

Workshop 1 - Developing a stro...yst or Transform Stage 1 entry

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SUMMARY KEYWORDS

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SPEAKERS

Catherine Thompson, Nesta Challenges, Andrea Wong, Science Practice

A Andrea Wong, Science Practice 00:00

Um, so yeah, just to let you know, the meeting is recording for people who can't attend today. But thank you very much for joining us in this session. So this is the first workshop in this series. And it's on writing a strong entry for the water breakthrough challenge reads the third year that this is running. And I guess before we even get started, we know that it's a little bit close to the edge for folks who are applying for transform. So hopefully, you're treating this as a little bit more of like a read review, and to check that you've kind of crossed your T's and dotted your eyes. Hopefully, it's useful to you in that way. And for people who are applying to catalyst, then you'll have a bit more time to maybe put into practice some of these things here. We're also going to be running a second workshop at a later date for folks to get through to the second stage of transform, so that we will be more specifically suited to that. But this one is a general workshop that's covering the kind of all the greatest hits of the criteria across both the strains. So who's here today? So I'm Andrea. And my colleague, Richard is also here, Richard, maybe giveaway for say hello, so that you can. And so we're from a company called science practice. Our mission is to help vendors identify, understand and prioritise their most pressing problems, and then support them to design effective programmes to solve them. And this includes building and supporting communities of innovators to develop strong proposals that are good for society, and also good for individual innovating organisations like yourselves. So some of our closest clients have included welcome Nesta humanitarian Innovation Fund, particularly the wash programme. What are sanitation and hygiene, so we've had quite a few water related projects come through that way over the years. And I will just quickly tell you with that aside, what we're going to be going through today. So we're going to start by just orienting you to what the coaching support we have available to you is this year, what we're covering what we're not, and we'll be quickly summarising some of the highlights of the guidance to kind of set things off on the right foot. And then we'll be getting into some of the finer print details in the three different assessment categories. And so we've arranged things according to what we think are kind of the key things that you want to be orienting towards when you're strengthening your proposal across each of those sections. Finally, we've got some general tips around off with and next steps and an opportunity for you to come back with questions in the parts where we're going through each of the assessment categories. We'll also take a quick

pause for any clarifying questions at that point as well. But if you could please save the general questions till the very end. This, so just housekeeping. The meeting is being recorded, as I mentioned, and we will share the slides, the recording and the transcript online following the workshop. And so please do remain muted unless you're speaking during one of the q&a periods. Video ON and OFF, ON or OFF, it's up to you. And we when we are having the q&a we do invite you to raise your hand to ask a question. Otherwise, you can use the Zoom chat at any time to put questions there if as you think about them, and then we will address them when we can. And if you have any further if you have any specific follow ups or questions feedback, then you can email science practice at projects at science practice.com. So I can actually just put that in the chat as well. Okay, I'll do that at a later point because it's not coming over. Um, or Catherine can can do that behind the scenes grabs. Great. So let's move on then going over what the coaching support on offer is. So this year you can find Um, all of the breakdown of what support is available to help you on the entrance support page, which is just on the main challenge page. So water.innovation.challenges.org/breakthrough, three slash entrance support. And we're just also alerting you that there's also, that's where you can find information on future webinars and events. It's also where you can sign up to one to one surgery. So that's the sessions with Nesta to go over T's and C's, and any questions about the programme. You can also go to the Find a partner page, if you're interested in finding other people to collaborate with that's there on the website. And of course, the interim handbooks are also there, but we're going to be walking you through the most important parts about today. And so in terms of what we are providing, so Richard and I are providing guidance and coaching that is building on the feedback from judges and assessors in previous rounds. This is really there to help you communicate clear and compelling entries. And so every time you give us something to review, or you ask us a question, what we're going to be doing is holding that up against the assessment guidance, and working through that with you to make sure that we're clarifying your questions about how to interpret each of those points. And that we're giving you a second set of eyes to go through and evaluate how well you are answering that and how strongly your responses are coming through. That said, what we are not providing is a bid writing service. We can't write your entry for you. Unfortunately, we are we can hold the space to answer questions and look at how you've answered them so far. But we can't really help you with ideation in terms of well, what should I put here starting from scratch. We can't facilitate partnerships and what we don't have a where we can connect you with with Nesta. But if you have questions about the entry process or specific terms and conditions, then that's what those surgery sessions are for instead. The coaching sessions are also not a technical review. Importantly, so Richard and I are not there to provide expert industry advice. We're experts in the criteria and in the various questions in the entry form. And so that's what we'll be providing our best advice toward. So as well as this workshop, you can sign up for 30 minute coaching calls. And you can do that it via Calendly. And thanks to Katherine for sharing that link in the chat. You can also email us your questions and drafts for review in advance. And it is really helpful if you do that. Because it just means that Richard and I are able to provide more specific feedback so that we can make sure that you're getting value out of those coaching sessions. And we will follow up and remind you to do that. Ideally, we have a couple of days to look at that. But if it's the difference between you sending us anything at all and not then we would we would always rather see something at no matter what the point and also no matter what the state of your draft is. So we have seen lots of stuff in the past that is unfinished, or in a really rough format. It just really helps to see it so that we can ground our feedback in whatever point you've gotten to. So our approach to coaching, we try to be tailored to your particular questions and needs. We try to give you actionable feedback, so things that you can directly build on to strengthen your response. And we are also offering a course. So the coaching calls, but we can also answer questions by email if you'd have follow ups that way. And we're going to be continuously learning from what works best for

