Breakthrough 4 Winners Onboarding Event

25 June 2024

Delivering in partnership

Introduction and Welcome

Aims of the session

By the end of the session, you will...

- Have a clear understanding of what to expect in terms of the Fund's legal, financial and monitoring requirements and communication activities for the winning projects

- Learn from past winners' experiences and reflect on approaches to collaborating and knowledge capture/sharing

- Be set up for success in delivering your projects.

Housekeeping

- Recording and slides will be shared

- Chat is on but we encourage you to use the Q&A functions for Questions, and chat for technical support
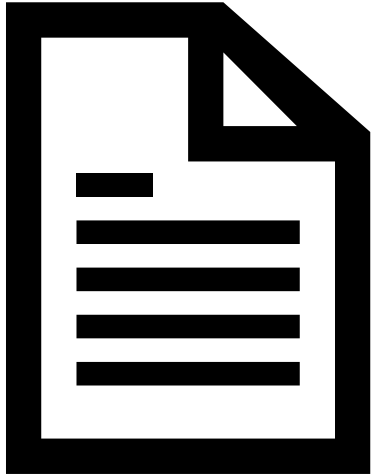
Today's Agenda

- Introduction & Welcome

- What to expect: Winners' agreements, payments and milestones

- Deep dive: Setting up for success
  In conversation with Naina Singh and John Russell (Severn Trent Water)

- Impact – Monitoring requirements

- Deep dive: Final report – new format and expectations
  In conversation with Helen Patterson (Northumbrian Water)

- Comfort break (estimated 2.05 pm)

- Impact – Reporting and comms opportunities

- Deep dive: Sharing learnings
  In conversation with Phil Buckingham (Anglian Water)

- Questions and close

Winners' Agreements, Payment & Milestones
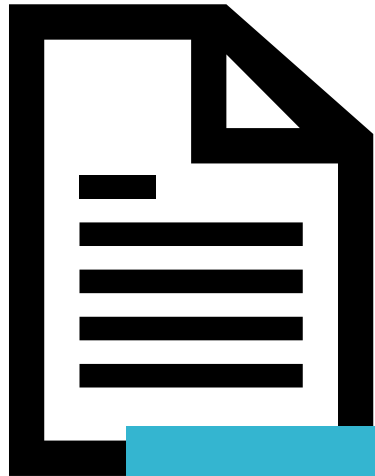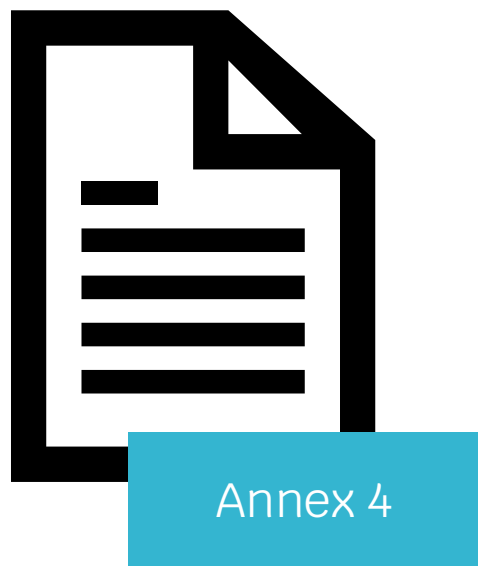
Catalyst

