

Entry questions, assessment criteria, weighting, and guidance

There are three types of entry questions in the entry form:

- **Eligibility criteria** - these are questions that will be used to determine eligibility.
- **Unassessed questions** - these questions are unassessed and will be used to manage your entry, support portfolio decision making, enable monitoring and evaluation of the Challenges and create publications and announcement materials if your entry is successful.
- **Assessed questions**
 - **General information** – these questions provide general information about the entry but are not assessed against the assessment criteria by the judges and assessors
 - **Criteria specific questions** – this section is assessed against the assessment criteria by the judges and assessors.

The entry form must be submitted via [the online form](#); this document will not be accepted

Eligibility criteria

Question	Answer
Is the lead entrant a water company (including NAVs) in England and Wales?	Yes
Are all entry partners abiding by the terms and conditions of Breakthrough 3?	Yes
Do the entry partners commit to making a minimum 10% total financial contribution to this entry if it is awarded funding?	Yes
Is the amount of funding requested between £150,000 and £2,000,000?	Yes

Unassessed questions

The following unassessed questions are included in the entry form.

Question Category	#	Question	Question Guidance	Answer	
A	Main Contact Details	i	Name of main contact detail	You must designate one person as the main contact. This person will be the primary point of contact with the Water Breakthrough Challenge team. This is the person who we will contact for all matters relating to your entry. Please ensure that the information provided below relates to the same person.	Jon Goldsworthy
		ii	Main contact job title		Teifi Demonstrator Project Manager
		iii	Main contact organisation		Natural Resources Wales (NRW)
		iv	Main contact's work email address(es).		jon.goldsworthy@naturalresourceswales.gov.uk
		v	Main contact's work telephone number.		Phone/Mobile: 03000 653063 / 07468 742540
		vi	Details of communications lead	Please provide the name, email address, and telephone number of the person that will be responsible for coordinating any communications activities should this entry be successful.	Goldsworthy, Jon Jon.Goldsworthy@naturalresourceswales.gov.uk Phone/Mobile: 03000 653063 / 07468 742540
B	Entrant Details	i	Name (s) of Partner Organisation (s)	Please provide a list of the legal name(s) of all partner organisations involved in this entry, excluding the lead entrant. Please also provide an email address for	Natural Resources Wales jon.goldsworthy@naturalresourceswales.gov.uk Dŵr Cymru Welsh Water tony.harrington@dwrcymru.com

				<p>the lead contact at each partner organisation.</p>	<p>Other Partners to be confirmed:</p> <p>Aberystwyth University raj@aber.ac.uk</p> <p>Afonydd Cymru Gail@afonyddcymru.org</p> <p>Carmarthenshire Council GPearce-Taylor@carmarthenshire.gov.uk</p> <p>CCWater Lia.Moutselou@ccwater.org.uk</p> <p>Ceredigion Council Liza.Zanoni@ceredigion.gov.uk</p> <p>Farmers Union of Wales gareth.parry@fuw.org.uk</p> <p>Hafren Dyfrwydwy James.Jesic@severntrent.co.uk</p> <p>Keep Wales Tidy owen.derbyshire@keepwalestidy.cymru</p> <p>National Farming Union Cymru rachel.lewis-davies@nfu.org.uk</p> <p>Pembrokeshire Council Nicola.Gandy@pembrokeshire.gov.uk</p> <p>Save the Teifi callumfirth@aol.com</p> <p>Welsh Government james.dowling@gov.wales</p> <p>West Wales Rivers Trust harriet@westwalesrivertrust.org</p>
		ii	<p>Which water company is leading this entry?</p>	<p>Please select the name of the lead entrant water company.</p> <p>The lead entrant must be one of the licensed regional water only and water and wastewater companies or new</p>	<p>Dŵr Cymru Welsh Water (DCWW)</p>

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			entrant water and wastewater companies (NAVs) in England and Wales.	
		iii	Please provide the mailing address of the lead water company.	This may be used for correspondence if the entry is successful. Linea, Fortran Road, St Mellons, Cardiff, CF3 0LT 02920 740450 Website: www.dwrcymru.com
		iv	Please provide the email address for the main contact for the lead water company.	tony.harrington@dwrcymru.com faye.ward@dwrcymru.com kelly.jordan@dwrcymru.com
C	Funding	i	What is the amount you are requesting from the Fund?	Please provide the value of funds requested from the Water Breakthrough Challenge in £ GBP in nominal (today's) prices, excluding any financial contributions. £2m
		ii	What is the value of your financial contribution?	Please provide the value of the financial contribution entry partners have committed to contribute to the entry if it is successful in being awarded funding in £GBP in nominal (today's) prices. The contribution should be no less than 10% of the total financial cost of the entry. Please exclude any in-kind contributions (these should be covered in Ciii). £200k
		iii	What is the value of any in-kind contributions?	Please provide the value of any in-kind contributions (if quantifiable) from any source in £GBP in nominal (today's) prices. £0.8m DCWW have allocated £0.8m to complete nutrinet trading trials in Wales. Subject to Welsh Government approval some of this investment could take place in the Teifi.
		iv	What is the total cost of your project?	Please provide the total cost of the project in £GBP - including workstreams and funds not covered by the Water Breakthrough Challenge and any financial £4m Breakdown:

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				<p>contributions but excluding in-kind contributions which are financially quantifiable.</p> <p>Please provide this in nominal (today's) prices.</p> <p>These figures should be inclusive of inflation allowances and applicable taxes, which are not recoverable, reflecting the true costs of the entry. Where taxes are fully recoverable, such as VAT, costs should be shown net of the recoverable amount. Taxes that are not recoverable should be included, for example, customs duties payable on goods imported into the UK.</p>	<p>£2m - Ofwat Water Breakthrough Challenge</p> <p>£200k - DCWW to meet 10% requirement</p> <p>£800k - DCWW trial a nutrient trading approach in Teifi and/or Usk catchments)</p> <p>Circa £1m - DCWW commitment to deliver a water quality monitoring project in the Teifi catchment.</p>
D	Intellectual Property Rights	i	Does your entry align with the default position on intellectual property rights (IPR) as set out in section 4 of the terms and conditions?	Single Option: Yes/No	<p>Yes</p> <p>Any IPR created by the project will be communicated as detailed in Section 4. All data gathered by the project will follow the FAIR principles findable, accessible, interoperable and reusable.</p> <p>Communication and Knowledge Sharing for this project will be undertaken by Spring Innovation Ltd both during the project and at its end.</p>
		ii	Default IPR	<p>Appears only if the answer to i. is Yes.</p> <p>Please explain how you will comply with the default position in section 4 of the terms and conditions, including detail of:</p> <ul style="list-style-type: none"> whether the funded entry (i.e. that part funded by the Fund) is part of a wider project; 	<p>N/A – all IPR is to be shared openly.</p> <p>One of the key purposes of the project is both to establish and then share best practice for how river catchments should be managed for the wellbeing of communities and the environment.</p> <p>Data sharing will enable multiple data sources to be collated and displayed in a way that maintains quality and standards but increases</p>

