

# Annual Report 2022-2023



**ONE  
BASIN  
CRC**



This report summarises the One Basin CRC’s activities in its first year of operation, between 1 July 2022 and 30 June 2023.



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# Partners

## Tier 1



## Tier 2



## Tier 3



Since its inception in mid-2022, the One Basin Cooperative Research Centre has brought together 85 partners across the Murray–Darling Basin.

We promote collaboration between industry, business, government, research and not-for-profit organisations, across the agriculture, environment, water and technology sectors.

From Queensland to South Australia, we are finding practical solutions to complex challenges, training the next generation of scientists, and nurturing regional communities.

Our collective goal is a productive, resilient and sustainable Murray–Darling Basin.

## Our vision

Australia's irrigation regions are the most productive, resilient and sustainable in the world.

## Our purpose

We work together to grow value from water in a changing world.

## Our values

### Courageous



We show courage and ambition in tackling complex problems with entirely new solutions.

### Collaborative



Our solutions are co-designed by partners with diverse perspectives and capabilities.

### Practical



We work in regions to develop useful and relevant products and processes.

### Nurturing



We train the next generation of leaders to support innovation and adaptation in the future.

### Accountable



We are accountable to the highest standards of R&D program leadership and management.

# From the Chair

As for most new CRCs in their first year, 2022–23 has been a very busy one for the One Basin CRC.

We got off to a good beginning with our quickstart projects, formulated prior to our commencement, with 9 of 10 getting underway while we put in place the steps leading to our larger, longer-term projects.

We have faced the usual teething problems that come with establishing a new organisation – all the approvals, agreements between parties, company establishment, hiring staff, setting up our regional hubs and their committees. However, the skeleton staff of CEO Professor Mike Stewardson; Business Operations Manager Emma Payne; Director, Partnerships Professor Sharon Davis; and Director, Research Professor Seth Westra all did a great job getting the initial arrangements in place.

The board met face-to-face on 4 occasions, and online several more times, and we pretty well have the majority of our processes in place. We are looking forward to completing a detailed strategic plan, approving the first round of major projects and appointing PhD scholars.

We continue to look for further opportunities to undertake relevant research for the Murray–Darling Basin and its many players and, in particular, to assist where we can to provide insights for the new Murray–Darling Basin Plan.

I would like to thank my fellow board members for their assistance and commitment, our CEO Mike Stewardson for his dedication to the CRC, and all the staff who have helped make it a success so far.

I'd also like to thank our partners who have been very supportive throughout the process of establishing the One Basin CRC. Our first annual get-together at Lake Hume in August promises to be a very successful collaborative event of partners getting to know each other further and aligning their interests.

I hope future activities will have the same level of enthusiastic contribution, as we start to produce some results from our research.



**Dr Wendy Craik AM**

One Basin CRC Chair



“

We continue to look for further opportunities to undertake relevant research for the Murray–Darling Basin and its many players and, in particular, to assist where we can to provide insights for the new Murray–Darling Basin Plan.



# Our strategy



## Vision

Australia’s irrigation regions are the most sustainable, productive and resilient in the world.

## Purpose

We work together to grow value<sup>1</sup> from water in a changing world.

### Foresight and Decisions

#### We develop:

Capacity to talk about possible futures

Tools to integrate climate change into decisions

Shared understanding of uncertainties and opportunities

#### Success is:

a basin community prepared for a changing and variable climate,...

### Technology and Opportunity

#### We advance:

Water source diversification

Water delivery system improvements

Irrigation efficiencies

... adopting solutions that deliver more value from water, with zero net emissions,...

### Commercialisation and Capability

#### We help build:

Resilient and profitable businesses

Thriving communities

Collaborative and efficient management of Basin resources

... supporting robust ecosystems, economies, cultures and relationships.

#### We are:

#### Collaborative

Our solutions are codesigned through a diverse partnership

#### Practical

We work in regions to develop useful, relevant and trusted products

#### Courageous

We show courage and ambition in tackling complex problems with new solutions

#### Nurturing

We train the next generation of leaders to support innovation and adaption in the future

#### Accountable

We are accountable to the highest standards of R&D program leadership and management

<sup>1</sup> The One Basin CRC uses an inclusive definition of the value of water including social, cultural, environmental and economic dimensions



# 2022–23 achievements



**24**

**focus areas**

explored



**4**

**challenges**

identified



**9**

**quickstart**

projects  
begun



**85**

**partners**

signed on



**4**

**regional**

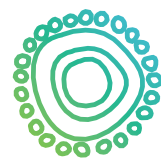
hubs  
established



**4**

**regional**

workshops  
held



**3**

**First Nations**

engagement  
principles  
established



**6**

**internships**

undertaken



**6**

**PhDs**

offered



**10**

**CEO update**

e-newsletters  
shared



**25**

**media**

articles  
generated



## CEO's report

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At our first partner briefing in mid-2022, I identified 3 priority tasks to establish the One Basin CRC:



1. establish the CRC company and its corporate functions



2. form the regional hubs



3. prepare to commence our programs.

We also committed to beginning this CRC as we intended to continue, by aligning behind our 5 core values of being: collaborative, practical, courageous, nurturing and accountable. I'm pleased with how we have delivered on all these ambitions.

Our partner agreements were completed early in 2023 and I thank all of our partners for following through on commitments made during the bid and completing this important step efficiently. The head office staff has remained lean for much of the first year, but we have established all corporate functions and business systems to operate the company. Importantly, we have established our leadership team including via participation in a transformative leadership course run by the Peter Cullen Trust.



For me, the first year of the One Basin CRC has been incredibly rewarding, not least because of the great people I get to work with.

The regional hubs commenced well with a 2-day workshop held in each location. It was good to be face-to-face for the first time with so many people who worked together for 3 years during our CRC bid phase. The interim hub managers kept the fires burning for some months while we negotiated partner agreements and then established regional hub agreements with partners to host the hubs. The delays during this period were inevitable, on reflection, and initial regional advisory committees were not in place until final stage of the year 1 project proposals.

We laid out a 3-step process for program planning, including challenge identification, operational planning and project co-design. These stages unfolded as planned with strong engagement from across the partnership. Through this process, we have established 4 challenges that set our direction for the first phase of the One Basin CRC. As I write this in October 2023, we have 19 projects approved with 9 already commenced. We are also in various stages of recruiting PhD students for 18 projects, all to be located in regional areas, working with one of our industry or government partners and supervised from at least 2 of our research partners.

The successful implementation of our One Basin approach to program and project co-design has been a highlight of the year and demonstrates the great people we have across our partnership. In addition to the leadership of our program and project leaders, the industry convenors guided the formation of new partnerships and the regional hub managers and leads supported regional engagement. Support from our research partner leads has also been a critical foundation to successful research engagement in project co-design. Everyone 'leaned in' for this important foundational activity.

For me, the first year of the One Basin CRC has been incredibly rewarding, not least because of the great people I get to work with. I'd like to thank the board and our chair Dr Wendy Craik in particular, for her support and guidance. I also acknowledge the dedication of the CRC head office and leadership team, many of whom have been in the trenches together for 4 years now since we started work on the CRC bid.

I look forward to year 2, with a focus on delivering successful projects. I will also be working towards expansion of our program, leveraging the partnership, and building up regional hubs and capacity of the CRC to lead complex multi-stakeholder projects across the environment, water and agriculture systems. This growth has already started well with a 6-year contract from the Commonwealth Environmental Water Holder to deliver the knowledge exchange project for their Flow MER II program.

Over the past year we have moved from floods back towards El Niño conditions in the Murray–Darling. We have seen significant market pressures on some of our industries, particularly the inland wine industry. There is increasing attention on delivery of the Basin Plan and the upcoming Basin Plan review. In the context of these pressures, there is a lot we can do together and I welcome approaches from partners with ideas about the role the CRC can play in growing value from water.



