



EU-OSHA Strategy 2009-13

Bilbao, December 2008

Summary

Overview – mission and aims

European Agency for Safety and Health at Work (EU-OSHA) Strategy 2009-13, replacing the multi-annual work programme 2005-2008.

The Strategy takes account of the Community Strategy on Health and Safety at Work, 2007-2012, and the recommendations arising from EU-OSHA's second external evaluation.

EU-OSHA is the European Union organisation responsible for the collection, analysis and dissemination of relevant information that can serve the needs of people involved in safety and health at work.

Our vision is to be the European centre of excellence for occupational safety and health information, promoting a preventive culture to support the goal of making Europe's current and future workplaces safer, healthier and more productive.

Our six strategic goals for 2009-2013 are:

- *To raise awareness of occupational safety and health risks and their prevention*
- *To identify good practice in occupational safety and health and facilitate its exchange*
- *To anticipate new and emerging risks in order to facilitate preventive action*
- *To promote Member State co-operation on information sharing and research*
- *To promote networking to make the best use of occupational safety and health resources in Europe and beyond, and*
- *To make EU-OSHA a leading exemplar in social and environmental responsibility.*

And in working towards our goals we aim to be:

- *Pan-European: creating a common approach to occupational safety and health*
- *Relevant and responsive to user needs*
- *Reliable and transparent, providing accurate and unbiased information*
- *Tripartite: working with employers, employees and Government, and*
- *Partnership- and network-based.*

EU-OSHA's objectives are defined in five separate areas, though there are strong links between them. The main Agency activity, the European campaigns, involves all mission-related areas at different moments in time. The European Risk Observatory clarifies the issues at stake in relation to the campaign theme. Under the Working Environment Information area good practices to prevent the risks related to the theme are identified and analysed. Campaign partners are involved via the Networking and

Coordination area and finally, the European wide campaign is organised as a key task in the Communication, Campaigning and Promotion area.

The European Strategy on OSH and the EU-OSHA Strategy

The European Strategy on OSH assigns a key role to EU-OSHA via the definition of a number of specific tasks. How EU-OSHA will deal with these tasks is briefly outlined in the following. After having established the links to the Community Strategy on OSH the main activities in the different activity areas will be outlined.

Task 1: It should be ensured that the activities of the EU-OSHA to raise awareness and promote and disseminate best practice, focus to a greater degree on high-risk sectors and SMEs

and:

Task 2: EU-OSHA should develop sectoral awareness-raising campaigns targeted in particular at SMEs, and to promote the management of health and safety at work in enterprises through the exchange of experience and good practices aimed at specific sectors

EU-OSHA has established collaboration with the Enterprise Europe Network (formerly known as Euro Info Centres) and with different types of communication partners (EU institutions, professional federations, trades unions, NGOs and multinational companies) in order to better reach SMEs through its information and awareness raising campaigns, e.g. European campaigns on young workers (2006), musculoskeletal disorders (2007) and risk assessment (2008-2009). The collaboration will be continued and reinforced at EU and national over the strategy period.

In continuation of its past work¹, EU-OSHA will develop activities on knowledge development particularly focused on SME and high-risk sectors. These activities include an activity to identify and disseminate good practice in the road transport sector, where there is a high number of accidents and SMEs. Also the activity on economic incentives will have a special focus on incentive models which are targeted on SMEs.

The Agency is also planning to produce more sectoral checklists particularly intended at SMEs and the European campaign. For example, for the risk assessment campaign the Agency will promote the use of occupational safety and health management systems and will develop a risk assessment resources database, containing checklists, guides, interactive tools etc, to help companies (mainly SMEs) better to assess their risks. During the 2nd year of the risk assessment campaign (2009), topic based activities focusing on some specific sectors will be organised to promote the implementation of good practices identified in the first year.

¹ Recent work on SMEs and high-risk sectors include good practice information for the hotels, restaurants, and catering sector, the agriculture sector, the fisheries sector, the construction sector etc, as well as campaigning activities, notably the Healthy Workplace Initiative. .

