



Proposed Project Plan

The Value of Research



Collaborate Innovate Impact



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1. Background

WaterRA leads and facilitates high quality, valued research with and for our members to stimulate innovation and collaboratively address urban and regional water issues. Vital steps in driving our Members ability to undertake/fund research are the measurement and demonstration of the value that research generates, and confidence that the maximum value is extracted from any research investment.

To support our Members in taking these steps, WaterRA has identified the need to:

- Implement a framework that measures the value of research undertaken; and
- Increase rigour around knowledge transfer and value realisation.

Research is defined as the creation of new knowledge and/or the use of existing knowledge in a new and creative way so as to generate new concepts, methodologies and understandings. This could include synthesis and analysis of previous research to the extent that it leads to new and creative outcomes.

Research is inherently valuable but hard to value. In previous iterations of determining value, WaterRA and others have tried to measure it using a variety of approaches including case studies, metrics around usage such as citations, and Impact studies on themes. While results have been accepted within some parts of water businesses and for some purposes, they have not consistently gained traction to enable research investment. This project has been designed to learn from what has been done before and establish a new approach that is recognised as Good Practice by the industry and hence achieves credibility and consistency of application.

2. Scope

This Project scope has been informed from stakeholder discussions with water utility representatives and researchers, a brief review of what has previously been attempted to determine impact and measure the value of research within the water industry, and input from the WaterRA Board.

2.1 Objectives

The project is designed to meet the following objectives:

Value of Research

Identify the many ways and domains where impact and value of research can be realised across the water sector (and provide communication material for our members)

Value Metrics

Develop a toolbox of ways to assess tangible and intangible impacts and value (incorporated within the Good Practice Guide for Research Management) that can be used as standard methods by the water industry.

Research Value Framework

Develop guidelines (within a Good Practice Guide for Research Management) to enable utilities and universities to extract maximal value from research projects

2.2 Summary

| | Phase 1 What is research value, where is it found? | Phase 2 Good Practice Guide for Research Management |
|---------------|---|--|
| Duration | 10 months: Jun 18 – Apr 19 | 8 months: Apr 19 - Dec 19 |
| Work packages | 1.1 Identify Value and Impact of Research | 2.1 Measurement of tangible benefits 2.2 Assessment of Intangible benefits 2.3 Creation of multi-benefit assessments for both water utilities and research organisations aligned with the Research Value Framework 2.4 Good Practice Guide on Research Management 2.5 Tools and Reporting templates to demonstrate the impact of research. |
| Deliverables | Report, with case studies of pilot projects Prospectus and marketing Community of Interest – co-creation and delivery by engaged stakeholders | Good Practice Guide to Research Management including Industry Standard for measuring tangible & intangible benefits. Tools and Dashboards for industry Stakeholder assessment of research management process. |
| Budget | 0.4FTE + incorporated in workload Stakeholder Org: ~40 hrs/org + travel | WaterRA: ~500 hrs + \$5k Consultant: ~ \$150k Stakeholder Org: ~200 hrs/org + travel |
| Resources | Mix of internal and external resources | WaterRA internal supported by in-kind and Secondment Opportunities eg for Standards or technical code writer, Economists, Auditors Research manager / Business leads |

2.3 Delivery

Phase 1 | What is research value

1.1 Identifying perceptions of value and impact from research

The ways within the water sector that the Impact and Value of Research is realised will be identified in this preliminary stage. To fully scope the project, stakeholders need to determine what impacts and types of value should be included within the Research Value Framework and then Good Practice Guide to Research Management. This engagement will enable WaterRA to identify stakeholders within the water industry that seek to participate in the following phase 2 of the project.

Known assessment methods within the water sector will be utilised for WaterRA projects. This review will provide understanding of the benefit of WaterRA projects delivered to date as proof of concept, and to inform the Prospectus describing the value proposition for additional participants in Phase 2 of the project.

1.1 Work Package Summary – Identify Value and Impact of Research

| Work Package Element | Description |
|----------------------|--|
| Inputs | Known impact and value techniques (Melb Water, CEED, UK Case study + more, interviews) Initial stakeholder participation |
| Method | <ol style="list-style-type: none"> 1. Identify stakeholders and create stakeholder engagement plan 2. Conduct interviews 3. Apply techniques with stakeholders 4. Consolidate findings into report |
| Deliverables | Report identifying and demonstrating value and impact of research Case studies of WaterRA projects showcasing value and impact Stakeholders engaged with next phase of the project |
| Acceptance Criteria | Stakeholder feedback |
| Stakeholders | project initiators, research managers |

Phase 2 | Good Practice Guide to Research Management

Phase 2 will be led by WaterRA but will involve a consultant and water industry personnel. This phase involves 5 work packages (WP) incorporating deliverables into the Good Practice Guide for Research Management.