				<p>Foreground IPR to be generated by the funded entry;</p> <ul style="list-style-type: none"> • Background IPR that is necessary to use the Foreground IPR for the funded entry, clearly distinguishing between General Background IPR and Specific Background IPR; and • any other background IPR relating to the delivery of the project as a whole (i.e. not the funded entry). • what Background IPR and what Foreground IPR will be available. In answering this part, please include details of Foreground IPR, Background IPR that is necessary to use the Foreground IPR and (if appropriate) any wider background IPR that is related to the delivery of the project as a whole (i.e. not just the funded entry). • Please set out how your proposals will not result in restricted benefits to customers of water companies, and ultimately there will not be additional costs to customers. <p>For the purpose of Default IPR option, the terms and conditions differentiate between 'General Background IPR' and 'Specific Background IPR'.</p>	<p>the quantity of data to improve knowledge and decision making and understanding by the partners identified above and the wider public.</p>
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			<p>Specific Background IPR is Background IPR which has been specifically identified in the entry and is such Background IPR that may be licenced on terms including a royalty and/or other appropriate forms of remuneration. However, we recognise that Specific Background IPR may require adjustment during the project and therefore the terms and conditions allow for the possibility of later designation, at Ofwat's discretion.</p> <p>General Background IPR is any and all Background IPR that is not Specific Background IPR.</p> <p>Where you are seeking to designate Background IPR as Specific Background IPR, we expect you to include as much detail as possible in your application relating to potential levels of royalties and/or other appropriate forms of remuneration that you or your partners intend to impose on the Water Companies (where these are known or can be proposed at this stage of the project), or the principles and, where possible, the mechanisms you or your partners may use to calculate these in future. In all instances you must set out how and why you consider that the proposals or the approaches outlined are fair, reasonable and non-discriminatory. We recognise that it may be more difficult to provide this information for projects that are at an early stage of development. Where this is the case, you should clearly state what information you can and cannot provide at</p>	
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				<p>the point of submitting your entry and why.</p> <p>In order to assess whether the proposed terms are fair, reasonable and non-discriminatory we expect you to provide information in your entry that demonstrates how the proposed royalties, remuneration and/or principles are:</p> <ul style="list-style-type: none"> • reasonable in light of market standard royalties or other remuneration; • no less favourable than the terms that you may offer to third parties; • in all cases, proportional to the funding contributed by Ofwat to the development of the relevant Foreground IPR; and • generally, in line with the principle that the Foreground IPR (and therefore the Background IPR required to use the Foreground IPR) must be used for the benefit of the customers of all water companies and present value for money for those customers. 	
		iii.	Alternative IPR	<p>Appears only if the answer to i. is No.</p> <p>Please set out your alternative IPR proposals and how they meet the following conditions:</p> <ol style="list-style-type: none"> 1. The entry will not result in restricted benefits to customers of water companies in England and Wales; 2. The alternative arrangements will not result in additional costs to customers. <p>In setting out how your proposals meet the criteria; answers must include the</p>	N/A

				<p>following:</p> <ul style="list-style-type: none"> • whether the funded entry (i.e. that part funded by the Fund) is part of a wider project; • details of Foreground IPR to be generated by the funded entry, details of Background IPR that is necessary to use the Foreground IPR for the funded entry and details of wider background IPR relating to the delivery of the project as a whole (i.e. not just the funded entry); • What IPR will be available for the funded entry under the proposed alternative IPR provisions, and the customer benefits of that availability alone. • If the wider project Background IPR will be available what would the terms be? <p>Please include an assessment, including where appropriate a cost benefit analysis, as to how these terms are proportionate given the wider benefits to customers.</p> <p>Where your proposal does not align with the default position on IPR, Ofwat has the discretion to consider alternative IPR arrangements.</p>	
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E	Confidentiality	i	Confidentiality of your entry	<p>Please list the question numbers in this entry form where you consider your responses contain confidential information.</p> <p>Where possible, we ask that you avoid including confidential information in your response to Questions Bi, Biii, Fx, O.1 and O.2. If you do include confidential information in response to these questions, please clearly identify it.</p>	None – all data contained herein is not confidential. The project by design is seeking to both develop and share best practice information relating to different spatial levels from waterbody to full river catchment.
		ii	Details of confidentiality of your entry	Please briefly explain why you consider your answers to be confidential in line with your response to Ei.	N/A
F	Monitoring & Evaluation	i	Anticipated start date	<p>Please state the date you anticipate your entry delivery to start.</p> <p>We expect entries awarded funding in Breakthrough 3 to start within 6 months of being notified of the award. However, we recognise that some entries may require a longer mobilisation period.</p>	July 2024
		ii	Start date dependencies	Please briefly outline any key dependencies which may affect your anticipated start date, such as procurement and arrangement of other funding, etc.	<p>Project Lead, Project Manager and Evidence Analyst are already in post (funded in kind by NRW), so project will begin upon receipt of the award.</p> <p>Joint working arrangements also agreed in principle with partners e.g. data sharing</p>
		iii	Anticipated end date	Assuming you start on your anticipated start date, please state the date you anticipate your entry delivery being complete.	August 2029 (5-year project)
		iv	Project stage at start of entry	Dropdown project stages as set out in 8.1 Appendix 1 Project Stages.	Project stage 3 (development and verification) is most relevant though aspects of the project may

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			Please select the most relevant project stage that your entry will be at when it starts using Breakthrough 3 funding.	start at stage 1 (initial research) and 2 (concept & feasibility)
	v	Project stage anticipated at entry completion	<p>Dropdown project stages as set out in 8.1 Appendix 1 Project Stages</p> <p>Please select the most relevant project stage that your entry will be at when it is complete.</p>	Level 5 (deployment and post-launch)
	vii	Have the entry partners worked together with the lead entrant before?	<p>Single Option:</p> <p>Yes, it's an existing partnership</p> <p>Yes, but we're partnering in a different capacity for the entry</p> <p>No, it's a new partnership</p>	<p>Yes, but we're partnering in a different capacity for the entry</p> <p>Some have worked together in smaller groups, but all the partners have not worked collectively for a shared multi-benefit outcome previously</p>
	viii	Please explain your answer to question vii above.	Please provide more details about the history of your partnership, including where you have worked together previously or how many partners are new to the partnership.	<p>NRW is the environmental regulator for Wales, DCWW is the main water and sewerage company in Wales. They are already working together successfully on the two LIFE funded (value over £16m) river restoration projects for the Dee and Four SAC rivers in South Wales. The Teifi project will develop new ways of working between the two parties in line with the requirements of the Wellbeing of Future Generations Act and focus on the Teifi to develop solutions which help deliver the Water Framework Directive, Habitats Directive and wider Sustainable Management of Natural Resources (SMNR) outcomes for the river.</p> <p>The majority of the wider partnership (circa 15) is already working together as part of the local Nutrient Management Board and Technical Advice Group.</p>
	x	Areas of entry implementation	Please list all the water supply and/or sewerage service areas where water customers will directly benefit from the	The Teifi catchment (initially) but the intention is to scale up the learning to other rivers in Wales and scale out across the UK, through

