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## **ABSTRACT**

This document constitutes the Project Management Plan (PMP) of the OVERHEAT project.

The document elaborates further the Grant Agreement Description of Actions and it serves as the core management handbook, providing guidelines for the project manager and the project members to follow during the full cycle of the project.

Innovative strategies for containership fires prevention and management (OVERHEAT) main goal is to prevent and manage, in case of occurrence fire accidents on board of containerships. OVERHEAT brings novel fire management solutions for Prevention, Early Detection and Response which are key aspects to assure safety of people and the protection of the environment. The development of a Digital Solution (DS) will provide the overall situational picture on board and surrounding the vessel. Furthermore, integration of IoT sensors (fixed and mobile) and UAS will provide the ad-hoc system for the prevention, early detection and rapid response of fire. Best practice and assessment of Safety Culture (SC) will be conducted to prevent fire and understand how people perceive safety. Hence, OVERHEAT prepares a truly new generation of digital fire management solutions: complete, seamless, real time and in line with IMO regulations (integrated in the vessel IT infrastructure). The impact of the proposed solution will be initially evaluated by performing validation activities in simulated environment and then executing demonstration activities in a real environment, with use cases that will be identified, described and detailed during the research activities, to prove the feasibility and benefits.

The goal of this handbook in accordance with the Consortium Agreement is to describe the project management structure and procedures and to identify, for each of the operational needs of the project, the roles, responsibilities and best practices in order to develop a clear approach for supporting the project management and the OVERHEAT consortium throughout the project execution.

To this aim, in the PMP are also clarified the project Work Breakdown Structure (WBS), the schedule, the reporting and acceptance of deliverables rules and the management of possible risks for the project completion. All these aspects are based on the Grant agreement No 101076633 agreed with the European Climate, Infrastructure and Environment Executive Agency (CINEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission.



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## ACRONYMS

Acronym	Definition
CA	Consortium Agreement
DMP	Data Management Plan
DS	Digital Solution
EB	Executive Board
GA	Grant Agreement
HIL	humans-in-the-loop
KPIs	Key Performance indicators
PC	Project Coordinator
PCC	Project Coordination Committee
PDM	Project Dissemination Manager
PMP	Project Management Plan
QAP	Quality Assurance Plan
RMP	Risk Management Plan
SC	Safety Culture
SoA	State-of-the-Art
SSB	Stakeholder Support Board
TLs	Task Leaders
UCs	Use Cases
WBS	Work Breakdown Structure
WPs	Work Packages
WPLs	Work Package Leaders

Table 1: Acronyms



## **SECTION 1 – Introduction**

### **Section 1.1 – Purpose of the document**

This document has been prepared to support the project team through the project’s different activities and it complements what is already contained within the Grant Agreement [1] and its Annexes, as well as within the Consortium Agreement (CA).

### **Section 1.2 – Scope**

This document is the Project Management Plan (PMP) of the OVERHEAT project. This deliverable is intended to provide the project management structure and procedures and to identify, for each of the operational needs of the project, the roles, responsibilities and best practices in order to develop a clear approach for supporting the project management and the OVERHEAT consortium throughout the project execution.

To this aim, in the PMP are also clarified the project Work Breakdown Structure (WBS), the schedule, the reporting and acceptance of deliverables rules and the management of possible risks for the project completion.

### **Section 1.3 – Structure of the document**

This document includes the present Section 1, which introduces the document purpose and scope, Section 2, which defines the OVERHEAT project management, and Section 3, where details about the management procedures are defined.

In more details:

- Sections 2.1 describes the project objectives and list the Solutions that will be demonstrated during the project execution.
- Section 2.2 presents the project management and organization.
- Section 2.3 describes the roles and also lists the contact persons responsible for the various roles within the project structure.
- Section 2.4 shows the Work Breakdown Structure and schedule.
- Section 3 provides details about the management of effort/cost, about the project reporting and the acceptance of deliverables, as well as the management of risks and issues.



## SECTION 2 - Project Management

### Section 2.1 – Project Objectives

The overall objective of the OVERHEAT project is to prevent, detect, manage, response and recovery from fire accidents on board of containerships.

