

Development of ECCSEL-R.I. Italian facilities: user access, services and long-term sustainability

D.7.1.2 – SC Rules of procedure and management plan

Document Information Summary

Date	25/01/2023
Document title	SC Rules of procedure and management plan
Version	1.0
Responsible Partner	OGS
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Work package / Activity	WP7 / Activity 7.1
Involved O.U.	OU 1
Reviewer(s)	n.a.
Approved by	n.a.

Keywords #rulesofprocedure #steeringcommittee #managementplan

Target audiences		
Deliverable nature	<input type="radio"/> Report	<input type="radio"/> Other (specify)
Dissemination level	<input type="radio"/> Public	<input type="radio"/> Restricted to participants

Revision history

Version	Date	Description
1.0		First draft
2.0		Second draft
3.0		Final report

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SUMMARY

The ECCSELLENT project is focused on technological innovation of most of the Italian facilities involved in the CCUS field (CO2 Capture, Utilisation, Transport and Storage). It involves 8 operating units (OU) from 5 institutions and a great number of researchers. To achieve the project results and ensure the technological advancement in the field of intervention, a significant number of scientific instrumentation and technological equipment will be acquired implying an administrative effort from the side of the subjects involved. Yet, the strong interconnection among the 4 Work Packages dedicated to technological implementation of the research infrastructure, complemented with 2 additional WPs (“Fair data and related digital services” and “Technical and business long-term sustainability”), adds complexity to the project. For all the reasons above a management body (Steering Committee) composed of key stakeholders and experts which can provide executive and decision-making support to project team is essential for ensuring the implementation of the project as well as to oversee the development strategy of the research infrastructure.

Along with the Steering Committee, the definition of a precise and accurate Management Plan is also necessary to ensure that the project is executed in a systematic and organized manner, ultimately contributing to the successful delivery of the activities and to the attainment of project's objectives.

1 STEERING COMMITTEE RULES OF PROCEDURE

The Steering Committee (SC), chaired by the MI, is the main project management body composed of the scientific coordinator and the Principal Investigators for the co-applicants. SC common rules of procedure to establish decision-making process and responsibilities have been defined within the first months of implementation of the project.

1.1 FUNCTIONS OF THE STEERING COMMITTEE

The SC has the responsibility to carry out the following tasks:

- Addressing the strategical project decisions
- Overseeing the project activities to monitor their sound implementation
- Identifying any possible risk that may occur during project implementation
- Defining corrective actions, if necessary

1.2 COMPOSITION OF THE STEERING COMMITTEE

The Steering Committee is chaired by the Manger of the Infrastructure and is composed of the scientific coordinator (Franco Coren, OGS) and the Principal Investigators for the co-applicants. The PIs are the following persons: Matteo Carmelo Romano (POLIMI), Marialuisa Grilli (ENEA), Marco Giacinti Baschetti (UNIBO), Giuseppe Bonura (CNR). Proxies can be designated.

1.3 CHAIR

The Steering Committee shall be chaired by the MI. The Chair is responsible for:

- Inviting and organizing the Steering Committee meetings
- Fixing the agenda of the meetings in collaboration with the other Steering Committee members
- Orienting the work of the Steering Committee
- The smooth running of meetings of the Steering Committee
- Respecting the Rules of Procedure

1.4 MEETINGS

The Steering Committee meets at least every three months at the initiative of the Chair/MI, and in exceptional circumstances, at the written request of at least 2 members. The participation of the majority of its members (at least 4 out of 6, qualified majority) is compulsory at the meetings for the adoption of decisions by the Steering Committee. A member that cannot attend a meeting can send comments in writing to the Chair/MI. The meetings of the Steering Committee shall, unless otherwise for logistical reasons, be held in the premises of the Applicant. The invitation together with the agenda

and all related documentation is sent by the PM to the members of the Steering Committee at least five working days before the date fixed for the meeting. Requests for additional items to the agenda, which require a decision, can be made at the latest 3 working days before the meeting and must be submitted in writing to the Chair. The agenda of the meeting shall be adopted by all members at the beginning of each meeting, after verification that the quorum is reached. The minutes shall be drafted by the PM and shall be sent in electronic format to the members on behalf of the MI no later than 7 working days after the meeting. If no objections are raised, the minutes are considered as approved. In case of objections by one or more members, the PM shall revise the minutes accordingly, agree on a final version with the MI, and if necessary with the members raising the objections, and send the final minutes to the Steering Committee members.

1.5 DECISION-MAKING

The Steering Committee looks for a decision by consensus among the members. If no consensus can be reached, the Chair/MI looks for a compromise proposal submitted to the Steering Committee during the meeting or through a written procedure. If this cannot be accepted in consensus, a completely new proposal will be prepared. The Chair/MI prepares and implements the decisions of the Steering Committee and notifies the interested parties. A written procedure may be initiated by the Chair/MI upon justification of the need for a quick decision. The PM, on behalf of the Chair, shall send a proposal to all members of the Steering Committee, who have 7 working days to respond. If a written objection is raised, the matter shall be clarified and consensus between the members shall be sought by the Chair/MI. If no final decision can be made, the matter shall be put on the agenda of the next Steering Committee meeting. Members can withdraw objections at any time. If no objections are raised or if there is no feedback from the members, the decision is deemed as taken. Written procedures are always validated by consensus.