entrance. So if people have asked about if there's a common question that's coming up, we can forward that to Nesta to add to the FAQ on my website, for example, and just make sure that we're treating things. We're accumulating our knowledge and building that in as we take various calls. So we're a bit of a neutral bridge. We're independent from the judges and assessors and so you should feel calm. trouble sharing those those rough drafts with us. Alright, I'm going to quickly now summarise some of the main points of the guidance. So these are themes that have emerged from previous rounds. So with the there's three assessment categories, which most of you will be very familiar with by this point. So there's a assessment category one is the positive impact for water customer, society and then and the environment. In this case, water customers do mean household water customers. The second assessment category is innovation enablers and innovative solutions. And the third is capacity, capability and commitment to deliver. So I guess to start off with flagging that all of this information that we're covering today is covered again, in the entrant handbooks, if you need to refer back to that, if you need the quick, a quick at a glance, version, then the slides will provide that. But just to remind you catalyst, the deadline for entries is eight for December. And for transform, it's coming up really soon. ninth of November, we have recently added a couple more blocks of time in the one to one coaching slots. So if you haven't checked in the last couple of days, go. And then you might want to go back again, if you were looking for times to begin with us. And as I mentioned, there's going to be another workshop for transform stage two. So for both catalysts and transform, we've got sets of unassessed questions, those should be quick and relatively easy for you to complete. Those are not what the assessors and judges will be looking at during their independent review, then we've got the assessed questions, that's where you really want to concentrate your attention. And during assessment, the entries are assessed for how well they meet the criteria. And the weighting of the various criteria is in there's details on that in the assessment guidance in the in the entrant handbooks. Alright, so what can we learn from previous rounds, it is worth going through where we post this to the various links that we've shared here. So if you go and look in the blog posts, on the on the Challenge website, then you will find a few posts that were highlighted, highlighting to you here. So we've got everything you wanted to know about breakthrough three, that's the most recent one. And then there's a couple of of compilations of tips from the last couple years. So from 2021, we've got the six tips for entering and 2022, we have seven tips. Those are not just the same six tips plus one there they've got they're actually different chips. So it's worth looking through both of those because they're they're both they both they both contain things that are quite relevant to the state. And if you want to look into the past decision documents for what the results of the competition where competitions were in previous years, then you can go to those, as well as looking on the winter showcases, there's recordings of those as well. All right, so what information can we find about those, let's just quickly review some of the key feedback. So we did find that in the past the strongest entries clearly explained how their entry aligns with one or more of the fun strategic themes. We found that they were really clear about how the proposed solution was really the best answer to particular problems. So really showing some thought about what is the problem that that is being addressed, and then why this solution and not another. We also found that the potential impact for customers society and the environment, including far reaching and long lasting benefits was just really, really clear and that it wasn't just skewed towards what was benefited beneficial for business side aims. We also noticed that entries showed how they were innovative and why they go beyond business as usual. So this is really emphasised Knowing why this funding is needed above and beyond regular sources. And entries also examined potential risks and had a clear plan about how to mitigate those. I have to say, though, that after we really hammered home this point last year, I think entries were pretty strong on this. And we also, but it's still worth paying attention to. And, yeah, the comprehensive project management plan is also important and making sure that that just lines up with whatever your written answers are, as well. So important to be