In order to reach this goal, the following specific objectives will be achieved by OVERHEAT project:

- State-of-the-Art (SoA) analysis of fire causes in cargo spaces (also including loss of container as a consequence of fire).
- To define best practices for fire prevention/management and for securing the containers on the weather deck and not lose them in case of fire damages.
- To set out methods definition, processes and safety goals to prevent and/or manage fire accidents.
- To assess the risk of hazards through a predictive approach (operational risk assessment) for identifying probability and severity of hazards and their mitigations.
- To assess the safety culture of people to better understand how people perceive safety and the company's approach to safety management.
- To develop a Digital Solution (DS) that allows to prevent fire accidents, accelerate time sensitive tasks and reduce the potential for human error. The data from different sensors will be fused into a well-integrated system linked to the vessel architecture making the ship as a "smart ship".
- To evaluate the impact of the proposed solution by performing validation activities, with proper use cases considering five complementary scenarios (Valencia port, Port of Brest, Ports of Bremen, Gdynia port and Genova port) and representative companies, in order to prove the feasibility and potential benefits. Live demonstration activities in a relevant environment will also be performed allowing OVERHEAT results to progress to TRL7.

To manage fire accidents is a tough challenge, several ships have this problem. The impact of the proposed solution will be initially evaluated by performing validation activities in simulated environment and then executing demonstration activities in a real environment, with Use Cases (UCs) already identified. However, along the project development, the UCs will be detailed to prove the feasibility and benefits.

The validation activities will mainly aim to demonstrate the feasibility of solutions related to the fire accidents on board of containerships.

The project will also focus on technological aspects, relying on the following products, already available within the consortium and suitably customized to fit the project objectives:

- ENSM platform;
- IMAT platforms and firefighting field;
- Caronte & Tourist ships;



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- TopView UAV, Recharging station & Thermal Camera;
- PEOPLETRUST sensors.
- GTS Containers for Demonstration

The validation activities will be conducted considering 5 UCs and different operational scenarios:

- Genoa (Italy) and Gdynia (Poland) ports will be simulated using IMAT's experimental simulation platform; The results of the simulation activities will be tested in the IMAT firefighting camps.
- Brest port (France) will be simulated using ENSM's experimental simulation platform and then demonstrated in the port of Brest.
- A demonstration activity will be executed in the port of Sagunto (Spain).
- A German use case will be executed in which the main output is an assessment of Safety Culture (SC).

The tests will be carried out by involving licensed Master, Official and firefighting personnel to operate the scenarios. All the scenarios will be tested in simulations, using the most suitable facilities, before performing demonstrations in real environment.

The simulation activities will be complemented by a demonstration activity in a real environment, with humans-in-the-loop (HIL), in order to identify any safety risk resulted by previous simulation activities, as well as to achieve preliminary assessment of measurable Key Performance indicators (KPIs) in realistic environments.

All the expected validation activities will provide data and information that will be collected and analysed using suitably defined KPIs, in order to obtain quantitative and qualitative performance assessments of the operational concept and to measure its impact with respect to the Call expectations.

## **Section 2.2 – Project Management and Organisation**

The OVERHEAT project is managed by the OVERHEAT Consortium, consisting of 17 partners from Italy, Germany, Spain, France and Poland.

The OVERHEAT Project consortium partnership assures a right level of seniority and expertise to correctly address all the technical and management issues in order to achieve the project goals. It comprises leading stakeholders from maritime companies, port managers and authorities, business associations together with academic participants, bringing complementary knowledge and strengthening excellence. Together, this consortium covers the wide area of knowledge and expertise necessary to perform the activities in this project. The capabilities of the consortium partners are complementary. In fact, this complementarity is also reflected in the Work Packages lead, with a proper balance between the research and industry shares. Each partner will contribute in accordance with their skills and fields of expertise, so that in the end, the joint efforts will lead to a successful implementation of the project. In addition, the project will count on a Stakeholder