Upfront Payment
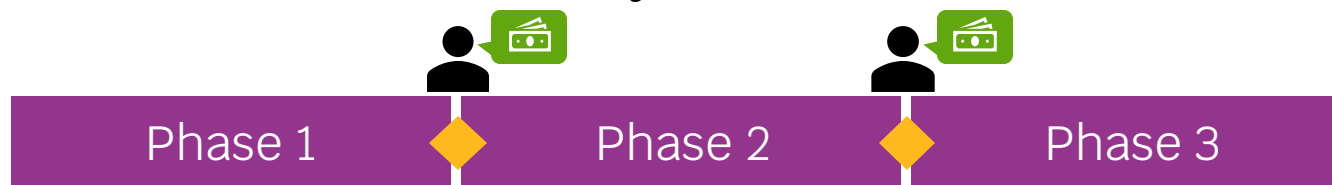
Delivery

Naina Singh and John Russell

Setting up for success

Monitoring
Requirements and process

Tara Appleyard

Caroline Pradier

Alex Wu

James Holloway

Hardik Dhanuka

Hesham Afifi

Maria Smith
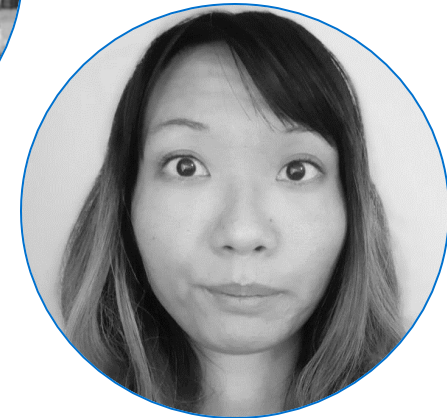
Tammy Po

Three critical principles underpin all monitoring activities. We want to:

1. Support and enable winners to take well managed project/innovation risk rather than limit and discourage project/innovation risk

2. Be a **supportive thought partner** – enabling winners to be open with us about their projects

3. Take a proportionate and trust-based approach – being flexible to minimise additional reporting burden wherever possible (e.g., looking at how we can adapt materials/metrics produced for other governance and reporting processes)

Monitoring areas

Inputs

The resources required to achieve the programme objectives (this includes programme, expenditure and costs, risks, including any approvals and consents required, and project partners).

Outputs

The direct result of the activity, e.g. technological progress, or increased knowledge (this includes lessons learnt and any changes in approach)

Outcomes

The changes or benefits that result, generally to the direct beneficiaries of the programme e.g. benefits to the environment resulting from the innovation (these are different for each project and will be based on the SMART objectives included in the original entry)

Impact

The final, wider changes that result from the programme (these are different for each project and will be based on the impacts included in the original entry)

S — <u>Specific:</u> Be specific about what you are aiming to achieve and how

M — <u>Measurable:</u> Be clear about what you will measure to assess whether your objective has been achieved

A — <u>Achievable</u>: Ensure that your outcomes are realistically achievable

R — <u>Relevant:</u> Make sure your outcomes are aligned to the bigger picture and the long-term impact you want your project to have

T — <u>Time-bound:</u> Set a date for when you can expect to achieve your outcome

Monitoring process

| Baseline Report | Quarterly Report | One-to-One Virtual Meetings | Annual review of outputs and outcomes | Delivery Completion Final Report | Post-Delivery Impact Report |

One-off reporting → Periodic Reporting → One-off Reporting
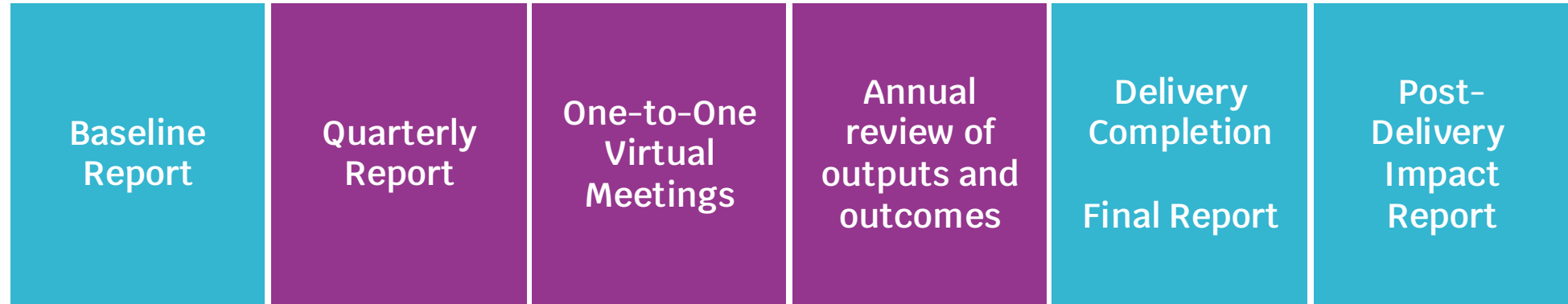
Water Breakthrough Challenge Winners Onboarding

Baseline Reporting

One-off Report

- Opportunity to confirm/provide any information on the project's intended outcomes and programme; any further expected risks and opportunities; and a spending profile.

