

## Steering committee minutes

### Summary:

- Monday: Welcome and Bowling site visit
- Tuesday: Steering Committee Steering Committee WP decisions (first part)
- Wednesday: Steering Committee WP decisions (second part) and conclusions

### Monday 3rd September:

- afternoon (13:00-17:00)
  - Welcome and Glasgow site visit at bowling

### Tuesday 4<sup>th</sup> September: Steering Committee WP decisions (first part)

- Eric Masson (U of Lille and Suricates project leader) recalls the SC meeting agenda in a short introduction.
- New members representing partners are presenting themselves to the Steering committee.
- Suricates members attending the Steering Committee are : Eric Masson (U of Lille), Hans Groot, Arjan Wijdeveld (Delatres), Alasdair Hamiton, Ignas Jakstys (Scottish Canals), Bruno Lemièrè (BRGM), Richard Lord, Ben Nunn, Neil Cochrane, Doug Bertram (U of Strathclyde), Mahfoud Benzerzour, Walid Maherzi (Armines-IMT Mines Douais), Pascal Isambert, Christian Traisnel (Team<sup>2</sup>), Jimmy Murphy, Siegmund Nuyts (UCC), Ross O’Sullivan, Joe Harrington, Brano Batel (CIT), Mohammed Boumadi, Tristan Debuigne, Delphine Hardy (Ixsane), Marco Wensveen, Alex Krichek (Port of Rotterdam).

### Tuesday morning session (9:00-12:00)

#### WP-2/WP-i (leading by Deltares)

Presentation by Hans and Arjan (Deltares, WP 2 leader).

Arjan asks if any partners have issues with the use of dropbox as a project repository. No current issues have been raised by partners but SC agrees that on a project scale the Dropbox solution might not be able to store all the project information. This point will be discussed in the Communication WP.

Hans recalls the actions decided at the last WP2-WPi meeting (06-06-2018, Delft) and SC members discuss about progress and upcoming tasks.

- General information: comes up with discussion of pilot sites (Bowling, Fort William, Applecross Street, Rotterdam)

- Alasdair says that volumes not yet clear and that he will add updated information on pilot sites.
  - Bruno presents the sampling strategy and parameters on soil and sediments by surface or sampling on the solid phase. Water phase using water wells (stratification on groundwater before designing the sampling method). Baseline monitoring on both sites Bowling and Fort William. Monitoring period to be conducted during the last week of September for Bowling and in October for Fort William. The sampling technics to be implemented as a T0 (i.e. baseline) monitoring will be
    - on site sediment/soil characterization (XRF, organic components)
    - groundwater sampling (EC on site; detailed sampling and characterization by UoS).
  - Arjan point out that we should decide who wants how many samples in order to Bruno and team can take sufficient sampling.
  - SC members agrees that Richard will take the lead in the monitoring plan following the T0 Baseline monitoring.
  - Alasdair recalls that dewatering operations has to be discussed during this meeting.
  - SC members agree that Applecross street can be a potential site to run an experience with binders
- Characterization of methods
    - Methods of characterization of sediments & What do we want to measure -> make use of a matrix covering the chemical, physical and geotechnical characterizations
    - Budget is agreed upon, started to work out
    - Bruno checked the Ceamas characterization list. It doesn't need any updates but we have to choose the methods and the parameters to be used for pilot sampling. Only parts of the CEAMaS list are relevant parameters
    - Mahfoud point out that characterization have to be provide according to the pilot objectives and it must be cost/benefit effective.
    - Bruno recalls that sampling objectives must address environmental analysis and civil engineering parameters. T0 monitoring parameters have to be decided before starting the pilot works in order to assess the environmental state prior to operations (i.e. baseline environmental conditions). Civil engineering also need to have a list of parameters before operational works on pilot sites because some of them can't be assessed after or during operations. T0 sampling also has to be suitable for civil engineering applications expected on each pilot site.
    - SC members discuss and agree with Arjan and Marco that T0 baseline monitoring for the Rotterdam pilot site can shift to spring 2019. It gives time to run the Baseline monitoring at all Scottish sites and to collect samples material for sediment characterization (also for geotechnical implementation).
    - Mahfoud talks of Prisma Tool from which it can be possible to define a sample strategy according to Suricates partners' country regulations. Prisma tools will be presented in the WP1 part of the SC.