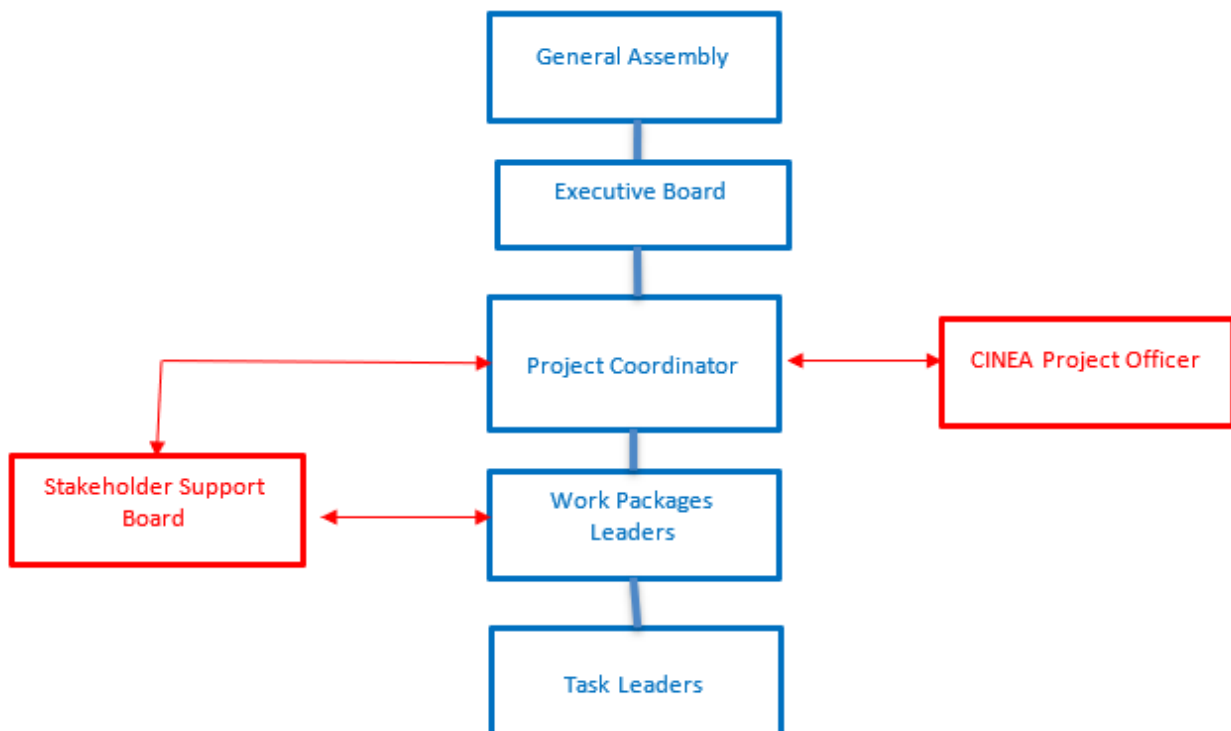


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Support Board (SSB) that will provide strategic advises on key issues, in order to assure the project effectiveness and to maximize its outcomes; it will give its perspective to the project, supporting the project consortium and guaranteeing the dissemination strategy is meeting its objectives, taking into account also feedback from stakeholders. The interactions between OVERHEAT and the SSB will be managed by the project manager and the WP leaders

Under IMAT coordination, the partners of the OVERHEAT Consortium will share the technical execution of the project activities, by a suitable distribution of the WPs. IMAT will lead the Project Management WP with ISSNOVA support, assuring that the guidelines for the project execution will be fully addressed and taking care of the project reporting, both financial and technical, and of the risks management. ISSNOVA will be responsible for the Communication, Dissemination and Exploitation WP. The technical activities are organized in seven WPs. The OVERHEAT organization structure consists of a series of figures and collegial bodies listed below (see Figure 1):

- General Assembly (GA)
- Executive Board (EB)
- Project Coordinator (PC)
- Project Coordination Committee (PCC)
- Work Package Leader (WPL)
- Task Leader (TL)
- Stakeholder Support Board (SSB)





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*Figure 1 - OVERHEAT Management Structure*

Here below we describe the role, the responsibilities and the decision making procedure for each of them.

**The Grant Agreement (GA)** as the ultimate decision-making body of the consortium. The GA shall consist of one representative of each Party. The Project Coordinator shall chair all meetings of the GA, unless decided otherwise by the GA. The Parties agree to abide by all decisions of the GA.

The **EB** as the supervisory body for the execution of the Project, which shall report to and be accountable to the GA. The EB shall consist of the Project Coordinator and the representatives of the Parties appointed to it by the GA. The Project Coordinator shall chair all meetings of the EB, unless decided otherwise by a majority of two-thirds

**PC - The Project Coordinator (PC)** manages and supervises the project “daily operations”, coordinating both from a technical and administrative point of view the different work packages by means of a continuous information exchange with the Work Package Leaders (WPLs). He manages, on behalf of the consortium, all the administrative stuff required by the CINEA project Officer. The PC is responsible for the overall risk management, ensuring that the risks identified are properly mitigated, the concerns are properly addressed, and the emerging opportunities are exploited. He convenes and chairs the GA and EB meetings, takes care that all EB decisions are timely and properly implemented by the WPLs and Task Leaders (TLs).

**PCC - Project Coordination Committee.** The committee is composed of people from IMAT and ISSNOVA, that support the scientific coordinator by managing both scientific and financial aspects. More in details, it is composed by project coordinator and their support (IMAT), the project dissemination Leader and the project manager of ISSNOVA. The team will monitor and manage the possible scientific and administrative issues of the project. In addition, it will manage the communication among and outside the consortium.

**PDM - Project Dissemination Manager.** The dissemination of project results is a priority for OVERHEAT. ISSNOVA will be in charge of the activity, by ensuring a proper dissemination of project results through the Project website, the participation to targeted events and publication of articles in peer reviewed journals.