1.6 CODE OF CONDUCT AND WORKING PRINCIPLES

Members of the Steering Committee are bound to respect the following rules of conduct:

- To participate in all meetings and, when appropriate, in written procedures,
- To act in the interest of an efficient implementation of the activities, in accordance with the scope and objectives of the project
- To take decisions in the public interest and not to act in the purpose of obtaining financial advantages or other benefits for themselves or for others

Meetings of the Steering Committee are confidential in nature and its members are bound to confidentiality.

1.7 PM AND ORGANIZATION

The PM assists in the organization and coordination of the Steering Committee, in particular it carries out the following tasks:

- Helping the Chair/MI to carry out his/her duties
- Preparing working documents for the Steering Committee,
- Electronically transmitting all documents to members of the Steering Committee on behalf of the Chair/MI
- Writing the Minutes of the meetings
- Executing the decisions of the Steering Committee

2 MANAGEMENT PLAN

A Management Plan is a planning tool that aims to outline the approach, processes and activities necessary to effectively plan, execute, monitor and control the project. It covers different aspects of management, administrative, communication, etc.

2.1 PROJECT SCOPE

The general objective of the ECCSELLENT project is to upgrade most of the Italian facilities part of ECCSEL ERIC and to expand the Italian node to promote the development and internationalization of our country's research in the full chain of CCUS (CO2 Capture, Utilisation, Transport and Storage).

2.2 PROJECT SCHEDULE

See Gantt Chart

2.3 PROJECT BUDGET

See Application form

2.4 PROJECT RISKS

The risk management approach for the project will define the processes, techniques, tools, and responsibilities. The risk analysis will allow to promptly identify and avoid the potential cost, schedule, and performance/technical risks while taking a proactive and structured approach to manage negative outcomes and respond to them in case they will occur. The risk management approach and plan operationalize these management goals tailored on the project. All the research units will be involved in this process according to their specific role in the WPs and activities. The objective of risk identification is the early and continuous identification of events. For each potential risks the consequence, probability, and impact will determine the context and the importance. The result of the risks analysis is the creation of a risk and problem log which will include at least the following information:

- Description of the risk, impact, and consequence of this impact.
- Timing of the occurrence of the risk and timing for the implementation of emergency measures (i.e., when a decision is needed), in order to be able to prioritize the next risks.
- Assessment of the impact and probability of risk occurrence (low/medium/high).
- Severity level: the relative severity of the risk and the significance of its effect (low/medium/high).

The principal possible risk and mitigation actions have been already identified in the project plan. The risk management strategy will also include stakeholders in risk identification. Project stakeholders (internal and external) should bring various dimensions of risk to the outcomes. In addition, it is important to include all stakeholders, such as certification and accreditation authorities who, if inadvertently overlooked in the long term, can pose major risks for the project. Accordingly, risk identification is an iterative process. More information will be gained during the evolution of the project, and the risk statement will be adjusted to reflect the current understanding. New risks will be identified as the project progresses through its life cycle. Regular meetings or videoconferences on the evaluation of risks will be organized with all the research units. The involvement of all team members in the identification of possible emerging problems will be of utmost importance in order to define priorities and mitigation actions.

2.5 MONITORING EVALUATION PLAN

See Deliverable 7.3.1.

2.6 COMMUNICATION

Through communication and dissemination activities, ECCSELLENT aims to improve overall general awareness on CCUS and in particular on opportunities offered by the strengthening of the ECCSEL facilities in the Italian panorama. The general objectives are:

- To increase the visibility of the project and its activities,
- To attract potential beneficiaries/users of the project results (enhanced facilities)
- To engage with relevant stakeholders
- To raise awareness about CCUS

By mapping the stakeholders and their interest we will give the right information to the right audience in the right format. The target audience will be citizens, public authorities (at all levels), Academia & Research, Industry & Companies, media. The outreach channels will include social media, website, partners channels, press release, promo materials (A4 flyers, flyers, posters which can be circulated in printed form e.g. to hand out at conferences, as an example at the CO2Geonet Open Forum). The electronic version (e.g. PDF file) can also be circulated electronically by posting it in the websites of consortium partners and in a specific page of the Virtual Laboratory (WP5).

Moreover, ECCSELLENT project will take advantage of existing channels of consortium partners. Partners will activate their channels and networks to maximise outreach, visibility of the project, and communication and dissemination efforts. The communication and dissemination channels will be selected to convey the key messages and outcomes of the project to the largest possible number

of stakeholders and target group members. In addition, ECCSELLENT consortium can count on strong support from ECCSEL-ERIC and from national and international organisations and institutions that expressed their interest in the project by signing Letters of Support. Key messages about ECCSELLENT activities will be also advertised by ECCSEL ERIC News Page.

2.7 PROJECT CHANGES

See User manual and Vademecum for project variations

2.8 PROJECT CLOSURE

The research infrastructure(s) is expected to be economically and financially viable for at least ten years after the conclusion of the project. An analysis of the management costs and possible revenues has been already carried out and will be updated within the final release of D7.3.4 - Sustainability Plan.