NETLIPSE STRATEGIC PLAN

2018 - 2020

Approval

Name	Position	Signature and date
Stuart Baker	Chairman NETLIPSE Executive Board	

Version control

Version	Status	Date	Remarks
1.0	Final	09.11.2017	Final version for approval by the Executive Board
2.0	Final	21.11.2017	Adapted organisation chart to include the NETLIPSE Ambassador

INTRODUCTION

The NETLIPSE Strategic Plan (NSP) is the strategic tool for managing the NETLIPSE network.

The NSP defines the strategic operational objectives formulated and enforced by the Executive Board to achieve the needs of the NETLIPSE partners and members.

The plan is a high-level document describing the executive perspective (vision, strategic objectives) identifying the main actions and focus areas for the three-year period 2018-2020.

The NSP:

- Defines the goals and purpose of the NETLIPSE network.

- Provides a fundamental basis for managing the NETLIPSE network.

- Clarifies the needs and objectives of partners and members.

- Identifies the development and activities needed to achieve NETLIPSE's objectives.

1   SUMMARY

NETLIPSE is the **NET**work for the development and dissemination of knowledge on the management and organisation of **L**arge **I**nfrastructure **P**roject**S** in **E**urope focussed on improving the success of these projects.

The main characteristics of NETLIPSE:

- It is a network with an informal character.

- It supports activities with a focus on knowledge development and exchange.

- It is open to many participants representing client/sponsor and project delivery organisations as well as research institutions.

- It is not for profit, with a unique character and informal atmosphere of events focussing on improving client capabilities.

- It is financed from grants, donations from sponsors and income from IPAT assessments. There is also a substantial amount of in kind work in addition to actual financing provided.

NETLIPSE's focus in 2018-2020 is to:

- Sustain the network by continuing the bi-annual network meetings, IPAT assessments and training programmes/seminars.

- Expand the network by attracting a new generation of client/sponsor representatives and project managers.

- Expand the network by cooperating with other relevant networks.

- Expand the application of the IPAT in relevant organisations (and countries).

- Evaluate and improve the IPAT.

- Initiate or cooperate in relevant research activities and/or dissemination of knowledge.

- Initiate and organise training programme(s) to support the NETLIPSE vision.

CONTENTS

2 NETLIPSE VISION AND MISSION

2.1 VISION

NETLIPSE aims to be an interactive and active network that stimulates the development and dissemination of knowledge and experiences in the management and delivery of large infrastructure projects in Europe.

2.2 MISSION

NETLIPSE's mission is to positively influence Europe's economy in a sustainable manner by improving the development, delivery and operation of large infrastructure projects (LIPs) through active and effective knowledge development and exchange. The NETLIPSE network consists of representatives from mainly client/sponsor and project delivery organisations as well as research institutes. Their perspectives are jointly covered in the NETLIPSE goals:

- How to become better clients/sponsors and realise (and organise) transport infrastructure ambitions with better value for money, with less funding available.

- How to become better project delivery organisations.

- How to learn from successful projects and less successful projects.

- How to realise better research projects to support the NETLIPSE vision.

2.3 OBJECTIVES

NETLIPSE's objectives for 2018-2020 are:

1. To organise yearly bi-annual network meetings with 50-70 participants from target group organisations. At least half of these participants will be project managers or project directors, responsible for the delivery of a large infrastructure project.

2. To organise 4 to 6 IPAT assessments per year.

3. To organise 1 IPAT training per year.

4. Grow the importance of the NETLIPSE network to project managers, reaching a widespread representation across Europe.

5. To actively cooperate with other relevant networks such as CEDR, IPMA etc.

6. To participate in at least 1 research project per year and support knowledge creation in cooperation with research institutes by inviting relevant research representatives to discuss their research approach and/or findings at a Network Meeting.

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

- Organisation of the general management of the network.

- Organisation of the financial management of the network; NETLIPSE is a not for profit network, of which income and expenses need to be monitored properly to secure the accountability of the financial contributions.

- Organisation of Network Meetings; these meetings offer NETLIPSE members the possibility to meet each other, 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.

- Organisation of marketing and communication efforts with (potential) partners, sponsors and participants.

