Engineering and Upscaling of New Floating Renewable Wind Energy Platform

Deliverable D1.1

Project Quality and Risk Management Plan

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EXECUTIVE SUMMARY

The purpose of the SATHScale Project Quality Risk Management Plan is to give an overview of the most relevant managerial aspects of the project, setting the rules and responsibilities, aimed at ensuring a good quality and progress of the work.

It will define the rules for preparing the deliverables and the ways of verification that will be implemented in the project before final internal validation and submission to the EC/Agency, as well as the identification of potential risks and mitigation measures and the implementation of such measures.

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ABBREVIATIONS AND ACRONYMS

Term	Description
CA	Consortium Agreement
CC	Conference Call
EAB	External Advisory Board
EC	European Commission
EC-GA	Grant Agreement with the EC
FM	Final Meeting
FR	Final Report
GA	General Assembly
IPR	Intellectual Property Rights
OM	Ordinary Meeting
PR	Periodic Report
PSC	Project Steering Committee
PO	Project Officer
QAP	Quality Assurance Plan
TL	Task Leader
ToC	Table of Content
WBS	Work Breakdown Structure
WP	Work Package
WPL	Work Package Leader
AST	Administrative Support Team

1. INTRODUCTION

This document describes the *SATHScale* Project Quality and Risk Management Plan. These two will be treated as two different entities all though the Project Quality Plan plays an important part of the risk-mitigating measures described in the Risk Management Plan (related to reducing the risk of poor project quality).

WP1 in SATHScale Project is devoted to ensuring the overall management of the work undertaken in the project. Therefore, this WP sets up the management guidelines with the aim to achieve the following goals:

- The overall strategic and operational management and steering of the project, ensuring the accuracy, quality and timeliness of deliverables.
- Ensure the seamless integration of the activities (i.e., manage the time and result dependencies) by reviewing and assessing the progress of SATHScale activities towards the defined goals and objectives.
- Co-ordinate and ensure the coherence of all the developments between Work Packages.
- Conduct the financial and administrative management of the project.
- Establish the communication flow and methods for reporting, monitoring, quality assurance and innovation management.
- Periodic monitoring of risks and implementation of contingency plans if needed.
- Manage liaison with the European Commission and the production of periodic reports.
- Manage the knowledge and Intellectual Property Rights, including any legal agreements such as the Consortium Agreement and other agreements required for the use, access and exploitation of results and background.
- Manage the public face of the project and encourage networking with other related projects and ocean energy platforms and initiatives.
- Promote gender equality.

1.1 PURPOSE AND SCOPE

The purpose of the SATHScale Project Quality Risk Management Plan is to give an overview of the most relevant managerial aspects of the project, setting the rules and responsibilities, aimed at ensuring a good quality and progress of the work.

1.2 INTENDED AUDIENCE / CLASSIFICATION

The intended audience of the Project Quality and Risk Management Plan is all project stakeholders including the European Commission, senior leadership and the project team.

1.3 APPLICATION DOCUMENTS

Inputs from the following documents were used as a source of information for preparing this document:

TABLE 1.1: APPLICATION DOCUMENTS

REF	Document
AD-01	Grant Agreement – 958938 - SATHScale

1.4 DOCUMENT STRUCTURE

The deliverable is structured in the following chapters:

Chapter 2: Project Management Structure.

Chapter 3: Project Quality. Defined as quality in all results from the project, hereunder quality of formal deliverables and dissemination material as well as fulfilment of obligations defined in the SATHScale Grant Agreement.

Chapter 4: Risk Management Plan. Contains the description of the management procedures for the identification, analysis, evaluation and monitoring of the potential and detected risks.

FIGURE 1.1: EXAMPLE OF FIGURE

2. PROJECT MANAGEMENT STRUCTURE

This section describes the project management structure of the project, that is, the governance structure, the role and responsibilities of the various actors/partners and how the relationship with the EC, as funding authority, will be managed. Currently, Ms. Sonia K. is the designated EC contact for the SATHScale project.

