



DELIVERABLE 1.5

Supervisory Board of the network

WP1. Management and coordination

Date: 27/02/2015
Prepared by: CIRCE


AWESOME - Advanced Wind Energy Systems Operation and Maintenance Expertise

Grant agreement: 642108

From January 2015 to December 2018

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Approvals

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ABBREVIATIONS

AWESOME: Advanced Wind Energy Systems Operation and Maintenance Expertise

CA: Consortium Agreement

DoA: Description of Action

EC: European Commission

ESR: Early Stage Researcher

GA: Grant Agreement

IPR: Intellectual Property Right


PCDP: Personal Career Development Plan

PST: Personal Supervisory Team

TC: Training Committee

SB: Supervisory Board

WP: Work Package

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DEFINITIONS

"Associated Partner or Partner Organization"

Associated partner or Partner organization means the legal entity (ies), which are not signatories to the EC Grant Agreement No. 642108, who will contribute to the project by co-supervising/hosting Early Stage Researcher (ESR) trained under the Project.

The Partner Organizations will have a clear role in the project, which can be summarized in the following contributions:

- Mentoring of the fellows, providing a complementary experience from the one hosting institution.
- Participating in the Personal Supervisory Board of the fellows.
- Hosting the secondments of the ESRs, providing tuition and guidance to their research projects.
- Sharing their experience, knowledge and information for a better research output from the ESRs projects.
- Participating in the training events, mainly in the Summer Schools, in the Joint Industrial Workshops and in the 3rd section of the intra-network courses devoted to exploitation and market uptake. Participating in the Supervisory Board and therefore contributing to the project steering.


The Partner Organizations within the Project are: ASOCIACIÓN EMPRESARIAL EÓLICA (AEE), POLITECNICO DI MILANO (POLIMI), SGURR ENERGY (SGURR), DNV GL ENERGY (DNV GL), INGETEAM SERVICE S.A. (INGETEAM), DONG ENERGY WIND POWER A/S (DONG), SIMIS AS(SIMIS), ALSTOM RENOVABLES ESPAÑA S.L.U. (ALSTOM), ENEL GREEN POWER, S.P.A. (EGP) and COMPAÑÍA EOLICA DE LAS EOLICA TIERRAS ALTAS (CETASA)

"Beneficiary or Host Institution"

Beneficiary or Host Institution means the legal entity (ies), which are signatories of the EC Grant Agreement No. 642108, in particular: CIRCE, UOL-FORWIND, NTNU, TUM, LBORO, USTRATH, UCLM, RAMBOLL and DTU.

"Funding Authority"

Funding Authority means the body awarding the grant for the Project.

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EXECUTIVE SUMMARY

The purpose of this document is to specify with respect to the AWESOME project the role of the Supervisory Board of the network, including the description of tasks and responsibilities over the implementation of the project. A list of members of the management body is detailed with the corresponding persons and entities.

In order to formalize the internal workings of the AWESOME project, and the roles and responsibilities of the Beneficiaries and Partner Organizations of the network, the management structure has been approached in Part B of Annex 1 to the GA and further detailed in the CA.

This report includes the following information:

- SB as management body
- Definition and members
- Operational procedures
- Responsibilities
- Tasks

The Supervisory Board (SB) is the final decision body of the consortium, playing an active role in the management of the project by means of the following objectives, among others:

- Perform smooth and effective management of the project execution
- Guarantying the harmonization among the different WPs
- Contributing to recruitment, training and supervision of ESRs
- Ensuring the balance between academia and private sector
- Achieving the project and WPs goals.

The content of this deliverable has been approached during the proposal phase and further developed within the first months of the project lifetime. All partners have contributed to the production of the document in a collaborative manner.



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INTRODUCTION

This document consists of the Supervisory Board (SB) of the network prepared under the Project AWESOME EC-GA contract no 642108.

The deliverable 1.5 is under the following tasks within the DoA of the AWESOME project:

Task 1.1 Consortium management

Task 1.2 Progress monitoring and reporting

Task 1.3 Quality, risk and ethics management

The intended audience of this report is each individual participant of the project consortium, as well as the associated partners.