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			successful delivery of this entry during the entry delivery. For areas outside of England and Wales, please include the area and country.	knowledge sharing and behavioural change and other outcomes from the work programme
		xi	Have you submitted this entry into a previous round of the Water Breakthrough Challenge?	Yes/No No
		xii	If you are resubmitting this entry following a previous competition round, please explain how your entry has changed?	Only appears if answer to xi is Yes N/A
		xiv	Focus of entry	<p>Is your entry predominantly focused on:</p> <ul style="list-style-type: none"> a) Technology (including for example, physical assets, chemical processes, digital technology) b) Something other than technology (including for example, business processes, new approaches, launching a venture or service design) c) A hybrid of technology with something other than technology <p>b) Something other than technology (including for example, business processes, new approaches, launching a venture or service design)</p> <p>The entry has two main threads seeking to develop and apply new innovative regulatory approaches and evidence curation, analysis and visualisation that run combined with novel ways of working.</p>




Assessed Questions

General Questions

These questions will do not relate to specific assessment criteria but will be used to aid the understanding of our judges and assessors when assessing your entry.

Assessment Criteria	#	Question	Question Guidance	Answer
All	0.1	Entry title	Please include a short, unique and descriptive name to reference your entry.	Teifi Demonstrator Project
	0.2	Entry description	Please provide a concise summary of your entry in jargon-free, plain English. This may be used in public-facing communications if the entry is successful, and should help a customer-facing audience understand what you propose to do and the benefits you hope to deliver (50 word limit)	The project will improve water quality in the Teifi catchment, whilst encouraging climate resilience and enhanced biodiversity in line with the SMNR principles. We will collaboratively adopt innovative and agile regulatory and evidence communication approaches to support a range of interventions, capturing the learning and managing it in an agile way so it can be scaled up and out across England and Wales bringing multiple benefits to other river systems.
	0.3	Pitch recording	<p>Please sign up to record a 3 minute pitch for the technical assessors. If you are shortlisted for judging, you will be invited to present this same pitch live as part of the judging day</p> <p>The purpose of the pitch recording is to provide a video format explainer to help assessors and judges quickly understand your entry. Within this pitch, you should outline:</p> <ul style="list-style-type: none"> the problem it aims to address and what benefits it will have for customers, society and/or the environment if successful. As a guide, we suggest this should be around a quarter of your pitch. what is innovative about your entry. As a guide, we suggest this should be around a quarter of your pitch. 	Pitch recording session booked for 12:00hrs on 21/12/23

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			<ul style="list-style-type: none"> what you intend to do within your entry, focusing on the activities you will undertake. As a guide, we suggest this should be around half of your pitch. <p>You are welcome to use slides or other visual aids within your recording.</p> <p>You may also upload any presentation/visuals you used in the pitch recording.</p>	
0.5	Entry visual and diagrams	<p>Please feel free to attach up to 3 images and/or diagrams relevant to your entry. Please clearly reference these in your answers to questions. Please keep text to the minimum - no narrative text within these visuals or diagrams will be reviewed by assessors or judges.</p>	 Newcastle_Emlyn_Aerial.jpg  Teifi WFD.pdf  Teifi Phosphate.pdf <p>Images for context setting include an aerial photo of the Teifi catchment and graphs showing WFD compliance, and orthophosphate compliance with Water Framework Directive Regulations (WFD) regulations and Habitats Directive Regulations (HDR).</p>	
0.6	Promoting Equality, Diversity and Inclusion within the team	<p>To the extent that you are permitted to do so, please share with us any information on how equity, diversity and inclusion (EDI) is promoted and/or will be measured across your team and throughout the life of the initiative. Please do not provide any personal or confidential data in your response to this question, but we would welcome anonymous, aggregated data.</p> <p>(500 word limit)</p>	<p>In line with NRW policy and procedures and the Equality Act 2010, the project will be screened to determine whether there is a need to complete a full Equality Impact Assessment (EqIA) prior to starting the project.</p> <p>If required, an EqIA will be completed to provide a robust assessment that meets</p>	

				<p>the legal duties of the Equality Act 2010 and the Welsh Public Sector Equality Duties 2011, helping promote equality and fair proposals</p> <p>Carrying out an EqIA if needed, will help us meet our legal duties as well as bringing several benefits. It will:</p> <ul style="list-style-type: none"> • ensure that our decisions impact in a fair way. Where there is evidence that particular groups will be negatively affected by a decision, action should be taken to address this; • make our decisions based on evidence. An EqIA provides a clear and structured way to collect, assess and put forward relevant evidence; • make decision-making more transparent. A process which involves those affected by the policy and which is based on evidence is much more open and transparent. This is more likely to engender trust in decision-makers and in our decisions; and • provide a platform for partnership working. A good EqIA offers an opportunity for us to work in partnerships with organisations to consider the impact on members of their shared communities and how they might best collaborate and co-ordinate with us.
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	0.7	Ensuring all customers benefit from innovation	<p>Where relevant, please explain and demonstrate how you will include EDI considerations with regard to your customers. For example, how have you included a diverse range of voices and needs in the design of your entry, your business model and through the life of your project?</p> <p>(250 word limit)</p>	<p>This project will explore new and novel regulatory and other ways of working, and ways of developing and delivering environmental solutions that haven't been delivered before, by working together with other organisations both public and private, communities and third sector organisations.</p> <p>Further we will build on our learning from real-time monitoring and visualisation in the Wye, links to Data Map Wales and broader citizen science to build an evidence product that is readily accessible to the full suite of stakeholders.</p> <p>Partners and stakeholders will be pivotal in shaping the project. Building on and complimenting other partnerships and interventions including the 4 Rivers for Life and SAC Rivers projects. Outputs from engagement we have already carried out will be enhanced with a hackathon to identify innovations to improve water quality in the Teifi involving a wider group of stakeholders. We will also use the Welsh Environmental Information Portal (Wales Environmental Information Portal (arctgis.com)) and other platforms to ensure wide access to the data and findings</p> <p>Co-producing the project in this way will, where possible, facilitate collaborative delivery of actions and interventions and amplify the behavioural changes required to deliver the aims of project. We intend to contract Spring Innovation (https://spring-innovation.co.uk), the</p>
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				centre of excellence for innovation in the UK and Ireland Water sector to undertake knowledge dissemination for the project both during and at completion.
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Assessment Criteria Questions

The following questions are included in the entry form, relating to assessment criteria as set out below.

1. Positive impact for water customers, society, and the environment

Under this assessment category, we will be looking to understand the benefits entries seek to deliver for customers, society, and the environment. Strong entries to Breakthrough 3 will be seeking to address a well evidenced, important need or opportunity in the water sector in England and Wales for water customers, society and/or the environment that aligns with one or more of Ofwat’s four strategic innovation themes.

