NETLIPSE STRATEGIC PLAN 2014 - 2017

NOVEMBER 2014

Version 1.0

NETLIPSE is the NETwork for the dissemination of knowledge on the management and organisation of Large Infrastructure ProjectS in Europe. The main NETLIPSE objective is to positively influence Europe's economy in a sustainable manner by improving, promoting and encouraging the successful development, delivery and operation of large infrastructure projects throughout Europe. We do this through research and project activities, organising meetings, training programmes and project assessments supporting the effective exchange and dissemination of state of the art knowledge and experiences in managing these projects.

NETLIPSE is a unique client based network, consisting of various partners involved in the delivery of large infrastructure projects, focussing on developing and exchanging knowledge of the management and organisation of these projects. All organisations which offer a substantial and sustainable financial or in kind contribution to NETLIPSE can become a NETLIPSE partner. All public and academic professionals with a proven track record in the delivery or study of large infrastructure projects can become a NETLIPSE member. The most important media for promotion and distribution of NETLIPSE results are the NETLIPSE website, LinkedIn and direct mail.

The NETLIPSE organisational structure has developed since 2006 and will be transformed for the 2014-2017 period. In the first few years, NETLIPSE was organised as a research project, with a heavy emphasis on research and proving from public bodies. Now, the programme is an informal knowledge network with formal agreements, allowing for a more efficient structure. This structure is lean and fit for purpose and allows for the active participation of all contributors.

The NETLIPSE programme consists of several activities supporting its goals and ambitions. Amongst others NETLIPSE activities are:

- Organizing Network Meetings; these meetings offer NETLIPSE members the possibility to present and discuss challenges and experiences in project management of large infrastructure projects and to discuss and disseminate research and project results as well as IPAT assessment results.

- Performing IPAT®[1] assessments; the IPAT (Infrastructure Project Assessment Tool) is a common tool developed by the network for large infrastructure projects in Europe that can be used for ex ante and ex post evaluation of these projects, as well as for monitoring and benchmarking purposes.

- Facilitating small projects; these projects may be research based and can be initiated by any NETLIPSE member, preferably at a Network Meeting. A small group is then formed to work on the topic of the project, so that at the next Network Meeting, their results can be discussed or presented.

- Research; the NETLIPSE Scientific Group will develop and implement a yearly research programme.

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[1] IPAT is a registered trademark.

CONTENTS

NETLIPSE

This section describes the characteristics of the NETLIPSE network, its background as well as goals and vision for the future. Starting point is that the NETLIPSE network will continue as an informal knowledge network.

DESCRIPTION

NETLIPSE is the **NET**work for the dissemination of knowledge on the management and organisation of **L**arge **I**nfrastructure **P**roject**S** in **E**urope. The main characteristics of NETLIPSE are:

- Not for profit. To keep the unique character and informal atmosphere of discussions focussing on improving client capabilities, the network will not be open to private organisations.

- Open to many participants representing clients, project delivery organisations, project managers and researchers.

- Financed from subsidies, donations and income from IPAT assessments and training programmes. A substantial amount of in kind work in addition to actual financing.

- Focus on knowledge development, as well as knowledge exchange and marketing (i.e. IPAT assessments and training programme).

OBJECTIVE

Infrastructure networks are traditionally considered to be a precondition for the economic development of societies at various geographical levels. As public resources are limited it is important to deliver and maintain infrastructure projects in an efficient manner.

NETLIPSE wants to contribute to this by:

- improving, promoting and encouraging the successful development, delivery and operation of large infrastructure projects throughout Europe through research and project activities, organising meetings, training programmes and project assessments supporting the effective exchange and dissemination of state of the art knowledge and experiences in managing these projects.

GOALS AND MILESTONE OBJECTIVES

The main NETLIPSE objective is to positively influence Europe's economy in a sustainable manner by improving the successful development, delivery and operation of Large Infrastructure Projects (LIPs) through active and effective knowledge exchange. The NETLIPSE network consists of mainly client and project delivery organisations. Their perspectives are jointly covered in the NETLIPSE objectives.

