

SUCCESS



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SUCCESS

Sustainable Urban Consolidation CentrES for
conStruction

Grant Agreement N°633338

Deliverable D1.1

Quality and risk management plan

| | |
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D1.1 Quality and risk management plan

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Executive Summary

SUCCESS has chosen to target the construction industry as major impacting sector on city logistics which has un-exploited potentials of improvement of the efficiency of goods, waste and service trips in EU cities, by answering the challenges pinpointed by the European Commission and in particular by improving urban freight understanding and introduce more resource-efficient, more environmental-friendly, safer and seamless supply chain innovations.

This document is D1.1, the Project Management Handbook for SUCCESS, which provides information on the project management activities of the project, the milestones and deliverables of the project and a description of the quality assurance procedures to be followed throughout the project's lifetime.

1 Introduction

1.1 Main project information

Between 1970 and 2010, the share of people in Europe living in cities and towns grew from 50% to 72%. By 2050, 82% of the European population will be living in urban areas. This growing population increases the need for new infrastructure and the construction/reconstruction of buildings in cities.

The construction industry is not only one of the biggest freight transport 'consumers' in urban centers, but also one of the biggest 'producers': construction, despite the recent industry crisis, is still the economic backbone for all EU cities. The construction supply chain (CSC) is often fragmented, with many suppliers delivering to many different trade contractors on the same site in an urban area. The consequences include an increase in pollution, congestion, noise, accidents, degradation of infrastructure and of the quality of life, and the rise of transportation and production costs.

SUCCESS has chosen to target the construction industry as a major sector impacting on city logistics which has unexploited potential for improvement in the efficiency of goods, waste and service trips in EU cities, by addressing the challenges pinpointed by the European Commission and in particular by improving the understanding of urban freight and introducing more resource-efficient, environmentally-friendly, safer and seamless supply chain innovations

1.2 Work packages

SUCCESS comprises seven work packages:

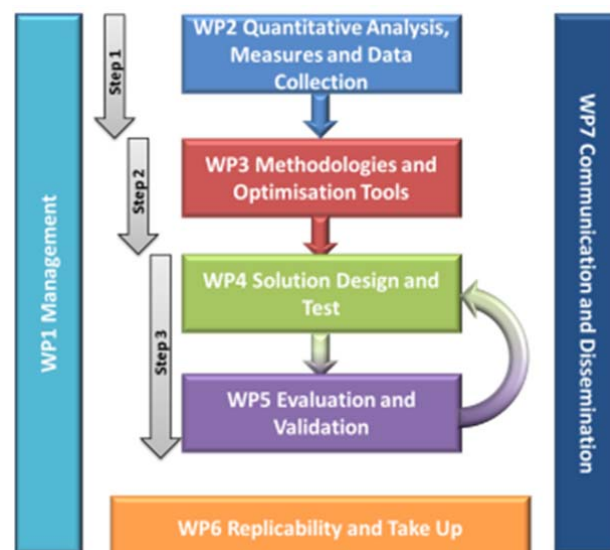


Figure 1: Project work-flow

1.3 Partners

| Participant No | Participant organisation name | Country |
|-----------------|--|---------|
| 1 (Coordinator) | Luxembourg Institute of Science and Technology (LIST) | LU |
| 2 | Association pour la Formation professionnelle dans les Transports (AFT) | FR |
| 3 | Institute for Transport and Logistics Foundation (ITL) | IT |
| 4 | The Valenciaport Foundation for Research, Promotion and Commercial Studies of the Valencian region (Valenciaport Foundation) (VPF) | SP |
| 5 | TRALUX Construction (TRA) | LU |
| 6 | VINCI Construction France (VINCI) | FR |
| 7 | Cooperativa Muratori e Braccianti di Carpi (CMB) | IT |
| 8 | Federation of Construction Companies (FEVEC) | SP |
| 9 | Emilia Romagna Region (RER) | IT |
| 10 | Foundation of the Valencian Community for Strategical Promotion, Development and Urban Innovation (INNDEA) | SP |
| 11 | En&Tech Reseach Centre (EN&TECH) | IT |

Table 1: List of SUCCESS partners

2 Management guidelines

2.1 Management Structure

The management structure will be organised around the Project Coordinator, the Project Management Board (PMB) and WP Leaders. Decision will be taken at WP level by WP Leaders and at project level by the Project Coordinator (PC), Steering Committee (SC) and the Project Management Board.