The next graph shows the main roles and gives an overall picture of the governance structure for the SATHScale project.
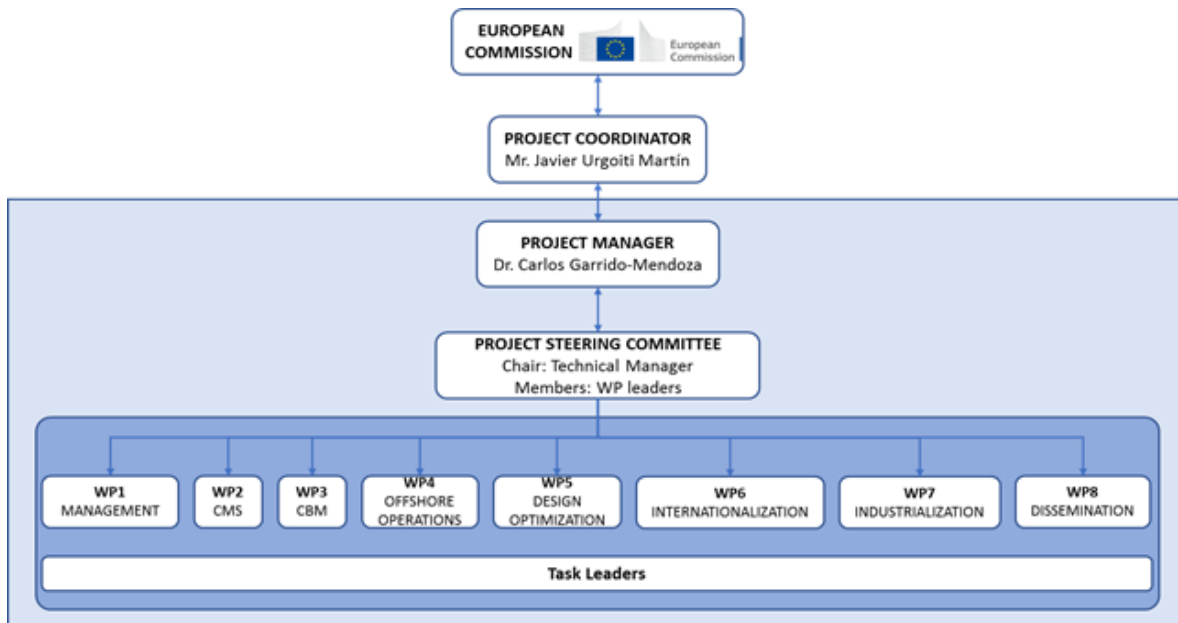
FIGURE 2.1: PROJECT MANAGEMENT STRUCTURE

2.1 PROJECT STEERING COMMITTEE (PSC)

The Project Steering Committee (PSC) consists of the Coordinator and the Work Package Leaders (WPLs). The appointed PSC members are the following:

TABLE 2.1: PSC MEMBERS

No.	Partner	WPL	Manager
1	Saitec S.A.	WP1	Carlos Garrido-Mendoza
1	Saitec S.A.	WP2	Aitor Sanz
1	Saitec S.A.	WP3	Aitor Sanz
1	Saitec S.A.	WP4	Aitor Gallego
1	Saitec S.A.	WP5	Araceli Martinez
1	Saitec S.A.	WP6	David Carrascosa
1	Saitec S.A.	WP7	Luis Gonzalez-Pinto Barrenetxea
1	Saitec S.A.	WP8	Coral Jaén Garrido

The PSC is responsible for proposals and recommendations on the global steering, monitoring and management of the SATHScale project, as well as for the execution of the GA decisions.

2.2 PROJECT MANAGER

The PM, Dr. Carlos Ariel Garrido-Mendoza, will be the intermediary between the partners and the Funding Authority and will perform all tasks assigned to it as described in the EC-GA and in the CA. In particular, the PM will be responsible for:

- Monitoring compliance by the partners with their obligations.
- Keeping the address list of members and other contact persons updated and available.
- Collecting, reviewing and submitting information on the progress of the project and reports and other deliverables (including financial statements and related certifications) to the Funding Authority.
- Preparing the meetings, proposing decisions and preparing the agenda of general meetings, chairing the meetings, preparing the minutes of the meetings and monitoring the implementation of decisions taken at meetings.
- Transmitting documents and information connected with the project, including copies of Accession documents and changes of contact information to the partners.
- Administering the financial contribution of the Funding Authority and fulfilling the financial tasks and schedules.

The PM will summarise the overall SATHScale project status and planning. The schedule and the effort tables will be updated with the data obtained from the Work Package Leaders.