#### Progress on pilot site

Hans recalls that selecting technics on every pilot site is the main issue: What is expected in which Volumes? SC members discuss on pilot sites issues and upcoming tasks for 2018-2019

*Bowling site:*

- Hans questions about bank protection using cement on the pilot site.
- Alasdair answers yes it's possible.
- Arjan: who decide the binder?
- About T0 monitoring, BRGM have to include the material (sediment) to be used to this site for any application. A characterization on the soil receiving the sediment + riverbank side and canal bank side receiving sediment (solid phase). Sampling of wet sediment is also expected.
- Arjan: do we need extra test for polluted sediment?
- Alasdair: Scottish canal can dredge clean sediment for the application
- Richard recalls that the regulation needs that the use of sediment is improving the pollution situation and the pilot site.
- Mahfoud will send a list of requirement shortly (next week) about potential characterization needs for different applications expected on Bowling site.
- Alasdair reminds the SC that Bowling's applications, i.e. bank protection and other application (phytoremediation), should be done within the project timeframe.
- Richard recalls that the Bowling's basin will be used for dewatering using bioengineering solutions, i.e. pond with phytoremediation.
- No benchmarking is expected with the implementation of Ixsane's dehydration pilot on other project sites. Bowling site is not suitable for mechanical dewatering test using Ixsane's dewatering unit. The dewatering test will be moved to Applecross street (Glasgow).
- Bank protection will be implemented using binders (or possible pozzolanic materials like fly-ash). Need to have tests results on binders from French partners soon. T0 monitoring needs to take materials for testing (river (to be dredged area & receiving area, channel site, soil in between the channel and river).
- Email to be sent by BRGM will describe what is needed for the binder tests.
- No guaranties on funding, but seems likely to come through.

*Fort William sites:*

The SC discuss about the Fort William location for one or two site and potential applications?

- Hans asks: what technics will be used?
- Alasdair: Dewatering for the car park lot.
- Tristan: where the equipment could be leaved? Car park is OK but dewatering for a car park application is not linked to the objectives and deliverables of Suricates. The over site is more relevant for Suricates and the Dewatering unit can stay on the parking location (i.e. upstream by the canal) even for a coastline/harbor application downstream.
- Bruno recalls the T0 sampling need and agenda for this one/two pilot site(s). T0 focusses on different dredging sites (channel and loch). Test material also has to be collected for dewatering tests.
- Tristan recalls that the volume issue of Suricates is a deliverable. Therefore it's very important for Interreg but it's also very important to design the dewatering unit. Thus, material volume needs must be considered for decision. Parking lot can be used for testing the mechanical dewatering. Volumes and sediment composition will be needed to setup the equipment at the parking. Parking can be a pilot site but the real application (i.e. regarding to the Suricates deliverable and topics) will be the loch site and the erosion/protection needs.
- Alasdair answers that the Fort William pilot site is/are a small scale application.

- Mohamed discuss about volume for the dewatering unit. The potential of the dewatering unit can range between 400 cu.m per hour to 60 cu.m per hour.
- Alasdair says that 60 cu.m should be ok.
- Tristan recalls that 220 cu.m is the project requirement according to the application form
- Arjan estimates that 30000 cu.m should be dredged in total at Fort William.
- Alasdair confirms it is possible to dredge this volume.
- Arjan recalls application objectives: Parking lot, shore protection, dike protection and concrete blocks building.
- A question is asked about the need of a permit for shore protection application?
- Alasdair answers yes.
- Mahfoud talks about poozolanic application. It's possible in the concrete and also in parking lot as a binder substitution.
- Richard recalls that ashes are also available from Fort William if necessary.
- SC agrees that the whole volume at Fort William will be used for parking lot (a part of the dewatering unit test) and for shore protection (as a Suricates pilot application).
- Dredging plan will be design by Allasdair and Isxane. 4 different locations will be collected in the channel. For now it is assumed that all 4 locations are different (can be mixed to 1 type later on, based on characterization results).

#### *Glasgow site (Applecross street):*

- Alasdair: Finance are arranged (feedback from April situation) and works should start over 6 weeks.
- Sediment reuse is not hard linked to the project (now aggregates are budgeted) so it raises questions:
  - Can we learn from this site?
  - Timeline is tight.
  - Sample and characterization will be done.
- SC comes up with the idea that Applecross street can test SURICATES solutions (objectives are slightly different of Suricates goals (road construction), but dredging is done with the purpose of flood reduction, reuse of the sediment is therefore contributing to the overall Suricates goal).

