



Entrant Handbook

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Delivered in partnership by:



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1. Introduction

1.1 About this handbook

Welcome to the Water Breakthrough Challenge ([the 'Breakthrough Challenge'](#)) Entrant Handbook. This document, along with the [terms and conditions](#), will provide you with all the information you need to enter the first round of the Breakthrough Challenge, including:

- the background about the Innovation Fund and Breakthrough Challenge;
- who can enter the Challenge, and how;
- what support is on offer; and
- what is required to take part.

We strongly encourage all entrants to read this entire handbook along with the full [terms and conditions](#), which are the rules entrants are required to agree to in order to take part before entering the Breakthrough Challenge.

We have also created the [frequently asked questions](#), which highlight information from this handbook and other resources to answer the most commonly asked questions about the Fund and the Breakthrough Challenge. If you have read the handbook and the [frequently asked questions](#), and have more questions, please contact the team at waterinnovation@nesta.org.uk.

1.2 Ofwat Innovation Fund overview & objectives

Ofwat has established a £200 million Innovation Fund to help the England and Wales water sector to grow its capacity to innovate and enable it to better meet the evolving needs of customers, society, and the environment.

The Fund aims to achieve this by supporting ambitious water company¹ initiatives that demonstrate bold new approaches to innovation, going beyond the sector's business-as-usual innovation practices, and that can create significant value for customers, society, and the environment.

The Innovation Fund is made up of:

- The **Innovation in Water Challenge** (the 'IWC') which aims to encourage new ways of working and improve collaboration and partnerships from within and outside the water sector.
- The **Water Breakthrough Challenge**, which provides an opportunity for water companies, in partnership with other organisations, to receive up to £10 million funding for innovative initiatives that go beyond business as usual to deliver tangible benefits for customers, society and the environment.

For more information on the Innovation Fund, please visit [the website](#). The Innovation Fund is currently in a pilot period. It is expected that future rounds of competitions will continue until 2025.

¹ In this document, reference to a 'water company' means a water and/or sewerage undertaker holding an appointment under Chapter 1, Part 2 of the Water Industry Act 1991.

1.3 Water Breakthrough Challenge delivery partners

The Breakthrough Challenge is being delivered collaboratively by Ofwat together with Nesta Challenges, supported by Arup.



Ofwat is the Water Services Regulation Authority for England and Wales. [Read more about Ofwat's duties on their website.](#)



[Nesta Challenges](#) exists to design and run challenge prizes that help solve pressing problems that lack solutions. We shine a spotlight where it matters and incentivise people to solve these issues. We are independent supporters of change to help communities thrive and inspire the best placed, most diverse groups of people around the world to take action. We support the boldest and bravest ideas to become real, and seed long term change to advance society and build a better future for everyone. We are part of the innovation foundation, [Nesta](#).



[Arup](#) is an independent professional services firm of designers, planners, engineers, architects, consultants, and technical specialists

2. About the Water Breakthrough Challenge (round one)

2.1 Overview

The Breakthrough Challenge provides an opportunity for water companies, in partnership with other organisations, to receive funding for innovative initiatives that go beyond business as usual to deliver tangible benefits for customers, society and the environment.

The Challenge aims to spark ambitious innovation and enable new approaches and ways of working; equipping the water sector to address the big challenges facing the sector, driving far-reaching and long-lasting benefits to customers, society and the environment across England and Wales now and into the future.

The entry process for this first round of the Water Breakthrough Challenge is in two stages. Stage 1 opened for entries **on 6 May 2021 at 09:00 (BST)**. The deadline for stage 1 entries was **3 June 2021 at 12 noon (BST)**.

Individual entries to the Breakthrough Challenge can bid for between £1 million to £10 million from the Innovation Fund.

We're looking for all types of initiatives– be they technology, culture, business practices, commercial models, or something else. Initiatives can be at any stage of development or maturity at entry, as can the technologies, practices, and models that you may use within them, but initiatives should include delivering tangible benefits for customers, society or the environment within the entry delivery period.

We are hoping to receive a wide range of entries that will showcase a diverse mix of innovative ways of working and solutions. In comparison to the Innovation in Water Challenge, we are looking for larger-scale entries which have the potential to deliver significant and tangible benefits for customers, society, and the environment. This is reflected in the more substantial funding on offer to successful entrants.

A second round of the Breakthrough Challenge is expected to open in Winter 2021. We are continuing to listen and learn as we develop the water innovation challenges, which means that future challenge rounds may be designed differently.

2.2 Timeline & key dates

Stage 1 of the Breakthrough Challenge opened on 6 May 2021 at 9 am (BST) and closed on 3 June 2021 at 12 noon (BST).

Following the closing date on 3 June, stage 1 entries were screened for eligibility and assessed. A diverse portfolio of entries that best meet the relevant assessment criteria (detailed in **5.2.2 Stage 1 assessed questions and assessment criteria**) will be invited to submit a stage 2 entry from 28 June 2021 at 09:00 (BST). The stage 2 entry period will be open for 5 weeks, closing on 30 July 2021 at 12 noon (BST).

Stage 2 entries will be assessed. A diverse portfolio of entries that best meet the relevant assessment criteria (detailed in **5.2.3 Stage 2 assessed questions and assessment criteria**) will be shared with the judging panel for its review. The judging panel will convene in September 2021. The panel will recommend to Ofwat a diverse portfolio of entries for funding that they consider best meet the relevant assessment criteria and have the potential to deliver tangible positive benefits for customers, society, and the environment. Ofwat will make the final decision on whether to award funding.

Further details on the selection process are in **5.2 Entry questions, assessment criteria and guidance** below.

If you are successful in winning funding, you can expect to be notified by the end of September 2021.

2.3 What you can win

There is up to £40 million available in total for successful entries in this first round of the Breakthrough Challenge. Individual entries to the Breakthrough Challenge can bid for funding between £1 million and £10 million.

In exceptional circumstances, we are open to considering smaller value bids from small water companies (including NAVs). Please contact us ahead of entering to explore this option further if you think this may be relevant to your organisation. The intent of this facility is to enable water companies who would otherwise not be able to participate to take part in the Breakthrough Challenge.

3. Who can be involved

3.1 Eligibility

There are 3 main categories of eligibility criteria to the Water Breakthrough Challenge, detailed below:

- **Lead entrant** - The lead entrant must be a water company (including NAVs) in England and Wales.
- **Financial requirements** – at least 10% of the total cost of the initiative you are entering with must be funded from sources other than the Ofwat Innovation Fund.
- **Intellectual property rights** all entry partners must agree to and abide by to the terms & conditions, including the terms around intellectual property rights (IPR).

3.1.1 Lead entrant

The lead entrant to the Water Breakthrough Challenge must be one of the [17 licensed regional water only and water and wastewater companies or new entrant water and wastewater companies \(NAV\)](#)s in England and Wales. We strongly encourage lead entrants to enter the Challenge in partnership or consortia.

For this round of the Water Breakthrough Challenge, we are restricting direct access to water companies. We have committed to keeping eligibility under review and will continue to assess the risks and benefits of broadening out eligibility in future rounds.

3.1.2 Financial requirements

We expect entry partners to make a minimum 10% financial contribution to Breakthrough Challenge entries. Customers should not bear all the risk of initiatives funded through the competition; this is also to ensure strong project management.

The Breakthrough Challenge will cover up to 90% of each entry's total costs. Entry partners have the flexibility to decide how the remaining 10% is funded, as long as it is not funded by charges to water customers in England and Wales. There is no requirement for it to be shared equally. Entry partners may also consider how they could bring funding from other sources.

Water company contributions will be monitored through the application and monitoring process and Ofwat's [Regulatory Accounting Guidelines tables – Table 9A, column 7](#). In the entry form, in Question G and 3.1.2., entrants need to specify the source of funds for their contributions. We welcome any additional financial and/or non-financial contributions

beyond the minimum 10%, which will be considered favourably during the assessment of entries.

We are open to initiatives which have successfully secured additional external public or private funding.

Entrants, however, must confirm that there is no duplicative or double funding and that they are not restricted by their current funding source when applying for additional and alternative funding through this Fund.

3.1.3 Intellectual property rights (IPR)

In order to receive funding from the Breakthrough Challenge, you will need to agree to the IPR conditions within the [terms and conditions](#). The terms and conditions set out the default position on IPR and also provide opportunity for entrants to propose alternative IPR arrangements Question Q.

In setting out alternative IPR arrangements, you must be able to meet the following conditions:

1. The entry will not result in restricted benefits to all customers of water companies; and
2. Demonstrably, the alternative arrangements will not result in additional costs to customers.

Ofwat will consider on a case-by-case basis whether these conditions have been met.

To understand how the default position IPR rules may apply in practice, you can read [our blog](#), created in relation to the Innovation in Water Challenge (IWC). The policy and rationale for the IPR conditions on this Challenge remain the same as the IWC.