consistent. So now that we've compiled this overview, by reviewing the various materials that I shared on the previous slide, and also in conversation with Nesta, the delivery partners who are working with the assessors, so, we've got kind of a pipeline of the key feedback coming through here. And so we're going to continue to highlight these points as we go through the rest of this presentation. But when you come back to this, to review that, and in the download a copy of this deck, you can refer to this checklist to go back and check over your entry to just check that you're really hitting all of these different points really strongly. Also, as a reference, we're including some of the key feedback that we've pulled from the breakthrough one and two decision documents. So I'm not going to go through this now. But it's your for your reference. So you don't have to wade through that material yourself. And same with the winter showcase. This is some of the highlights of what the judges and assessors were playing back about, what what made entry strong and what they were looking to see more of. Alright, so with that, let's move on to assessment category one and get into the details. So the first criteria is positive impact for water customers, society and the environment. And this includes addressing a significant need for opportunity or opportunity for customer society and the environment aligning with one or more of what's four strategic innovation themes. Looking for your entry to show how it will or could be effective in addressing needs or opportunities for customer society, and or the environment. And looking at how your entry sets out a realistic reflection of external risks and how the potential benefits to customer society and and the environment outweigh those risks. So these, just to remind you are the four strategic innovation themes. If you've previously, if you've applied to previous years rounds, then you may have remembered that there were five criteria. This year, there's four. But those are, those should be ones that you're already familiar with. So there was an additional one. On enabling innovation, it's still important. So great, but you should be if if you are arguing that your entry is enabling innovation, you should be able to argue that it's enabling innovation to achieve one of these themes. So that's how we're posing it this year. And just to say that, in the past the strongest entries, were really clear in showing their alignments to one or more of these themes. You do, you do not need to align with all of the themes. So it's not the intention is not for you to go and try to do the most across all of these. It's better to show really strong alignment with one or just a couple and go for quality, quality over quantity. So another thing that you should be looking to do under this assessment category is to address a significant need or opportunities. So for this, we'd encourage you to ask yourselves, what is the problem you're seeking to address? And is there a way that you can demonstrate a deeper understanding of the problem or opportunity and really defining that in terms of how you're thinking about that opportunity specifically for household customers, society and or the environment. So if you can It's a little bit of a shift for, for people to argue about sometimes. Because there's going to be different internal audiences for you as well that maybe you had to frame your argument on, according to kind of business side interests. But this is an opportunity to really explain it from the perspective of the the wider, public good. We'd also invite you to think about how important or critical is it to solve this particular problem and provide any evidence that you have to back up your thinking on that. So if you have done background work to be looking into the scale of the problem or opportunity, it could be a good idea to flag some of that here, even if you're not going into great detail about it, but just showing that you have done that legwork to contextualise what you're working on. And as part of that, looking to what has already been done, so showing that you're building on existing sector knowledge and if your proposed solution would displace an existing approach or solution than really explaining why that's needed, and why or why a particular need hasn't already been met. So in terms of making the case for your proposed solution, you can also articulate the benefits that solving this need would have in in the following questions that ask you what what are the intended outcomes, benefits and impacts of your entry. So for this, we would really just encourage you to be clear on the impact and benefits includes the longer term benefits. So consider what the wider