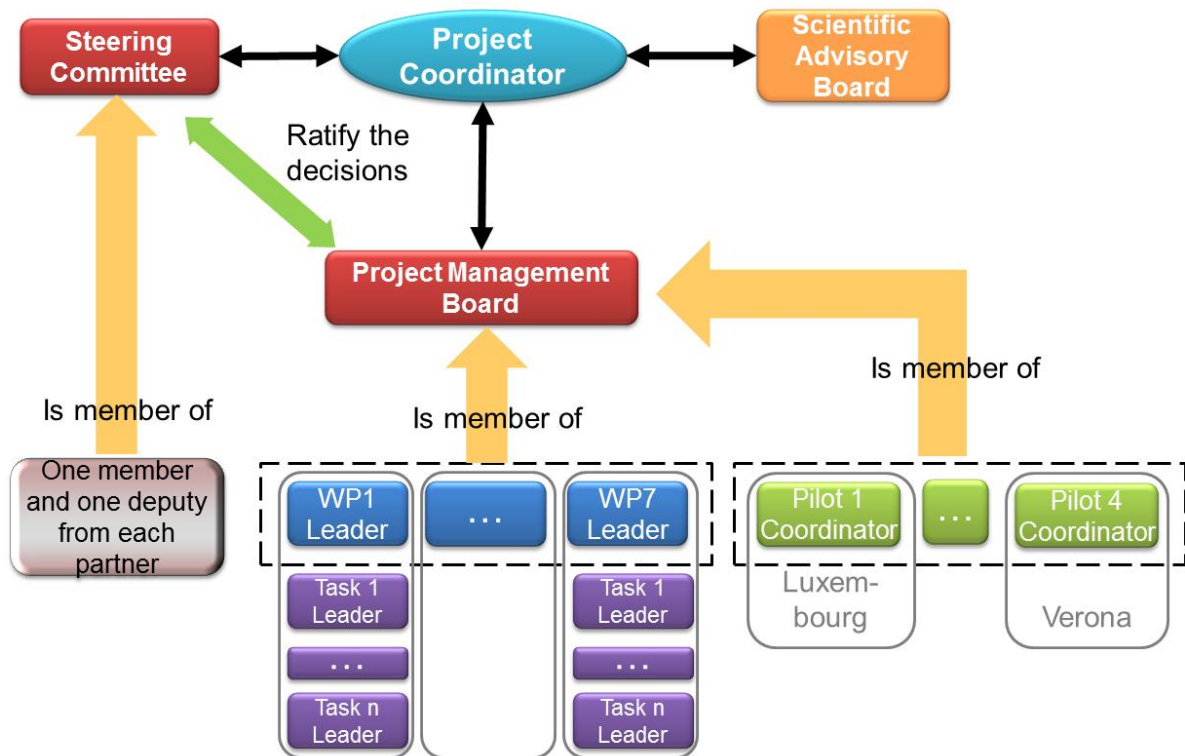


Figure 2: Project governance

2.1.1 Coordinator

The Project Coordinator is responsible for monitoring the overall progress of the project and managing relationships with the European Commission, the other SUCCESS partners and associated groups. Its tasks include:

- Project management (active partners participation, performance, communication, ...);
- Financial administration (cost monitoring, accounting, cost statement preparation, ...);
- Legal, ethical and contractual aspects management;
- Project Management Board meetings organisation and chairing;
- Quality definition (quality assurance handbook) and management;
- Information management (circulation of documents, deliverables), meetings preparation and follow up coordination.

The Project Coordinator will also be responsible for overseeing the promotion of gender equality in the project.

2.1.2 Project Management Board

The Project Management Board consists of the SUCCESS Coordinator and the Work Package Leaders. The PMB is chaired by the Project Coordinator and it has as main tasks to:

- Review the progress of the project with reference to objectives and schedule (work program, time planning).
- Decide on project adaptations (modifications of the work plan, timing adjustments, eventual tuning of deliverables);
- Decide on legal, contractual and financial aspects.
- Manage and take final decisions on conflicts/risks (in the event of disagreement or conflicting interests which cannot be resolved it will inform the European Commission and may be asked to consult an external arbitrator).
- Validate dissemination activities.

The partner representatives can be invited to Project Management Board meetings when their contribution on specific project activities is required.

2.1.3 Steering committee

Composed by the Project Coordinator and one members and one deputy per partner, the Steering Committee will be informed on the decisions of the PMB and will ratify them so to ensure a full involvement of partners in the project steering. The steering committee also deals with Intellectual Property issues. In the composition of the Steering Committee, so as in the other boards, gender issues will be carefully considered to have an equal presence of both genders.

2.1.4 Work Package Leader

To ensure the project is well-managed at WPs level, each WP has a Leader (WP Leader). The WP Leader is responsible for delivering on time, with the highest scientific quality, with a good use of the resources to achieve the objectives of the WP. The WP Leader is also responsible for the completion of the WP activities and the management of the partners involved. WP Leader will assist the Project Coordinator in the monitoring of the work progress.

Each WP Leader is in charge of providing a detailed work plan for the work package it is responsible for. A WP kick-off meeting is to be scheduled before the launching of each Work Package. WP Leaders are responsible for the implementation of the WP programme and of quality of the work performed. WP Leaders take decisions (approved by the PMB and WP participants) reaching across individual WP. WP Leaders report to the Project Coordinator and PMB. Each WP Leader is responsible for compiling the deliverables of its WP which have to be provided by the Task Leaders.