#### *Issues for Scottish pilots*

- Bowling is guarantee to be a pilot site in the Suricates for pilot applications.
- Only Glasgow (i.e. Applecross street) is already accepted.
- Tristan recalls that we have to decide 4 pilot applications in Scotland
- Bruno proposes 3 pilots Fort William and 2 for Bowling
- Mahfoud reminds the SC that 2 applications can be setup on one single pilot site
- Amount of material and minimal volume must be defined:
  - Dewatering unit at 60 cu.m per hour (small machine), seems to be enough but the Application Form needs a 220 cu.m per hour.
  - Expected volume applications should be:
    - 2.000 tons Fort William
    - 14.0000 tons Bowling site
- Might be difficult for upscaling and no guaranties yet to fund potential replications at a larger scale (but no problem for project goal of 16.000 tons of sediment)

*Port of Rotterdam site:*

- Deltares and Prot of Rotterdam are presenting an update on the pilot agenda and on harbor's targets.
- Arjan presents:
  - pilot issues and methods,
  - Objective of beach nourishment to prevent a return of sediment into the harbor,
  - Nature conservation site is finally decided,
  - Collection of material will be notify by Arjan and Marco for scheduling,
  - Authorities have accepted the pilot location.
- Monitoring 1 week or one day prior the dredging activities.
- T0 monitoring in mars (BRGM) and implementation in may.
- Proposition of Mahfoud to use a drone to monitor Port of Rotterdam activities.

*Prisma tool presentation (IMT Lille Douai)*

- Divided in four boxes (sediment/treatment center/storage area/materials)
- Focusses on cost optimization (direct cost, no indirect cost or benefits (economic impact))
- Screening tool for classification of potential re-use for different countries involved in the Prisma project (Belgium, France, The Netherlands and the United Kingdom)
- Prisma is not available as a full tool for suricates but Prisma can be used or can provide bricks of calculations for a new software.
- Prisma powerpoint presentation will be available thanks to Mahfoud.

**Review on deliverables for WP T2 + Investment WP's in 2018/2019**

**WP T2:**

- All deliverables for 2018 are expecting delays.
- Hans want us to build a matrix with pilot sites and analysis needed to help the monitoring/sampling/analysis decision process in the project.
- Arjan proposes the use of a matrix similar in form with the CEAMAS one.
- Bruno asks about a potential interest for moisture monitoring at T0, on site at Bowling and Fort William or at UoS.

*Activity 1 Pilot equipment to accelerate dehydration...*

- 1.1 (dehydration equipment); delayed, Q1 2019 (+6 months) : Tristan confirm that we are delayed and that the dewatering unit proto will be delay from September to mars 2019
- 1.2 (testing pilot equipment); delayed (Fort William => shift to Glasgow or Rotterdam, 2x 40 m3 containers), Q2 2019.  
Tristan: The equipment can be tested elsewhere? The design is finalized for a 60 cu.m yes and sufficient for Fort William if operating for 60 days 8h/day. Three locations available (i.e. Glasgow Applecross Street, Port of Rotterdam and Fort William) to test the dehydration equipment. Noises and other neighborhood disturbances should be taken into account in the design of the dehydration equipment.
- Other activities are planned for 2020.

*Activity 2 Formulation and lab tests...*

- 2.1 lab tests for bio engineering; on time, December 2018
  - 2.2 lab tests pozzolanic material; on time, December 2018
  - 2.3 concrete made of cement; on time, December 2018
- Question is asked about using French sediment to speed up the process is discussed but not decided.

*Activity 3 Validation of solution...*

- Activity 3 has no deliverable before the end of 2019. It was not discussed at the SC that was focusing mainly on activities up to Q2 in 2019.

*Activity 4 Replication conditions assessment on application...*

- Activity 4 is scheduled for the end of the project. It was not discussed but only mention in various discussions of the SC.

WP Ti

Description of all pilot sites are delayed of 3 months at least.

- Activity I1.1, I1.1 is on time
- Activity I2.1 etc. Scottish pilots are delayed of more than months.

**WP partners validate decisions and a plan for actions**

Decisions:

- Decisions are mainly related with the Investment WP's.
- Two Scottish pilot sites are suitable for deliverables and civil engineering applications according to Suricates' application form (i.e. Bowling and Fort William), 1 Scottish site (Glasgow's Applecross Street location) will remain as an optional site for testing the dewatering unit but it shouldn't be regarded as an implementation site according to the AF of SURICATES. So project focusses on Fort William & Bowling sites.
- Fort William will be a demonstration site for concrete blocks, parking lot (with binders), mechanical dewatering and to prevent coastal erosion in the loch at Corpach (coastal and canal defense). The parking lot will be used for dewatering within Suricates project and as a potential application (i.e. parking restoration) beside Suricates project,
- Bowling: Natural dewatering (use of phytoremediation), bank protection with binders

Actions:

- Team<sup>2</sup> organises a conference in November 2018 and invites a Suricates project presentation as an example of circular economy about sediment re-use.
- A presentation of Suricates pilots, sites and sediment reuse applications will be presented by Suricates Project Leader at a conference on "Recyclage des minéraux : pour quels types de défis dans les territoires ?" to be held the 15-16 november 2018 in Villeneuve-d'Ascq

(France). Eric will receive material from partners to present Suricates project at this conference.

