



**The Centre's work will help demonstrate how water recycling is a practical and viable option to achieve water security.**

LEITH BOULLY  
CHAIR, CENTRE OF EXCELLENCE



*Recycled water schemes around Australia.*  
Source: [www.bom.gov.au/water/crews/](http://www.bom.gov.au/water/crews/)

## El Niño predicted

"El Niño has formed and is strengthening. Impacts can include increased risk of drought, with 17 of the last 26 El Niño events corresponding to drought conditions in Australia.

In-particular, increased water demands and reduced stream flows will see declining surface water storage volumes that further necessitate the use and development of alternative water supply sources."

- Bureau of Meteorology June 2015

As the world's driest inhabited continent, drought in Australia is a certainty and securing our future water needs is a constant challenge.

Recognising that water recycling is an integral part of the solution, the Centre is managing a \$42 million research and development program (\$20 million from the Commonwealth, matched by cash and in-kind contributions from Centre partners), to help meet these challenges.

## Key corporate objectives

### Objective 1: Research Quality

Focus: Ongoing review and delivery of a quality research portfolio addressing the most significant national priorities in water recycling in Australia.

Measure: Utility, regulatory, government and research stakeholders have confidence that the Centre has invested in priority research areas, the most appropriate projects and teams have been selected, and projects will be managed to completion.

### Objective 2: Knowledge and Adoption

Focus: Assessing the most efficient and effective means to exploit the IP so research outcomes have the greatest opportunity to enhance the efficiency expansion or acceptance of water recycling in Australia.

Measure: Utility, government and private enterprise sectors identify that they have benefited from the Centre's research outcomes.

### Objective 3: Activity Completion

Focus: Delivering on the objectives in the funding agreement with the Commonwealth, defining the future arrangements for the Centre and its legal company entity to maximise the national benefit of the Centre's work to Australia.

Measure: Government, utility, private enterprise and research sectors achieve optimal value through fulfilment of the Centre's obligations to the Commonwealth, and the future positioning of the company, Australian Water Recycling Centre of Excellence Ltd.

### Objective 4: Organisational Capability and Performance

Focus: Balancing resources to ensure timely delivery, review and evaluation of research in addition to developing and implementing adoption pathways, while meeting the Centre's operational requirements.

Measure: The Centre and partners have the skills and capacity to efficiently and effectively deliver organisational objectives.



**The Centre's approach shows that when you invest money in industry-led targeted research you *can* deliver great outcomes.**

NICK APOSTOLIDIS  
INDEPENDENT ADVISOR TO THE CENTRE

Australian Water Recycling Centre of Excellence means we have:

- ✓ Delivered a quality research portfolio that helps address the most significant national priorities in water recycling
- ✓ Worked with the water sector to adopt and apply the research outcomes in Australia and overseas
- ✓ Provided leadership on how to broker effective R&D outcomes with Government, utility, private enterprise and research organisations
- ✓ Ensured water recycling continues to be an integral part of Australia's ongoing conversation about future water security.



**The Centre is now accelerating our efforts to work with government, utility and private enterprise organisations to exploit our research outcomes.**

MARK O'DONOHUE  
CEO, CENTRE OF EXCELLENCE

## Implementing the Strategic Plan

The Centre recognises that successful execution of the Strategic Plan will depend on meaningful engagement with national and international stakeholders. This will be achieved by:

- ✓ Communicating with our partners and stakeholders about the Strategic plan's objectives and how they will be delivered
- ✓ Identifying more than 190 items of intellectual property and actively working with the water sector on pathways to identify business opportunities and communicate our research outcomes.
- ✓ Demonstrating to the Commonwealth and the people of the Australia the contribution that the Centre has made to the future of water recycling.

## Outcomes

The Strategic Plan outlines Key Performance Indicators (KPIs) against the Plan's four corporate objectives. These KPIs have been informed by the overarching aim of the Centre's research program which was developed in collaboration with water sector participants to provide practical and industry relevant outcomes.

Measurement of the Centre's performance will be independently reviewed and involve consultation with industry associations, regulators, government, utilities, private enterprise and research organisations.



*The Centre supports more than 40 projects with over 110 project partners located in every State and Territory in Australia.*