**Prof Mike Stewardson,**  
CEO

# Organisational structure

## Executive team



**Prof Mike Stewardson**  
CEO



**Prof Sharon Davis**  
Director,  
Partnerships



**Kym Walton**  
Director,  
Regional Hubs



**Prof Seth Westra**  
Director,  
Research



**Emma Payne**  
Business  
Operations  
Manager



**Tim McKinnon**  
Finance Manager



### Sector convenors

- Craig Copeland**  
Natural Resource Management
- Karen Hutchinson**  
Irrigated Agriculture
- Andrew Kremor**  
Water Planning
- Geoff Reid**  
First Nations
- Alex Sas**  
Wine Industry
- Kathryn Young**  
Horticulture

### Communications

- Emily Heylen**  
Communications Officer



### Regional hub leads

- Kym Walton**  
Loxton Hub Manager
- Rebecca Wells**  
Interim Mildura Hub Lead
- Andrew Hall**  
Interim Griffith Hub Lead
- Guy Roth**  
Interim Goondiwindi Hub Lead



### Program leads

- Prof Seth Westra**  
Technology and Opportunity Lead
- Dr Joseph Guillaume**  
Foresight and Decisions Lead
- Prof Geoff Cockfield**  
Commercialisation and Adoption Lead
- Education and training**
- Prof Okke Batelaan**  
Education and Training Lead
- Daniel Pierce**  
Education and Training Manager



- Business Support Officer

## Research partner leads

- Prof Andrew Hall**  
Charles Sturt University
- Prof Holger Maier**  
Adelaide University

- Prof Huade Guan**  
Flinders University
- Prof Andrew Western**  
University of Melbourne

- Prof Barry Croke**  
Australian National University
- Assoc Prof Joy Becker**  
Sydney University

- Dr Paul Petrie**  
South Australian Research and Development Institute

# Our board

## Our board



Dr Wendy Craik AM



Leeanne Bond



Alexandra Gartmann



Peter Hayes AM



Dr Rohan Henry



Kate O'Callaghan



Fiona Simson



Dr Raelene Ward

The One Basin CRC is governed by an independent board of directors which provide oversight of the CRC's activities, performance and strategic direction, and is responsible for establishing, maintaining and monitoring an appropriate level of governance over its core tasks.



### Partner Forum

The One Basin Partner Forum is made up of partner representatives and its role is to ensure that our research program is addressing industry needs, primarily by supporting strategic planning and reviewing project proposals.

### Cross-Hub Advisory Committee

The Cross-Hub Advisory Committee is made up of the chairs from the regional advisory committees, and its role is to promote sharing and collaboration across hubs, and advise on hub strategic priorities.

### Regional Advisory Committee

Each hub has a Regional Advisory Committee which provides strategic advice to the hub, supports the work of the hub through advocacy in the region, and reviews and endorses projects that address regional needs.

The membership of these committees is available on the One Basin CRC website.

# Research

How do you design a coherent research program with 85 partners spanning a geography of over one million square kilometres, with its rich tapestry of landscapes, communities, cultures and industries?

How do we ensure that our research is bold and ambitious, yet also capable of delivering real world impact and meaningful results on the ground?

How do we overcome a legacy of fragmentation and help secure a future for the basin that is more productive, sustainable and resilient?

These are challenging questions to answer, but our best chance will come from the remarkable breadth and depth of experience, knowledge and expertise represented by our partnership.

To this end, our first year has focused on building our foundations by developing the relationships that we will need to support our 10-year research program, while closely engaging with our partners in co-designing the first major tranche of research projects.

Simultaneously, we are committed to a process of 'learning while doing', and have fast-tracked a set of investments in priority areas through 9 quickstart projects, while also welcoming our first cohort of PhD students and research interns. You can see a full list of our quickstart projects on page 17, and a little more about two of those projects on pages 20 and 24.

Our approach to co-designing the CRC's research program was structured into 3 distinct phases.

The first phase involved identifying the research challenges that our partners want to prioritise. We held 4 workshops from August to September 2022: one in each of our regional hubs. These face-to-face workshops were infused with energy and enthusiasm – particularly after much of the bid development itself had been undertaken online during the Covid pandemic – and led to some remarkably consistent themes across each of the hubs. For those who were not able to attend, we also held online forums, and were thrilled to see the contributions of nearly 200 individuals participating across all workshops.

From this, we were able to distil 4 distinct challenge areas:



1. Building capacity to confront climate change together



2. Capturing value from digital technologies to support the irrigated agriculture sector



3. Enhancing the water supply system to deliver for multiple uses



4. Realising value from and within rural industries and communities

We then asked our partners to vote for these challenges, and this has been guiding our investments in each area.

These challenges are still very broad, so that the second phase of the co-design identified specific areas of focus for CRC investments. This work took place during the first quarter of 2023, with working groups made up of industry, regional and research expertise overseeing an extensive process of one-on-one interviews and workshops as well as desktop reviews. Our priority was to find areas that aligned with the CRC's vision, met the needs of our partners, represented a gap that was not being addressed elsewhere, was in an area where the CRC had competitive strength, and where successful outcomes had the potential to lead to significant impact across the basin. The outcome was the identification of 24 distinct areas of focus (see page 16 for a complete list).

The third and final phase kicked off towards the end of the financial year and involved bringing together research and non-research partners who were interested in each focus area and allowing them to work together to identify the specific research investments that would be needed to achieve a successful outcome. At this

point we stood back, provided some support in the form of training in methods of co-design, but otherwise allowed the teams to develop, ideate potential research options and prioritise activities. As the 2022–23 financial year drew to a close, the teams were all in the midst of developing their research concepts, exploring synergies across the teams, and starting to develop research applications for investment. Without doubt, the richness of the ideas generated from this process could only have come because of the hard work and positive engagement from our valued and diverse group of partners, and it augurs extremely well as we shift gears next year and commence our first major round of research projects.

It is often said that the hardest part of research is knowing which questions to ask. We leave the year knowing the questions that need answering and have formed a number of exceptional teams who are working together to find the solutions our basin needs. This provides the foundation to move into the second year of operation, where we will commission the first round of major projects and see the accelerated delivery of research outcomes.



# Challenge and focus areas

## Building capacity to respond to climate change together

**CHALLENGE 1:** Co-develop, demonstrate and scale the tools and processes for partners and communities to confront climate change projections of a hotter, more variable future and co-design transition options that support productive, resilient and sustainable regions.

### Focus areas

- **SECURITY:** Building community water security foresight capability
- **DELIVERY:** Stress testing integrated water delivery operations
- **TRANSFORM:** Anticipating transformation for communities, agriculture and the environment
- **ECOSYSTEM:** Building community understanding of healthy waterways in the face of climate change
- **INVESTMENT:** Opportunities to mobilise investment for climate change adaptation and build resilience through community wealth
- **FIRST NATIONS:** Supporting First Nations-led research to address climate change
- **LEADERSHIP:** Understanding future leadership needs

## Realising value from digital technologies to support the irrigated agriculture sector

**CHALLENGE 2:** Enhance the value and adoption of digital technologies on farm and across the value chain to enable end-users to capture value from those technologies and boost profitability, sustainability and resilience of their businesses.

### Focus areas

- **ADOPTION:** Identify pathways to define and implement effective digital solutions
- **VALIDATION and SCALING:** Protocols and pilots to demonstrate application from whole farm to basin scale
- **DIGITAL SYSTEMS FRAMEWORK:** Value chain approach with co-benefits (agriculture, environment, community)
- **EDUCATION AND TRAINING:** What skills are needed across stakeholders within the basin that will enhance development, implementation and support of next generation digital technologies
- **SUSTAINABLE SOLUTIONS:** Framework for determining the financial viability of different technologies and/or a suite of integrated technologies in various regions and at multiple scales
- **SHARING:** Frameworks, protocols and knowledge systems to connect people, data and models

## Enhancing water supply systems to deliver from multiple uses

**CHALLENGE 3:** Develop water infrastructure policy, design and operation options that allow water supply operators to increase the capacity of their water supplies to meet multiple water uses.

### Focus areas

- **ALTERNATE WATER:** Increasing access to alternative water sources for industries and communities
- **WATER BANKING:** Water banking to enhance drought resilience
- **UNACCOUNTED WATER:** Loss minimisation and the management of unaccounted water
- **PUMPED SYSTEMS:** Interventions to improve pumped water systems
- **MULTIPLE BENEFITS:** Enhancing information systems to support multiple productive, environmental, and cultural benefits
- **INTEGRATED OPERATIONS:** Integrated operational management of water delivery operations

## Realising value from and within rural industries and communities

**CHALLENGE 4:** Increasing value from the implementation of sustainable, resilient and inclusive strategies and innovations, through development of innovation knowledge and networks, market awareness, design, access and development and strengthening social licenses.

