Water Breakthrough Challenge Stage 2 Additional Questions

Please note this file is for drafting purposes only. Please ensure you enter all the final details on the online form available on Submittable via the email invitation you received on 28 June 2021.

Welcome to the Water Breakthrough Challenge stage 2 entry form. Please refer to the [Entrant Handbook](http://waterinnovation.challenges.org/wp-content/uploads/sites/72/2021/06/Water-Breakthrough-Challenge-Entrant-Handbook-v2.pdf) when creating your entry, which details the assessment criteria and assessors guidance for each question. The online form will close at 12 noon (BST) on 30 July 2021.

Please note Stage 2 questions are **assessed questions** – they are scored against the assessment criteria.

If you have any questions relating to the form or the Challenge you can email waterinnovation@nesta.org.uk. We will aim to get back to you in 1-2 working days; we recommend emailing with questions as soon as you can and no later than 29 July 2021.

# Stage 2 assessed questions

The following questions will be assessed in line with the assessment criteria set out in the Entrant Handbook alongside the answers you have submitted in your Stage 1 Entry Form.

# **Positive impact for water customers, society and the environment**

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.

In stage 2, these questions account for 33% of the total weighting in assessment.

## **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. Limit: 300 words

## **1.1.3** **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. Limit: 200 words

## **1.3.3** **What are the entry’s intended outcomes?**

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. Limit: 200 words

## **1.3.4** **Provide a logical explanation of how this entry will achieve these outcomes.**

Please provide a description of how the entry will achieve these outcomes. This should include supporting activities, assumptions, contextual factors, and external influences. Limit: 300 words

## **1.3.5** **What longer-term impacts and benefits will the entry provide for the water sector in England and Wales?**

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. Limit: 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. Limit: 300 words

## 1.4.2 How is the entry proposing to manage uncertainties and risk and enable seizing opportunities?

Please provide a narrative detailing proposals to identify, monitor, and manage (where possible) the risks, uncertainties and opportunities set out in your Stage 1 response. Limit: 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. Limit: 200 words

## 1.5.1 Please describe how you think the benefits justify acceptance of the inherent risks and, if possible, how you propose to mitigate these inherent risks.

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. Limit: 500 words

# **Innovation enablers and innovative solutions**

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; how they propose to deliver it.

In stage 2, these questions account for 33% of the total weighting in assessment.

## 2.1.4 Please explain in detail how these solutions, technologies and methodologies are innovative.

Please provide detail and evidence on how the solutions, technologies, and/or methodologies set out in 2.1.1-2.1.3 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. Limit: 750 words

## 2.2.4 How does the entry develop enablers of innovation?

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). Limit: 750 words

## 2.3.3 How will outputs be scaled up and rolled out? Do you have a plan for implementation including identifying and addressing key barriers?

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. Limit: 500 words

## 2.3.4 How have you considered challenges and barriers in your plans for rolling your solution out at scale?

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. Limit: 250 words

# **Capacity, capability, and commitment to deliver**

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: [http://waterinnovation.challenges.org/wp-content/uploads/sites/72/2021/05/Breakthrough-Stage-2-Template-v1.xlsx](http://waterinnovation.challenges.org/wp-).

In stage 2, these questions account for 33% of the total weighting in assessment.

## 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 here. Limit: 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 optional narrative here. Limit: 250 words

## 3.2.3 What does the entry delivery team look like? Include an entry delivery team structure, roles, responsibilities, and skills.

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. If any further description is required, please provide a brief optional narrative here. Limit: 100 words

## 3.2.4 How will the entry delivery be governed? Include how decisions will be made, disputes managed and any contingency plans.

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.

Provide up to 2 pages which can be attached to the entry form as a word document, plain text file or PDF.

Upload a file on Sumbittable. Acceptable file types: .csv, .doc, .docx, .odt, .pdf, .rtf, .txt, .wpd, .wpf, .key, .ppt, .pptx, .xls, .xlsx

## 3.3.2 What is the detailed programme for entry delivery?

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.

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. If any further description is required, please provide a brief optional narrative here. Limit: 100 words

## 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. Limit: 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. Limit: 350 words

## 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 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. If any further description is required, please provide a brief optional narrative here. Limit: 100 words

## 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. Limit: 250 words

## 3.4.3 What other sources of funding or in-kind contributions will be needed to support this entry? (other than 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 questions G and H in stage 1 form with details of how and when it will be provided and any conditions of this support. Limit: 250 words

## 3.5.1 What are the risks and opportunities that have been identified for the entry and how will they be managed or mitigated?

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. If any further description is required, please provide a brief optional narrative here. Limit: 100 words

Please upload your completed Entry Template on Submittable. Acceptable file types: .xls, .xlsx

If you have any problems, please don't hesitate to contact the team at waterinnovation@nesta.org.uk. If you have problems less than 24 hours before the entry deadline, please email your template to waterinnovation@nesta.org.uk by 12 noon (BST) on 30 July 2021 as a backup.