2.1.5 Task Leader

Each Work package is composed of different tasks which are led by a Task leader. The Task Leader is in charge of providing a detailed planning with activities week by week. He is also responsible for the deliverables attached to its task.

2.1.6 Pilot Coordinator

The Pilot Coordinator is the main contact and the relay information with the construction company. There is one Pilot Coordinator for each pilot.

2.1.7 Scientific Advisory Board

The role of the Scientific Advisory Board is to provide an external advice and evaluation of the project achievements. The members of the board have access to all the project documents and participate to the project annual meeting and to the project workshops. The Scientific Advisory Board brings external expertise to the project and comments on the in progress results so as to orientate the activities for a full achievement of the SUCCESS goals.

2.2 Reports, Minutes and Deliverables

A template for internal reports, minutes and deliverables are to be found in the Annex of this Handbook. It will be sent as MS-Word-file via email to all partners.

2.2.1 Reports

Six internal reports will be provided by each partner based on a semester period:

- Report1: October 2015
- Report2: April 2016
- Report3: October 2016
- Report4: April 2017
- Report5: October 2017
- Report6: May 2018

Latest delivery date is 7 calendar days after last day of reporting period. All partners will assess the progress on the work being carried out and give a short overview on the status of the resources (human resources and budget).

The Project Coordinator will integrate the input from partners into a “Follow-up report” to be sent to the Project Officer.

Two external reports will be produced by the Project Coordinator:

- Mid-term review report: December 2016
- Final review report: April 2018

These reports will be produced by the Project Coordinator, who will integrate the input from the partners and will be uploaded in the ECAS portal.

2.2.2 Minutes

Each project management meeting (virtual or not) must have a minutes document and sent to all partners 7 calendar days after the meeting.

2.2.3 Deliverables

Deliverables will be produced according to the work plan (Table 3: List of deliverables) and following this process:

1. The Task Leader dispatches the work activity to the task participants.
2. The task participants send to the task leader their work; the other participants are always in cc.
3. The Task Leader consolidates all the received documents.
4. The Task Leader send the document to the deliverable beneficiary and to the task participants
5. The deliverable beneficiary validates and send the document to the Task Leader (**1 weeks before the deadline**)
6. The Task Leader send the final deliverable to the Project Coordinator (**1 day before the due date**)
7. The Project Coordinator upload the deliverables on the ECAS portal

2.3 Risks and conflicts resolution

2.3.1 Risks resolution

Nine risks (Table 2: List of risks) have been identified during the proposal writing with some measures and a set of milestones have been established to act as control points (Table 4: List of Milestones). These milestones will allow us to assess the progress of the project and to implement any necessary correctives actions. Nevertheless, this process (risks identification) will be performed again during the project life and the risks identified will be re-prioritized. Each partner will be involving in this process through the different committee's setup in the project.

| Description of risk | WP | Proposed risk-mitigation measures |
|--|----------|---|
| A partner leaves the consortium | All WPs | If a city or regional authority, a pilot leader company, a research centre or any other partner would leave the Consortium other partners find a replacement through the existing wide contacts they have. |
| A partner does not perform according to the agreed work plan and/or budget | All WPs | Close monitoring of work progress (through e.g. project indicators) and budget consumption will help the project coordinator. Identify non-active partners. It will be given a chance to non-active partners to recover and, on the other hand, reported to the EC through quarterly management report. If no improvement can be seen, in the worst case the partner will be asked to leave the consortium by the Steering Committee. |
| No continuation of the pilot in one or more test sites after the end of the EC funding | WP4, WP5 | At each pilot site, a stakeholder group will set-up including the supply chain actors, the construction company and authorities from the very beginning so that their acceptance and influence on the pilot results is high. At the same time it is clear that successful evaluation |

| | | |
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| | | results and a well-defined business plan are the keys to sustainability. Thus these two points will be on the top of the agenda for the Consortium. |
| Perception that the developed and used tools are complicated to use or the processes too complex | WP3, WP4, WP5, WP6 | Involve Human Machine Interaction and Human Behaviour experts in the specification and implementation work to investigate and provide guidelines on the usability of the services. Also investigate user acceptance early in the project by means of interviews. Provide an early prototype of the tools and use feedback for the improvement. |
| Not all the actors of the supply chain are willing of sharing data | WP2, WP4 | The pilot stakeholder group explains the possible advantages coming from the shared solutions. Historic data validated by the companies can be used. Companies are partners of the project so they will supply data. |
| Collected data are not of high quality enough | WP2, WP4, WP5 | Continuously follow and analyse collected data in order to ensure quality. A specific task is provided in WP2 for this purpose. |
| Authorities change or impose structural or legislatives constraints | WP2, WP3, WP4, WP5, WP6 | Consider from the very beginning of the project the possibility of including different features in the analysis, simulation and business model. The replicability of the solutions in different contexts is a specific issue of WP6. Authorities are partners or stakeholders involved, thus changes will be monitored and taken into consideration. |
| Data changing during the project | WP2, WP4, WP5 | Continuously follow and analyse collected data in order to ensure the evaluation to be up-to-date. |
| A public Construction Consolidation Centre is built in the pilot city | WP2, WP4, WP5 | The new information can be considered in the data analysis. A new scenario will be added in WP4 |

