# Introduction

## Purpose of this guidance document

As each project nears completion a Project Final Report (PFR) is required, as outlined in the Winner’s Agreement. This document provides more detail on the purpose and requirements for the Project Final Report. It is intended to aid your completion of the report in a timely and efficient manner.

## Purpose of the Project Final Report and project close-down process

The main intent of the Project Final Report and associated project close down process is to:

1. Provide a single comprehensive source of all relevant information on the project, in a logically organised and well written document. Its content should be an externally publishable update on what the project delivered and how it achieved this.
2. Provide auditable and verifiable evidence of the outputs from the project, including IP where generated.
3. Allow Ofwat and the competition delivery team to fully understand the project’s outputs, outcomes, and impacts at the project completion. This will then support a final project conversation for the benefit of Ofwat, the project and the competition delivery team if necessary.
4. Provide insight on opportunities to further the impact of the project across the water sector, for the ultimate benefit of customers and the environment.
5. Support review of the effectiveness of the project in achieving the aims of the Ofwat Innovation Fund. This is so that lessons which are learnt from this can be effectively fed back into future competitions and awards.

We anticipate that much of the material in the Project Final Report will draw on your original entry, the Baseline Report, the Quarterly, and other outputs you have produced during the delivery of the project. However, it is required to be more than a compilation or duplication of this information, as we require it to be synthesized and used to clearly communicate what your project has achieved, how it has achieved this, and the lessons that have been learnt during the delivery of it. We anticipate that the Project Final Report will in many cases have supporting information appended to it or linked to make this easily accessible to Ofwat and the delivery team.

The volume of material in the Project Final Report, and the level of detail, are required to be proportionate to the funded value, complexity, and findings of your project. If you have questions on how this requirement should be interpreted, please contact the Ofwat Innovation Fund team (waterinnovation@challengeworks.org).

To support the Fund’s ambitions of driving the acceleration and adoption of innovations in the water sector, key information from projects must be made widely available and accessible across the sector and in the public domain.

**The Executive Summary will be published on the Fund’s website unless otherwise agreed with the project team.**

We appreciate that some project data will be sensitive and not suitable for publication. As such this report is primarily intended to be an internal document that will not be publicly shared, however this report could be shared within the cohort of Funded projects with the consent of the project team. Further to this, material may be drawn from it for wider dissemination and use.

## Project Final Report submission timeline

We seek to close each project out in a timely manner so that the learnings from the project can be fed back to the sector, and any subsequent dissemination or follow-on activities undertaken to rapidly maximise its impact.

Sufficient time needs to be allowed to undertake this important activity, yet this must not become overly protracted. We want to ensure the Project Final Report is produced whilst the project team is still available, prior to deployment to other projects.

The default anticipated timescale for developing, submitting, reviewing and signing off the Project Final Report is summarised below. Should there be any reason to vary from this to suit a specific project need, this shall be agreed in writing with the delivery team, by emailing waterinnovation@challengeworks.org.

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| **Timescale** | **Action** |
| 6 weeks before the approved Technical Completion Date\* | DRAFT Project Final Report to be submitted no later than 6 weeks prior to the Technical Completion Date. The DRAFT PFR is required to be a full, completed draft which addresses the aspects required by the guidance provided in this document on a ‘right first time’ basis. |
| 4-6 weeks before the approved Technical Completion Date | The Ofwat Innovation Fund team have 2 weeks to complete their reviews of the DRAFT Project Final Report and return any comments. |
| 2-4 weeks before the approved Technical Completion Date | The Project Team have 2 weeks to make any necessary amendments in response to comments provided by Ofwat and submit the finalised Project Final Report. |
| 1-2 weeks before the approved Technical Completion Date | The Ofwat Innovation Fund team will briefly review the submitted finalised Project Final Report and confirm whether or not any further changes are required. |
| \*approved Technical Completion Date - this is the project’s original agreed completion date or the completion date in your most recent approved Project Change Request. |

# Content of the Project Final Report

For the purposes of this report, the following definitions are to be adopted:

**Outputs** - The direct result of the activity e.g., technological progress, IP developed, or increased knowledge including lessons learnt. Outputs are definable things which the project produces through doing the work and may be wider than the original expectation (i.e. a direct consequence of the project). The outputs will support the immediate outcomes, and longer-term impact.

**Outcomes** - The changes or benefits that result, generally to the direct beneficiaries of the programme, during and at the completion of the project e.g., benefits to the customers, society or environment from the innovation development. These will be different for each project and will have initially been defined as SMART objectives in the original entry.