#	Assessment Criteria	Assessment Guidance	#	Question	Question Guidance	Word Count
1.1	Address a significant need or opportunity for customers, society and/or the environment	Strong entries will be able to articulate which significant need or opportunity the entry aims to address. Entrants should demonstrate a deep understanding of this need or opportunity; how it may develop in the future; the wider context in which it exists; and, how widely it is shared. Entrants should also showcase an understanding of the wider sector and demonstrate that their initiative addresses an unmet need.	1.1.1	What is the problem that the proposed entry is seeking to address for the water sector?	Please provide a short narrative summary of the customer, society and/or environmental need this entry aims to address and why it is significant to the water sector.	250
				Answer	<p>The project aim is to develop new regulatory and other ways of working which achieve improved water quality in the catchment, whilst also encouraging secondary benefits for improved climate resilience and enhanced biodiversity. Once this evidence has been collected, analysed and interpreted it will be widely and easily available on multiple platforms enabling the findings to be applied across Wales and/or inspire application elsewhere.</p> <p>Currently the Teifi Special Area of Conservation (SAC) catchment is failing to achieve the water quality standards required for both WFDR good ecological status and HDR favourable condition. Recent source apportionment modelling indicates that discharges from Water Company assets are a significant contributor to phosphate failure. Other significant issues include acidification, historic metal mine pollution, and diffuse pollution from agriculture and forestry activities.</p>	

#	Assessment Criteria	Assessment Guidance	#	Question	Question Guidance	Word Count
					DCWW plans to invest over £40m in the wider Teifi catchment over Asset Management Plan (AMP) period 7 and 8 to tackle point source pollution are now in place. This project seeks to develop new innovative regulatory and other tools and practices to deal with the non-point sources, as this has not been successfully done elsewhere, as evidenced by the widescale failure of rivers in the UK to meet WFD good ecological status (GES).	
			1.1.2	What, if anything, has already been done to understand and address this problem, either by the entry partners or others?	Please provide a summary of any work to date undertaken to address this problem by you or others, detailing the key aspects of the problem that have not yet been addressed.	250
				Answer	<p>Four Rivers for LIFE: £9.11million 5-year project ending 2026 to improve habitat and species conservation status on four SAC rivers (Teifi, Cleddau, Tywi and Usk).</p> <p>The Teifi Demonstrator will compliment this project by focusing on developing new regulatory and other tools, ways of working etc</p> <p>SAC Rivers Project: set up to:</p> <ol style="list-style-type: none"> 1) Establish new or amend existing policy/processes and deliver advice within the business, and to stakeholders 2) Review existing permissions and use of regulatory controls 3) Understand water quality compliance issues and targets across all SACs, identifying dominant sources contributing to failures <p>Many of the outputs from this project (e.g. SAGIS nutrient modelling) will inform the Teifi Demonstrator approach.</p>	

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#	Assessment Criteria	Assessment Guidance	#	Question	Question Guidance	Word Count
					<p>Nutrient Management Board: group set up to develop and deliver a nutrient management plan for the catchment</p> <p>The Teifi project will align focusing issues where an innovative approach is required.</p> <p>DCWW Water Source projects:</p> <p>Investment in PestSmart, Four Rivers for Life, community engagement and drinking water catchment risk assessments, all afford controls at source through partnership working with various communities e.g. agriculture.</p> <p>Controls at source (both regulatory and voluntary) being a key novel solution to be explored and developed in the Teifi.</p> <p>DCWW National Environment Programmes investments:</p> <p>Reducing phosphorous discharged from wastewater treatment works at Lampeter and Llanybydder. Accelerated schemes to be completed by March 2025.</p> <p>Complying with new and tightened permits including 'backstop' permits to prevent deterioration, from 2023 until 2032 (AMP 7 and 8). Total of 28 new phosphorus conditions.</p> <p>Investment in storm overflows targeted at those impacting most.</p>	

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#	Assessment Criteria	Assessment Guidance	#	Question	Question Guidance	Word Count
1.2	Will, or could, be effective in addressing these problems or opportunities	Strong entries will be able to demonstrate the extent to which and how they will address the need or opportunity identified for the sector as a whole. Entrants will set out how the entry delivers impact and benefits to customers, society, and/or the environment in the short and long term, including what benefits and knowledge may be generated even if the project is technically unsuccessful.	1.2.1	How will your entry address the need(s) you have identified?	Please explain how the entry will address the need identified in response to criteria 1.1 and how it could benefit water company customers, society and/or the environment across England and Wales.	150
				Answer	<p>This project will explore novel regulatory and other ways of working, and development and delivery of unique environmental solutions, by working collaboratively with public and private, third sector organisations and communities as outlined above. Our focus on the combination of novel regulation and evidence addresses a major opportunity in the sector.</p> <p>The project will build on and compliment other partnerships and interventions being delivered in the catchment. Interventions will be collaboratively developed and delivered ensuring buy in and relevancy to customers, society, and the environment.</p> <p>Co-producing the project in this way will facilitate collaborative delivery of actions and interventions and amplify the behavioural changes required to deliver the aims of project e.g. improvement of water quality, ecology, and habitat, while supporting the resilience of local communities and the benefits that come from their natural environment.</p> <p>The multifaceted nature of the project will ensure there will be significant benefits.</p>	
			1.2.2	What are the entry's intended outcomes, including any knowledge or intellectual property which you intend to generate, and how will they benefit the wider sector?	Please provide a bullet point list of the intended outcomes (what the entry hopes to achieve/accomplish at project completion) in the long and short term of the entry, with particular reference to positive outcomes for water and wastewater customers, society and the environment in England and Wales. For example, an outcome may be that, by entry completion, a new approach will be accepted and brought into operations by all entry partner organisations using a new acceptance process	300

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#	Assessment Criteria	Assessment Guidance	#	Question	Question Guidance	Word Count
					developed within the entry; or the sector may better understand where or how an approach could be applied.	
				Answer	<p>Initial outcomes, subject to evolution with stakeholders and to reflect evidence as it emerges:</p> <ol style="list-style-type: none"> 1) Nutrient Source Apportionment Teifi model (by end 2025): promoting better understanding of the distribution of rural land-use sources of phosphate and nitrate. 2) Innovative data collection approach (by end 2025): to improve collective understanding of water quality throughout the catchment, and enable targeted interventions and accurate impact assessment. 3) Survey and mapping (by end 2025): of river habitat quality using citizen science. Shared data will benefit all partners, enabling better understanding of habitats and how interventions and restoration can be targeted. 4) Visualisation of catchment data (by end 2026): Making shared data easily accessible and visual will benefit all partners and aid positive behavioural change. 5) Novel nature-based solutions (by Aug 2029) for improving water quality and climate resilience. 6) Develop Sustainable Farming Scheme (SFS) Optional and Collaborative actions (by end 2026): piloting actions will allow higher risk approaches to be tested before becoming part of the scheme across Wales. 	