benefits to the water sector might be. The aim, the aim of the fund is to build innovation capacity across the water sector. So how does your entry contribute to that aim, as well as solving the immediate problems. So this is an opportunity to take a little bit of a step back. You might also want to think about why and how your proposed solution would be effective at achieving those benefits and why the solution and not others. So you might think about things you might want to include to back up your case, could be stakeholder research, and that could be helpful in showing that you're basing your proposed solution on what might work for stakeholders who would be involved in making your solution succeed. Alright, um, and so finally, for assessment category, one of the final questions asked you to justify why the benefits outweigh the inherent innovation risk. So this innovation fund is household water, customers money, and with any innovation, there's a risk that it won't succeed. So be honest here about the risks that you can't control like that might include things around adaption, and especially other external risks. So you might also want to outline how you will take an approach to guide yourself towards success. So are you going to be experimenting with different options and seeing what works? The typical approach and innovation is to start small, learn and iterate and that that's what judges are interested in as well. So how can you make sure that you're eliminating those uncertainties as quickly as possible and fail, fail fast? So that you can, you can make sure that you're not going down a rabbit hole, only to find that your solution is not going to be so successful? Okay, so for reference, then we've also got this, just to highlight from the entrance handbooks, this is in both the handbooks on page 12. There's a section on risk. So we do encourage you to take a look at that, as this goes over some of the things that you might want to think about when you're putting together your entry. Does highlight really failure, thinking about benefits more widely? So getting a little bit creative in how you're framing your thinking about that? Taking decisions about how to adjust delivery if benefits can no longer be realised, and considering how learning and insights can really provide value across the sector. And I would just emphasise that that's not only if your solution is six as well, but it's also learning from things that are not so successful for people who are in process of putting together their entry now, we've also got some questions here, which you're welcome to return to and reflect on as you're developing and reviewing your draft. So these kind of go back and ask you to check that you've hit the some of the points that I've just gone over. So checking in that you have really looked at how you're expressing the problem. So what's already been done? Why has this? Why have other solutions not solved the problem? Why is your solution, solving it? And to go and look at the outcomes, benefits and impact as well, we've got some requests, some reflection questions there, why your solutions best and why the risk is justified. For all of those, an approach could be to think about what you already know, and what your entry is already saying, and to look for anything that's missing that you don't have the answers to and who are looking for who can answer those questions. So if it's a particular partner, or a particular individual, who might be best qualified to come in and give that explanation. Any questions about assessment category one, I think we've got three or four minutes for this. You're welcome to come off mute and raise your hand. Katherine, if you can just help me spot people.

C

Catherine Thompson, Nesta Challenges 26:52

Breaking news, the chat. Looks like you might need a bit longer to think so maybe we cover up in the next one if no one's got any questions right now.

A

Andrea Wong, Science Practice 27:03

Alright, if you do think of anything, you can just pop them in the chat as it comes to mind. So for assessment, Category Two, and highlighting that the criteria are slightly changed from what they were last year. So I think this is the only assessment category where there is that change at the level of the assessment criteria. In the handbooks, by the way, anything that's different from last year is highlighted in green. For those who were familiar with past years and are worried that you're going to miss something that's different. Just you can find it really any differences really quickly by just finding the green highlighting. So in this assessment category, innovation enablers innovative solutions. The first assessment criteria is use innovative approaches and our solutions which would not reasonably be expected to be funded as part of business as usual. And also looking for your entry to be developing innovative enablers, which accelerate practice beyond business as usual. So how are you being innovative? How are you supporting innovation, getting beyond that business as usual. Also, in this category, we're looking for how you set out the potential for adoption at scale across the water sector. So for your reference, these are the innovation enablers. They're also in the entrant handbooks, there's also a big feature on them. If you look on the website. They look just like this on the website in the handbook. They're just in the list. So previous winning entries have been big on collaborations and building tools to leverage the value of different different sources and they've explored a bit of a broader view of what public value is so not just saving on water bills, but ensuring customers can change behaviour to receive better value across multiple aspects. And so those those are the sorts of things that you might be wanting to emphasise with your consideration of these. Under this assessment category, you should also be describing how your solution and approach are innovative. So to sound like a bit of a broken record, but has previously stated we want you to be starting small failing fast learning being iterative, so anything that You can show and not just tell, that really, that really demonstrates how you're going to be building this in and how that's going, that that kind of learning is going to be critical to how to your entire entire model of how this how your solution is going to be operating. That's important to bring forward. So, yeah, just make sure that you're really articulating how your idea is novel or adapted from elsewhere, or you're adopting it at scale. What is the new factor here? And outline what you would use, what you'd use in your entry, whether those are specific technologies or processes, or they could be insights as well. And why? Why are those building blocks bet going to come together and create something that's better than what's already deployed? How could that be really transformational? What would your approach? Sorry? How would your approach enable innovation in the sector? So what are the integration enablers that you're intending to use? And how are you planning to support adoption at scale? So really looking at that longer term view as well to try and get a couple of steps ahead and think about, okay, so your solution gets funded? What happens then? It's also important to explain why your entry goes beyond business as usual. So essentially, why are you or why are others not already doing this? That should really be what's going into the basis of how you're how you're explaining, going beyond business, as usual. So you know, what are the barriers to pursuing your proposed solution within standard practice? That could be one thing that you think about to frame your argument here? Why do you need to use more customer money to deliver this, then then the regular funding streams, and where the proposed where the proposed technologies or information or other ingredients to your to your solution have existed already, for some time, just, I would encourage you to acknowledge how the project that you're proposing is going to really build on that in a different way that, you know, maybe the connections just haven't been made adequately before? So how are you going to? How are you going to make sure that your solution does that where maybe that has failed in the past? And how are you going to bring in the existing knowledge and experience that that has existed already in the sector for some time, or outside of the sector, to make sure that you have the best chance at success? So when you're looking back on your entry at assessment, Category Two, you might want to think about how is your proposed solution innovative? How would your