The two year campaign model will allow the Agency and its network to focus on high-risk sectors and SMEs in the 2nd campaign year after a broader awareness raising activity in the first year.

Task 3: EU-OSHA should draw up, through the European Risk Observatory, a report examining the specific challenges in terms of health and safety posed by the more extensive integration of women, immigrant workers and younger and older workers into the labour market. It will help to pinpoint and monitor trends and new risks and identify measures which are essential

EU-OSHA has already carried out work in the past relevant to this task.² To complement this work, new activities will be developed on the OSH aspects of the increased participation of women in the labour market. A summary report will be prepared to give an overview of the data collected on the different groups.

Task 4: EU-OSHA should review the extent to which health and safety aspects have been incorporated into Member States' vocational and occupational training policies.

The Agency plans to carry out work in the area of Working Environment Information on mainstreaming OSH into education with a particular focus on tertiary education. This work will complement previous Agency work on mainstreaming OSH into primary and secondary education as well as vocational training.

Task 5: EU-OSHA should collect and disseminate information intended to support the development of occupational health promotion campaigns, in combination with the strategy and Community public health programmes

The Agency will under its Working Environment Information area collect information on good practices on occupational health promotion over the strategy period to support other European activities in the same area. This information will be disseminated and promoted under the Communication, Campaigning and Promotion area.

Task 6: EU-OSHA should encourage national health and safety research institutes to set joint priorities, exchange results and include occupational health and safety requirements in research programmes

EU-OSHA will continue as an active partner in the New OSH Era project which aims to promote greater coordination of OSH research at the European level. In addition, a major forecasting study of emerging risks will be implemented stepwise, starting with a pilot forecast limited to new and emerging risks arising from technological innovations in specific sectors or groups

Task 7: The Risk Observatory of the European Agency should enhance risk anticipation to include risks associated with new technologies, biological hazards, complex human-machine interfaces and the impact of demographic trends

² This work includes information on ageing workers and immigrant workers, as well as information and a European Campaign on Young Workers.

EU-OSHA already started work on these risks.³ In addition, a major forecasting study of emerging risks will be implemented stepwise, starting with a pilot forecast limited to new and emerging risks arising from technological innovations in specific sectors or groups

European Risk Observatory (ERO)

In 2009-13 the ERO will produce a large-scale forecasting study of medium-term (i.e. looking forward approximately ten years) new and emerging risks. Research reports will also be produced, as well as short, comprehensive overview papers on emerging risks, combining the analysis of published research and case studies.

The ERO will analyse trends and underlying factors in emerging risks, especially in relation to the development of the EU's industrial structure, changes in exposure to agents and dangerous substances, vulnerable groups such as young workers and migrant workers, and the methodologies used to assess the work-related component of disease.

The ERO's findings will be discussed with stakeholders, and communicated through major reports and workshops. Conferences will be organised in Bilbao on a regular basis, focusing on a major emerging risk and actions that are needed with regard to research, policy and practice.

The ERO will carry out an enterprise survey, to provide an insight into the way that enterprises manage occupational safety and health, and psychosocial risks in particular.

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The ERO will also create an Internet-based 'early warning system' for forthcoming calls for proposals on research related to OSH, and publish an annual overview of significant developments in OSH research and funding. National OSH research institutes will be encouraged to collaborate in multinational research.

The ERO's series of research seminars will be continued, focusing on areas requiring multidisciplinary research, and a discussion forum will be established on biological risks. Finally, the ERO will continue its partnership with the EU-funded consortium NEW OSH ERA, promoting greater co-ordination of OSH research on new and emerging risks at the European level.

Working environment information (WEI)

In 2009 the WEI Unit will collect, collate, validate and prepare for publication technical material and good practice information for the 2010-2011 Campaign on Maintenance. In the Campaign years the focus will be on actively promoting this information through network contacts, stakeholders and intermediaries.