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#	Assessment Criteria	Assessment Guidance	#	Question	Question Guidance	Word Count
					<p>7) Catchment-based soil sampling and analysis programme (by end 2025), to enable Teifi farmers to optimise crop nutrient applications and minimise nutrient loss.</p> <p>8) Create run-off risk maps using LiDAR and soil surveys (by end 2025) to inform potential interventions at farm scale.</p> <p>9) Reduce diffuse pollution (by Aug 2029) through introduction on farm measures such as buffers, biobeds, sediment traps, run-off detention features, riparian woodland and wetlands.</p> <p>10) Capture land-use behaviour and changes (by Aug 2029): Sharing of data / learning will allow better understanding of successful approaches that can be scaled up in other catchments.</p> <p>11) Trial Experimental regulation (by Aug 2029): develop and test different approaches e.g., seasonal permits and regulating experimental treatments to allow risks to be minimised by piloting the approach.</p>	
			1.2.3	Provide an explanation of how this initiative will achieve the intended outcomes by setting out SMART objectives.	Please provide an explanation of how this entry will achieve the outcomes set out above (in 1.2.2) by providing SMART objectives. These objectives must be specific, measurable, achievable, relevant, and time-bound and set out what the entry aims to achieve/accomplish within the entry delivery period (ideally in bullet point format).	250
				Answer	<p>1) Nutrient Source Apportionment (by end 2025): Collaboratively review and update catchment phosphate modelling to include nitrate.</p> <p>2) Innovative data collection approach (by end 2025): link up with academia and industry as well as Nutrient Management Board partners, develop new approaches, technology and ways of sharing data.</p>	

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#	Assessment Criteria	Assessment Guidance	#	Question	Question Guidance	Word Count
					<ul style="list-style-type: none"> 3) Survey and mapping (by end 2025): of river habitat quality for the catchment. Work with partners and communities to develop and deliver this project via citizen science. 4) Visualisation of catchment data (by end 2026): combine evidence products to create opportunity and vulnerability maps, post real-time data from sensor network. 5) Novel nature-based solutions (by end 2027) for improve water quality and climate resilience. Realise opportunities to work with partners holdings. 6) Develop Sustainable Farming Scheme (SFS) Optional and Collaborative actions (by end 2025): Work with Welsh Government, farming unions and other farming networks to develop and pilot scheme actions. 7) Catchment-based soil sampling and analysis programme (by end 2025): collaborate with partners to commission industry to provide service. 8) Create run-off risk maps use LiDAR and soil surveys (by end 2025): agree scope and commission delivery. 9) Reduce diffuse pollution (by end 2029): introduce on farm measures and assess impact. 10) Capture land-use behaviour and changes (by Aug 2029): survey data aligned to interventions is collected and evaluated. 11) Experimental regulation (by end 2027): novel approaches are tried and assessed. 	
			1.2.4	What longer-term impacts and benefits will the entry provide for the water sector in England and Wales once the project has been completed?	Please provide a narrative detailing the entry's wider direct and indirect benefits. This should include how it advances innovation in the water sector in England and Wales and why this should be invested in the water sector in England and Wales. Please quantify benefits where possible and provide a description of the approach used. Where possible, set out any potential cost efficiencies, if any, that you expect this	200

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#	Assessment Criteria	Assessment Guidance	#	Question	Question Guidance	Word Count
					project to achieve that would benefit water customers and when you anticipate these to materialise.	
				Answer	<p>Experimental regulation: NRW will consider different regulatory approaches which may include using experimental regulatory powers to develop new tools and approaches relevant and effective for the control of diffuse pollution. These innovations will be monitored and evaluated for use elsewhere in Wales and the UK</p> <p>Improvement in water quality: changes in land-use and the implementation of interventions to reduce diffuse pollution will not immediately result in improvement in WFDR status in the Teifi catchment but continue to improve over the medium to longer term.</p> <p>Behavioural changes: the movement in identities, beliefs and behaviours which come about as a result of this project will need to continue to shift before water pollution mitigation behaviour becomes embedded.</p> <p>Upscaling: the learning from this project will be measured, captured, and disseminated so that successful actions can be replicated in other catchments across Wales and England.</p> <p>Reduced stakeholder negativity and increased collective understanding by jointly sharing the problems and solutions and maintaining data, evidence, and decision-making transparency.</p>	

#	Assessment Criteria	Assessment Guidance	#	Question	Question Guidance	Word Count
1.3	Align with one (or more) of Ofwat’s four strategic innovation themes	Strong entries will be able to demonstrate how the outcomes and benefits have a direct or indirect impact on one (or more) of the four Ofwat strategic innovation themes. Entries must be clear on how these benefits will be achieved with a focus on the strength of alignment with the themes (rather than indirect or less tangible impacts on numerous themes).	1.3.1	Select which theme(s) your entry is impacting:	Please select the Ofwat theme(s) which are directly impacted through this entry. Please select from the list of themes 1 to 4 or Not Applicable. Theme most impacted Theme 2nd most impacted Theme 3rd most impacted Theme 4th most impacted.	N/A Dropdown
				Answer	<p>Theme most impacted:</p> <p>2. Protecting and enhancing the environment and natural systems to protect current and future customers from the impacts of extreme weather and pollution</p> <p>Theme 2nd most impacted:</p> <p>1. Responding and adapting to climate change, including how to meet the sector’s ambition of net-zero carbon, zero waste and zero leakage.</p> <p>Theme 3rd most impacted:</p> <p>3. Delivering long-term operational resilience and understanding infrastructure risks to customers and the environment, finding solutions to mitigate these in sustainable and efficient ways.</p> <p>Theme 4th most impacted:</p> <p>4. Testing new ways of conducting core activities to deliver the services customers and society need, expect and value both now and in the future.</p>	

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#	Assessment Criteria	Assessment Guidance	#	Question	Question Guidance	Word Count
			1.3.2	How will this entry directly deliver better short and long-term outcomes against one (or more) of Ofwat's four strategic innovation themes?	Please specify how the outcomes, benefits and impacts the entry proposes directly impact and align with the Ofwat themes. We are interested in the strength of alignment rather than the number of addressed Ofwat themes.	250
				Answer	The Teifi is a water supply catchment also designated for its habitats and species. Climate change will increase the human ask on the catchment as a source of water at the same time as the climate reduces water availability increasing the need to reduce abstraction to protect the habitats, species and ecosystems. The sustainable management of water and associated ecosystems is in line with the outcome so the proposal will enable activities in the catchment to change to protect both quality and resource. Protecting and enhancing the environment and natural systems to protect current and future customers from the impacts of extreme weather and pollution, whilst responding and adapting to climate change and delivering long-term operational resilience.	
1.4	Set out a realistic reflection of external risks and how the potential benefits to customers, society and the environment outweigh these risks.	To be truly innovative we recognise that entries may have to take on external risks. We are open to entries that take these risks provided that these entries are impactful with potential for significant benefits. A strong entry will provide an honest and realistic reflection of the risks and opportunities for customers, society and/or the	1.4.1	Please set out the most significant external risks and how these have been considered and addressed in the development of the entry. Please state why this entry should be funded by demonstrating how the expected benefits justify the acceptance of these external risks.	Please provide a short high-level narrative of the wider risks and uncertainties associated with the entry. This should not include direct delivery risks. We are looking for clarity on what is known and what is unknown/uncertain about achieving your outcomes; a clear understanding of key external risks (quantified where possible). We want to understand the most significant external risks of your entry and how have they been considered and addressed in its development. Please provide a summary of why this entry is worth funding which sets	500