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

- Improving the IPAT framework in the light of experience of use and changing needs;

- Initiating and promoting research; NETLIPSE initiates research activities on relevant project management topics in cooperation with representatives from the scientific world.

- 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.

- Reassess and update the IPAT in 2018 in light of the experience of use and changing needs.

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[1] IPAT is a registered trademark.

4 BUSINESS PLAN

NETLIPSE is an unique and valuable network for its partners and sponsors. It is also a not for profit network which needs to deliver value in order to fund its activities. This section describes the business plan in order to realise the NETLIPSE goal of being an independent and respected professional organisation.

4.1 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:

- Client/Sponsors: Ministries of Transport, other funders and associated agencies and departments.

- Project Delivery Organisations of large infrastructure projects in Europe.

- Universities and other knowledge and research institutes.

4.1.1 PARTNERSHIP

All organisations which offer a substantial and sustainable financial contribution to NETLIPSE can become a NETLIPSE partner. Every NETLIPSE partner holds a position (by providing a single vote member) in the NETLIPSE Executive Board which offers the partner the possibility to influence the NETLIPSE activities and strategy. After application, partners are approved by the NETLIPSE Executive Board.

4.1.2 SPONSORSHIP

All public organisations which offer a one-time financial or significant in kind contribution to NETLIPSE, for example by hosting a Network Meeting, are considered a NETLIPSE sponsor. Sponsors can become members of the Advisory Group. 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.

4.1.3 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 via the website and are considered by the NETLIPSE Management Team on the basis of their organisational role and relevant experience. NETLIPSE membership and participation in NETLIPSE events are free of charge. Members pay for their own travel costs and sustenance with respect to NETLIPSE events. In principle, private parties cannot 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.

4.2   COMPETITION AND MARKET SHARE

NETLIPSE Unique selling points:

- NETLIPSE is the only European knowledge network focusing on the management and delivery of large infrastructure projects.

- NETLIPSE is the only client-based network in which knowledge and information is shared in an informal closed community between high level project leaders (managers/directors).

- NETLIPSE combines practical project management knowledge with research perspectives by inviting researchers to contribute state of the art research initiatives to and initiate research projects with the network.

- NETLIPSE owns the most complete framework to assess infrastructure projects (IPAT), helping trained senior project leaders to assess projects around Europe in a peer review setting.

- NETLIPSE partners are experienced participants in initiating and participating in EC-funded (research) programmes.

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 (Megaprojects)) or knowledge and research networks and programmes (OMEGA) exist, there is not a specific client based network focussing on European transport infrastructure projects (water, road, rail, air) in place. In the next three years, NETLIPSE wants to focus on connecting with other networks in order to seek synergy in achieving our mission.
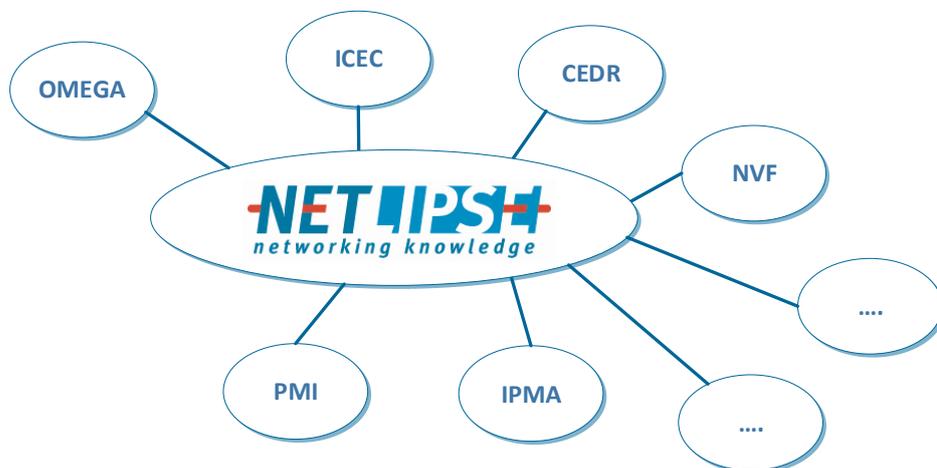
In exploiting the unique selling points of the network, it should also be noted that in the past, the European Court of Auditors shared the NETLIPSE benefits in their annual report.