- How to become better clients.

- How to realise (and organise) transport infrastructure ambitions with better value for money with less funding available with respect to quality, soft controls, risk management and stakeholder requirements.

- How to learn from successful projects (realised within their time, budget and quality constraints) and less successful projects (by analysing the encountered difficulties and implemented solutions).

- How to organise a better planning process.

NETLIPSE seeks to achieve these objectives (2014-2017) by:

- Initiating, promoting and facilitating the development and exchange of knowledge on the management of LIPs.

  o Maintaining and expanding the NETLIPSE network with at least one new sustainable partner each year, whilst preserving the personal and informal character of the network.

  o Organising two Network Meetings per year in cooperation with hosting public sector partners in different European countries.

  o Sharing relevant news items; publishing research results, invitations to relevant conferences and meetings, European Union initiatives and other relevant news items on the NETLIPSE website and LinkedIn.

  o Initiating and promoting cooperation with other networks at least once per year on specific relevant themes, such as the International Project Management Association (IPMA), European Cooperation in Science and Technology Megaprojects (COST), OMEGA, Conférence Européenne des Directeurs des Routes (CEDR) and the Nordic Road Forum (NVF).

  o Facilitating cooperation between public and private organisations as well as knowledge and research institutes.

  o Promoting extra (project a/o research) activities between NETLIPSE partners.

NETLIPSE will focus its activities on the following knowledge themes (based on the preferences of attendees that were present during the Network Meetings in Bratislava (November 2013) and Brussels (May 2014):

- Stakeholder management.

- Financial management and funding.

- Cost management and calculation.

- Risk management.

- Contract and tender management.

- Project manager and project team efficiency.

- Innovation and sustainability.

The value of the NETLIPSE network can be defined in the following statements:

- Finding the right level people with comparable project management dilemmas.

- Providing insight into solutions and lessons learned.

- Providing inspiration.

- Learning from reflection.

- Primary focus on Europe as the client and project delivery organisations are dealing with the same internal market and working with some of the same companies/contractors.

NETLIPSE BACKGROUND

NETLIPSE started as a two year research programme supported by the EC Sixth European Framework Programme (FP6), which ran from May 2006 to May 2008. It initiated a network comprising of member states client organisations, project delivery organisations, universities and other research institutes and private consultancy companies. The main goal was to exchange knowledge on the management and organisation of Large Infrastructure Projects (LIPs). 15 Large Infrastructure Projects throughout Europe were researched, culminating in the publication of a book on best practices and lessons learnt, titled 'Managing Large Infrastructure Projects.'

After completion of the research programme in May 2008, the European Commission TEN-T Executive Agency provided funding for the continuation and expansion of the NETLIPSE initiative (June 2008 - December 2010). Besides continuing the networking activities, the development of the 'Infrastructure Project Assessment Tool' (IPAT) as well as training programmes was supported.

In 2011, the NETLIPSE programme bid for continued EC-funding, but was not awarded a grant. As a result, a number of public organisations donated the necessary funding to continue the programme at a minimal level. This phase focussed on 'maintaining the network' through bi-annual network meetings and an updated website. All other activities were stopped. Main contributors were Rijkswaterstaat (NL), Trafikverket (SE) and Interporto Regionale Della Puglia (IT) providing funding and sponsoring, whilst Department for Transport (UK), SEA Milan Airports (IT) and AT Osborne (NL) provided in kind support. (AT Osborne was also paid for management and co-ordination activities).

Since 2012, the number of funders has increased. Per 2014 the main financial contributors are Rijkswaterstaat (NL), Trafikverket (SE), Trafikstyrelsen (DK) and Liikennevirasto (F). Other organisations such as Department for Transport (UK), Sea Milan Airports (IT) provide substantial in kind support. The network continues to flourish by continuing the organisation of bi-annual network meetings, where in-depth discussions on managing and organising complex transport projects take place given the difficult economic context most countries face.