4. What we are looking for

4.1 Areas for innovation

We are looking for your ideas that address the big challenges facing the water sector – guided by our five strategic innovation themes (below). We aim to fund a wide range of entries that will showcase a diverse mix of innovative ways of working and solutions.

Our five strategic innovation themes are:

1. Responding and adapting to climate change, including how to meet the sector's ambition of net-zero emissions.
2. Restoring and improving the ecological status of our water environments, protecting current and future customers from the impacts of extreme weather and pollution.
3. Understanding long-term operational resilience and infrastructure risks to customers and the environment, finding solutions to mitigate these in sustainable and efficient ways.
4. Testing new ways of conducting core activities to deliver wider public value.
5. Exploring the opportunities associated with open data, stimulating innovation and collaboration, for example, encouraging new business models and service offerings that benefit customers, including those in vulnerable circumstances.

We have identified a number of innovation enablers that will be particularly critical to growing and sustaining the water sector's capacity to innovate. The Fund will consider supporting initiatives that demonstrate and further strengthen these enablers, including:

- **Collaboration:** Building and strengthening collaboration and partnerships across companies, the supply chain and outside the water sector.
- **Openness:** to sharing data, insights, and ideas within the water sector and between water and other sectors.
- **Adaptability:** openness to trying out new ways of working.
- **Managing innovation risk:** including through greater use of experimentation.
- **Scalability & Deployability:** improving the ease of scaling proven innovations within the sector.
- **Long-term perspective:** taking both a longer-term and broader perspective on value creation.

4.2 Characteristics of entries

4.2.1 Entry Delivery Timelines

We are open to a wide range of project delivery timelines, from delivery periods of less than a year to multi-year periods which continue beyond 2025. There is no requirement for project delivery to be completed within the current asset management plan (AMP) period.

We expect entries to the Breakthrough Challenge that are awarded funding to start within 6 months of being notified of the award, but we recognise that especially complex entries may require a longer mobilisation period.

4.2.2 Approach to Risk

We are seeking truly innovative entries and we recognise that that some initiatives will not deliver the expected direct benefits, but by taking risk and sharing all learning (both positive and negative) customers will stand to benefit.

We want to see companies adopt an open risk appetite, but one which is supported by strong risk management, which includes the ability to recognise and respond appropriately to issues as they arise. This may include taking decisions about how to adjust delivery if the initial benefits can no longer be realised or adopting an approach of 'early failure'.

We also want to see companies seizing opportunities throughout the delivery of the entry. We will therefore be looking for entries that demonstrate they are thinking widely about benefits, including how learning and insights generated through delivery can be shared in a way that they provide value more widely across the sector, for example, why an initiative has not been successful in achieving its initial intended outcomes.

Within the stage 2 entry form, 3.5.1, entrants are asked to complete a risk register which will demonstrate how risk is being adopted, considered, and managed.

To support this approach to risk, in Question 3.3.1. and 3.3.2, we expect entrants to include clear and meaningful delivery milestones, which take into account dependencies, risks, and opportunities to extract benefits, and key decision points. This could include plans for:

- monitoring progress and learning;
- scope changes to enable the intended impact of the entry to be realised, or to wind up the entry if it becomes clear that the intended impact cannot be realised;
- efficiently and effectively managing spend, including proposals for payment milestones if entrants think they are appropriate.

Entrants will be responsible for managing delivery against milestones and adapting delivery to realise the intended impact most efficiently and effectively, with the support of Ofwat and the Breakthrough Challenge delivery partners.

Ofwat and the Breakthrough Challenge delivery partners will monitor the progress of successful entries, and this will include seeking updates at delivery milestones. The monitoring and involvement of Ofwat, Nesta and Arup will be proportionate to the size and risk of entries; in all cases, we will expect winning entrants to be responsible for reviewing progress and deciding the best course of action for their entry to deliver its intended impact, and to share significant learning and decisions with us.

In exceptional circumstances, Ofwat and the Breakthrough Challenge delivery partners may intervene where we have serious concerns that an entry is moving materially away from delivering on its intended impact, or there is any concern about misuse of funds.

4.2.3 Entry Value and Delivery Costs

Entrants should bid for between £1 million and £10 million in funding for this round of the Breakthrough Challenge, unless an exception has been agreed together with Ofwat as outlined in **2.3 What you can win**.

We expect entries to demonstrate cost efficiency and good use of customer money, with a clear case for any costs included in the entry budget.

Reasonable entry delivery costs are eligible to be funded, including dedicated staff time and fair associated overheads. The entry budget, set out in Questions D and 3.4.1, should be inclusive of any applicable tax where relevant.

4.2.4 Partnerships

We particularly encourage entries that involve partnerships and collaboration between water companies, including NAVs, as well as with organisations in the water sector supply chain and beyond.

- **If you are a water company, including NAVs** - you are strongly encouraged to explore opportunities for new partnerships and consortia, including by signalling opportunities for partnerships on your website and social media channels. You can partner with anyone you wish, including internationally - including other water companies, supply chain partners, new start-ups, SMEs, academia, local authorities, water companies outside of England and Wales, and water supply and/or sewerage retailers. Please note that it's your responsibility to carry out any checks and due diligence on partners.

- **If you are not a water company** – the Breakthrough Challenge is an opportunity to reach out to one or more water companies to explore the possibility of working together. If you are new to the water sector, you may wish to email contact@waterinnovation2050.org.uk to get in contact with a water company about your innovative idea or solution. This central inbox is managed by an alliance of 19 UK water companies. We recommend you read their innovation strategy and prioritisation exercise, available on the [Water Innovation 2050 website](#) before contacting water companies to understand their innovation priorities. A full list of England and Wales water companies that can be contacted to explore new partnership opportunities can be found on [our website](#).

5. Entering the Breakthrough Challenge

This section will outline everything you should need to enter into the Breakthrough Challenge, including:

- The entry process.
- Entry questions, assessment criteria and guidance:
 - General entry information questions.
 - Stage 1 assessed questions and assessment criteria.
 - Stage 2 assessed questions and assessment criteria.
 - Assessment criteria weighting.
- Reasonable adjustments and accommodations.

5.1 The entry process

Winning entries will be selected following a two-stage entry process. The two-stage entry process aims to ensure that entrants can develop proposals that have the greatest chance of being awarded funding.

We have worked to ensure the entry process is as efficient and practical as possible, ensuring ease of access for organisations, in particular smaller companies.

The steps of the entry process, detailed below, are:

- A. Stage 1 – screening entry period
- B. Eligibility screen
- C. Stage 1 assessment
- D. Stage 2 – Full entry period
- E. Stage 2 Assessment
- F. Judging
- G. Ofwat Decision
- H. Award

A. Stage 1 screening entry period

We opened for stage 1 entries on **Thursday 6 May 2021, 09:00 (BST)** and closed on **Thursday 3 June at 12 noon (BST)**

We set out in **5.2.2 Stage 1 assessed questions and assessment criteria** the questions that should be answered, together with guidance on how to complete stage 1 of the entry process.

At stage 1 we are looking for a high-level narrative summary in response to each of these questions.

All entries must be submitted by **3 June at 12 noon (BST)** using the stage 1 online entry form available via [the website](#). The lead entrant will need to submit this form.

Before submitting your entry, please ensure that:

- You and your partners have read and understood the Challenge [terms and conditions](#) and [privacy policy](#), including the [Ofwat privacy policy](#).
- Your entry is aligned with one or more of the five Ofwat strategic innovation [themes](#).
- You have followed good procurement principles, performed your due diligence on your partners and accept any risk and liability from going ahead with them.
- The 10% minimum financial contribution towards entry delivery costs is part of the proposal (at least 10% of total entry delivery costs will be funded from sources other than the Ofwat Innovation Fund).

The entry form for both stages is available here as [a Word document](#) to help you to develop and collaborate on your answers ahead of completing the online form.

Information you provide in your entry may be shared with our partners (including our judges and any due diligence providers) for the purpose of administering the Challenge. For more information on how we use your data, please have a look at our [privacy policy](#) and the [terms and conditions](#) of the Challenge.

A. Eligibility screen

Entrants are required to meet the eligibility criteria as set out in **3.1 Eligibility**.

When entries close, an eligibility screen will be conducted to ensure entries all meet the eligibility criteria. If you have proposed alternate IPR arrangements in Question Q, we may be in touch to discuss these with you.

B. Stage 1 assessment

During Stage 1 an assessment of the entry on the following three categories will be carried out:

1. Positive impact for water customers, society, and the environment;
2. Innovation enablers and innovative solutions;
3. Capacity, capability, and commitment to deliver.

Assessors will score answers to these entry questions against set criteria. Scoring will be between 1 and 5 (5 being the highest). These scores are then weighted. The criteria,

questions and weighting is set out in **5.2.2 Stage 1 Assessed questions and assessment criteria**.

Once the entries have been scored, a moderation meeting will be held. This meeting will ensure that scoring has been consistent and that a diverse portfolio of entries is put forward to stage 2.