approach enable innovation in the sector? How are you planning to support adoption at scale? And yeah, consider that as appropriate to your particular solution. Because scale can mean different things depending on what you're talking about. It could be you could be talking about rolling out a solution, really front facing to customers, but it doesn't have to be that way. So we don't have a preformed idea of what that scale should mean, it should just be appropriate to your particular solution. Why do you need to use customer money in order to do this? And why are you not already doing this? All right. Does anyone have any questions about assessment category? One or two? We got a question from Paul

C

Catherine Thompson, Nesta Challenges 34:18

here. So I'm actually, Paul, probably your best place to answer the question or kind of how you define business as usual. But this is one of those things that have been in terms of kind of what the assessors are actually looking at when they're defining how you go beyond business as usual. This is quite well defined in the assessment guidance. And so I can just pop a copy in the assessment guidance for that kind of criteria 2.1, which is what assessors will be looking for when they're assessing whether things are going to go beyond business as usual. But in terms of kind of in general, beyond the fund, I think you'll probably want to paraphrase to answer what beyond business as usual innovation is for you?

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35:03

Yeah, I was just thinking on this one that at the end of the day, we're using customer money to do any innovation, because it's customers who were funding as to as part of our PR24 or whatever. So. So I was just struggling to see what business as usual, and what's not business as usual, because, in essence, if there's a need there, then you could argue that it's business as usual, but we're just using a different funding stream, because we haven't gotten the funds in place to, to do the project that we're looking to do.

C

Catherine Thompson, Nesta Challenges 35:48

Yeah, yes, Paul, I think party philosophic for this setting, in terms of kind of where the funding comes from, but then we do have that kind of really clear definition within the assessment guidance. So please do have a look at that when you're articulating your entry and reflecting on some of these things that Andrew has gone through today. But, again, kind of really, what we're looking for here is things that you realistically probably would be unable to investigate and look at. And I think particular things that we've kind of really seen come out in previous rounds, is more about kind of that higher risk innovation that's got kind of a lower chance of paying off. So the more things that are more likely to fail, and that there isn't a clear business case. And that is struggled to kind of be funded through the existing kind of processes. Lawrence, you were net?

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36:36

Yeah, that's great. Thanks. Yeah, it was just there was a couple of questions, one, which is a straightforward one, and one, which is like more complicated, the straightforward one is just the 30 minute sessions with you guys. Are we is that a limited? Session? Or is it can we can

the 30 minute sessions with you guys. Are we is that a limited session? Or is it can we can have multiple sessions if needed?

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Andrea Wong, Science Practice 36:54

So it's based on demand. So we want to make sure that everyone gets at least one session, but you're welcome to book in a second session with us. And we, if we have the capacity to come back to you for that one, then we will absolutely do so.



37:14

Put it that's fine. That's the simple one. The other one is, is over the innovation, the evidence of innovation? Are you looking? Are they looking at innovation within the water sector, or is innovation at a regional, national or even international level, because to demonstrate that something hasn't been done before, it very much depends on sort of what scale you're looking and in trying to show that it's innovative. So just getting your your guidance on that. So just talking about things