- Collecting this information at project kick-off, enables projects that start after funding is awarded to detail any changes made, or challenges emerging during the interim period.

Focus of reporting:

- Inputs
- Outputs
- Outcomes
- Impacts

Information examples:

- Provision of a spending profile template
- Up to date project programme
- New and upcoming critical risks
- Project objectives
- Project outcomes
- Projects intended wider impacts and benefits

Monitoring activity: Quarterly survey

Quarterly reporting

Periodic Report

- Quarterly reporting is focused on understanding the progress of the entries, understanding any risks and issues and collecting any lessons learnt.
- Reporting template is shared approximately one month ahead of submission along with a link to your submission platform once the report template has been completed
- Quarterly reports are due at the start of each quarter (January, April, July and October)

Focus of reporting:

- Inputs
- Outputs

Information example:

- Any significant changes to project in relation to scope/approach/outcomes
- Reporting on project progress (budget and programme)
- New and upcoming critical risks
- Ability to meet original objectives
- Lessons learnt

Example question:

Are there any critical risks which may impact the project in the next two quarters?

Please provide further information such as likelihood, impact, mitigation, and residual risk after mitigation (using the same methodology as the entry's risk register):

Yes – Equipment costs for plant A have increased by 10% due to inflation (£X).
Risk rating: low
Likelihood: high
Mitigation: we will use our contingency fund in this instance to cover the £X increase and are looking to procure early for our future plants to reduce future impact of this.
Residual risk rating: medium ✔

Yes – Increased equipment costs due to inflation ✘

*These are examples of the quality of submissions we have received and are not real responses

One-to-one virtual meetings

Periodic Report

- One-to-one meetings will be held with the entry delivery team to discuss progress on entries. We hope key team members from major entrants (> 25% delivery budget) would be able to attend this meeting.
- These will focus on any key points or challenges highlighted in the quarterly reporting.
- The timing of these meetings vary
  - Catalyst Stream - January and July at a minimum
  - Transform Stream – meetings are depending on your projects grouping:

	Indicative project milestone cost		
	Under £0.5m	**£0.5m-£2m**	**Over £2m**
Low risk	A	A	B
Medium risk	A	B	C
High risk	B	C	C

- At a minimum Group C Meets quarterly, Group B bi-annually, Group A annually

Annual review of outcomes and impacts (an additional section to the quarterly report)

Periodic Report

On an annual basis, an additional section is added to the quarterly report.
This will focus on reflecting on your progress over the previous year and updating the delivery programme.

Focus of reporting:

- Outcomes
- Impact

Information examples:

- Reflections may include details of publications, engagement activities, sharing/use of shared data/intellectual property, awards/recognition, influence on policy, new products and processes
- Impact e.g. behaviour change, new research/innovation tools and methods, key lessons learnt

Final report

One-off Report

This report will be required of all projects at the end of the project and will focus on reflecting on the success of the project and any lessons learnt.

It is Ofwat/ the delivery team's chance to fully understand the project's outputs, outcomes and impacts at the project completion.

Your final report (and any IPR) will be hosted on the Ofwat website and so needs to be written in a manner that doesn't assume a lot of background knowledge.

Focus of reporting:

- Inputs
- Outputs
- Outcomes
- Impacts

Information examples:

- Final project spend
- Materialisation of risks
- Key project findings
- Implementation of scale-up and roll out
- Benefits achieved
- Impacts achieved

Post-Delivery – Impact Report

One-off Report

The template for this report will be shared 12 months after the end of the project to understand how the outcomes of the project have developed and understand any further long-term benefits. Projects will be asked to take part in a semi-structured interview and complete a survey post-project completion. This feeds into the work that is being carried out to assess the overall impact of the Fund and whether the Fund is working to achieve its intended impacts as set out in the Fund ToC.

Focus of reporting:

- Impacts

Information examples:

- Benefits achieved
- Impacts achieved

How to report a project change

Please highlight any changes to your project either directly or in your quarterly report with some justification. This may trigger a meeting with the delivery team if this is a significant change. See the table below as a guide as to types of changes and how to report them to us.

