

May 2021

Innovation in Water Challenge decision document

Ofwat

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1. Background

In our strategy, Time to Act, Together (October 2019), we highlighted that innovation is crucial for meeting the profound challenges the sector faces in a cost-effective and sustainable way. These include climate crisis, more volatile weather, and population growth. Water is critical to every aspect of our lives, and we need to make sure the sector can continue to deliver reliable, resilient and safe water that is affordable for all.

Our price review framework already promotes innovation by setting water companies stretching targets and allowing them the flexibility to adopt innovative means of delivery. And we have been encouraged to see some companies demonstrate real ambition in this space. However, there remain significant untapped opportunities for companies to work with each other, the supply chain and those in other sectors to trial and adopt new practices and technology to transform performance.

In [December 2019](#), we set out our decision to make up to £200 million of additional funding available through an innovation competition for the regulatory period, 2020–2025. Our decision was that funding would be provided through an increase in revenue at PR19, and would be collected by companies from their customers. Through the introduction of innovation funding and innovation competitions, our aim is to drive collaboration across the water sector and beyond with funding targeted at tackling key strategic challenges.

Ofwat has previously identified three key barriers to innovation in the water sector. Our December 2019 decision document (Time to act, now: driving transformational innovation in the water sector) highlighted the need for a shift in company culture and more effective joint working, and a general perception that the current regulatory framework does not sufficiently encourage innovation, particularly in the context of clear public health and environmental obligations companies must comply with. Global strategic challenges like the climate crisis and population growth mean it has become even more urgent for water companies to innovate in order to continue delivering safe, reliable and affordable water supplies for all.

We considered that the introduction of innovation funding and an innovation competition can help address these barriers. By targeting transformative innovation designed to address key strategic challenges, and emphasising the need for stronger collaboration and partnerships across the sector and beyond, we believe innovation funding and innovation competitions will help accelerate change.

In our [July 2019](#) consultation (Ofwat's emerging strategy: Driving transformational innovation in the sector) we proposed that access to financial support should be based on a number of key principles. Following the consideration of responses to this consultation, our December 2019 decision document included a set of innovation principles that are designed to help safeguard customers interests, helping to ensure that we fund only transformational

innovation that water companies would not otherwise explore or invest in. In our [May 2020](#) consultation (Innovation funding and competition: further consultation on design and implementation) we consulted on minor amendments to these principles to reflect the evolution of policy. Our conclusions to the May 2020 consultation were published in our [August 2020](#) decision document (Innovation funding and competition: decision on design and implementation), and included some amendments to these innovation fund principles. The final fund principles, which formed the basis for the development of the innovation fund competitions and the assessment of entries, are:

1. Innovation is not just about the development of new technologies. Innovation can also be developed by doing things differently and having the right systems, processes and people to support activities. A wide range of innovation proposals are encouraged, addressing the big challenges facing the sector and taking into account the strategic priorities and objectives of the UK and Welsh governments.
2. The purpose of the innovation competition is to drive transformational innovation that companies would not otherwise explore or invest in.
3. Proposals should be just as much about the roll-out of innovations at scale as the early incubation of new ideas and solutions. The innovation competition will fund a mix of both these approaches to maximise its impact. Where appropriate, we expect companies to set out clear plans for rolling-out innovations funded through the competition across their and other companies' areas.
4. Innovation fostered through the innovation competition must seek to provide public value for all customers in England and Wales, although the benefits for some customers may in some cases be indirect (e.g. solving problems prevalent in certain regional geographies can improve practices throughout the water sector, or from the sharing of findings across the sector where projects are not successful).
5. Companies will be required to demonstrate their commitment to innovation competition projects and ensure risks are appropriately shared between customers and water companies. This would include, as a minimum, a total financial contribution of 10% of project bid costs.
6. The innovation competition will run during the period 2020–2025 period, though some projects may extend beyond that period. We will review the effectiveness of the competition at least at the end of the period, and as required during the period.
7. Companies will need to provide evidence of how they are working together and with others (including other water and wastewater companies, their supply chain, companies in other sectors), and/or a commitment to transparent sharing of progress and findings with others within the sector and beyond.

8. There will be an open-by-default approach to data and learning generated through customer-funded activities, including where projects have been unsuccessful.

In November 2020, Ofwat announced that it had appointed Nesta Challenges to assist it with the delivery of the innovation fund competitions. We set out in section 3 the process that has been developed and followed for the first innovation competition.