Please note that these scores are used to review the entries submitted but will not be the only factor which enables an entry to pass through from one stage to the next, or for the judges to recommend the entry to Ofwat for funding. We will also ensure that we progress a diverse portfolio of entries, in terms of entry themes, types, entrants and geographic location.

Feedback will be provided to entrants who are not invited to submit stage 2 entries providing high-level information about why their entry has not been successful.

C. Stage 2 – Full entry period

We will open the second stage to invited entries on **Monday 28 June 2021 at 09:00 (BST)** and will close for entries on **Friday 30 July at 12 noon (BST)**.

We set out in **5.2.3 Stage 2 assessed questions and assessment criteria** below the questions that should be answered, together with guidance on how to complete the questions.

The entry will be submitted via the online entry form as before. At stage 2 we will be looking for a fuller, evidenced and referenced narrative, as well as the completion of our [entry costs and delivery plan template](#). Entrants will be able to update their stage 1 answers if they wish. At stage 2 we will also invite you to a video call where a four-minute pitch from your entry team will be recorded. This will not be scored but will be used to aid the understanding of our judges and assessors when scoring your entry.

The entry form for both stages is available here as [a Word document](#) to help you to develop and collaborate on your answers ahead of completing the online form.

Information you provide in your entry may be shared with our partners (including our judges, and any due diligence providers) for the purpose of administering the Breakthrough Challenge. For more information on how we use your data, please have a look at our [privacy policy](#) and the [terms and conditions](#) of the Challenge.

D. Stage 2 Assessment

The stage 2 full entry process will consist of a more detailed assessment of proposals against each of the three assessment categories:

1. Positive impact for water customers, society, and the environment; and

2. Innovation enablers and innovative solutions; and
3. Capacity, capability, and commitment to deliver.

Assessors will score answers to all entry questions against set criteria. Scoring will be between 1 and 5 (5 being the highest). These scores are then weighted. The criteria, questions and weighting are set out in **5.2.3 Stage 2 assessed questions and assessment criteria**. Please note that both stage 1 and stage 2 questions will be considered in assessing entries.

Once the entries have been scored, a moderation meeting will be held. This meeting will ensure that scoring has been consistent and that a diverse portfolio of entries is put forward to the judges.

E. Judging

An [independent panel of judges](#) will review the entries put forward through stage 2 assessment. They will review the entries individually, scoring the entries using the same weighting as stage 2 assessment, and then convene as a judging panel to discuss entries and recommend to Ofwat a diverse portfolio of entries that they agree best meet the assessment criteria.

F. Ofwat Decision

Ofwat will make the final decision on which entries are successful and therefore receive funding.

Ofwat intends to publish this decision and its reasons for awarding funding. Ofwat will take account of entrants' preferences in relation to the confidentiality of their entries.

G. Award

Entries should expect to be notified if they have been successful in being awarded funding by the end of September 2021.

5.2 Entry questions, assessment criteria and guidance

There are 2 types of entry questions over the 2 stages:

- **General entry information** – these questions are not scored but will be used to manage your entry, determine eligibility, create publications and announcement materials if your entry is successful.
- **Assessed questions** – this section is scored against the assessment criteria.

Stage 2 will include more assessed questions than stage 1, and you will be able to edit your entries to stage 1 if invited to this stage.

5.2.1 General entry information questions

The following non-assessed questions will be included in Stage 1 entry form.

#	Question or Field	Guidance
A	Entry Title	Please include a short name to reference your entry.
B	Lead Entrant	<p>Dropdown List Please select the name of the lead entrant organisation.</p> <p>The lead entrant must be one of the 17 licensed regional water only and water and wastewater companies or new entrant water and wastewater companies (NAVs) in England and Wales.</p>
C	Name(s) of Partner(s)	Please provide a list of the legal name(s) of all partner organisations involved in this entry excluding the lead entrant, together with an email address for each organisation.
D	<p>Total cost of the entry:</p> <p>i. total budget of the entry [in £] (including workstreams and funds not covered by the Challenge entry</p> <p>ii. total funds requested from the Challenge [in £] (excluding mandatory financial contributions by partners</p> <p>iii. total mandatory financial contributions to the entry [in £] (per partner)</p>	<p>Please share details of the total cost of the entry.</p> <p>For i., ii., and iii, please provide this in nominal (today's) prices (including inflation assumptions). If possible, please also provide details in 2017-18 FYA CPIH² deflated prices. These figures should include tax.</p>
E	Budget by partner	Please share an estimated breakdown of how the budget will be

² Financial Year Average Consumer Prices Index including owner occupiers' housing costs.

		<p>split between partners and any other third parties.</p> <p>Where there are more than 4 partners, please list the partners in order of % budget, with details of the 4 largest partners and then group all other partners into “Other Partners”.</p>
F	Do the entry partners commit to making a minimum 10% financial contribution to this entry if it is awarded funding?	<p>Single Choice: Yes/No</p> <p>If entering as part of a group or consortium, it is up to entry partners how they wish to divide this 10% contribution.</p>
G	Source of contribution(s)	Please specify the source(s) of the entry’s mandatory contribution, and any additional financial and/or non-financial contributions.
H	Total additional contribution(s) from other sources.	<p>Please detail any financial and non-financial contributions from partners above the mandatory 10% from sources other than the entry partners. Please provide cost in GBP, and as a percentage of the total budget and details of any intangible non-financial contributions. Please specify the source(s) of any additional contributions.</p> <p>Do not include details of contributions from entry partners; this is an assessed question set out in 3.1.2.</p>
I	Anticipated start date	<p>Please state the date you anticipate your entry to begin assuming you are successfully awarded funding.</p> <p>We expect entries to the Breakthrough Challenge that are awarded funding to start within 6 months of being notified of the award, but we recognise that especially complex entries may require a longer mobilisation period.</p>
J	Start date dependencies	Please briefly outline any key dependencies which may affect your anticipated start date such as procurement and arrangement of other funding.
K	Anticipated end date	Please state the date you anticipate your entry to complete delivery assuming you are successfully awarded funding and you start at your anticipated start date.

L	Entry project stage at start of funding	<p>Dropdown project stages as set out in 8.1 Appendix 1 Project Stages</p> <p>Please select the most relevant project stage that your entry be when it begins delivery using Breakthrough Challenge funding.</p>
M	Entry project stage anticipated after funding	<p>Dropdown project stages as set out in 8.1 Appendix 1 Project Stages</p> <p>Please select the most relevant project stage that your entry be when it completes delivery using Breakthrough Challenge funding.</p>
N	Entry description	<p>Please provide a brief, jargon-free description of your entry. This may be used in public facing communications if the entry is successful.</p> <p>Provide up to 250 words.</p>
O	What will the entry achieve (tick box)?	<p>(tick box):</p> <ul style="list-style-type: none"> - Development of a novel approach or technology (currently unproven in England or Wales) - Novel application of existing approaches or technology - Development of novel systems and/or processes - Use of experimental approaches - Organisational change - Influencing customer behaviour - Community engagement - Other <p>Please select all that apply</p>
P	i. Have the entry partners worked together before?	<p>Single Option:</p> <p>Yes, it's an existing partnership</p> <p>Yes, but we're partnering in a different capacity for the entry</p> <p>No, it's a new partnership</p>
P	ii. Please briefly explain how the capacity of the partnership has changed.	<p>Appears if answer to Pi. Is "Yes, but we're partnering in a different capacity for the entry"</p> <p>Please provide a short explanation of how you are partnering in a different capacity.</p>
Q	i. Does your proposal align with the default position on intellectual property rights (IPR) as set out at section 4 of the terms and conditions?	<p>Single Option: Yes/No</p>
Q	ii. Details of alignment with default IPR position	<p>Appears only if answer to Qi. Is Yes.</p> <p>Please explain how you will comply with the default position at section 4</p>

		<p>of the terms and conditions, including detail of:</p> <ul style="list-style-type: none"> • whether the funded entry is part of a wider project; • the extent to which Foreground IPR will be created; and • what background IPR and what Foreground IPR will be available. In answering this part, please include details of Foreground IPR, Background IPR that is necessary to use the Foreground IPR and wider background IPR relating to the delivery of the project as a whole (i.e. not just that part funded by the Innovation Fund).
Q	iii. Alternative IPR Proposal	<p>Only appears if answer to Qi. Is No.</p> <p>Please set out your alternative IPR proposals and how they meet the following conditions:</p> <ol style="list-style-type: none"> 1. The entry will not result in restricted benefits to customers of water companies; 2. The alternative arrangements will not result in additional costs to customers. <p>In setting out how your proposals meet the criteria; answers must include the following:</p> <ul style="list-style-type: none"> • Whether the funded entry (i.e. that part funded by the Innovation Fund) is part of a wider project; • Details of Foreground IPR applicable to the funded entry, details of Background IPR that is necessary to use the Foreground IPR for the funded entry and details of wider background IPR relating to the delivery of the project as a whole (i.e. not just the funded entry); • What IPR will be available for the funded entry under the proposed alternative IPR provisions, and the customer benefits of that availability alone.