- Plans for the pilot sites' works have to be done. This action will start after the steering committee (5th of September) as part of WP T2 activities.

## Tuesday afternoon session (14:00-17:00)

### WP T1 (leading by CIT)

Joe Harrington is presenting the update and conclusions of previous meetings of the WP.

Partners discuss activities, upcoming actions for 2018- 1st semester 2019 and all relevant WP's issues

#### *Activity 1 Method for assessing social risk...*

Feedback from Eric

- Deliverable 1.1 (GIS – sediment add-on): December 2018, on schedule.
- Deliverable 1.2 (GIS – implementation): June 2019, on schedule. Meetings with port authorities must be arranged in the following months. Eric Masson has to contact the Port of Rotterdam and Dunkerque for GIS implementation. Sygmund Nuyds will be in charge of contacting port of Cork and port of Rotterdam.
- Deliverable 1.3 (3 new sediment opportunities): March 2020 (not discussed in timeline)

We already had two meeting with UCC and there's another meeting scheduled for October 2018 as part of a WP1 meeting. Interaction with Prisma is discussed but it's not yet clear. Coupling the economic model to the Prisma tool will be set up in a following meeting in Cork (end of October/early November). Discussion on GIS software in relation to ICT security (can be stand alone, without on-line coupled database).

#### *Activity 2 Implementation of global cost-benefit methods...*

Feedback from Joe

- Deliverable 2.1: Should be delayed but a report can be issued in time on December 2018.
- Deliverable 2.2: Lot of work to do, September 2019 deadline might be optimistic
- Activity 2 actions worked out in presentation of Joe, some observations;
  - Prisma tool, no intellectual right issues on the model (open) but the existing software cannot be install as is on third parties'.
  - Economic data available in NEW countries has to be checked for economic model downscaling from national to regional level.
  - Meeting between economic team (Cork) and Bureau de Recherches Géologiques et Minières (France) in October/November 2018.
  - Environmental analyses; Glasgow takes the lead to study what criteria to use (like greenhouse gas emissions). More work is expected to go further on these issues.

*Activity 3 Real time monitoring to secure the operators...*

Feedback from Bruno Lemière

- Deliverable 3.1: Report on monitoring campaign (Rotterdam, Scottish Canals, Cork) deadline of march 2019 off schedule Deadlines depends on progress with pilot sites, March 2019 might be too optimistic
- Deliverable 3.2: Report on economic and social impact evaluation of project technologies. Deadline of December 2019 is depending on both 3.1 and activity 2. U of Lille will provide a Postdoc to run inquiries about social acceptance (riverine population and stakeholders).
- Deliverable 3.3: Development of guidance documents' deadline is June 2020. Release of those deliverables has to be postponed of 6 months (i.e. as late as possible). Document's building will start earlier but it must be linked with similar initiatives like CEDA, SedNet and PIANC. Final date of delivery depends on lessons learned from pilots.

WP partners validate decisions and a plan for actions

- 2018 and Q1 2019 target to be reviewed.
- Coming 6 months needs leap in progress.
- Staffing is mostly tackled.
- Presenting of GIS tool: first steering committee before advisory committee presentation (Work Package meetings to prepare, see notes on GIS versus Prisma)
- Actions U of Lille : add a presentation of the GIS to the next WP meeting and also the next SC before the advisory committee

**WP Long Term Effect (leading by BRGM)**

Partners discuss activities, upcoming actions for 2018- 1st semester 2019 and all relevant WP's issues.

Bruno gives a feedback on the activities of the LTE WP, upcoming actions for 2018- 1<sup>st</sup> semester 2019 and all relevant WP's issues.

*Activity 1: Data gathering from ports and waterways*

- Meeting BRGM and Lille team have a meeting then a meeting with CIT and UCC will be setup in October-November.
- Joe propose to organize a meeting with French team to harmonise the data gathering presentation i.e. October November.
- Bruno recalls the starting point.
- Arjan talks about google earth tool.
- Eric talks about the coastline erosion project (Eurosion).
- Tristan recalls the objective of proposing a stake analysis.



*Activity 2: Developing new business practices by involving end-users*

- Deliverable are not on track but depends on the advance of others WP. But no deliverable is expected before the end of 2019.
- Contact with Joan from SIRIA company (contact of Bruno with them) they have issued a report on London nature recreation using sediment.

