



BATTERIES EUROPE SECRETARIAT

D2.1 - “Batteries Europe Governance Term of References”

Work Package 1 – Organisational Support to the Batteries Europe Platform

Task 2.2 Update and maintenance of the Governance Terms of Reference (ToR)
and Maintenance of governance

procedures

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ABBREVIATIONS AND ACRONYMS

BE	BATTERIES EUROPE
BEPA	Battery European Partnership Association
EC	European Commission
NRCG	National and Regional Coordination Group
R&I	Research and Innovation
SB	Strategic Board
SRIA	Strategic Research Innovation Action
TF	Task Forces
TWG	Technical Working Group
WGs	Working Groups

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EXECUTIVE SUMMARY

BEST Project has the scope to continue the development and to improve the European Technology and Innovation Platform Batteries Europe. During the inception phase of BEST project, the governance of the Platform has been restructured in order to comply with the expectations of a better integration and collaboration among EU Battery Initiatives, notably with BEPA, and with the need of simplification of the governing bodies. In view of such simplification the layers of management have passed from 2 layers (Governing Board and Management team) to 1 layer management (Steering Board).

The main novelties can be summarised as follows:

- **Creation of the Steering Board** as the single governing body of Batteries Europe. The Steering Board substitutes the previous Governing Board and Management Team.
- Replacement of the General Assembly by a **Plenary Session**.
- **Integration of Working Groups** with BEPA working groups.

The purpose of this deliverable is to summarize and illustrate the new governance structure of Batteries Europe together with quality assurance guidelines in relation to: working procedures, composition and election rules of the Steering Board, structure, scope and objectives of the Integrated Thematic Working Groups and Task Forces with BEPA and - finally - objectives and configuration of the National and Regional Coordinators Group (NRCG).

1 Organizational Structure

Starting from the 1st of May when the new BATTERIES EUROPE Secretariat started its new mandate, the structure of BATTERIES EUROPE has been simplified.

The previous Organisational structure was as following:

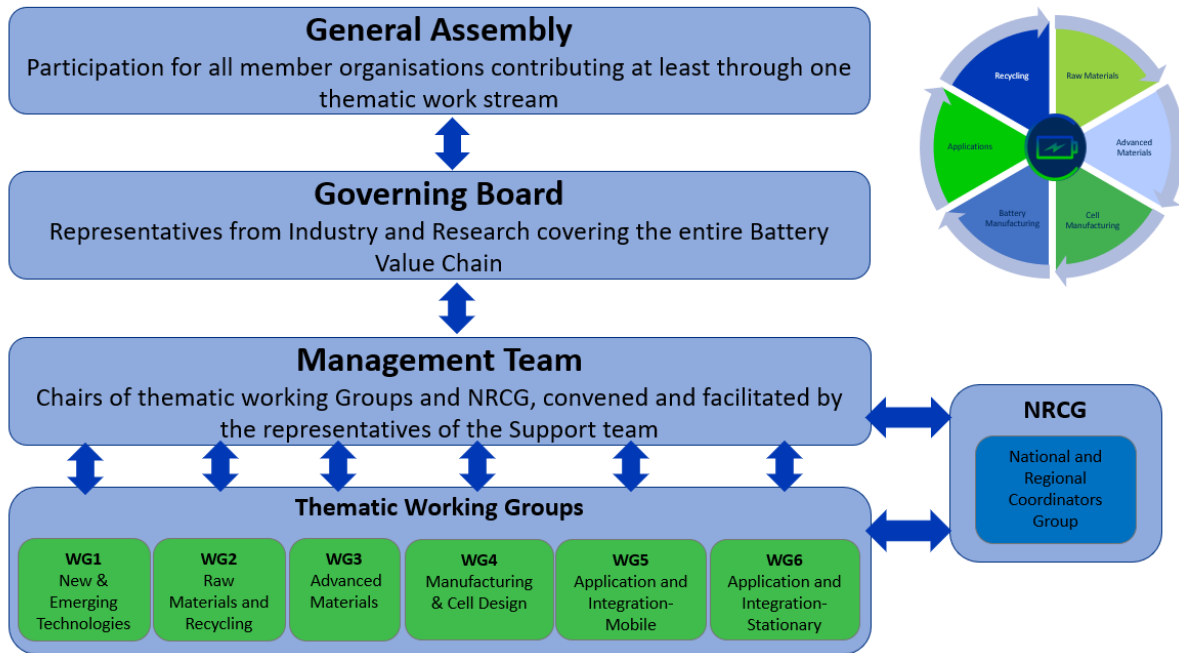


Figure 1 - Previous BATTERIES EUROPE structure

The new simplified structure sees three main changes:

- **The Steering Board** as single governing body that substitutes the previous Governing Board and Management Team.
- Replacement of the General Assembly by a **Plenary Session**.
- **Integration of Working Groups** with BEPA working groups.