		<ul style="list-style-type: none"> • If the wider project Background IPR will be available what would the terms be? <p>Please include an assessment, including where appropriate a cost benefit analysis, as to how these terms are proportionate given the wider benefits to customers.</p> <p>Where your proposal does not align with the default position on IPR, Ofwat has discretion to consider alternative IPR arrangements. Any alternative arrangements must clearly show how the entry can benefit all customers of water companies and demonstrate that any alternative arrangements do not result in additional costs to customers (above the funding requested).</p>
R	i. Confidentiality of your entry	<p>Please list the questions numbers in this entry form where you consider your responses to contain confidential information. We may ask for further details regarding your assessment of confidentiality at a later date.</p> <p>Where possible, we ask that you avoid including confidential information in your response to Questions A, B, C, D and N. If you do include confidential information in response to these questions, please clearly identify it.</p>
R	ii. Details of confidentiality of your entry	<p>Please briefly explain why you consider your answers to be confidential in line with your response to Ri.</p>
S	Areas of entry implementation	<p>Please list all the water supply and/or sewerage service areas where water customers will directly benefit from the successful delivery of this entry.</p> <p>Where possible, please use the areas in England and Wales as set out in 8.2 Appendix 2 Water Supply and Sewerage Services Areas. For areas outside of England and Wales, please include the area and country.</p>

5.2.2 Stage 1 assessed questions and assessment criteria

The following questions will be included in Stage 1 entry form, relating to assessment criteria as set out below.

1. Positive impact for water customers, society, and the environment Stage 1 Weighting – 40%

In this assessment category, we will be looking to understand the benefits entries seek to deliver to customers, society, and the environment.

Strong entries to the Breakthrough Challenge will be seeking to address a well evidenced, important need or opportunity in the water sector in England and Wales for water customers, society and/or the environment that aligns with one or more of Ofwat’s five strategic innovation themes.

Assessment Criteria	Stage 1 Weighting	Assessors Guidance	#	Assessment Questions	Question Guidance
1.1 Address a significant need or opportunity for customers, society and/or the environment	10%	<p>Strong entries will be able to articulate which significant need or opportunity for the water sector in England and Wales that the entry aims to address.</p> <p>Entrants should demonstrate a deep understanding of this need or opportunity in terms of its detail; how it may develop in the future; the wider context in which it exists; and, how widely it is shared. Entrants should describe how this need or opportunity affects:</p> <ul style="list-style-type: none"> • customers across England and Wales, society, and the environment, as opposed to single water companies; • internal systems/processes/approaches; • and/or the wider water sector. 	1.1.1	What is the problem that the proposed entry is seeking to address for the water sector?	Please provide a short narrative summary of the customer, society and/or environmental need this entry aims to address and why it is significant to the water sector. Provide up to 150 words.
			1.1.2	What, if anything, has already been done to address this problem, either by the entry partners or others?	Please provide a summary of any work to date undertaken to address this problem by you or others. Provide up to 100 words.

1.2 Align with one (or more) of Ofwat’s five strategic innovation themes	10%	Strong entries will be able to demonstrate how the outcomes, benefits and impacts have a direct or indirect impact on one (or more) of the five Ofwat strategic innovation themes. Entries must be clear on how these will be achieved with a focus on the strength of alignment with the themes (rather than indirect or less tangible impacts on numerous themes).	1.2.1	How will this entry directly deliver better short and long-term outcomes against one (or more) of Ofwat’s 5 strategic innovation themes?	With particular reference to water and wastewater customers in England and Wales please provide a short narrative to set out how the outcomes, benefits and impacts of the entry proposes to directly impact and align with the Ofwat themes. We are interested in the strength of alignment rather than the number of Ofwat themes that are addressed. Provide up to 250 words.
			1.2.2	Select which theme(s) you are directly impacting	Please select the Ofwat theme(s) which are directly benefited through this entry. For example: A solution using open banking data to enable customers to share when they are having financial challenges directly impacts theme 5 as it explores new opportunities using open data, but also indirectly impacts theme 5 as it provides customers different ways to pay.
			1.2.3	Select which theme(s) you are indirectly impacting	Please select the Ofwat theme(s) which are indirectly benefited through this entry. For example: A solution using open banking data to enable customers to share when they are having financial challenges directly impacts theme 5, but also indirectly impacts theme 4 as it provides customers different ways to pay.

1.3 Will, or could, be effective in addressing these problems or opportunities outcomes are realised	10%	Strong entries will be able to demonstrate the extent to which and how the entry will address the need or opportunity identified. Entrants will set out how the entry delivers impact and benefits to customers, society, and / or the environment in the short and long term. This should also include how other solutions to this need or opportunity have been considered and discounted in preference for the entry submitted.	1.3.1	What is your hypothesis on how your entry will address the problem you have identified?	Please provide a short narrative detailing how the entry will address the need identified in response to criteria 1.1 and how it could benefit water company customers, society and/or the environment across England and Wales. Provide up to 150 words.
			1.3.2	What are the objectives of the entry? (SMART)	Please provide a list of objectives in bullet point format. These must be set out as SMART objectives (be S pecific, M easurable, A chievable, R elevant, and T ime-bound) Provide up to 150 words.
1.4 Set out the range of possible outcomes for the entry, and the most significant inherent risks and uncertainties that may influence which outcomes are realised	10%	To be truly innovative we recognise that entries may have to take on inherent risks. We are open to entries that take these risks provided that these entries are impactful with significant benefits. Strong entries will provide an honest and realistic reflection of the risks and opportunities for customers, and society or the environment associated with the entry. It will provide articulation of how much is understood about its feasibility, uncertainties and known unknowns, and the range of possible scenarios or outcomes that may be achieved through the work. It will also set out what the entry can achieve in the event that these risks materialise, such as information sharing, to work towards achieving the ultimate outcomes for the entry.	1.4.1	What are the most significant inherent uncertainties, risks, and opportunities of your innovative approach/solution?	Please provide a short high-level narrative which sets out the wider risks and uncertainties associated with the entry, as opposed to direct entry delivery risks. We are looking for clarity on what is known and what is unknown/uncertain about achieving your objectives; a clear understanding of key inherent risks; and the identification of opportunities of delivering this entry. This should include the nature of any interaction with ODIs ³ . Provide up to 500 words.

³ Outcome delivery incentives set by Ofwat in price reviews.

2. Innovation enablers and innovative solutions Stage 1 Weighting – 40%

In this category, we will be looking to understand what is novel about the proposed approach and solution, and how it could deliver a positive sector-wide innovation legacy.

Strong entries will demonstrate how the proposed entry goes beyond the entrant’s business-as-usual approach to innovation. This is both in terms of what the entrant proposes to deliver and how they propose to deliver it.

Entries could include testing new ideas; adapting ideas or practices that have established themselves in other sectors; or adopting proven approaches that haven’t been tried at scale.

Assessment Criteria	Stage 1 Weighting	Assessors Guidance	#	Assessment Questions	Question Guidance
2.1 Use innovative approaches and/or solutions which would not be funded as part of business as usual	13.3%	Strong entries will clearly set out how the approach or solution within the entry is innovative in terms of how distinct it is from business as usual. This can include experimenting with new ideas, adapting ideas and practices from other sectors or adopting approaches at scale. Solutions may include better management of people and resources, systems or processes or technologies.	2.1.1	What solutions, technologies, methodologies, and insights are you intending to use?	Please provide a high-level summary of the solutions, technologies, methodologies, and insights proposed for this entry. Provide up to 100 words.
			2.1.2	Briefly explain how these solutions, technologies, methodologies, and insights are innovative?	Please set out how innovative these solutions, technologies, methodologies, and insights are, including how proven they are. Provide up to 150 words.
			2.1.3	How are these solutions, technologies, methodologies, and insights better than others that have been developed and/or deployed in the past?	Please provide a summary of how these solutions, technologies, methodologies, and insights are an improvement on others that have been developed and/or deployed previously. Provide up to 100 words.