For any changes requiring the Project Change Request form, please send the completed form to **waterinnovation@challengeworks.org**, and we will seek approval from Ofwat. The form will be shared with you.

Quarterly Monitoring only	ASAP let us know (no approval needed):	Project Change Request form (approval needed):
• Minor Budget Changes (Less than 5% of your budget) • Timeline Delays	• Project Lead Change • High Risk Realised	• End date changes (No-Cost to Fund Extension) • Partner change (excluding Lead) • Other e.g. Significant Scope Changes

Helen Patterson

Final report – new format and expectations

Break

Ten-minute break (14:01–14:11)

Impact
Learnings and comms opportunities

Communications for the Fund

What we do: Coordinate PR, social media, and web content which:

- Highlights how water sector innovation is addressing major challenges

- Promotes the Fund and the competitions to encourage participation in future rounds

- Celebrates success and shares insight from the projects to the sector and beyond

How we work with you:

- Draw on the information you've already provided to us

- Involving you in our announcements

- Supporting you in <u>your</u> announcements (get in touch!)

Now that projects are underway, we want to show them in action and the impact they are having.

For example, please tell us when:

- Projects are moving from planning into the "real-world" (e.g. a new prototype is developed)
- Good photos and videos that tell the story of the project become available (or there'd be an opportunity to capture them with a site visit) (e.g. a new trial site is set up)
- There's been a significant development or learning which is worth sharing with the wider world (e.g. a new report is being published)

Real-world outputs are much more exciting for press than the promise of something in the future.

Communications for the Fund – examples

A few examples of how we've profiled funded projects recently:

- Guest blog from Anglian about Safe Smart Systems

- Guest blog from The Rivers Trust about the Big River Watch (CaSTCo) and coordinated filming

- Invited Mumin Islam (South Staffs and Cambridge Water) to speak on a Utility Week Live panel about Innovation Maturity in the Water Sector

- Using 5 projects as case studies in our Innovation Festival Sprint on finding solutions to barriers to adopting and scaling innovation in the sector

What are lessons learned?
Lessons learned refer to the **knowledge gained** by reflecting on the successes and failures/ positive and negative experiences of a project in order to **improve** how we do things over time, reproduce good results, and avoid repeating mistakes in the future.

They can cover a variety of topics from project set-up, programme management but also technical aspects of the projects.

It's important for us to hear about them as they help us understand the types of learnings coming out of the projects, where and how does change happen but also they can help the other funded projects learn from others, and avoid many teams working on trying to solve a solution the same way.

Learnings / Lessons learned

The positive and the negative

It is extremely important for us to understand why things don't go the way they were planned, and how this can have a positive or a negative impact.
The Fund is funding innovative projects, and they have inherent risks attached to them.

The most common causes of project failure in project management are

Poor planning	Kitchen sink syndrome	Inadequate resources planning	Poor communication
Inadequate monitoring	Unrealistic expectations	Lack of transparency	Unrealistic deadlines
Poor risk management	Inadequate stakeholder management	Lack of detail control	

Innovation projects

Through the Fund, and the support of innovation projects, we are expecting to see you try and bring new ideas, new technologies, new ways of working to the sector, **but** it might not always work – or might have unintended consequences! And the Fund does not have an issue with this, as long as the reasons ***why are documented and explained to be beneficial for the sector now and at a later date.***

- You wanted to gasify sewage sludge, it works but you are actually struggling to store the gas – *tell us why*
- You wanted to use AI to identify different types of algae, but actually found out that it can track phosphorus in water– *tell us how*

As the delivery team, we are also looking for synergies within the winning cohort. We are drafting **learning reports** around projects that are working on similar topics. The first two reports will be published and made available to the sector by the end of summer - **circularity in water** and **water smart communities.**

76 Ofwat Funded projects

Lessons Learned

Quarterly Learnings Newsletter

Blog opportunities

Learning reports

Speaking opportunities

Updated project pages

Adoption, rollout and learning for the whole water sector

Phil Buckingham

How to share Learnings

Questions

Thank you!