B4 Winners Onboarding Event Transcript

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Okay, well in the interest of time. I think we can get this started. And obviously as usual we are recording this session so anyone who joins a little bit late.

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Will be able to access the recording. And catch up with all of the initial content. Welcome everyone. Very happy to, be hosting this 4th round of the onboarding event for our Breakthrough winners.

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Very exciting. That we are at this stage. In 2024 so in this session, obviously, we're going to give you an overview of what to expect now that you have been selected as a winner of the Breakthrough for.

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And what's coming up in terms of the administrative legal monitoring requirements and so on and so forth.

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I think we can already go to the next slide please George.

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So of course by the end by the end of this session we are hoping that you will be you're going to be very clear on what to expect in terms of what we are expecting from our winners.

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And I'm conscious that many of you will already have an understanding of that. If you have been involved with previous rounds of the competition.

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So that will be a nice refresher. We will also learn from past winners' experiences. And will reflect on the approaches to collaboration and knowledge-sharing which are which are paramount to the project success.

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And hopefully this will lead to you being ready to deliver your projects successfully. Next slide, please. And so as I mentioned, we are recording the session as usual and we'll be sharing the recording at the end.

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We have the chat function active, I believe. But there's also a Q&A function.

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You should see them at the bottom of your screen. So feel free to use the chat for comments and in general.

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Interaction but if you have any questions Do use the Q&A function so that we can. Take a look at that.

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And answer questions as they come. Chat is more for technical support. Someone will be there to help.

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Thanks. George. So in terms of what we're covering today. Introduction and welcome, which is what we're doing now.

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And actually maybe a quick round of hellos is due. My name is Elettra. I am the lead for the Breakthrough Challenge.

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I'm in the Ofwat Innovation Fund. And today I'm joined by a few other people from the Ofwat Innovation Fund on the call.

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So there's Caroline from Impact and Communications and Alex working with her on impact.

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We've got Tara from the monitoring team. And George and Sam our beautiful Breakthrough delivery team.

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We are also going to have a few more external speakers as you can see from the agenda. So at the beginning, we're gonna go through the winners' agreements, payments and milestones I'm gonna cover.

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All of the fun legal bits. And then we are going into a deep dive with Naina Singh and John Russell.

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We're gonna talk about setting up for success. Then going into impact, the requirements for our monitoring process.

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A second deep dive with the final report, the new format and expectations for the report and Helen from Northumbrian is going to share.

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Insights from her experience. 5 min, 5 to 10 min comfort break in the middle for a cup of coffee and stretching your legs.

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And then, back into impact, we're looking at comes opportunities and reporting. And how they go hand in hand.

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And the final deep dive with Phil Buckingham from Anglian Water on sharing learnings with the wider sector.

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And then we're gonna take questions as we go, but there's also a little bit of Q&A at the end if needed.

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Questions and close at the end, we should be finishing at about, did we say?

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So I mean, I'm on Italian time, so I'm getting a bit confused, but I think we should be finishing by 3 pm.

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Let me know if not if, if there's any, and mistakes there. Okay. That's the agenda for today.

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Next stop, we have. Our lovely winners' agreements, payments and milestones. So in this section, we want to give you an overview of our winners' agreements, the payments and milestones and how that will work.

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To be clear and this is something that I like to remind everyone every time we run this we're talking about winners' agreements that the lead entrant has signed with Challenge Works.

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To receive the award from Breakthrough 4. This is nothing to do with any collaboration agreements that you have with your partner organizations for your bid.

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That you may or may have already not signed with your partners. But this might be useful information for all partners involved to understand the legal requirements for the lead entrant in terms of the management of the winners' agreements and payments.

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With challenge works, MOSL and Ofwat. So for some of you, some of this information, might already be, in the books, but if, that's the case, again, it's going to be a useful refresher.

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Next slide please George.

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So in the winners' agreements we have an acknowledgement of the funding amount and the legal obligations of the lead entrant to the fund.

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In the document. We include the full terms and conditions of the competition, which are also available on the website anytime you need them.

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The entry materials that you submitted to the competitions and in Breakthrough 4 we have also updated this to include any IPR answers that you might have updated during the eligibility period.

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The template monitoring questions, but we're gonna talk about monitoring a little bit later. And for Transform projects only, we have Annex 4, which is the project milestones, which we're gonna talk about in a second.

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So once you have signed your winners' agreements, the payment, process, kicks off and this is operated by MOSL, as you know.

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So this year, for the first time, the winners' agreements were signed in May, all of them at record speed.

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Well done. The payment run is now underway and as of this morning I checked with off Ofwat and there are only 3 water company invoices.

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So payments should come through fairly soon. So once the lead entrant received the prize money from the other water companies That will be the full amount for the whole of your project.

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And you will be responsible to use that money obviously fairly and efficiently. You need to return any underspend back to the fund and for Catalyst winners as soon as you receive that money you can proceed to spend it responsibly from day one of your project.

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For Transform winners the project is slightly more complex because of the Annex 4 which we're going to look at in the next slide please George.

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So actually, yes, that's the one. So with sequential milestones in Annex 4.

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Each milestone flows directly from the previous one. So you can only spend the money that you have set out for the milestone that you're currently in.

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When you are in sequential milestones at the end of each milestone your designed accountable officer carries out your 'go no go' process to ensure that you are the right conditions to move to the next phase.

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Yeah, accountable officer is someone that you have appointed internally to your lead border company for the project. And they have that responsibility to oversee the decision.

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And provide the authority to start spending the next award instalment. In this scenario with the sequential Even if you have received all of the, all of the award, in one pot, you cannot start spending money related to a future stage until you have reached the end of the previous stage.

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And so if you go to the next one, George, please, we are gonna have a quick look at the non-sequential milestones, which is again Transform only.

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This is when. Exactly. We have phases of the project that can happen in parallel, so at the same time.

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Similar similarly to the first option, here we have the accountable officer providing the yes or no. And confirmation to start spending in the next phase.

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If at any point you decide that you are not going to progress to the next phase, then you would be required to return the remaining funds to the Offord Innovation Fund.

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And in this scenario still you would need to contribute the original 10% minimum contribution.

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I think this marks the end of the winners' agreements and milestone section.

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But if you have any questions on this, you can pop them in the chat and we can look at answering them.

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Do we have to invoice you to receive the winning or do you transfer the payment to us? Thank you, Clive.

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I can answer this question right away. And so you are managing that as part of your process with MOSL.

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So you don't need to invoice challenge works or the Ofwat Innovation Fund. You're gonna do that through the MOSL payment mechanism.

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But, we are still missing 3, 3 invoices from water companies, which is why the payment has not come through yet.

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You all need to submit your invoices to MOSL before they can release the funding.

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Right. If you have any other questions, feel free to pop them in the Q&A function. And in the meantime, we're gonna move through to the next one.

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The next phase. So in this deep dive. We are.

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Joined by. Naina Singh and John Russell from Severn Trent Water. Who are going to talk about how to set up your funded project to support the project's success

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And they are from Severn Trent Water who have had many many many successful projects already funded in the past rounds so they've got quite a lot of useful insight to share.