The website has also been improved in order allow for better access of relevant information and to mark the shift from project (2006-2010) to programme (2011+). In addition, several IPAT-assessments have taken place, carried out by members of the NETLIPSE network.

NETLIPSE FACTS & FIGURES

Since the start of the NETLIPSE Network, the following achievements have been realised:

1. Website (www.netlipse.eu)
2. Book: Managing Large Infrastructure Projects in Europe: Research on Best Practices and Lessons Learnt in Large Infrastructure Projects in Europe
3. Infrastructure Project Assessment Tool (IPAT)
4. NETLIPSE Brochures (network and IPAT) and several articles and references
5. Management courses:
   - Critical Success Factors for Managing Large Projects
   - IPAT Assessor Training
6. Special Interest Groups (2010 – 2013):
   - Business Cases
   - Procurement & Contracting
   - Stakeholder Communication & Participation- Project Management
7. IPAT Assessments of the following projects:
   - West Coast Main Line (UK)
   - Gotthard Base Tunnel (CH)
   - Koper-Ljubljana (SL)
   - Fehmarnbelt (DK)
   - West Coast Main Line (different section) (UK)
   - 4m-Korridor Basel – Chiasso / Ranzo (CH)
   - Motorway D3 - section Zwardon- Skalite (SK)
8. Network Magazines (2006-2011)
9. Sustainable financial and/or in kind contributors to NETLIPSE:
   - Austria, Belgium, Denmark, Finland, Italy, The Netherlands, Norway, Poland, Sweden, United Kingdom
10. Network Meetings:
    - 2014: Vienna (fall) & Brussels (spring)
    - 2013: Bratislava (fall) & Helsinki (spring)
    - 2012: Warsaw (fall) & Copenhagen (spring)
    - 2011: Bari (fall) & Stockholm (spring)
    - 2010: Vienna (fall) & Vilnius (spring)
    - 2009: Zagreb (fall) & Amsterdam (spring)
    - 2008: Zürich (fall) & Turin (spring)
    - 2007: Lisbon (fall) & Warsaw (spring)
    - 2006: London (spring).
11. Countries involved:
    - Austria, Belgium, Croatia, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Lithuania, Malta, The Netherlands, Norway, Portugal, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, United Kingdom, Russia, Romania
12. Scientific results:
    - Rethink!PSM (Project Stakeholder management): contribution to research and participation in Focus Group Workshop, PMI Research Project.

NETLIPSE FACTS & FIGURES
- Initiating and supporting the cooperation between Rijkswaterstaat (NL) and Trafikverket (SE) on developing a project management development programme.   - Initiating and participating in the Horizon 2020 FUNDTIPSE (Funding Transport Infrastructure Projects in Europe) research proposal for 2014-2017 (not granted).   - Start research project 'Success criteria for public project managers at infrastructure projects' in 5 European countries (B, DK, FI, S, UK)   - Developing a Scientific Programme.

MARKETING PLAN AND STRATEGY

Marketing is an essential tool in developing the network effectively. This section describes the target groups and instruments proposed in order to realise the NETLIPSE goal of being an independent and respected professional organisation.

TARGET NETWORK

Its unique selling point is that NETLIPSE is a client based network, in which important representatives of organisations involved in the delivery of LIPs want to develop and exchange knowledge of the management and organisation of these projects in order to improve the delivery of these projects. Organisations have become and can become involved in the network in many ways, varying from being a project that was researched in the first NETLIPSE phase (2006-2008) to organisations that have supported the NETLIPSE initiative in other ways, such as supporting the NETLIPSE application for further funding, hosting (and sponsoring) Network Meetings, finding and carrying out further research, developing and carrying out IPAT assessments etc. Among others, partners represent:

- Ministries of Transport and associated agencies and departments.

- Project Delivery Organisations of large infrastructure projects in Europe.

- Universities and other knowledge and research institutes.

- Financial Institutions (European Investment Bank, etc.).