*Activity 3: Addressing regulatory and political framework at local, Regional & National level*

- All activities are ongoing and have relation with field work and data consolidation.
- Pilot sites identified.
- No deliverable is expected before the end of 2019.

*Activity 4: Making results, pilot sites and pilot equipment available during and after the project*

- Limited progress on activities,
- First discussion between Ireland and France to have a consistent approach on the method
- Target for December 2018 will be limited to two small key areas, upscaling will be in 2019
- Rest of deliverables, no urgent deadlines
- Discussions about this activity:
  - Under control of TEAM<sup>2</sup> and interfere with the communication WP.
  - There's a need to decide of a web site for LTE dissemination of SURICATES outputs and documents.
  - Bruno questions of SEDILAB website and its relationship with Suricates?
  - Tristan answers that Team<sup>2</sup> will produce the content that could be upload to Sedilab Website.
  - Mahfoud recalls that using Sedilab website is possible but not mandatory
  - Bruno proposes Sednet website as an alternative or another option to publish and host Suricates documents.
  - Bruno proposes that Sedimentériaux' website could be under consideration for a French language solution?
  - Bruno recalls that EU circular economy 'good practice guides' platform is another potential solution.
  - Eric recalls that NWE Interreg website is also using a storage capacity that might be a potential solution for final documents.

*Actions and decisions:*

- A Skype meeting should be organised as soon as possible between U-Lille, CIT and BRGM teams to setup work package program of activities.
- Contact Joan (SIRIA) to discuss the implementation of sediments in the UK
- Also talk with zero waste Scotland on what is planned in Scotland
- **Hosting of project data**
  - Start of project: dropbox Arjan Wijdeveld (<https://tinyurl.com/y8dbglw6>)
  - Team 2 will take over role of Sedilab, but we can use the Sedilab website (for now); public domain (no IP)

# Suricates Project

## First steering committee

### Glasgow

September 3-5, 2018

University of Strathclyde

- Option to use the EU circular economy 'good practice guides' platform, free to join but unclear who is in control (also used for industrial lobbying)
- We can also use the official INTERREG Suricates website, Eric will check the capacity what we can host there
- Multiple hosting sites? Might choose one and link to other sites

## Wednesday 5th September: Steering Committee WP decisions (second part) and conclusions

### Wednesday morning session (9:00-12:00)

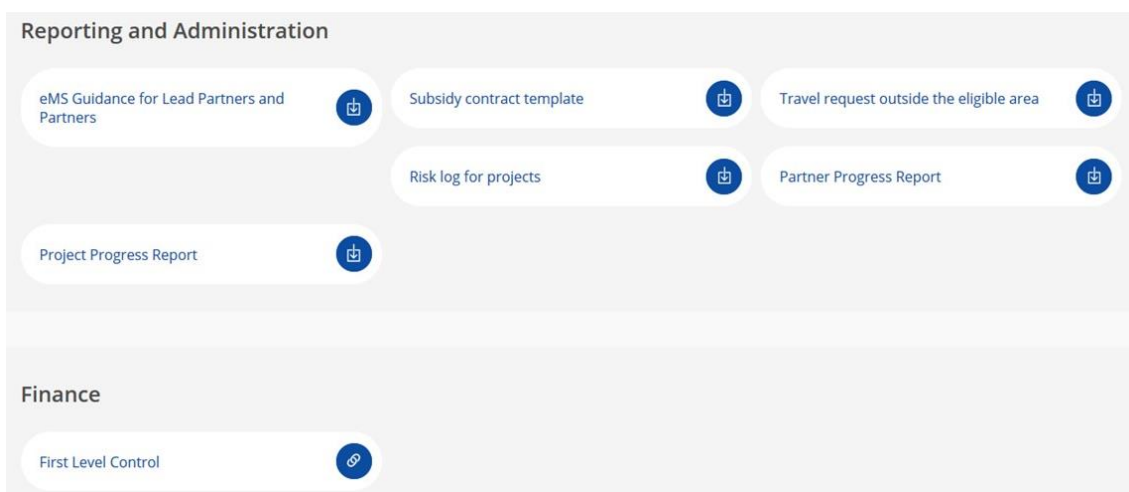
Partners finalise Tuesday's discussions, plans for actions and decisions.

The SC resume on WP T2 and WP I and the minutes of these discussions has been added with Tuesday's SC minutes (i.e. pages 1-6).

### WP Management (leading by U-Lille)

Eric is presenting the last updates on Suricates project Management.