#	Assessment Criteria	Assessment Guidance	#	Question	Question Guidance	Word Count
		<p>environment. It will set out clearly how the benefits of these entries balance the possible outcomes and inherent risks involved.</p> <p>It will provide articulation of how much is understood about its feasibility, uncertainties and known unknowns, and the range of possible scenarios or outcomes that may be achieved through the work. It will also set out what the entry can achieve in the event that these risks materialise, such as information sharing, to work towards achieving the ultimate outcomes.</p> <p>It will also set out what the entry can achieve in the event that these risks materialise, such as information sharing, to work towards achieving the ultimate outcomes.</p>			<p>out the benefits (quantified where possible) and balance against these potential risks (quantified where possible).</p> <p>Examples of external risks may include, for example, the risk that the solution is not taken up by the sector, long term viability, changes in longer term regulatory policy, failure to get public acceptance, risk of the solution failing to meet long term outcomes or issues around transition to business-as-usual operations.</p> <p>This should include the nature of any interaction with outcome delivery incentives (ODI).</p>	
				Answer	<ol style="list-style-type: none"> 1. Welsh Government support for Nutrient Trading and ecosystems service stacking does not materialise, or the 'rules of engagement' cannot be agreed by all parties, undermining this element of the proposal. The subject of a task and finish group set up under the First Minister's River Pollution Summit, we anticipate support to be formalised in 2024. 2. Welsh Government support and funding for a environmental data hub is reduced, putting pressure on other partners to fund such an initiative. Currently funding to assess the feasibility has been confirmed but further funding yet to be approved. 3. The new funding arrangements for farming (SFS) is further delayed beyond 2025, and we are unable to leverage the changes driven by the SFS to compliment novel approaches and regulatory initiatives through the project. Welsh legislation requires commencement in 2025. 4. Support for the development of controls at source such as to improve diffuse pollution from highways is not forthcoming due to 	

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#	Assessment Criteria	Assessment Guidance	#	Question	Question Guidance	Word Count
					<p>government funding constraints. A live risk, as funding for improvements to such diffuse sources is not currently available.</p> <p>5. Failure to deliver – delays in getting environmental consents/permissions e.g. for working on protected sites/protected species. Early identification of consents/permissions required and timetabled within project timeline to allow adequate time for processing.</p> <p>6. New legal approaches are not possible – our initial work suggests this is not the case and we can consider using experimental powers in specific circumstances.</p> <p>7. Stakeholder disengagement – regular engagement, effective communication and the co-produced approach to the development of the project should mitigate this risk.</p> <p>8. Equipment malfunction – majority of the equipment has been used in the field already and we are familiar with it operation and maintenance but some novel equipment may be unproven.</p> <p>9. Cyber attack – NRW has strong and secure systems. We have learned from the attack on SEPA and improved security across our ICT systems and devices.</p> <p>10. Staff recruitment – not recruiting staff the to the required capacity and capability. By project start NRW will have a flexible resource pool. This project and broader water quality is a priority within the organisation so staff will be transferred across should the need arise.</p>	

1. Innovation enablers and innovative solutions

Under this assessment category, we will be looking to understand what is novel about the proposed approach and solution and how it could deliver a positive sector-wide innovation legacy. Strong entries will demonstrate how the proposed entry goes beyond the entrant’s business-as-usual approach to innovation and how it may draw inspiration and/or talent from other sectors.

This is both in terms of what the entrant proposes to deliver (innovative solutions) and how they propose to deliver it (innovation enablers). Innovation enablers are the innovative approaches the entry is proposing, which may include how entrants are working internally and externally with collaborators within and outside of the water sector for the benefit of water customers in England and Wales. Entries could include testing new ideas; adapting ideas or practices that have been established in other sectors; or adopting proven approaches that haven’t been tried at scale.

#	Assessment Criteria	Assessment Guidance	#	Question	Question Guidance	Catalyst
2.1	Use innovative approaches and/or solutions which would not reasonably be expected to be funded as part of business-as-usual and /or develops innovative enablers which accelerates practice beyond business-as-usual	<p>Strong entries will clearly set out how the approach or solution is innovative in terms of how distinct it is from business-as-usual. This can include experimenting with new ideas, adapting ideas and practices from other sectors or adopting approaches at scale. Solutions may include better management of people and resources, systems or processes or technologies.</p> <p>Strong entries will also articulate how the initiative is innovative in its approach. This may include how entrants are working and sharing ideas with collaborators within and outside the water</p>	2.1.1	What solutions, technologies, practices, and/or insights are you intending to use?	Please provide a high-level summary of the solutions, technologies, methodologies, and insights proposed within this entry.	250
				Answer	<p>A more detailed list is covered in sections 1.2.2 and 1.2.3. IN summary these include:</p> <ul style="list-style-type: none"> • Behaviour change – shift and measure/survey the movement in identities, beliefs and behaviours which come about as a result of this project. • Land use change - changes in land-use and the implementation of interventions that will reduce diffuse pollution and result in an improvement in water quality in the medium to longer term. • Catchment scale nature-based solutions building on peatland restoration and natural flood management expertise. Interventions will include extensive riparian buffers. • Citizen science – NRW have recently developed an approach to use of CS data and working with the West Wales Wildlife Trust 	

#	Assessment Criteria	Assessment Guidance	#	Question	Question Guidance	Catalyst
		sector, new business practices and internal business operations, dissemination and use of the knowledge gained across the sector, partnerships, effective joint working and how entrants intend to embed innovation capabilities and skills developed through this initiative into entrants' business-as-usual.			<p>and others will provide an excellent opportunity to trial this approach.</p> <ul style="list-style-type: none"> • Experimental regulation: NRW will consider different regulatory approaches which may include using experimental regulatory powers to develop new tools and approaches relevant and effective for the control of diffuse pollution. These innovations will be monitored and evaluated for use elsewhere in Wales and the UK. • Data visualisation – NRW are constantly striving to improve the accessibility of their data. We have recently created a platform for live data from sensors in the Wye as well as updates to the Wales Environmental Information Portal where a range of data is available with associated story boards. 	
			2.1.2	How do you propose to deliver the project in an innovative way? What approaches, ways of working and other enablers of innovation are you intending to use when delivering the project?	Please provide a high-level summary of the approaches, ways of working and other enablers which are proposed in delivering this entry. These include collaboration, openness, adaptability, innovation risk management, scalability and deployability	200
				Answer	<ol style="list-style-type: none"> 1) Frontloading to build collective knowledge, understanding and ownership of the problem(s) across the full range of stakeholders before acting. 2) Ensuring that decisions are made collectively and that responsibility for doing is owned jointly. 3) Clearly presenting the evidence and associated data in a way that is FAIR (findable, accessible, interoperable and reusable). 4) We will work through the process and decisions together so that we all understand what we are doing, why and when even if we don't all agree. 	