³ The work includes a report on the human-machine interface, a comprehensive report on biological risks and pandemics, a report on nano-technologies and reports on emerging psycho-social risks (including issues related to demographic trends), emerging chemical risks and emerging physical risks

In 2010 the scope of the material required for the 2012-2013 Campaign will be specified based on extensive consultations. The cycle of good practice data collection will commence and technical materials and good practice information will be prepared for dissemination in the campaign years.

During the period of the strategy the information project on Road Transport will be launched. Good practice information collected, collated and validated in 2008 will be transformed into information products which will then be disseminated via a variety of mechanisms including conferences, workshops, meetings, training events, and so on.

A project will be launched with the objective of providing information to financial institutions on economic incentives for good OSH, and to help establish a self-help network of parties interested in this area.

To support the Community Strategy, a project on occupational health promotion will be launched with considerable stakeholder consultation in 2009 and, having identified and clarified the needs, development of information products in subsequent years.

Also in response to the Community Strategy a project on mainstreaming OSH into education launched as a component of the European Week 2006 on Young Workers and continued on in a minor project basis in 2007-2008, will be raised to the level of a significant project in 2009 and subsequent years of the strategy period.

In addition, work will be done on issues associated with social and demographic change. The first step will be to identify the most important issues to be addressed and this will involve close coordination with the European Risk Observatory and also externally with other key information sources and stakeholders such as EUROFOUND. Information products will be developed to meet the needs of the relevant target audiences identified in that process.

Communication, campaigning and promotion

Campaigning will focus on risk assessment in 2008-2009 and maintenance in 2010-2011. The theme for the 2012-2013 campaign will be agreed in early 2009. For the next five years, EU-OSHA will develop its campaigning activities under a single umbrella theme – *Healthy Workplaces: Good for you. Good for Europe*. Under the new campaign supporting model implemented in 2008 (European Campaign Assistance Packages - ECAP), EU-OSHA will foster the promotion of management of health and safety at work and the exchange of good practices via the localisation of campaigning activities (promotion, events, media relations) in each of the EU 27 Member States.

EU-OSHA will continue to draw on the support of its network in campaigning, and look to enhance in particular its partnership with the EU Council Presidencies. In addition, we will develop our partnerships both at EU and national levels with a wider range of partners to further and better reach SMEs (EU institutions, professional federations, social partners, NGOs and multinational companies).

In terms of corporate communication, we will further develop our position as Europe's first reference point for 'quality assured' information on safety and health at work. Working with the Centre for Translations EU-OSHA will seek the most cost-efficient ways to increase the availability of our information in different languages. And EU-OSHA will develop or improve effective non-verbal communications tools such as Napo, the animated cartoon character.

We will continue to produce high quality publications, and increase the quantity and quality of the information on our website, and increase the number of users. We will seek to strengthen our media and PR activities e.g. through search engine optimisation, partnerships with existing European networks such as the Enterprise Europe Network, and events, exhibitions and conferences.

Networking and co-ordination

In terms of Agency governance, we will involve the Board and its Bureau closely in decisions on EU-OSHA's budget and annual work programmes. We will ensure a strong involvement of the Focal Point network in EU-OSHA activities through programme preparation and dissemination of Agency products. And we will establish complementary communication channels for information collection and dissemination, with more direct contact between EU-OSHA and the national social partners and other relevant national OSH institutions and OSH networks.

In terms of European networking, moving OSH up the political agenda at European and Member State level will remain a constant priority, including targeted activities with the EU Presidencies, and enhanced communication between EU-OSHA and the EU institutions. Internationally, we will strengthen collaboration with the ILO and WHO. We will also continue to help prepare candidate and potential candidate countries to become members of the Focal Point network.

Administrative support

EU-OSHA will develop a policy on Corporate Social Responsibility for its own organisation, including annual reporting on performance. We will also continue our efforts to have a well-functioning internal control system.

The Strategy sets out overall aims – annual work programmes will define concrete tasks on a yearly basis.

Performance will be reported annually in the Annual Activity Report (together with the report on the Annual Management Plan), and in an external evaluation at the end of the Strategy period.