"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.) The European Court of Auditors in their 2010 report.

"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."

(Page 45, recommendation 3) - The European Court of Auditors in their 2010 report.

5 FURTHER INFORMATION

5.1 ORGANISATIONAL STRUCTURE

The NETLIPSE network is organised as an informal network: there will be no formal legal entity erected to support the network. The Executive Board decided in 2014 that NETLIPSE activities are defined in solid formal agreements on activities and financing. This structure is lean and fit for purpose and allows for the active participation of all contributors.

The following organisational chart is applicable. The roles and responsibilities are described briefly in this paragraph.
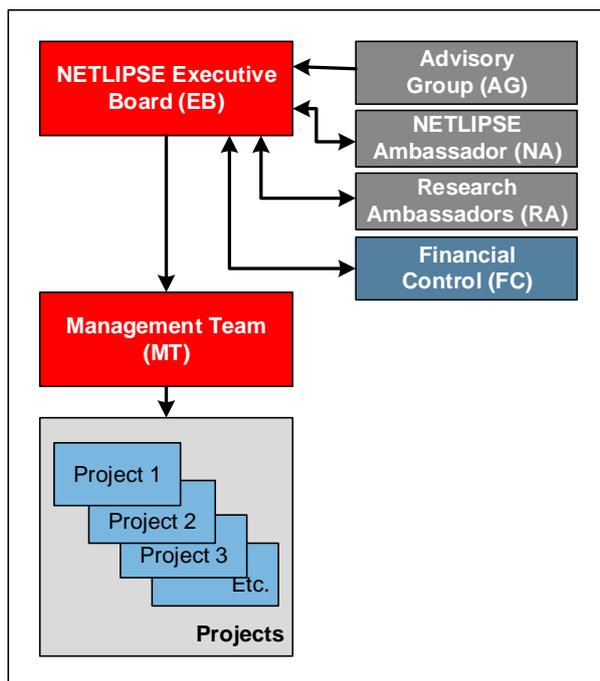

Figure 1: NETLIPSE Organisation 2018-2020

- **Executive Board (EB)**: Monitoring the progress and the accomplishments of the network objectives. Partners are members of the EB.

- **Advisory Group (AG)**: Providing solicited and unsolicited advice to the EB with respect to the NETLIPSE programme, its goals, targets and products. Sponsors are members of the AG.

- **Financial Control (FC)**: Rijkswaterstaat controller Controlling the reliability of the financial reporting from the MT to EB.

- **Research Ambassadors (RA):** Coordinating and realising NETLIPSE activities or research that support the NETLIPSE goals.

- **Management Team (MT):** Managing the network on a day-to-day to ensure coordination and operation of the NETLIPSE network and its objectives.

- **NETLIPSE Ambassador (NA):** Executing all activities necessary to support the successful realisation of the NETLIPSE strategy 2018-2020, including promoting the network and IPAT assessments.

5.2   MARKETING & COMMUNICATION

All NETLIPSE partners, sponsors and members are responsible for actively promoting NETLIPSE, its goals and events in relevant target groups and networks in order to find new prospective members to join the meetings and/or network or to find projects or project organisations interested in an IPAT assessment.

However, quality is more important than quantity; we will not try to increase the number of participants 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).

New media applications such as the website, LinkedIn and Facebook will be used to support marketing & communications activities. NETLIPSE members will be invited – and reminded regularly – to provide input.

5.2.1   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.

5.2.2   MEMBER 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 without prior consent. The contact information may be shared with other NETLIPSE members. Members are invited to keep the information in the database up to date.

5.3   FINANCES

NETLIPSE is a not for profit organisation that exists through direct sponsorship from mainly public bodies across Europe, responsible for policy on and delivery of large infrastructures projects as well as through individuals contributing their time to NETLIPSE activities.

5.3.1   SERVICE SUPPORT

If the NETLIPSE Management Team needs to undertake activities that require the support of third party service providers such as legal advice or marketing and communication support (design and printing), a proposal will be sent to the Chairman of the Executive Board for acceptance. If the investment amount exceeds an amount of € 1.000,- , the Chairman will have to consult the other Executive Board Members for approval.