### Focus areas

- **ADAPTATION and TRANSITION** of agricultural and environmental systems and rural communities
- **VALUING** First Nations knowledge in basin science and management
- **INCENTIVES** for the sustainable management of basin resources
- **EVALUATING** the impacts of policies and programs on people, economy and environmental condition
- Approaches to **GOVERNANCE**, engagement and collaboration to support management and care of the basin



# Quickstart projects

Project	Partners	Regional hub	Project leader	Program
Irrigation demand forecasting for multi-scale multi-objective system storage control optimisation	Australian National University University of Melbourne Murrumbidgee Irrigation Coleambally Irrigation	Griffith	Joseph Guillaume, Australian National University	Technology and Opportunity
Organic waste conversion: Novel biological products to increase agricultural production and reduce environmental impacts	Western Murray Land Improvement Group	Goondiwindi	Roger Knight, Western Murray Land Improvement Group	Commercialisation and Capability
Shifting availability: the implications of climate change	University of Melbourne Murray–Darling Basin Authority	Mildura	Avril Horne, University of Melbourne	Foresight and Decisions
Water infrastructure critical component anomaly detection and health prediction prototype	Australian National University University of Melbourne Murrumbidgee Irrigation Coleambally Irrigation Rubicon Water	Griffith	Joseph Guillaume, Australian National University	Technology and Opportunity
Opportunities and risks associated with identifying, sourcing and treating brackish groundwater	University of Adelaide Osmoflo Flinders University South Australian Research and Development Institute	Loxton	Michael Leonard, University of Adelaide	Foresight and Decisions
Predicting the impact of climate change on irrigation demand across the One Basin	South Australian Research and Development Institute, Department of Primary Industries and Regions, SA Charles Sturt University	Loxton	Paul Petrie, South Australian Research and Development Institute, Department of Primary Industries and Regions, SA	Foresight and Decisions
Equity and vulnerability in a drying basin: water sharing policy and quality of life in towns	Alluvium	Goondiwindi	Vicki Martin, Alluvium	Commercialisation and Capability
Citizen science: integrating community groups into basin-scale fish tagging and recovery programs	Charles Sturt University OzFish	Griffith	Lee Baumgartner, Katherine Doyle, Charles Sturt University	Commercialisation and Capability
Building capacity to adapt to a more variable water future	University of Melbourne North East CMA Goulburn Broken CMA Australian National University	Griffith	Avril Horne, University of Melbourne	Foresight and Decisions

# Hubs

Regional hubs will be at the heart of the One Basin CRC’s operations over its 10-year term, and a major part of this year has been the establishment of these hubs.

The One Basin CRC is committed to establishing strategically located regional hubs across the Murray–Darling Basin to be the focal points for place-based research, demonstration, evaluation, adaptation, education and training.

Our activities will be concentrated across the Murray–Darling Basin in 4 major regional hubs: Loxton (SA), Mildura (Vic), Griffith (NSW) and Goondiwindi (Qld), allowing a broad regional coverage of the basin’s water resources, industries, partners and communities.

Researchers at Australia’s leading universities will work directly with industry, businesses, First Nations, community and government to deliver over 75 per cent of the work program through these hubs.

Research in the regions enables meaningful collaboration and engagement with all partners, which in turn ensures research is fit-for-purpose and directly relevant, driving greater uptake and adoption, which is essential to achieve the innovation required for both productivity and sustainability.

It is through the regional hubs that industry, business and farming communities will learn how to apply program outputs, supporting them to self-manage, prepare and adapt their farms, products and services against changing climatic and market conditions.

Regionally-based research and development will support innovation and adaptation by farmers and communities, resulting in more resilient farms and diversified income streams. Regions will benefit from job growth and socio-economic improvements.

These hubs will also provide a meeting place for each of the One Basin CRC’s regional advisory committees and allow regional communities, businesses and industries to participate and connect with the CRC’s activities.



### Loxton

The Goyder Institute for Water Research hosts the Loxton Hub within the Loxton Research Centre, co-locating with industry partners including the Almond Board of Australia and the South Australian Research and Development Institute.

The Loxton Research Centre demonstrates the application and performance of technology for Riverland and Murraylands farming systems. Primary production in the area is dominated by horticulture, viticulture and agriculture, specialising in citrus, almonds and wine grapes.

### Mildura

The Mildura Regional Hub is managed through our partnership with the University of Melbourne via the Mallee Regional Innovation Centre. Hub offices are located within the SuniTAFE Mildura Campus. This will be home to a small team of researchers and PhD students as projects get underway.

As part of our partnership with SuniTAFE, there will be opportunities to collaborate with the SuniTAFE Smart Farm to enhance training in horticultural farming.

### Griffith

The Griffith Regional Hub is managed through our partnerships with Charles Sturt University and Murrumbidgee Irrigation. Hub offices, accommodation and laboratory access are within the Murrumbidgee Irrigation office at Griffith.

The Griffith Hub encompasses regions of the third and fourth longest rivers in Australia. The region covers diverse landscapes from the hills of the Great Dividing Range in the east, to the plains in the west. Therefore, land use also varies dramatically from forestry, dryland grazing, irrigated horticulture, and broadacre cropping mainly in the highly productive regions of the Murrumbidgee Irrigation Area and the Coleambally Irrigation District.

### Goondiwindi

Research partner the University of Sydney hosts the Goondiwindi Regional Hub within the Goondiwindi Business Hub, and links this hub with research activity at the University of Sydney campus at Narrabri.

The Goondiwindi Regional Hub will initially focus on building resilience in the northern cropping and grazing areas that include the catchments for the Condamine–Balonne and Border Rivers. This region has considerable extension and research capability, government departments, and natural resource management bodies including partner Southern Queensland Landscapes, which works closely with local landcare groups.

### Regional advisory committees

Each regional hub has established a regional advisory committee (RAC) which:

- oversees processes to identify significant R&D challenges for the region to guide program co-design
- reviews project proposals and endorses proposals that address regional needs to inform deliberations of the partner forum and board on project priorities
- oversees annual reviews of regional hub projects and provides comments on project progress from a regional perspective
- supports the work of the regional hub through advocacy in the region
- provides strategic advice for the regional hub manager in establishing the hub as a sustainable and valued resource for the region including beyond the life of the 1BCRC.

Initial RAC chair and member appointments were made in 2023 to support the project review and assessment process. The chairs are:

- Jim Godden, Loxton
- Leonie Burrows, Mildura
- Elizabeth Stott, Griffith
- Graeme Scheu, Goondiwindi.

# Project spotlight

## One Basin CRC explores brackish groundwater as an alternative water source for irrigation

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A new project from the One Basin CRC seeks to provide insight into the diversification of irrigated water sources via brackish groundwater, including socio-enviro-economic implications.

The project was the first cab off the ranks for the One Basin CRC, and is a partnership within the CRC between Osmoflo, Flinders University, the University of Adelaide and One Basin's Loxton research hub.

The project aims to demonstrate use of desalinated water for agriculture, the effectiveness of proposed processes, the potential for upscaling, and the opportunity to provide direct benefit to the local area.

Over the 12 months, the project will identify a demonstration desalination site, develop an online analytical tool for evaluating desalination costs and report on the future outlook across the basin.

According to project lead researcher, University of Adelaide's Dr Michael Leonard, brackish groundwater is an underutilised resource within the basin.

'There is an opportunity to add brackish groundwater to the mix of water sources for irrigators. It can support agricultural resilience in times of drought, while improving crop productivity. But – uptake is patchy to say the least.

'Information about desalination uptake in the Murray–Darling Basin in the literature is sparse, although it's successfully used elsewhere in Australia and the world,' says Dr Leonard. 'With areas of high salinity and high water prices, particularly in the lower parts of the basin we think there is great value in demonstrating the possibilities.'

The project kicked off with an exploration of South Australia's Riverland to find an operational demonstration site for sustainable desalination of brackish groundwater for agricultural use that will promote interest in brackish water utilisation across the Murray–Darling Basin.

A key factor for identifying a site is the management of brine. A range of options are being considered, including on-site evaporation basins, use of salt interception scheme disposal basins and reinjection to an aquifer having high salinity.

One Basin's Loxton Research Hub lead, Kym Walton, is enthusiastic about the project.

'We've identified 6 sites throughout the Riverland that could be used for demonstration of the technology, and a number of irrigators excited about the possibility of getting involved.

'I think that in itself shows the potential.

According to Dr Leonard, another issue is that, even for irrigators who understand the potential of brackish groundwater, there's no easy way for them to explore whether investing in desalination is right for them.

'This is why we intend to build a decision tool – similar to those that exist for household solar.

'We are hopeful that this tool could prove really valuable for irrigators throughout the Basin.'

In keeping with the One Basin CRC's focus on collaboration, the project team has consulted with representatives from wineries in Langhorne Creek, South Australian irrigation trusts, the Almond Centre of Excellence, a variety of growers in the Loxton region, SA Water operations managers, the Murraylands and Riverland Landscape Board and SARDI researchers.

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We've identified 6 sites throughout the Riverland that could be used for demonstration of the technology, and a number of irrigators excited about the possibility of getting involved.