2.1 Measurement of tangible benefits

Research projects may generate knowledge that can be directly applied within the business to develop a new or improved product or service. While quantifying these benefits is generally considered to be relatively simple, the aim of this task will be to provide guidance on different approaches which can be used. It is proposed to employ an analytical approach using a cost/benefit framework that includes avoided costs. As this task is to develop approaches that can be used by all WaterRA members and potentially adopted as an Industry Standard, stakeholders will be consulted to ensure that these approaches are widely accepted.

2.1 Work Package Summary – Value Metric: Measurement of tangible benefits

| Work Package element | Description |
|----------------------|---|
| Inputs | Stakeholder to contribute their organisation's tangible benefits measurement methods, standard economic methods ie ROI, cost/benefit Economic regulatory process as applied within each state |
| Method | <ol style="list-style-type: none"> 1. Review of utility and research organisation methods, with consideration for standard economic methods 2. Development of tangible guidance document 3. Stakeholder review of guidance document 4. Stakeholder workshop 5. Trial of guidance document within stakeholder organisation 6. Finalisation of guidance document 7. Case study report from trial |
| Deliverables | Tangible Benefits guidance document describing measurement methods illustrated by water utility case studies, and proposing Standard Approach |
| Acceptance Criteria | Peer review of toolbox by people who will have to accept the analysis (e.g. GM, economic regulator), trialled for selected WaterRA projects/themes and within 3 organisations on a selection of projects with varying outcomes, between 3-4 projects included in the trial. |
| Stakeholders | project initiators, research managers, operators/engineers/planners/asset managers, finance managers, regulators |

2.2 Assessment of intangible benefits

Research projects usually generate new knowledge; the knowledge may be subsequently applied within the project or be shared within an organisation to drive innovation. The benefits of new knowledge are not always easy to quantify and are likely to be realised in complex ways across the organisation. In other words, difficulties lie in understanding the benefits and values in obtaining and sharing new knowledge. For example, knowledge may enhance decision making or inform risk assessments, but how can these improvements be measured? The aim of this task is to develop common approaches that are applicable to the water industry on measuring intangible benefits of research. The approaches will be presented as a toolbox which allows the user to select the most appropriate method/s for a given outcome.

Stakeholders will be consulted within water utilities and regulators to determine measures for assessing and evaluating the benefits of research that would be commonly agreed and accepted.

2.2 Work Package Summary – Assessment of Intangible benefits

| Work Package element | Description |
|----------------------|---|
| Inputs | <ul style="list-style-type: none"> Stakeholders to contribute their company’s approaches of intangible benefits assessment methods, Intangible economic methods Economic regulatory process as applied within each state |
| Method | <ol style="list-style-type: none"> Review of utility and research organisation economic methods for intangible assessment Development of intangible guidance document Stakeholder review of guidance document Stakeholder workshop Trial of guidance document within stakeholder organisation Finalisation of guidance document Case study report from trial |
| Deliverables | Intangible Benefits guidance document describing measurement methods illustrated by water utility case studies and proposing a Standard Approach |
| Acceptance Criteria | Peer review of toolbox by people who will have to accept the analysis (e.g. GM, economic regulator) , trialled for selected WaterRA projects and within 3 organisations on a selection of projects which have varying outcomes (risk / customer /brand/trust /PR etc), between 6-10 projects included in the trial. |
| Stakeholders | Project initiators, research managers, cross-sector managers of intangibles (risk/PR/customers/etc), finance, knowledge into operational business, regulators |

2.3 Multi-Benefit Assessments

To assess overall value and impact of research outcomes requires consideration of both tangible and intangible benefits to an organisation. This work package will use the outputs of WP1 and WP2 to investigate which metrics can be used in various combinations to assess overall value and impact for both water utilities and the research organisations conducting the research. In particular, the ability to extract value from a research project throughout all stages of its lifecycle should be considered and how it provides benefit to the business involved in the research. The Multi-Benefit assessments will need to align to the research value framework and to maximise uptake, would need to be simple, flexible, and applicable to any organisation managing diverse research.