2. Purpose of this document

In 2021, water companies, in partnership with others, have been invited to enter two types of competition with their innovations:

- A £2 million Innovation in Water Challenge (IWC) with the opportunity to receive funding of up to £250,000.
- A £40 million Water Breakthrough Challenge with the opportunity to receive funding up to £10 million.

The first round of the IWC opened on 18 January 2021, and Ofwat announced the winners of the challenge on 21 April 2021. This document sets out the process we have followed to select the winners and the reasons for our decisions.

3. Round one of the Innovation in Water Challenge: process

The IWC has been developed with the innovation fund principles, as set out in section 1, at its core. The primary objective of the first round of the IWC was to encourage new ways of working that go beyond business-as-usual practices in the water sector, in particular, increasing and improving collaboration and building partnerships from within and outside the water sector.

The IWC sought all types of projects – for example technology, culture, business practices or commercial models. We were open to initiatives at any stage and sought to encourage the creation of new initiatives and partnerships. The IWC was focused on funding initiatives in accordance with the [aims of the fund](#) (which include innovation enablers) that deliver innovation in line with the [five strategic innovation themes](#).

Entries for round one of the IWC opened on 18 January 2021 and closed on 26 February 2021. We received 61 applications for funding.

Each entry was required to meet the [eligibility criteria](#), being that the lead applicant is a [licenced water company](#) and all entries must include a minimum 10% financial contribution to ensure that customers do not bear all the risk of initiatives funded through the IWC and to encourage good project management.

Following an assessment of eligibility, each entry was assessed against a set of three criteria:

- Positive impact for consumers, society and the environment;
- Innovation enablers and innovative solutions; and
- Capacity and capability to deliver.

Each criterion was weighted evenly, and was accompanied by a set of [questions that applicants were required to answer](#). [Guidance](#) was provided to applicants about what we considered a successful entry would look like.

The assessment was carried out by assessors from Isle Utilities, Arup and Nesta Challenges. Assessors were asked to score each question out of 5 (1 being the lowest score and 5 the highest). Scores were then reviewed at a moderation meeting which also considered whether the highest scoring entries provided for a broad portfolio of bids (i.e. where possible, we would seek to fund projects from each of the five strategic innovation themes).

Following the moderation meeting, an [independent judging panel](#) was provided with access to each entry. They were particularly asked to review the entries that were identified through

the assessor review and moderation process that best met the assessment criteria relative to the other entries received, and provided for a broad portfolio of bids. The judging panel considered each of the highlighted entries in full, and made a recommendation to Ofwat as to which entries should receive funding. Ofwat considered the recommendations of the judging panel and decided that eleven collaborative entries should be funded. Ofwat announced those entries that would be awarded funding on 21 April 2021.

Each entry has been provided with feedback on its submission, and those that are to receive funding will be required to sign a winner's agreement prior to receiving funding.

4. Projects selected for funding

4.1 AI & Sewer Defect Analysis

Overview

Using artificial intelligence and machine learning to automatically recognise features in CCTV inspection of sewers, the AI & Sewer Defect Analysis project will give a better understanding of sewer deterioration and reduce the cost of inspections. The project sought £189,315 in funding.

Project partners

Dŵr Cymru (Welsh Water), Scottish Water, Severn Trent Water plc, Thames Water Utilities Limited, Water Research Centre and Yorkshire Water Ltd. **Led by United Utilities.**

Ofwat's assessment and decision

This entry met the eligibility criteria and agreed to the standard IPR arrangements detailed in the Terms and Conditions. In making its decision, Ofwat reviewed the entries received in the round to enable a broad portfolio of projects by theme to be funded. This entry fulfilled themes three and four of the strategic innovation themes– directly and indirectly - and the entry was consistent with the innovation enablers of collaboration, openness, long term view and adaptability. In making its decision, Ofwat considered the scoring and opinions of the assessors and the scoring and recommendations of the judging panel. Ofwat considers that this entry met the three criteria (see paragraph 2.5 above) against which each of the entries were assessed as it:

- clearly articulated the problem that needed addressing;
- explained in detail how the proposed solution would be the answer to the problem and the outcomes expected of the project;
- demonstrated that the solution was innovative, going beyond business as usual; and
- outlined a highly collaborative delivery team with strong partnerships in place.

Feedback has also been provided to entry leads which sets out specific areas of improvement which the project should consider in taking it forward.