<p>2.2 Develop innovative enablers which accelerates practice beyond business as usual.</p>	<p>13.3%</p>	<p>Strong entries will articulate how the initiative is innovative in its approach. This may include how entrants are working and sharing ideas with collaborators within and outside the water sector, new business practices and internal business operations, dissemination and use of the knowledge gained across the sector, partnerships, and effective joint working.</p>	<p>2.2.1</p>	<p>What approaches, ways of working and other enablers of innovation are you intending to use?</p>	<p>Innovation enablers are the innovative approaches the entry is proposing, which may include how entrants are working internally and externally with collaborators within and outside of the water sector for the benefit of water customers in England and Wales.</p> <p>Please provide a high-level summary of the approaches, ways of working and other enablers which are proposed for this entry. Provide up to 150 words</p>
			<p>2.2.2</p>	<p>Briefly explain how these approaches, ways of working and other enablers of innovation are innovative for you and the wider water sector?</p>	<p>Please set out how innovative you consider your entry’s approach is, including how much research, trialling or similar has been undertaken on it so far. Provide up to 100 words.</p>
			<p>2.2.3</p>	<p>How are these approaches, ways of working and other enabler of innovation better than others that have been developed and/or deployed in the past in the water sector?</p>	<p>Please provide a summary of how this approach is an improvement on others that have been developed and/or deployed previously in the water sector. Provide up to 100 words.</p>

2.3 Set out plans for adoption at scale across the water sector	13.3%	Strong entries will demonstrate how their solutions and/or approaches can be applied at scale to provide benefits across the water sector. Entrants will detail how they have considered challenges for roll out across the sector and/or how they are addressing barriers to future adoption at an early design stage.	2.3.1	Following the successful delivery of this entry, how can it be implemented at scale across the water sector?	Please provide a summary of how the entry can provide benefits, address water sector wide needs, or be used to improve operations across numerous geographies, businesses, and scenarios. Provide up to 150 words.
			2.3.2	What challenges and/or barriers to further implementation have you identified?	Please provide a summary of potential challenges or barriers to applying or implementing the outcomes of the entry at scale. Provide up to 100 words.

3. Capacity, capability, and commitment to deliver Stage 1 Weighting – 20%

In this category, we will be looking for a clear narrative demonstrating that the strong evidence that the proposed entry is feasible for the entrant and that appropriate resources and governance will be in place for its delivery.

Assessment Criteria	Stage 1 Weighting	Assessors Guidance	#	Assessment Questions	Question Guidance
3.1 Show commitment to the entry	10%	Strong entries will be able to provide evidence of commitment to the entry, especially at a senior level. This will include the extent to which partners have committed to supporting the entry as well as any additional resources or funding partners are providing to the entry.	3.1.1	Who are the senior sponsors and leaders involved in the entry, from the applying water company and partner organisations, and how are they engaged and invested in it?	Please provide a broad narrative around the engagement and investment of senior staff. In doing so, please reflect executive commitment to continuing the entry if entry personnel were to change, as well as how senior leadership envisions the entry to impact and benefit their organisation’s ambitions beyond technical improvements, for example through internal cultural change. Provide up to 100 words.
			3.1.2	What contributions (financial and non-financial) will entry partners be committing to the entry?	Please provide an overview of the contributions each partner will be committing to the entry. Non-financial contributions could include access to data, use of facilities, wider resources etc. Provide up to 100 words.

3.2 Will be delivered by a team with the relevant skills and experience	7.5%	Strong entries will be able to demonstrate that the team includes individuals with relevant skills/capabilities and experience to deliver the entry. Entrants may also identify external skills or resources that they will need to support the development and delivery of the entry, and/or how they plan to develop capacity. Entrants will be able to describe the roles and responsibilities assigned to the entry participants, how decisions will be made, and disputes managed through appropriate governance structures. This will include plans for entry delivery continuity and contingency plans.	3.2.1	What are the roles and responsibilities assigned to entry partners?	Please provide a short description of the roles and responsibilities assigned to each of the entry partners. Please identify the external skills or resources the entry will need to support development and delivery, and/or how the entry plans to develop capacity through its partners. Provide up to 200 words.
			3.2.2	Please provide details of the team's skills and experience?	Please provide a short description of the key team members involved in the entry, as well as their relevant skills and experience. Provide up to 300 words.
3.3 Set out a realistic and achievable programme	2.5%	Strong entries will be able to detail the timeline of activities the entry is proposing and demonstrate that the entry has a realistic and achievable delivery plan and programme; with appropriately timed milestones and a proportionate monitoring plan for entry progress, which includes a plan for monitoring the benefits set out within category 1 'Positive impact for water customers, society and the environment'.	3.3.1	Please set out the major milestones and activities for the entry.	Please detail the phases of delivery of your entry, with details of the activities that will happen within each phase. Set out proposed milestones at the end of each phase and how you will determine if the entry has successfully met these milestones. These milestones should be proportional to the scale and risk of your entry. Please link these to the major entry delivery stages and phases for your entry. Provide up to 250 words.

5.2.3 Stage 2 assessed questions and assessment criteria

The following questions will be included in stage 2 entry form, relating to assessment criteria as set out below.

1. Positive impact for water customers, society, and the environment Stage 2 Weighting – 33%

As in stage 1, in this assessment category we will be looking to understand the benefits entries seek to deliver to customers, society, and/or the environment.

Strong entries to the Breakthrough Challenge will be seeking to address a well evidenced, important need or opportunity in the water sector in England and Wales for water customers, society and/or the environment that aligns with one or more of Ofwat’s five strategic innovation themes.

Assessment Criteria	Stage 2 Weighting	Assessors Guidance	#	Assessment Questions	Question Guidance
1.1 Address a significant need or opportunity for customers, society and/or the environment	6.6%	Strong entries will be able to articulate which significant need or opportunity the entry aims to address. Entrants should demonstrate a deep understanding of this need or opportunity in terms of its detail; how it may develop in the future; the wider context in which it exists; and, how widely it is shared. Entrants should describe how this need or opportunity affects customers across England and Wales, society, and the environment, as opposed to single water companies, internal systems/processes/approaches, or the wider water sector.	1.1.1	In stage 1 entry form.	As detailed in stage 1.
			1.1.2		
			1.1.3	What evidence is there to show that this is a problem for the water sector, and to evidence the problem’s scale?	Please provide a summary of the evidence on the scale of the problem; who shares the problem; and how it may change in the future with clear references to studies, industry strategies and other evidence. Provide up to 300 words.
			1.1.4	What have you done to understand what progress has already been made against this problem?	Please provide a referenced summary of the work that has been done to date, either by the entrants, or others, to address this problem and the outcomes of this work. Provide up to 200 words.

1.2 Align with one (or more) of Ofwat’s five strategic innovation themes	6.6%	Strong entries will be able to demonstrate how the outcomes, benefits and impacts have a direct or indirect impact on one (or more) of the five Ofwat strategic innovation themes. Entries must be clear on how these will be achieved with a focus on the strength of alignment with the themes (rather than indirect or less tangible impacts on numerous themes).	1.2.1 1.2.2 1.2.3	In stage 1 entry form.	As detailed in stage 1.
1.3 Will, or could, be effective in addressing these problems or opportunities outcomes are realised	6.6%	Strong entries will be able to demonstrate to what extent/how the entry will address the need or opportunity identified. Entrants will set out how the entry delivers impact and benefits to customers, society, and the environment in the short and long term. This should also include how other solutions to this need or opportunity have been considered and discounted in preference for the entry entered.	1.3.1 1.3.2 1.3.3 1.3.4 1.3.5	In stage 1 entry form. What are the entry’s intended outcomes? Provide a logical explanation of how this entry will achieve these outcomes. What longer-term impacts and benefits will the entry provide for the water sector in England and Wales?	As detailed in stage 1. With particular reference to positive outcomes for water and wastewater customers in England and Wales. Please provide a bullet point list of the intended outcomes in the long and short term of the entry. Provide up to 200 words. Please provide a description of how the entry will achieve these outcomes. This should include supporting activities, assumptions, contextual factors, and external influences. Provide up to 300 words. Please provide a narrative detailing the entry’s wider benefits, both direct and indirect. This should include how it advances innovation in the water sector in England and Wales and why this should be invested in the water sector in England and Wales. Please quantify benefits where possible and provide a description of the approach used. Provide up to 200 words.

			1.3.6	What are the benefits of the solution set out in this entry solution over other options you have discounted?	Please provide a summary of the best available evidence to demonstrate the benefit of the chosen approach or solution over other options, including any background or evidence on the benefits of different options considered. Provide up to 300 words.
1.4 Set out the range of possible outcomes for the entry, and the most significant inherent risks and uncertainties that may influence which outcomes are realised	6.6%	<p>To be truly innovative we recognise that entries may have to take on inherent risks. We are open to entries that take these risks provided that these entries are impactful with potential for significant benefits.</p> <p>A strong entry will provide an honest and realistic reflection of the risks and opportunities for customers, society and/or the environment associated with the entry. It will provide articulation of how much is understood about its feasibility, uncertainties and known unknowns, and the range of possible scenarios or outcomes that may be achieved through the work. It will also set out what the entry can achieve in the event that these risks materialise, such as information sharing, to work towards achieving the ultimate outcomes for the entry.</p>	1.4.1	In stage 1 entry form.	As detailed in stage 1.
			1.4.2	How is the entry proposing to manage uncertainties and risk and enable seizing opportunities?	Please provide narrative detailing proposals to identify, monitor, and manage (where possible) the risks, uncertainties and opportunities set out in your Stage 1 response. Provide up to 300 words.
			1.4.3	What benefits could the entry derive, even if it doesn't achieve its intended outcomes?	Please set out a plan for benefit delivery in the event risk materialises and the entry cannot meet its intended outcomes. This plan should work towards achieving these outcomes and could, for example, include sharing entry information or the barriers to entry delivery. Provide up to 200 words.