PARTNERSHIP

All organisations which offer a substantial and sustainable financial or in kind contribution to NETLIPSE can become a NETLIPSE partner. Every NETLIPSE partner holds a position in the NETLIPSE Executive Board which offers the partner the possibility to influence the NETLIPSE programme and activities. Partners are appointed by the NETLIPSE Executive Board.

MEMBERSHIP

All public and academic professionals with a proven track record in the delivery or study of LIPs can become a NETLIPSE member. Potential members can apply and are accepted or rejected by the NETLIPSE Management Team. NETLIPSE membership and participation in NETLIPSE events are free. Members pay for their own travel costs and sustenance with respect to NETLIPSE events. In principle, private parties can not become a NETLIPSE member, but the NETLIPSE Management Team can invite private parties to join certain NETLIPSE activities as guest if this adds value to the activities and/or discussions. This may be the case when a private party represents a public client to share and discuss their project experiences.

SPONSORSHIP

All public organisations which offer a one time financial or in kind contribution to NETLIPSE, for example by hosting a Network Meeting, are considered a NETLIPSE sponsor. Sponsors can become members of the Advisory Board. Private organisations may contribute financially to other NETLIPSE activities as long as these activities are open to all NETLIPSE members as well as other private partners (level playing field), but are not considered to be NETLIPSE sponsors.

EUROPEAN COMMISSION

The European Commission sponsored NETLIPSE during its first years as a research programme within the Sixth European Framework Programme (2006-2008). After that period the European Commission TEN-T Executive Agency provided funding for the continuation and expansion of the NETLIPSE initiative and development of the IPAT (2008-2010). From 2010 onwards NETLIPSE became financially independent from the European Commission but continued to work with the scope of the European corridors as part of the unified trans-European transport network (TEN-T). NETLIPSE will continue to work with the European Commission. For example by investigating whether new EU research programmes provide opportunities to realise NETLIPSE goals and by strengthening the direct relationship with the European Commission.
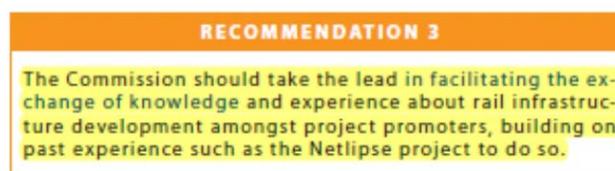
COMPETITION AND MARKET SHARE

The NETLIPSE network 'for clients, by clients' is a unique public sector knowledge network in the world. Although other network organisations for specific sectors (ICEC) or project management (PMI, IPMA) or knowledge networks and programmes (COST, OMEGA) exist, there is not a specific client based network focussing on European transport infrastructure projects (water, road, rail, air) in place.
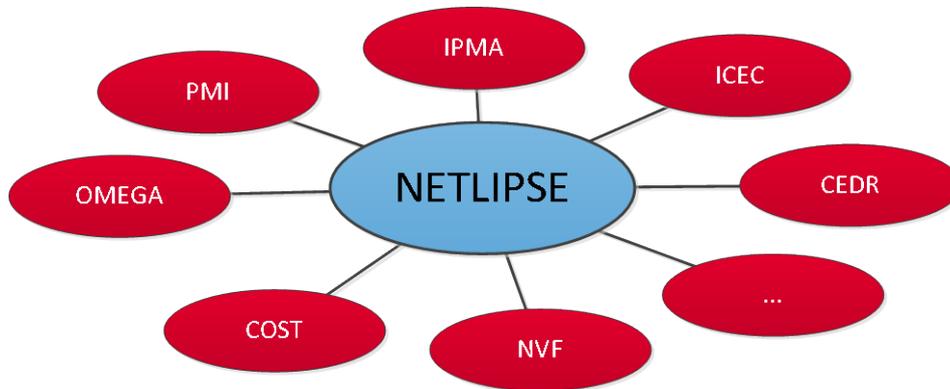
The European Court of Auditors refers to NETLIPSE in their 2010 report as a good practice of which there should be more. "*The Court noted the experience of a project supported by the Commission to facilitate a network for the dissemination of knowledge on the management and organisation of large infrastructure projects in Europe. It provided useful outcomes in terms of developing contacts between project managers and exchanging practical knowledge, and offers an experience that could be built upon in future initiatives.*"(Page 31, bullet 26.)

