



DELIVERABLE 1.1

Unity- Project Management Plan

Revision 1

Due Date: 31.07.2015

Date of submission: 30.07.2015

Lead Beneficiary of this deliverable: West Yorkshire Police

Dissemination Level: PU

Project Title: Unity

Grant Agreement: 653729

Funding Scheme: Research and Innovation action – Safeguarding Secure Society

Duration Time: 36 months

Start date: 01/05/2015



Project funded by the European Commission within the H2020 Framework Programme

Date: 30/07/2015

Document ID: D1.1 - PMP

Revision: Version 1



Document Change Log				
Revision	Edition Date	Author	Modified Sections / Pages	Comments
1	30/07/2015	L Gunby		First Version



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1. Project Management Protocols

1.1. Project Management Plan

The Unity Project Management plan is developed in line with the Annex 1 Description of Work (DoW) and serves to confirm the projects goals and objectives. Project Management will be carried out by the coordinator party, Office of the Police & Crime Commissioner for West Yorkshire (WYP) and will follow Prince2 principles

1.2. Organisational Structure

The governance framework proposed and illustrated in Figure 1 below, has been specifically designed to fit the complexity of Unity.

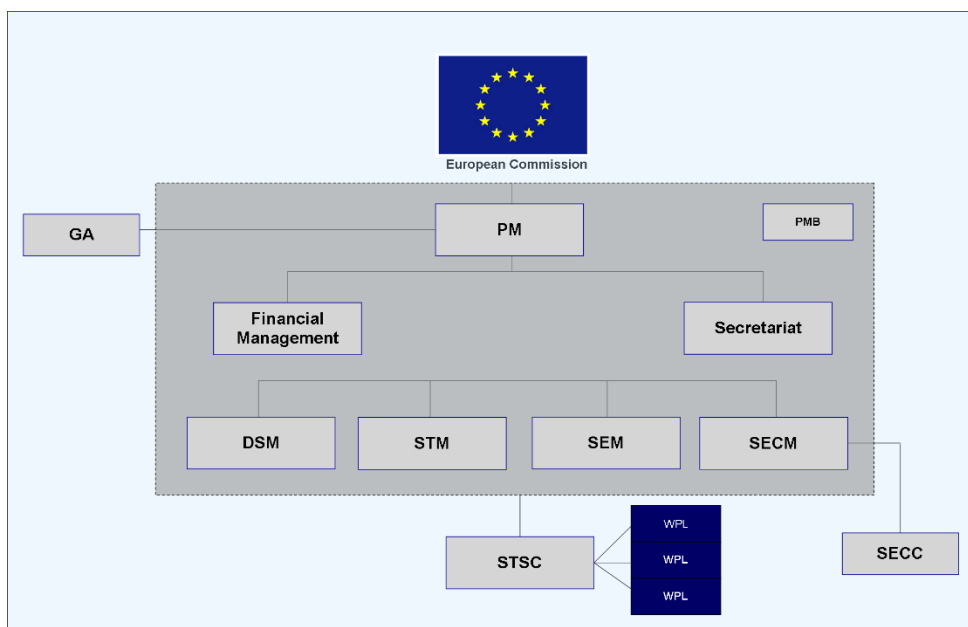


Figure 1: Project Organisational Chart

In order to cope with the complexity and diversity of the project activities, the solution designed is based on the presence of the following lines of management:

- Project Management (Project Coordination)
- Financial Management (FM)
- Socio-Economic & Exploitation Management (SEM)
- Scientific & Technical Management (STM)
- Dissemination & Standardisation Management (DSM)
- Security, Ethics and Confidentiality Management (SECM)

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Collectively, they will share the project responsibility and will act under the structure of the Project Management Board (PMB), the ultimate authority within the project, chaired by the Project Coordinator / Project Manager (PC & PM).