2.3 WORK PACKAGE LEADERS (WPL)

The Work Package Leaders (WPLs) are responsible for the performance of specific Work Packages (WP). Each WPL involved will appoint a Work Package Manager.

The appointed WP Managers are the following:

TABLE 2.2: WP MANAGERS

WP	Partner	WP Manager
WP1	Saitec S.A.	Carlos Garrido-Mendoza
WP2	Saitec S.A.	Aitor Sanz
WP3	Saitec S.A.	Aitor Sanz
WP4	Saitec S.A.	Aitor Gallego
WP5	Saitec S.A.	Araceli Martinez
WP6	Saitec S.A.	David Carrascosa
WP7	Saitec S.A.	Luis Gonzalez-Pinto Barrenetxea
WP8	Saitec S.A.	Coral Jaén Garrido

WPLs will be committed to:

- Ensure the accomplishment of the technical objectives of the WPs;
- Report and follow deliverables and milestones to the Coordinator;
- Assess the quality of the outputs from the WP, including their own deliverables;
- Facilitate and actively participate in the technical meetings required to track the work progress and discuss and report project detail;
- Archive all documents related to the led WP;
- Refer to the Coordinator in case of major issue that may affect the completion of the work;
- Report the WP progress at each GA meeting.

WP meetings will be convened when needed, either face-to-face or using audio/video conferencing tools.

2.4 TASK LEADERS (TL)

The Task Leaders (TLs) are responsible for the performance of specific Tasks. TLs will be committed to:

- Ensure the technical follow up of their specific task and the detailed coordination with the other tasks within the WP.
- Assure the timely and proper execution of their tasks and report to the WPL in case of any deviation or risk.
- Lead the preparation of the deliverables resulting from their Tasks and the coordination with other tasks for their participation in the deliverable preparation.
- Prepare and deliver the internal Task progress reports upon request to the WPL.

Task meetings will be convened when needed, either face-to-face or using audio/video conferencing tools.

A list of all task leaders in the different WPs is included in Annex I (Contact list) of this document.

3. PROJECT QUALITY IN SATHSCALE

Project Quality in this deliverable is defined as quality in all results from the project, hereunder quality of formal deliverables and dissemination material as well as fulfilment of obligations defined in the SATHScale Grant Agreement.

This Quality Assurance Procedure covers the most relevant managerial aspects of the project, setting the rules and responsibilities of the partners aimed at ensuring a good quality and progress of the work.

The project will apply an internal reviewing procedure to guarantee the quality of its results. Each WP leader will be responsible for the quality of the results, especially the deliverables, which will be subject to a peer review by at least one expert and the Steering Group approval.

3.1 PROGRESS MONITORING

3.1.1 INTERNAL MONITORING

The Project Management Plan (D1.2) documents in detail the project Work Breakdown Structure (WBS) and the related elements that support the project's schedule.

The actual schedule performance will be then periodically compared to planned performance in order to implement corrective action when actual performance deviates from planned or required performance. In fact, the Project Management Plan has been updated twice during the project execution (i.e., at Month 18 and Month 30), coinciding with the periodic reporting periods to the EC.

The internal monitoring will be facilitated by the project management structure. The PM will monitor overall project progress with the help of the Work Package Leaders (WPLs). **WPLs will report progress made on technical tasks since last report at every Project Steering Committee (PSC) meeting every 3 months**.

Besides, **every partner should submit interim Financial Statements to the Coordinator for financial monitoring every 6 months**. Even though this is not a contractual obligation, it is strongly recommended, especially for partners with less management experience in European projects. The Coordinator will review, consolidate and inform WP Leaders.

The actual Gantt Chart will then reflect progress achieved and agreement of the revised schedule, if necessary.

These reports will allow monitoring the progress, gathering the information periodically and will be the base of the Periodic and Final Reports.

A template will be provided by the Project Coordinator and made available on the Collaborative Workspace.

3.1.2 EXTERNAL MONITORING

External monitoring will be carried out by the EC. This external monitoring will be based on the review of Project Reports and Deliverables by the reviewers selected by the Commission. Project Deliverables, Periodic Reports (PR) and Final Report (FR) constitute the contractual obligations acquired by SATHScale Consortium upon signature of the EC-GA.

A detailed schedule of Project Deliverables is included in D1.2 Project Management Plan.