Table 2: List of risks

2.3.2 Conflicts resolution

The procedure of conflicts resolution will be the following:

- The identification of conflict (procedure to be applied by the concerned partners to issue a detailed explanation of the conflict, its origin and the main actors concerned).
- The transmission of the conflict (procedure to transmit the documented conflict to the Project Management Board and Project Coordinator).
- The treatment of the conflict (procedure to issue a solution or alternative to the conflict depending on its type (technical, administrative, management, ...), potential impacts (in the concerned WP, for other WPs, for the whole project), terms of appearance (short, medium or long), and actions to be done).
- The communication on the conflict (procedure of communication, in a first stage, between the Project Management Board and partners concerned by the conflict in order to agree on a solution, in a second stage, if no solution has been found, with the European Commission).

3 Project deliverables and milestones

| N° | Title | Lead | Due Date | Type |
|------|---|---------|----------|--------------|
| D1.1 | Quality and risk management plan | LIST | 01/07/15 | Report |
| D1.2 | Scientific advisory board 1 | LIST | 01/11/16 | Report |
| D1.3 | Scientific advisory board 2 | LIST | 01/05/18 | Report |
| D2.1 | Pilot sites detailed qualitative description with ref. to supply chain, the construction sites and the reverse logistics, city logistics rule | LIST | 01/11/15 | Report |
| D2.2 | KPI and methodologies for construction logistic | LIST | 01/11/15 | Report |
| D2.3 | Database structure | EN&TECH | 01/03/16 | Other |
| D2.4 | Pilot sites quantitative As-Is Analysis including KPI of the As-Is situation | VCF | 01/08/16 | Report |
| D2.5 | Open Data accessibility and treatment document | LIST | 01/08/16 | Report |
| D3.1 | List of ICT tools transferable to construction logistic management | LIST | 01/05/16 | Report |
| D3.2 | Process mapping and management tools for construction logistic | EN&TECH | 01/05/16 | Report |
| D3.3 | Business models for construction logistic optimisation and CCC introduction | VPF | 01/03/17 | Report |
| D3.4 | Mathematical programming tools for construction logistics optimisation problem | EN&TECH | 01/03/17 | Other |
| D4.1 | Site specific improvements and goals | LIST | 01/06/16 | Report |
| D4.2 | Sites design solution | VPF | 01/10/17 | Demonstrator |
| D4.3 | Simulation results | EN&TECH | 01/01/18 | Report |
| D5.1 | Solutions evaluation report for each pilot sites: preliminary version | VCF | 01/08/17 | Report |
| D5.2 | Solution comparison and evaluation report merging results of the 4 pilot sites and related benchmark | VCF | 01/03/18 | Report |
| D5.3 | Final validation report for each site and long term sites implementation plan | RER | 01/03/18 | Report |
| D6.1 | Report on good practices in the | LIST | 01/05/17 | Report |

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D1.1 Quality and risk management plan

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|------|--|------|----------|--------|
| | EU and USA in construction logistics in urban area | | | |
| D6.2 | Intervention models and impacts report | LIST | 01/07/17 | Report |
| D6.3 | Road map for the uptake of the SUCCESS solution | VPF | 01/09/17 | Report |
| D6.4 | Report on transferability and take up at regional level tested in Emilia-Romagna | ITL | 01/11/17 | Report |
| D6.5 | Report on transferability and take up at European level with 12 road maps | ITL | 01/01/18 | Report |
| D7.1 | Report on dissemination and communication activities | AFT | 01/05/18 | Report |

Table 3: List of deliverables

| N° | Title | Lead | Due date |
|-----|--|---------|----------|
| M1 | Project started and risk assessed | LIST | M2 |
| M2 | Project running on-time | LIST | M18 |
| M3 | Project successful | LIST | M36 |
| M4 | As-Is analysis started and running | LIST | M6 |
| M5 | As-Is analysis completed | LIST | M18 |
| M6 | Methods and Optimisation tools drafted | EN&TECH | M12 |
| M7 | Methods and Optimisation tools ready | EN&TECH | M22 |
| M8 | Solution design running on-time | VPF | M21 |
| M9 | Solutions available | VPF | M32 |
| M10 | Solutions evaluated and validated | VCF | M34 |
| M11 | Tested Road map for take up ready | ITL | M30 |
| M12 | Taken up activities implemented | ITL | M36 |
| M13 | Dissemination and Communication campaign started | AFT | M6 |
| M14 | Dissemination and Communication Running | AFT | M18 |
| M15 | Project disseminated | AFT | M36 |

Table 4: List of Milestones

4 Quality plan

4.1 Format of deliverables and reports

4.1.1 Language

The language to be used in SUCCESS is “English (UK)”.

4.1.2 Structure of deliverables

The structure of each deliverable that has the form of a report is as follows:

- Front page
- Document Control Sheet
- Table of contents including list of figures, list of tables, annexes and appendices (when applicable)
- Executive Summary
- Main body of the report, normally starting with an introduction to the report, finishing with a conclusion
- A section on references will normally follow the main sections of the deliverable
- Any annexes or appendices will be at the end of the deliverable

4.1.3 Page layout of deliverables

The page layout should follow the layout used in this deliverable, as described in detail below. Adherence to the prescribed layout greatly helps in the collaboration preparation of deliverables, and minimise the need for reformatting for the final version of each of them.

- **Font:** Arial
- **Standard page setup:**
 - Margins: 2,5 cm left, 2 cm top, 2 cm bottom, and 2 cm right
- **Headings:**
 - Heading 1: Arial, bold, 16 pt, alignment: left, single line spacing, space before: 12 pt, space after: 3 pt
 - Heading 2: Arial, bold, italic, 14 pt, alignment left, single line spacing, space before: 12 pt, space after 3 pt
 - Heading 3: Arial, bold, 13 pt, alignment left, single line spacing, space before 12 pt, space after 3 pt
- **Main text:**
 - Arial, regular, 12 pt, alignment left, single line spacing, space before 0 pt, space after 3 pt
- **Bullets:**
- Level 1: Arial, regular, 12 pt, indent left 0,63, hanging: 0,63 cm, tabs 1,27 cm, single line spacing, space after: 3pt
 - Level 2: Arial, regular, 12 pt, indent left 1,9 cm, hanging 0,63 cm, tabs 2,54 cm, single line spacing, space after: 3pt
 - Level 3: Arial, regular, 12 pt, indent left 4,44, hanging 0,63 cm, tabs: 5,08 cm, single line spacing, space after 3pt
- **Numbered Points:**
 - Arial, regular, 12 pt, indent left 1,9 cm, hanging 0,63 cm, tabs 2,54 cm, single line spacing, space after 3pt

- **Tables:**
 - Row or column headers: Arial, bold, 12 pt, space after 3pt, every word to start with capital letter
 - Table text: Arial, regular, 12 pt, space after 3pt. Arial narrow will be used in as an alternative to Arial for tables that require many columns.
- **Header:**
 - The header of each page, except the front page and where appropriate the annexes, will include the SUCCESS logo on the left hand side and the deliverable name on the right hand side (Arial 12pt). Arial 11 pt may be used as an alternative to Arial 12 pt when the title of the deliverable is too long.
- **Footer:**
 - The footer of each page, except the front page and where appropriate the annexes, will include the date of preparation of the deliverable on the left hand side and the paging on the right hand side. The font used will be Arial, regular, 12 pt.

4.1.4 File naming

All documents, including in particular reports and presentations, should apply the following convention for file names: **SUCCESS_file title_date_version number** (Example: SUCCESS_Kick off Minutes Meeting_27052015_v0.3). All draft versions are numbered 0.1, 0.2, 0.3...v1.0 is the final version, and v2.0, v3.0 etc. would be all later revisions. The field “**date**” is used for documents related to one event as well as meetings; workshops...In case of a deliverable document, the final release will be converted in pdf format to be uploaded in the ECAS platform.

4.2 Logo

The SUCCESS logo should be used in the front page of all project reports, presentation... and in the top left corner of each page (as in this document).

4.3 Information storage

The final version of each document (deliverable included) will be uploaded into our intranet to be sure that the participants use the right version. The later revision will replace the previous in the intranet. Each document leader is in charge to upload document and maintain the latest version in the intranet. The final deliverables (pdf release) will be uploaded also into the ECAS portal by the Project Coordinator.

5 Events

Two types of events will be organised in SUCCESS project. The first, internal events are linked to the project management (WP1). The second, external events are linked to communication and dissemination (WP7) and to replicability/take up actions (WP6).

Project meetings will take place regularly according to requirements. To reduce travel costs, the meetings will be organised together with the workshops if possible.

[illegible]

Figure 3: SUCCESS events planning

5.1 Internal events

5.1.1 Steering Committee

At least three meetings will be organized during the project lifetime. Other telematics meetings will be organized when necessary.

5.1.2 Project Management Board meeting

The PMB meets at least six times, three of which just before the Steering Committee meetings. Other telematics meetings will be organized when necessary.

The travel costs for the meetings are charged to WP1, and include the travel management cost of the work packages.

5.1.3 Advisory Board meeting

The Advisory Board meets at least one time in a year and is invited to the official project workshops. The Project Coordinator maintains the communication between the Advisory Board and the project, and may ask WP leaders and Pilot Coordinators to intervene in the Scientific Advisory Board meeting to bring detailed information on their area of responsibility.

5.1.4 WP Virtual meeting

Each two weeks (starting from Monday, 15th June 2015), each WP Leader is invited to join this virtual meeting to discuss about their WP progress. The Project Coordinator will provide and setup a conference call system *to be sure that all people can connect easily*.

5.2 External events

5.2.1 WP6

Within the WP6, several events will be organised with the aim to promote the replicability and take up of the project solutions. More in detail:

- **1 Regional Joint Transfer Exercise**, which will be held in Emilia-Romagna region, and concerns in two full days with the involvement of the project partners, Emilia-Romagna Region, city policy makers, sectorial experts, researchers, business association and construction companies. The aim is to fit the results of the four pilot sites and tune the road map in the Emilia-Romagna context. During the meeting participants will be trained, and then they will co-build future actions for improving local policies and industrial behaviours.
- **3 International Joint Transfer Exercises, which will be organised in three different EU locations** (Eastern, Norther and Med Europe), with the goal to promote the take up of project solutions in wider EU level (Enlarged Transfer Programme). For each area, four non partner cities will be selected and an analysis of the state of the art will be carried out in terms of problems and opportunities in transport optimisation in construction sector. Each event will last two full days, with the involvement of the 12 non partner cities selected, building and transport associations, transport and construction companies, policy makers and researchers. During the event, the project road map and best practices will be presented and, after a swot analysis of the local contexts, the stakeholders involved will be included in a join problem solving exercise for definition of specific road maps for the selected cities.

5.2.2 WP7

The participation and the organization of external events in the framework of SUCCESS, is supposed to enhance the achievements of the project towards stakeholders and to raise awareness on the topics addressed by SUCCESS.

A minimum number of external events, balanced between the 4 countries of the consortium, is foreseen in the Application Form. France, Spain, Italy and Luxembourg, will have to organize one local event each, close to the end of the project, in order to present the Business model and the pilot. The main target of these, will be the Business actors (transport companies, construction companies) potentially interested to the solutions developed within SUCCESS.

On another hand, and in order to raise attention on the technical solutions developed among the scientific community, partners will have to attend at least one external event (conference, workshops, and seminar) per partner's country, in order to present the SUCCESS project, attract new stakeholders, and develop a cross fertilization process with other projects and actors.

Eventually, one main global final event is foreseen: the international final conference. The aim pf this event, won't be to target a specific type of stakeholders, but to try to

explain the SUCCESS project to the widest audience possible, and therefore open the topic of the Construction Consolidation Centres, to a new public.

These events foreseen are only a minimum standard to be reach by partners, the work of the Communication Work Package's leaders, and of all the partners, will be to take profit of any occasion for enhancing the project in external events. Every event, where partners usually go during the year could be used to present SUCCESS.

5.3 Event organisation

For each event a Leader and a location have been predefined (Figure 3: SUCCESS events planning). This leader will be the responsible for the hosting and the event preparation.

SUCCESS

D1.1 Quality and risk management plan

6 Annex

6.1 *Logo*

Not yet ready.

SUCCESS

D1.1 Quality and risk management plan

6.2 Template reports

SUCCESS



This project has received funding from the European Union's Horizon 2020 research and innovation programme

H2020-MG-2014-2015
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H2020-MG-2014_TwoStages

SUCCESS

Sustainable Urban Consolidation CentrES for
conStruction

Grant Agreement N°633338

Periodic Management report N°X

Covering Period dd month yy – dd month yy

Partner: Name of Partner

Document Control Sheet

| | | | |
|-----------------|---------|----------|----------------------------------|
| Project Number | 633338 | | |
| Project Acronym | SUCCESS | | |
| Work package | | | |
| Version | | | |
| Issue | Version | Date | Contents |
| | 0.1 | dd/mm/yy | 1 st draft (template) |
| | 0.2 | dd/mm/yy | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | 1 | dd/mm/yy | Final version |

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| Classification |
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This report is:

| | |
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| Draft | |
| Final | |
| Confidential | |
| Restricted | |
| Public | |

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| LIST Project Coordinator |
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SUCCESS

D1.1 Quality and risk management plan

1 Activities in the current reporting period

1.1 Main activities

The table below will be filled in by each partner.

| WP N° | WP Title | Partner | Activities and elaborated results |
|-------|----------|---------|-----------------------------------|
| | | | |
| | | | |
| | | | |
| | | | |

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D1.1 Quality and risk management plan

1.1 Milestones

The table below will be filled in by WP Leaders.

| N° | Title | Lead | Due date | Actual date | Comments |
|-----|--|---------|----------|-------------|----------|
| M1 | Project started and risk assessed | LIST | M2 | | |
| M2 | Project running on-time | LIST | M18 | | |
| M3 | Project successful | LIST | M36 | | |
| M4 | As-Is analysis started and running | LIST | M6 | | |
| M5 | As-Is analysis completed | LIST | M18 | | |
| M6 | Methods and Optimisation tools drafted | EN&TECH | M12 | | |
| M7 | Methods and Optimisation tools ready | EN&TECH | M22 | | |
| M8 | Solution design running on-time | VPF | M21 | | |
| M9 | Solutions available | VPF | M32 | | |
| M10 | Solutions evaluated and validated | VCF | M34 | | |
| M11 | Tested Road map for take up ready | ITL | M30 | | |
| M12 | Taken up activities implemented | ITL | M36 | | |
| M13 | Dissemination and Communication campaign started | AFT | M6 | | |
| M14 | Dissemination and Communication Running | AFT | M18 | | |
| M15 | Project disseminated | AFT | M36 | | |

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D1.1 Quality and risk management plan

1.2 Deliverables

| N° | Title | Lead | Due Date | Actual Date | Comments |
|------|---|-------------|----------|-------------|----------|
| D1.1 | Quality and risk management plan | LIST | 01/07/15 | | |
| D1.2 | Scientific advisory board 1 | LIST | 01/11/16 | | |
| D1.3 | Scientific advisory board 2 | LIST | 01/05/18 | | |
| D2.1 | Pilot sites detailed qualitative description with ref. to supply chain, the construction sites and the reverse logistics, city logistics rule | LIST | 01/11/15 | | |
| D2.2 | KPI and methodologies for construction logistic | LIST | 01/11/15 | | |
| D2.3 | Database structure | EN&TEC H | 01/03/16 | | |
| D2.4 | Pilot sites quantitative As-Is Analysis including KPI of the As-Is situation | VCF | 01/08/16 | | |
| D2.5 | Open Data accessibility and treatment document | LIST | 01/08/16 | | |
| D3.1 | List of ICT tools transferable to construction logistic management | LIST | 01/05/16 | | |
| D3.2 | Process mapping and management tools for construction logistic | EN&TEC H | 01/05/16 | | |
| D3.3 | Business models for construction logistic optimisation and CCC introduction | VPF | 01/03/17 | | |
| D3.4 | Mathematical programming tools for construction logistics optimisation problem | EN&TEC H | 01/03/17 | | |

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D1.1 Quality and risk management plan

| | | | | | |
|------|--|-------------|----------|--|--|
| D4.1 | Site specific improvements and goals | LIST | 01/06/16 | | |
| D4.2 | Sites design solution | VPF | 01/10/17 | | |
| D4.3 | Simulation results | EN&TEC H | 01/01/18 | | |
| D5.1 | Solutions evaluation report for each pilot sites: preliminary version | VCF | 01/08/17 | | |
| D5.2 | Solution comparison and evaluation report merging results of the 4 pilot sites and related benchmark | VCF | 01/03/18 | | |
| D5.3 | Final validation report for each site and long term sites implementation plan | RER | 01/03/18 | | |
| D6.1 | Report on good practices in the EU and USA in construction logistics in urban area | LIST | 01/05/17 | | |
| D6.2 | Intervention models and impacts report | LIST | 01/07/17 | | |
| D6.3 | Road map for the uptake of the SUCCESS solution | VPF | 01/09/17 | | |
| D6.4 | Report on transferability and take up at regional level tested in Emilia-Romagna | ITL | 01/11/17 | | |
| D6.5 | Report on transferability and take up at European level with 12 road maps | ITL | 01/01/18 | | |
| D7.1 | Report on dissemination and communication activities | AFT | 01/05/18 | | |

2 Problems encountered

This section will describe:

- Any deviation from the original work plan
- Any problems encountered, how they are addressed, whether they could be overcome or whether they still persist during the reporting period
- Risks arising from delays and the management of risks

3 Dissemination

3.1 Conferences/ Workshops Organised/ Foreseen

To be filled in by AFT.

| Date | Type and Title/Scope | Number of Persons Attended + Other |
|----------|--------------------------|------------------------------------|
| 26/05/15 | SUCCESS kick off meeting | XX |
| | | |

3.2 Articles Published

To be filled in by AFT.

| Date | Type | Details, published by |
|------|------|-----------------------|
| XXX | XXX | XX |
| | | |

4 Project Effort

Each partner will fill his own table (excel file: SUCCESS_Financial Internal Reporting Template_v1.0.xls) in for their staff, their costs with the necessary explanations.