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I'm going to hand over to you guys

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I can see that actually we don't have John on the line, but we do have Naina.

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So welcome, Naina.

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Hi everyone, can you hear me okay?

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Loud and clear.

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Brilliant.

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I'm gonna hand it over to you. Thank you.

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Hello.

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Okay. Thanks everyone, afternoon all. Sorry we're a few minutes late but we've had some fun and games with technology on our end so I've made it through and I think poor John, he might not be able to join us.

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So apologies and I'll try and cover off any bits that he might have wanted to cover. So let's get straight into it.

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So talking about setting up a project for success. And obviously, you know, as we know from our own individual experiences, there's a lot of effort and prayer and collaboration and engagement needed sort of upfront and planning.

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Up to the point of the bits of mission. Which is great and then comes the big moment when the, you know, when you're announced and you celebrate for a moment and then then you go straight into 5th gear start planning.

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So one thing we are quite keen on in Severn Trent and particularly within the DNA function so governance and assurance which is the team I work in and my role specifically as a PM or manager in case some of you weren't aware.

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One of the things we're quite keen on is making sure that we set up every single project the right way.

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So we get it right first time and central to sort of that ethos is something that we call kickoff meetings.

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It's not an out of the world concept. I think it's very standard sort of project management practice, but I think what we've learned through our experiences over the years is that perhaps we've not.

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Always been in the past very disciplined with it. So in this last sort of cycle we have been very diligent.

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We have been very disciplined and the PMO team so myself included and I was quite heavily involved in this last bid cycle.

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You know we've made a very conscious effort to ensure that we sort of lead the charge so to speak.

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So once the winners are announced and we know we've got a successful bid. The first thing that we do is we set up an online collaboration space, so we typically tend to use Miro because sometimes we may have you know people from outside our department plus also outside the business potentially that we need to collaborate on and we get a kickoff meeting in the diary.

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Now the purpose of the kickoff meeting is to ensure that one everybody has a fundamental level of understanding of what the project is about.

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So a lot of the times again from sort of past project management and PMO experience. Myself, you know, a lot gets lost in translation.

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And we have a dedicated team of architects who are very heavily involved in sort of the narrative and it's very close to them but the rest of the project team who are then sort of newly onboarded to help with the setting up in the delivery may not necessarily have the same understanding.

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So the purpose number one of the kickoff meeting is to ensure everybody understands at the same level as the architects do as to what the project's about, what sort of in scope out of school.

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What are the expected benefits? What are the timescales, etc. We then spend a considerable amount of time planning milestones.

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So there's a huge chunk of time spent looking at critical milestones, dependencies, sort of time scales.

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So obviously in the bed, you know, we want a certain amount of money for a certain period of time.

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So what's that what does that look like? Then there are some sort of standard. Does someone have a question?

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Okay. All loud.

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No, no, you're fine.

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I said, oh, someone background, sorry. And so yeah, so we just make sure that, you know, we pull up the details and obviously as part of an externally funded paid, you know, being Ofwat paid any other funding agency, there are certain sort of standard deliverables, quarterly reporting or half yearly, annual, whatever that might be.

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So we plan all of that up front. We assign a raci and we find that using a raci is absolutely critical so that it's crystal player sort of you know who are the responsible and the accountable and what to sort of their remit and who are they consulting and informing which again helps clarify a lot of that, you know, job role and the overlaps up front.

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So a lot of time is spent on that. We then spend a decent amount of time on sort of team mapping and stakeholder mapping and creating a bit of a comms and engagement plan.

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We do a standard list of sort of checks so we have something called guardrails. So this is more from like a technology and a data science and digital point of view.

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So where we have those interfaces, sort of, you know, what is the compliance? What are the requirements? Are there any gaps?

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So the kickoff meeting usually lasts sort of 2 to 3 h. We cover the whole project in a lot of detail.

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At the end of the kickoff meeting the entire core project team understands what the project's about, understands their roles and responsibilities, sort of the short to medium to a milestones that we've got planned.

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Understands the inherent risk that we have identified, the inherent dependencies, and we then have a clear sort of set of deliverables, actions, and next steps that they then start to run towards.

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Various different companies have different sort of project management systems that they use. We use Monday.

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Com. It's an extremely user-friendly interface and it's very, very similar to sort of Microsoft Project, etc.

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But it just looks a bit more fun and it's a bit easier to use. So then the next thing from a governance or PMO point of view for us is ensuring that all the project information and all of that good work that we've done in the kickoff meeting is set up on Monday.

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Com. So the project manager can basically just start to run with it. We also have a dedicated team of tech experts and their roles specifically in Severn Trent is to lend a kind of technical analysis.

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And review of the project deliverable. So they are accountable for the technical benefits that we may be delivering as part of a given project.

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They spend a considerable amount of time building the benefits case, which again is tracked by a Monday.

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Calm and these benefits can be financial, carbon. Or any sort of you know ODI incentives that we may be tracking against the projects.

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They also run a very detailed sort of technical trial specification report which is really handy in terms of you know providing ascertaining some of the risks and limitations as the project goes through its life cycle.

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So yeah, so all of that sort of roles responsibility is clarified upfront. We set it up on the project manager then basically has a team that knows exactly what they're doing, what, and how, and everything is set up on the system.

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On the funding side of things, the money specifically, we use SAP, so where the project is created when, you know, when a bit becomes a live project in Severn Trent systems, SAP ID is created so we can track the finances against it.

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Julie Hart, who is my peer in my team, she basically holds all the purse strings, so to speak.

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She's a very rich woman. So yeah, so she basically does that and, you know, allocates the money and she's basically responsible and accountable for this sort of in voicing and you know releasing the match funding all of those kind of good bits you know it's like second nature to her and she works very closely with the.

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You know, it's like second nature to her and she works very closely with the finance team. Doing sure all of that, the final side of things just keeps ticking along nicely and smoothly.

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And yeah, so this is the bit where I would have handed over to John, but given his absence, I'll try and cover a couple of bits of on his behalf.

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So, so yeah, once the project's live, you know, there is a regular rhythm of sort of updates and meetings that are various sort of forums that this gets, there are various sort of forums that this

gets, you know, project update progress gets reported out to, you know, a project update progress gets reported out to.

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I've seen those, get, you know, project update progress gets reported out to, seen as steer coast, gets reported out to, seen as, gets reported out to, seen as steer cows, program boards, so on and so forth.

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In a lot of the recent projects, we are also starting to create stand-up. So these are just short snappy, half an hour stand-ups where we get, you know, updates by exception, tend to be weekly just to make sure that you know we are monitoring especially sort of in the early stages of a project as we work through all the fun, you know, commercial bits, etc., getting all of that

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stuff signed off and getting everyone ready for the trial deployment phase, that we're sort of monitoring it closely and, you know, are able to sort of pivot as quickly as needed depending on any sort of developments depending on any kind of challenges or risk that may arise.

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So the kind of the first few months, you know, that the nascent stage of a project are really super critical.