# Education and training

During the first year of the CRC, the education and training program (E&T) engaged with CRC partners to scan and identify relevant capabilities, interests, opportunities, relationships and linkages, and put in place essential core E&T elements such as a PhD program.

The approach adopted by the CRC in relation to education and training is to learn how to contribute to capacity building of individuals, organisations, and associated local communities of the basin over a 10-year period with the aim of facilitating the enduring legacy of the CRC. The program's activities are being co-designed in close collaboration with CRC partners.

The One Basin CRC has engaged partner Flinders University to oversee and facilitate the education and training program with Professor Okke Batelaan as education and training lead, and Daniel Pierce as the education and training manager.

A number of CRC industry partners have expressed a specific interest in E&T activities, including the Peter Cullen Trust, Water Research Australia, Impact Innovation Group, Irrigation Australia, Sunraysia TAFE, HydroTerra and eWater. These partners and others are involved in co-developing E&T programs in conjunction with the university partners.

## PhD program

The CRC has key milestones for training 50 PhD candidates across its 3 research programs: 24 PhD candidates should have commenced by the end of June 2025, and 26 PhD candidates should have commenced by the end of June 2029.

Each PhD student will be:

- connected to the quickstart projects as well as to the first research projects of the CRC
- based in one of the regional hubs
- supervised by a team of academics from at least one university partner
- connected to at least one industry partner, who will support a 6-month internship, providing great career-building opportunities
- funded for 4 years with operational support provided for hub-based research.

## Other E&T activities

Work placement opportunities were coordinated over the 2022–23 summer, offering placements at 9 CRC partners. Six undergraduate and masters students completed an internship out of 26 that applied.

The Peter Cullen Trust adapted one of its flagship science-to-policy leadership programs to meet the needs of the CRC to create a one-week training program. In February 2023, 16 people from across the CRC participated in this experiential learning process that heightened awareness and developed practical skills and insights into how to develop individual and collective leadership capacity.

A community of practice (CoP) was established with a focus on research co-design, engaging 50 research and industry leads invited by the CRC to co-lead new research projects.

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The approach adopted by the CRC in relation to education and training is to learn how to contribute to capacity-building of individuals, organisations, and associated local communities of the basin over a 10-year period with the aim of facilitating the enduring legacy of the CRC.



# Project spotlight

## One Basin quickstart explores water delivery efficiencies

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The One Basin CRC is bringing together Murrumbidgee Irrigation (MI), Coleambally Irrigation Cooperative Limited (CICL), the University of Melbourne and the Australian National University (ANU) in a project exploring the potential roles that demand forecasting science might offer to inform river operations and irrigation water delivery.

The project, entitled 'Irrigation demand forecasting for multi-scale multi-objective system storage control optimisation', led by Dr Joseph Guillaume, Research Fellow at the Institute for Water Futures at ANU and One Basin Foresight and Decisions program lead, aims to conceptualise water storage across the Murrumbidgee landscape, to test the algorithms used to predict how much water will be ordered by irrigation district customers, and to explore how decisions are (or could be) made around delivery of irrigation and environmental water.

Dr Wendy Merritt, project co-lead at ANU, explains the challenge for irrigation companies in simple terms: irrigation service providers make their requests for water to be released from WaterNSW storages with a 7-day lead time, but customers can request water and/or change their order with 24 hours or less notice. At times, there can be a difference between the water ordered by the irrigation companies and the water taken or wanted by their customers.

Many irrigation companies use local data and simple methods or algorithms to help decide how much water they will need to order.

'Irrigation companies are working hard to continually improve their operations,' says Dr Merritt, 'but this project is providing them the opportunity to work with researchers to improve the performance of demand forecasting algorithms at critical times, particularly when there is a risk of under-ordering.

'We want to find out if there are easy gains to be made, in terms of improving the performance and usability of these tools.

'It's been really interesting to understand the drivers within the system, the commonalities and differences between the 2 irrigation companies and the agricultural communities they service, and the work they do to deliver water to meet irrigation and environmental watering needs', says Dr Merritt.

Work is beginning in earnest to test the existing algorithms in use and develop new ways to evaluate their performance.

'We hope that this work will not only support the decisions of the individual irrigation districts but also find ways for the multiple stakeholders involved in river operations and water management to make better use of their information in future.'

The project is anticipated to feed into a larger proposed One Basin CRC project examining governance and institutional arrangements, exploring operational decision-making around water deliveries, and developing prototype tools to help implement and evaluate water delivery strategies.





We hope that this work will not only support the decisions of the individual irrigation districts but also find ways for the multiple stakeholders involved in river operations and water management to make better use of their information in future.



Photo: Sammy Hawker

# Partner engagement and communications

In these early stages of the CRC, before research projects begin delivering outputs, we have placed a significant focus on building internal relationships, capacity and ownership of the CRC.

In particular, this has meant finding ways to help people and organisations understand how they fit into the CRC and how they can maximise value creation.

Partner engagement has been based on the following 3 principles: partnership, value, legacy.

This has meant committing to:



timely, honest, transparent and respectful communication with our partners and external stakeholders



listening, responding and adapting to partner needs



being agile and responsive to emerging opportunities arising with key external stakeholders.

The focus was initially on formalising stakeholder relationships into partnerships and having agreements signed; prioritising active and strategic briefings with key federal agency stakeholders; and keeping partners well informed about CRC progress and activities. Our monthly online partner briefings and our regular e-news and CEO update communications have been key.

We have built a team of sector convenors, reporting into the Director, Partnerships, as a focal point for industry input and participation on research program development and for overseeing the CRC culture. Industry sector convenors have been actively engaged as members of the leadership team throughout the challenge identification process and during broader establishment steps of the CRC.

A further focus has been our First Nations engagement strategy. We are committed to engaging with, and including First Nations people into the CRC. We have agreed a set of principles for First Nations Engagement, based on three pillars of relationships, respect and opportunities, and a sector convenor for First Nations has also been appointed.

Regional hub partner forums were a primary focus of activity in the latter half of 2022. Events were held as follows, with nearly 200 partner representatives participating.

- Loxton, 23–24 August
- Griffith, 30–31 August
- Mildura, 7–8 September
- Goondiwindi, 19–20 September

The key outcomes from these forums have been building relationships across and between partners, understanding the opportunities and priorities associated with each regional hub, and working collaboratively on challenge identification. Planning for our inaugural annual CRC event began during the first year with the event to be held in August 2023 in Albury, NSW.

In early 2023, a new marketing and communications officer was recruited. Since then, along with managing business as usual communications activities, a key focus has been to assess and consolidate communications work completed to date and to pinpoint priorities moving forward; key amongst these has been to refine and consolidate our brand identity. Alongside this, we have been steadily developing plans, policies and procedures for other marketing and communications activities.

“

Partner engagement has been based on the following 3 principles: partnership, value, legacy.



# Finance

For the year ended  
30 June 2023



**One Basin CRC Limited**

**ABN: 82 660 665 305**

**General Purpose Financial Report - Simplified Disclosures**

**For the Year Ended 30 June 2023**

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## General information

The company, One Basin CRC Limited was incorporated and commenced operations on 1 July 2022. There are therefore no comparatives to a prior period presented.

The financial statements cover One Basin CRC Limited as an individual entity. The financial statements are presented in Australian dollars, which is One Basin CRC Limited's functional and presentation currency.

One Basin CRC Limited is a company limited by guarantee incorporated and domiciled in Australia. Its registered office and principal place of business are:

**Registered office**

14/125 Main Drive,  
Macleod, VIC 3085

**Principal place of business**

Level 8, 700 Swanston Street,  
Parkville, VIC 3052

A description of the nature of the company's operations and its principal activities are included in the Director's report, which is not part of the financial statements.

The financial statements were authorised for issue, in accordance with the resolution of the Directors, on 24 October 2023. The Directors have the power to amend and reissue the financial statements.

## One Basic CRC Limited

### Directors' report

#### For the Year ended 30 June 2023

The Directors present their report, together with the financial statements, of the company for the year ended 30 June 2023.