A dedicated **Unity Project Coordinator (PC) / Manager (PM)** will be allocated to the project. This role will be undertaken by Fazana Hussain, OPCC. The PM is the only official channel that interacts with the European Commission. Chairing the PMB (convened every six months) responsibilities include the contractual, organisational and work-related project issues. This includes the monitoring of the Consortium Agreement (CA) and the Grant Agreement (GA) together with the distribution of the consortium financial contribution. The PM will also provide project specific strategic direction, monitoring that all project activities are developed in a synchronised way and ensuring that all project deliverables are completed and submitted on time. The PM will also be responsible for collating the management documentation (progress reports, final report, and documentation for project reviews) and creating the collaborative conditions necessary for successful partnership and cooperation. A **Secretariat** will provide secretarial, administrative, financial and legal support to the PM and partly to the Financial Manager. Unity will have a dedicated Secretariat that supports project participants, fitting with the current project management practices at OPCC.

The **Financial Manager (FM)** will work closely with the PM in order to synchronise the contractual, administrative, accounting and financial issues. This role will be undertaken by Sophie Abbott, OPCC. The principal responsibilities of the FM will be to manage the accounting and financial procedures with the European Commission. Additional responsibilities also include the financial coordination of the distribution of the consortium budget to project partners, maintaining financial control throughout the duration of the project. The FM will also coordinate the preparation of project cost statements and support project participant in the collection of the required financial data for project reporting.

The **Security & Exploitation Manager (SEM)** will co-ordinate activities related to the socio-economic research, including the definition of business models for Emergency Planning and Crisis Management authorities. This role will be undertaken by Laurence Marzell, Serco. The SEM will report the results of those activities to the consortium and to the PMB. Taking responsibility for ensuring that the results are accurately addressed in the steering of the project and adapting additional activities upon which they may impact, in the form of guidelines and recommendations. Consequently the SEM will be in charge of the design and implementation of the exploitation of Unity results, as the project comes to its fruition as detailed in WP1. The SEM of Unity will be appointed when the project begins.

The **Scientific & Technical Manager (STM)** will co-ordinate the research and technological activities foreseen in Unity. This role will be undertaken by Marcos Sacristan, Treelogic. A central responsibility of this role will be to head the Scientific and Technical Steering Committee of the project. The partners involved in, and the aims of, the steering committee can be found within deliverable 1.5. The STM of Unity will be appointed when the project begins. An emphasis within the responsibilities is to assure, in conjunction with S/T work package leaders, the overall integration of the work packages and the establishment and monitoring of a quality assurance process. More specifically the activities which will be undertaken by the STM can be summarised as follows: synchronise and integration of the results achieved in each research activity, monitoring all development plans for those activities, and facilitating synergies amongst activities. Furthermore, ensure there is an exchange of feedback between research, development, piloting and validation activities. The SEM will also be required to report on the scientific and technical progress of the project to the PM and to the consortium. Collectively the SEM and the DSM will develop project specific outreach and publicity activities that ultimately exploit project results to wider stakeholders.

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The **Dissemination & Standardisation Manager** (DSM) will be responsible for the Unity exploitation and realisation strategy D8.4. This role will be undertaken by Holger Nitsch, FHVR. The DSM will facilitate all public relations activities as well as monitoring and documenting the standardisation results and actions. Ensuring the benefits of the new technologies developed in Unity are utilised. This approach will be achieved through active engagement with the relevant standardisation bodies and wider stakeholders. The DSM will be appointed when the project begins.

The **Security / Ethics & Confidentiality Manager** (SECM) will closely supervise the confidentiality, project integrity and project specific information that Unity produces. This role will be undertaken by David Waddington, SHU. As such responsibilities will include managing the flow of information between the partners and the wider stakeholders. The SECM of Unity will be appointed when the project begins.

In addition to those managers grouped under the PMB, the project has identified a lead partner for each work package. The **Work Package Leaders** (WPL) are responsible for the efficient supervision and control of the respective work packages. WPLs will also monitor the Work Packages progress with respect to project schedules, organising work package meetings as required and reporting progress and anomalies to the PMB. The WPLs facilitate the production of deliverables and reports ensuring effective and successful executing of Work Packages.