This entry will receive **£189,315 in total in funding.**

4.2 CatchmentLIFE

Overview

CatchmentLIFE will build bespoke software that volunteers and experts can use, showing the impacts of habitat degradation on wildlife and ecological communities. The project sought £197,548 in funding.

Project partners

Bristol Water plc, Earthwatch Europe, Environment Agency, Loughborough University, Natural Resources Wales, SES Water, The River Restoration Centre (RRC), University of Huddersfield, and Wessex Water Services Ltd. **Led by South East Water.**

Ofwat's assessment and decision

This entry met the eligibility criteria and agreed to the standard IPR arrangements in the Terms and Conditions. In making its decision, Ofwat reviewed the entries received in the round to enable a broad portfolio of projects by theme to be funded. This entry fulfilled themes two and four of the strategic innovation themes– directly and indirectly – and the entry was consistent with the innovation enablers of collaboration, openness and long term view. In making its decision, Ofwat considered the scoring and opinions of the assessors and the scoring and recommendations of the judging panel. Ofwat considers that this entry met the three criteria (see paragraph 2.5) against which each of the entries were assessed as it:

- clearly articulated the problem that needed addressing;
- explained in detail how the proposed solution would be the answer to the problem and the outcomes expected of the project;
- demonstrated that the solution was innovative, going beyond business as usual, especially in its approaches to customer engagement and environmental protection;
- outlined a highly collaborative delivery team with strong partnerships in place; and
- provided a robust approach to managing and identifying the key risks, issues and opportunities.

Feedback has been provided to entry partners that sets out specific areas of improvement which the project should consider in taking it forward.

This entry will receive **£197,548 in total in funding.**

4.3 Enabling Whole Life Carbon Design

Overview

Enabling Whole Life Carbon Design will deliver the tools and processes required to support the cultural and behavioural changes necessary to deliver low whole life carbon and cost solutions and ultimately 'zero carbon emissions' as a water industry. The project sought £186,900 in funding.

Project partners

@one Alliance (Anglian Water, Balfour Beatty, Barhale, MMB, Sweco, Skanska and MWH Treatmentl), Dŵr Cymru (Welsh Water), Skanska UK PLC, and Sweco UK Limited. **Led by Anglian Water.**

Ofwat's assessment and decision

This entry met the eligibility criteria and agreed to the standard IPR arrangements in the Terms and Conditions. In making its decision, Ofwat reviewed the entries received in the round to enable a broad portfolio of projects by theme to be funded. This entry fulfilled themes five and one of the strategic innovation themes– directly and indirectly – and the entry was consistent with the innovation enablers of collaboration, openness and long term view. In making its decision, Ofwat considered the scoring and opinions of the assessors and the scoring and recommendations of the judging panel. Ofwat considers that this entry met the three criteria (see paragraph 2.5) against which each of the entries were assessed as it:

- clearly articulated the problem that needed addressing;
- explained in detail how the proposed solution would be the answer to the problem and the outcomes expected of the project. We consider that this project offers a good opportunity for cross-sector impact and learning. Special attention should therefore be given to ensuring that sharing the outcomes and learning of this works happens widely. ;
- explained how the solution was innovative, going beyond business as usual; and
- outlined a highly collaborative delivery team with strong partnerships in place to deliver the project.

Feedback has been provided to entry partners that sets out specific areas of improvement which the project should consider in taking it forward.

This entry will receive **£186,900 in total in funding.**

4.4 Industrial Symbiosis

Overview

Industrial Symbiosis will look at new ways waste or by-product materials from one company can be used as the raw materials for another. The project sought £199,504 in funding.

Project partners

International Synergies Ltd, Dŵr Cymru (Welsh Water), Jacobs, and Severn Trent Water plc. **Led by United Utilities.**

Ofwat's assessment and decision

This entry met the eligibility criteria and agreed to the standard IPR arrangements in the Terms and Conditions. In making its decision, Ofwat reviewed the entries received in the round to enable a broad portfolio of projects by theme to be funded. This entry fulfilled themes five and one of the strategic innovation themes– directly and indirectly – and the entry was consistent with the innovation enablers of collaboration, openness, scalability and deployability and long term view. In making its decision, Ofwat considered the scoring and opinions of the assessors and the scoring recommendations of the judging panel. Ofwat considers that this entry met the three criteria (see paragraph 2.5) against which each of the entries were assessed as it:

- clearly articulated the problem that needed addressing;
- explained in detail how the proposed solution would be the answer to the problem and the outcomes expected of the project;
- demonstrated how the solution was innovative and exploratory, going beyond business as usual, providing an opportunity to develop a circular economy;
- outlined a highly collaborative delivery team with strong partnerships in place; and
- provided a robust approach to managing and identifying the key risks, issues and opportunities.

