



## **Structure and management arrangement in phase 3**

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*Appendices* : *3*

### **1. INTRODUCTION**

The network for industrially contaminated land in Europe, NICOLE, started in February 1996 as a concerted action under the 4<sup>th</sup> Framework Programme of the EU. The project has been budgeted for three years and was terminated on 1 February 1999. Based on a consultation among the members, it has been concluded that NICOLE should be continued after February 1999 in a second phase. In the second phase NICOLE has been changed, as well in the mode of operation as in the content. In general terms the main products of NICOLE in phase 2 have been workshops on the theme “risk based contaminated land management”. Furthermore, during phase two a subdued step change towards sustainable land management has been identified. In the view of the Steering Group this move has to become explicit with the aim:

- To achieve agreement in the network on goals and operations;
- To have a clear image in the outside world;
- To give an input to the future EU research programs in view of problem orientation
- To show a maturing of the network.

This paper shows the vision of the Steering Group of NICOLE on the third phase of the network.

### **2. THE OBJECTIVES OF NICOLE**

The objective of NICOLE in Phase 3 is to continue enabling European industry to identify, assess and manage industrially contaminated land efficiently, cost-effectively, and within a framework of sustainability. In order to achieve this objective, NICOLE will focus its activities in three main areas:

- (1) provide a European forum for the dissemination and exchange of good practice, practical and scientific knowledge and ideas to manage contaminated land in a sustainable way;
- (2) stimulate coordinated, interdisciplinary projects on collaborative, problem oriented research and knowledge transfer to address identified needs; and
- (3) develop new relationships and strengthen existing relationships with other networks.

### **3. THE POSITION OF NICOLE**

Sustainability implies Environmental, Economic and Social aspects. For example, environmental issues might relate to the impact of contaminated land on water, air and human receptors; economic issues might relate to cost effective means of dealing with contaminated land; and social issues might deal with bringing contaminated land back into beneficial use. The sustainable management of a contaminated land site might involve a balanced combination of all three. NICOLE is and will be focused at the contaminated land management issue in relation to sustainability. NICOLE is a network with a limited number of stakeholders: Industry, Service providers and Researchers. In phase 2 a growth in the number of types of stakeholders had been foreseen, however the Steering Group has

recognised that in phase 3 it is important to build on the strengths of the network rather than dilute the strong and widely recognised skill base that already exists (note that new members that fit the current NETWORK aims are always welcomed).

Although the focus and the number of types of stakeholders are limited the network will have an open window to other issues and stakeholders through a managed interface. In the third phase this managed interface will be made operational in two steps: an inventory of relevant stakeholders and an agreement on a stakeholder specific relation. The results per December 2003 are listed in Appendix I.

#### **4. MEMBERSHIP**

To assure the continuation of the network it is needed to define the conditions of membership, these are:

- Membership is only possible for a minimum period of one year
  - Data-availability of the contact details, as mentioned on the registration form.
- Members will be requested to complete a registration form. Membership will be at an organisational level for companies and at an individual level for academics/researchers and representatives from other non-profit organisations.

Regarding the membership fee it has been decided that the annual fees are:

Companies:

- industrial companies and service provider/technology developer companies: 3,500
- companies from CEE countries: 1,750
- small and medium sized enterprises (SME)<sup>1</sup>: 1,750
- small and medium sized enterprises from CEE countries: 875

Personal membership:

- academics/researchers of universities, independent research organisations and non-profit organisations: 150
- academics/researchers of universities, independent research organisations and non-profit organisations from CEE countries: 100
- members of the Common Forum: no fee

Members who are represented in the Steering Group have a 50% discount on their fee

NICOLE members will be told that member's e-mail and web site details will be included in the NICOLE web site, unless they specifically request that this is not done.

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<sup>1</sup> A SME is an enterprise which simultaneously satisfies three criteria:

- has no more than 250 employees
- has an annual turnover smaller than 50 M
- is no more than one third owned by any organisation larger than an SME (based on turnover and number of employees), unless it is a financial investor or venture capitalist

## **5. THE STRUCTURE AND ORGANISATION OF NICOLE**

As a forum for the dissemination of knowledge NICOLE embraces three major groups of members:

- The representatives from industrial companies organised in the Industry Subgroup (ISG);
- The representatives from technology developers/service providers organised in a Service Providers Subgroup (SPG);
- The academics/researchers. The options for organising the academics into a sub-organisation or sub-group will be investigated by the SG and recommendations made.

The network is managed by a Steering Group assisted by a Secretariat, however many tasks in network, such as the programming of the workshops and the managed interfaces, are fulfilled by members of the network. This implies that the network is a self-working network with assistance from a secretariat.

### **Steering Group**

The Steering Group is composed of

- The chairperson, vice-chair and two members of the Industry Subgroup
- The chairperson, vice-chair and former chair of the Service Providers Subgroup
- An academics/researchers representative

The election procedure is:

- Each subgroup elects its own Representative/Chairperson every three years;
- The SG chairman, who is always the network chairman, will be elected by a majority vote of the SG members every three years. He/She must be a member of the ISG;
- The Steering Group appoints the representative of the academics/researchers.

The next election will be held in spring 2005.

### **Secretariat**

The secretariat is composed of:

- Two network secretaries;
- An ISG secretary;
- A SPG secretary;
- An information manager.

