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1. Summary

Cutting Crime Impact (CCI) aims to enable practice- based innovation in preventing, investigating and mitigating high-impact petty crime. Overall quality management of the CCI project is being conducted under Work Package 11 – Project Coordination. The task leader of Task 11.4 Quality Management is LOBA, working in close collaboration with the project coordinator—USAL—and supported by DSP. LOBA is responsible for supporting quality assurance procedures, monitoring review processes and supporting the evaluation of deliverables.

CCI’s Quality Plan outlines procedures to be followed during the project to ensure effective monitoring, assessment and evaluation of project tasks and deliverables, as well as overall achievement of its objectives. The quality plan will support project coordination and contribute to minimising risk.

The quality plan describes the procedures for ensuring quality of work and accuracy of record keeping. The use of guidelines and templates will support CCI collaboration and the production of high-quality deliverables. This Quality Plan will be a practical document, which will be updated as required throughout the project.

2. Project Overview

Crime has a significant negative impact on European citizens' quality of life, community cohesion and the safety and security of the urban environment. The aim of the Cutting Crime Impact (CCI) project is to enable Law Enforcement Agencies (LEAs) and security policymakers to adopt a preventative, evidence-based and sustainable approach to tackling high-impact petty crime. Tailored to the needs of end-users, CCI will design, develop and demonstrate four Toolkits covering:

- Predictive policing
- Community policing
- Crime prevention through urban design and planning
- Measuring and mitigating citizens' feelings of insecurity.

Using social science methods and innovation tools from the design industry, CCI will support LEAs in researching and innovating practical, evidence-based tools that meet end-users needs and operational contexts. In delivering CCI, LEAs will gain valuable experience in requirements capture, problem framing, ideation, concept generation, solution design and prototyping that is transferable to other areas. Practical consideration of ethical, legal and social issues throughout the project's research and innovation activities will ensure developed Toolkits help promote safe and secure towns and cities, without compromising fundamental human rights.

All toolkits will be demonstrated in an operational setting to assess performance, and materials developed will support integration into LEA operations and foster wider implementation. CCI aims to encourage wider EU adoption of effective approaches to safety and security and will develop an extended European Security Model that includes high-impact petty crime and citizens' feelings of insecurity. CCI will result in greater openness to innovation and design approaches amongst LEAs and security policy makers across Europe, as well as demonstrate the value of practitioner-led approaches to EU-funded research and innovation projects.

3. Work Package (WP) Responsibilities

The coordinator and all partners ensure the necessary personnel resources and assets, as well as their organisational efficiency and logistics required to successfully implement the CCI Project.

Responsibilities and tasks of persons involved in the project are outlined in the CCI grant agreement, Annex 1 Part A.

Each project partner is responsible for one or more of the 12 Work Packages—i.e. “WP leader”. Each Work Package is divided into tasks, each managed by a “Task Leader.” Responsibilities are detailed in the Annex 1 (Part A) and are summarised below in Table 1.

Table 1 – The Work Packages and tasks of the CCI project

#	Work Package and Tasks	Leader
WP1	Consortium integration and innovation support	USAL
T1.1	Develop common language and understanding around CCI project concepts	USAL
T1.2	Compile directory of key texts and concepts informing practice	DSP
T1.3	Develop and trial protocol for DesignLab innovation support session	USAL
T1.4	Deliver 5 x DesignLabs with CCI consortium partners	USAL
WP2	Review of relevant tools in current practice and 'what works'	DSP
T2.1	Review of relevant EU-funded research projects that have produced toolkits	EFUS
T2.2	Review of existing toolkits in use by LEAs and security policymakers	DSP
T2.3	Review of state of the art in LEA predictive policing practice	LKA
T2.4	Review of state of the art in LEA community policing practice	USAL
T2.5	Review of state of the art in LEA CP-UDP practice	DSP
T2.6	Review of state of the art in measuring and mitigating citizens' feelings of insecurity	USAL
T2.7	Conclusions reporting	DSP
WP3	Enabling requirements capture for partner LEA context	USAL
T3.1	Research and design CCI requirements capture research methods and tools	USAL
T3.2	Deliver training on CCI requirements capture research methods and tools	DSP
WP4	Development of PIM Toolkit 1: Predictive policing	LKA NI
T4.1	Review ethical, legal and social issues impacting predictive policing	RUG
T4.2	Undertake predictive policing requirements capture research — The Netherlands (NPN)	DSP
T4.3	Undertake predictive policing requirements capture research – Lower Saxony, Germany (LKA)	LKA