**Impact** - The wider sectoral and longer-term changes that are anticipated to result from the project, either directly or indirectly. These will be different for each project and will likely draw on the impacts included in the original entry. The Outputs from any project should result in direct and immediate Outcomes, but it is also likely that in many cases the Outcomes from multiple projects will act together to achieve the intended / necessary Impact across the sector.

**General Requirements**

* Cover sheet with the official project title aligned to the Entry and Ofwat Innovation Fund website as the title (unless clear reason to change the project title) and “Project Final Report” as the sub-title. State the names of the partners, document status (draft / final) and revision number.
* Document Verification Record – include the authors, their roles and organisations, quality assurance details (authors, checkers, approvers), version, issue and signatures as appropriate.
* Table of contents – this must align to the structure presented in this document.
* Header/Footer – should include the project name, final report, revision and page number.
* Where an aspect of the guidance requests something that is not relevant to your project, e.g. if there were no in-kind contributions, or if a requirement does not apply, please provide a confirmation statement so that we are aware of this when we undertake our review.

**Executive Summary**

* An introductory context of how this project aligned with Ofwat’s strategic innovation themes, and other identified water sector innovation priorities, if appropriate.
* It should also be focussing on the drivers, outcomes, and impacts, and so setting out clearly why this project was needed, which problem it sought to address and what it has achieved summarising of the solutions, technologies or practices that were adopted in the project, along with identifying any shareable outputs and IPR from the project (i.e. research documents or playbooks).
* We intend to publish the Executive Summary of each project on the Fund’s website, and it may be used in other external communications. It should therefore be written for a broad audience, avoiding the use of jargon or overly technical language, and not including commercially sensitive information.

## Introduction/Project Details

* 1. **Summary Details** - Please provide summary details of your project, including the following as a minimum:
* Project Name – aligned to your Entry submission and information on the Ofwat website, unless you wish to change the ‘official’ name of your project
* Funding Competition and Stream in which the project was awarded funding
* Project outturn cost (actual cost) at completion – excluding in-kind contributions; including the total amount, as well as the split by Ofwat funding and partner contribution amounts.
* **Project Overview** – Please provide a brief description of the project.
	1. **Programme** – Please provide a high-level programme overview (start date, completion date, overall duration and the main phases of work and their approximate timings).
	2. **Overarching IPR and confidentiality statements** – If the project has an alternative IPR arrangement to the default IPR position for Ofwat Innovation Fund projects, please confirm this and provide a brief summary (further detail can be provided in Section 5.5). Please highlight any aspects of this project and Final Report which you consider to be confidential, and an explanation of why this is.
	3. **Links to other Ofwat Innovation Fund Projects or Competition Entries** – Please highlight any links or relationships between this project and other Ofwat Innovation Fund projects or competition entries, such as whether this project is a continuation of a previously funded project. Please advise if the project team intends to seek further funding for future phases of the project. If you are aware of any other related innovation initiatives, please feel free to mention these if relevant.

## Innovation Challenge

1. **Describe the Project Background and Context** – Provide any relevant background to the project which sets context and outline the specific area of the water industry in which you are innovating. State which of the Ofwat Strategic Innovation Themes, or other key priorities in the water sector, are relevant to your project.
2. **Innovation Challenge** – Describe, at a high level, the problem / challenge that your innovation project seeks to address and provide an overview of how your project aimed to address this challenge. Provide an explanation of why this project was innovative, and not business as usual for your organisation or the wider UK water industry.
3. **Project Aims and Objectives** – State the aims and objectives of your project in terms of how your project seeks to address the problem / challenge and what it seeks to achieve in terms of outputs, outcomes and impacts, per the definitions of these terms in use for the Ofwat Innovation Fund.

## Project Governance and EDI

## **Partnering** - Please state who the Lead Partner, Partners and Mentors were, the high-level structure of the delivery team and each partner’s broad roles and responsibilities on the project. Please clearly state if any of the partners are from outside of the water sector. Briefly reflect on the effectiveness of the partnership arrangement, highlight any new and well-established working relationships, any changes to partnership arrangements during the project and how partnering arrangements have benefitted the project and if this has encouraged new ways of working. Please highlight any non-financial contributions provided by the partners and how this impacted the delivery of the project.

## **Sponsorship and Leadership** – Please summarise the Project Leadership and Sponsorship arrangements and reflect on how effective these were in terms of enabling successful delivery and championing / promoting the project. Please reflect on the effectiveness of the overall governance arrangements for the project and any lessons learned.