- Partners Logos selection is discussed and a ppt file is collecting them (see attached file).
- Update on the revised Application Form, the Partnership Agreement and the subsidy contract.
  - The new Application Form has been submitted the 22/05/2018 then accepted and validated by Interreg's JTS the 19/06/2018
  - Partnership Agreement has been signed by all partners the 26/06/2018.
  - Subsidy contract has been signed the 18<sup>th</sup> of July by the HdF Region hosting the NEW Interreg funds and the 20<sup>th</sup> of July by University of Lille.
  - All information's need about the first claim can be found on the NEW Interreg website.
- Eric recalls the reporting procedure for the 1<sup>st</sup> project claim (October 2018).
  - <http://www.nweurope.eu/help-support/implementation-resources/>



- Reporting procedure: what is expected? According to the “ Reporting in the eMS - Guidance For lead partners and partners” document the reporting rules are:
  - Partners (including LP) create their own partner reports.

- Each partner report is verified by the partner's FLC in the eMS.
- The lead partner's FLC is also expected to check the quality of the information provided by the other partners. Therefore, the LP FLC checklist includes extra questions.
- Consequently, the FLC certified partner reports should be submitted first. Then the LP submits its own partner report to the FLC.
- All the partners are required to submit a partner report. No empty reports should be submitted. The partner which does not want to claim any costs fills-out the report anyway and submits it to the lead partner directly.
- Mistakenly created reports should be deleted.

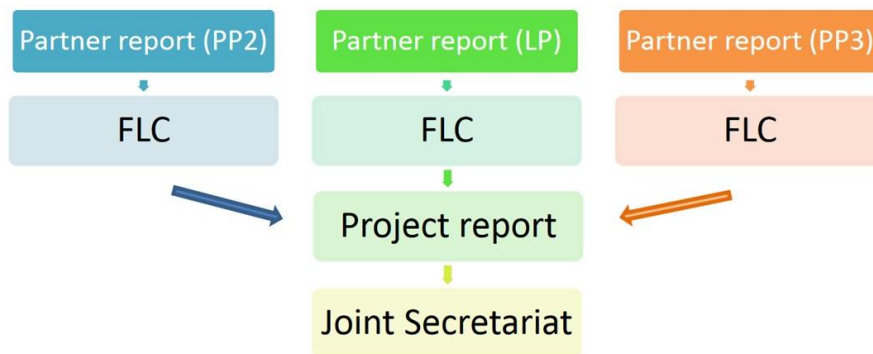


Figure 1 Reporting process in the eMS

## What if a partner cannot validate (FLC) its financial report on time for a claim?

**Caution!**

By default, it is possible to create just one report per period. As the NWE Programme asks two 6-monthly reports by period, you need to make sure the report is created for the relevant 6-month time span (1 January to 30 June, or 1 July to 31 December).

All the partners are required to submit a partner report. If there is no/not sufficient activity (or costs) to report on, the partner fills-out all other parts of the report (e.g. problems and deviations, activities if any, forecast for the next report). If not costs are claimed, the partner submits the report to the lead partner directly (not to the FLC).

Should you have mistakenly created a report, please delete it.

Documents issued from “Reporting in the eMS - Guidance For lead partners and partners”.

- Feedback from the Strategic committee and Risk Management report.
  - Risk management report is mandatory with the first claim
  - Proposal for a risk management log file
    - According to the Interreg Programme Manual 2014-2020 (version of 2018, p. 118-123) A “risk log needs to be submitted by the project as an annex to the first

progress report”. The following pages are presenting a proposal for a guideline to assess project risk and its management in Suricates project.

- Type of risk:
- According to the Interreg Programme Manual 2014-2020 (version of 2018, p. 118-123), “the type of risk event can be divided into the following areas:
  - a. Strategic – relating to the rationale, quality and timely delivery of the project objective, final result or the main project outputs (e.g. project results not achievable, major difficulties in delivering the main project outputs);
  - b. Technology or innovativeness – linked to the development or implementation of innovative technology or solutions; intellectual property rights should also be thoroughly considered;
  - c. Action plan – related to the sequencing of individual activities and how this affects other parts of the work plan; the adequacy of the time required for each activity – realism of the delivery timetable; the parameters determining whether an activity can be implemented; underperformance of individual partners or partnership as a whole; qualitative and quantitative modifications to the project deliverables that might affect the main project outputs; modifications in the type and scope of activities, etc;
  - d. Investment plan – linked to the investment delivery stages (feasibility study, permits and agreements including political approval and planning, procurement – including unsuccessful procurement, types of works to be undertaken), ownership or durability issues<sup>1</sup> as well as intellectual property rights, etc;
  - e. Procurement – apart from the investment angle mentioned above – linked to the involvement of external experts or consultants in project implementation (e.g. externalized project management, etc.);
  - f. Communication – potentially ineffective project communication strategy with internal or external effects (e.g. on target groups or stakeholders and hence the quality of outputs or deliverables), poor visibility on the NWE territory making roll-out difficult, non-compliance by partners or sub-contractors with programme publicity rules, etc;
  - g. Finance – linked to match-funding required for the project, accuracy of budgeting or financial milestone-setting for ERDF subsidy contracts, state aid or de minimis rule related, individual partner cash flows, etc.”
- Our proposition is to build a log file in excel in which we write each potential risk occurring within the project with the description table as shown below:
- The risk management table should be filled by members of the strategic committee based on the knowledge they have by themselves or the information they get from partners. This risk management log file should be updated and validated by the strategic committee on a six month period basis before each claim.