#	Work Package and Tasks	Leader
T4.4	Analyse research findings, write initial report and prepare materials for DesignLab 1	LKA
T4.5	Design, prototype and produce NPN predictive policing tool for PIM Toolkit 1	NPN
T4.6	Design, prototype and produce LKA predictive policing tool for PIM Toolkit 1	LKA
T4.7	Identify relevant training requirements to support PIM Toolkit 1 implementation	DSP
WP5	Development of PIM Toolkit 2: Community policing	GMP
T5.1	Review ethical, legal and social issues impacting community policing	RUG
T5.2	Undertake community policing requirements capture research – Greater Manchester (GMP)	GMP
T5.3	Undertake community policing requirements capture research – Lisbon, Portugal (CML)	CML
T5.4	Analyse research findings, write initial report and prepare materials for DesignLab 2	CML
T5.5	Design, prototype and produce GMP community policing tool for PIM Toolkit 2	GMP
T5.6	Design, prototype and produce CML community policing tool for PIM Toolkit 2	CML
WP6	Development of PIM Toolkit 3: Crime Prevention through Urban Design & Planning (CP-UDP)	PJP
T6.1	Review ethical, legal and social issues impacting CP-UDP	RUG
T6.2	Undertake CP-UDP requirements capture research – Greater Manchester, UK (GMP)	GMP
T6.3	Undertake CP-UDP requirements capture research – Estonia (PJP)	USAL
T6.4	Analyse requirements capture findings and write initial report	USAL
T6.5	Design, prototype and produce Greater Manchester (GMP) CP-UDP Tool for PIM Toolkit 3	GMP
T6.6	Design, prototype and produce Estonia (PJP) CP-UDP tool for PIM Toolkit 3	PJP
T6.7	Identify relevant training requirements to support PIM Toolkit implementation	DSP
WP7	Development of PIM Toolkit 4: Measuring and mitigating citizens' feelings of insecurity	INT



#	Work Package and Tasks	Leader
T7.1	Review ethical, legal and social issues impacting citizens' feelings of insecurity	RUG
T7.2	Critically review theories of insecurity and develop conceptual model	USAL
T7.3	Design, prototype & produce Lower Saxony (LKA) 'feelings of insecurity' tool for PIM Toolkit 4	LKA
T7.4	Design, prototype & produce Lower Saxony (LKA) 'feelings of insecurity' tool for PIM Toolkit 4	LKA
T7.5	Design, prototype and produce Catalonia (INT) 'feelings of insecurity' tool for PIM Toolkit 4	INT
T7.6	Integration of PIM Toolkit 4 within European Security Audit	EFUS
T7.7	Identify relevant training requirements to support PIM Toolkit wider implementation	DSP
WP8	Practical demonstrations of PIM Toolkits, and development of implementation support	DPT
T8.1	Practical demonstration of PIM Toolkits	DPTI
T8.2	Research and review training/CPD provision	DPTI
T8.3	Develop PIM Toolkit implementation support materials	DPTI
T8.4	Deliver PIM Toolkit implementation support workshops at local and national levels	DPTI
WP9	Expanding the European Security Model to include high-impact petty crime	DSP
T9.1	Understand the context, background and objective of the European Security Model	DSP
T9.2	Develop expanded European Security Model that includes high impact petty crime	USAL
T9.3	Develop recommendations and communication tools	DSP
T9.4	Develop Policy Briefings	DSP
WP10	Dissemination, communication and exploitation	LOBA
T10.1	Develop strategy for project communication activities	LOBA
T10.2	Develop CCI project visual identity	LOBA
T10.3	Develop Exploitation, Innovation and IPR management plan	LOBA