## **6. TASKS AND RESPONSIBILITIES OF MANAGEMENT GROUPS**

### **Steering Group**

The responsibilities of the Steering Group are:

- To provide overall direction and co-ordination of the network
- To define policy (i.e. communication, knowledge transfer)
- To agree programme of events and activities
- To organize the managed interfaces
- To program, monitor and control the budgets
- To liaise with the EU
- To ensure that NICOLE objectives are met
- The development of membership
- To work out NICOLE statements
- To review the NICOLE News
- To manage the secretariat

### **Industry Subgroup and Service Providers Subgroup**

A subgroup chairperson, assisted by a secretariat, leads the subgroups. The key roles of the Subgroup chairperson are:

- To deputise for Steering Group chairperson
- To manage the Subgroup
- To ensure that the aims of the Subgroup are defined and met
- To assist the chairman of the Steering Group

### **Academic/Researchers**

In 2004 it will be investigated whether to develop a NICOLE academic subgroup, or how else to strengthen the interface to the academic world.

### **Secretariat**

The responsibilities of the secretariat are:

- To implement the decisions of the Steering Group
- To manage finances, prepare budgets, monitor costs
- To organise events
- To support the subgroups
- To manage subcontracts
- To manage communications
- To arrange an annual audit on budget and finances

## **7. FINANCES**

### **Income**

The incomes of the network are the annual fees for membership, workshop fees for non-members, and sponsoring of workshops.

### **Expenditure**

The following tasks/activities will be paid:

- Travel and subsistence to the interfaces with other stakeholder groups as far as these costs are not paid from other resources to a maximum of 10,000 per year (by prior authorisation of the SG). In return for such payments a brief written report of the meeting in the context of the aims of the NICOLE network is required.
- Travel and subsistence of the academic/researcher representative in the Steering Group meetings, for a maximum of 3,000 per year.
- Secretariats, based on quotations
- Venue costs for network meetings
- Project development based upon a NICOLE Call for Proposals by the Steering Group.

Other activities/tasks are only paid after approval of the Steering Group.

The Steering Group will decide on an annual financial plan prepared by the secretariat. All expenditure above 2,500 has to be agreed on in the Steering Group. Expenditures under 2,500, up to a maximum of 10,000 per year, can be authorised by the network chairperson.

### Sponsoring

NICOLE workshops can be sponsored. Sponsors are offered the following benefits:

	<i>Sponsor amount</i>	<i>NICOLE member</i>	<i>Non-member</i>
A.	In kind	Logo/name on workshop documentation	Logo/name on workshop documentation  Free admittance to workshop for 1 delegate
B.	Per Euro 2,500	Logo/name on workshop documentation  Free social dinner for 2 persons  Possibility to organise a booth	Logo/name on workshop documentation  Free admittance to workshop for 2 delegates, incl. social dinner  Possibility to organise a booth

Note: members of the workshop-program-committee are not regarded as sponsor.

### 8. DELIVERABLES

The network intends to offer a minimum package of deliverables to the members, this minimum package is:

- 3 Subgroup meetings per subgroup per year
- 2 network workshops per year
- workshop reports
- 1 newsletter per year
- maintenance of the NICOLE web-site
- brochure to recruit new members

Besides the deliverables, there are some profits for the NICOLE members, such as the possibility of joint projects initiated by a Call for Proposals from the Steering Group.

### 9. PROJECT DEVELOPMENT

NICOLE stimulates project development in the following way:

- By publishing a Call for Proposals. The procedure is described in Appendix II. For 2004, the NICOLE Steering Group (in consultation with the Industry Subgroup and Service Providers Subgroup) will define a theme and priority areas for research.
- By writing letters of endorsement, on request of a project initiator. Requests for support need to be received the NICOLE Secretariat 4 weeks ahead of the next NICOLE SG meeting, together with a summary of the proposal. This in order to have ample time to circulate the project-idea to the Industry Subgroup and Service Providers Subgroup for advice. The ISG and SPG will make a recommendation to the Steering Group whether or not to endorse the proposal. While doing the recommendation, reference will be made to the objectives of NICOLE as stated under par. 2.

In 2004 a secrecy agreement (for handling other company's data confidentiality etc.) for NICOLE projects will be developed.

## 10. TERMINATION OF THE NETWORK

The NICOLE members will be warned three months beforehand if the network will be terminated. Reasons for termination might be:

- Financial or technical reasons for not delivering the minimum package of activities
- More than 6 months vacancy of the Steering Group chairman or Secretariat
- Too few members

The termination of NICOLE is to be decided by the Steering Group at a majority vote. In the case that the network will stop all the costs made by secretariat and the subcontractors have to be paid.

Depending on the date this will happen it will be near 0 k at the beginning of a year and about 120 k at the end of the year. The income in that year will be 0 k at the beginning and 135 k at the end of the year supposing that the member number will be constant.

As long the number of ISG and SPG members is more than about 35 there is no problem to terminate the network without any use of the budget reserve.

If the number is decreasing the reserve is needed:

Number of members ISG and SPG	Reserve needed to terminate network (k )
35	0
25	50
10	85
0	120

## 11. COMMUNICATION

### Communication with members

The members of NICOLE will be informed on NICOLE activities, contacts with other networks etc. by

- An annual newsletter;
- The NICOLE web site;
- Reports of workshops (note all invitations for presentations to workshops will include mention that papers and slides will be reproduced on the NICOLE web site, however speakers can opt out of this if they wish);
- Email communication;
- TNO and r3 have a privacy policy for any personal information held about NICOLE members (e.g. name, address etc). The policy is attached as Appendix III.

### Communication with other networks

The NICOLE Network maintains managed interfaces to other networks (see appendix I).

### Communication with non-members

To promote the network the NICOLE brochure will be updated and printed on a low budget basis. All members are invited to be an ambassador of the network. The brochure will be distributed by the Secretariat and by members of NICOLE.

### NICOLE Statements

The policy with respect to NICOLE statements is that before publishing them all members are consulted.