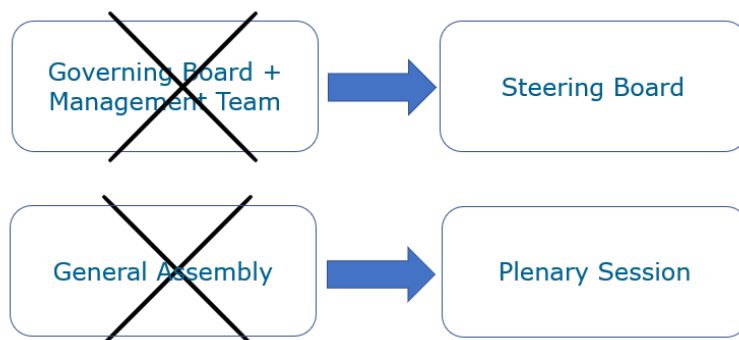


Figure 2 –BATTERIES EUROPE Governance bodies’ novelties

1.1 Plenary Session

The Plenary Session – differently from the previous General Assembly – does not have any role in the Governance of BATTERIES EUROPE. The participation of the stakeholders in the decision process of the Platform is secured by granting a direct participation of the Working Groups Chairs to the Steering Board. The Working Group Chairs are directly elected by all Working Group Experts which are representing Batteries Europe network in its wider sense.

For the purpose of avoiding confusion with the Governance structure of BEPA (where the General Assembly still exists), the Secretariat decided to introduce the concept of a Plenary Session. The Plenary Session is a yearly flagship event of Batteries Europe attracting all stakeholders from the entire value chain with the purpose of taking stock of the work done in the current year, presenting the work plan of the year to come and provide a fora for discussion about the most relevant results achieved by the platform until then. Such formula will also provide all stakeholder with the opportunity of networking with the entire Battery Community.

The Plenary Session is taking place once a year.

1.2 Steering Board

The Steering Board replaces the previous Governing Board and Management Team and it now represents the only governing body of BATTERIES EUROPE.

The scope of the work of the Steering Board is to ensure coherence of the overall work of the Working Groups, notably with regards to the preparation, review and approval of key technical deliverables.

The Steering Board is also in charge of the overall vision, mission and planning of strategic goals of BATTERIES EUROPE.

The Steering Board builds up and interconnects high level EU battery stakeholder networks across countries and across sectors and is the main responsible of boosting collaboration between R&I, Industry and Academia.

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1.2.1 Composition and Election of Steering Board

The Steering Board is composed of the following members:

- ✓ Chairs of the Integrated Working Groups. More specifically the Industrial Chair, Research Chair and Technical Advisor of each Working Group.
- ✓ BATTERIES EUROPE Secretariat Representatives: one representative for each Beneficiary of BEST Project.
- ✓ **Advisory Steering Board Members:** high level profiles from the Batteries Sector which are selected by BATTERIES EUROPE Secretariat to **advise** in the **decisional process, vision and strategy** of the platform considering their expertise and leading role in Battery Research and Industry. The Advisory role is limited to four experts out of which one will be appointed Steering Board Chair by BATTERIES EUROPE Secretariat.
- ✓ BEPA Chair (automatically appointed as Steering Board member)

In addition, two entities will take part as Observers:

- ✓ EC Observatory (to be appointed by the EC from relevant DGs or any other relevant EC Agency)
- ✓ BEPA Observatory (BEPA Secretary General and Executive Director)

Concerning the election of the Steering Board composition the Batteries Europe Stakeholders have the right to express their preference following the process below:

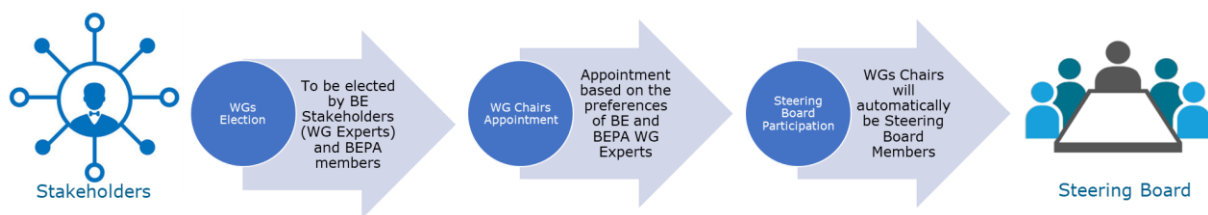


Figure 3 - Election of the Steering Board composition process

Neither members of the Steering Board nor the stakeholders who participate in the Plenary Session or Working Groups are subject to remuneration or reimbursement of travel expenses.

1.2.2 Tasks of Steering Board

The Steering Board is in charge of:

- regularly assessing the progress made by the WGs on key tasks (SRIA, Road Map, KPIs Benchmarking, Reporting Methodology);

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- keeping relevant European streams on batteries informed on the progress made in the Platform;
- expressing recommendations (R&I orientations, funding, industrial maturity of projects, events, regulatory matters etc.) to these streams, in particular the European Battery Alliance and the EBA250 streams, gathering the European “Batteries” ecosystem etc;
- coordinating the work of the Working Groups and making sure that the cross-cutting issues are integrated in these works;
- reporting back to Working Groups experts what have been the decisions of the SB;
- coordinating communication and dissemination activities, as well as activities aiming to facilitate reinforced collaboration, transfer of experiences and knowledge between different EU financed battery projects for the meetings.