The Agency (EU-OSHA)

The European Agency for Safety and Health at Work (EU-OSHA) was established by Council Regulation (EC) No 2062/94 of 18 July 1994.⁴ Located in Bilbao, Spain, the Agency has a dedicated staff of occupational safety and health (OSH), communication and administrative specialists. At the national level, EU-OSHA is represented through a network of Focal Points, which are usually the lead OSH bodies in the individual Member States.

The Agency is a tripartite organisation, which means that it works with governments, employers' and workers' representatives. It is a single reference point for OSH information.

The Agency commissions, collects and publishes new scientific research and statistics on OSH risks as well as good practices on preventing those risks.

The Agency shares good practice, and communicates information in a variety of ways to reach workers and workplaces. The Agency's publicity campaigns include the European Week for Safety and Health at Work, which focuses on different themes. EU-OSHA also provides information on its website, via its electronic newsletter OSHmail, and in a range of printed publications.

Finally, the Agency looks out for risks which may only be emerging, due to the fast pace of change in the workplace. The European Risk Observatory aims to identify new and emerging risks. In order to do this, it provides an overview of safety and health at work in Europe, describes trends and underlying factors, and anticipates changes in work and their likely consequences for safety and health. Additionally, it aims to stimulate debate and reflection among the Agency's stakeholders, and to provide a platform for debate between policy-makers at various levels.

⁴ Amended by Council Regulation (EC) No 1643/95 of 29 June 1995, Council Regulation (EC) No 1654/2003 of 18 June 2003 and Council Regulation (EC) No 1112/2005 of 24 June 2005.

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Introduction: the strategic framework

The European Agency for Safety and Health at Work (EU-OSHA) was established by Council Regulation (EC) No 2062/94 of 18 July 1994.⁵ Article 2 of that Regulation defines the objective of EU-OSHA:

In order to improve the working environment, as regards the protection of the safety and health of workers as provided for in the Treaty and successive Community strategies and action programmes concerning health and safety at the workplace, the aim of the Agency shall be to provide the Community bodies, the Member States, the social partners and those involved in the field with the technical, scientific and economic information of use in the field of safety and health at work.

EU-OSHA started its work in 1996 and became fully operational in 1999. In 1999 the first Agency Strategy was also adopted⁶ and this set the framework for the development of EU-OSHA over the following years, including the rolling work programmes and the annual work programmes.

In 2002 EU-OSHA was given an important role in the implementation of the Community Strategy on safety and health at work 2002-2006 (Community Strategy).⁷ One major task for EU-OSHA was the development of the European Risk Observatory (ERO) to anticipate emerging risks. The ERO's activities have since become one of the key areas of work for EU-OSHA together with its networking activities, its working environment information (WEI) activities and its communication, campaigning and promotion activities.

Building on work already done, including a well-developed network which significantly increases the effects of EU-OSHA's work, EU-OSHA is in a unique position to collect, analyse and disseminate information on safety and health at work in order to promote a preventive OSH culture.

This unique position is recognised in the Community Strategy 2007-2012⁸, in which EU-OSHA is requested to take on a number of tasks. Some of the tasks foreseen for EU-OSHA have already been carried out, whereas others have been integrated into this Strategy.

The second external evaluation of EU-OSHA also recognised the Agency's achievements and the role of EU-OSHA, in particular through its networks.⁹ The evaluation has provided important input to this document through its identifying areas of strength and areas for improvement in EU-OSHA's network as well as providing information on the impacts of EU-OSHA's work.

This Strategy therefore builds on a solid basis. The work done so far provides an important basis for future tasks, the Community Strategy defines the European

⁵ Amended by Council Regulations (EC) No 1643/95 of 29 June 1995, (EC) No 1654/2003 of 18 June 2003 and (EC) No 1112/2005 of 24 June 2005

⁶ "The European Agency for Safety and Health at Work. Into the next millennium", December 1999

⁷ Adapting to change in work and society. A new Community Strategy on health and safety at work 2002-2006.