#### Directors

The following persons were Directors of the company during the whole of the financial year and up to the date of this report unless otherwise stated:

		Date of Appointment
Wendy Craik	Chair	1 July 2022
Peter Hayes	Independent Director	1 July 2022
Alexandra Gartmann	Independent Director	1 July 2022
Fiona Simson	Independent Director	28 July 2022
Kate O'Callaghan	Independent Director	28 July 2022
Leeanne Bond	Independent Director	28 July 2022
Raelene Ward	Independent Director	28 July 2022
Rohan Henry	Independent Director	28 July 2022

#### Meetings of Director

The number of meetings of the company's Board of Director ('the Board') and each Board committee held during the year ended 30 June 2023, and the number of meetings attended by each Director were:

	Board		AR&F		R&N	
	Attended	Held	Attended	Held	Attended	Held
Wendy Craik	6	6				
Peter Hayes	6	6			2	2
Alexandra Gartmann	6	6	3	3		
Fiona Simson	5	5	2	3	1	2
Kate O'Callaghan	5	5	3	3		
Leeanne Bond	4	5				
Raelene Ward	5	5			2	2
Rohan Henry	5	5	3	3		

**AR&F:** Audit, Risk and Finance Committee

**R&N:** Remuneration & Nominations Committee

#### Company Secretary

Wendy Craik - appointed Company Secretary on 1 July 2022 - resigned 10 March 2023.

Margie Mahon - appointed 10 March 2023 - resigned 10 July 2023.

Emma Payne - appointed 11 July 2023.



**One Basin CRC Limited**  
**Directors' report**  
**For the year ended 30 June 2023**



**Principal activities**

During the financial year the principal activities of the company were delivering the following objectives:

- I. Improving the competitiveness, productivity and sustainability of Australian industries, especially where Australia has a competitive strength, and in line with government priorities;
- II. Fostering high quality research to solve industry identified problems through industry led and outcome focused collaborative research partnerships between industry and research organisations; and
- III. Encouraging and facilitating small and medium enterprise (SME) participation in collaborative research.

**Short and Long-Term Objectives of the Company**

The One Basin CRC Limited's overall objective is to undertake activities to advance the Australian agricultural and irrigation industries predominately in the Murray-Darling Basin (Basin) and industries and communities that use agricultural and irrigation related technologies.

*The company's short-term objectives are to contribute by*

- Establishing and operating a cooperative research centre to be operated on a not-for-profit basis;
- Create strategies, knowledge and tools to deliver the capacity for communities, government and industries to respond to emerging climate, water and related threats;
- Develop and adopt social, technical and digital water innovations and infrastructure solutions that contribute to a resilient Basin;
- Enable and produce adaptations by farm enterprises and rural communities to global trends and drivers including climate change, water availability and related threats;
- Build collaboration and relationships among First Nations peoples and Basin stakeholders to tackle the emerging Basin management opportunities and risks;
- Strengthen human capital to support effective innovation, including via training the future leaders across the basin business, communities and governments; and
- Establish a strong regionally based innovation system supporting on entrepreneurial outlook by regional researchers, industries, communities and businesses.
- Recruitment of personnel;
- Establish governance arrangements including board advisory and sub-committees;
- Develop administrative policies, plans and procedures;
- Establish business systems;
- Completion of partner and commonwealth agreements;
- Develop principles for First Nations inclusion;
- Program planning including challenge identification and project co-design;
- Establishment of four regional hubs;
- Initiating the PhD and internship program;
- Professional development for leadership team with a focus on leadership skills;
- Contracting nine quickstart projects; and
- Partner and external stakeholder engagement.

*The company's long-term objectives are to deliver*

- Enhancement of the short and long-term capability of the Australian research community to provide world class innovation for the benefit of industry members and the Australian community;
- Establishment of appropriate entities and structures and utilise intellectual property generated from the research in such a manner as to advance and develop industries and communities, to maximise benefits to Australia, including Australian industry, the Australian environment, and the Australian economy generally;
- Promotion of a managed and cooperative approach to scientific research and education so as to maximise the benefits to Australia and internationally from that scientific research and education; and
- Encouragement of collaboration, including between government, industry, SMEs and researchers.

**One Basin CRC Limited**  
**Directors' report**  
**For the year ended 30 June 2023**



**Performance Monitoring and Measurement**

The company's principle performance obligations arise from its Commonwealth funding agreement which contains deliverable milestones. It delivers these obligations by developing projects whose outputs correspond to, or contribute to, the contracted milestones. The company has developed extensive and detailed processes to manage milestone delivery, project expenses and customer satisfaction.

The key performance measures are achievement of Commonwealth milestones, participant cash and in-kind contributions, publication and presentation of research outcomes and changes in practice or knowledge and skills as they relate to impact objectives.

**Information on Directors**

**Dr Wendy Craik – Chairperson – appointed 1 July 2022**

Has over 25 years' experience in senior roles in public policy. She has held many senior positions including Commissioner at the Productivity Commission, Chief Executive of the Murray-Darling Basin Commission (MDBC), President of the National Competition Council (NCC), Chair of the Australian Fisheries Management Authority (AFMA), Executive Director of National Farmers Federation (NFF), Executive Officer of the Great Barrier Reef Marine Park Authority (GBRMPA) and member of the Board of the Reserve Bank.

She has been a director on a number of boards and was Deputy Chancellor of the University of South Australia, Chair of the Climate Change Authority, Chair of the Steering Committee for the 10-year program for the Eradication of Red Imported Fire Ants, and a member of the Future Drought Fund Consultative Committee.

Awarded the Member of the Order of Australia in 2007 for service to the natural resource sector of the economy, particularly in the areas of fisheries, marine ecology and management of water reform, and for contributions to policies affecting rural and regional Australia.

**Leeanne Bond - Board member - appointed 28 July 2022**

Prominent engineering leader with over 30 years' corporate experience including as a professional company director and board member. She is a non-executive director of Snowy Hydro Limited, Aurecon Limited, Entyr Limited (ASX:ETR) and Synertec Corporation Limited (ASX:SOP).

Member of the advisory board of the Australian National University Battery and Grid Integration Program and the advisory board of the Master of Sustainable Energy at The University of Queensland.

Leeanne has previously been the chair of the Brisbane Water advisory board for Brisbane City Council and a board member of SEQ Water and the Australian Water Recycling Centre of Excellence.

Leeanne has a Bachelor of Chemical Engineering and MBA from The University of Queensland, is an Honorary Fellow of Engineers Australia and a Fellow of the Australian Academy of Technological Sciences and Engineering (ATSE). First female President of Engineers Australia in Queensland in 2002 and was named Australian Professional Engineer of the Year in 2007. Fellow of the Australian Institute of Company Directors and a Member of Chief Executive Women.

**One Basin CRC Limited**  
**Directors' report**  
**For the year ended 30 June 2023**



**Alexandra Gartmann - Board member and Chair of Audit, Risk and Finance Committee - appointed 1 July 2022**

A passionate advocate and champion for rural and regional Australia, having grown up and grown her career in rural and regional Australia, Alexandra is Chair of the Victorian Agriculture and Climate Change Council, Director of Nufarm (ASX:NUF), Deputy Chair Australian Wool Testing Authority, Director of the Australian Farm Institute, and a Trustee of the Helen MacPherson Smith Trust.

Prior roles include CEO of Rural Bank and the Marking, Partnership and Corporate Affairs Executive for Bendigo and Adelaide Bank, CEO of the Foundation for Rural and Regional Renewal (FRRR), CEO of the Birchip Cropping Group (Wimmera Mallee region of Victoria), and Community Landcare Coordinator in the wheatbelt of Western Australia, Chair of the CSIRO Agriculture and Food Advisory Council, member of the Prime Minister's Community Business Partnership, the Victorian Agriculture Advisory Council, the Australian Landcare Council, Crawford Fund, National Rural Advisory Council, Victorian Flood Disaster Appeal Panel, National Centre of Excellence for Civil Society Advisory Committee, Regional Telecommunications Independent Review Committee, Victorian Women in Primary Industries Advisory Panel and RIRDC National Rural Issues Consultative Group.

She has a Bachelor of Science (Resource and Environmental Management) Degree with Honours ANU.

**Peter Hayes AM - Member of Board and Chair Remuneration and Nominations Committee - appointed 1 July 2022**

Extensive experience across education and training, R&D investment and management, viticultural operations, irrigation sector and government and industry affairs in a 30+ year career in the wine industry.

Working across the public and private sector, career appointments include Lecturer/Senior Lecturer/Vice Principal, Dookie Agricultural College; State Viticulturist and Statewide Industry Officer (Fruit and Vines), Victoria; Executive Director, Grape and Wine Research and Development Corporation (GWRDC); Acting CEO, Cooperative Research Centre for Viticulture (CRCV); Director of Viticulture, Rosemount Estates; National Viticulturist and Industry Affairs Manager, Southcorp Wines.

Current roles include Independent Chairman, Almond Board of Australia; Presiding Member Wine Australia Selection Committee; member Wine Australia GI Committee; President, Lien de la Vigne/VineLink: Business Editor, Wine Economics and Policy Journal, and as an Honorary President of the OIV with related Expert Groups' activity.