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#	Assessment Criteria	Assessment Guidance	#	Question	Question Guidance	Catalyst
					<p>5) Innovation and risk – we are not reliant on novel technologies but novel approaches. Co-production and wider stakeholder engagement should ensure such approaches are successful.</p> <p>6) Scalable because we are operating at the catchment level a recognised unit across the UK so outcomes can be deployed across the four nations and beyond.</p>	
			2.1.3	<p>What is innovative about your entry?</p> <p>How are the solutions, technologies, practices, insights, approaches and ways of working better than what has been developed and/or deployed in the past?</p> <p>Why would the entry not reasonably be expected to be funded or developed as part of business-as-usual?</p>	<p>Please set out how innovative you consider your entry’s approach is, including how much research, trialling or similar has been undertaken on it so far. Please provide a summary of how this approach is an improvement on what has been developed and/or deployed previously in the water sector.</p> <p>Please explain why the approach would or could not be developed as part of a water company’s business-as-usual.</p>	700
				Answer	<p>This project will explore new and novel regulatory and other ways of working, and ways of developing and delivering environmental solutions that haven’t been delivered before, by working together with other organisations both public and private, communities and third sector organisations. Examples may include how NRW permits nature based solutions such as constructed wetlands and other green infrastructure. Innovation to licence these using adaptive management as is being trialled with marine renewables.</p> <p>Further we will build on our learning from real-time monitoring and visualisation in the Wye, links to Data Map Wales and broader citizen science to build an evidence product that is readily accessible to the full suite of stakeholders. Enhancing the Wales</p>	

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#	Assessment Criteria	Assessment Guidance	#	Question	Question Guidance	Catalyst
					<p>Environmental Information Portal with additional data which could this could come from DCWW, citizen scientists, others as well as NRW sonde data to create a true shared platform of information that would be of benefit to mall partners and many stakeholders.</p> <p>Partners and stakeholders will be pivotal in shaping the project. Building on and complimenting other partnerships and interventions including the Four Rivers for Life and SAC Rivers projects. Outputs from engagement we have already carried out will be enhanced with a hackathon to identify innovations to improve water quality in the Teifi involving a wider group of stakeholders.</p> <p>Co-producing the project in this way is far from business as usual and will, facilitate collaborative delivery of actions and interventions and amplify the behavioural changes required to deliver the aims of project.</p>	
2.2	Set out the potential for adoption at scale across the water sector.	Strong entries will either demonstrate how their solutions and/or approaches can be applied at scale or has the potential to be applied at scale in the future, to provide benefits across the water sector in England and Wales. Entrants with clear plans and pathways will detail how they have considered opportunities and challenges for roll out across the sector and/or how they are addressing barriers to future adoption at an early design stage.	2.2.1	Following the successful delivery of this entry, how could it be further implemented at scale across the water sector in England and Wales and what steps will you take to enable this? What challenges and/or barriers to further implementation have you identified?	<p>Please provide a summary of how the entry can provide benefits, address water sector wide needs, and/or be used to improve operations across numerous geographies, businesses, and scenarios.</p> <p>Please include a summary of potential challenges or barriers to applying or implementing the intended outcomes at scale.</p>	200
				Answer	There are clear direct environmental benefits in improving water quality, and the general health of the catchment and biodiversity of life that depends on it.	

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#	Assessment Criteria	Assessment Guidance	#	Question	Question Guidance	Catalyst
					<p>Improvement in WFDR ecological status and HDR condition will in the longer term allow compliance with key environmental legislation.</p> <p>By working with land management and water sector partners and communities we can reverse the negative trends we are seeing and improve water quality, ecology, and habitat. By these positive actions we can support the resilience of local communities and the multiple benefits that come from their natural environment.</p> <p>We are aware of the large size of the catchment and the difficulty in measuring progress over such a large scale, so will establish a baseline, gather evidence, and evaluate the change as part of the work. This is about learning about what creates real change and then using the evidence of the benefits to get others to replicate the improvements on other catchments.</p> <p>The more effective use of nature based solutions in order to deliver multiple benefits.</p> <p>Working constructively with the agriculture sector to find solutions to reduce and address excess nutrients in the soil and the Tefi catchment</p> <p>A catchment approach to water improvements will protect supply deficit demand calculations so that they continue to meet societal expectations. Quality improvement will reduce treatment costs for abstracted water.</p> <p>Societal change to prevent impacts including wet wipe ban, improvements to private sewage treatment, riparian buffers and no spread zone for land use that are sustained will benefit all.</p> <p>The project will enable DCWW to deliver their biodiversity duty.</p>	

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#	Assessment Criteria	Assessment Guidance	#	Question	Question Guidance	Catalyst
					<p>Provision of a greater level and scope of environmental data eg water quality, lidar, soil testing etc will enable better targeting land use interventions and therefore greater positive impact.</p> <p>Behavioural change survey data aligned to interventions will be collected and evaluated. This coupled with monitoring data will enable the project to identify positive approaches that can be used elsewhere to gain the maximum positive changes in behaviours.</p> <p>We intend to contract Spring Innovation (https://spring-innovation.co.uk), the centre of excellence for innovation in the UK and Ireland Water sector to undertake knowledge dissemination for the project both during and at completion.</p>	

2. Capacity, capability, and commitment to deliver

Under this assessment category, we will be looking for a clear narrative, demonstrating strong evidence that the proposed entry is feasible and that appropriate resources and governance will be in place for its delivery.

[Entry Template](#)

#	Assessment Criteria	Assessment Guidance	#	Question	Question Guidance	Word Count
3.1	Show commitment to the entry	Strong entries will be able to provide evidence of commitment, especially at a senior level. This will include the extent to which partners have committed to supporting the entry as well as any additional resources or funding partners are providing.	3.1.1	Who are the senior sponsors and leaders involved in the entry, from the lead water company and partner organisations, and how are they engaged and invested in it?	Please provide a broad narrative around the engagement and investment of senior staff. In doing so, please reflect executive commitment to continuing the entry if delivery personnel were to change, as well as how senior leadership envisions it will impact and benefit their organisations' ambitions beyond technical improvements, for example through internal cultural change.	250
				Answer	<p>The Teifi Demonstrator project emerged from the Welsh First Minister's River Pollution Summits (see https://www.gov.wales/river-pollution-summit-action-plan), which have brought together senior representatives from regulators, water companies, developers, local government, farming unions, academia, and environmental bodies to develop a strategic and joined-up approach to tackling phosphorus pollution.</p> <p>A stakeholder event in November 2023 was attended by senior representatives from the entry partners. Those involved to date include:</p> <p>Aberystwyth University: Professor Rhys Jones, NRW Board Member</p> <p>Afonydd Cymru: Gail Davies-Walsh, CEO</p> <p>Carmarthenshire Council:</p>	