The purpose of this report is to define the role of the Supervisory Board within the governance structure, including the different tasks and responsibilities related to the implementation of the project.

Besides a list of members detailing name and contact of the representative of each entity that is part of the Supervisory Board is detailed.

1 SB AS MANAGEMENT BODY

The organizational structure of the consortium consists of the following management bodies, as it is shown in the figure below:

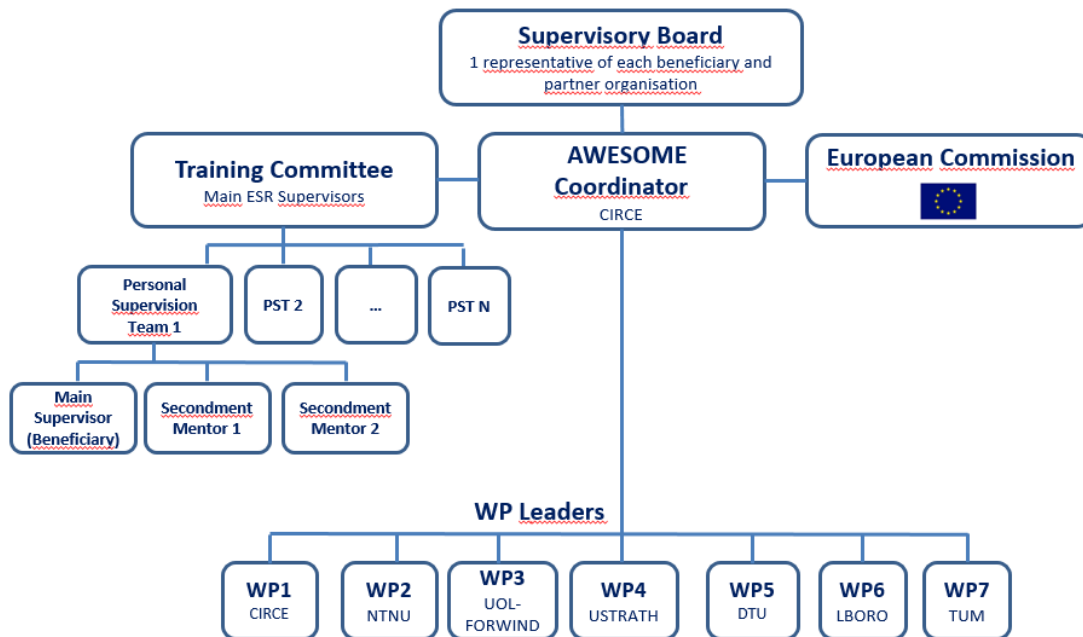


Figure 1: Management structure


The **Supervisory Board (SB)** is the decision-making body of the consortium, and will supervise the recruitment procedure of the ESRs

The **Coordinator** is the legal entity acting as the intermediary between the Parties and the Funding Authority. The Coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Grant Agreement and the Consortium Agreement.

The **Training Committee (TC)** assists the Supervisory Board (SB) and the Coordinator.

2 DEFINITION

The Supervisory Board (SB) consists of one representative of each Beneficiary and one representative of each Partner Organisation.

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Each member is duly authorized to deliberate, negotiate and decide on all matters listed in Section 4 of this deliverable.

The Coordinator shall chair all meetings of the Supervisory Board (SB), unless decided otherwise by the Supervisory Board (SB).

Both Beneficiaries and Partner Organizations abide by all decisions of the Supervisory Board (SB).

2.1 Members

As detailed in Section 1, both Beneficiaries and Partner Organisations are members of the Supervisory Board (SB).

Following, in Table 1, the list of the Beneficiary representatives in the SB is given.