1.3 Integrated Working Groups

The European Technology and Innovation Platform BATTERIES EUROPE and the European Partnership BEPA are two of the main initiatives steering the European Battery R&I Community.

To maximise the impact of these two initiatives in the most efficient way for the benefit of the entire European battery community, different expert groups (the “Working Groups”) are jointly established by the Office of BEPA – the Battery European Partnership Association – and by the BATTERIES EUROPE Secretariat.

This means that the current BEPA TWG2 on Advanced Materials and Manufacturing will split and integrate with the WGs 3 and 4, separating the advanced materials and manufacturing topics. Similarly, the current BEPA TWG3 on End Use and Applications will split and integrate with the WGs 5 and 6, separating mobility and stationary applications.

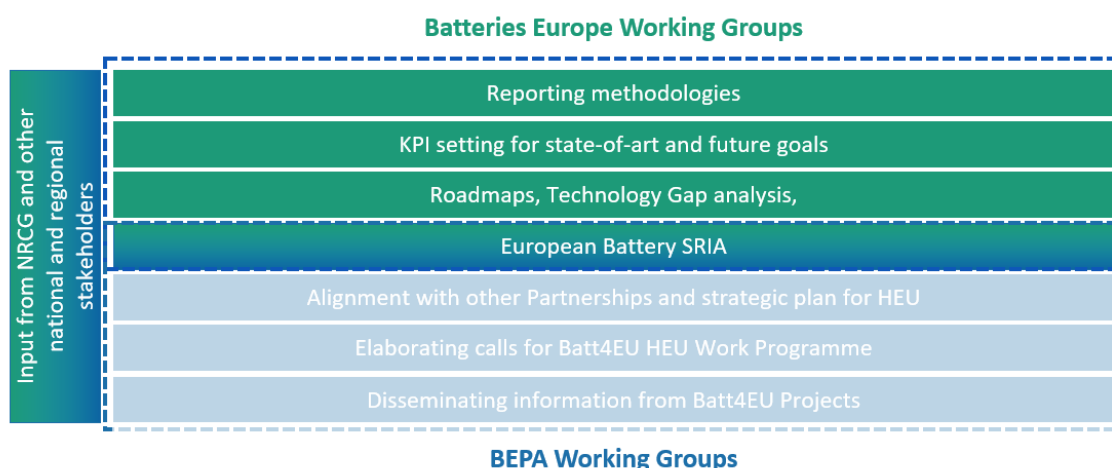


Figure 4 – BATTERIES EUROPE and BEPA Working Groups

These Working Groups will be the main discussion fora for experts of the European battery value chain to provide techno-scientific inputs on key strategic and technical topics.

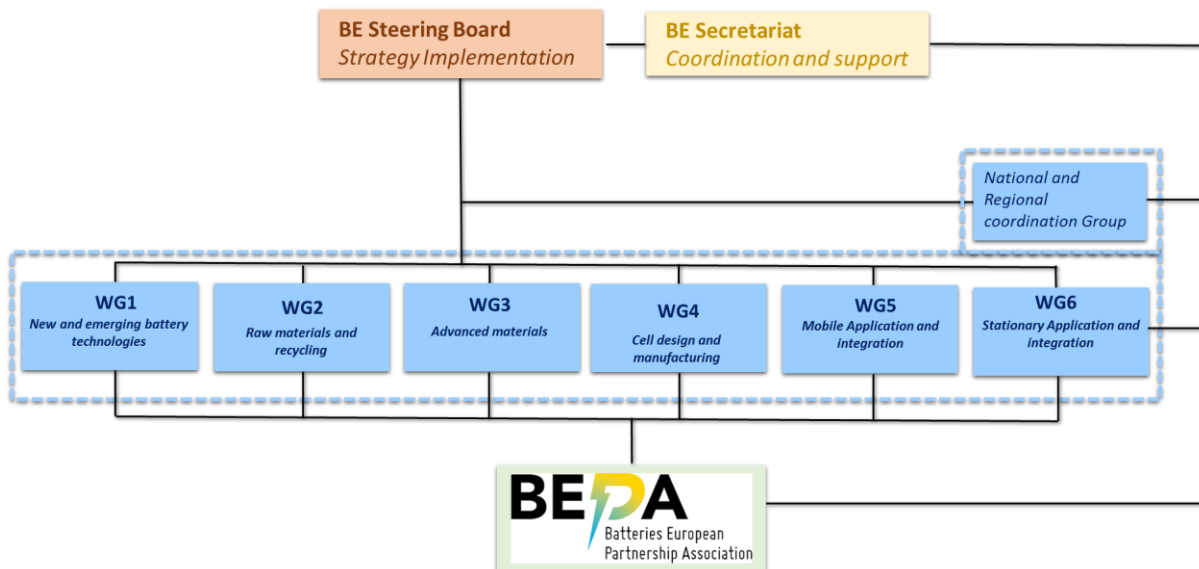


Figure 5 – New WGs and Governance structure

Six permanent Working Groups are established, which should be in operation for the whole duration of BATTERIES EUROPE.