During the SATHScale project, two Periodic Reports shall be submitted to the EC in English, covering the periods RP1 (from Month 1 to Month18) and RP2 (from Month 19 to Month 36). Further details on periodic reports are provided in Section 3.5 of this document.

3.2 DOCUMENT MANAGEMENT

3.2.1 DOCUMENT TEMPLATES

Templates for the most relevant project documentation have been prepared by means of Office tools. It is compulsory to use the templates for all the documentation generated within SATHScale project.

The documentation templates are the followings:

- Deliverables
- Technical notes
- Meetings minutes
- Presentations
- Internal WP Progress Report
- Interim Financial Statement

All files stored on the project archive should adhere to the following naming conventions:

SATHScale_<DX.Y/WPX/TX.Y>_<Title>_<Date>_<Version>.<Ext>

Where:

<DX.Y> Deliverable number, as "D1.1" for Deliverable 1.1

<WPX> Work Package identifier, as for example "WP1" or "WP2"

<TX.Y> Task number, as "T2.1" for Task 2.1

<Title> Short description of document

> <Date> Date in "yyyymmdd" format
>
> <Version> Version identifier, as 'v0' or 'v2.1'
>
> <Ext> Extension of the file name (docx, xlsx, pptx, pdf, ...)

Example:

SATHScale_D1.1_Project Quality and Risk Management Plan_20201222_v1.0.docx

3.2.2 DOCUMENT STATUS

The documents status will be defined according to the next table:

TABLE 3.1: DOCUMENT STATUS

Status	Description	Responsible
Draft	The primary author of a deliverable has at least defined the Table of Content (ToC) of the document and expected contributions from partners are under edition.	Task Leader
Released	The edition process is finished, and the document is ready to be peer reviewed.	Task Leader
Reviewed	The peer review has been completed and the feedback has been sent to the primary author.	Peer reviewer
Approved	The document is approved by the Coordinator and is ready for submission to the EC. This version has to be available for the delivery date.	Coordinator

The dissemination and security levels should be **marked at the first page of the documents** in order to make them clearly visible.

According to the EC-GA, deliverables are either Public or Confidential, that is, only for members of the consortium (including the Commission Services). The Adobe Acrobat PDF will be used for distributing documents outside the project Consortium.

3.3 QUALITY IN DISSEMINATION

Deliverable D8.2-D8.4 Plan for Dissemination and Communication (due M6-M18-M30) is dedicated to promoting high quality dissemination material in compliance with the SATHScale Grant Agreement. Below a summary of D8.2 is presented with focus on securing quality in dissemination.

Regarding dissemination quality in SATHScale there are three main elements to consider namely:

- Official SATHScale dissemination materials and dissemination tools
  - Logo
  - Templates

> - o Website
> - o Etc.
> - The SATHScale Dissemination Committee
>   - o Responsible for compliance with dissemination guidelines and procedures
> - A formal procedure for preparing, approving and publishing dissemination material in SATHScale.

The main responsibilities of the Dissemination Committee include:

- Provide guidance for the dissemination.
- Review of dissemination material from beneficiaries, such as journal papers, conference presentations, press releases, etc.
- Dissemination of project results through different activities such as workshops, webinars, conferences, press releases, etc.
- Ensure compliance with the rules stated in the Grant Agreement regarding dissemination in projects funded through EMFF.

The Dissemination Committee must be informed of, and approve all, public dissemination activities. They keep track of activities and ensure that all knowledge-sharing activities conform to the agreed guidelines.

3.4 QUALITY IN DELIVERABLES

The review procedure uses the official delivery month as a baseline and tracks backwards in time to identify deadlines for the different quality assurance activities (reviews). Table 3.2depicts each step in the review procedure with reference to deadlines on basis of official delivery month.

About two and a half month prior to the deadline for official submission of a deliverable, the Project Manager will send the lead beneficiary a reminder, including a copy of Table 2.

The official delivery month (as defined in the SATHScale Description of Action) of the deliverable is represented by "T". Unless agreed otherwise the term "delivery month" means "received by the recipient at 12:00 CET on the last workday in the project month T", where month 1 is November 2020. The official deadline for a deliverable due in M12 would therefore be 31st of October at 12:00 CET.