LIST

| BUDGET TABLE | | BENEFICIARY TABLE | | | | | | | | | | | | | |
|---|--------------|-------------------|--------|--------|--------|--------|--------|-------|---------------------------|--------|--------|--------|--------|--------|-------|
| PARTNER | Efforts | Actuals m/m | | | | | | | PERSONNEL COSTS (in Euro) | | | | | | |
| | | mag-15 | jun-15 | jul-15 | ago-15 | sep-15 | oct-15 | TOTAL | mag-15 | jun-15 | jul-15 | ago-15 | sep-15 | oct-15 | TOTAL |
| WP1 Management | 19.00 | | | | | | | 0.00 | | | | | | | - € |
| WP2 Quantitative Analysis, Measures and Data Collection | 23.00 | | | | | | | 0.00 | | | | | | | - € |
| WP3 Methodologies and Optimisation tools | 12.00 | | | | | | | 0.00 | | | | | | | - € |
| WP4 Solutions Design and Test | 10.00 | | | | | | | 0.00 | | | | | | | - € |
| WP5 Evaluation and Validation | 3.00 | | | | | | | 0.00 | | | | | | | - € |
| WP6 Replicability and Take up | 7.00 | | | | | | | 0.00 | | | | | | | - € |
| WP7 Communication and Dissemination | 6.00 | | | | | | | 0.00 | | | | | | | - € |
| TOTAL PERSONNEL | 80.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | - € | - € | - € | - € | - € | - € | - € |
| PERSONAL COST | 562,800.00 € | | | | | | | | - € | - € | - € | - € | - € | - € | - € |
| OTHER DIRECT COSTS | 36,425.00 € | | | | | | | | - € | - € | - € | - € | - € | - € | - € |
| SUBCONTRACTING | - € | | | | | | | | - € | - € | - € | - € | - € | - € | - € |
| INDIRECT COSTS (25% of Direct Costs)) | 149,806.25 € | | | | | | | | - € | - € | - € | - € | - € | - € | - € |
| TOTAL COSTS | 749,031.25 € | | | | | | | | - € | - € | - € | - € | - € | - € | - € |

Other direct costs - Explanations

| Other direct Costs | WP# | Types of expenses (travel, consumables ...) | Date (dd/mm/yyyy) | Cost | Explanations |
|--------------------|-----|---|-------------------|------|--------------|
| | | | | | |
| | | | | | |
| | | | | | |
| TOTAL | | | | € - | |
| | | | Check | € - | |

Subcontracting - Explanations

| Provider | WP# | Details | Date (dd/mm/yyyy) | Cost | Explanations |
|----------|-----|---------|-------------------|------|--------------|
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| TOTAL | | | | € - | |
| | | | Check | € - | |

PM P1 LIST P2 AFT P3 ITL P4 VPF P5 Tralux P6 VCF P7 CMB P8 FEVEC P9 RER P10 INNDEA P11 UNIMORE

Figure 4: Excel SUCCESS Financial Internal reporting template

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D1.1 Quality and risk management plan

6.3 Template Deliverables

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This project has received funding from the European Union's Horizon 2020 research and innovation programme

H2020-MG-2014-2015
MOBILITY FOR GROWTH 2014-2015
H2020-MG-2014_TwoStages

SUCCESS

Sustainable Urban Consolidation CentrES for
conStruction

Grant Agreement N°633338

Deliverable Dx.x
name

| | |
|---------------------------|-----------|
| Due date of deliverable | xx/xx/xx |
| Submission date | xx/xx/xx |
| Start date of the project | 01/05/15 |
| Duration | 36 months |
| Responsible Partner | xxxx |

Main authors: XXX

Document Control Sheet

| | | | |
|-----------------|---------|----------|----------------------------------|
| Project Number | 633338 | | |
| Project Acronym | SUCCESS | | |
| Work package | | | |
| Version | | | |
| Issue | Version | Date | Contents |
| | 0.1 | dd/mm/yy | 1 st draft (template) |
| | 0.2 | dd/mm/yy | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | 1 | dd/mm/yy | Final version |

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| Classification |
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....

Executive Summary

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1 Introduction

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| | | |
|-----|-----|-----|
| xxx | xxx | xxx |
| | | |

Table 5: xxxxx

Annex

SUCCESS

6.4 Template minutes



This project has received funding from the European Union's Horizon 2020 research and innovation programme

SUCCESS

SUCCESS event name minutes, City month/year

Dates: xx/xx/xx

Location: xxx

XXXX

XXX

Time: Day1: time – time

Day2: time – time

Attendees:

[illegible]

To be printed for signature by the host.

SUCCESS

D1.1 Quality and risk management plan

AGENDA

Day1

- **Part1**
nothing to report
- **Part2**
...
- **Part3**
...

Day2

- **Part1**
nothing to report
- **Part2**
...
- **Discussion, open issues**
Tasks/ to do/ dates ...