Feedback has been provided to entry partners that sets out specific areas of improvement which the project should consider in taking it forward.

This entry will receive **£199,504 in total in funding**.

4.5 Leak Detection using Dark Fibre

Overview

This initiative will use unexploited optical fibre strands in existing telecoms cables to detect and therefore prevent leaks in water and wastewater networks. The project sought £206,385 in funding.

Project partners

Costain Ltd, Dŵr Cymru (Welsh Water), and Focus Sensors. **Led by Hafren Dyfrdwy.**

Ofwat's assessment and decision

This entry met the eligibility criteria and agreed to the standard IPR arrangements in the Terms and Conditions. In making its decision, Ofwat reviewed the entries received in the round to enable a broad portfolio of projects by theme to be funded. This entry fulfilled

themes three and one of the strategic innovation themes– directly and indirectly – and the entry was consistent with the innovation enablers of collaboration, adaptability, openness, scalability and deployability and long term view. In making its decision, Ofwat considered the scoring and opinions of the assessors and the scoring and recommendations of the judging panel. Ofwat considers that this entry met the three criteria (see paragraph 2.5) against which each of the entries were assessed as it:

- clearly articulated the problem that needed addressing;
- explained in detail how the proposed solution would be the answer to the problem and the outcomes expected of the project;
- demonstrated that the solution was innovative, going beyond business as usual, with the potential for cross-sector impact;
- outlined a highly collaborative delivery team with strong partnerships in place; and
- provided a robust approach to managing and identifying the key risks, issues and opportunities with clear benefits to the water industry and its customers, society and the environment.

Feedback has been provided to entry partners that sets out specific areas of improvement which the project should consider in taking it forward.

This entry will receive **£206,385 in total in funding**.

4.6 Organics Ammonia Recovery

Overview

The initiative will directly convert ammonia recovered from wastewater and generate a green hydrogen fuel – a first for the industry. The project sought £225,000 in funding.

Project partners

Anglian Water Services Ltd, Cranfield University, Organics Group, Warwick University, and Wood Group UK Ltd. **Led by Northumbrian Water.**

Ofwat's assessment and decision

This entry met the eligibility criteria and agreed to the standard IPR arrangements in the Terms and Conditions. In making its decision, Ofwat reviewed the entries received in the round to enable a broad portfolio of projects by theme to be funded. This entry fulfilled themes four, five, one and two of the strategic innovation themes– directly and indirectly – and the entry was consistent with the innovation enablers of collaboration, openness and long term view. In making its decision, Ofwat considered the scoring and opinions of the assessors and the scoring and recommendations of the judging panel. Ofwat considers that

this entry met the three criteria (see paragraph 2.5) against which each of the entries were assessed as it:

- clearly articulated a pressing problem that needed addressing;
- explained in detail how the proposed solution would be the answer to the problem and the outcomes expected of the project;
- demonstrated that the solution was innovative around climate change mitigation, going beyond business as usual, and taking a sustainable circular economy approach; and
- outlined a highly collaborative delivery team with strong partnerships in place.

Feedback has been provided to entry partners that sets out specific areas of improvement which the project should consider in taking it forward.

This entry will receive **£225,000 in total in funding**.

4.7 Reservoir water community monitoring for algal associated risk assessment

Overview

Reservoir water community monitoring for algal associated risk assessment will build on environmental DNA monitoring methodologies to detect algae in drinking water so as to improve the taste and smell. The project sought £167,416.20 in funding.

Project partners

Bristol Water plc, Cardiff University, United Utilities, and Yorkshire Water Services Ltd. **Led by Dŵr Cymru (Welsh Water)**.

