to make suggestions and raise concerns through this forum.

→ Partners will also be able to nominate someone to join program teams to contribute to shaping the R&D projects if they wish. This will be an opportunity to make sure the partner interests are understood. It will also be important to identify what contributions all partners can make in achieving successful impact from the Program. This process will be managed and documented by the Program Leader.

→ Some projects will be confirmed before commencement in the CRC, these are called Foundation Projects and are indicated in the prospectus and listed on the website. They are core areas of activity of particular importance to the CRC Partnership.

→ Once the CRC commences, projects proposals (other than the Foundation Projects) will be prioritised using the process outlined in the Terms Sheet for the CRC to finalise the R&D Program. This process ensures partner interests are reflected in the prioritisation. The CRC Board is the ultimate arbiter in project funding decisions.
NEXT STEPS

ONE Basin CRC will enter its bid into the 2020 Round 22 Federal Government call for CRC submissions. Governance and management of the bid process has been established and these details can be provided upon request. By participating in the ONE Basin CRC bid process and subsequent formation, organisations will be able to provide input into the research areas and sector needs, so they are aligned with resolving defined problems and creating opportunities.

Partners can join the ONE Basin CRC bid at any time during the bid phase. However, we actively encourage Australian (business, industry, government and community) partners and international organisations to participate early in the bid phase to influence and drive the bid strategy and content; and to optimise the opportunity to leverage partner contributions with requested grant funding.

Once funding has been announced, the CRC will be established with agreed CRC best practice governance structures (appoint Chair, Board and CEO) as described in the Term Sheet. Defined programs and projects of work will commence shortly after agreement finalisation.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparation begins</td>
<td>Stage 1 opens</td>
<td>Stage 1 closes</td>
<td>Stage 2 opens</td>
<td>Stage 2 closes</td>
<td>interviews conducted</td>
<td>Outcomes announced</td>
<td>CRC funding begins</td>
</tr>
<tr>
<td>Oct – May 2020, Consultation with industry to explore research needs</td>
<td>May to July 2020, bid team members will work with you to collect documentation required for the Stage 1 application, including a signed partner declaration and a partner involvement statement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
To participate in the ONE Basin CRC bid please contact:

Professor Michael Stewardson, Interim CEO, ONE Basin CRC

The University of Melbourne
E: ONE-Basin@unimelb.edu.au
T: 0437 751 393 (Emma Payne)

onebasin.com.au