#	Work Package and Tasks	Leader
T10.4	Design and produce project communication materials	LOBA
T10.5	Plan project communication actions	DPTI
T10.6	Design, create and manage CCI project website	LOBA
T10.7	Create and maintain project mailing list and disseminate periodic newsletters	LOBA
T10.8	Participate in events for LEAs, security policymakers and civil society organisations	DPTI
T10.9	Participate in relevant international conferences, including papers and information stands	LOBA
T10.10	Develop and deliver project final CCI conference event	USAL
WP11	Project coordination (including Advisory Board)	USAL
T11.1	General coordination	USAL
T11.2	Liaison with European Commission	USAL
T11.3	Innovation Management	USAL
T11.4	Quality Management	LOBA
WP12	Ethics requirements	USAL

The WP Leader manages the overall performance of the WP, while the Task Leader manages the implementation of the respective task. Both WP Leader and Task leaders must be in communication in order to ensure the tasks and activities are in line with the objectives of the project and respective WP.

The Coordinator (USAL) and WP Leaders will work together to ensure the project is implemented on time and to a high quality. Individual Partners will report to the Task Leader regarding the completion of tasks under each WP and the WP Leader reports completion of each WP and its deliverables and outcomes to the Coordinator.

The delivery of the project is clearly outlined in the Work Plan. Modelled on the design development process, the WP leader and Task Leader are expected to work closely to the steps outlined in the CCI Work Plan. Responsibilities of the WP Leader and Task Leader include:

- Expanding upon the work plan and methods outlined in the CCI grant agreement
- Communicating the task and expected results to relevant partners
- Seeking and addressing any questions or issues that arise
- Collating the work and results produced by the partners
- Checking that partners' contributions correspond to the plan and meets the necessary quality criteria
- Developing of the final deliverable.
- Ensuring delivery of tasks by the deadline

The Project Coordinator (USAL) supports the WP leaders and task leaders in achievement of their tasks and, in particular, ensures:

- The WP working plan meets the project objectives and programme of work
- The planned activities can be delivered and are within the resources and capacities of consortium partners
- There is consistency in terms of quality standards across the tasks and deliverables.

In addition, the Coordinator is responsible for the sum of all tasks implemented as a part of each WP and for ensuring the overall quality and impact of CCI.

4. Quality principles, processes and controls

The Quality Plan provides a framework to guide the project towards achieving the objectives, delivering the anticipated results of the project and improving performance should issues arise. The Quality Plan covers two aspects of CCI:

- The actions related to the cooperation and communication between Consortium members as well as liaison with the European Commission.
- The implementation of actions related to achieving the projects' objectives and delivering the best results.

The CCI Quality Plan is based on the specifications outlined in the submitted Description of Action (annexed to the Grant Agreement) for the project implementation. The aims of the Quality Plan are to support the CCI Consortium in:

- Ensuring the activities and results produced during the project are of a high quality in terms of content and aesthetics, as well as meeting the expectations of the partners and end users
- Ensuring the results of the project are disseminated, communicated and exploited effectively
- Communicating in a constructive way that enables feedback to be obtained, risks to be managed, problems to be identified and performance to be improved, where necessary.

4.1 Principles

The Quality Plan is based on five good practice management principles:

1. Recognising that quality is the responsibility of all partners and should be evident in all aspects of the project. Partners should strive to improve the quality of their own activities within the project and work effectively in partnership
2. Recognising the needs of target groups, stakeholders and the project partners, as well as undertaking quality activities
3. Monitoring progress and effectiveness towards forecasted results and ensuring any variances are identified and addressed

4. Continuous process improvement – focusing on explicit objectives and milestones laid down in the grant agreement
5. Ensuring that project procedures and activities comply with standards laid down in the contract.

4.2 Processes

The project Quality Plan will involve the following processes:

- *Planning for quality* – The process for delivering CCI is clearly articulated in the work plan. However, resource will be dedicated to expanding on the work plan and monitoring progress—both in terms of quality and adherence to deadlines.
- *Doing (quality assurance)* – In relation to CCI, the actions to ensure the quality of the overall implementation of the CCI project include: a clear process for evaluation of deliverables; preparation and conducting of regular meetings; support for constructive and open communication within the partnership; overall project monitoring; and the use of feedback from the different events—DesignLabs, conferences, workshops, etc.
- *Checking (quality control)*: Feedback from Partners, Advisory Board members, users and other key stakeholders
- *Continuous improvement*: Corrective actions, where necessary, to improve the quality of outputs and adherence to deadlines.