2.3 Work Package Summary – Multi-Benefit Assessments

| Work Package element | Description |
|----------------------|---|
| Inputs | <ul style="list-style-type: none"> • Outputs of WP 1 and 2 • Relevant standards (ISO Quality standards, Systems Engineering and Project Management Body of Knowledge), • Stakeholder methods for managing and valuing research • <i>'Fostering Innovation in the Water Industry'</i> report from WRF |
| Method | <ol style="list-style-type: none"> 1. Review of utility research management practices and processes and research organisation reporting requirements 2. Development of draft multi-benefit assessments for water utilities and research organisations 3. Stakeholder review of multi-benefit assessments 4. Stakeholder workshop 5. Develop trial templates 6. Trial of multi-benefit assessments within stakeholder organisations 7. Finalisation of multi-benefit assessments 8. Case study report from trial |
| Deliverables | Draft Industry Standard for measuring the tangible and intangible benefits of research (Multi-benefit assessments) for i) water utilities and ii) research organisations. |
| Acceptance Criteria | Reviewed by a standards' developer, applied within at least 3 stakeholder organisations and determine if assessment is of benefit to the organisation, and incorporating any current WaterRA projects |
| Stakeholders | Board, research managers, senior managers responsible for adoption of research outcomes. |

2.4 Good Practice Guide Research Value Framework

To deliver a consistently high-quality research program, each project should address certain key elements. The Project Management Body of Knowledge (PMBOK) provides guidance on the overall management of any project, but research projects have their own unique requirements. In particular, the ability to extract value from a research project throughout all stages of its lifecycle should be considered and how it provides benefit to the business involved in the research.

WaterRA has identified that a standard framework to support research management and evaluation would be of benefit to the water industry. However, to maximise uptake it would need to be simple, flexible, and applicable to any organisation managing diverse research and not force a specific process.

The Good Practice Guide will define the unique requirements for managing research to maximise and unquestionably demonstrate the benefits and value achieved across the full life-cycle. The Guide will be written in a manner that allows every organisation to determine how each element will be achieved but will aim to standardise methods to enable maturity assessment within a single organisation or benchmarking between organisations to be undertaken.

The Good Practice Guide will contain:

- Industry standard for measuring the tangible and intangible benefits of research – based on work packages 1, 2 and 3
- Research Value Framework.

2.4 Work Package Summary – Good Practice Guide Research Value Framework

| Work Package element | Description |
|----------------------|---|
| Inputs | <ul style="list-style-type: none"> Literature on Research Impact Other relevant standards (ISO Quality standards, Systems Engineering and Project Management Body of Knowledge), Stakeholder methods for managing and valuing research Phase 1 Report from WaterRA on the Value of Research 'Fostering Innovation in the Water Industry' report from WRF Outputs of WP 1, 2 and 3 |
| Method | <ol style="list-style-type: none"> Review of existing information on utility research management practices and processes Development of draft Good Practice Guide incorporating expanded Research Value Framework Stakeholder review of Good Practice Guide and Research Value Framework Stakeholder workshop on draft Good Practice Guide, Research Value Framework and templates Trial of guidance document within stakeholder organisation Finalisation of guidance document Case study report from trial |
| Deliverables | Research Value Framework, Good Practice Guide and templates |
| Acceptance Criteria | Reviewed by a standards' developer, applied within at least 3 stakeholder organisations and determine if assessment is of benefit to the organisation, and incorporating any current WaterRA projects |
| Stakeholders | Board, research managers, senior managers responsible for adoption of research outcomes. |

2.5 Implementation Tools for the Good Practice Guide to Research Management

To ensure uptake and implementation of the outcomes of the project the Good Practice Guide and Research Value Frameworks, and the information about benefits and impact need to be readily available and accessible. This task will involve taking the deliverables from WP 1-4 and creating a variety of reporting and visualisation tools to inform water utility and water research organisations on the relative impact and benefits of the research conducted.

2.5 Work Package Summary – Implementation Tools for the Good Practice Guide

| Work Package element | Description |
|----------------------|--|
| Inputs | <ul style="list-style-type: none"> Relevant standards (ARC Engagement and Impact Assessment) Outputs of WP 1-4 |
| Method | <ol style="list-style-type: none"> Review outputs of WP 1-4 Consult with water utility and research organisations to understand reporting requirements and information needs Develop prototype reporting and visualisation tools Demonstrate and Test tools at workshop Trial tools across 3 stakeholder organisations Finalise reporting and visualisation product range. |
| Deliverables | Reporting and visualisation products for both water utilities and research organisations for short, medium and long term analysis |
| Acceptance Criteria | Reviewed by key stakeholders |
| Stakeholders | Research managers, General Managers in water utilities, VC Research in research orgs |