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So I think everybody just wraps their arms around it. Quite tightly and it's a nice little cozy, working group just to make sure that we're on top of it and then once few months in once everything starts to sort of level off and you know get into a bit of a rhythm.

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Then we sort of ease off some of that. Control if you will or supervision if you will off it.

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So, so yeah, so as a project manager typically What the project manager will do is, you know, update everything on Monday.com

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make sure that we're tracking all the activities using standard project management principles such as the rate the rate the rate say you know milestone planning etc. so nothing new there nothing out of the ordinary there and reporting out as needed, depending on the bid, you know, if there are any sort of standard governance reporting requires such as quarterly reports or half yearly or annual reports, then the project manager has the responsibility and the

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account ability to create that a lot of the times if there is a sort of annual summary from past experience I'm aware that the project manager tends to work quite closely with the tech experts because like I said previously the tech expert you know really have they lend the technical lens to everything so especially the benefits piece especially like what we're learning from a technical point of view from the trial as we go through it.

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The project lifecycle, they are able to verbalize that into like detail reports, etc.

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So the project management manager is then just responsible for making sure that all the activities that are expected from us from a bid point of view, you know, are done, they are responsible for ensuring all the stakeholder engagement piece as well.

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So obviously, you know, there's a lot of collaboration involved in a lot of these bids.

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So in keeping on top of that, making sure that we engage with the right people, you know, throughout a seperate frequency and keeping that level of update right and then also we have the ecosystem analyst so there's a specific team.

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Who are responsible, you know, for sort of creating and fostering and maintaining external relationships, what we call the ecosystem.

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Basically the environment within which we operate. And that includes regulators. Our peers are the water companies and suppliers, you know, who we work closely with.

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So the ecosystem analyst as well, you know, lender hands from like the COM side and support on that front.

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But yeah, so I think I think a lot of effort in summary I would say a lot of effort is put in upfront in ensuring we set it up right and we do a lot of forward planning.

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And sort of de risking. And then it just falls into a good rhythm and it just runs like any other project would until its closure and completion.

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And that's me done. Do you undertake the start of work before? During, sorry, didn't read all of that.

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It popped up if someone could just read the question for me, please. Thank you.

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Sure, I think we need it for you, of course. I'll do that. So we've got a question from George.

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Do you ordinarily undertake this startup work before, during or after the collaboration? The collaboration agreement is in place within the project partners.

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So yeah, great question. So we do it twice. We do a kickoff meeting in the pre bid stage and we did that for all of our of what bids that went in the last cycle and the purpose of that one is basically to help prep and know exactly what time scales are, you know, we agree to and who's doing what in terms of bits submission.

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And then as soon as the bid's announced, we stick one in for project startup. So even if the collaboration agreement is still in the process of being reviewed and signed by various people, we crack on.

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Thank you. Any other questions from the participants? If not, we can move to the next section and Naina, I would just ask you to stay on the line if we have anything else come through.

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We're gonna cover them at the end of the session. In the Q&A. Is that okay?

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Yeah, of course. Yeah, perfect. Thank you.

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Thank you very much for your input. It's been really interesting to hear. And yeah, hopefully people are taking good notes of that.

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We're now on to the fun monitoring section requirements and processes. Wow, exciting Tara. Can you tell us a little bit more about this?

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Yes, I can. Hello everyone. I'll try and live up to Elettra's introduction and keep this fun.

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And if you could go to the next slide, please, George. So I thought I would just start by showing you the lovely faces of the monitoring team.

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Those of you who haven't met any of us before, so yeah, hello, I'm Tara.

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I am part of the monitoring team. Along with all these lovely people the main people that you will engage with is me, Caroline, Alex, Maria and Hardik.

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And you'll occasionally Okay, with others too. Unfortunately for the next 3 months, you won't get to meet Hesham because he's currently on paternity leave but then after that you will get to meet Hesham.

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If you could go to the next slide please George So I thought I would just start with a bit of a background.

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On what the monitoring process is trying to achieve and then we'll go through the steps that you actually need to take to be part of it.

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So the monitoring process aims to support and empower winners. And encouraging you to take Well, manage project and innovation risks.

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Instead of limiting or discouraging risks. We want to be a supportive thought partner to you and create an environment where you feel you can be.

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Honest and comfortable and open in sharing about your projects. And we really value transparency. So we try to create an atmosphere where you feel comfortable and giving that.

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We try to take a proportionate interest-based approach in our efforts and try to reduce reporting burdens where we can.

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So in response to feedback. Or looking at other processes we try to make things smoother for you guys.

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If you go to the next slide, please. Thank you. So these are the monitoring areas that we look at, the inputs, outputs, outcomes and impact.

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So it's the resources needed to achieve your project. The direct result. Of your activity. The changes and benefits that result from your project and then the wider impact as a result of that.

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And on the next slide, thank you. And I've just put. Smart objective. So these are specific, measurable, achievable, relevant and time-.

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And your outcomes are based. On smart objectives from your original entry. Which is why just re-clarify them on here.

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So, we'll now go into the specific stages. Of monitoring and the things you have to do.

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I've got a detailed slide on each of these reports. So I'll just quickly go through them now as a kind of overview.

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Well, just as a reminder, this session is being recorded. So you don't need to remember everything that I'm saying and all the detail.

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From it. So. We monitor projects for the full duration. And this just allows us to understand if the partnerships you put in place are successful if you're facing any challenges or anything really exciting.

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Is coming about from your project or if there are any early indicators to show that your project is helping.

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Ofwat achieve their strategic objectives. And we also use the monitoring for some accountability and tov document any learnings from your project that we can help.

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Share more widely with the sector or with other projects. So the first report that you will do for us is the baseline report which is done when the project is fully set up and we will send a template to you with details on this shortly.

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The next one you'll do is quarterly reports which are due in January, April, July and October and again you will be sent a template for this.

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Following the quarterly reports there's one to one virtual meetings, these are like in response to the quarterly report so after we've looked at your quarterly report will come to those meetings with any specific questions about how things have been going over the last quarter.

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There's then the annual review. This is some additional questions we ask every year, so that's in the April.

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To just reflect on progress as a whole over the previous year and how we do it is we just add those annual questions onto your normal quarterly report.

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So you'll still submit a call to report as normal in April. It'll just have a couple extra questions on as well, which is the annual part.

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But we will explain all this at the time and send templates and everything. So again, this is something you need to remember off the top of your head.

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That's then the final report which is done when the project. As completed and again I'll go into that in more detail later and then there is the post impact.

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Post delivery impact report, which is done 12 months after the project finishes. And that's just for us to understand any long-term benefits of your project and what's really been able to achieve or be set up since.

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And for all the reports, we will send you a template about a month beforehand. Which will detail all the questions we want to ask you.

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Reports are then submitted on a survey platform that's called Alchemer. It is, it's just, yeah, just a normal like online.

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Survey website. And we ask that you submit your reports. In there just because it makes it a lot easier for us to keep track of.

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All the different projects data but we do send you a word template so you can know what questions are in.

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The outcome and be prepared for that submission. Sometimes people have some challenges submitting on Alchemer and things can go wrong and if you do have any issues do just let us know by email and we can.

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Hopefully try and fix it or come up with an alternative. For you but yeah any questions on that we're always happy to help.

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And if you could go to the next slide, please. So I'll start going through the reports more specifically now.

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So the first one that you'll do is the baseline report. Originally this was due.

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In July so like as soon as the project started in response to feedback we're now going to have this due when your project is fully set up and we will be in touch with you to let you know the exact,

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How we exactly define being set up and when we will expect this of you. But The point of this is just that the base time report is for us to see where there's been any small changes from your entry.

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Until when you're set up. So obviously that quite a lot of time has elapsed and we understand that small things have changed and it seemed pointless to get a baseline report from some of you when because of collaboration agreements or other reasons, your project hadn't started for another few months because then it kind of felt like we needed another baseline again.

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So now we just ask for the baseline as and when your project is fully set up. We will send you, as I said, will send you a template.

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For this. And we encourage you to work across the team and with your partners to submit this report and be as thorough as you can when you outline your plan and to include smart objectives because this is basically what we want now.

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Refer back to your project instead of the entry will look at the baseline report as what you're going to be doing.

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And it's just a chance for you to confirm. Your intended outcomes share any risks, share your spend profile over the course of the project.

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And for just us to understand if there have been any of those small changes since your entry. If you could go to the next slide, please.

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Thank you. And then quarterly reporting starts once you, so it's after the baseline report and once your project is in.

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It's in full swing. These reports are due in January, April, July and October. And they're focused on understanding the progress of your project, any risks and issues over the.

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Previous quarter and very importantly to collect any lessons learned over the past quarter which is something that Caroline will discuss, a bit more later, but lessons learned as something that's very important for us.

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We really like hearing about those. In monitoring. So yeah. That's a crucial part.

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And how the quarterly report is managed is that you submit the report to us. Through Alchemer.

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Again, we'll send you a template before and reminder emails that this is due. The monitoring team will then review this and see if we there's maybe there's some areas of real interest or excitement, you're doing something really interesting that we want to know more about.

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Maybe there's some areas of concern where either we want more detail from you or we just want to understand more about what's going on with your project.

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And we will either post those questions to you in your monitoring call or via email or not at all if nothing of.

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Real significance comes up that quarter. So I'll just now on the next slide please George.

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I'll just go through quickly the kinds of things we like to see in monitoring reports so you can kind of understand.

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Our expectations for how you fill them in. So, when you submit the monitoring reports to us, we aren't looking for you to write essays and essays and huge amounts of information.

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But we do ask that you try to provide context behind. The risks or changes or areas of real interest that you're telling us about just so that we can have.

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A clear understanding. And obviously we will have all read your entries and read all your monitoring. Reports but we monitor a large number of projects.

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So if you can try and provide the context it's really, really helpful for us. I've just put an example on the screen.

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And it just basically shows that we're wanting to know. When we ask a question, so this is a risks question, we're wanting to know what's going on, what's the impact and what are you doing about it in the like no example on the right.

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That is kind of an unhelpful response to us because we're initially, we would initially be thinking.

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Okay, how much of the costs increased by can you cover it? Is that how much is that going to affect the project going forward?

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And it just causes a bit more required back and forth between us. And yourselves as we kind of understand.

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So yeah, we ask that you, that you're open and try and give us a bit of context so we can just understand what's going on.

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We aren't trying to like catch you out or anything like that we just want to understand what's going on with your projects.

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If you go to the next slide, thank you. So. Monitoring meetings, the frequency of these is dependent on the monitoring group that you're in.

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So you either meet with us quarterly every 6 months or annually. You can see there's like a little table.

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That shows how we decide which project is which frequency. But we will you will always receive an email being invited to book in with us so you don't need to keep track yourselves of Is this my quarter?

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Is this not my quarter? We'll keep track of that. But one thing to note is that all

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Oh, just seeing the question.

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Yes, Helen. There are some changes to the monitoring report. This year from previous, they were sent out in so for the people who are currently involved in the offer innovation funding or the streams.

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There were some changes they were sent out in a template. To the existing project a couple weeks ago with an explanation of the changes.

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That you guys, you will just stop with the slightly changed template. It's just a couple additional questions and slight change in wording.

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On some of the questions but that'll all be detailed in the template that we send you so you will get an updated template of what we expect from you.

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And thank you, Helen. And then, yeah, just on the calls, one thing to note, so you'll be put in a group, which is how frequently we speak to you.

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But there may be additional calls if. Things feel like they aren't going as well as they could be, there may be some concern, maybe there's a really exciting opportunity that we want to hear about or maybe.

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You yourselves want to have a meeting with us because you want to run something by us. So these are kind of like the minimum at which we will speak to you.

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And then we might ask for additional calls with you if we feel like we need one after reading your monitoring report.

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After.

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We, if we do ask you for an additional call, that isn't something to be, to be worried about.

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We'll let you know why we're asking for an additional call. And again, it isn't.

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Any to try and catch you out or anything like that. It's just to understand what's going on with your project and it could be for positive reasons that we think you've talked about something really exciting and we want to hear loads about it.

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So yeah, nothing to be concerned about if that does happen to you. If you could go to the next slide, please.

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Thank you. So as I mentioned before, there are some additional questions that come up. Annually. It's basically just a slightly more in-depth version of your normal.

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Monitoring report. And it's just that we ask you to reflect more on what you've achieved over the past year.

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And about any publications engagement activities any more learning she's got or intellectual property. So yeah, just kind of a bit of an extension of the normal course of the monitoring process, but just a bit more reflection over the past year.

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And then the next slide, please.

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And then we have the final report which is to be submitted when your project is complete. I think we're using the language of technically complete.

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So by that we mean when you finished your project activity but potentially not shut down your project. So, for example, if you were operating a demonstrator technically complete would be when you've got all the data you needed, you've analyzed that data.

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And you're not using the demonstrator anymore, but maybe you're still writing up some of your findings.

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That's kind of when we would ask for a draft of your final report and this is reflecting on the whole.

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Life of your project, including all your key findings. And it's kind of like the main document for us that spells out everything you achieved in your.

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In your project and it's much less formulaic than any of the monitoring reports you've done in the past.

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So we kind of leave the way you structure it up to you. The guidance for this is we just tell you the things that we need you to include.

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And then it's up to you how you do include them. An important point to know is this that this will be hosted on the off website so it has to be written in a manner that doesn't assume a lot of background knowledge because it will be open.

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And to the public. And just worth reminding that there is a template for all the questions for baseline quarterly annual.

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The final report in the Annex 3 of your winners' agreement or you can always email myself or any of the other monitoring team if you want to see questions or requirements.

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Next slide, please. Thank you. And then the last report. The post delivery impact report which is not for anyone to particularly worry about.

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Now this is done 12 months after the end of your project. And it's just looking at the full impact of your project and the outcomes and any long-term benefits that have been able to happen.