					<ul style="list-style-type: none"> • Cllr Ann Davies • Ian Llewelyn, Strategic Policy & Placemaking Manager • Gail Pearce-Taylor, NMBS Programme Lead <p>CCWater:</p> <ul style="list-style-type: none"> • Jenny Suggate, Interim Director of Policy, Research & Campaigns • Lia Moutselou, Senior Policy Lead Wales <p>Ceredigion Council:</p> <ul style="list-style-type: none"> • Cllr Clive Davies • Rhodri Llwyd, Corporate Lead Officer, Highways & Environment Services • Sarah Groves-Phillips, Planning Policy Manager <p>Dwr Cymru Welsh Water:</p> <ul style="list-style-type: none"> • Alastair Lyons, Chair • Peter Perry, CEO • Prof Tony Harrington, Director of Environment <p>Farming Union of Wales:</p> <ul style="list-style-type: none"> • Gareth Parry, Senior Policy and Communications Officer • Anwen Hughes, Regional Vice Presidents • Mari Davies, Ceredigion Deputy County Executive Officer <p>Hafren Dyfrwydwy: James Jesic, CEO</p> <p>Keep Wales Tidy: Owen Derbyshire, CEO</p> <p>National Farming Union Cymru:</p> <ul style="list-style-type: none"> • Rachel Lewis-Davies, Environment and Land Use Adviser • Aled Davies, County Adviser for Ceredigion and Pembrokeshire
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				<p>Natural Resources Wales:</p> <ul style="list-style-type: none"> • Sir David Henshaw, Chair • Chris Collins, Head of Knowledge and Evidence • Jon Goldsworthy, Teifi Demonstrator Project Manager <p>Pembrokeshire Council:</p> <ul style="list-style-type: none"> • Cllr Jon Harvey • Bob Smith, Development Plans Manager <p>Save the Teifi: Callum Firth, Chair</p> <p>Welsh Government:</p> <ul style="list-style-type: none"> • Eifiona Williams, Head of Water Branch • James Dowling, Water Quality Programme Lead <p>West Wales Rivers Trust: Harriet Alvis, CEO</p>	
		3.1.2	What is the source of the mandatory 10% financial contribution?	<p>Please provide an overview of the contributions each partner will be committing to the mandatory 10% financial contribution.</p>	100 + Tab A
			Answer	<p>Please include information on Tab A (100% / £200k is from DCWW)</p>	
		3.1.3	Are any additional contributions, above the mandatory 10% contribution, committed to the entry from entry partners (including financial and non-financial)?	<p>Please provide an overview of the contributions each partner will be committing to the entry beyond the mandatory 10% financial contribution. Non-financial contributions could include access to existing data, use of facilities, wider resources etc.</p> <p>Please reflect any contributions that can be financially quantified in Tab A of the Entry Template in addition to this narrative</p>	250 + Tab A

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				Answer	Please include information on Tab A – No additional financial commitment from entry partners but a commitment to non-financial i.e joint working arrangements is also agreed in principle with partners e.g. data sharing.	
3.2	Will be delivered by a team with the relevant skills and experience	Strong entries will be able to describe the roles and responsibilities assigned to the entry participants. They will also be able to demonstrate that the team includes individuals with relevant skills/capabilities and experience to deliver the entry.	3.2.1	<p>Please provide a description of the entry delivery team. Include team structure, roles, responsibilities, skills and experience.</p>	<p>Please provide a short description of the key team members involved in the entry, including from partner organisations, as well as their relevant skills and experience.</p> <p>Please include a short description of the roles and responsibilities assigned to each of the entry partners and how this will support the successful delivery. Please also indicate which partner organisation the team member belongs to. Where roles will be filled post-award, please describe the pre-requisite skills to fulfil the role and when the role is planned to be filled.</p> <p>Please upload an organogram detailing the structure of the entry delivery team (JPEG, PNG or PDF).</p>	500 + Organogram
				Answer	<p>A basic structure of Project Programme Board will be created to manage and oversee delivery with a Stakeholder Board that will collaborate on an engagement plan, sharing the problem, asking everyone for input and sharing, enabling all those that are interested to participate, allowing all those interested to continue on the full journey, being transparent and inclusive.</p> <p>NRW has already appointed a Project Manager to set up and develop the project over the next six months with support from an evidence analyst.</p> <p>The delivery team will be recruited through a combination of secondees from entry partners and external recruitment. Details to</p>	

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					be confirmed once the project has evolved through further collaboration and co-production over the next six months	
3.3	Set out a realistic and achievable programme	Strong entries detail the timeline of activities the entry is proposing and demonstrate that the entry has a realistic and achievable delivery plan and programme; with appropriately timed milestones and a proportionate monitoring plan for entry progress, which includes a plan for monitoring the benefits set out within category 1 'Positive impact for water customers, society and the environment'.	3.3.1	Please set out the major milestones and activities for the entry.	Please detail the phases of delivery of your entry, with details of the activities that will happen within each phase. Set out proposed milestones at the end of each phase and how you will determine if the entry has successfully met these milestones. These milestones should be proportional to the scale and risk of your entry. Please link these to the major entry delivery stages and phases for your entry.	250 + Tab B
				Answer	Please include information on Tab B See Sections 1.2.2 and 1.2.3	
			3.3.2	What project controls will be implemented?	Please provide a narrative describing what project controls will be implemented and how. This may include, for example, stage gates, go/no go decision process, reference to steering and technical groups.	175
				Answer	The governance structure is described in section 3.2.1	
			3.3.3	What is the monitoring plan for the delivery of the entry and its outcomes?	Please set out the proposal for monitoring project delivery progress, outputs, and outcomes. How will you ensure the project benefits are managed?	175
				Answer	A monitoring plan to measure baseline and evaluation of change post intervention of each of the outcomes listed will be developed and will not always be numeric.	

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3.4	Demonstrate a realistic and considered costing which provides efficient use of customer funds	Strong entries will be able to demonstrate an efficient and realistic cost estimate and breakdown, a profile of this spend across the entry's life cycle, and what resources will be required to maintain the actions after delivery close-out. Entrants may also identify if other sources of funding or in-kind contributions are required to support this entry, detailing how and when this will be secured, as well as how different sources of funding will link together.	3.4.1	What is the breakdown of the entry costs, including the assumptions made? Please attach the completed budget template for your entry.	Please complete the Budget Detail template, Tab C of the entry template.	Tab C	
				Answer	Please include information on Tab C TBC		
			3.4.2	Other than that provided by any of the entry partners, what other sources of funding or in-kind contributions will be needed to support this entry?	If applicable, please set out any additional financial or non-financial resources required to complete the entry (outside the 10% contribution, the funding from the Ofwat Innovation Fund and additional contributions provided by the partners). Please also explain if the funding has been confirmed or when it would be confirmed.	300	
				Answer	n/a		
3.5	Demonstrate a clear and proportionate approach to addressing risk	Strong entries will be able to demonstrate how they will continue to identify, and how they will quantify the addressable risks. Entrants will set credible plans for how these risks and opportunities are appropriately managed or mitigated. For example, entries should demonstrate an understanding of the circumstances in which the entry may need to adapt, pivot, or even stop if new evidence suggest alternative	3.5.1	What are the risks and opportunities that have been identified for the entry and how will they be managed or mitigated?	Please complete the risk register template on Tab D of the Entry Template and outline up to 15 main risks for your entry. This may include any dependencies on partnership arrangements and procurement activities for example.	Tab D	
				Answer	Please include information on Tab D See section 1.4.1		

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		approaches might be more beneficial.			
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