**SSB - Stakeholders Support Board.** The main task of this Board will be to offer their complimentary skills and expertise to the project, favouring the dialogue between science&technology and end users. The SSB will give its perspective to the project, supporting the project consortium and guaranteeing the development of demo activities in line with real life problems they face daily. The body will be chaired by Brest Port and will be composed of:

- Port Authorities
- Ship Owners
- Public Authorities



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**WPL** - The WPLs are responsible for the progress and accomplishment of all activities pertaining to their WPs. They coordinate the WP activities and report on their status to the PC by detecting and managing, with the support of the PC, any deviations of the budget and time-schedule from the baseline project plan. WPLs are chosen among the TLs in order to keep the management effort and its overhead as small as possible. The WPL is the connecting link between the PC and the TLs, where applicable. The WPLs will be appointed during the Kick-off Meeting (KoM) by the applicable leading partner.

**TL - The Task Leader (TL)** is responsible for organising and performing the work at task level, coordinating the available resources, and reporting their status to the WPL. The TLs will be appointed during the KoM by the applicable leading partner.

**WPLs and TLs** constitutes the Project Management Support Team, which assists and facilitates the work of the Project Coordinator, for the day-to-day management of the Project, and of the Executive Board. Each partner has at least one representative in the Project Management Support Team.

### Section 2.3 – Organisation and Roles

The table below provides a summary and more details about the information reported in the Annex 1 Part A of the Grant Agreement. Furthermore, it provides for the various teams / roles in the projects the names of the people they have been allocated to.

#### Section 2.3.1 – General Assembly and Executive Board

*Table 2 - General Assembly and Executive Board contact list*

Role	Name	Beneficiary
Project Coordinator, Chair and WP1 Leader	Marco Pasciuto m.pasciuto@imat2006.it	IMAT
Project Coordinator and WP1 leader Support. Coordination Committee member	Valentina Lasco v.lasco@imat2006.it	Project Coordinator and WP1 leader Support. Coordination Committee member
Project Coordinator Quality Lead	Rosario Trapanese r.trapanese@imat2006.it	Project Coordinator Quality Lead
Project Coordination Committee	Vittorio Sangermano sangermano@issnova.eu	Project Coordination Committee



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Project Communications Lead (WP9), and Project coordination Committee	Raffaella Russo russo@issnova.eu	Project Communications Lead (WP9), and Project coordination Committee
WP2 Leader	Dominic Kudlacek dominic.kudlacek@hs-bremerhaven.de	WP2 Leader
WP3 Leader	Stefano Ricci stefano.ricci@uniroma1.it	WP3 Leader
WP4 Leader	Massimo Capozza massimo.capozza@peopletrust.it	WP4 Leader
WP5 Leaders	Pedro Merino-Laso pedro.merino-laso@supmaritime.fr Alberto Mennella alberto.mennella@topview.it	WP5 Leader
WP6 Leader	Gunnar Tietze gunnar.tietze@seatopic.com	WP6 Leader
WP7 Leader	Robin Poté r.pote@circoe.com	WP7 Leader
WP8 Leader	Rafael Company rcompany@fundacion.valenciaport.com	VPF



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### Section 2.3.2 – Project Coordination Committee

Table 3 - Project Coordination Committee

Role	Name	Beneficiary
Chair	Marco Pasciuto m.pasciuto@imat2006.it	IMAT
Member	Valentina Lasco v.lasco@imat2006.it	IMAT
Member	Vittorio Sangermano sangermano@issnova.eu	ISSNOVA
Member	Raffaella Russo russo@issnova.eu	ISSNOVA

### Section 2.3.3 – Stakeholders Support Board

The Stakeholders Support Board is still not completed. The following table includes confirmed members.

Table 4 - Stakeholder Support Board

Role	Name
Member	Bremenports
Member	Gdynia Port
Member	Bremen Port Ministry
Member	Bremen Port Authority

### Section 2.3.4 – Work Package Leaders

Table 5 - Work Package Leaders

Role	Name	Beneficiary
WP1 Leader	Marco Pasciuto m.pasciuto@imat2006.it	WP1 Leader
WP2 Leader	Dominic Kudlacek dominic.kudlacek@hs-bremerhaven.de	ISaSS
WP3 Leader	Stefano Ricci	DITS



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WP4 Leader	Massimo Capozza massimo.capozza@peopletrust.it	Peopletrust
WP5 Leader	Pedro Merino-Laso pedro.merino-laso@supmaritime.fr / Francesco Russo francesco.russo@topview.it	ENSM/TopView
WP6 Leader	Gunner Tietze gunnar.tietze@seatopic.com	SeaTopic
WP7 Leader	Théo Delferriere t.delferriere@circoe.com	CIRCOE
WP8 Leader	Rafael Company rcompany@fundacion.valenciaport.com	VPF
WP9 Leader	Raffaella Russo russo@issnova.eu	ISSNOVA

## Section 2.4 – Work breakdown and Schedule

The OVERHEAT WBS has been optimized initially based on the specific objective of a project, consisting of demonstrating solutions through simulations and live trials activities. In addition, the WBS structure adequately takes into account competences and skills available in the consortium with the final aim to maximise the overall project efficiency.