* 1. **Stakeholders** – Please identify the main stakeholders relevant to your project (other than the Lead Partner, Partners and Mentors identified previously) and provide a brief description of why and how they were engaged? Reflect briefly on how effective this was in supporting the achievement of your projects aims and objectives.
	2. [Discovery only] Please reflect on your interactions with and access to the Water Sector in England and Wales based on your experience of the Ofwat Innovation Fund Discovery Challenge.
	3. **Project Delivery Team** - Summarise the key roles and responsibilities for the project in terms of the key individuals involved in the project. Please reflect on the effectiveness of the overall team and delivery management arrangements for the project and any lessons learned.
	4. **Equity, Diversity and Inclusion (EDI)** – Please describe the project’s approach to Equality, Diversity, and Inclusion (EDI), outlining any adjustments made to address EDI within the project. This could include changes to the project team composition or considerations of end users and customers of the solution. Explain how the effectiveness of these EDI adjustments was measured, noting what aspects were successful and which presented challenges. Reflect on key considerations made, their impact on the project’s success, and any insights into what might have been done differently to enhance outcomes.

## Project Methodology/Approach/Delivery

1. **Approach** – Please describe the methodology / delivery approach for your project, including an explanation of why this was the most appropriate approach and what was innovative about it.
2. **Delivery** – Please reflect on what actually transpired while delivering the project in terms of programme, budget and what was achieved. Did you have to adapt your approach during its delivery? If so, how did this impact the project?
3. **Risk Management** – Please discuss the risks and/or barriers to successful delivery of your project and describe how these were mitigated and managed. This should include reference to any significant risks that materialised during the project and discuss how the project’s intended outputs, outcomes and impacts were affected and/or how you adapted to changing circumstances.
4. **Lessons Learned** – Please reflect on the lessons you have learned about delivering innovation through the course of your project. These would be lessons that you would want to share with others attempting innovation in the water sector to help them to succeed and to build innovation capacity within the sector. What might you have done differently knowing what you know now? If you have a project lessons learned log, please incorporate a copy of the final version of the log as an appendix to this report.

## Key Findings and Outputs

**Outputs** - The direct result of the activity e.g., technological progress, IP developed, or increased knowledge including lessons learnt. Outputs are definable things which the project produces through doing the work and may be wider than the original expectation (i.e. a direct consequence of the project). The outputs will support the immediate outcomes, and longer-term impact.

1. **Innovation Maturity Level (IML)** – Please specify the IML level at the start of the project and state the IML level achieved by the project at completion and how this compares to the IML level envisioned at project inception. If different, please provide a brief explanation as to why.
2. **Key Findings and Conclusions** - Please provide a summary of the findings and conclusions of your project. This should include a summary of key learnings from your project in terms of innovation development.
3. **Project Outputs** – Summarise and list the outputs from the project (if a long list, please summarise the most important outputs and provide a full list as an Appendix). This should include the primary deliverables from your project but also any related documentation such as reports, guidance documents, implementation plans etc.
4. **Changes to Intended Outputs** – Have your findings or outputs differed significantly from what was originally envisaged? If so, please reflect on how they have differed and the implications, if any, for achieving the intended outcomes and impacts.
5. **Intellectual Property Rights** – Please provide confirmation of the IPR position at the completion of this project. Does this still align with the status at application? If the default IPR position applies, please confirm this. If alternative IPR positions formed the basis of this entry and were agreed, please give full details of the final IPR position.
6. **Outputs, Adoption and Foreground IPR** – Please outline how, in practical terms, the Foreground IPR generated by your project will be made available to the sector for adoption, in line with the IPR terms of your Winners Agreement?

## Outcomes

**Outcomes** - The changes or benefits that result, generally to the direct beneficiaries of the programme, during and at the completion of the project e.g., benefits to the customers, society or environment from the innovation development. These will be different for each project and will have initially been defined as SMART objectives in the original entry.

1. **Outcomes for the Partners** - Please provide a summary of the outcomes of your project in terms of the benefits you have achieved in relation to those originally intended – were these achieved, if not why and what was achieved or learned instead.

[Discovery only] Please briefly outline how the project has advanced your intended business model and reflect on how this has benefitted you in terms of comparative/competitive advantage and your potential success in the market.

1. **Outcomes for other Direct Beneficiaries** – If relevant to the innovation maturity level of your project, please provide a summary of the outcomes you have achieved in terms of realised benefits for customers, society and the environment, the Ofwat Strategic Innovation themes and any other relevant water sector priorities. Explicit reference should be made to who the intended beneficiaries are.