These six Working Groups correspond with six distinct R&I areas that are key to achieve a competitive, sustainable European battery industrial manufacturing capability and to enable zero-emission mobility and renewable energy storage integration. Together, these groups shall cover all segments of the battery value-chain.

The scope of each Working Group is envisaged as follows:

WORKING GROUP 1 – NEW AND EMERGING BATTERY TECHNOLOGIES

This Working Group will focus on a long-term vision of the expected emerging and new battery technologies reaching as far as 2050, including new chemistries and the themes supported by the BATTERY 2030+ initiative.

WORKING GROUP 2 – RAW MATERIALS AND RECYCLING

This Working Group will focus on raw materials (sourcing, extraction and sustainable processing), end-of-life and recycling aspects (collecting, sorting, dismantling, recycling processes).

WORKING GROUP 3 – ADVANCED MATERIALS

This Working Group will focus on advanced materials for battery cells, modules and packs (with an emphasis on active materials and electrolytes).

WORKING GROUP 4 – CELL DESIGN AND MANUFACTURING

This Working Group will focus on cell design and manufacturing aspects, including on the need to develop in Europe battery mass production manufacturing capabilities through all the value chain.

WORKING GROUP 5 – MOBILE APPLICATIONS AND INTEGRATION

This Working Group will focus on different battery end-uses for transport and mobility applications (road, waterborne, airborne, rail, etc.), including off-road and mobile machinery applications (logistics, mining, etc.), exploiting synergies between the different applications by developing new technologies at the battery system level (considering mechanical, electrical, and thermal engineering aspects, as well as battery management software and hardware).

WORKING GROUP 6 – STATIONARY APPLICATIONS AND INTEGRATION

This Working Group will focus on different battery systems for stationary applications (ESS, static industrial machinery, 2nd life, etc.), exploiting synergies between the different applications by developing new technologies at the battery system level (considering mechanical, electrical, and thermal engineering aspects, as well as battery management software and hardware).

The main objectives for the six integrated Working Groups are:

- 1) to provide scientific-based reviews (roadmaps) on the different relevant technologies, including gap analysis, benchmarking, KPIs, etc.;
- 2) To contribute to other relevant technical deliverables
- 3) to shape a joint, unique, comprehensive strategic research and innovation agenda (SRIA) for the European battery value chain;
- 4) to provide recommendations on research and innovation priorities and draft topics for the Horizon Europe work programmes of the BEPA Partnership.

These stock-taking and prioritisation objectives can be schematically split up into three distinct sets of tasks, as illustrated in Figure 6:

1. To publish technology reviews (roadmaps), define KPIs and benchmarks and develop common reporting methodologies. These activities, highly relevant for both initiatives, will be mainly supported by BATTERIES EUROPE Secretariat, as a result of their commitments in the awarded CSA under call HEU-CL5-2021-D2-01-07.
2. To elaborate the Strategic Research and Innovation Agenda for the European battery Community. Initial steps on the structure and outline of the SRIA are limited to BEPA’s members and the BATTERIES EUROPE Steering Board; detailed drafting is open to both BATTERIES EUROPE’s and BEPA’s members.
3. To identify, prioritise and draft the key battery R&I topics for the Horizon Europe Work Programmes of the BE Partnership. This activity is restricted to BEPA’s members.

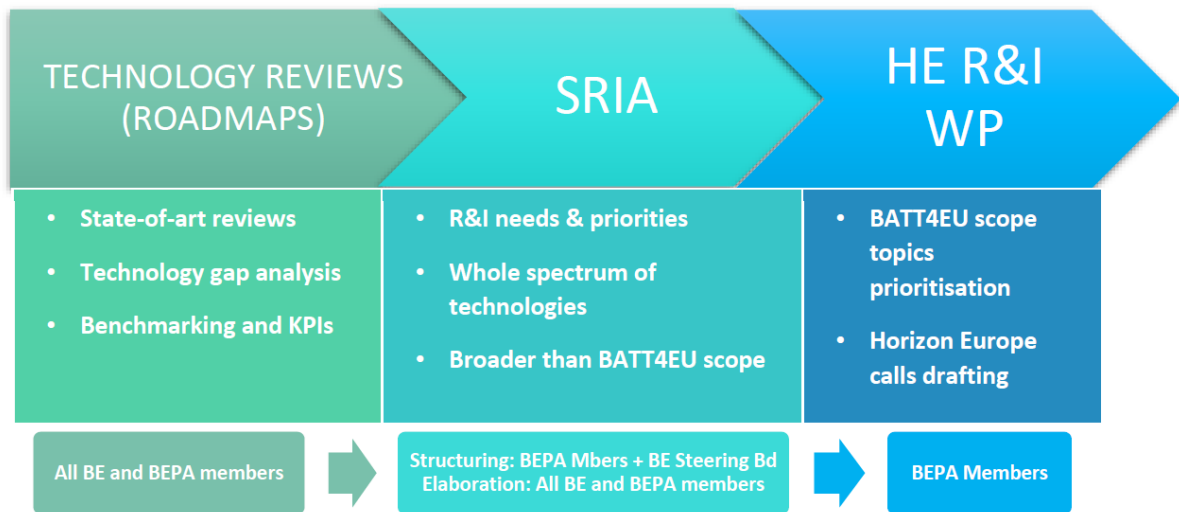


Figure 6 – Working Groups’ set of tasks

Knowing that battery-related research needs will also be addressed within other EU, national or regional programs, the Working Groups will also coordinate with other initiatives, in particular with other European Partnerships to confront and discuss R&I priorities identified in the SRIA and elaborate potential joint calls within the Horizon Europe Work Programmes.