And on page 45, recommendation 3 the report states:

RECOMMENDATION 3

The Commission should take the lead in facilitating the exchange of knowledge and experience about rail infrastructure development amongst project promoters, building on past experience such as the Netlipse project to do so.

The NETLIPSE networking events are usually attended by between 30-60 attendees. The number of this group should not increase in order to keep benefitting from the open atmosphere in which client based challenges can be discussed.

NETLIPSE PROMOTION PHILOSOPHY

All NETLIPSE members, partners and sponsors are responsible for actively promoting NETLIPSE, its goals and events in relevant target groups and networks in order to find new prospectives to join in.

However, quality is more important than quantity; we will not try to increase the number of attendees at NETLIPSE events through marketing campaigns, but rather invest in sustainable and personal relationships with (potential) members. Members will be registered in the NETLIPSE database and will be approached by the Management Team directly for announcements and events (direct mail).

WEBSITE

All programme relevant information can be found on the NETLIPSE website (www.netlipse.eu). This includes:

- About NETLIPSE: a section in which the NETLIPSE initiative, goals and organisation is described.

- Network Meetings: in this section presentations and other relevant information of past network meetings can be found and members can register for upcoming events.

- Join NETLIPSE: this section allows new visitors to apply to become a NETLIPSE member.

- Knowledge Center: a section in which NETLIPSE and other interesting publications are made available to anyone interested.

- NETLIPSE News Archive: in this section older news items from the homepage are archived.

- Contact: this section allows visitors to contact the NETLIPSE organisation.

Although the website has been upgraded in order to better support the NETLIPSE goals, there is still some outdated information on the website that needs to be removed. This update will have been carried out by the end of 2014.

LINKEDIN

The NETLIPSE LinkedIn group was introduced as supportive instrument to the NETLIPSE community in 2013. The added value of the Linkedin group is the possibility to support discussions on specific topics via a digital forum or support the small project work that will be undertaken. Additionally, the NETLIPSE Management Team will use the LinkedIn group to announce relevant events, publications and news items. The LinkedIn group is a closed group. Membership is approved by the NETLIPSE Management Team following the same principles as described in section 'Membership'

OPERATIONS AND SUPPORT

This chapter includes an overview of the NETLIPSE activities in terms of work packages and how these are monitored.

WORK PACKAGES

The NETLIPSE programme consists of several activities supporting its goals and ambitions. The quality and relevance of these activities will be evaluated yearly by the Executive Board in the fall Board Meeting.

GENERAL MANAGEMENT

In order to keep the NETLIPSE programme running, some general management activities have to be carried out. These include amongst others:

- Responding to any queries and invitations by email.

- Finding new partners and projects to join the network.

- Finding IPAT assessment candidate projects, organising the IPAT assessor training, updating IPAT materials, designing and supporting IPAT assessment teams.

- Updating the NETLIPSE member database.

- Organising and facilitating Management Team meetings and bi-annual Management Team/Scientific Group meetings.

- Planning and evaluating NETLIPSE activities, including the Network Meetings.

FINANCIAL MANAGEMENT

The financial management work package is part of the general management work package and consists of the following activities:

- Planning and reporting on NETLIPSE finances.

- Invoicing and receiving annual Sponsor contributions and additional third party contributions.

- Verifying and paying invoices of NETLIPSE expenses.

- Following up IPAT assessments financially.

- Monitoring the alignment of actual revenues and expenses with financial prognosis.

NETWORK MEETINGS

The purpose of Network Meetings is to offer NETLIPSE members the possibility to present and discuss challenges, actual issues and experiences in project management of LIPs, to discuss and disseminate research and project results as well as IPAT assessment results.

Network Meetings are hosted by a sponsor. These meetings take place twice a year (spring and fall). The NETLIPSE Management Team is responsible for the organisation and management of the Network Meetings. Topics, speakers and workshops are initiated and organised by the Management Team.