During project implementation the project consortium will follow the contractual obligations as described in:

- The Grant Agreement with the European Commission
- The Description of Action (Annex I of the Grant Agreement)
- The project finances
- The Consortium Agreement

Where there are any apparent or real inconsistencies between any of these documents, the Grant Agreement with the European Commission or with the Consortium Agreement, then the order of precedence must be:

1. Grant Agreement
2. Consortium Agreement
3. This quality plan.

4.3 Quality control and assurance

For the quality assurance of the project implementation, the Consortium will follow a Plan Do-Check-Act approach. Every action will be planned before its realisation, allowing the project team to control the whole environment in terms of available resources (material or human), time or responsibility. The work plan will be the starting point for any plan. After the implementation of the actions (“Do”), the quality manager will be responsible for regular checkpoints (“check”).

The Quality Manager will assure the quality of deliverables. This will involve:

1. Checking that deliverables are handed in on time
2. Ensuring that deliverables are produced to a high quality in term of accuracy, clarity and relevance to users and key stakeholders. Feedback on project deliverables will be obtained from project partners and from advisory board members for key deliverables. The process of recording feedback will be recorded on the deliverable—a deliverable template has been developed for this purpose.
3. If there are problems in teams’ behaviour or work, working together with USAL to identify the reasons and their potential consequences for the task
4. Supporting the development and implementation of recommendations for improvement.

The Quality Manager will report on quality assurance in the periodic activity reports. In particular, LOBA will: identify any problems: outline associated contingency plans; and report on any recommendations or actions taken to address problems.

The Coordinator will be in charge of these actions (“Act”). Namely, the validation of contingency plans, and their application and the information transfer to the Commission (and negotiation if necessary).

The achievement of quality will be supported by good management practice including:

1. Identification of key contacts within the project responsible for project coordination, project management and communication. Development of a contacts list to support communication.
2. Clear communication rules between all CCI partners and stakeholders. Specific procedures will be applied developed in relation to:
 - E-mails (mailing list, etc.)
 - Events (project meetings, dissemination of results, etc.)
 - Documents (common repository, layout, workflows, versioning and modifications, reporting, etc.)

3. Clear and transparent financial management procedures. Guidance will be provided for partners regarding financial management and the submission of claims. Guidance will be delivered via presentations at the CCI kick off meeting; Steering Committee meetings; and skype meetings, as required. In addition, Cost Statement and Periodic Report Templates will be developed. Payment of the final instalment will be subsequent to approval of the final report.
4. Partner meetings involving organisation and preparation of agenda for the partner meetings and conference calls. Efficient and effective chairing of partner meeting. Recording and circulation of minutes for partner meetings and conference calls.
5. Regular Consultation with the Commission. Consultation with the project officer responsible for the project in order to make ensure that the processes as well as the results are according to the Commission's requirements and specifications.
6. Preparation and submission of reports, as laid down in agreements. Submission of project deliverables, as foreseen in the Grant Agreement. Submission of financial claims by partners and all other documentation required for the final report. Completion and submission of mid-term and final report. The consortium is aware that results or outputs from the project will be examined according to the criteria set by the European Commission and will be rated on a scale from "unacceptable" to "excellent". CCI will strive to meet high standards and will develop a contingency plan where necessary.
7. Quality Assurance and management of possible risks. Every project is subject to some risks that may originate from: (i) Endogenous factors, which are under the control of the project partners (mobilisation of adequate resources, data short comings, etc.) and (ii) Exogenous factors, which are not under the direct control of project partners (technical uncertainties, financial difficulties of a partner within the project etc.) These risks may impact the project at different levels such as financial, schedule, content quality, dissemination of results and reputation. These can be classified as general management risks and project implementation risks. Following the Plan-Do-Check-Act approach these risks will be identified and respective action plans will be elaborated in order their probability of occurrence or potential impact to be reduced/eliminated. All partners will be involved in the risk analysis and contingency planning process.

5. Management of risks

The following risks have been identified in the CCI proposal.