⁸ Improving quality and productivity at work: Community strategy 2007-2012 on health and safety at work

⁹ Centre for Strategy and Evaluation Services, "Evaluation of the European Agency for Safety and Health at Work", May 2007

framework for EU-OSHA's activities and the external evaluation links lessons from the past to future developments.

The strategic challenges

OSH has been on the European agenda for a number of years and positive developments have been observed.¹⁰ However, the number of occupational accidents and diseases remain at an unacceptable high level with almost 167,000 deaths a year as a result of either occupational accidents (7,500) or work-related diseases (159,500).¹¹

The human and economic consequences of that situation are important. The individual is obviously affected on his/her health but may also suffer problems in terms of employment etc. The economic consequences affect society as such via a reduction in the labour force, lost productivity in enterprises, public expenditure to health and social security etc.

The causes leading to that situation are multiple. However, one key cause in the absence of a culture of OSH risk prevention. The absence of a preventive culture has two sides, the lack of sufficient knowledge about risks in the working life and the lack of sufficient knowledge about how to prevent the risks.

The mission, vision, goals and objectives in this strategy follow an analysis of what would be the most effective answer from EU-OSHA to the situation briefly outlined above taking into account the small size of the Agency, the tri-partite nature of policy area of OSH and the resources available in the OSH sector at national level as well as the mandate given to the Agency in the founding regulation. It should also be mentioned that the formulation of this strategy has been supported by an impact and outcome assessment.¹²

The mission and vision

The following **mission statement** defines what EU-OSHA does and sets the framework for the development of the multi-annual work programme:

EU-OSHA is the European Union organisation responsible for the collection, analysis and dissemination of relevant information that can serve the needs of people involved in safety and health at work.

The mission statement is complemented by a **vision statement** expressing what EU-OSHA aims to achieve:

It is the vision of EU-OSHA to be the European centre of excellence for occupational safety and health information, promoting a preventive culture to support the goal of making Europe's current and future workplaces safer, healthier and more productive.

These mission and vision statements do not represent a break with the past, but build on the achievements and strengths of EU-OSHA developed since its establishment. They make clear that EU-OSHA is an information agency that complements the activities of others responsible for legislation, enforcement etc.

¹⁰ See e.g. COM (2004) 62 final.

¹¹ ILO estimate, 2008

¹² Impact and outcome assessment of EU-OSHA Strategy 2009-2013, October 2008

EU-OSHA's contribution to making Europe's workplaces safer, healthier and more productive is therefore the promotion of a preventive OSH culture. EU-OSHA will promote this culture via the collection, analysis and dissemination of information, which is useful for people involved in safety and health at work.

The strategic goals and values

On the basis of the vision and mission statements and taking into account the the available resources and the institutional context, six **strategic goals** have been formulated for the period of this Strategy. The strategic goals guide the formulation of the multi-annual work programme. The strategic goals for 2009-2013 are:

- *To raise awareness of occupational safety and health risks and their prevention*
- *To identify good practice in occupational safety and health and facilitate its exchange*
- *To anticipate new and emerging risks in order to facilitate preventive action*
- *To promote Member State cooperation on information sharing and research*
- *To promote networking to make the best use of occupational safety and health resources in Europe and beyond*
- *To make EU-OSHA a leading exemplar in social and environmental responsibility*

Whereas the first five goals guide EU-OSHA's work in relation to the outside world, the last one relates to EU-OSHA as an organisation.

To guide the design and implementation of activities to achieve these goals, a number of **values** have been formulated, relating to the way EU-OSHA works. These values are not objectives in themselves but define a framework for the way that EU-OSHA will work towards the strategic goals. In its work EU-OSHA and its activities will be:

- *Pan-European: EU-OSHA brings together actors from across Europe to create a common European approach to occupational safety and health, we believe that this is essential if our activities are to provide European added value*
- *Relevant and responsive: EU-OSHA sees occupational safety and health as an integral part of Europe's social policy and as a pre-requisite for employment and competitiveness. By responding to user needs with practical and user-friendly information, we ensure our work is relevant to Europe's social and economic agenda, to our stakeholders and end-users*
- *Reliable and transparent: the information provided by EU-OSHA should be accurate and unbiased*
- *Tripartite: EU-OSHA works on the basis of, and promotes, tripartism, and*

- *Partnership- and network-based: EU-OSHA cooperates with relevant partners and participates in – or creates – networks to carry out initiatives at a pan-European level*

The structure of the rest of this Strategy

In line with the strategic framework defined in this chapter, plans for 2009-2013 for EU-OSHA's mission-related and support areas are presented in chapter 2. The last two chapters deal with the conditions for implementing the Strategy and how the success of the implementation will be assessed.