MARKETING AND COMMUNICATION

NETLIPSE marketing and communication activities consist of promoting the network and its goals by:

- Designing and distributing NETLIPSE network and product information (training programmes, NETLIPSE/IPAT) brochures.

- Representing NETLIPSE and its goals in conferences, (EC-)workshops and other relevant (partner organisation) events.

- Contributing to and coordinating the development of publications (articles and books) of NETLIPSE experiences.

- Providing NETLIPSE experiences as input for research projects.

INFRASTRUCTURE PROJECT ASSESSMENTS

The IPAT (Infrastructure Project Assessment Tool) is a common tool for LIPs in Europe that can be used for ex ante and ex post evaluation of these projects, as well as for monitoring and benchmarking purposes. The objectives of the IPAT are to assess 'the maturity' of LIPs, provide an indication to what extent a project delivery organisation is ready to enter the next project phase and to improve project organisations. The tool builds on the NETLIPSE 2006-2008 research results, namely good practices and lessons learnt in the management and organization of large infrastructure projects. In addition to the development of the IPAT, a training programme has been developed to train competent IPAT-assessors to use and apply the IPAT. Only trained IPAT-assessors will be allocated to an assessor team.

RESEARCH

The NETLIPSE Scientific Group will present a yearly research programme and update at the fall Executive Board Meeting including an overview of proposed investments and expected results. The NETLIPSE Executive Board will determine which projects will be carried out considering the available research funds, in case of a substantial impact on the budget.

The overall goal of the NETLIPSE Scientific Programme for 2014 is:

a) To form the NETLIPSE Scientific Board (SB) and to establish a structure in which initiatives can be discussed and organised.

b) To initiate and carry out research projects.

At this moment there are several ideas for research projects:

- Corridors in order to position NETLIPSE and its members to calls and subsidies from the European Committee.

- IPAT: Further development and application of the 'Infrastructure Project Assessment Tool'.

- Rethink! Project Stakeholder Management.

- HRM in Projects, project-oriented organisations, related to career paths for project managers and project personnel.

- Success criteria for public project managers at infrastructure projects.

- Complexity in large Infrastructure Projects.

SMALL PROJECTS

A new initiative in the NETLIPSE programme in 2014 is the introduction of small projects with a limited scope. These projects may be research based and can be initiated by any NETLIPSE member, preferably at a Network Meeting. A small group is then formed to work on the topic of the project, so that at the next Network Meeting (6 months later), their (intermediate) results can be discussed and/or presented. There is no limitation to the scope of the project: it could focus on researching a specific NETLIPSE topic (worker safety, risk management, contracting forms, project team sizes in client organisations etc.) and result in a publication, workshop, new research project etc.

The NETLIPSE Management Team is responsible for coordinating the projects. Their status and results will be discussed in the Executive Board meetings. A Project Manager will be appointed responsible for the successful execution of the project.

TECHNOLOGY REQUIREMENTS

WEBSITE

The NETLIPSE website (www.netlipse.eu) is hosted and technically maintained by a Dutch website development company. This service is reviewed on a yearly basis by the NETLIPSE Management Team. The website development company is responsible for resolving technical issues and providing support to the NETLIPSE Management Team.

DATABASE

The NETLIPSE member database is managed by the NETLIPSE Management Team. All contact information is strictly confidential and will not be shared with third parties. NETLIPSE members are kindly requested to share their contact details with other NETLIPSE members within the member section of the NETLIPSE website.

SERVICE SUPPORT

If the NETLIPSE Management Team needs to undertake activities that require the support of third party service providers such as legal advice, marketing and communication support (design and printing), a proposal will be sent to the Chairman of the Executive Board for acceptance. If the investment exceeds an amount of 1000 euros, the Chairman will have to consult the other Executive Board Members.