TABLE 3.2: SATHSCALE DELIVERABLE REVIEW PROCEDURE

When	Responsible	Action	Receiver
T - 2 months	WP leader/Lead beneficiary	Name peer reviewers for deliverable	PM
T - 1 month	Lead beneficiary	Submit advanced draft or full deliverable	PM/Peer Reviewers
T – 2 weeks	Peer Reviewers	Submit feedback on deliverable	Lead beneficiary

T – 1 week	PM	Submit feedback and final approval	Lead beneficiary
T – 2 workdays	WP leader/Lead beneficiary	Upload final version to project-internal website	http://www.sathscale.eu/
T	AST	Submission to European Committee	EC

The Lead beneficiary (responsible for the deliverable) is responsible for compliance with the review procedure. The WP-leader has an overall responsibility for all deliverables in his/her work package while the Project Coordinator has the overall responsibility for all deliverables in *SATHScale*.

The PM and the Administrative Support Team (AST) will keep records of each deliverable, its assigned peer reviewers and the review process itself.

Below each activity is described in detail.

3.4.1 APPOINTMENT OF PEER REVIEWERS FOR DELIVERABLE

Two months prior to the official delivery month (T – 2 months) the lead beneficiary (responsible for the deliverable), in collaboration with the relevant WP-leader, should appoint two peer reviewers for the deliverable in question. The appointment criteria are as follows:

1. The peer reviewers must be members of the consortium.
2. The peer reviewers must not be involved in the writing of the deliverable.
   a. No task members from the task in which the deliverable is developed.
3. The peer reviewers should be capable of performing a good review.

3.4.2 SUBMISSION OF ADVANCED DRAFT OR FULL DELIVERABLE FOR REVIEW

One month prior to the official delivery month (T- 1 month) the lead beneficiary (responsible for the deliverable) must send an advanced draft, or ideally the full deliverable, to the peer reviewers and the PM. The lead beneficiary should also include the deadline date for submitting feedback. The receivers should confirm receipt, indicate whether or not the information sent is sufficient to perform a review and confirm that the deadline for submitting feedback will be kept.

The advanced draft or full deliverable must be sent in word-format so feedback can be incorporated directly into the deliverable.

3.4.3 SUBMISSION OF FEEDBACK FROM PEER REVIEWERS ON DELIVERABLE

Two weeks prior to the official delivery month (T- 2 weeks) the peer reviewers should send feedback to the lead beneficiary. The lead beneficiary should confirm receipt of the feedback (confirmation of receipt to peer reviewers should also be copied to the Project Manager for documentation purposes).

Feedback should be given directly in the deliverable as comments or in the text by using "Track Changes". Any other feedback can be given in a separate document or by e-mail.

The peer reviewers' feedback should focus on technical aspects of the deliverable in addition to completeness and readability.

3.4.4 SUBMISSION OF FEEDBACK AND FINAL APPROVAL FROM PM ON DELIVERABLE

One week prior to the official delivery month (T- 1 week) the Project Manager should send feedback and final approval to the lead beneficiary.

Feedback should be given directly in the deliverable as comments or in the text by using "Track Changes". Any other feedback can be given in a separate document or by e-mail.

The PM's feedback should focus on adherence to the *SATHScale* Description of Action, formal aspects such as correct usage of the official project template, etc. This in addition to readability and if possible, technical aspects and completeness

3.4.5 SUBMISSION OF FINAL VERSION OF DELIVERABLE

Two workdays prior to the official deadline (T-2 workdays) the lead beneficiary should upload the final deliverable to the project-internal website and inform the Project Manager that the upload is complete. The deliverable should be uploaded to the "Deliverable Folder" found under each work package.

A list of checkpoints has been created to be ticked off by the lead beneficiary before finalising the deliverable. These checkpoints are incorporated into the deliverable template so the lead beneficiary must tick off the list. The list will be read and deleted by the AST before official submission of the deliverable to the EC.

TABLE 3.3: CHECKPOINTS BEFORE FINALISATION OF DELIVERABLE

Checkpoint	√
Appearance should be generally appealing and according to the *SATHScale* template.	☐
The executive summary should give a short and to the point description of deliverable.	☐
All abbreviations should be explained in footnotes or in separate list.	☐
All references should be identified and listed.	☐

The deliverable must clearly identify all contributions from partners. It must justify the resources used.	☐
The deliverable must clearly identify the contributions to the state of art. It must justify the scientific contributions.	☐
Each QA check should be signed off in the **Change Record** on page 2.	☐
A full spell check should be completed.	☐

The deliverable should be uploaded in word-format, so the PM is able to make any final amendments. This however does not entail that the lead beneficiary should regard the deliverable as anything but final version.