Industry positions held in the past include Council Member, The Australian Wine Research Institute (AWRI); President, Australian Society of Viticulture and Oenology (ASVO); President and 1st Vice-President of the International Organisation of Vine and Wine (OIV); Chairman, CRC for Irrigation Futures, Board Member, GWRDC and Cotton CRC, Independent Chairman of McLaren Vale Grape Wine & Tourism Association.

Was previously a council member and Deputy Chancellor of Charles Sturt University (CSU) and a board member of IAL (Irrigation Australia Ltd).

In 2016 awarded Member of the Order of Australia for significant service to the Australian winemaking and grape growing industry, to viticultural research, and to tertiary education.

Qualifications held are B.Sc. (University of Melbourne), Dip.Ed. (Monash University), B.App.Sci.-Wine Science (Riverina College/CSU); MS-Horticulture (UCD).

**One Basin CRC Limited**  
**Directors' report**  
**For the year ended 30 June 2023**



**Kate O'Callaghan - Board member - appointed 28 July 2022**

AICD graduate, agronomist, business leader, agritourism advocate and education has been contributing to the Australian agricultural industry in various capacities for more than 30 years.

An Executive Director of Southern Cotton, Whitton Malt House, Southern Cotton Investments, SCIE, SCMG Pty Ltd has demonstrated high-level leadership across all facets of the business – financial and strategic planning, logistics and production management, human resources and communications.

Through her role at Southern Cotton, associated companies, and through broader participation in the irrigated agriculture industry both as a farmer and industry leader in the Riverina, has played a significant part in the development of the cotton industry in the region, as well as the education of paddock to plate in a range of industries.

**Dr Rohan Henry - Board member - appointed 28 July 2022**

Rohan was appointed as a Director of One-Basin Cooperative Research Centre in July 2022.

Rohan is an experienced strategic adviser working across state and national water policy with previous experiences working in environmental impact assessments and approvals. He's a skilled Indigenous engagement and facilitation practitioner with significant experience collaborating and partnering with Aboriginal Corporations and their communities. Rohan is currently Director (and Co-Chair), Self-Determination Fund Limited (Trustee of the Self-Determination Fund); and a Director of South East Water. He also holds positions as Commissioner (and Deputy Chairperson), Victorian Environmental Water Holder; Deputy Chair, Committee on Aboriginal and Torres Strait Water Interests; member on the Commonwealth Government's Indigenous Advisory Committee and is Chair, Maribyrnong Integrated Water Management Forum.

Rohan has a PhD in marine and coastal ecology and is a member of the Australian Institute of Company Directors.

**Dr Raelene Ward - Member of Board and Remuneration and Nominations Committee - appointed 28 July 2022**

Raelene is a proud Aboriginal Kunja traditional owner of Cunnamulla and surrounding areas on her late Grandfathers side Albert McKellar and her late Grandmother Hazel McKellar a Kooma elder from southwest Queensland. Raelene is a Senior Academic working at UniSQ for over 15 years. Raelene is a qualified registered nurse both hospital and university trained, graduating with a PhD in Aboriginal suicide.

Since August 2022, Raelene has been leading First Nations Engagement as the knowledge broker for the Southern Queensland and Northern New South Wales (SQNNSW) Drought Resilience Hub raising the voices, perspectives, needs and aspirations of First Nations peoples in drought conversations. Raelene continually gives back to her community and others whom she works with, her research is Aboriginal led and community driven producing outcomes aligned to need.

Raelene is Director on the One Basin CRC; Murray Darling Basin First Nations Leadership Group for the Outlook and new member on the Australian Farmers Institute Research Advisory Committee. Raelene is highly regarded in the Aboriginal Community Controlled Health sector, advocating for communities, industry and organisations through her leadership in engagement. Raelene continues to build on personal and professional long-standing connections through meaningful and effective relationships with Indigenous and non-Indigenous people.

**One Basin CRC Limited**  
**Directors' report**  
**For the year ended 30 June 2023**



**Fiona Simson - Member of Board and Remuneration and Nominations Committee - appointed 28 July 2022**

Believes that agriculture is an industry of the future. Collaborative and passionate, has been an agricultural industry leader at both a state and federal level since 2008. Elected in 2016 as the first female President of National Farmers Federation in its 40 year history, now leading industry through an exciting period of change. A farmer herself with her husband Ed and family from the Liverpool Plains in NSW, she hopes to create opportunities for more women and young people to become involved in industry and was instrumental in the launch of the NFF's first Diversity in Ag Leadership Program in 2018. She has also spearheaded NFF's 2030 \$100bn Vision, is leading new approaches to the stewardship of natural capital and biodiversity and is passionate about the need to grow connections between farmers and urban consumers.

Growing up on a property near Armidale, NSW, passionate about the growth and sustainability of rural and regional Australia and Agriculture's role in its future. Skilled and experienced Board Director, with particular experience in policy development, communication and governance. As well as a number of government advisory committees, she also Chairs the recently established Future Food Systems CRC, is a Commissioner and Chair of the Australian Centre for International Agricultural Research, sits as a Director on the Boards of Australian Made Australian Grown, and NRMA (NSW), and is Patron of National Rural Press Club and Gunnedah Gatepost Community Support Centre.

**Members' Guarantee**

The company is limited by guarantee. In the event of, and for the purpose of winding up the company, the amount capable of being called up from each member and each member who ceased to be a member in the preceding year is \$100. As at 30 June 2023, the obligations for the members was \$800.

**Review of Operations**

The financial result for the company after providing for income tax amounted to a profit of \$85,174.

The One Basin CRC Limited's overall objective is to undertake cooperative research and training to advance the Australian agricultural and irrigation industries predominately in the Murray-Darling Basin (Basin) and industries and communities that use agricultural and irrigation related technologies.

This will be achieved by:

- I. delivering the capacity for communities, government, and industries to respond to emerging threats;
- II. developing and adopting social, technical, and digital water innovations and infrastructure solutions;
- III. enabling adaptations by farm enterprises and rural communities;
- IV. building collaborations among First Nations peoples and Basin stakeholders;
- V. strengthening human capital to support effective innovation; and
- VI. establishing regionally based innovation systems.

**Matters subsequent to the end of the financial year**

No matter or circumstance has arisen since 30 June 2023 that has significantly affected or may significantly affect the future operation of the company, the results of those operations or the affairs of the Company.

**Likely developments and expected results of operations**

Information on likely developments in the operations of the company and the expected results of operations have not been included in this report because the directors believe it would be likely to result in unreasonable prejudice to the company.

**One Basin CRC Limited**  
**Directors' report**  
**For the year ended 30 June 2023**



**Environmental regulations**

The company is not currently subject to any significant environmental regulation under Australian Commonwealth or State law.

**Indemnity and insurance of officers**

The company has indemnified the Directors and executives of the company for costs incurred, in their capacity as a Director or executive, for which they may be held personally liable, except when there is a lack of good faith.

During the financial year, the company paid a premium in respect of a contract to insure the Directors and executives of the company against a liability to the extent permitted by the Corporations Act 2001. The contract of insurance prohibits disclosure of the nature of the liability and the amount of the premium.

**Indemnity and insurance of auditor**

The company has not during or since the end of the financial year, indemnified or agreed to indemnify the auditor of the company or any related entity.

During the financial year, the company has not paid a premium in respect of a contract to insure the auditor of the company or any related entity.

**Proceedings on behalf of the company**

No person has applied to the Court under section 237 of the Corporations Act 2001 for leave to bring proceedings on behalf of the company, or to intervene in any proceedings to which the company is a party for the purpose of taking responsibility on behalf of the company for all or part of those proceedings.

**Auditor's independence declaration**

The auditor's independence declaration for the year ended 30 June 2023 has been received and can be found on the following page.

**On Behalf of the Directors**

A handwritten signature in black ink, appearing to read "Wendy Craik".

Dr Wendy Craik  
Chair

26 October 2023  
Canberra



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Australia

## DECLARATION OF INDEPENDENCE BY CHRISTIAN PATONE TO THE DIRECTORS OF ONE BASIN CRC LIMITED

As lead auditor of One Basin CRC Limited for the year ended 30 June 2023, I declare that, to the best of my knowledge and belief, there have been:

1. No contraventions of the auditor independence requirements of section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
2. No contraventions of any applicable code of professional conduct in relation to the audit.

A handwritten signature in black ink, appearing to read 'CPatone', followed by a long horizontal line extending to the right.