ORGANISATIONAL AND LEGAL PLAN

The NETLIPSE organisation has developed throughout the years. In 2006-2008 the NETLIPSE consortium comprised eight consortium partners, with AT Osborne responsible for the management and coordination of all activities. In 2008-2010 AT Osborne was contracted by the Dutch Ministry of Infrastructure and the Environment and UK Department for Transport to continue all management and coordination activities for the maintenance of the programme. Since 2011, the management and coordination activities continue to be carried out by AT Osborne, as a subcontractor of the public bodies funding the programme.

For 2014-2017 an organisation structure is decided including a dedicated management team for the daily management and co-ordination of the programme.

ORGANISATIONAL STRUCTURE

The NETLIPSE organisational structure has developed over the years and will be transformed for the 2014-2017 period. In the first few years, NETLIPSE was organised as a research project, with a heavy emphasis on research and proving from public bodies. Now, the programme is a knowledge network, allowing for a more efficient structure. The structure needs to be lean and fit for purpose and allow for the active participation of all contributors.
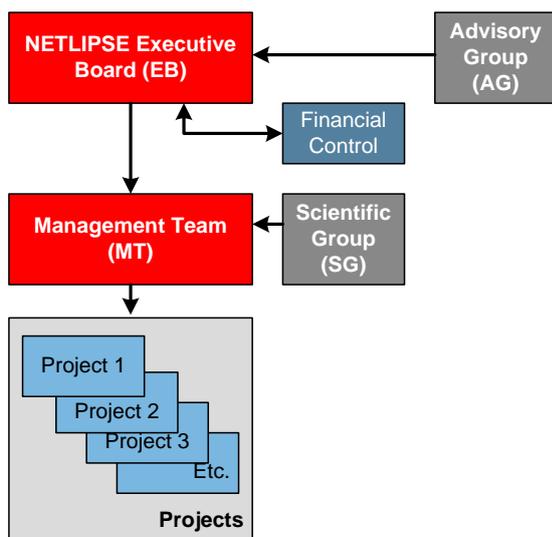
ORGANISATIONAL CHART

Figure 1: NETLIPSE Organisation 2014-2017

EXECUTIVE BOARD (EB)

Purpose:

- To ensure that all NETLIPSE goals are realised.

Organisation:

- 6-10 members.
- Partly represent the spectrum across countries, organisations and activities.
- Provide sustainable financial or other contributions.

- Tenure is for 3 years with the possibility of one 3-year extension.
- Meets 2 times per year during the Network Meetings.

Responsibilities:

- Carries out overall governance & strategy (objectives).
- Approves annual MT proposal (Plan of Action) of activities (including projects and research initiatives from the Scientific Group).
- Controls finances and budgeting.
- Authorises annual budget plan, reports and annual account.
- Appoints the Management Team.
- Carries out yearly reviews of activities and finances.
- Reports on the results of the review in the fall NWM.
- Each position represents 1 vote.

MANAGEMENT TEAM (MT)

Purpose:

- Ensures the successful management (coordination and operation) of the NETLIPSE network and its objectives.
- Reports and provides information in order to pass the yearly financial control.
- Provides the day-to-day management of the NETLIPSE organisation.
- Proposes to the EB a yearly overview of activities to be carried out that are remunerated.

Organisation:

- A maximum of 5 partner organisation representatives.
- Chairman of the EB is also Chairman of the MT.
- Are appointed and reviewed annually by the EB.
- Attends the EB meetings.
- Meet on a monthly basis virtually and two full days in person.

Responsibilities:

- Programme Management.
- Financial management and administration.
- Marketing & Communications (including website).
- Services Management:
  - IPAT assessments/assessors.
  - Training Programmes.
  - Small projects.
- Coordinates IPAT development and exploitation.
- Knowledge dissemination: organising Network Meetings.
- Finding new partners and funders for the programme.

NETLIPSE SCIENTIFIC GROUP (SG)

Purpose:

- Coordinates and realizes research that supports the NETLIPSE goals.
- Partly represent the spectrum across countries, organisations, transport modality and activities.