Multi-annual work programme 2009-2013

In the following, objectives and activities for EU-OSHA's areas of activities are presented. Based on the strategic framework, five areas of activities have been defined. These five areas mirror the five units in EU-OSHA's organisation structure. The four mission-related areas are:

- European Risk Observatory (ERO)
- Working environment information (WEI)
- Communication, promotion and campaigning, and
- Networking and co-ordination

In addition, one support area has been defined:

- Administrative support.

Though in the following, the activities are presented within their different areas, there are strong links between them. The work of the ERO, for example, is important for the identification of priority themes to be dealt with within the WEI area.

EU-OSHA aims not only to collect and analyse information, but also to disseminate it. This is mainly done through the communication, promotion and campaigning area. The activities within this area depend strongly on the knowledge produced within the ERO and WEI areas.

Finally, the collection, analysis and dissemination of information take place within the infrastructure developed in large part under the networking and coordination area. And all the four mission-related areas are, of course, dependent on the support of the administrative area.

European Risk Observatory (ERO)

Within EU-OSHA, the ERO has the specific aim of identifying new and emerging risks. This remit was agreed by the Governing Board at its meeting in March 2007, and it has been reinforced in the Community Strategy 2007-2012. In order to achieve this aim, the ERO will:

- Provide an overview of safety and health at work in Europe
- Describe the trends and underlying factors, and
- Anticipate changes in work and their likely consequences for safety and health.

Contribution to realisation of the strategic goals and vision

The objectives for the ERO are linked particularly to the following strategic goals:

- To anticipate new and emerging risks in order to facilitate preventive action, and
- To promote Member State co-operation on information sharing and research

The impact of the 'changing world of work' on OSH has been identified as a key challenge to be addressed by the European Union. Demographic changes, as well as

changes in work organisation, work processes and production methods, can lead to new types of risks or demand new solutions. The Community Strategy 2002–2006 called on EU-OSHA to set up a risk observatory in order to help in anticipating new and emerging risks, as one of the tools for developing a genuine culture of risk prevention. The current Community Strategy again makes reference to the ERO and identifies specific topics of interest.

The ERO adds value by pulling together research findings, putting them in context (in particular in relation to the European social agenda and the Community Strategy), looking for trends in order to ‘anticipate change’, and communicating the key issues effectively to its target audience of policy-makers and researchers. Additionally, it aims to stimulate debate and reflection among EU-OSHA’s stakeholders and to provide a platform for debate between policy-makers at various levels.

General, multi-annual objective

The results achieved by the ERO are highly dependent on actions outside its immediate field of influence. However, its objective is to achieve the following results over the period of the Agency Strategy:

- Providing reliable and comprehensive information on new and emerging risks, and
- Providing information which is useful and relevant for its key target audience: policy-makers and the OSH research community. When possible given the state of scientific knowledge, the key issues will also be communicated to OSH practitioners in an appropriate format.

Priorities for the strategy period

The priorities for the ERO are set in this Strategy and approved in successive annual management plans by the Governing Board and its Bureau.

Suggestions for topics to be included in the ERO work programme originate from three main sources:

1. Advice from the ERO Advisory Group, the ERO Expert Group, and the Topic Centre Risk Observatory
2. The activities of the ERO itself which may lead to follow-up activities (for example in-depth analysis of the key risks identified in the expert forecast reports).
3. Other issues raised by stakeholders, including the priorities identified in the Community Strategy (see below), and requests received directly from the European Commission.