- Risk assessment:
  - Qualifying the risk by score using a matrix (adapted from Interreg Programme Manual 2014-2020, version of 2018, p. 118-123) of Likelihood versus impacts to calculate a risk score and to qualify its intensity in order to define suitable responses and actions.

X		Impacts				
		1	2	3	4	5
Likelihood	1	1	2	3	4	5
	2	2	4	6	8	10
	3	3	6	9	12	15
	4	4	8	12	16	20
	5	5	10	15	20	25

Likelihood	Likelihood of occurrence 1 = very low, 2 = low, 3 = medium, 4 = high, 5 = very high
Impact	Impact on the project 1 = very low, 2 = low, 3 = medium, 4 = high, 5 = critical
Score	= Likelihood x Impact (values 1, 2, 3, 4, 5, 6, 8, 9, 10, 12, 15, 16, 20, 25)

Score	Intensity
1	Very low risk
2	
3	Low to medium risk
4	
5	Medium risk
6	
8	
9	
10	Medium to high risk
12	
15	High risk
16	
20	Critical risk
25	

- A first step is assessing the likelihood of occurrence will be also be ranked from 1 (very low) to 5 (very high). Then, on a second step, the potential impact on the project is ranked from 1 (very low) to 5 (critical).
- A second step the risk score is calculated by multiplying Likelihood by impacts and the resulting score can be compare with the score intensity scale.
- In a third step, the strategic committee together with partners can assess the needs for a risk response and decide of actions to be implemented according to the risk intensity.
- Risk responses and actions:
  - According to the Interreg Programme Manual 2014-2020 (version of 2018, p. 118-123), “The response options are the following:

- Avoiding risks by eliminating the cause. This could mean, for example, changing a partner or a sub-contractor or, when dealing with a critical risk, terminating the project (e.g. the project objective is no longer viable for the target group).
  - Mitigating risks – minimising their impact or likelihood. This can be done as a preventive measure (influencing the causes) or decreasing the negative effects that could result from the risk (risk reduction). Although many response alternatives can be identified, the selected response should always allow the project's objectives and results to be achieved.
  - Transferring risks – shifting some or the entire responsibility for risks that are medium to low in terms of impact and likelihood to third parties (e.g. via sub-contracting).
  - Accepting risks with low impact and/or likelihood. This is a good choice if the effects on the project are minimal or the chances of influencing it prove to be very difficult or time consuming.”
- These four options of risk response should guide our response to potential risk according to its intensity based on its score.
  - Eric is presenting to the SC the current content of the Risk Management Log (see Excel File attached).
  - After discussion with the Suricates partners it has been decided that Eric Masson will send a version of the risk management log to partners for modifications and editing (if necessary).

Partners discuss activities, upcoming actions for 2018 - 1<sup>st</sup> semester 2019 and all relevant WP's issues

#### *Activity 1: Strategic committee:*

Eric recalls the previous workpackage meetings WPt1 (1meeting), WP LTE (1meeting), WPt2 & Wpti (2 meetings) WPM & WPC (0 meeting but coordination discussion within Steering Committee)

- One strategic committee meeting has been held in Deltares, Delft (NL) 7th June 2018
- Brief report on the discussions of the first Strategic Committee
- Risk report management, RGPD and list of Suricates people (project and finance),
- Communication strategy and workplan already issued by CD2E. No extra documents is needed but it is a basis for partners and the communication WP.

#### *Activity 2: Project coordination meetings*

- First Steering Committee meeting in Glasgow next one has to be organised in 2019.
- Discussion about the next Steering Committee (organisation, location and date) and other WP meeting.
- We need to organise 4 other meetings (following the same scheme)?
- WP coordination meeting does not exclude activity meeting with relevant partners.