Organisation:

- 7 persons (but limited to what is necessary to realise the research ambitions) representing relevant fields of expertise in realizing the NETLIPSE goals.
- Chaired by a person selected and reviewed by the EB also member of the Management Team.
- Are appointed and reviewed annually by the Chairman.
- SG chairman attends the EB meetings.
- Have a 3-year tenure with the possibility of one 3-yr extension.
- SG Chairman makes a research proposal and EB approves.
- Meet at least 4 times per year.

Responsibilities:

- Quality control: maintains the scientific level of NETLIPSE products.
- Proposes research projects in line with NETLIPSE goals.
- Coordinates the realization of research projects and provides (accessible) results to disseminate (also for non-scientific people).
- Finds and manages research grants/funds.
- Provides yearly reports to the MT (in March) on the status of funding and research expenditure for the yearly control activities.
- Proposes a Plan of Action 2014-2017 to the EB.
- Proposes a Yearly Plan of Action at the EB meeting during the Fall NWM.
- Proposes research projects for Masters/PhD students.

ADVISORY GROUP (AG)

Purpose:

- Members of the AG may provide solicited and unsolicited advise to the EB with respect to the NETLIPSE programme, its goals, targets and products.

Organisation:

- The group comprises 6-10 persons.
- Are selected and annually reviewed by the EB.
- Have a 3 year tenure with the possibility of one 3-yr extensions.
- The AG is not chaired by any person.

Responsibilities:

- Provides the link between NETLIPSE and their Ministry/department and country.
- Promotes NETLIPSE (activities) in their countries and organizations.
- Provides suggestions for SG and small project topics.
- AG members are invited to attend the Executive Board meetings and contribute to the discussions but have no voting rights.

FINANCIAL CONTROL

Purpose:

- To allow for reliable financial reporting from the MT to EB, which will allow for more solid financial management of the NETLIPSE programme.

LEGAL ISSUES

ORGANISATION FORM

After extensive discussions leading up to and during the Executive Board meeting in Brussels 2014 on possible legal forms for the NETLIPSE organization, the Board decided that the NETLIPSE network would continue as an informal network. There will be no formal entity erected to support the NETLIPSE goals, but NETLIPSE will continue as informal network with some solid formal agreements on activities and financing.

INTELLECTUAL PROPERTY RIGHTS

The brand names "NETLIPSE" and "IPAT" were registered at OHIM (Office for Harmonization in the Internal Market) in 2010 by AT Osborne on behalf of the NETLIPSE. OHIM issued a Certificate of Registration for the Community Trade Mark NETLIPSE (No 008195381) and IPAT (No 008195398). The corresponding entries have been recorded in the Register of Community Trade Marks.

In 2010 all NETLIPSE Member States signed an agreement with NETLIPSE represented by the United Kingdom Government (represented by the Department for Transport) and the Government of the Netherlands (represented by Rijkswaterstaat). Regarding IPR (Intellectual Property Rights) this agreement states:

"*The Intellectual Property Rights arising from the results of NETLIPSE rest with the participants in NETLIPSE. All participants acknowledge that the European Commission require these to be made available, if necessary at reasonable cost, to other parties.*"

This implies that the IPR (Intellectual Property Rights) of the IPAT, IPAT assessment reports, research project results, training programmes, NETLIPSE publications and other NETLIPSE products belong to the NETLIPSE organisation.

NETLIPSE is a not for profit organisation, existing through direct sponsorship, from mainly public bodies across Europe, with very large infrastructures projects in their portfolio, and also through individuals contributing their own time to NETLIPSE activities.

The prime activities requiring funding are:

- General management activities: responding to queries and invitations, finding new partners and projects to join the network, organising and supporting Management Team meetings and financial administration.

- Network Meetings: preparing and organising the Network Meeting Programmes, participating in the meetings and preparing Board meetings (agenda, minutes).

- Marketing & Communications: representing NETLIPSE at conferences, developing and updating the NETLIPSE brochures and maintaining and updating the NETLIPSE website.

- Research initiatives: supporting the Scientific Group and supporting IPAT development and assessments.

No charges are made for attendance at Network Meeting, with individuals required to support their own expenses.