The Working Groups will convene in 2 possible configurations:

- in broad sessions, involving both BATTERIES EUROPE’s and BEPA’s members, when working on tasks relevant for both initiatives;
- in restricted sessions, with BEPA’s members only, when working on tasks specific to the BEPA Partnership.

The different tasks and respective configurations are further specified in the table below:

Objective	Output	Members involved
Technology reviews	scientific-based reviews (technology benchmarking, KPI values set up, gap analysis, etc.)	BATTERIES EUROPE and BEPA members
SRIA	Outline and structure	BEPA Members + BATTERIES EUROPE Steering Board
	Full Strategic Research and Innovation agenda	BATTERIES EUROPE and BEPA members
HE R&I WP	<ul style="list-style-type: none"> Proposed topics for the next HEU BATT4EU Work Programmes (incl. prioritisation and budget allocation) Joint calls with other European Partnerships Updated BATT4EU Monitoring Framework and KPIs 	BEPA Members Only

Figure 7 – Working Groups’ Objectives, output and responsible members

1.3.1 Composition of the Working Groups

Participation in the Working Groups is open to representatives from any organisation that is a member of BEPA and/or of BATTERIES EUROPE.

The composition of each Working Group should reflect the main stakeholders involved with respect to the research area of the Working Group. A reasonable balance between Industry and Research members should be respected: the Working Group Core Team is responsible for ensuring this balance, by liaising with the different stakeholders in the European battery ecosystem and by inviting the necessary experts in case the balance is disturbed.

Participants in the Working Groups are expected to actively contribute to the Working Group objectives. Accordingly, stakeholders are invited to indicate that they are willing to commit their expertise, time and effort for their active participation.

The total number of participants in each Working Group is not limited but to keep them at a manageable size, every partaking organisation can nominate no more than up to 3 employees with the appropriate technical expertise per Working Group.

Applications have to be submitted to BEPA’s Office (for members of BEPA) or to BATTERIES EUROPE Secretariat (for organisations which are a member of BATTERIES EUROPE but not of BEPA), who will check their admissibility.

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BEPA members’ representatives already involved in the Association Delegation are expected to take an active (preferably leading) role in the Working Groups to ensure continuity in the discussions within the Partnership Board.

Delegates from the European Commission and from Member States (involved in the BATTERIES EUROPE NRCG) can attend the Working Group meetings as Observers. These Observers may be invited to give specific inputs for the preparation of a document and can provide suggestions on the Working Group’s work.

Non-members with specific expertise may be invited by the Working Group’s Core Team on specific topics on an ad hoc basis.

Members involved in a Working Group not showing activity for more than one year will be removed from the mailing list of the Working Group if no reaction is given to invitations.

The Working Group membership will be made available publicly. The list of member organisations and nominated persons will be available on the BEPA and BATTERIES EUROPE websites.

1.3.2 Governance of the Working Groups

Each Working Group is coordinated by a Core Team which includes up to 3 representatives:

- an Industry Chair;
- a Research Chair;
- a Technical Advisor (they can come from any kind of organisation, including Associations).

The members of the Core Team are nominated for a period of 2 years, can be reappointed without limit, and may be replaced if the scope of activities of the Working Group is changed.

To ensure proper continuity of the overall work of the WGs (from technology reviews up to the drafting of the work programmes), all members of the core team have to be employees of members of BEPA:

- Industry and Research members for chair positions
- Any member for Technical Advisor position, including associate members

To ensure diversity and appropriate representation among the stakeholders, an individual can be elected only for one Core Team position and an organisation can have only 2 individuals elected in total across all Working Groups.

The Core Team is responsible for:

- coordinating the working group’s activities;
- chairing the meetings and moderating the discussions of the working group;
- drawing up the agenda of each meeting;
- reviewing the minutes of the meetings;
- reporting and providing the consolidated inputs of the Working Group to the BATTERIES EUROPE Steering Board and/or the BEPA Association Delegation;
- representing the Working Group at external meetings and events.

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The Core Team will be assisted by an administrative and technical support provided by the BATTERIES EUROPE Secretariat and BEPA's Office.

The members of the Core Team of each Working Group are automatically appointed as BATTERIES EUROPE Steering Board members.