**Christian Patone**  
Director

Melbourne, 26 October 2023

BDO Audit Pty Ltd ABN 33 134 022 870 is a member of a national association of independent entities which are all members of BDO Australia Ltd ABN 77 050 110 275, an Australian company limited by guarantee. BDO Audit Pty Ltd and BDO Australia Ltd are members of BDO International Ltd, a UK company limited by guarantee, and form part of the international BDO network of independent member firms. Liability limited by a scheme approved under Professional Standards Legislation.



## One Basin CRC Limited

### Statement of financial position

As at 30 June 2023

	Note	2023 \$
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and cash equivalents	2	4,464,812
Trade and other receivables	3	920,379
<b>Total Current Assets</b>		<u>5,385,191</u>
<b>Non-Current Assets</b>		
Deposit		1,090
<b>Total Non-Current Assets</b>		<u>1,090</u>
<b>Total Assets</b>		<u>5,386,281</u>
<b>LIABILITIES</b>		
<b>Current Liabilities</b>		
Trade and other payables	4	340,197
Employee provisions	5	12,603
Contributions received in advance	6	4,948,307
<b>Total Current Liabilities</b>		<u>5,301,107</u>
<b>Total Liabilities</b>		<u>5,301,107</u>
<b>Net Assets</b>		<u>85,174</u>
<b>EQUITY</b>		
Share capital	7	-
Retained earnings		85,174
<b>Total Equity</b>		<u>85,174</u>

*The statement of financial position to be read in conjunction with the attached notes.*





## One Basin CRC Limited

### Statement of profit or loss and other comprehensive income

For the year ended 30 June 2023

	Note	2023 \$
<b>Revenue</b>		
Revenue – CRC programs and projects	8(a)	5,488,391
Other income	8(b)	85,174
		<u>5,573,565</u>
<b>Expenses</b>		
In-kind contributions		2,940,598
Employee expenses		1,101,738
Research expenditure		1,075,575
Head office expense		370,480
Total expenses	9	<u>5,488,391</u>
<b>Profit before income tax expense</b>		85,174
Income tax expense	1(c)	-
<b>Net income for the year</b>		<u>85,174</u>
Other comprehensive income for the year, net of tax		-
<b>Total comprehensive income for the year</b>		<u><u>85,174</u></u>

*The statement of profit or loss and other comprehensive income to be read in conjunction with the attached notes.*



## One Basin CRC Limited

### Statement of changes in equity

As at 30 June 2023

	Share capital	Retained earnings	Total equity
	\$	\$	\$
<b>Balance 1 July 2022</b>	-	-	-
Profit after income tax	-	85,174	85,174
Other comprehensive income	-	-	-
Total comprehensive income	-	85,174	85,174
<b>Balance 30 June 2023</b>	-	85,174	85,174

*The above statement of changes in equity should be read in conjunction with the accompanying notes.*



## One Basin CRC Limited

### Statement of cash flows

For the year ended 30 June 2023

	<b>2023</b>
	<b>\$</b>
<b>Cashflows from operating activities</b>	
Receipts from Commonwealth funding (inclusive of GST)	4,502,410
Receipts from participants (inclusive of GST)	2,831,950
Payments to suppliers (inclusive of GST)	<u>(2,953,632)</u>
	4,380,728
Interest received	85,174
Net cash from operating activities	<u>4,465,902</u>
<b>Cash flows from investing activities</b>	
Payments for deposit	<u>(1,090)</u>
Net cash used in investing activities	(1,090)
Net increase in cash and cash equivalents	4,464,812
Cash and cash equivalents at the beginning of the financial year	<u>-</u>
Cash and cash equivalents at the end of the financial year	<u>4,464,812</u>

*The above statement of cash flows should be read in conjunction with the accompanying notes.*

## One Basin CRC Limited

### Notes to the financial statements

For the year ended 30 June 2023

#### Note 1. Significant accounting policies

The principal accounting policies adopted in the preparation of the financial statements are set out in the respective notes below.

#### New of amended Accounting Standards and interpretations adopted

The company has adopted all of the new or amended Accounting Standards and interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

##### a. Basis of preparation

These general purpose financial statements have been prepared in accordance with the Australian Accounting Standards - Simplified Disclosures, and Interpretations issued by the Australian Accounting Standards Board ("AASB"), the Australian Charities and Not-for-profits Commission Act 2012 as appropriate for non-for-profit orientated entities.

##### *Historical cost convention*

The financial statements have been prepared under the historical cost convention.

##### b. Critical accounting judgements, estimates and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

##### *Revenue from contracts with customers*

The company assesses whether the project delivery satisfies the requirement of the project agreement. When recognising revenue in relation to the delivery of research projects activity to customers, further judgement is required to identify and assess whether the performance obligations for contracts that are entered into with customers, are satisfied.

##### *Employee benefits provision*

As discussed in note 1 (l), the liability for employee benefits expected to be settled more than 12 months from the reporting date are recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

##### c. Income tax

As the company is a charitable institution, registered with the Australian Charities and Not-for-Profits Commission, in terms of subsection 50-B of the Income tax Assessment Act 1997, Division 176 of a New Tax System (Goods and Services Tax) Act 1999 as amended and section 123 E of the Fringe Benefits Tax Assessment Act 1986, it is exempt from paying income tax.

**One Basin CRC Limited**  
**Notes to financial statements**  
**For the year ended 30 June 2023**



**d. Current and non-current classification**

Assets and liabilities are presented in the financial statement position based on current and non-current classification.

An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in the company's normal operating cycle; it is held primarily for the purposes of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when; it is either expected to be settled in the company's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

**e. Goods and Services Tax ('GST') and other similar taxes**

Revenues, expenses, and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the tax authority. In this case it is recognised as part of the cost of the acquisition of the asset or as part of the expense.

Receivables and payables are stated exclusive of the amount of GST receivable or payable. The next amount of GST recoverable from, or payable to, the tax authority is included in other receivables or other payables in the statement of financial position.

Cashflows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the tax authority, are presented as operational cash flow.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the tax authority.

**f. Cash and cash equivalents**

Cash and cash equivalents in the Statement of Financial Position comprise cash at bank and in hand and short-term deposits with an original maturity of three months or less. For the purposes of the Statement of Cash Flows, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts.

**g. Trade and other receivables**

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any allowance for expected credit losses. Trade receivables are generally due for settlement within 30 days.

**h. Revenue recognition**

*Government grants*

Under the Commonwealth Grant funding contract, the company's obligation is to deliver performance obligations as defined by Commonwealth milestones. The delivery of such performance obligations is achieved by completing various project agreements and in accordance with the Participants Agreement. Government Grant revenue is recognised when there is reasonable assurance that the grant will be received, and all attached conditions will be complied with. Government grant revenue is recognised on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. The recognition of the grant as revenue will be deferred and presented in the Statement of Financial Position as Cash contributions received in advance until those conditions are satisfied.

**One Basin CRC Limited**  
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*Participants contributions*

Under Participant contracts, the company's obligation is to apply participants' funds to various company activities in accordance with the Commonwealth agreement. The delivery of such performance obligations is achieved by completing various project agreements. Participant Cash Contributions revenue is recognised when there is reasonable assurance that the grant will be received, and all attached conditions will be complied with. Participant Cash Contributions revenue is recognised as revenue on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. The recognition of the cash contribution as revenue will be deferred and presented in the Statement of Financial Position as Cash contributions received in advance until those conditions are satisfied.

*In-kind contributions*

In-kind contributions from Participants are brought to account as revenue and expenditure. In-kind contributions are measured at fair value consistent with the valuation principles agreed to in the terms of One Basin CRC Participant's Agreements. The types of in-kind expenditure recorded by the company mainly include staffing costs and direct research expenditure. This expenditure was incurred by Participants in conducting research and other CRC activities on behalf of the company.

*Interest*

Interest revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

**i. Research and development expenditure**

Research and development expenditure is recognised as an expense in the period incurred.

**j. Employee benefits**

Short-term employee benefits are employee benefits (other than termination benefits and equity compensation benefits) which fall due wholly within 12 months after the end of the period in which employee services are rendered. They comprise wages, salaries, social security obligations, short-term compensation absences, profit sharing and bonuses payable within 12 months and non-mandatory benefits such as medical care, housing, and car and service goods.

Short term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

Other long-term employee benefits include long-service leave, long-term disability benefits, deferred compensation and bonuses payable 12 months or more after the end of the period in which employee service are rendered.

Other long-term employee benefits are measured at the present value of the expected future payments to be made to employees.

**One Basin CRC Limited**  
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**k. Impairment**

At each reporting date the company reviews the carrying amounts of assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss if any. The recoverable amount is assessed as the higher of fair value less costs to sell or the assets value in use being the depreciated replacement cost.