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Because of your project. And it's just worth pointing out now just to say that your participation with the fund doesn't end when your project finishes because we have this requirement 12 months later.

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But yeah, this is just to understand really what was able to be achieved and continued. To be set up after your project.

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And then the last section from me is on project changes. So there's a few project changes that we would love to know.

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As soon as and then there's also some that you need to get approval on. So the key ones that you need to know to get approval on is any changes to your end date.

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Any changes to your partners or significant changes in scope. So if you do have any of those changes, there's a change request.

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Template, which is quite a simple. Document. It just asks for what the changes are and the reason for the change.

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This has to go to off what for approval. Typically, if it's just like an extension to your project, this is quite a quick process, but it's just something that off need to be aware of.

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So if you could do that sooner rather than later and then there are some other changes that we need to know about but you don't need to do a form for so that's changing your project need or you've got a new high risk.

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And then any changes less than that, you can just let us know about in the monitoring forms and will follow track it from there.

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Great. I think that was everything I had to discuss about the monitoring. Just checking in case. Are any questions?

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I don't see any questions but feel free to put them in the chat and I can, you know, if you've missed the spot now and I can get to them.

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Later. But if you could go to the next slide, please, George. So we will now hear from Helen Patterson who is from Northumbrian Water who will be talking about tips on how to complete your final report.

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Effectively and on the documents new format. Thank you.

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Thanks very much, Tara, can everyone hear me? The video is in that I can't start it because the host doesn't allow it but if everyone is happy with me just There we go.

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Should be coming through.

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Perfect. Thanks very much. Hi everyone. So I'm Helen Patterson.

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And I was the customer business lead for a pilot project called Support for All. Which was funded by Ofwat Innovation Breakthrough 2 Challenge.

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So we were awarded, just over 600,000 pounds, to design and build, a platform which was capable of securely hosting and sharing.

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Customer data. And customers who were in vulnerable circumstances saw We have a name for that called Priority Services customers.

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And we wanted to share that, between both water and energy companies. So we have navigated through different, security and data protection.

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Mine fields as well as the technical build. Yeah. We were greatly, greatly relieved to see the results.

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We're staggering. We did find an extra 350,000 customers that we could help between us and our pilot partners.

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And the timing of our pilot. Closed in very end of 2023.

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So it meant that we were actually part of the first group of companies to, I guess, utilize this now evolved final report and haven't gone through it.

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I'm hopefully going to share a few pieces that we found useful as we walked through. Just wanted to start off by seeing Tari you mentioned, you know, to reach out to the team.

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Personally, my experience throughout our entire project, whether it be, you know, the bid entry project reports, monitoring.

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Cannot commend the team enough they do provide a fantastic culture where there is no question that you can't ask big or small.

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We'll always get back to you really quickly, so whether it's clarification, just never be afraid to ask.

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That the help is there. So back to the final report. So we received the template in February.

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And I mentioned that the requirements had been through an evolution. And so it meant that we didn't have a, I guess, a Blue Peter.

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He is one that had been provided earlier, done earlier to kind of view and then have a look at.

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So now, having been through the process. And we've since been awarded funding through the Breakthrough Challenge 4 and there's certainly things that we're going to do differently when sort of preparing and planning for the final report.

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But we didn't necessarily have quite a the level that we wanted for the pilot. So it is a comprehensive report.

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And we found, you know, there is huge, huge interest in preparing in advance and for us, you know, we're gonna essentially consider the final report from the outset.

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And so. Probably, you know, not rocket science that depends on the length of the project, you know, 1, 2, even 5 years, I guess, for some.

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It can really put you on the back foot. If you don't start clicking and reviewing that information that you're going to need from the outset, it's really challenging to go to call back and get it.

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So Tara's mentioned that she's going to share the templates for the final reports to us all.

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And I guess first thing is, you know, sit down and read it, read it. Read it thoroughly, read it again.

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Having that luxury next time will be fantastic for us and we'll be putting it at the forefront of our planning.

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There's a few areas that we're going to change in how we monitor. So just running through a couple of those now.

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The first one, I guess, is IPR. So we're going to make sure that we've got a real cast iron method of recording the IPR as we go through.

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The project. And you know track it very much from the outset far easier to do than the knock back.

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Tournament, mentioned lessons learned and that for us. Through the sort of prompts through the challenge as well.

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At the of the funding board. We really took a proactive look to this from the outside. Which was very, very beneficial.

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So. Again, rather than leaving it towards the end. We utilized lessons learned various milestones in the project.

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It was particularly for us so we had very distinct sections, such as, data sharing agreements, using our DPOs and our legal teams, our security teams and pulling them back in when they'd been sort of moved away from the project for several months.

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Would have been particularly challenging from all of the different partners that we had so breaking it down so that we're doing it piece by piece really worked for us and it's something that we'll continue to do.

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And collate that as we go. It also means that to be fair, we can, you know.

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Benefit from the lessons that we see throughout and we can implement them and make changes to it to improve our own project as well as we did some nice pieces of sharing where in Northumbrian Water we were lucky enough to be awarded more than one.

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And Breakthrough Fund. So as a collective group, the leads were keen to share the learnings.

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And kind of walk through that. Together as we all went through our respective projects. Dissemination.

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I guess I'll put projects have a dissemination plan. Again, it's something that It's easier, it's better, it's you can clip feedback, you can make the changes without leaving it to the end.

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So we had a obviously a final playback session, but we started that, from the outset just to give updates because this was something that the wider water and energy.

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A sector of interest in, it's still quite at the forefront. Now with their various technology, even the government getting involved in a in a vulnerable share once.

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Space that we're talking to. So. Really, really key just to keep everyone engaged from the outset and it's a surprise and it doesn't matter how many times you tell the story of what you're doing you will always find those that have not heard of the concept, you know, whether it's different conferences or webinars, that there's always new ideas to come to the party.

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And help get on board. And then lastly, I guess the, the knowledge logging and, and the widow transfers for us is going to be the 4th point that we will be keeping a track of very much from the outset.

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Rather than I guess some things you do naturally and you just think well it's part of my job or I'm just moving through These are all really key things that can help others.

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Be it. On our project or others. So it's about capturing those, keeping those close to hand noise, having them to refer to.

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There was for us we found a substantial difference between the material required for the baseline and the quarterly reports and the final reports.

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But in order to make sure that the final report isn't an enormous task, it's You know, it is a piece by piece segment that you're building up over time.

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We are meeting with the team as well. With, with Tara and Caroline to sort of share our personal feedback, which we're really, really pleased that they've given us the opportunity to do that.

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Because like I say that this is the sort of evolution that we're in now for this final report.

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We're all learning in this space, fairly new concept still, so I've no doubt that there'll be future evolutions to come in future.

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And I guess the final message is just that, you know, this final report, it is a significant factor to incorporate into any project.

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But the learners from us would be to take it piece by piece rather than towards the end where you haven't took recap and go back I think in and review every.

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Each step of the way because these projects are somewhat complicated hence the reason why they are not.

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Being able to be funded through any means. So hope that was helpful, Tara.