3. Governance

| | |
|----------------------------|--|
| Project Sponsor | Responsible for overall direction of the project |
| Project Advisory Committee | Responsible for advice, consultant selection, recommendation to Project sponsors, ensuring independence, review of deliverables, to be comprised of senior managers from member orgs |
| WaterRA Project Leader | Responsible for delivery of the project and ensuring a project protocols are adhered to |
| Confidentiality | The project will require organisations to share project findings that may be of a sensitive nature (i.e. they show no value for money). All contracts will contain confidentiality clauses, and if required a non-disclosure agreement will be used for the independent consultant/s. |
| Ethics | The project will require interviews with staff from member organisations. |
| Intellectual Property | The project and deliverables produced, mainly Research Value Framework containing in/tangible assessment methodologies, and reporting templates will be subject to WaterRA Member Agreement. This dictates that WaterRA will own the IP from the project and members will have licence to use it within their organisations. |

4. Budget

| | WaterRA | Consultant/Researchers | Stakeholder Organisations |
|---------|-----------------------------|------------------------|---------------------------|
| Phase 1 | \$8k ~280 hours - 0.4FTE | | ~40 hrs/ org |
| Phase 2 | \$5K + ~400 hrs | ~ \$150k + Travel | ~250 hrs/org + travel |

5. Risks and Opportunities

| Risk / Opportunity | Title | Mitigation / Action |
|--------------------|---|--|
| Opportunity | Improve value of research | Provide evidence that research has played a pivotal role in advancing the water industry |
| Risk | Time delay with stakeholder participation | Have more on project team than needed to cover any no shows Have clear and unambiguous schedule – they will know when they are needed so can plan accordingly |
| Risk | Deliverables don't provide benefit to members | Develop acceptance criteria PAC involvement Regular visibility of deliverables and outcomes Stakeholder engagement to provide feedback on outcomes |
| Risk | Failure to agree on standard methods | Facilitation and engagement with stakeholders ensuring that correct people are involved in method development Allow for some difference in methods – alternative approaches |

6. Organisation

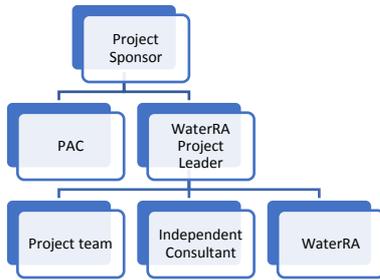


Figure 1 – Project Organisation

Sponsor

WaterRA Board is the Project Sponsor. The Sponsor has the responsibility to provide overall direction for the project and ensure that the WaterRA members are gaining benefit from the project.

Advisory Committee

The role of the PAC will be to provide governance on delivery of the project. For Phase 1 a sub-group from water industry and the WaterRA Board including Shaun Cox (Chair), David Sheehan (Chair SAC) and Karen Rouse (CEO WaterRA) shall be on the PAC. For the reviews to be credible it will be important to show independence. For Phase 2 membership of the PAC will be broadened as it will also provide guidance on the project deliverables and their applicability to the water industry and research. The PAC will also assist with selection of the consultants and independent reviewers as required.

Team Leader

A WaterRA Research Manager will be the Project Team Leader (PTL). The PTL is responsible for the delivery of the project, management of the Independent Consultant/s, engagement with the Project Teams and within WaterRA for support as required. The PTL will provide regular reporting to the Sponsor and Board.

The Project Partners Team

To complete this project there will need to be representation from all sectors of WaterRA membership in different parts of the project. The team will be formed based on the matrix below.

Independent Consultant/s

The position recognises the external assistance needed to complete this project. WaterRA is seeking a ‘co-design and co-produce’ approach whereby the external assistance will work with utilities to develop new techniques. WaterRA proposes to seek interested parties through an Expression of Interest (Eoi) and the Project Team/PAC select the parties to work with.

| Task | Criteria | Organisation level |
|--|---|---|
| What is Research value | Research program management User of WaterRA projects Researchers | Responsible for approving membership and projects |
| In/tangible Benefits measurement | Finance manager Risk manager Customer manager Asset, Planning, Operations manager Researchers | Cross-sector, experience with justify research, using research outcomes |
| Research Value Framework and Good Practice Guide | Research program management experience Business analyst Researcher | Cross-level |



The role of the project team members will be to provide the liaison into their organisations and insight from their level of management. As such it will important that the project partners for each phase are from varying sectors within a business / university.

Availability of project team will influence the project schedule.

WaterRA

WaterRA personnel will assist with different aspects of the project particularly with; engagement into member organisations, communication material, review of deliverables, arranging workshops and events associated with the project.