1.3. Management Bodies

The highest-level authority of the project will be the **Project Management Board** (PMB), formally empowered to take binding decisions. It will be in charge of: implementing the strategy approved by Consortium members grouped under the General Assembly and for managing operations; definition of the IPR strategy; addressing the strategy for the exploitation of the project results; assuring the quality policy inside the project; approving the deliverables for release; solving difficulties and major problems eventually occurring during the project; solving conflicts that may eventually emerge during the project. It will consist of the managers described above. Decisions in the PMB will be taken at the majority, with the PM having a casting vote.

The **General Assembly** (GA) is composed of representatives from all partners of the consortium. Upon recommendation of PMB the GA takes the final decision on: A) the overall-policy of the consortium, B) modifications or extensions of the consortium agreement, and C) modifications or extensions of the objectives of the project. In case of conflict between the PMB and the Scientific & Technical Steering Committee, the GA takes the final decision. The PM will keep the GA informed about the progress and the achievements. Decisions on the designation of the PMB, implementation plan, budget allocations, new members, revocation of the PMB, revocation of a Consortium Member, amendment to the EC Contract and alterations of the Consortium Agreement, need a 75% majority of all parties. For any other decision a majority of the votes and a majority of the parties is required. The GA constitutes a quorum if more than 50% of the parties are present or represented by a proxy. The overall Unity size is determined by the total invested resources (work and financial) in the overall project as it has been defined in the detailed work plan. The PM and the STM are ex-officio members of the GA. It meets regularly at least once a year or more frequently if more than 20% of the GA members require it. The GA elects its chairperson from the GA members. Each partner shall appoint a representatives participating to the GA, empowered of voting. The PMB is also responsible for the management of the International Advisory Board (IAB).

The IAB has a wide range of world-class experience in the domains related to Unity. The scale and scope of the expertise within the IAB reflects the broad landscape of CP and each member has been invited for



a specific purpose. IAB members will provide advice on substantive policing, community and security issues as well as methodological issues and advice from an end user's perspective. The purpose of the IAB is to provide the project with expert advice on all matters including technical issues, dissemination opportunities; potential links with end users, industry, SME's and with additional research projects etc. throughout the world. The IAB is composed of European and International experts.

The **Scientific & Technical Steering Committee (STSC)** will define the strategic technical activities of the project. The STSC will maintain overall quality of the scientific and technical work accomplished and verify the overall scientific and technical objectives continually monitoring relevance to the fast-moving context of the research field addressed by Unity. More specifically, the STSC will be responsible for corroborating the progress and work of the research and technological partners, maintaining overall integration of work packages and providing the strategic technical direction. The STSC will also advise the PMB and report to the GA on all scientific and technical issues, The Committee will assist and monitor the business model and contribute towards the Unity exploitation plan, suggesting and evaluating project produced dissemination and training actions. The STSC will be coordinated by the STM, who will report decisions taken to the PMB for final approval.

The **Security / Ethics and Confidentiality Committee (SECC)** will be chaired by the Security & Confidentiality Manager (SCM). The SECC will be composed of the law enforcement agencies involved in the project. Its main role will be to confirm that the project activities and procedures will be fully compliant with the need of data confidentiality in respect of security related issues, including compliancy with privacy and legal issues. The partners involved in, and the aims of, the steering committee can be found within deliverable 1.5. The project SECC will report directly to the PMB.

1.4. Planning, Reporting and Decision Making

The reporting to the EC will follow the rules and guides of the EC GA. With reference to all the deliverables to be produced by the consortium, the PM will be in charge of ensuring that the deliverables submitted to the EC will be structured, harmonized and organised to ensure that they are: timely; detailed; clear and effective; flexible and efficient in providing supporting documentation.

Mandatory decision rules are necessary for the success of Unity. The main instrument for achieving project internal consensus will be the meetings of the PMB (every six months). During the PMB, reports, requests and suggestions arising from the different lines of management will be discussed including any scientific and technical issues, as reported by the STM.