#### *Activity 3: Advisory committee*

The Steering Committee start a discussion about the Advisory Committee (nomination, organisation, location and date),

- Two advisory committee meetings have to be setup

#### *Activity 4: Review committee on guidelines...*

- Discussion about Review Committee (nomination, organisation, location and date),
  - Setup process is no engaged
  - Actions:
    - List of potential review experts should be set up under the lead of BRGM
    - All RC members should be notified about RGPD regulation
    - A discussion goes about having a specific RC meeting needed or to schedule RC discussion beside Advisory Committee meetings.
  - Decisions: All partner will present a list of potential reviewers to the next steering committee.

#### Action and decisions:

- About the Strategic committee:
  - Next one has to be decided: location and date for 2019
  - Proposition could be end of june 2019 to have a better vision of project's achievements and issues.
  - Decision to be taken at the next steering committee.
- About the coordination meetings:
  - Next Strategic Committee has to be decided (location and date for 2019)
    - Proposition could be end of january early february 2019 before the next claim
    - Decision: the next SC will be held the 5-7 February 2019 at Delft or Rotterdam (to be finalised in the coming months) and will include a pilot site visit.
  - WP2 meeting in 15th of November in Lille No WP1 expected before the next SC, LTE at the next SC
- About the Advisory committee :
  - List of potential advisory experts should be setup
  - All members should be notified about RGPD regulation
  - Final decision will be made at the next Steering Committee for the location and date of the first advisory committee.

## Wednesday afternoon session (14:00-16:00)

### WP Communication (leading by U-Lille)

Partners discuss activities, upcoming actions for 2018 - 1<sup>st</sup> semester 2019 and all relevant WP's issues.

#### *Activity 1 Publications*

Discussion between partners goes on publications and deliverables :

- Conferences participations have already started.



- No press release has issued yet. Opportunities/perspectives for 2019?
- Partners are confident about reaching very soon the project targets about publications.

Actions:

- Building a list of publications made to monitor this indicator.
- Building a list of target conference at regional/national/international level.
- Building a list of high interest/outside NWE area conferences both for project selection and travel approval by the JTS.

*Activity 2 Digital activities:*

- General discussion about what belongs to digital activities.
- Websites and social networks should be selected as soon as possible.
- What rate of information each partner should sent to feed communication needs?
- Type of information: Technical and/or non-technical?
- Eric Masson recalls that most of the partners did not fulfill the contact tables (Scientific- both due to GDPR/RGPD - circulate to all people on list

Actions:

- Building a list of potential websites/social network candidates.
- Target objectives per partner should be decide for the end of 2018-june 2019
- Team<sup>2</sup> will be in charge of collecting propositions and informations from partners
- Team<sup>2</sup> will investigate website possibilities
- Team<sup>2</sup> will propose solution for the next Steering Committee.

*Activity 3 Promotional material:*

- A first set of discussions goes on communication supports. Ecards? Suricates Logo? Promotional gifts? Project ppt template? Flyers? Posters? Kakemono? Storymaps? all in different NWE languages.
- Tristan recalls that using the official Interreg logos and templates is mandatory.
- Eric agrees and explains that the discussion is not to replace or adapt them but only about adding supplementary graphics, visual, tools, objects that could help in making Suricates project more visible and similar between partners. NWE Interreg communication tools and logos (available at: <http://www.nweurope.eu/help-support/implementation-resources/>).
- A second set of discussions goes on the Book deliverable. It has already been discussed during the kick off meeting in Lille and briefly in other WP meetings but a steering committee is the right place of discussions for this deliverable. Partners are considering that this discussion is not yet an issue regarding to the delivery date by the end of the project.

Actions:

- Partners should send information material to prepare relevant communication supports
- Team<sup>2</sup> will be in charge of collecting them and making propositions to partners by the next Steering Committee.

## Suricates partners' logos



Partners' logos validated at the Steering Committee of Glasgow (3-5 September 2018)

### Activity 4 Start-up activities including communication strategy:

- Eric recalls that CD2E has already issued both documents which are mandatory to finalise the subsidy contract.
- JTS project officer has confirmed that these two documents are sufficient and that no change or modifications are expected from the JTS. This two deliverables are already completed from the JTS viewpoint.
- Eric asks the Steering Committee about the opportunity to renew this documents because they are dating from an old partnership where CD2E was still the Lead Partner and Team<sup>2</sup> was not included in our partnership.

#### Actions:

- Each partner should read carefully these documents during September.
- If no remarks is issued by the end of September the decision is to keep this document in their current state.

**Suricates Project**  
**First steering committee**  
**Glasgow**

September 3-5, 2018  
University of Strathclyde

Closing of the first Suricates Steering Committee.