[Discovery only] Has your idea been tested with end-users, and if so, what has been learnt and how has this been integrated into the development of your project?

1. **Residual Activities to achieve Outcomes** – Please state if the intended outcomes have been achieved in full, and if not, describe any residual actions / activities to be undertaken, who will be responsible for these and whether there are associated risks to achieving these outcomes.
2. **Organisational Innovation Capability** – Please briefly reflect on the extent to which this project has built innovation capability or capacity in your team, in your company, or across your partners, and what actions were taken to achieve this.

## Impacts

**Impact** - The wider sectoral and longer-term changes that are anticipated to result from the project, either directly or indirectly. These will be different for each project and will likely draw on the impacts included in the original entry. The Outputs from any project should result in direct and immediate Outcomes, but it is also likely that in many cases the Outcomes from multiple projects will act together to achieve the intended / necessary Impact across the sector.

1. **Impacts and Benefits for the Water Sector** – Please state the achieved and anticipated impacts and benefits for the water sector that you expect to be achieved as a consequence of successfully completing your project. This should include short-, medium- and long-term benefits as relevant to your project. Reflect briefly on the extent to which your understanding of impacts aligns with or differs from those anticipated at project commencement, and if they are different add brief reflections on what has changed and how this affected the expected benefits.
2. **Quantifiable Benefits** – If applicable to your project, please provide a summary of quantifiable benefits and impacts (e.g. estimated cost savings, number of customers benefitted, impact on KPIs or other performance metrics). Where these are included the basis/method of quantification must be documented in the Appendices to this report, especially for financial quantification.
3. **Timescales for Realising Benefits** - Where cost savings, efficiencies and performance improvements are anticipated as a result of your project, please summarise these and provide an approximate timeline for their implementation/realisation, to the extent possible.
4. **Sector Innovation Capability** – Please briefly reflect on the extent to which this project has built innovation capability or capacity across the water sector, or has affected wider cultural change, and what actions were taken to contribute to this.

## Dissemination and knowledge sharing

1. **Dissemination Activities** – Please summarise the dissemination and information sharing activities that you have undertaken during delivery of your project, including the type of activity (e.g. presentations at events or conferences, webinars, CPD events or toolbox talks or any communications to raise awareness and share knowledge from your project), what was shared, who was reached and how they engaged. Reflect briefly on the extent to which this aligned with or differed from your original dissemination plans at project commencement.
2. **Efficacy and Learnings from Dissemination** – How effective have your dissemination and knowledge sharing activities been so far, what lessons have you learned from your approach to dissemination and knowledge sharing and will you do anything differently moving forward? Are the learnings from your project being used by any other projects in the Fund?
3. **Future and On-going Communications** – Provide an outline of your plans for future / ongoing communications and engagement activity that will support adoption and wider implementation and help to embed and amplify the outcomes and impact of this project.

## Next Steps for Adoption and Implementation

1. **Next Steps** – Please outline your current plans for the further development or adoption/implementation of your project’s outputs and outcomes. How will you take forward what you have achieved to ensure that the anticipated future impacts are realised? This should include brief reflection on who is responsible, key partners, high level activities and timescales, to the extent possible.
2. **Wider Implementation** – Please describe how the project’s methodology, outputs, or outcomes can be further implemented at scale across the water sector. Will your work be replicable by other organisations / in other locations? How do you intend to grow and scale your solution, and if relevant, your organisation?

## Outturn Monitoring Data

|  |  |
| --- | --- |
| **Project Start Date** |  |
| **Project Technical Completion Date** |  |
| **Total Original Project Budget (per Winners Agreement)**  | £ |
| Total funding awarded + total financial contributions from partners (excluding the financial value of any in-kind contributions). |
| **Total Amount of Funding Awarded by Ofwat (per Winners Agreement)** | £ |
| Amount of funding initially awarded by Ofwat. |
| **Originally Planned Partner Financial Contributions (per Winners Agreement)** | £ |
| Financial contributions that were planned from partners at the outset of the project. |
| **Finalised Amount of Funding Awarded by Ofwat** | £ |
| Finalised amount of funding awarded by Ofwat, where this has been increased through approved Project Change Requests (note this applies to a minority of projects and only for specific reasons). |
| **Finalised Partner Financial Contributions** | £ |
| £ |
| Finalised amount of financial contributions required from partners to cover the project costs. | £ |
| £ |

## 10) Final Reflections and Concluding Remarks

1. Please conclude your report by reflecting on the project as a whole, your experience of the Ofwat Innovation Fund and outlook for your project’s future.

## 11) References and Links

## 12) Appendices