Conflict resolution will be discussed at the PMB, as detailed above. At these meetings, any foreseeable conflicts between the consortium partners will be discussed and resolved, before they have any impact on the project itself. In addition, each partner will also have the opportunity to discuss any project specific concerns they may have. Conflict is not expected to be a significant factor since the roles of each partner have been well defined. However, specific conflict resolution voting procedures will be documented in the CA and it will be the general effort of all partners to achieve solutions representing unity. In case of conflicts arising within the consortium the following contingency steps will be taken:

- The parties will try to resolve the conflict issue amicably between them;
- If this attempt fails the question will be brought to the first scheduled meeting of the PMB, or in case of urgency, an ad hoc meeting of the PMB will be called for by the PM, upon request of a PMB member;

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- The question will be discussed within the PMB, and the PM will try to solve it by consensus;
- If consensus cannot be reached, a vote will take place, according to the rules of the CA.

1.5. Monitoring and Quality Management

Quality Control (QC) is a mandatory requirement for Unity. It ensures that a complete quality process has been developed in order to achieve project results. The definition of an effective quality monitoring system is necessary for controlling the different phases of the project and will be detailed in the QMP. A review of all activities will be performed periodically to guarantee the minimisation of project deviation in comparison to criteria such as budget, quality, and schedule. Any detected deviation, due to unexpected technical risks, consortium disagreements, working problems, budgetary difficulties, will immediately lead to specific decisions, in order to adopt the necessary changes in the project work plan. The results will also be documented in the QMP, D1.4.

The Project will be supported by internal quality processes without additional cost to the budget. These will be detailed in the QMP, D1.4. The proposed quality system includes various forms and operational tools to support the delivery of the project. The identified QMP components have been designed with the aim of entailing all the different tasks and sub-tasks which will be performed in order to ensure high-level and consistent project outputs ensuring there are processes and procedures in place that monitor the progress and anomalies made throughout the project.



2. Project Gantt

Month	Year One					Year Two					Year Three					Title and Description																							
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15		M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36		
WP 1	Project management M1-36 WYP																																						
Task 1.1	M1	1.1									M2																										M6		
Task 1.2																		1.2																				1.2	
Task 1.3			1.4																																				1.3
Task 1.4		1.5																																					
WP 2	Ethical, Legal and Community Issues M1-32 UNIVDUN																																						
Task 2.1		2.5			2.6	2.1																																	
Task 2.2												2.2																											
Task 2.3													2.3																										
Task 2.4																																				2.4			
WP 3	Policing and Community Requirements and Best/effective practices M1-15 EUR																																						
Task 3.1					3.1																																		
Task 3.2							3.2																																
Task 3.3												3.3																											
Task 3.4													3.4																										
WP 4	Community Policing Delivery Framework M1-33 Serco																																						
Task 4.1					4.1								4.3																								4.6		
Task 4.2					4.2													4.4																			4.7		
Task 4.3																			4.5																		4.8		
WP 5	Technology Toolkit M1-36 SHU																																						
Task 5.1												5.1																											
Task 5.2														5.2																									
Task 5.3															5.3																								
Task 5.4																5.4																							
Task 5.5																																					5.5		
Task 5.6																																					5.6		
WP 6	Unity Integration Framework M1 - 36 Rinicom																																						
Task 6.1													6.1																										
Task 6.2																																					6.2		
Task 6.3																																						6.3	
Task 6.4																																					6.4		
WP 7	Test Beds, Pilots and Evaluation POLMAX																																						
Task 7.1					7.1																																		
Task 7.2							7.2																																
Task 7.3													7.3																									M4	
Task 7.4																																							
Task 7.5																																					7.5		
WP 8	Dissemination and exploitation training FHVR																																						
Task 8.1																																					M5		
Task 8.2														8.2																							8.2		
Task 8.3			8.3																																			8.3	
Task 8.4																																							