Table 2 – Description of risks

Description of risk (including level of likelihood: Low / Medium / High)	Work package(s) involved	Proposed risk-mitigation measures
<p>Risk 1: Difficulty in developing PIM Toolkits from collected data</p> <p>Likelihood: Medium</p>	WP4 – WP7	Co-creation at DesignLabs sessions (WP8) will provide a foundation for effective innovation management. The Project Coordinator, DSP and LOBA will form the CCI <i>Innovation Management Group</i> , monitoring consortium progress weekly and providing pre-emptive support for LEA partners deemed to require assistance.
<p>Risk 2: Comparability limitations of requirements capture research results</p> <p>Likelihood: High</p>	WP3	Consultation methods and research tools will be standardised (Task 3.1) and training given to LEA partners in their use (Task 3.2). Requirements capture results will be analysed by the WP leader, and will be the main input to DesignLab1 (month 10), where comparability issues can be discussed and addressed.
<p>Risk 3: Difficulty in attributing outcomes and impact to CCI research outputs</p> <p>Likelihood: Medium</p>	WP8, 9 & 10	Training and support materials will pay attention to individualise the scientific, procedural and technological steps covered specifically by the Toolkits /outputs, in an attempt to isolate them from previous and further factors
<p>Risk 4: Reduced collaboration of LEAs and security policymakers</p> <p>Likelihood: Low</p>	WP2 – 10	The Coordinator will maintain the strong relationship the CCI consortium has with LEAs, policymakers and intermediary organisations (e.g. EFUS; E-DOCA; DeFUS; ENLETS, DPTI, etc.). monitoring procedures will be in place to detect early problems in reaching CCI stakeholders and audiences — especially for organising interviews

		(WP2 and WP9) — and quickly put in place a specific contingency plan address to the target.
<p>Risk 5: Withdrawal of a key partner (e.g. a partner may find themselves unable to complete their allocated responsibilities)</p> <p>Likelihood: Low</p>	All WPs	Monitoring procedures will be in place to detect early any potential withdrawal of partner, and quickly put in place the contingency plan. The Consortium Agreement regulates penalties, and the actions to be undertaken to enable the work to be done by another partner. The CCI consortium comprises organisations in several European countries, thus a transfer of resources to an existing partner would be the first choice for a replacement. Given the interest expressed in being a member of this Consortium, if no replacement could be found internally, it is expected to be fairly easy to find an external replacement organisation to take over the work at relatively short notice.
<p>Risk 6: Partner(s) not complying with planned targets</p> <p>Since CCI project can be seen as a sequential set of targets each partner must meet (especially between WP2, WP3, WP4 and WP5), it could happen that one or more partners is not be able to meet the planned targets.</p> <p>Likelihood: Medium</p>	WP1 – 11	There will be open and frank discussion among partners. In the situation that a partner will not be able to reach the planned targets, this difficulty will be communicated to the WP leader and to the Project Coordinator, who will take actions in this respect (for example, shifting some activities/targets from one partner to the other, etc.)
<p>Risk7: Low visibility of results</p> <p>CCI website aims to become the Single Access Point for all interested parties in the prevention, investigation and mitigation of petty crime and related security policy in Europe. High-visibility is necessary to achieve the project results.</p> <p>Likelihood: Medium</p>	WP10	Direct delivery by electronic mail and post means will mitigate such risk, emailing to all parties involved in the CCI project and identify potential interested parties. During attendance at all events and conferences (Task 10.7 and 10.8), the CCI website will also be promoted. Consortium members will also seek opportunities to sharing links and increase visibility of the project. The partners will make use of their networks

		(including E-DOCA, ENLETS, EFUS and DPTI) to promote the website.
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Issues were also identified following the Ethical Review relating to: a) the approach to petty crime adopted by the consortium and b) the Predicative Policing toolkit.

USAL and LOBA will review risks prior to the start of each work package to identify steps to be taken should problems arise. LOBA will log actions taken to address risk. In addition, time will be allocated to the review of risks prior to the development of toolkits on the four focus areas.

6. Quality control indicators

The Quality Manager will seek to identify specific indicators for some key overarching aspects of the project, related to a) communication, dissemination and exploitation and b) project coordination. The following tables contain the qualitative and quantitative indicators that will be used to measure the progress and quality of the project. These indicators are subject to change in case there are other issues that also need to be taken into account as the project evolves.