7. Schedule

The project will use a Phased approach with specific deliverables at the completion of each phase and each phase shall be separately funded (refer Project Schedule).

Project Schedule

| | | | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|----------------------------|--|----------|---------------------------------|------------|------------|------------|------------|------------|------------|-----------|------------|------------|------------|-----------|-----------|------------|------------|------------|-----------|------------|------------|------------|-----------|-----------|------------|------------|------------|-----------|------------|------------|------------|-----------|------------|------------|------------|-----------|-----------|------------|------------|
| | | | 19/04/2019 | 22/04/2019 | 29/04/2019 | 06/05/2019 | 13/05/2019 | 20/05/2019 | 27/05/2019 | 3/06/2019 | 10/06/2019 | 17/06/2019 | 24/06/2019 | 1/07/2019 | 8/07/2019 | 15/07/2019 | 22/07/2019 | 29/07/2019 | 5/08/2019 | 12/08/2019 | 19/08/2019 | 26/08/2019 | 2/09/2019 | 9/09/2019 | 16/09/2019 | 23/09/2019 | 30/09/2019 | 7/10/2019 | 14/10/2019 | 21/10/2019 | 28/10/2019 | 4/11/2019 | 11/11/2019 | 18/11/2019 | 25/11/2019 | 2/12/2019 | 9/12/2019 | 16/12/2019 | 23/12/2019 |
| Step | Description | Duration | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Project Establishment | Revise schedule, plan and EOI | 7 weeks | [Gantt bar from 19/04 to 26/05] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Identify stakeholders | | [Gantt bar from 22/04 to 29/05] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Secure additional funding | | [Gantt bar from 22/04 to 29/05] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Establish PAC | | [Gantt bar from 29/04 to 06/05] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Release EOI and Phase 1 report | | [Gantt bar from 29/04 to 06/05] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Receive, collate and circulate EOIs to PAC | | [Gantt bar from 20/05 to 27/05] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | PAC review and appoint teams | | [Gantt bar from 27/05 to 03/06] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Workshop #1 - Kick-Off | When and Where? | 1 week | [Gantt bar from 27/05 to 03/06] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Refine project schedule | | [Gantt bar from 27/05 to 03/06] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Confirm scope and deliverables | | [Gantt bar from 27/05 to 03/06] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Discuss project comms and reporting | | [Gantt bar from 27/05 to 03/06] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Marketing & Communications | Develop WaterRA Comm/Mktg material | 2 weeks | [Gantt bar from 10/06 to 17/06] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Stakeholder Documentation | From stakeholders, identify and provide documentation of previous attempts to value research | 3 weeks | [Gantt bar from 10/06 to 17/06] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Package 1 | Tangible methods - draft and review | 3 weeks | [Gantt bar from 1/07 to 8/07] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Package 2 | Intangible assessment - draft and review | 5 weeks | [Gantt bar from 1/07 to 8/07] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Package 3 | Multi-benefit assessments - water utilities | 4 weeks | [Gantt bar from 15/07 to 22/07] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Multi-benefit assessments - researchers | 4 weeks | [Gantt bar from 15/07 to 22/07] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Package 4 | Good Practice Guideline - Framework | 2 weeks | [Gantt bar from 12/08 to 19/08] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Good Practice Guideline - Processes | 2 weeks | [Gantt bar from 19/08 to 26/08] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Good Practice Guideline - Templates | 1 week | [Gantt bar from 26/08 to 02/09] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Package 5 | Dashboards, reporting and visualisation | 5 weeks | [Gantt bar from 19/08 to 26/08] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Review of deliverables | Review all packages of work for completeness and efficacy | 3 weeks | [Gantt bar from 23/09 to 30/09] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Workshop #2 | Engagement with stakeholders to discuss draft products | 1 week | [Gantt bar from 23/09 to 30/09] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Test Phase | Test products with stakeholders | 4 weeks | [Gantt bar from 14/10 to 21/10] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Collate Test Phase Results | Supply feedback to WaterRA for collation and review | 3 weeks | [Gantt bar from 11/11 to 18/11] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Finalise Deliverables | Teams to refine final products | 2 weeks | [Gantt bar from 18/11 to 25/11] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Produce Final Report | Prepare final report and board paper | 2 weeks | [Gantt bar from 25/11 to 02/12] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop Training | Training material for use within utilities | 2 weeks | [Gantt bar from 25/11 to 02/12] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Marketing & Communications | Marketing and communication of project outcomes | 1 week | [Gantt bar from 16/12 to 23/12] | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |