

SPEEDIER

**SME Program for Energy Efficiency through Delivery and
Implementation of EneRgy Audits**

D9.1 – QUALITY ASSURANCE PLAN

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Executive Summary

This Quality Assurance Plan describes how quality aspects are taken into account in a variety of processes and activities within the SPEEDIER project. The document contains quality plans, assurance and control guidelines across a number of important areas including documentation, risk management, conflict resolution and decision making. It also addresses other important project aspects including IPR, external engagements and communications. The Plan describes in detail how the consortium aims to ensure that all elements of the project are delivered to the highest quality standard. The Plan is applicable throughout the lifetime of the project. It will be open to revisions as the project progresses. Responsibilities for quality planning, assurance and control are shared between all partners. This enables various views on quality issues to be addressed and for optimal quality outcomes to be realised.

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1 Introduction

1.1 Aims

This Quality Assurance Plan is an essential part of SPEEDIER project management. Its purpose is to describe how quality will be managed throughout the project-lifecycle. Quality assurance and control are an integral part of project management proceedings. It is intended to support the achievement of high levels of quality for project outcomes and prevent unnecessary rework. A lean project management approach is applied to the SPEEDIER project. The Quality Assurance Plan has been designed to complement this approach. In SPEEDIER, quality is considered from both an outcome and process perspective.

1.2 Scope

The SPEEDIER project, Grant Agreement No. 847034, will be conducted in line with the principals of ISO 9001:2015 – Quality Management System Requirements and the Quality Policy¹ of our Project Coordination (i.e. International Energy Research Centre – Tyndall National Institute). The ISO 9001 standard provides a structured systematic approach for process and product quality management. It promotes consistency of use as well as ongoing improvements to our method of work and the SPEEDIER outcomes. Project work is also aligned with the requirements of two other international standards, outlined as follows:

SPEEDIER will reference the best practices of ISO 50001:2011 Energy Management System throughout the technical undertaking of the project where relevant. This standard provides a framework for the establishment of energy management best practice to help organisations improve their energy efficiency as well as to make a return on investment. In short, the standard enables organisations to establish the systems and processes necessary to improve energy performance, including energy efficiency, use, and consumption, which is applicable to SPEEDIER.

Separately, project work will also reference where relevant the requirements of ISO 14001:2015, which is an international standard that specifies requirements for an effective environmental management system (EMS).

1.3 Limitations

It is not the intention of the SPEEDIER Quality Assurance Plan to superimpose standards on individual partner organisations. Instead, this document is designed to ensure consistency of use through the implementation of the project, which is achievable through the assistance and provision of guidelines and processes that are common for use by all partners. In short, this document aids consistency of use and helps to assure expected high-quality outcomes.

¹ Annex A1 – IERC Quality Policy

2 Quality Management Strategy

The SPEEDIER project is led by the experienced International Energy Research Centre, which is part of the Tyndall National Institute, Cork, Ireland (www.tyndall.ie/ierc). TFC Research and Innovation Limited (www.tfcengage.com), leader of work package 9, will lead on quality management throughout the project, drawing on their experience of working in European projects in the capacity of quality management and market outreach.

In SPEEDIER, quality by definition, is the degree to which the project outcomes fulfil the project's requirements. In order to fulfil the project requirements, a Quality Management Strategy has been defined. It is designed with flexibility and common-sense firmly integrated to the project's working practices and controls, aimed at supporting an effective lean management approach. Processes and procedures applied in SPEEDIER are applicable to all Partners. The lean management approach, helps SPEEDIER to:

1. meet the European Commission Grant No. 847034 requirements;
2. focus on the achievement of project objectives;
3. focus on what is needed to produce quality outcomes rather than "what we need to do";
4. minimise overhead;
5. maximise available effort for project delivery;
6. manage risks;
7. provide a solid means of communications and transparency.

3 Management Structure – Designed for New Members

This Section is designed to allow new members to find important project and quality management information at a glance. It introduces key elements of the SPEEDIER project, such as the organisation structures, roles/responsibilities, decision making, conflict resolution, the management of critical risks and mitigation measures and more.

3.1 Management Structures

The SPEEDIER management structure is designed to foster and maintain good information exchanges, communications and relationships amongst all partners. It is also designed to ensure good governance and controls with clear responsibilities defined for each partner.

SPEEDIER is coordinated by the International Energy Research Centre (IERC) with overall responsibility for the coordination being led by Joanna Southernwood. The Work package 9 leader, Tom Flynn from the SME scientific engagement organisation TFC Research and Innovation Limited, is leading on quality management.

The project is comprised of ten complementary partners who, working as a team, aim to demonstrate good inter-disciplinary exchanges at all times. The consortium partners are as follows:

Table 3-1: SPEEDIER Partners

Part. No	Participant organisation name	Short Name	Country	Type
1	International Energy Research Centre – University College Cork	IERC	Ireland	RTD – Project coordinator, energy research
2	Sustainable Innovations Europe SL	SIE	Spain	SME - Sustainability communications and market uptake
3	Limerick Institute of Technology	LIT	Ireland	RTD – Sustainable energy research, energy training
4	Fundacion Corporacion Tecnologica de Andalucia	CTA	Spain	RTD - Non-profit private organisation, multi-sectorial innovation cluster
5	Parque Cientifico Y Tecnologico Cartuja SA	PCT	Spain	RTD – Science & technology park, building manager
6	Vertech Group	Vertech	France	SME – advanced sustainable solutions, industrial energy efficiency
7	Politecnico di Milano	POLIMI	Italy	RTD – Energy & Strategy research, energy efficiency, market analysis
8	Institut De Tecnologia De La Construccio De Catalunya	ITEC	Spain	RTD - Non-profit private foundation, sustainable construction, energy audits
9	TFC Research and Innovation Limited	TFC	Ireland	SME – standardisation, project mgmt., communication and outreach.
10	Association “Agency for Energy Efficiency and Environmental Protection” Bucharest	AEEPM	Romania	NGO – local energy agency

The consortium operate under the umbrella of a management structure illustrated as follows:

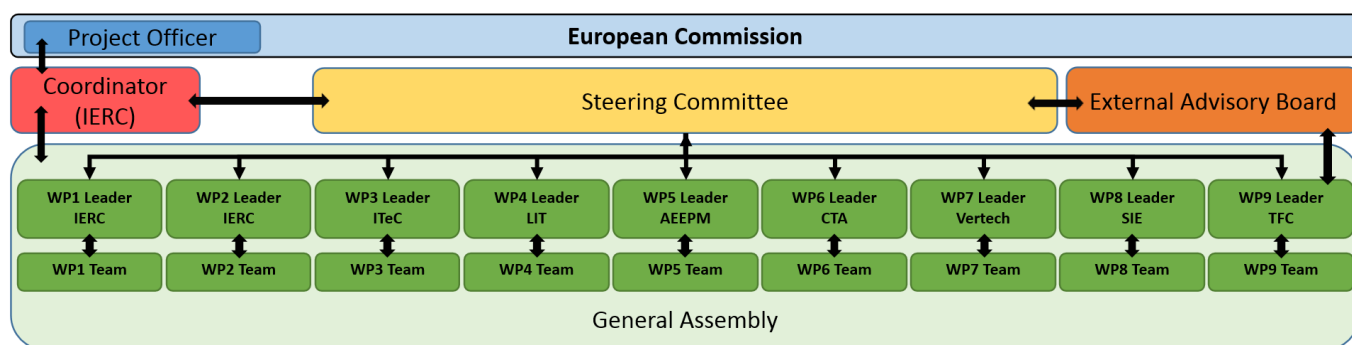


Figure 3-1: SPEEDIER Management Structure

3.1.1 Running of the Project

The Steering Committee (SC) and the General Assembly monitor, control and provide guidance for the effective running of the SPEEDIER Project. The Steering Committee consists of the Project Manager (i.e. WP1 Leader) and the other individual Work Package (WP) leaders. Collectively, the SC has overall responsibility for guidance and the effective progression of the project. Relevant information related to any issues will be communicated to the SC, who will be responsible for distributing this information to all partners involved.

WP Leaders are responsible for the WP internal communication with the entire Steering Committee. Annex 3 details roles and responsibilities for the effective running of the project.

3.1.2 Consensus Decision Making Process

The SC operate on the **consensus principle** in the interest of all partners. In the unlikely event that consensus cannot be reached and a decision is necessary to ensure proper project progress, a simple majority vote takes place. In this case, each partner has one vote. In the case of a tie, the Chairperson's vote, (i.e. the Project Manager), will be a casting vote. Decisions that can have an impact on progress (whether reached formally or not) will be noted in the meeting minutes to provide full visibility and transparency within the Consortium. Minutes of all internal WP and relevant third party external meetings are held in the projects' work place folder – SharePoint - a web-based collaborative platform that integrates with Microsoft Office.

3.1.3 Conflict Resolution

In the case of conflicts arising between partners, to avoid the high costs and difficulties of judicial proceedings, alternative dispute resolution (ADR) mechanisms will be used. These involve mediation, arbitration, expert determination or a combination of all these. Any signs of a disagreement between partners should be brought to the attention of the Project Manager, who will apply the alternative dispute resolution mechanism.

3.1.4 General Assembly

The General Assembly (GA) monitors the progress of SPEEDIER. It consolidates its activities and implements the actions/proposals of the SC and the Project Manager. Acting as the direct

link to the European Commission via the Project Officer, the Project Manager chairs the GA and is the spokesperson for SPEEDIER. Each member of the Consortium can participate at the General Assembly meetings.

Project Management can be broken down into Technical, Financial and Legal Project Management. For SPEEDIER, the Project Manager also assumes the role of Technical Project Manager, and is assisted by the Assistant Project Manager (Ruchi Agrawal). The Financial Project Manager (Debbie Goold) manages all aspects relating to financial grant management including, distributing payments from the Commission to the partners, submission of the financial forms of the periodic and final reports and coordinating the response to the Commission on any financial matters. The Legal Project Manager (Ondine Bradell) handles the preparation and signature of the Grant Agreement and Consortium Agreement and any legal questions or issues that arise during the project.

3.1.5 Monthly Project Meetings

SPEEDIER uses GA monthly project meetings to help fulfil the aims of the project. It helps to keep the partners informed about the project status, work planning and all other issues that are deemed important. Discussions are bi-directional and open and take place by teleconference using Zoom Meeting.

Project meetings are chaired by the Project Manager. The focus of the meeting will be the work that is on-going and the upcoming Deliverables that are due to the European Commission. Work packages WP1 and WP9 will be concatenated for the Monthly Project Meetings. The latter will focus on risk management, quality planning and assurance issues. However, the main focus of the meeting lies in the progress being made in WP1 and the individual work packages. In SPEEDIER, it was decided that it is not necessary to prepare presentations for the monthly meetings. Instead, the SharePoint workplace can be used to progress and support discussions and decision making. Minutes of the monthly meeting are produced by the Chair and held in the SPEEDIER SharePoint workplace - folder WP1.

GA monthly project meetings are important to identify potential risks. It enables constructive discussions to manifest and help the project to rapidly overcome them.

WP Leaders are encouraged not to neglect or overlook the importance of risks, as it can help avoid difficulties emerging later in the project.

3.1.6 External Advisory Board

The external Advisory Board (AB) will be coordinated by TFC, leader of work package 9, and this scientific research engaging SME organisation will provide relevant feedback directly to the SC. The AB will meet with the SC at key milestones. The initial *face-to-face meeting* between the SC and the AB is planned for Seville, Spain, December 2019. The AB was primarily established to help maximise SPEEDIER technical and outreach results. Members of the AB and their organisations are listed in Table 3-2.

Table 3-2: Members of the External Advisory Board

Name	Organisation	Country	Expertise
Paul Kenny	Tipperary Energy Agency	Ireland	Training & energy auditing
Gemma Galdon Clavell	Eticas	Spain	Ethics expertise
Lorenzo Morales Martinez	Dekra	Spain	Certification & standards expertise

Ricardo Goncalves	UNINOVA	Portugal	Training, energy auditing & researcher
Colm Campbell	Fingal County Council	Ireland	Civil engineering & building surveying

3.1.7 Outreach - Dissemination, Communication and Exploitation

Outreach (i.e. Dissemination, communication and exploitation) efforts of the project (via work package 8) is led by the SME partner organisation Sustainable Innovations Europe (SIE) and they are being assisted by each partner throughout the outreach process. Outreach details and collateral can be obtained in the SPEEDIER SharePoint – folder WP8.

3.1.8 Communications - Using SharePoint as a Workplace - Deliverables and Storage

SPEEDIER applies a proactive communication policy at all levels to create a supportive and collaborative culture. This leads to fewer mistakes, less redundancy, quicker problem solving and better decision making. It can also prevent project overrun costs.

We use workplace communication and filing mechanism SharePoint to manage our work and store the project deliverables. SharePoint is a cloud-based workplace platform. Each WP Leader has an assigned folder in the SPEEDIER folder. The folder was originally setup by the Project Manager, where files, folders and subfolders can now be stored and shared and textual discussions (i.e. 'chat') held between individual team members. SharePoint is a Microsoft Office tool, which is suitable as a workplace for the project. The Project Manager has overall responsibility for the SPEEDIER project folder in SharePoint. For consistency of use, the WP9 Leader may on occasions include a folder or file that is of relevance for project use or may even change a filename, to avoid ambiguity.

In summary, SharePoint is a workplace to manage the development of project deliverables, outreach marketing and events material as well as to hold textual conversations and notes between team members.

Work package 8 in the SPEEDIER SharePoint folder (i.e. sub-folder WP8) contains a number of project documents for use throughout the project:

- Branded SPEEDIER visual identity – guidelines and logos;
- PowerPoint Templates – Spanish, Italian, Romanian and English;
- Project Deliverable Template;
- Factsheet – Spanish, Italian, Romanian and English;
- Poster – Spanish, Italian, Romanian and English;
- Brochure – Spanish, Italian, Romanian and English;
- Roll-Up – Spanish, Italian, Romanian and English.

Access to the SPEEDIER SharePoint folder is granted by request and approval by the Project Manager.

In the case of an unclear communication issue (e.g. have not received, where can I find? until when? don't know how to fill in?, etc.), individual members are asked to contact their the relevant WP Leader (or a colleague) and if still unclear escalate to the Project Manager.

3.1.9 Publications and Articles

SPEEDIER Partners have committed themselves to provide Open access to all scientific publications (i.e. free of charge online access for any user) under a self-archiving ('green' open access) scheme with an embargo period for peer-reviewed publications. In the context of open access, an embargo period is a delay between publication of a work and when the work becomes available open access.

As such, prior notice of any planned publication shall be given to the other partners concerned at least 45 days before the publication in accordance with the Consortium Agreement (CA) (8.4.2). Any objection to the planned publication shall be made in accordance with the SPEEDIER Decision Making mechanism at the GA and must be issued in writing at least 7 days to the Project Manager before the GA meeting and to any other partner concerned within 15 days after receipt of the notice. If no objection is made within the time limit stated, then the publication is permitted. (CA 8.4.2)

The beneficiaries may agree in writing on different time limits to those set above, which may include a deadline for the determination of the appropriate steps to be taken. Furthermore, the paper/article, or the link to it will be published on the SPEEDIER project website (www.speedierproject.eu). Please inform the Project Manager as soon as a link or document in 'pdf' format is available.

The Commission will then be informed about the scientific publication via the website and also via social media (LinkedIn - <https://www.linkedin.com/company/speedier-project/> + Twitter - @SpeedierProject). In addition, in order to comply with Grant Agreement, Article 29.2, to provide open access to scientific publications, these papers will be uploaded to relevant partners' repositories. All publications or any other dissemination relating to foreground that was generated with the assistance of financial support from the Union shall include the following statement (Grant Agreement 29.4):

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 847034.

A person may veto a publication, if the:

- person contributed significant portions of the text, and/or
- person contributed at least one significant idea, and/or
- the paper describes an implementation that has been performed by the person.

All other contributors/influencers should be mentioned broadly in the acknowledgements. As prior notice needs to be given 45 days before the publication, all partners have sufficient time to review the planned publication. This additional review process further contributes to high quality publications.

3.1.10 IPR

Led by SIE, the SPEEDIER consortium will deliver a confidential report on IPR activities to the European Commission by month 30 (M30). Detail on how IPR is managed in the project is defined in Section 5.

3.1.11 Data Management Plan

Led by SIE, the SPEEDIER consortium will also deliver a confidential Data and IP Management Plan report to the European Commission by M12 and details are described in Section 5.

3.1.12 Milestones

SPEEDIER uses milestones as a project checkpoint to validate how a project is progressing, assess the work done to-date and take action/or reaction to progress the project in a clear and professional manner. The following table lists each of the milestones for the project and it also highlights the initial envisaged meetings that we will have with the external Advisory Board.

Table 3-3: List of milestones

No.	Milestone name	WP No	Due date	Means of verification	Advisory Board meeting
M1.1	Kick off meeting held	1	M1	Meeting held	
M1.2	Mid-term review meeting held	1	M16	Meeting held	
M2.1	Survey completed with 20 participating organisations in each pilot country	2	M6	Surveys complete	Issue to AB meeting 1 - Seville: 13 12 19
M2.2	Survey completed with 20 key stakeholders in each pilot region	2	M6	Surveys complete	
M3.1	Database of characterised measures available	3	M9	Database complete	Available for meeting 2.
M3.2	Theoretical energy & cost savings calculated for pilot sites	3	M9	Analysis available	
M4.1	Beta version of tool for SPEEDIER Experts is available for use in pilots	4	M12	Tool available	
M4.2	Mobile app for capacity building in participating organisations is available for download	4	M12	App available	
M5.1	Capacity building events have taken place at the organisations in each region participating in Pilot 1	5	M12	Event held	
M5.2	Capacity building events have taken place at the organisations in each region participating in Pilot 2	5	M18	Event held	
M5.3	Contracts signed between SPEEDIER Experts and participating organisations in Pilot 1	5	M18	Contract signed	
M5.4	Contracts signed between SPEEDIER Experts and participating organisations in Pilot 2	5	M24	Contract signed	
M6.1	Delivery of first pilot of SPEEDIER Expert & Trainers training	6	M16	Event held	
M6.2	Delivery of second SPEEDIER Expert & Trainers training	6	M28	Event held	
M7.1	Best practice guidelines reviewed by advisory board	7	M28	Review complete	

M8.1	Initial engagement events held in each pilot region	8	M6	Event held	Discuss at AB meeting 1.
M8.2	Final conference	8	M29	Event held	
M9.1	Advisory Board Kick off meeting held	9	M1	Meeting held	Deferred to Seville: 13 12 19
M9.2	Advisory board mid-term meeting held	9	M15	Meeting held	

3.2 Decision Making Mechanisms

Decision making in the administrative domain is the responsibility of the Project Manager (PM) with the support of the SC.

Individual financial issues are primarily the responsibility of each partner.

The **General Assembly** is the single governance body for SPEEDIER and functions as the primary decision-making body and can also be used to help resolve partner conflict that may arise during the course of the project.

The GA will constitute one voting member (or a proxy) from each of the project partners. Other, non-voting, representatives from the Project partners may attend the meetings of this body as required for the purpose of information exchange. The Chair of this body is the Project Manager. Voting, right of veto and the scope of decision authority are detailed in the SPEEDIER Consortium Agreement. Decisions affecting the input, work content or the product of a WP or task are expected to be made on the basis of the participation of the SC and the Project Manager. In general, all major issues and the related decisions are announced to all partners, even if the issue is not directly connected to their participation. Decision making for important matters within the frame of the Grant Agreement and the Consortium Agreement, especially when such decisions may affect the agreements reached in these two contracts, will be tackled by the GA.

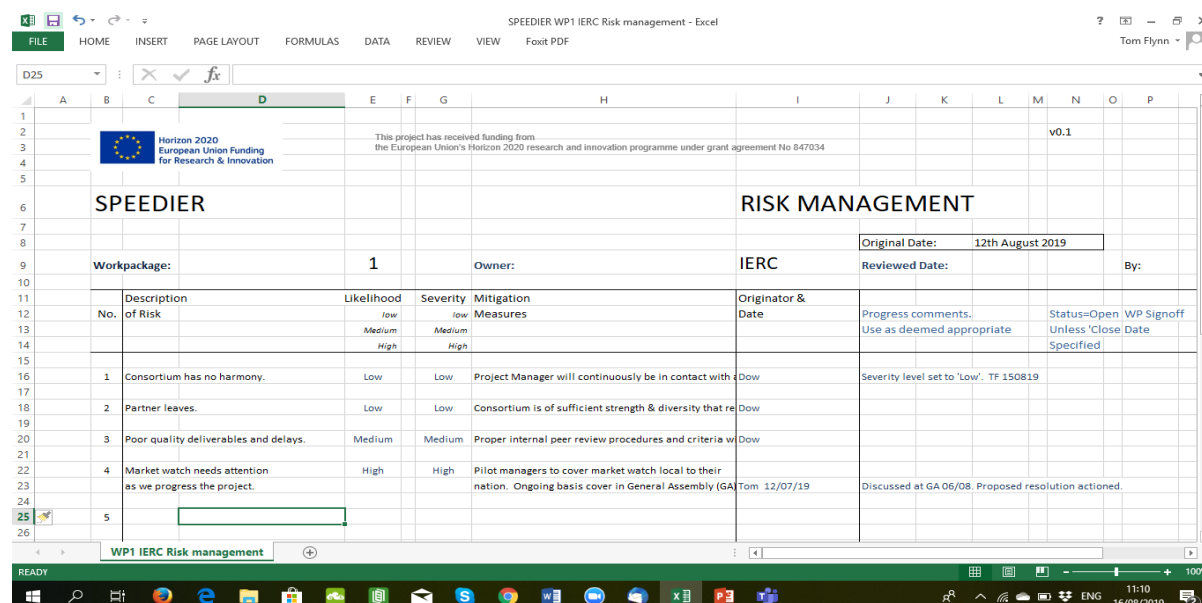
If the SC cannot find an agreement, the Project Manager will bring the argument to the Project Officer representing the European Commission. The PM shall collect, review and submit information on the progress of the project including milestones.

Note: that official amendment requests to the Commission can only be carried out by the Project Manager.

3.3 Critical Risks and Risk Mitigation Measures

The objective of the SPEEDIER critical risks process is to assess, evaluate and dynamically control both internal – technical and organisational – and external risks that could arise during the project. Risk management is controlled in the project using SharePoint (via Folder WP9) to help manage identified risks. Although the risk management process is orchestrated by both the WP9 Leader and the Project Manager, it is a collective project partner effort to ensure that risks are managed in line with the envisaged expectations and outcomes of the project. In SharePoint and under the 'Risk' Folder, individual subfolders exist for each work package (e.g. WP1 .., WP2 .., WP3 .., etc. and 'General'). Each WP Leader manages their identified risks in (or is assigned to) their individual WP folder. They will liaise directly with the WP9 Leader for advice and assistance, when deemed appropriate. We do not distinguish between technical and general risk. This is self-apparent. Both the WP9 Leader and the Project Manager will

oversee the progress of the individual risks identified in the 'General' folder. The following table, as an example, illustrates the Risk management file for WP1.



SPEEDIER					RISK MANAGEMENT				
Workpackage: 1					Owner: IERC				
Description of Risk					Likelihood				
No.					Severity				
					Mitigation Measures				
					Originator & Date				
					Progress comments				
					Status-Open WP Signoff				
					Unless 'Close Date Specified				
1 Consortium has no harmony.					Low Low Project Manager will continuously be in contact with				
2 Partner leaves.					Low Low Consortium is of sufficient strength & diversity that re				
3 Poor quality deliverables and delays.					Medium Medium Proper internal peer review procedures and criteria w				
4 Market watch needs attention as we progress the project.					High High Pilot managers to cover market watch local to their nation. Ongoing basis cover in General Assembly (GA				
5					Tom 12/07/19 Discussed at GA 06/08. Proposed resolution actioned.				

Figure 3-2: SPEEDIER Risk management sample file.

3.3.1 Risk Procedure

Anybody can identify a risk. It can be brought to the attention of the relevant WP Leader (WPL) or raised for example at a GA project monthly meeting.

Once agreed that the new discussion/discovery is a risk, the following is actioned by the appropriate WPL:

1. Define the critical risks for the effective running of the project;
2. Assign risks likelihood and severity;
3. Plan the mitigation measure, stating the envisaged actions and by whom.

This will allow SPEEDIER to pre-empt, as much as possible, any risks associated with the work plan. Once the mitigation measure is defined, the WPL will:

1. Monitor and report progress in SharePoint. It is always possible to use the 'Conversations' and 'Notes' facility in SharePoint should they be needed to advance a resolution of a risk.
2. 'CLOSE the risk once satisfied that the risk no longer exists.

Risk management will be an integral part of the General Assembly. The WP9 Leader can engage and communicate directly with the individual WPLs to assess the progress/resolution of an individual risk and its' impact on the project. This action is taken in order to lessen negative impacts on the project itself.

3.4 What Else is there to Know

The remainder of this deliverable focuses on quality planning and control; it addresses the items of:

- Strategic Quality Management and Control (Section 4)
- IPR and Data Management (Section 5)
- SPEEDIER Pilot site, Experts and Trainers (Section 6)

You are welcome to read about how we address these items in SPEEDIER.

3.5 Who to Contact: WP9 Leader

During the course of the project, aspects of the project may need specific attention for quality control, planning or assurance perspective. Should you understand that this is the case, please contact Tom Flynn, WP9 Leader.

4 Strategic Quality Management and Control

4.1 SPEEDIER Project Quality Policies

In SPEEDIER, quality is considered from both an outcome and process perspective. In this vein, the principals of the Quality Policy adopted by the coordinator of the project (i.e. IERC) are applicable (Annex 1). As such, the project is undertaken in line with their commitment to meet the requirements of ISO 9001:2015. The SPEEDIER consortium recognises that quality is the concern of everybody in the project and is undertaken with this clear understanding. Continual improvement is ingrained into our approach to quality management.

4.2 SPEEDIER Visual Identification

The creation of a project visual identity plays a significant role in the way the SPEEDIER project presents itself to both internal and external stakeholders. A branded visual identity expresses the values and ambitions of the SPEEDIER project and its characteristics. Our SPEEDIER visual identity provides the project with visibility and "recognisability". It is of vital importance that stakeholders and interested parties know that the project exists and remember its name, product and services at the right time.



Figure 4-1: SPEEDIER Branded Logo

A detailed presentation of the branded SPEEDIER materials and activities can be obtained in SharePoint: D8.2 - Dissemination and Communication Plan – as well as in D8.1 - Project website (<https://speedierproject.eu>). The content of the website is informative and designed to capture the imagination of the target community and the educated public. The website is available in the native languages of the 4 pilot regions identified (i.e. RO, ES, IT, EN).

4.3 Partner Collaborations

The success of a project of this nature depends on effective collaboration between partners. Clear channels, and effective communications are vital. As a snapshot, the following highlights the means of communication that are used in SPEEDIER:

4.3.1 SharePoint Environment:

As previously mentioned, SPEEDIER makes use of SharePoint - a web-based collaborative platform that integrates with Microsoft Office. We use SharePoint as our online office workplace for documentation management, storage as well as digital textual conversations and notes. Deliverables, minutes, risk reviews, etc. of all internal WP and relevant external

meetings are held in the SPEEDIER workplace. Access to the SPEEDIER folder is granted by request and approval by the Project Manager. Every registered project member will be able to read and up/download documents, commence conversations and make online notes.

4.3.2 Email as a Secondary Communicator

Emails are widely used in the project as a vehicle for communications. Care is exercised in particular to avoid information overloading and use. Importantly, each member of the consortium is encouraged to make more use of SharePoint and only use an email when deemed appropriate.

4.3.3 Internal and External Meetings

Meetings must be effective; expenses associated with cost, time and travel should not be overloaded and must be in line with Contract agreements. Some meetings are necessary, such as the monthly project meetings or a mid-term review with the Commission. Other meetings are discretionary; virtual/voice meetings with partners, colleagues, etc. can be through the use of digital, telephone and video conferences.

4.3.4 Skype/WhatsApp/Telephone

Use of low cost digital applications (i.e. Skype / WhatsApp) as well as mobile/telephone means of voice communication are normal for use throughout the project. Individual participant contact details are held on SPEEDIER SharePoint in folder 'WP1'. It is maintained by the Project Manager.

Callers should take in account time differences, office hours and known holidays in the different partner countries.

4.3.5 Tele/Video-Conference

SPEEDIER uses Zoom video conference services to conduct project meetings, such as monthly General Assembly meetings and is expected to be widely used if more than two partners need to be involved. Some partners may not have the facility to initiate an online conference, in which case they may ask another partner to do so.

Common sense prevails and alternatives such as Webex, GoToMeeting and Skype can be used, especially when technical difficulties appear. Documents and presentations may be opened and viewed simultaneously by all participants using these communication channels.

4.4 Deliverables

4.4.1 General

Most project deliverables in SPEEDIER are either technical or written reports. Each due deliverable in the Grant Agreement is issued to the European Commission on their ECAS system. Only the Project Manager can issue project deliverables onto ECAS for SPEEDIER. Deliverables that are 'Public' will also be uploaded to the SPEEDIER website by partner, SIE. Deliverables that are of a nature other than written reports, such as "demonstrators" or "others"

should also be accompanied by a 'short' report (i.e. 1 page maximum), so that the European Commission has a record of its' existence. Likewise, the SPEEDIER website should contain an abstract/summary page so that the deliverable is publically known to have been submitted to the Commission.

Each deliverable is assigned to one leading responsible partner. This partner takes on the responsibility that the deliverable is of high quality, reviewed and delivered on time.

Any issues related to deliverables, endangering the success of the work package or the project, must be reported by the WP Leader and the Project Manager.

4.4.2 Project Deliverable Template and Development Procedure

A Project Deliverable Template document is available to download from the SPEEDIER SharePoint work place - folder WP8. It is to be used for the development of project documentation deliverables. The following highlights adherence actions for the delivery of a SPEEDIER documentation deliverable:

1. Every effort is to be made to complete each deliverable by the due date via Grant agreement No. 847034.
2. Each deliverable is to be subject to a quality review. Annex A1 lists the assigned member to perform the review.
3. WP9 Leader is also to conduct a review.
4. Authorisation for the submission of each deliverable lies with the Project Manager. A deliverable must be 'fit for purpose'. Perfection is not expected as the associated cost, etc. would create project overrun.

For a document to be fit for purpose, a document deliverable must:

- be easy to read using the SPEEDIER Deliverable Template document and compliant in usage (e.g. layout, font, colour, etc.);
 - be clear, consistent and unambiguous;
 - contain the required information for the due Deliverable;
 - not integrate copied elements from other documents, unless deemed appropriate for the Deliverable to be understandable on a stand-alone basis.
5. For final submission to the European Commission, each deliverable will be converted into PDF format.
 6. Three weeks (i.e. 21 full days) prior to submission to the European Commission, the draft i.e. (semi-final) Deliverable should be uploaded to SPEEDIER SharePoint (i.e. in .doc format) for the review process to commence. The assigned reviewer per Deliverable are listed in Annex A2.
 7. Each Deliverable will be presented and published to all partners, the European Commission and depending on its nature on the SPEEDIER website for public viewing.

4.4.3 File Naming Conventions

Clear unambiguous naming conventions are applied to all documents developed in SPEEDIER. An example being:

D8.2_Communication_Plan_SPEEDIER_v0.6.docx

Thus, the format applied is as follows:

DN.N_<DoW Deliverable Title Name>_SPEEDIER_vN.N.<ext>

Most project documents are written in the English. They may also be in Spanish, Romanian and Italian. In such case, the above principal applies – i.e. clear and unambiguous text. It is important to state the ‘language’ in the filename. For example:

‘SPEEDIER Corporation presentation Spanish v0.1.pptx’

Thus, the filename format applied in SPEEDIER is as follows:

‘<clear title> <language> <vN.N>.<ext>’

Finally, for version control conventions, we apply in the file a ‘VN.N’ approach, whereby on approval the filename is set to ‘V1.0’. Draft iterations to that point, are V0.1, V0.2 .. and if deemed appropriate, for example .. V0.8.1 .. V0.8.2 .. etc. Common sense always rules.

4.5 Deliverable Reviews

Annex A1 lists the assigned reviewers for each of the project deliverables.

The SPEEDIER review process involves partners and individually assigned reviewers depending on the nature of the project deliverable. The WP9 Leader will oversee the process and will work in conjunction with the Project Manager to ensure compliance during the review process. Deliverable reviews will help to ensure a high level of quality with regards to the technical content, the objectives of the project and the formal requirements established in the Grant and Consortium Agreements.

Project documentation will be reviewed against the following criteria:

1. Content of the document.
2. Format of the document in accordance with templates.
3. Identification and correction of typing mistakes, etc.
4. A check of consistency:
 - with the overall scope of the document (e.g. it contains the right information, avoiding unnecessary information, etc.);
 - with previous relevant documentation (e.g. technical specifications vs requirements definition, no redundancy with other documents, etc.).

Technical aspects of some documented deliverables may also be issued to an additional person in the project, for advice, etc. in order to ensure that the document meets the technical goals of the project, and that all technical information is advancing the current state of the art and the recent technological research level. This can only be activated by the Project Manager.

4.6 Configuration Management

Each partner is responsible for configuration management in their working environment. In the SPEEDIER SharePoint workplace, we apply a simple approach to maintain previous versions of a Project Deliverable. They are considered 'obsolete', but may yet be of some relevance as the development of the Deliverable continues. In each subfolder in the SPEEDIER SharePoint, a folder '0. Previous versions and obsolete' exists. Authors are encouraged to move previous versions of the individual deliverables to this subfolder in the appropriate work package.

5 IPR and Data Management Plans

The SPEEDIER Consortium Agreement (CA) is based on the DESCA model.

Against the signed agreement, data collection and analysis are important aspects for the effective implementation of the SPEEDIER project. Work in these areas is undertaken in accordance with the data management policies of the consortium members. Data will be archived in suitable formats and held on SharePoint and IERC's secure servers at the Tyndall National Institute with appropriate backup to ensure data security and allow data sharing.

In SPEEDIER, a data management plan will be prepared to help minimize the risk of data loss and to improve data integrity. SPEEDIER partners will share and make data accessible for verification and re-use within the project. Each member of the consortium will, at all times, respect the confidentiality of the companies' data in relation to commercially sensitive information on knowledge, products, processes and methodologies.

SPEEDIER Deliverable D1.3 (Data and IP Management Plan) is due at Month 12 of the project and as with each project deliverable is subject to internal reviews. The Deliverable will consider data set references as well as data description, origin, nature and scale. It will also consider information on the existence (or not) of similar data and the possibilities for integration, reuse and more.

The handling of Intellectual Property Rights (IPR) in SPEEDIER will respect the H2020 IPR rules as outlined in Regulation (EU) No 1290/2013 of the European Parliament and of the Council of 11th December 2013, which declared the rules for participation and dissemination in the Horizon 2020 framework programme.

Background IP is owned by the individual partner that introduces the IP into the project.

Foreground IP resulting from the project is owned by the participant generating it. When foreground IP is generated jointly (i.e. where the separate parts of some result cannot be attributed to different participants), it will be jointly owned, unless the participants concerned agree on a different solution.

Access rights to background IP for implementing the project will be granted on a royalty-free basis, unless otherwise agreed by all participants. Access rights to foreground IP for implementing the project (i.e. not for use) must be granted on a royalty-free basis. In the case of conflicts arising between partners and to avoid the high costs and difficulties of judicial proceedings, the SPEEDIER conflict resolution/decision making mechanisms (see section 3.1.3) will be used. Should any limitation affect the other partners' access rights, they must be informed.

6 Conclusions

This Quality Assurance Plan demonstrates that quality aspects are taken into account in a variety of processes and activities within the SPEEDIER project. It complements the lean project management approach and is designed to enable new recruits to come up to speed as early as possible on the running of the project.

The SPEEDIER team recognises that quality is the concern of everybody in the project and the project is undertaken with this clear understanding. Continual improvement to processes is also part of our approach to quality management. This is in line with the principals of ISO9001:2015 adopted by the project. Moreover, the IERCs' Quality Policy is ingrained into SPEEDIER.

This deliverable is treated as a 'living' document. Post-approved release versions may be produced as a result of the projects' continual improvement philosophy and approach adopted. As such, the consortium may use a later and improved version of the Quality Assurance Plan than the official version issued to the European Commission.

7 Annex

7.1 A1 – IERC Quality Policy (part of Tyndall)

7.1.1 Tyndall - Quality Policy

It is the stated and agreed policy of Tyndall National Institute to:

Maintain a World Class Quality Management System compatible with ISO 9001:2015, which is fully integrated across all aspects of Tyndall activities.

Establish and maintain systems within Tyndall to determine all aspects of our Customer's needs and expectations. Ensure the systems and controls are maintained and resourced to meet the requirements of ISO 9001:2015. Generate systems for the establishment and assessment of Quality Objectives across all areas of Tyndall activity.

Review the effectiveness, and continually improve significant aspects of the Tyndall Management System by establishing, measuring and reporting on specific quality objectives. Tyndall recognises that quality is the concern of everybody in the organisation, and it is our communal responsibility to ensure that all customers' requirements are clearly stated and understood and that all products and services provided to customers either meet or exceed these stated requirements.

It is management policy to ensure that all employees have sufficient training and resources provide so as to understand and satisfy these demands. Tyndall will do everything that is reasonably practical to provide a safe place of work for all who work within. Tyndall will comply with the Safety, Health and Welfare at Work Act 2005 and with any associated regulations, code of practice and guidance notes.

Prof. William Scanlon

CEO, Tyndall National Institute

7.1.2 Tyndall - Quality Objectives

Our overall quality goal is to achieve our quality policy, and maintain the integrity of and continually improve a QMS compliant with ISO 9001:2015. Further, we establish both management level and operational level improvement objectives that are measurable and achievable within a defined time period. Management level improvement objectives, derived from the Tyndall Strategic Plan (updated every five years) in the form of defined Key Performance Indicators are reported by centre and reviewed for achievement during monthly executive management meetings and management reviews. Operational deliverables (at centre and group level) are discussed at intra-group or centre level meetings.

7.2 A2 – SPEEDIER Peer Review Matrix

Deliverable QA assignee and sign off list

(sample: draft issue)

Del. No.	Title	Author(s)	QA Assignee	Q. Mgm. Approval Date	Project Approval Date	Remarks
WP1						
D1.1	First progress report on the activities of the project	[IERC]	N/a			
D1.2	Second progress report on the activities of the project	[IERC]	N/a			
D1.3	Data and IP Management Plan	[SIE]				
D1.4	Report of the IPR management activities	[SIE]				
D1.5	Ethics compliance report	[IERC]				
WP2						
D2.1	Review existing energy auditing schemes, incentives, policies and projects	[IERC]				
D2.2	Register SMEs and large enterprises in each pilot country participating in SPEEDIER	[IERC]				
D2.3	Report on findings from surveys of businesses participating in SPEEDIER	[IERC]				
D2.4	Report summarising findings from focus groups of key stakeholders in the SPEEDIER process	[IERC]				
D2.5	Recommendations for the SPEEDIER Service	[IERC]				
WP3						
D3.1	Report on the characterisation of	[ITEC]				

	SMEs and opportunities					
D3.2	Preparation of the content for the SME database	[ITEC]				
D3.3	Methodology, criteria evaluation system to find opportunities for energy and cost savings	[ITEC]				
D3.4	Report outlining the application of the characterisation process to the selected pilot sites	[ITEC]				
WP4						
D4.1	SPEEDIER Service definitions for implementation	[LIT]				
D4.2	Final energy auditing tool for use by SPEEDIER Experts	[ITEC]				
D4.3	Draft training and capacity building materials for general staff & decision makers	[LIT]				
D4.4	Revised training and capacity building materials for general staff & decision makers	[LIT]				
D4.5	Draft training content for SPEEDIER Experts and SPEEDIER Trainers	[Polimi]				
D4.6	Revised training content for SPEEDIER Experts and SPEEDIER Trainers	[Polimi]				
D4.7	Report on SPEEDIER financing and contract options	[Polimi]				
D4.8	Final e-learning materials, mobile app, case studies, videos, on-line resources for (WP5, WP6) and Dissemination phases (WP8)	[SIE]				

WP5						
D5.1	Delivery of 4 x Engagement events, one in each pilot region	[AEEPM]				
D5.2	Summary report on first SPEEDIER Service pilot	[AEEPM]				
D5.3	Summary report on results of second SPEEDIER Service Pilot	[AEEPM]				
D5.4	Report on the results of the evaluation of the SPEEDIER pilots	[CTA]				
WP6						
D6.1	Evaluation report on first pilot of SPEEDIER Experts and Trainers training	[CTA]				
D6.2	Evaluation report on final SPEEDIER Experts and Trainers training	[CTA]				
D6.3	Summary of capacity building actions and “train-the-trainer” plan	[CTA]				
D6.4	Train-the-trainers ‘Education Kit	[Polimi]				
WP7						
D7.1	SPEEDIER Best Practices Guidelines for SMEs and large enterprises in EU	[Vertech]				
D7.2	Roadmap for SPEEDIER to contribute to achieving the EU’s objectives	[Vertech]				
D7.3	Action plans showing how SPEEDIER can assist in achieving EU wide policy targets	[Vertech]				
D7.4	Technical Report on SPEEDIER replication potential across EU Member States	[Vertech]				
WP8						

D8.1	Project Website	[SIE]	<u>Jo</u>			
D8.2	First Dissemination and Communication Plan	[SIE]	<u>Jo</u>			
D8.3	Second Dissemination and Communication Plan	[SIE]				
D8.4	Third Dissemination and Communication Plan	[SIE]				
D8.5	Fourth Dissemination and Communication Plan	[SIE]				
D8.6	Programme newsletters	[SIE]				
D8.7	First SPEEDIER video to engage target audience	[SIE]				
D8.8	Second SPEEDIER video to engage target audience	[SIE]				
D8.9	Final project conference	[SIE]				
D8.10	Definition of the SPEEDIER business model strategies	[SIE]				
WP9						
D9.1	Quality Assurance Plan	[TFC]				
D9.2	Impact Analysis Methodology	[TFC]				
D9.3	Final Internal Evaluation Report	[TFC]				
D9.4	Final Impact Report	[LIT]				
D9.5	Mid-term External Evaluation Report	[TFC]				
D9.6	Final External Evaluation Report	[TFC]				
D9.7	Draft CWA project plan	[TFC]				
D9.8	Draft CWA based on the SPEEDIER Service	[TFC]				

7.3 A3 – SPEEDIER Detailed Roles and Responsibilities Matrix

Table 7-1: Roles & Responsibilities of SPEEDIER management actors

General Assembly (GA)	Tasks	<ul style="list-style-type: none"> The single decision-making and arbitration body of the consortium. Responsible for the political and strategic orientation of the project. Monitors and harmonizes the activities and progress of the project. Reviews and decides plans and resources for the active phases of the project. Reviews the description of work and its updates. Annual validation of the realized expenditure in accordance with the budget. Decides modifications of the tasks, responsibilities and budgets.
	Members	<ul style="list-style-type: none"> Assembly of all project partners. One representative (at senior level) from each partner of the project with voting rights.
	Chairperson	By default, the coordinator of the project chairs the meetings of the GA.
	Operation	The GA meets twice per year, additionally when required.
Steering Committee (SC)	Tasks	<ul style="list-style-type: none"> Execution of the project according to the CA and the contract with the EC. Guides and approves the progress of SPEEDIER until its completion. Guarantees continuity and consistency of SPEEDIER. Guarantees allocation of projects resources adequately. When necessary, proposes adjustments and actions in the content and direction of research. Handles any conflict resolution within SPEEDIER beyond work package level.
	Members	Coordinator, and work package leaders (level of representative is senior). Membership may change during the runtime of SPEEDIER. May be complemented by selected further partners by decision of the GA.
	Chairperson	The coordinator of the project chairs meetings of the SC
	Operation	The SC meets twice per year (more frequently if required). These meetings will coincide with the GA meetings to avoid additional travel requirements.
Coordinator	Tasks	<ul style="list-style-type: none"> The overall legal, contractual, financial and administrative management Acts as the intermediary between the partners and the EC. Monitors compliance of partners with obligations and progress against plan in conjunction with the technical WP leaders. Collects, reviews and submits information on the progress of the project, reports and other deliverables (including financial statements and related certification) to the EC. Arranges and chairs the GA meetings, prepares the agenda and the minutes of the GA meetings, proposes decisions and monitors their implementation. Promptly transmits documents and information connected with the project and, in particular, exchanges information with the GA and the SC. Administers the financial contribution of the Community. Provides the beneficiaries with official copies or originals of documents which are in the sole possession of the Project Coordinator when required. Monitors and supports dissemination of results. Suggests solutions and corrective actions if necessary.

Work package and Task Leaders	General	The Project is structured into a set of 9 WPs, each having well defined tasks, partnership and resource allocation. Each of the WPs complies with the objectives and schedules of SPEEDIER and delivers research and development results (Foreground) in accordance to what has been agreed and within the allocated resources. The WP leaders execute their own control over internal issues. If issues concern other WPs and cannot be resolved directly between the concerned, the SC should handle the issue first.
	Responsibilities of partners	<ul style="list-style-type: none"> • To supervise and provide day-to-day management of the activities. • Active planning and progress monitoring in conjunction with the respective WP leader. • Exchange of information with the WP partners. • To provide Foreground developed in the WP and Background required for the performance of SPEEDIER and for exploiting the Foreground.
	Responsibilities of work package leaders	<ul style="list-style-type: none"> • Leads the work performed in the WP, monitors its progress and ensures that resources allocation is not violated and that deliverables are done in time and to the quality specified. • Submits reports, deliverables & required information to the Coordinator and the GA. • Chairs the WP meetings. • Takes care that WP inter topical meetings are initiated whenever necessary for viable information exchange and issue solving.
	Responsibilities of task leaders	<ul style="list-style-type: none"> • Responsible for the technical follow up of their specific task and the detailed coordination with the other tasks within the WP. • Assurance of the timely and proper execution of their tasks and report to the WP leader in case of any deviation or risk. • Responsible for leading the preparation of the deliverables resulting from their tasks and the coordination with other tasks for their participation in the deliverable preparation, and for the preparation and delivery of internal task progress reports to the WP leader.
External Advisory Board	General	<ul style="list-style-type: none"> • Responsible for assessing project progress and giving feedback to the consortium • Will provide strategic advice to the SPEEDIER team on the direction of the project • Exchange experiences with consortium • Will meet in person 3 times during the project.
Supporters	General	The SPEEDIER consortium have gathered a number of letters of support from organisations around Europe that have expressed interest in the SPEEDIER project and consider the objectives to be aligned with their own organisations. They will observe the project passively and assist to communicate project results to a wider audience.

< End >