Members		
Beneficiary	Name	Email
CIRCE	Julio J. Melero	melero@fcirce.es
UOL-FORWIND	Wilm Friedrichs	wilm.friedrichs@uni-oldenburg.de
NTNU	Michael Muskulus	michael.muskulus@ntnu.no
TUM	Carlo L. Bottasso	carlo.bottasso@tum.de
LBORO	Simon Watson	s.j.watson@lboro.ac.uk
USTRATH	David Infield	david.infield@strath.ac.uk
UCLM	Emilio Gómez	emilio.gomez@uclm.es
RAMBOLL	Tim Fischer	timf@ramboll.com
DTU	Anand Natarajan	anat@dtu.dk

Table 1: Representatives of each Beneficiary in the SB

Following, in Table 2, the list of the Partner Organisation representatives in the SB is given.

Members		
Partner Organisation	Name	Email
AEE	Alberto Ceña	acena@bepete.com
POLIMI	Alessandro Croce	alessandro.croce@polimi.it
SGURR	Peter Clive	peter.clive@sgurrenergy.com
DNV GL	Michael Wilkinson	michael.wilkinson@dnvgl.com
INGETEAM	J. Enrique Camacho Cuesta	jose.camacho@ingeteam.com
DONG	Nicolai Gayle Nygaard	NICNY@dongenergy.dk
SIMIS	Paul Thomassen	paul.thomassen@simis.no
ALSTOM	Carlo Enrico Carcangiu	carlo-enrico.carcangiu@power.alstom.com
EGP	Jose Alba Perez	jose.alba@enel.com
CETASA	Javier Gracia	javiergracia@cetasaolica.com

Table 2: Representatives of each Partner Organisation in the SB

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3 OPERATIONAL PROCEDURES

The communication flow will be done through the typical communications methods, among others:

- Meetings
- Videoconferences
- E-mails
- Phone
- Fax

In particular a co-operative working method and collaborative workspace with a repository server will be set-up to store and exchange documents, through the project intranet. Passwords will be facilitated to all Beneficiaries and to the EC.

3.1 Representation in meetings


Any member:

- should be present or represented at any meeting, except for the Partner Organisations, which will be invited at any meeting.
- may appoint a substitute or a proxy to attend and vote at any meeting, except for the Partner Organisations;
- shall participate in a cooperative manner in the meetings.

3.2 Preparation and organization of meetings

The chairperson will convene ordinary meetings of the Supervisory Board (SB) at least once every twelve (12) months and will also convene extraordinary meetings at any time upon written request of any SB Member.

	Chaired by	Ordinary meeting	Extraordinary meeting
Supervisory Board (SB)	Project Coordinator	At least every twelve months	At any time upon written request of any Member of the Supervisory Board

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Hosting of meetings will be rotated between Beneficiaries. Meetings will be held at the same venue on same / consecutive days when possible. Extraordinary meetings will primarily be teleconferences, provided that this does not hinder the objectives of the meetings.

A first approach of the SB meetings schedule is detailed in the following figure:

	Year 1			Year 2			Year 3			Year 4		
	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3
SB meetings	X			X			X			X		

Figure 2: Schedule of SB meetings

3.3 Notice of a meeting

The chairperson will give notice in writing of a meeting to each member as soon as possible and no later than 14 calendar days preceding an ordinary meeting and 7 calendar days preceding an extraordinary meeting.

	Ordinary meeting	Extraordinary meeting
Supervisory Board (SB)	14 calendar days	7 calendar days

3.4 Sending the agenda

The chairperson shall send each member a written original agenda no later than 14 calendar days preceding the meeting, or 7 calendar days before an extraordinary meeting.


Supervisory Board (SB)	14 Calendar days, 7 calendar days for an extraordinary meeting
------------------------	----------------------------------------------------------------

3.5 Adding agenda item

Any agenda item requiring a decision by the Beneficiaries must be identified as such on the agenda.

Any member may add an item to the original agenda by written notification to all of the other members as indicated below:

	Ordinary meeting	Extraordinary meeting
Supervisory Board	10 calendar days	5 calendar days

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During a meeting of the Supervisory Board (SB) the members present or represented can unanimously agree to add a new item to the original agenda.

Any decision may also be taken without a meeting if the chairperson circulates to all members either a written document which is then signed by the defined majority of Beneficiaries or an email which is then accepted and/or confirmed by the defined majority of Beneficiaries. Such document or email shall include the deadline for responses.