Ofwat's assessment and decision

This entry met the eligibility criteria and agreed to the standard IPR arrangements in the Terms and Conditions. In making its decision, Ofwat reviewed the entries received in the round to enable a broad portfolio of projects by theme to be funded. This entry fulfilled themes two and four of the strategic innovation themes– directly and indirectly – and the entry was consistent with the innovation enablers of collaboration, openness, scalability and deployability and long term view. In making its decision, Ofwat considered the scoring and opinions of the assessors and the scoring and recommendations of the judging panel. Ofwat considers that this entry met the three criteria (see paragraph 2.5) against which each of the entries were assessed because it:

- clearly articulated the problem that needed addressing;

- explained in detail how the proposed solution would be the answer to the problem and the outcomes expected of the project, including in relation to knowledge transfer and for scaling and dissemination;
- demonstrated that the solution was innovative, going beyond business as usual; and
- evidenced strong collaboration between water companies and academic institutions.

Feedback has been provided to entry partners that sets out specific areas of improvement which the project should consider in taking it forward.

This entry will receive **£167,416.20 in total in funding**.

4.8 Seagrass Seeds of Recovery

Overview

The Seagrass Seeds of Recovery project will provide a blueprint for the restoration of seagrass in the UK, creating opportunities for water quality and biodiversity improvements and carbon and nitrogen reduction. It will provide a route map to unlock the ‘blue carbon’ potential (carbon captured by marine ecosystems), for the water industry and beyond. The project sought £249,791 in funding.

Project partners

Anglian Water Services Ltd, Cefas (Centre for Environment, Fisheries and Aquaculture Science), Department of Zoology and Wadham College, University of Oxford, Environment Agency, Natural England, Project Seagrass, Salix River & Wetland Services Limited, Swansea University and University of Essex. **Led by Affinity Water**.

Ofwat’s assessment and decision

This entry met the eligibility criteria and agreed to the standard IPR arrangements in the Terms and Conditions. In making its decision, Ofwat reviewed the entries received in the round to enable a broad portfolio of projects by theme to be funded. This entry fulfilled themes two and one of the strategic innovation themes – directly and indirectly – and the entry was consistent with the innovation enablers of collaboration, openness, scalability and deployability and long term view. In making its decision, Ofwat considered the scoring and opinions of the assessors and the scoring and recommendations of the judging panel. Ofwat considers that this entry met the three criteria (see paragraph 2.5) against which each of the entries were assessed because the entry:

- clearly articulated the problem that needed addressing;
- explained in detail how the proposed solution would be the answer to the problem and the outcomes expected of the project;

- demonstrated that the solution is truly innovative, offering an exploratory nature based solution, going beyond business as usual;
- outlined a highly collaborative delivery team with strong partnerships in place and good engagement with other regulatory bodies; and
- provided a robust approach to managing and identifying the key risks, issues and opportunities.

Feedback has been provided to entry partners that sets out specific areas of improvement which the project should consider in taking it forward.

This entry will receive **£249,791 in total in funding.**

4.9 Smarter Tanks to build a resilient network

Overview

This initiative will explore how to best monitor drinking water and rainwater storage tanks using real-time monitoring and control solutions, to see if more water can be stored when needed most, such as during extended dry periods or drought. The project sought £94,500 in funding.

Project partners

Aqua Civils Ltd and University of Exeter. **Led by Affinity Water.**

Ofwat's assessment and decision

This entry met the eligibility criteria and agreed to the standard IPR arrangements in the Terms and Conditions. In making its decision, Ofwat reviewed the entries received in the round to enable a broad portfolio of projects by theme to be funded. This entry fulfilled themes three, five and two of the strategic innovation themes – directly and indirectly – and the entry was consistent with the innovation enablers of collaboration, adaptability, openness, scalability and deployability and long term view. In making its decision, Ofwat considered the scoring and opinions of the assessors and the scoring and recommendations of the judging panel. Ofwat considers that this entry met the three criteria (see paragraph 2.5) against which each of the entries were assessed because it:

- articulated the problem that needed addressing;
- explained how the proposed solution, offering a strong technology led water management idea, would be the answer to the problem and the outcomes expected of the project; and
- provided a solution that is innovative in this area, going beyond business as usual, which includes being of an open source nature which maximises wider potential impact.

Feedback has been provided to entry partners that sets out specific areas of improvement which the project should consider in taking it forward.

This entry will receive **£94,500 in total in funding.**

4.10 Supporting customers in vulnerable circumstances

Overview

The involved partners will use behavioural science in its project Supporting customers in vulnerable circumstances to improve engagement with hard-to-reach customers and communities during planned and unplanned events, including help to manage bills and understanding which forms of communication customers prefer. The project sought £214,901 in funding.