3.4.6 OFFICIAL SUBMISSION OF DELIVERABLE TO EC

On the official due date of the deliverable (T, the last workday in the delivery month) the PM will make the official submission of the deliverable to EC in pdf-format. Submission will be done through the EC participant portal in accordance EMFF requirements.

3.5 REPORTING

Reporting to EC will be performed continuously through the available tool. Continuous reporting will consist of submitting project deliverables as they are released.

This section presents the *SATHScale* reporting requirements, both in terms of internal progress reports and official EC reporting requirements.

The *SATHScale* Grant Agreement (Article 15) specifies the reporting requirements imposed on the Project Coordinator and each beneficiary as well as third parties. An outline is presented below.

SATHScale is divided into the following reporting periods (RP):

- RP1: From M1 to M18 (1st November 2020 to 30 April 2022).
- RP2: From M19 to M36 (1st May 2022 to 31st October 2023)

An overview of the progress of work including the following aspects:

- Publishable summary.
- Project objectives for the period.
- Work progress and achievements during the period for each work package:
  - Summary of progress towards objectives and details for each task.
  - Highlighted significant results.
  - Reasons for deviations from Annex I + their impact.
  - Reasons for failing to achieve critical objectives.
- Project management:

- o Changes in consortium.
- o Project meetings – dates & venues.
- o Project planning and status.
- o Changes to the legal status of any of the beneficiaries.
- o Development of the Project website.
- o Use of foreground and dissemination activities.
- Deliverables and milestones tables.

An explanation of the use of the resources:

Explanation of personnel costs, subcontracting and costs incurred by each beneficiary, linking them to work packages.

Financial Statements (Form C) and Summary Financial Report:

- A Financial Statement (Form C) from each beneficiary.
- A Summary Financial Report consolidating the claimed European Commission contribution of all the beneficiaries.

The periodic reports production will be according to the next guidelines:

- The Partners will send their technical ("overview of the progress of work") and financial ("explanation of the use of the resources") contribution to the Coordinator.
- The Partners will fulfil their Financial Statement (Form C) via Participant Portal. In addition, the following need to be signed and sent in original to the Coordinator:
  - o Form C (signed by the authorised person(s) within the beneficiary's organisation).
  - o Certificate on the Financial Statement (if required) (signed by an authorised person of the auditing entity).
- Finally, the Coordinator:
  - o Will consolidate the Periodic Report and sends it to the Commission by electronic means (Participant Portal).
  - o Will send the original signed Form C from all the beneficiaries and Certificates on the Financial Statement (if required) to the Commission.

The project will be continuously monitored in order to assure the quality of the deliverables, detect problems as soon as possible, manage the identified risks and fulfil the work plan.

Technical Monitoring:

The Work Package leaders will be the responsible for managing the tasks grouped in the Work Packages.

Each WP leader must report to the Management team, ensuring the fulfilment of duties from the scientific point of view.

Through periodic project meetings: each 6 months and additional meetings if needed.

- Revision and discussion of technical activities and results
- Evaluation of risk assessment and establishment of contingency plans
- Coordination among different WPs and tasks

Financial Monitoring:

Each 6 months, before the project meetings, each partner will send to the coordinator an explanation of the use of the resources and an explanation of costs incurred by each beneficiary, linking them to work packages.

3.6 GENDER ASPECTS

Although the research in SATHScale has not a direct focus on gender dimension, the project intends to promote different actions for gender participation in all project activities, from management to technology development, exploitation, dissemination and communication. Actions such as the establishment of a more flexible work schedule, possibility of joining the meetings via teleconferences and in general, measures to help reconcile work and family life will be promoted. Women will be encouraged to take on management roles in the project, to present project results at scientific conferences and to participate in committees and working groups.

In order to track progress of gender aspects, partners will report the number of female and male participants in each Periodic Report to the EC through the Participants Portal.

Promotion of equal opportunities in offshore energy is of particular relevance since it is a field traditionally associated to men.