The roles and responsibilities within the Core Team are as follows:

- **Working Group Industry Chair and Working Group Research Chair:**
 - Responsible for delivering on the objectives of the Working Groups. The Working Group Industry and Research Chairs will co-chair the Working Group meetings and jointly represent the Working Group towards external parties.
- **Working Group Technical Advisor:**
 - The Working Group Technical Advisor will support the Working Group Chairs by providing technical input for the drawing up of the agenda, provide relevant technical background materials to aid Working Group discussions, oversee technical discussions within the Working Group and give technical recommendations to the Working Group Chairs in case the Working Group fails to reach consensus.

To ensure proper continuity of the overall work of the Working Groups, from technology reviews up to the drafting of the Work Programmes, all members of the Core Team have to be members of BEPA:

- The Industry and Research chairs are reserved for individuals from organisations from these respective constituencies within BEPA.
- The technical advisor position is open to individuals from any BEPA member, including Associate Members².

To ensure diversity and appropriate representation among the stakeholders,

- an individual can be elected only for one Core Team position in one Working Group;
- an organisation can have only 2 individuals elected in a Core Team (considering all Working Groups);
- individuals from the same organisation as the technical support provided by BATTERIES EUROPE Secretariat in a WG are also excluded from running for a Core Team position.

Admissibility of an application for a core team position will be assessed jointly by BEPA's Executive Board and BATTERIES EUROPE Secretariat, based on the following criteria:

- BEPA membership;
- membership category;
- relevance of the applicant's expertise with the scope of the specific WG;
- years of experience in the relevant field;
- ability to represent the entire scope of the WG;
- track record of previous work in the European battery community.



Elections are taking place through an online process organised by BATTERIES EUROPE and BEPA’s offices. Each registered participant of a working group will be eligible to vote for its core team.

1.4 Task Forces for Cross Cutting Topics

In addition to their technical scope, Working Groups have identified six cross-cutting topics for which task forces have been established. The existing four Task Forces are enriched with two new ones on the domains of Social Sciences and Humanities and Hybridisation. The Task Forces will work in the following domains:

- Education and skills
- Digitalization
- Safety
- Sustainability
- Social Sciences and Humanities
- Hybridisation

Nevertheless, given the high dynamic context of the batteries’ environment, the considered crosscutting TF will be rediscussed on yearly basis. They could continue activity or be repurposed to address specific challenges and new needs and technology trends.

Similar to the Integrated Working Groups, the Task Forces will be open to BEPA members. BEPA Secretariat will be involved in the planning of the Task Force work in order to cover the entire spectrum of results expected from BEST Project and the BEPA. The Task Forces are composed mainly of WG members but they are also functioning as an open structure, welcoming any external experts that are willing to contribute (especially in the technical domains that are not covered by the WG members).

The Task Forces shall:

1. Build a team of contributors for each TF;
2. Have regular TF meetings to secure a consistent debate and discussion around cross cutting topics;
3. Organise at least one virtual or physical workshop per TF;
4. Invite experts to TF meetings or carry out interviews to consolidate information and
5. Prepare results documents and consolidate them in a position paper (D4.1) in M24. D4.1 will be a high-level document illustrating the view of the TF of Batteries Europe on the cross-cutting topics.

The Task Forces scope can be summarised as follows:

Task Force Education and Skills

This Task Force focuses on the needs of the battery value chain in terms of education and skills for its workforce, looking at core technical knowledge and skills needed for manufacturing. Its focus is on the analysis of the present situation and a set of recommended actions needed to make Europe ready for competitiveness in 2030.

Task Force Digitalisation

The Batteries Europe Task Force on Digitalisation aims to identify challenges and opportunities related to digital technologies for the battery value chain. It focuses on topics from discovery to end of life, assessing and evaluating the state-of-the-art of the currently available digital technologies and the benefits their further development can bring.

Task Force Safety

The intention of this Task Force is to identify safety-related aspects across the entire battery value chain, work on the identification of potential hazards and failure modes, and work on prevention and mitigation of risks. The Task Force contemplates challenges like future battery technologies, automatization and the use of robotics in the processes, digitalization, sustainability actions and education needs.

Task Force Sustainability

The Batteries Europe Task-Force on Sustainability aims at defining the key sustainability aspects that need to be taken into account across the whole battery value chain, defining the main sustainability requirements in terms of Economic sustainability (lack of raw materials, EU independence, regulatory aspects, etc), social sustainability (workers' rights, jobs, social life cycle assessment, etc) and Environmental sustainability (use of hazardous materials, recycling, life cycle assessment, etc).

Task Force Social Science and Humanities

The aim of this Task Force is to use methods from the Social Sciences and Humanities research domains to understand and to communicate the social reality complexities associated with batteries and promote the STEM disciplines. It will cover the processes across an entire batteries' supply chain and will put a strong focus on the battery use part, exploring enablers and obstacles of social acceptance among different groups of users, and reaching out to civil society and citizens through open consultations.

Task Force Standardisation and Hybridisation

This Task Force will facilitate knowledge exchange activities (e.g. meetings, workshops etc.) between Batteries Europe and the ecosystem of experts and research infrastructure for energy storage technologies developed in the [StoRIES project](#).

The aim of the Task Forces is to discuss the main challenges in these areas and provide recommendations and support to the workstream of the Working Groups, taking into account their specific challenges and needs. Each Task Force will contribute in a different way to the main outputs of the project (e.g. Roadmap, KPIs, SRIA etc.).

The establishment and the governance structure of the Task Forces will be discussed with all involved actors, scheduled for the end of September 2022. The agreed topics will be laid down in a TF-specific ToR document, clarifying also the different roles and responsibilities between the involved actors within Batteries Europe ecosystem, but also beyond this; for instance, the collaboration with BEPA Secretariat. Some of the overarching rules that are expected to define the governance structure of the TFs include but are not limited to the below:

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- Each WG is represented in each Task Force by 2-3 members, with the intention to compile small and efficient transversal groups of 10-15 members;
- Participation to the TFs is open to BEPA members and external experts;
- Within one month of establishment of the task forces, a description of the title and scope of work has to be prepared with a timeline for progress and sent to Steering Board for comments and approval;
- The coordination of the TFs is undertaken by the predefined partner of Batteries Europe Secretariat as described in the DoA of BEST Project;
- Each TF will decide themselves what is the most efficient governance structure to optimise the work of their small group of work.;
- Each task force will have at least 1 member from each WG involved. The representative will report back the progress of the task force to the respective WG chairs and co-chairs and will, when necessary, present the details of the task force efforts to the entire WG;

1.5 National and Regional Coordinator Group (NRCG)

The National and Regional Coordinators Group (NRCG) gathers Member States and Associated Countries’ representatives coming from national and regional authorities in charge of research, innovation, education, climate action and energy. The group provides room for the exchange of best practices between the Member States and regions, allowing for the establishment of synergies in the field of battery research and innovation funding.

Batteries Europe, in coordination with BEPA Partnership, is consolidating the establishment of continuous and bilateral communication channels with the NRCG. From one side, NRCG will contribute to the work of the Batteries Europe Secretariat by voicing the views and expressing recommendations from the Member States and Associated Countries, regional authorities and national initiatives. For instance, the NRCG will support the annual reporting process of the SET Plan on behalf of the Implementation Working Group on batteries, by identifying strategic projects supported by national and/or regional funding schemes. From the other, Batteries Europe will regularly transmit its strategic outputs (such as Strategic Research and Innovation Agenda and Roadmap) allowing the NRCG to provide inputs to respective national programme owners, projects managers and/or funding agencies’ programmes, having a crucial role on the alignment of national R&I agendas.

The collaboration between Batteries Europe and the NRCG will be delineated in a commonly agreed Terms of Reference document and will be defined on a yearly basis. Among other, this document will also define:

- Expectations, responsibilities and terms of collaboration between Batteries Europe, BEPA and the NRCG;
- Prompt transfer of BATTERIES EUROPE strategic outputs to national programme owners/managers (specifically those of WP3 – SRIA and Road Maps)
- Alignment of national agendas to avoid defragmentation/duplications of policies/funding schemes and to create synergies;
- Contribution of national stakeholders in both delineation of BATTERIES EUROPE activities and in working groups/task forces actions;
- Participation of EU13 countries that show low involvement in EU batteries ecosystem;
- Common support to the SET Plan Batteries IWG.



2 Working Procedures

The project management is based on the general procedures described in the following paragraphs.

2.1 Meetings

The platform main meetings and reports will be as follows:

2.1.1 Plenary session meetings

The Plenary Session meets every year. The Steering Board sets the agenda of the Plenary Session. The Secretariat supports the Steering Board in the preparation and logistic management of the Plenary session.

2.1.2 Steering Board Meetings

The Steering Board meets up to seven times a year, but this might be adapted to the needs of BATTERIES EUROPE. Extraordinary meetings can be held at any time upon written request of any member of the Steering Board. The Secretariat supports the Governing Board in the preparation and logistic management of the meetings.

2.1.3 Working Groups Meetings

The Working Group Core Team will call for Working Group meetings when judged necessary for the preparation of the documents they are responsible for. In practice, no more than one Working Group meeting per month is foreseen, except in exceptional cases. The Working Group Core Team will rely on the organisational support provided by BEPA's Office and BATTERIES EUROPE Secretariat, (with a Technical Expert assigned to each WG), that will take care of sending out invitations and registration forms, taking minutes, drafting proceedings, following up on the main action points, managing and updating the WG participants' lists.

Working Group meetings may be organised by teleconferencing, and consultation on drafts documents and requests for input may be done via email. The working documents of the Working Group will be shared and accessible online via repositories with appropriate access rights.

The Working Groups will work by consensus. In case of critical matter, the Working Group Core Team will call on the BEPA Executive Board and the BATTERIES EUROPE Steering Board to receive guidance on the way forward.

The Working Groups will submit their draft outputs to the relevant governing bodies of BEPA and/or of BATTERIES EUROPE for approval before finalisation. The Association Delegation will then present the deliverables to the European Commission in the Partnership Board.

2.1.4 NRCG Meetings

The NRCG represents Member States representatives as well as regional authorities and initiatives.

NRCG meetings will take place organised by an appointed Logistic Manager who will support the organisational and logistic aspects of the yearly meetings, that will take place remotely. EERA will lead the organisation and management of the NRCG meetings. The Plenary Session will include a dedicated timeslot reserved to the NRCG activities and updates. The Chair of the NRCG is also invited to join the Steering Board meetings in quality of observer.

2.1.5 Task Forces Meetings

The TFs and their meetings will maintain a more flexible structure, able to be repurposed according to the needs of the project. Two new task forces (on Social Sciences & Humanities and Hybridization) will also be added. EERA will coordinate the TF activities, that will meet twice per year within meetings organised by the Logistic Manager, together with any additional internal meeting required for the preparation of their works, that will be managed independently by the Chairs and the TF Technical Leaders.

2.1.6 Agenda of Meetings

An agenda for Plenary Session meetings shall be prepared and circulated by the Secretariat to participants two weeks before the meeting (ten calendar days for extraordinary meetings). The agenda will be drafted based on the outcome of the discussion within the Secretariat and it is subject to the approval of the Steering Board. Notice of the Plenary Session meeting (date, time and venue) should be conveyed at least forty-five days in advanced of the meeting (fifteen calendar days in case of extraordinary meeting).

An agenda for Steering Board Meetings shall be prepared by the Secretariat. The agenda shall be circulated one week before the meeting. Notice of the Steering Board meeting (date, time and venue) should be conveyed at least thirty days in advance of the meeting (fifteen calendar days in case of extraordinary meeting).

The agenda for Secretariat meetings shall be prepared and circulated by the Coordinator one week before the meeting. Considering the frequency of the meetings, date, time and venue of next meeting should be included in the agenda and agreed at the end of the meeting.

2.1.7 Minutes of Meetings

After each operative meeting, minutes should be prepared and circulated between participants for approval. This shall be done not later than seven working days after the meeting, if no requests for correction are made after ten working days from sending the minutes, the minutes will be considered approved.

2.2 Preparation of Meetings

Each of the above listed meetings should be well prepared. The objectives, agenda and required preparation/contribution from the attendees should be defined at least two weeks before the meeting. If specific documents or reports will be discussed in the meeting, the draft material should be made available sufficiently in advance to ensure that the participants have time to read and comment it.

Meeting dates should be chosen sufficiently in advance to ensure all participants concerned can attend. If possible, meetings with analogous purposes which are targeting the same audience should be combined to save both travel time and money. Detailed description of travel information should be provided.

2.3 Responsibility

Each meeting should have a facilitator designated in advance. At the stage of the preparation, the facilitator is in charge of:

- Coordinating administrative arrangements and preparation of an agenda in collaboration with the meeting participants;
- Liaising with the logistics assistant of the site where the meeting takes place to arrange accommodation for all participants;
- Reporting status of meeting preparation and follow-up to the meeting participants;
- Distribution of relevant papers.

Each participant to a meeting should contribute to the meeting preparation by providing:

- Working documents: normally the main subjects discussed during a meeting will be documented by discussion papers. These papers should be distributed at least 5 working days in advance to allow proper time to the participants for preparing the meeting;
- Contributions to the agenda;
- Timely registration;
- Preparation of presentations.

2.4 Teleconferencing

For the aim of a cost-effective management of the platform, teleconferencing is considered a powerful tool for organizing short meetings in particular:

- To explain a document (distributed prior to the teleconference);
- To briefly discuss a specific technical or management issue;
- To take decisions on issues requiring urgent action.

The following principles should be respected for a successful teleconference meeting:

- The meeting should be limited to a small number of participants;
- The date, time, expected duration, agenda and name of participants should be communicated in advance (typically at least 1 week before);
- All required documents must be distributed before the meeting (typically a couple of days before);
- The participants must make sure that they will not be disturbed during the teleconference and that they join the meeting on time;
- Participants should call in via a fixed-line phone and not a cellular phone to avoid interference;
- Participants should start a spoken contribution by telling their name, as the other participants may not recognize the speaker's voice;
- Teleconferences should be limited to 2 hours maximum without a break to ensure the participants concentration;
- They should be moderated by an experienced person to avoid that one participant dominates the conversation and to ensure that all items are covered in the given time;

Minutes summarizing the decisions and actions should be prepared after the teleconference and circulated among the participants.

CONCLUSION

BATTERIES EUROPE entered in a new phase and is going towards a new path to foster and enhance - in the next three years - the discussion among the key stakeholders of the batteries' ecosystem.

Despite the previous structure gave brilliant results along the first three years of the Platform, the new Governance will surely bring stronger, more agile and efficient processes for achieving the targeted goals.

The simplified decision process that sees the merging of the Governing Board and the Management teams in a unique decision body represented by the Steering Board will facilitate the decision-making process toward a quicker and more effective and timely way.

Finally, the new synergies with BEPA and the creation of the new integrated working groups of BATTERIES EUROPE and BEPA will ensure a better harmonised vision on the priority and recommendations of the EU Battery Community. This deliverable provides the guidelines to secure a consistent management of the Platform and its different bodies.