Project partners

Consumer Council for Water (CCW), South East Water Ltd and Thames Water Ltd. **Led by Severn Trent Water.**

Ofwat's assessment and decision

This entry met the eligibility criteria and agreed to the standard IPR arrangements in the Terms and Conditions. In making its decision, Ofwat reviewed the entries received in the round to enable a broad portfolio of projects by theme to be funded. Themes four and five of the strategic innovation themes were directly relevant and the entry was consistent with the innovation enablers of collaboration, adaptability, openness and long term view. In making its decision, Ofwat considered the scoring and opinions of the assessors and the scoring and recommendations of the judging panel. Ofwat considers that this entry met the three criteria (see paragraph 2.5) against which each of the entries were assessed because it:

- articulated the problem that needed addressing;
- explained how the proposed solution would be the answer to the problem and the outcomes expected of the project; and
- is clearly innovative, going beyond business as usual, taking an ethnographic approach to deepening customer engagement and experimental approach to generating evidence which is very impressive.

Feedback has been provided to entry partners that sets out specific areas of improvement which the project should consider in taking it forward.

This entry will receive **£214,901 in total in funding.**

4.11 UK Water Sector Innovation Centre of Excellence

Overview

A partnership between several water companies will lead the delivery of UK Water Sector Innovation Centre of Excellence (CoE) – a virtual innovation accelerator hub to promote collaboration in and beyond the water sector and drive transformational innovation. The project sought £250,000 in funding.

Project partners

Affinity Water Limited, Albion Water Ltd, Anglian Water Services Ltd, Bristol Water plc, Hafren Dyfrdwy, Irish Water, Northern Ireland Water, Portsmouth Water Ltd, Scottish Water, SES Water, Severn Trent Water plc, South East Water Ltd, South Staffordshire Water, South West Water Ltd, Southern Water Services Ltd, Thames Water Ltd, UK Water Industry Research Limited, United Utilities Water Ltd, Wessex Water, and Yorkshire Water Services Ltd. **Led by Northumbrian Water.**

Ofwat's assessment and decision

This entry met the eligibility criteria and agreed to the standard IPR arrangements in the Terms and Conditions. In making its decision, Ofwat reviewed the entries received in the round to enable a broad portfolio of projects by theme to be funded. This entry fulfilled themes five and four of the strategic innovation themes – directly and indirectly – and the entry was consistent with the innovation enablers of collaboration, openness and long term view. In making its decision, Ofwat considered the scoring and opinions of the assessors and the scoring and recommendations of the judging panel. Ofwat considers that this entry met the three criteria (see paragraph 2.5) against which each of the entries were assessed because it:

- articulated the problem that needed addressing;
- explained how the proposed solution would be the answer to the problem, adopting a test, learn and adapt approach to the Centre's development;
- offered a solution is innovative, going beyond business as usual; and
- involves wide collaborative between water companies.

Feedback has been provided to entry partners that sets out specific areas of improvement which the project should consider in taking it forward.

This entry will receive **£250,000 in total in funding.**

5. Projects not selected for funding

We were limited in the number of entries that could be funded via the first round of the IWC, but were encouraged by the number, quality and range of applications we received. Some of the entries that did not receive funding in this round of the IWC demonstrated potential to be developed further. Individual feedback has been provided to applicants.

Of the sixty-one applications received, fifty did not receive funding from the first round of the IWC. We consider that unsuccessful entries would have been stronger if:

- they had better explained how the entry aligns with Ofwat's strategic themes and more clearly outlined the potential benefits that it would bring to customers, society and the environment;
- they had more explicitly explained what was innovative about the entry and how it goes beyond 'business-as-usual' (including an acknowledgement that where the technology has been in existence for some time, learnings acquired are outlined and how the project plans to build on these experiences);
- they had more explicitly articulated what the proposal was aiming to achieve, detailing its objectives and intended outcomes. Entries should have considered why the solution offered was the best answer to the questions posed;
- they had included clear success criteria and KPIs for each suggested metric;
- they had provided a more detailed governance and management strategy (including the examination of the potential risks and how they could be mitigated, and how deliverables and how these align with the proposed budgets); and
- they had a wider network of water company collaborators (to gain from shared experience, test the solution in a number of localities) and other third parties and set out how the proposed approach would be transferable in a national context. Entries should detail more clearly how the entry could benefit the water sector more widely, including how plans for scaling up and rollout would be executed.

**Ofwat (The Water Services Regulation Authority)
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