4. SATHSCALE RISK MANAGEMENT PLAN

The SATHScale project will implement a project risk management process that will monitor and control the project risks in a continuous manner. The Coordinator will be in charge of this continuous follow-up, and **there will be a point dedicated to risk management in each Project Steering Committee (PSC) meeting**.

The risk management strategy will include the early identification of risk, the assessment of risk level, the assignment of risk ownership, risk mitigation ownership, and ownership for updated assessment of risk level after mitigation actions are implemented.

The Coordinator has ownership of project risk management including of the project-wide execution of the risk management plan. Each WP Leader (WPL) has ownership of the technical risk associated the WP, except for those risks where he does not have the technical and financial capacity to implement risk mitigation. In this case, risk ownership is assigned to the Consortium as a whole.

At least regular **six-monthly project assessments** will be performed, to determine the advances/delay of the project with respect to the planned activities and identify any potential risk to define and apply any contingency action when it is necessary. Follow-up and decision of the risks associated to the project will be done at two different levels:

- **Technical risks**: Decisions to be taken at Project Steering Committee. Appropriate risk management procedures and standards will be implemented.
- **Strategic, organizational, managerial risks**: Decisions to be taken at General Assembly level. The project risk register will be the main instrument to manage project risks.

A register of residual risk has been created at the beginning of the project and will be updated during the project execution. The Annex 1 of the EC-GA identifies the potential risks and associated contingency plans in case of problems during the project execution.

An internal project risk register will be maintained and stored in a root folder of the collaborative workspace. Each of the identified project risks will be scored using the product of probability (P) and impact (I) as depicted below.

- Green indicates that the project is on track. The identified risks are not expected to impact the other project metrics or overall business outcomes.
- Yellow indicates that some course correction may be required. One or more identified risks may impact the other project metrics or overall business outcomes and some course correction may be required.

Risk (R)		Probability (L)		
		Low	Medium	High
Impact (I)	High	3	6	9
	Medium	2	4	6
	Low	1	2	3

- Red indicates that significant course correction may be required. One or more identified risks may impact the other project metrics or overall business outcomes and significant course correction may be required.

TABLE 4.1: SATHSCALE PROJECT RISKS REGISTER

Risk Nº	Description of risk	WP	Proposed risk-mitigation measures
1	**Management Risks** – Losing critical staff or partners at a crucial point of the project. Impact: Low Likelihood: Medium	1	Identify critical overreliance and mitigate with collaborative approach within consortium. Use consortium network to identify alternatives.
2	**Management Risks** – Unexpected delay delivering project deliverables. Impact: Medium Likelihood: Medium	1	Ensure rapid communication of delays within consortium and agree on support from partner with adequate resources.
3	**Management Risks** – WPs resources not well balanced. Impact: Medium Likelihood: Low	1	Monitoring of the work and reallocation of resources in other WPs where necessary by the S&T Committee.
4	**Technical Risks** – Lack of information to develop research activities. Impact: Low Likelihood: Medium	2, 3, 4, 5	Comprehensive information can be provided in time. Provisions will be made in the Consortium Agreement (IPR issues).
5	**Technical Risks** – Weather conditions do not allow enough time for the expected monitoring data. Impact: High Likelihood: Medium	2, 3, 4, 5	Allow extra slack in planning (Gantt) for critical task. Re-schedule activities to prioritise critical activities.
6	**Technical Risks** – Ability of the CMB system to detect and classify damages at early stages. Impact: Medium Likelihood: Low	3	Environmental conditions and uncertainties not employed during the training phase limits the reliability of damage diagnosis. Data normalization and clustering techniques will mitigate this effect.
7	**Technical Risks** – International markets barriers to internationalize the technology. Impact: Medium Likelihood: Medium	7	Identifying and selecting the appropriate distribution channel options and ensuring clear communication with the business partners.
8	**Management Risks** – Approvals including permitting and licensing will be obtained for the duration of the deployment. Impact: High Likelihood: Low	1	Initial preparation stages will be started before project start.

5. CONCLUSIONS

The project quality and risk management plan presented in this deliverable is highly suited to ensure a successful initiation, operation and completion of the *SATHScale* project in terms of project management, high quality deliverables and dissemination material, IPR management and risk management. The plan is also in compliance with the Grant Agreement and will be communicated to all project team and continuous compliance is monitored by the Coordinator.