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That was great. Thank you.

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Thanks, Helen. And yeah, I will encourage everyone who wants to ask questions to Helen about this in the chat we can do that got some time now to take those questions before the break.

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While you're thinking, I'm just gonna read out a couple of questions that came through.

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From the QA. Function. So we had a question from Clive. Where do we get the project change request form and this will be sent around to all of the new projects next, sorry, this week.

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And then we had a question from Dan asking about the reporting forms again. Are they all, are you all going to receive the forms in one go or incrementally throughout the project?

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So some of the templates you can already access in the winners' agreements Annex 3. That the organization signed in May.

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But we are also going to send out each template in one go. So that you have everything that you need when the time comes for reporting.

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Do we have any other questions for our lovely panelists?

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If not, I think we can go into a quick break.

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So it's now. 2 PM. If we can take 10 min.

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Stretch your legs, get away from the screen. And we can be back at the 11 past 2.

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We're gonna go again into, a little bit more. Hello, learnings and then a deep dive on how to share learnings effectively.

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And then we wrap up. Thank you. Everyone, see you in 10 min.

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Who, fully everyone is refreshed. We're now into the second half of the session. And in this Impact section.

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Caroline and Alex are going to bring us forward to learnings and communications opportunities. Caroline, am I handing over to you?

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To Alex but i s all the same. We're one big team. So Alex.

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Lovely. Go Alex, take it away.

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Thanks, Elettra. Hi everyone. I'm Alex. I work with Elettra and Caroline at Challenge Works and specifically on communications for the Fund.

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So I've met some of you a few months ago in the comms briefing ahead of the Breakthrough 4 announcement.

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And so I will try not to cover too much of what I covered there. But say we'll be talking about comms for the Fund.

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And so essentially, Caroline and I work very closely with Ofwat's Comms Team, our delivery partners and also our PR agency Seven.

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Again, who you might have met at the comms briefing earlier in the year. And we really make sure we try to spread the word about the competitions in general, the innovations that you're delivering and have been funded through the funds and the impact that they could have or already having for customer society and the environment.

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And to do that we're coordinating announcements and ongoing communications efforts with any PR, social media and web content as well as any events that are being held.

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But this isn't something that we can do in isolation for the Funds and we really appreciate you working with us on your winner's announcement.

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And from time to time, we might be in touch with you to work on future comms opportunities and I'll go into some examples of some recent comms opportunities where we've been able to really profile and highlight some projects within the Funds recently.

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So in general, if we need information from you, about your projects, for any announcements, we try and use the non-confidential information that you've already provided to us, i.e. what is on your winner's page on the Fund website.

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And thanks, George. But we'll often need to confirm if we've adapted it for any, reason into a format suitable for publication.

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But we're also really keen to share news or updates that you have about your projects. So please get in touch if you've got any major campaigns.

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Announcements or programme milestones coming up which you think could be of interest to the wider public.

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And moving forward, we really want to see more sharing knowledge, insights and lessons learned from your projects.

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So please keep us in the loop of any major announcements in the space. We might be in touch if anything is identified through the monitoring cycle which Tasra talked us through earlier.

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And I mentioned the winners' pages just briefly on this, whilst we create these at the points of announcing which projects have been funded through most recent competition cycle, these really aren't meant to be static, and they are very much yours to update as you see fit throughout the life of the project.

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To keep people updated with whatever's happening. To do that, let us know what changes you want to make on those pages and we can do that for you.

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Also at the end of the project this page is also used to capture the project's outputs and any IP that's created.

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To share with others, they can pick this up. Next slide please.

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In terms of PR, we really want to be showing projects in action as when they kick off.

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And the impacts that they're having in the wider world. So a few examples on screen, do tell us about when projects are moving from planning stage into, kind of, real world, say a new prototype being developed or you know, something's being built.

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If you've got any good photo or video opportunities that might tell the project, tell the story of the project or there's an opportunity to kind of capture this with a site visit.

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Or if there's been a significant development or learning, that's worth sharing with the wider world, i.e.

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The project is publishing a new report. And this is a lot more exciting for the press than kind of the promise of something that's happening.

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Further down the line. Next slide please.

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I mentioned a few examples. So these are just some examples where we've kind of profiled some projects in various stages recently.

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And these kind of might inspire you to get in touch for similar announcements or events for your own in projects.

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Later down the line. So for example, we've had some guest books written from various

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water companies or project partners about a project, say for example Safe Smart Systems Project or The Rivers Trust

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When they launched the big river watch early in the year. And some filming also happened for that project which was really cool to see. We invited Mumin from South Staffs and Cambridge Water, to speak on the Utility Week Live panel about innovation maturity in the water sector, and Mumin is also leading on, I believe, a Breakthrough 3 funded project.

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And we're also using various projects, as case studies in our upcoming Innovation Festival sprints, and that will really be about finding solutions to barriers.

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To adopting and scaling innovation and the sector so again we were in touch with those projects to get them on board and they'll be involved throughout our sprints at the festival.

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Hey, it's Caroline.

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Apologies. I was just responding to a question in from Rob in the Q&A about whether it's possible to have regular meetings between project comms team and challenge works.

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To share best practices, etc. So the answer is at the moment we don't have standing regular meetings, but we're more than happy to respond to requests on an ad hoc basis and you can either directly write to us or use the monitoring calls to request for us to organize a call so always happy to respond to any requests. So thanks.

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Thanks Alex. So I'm Caroline. And I oversee comms learning and monitoring activities.

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So you'll see me engage with you on these three topics. And given that I think the same of today was really the question of lessons learned and it's something that because of the maturity of the Fund now and all the exciting work that is.

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Ongoing in the projects, I thought it would be nice to spend just a few minutes discussing what do we mean by lessons learned.

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Why is it important to us? And more importantly, what do we do with what you share with us so then you can see that actually all of your projects are part of a much bigger piece of work.

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That is focused on, you know, kind of uplifting the Fund, some external facing work.

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And really showing how much of an impact this work has on the water sector in England and Wales, but also hopefully, at the international level and setting best practices.

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So what is a lesson learned? So a lesson learned refers to a knowledge that is gained within a project, whether it looks at success or failure.

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And I know people don't like the term failure, so I'll say positive and negative experiences of a project in order to improve how we do things over time.

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Focus on good results, but also how do we avoid mistakes in the future? So they can cover very wide variety of topics from how do you do a project set up.

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How do you focus on project management? But also, and very interestingly for the Innovation Fund, the technical aspects of your project.

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So it's really important for us to hear about them because it helps us understand the type of learnings that are coming out of the projects.

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Where and how change happens in the way you do things and then it helps funded projects learn from each other but also avoid other teams trying to solve a solution in the same way.

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So consider your lessons learned a repository of knowledge for the entire sector. Next slide please.

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So it's extremely important for us to understand why things don't go the way they were planned and this and the type of positive or negative impact it can have.

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So we know the fund is funding innovative projects and they have an inherent risk attached to them. So things might not go the way you thought they would.