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Catherine Thompson, Nesta Challenges 37:44

that have been funded in the past, or it's, I think there's a really a much clearer picture there. So where something is really unique to the regulatory setting of the EU, England and Wales in particular, we have seen kind of things that are genuinely innovative. With only doing in Wales, they've been proven elsewhere. But the regulatory setting makes them slightly more complex example in the business model within England and Wales, which means that they need those, those same kind of trials and high risk, innovation still exists within the kind of context of England and Wales. Whereas other things that, for example, are just purely technical, this does this, and this is the function it holds. And this is what, you know, this, this process works. And that would realistically be kind of more of an international setting where you know, something that is functional and has been kind of proven elsewhere or hasn't been proven elsewhere. That there you're kind of looking at kind of a more international setting of like, you know, this is innovative on an international setting. So ultimately, kind of deciding whether something is inevitable or not, is really kind of say like, right, if I went and took this to my kind of leadership team tomorrow, where does it currently have a really clear base that we know means that we'll get to decide quickly, either way that whether that will be beneficial to our organisation would deliver benefits. And if you can kind of say, straightaway, this is 100%, kind of low benefits or fits or even kind of like 80%, it's going to deliver benefits, and it's worth going for this risk internally. That's probably not the right thing where they'll be like, Ooh, this is 50/50. We're not sure if this is going to work. We need to try it out. We need to experiment we need to try the different approaches. And those are the kinds of things you shouldn't come into the fund with where you don't you kind of have got that uncertainty about whether they're going to work. But just to add on

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Andrea Wong, Science Practice 39:21

that. So Lawrence, I think that it would be it could be within the entire range of what you were asking about. It would just depend on you know, how what the uncertainties you needed to, to


address were?

 39:37

No, it comes back to what you were saying about what kind of the why hasn't it done been done before? It's it's something that's relatively well trodden, but it hasn't been done before, because there's some specific blockers in the way in England and Wales or kind of wherever it is. Yeah, no, that's, that's great. That's really helpful. Thanks.

 Andrea Wong, Science Practice 39:57


So in the coaching sessions, we'll be just making We'll be looking to, for that aspect, we'll be just reading through your entries and making sure that whatever your argument is for why your particular proposed solution is innovative, that we are seeing that that argument is coming through, like specifically to your entry. So we won't be we don't have like, we won't be saying, well, you're not proving this on that it's innovative in in kind of a global context, we'll be looking for the strength of your argument based on that particular context. That's great. We've also got something from a Gregory here, why are we using customer money? Is it acceptable to state that the fund offers an opportunity to bring in a number of different suppliers and water? Because that wouldn't necessarily be there in a standard innovation programme.

 Catherine Thompson, Nesta Challenges 40:55

So on the on the first one, Mark, and the Innovation Fund is formed from customer money, which is why it is customer money that it comes from household customers in England and Wales and have been collected. In the current amp periods. It's from 2020 2020 to 2025. That's part of why is customer money. And there's many things published from Ofwat about why they made that decision to create the Innovation Fund. And then kind of on on the second one, I think this slightly depends on kind of which question you're answering this in response to, and we hope that you will be able to kind of bring together different suppliers, I think the fact that you'd be able to work with different suppliers that you normally work with, realistic probably wouldn't be enough on some of the categories, and maybe through the book into a session with science practice, looking at kind of which question you're answering there, and which kind of where where you'd be able to kind of pull that out to make sure that it's appreciated. And you kind of demonstrate how that is unusual, and is a new innovative approach for your organisation. And partnerships, in particular.

 42:04

The first one why are we using customer, I was just saying that that's the question on the slide. Not I wasn't asking that question. Sorry, just. Yeah, so. So just saying, it's not, it's an opportunity to have different people is not enough.

 Catherine Thompson, Nesta Challenges 42:24

Not by yourself unless it is like you know you're working with some really completely out

not by yourself, unless it is like, you know, you're working with some really completely out there people, you know, you're working with charities, you wouldn't know you wouldn't ordinarily be able to have time to kind of work with or completely, you know, a really kind of significant range of startups or, you know, it's just what is it that is worried about working with those groups that really goes beyond your business, as usual, and therefore would be considered an innovative approach? So it's not just the fact you're working with others, but why are you working with them? And what are the benefits of that?