The controlled indicators are:

- Qualitative indicators, which will measure the efficiency of the project progress. These indicators reflect the global objectives of the project as they were set at the initial project planning and contribute at the identification and validation of potential problems as well as the development of the correction measures.
- Quantitative indicators, which will measure the progress of the project in a quantitative manner (e.g. number of survey participants, etc.). These indicators reflect the quality of the project in a simple, comprehensive and elaborative way.

Table 2 – Activity Table of WP10: Dissemination, communication and exploitation

Criterion	Quantitative indicator	Qualitative indicator	Check when?	Preventive measure	Corrective measure
Sound communication strategy		Strategy accepted by the consortium	1st version of communication strategy report developed between M1 & M6.	The dissemination and communication activities are monitored and assessed, and the plan is updated accordingly.	Necessary adjustment to the plan will be made on identifying a need for improvement.
The project identity and dissemination materials are created		Identity and materials accepted by the consortium	Visual identity M1 to M2; Other materials throughout the project.	Revise previous version	Comments from consortium members are reviewed.

The project website is frequently updated	Update the website at least 2 times per month.		Every month	Input from the consortium will be requested.	
The project website is sufficiently visited	150 visits per month. Time on the website 1 minute or more.		Every periodic activity report	Dissemination activities. Ensure the website content is of interest for the target groups.	Strengthen dissemination activities.
The social networks are regularly updated	At least 2 times per week.	Content relevant to the project's target groups		When necessary, activity will be increased.	
Participation in events relevant for the project.	Project events communicated to 30 to 100 people, as appropriate.	Dissemination and promotional materials are distributed in the events.		Select events that are relevant for the project.	
Project Newsletters are widely distributed	Database of contacts / media outlets	Content relevant to the target groups	M6; M12; M18; M24; M30; M36;	Build a database of stakeholders in line with Data Protection regulations.	
Participation and engagement in Final Conference	Number of participants	Comments/feedback received from participants	M36	Well-planned and delivered conference. Implement a strong communication campaign to ensure participation in Conference.	

Table 3 – Activity Table of WP11: Project coordination (including Advisory Board)

Criterion	Quantitative indicator	Qualitative indicator	Check when?	Preventive measure	Corrective measure
Monitor and assess the progress and performance of the project	6 x Consortium meetings	Minutes from each meeting	M2; M13; M24	Distribute the agenda of the meeting, logistics and responsibilities prior to each meeting.	Consider constructive comments from partners to improve performance.
Monitor and assess the progress and performance of the project	70 x Steering Committee (SC) conference calls.	Minutes from each conference call	Every two weeks	Distribute the agenda of the meeting, logistics and responsibilities prior to each conference call.	Consider constructive comments from partners to improve performance.
Allocation of work to all partners according to their person-month participation	PM	Yes/No	Every reporting period activity report	Monitoring during the periodic activity reports and consortium meetings.	
Any quality-related comments made by the Commission (i.e. project officer, reviewers)	Number of comments	Subjects addressed	Every interaction	Consult consortium members to seek and record “constructive criticism”	Address the comments, and report back as soon as possible
Is the project manager implementing corrective measures		Yes/No	Every periodic activity report & project meetings		

Delays in delivering deliverables from partners	Days <1Month >1Month		Throughout the project	Any issues related with expected delays should be informed by email, during the meetings or SC conference calls to monitor progress	Partner with difficulties to meet a deadline communicates this to the WP Leader and the Coordinator, who will take action in this respect (e.g. shift some activities / responsibilities to another partner)
Quality of deliverables		Accuracy, Clarity, Appearance, etc	1 or 2 Months prior to the deadline	The Partner responsible for deliverable asks for contributions from partners (when necessary). A first draft (and any subsequent drafts) distributed to WP Leader, coordinator and other relevant partners for revision. A partner may be nominated to revise a deliverable.	WP Leader, Coordinator or any other partner revising the deliverable will make comments and constructive criticisms/alterations in track changes to improve the quality of the deliverable. These comments considered by the partner responsible for the deliverable.
Quality of results		Accuracy, Clarity, Appearance, etc	1 or 2 Months prior to the deadline	Before any public distribution or publication of project results, deliverables will be revised to ensure quality.	



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