Meetings of the Supervisory Board (SB) may also be held by teleconference or other telecommunication means.

Decisions will only be binding once the relevant part of the minutes has been accepted according to Section 3.8 of this deliverable.

3.6 Voting rules and quorum

The SB shall not deliberate and decide validly unless two thirds (2/3) of the Beneficiaries are present or represented (quorum).

Each member of the SB present or represented in the meeting shall have one vote, except for the Partner Organisations which will have voice but no vote.

In the event of a tied vote the chairperson of the meeting will have a casting vote.

Defaulting Parties may not vote.

Decisions shall be taken by a majority of two-thirds (2/3) of the votes cast.

3.7 Veto right

A member which can show that its own work, time for performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by a decision of the Supervisory Board (SB) may exercise a veto with respect to the corresponding decision or relevant part of the decision.


When the decision is foreseen on the original agenda, a member may veto such a decision during the meeting only.

When a decision has been taken on a new item added to the agenda before or during the meeting, a member may veto such decision during the meeting and within 15 days after the draft minutes of the meeting are sent.

In case of exercise of veto, the members shall make every effort to resolve the matter which occasioned the veto to the general satisfaction of all members.

A member may not veto decisions relating to its identification as a defaulting party. The defaulting party may not veto decisions relating to its participation and termination in the consortium or the consequences of them.

A party requesting to leave the consortium may not veto decisions relating thereto.

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3.8 Minutes of meetings

The chairperson will produce written minutes of each meeting which will be the formal record of all decisions taken. He will send draft minutes to all members within 15 calendar days of the meeting.

The minutes will be considered as accepted if, within 15 calendar days from sending, no member has sent an objection in writing to the chairperson with respect to the accuracy of the draft of the minutes.

The chairperson will send the accepted minutes to all the members of the Supervisory Board (SB), and to the coordinator, who will safeguard them. If requested the coordinator will provide authenticated duplicates to members.

4 SB RESPONSIBILITIES

4.1 Grant Agreement & Consortium Agreement


The following decisions may be taken by the Supervisory Board (SB):

- Content, finances and intellectual property rights
- Proposals for changes to Annex 1 (Part A and Part B) of the Grant Agreement No. 642108 to be agreed by the Funding Authority
- Modifications to background included in the Consortium Agreement
- Any proposal of modification to the Consortium Agreement

4.2 Evolution of the consortium

The following decisions may be taken by the Supervisory Board (SB):

- Entry of a new party to the consortium and approval of the settlement on the conditions of the accession of such a new party
- Withdrawal of a party from the consortium and the approval of the settlement on the conditions of the withdrawal
- Identification of a breach by a party of its obligations under the Consortium Agreement or the Grant Agreement No. 642108
- Declaration of a party to be a defaulting party
- Remedies to be performed by a defaulting party

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- Termination of a defaulting party's participation in the consortium and measures relating thereto
- Proposal to the Funding Authority for a change of the coordinator
- Proposal to the Funding Authority for suspension of all or part of the project
- Proposal to the Funding Authority for termination of the project and the Consortium Agreement

4.3 Execution of the project

The AWESOME Supervisory Board (SB) is the highest-level decision making body of the project. It executes the control and steering of the project, while evaluating the fellows' activities for ensuring the quality of AWESOME results. The SB is the decision maker as to milestone decisions. It assumes overall responsibility for liaison among the partners in relation to the network, for analysing and approving the results, for proper administration of the project and for implementation of the provisions contained in the Grant and Consortium Agreements.

The AWESOME Supervisory Board (SB) guarantees the harmonization among the three scientific WPs:


- WP3: Wind farm O&M planning
- WP4: Maintenance optimization by prognosis of component failures
- WP5: Cost-effective strategies for O&M

The three main objectives of the envisaged AWESOME research programme have been broken down in small specific goals, each of them will be assigned to the fellows for them to focus their R&D project.