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Andrea Wong, Science Practice 42:58


Right. Okay. I'm going to quickly speak to this question from Andrew in the chat as well, but then we'll have to move on. So this is asking really about how to think about scale. If maybe your particular solution isn't isn't kind of at the point where it's being being Bing completely rolled out. So I think in the past, we have taught, we've seen people talk about how their solution is really laying the groundwork to look toward that. That longer term development, and making sure that it's laying the groundwork for, like readiness to scale. So that that could that kind of activity could happen in future even if it's not happening within the lifetime of the project that you're proposing. And I think it sounds like you've got some specific questions around that. So I'm happy to follow up over email as well. If you want to drop us more details on your specific question. All right. So I am going to move on for now so that we will have another opportunity to ask questions at the end. But to go back to the assessment categories, and looking at the final category, assessment, category three. So this one is capacity, capability and commitment to deliver. And for this, the criteria that we are looking at are that your entry show are showing commitment to the entry that the judges will be looking for. Your your proposal to be delivered by a team with excuse me relevant skills and experience that you're setting out a realistic and achievable programme, and that you're demonstrating a realistic and considered costing which makes effective use of custom refunds, also that you're demonstrating a clear and proportionate approach to addressable risk, so that that's within your control. And so in terms of strengthening your entry with partnerships, that's one thing that you might want to be looking at and how you're making the case for that. So think about who's involved? And what is everyone bringing? And how are each of those different contributions, complementing each other? You might want to consider how you're showing a strong commitment from senior leaders, including executive commitment, and how are those commitments going to be sustained, even in the event of personnel change, you should explicitly identify who is in your team, recruiting partners and who is going to be contributing, which which skill sets in which expertise. So who's bringing what to the table, and do make sure that you list every partner please. You would have been considering this in your partnerships already. But you know, if you're working with partners who are from outside the, your region or sector, then you definitely want to be making sure that you're talking about that when you're when you're giving an overview of your partnership, and how and how and why everyone's coming together. Because that will allow you to draw on different sets of learnings than maybe you would if you were just staying within your own organisation and not partnering with others. Also think about how you're making sure to show that you're collaboration, that you're going to be able to work together well. So how do you succeed as a collaboration? How are you going to work together? In addition to the roles that you're setting for each of the partners, making sure that it's really obvious how those are going to come together, and, and be able to carry out the planned work. So things like governance and making sure that you're being really strong at that. People consider things previously, like steering or technical groups? Who's, who isn't appropriate to invite onto that? How are you going to manage decisions within the structures that you have? And any disputes? Or how are you going to make sure that the

learnings are feeding into the into the right places so that you can respond to that? Over over time. And you also want to make sure that you're demonstrating the strength of your collaboration, so showing how every partner can clearly articulate the problem, for example. Okay, um, having a clear plan for delivery, I think everyone knows more or less what that means. And I know that we've had quite a few questions in the past about just making sure that you're filling in the the template in the right way, in the spreadsheet. But here, you're going to be thinking about what can you do to ensure the project delivers benefit and impact cost effectively, and despite inherent risk of innovation. So some of the strongest entries in the past have offered really comprehensive risk management strategies. So that could mean clear success criteria, KPIs for each of the suggested metrics, and also making sure that you're really being very explicit about identifying risks, and then explaining how this would be mitigated and making sure that the delivery plan also aligns with the proposed budget. So yeah, just we also recommend that you make sure that your project plan Sorry, I'm making sure that your project plan matches up with however you're describing your approach and the rest of your entry. It's, I think that there can be this thing that happens when people are going through the entry, especially taking it in order or different people are working on different parts. And sometimes we have found slight inconsistencies with the way that the approach has been described with how things are in the project plan. And so even just making sure or that the, the the terms of the labels, the phrases that you're using are as consistent as possible between those can just help shortcut or help help make sure that the the judges are not going to be misinterpreting what you're explaining there. And so we've also got some suggestions here for what you can reflect back on to check through your work. But I know that we only have a few minutes left. So I'm just going to zoom past here to some of the general tips as a recap, and then I will open it up to questions. This year, another difference to highlight is that everyone gets to pitch. So we got some feedback, people like the idea of being able to have the pre recorded pitches, everyone's getting that both catalyst and transform, catalyst gets three minute recorded pitches, transformed, gets five minute recorded pitches. There's some really good guidance available for this this year. And to summarise, what we encourage is that you think about structuring your pitch with about a quarter 25% on the on the problem explaining that because that's a really strong way to set up your context 25% on what is innovative about your entry, and then about half the time on what you intend to do as you're entering. So you know, what are the activities that you're going to undertake about the video pitches as well, you so you'll get these pre recorded pitches, you should be pitching as if you were pitching to the judges and liking that shortlisted entries across catalyst and transform will actually be invited to do the same pitch as you pre recorded live. So there will be an opportunity for that. And if you decline that opportunity, then what will happen is that your pre recorded pitch will be shown rather than you doing it live. But if you do do it live, it's an opportunity to quickly have the judges be able to ask any follow up questions. It is a really good idea to use slides or other visual aids because Know Your face will also be hidden from judges and assessors for EDI reasons. So just make sure that you are thinking about what's an effective visual to show, it doesn't mean that you have to show a great volume of different visuals, you might just want to show one thing and talk to that if it's a really good representative visual that really helps explain the overall concept of your of your entry. We've got some other tips available here as well that you're that you're welcome to go back and look at or forward to anyone who's who's doing your pitch. Right. And so finally, just to recap, then the general some general feedback clearly articulate why and how your entry is aligning with the criteria. Make sure that you're paying attention to the guidance that's in the entrance handbook, particularly the if you go through the the grades with the different criteria and what strong entries look like. Where the SMART objectives are requested, just make sure that you include those so that Specific, Measurable, Achievable, Relevant and time bound. And we'll be looking for that if you send us your drafts for reviews as well. Do make sure that if you do have access to previous feedback from earlier rounds, if