According to the general considerations above, the OVERHEAT WBS consists of nine work packages, structured in several tasks.

In particular seven WPs are considered technical and are associated to the classical logically sequential phases representing the natural roadmap for the demonstration of procedures and system prototypes (design and preparation of the experiment, flight trials execution, data analysis). The WBS is completed by two transversal WPs, which cover the whole duration of the project: WP1



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is devoted to the Project Management activities and WP9 is dedicated to the Communication, Dissemination and Exploitation purposes. Each WP is led by a single partner (only the WP5 is led by two organizations), the WPL, who is responsible for the quality and timeliness of those WP activities, as well as for the distribution of the single work tasks among the contributing partners. Figure 2 summarizes the overall project WBS.

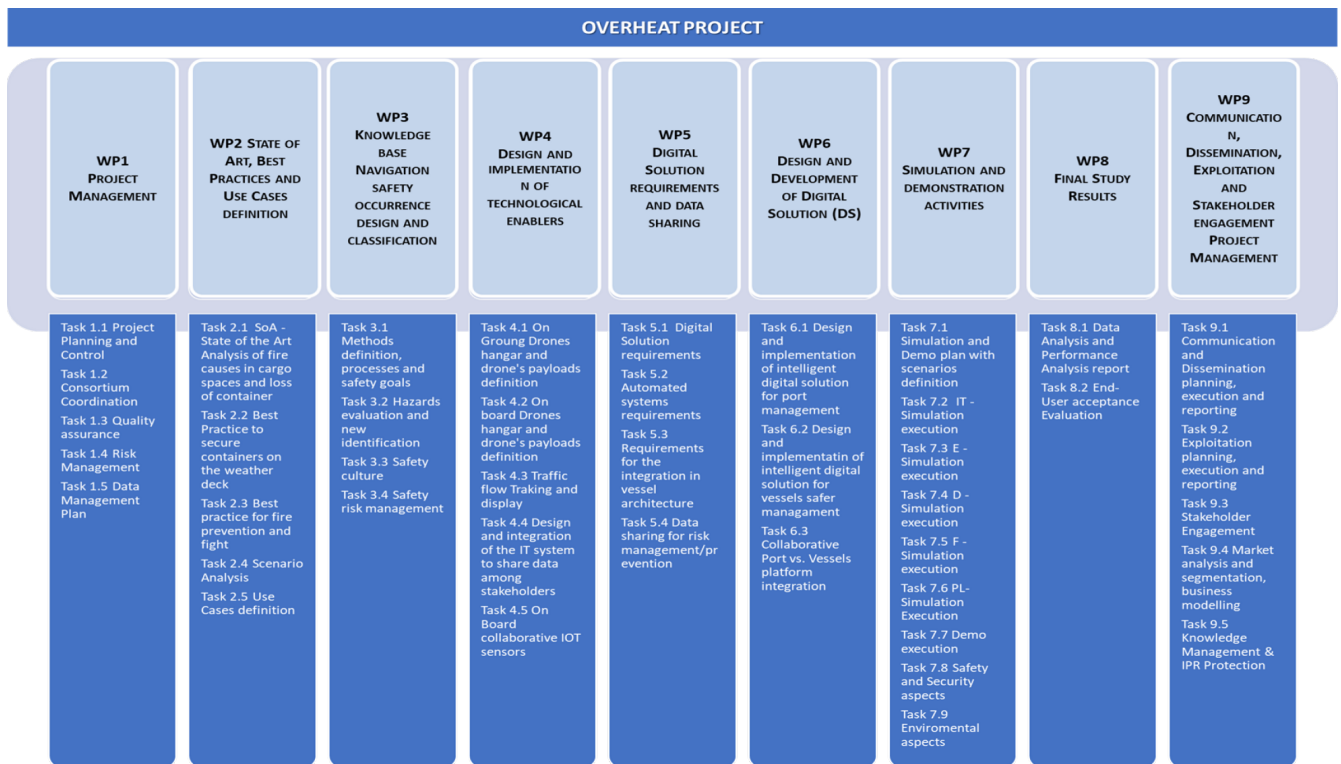


Figure 2 Work Breakdown Structure

Figure 3 produces a virtual interaction among different work-packages. WP1 and WP9 are a transversal WP. So WP1 includes all project management activities instead WP9 represents Communication and Dissemination. The technical WPs (from 2 to 8) are executed twice in sequence. It is possible to consider the WBS divided in four steps as indicated below:

1. Concept phase – that includes WP2 and WP3. The overall aim of WP2 is to provide a holistic description and understanding of the prevention and management of fire accidents on board of containerships and the associated loss of containers in Europe. Hereby, two perspectives will be integrated: the preservation of the environment and the safety of people (crew and helpers). In addition, preventatives measures, best and worst practices and relevant European stakeholders associated with the prevention of fire accidents and extinguishing of fire will be identified. Based on the input of this WP, the following WPs will develop innovative strategies and technologies to prevent fire accidents and loss of containers. To sum up, WP2 will be the conceptual framework of the OVERHEAT-project. Furthermore, the objective of WP3 is to define methods processes and safety goals based



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- on the literature review performed in WP2. The WP will perform a risk analysis concerning single events and their combination. In addition, a study of Safety Culture will be performed;
2. Technological Adaptation Phase – that include WP4, WP5 and WP6. WP4 defines, develops, and makes available for testing and demonstrations an integrated system allowing an early detection of fires on container vessels and providing useful information to be delivered to systems and personnel devoted to situation awareness and fire extinguishing operations. The use of a combination of technologies, i.e., on-board sensors and drones, is envisaged. These technologies are believed to be fully complementary in order to obtain the best results in terms of fire detection performance (i.e., probability of missed alarms vs. probability of false alarm) as well as in terms of information contribution to situation awareness and fire extinguishing operations. Consequently, WP5 is firstly to identify the needed requirements for a suitable solution; secondly, to quantify these requirements and built pertinent metrics; and finally, to propose test specifications to evaluate how the proposed solution respond to these requirements. In the end, starting from the requirements defined in the WP5, the objective of the WP6 is to design and develop the expected Digital Solutions, concentrating on ports (Task 6.1), on vessels (Task 6.2) and finally on the end-to-end port-vessels- surveillance & rescue teams collaborative data & information infrastructure (Task 6.3);
  3. Final Simulation and Demonstration Phase – that includes WP7. To define, coordinate and report on the simulation and demonstration activities, thus giving an opportunity to test the with end users, including ship owners, port authorities and public authorities. To that aim, five demonstration activities in real environment are conducted in Italy, Spain, France, Poland and Germany;
  4. Final Assessment Phase – that includes WP8. This work package has the following objectives:
    - Analyse the project results achieved and investigate any surprise outcomes
    - Evaluate the project results against the stated objectives and any bonus findings
    - Derive any lessons learned to inform stakeholders
    - Evaluate the acceptability of the project results by the key end users



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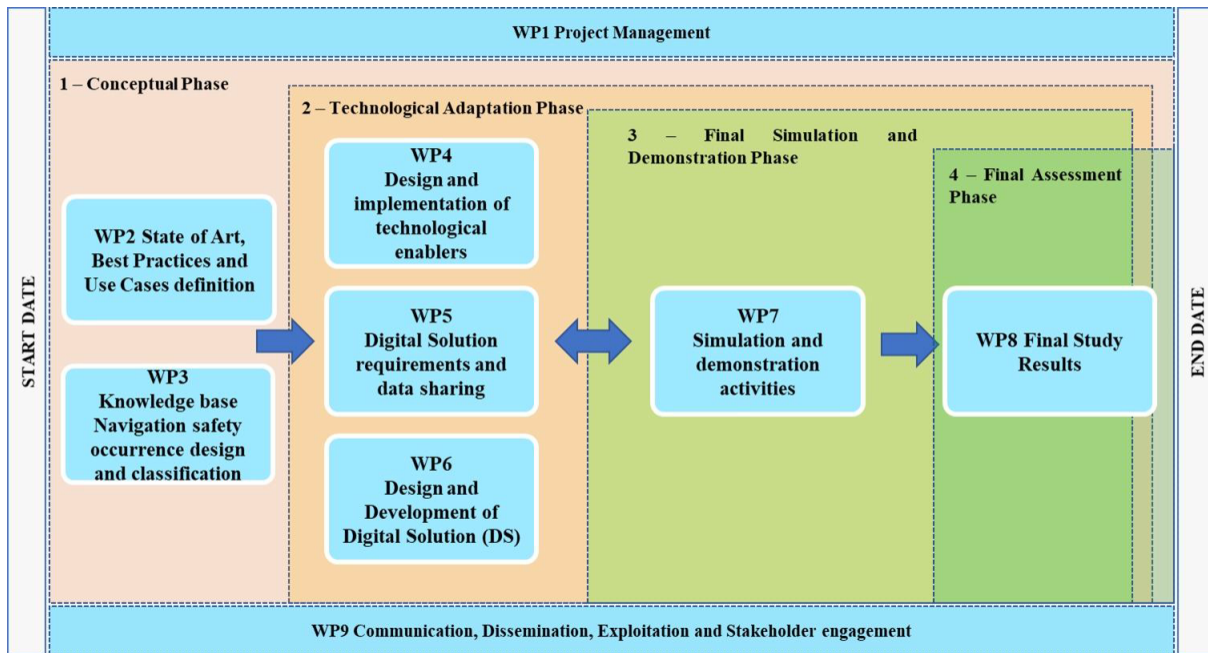


Figure 3 OVERHEAT Pert chart

The consortium adopted a management structure based on a classical system approach, defining an adequate number of intermediate milestones (9 over the 36 months of the project duration) in order to monitor the project’s progress and promptly handle possible technical issues. In the end a Gantt chart of the project is provided through Figure 4.

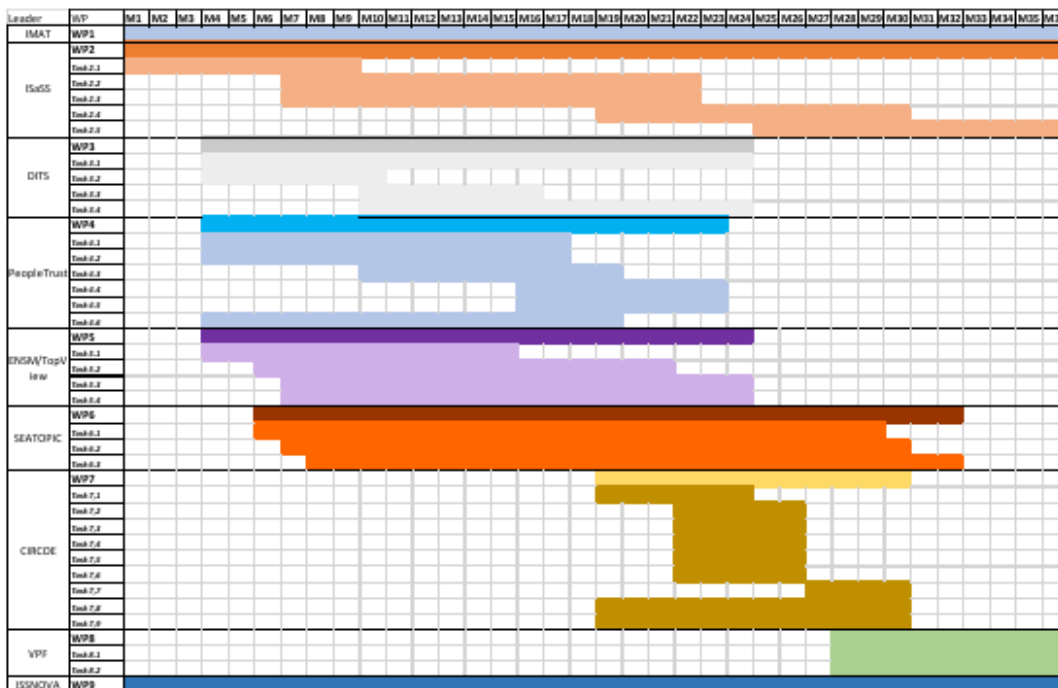


Figure 4 OVERHEAT Gantt chart



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### **Section 2.4.1 – Anticipated Grant Amendments**

At present, there isn't any anticipated Grant Amendment that would be required in the view of the project team to complete the work up to the next Project Control Gate.

## **SECTION 3 - Management Procedures**

### **Section 3.1 – Effort and Cost Management**

Effort in manpower will be accounted by using the Beneficiaries tools for personnel hourly engagement record. The personnel effort on each work package will be accounted.

The effort spent per work package shall be in agreement with the Workplan Tables as reported in Annex I, part A of the Grant Agreement [1].

### **Section 3.2 – Progress Reporting**

Quarterly Progress Reports will be produced using the template provided by the CINEA and submitted to the Participant Portal to allow monitoring in a qualitative and quantitative manner of the progress and the forecast of the Project. The reporting will include a summary status (progress made since the last report, achievements made and any corrective actions), effort spent per beneficiary and work package, issues that are being handled, top risks (in order of criticality and/or priority), and updated project schedule.

Periodic Technical and Financial Progress Reports will be submitted via the Participant Portal following each reporting period (every eighteen months), at latest within 60 days following the end of the Reporting Period. The coordinator will prepare the report, based on the input from all beneficiaries. The content of the Technical and Financial Progress Reports will be based on reporting rules.