With regard to the monitoring of the overall progress of the network, the coordinator tracks the progress of the project by the use of the intranet and with regular meetings between the members of the Supervisory Board, ensuring that AWESOME milestones are appropriately met as well as the adequate development and submission of the deliverables.

Concerning the quality control of the project outcomes, the Training Committee is responsible for reviewing the technical reports and deliverables produced by the partners and fellows prior to its submission to the SB, while being committed to the consistency of all the project outputs.

Regarding the balance and coordination of the contributions from the academia and the private sector to the research training, the AWESOME project establishes strong two-ways links. The scientific community will benefit from access to the best industrial expertise and data regarding O&M, while the private companies will benefit from a close interaction with the world leading scientific groups of AWESOME and therefore to frontier research results. This way, a balance

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between market oriented research skills and academic core competences will be achieved, reaching a holistic training program on wind O&M. The balanced consortium composition and the decision taking mechanisms agreed among the partners and set in the management procedures, as well as in the supervision processes and bodies, ensure the enrichment of merging both, the academic and the industrial approaches, in the training program and research projects conception. It is responsibility of the SB to ensure this coordination.

The Supervisory Board is the final making decision body for disputes and final ruling with regard to IPR. Appropriate confidentiality measures and access rights are defined by each organization at both network and local team levels. Non-disclosure and specific IPR agreements may arise when defining the fellows' work plans (in particular, with respect to industry secondments), and are initially specified in the Consortium Agreement, where possible. The SB will handle additional agreements and issues on a case-by- case basis. If local measures are not defined, network-wide rules will be applied.

Finally the risk register will be reviewed by the SB and reported in its annual meeting.

4.4 ESR Recruitment


The SB is responsible for supervising the recruitment procedure and good practices. It will stipulate details of interviews used by all partners to treat candidates under the principle of "equal opportunity". All procedures will follow the rules of the *"The European Charter for Researchers"* and *"The Code of Conduct for the Recruitment of Researchers"*.

This includes as well defining the skill requirements for the ESRs so that the needs of both academic and end-users partners are considered.

4.5 ESR Training

4.5.1 Local training

Each of the beneficiaries, playing the role of host entity, has the full support from their associated academic institution (with capacity to issue a PhD title) to provide in-depth education on the specific research topic assigned to the fellow, aiming to make him a specialist and qualify for the academic PhD degree. The main objective is to make the fellows be able to plan, manage and execute in-depth research independently, and to successfully publish it in the form of peer-reviewed journal articles, while ensuring the market uptake of their results. An individual Personal Career Development Plan (PCDP) will be tuned to the specific needs and capabilities of each fellow at the beginning of the project, and will be approved by the Supervisory Board.

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4.5.2 Intra-networking training

Key industrial partners will be identified by the SB at the beginning of the project. Prior to joint industry workshops, the industrial partners will be asked to come up with a few particularly interesting and relevant problems from their user perspective, which will be presented to the fellows and to their main supervisors during the first day of the week-long events.

4.6 ESR Supervision

Regarding the researchers training sphere, three levels of supervision are considered in AWESOME. The first one looks after the ESR weekly performance, evolution and needs and it is developed by the Personal Supervisory Teams. The second one is managed by the Training Committee, who is in charge of coordinating and providing homogeneity to the whole training activities. The TC supports the SB, who is the third and highest supervisory body, in charge of guaranteeing the quality of the network training and research activities and deliverables.

In addition the Supervisory Board, assisted by the Training Committee, is in charge of evaluating the progression of the fellows regarding milestones accomplishment by contrasting its actual situation with the expected in each Personal Career Development Plan, recommending corrective action where needed. The evaluation of the individual projects will also rest with the Supervisory Board, as the body that gathers the interests of all points of view.

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5 CONCLUSIONS

As a result of the activities carried out during the first months of the project, a governance structure for the project management has been established. In this sense, the achievement of the planned project goals in time with the technical quality required will be ensured, facilitating the decision making processes.

Members of the Supervisory Board have been identified. Besides tasks and responsibilities of the management body have been detailed and further agreed among the members, aiming to establish the proper procedures to achieve a smooth implementation of the project.