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And that's absolutely fine by us. And actually, this is where it's interesting. This is where things happen from an innovation mindset.

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And This is where we ask you to document everything that's happening, including things that didn't go the way they were planned, because then you can look back and have a proper learning output.

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Attached specifically to your project. So just for a bit of context and framing as well, these are the most common causes of project failure in project management.

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So You know, there's a lot of things around for planning or unrealistic deadlines and a lack of resources.

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Also, poor communication that then leads to unrealistic expectations. And there's a whole bucket around risk management that then can lead to inadequate stakeholder management.

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So you can see it can, a lot of things can happen at different levels of the project and it's really important to be able to monitor all these different buckets and this doesn't even talk the technical aspects of things, this is really purely project management.

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So there's a lot of buckets where things can happen. Where you can gather learning from what's happening currently.

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Next slide, please. So as I said before, through the Fund, we support innovative projects.

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And we're really expecting to see you try and bring new ideas, new technologies, new ways of working to the sector, but it might not always work.

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So, or it can also have unintended consequences. And again, the Fund is fine with this.

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As long as you tell us and you document why, why it's happening and how it can be beneficial to this sector now, but also at a later date.

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I think we have to remember Okay. You know, we've been on a 4-year journey. Hopefully there's another 6 years for this journey.

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So we really need to be able to, you know, in 2030 go back. And look at the projects that were set up.

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And have thisdatabase of learnings so that someone who comes in in 2032 and say 'I want to look at ammonia recovery' they can see 'oh actually IWC, there was a project what did they do what can I learn from it and how can I you know, push the project forward, take it one step further'.

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So, you know, I wrote down a few funny examples of how things could go differently to what we planned so you know you were gonna gassify sewage large it works but actually you don't know how to store the gas. Well tell us why what's happening what are you doing about it. You wanted to use AI to identify different types of algae in the water but actually great, yeah it has worked and you

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can track phosphorus in water. What happened? You know, was it a fluke or actually something great is happening there?

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Probably these examples are, you know, not the most, you know, maybe they don't make sense, but that's okay.

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I'm just showing you that, you know, it's a chain of events where things can happen.

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So, one thing also that's really interesting for us, especially as the delivery and monitoring team.

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Is to explore synergies within the winning cohort because you know your project doesn't operate on its own.

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It's part of all the other winning projects and you have winning projects that are all working on similar topics that are trying to solve similar issues.

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Or that inform each other in the solving that they're trying to make happen. So to be able to really value and showcase what's happening at the corporate level, we have started drafting some learning reports.

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Around projects that are working on similar topics so by the end of the summer, we'll have had 2 reports that are going to be published.

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One is about circularity in water and the other one is on water smart communities.

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And so it's a really nice mix of projects that have completed or that are still in flight, and what they're trying to solve and how they can learn from each other.

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And actually, be their own little ecosystem within the winning cohort. Next slide please.

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So I just wanted to recap, you know, how it fits with the wider piece of work that we're trying to do.

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So. At the moment we have all the Ofwat funded projects, all of these projects are giving us lessons.

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On a quarterly basis. So what does that happen with these lessons? So first of all, there's the new quarterly learnings

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Newsletter. So this comes out on a quarterly basis and is the collection of all of the lessons that came out from all of the projects for the quarter.

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It's organized by theme and then this newsletter is shared via the innovation leads to all the projects.

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That are currently, actually all the projects that are being funded as part of the Fund and it's an opportunity to, you know, look back and learn from each other on a very informal basis.

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Then we also identify and log opportunities from the from these lessons learned. So Alex mentioned before, you know, we have Safe Smart Systems that wrote a blog for us.

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The next project is gonna be Stream. So if you think something interesting is happening in your project and you want to write a blog for us then please get in touch because there's always an opportunity there.

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Then there's the learning reports that I just talked about. There's also, actually on the blog opportunities, I'm also doing a job myself to look at the cohort.

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And try and find synergies there and say, for example, one blog I would like to look for in the coming months is, which are the projects that are working with other regulators?

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Can we write a blog on good practices on engaging regulators on Ofwat funded projects. Just an example.

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I'll be in touch. So the learning reports I mentioned before. Also speaking opportunities, so we had some projects, talk at Utility Week Live this spring and as we attend more and more events

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We'll also be asking you to, you know, participate and share your learning. And then also, yeah, updated project pages.

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As I said before, these project pages are yours. They're your CV to the world on your project funded by the Fund.

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And we would like you to be able to really take, well, take control to a certain extent, but I =like feel free to amend what's on this page.

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Tell us, send us pictures, send us videos, send us updates so that people know what you're up to. And hopefully, all of that put together, and then you sending us really strong lessons learned will also contribute to the wider aims of the Fund

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Which is around adoption, you know, rollout of projects and, focusing on learning for the whole water sector.

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Is there any question? I can take a few questions and then, otherwise.

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Next slide, please. We'll have Phil Buckingham and who's gonna talk to us about how do they share learning at.

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Anglian Water. So, I'll give you the floor. I just want to see if there's one question that comes through while I'm there.

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Otherwise, I'll disappear.

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Okay, well, I'm still online so I can still answer questions. Thanks, Phil.

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Thanks Caroline. I assume I'm coming through loudly.

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Yes, great. Thanks very much. Yeah, so talk about sharing learnings, but also just kind of, bit of an overview of the kind of the key areas that we've had.

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And over the sort of 4 years that we've been using the Fund for. And then I'll talk about how we've been sharing that and what kind of experience from that, towards the end.

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So yes, I'm Phil Buckingham, I'm the innovation portfolio manager at Anglian Water. Bben involved in a year now.

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So, really excited about understanding what's been going on across the innovation space. Just briefly, I know that Anglian Water has got eight

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Project awarded from the Fund, three Transforms and five Catalysts with three completed to date.

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And we've gone from the, all the way to the completion and even the 12 months after as well, so we have kind of experienced a lot of what has been spoken about today. And interestingly quite a lot we've already spoken about have

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Been touched upon. So, okay, I'll go with a few of those and bring through some more specific examples as well.

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That we've had. So it's got 3 key areas I'm gonna kind of focus on, that we've kind of gone for a bit of a continuous learning sort of session.

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And across our life with the Fund. So the kind of first one is about how we manage the portfolio.

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So we kind of moved away from just managing as individual separate siloed projects and really looking at it as a single portfolio of view.

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In doing so, we make sure we standardize all the different management tools we use across the projects. So utilizing.

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It's traditional sort of tools that you won't use to manage projects, but quite a lot of time those are kind of traditional capex, waterfall type schemes, we have had to kind of adapt those, make the more applicable to like an innovation type project, which is, really good at making sure we've got consistency across all the projects.

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They've got PMs moving across them or members of the team building across. They can still understand what's happening or what they're used to seeing.

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So that's really helped to make sure we're not getting any sort of differences happening across the schemes.

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We've been making sure we keep the PMs across each different projects quite closely operating together. And to try to have quarterly updates with them, so we'll try to align them with the quarterly reporting as well.