*Impairment of financial assets*

The company has applied the simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance. To measure the expected credit losses, trade receivables have been grouped based on days overdue.

<b>Note 2. CASH AND CASH EQUIVALENTS</b>	<b>2023</b> \$
Current assets	
Cash at bank – operating account	<u>4,464,812</u>
<b>Note 3. TRADE AND OTHER RECEIVABLES</b>	<b>2023</b> \$
Current assets	
Trade receivables	911,350
GST receivables	<u>9,029</u>
	<u>920,379</u>
<b>Note 4. TRADE AND OTHER PAYABLES</b>	<b>2023</b> \$
Current liabilities	
Trade payables	26,774
Accrued expenses	<u>313,423</u>
	<u>340,197</u>
<b>Note 5. EMPLOYEE BENEFITS</b>	<b>2023</b> \$
Current liabilities	
Annual leave	<u>12,603</u>
<b>Note 6. CONTRIBUTIONS RECEIVED IN ADVANCE</b>	<b>2023</b> \$
Current liabilities	
Contractual contributions received in advance	<u>4,948,307</u>

As disclosed in note 1, cash contributions received in advance which is on account of future costs to be incurred by the company are treated as liabilities, until the associated costs are incurred.

**One Basin CRC Limited**  
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**Note 7. MEMBERS' GUARANTEE**

The One Basin CRC Limited company is limited by guarantee. In the event of, and for the purpose of winding up the company, the amount capable of being called up from each member who ceased to be a member in the year prior to the winding up, is limited to \$100 for members that are corporations, subject to the provisions of the company's constitution. As at 30 June 2023, the obligations for the members was \$800.

<b>Note 8. RESULTS FROM OPERATING ACTIVITIES</b>	<b>2023</b> <b>\$</b>
(a) Revenue – CRC programs and projects	
Government and participant contributions	
Commonwealth grant invoiced contributions	4,093,100
Industry partner invoiced contributions	2,125,500
Research partner invoiced contributions	1,277,500
Less: Contributions invoiced but not expended (Note 6)	<u>(4,948,307)</u>
	2,547,793
Add: In kind contributions fully expended	<u>2,940,598</u>
	<u>5,488,391</u>
(b) Other income	
Interest income	85,174
<b>Net realised income</b>	<u><u>5,573,565</u></u>

<b>Note 9. EXPENSES</b>	<b>2023</b> <b>\$</b>
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Profit before income tax includes the following specific expenses:

<i>Employee benefit expense</i>	
Employee benefits expense excluding superannuation	587,628
Contribution superannuation expense	<u>81,891</u>
	<u>669,519</u>



**One Basin CRC Limited**  
**Notes to financial statements**  
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**Note 10. KEY MANAGEMENT PERSONNEL DISCLOSURES**

*Compensation*

The aggregate compensation made to Directors and other members of key management personnel of the company is set out below:

	<b>2023</b>
	<b>\$</b>
Aggregated compensation	258,956

**Note 11. REMUNERATION OF AUDITORS**

During the financial year the following fees were paid or payable for services provided by BDO Audit Pty Ltd. The auditor of the company:

	<b>2023</b>
	<b>\$</b>
Audit services – BDO Audit Pty Ltd	34,500

**Note 12. CONTINGENT ASSETS**

The company had no contingent assets at 30 June 2023.

**Note 13. CONTINGENT LIABILITIES**

The company had no contingent liabilities at 30 June 2023.

**Note 14. COMMITMENTS**

The company has no capital commitments at 30 June 2023.

**Note 15. RELATED PARTY TRANSACTIONS**

*Key management personnel*

Disclosures relating to key management personnel are set out in note 10.

*Transactions with related parties*

There were no transactions with related parties during the financial period.

*Receivable from and payable to related parties*

There were no trade receivables from or trade payables to related parties at the current reporting date.

*Loans to/from related parties*

There were no loans to or from related parties at the current reporting date.

**One Basin CRC Limited**  
**Notes to financial statements**  
**For the year ended 30 June 2023**



**Note 16. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES**

The company has implemented a risk management process and measures its performance against Key Performance Indicators. It provides the Board with a risk analysis and an assessment of performance against agreed objectives.

The company's principal financial instruments comprise receivables, payables, cash and short-term deposits. These activities expose the company to a variety of financial risks: market risk (including interest rate risk), credit risk and liquidity risk.

Surplus funds are invested in short and long-term deposits with one of the four major Australian banks at the best negotiated rate with maturities selected to match future expenditure needs.

Ageing analyses and monitoring of specific credit allowances are undertaken to manage credit risk, liquidity risk is monitored through regular analysis of cash flows over a variety of periods that draw on the business budgets and forecasts.

**Risk Exposure and Responses**

*Interest Rate Risk*

The company's exposure to market interest rates related primarily to the short and long-term deposits it held.

The company's exposure to interest rate risk is not material as the majority of its interest-bearing financial assets are in the form of fixed rate term deposits.

*Liquidity Risk*

The company manages liquidity risk by monitoring cash flow and maturity profiles of financial assets and liabilities.

*Maturities of Financial Liabilities*

The table below analyses the company's net and gross settled derivative financial instruments into relevant maturity groupings based on the remaining period of the reporting date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

<b>2023</b>	<b>1 year or less</b>	<b>Between 1 and 2 years</b>	<b>Between 2 and 5 years</b>	<b>Over 5 years</b>	<b>Total</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Financial assets</b>					
Cash and cash equivalents	4,464,812	-	-	-	4,464,812
Trade and other receivables	920,379	-	-	-	920,379
	<u>5,385,191</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>5,385,191</u>
<b>Financial liabilities</b>					
Trade and other payables	340,197	-	-	-	340,197
	<u>340,197</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>340,197</u>

**Note 17. EVENTS AFTER THE REPORTING PERIOD**

No matter or circumstance has arisen since 30 June 2023 that has significantly affected, or may significantly affect the company's operations, the results of those operations, or the company's state of affairs in future financial years.



## One Basin CRC Limited

### Directors' declaration

As at 30 June 2023

In the Directors' opinion:

- the attached financial statements and notes comply with the Australian Accounting Standards - Simplified Disclosures, the Australian Charities and Not-for-profits Commission Act 2012; and
- the attached financial statements and notes give a true and fair view of the company's financial position as at 30 June 2023 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

Signed in accordance with subsection 60.15(2) of the *Australian Charities and Not-for-profits Commission Regulation 2022*.

On behalf of the Directors

A handwritten signature in grey ink, appearing to read "Wendy Craik".

Dr Wendy Craik  
Chair

26 October 2023  
Canberra



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Australia

## INDEPENDENT AUDITOR'S REPORT

To the members of One Basin CRC Limited

### Report on the Audit of the Financial Report

#### Opinion

We have audited the financial report of One Basin CRC Limited (the registered entity), which comprises the statement of financial position as at 30 June 2023, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial report, including a summary of significant accounting policies, and the responsible entities' declaration.

In our opinion the accompanying financial report of One Basin CRC Limited, is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (i) Giving a true and fair view of the registered entity's financial position as at 30 June 2023 and of its financial performance for the year then ended; and
- (ii) Complying with Australian Accounting Standards - Simplified Disclosures and Division 60 of the *Australian Charities and Not-for-profits Commission Regulations 2022*.

#### Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report. We are independent of the registered entity in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Other information

The responsible entities of the registered entity are responsible for the other information. The other information obtained at the date of this auditor's report is information included in the Director's report, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

BDO Audit Pty Ltd ABN 33 134 022 870 is a member of a national association of independent entities which are all members of BDO Australia Ltd ABN 77 050 110 275, an Australian company limited by guarantee. BDO Audit Pty Ltd and BDO Australia Ltd are members of BDO International Ltd, a UK company limited by guarantee, and form part of the international BDO network of independent member firms. Liability limited by a scheme approved under Professional Standards Legislation.



### **Responsibilities of responsible entities for the Financial Report**

The responsible entities of the registered entity are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards - Simplified Disclosures and the ACNC Act, and for such internal control as the responsible entities determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, responsible entities are responsible for assessing the registered entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the responsible entities either intends to liquidate the registered entity or to cease operations, or has no realistic alternative but to do so.

The responsible entities of the registered entity are responsible for overseeing the registered entity's financial reporting process.

### **Auditor's responsibilities for the audit of the Financial Report**

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at: [http://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf)

This description forms part of our auditor's report.

**BDO Audit Pty Ltd**

BDO  


Christian Patone  
Director

Melbourne, 26 October 2023



**ONE  
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CRC**