<p>1.5 Balance the potential benefits against the most significant inherent risks</p>	<p>6.6%</p>	<p>Strong entries will clearly articulate how the benefits of this entry (set out in criteria 1.4) balance the possible outcomes and inherent risks (set out in criteria 1.5).</p>	<p>1.5.1</p>	<p>Please describe how you think the benefits justify acceptance of the inherent risks and, if possible, how you propose to mitigate these inherent risks.</p>	<p>Please provide a summary of the benefits (quantified where possible) and balance against the potential risks (quantified where possible). We recognise that to be innovative, entries may need to take on risk, therefore we are looking for evidence that these risks are balanced by significant benefits. Provide up to 500 words.</p>
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2. Innovation enablers and innovative solutions Stage 2 Weighting – 33%

As in stage 1 in this category, we will be looking to understand what is novel about the proposed approach and solution, and how it could deliver a positive sector-wide innovation legacy.

Strong entries will demonstrate how the proposed entry goes beyond the entrant’s business-as-usual approach to innovation. This is both in terms of what the entrant proposes to deliver and how they propose to deliver it.

Assessment Criteria	Stage 2 Weighting	Assessors Guidance	#	Assessment Questions	Question Guidance
2.1 Use innovative approaches and/or solutions which would not be funded as part of business as usual	11.1%	Strong entries will clearly set out how the approach or solution within the entry is innovative in terms of how distinct it is from business as usual. This can include experimenting with new ideas, adapting ideas and practices from other sectors or adopting approaches at scale. Solutions may include better management of people and resources, systems or processes or technologies.	2.1.1	In stage 1 entry form.	As detailed in stage 1.
			2.1.2		
			2.1.3		
			2.1.4	Explain in detail how these solutions, technologies and methodologies are innovative.	Please provide detail and evidence on how these solutions, technologies, and/or methodologies are innovative, in particular with respect to any mid to long-term developments in the applying water company(s) business as usual. Please including a narrative on the robustness and/or any uncertainties surrounding this evidence, referencing any feasibility studies, if undertaken. Provide up to 750 words.
2.2 Develop innovative enablers	11.1%	Strong entries will articulate how the entry is innovative in the way they are proposing to approach the entry. This may include how entrants	2.2.1 2.2.2 2.2.3	In stage 1 entry form.	As detailed in stage 1.

<p>which accelerates practice beyond business as usual.</p>		<p>are working and sharing ideas with collaborators within and outside the water sector, new business practices and internal business operations, dissemination and use of the knowledge gained across the sector, partnerships, and effective joint working.</p>	<p>2.2.4</p>	<p>How does the entry develop enablers of innovation?</p>	<p>Please provide a clear plan for the implementation and further dissemination of these enablers e.g. sharing ideas within and outside the sector and dissemination, joint working, new business practices and further detail around dissemination. This plan should include SMART objectives (i.e. be specific, measurable, achievable, relevant, and time-bound) Provide up to 750 words.</p>
<p>2.3 Set out plans for adoption at scale across the water sector</p>	<p>11.1%</p>	<p>Strong entries will demonstrate how their solutions and/or approaches can be applicable at scale to, provide benefits, address water sector wide needs or be used to improve operations across numerous geographies, businesses, and scenarios. Entrants will detail how they have considered challenges for roll out across the sector and/or how they are addressing barriers to future adoption at an early design stage.</p>	<p>2.3.1</p>	<p>In stage 1 entry form.</p>	<p>As detailed in stage 1.</p>
			<p>2.3.2</p>		
			<p>2.3.3</p>	<p>How will outputs be scaled up and rolled out? Do you have a plan for implementation including identifying and addressing key barriers?</p>	<p>Please provide a clear plan of how the entry is intending to provide benefits, address water sector wide needs, or be used to improve operations across numerous geographies, businesses, and scenarios. Provide up to 500 words.</p>
			<p>2.3.4</p>	<p>How have you considered challenges and barriers in your plans for rolling your solution out at scale?</p>	<p>Please demonstrate how, as part of your plan, you have considered previously identified challenges or barriers to applying or implementing the outcomes of the entry at scale. Provide up to 250 words.</p>

3. Capacity, capability, and commitment to deliver Stage 2 weighting – 33%

As in stage 1 in this category, we will be looking for strong evidence that the proposed entry is feasible for the entrants and that appropriate resources and governance will be in place for its delivery.

The template referenced in these questions is [available here](#).

Assessment Criteria	Stage 2 Weighting	Assessors Guidance	#	Assessment Questions	Question Guidance
3.1 Show commitment to the entry	6.6%	Strong entries will be able to provide evidence of commitment to the entry, especially at a senior level. This will include the extent to which partners have committed to supporting the entry as well as any additional resources or funding partners are providing to the entry.	3.1.1	In stage 1 entry form.	As detailed in stage 1.
			3.1.2		
			3.1.3	What percentage of resources have been committed to the entry by each entry partner? (including time and the 10% funding)	Please complete the budget by partner template, Tab B of the entry template. If any further description is required, please provide a brief narrative. Provide up to 250 words.
			3.1.4	Have there been any additional resources, above the 10% contribution, provided to the entry from entry partners? (including time and funding)?	Please complete the budget by partner template, Tab B of the entry template. If any further description is required, please provide a brief narrative. Provide up to 250 words.

3.2 Will be delivered by a team with the relevant skills and experience	6.6%	<p>Strong entries will be able to demonstrate that the team includes individuals with relevant skills/capabilities and experience to deliver the entry. Entrants may also identify external skills or resources that they will need to support the development and delivery of the entry, and/or how they plan to develop capacity.</p> <p>Entrants will be able to describe the roles and responsibilities assigned to the entry participants, how decisions will be made, and disputes managed through appropriate governance structures. This will include plans for entry continuity and contingency plans.</p>	3.2.1	In stage 1 entry form.	As detailed in stage 1.
			3.2.2		
			3.2.3	<p>What does the entry delivery team look like? Include an entry delivery team structure, roles, responsibilities, and skills.</p>	<p>Please complete the Team and Resourcing template, tab F of the entry template. Please only include key team members within this template, as a guide we would expect this to be 3-8 people.</p>
			3.2.4	<p>How will the entry delivery be governed? Include how decisions will be made, disputes managed and any contingency plans.</p>	<p>Please provide an entry delivery organogram, governance plan and contingency plan, as well as a narrative describing how decisions will be made and disputes managed.</p> <p>Provide up to 2 pages which can be attached to the entry form as a word document, plain text file or PDF.</p>
3.3 Set out a realistic and achievable programme	6.6%	<p>Strong entries will be able to detail the timeline of activities the entry is proposing and demonstrate that the entry has a realistic and achievable delivery plan and programme; with appropriately timed milestones and a proportionate monitoring plan for entry progress, which includes a plan for monitoring the benefits set out within category 1 'Positive impact for water customers, society and the environment'.</p>	3.3.1	In stage 1 entry form.	As detailed in stage 1.
			3.3.2	<p>What is the detailed programme for entry delivery?</p>	<p>Please complete the Entry delivery programme template, tab A in the entry template. Please be sure to provide a description of your phases and key tasks. Please also be sure to provide clear milestones for each phase of the delivery in line with 3.3.1.</p> <p>These milestones should be proportional to the scale and risk of your entry. Please link these to the major project stages and phases within your programme. At minimum please provide a milestone for each delivery phase.</p>

			3.3.3	What entry controls will be implemented? For example, stage gates, steering groups etc.	Please provide a narrative describing what entry controls will be implemented and how. Provide up to 350 words.
			3.3.4	What is the monitoring plan for the delivery of the entry and its outcomes?	Please set out the proposal for monitoring entry delivery progress, outputs, and outcomes. Provide up to 350 words.
3.4 Demonstrate a realistic and considered costing which provides good use of customer funds	6.6%	Strong entries will be able to demonstrate a realistic cost estimate and breakdown, and a profile of this spend across the entry's life cycle, and what resources will be required to maintain the actions after delivery close-out. Entrants may also identify if other sources of funding or in-kind contributions are required to support this entry, detailing how and when this will be secured, as well as how different sources of funding will link together.	3.4.1	What is the breakdown of the entry costs, including the assumptions made?	Please complete the Entry budget by phase template, Tab C of the entry template. Guidance is given in the on the categories of eligible costs, in tab D, Budget Category Detail within the entry template. Please provide any further detail in this tab for additional budget fields.
			3.4.2	Please provide a commentary on the justification and accuracy of the entry's estimated costs.	In order to provide evidence of cost effectiveness, entrants could for example describe their procurement processes or how competitive prices were obtained. Provide up to 250 words.
			3.4.3	What other sources of funding or in-kind contributions will be needed to support this entry? (other than that, provided by entry partners).	If applicable, please set out the amount of any other funding required to complete the entry (outside the 10% contribution, the funding from the Breakthrough Challenge or additional funding provided by the partners). Please set out the source of this funding as in question G and H with details of how and when it will be provided and any conditions of this support. Provide up to 250 words.