you've applied in previous years, or if you're going from transform stage one to two, make use of what that feedback that you get is and just make sure that you go through your entry and that the whole narrative makes sense, especially if you're working on that with a group of different people. Sometimes the story kind of gets a little bit lost or feels a bit disjointed across different sections of the entry. Also mentioned this consistency point about checking that your budget sheet that the costs explained elsewhere match and that they do add up. And reminder that yes, you have to submit your entries into this little platform, but make use of the word template that's available on the Challenge website, which you can use to make sure that you're drafting answers that meet the word count. And you can also use bullet points because Submittable does allow you to use rich text formatting All right. So I am going to go past this because I've just done that recap. If you need a reminder of anything, dates and deadlines, all of that is available on the website. But there it is for you as well. And, yeah, finally, I'll just leave you with this. So you can sign up for the 30 minute coaching calls. We've already given you the link and any other questions or to share a draft with us. Please do go ahead and email us. And now I will open it up to questions. Clive.

 55:39

Yep, quick question about the video. You mentioned that if you are shortlisted, you'll be invited to do a live pitch. When? When would that be? Would that be like out near the second of February? Not not straightaway.

 Catherine Thompson, Nesta Challenges 55:52

So it's during the judging days close, which isn't the actual hammock but and also Mr. Collier from Andrea, but so eighth and ninth of March for Catalyst 19th and 20th of April for transform. So we've very carefully avoided school holidays for those as well.

 56:09


Marvellous. Okay, thanks very much for that

 Andrea Wong, Science Practice 56:11

I'm just trying find the slide that we've got that up there. I'm sorry, oh there it is.

 56:17

How soon are you circulating these slides out?

 Catherine Thompson, Nesta Challenges 56:21

What I'll do is I'll try and I've got a meeting until 430. But I'll try and get them set across to everyone who's attended today. And then we'll we'll send it out to kind of the full list soon as

possible. And just also just kind of reassure we'll just cut out any q&a in the recording that gets published on the website.



56:37

Thank you.



Andrea Wong, Science Practice 56:39

So there's the the dates there card. Any other questions?



56:47

Asked about recording, people do it as if perhaps like a team's meeting? visuals and because of teams that submit it?



Catherine Thompson, Nesta Challenges 56:57

Yeah. So that's basically we support you to do that. So you just join a Zoom meeting, which one, I suppose is happening in a minute's time. So yeah, during the meeting, you share your slides, and then you can have a go at recording it. If you don't like what happens if it goes wrong, then you've got time to record another one. And if you end the 15 minute slot, where we've just kind of supported you to make that recording without being having happy recording, we can just pick another one. So it's intended as like kind of a low pressure, a helpful way to do that with the judges themselves that will be live to the judges and then it'd be followed by some q&a. So I'm afraid if that all goes wrong, a little bit less support, but equally, it's live. So it's not going to be recorded.



57:38

Just just 15 minutes fast. So within 15 minutes, we'll record a three minute video. Yeah. Well, you know that and then that was successful. We do live pitch. Yeah, that's right. Okay,



Andrea Wong, Science Practice 57:59

I can stay on for five or 10 more minutes if people have other burning questions that they want to ask. Thank you very much, everybody.