### **Section 3.3 – Acceptance of Deliverables**

Each deliverable will be subject to review before being released and forwarded to the CINEA. The leader of the WP, where a deliverable is produced, will be responsible for sending the final version of the deliverable to the Consortium members involved in the review (appointed by the Coordinator and the WP leaders), who will have one week to provide their comments to the WP leader. The detailed description of deliverables review can be found in the D1.5 Quality Assurance Plan (SECTION 2 - Deliverables' review).

After the finalization of the deliverable in accordance with the comments made by the reviewers, the WP leader will make the deliverable available to the Project Coordinator, who will have the responsibility to decide on the acceptability of the deliverable content. The deliverable will be uploaded on the Participant Portal by the Project Coordinator once approved. In order to facilitate the process One drive could be used for document sharing within the consortium.

Deliverables will be submitted to CINEA at the latest on the due date specified in the Workplan Tables as reported in Annex I part A of the Grant Agreement [1].



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When, and as soon as, delays in deliverable submission become evident, a request for deliverable delayed issue will be sent by the Project Coordinator to the Project Officer. A delay which is expected to be in excess of two months, have to be specifically approved by the Project Officer.

The status of the deliverable acceptance will be considered in the related Periodic Technical/Financial Report.

### Section 3.4 – Risks and Issues

The management of project Risks, will be performed throughout the entire project life-cycle with a specific deliverable known as “Risk Management Plan”. This process includes defining and implementing actions to mitigate the Risks and Issues.

Concerning risks, the OVERHEAT Consortium will be strongly committed to define and finalise the risk management approach in the first phase of the project, because it is essential for the right execution of other planning processes such as time and costs. The risk management process will be repeated periodically, since new risks may arise or their impact may change. The risk management process will be built along three main activities:

- Risk Identification (through brainstorming, documents review, SWOT analysis);
- Risk Assessment (in terms of probability and impact);
- Risk Resolution (determining if the risks have to be accepted or mitigated, and in the latter case, defining the actions to mitigate the risk).

Risk identification will be performed at task level. Each task leader will report the risks encountered in the task to the Project Manager. For each identified risk, a risk management analysis has to be developed at technical level by the WP leaders and, if needed, at strategic level by the Project Coordination Committee. The risk severity will be evaluated by defining a score on the base of the level of impact on the project and on the possibility of verification of the event classified as “LOW”, “MEDIUM” and “HIGH” by using for each risk a classical impact-probability risk presentation table will be used that will help to identify the most critical risks (see Figure 5). When required, the WP leaders and/or the Project Coordination Committee will define and monitor the mitigation actions to manage the risk.



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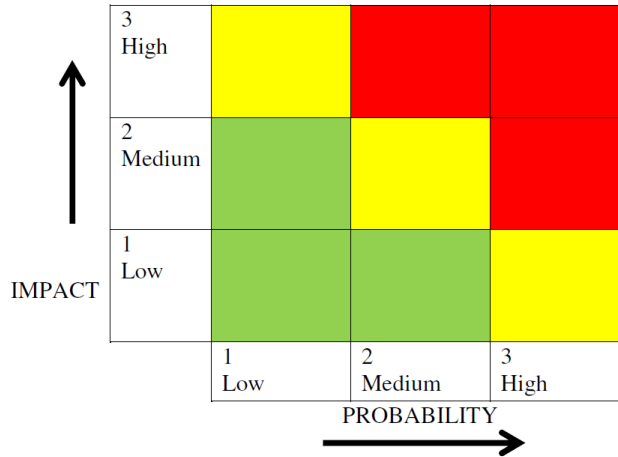


Figure 5 Risks assessment table

The management of project Risks and Issues will be done through the Periodic Reporting via the Participant Portal. Only top Risks and significant issues (if applicable) will be reported in the Technical Progress Reports and in the quarterly report for CINEA risk management. The reporting on risks will include impact, likelihood, severity as well as mitigation actions and their status. The reporting on issues will include impact status and corrective actions.

All Project risks and issues are reviewed and updated at least once every 3 months, when they are integrated in the quarterly report. For further details regarding the risks, please refer to OVERHEAT D1.4 Risk Management Plan

**CONCLUSIONS**

This document constitutes the Project Management Plan of the OVERHEAT project. It serves as the core management handbook and provides guidelines for the project manager and the project members to follow during the full cycle of the project.



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D1.1

## REFERENCES

1. OVERHEAT Grant Agreement 101076633 Final Version
2. OVERHEAT Consortium Agreement Version 1.0
3. OVERHEAT D1.1 Project Management Plan Version 1.0
4. OVERHEAT D1.5 Quality Assurance Plan Version 1.0



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