<p>3.5 Demonstrate a clear and proportionate approach to addressable risk</p>	<p>6.6%</p>	<p>Strong entries will be able to demonstrate that they have identified, how they will continue to identify, and will quantify the addressable risks with the delivery of the entry. Entrants will set credible plans for how these risks and opportunities are to be appropriately managed or mitigated for successful entry delivery. For example, entries should demonstrate an understanding of the circumstances in which the entry may need to adapt, pivot, or even stop if new evidence suggest alternative approaches might be more beneficial.</p>	<p>3.5.1</p>	<p>What are the risks and opportunities that have been identified for the entry and how will they be managed or mitigated?</p>	<p>Please complete the Risk register template, Tab E in the entry template. This may include any dependencies on partnership arrangements and procurement activities for example.</p>
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5.2.4 Assessment criteria weighting

Assessment criteria is set out in the tables above but is summarised below for convenience.

1. Positive impact for water customers, society, and the environment	Stage 1 Weighting	Stage 2 Weighting
1.1 Address a significant need or opportunity for customers, society and/or the environment	10%	6.66%
1.2 Align with one (or more) of Ofwat's five strategic innovation themes	10%	6.66%
1.3 Will, or could, be effective in addressing these problems or opportunities	10%	6.66%
1.4 Set out the range of possible outcomes for the entry, and the most significant inherent risks and uncertainties that will influence which outcomes are realised	10%	6.66%
1.5 Balance the potential benefits against the most significant inherent risks	N/A	6.66%
Total	40%	33.3%

2. Innovation enablers and innovative solutions	Stage 1 Weighting	Stage 2 Weighting
2.1 Use innovative approaches and/or solutions which would not be funded as part of business as usual	13.33%	11.1%
2.2 Develop innovation enablers which accelerate practice beyond business as usual	13.33%	11.1%
2.3 Set out plans for adoption at scale across the water sector	13.33%	11.1%
Total	40%	33.3%

3. Capacity, capability, and commitment to deliver	Stage 1 Weighting	Stage 2 Weighting
3.1 Show commitment to the entry	10%	6.66%
3.2 Will be delivered by a team with the relevant skills and experience	7.5%	6.66%
3.3 Set out a realistic and achievable programme	2.5%	6.66%
3.4 Demonstrate a realistic and considered costing which makes good use of customer funds	N/A	6.66%
3.5 Demonstrate a clear and proportionate approach to addressable risk	N/A	6.66%
Total	20%	33.3%

5.3 Reasonable adjustments and accommodations

We are committed to enabling a diverse range of entrants to enter the Challenge. If there are any reasonable adjustments that would support you to enter, catering for any additional needs you may have, please contact waterinnovation@nesta.org.uk.

6. Requirements for successful entries

All participants in the Breakthrough Challenge will be required to adhere to the full [terms and conditions](#) of participation. Please ensure that you and your partners have read and understood these before submitting your entry. If selected as a winner, you will be required to sign a further agreement that will outline arrangements for monitoring and reporting based on your specific entry proposal.

In particular, the key requirements of winners will include:

- **Use of funding:** Any funds awarded by the Challenge must only be used to fund the initiative described in your entry which must promote the objectives of the Challenge as described on the Challenge website.
- **Open data by default:** Entry delivery data and information generated through the innovation competition will be open by default (i.e. freely available for everyone to access, use and share). The exception to this would be sensitive data, which in this context would include personal data or data with security implications.
- **10% contribution:** All entries must include a minimum of 10% financial contribution, to ensure customers do not bear all the risk of initiatives funded through the Challenge and to encourage good project management.
- **Monitoring and reporting:** We will need to monitor your progress - this may be through meetings, surveys, written reporting, or other reasonable requests for information. We will endeavour to keep this reporting proportionate to the relative size and risk of your entries.
- **Intellectual property rights (IPR):** You should retain all rights in and to your background IPR, including where a bid involves more than one participant. However, an appropriate form of licence should be granted to all participants in any entry, which is the subject of a bid, for the sole purpose of the entry, in order to enable it to go ahead. Appropriate licenses for Foreground IPR should be provided to all current and future water companies in England and Wales.
- **Publicity:** We may use the names of the organisations and summaries of their proposals in publicity materials for the Breakthrough Challenge. We also ask that you acknowledge our support in any public statements about the entry.
- **Conflicts of interest:** You (and any partners you work with) must take reasonable steps to manage any conflicts of interest with Ofwat, Nesta or any of our delivery partners and judges. Immediately inform Nesta if you become aware of any potential or actual conflict of interest and provide Nesta and Ofwat with all information reasonably requested in respect of such conflict.
- **Settlement Arrangement:** Payment of funds awarded through the Challenge will be settled through the mechanism agreed by the Water Companies whose customers are funding the Challenge. Funding will be awarded in pounds sterling, and the recipient is responsible for payment of tax and other charges.

7. More information and support for your entry

If you have any further questions on the Breakthrough Challenge, please review the [frequently asked questions](#), and then please email us at waterinnovation@nesta.org.uk or sign up to a [One-to-One Surgery Session](#), where we will be happy to answer any clarifying questions.

Further details of events, including webinars, workshops and recordings of these sessions will be updated regularly on the [website](#). For example, you can view the [recording of the webinar](#) on the 6 April about the Breakthrough Challenge, together with a transcript of the session.

We will be reaching out to the water sector and beyond to explore what further support will be valuable. Please contact waterinnovation@nesta.org.uk if you have any ideas or questions on support.



**Water
Breakthrough
Challenge**

waterinnovation.challenges.org

8. Appendices

8.1 Appendix 1 Project Stages

Level	Description	Typical activities to be supported in this phase of maturity	Approximate Technology Readiness Level equivalent
1 Initial research	Understanding the problem and exploring possible solutions	Initial industry & market research, Problem investigation and analysis, gathering stakeholder requirements to create the value proposition, Early optioneering of solutions, technology concept/application formulation, risk/opportunity analysis and research	TRL 1-2
2 Concept and feasibility	Developing or testing a concept, designing the solution, and testing feasibility of solutions	Innovation concept selection and early design, Testing/proving a concept, developing the initial prototype, Defining the approach to enable further detailed testing, Assessing the fundamental feasibility of solution(s) within controlled environments.	TRL 2-4
3 Development and verification	Developing the preferred solution, verifying the design through prototype demonstration in a real-world (or near real world) environment	On or off-site trials of the solution in a near-real or real-world environment, Design risk analysis, including Failure Modes Effects Analysis (FMEA) for future operation, approach to departures (how can we deploy the solution), Testing against operational requirements	TRL 3-6
4 Validation and optimisation	Scaling up the solution for roll-out or commercialisation	Identifying practical routes to market, development of training or education requirements, Large scale, or late-stage testing (pilots), Fine-tuning to proven operational concepts, Benefits evaluation, review for approval and deployment, standards, or specification development for the innovation.	TRL 6-8
5 Deployment and post launch	Implementing or rolling out the solution and assessing its impact	Roll-out and implementation, Standard/specification finalisation and publication, User training or education, Benefits testing and evaluation, Continuous improvement & lessons learnt for future development.	TRL 8-9

8.2 Appendix 2 Water Supply and Sewerage Service Areas

Company	Water Supply and/or Sewerage Service Area	Area Type
Affinity Water	Fairfield Park & Lower Wilbury Farm, Arlesey, Bedfordshire	inset
	Folkestone (Dour)	Part of water supply area
	Tendring Hundred (Brett)	Part of water supply area
	Three Valleys	Part of water supply area
Albion Eco Ltd	Shotton	inset
Albion Water Limited	Castle Hill, Ebbsfleet	inset
	Five Oaks Lane, Chigwell	inset
	Knowle Water Meadows, Fareham	inset
	Rissington, Gloucestershire	inset
Anglian Water	Anglian	Part of water supply area
	Anglian Water	Whole sewerage services area
	Buxted Chicken Farm, Flixton, Surrey	inset
	Finningley	inset
	Hartlepool	Part of water supply area
	Northstowe Phase One	inset
	Woods Meadow, Oulton	inset
Bristol Water	Bristol	Whole water supply area
County Water Ltd	Heyford Park	inset
Dŵr Cymru	Dŵr Cymru	Whole sewerage and water supply services area
Hafren Dyfrdwy	Hafren Dyfrdwy	Whole sewerage and water supply services area
Icosa Water Services Ltd	Amberstone Road	inset
	Barnhorn Green	inset
	Barty Farm	inset
	Bedford Road, Lower Stondon, Bedfordshire	inset
	Benhall Mill Road	inset
	Berry Acres, Paignton	inset
	Bicknor Wood	inset
	Bishop's Lane, Ringmere	inset
	Boughton Monchelsea	inset
	Broadland Gate	Inset
	Brockworth Phase 3	inset
	Chapel Gate, Launceston	inset
	Cheriton Road	inset
	Coldharbour Road	inset
	Common Road, Sissinghurst	inset
	Conningbrook	inset
	Cuckoo Meadows, Phase 3	inset
	Dovers Corner, Rainham	inset
	Erin Court	inset
	Fontwell, Eastergate	inset
	Forstal Lane, Coxheath	inset
	Grantham Road, Waddington	inset
	Greenhill Way	inset
Harbour Place, Havant	inset	
Havenswood	inset	
Hinxhill Park	inset	

	Hogwood Farm	inset
Icosa Water Services Ltd (Ctd.)	Lady Dane Farm	inset
	Land at Perrybrook	inset
	Land East of Billingshurst	inset
	Land North of Headcorn Road	inset
	Land off Mansfield Road	inset
	Lindfield	inset
	London Road, Hassocks	inset
	Lower Hoddern Farm, Peacehaven	inset
	Maidstone Road, Charing	inset
	Marden Road, Staplehurst	inset
	Marringdean Road	inset
	Mill Lane, Wingerworth, Chesterfield	inset
	Norwich Road, Thetford	inset
	Old Stowmarket Road, Woolpit	inset
	Ospringe Parcel A	inset
	Ospringe Parcel B	inset
	Otterham Quay Lane	inset
	Paula Rosa, Robell Way	inset
	Pembers Hill, Eastleigh	inset
	Perry Court Farm	inset
	Plover Road, Isle of Sheppey	inset
	Riverside College, Runcorn	inset
	Rochester Riverside	inset
	Rosemead Farm, Horam	inset
	Rownhams	inset
	Rush Lane	inset
	Sodbury Road, Wickwar	inset
	Springhead Park	inset
	Surrey Street	inset
	Sutton Road, Maidstone	inset
	Thanington, Canterbury	inset
	The Hill, Littlebourne	inset
	Toddington Lane 910, Littlehampton	inset
Toddington Lane, Littlehampton	inset	
Ulcombe Road, Headcorn	inset	
Union Corner	inset	
West Durrington	inset	
West End Lane, Henfield	inset	
West Raynham	inset	
Westridge Village	inset	
Wetherden Road	inset	
Whittle Gardens, Innsworth	inset	
Independent Water Networks Ltd	Archers Court Road (South)	inset
	Ashby Road, Daventry	inset
	Ashby Road, Tamworth	inset
	Berryfields, Aylesbury	inset
	Bidwell West	inset
	Bidwell West plus variation	inset
	Bishops Stortford	inset
	Blythe Valley Park	inset
	Breary Lane	inset
	Castle Hill, Ebbsfleet	inset
	Chester Road, Pennywell, Sunderland	inset
	Chilmington Green	inset
	Chilton Woods, Sudbury, Suffolk	inset
	Church Lane, Cayton, Scarborough	inset
	Clipstone Park	inset

	Cockering Road	inset
Independent Water Network Ltd (Ctd.)	Colney Lane	inset
	Cowdray Centre	inset
	Deer Park, Southampton	inset
	Eastern Quarry, Ebbsfleet	inset
	Europa Way	inset
	Factory Lane	inset
	Forgewood, Crawley	inset
	Former Nestle Factory, Nestle's Avenue, Hayes	inset
	Great Billing Way, Northampton	inset
	Greenwich Millennium Village	inset
	Greetwell Fields	inset
	Harbour Place, Havant	inset
	Henley Road	inset
	Ings Lane	inset
	King's Cross Central	inset
	Lambton Park	inset
	Limebrook Way	inset
	Lincolnshire Lakes, Scunthorpe	inset
	Long Croft Road, Stannion, Corby	inset
	Malyons Lane	inset
	Manor Road, Norwich, Norfolk	inset
	Manse Farm	inset
	Market Place, South Cave	inset
	Martello Lakes	inset
	Minster Way, Beverley	inset
	Monk Bridge, Whitehall Road, Leeds	inset
	Newmarket Road	inset
	Nightingale Quarter, Derby	inset
	North Whiteley	inset
	Norwich Road, Acle	inset
	Oakham Phase 1 and 2	inset
	Oakwood Park	inset
Otterham Quay Lane	inset	
Palfrey Bungalow	inset	
Parklands	inset	
Pitty Close Farm	inset	
Prebend Lane	inset	
Priors Hall, Corby	inset	
Rowtree Park, Collingtree, Northampton	inset	
Salhouse Road	inset	
Salhouse Road 3, Norwich	inset	
Shopwhykes Lakes	inset	
St Giles Park	inset	
Stoneham Lane, Eastleigh	inset	
Stumpcross Lane, Pontefract	inset	
Sutton Road, Maidstone	inset	
The Bridge, Dartford	inset	
Throckley North	inset	
Turners Hill Road, West Sussex	inset	
Windmill Views, Barnham	inset	
Leep Networks (Water) Limited	Chatham Waters, Gillingham	inset
	Liverpool International Business Park	inset
	No.1 Old Trafford	inset
	Media City, Salford Quays	inset
	Abbotswood, Romsey	inset
	Barking Riverside Phase 1	inset
Barking Riverside Phase 2,3,4	inset	

	Brewery Square, Dorchester South	inset
Leep Networks (Water) Limited (Ctd.)	Bromley Common	inset
	Chestnut Avenue, Eastleigh	inset
	Embassy Gardens Phase 1, Nine Elms, London	inset
	Embassy Gardens Phase 2, Nine Elms, London	inset
	Emersons Green, South Gloucestershire	inset
	Emersons Green Gateway, South Gloucestershire	inset
	Farndon Road, Market Harborough	inset
	Graylingwell Park, Chichester	inset
	Great Western Park, Didcot	inset
	Hale Village, Tottenham	inset
	Heart Of East Greenwich	inset
	Hills Farm Lane, Horsham	inset
	Kennet Island Phase 5 and 6	inset
	Kennet Island Phase 5 and 6, Reading	inset
	Kennet Island Phase 7, Reading	inset
	Kingsbrook	inset
	Kingsmere	inset
	Marine Wharf, Deptford	inset
	Millharbour, Millwall	inset
	New South Quarter, Croydon	inset
	Newlands, Waterlooville	inset
	Norwich Common, Wymondham	inset
	Parc Llanilid	inset
	Park Views, Epsom	inset
Prince of Wales Drive, Battersea	inset	
RAM Quarter, Wandsworth	inset	
Riverlight, Battersea	inset	
The Portway and Castle Way, Old Sarum, Wiltshire	inset	
White City	inset	
Northumbria n Water	Essex	Part of water supply area
	Northumbria	Part of water supply area
	Northumbrian Water	Whole sewerage services area
	Suffolk	Part of water supply area
Portsmouth Water	Portsmouth	Whole water supply area
SES Water	Sutton & East Surrey	Whole water supply area
Severn Trent Services (Water and Sewerage) Ltd	Aurum Green	inset
	Wellesley, Aldershot	inset
Severn Trent Water	Chester	Part of water supply area
	Severn Trent	Part of water supply area
	Severn Trent Water	Whole sewerage services area
South East Water	Kent & Sussex	Part of water supply area
	Southern	Part of water supply area
South Staffordshire Water	Cadley Hill, Walsall	inset
	Cambridge	Part of water supply area
	South Staffordshire	Part of water supply area
	Tamworth West Centurion Way	inset
South West Water	Bournemouth	Part of water supply area
	Fawley	Part of water supply area
	Isles of Scilly	Part of water supply area
	South West	Part of water supply area
	South West Water	Part of water supply area
	Hampshire	Part of water supply area

Southern Water	Hastings	Part of water supply area
Southern Water (ctd.)	Isle of Wight	Part of water supply area
	Medway	Part of water supply area
	Southern Water	Whole sewerage services area
	Sussex	Part of water supply area
	Thanet	Part of water supply area
Thames Water	Guildford	Part of water supply area
	London	Part of water supply area
	SWOX plus	Part of water supply area
	Thames Water	Whole sewerage services area
United Utilities	United Utilities	Whole sewerage and water supply services area
Veolia Water Projects Ltd	Veolia	inset
	Veolia Water Services	inset
Wessex Water	Pork Farms (Bowyers), Trowbridge, Wiltshire	inset
	Wessex	Whole water supply area
	Wessex Water	Whole sewerage services area
Yorkshire Water	Yorkshire	Whole water supply area
	Yorkshire Water	Whole sewerage services area

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8.3 Appendix 3 Entrant Handbook Version Control

Version	Changes
Version 2, published 25 June 2021	<p>Fixing hyperlinks to other locations in the document for usability.</p> <p>Updating details relating to criteria 1.5 which erroneously referred to criteria 1c and 1d rather than 1.3 and 1.4.</p> <p>Updating reference to Stage 1 into the past tense.</p>