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We make sure we try and share lessons, you know, good and bad. You said Caroline positive negative across those types of schemes.

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And things that come up. Contract issues, probably expect across quite a bit of contracts have come up before, delays in onboarding staff and process blocks.

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They try to get around all those sorts of things. IPR understanding sometimes comes up as well and sometimes more specific technical questions can come up where you've got similar sorts of activities

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Happening across the different types of projects. And the other thing we've tried to be really ley on, you know, as well is making sure there's some key members from the Anglian Water innovation team that sit across every single project because that way again we can ensure, you know, show the best practice lessons learn things will just be shared across every team I can be applied to every team really quickly as

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well. And the other thing we've, we've, we've been moved on to recently as well, making sure we've got a single reporting process that had, across all the schemes.

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So using Power BI now to surface all the activity across the Ofwat fund. That's the AW funded but also the wider Fund as well.

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And that means we can easily see how we're doing financially, get deliverables, any additional opportunity, again, could be surfaced there.

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And that can be flagged to the project pulses and all the kind of offices. Like, when they need to see it.

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And I've also shared the entire wider fund as well in terms of what the projects are, what have been funded, the kind of areas they're focusing on.

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In terms of business benefit to the wider business, in the idea that should help prevent the duplication of efforts of stuff they're looking into.

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It might help identify more opportunities where business SMEs might want to come along and join like to join the steering group or help to partner with it.

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So that's kind of our first key area. Our next one is a bit more tangible, but it's really important is developing really strong relationships across the partners and the business.

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And specifically really, you know, key business areas. So you can promote the importance of projects and also to enable it any tweaks or changes to standard process that we might have across Anglian.

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These will be around areas like procurement. So, a lot procurement goes on across all the different 8 projects.

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And we need our procurement team on side to help us with that. Delaying those can cause, you know, delay to the overall timeline of the project. Legal team on board as soon as possible.

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Just so we can get any issues around, you know, things that might come across there. We got our accountancy operational teams, health and safety teams with trial plants, maybe ongoing, and also getting roles and responsibilities really clear, really early on as well, really helps

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We mentioned the collaboration agreements earlier before. Really important for us because that really sets out what everyone's expected to do and just a little note if you haven't done, we always make sure we share those even while we're doing bid process build actually just so that any

partners bring it on board understand what that means like really early on, so we hope not having any comms conversations, on after we've been awarded the funding

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And then the kind of final, but kind of real key one, which, other, as well as using the Ofwat team, yeah, the team on, on the call have really been fantastic helping us.

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They answer any queries we've got as they're going along. They're more than welcome to suggestions in terms of reporting timelines that can help that will help ourselves and make sure we align it in the internal reporting processes.

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They give us any advice on completing some of the reports. You see, it can be quite daunting to see the number of reports, but actually it's not that hard to get into and the team were always really there to help us get on board with that.

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And, so like Tara mentioned, in terms of, yeah, they are really welcome to being honest and, you know, getting that trust built across the team, you know, all of us are here to be sure that we're delivering value from the money the Fund is getting to us.

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So that's kind of the real key thing they wanted to kind of put out there. So the kind of summary of the main takeaway is really is that yeah, we've been really clear Q&A, W to make sure that we share any the lessons learned from the reports that we've had across the project PM.

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Let's just make sure we can get the products working well as possible. We also share those outward to the other research and innovation PMs as well to see if there's any applicable learnings that we can pass across to the sort of internally delivered innovation projects.

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The Ofwat learnings new development, has been really great as well. So I think we've, asked for a few times or something like we've asked for a few times or some of the quarterly monitoring sessions, it'd be great to understand what others are doing.

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So that's what they came out like last month. And we've been through that and again share some particular interest that come from that in terms of using technical understanding that we weren't aware of that's happening across the other schemes or some different ways that other projects are

doing things like contracting which we're going to explore, which is really interesting and they something we do as well in terms of there's probably comms piece that we're not rolling out across.

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So we've got our internal comma process in terms of sharing of updates on projects, and what those are, in terms of whether they've been awarded or at a particular milestones we've gone past.

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We also post those through our intranet and we've got our own sort of external website as well where we keep up to date with all the offer funding projects and sharing the relevant materials.

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And also we use lots of funding routes Tara mentioned with the Fund themselves and in terms of passing out those learnings.

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So yeah, sounds very brief but I've tried not to be too quick but I'm happy if anyone's got any particular questions.

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Or would like to share or explore and we'll detail how we do it and I'm more than happy to discuss

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outside session, if you would like to drop me a message. And, that's all I've got for now.

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Any questions happy to ask?

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Thanks very much, Phil. I would actually invite everyone who's been on the panel to join me and Phil, on camera.

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And, we have a little bit of time if there's any questions at all about the processes.

01:33:26.662 --> 01:33:40.662

The communication aspects, the learnings, the monitoring. We're here for you. If not, I think we can definitely take some time back, but obviously we've got this scheduled until 3 pm.

01:33:40.662 --> 01:33:58.662

So there's plenty of time if anyone wants to jump in.

01:33:58.662 --> 01:34:22.662

I don't know if that means that we have clearly smashed it or

01:34:22.662 --> 01:34:29.662

No, well, if, anyone is still thinking, I'm just gonna waffle through some of the admin bits at the end.

01:34:29.662 --> 01:34:38.662

So we, after the session closes, we're going to send out a short survey to

01:34:38.662 --> 01:34:51.662

Understand how useful this has been for you. As mentioned before we are recording so we're also going to share the recording of this session and you can come back to it at any point.

01:34:51.662 --> 01:34:57.662

We have one question in the Q&A function. Fantastic. Thanks, Anthony.

01:34:57.662 --> 01:35:02.662

Really great session, many thanks. No question for me. Just a big thank you. Well.

01:35:02.662 --> 01:35:05.662

What can I say? Thank you. For bearing with us. Been a pleasure.

01:35:05.662 --> 01:35:13.662

And we've got more coming into the chat. Thank you, Rob. I'm glad you found it useful.

01:35:13.662 --> 01:35:22.662

And yeah, at this point, I think we're just gonna wrap up everyone. Please do take 2 min to fill in our survey.

01:35:22.662 --> 01:35:32.662

It should appear automatically in your browser as you leave the session today. And as always, we've got our water innovation inbox, always available.

01:35:32.662 --> 01:35:41.662

So if anything comes later and you're like, oh, I should have asked about this. Drop us a line and we will always be able to respond in written format.

01:35:41.662 --> 01:35:49.662

Alright, thanks everyone and I want to particularly thank Phil and Naina and Helen for joining us on the call today.

01:35:49.662 --> 01:36:03.662

To support and share your learnings from your projects. Thanks George and aptly having a thank you slide to celebrate the end of this 4th onboarding of the Breakthrough Challenge.

01:36:03.662 --> 01:36:11.662

Congratulations to all the winners as well. While we're at it and, good luck with setting out your projects.

01:36:11.662 --> 01:36:12.662

All right. Take care. Bye everyone.

01:36:12.662 --> 01:36:16.022

Thanks, everyone