When specific topics are mentioned in the following section, they originate from one of the above sources. Nevertheless, some flexibility is maintained to enable the ERO to react quickly to emerging risks and to *ad hoc* requests from the Commission, as well as to provide background and statistical information to support EU-OSHA’s European campaigns for 2012-2013 and 2014-2015.

Within its overall aim of anticipating new and emerging risks, the ERO will continue to delve deeper into the current knowledge on key emerging risks, and to share its findings with European policy-makers and the research community, stimulating debate about what actions may be needed in order to improve prevention of those risks. Overall, the working methods of the ERO will continue to combine expert

forecasts, literature reviews of research information and interventions, reports based on the analysis of statistical trends, enhancing the existing online database of links to research findings on OSH new and emerging risks, collection of current data through an enterprise survey and contacts with existing EU networks, disseminating the ERO findings in seminars with experts and stakeholders, and further development of existing website areas to improve access to the information.

The ERO's tasks are clustered into six broad groups:

1. Forecasting methodology for new and emerging risks
2. Review and analysis of research
3. Identification and analysis of trends – “OSH in figures”
4. Sharing knowledge and stimulating debate
5. European survey of enterprises on new and emerging risks (ESENER)
6. Fostering research on new and emerging risks at EU level

This structure, which was established in the annual management plan 2008, is continued in the Agency Strategy 2009-2013, whilst making sure that the priorities identified in the Community Strategy 2007-2012 are reflected appropriately in the relevant group of tasks.

Forecasting methodology for new and emerging risks

Forecasting new and emerging OSH risks is a core task of the ERO, and ‘risk anticipation’ is the key objective identified for the ERO in the Community strategies for 2002-2006 and 2007-2012.

The goals of the forecasting activities are:

1. To spot and monitor trends and anticipate new and emerging risks related to OSH, and identify their consequences for workers’ safety and health
2. To understand their underlying causes, determine the groups at risk and help identify the necessary prevention measures
3. To provide a basis for setting priorities for OSH research and actions in the EU
4. To help in the choice of topics for other agency activities, such as “OSH in figures” projects, research reviews, policy and practices overviews, good practice projects and the Agency’s European campaigns.

To achieve these goals, the following activities will be undertaken:

- A large-scale forecasting study of medium-term (e.g. 10 years) new and emerging risks will be initiated according to the methodology developed in 2008 based on the experts’ and stakeholders’ recommendations, and approved by the Board.
- Subject to budget availability, stepwise implementation of the forecast study, starting with a pilot forecast limited to new and emerging risks arising from technological innovations – taking into account demographic, scientific, technological, societal and economic factors– in specific sectors or groups. The choice of these will take into account the results of EU-OSHA’s previous forecasting exercises, the trends identified in previous “OSH in figures” projects, and the Community Strategy request to include “*risks related to new*”

*technologies, biological hazards, complex human-machine interfaces and impact of demographic trends” and to “examine the specific challenges in terms of health and safety posed by the more extensive integration of women, immigrant workers and younger and older workers into the labour market.”*¹³

- After completion, evaluation of the pilot forecast with recommendations being made for the next forecast exercise.

Review and analysis of research

Four expert forecasts conducted by the ERO have identified the physical, biological, chemical and psychosocial emerging risks that may affect the safety and health of the EU workforce. To follow up on these forecasts, EU-OSHA has been conducting in-depth analyses of the individual risk factors and health outcomes highlighted by the experts, to explore the scope of the problems and identify which populations may be at risk.

Under this task, the ERO will continue to investigate the issues identified in expert forecasts, the concerns expressed in the Community Strategy¹⁴, topics suggested by the ERO Expert Group and the Topic Centre and the new and emerging risks identified in the ERO’s expert workshops (see task 4).

Goals to be achieved are:

1. To review and analyse the research on the risk factors and health outcomes selected, including populations and sectors at risk (bearing in mind age, gender, size of enterprise, occupations and potentially vulnerable groups).
2. To identify trends and anticipate future developments and their potential consequences for workers’ safety and health.
3. To assist in the early development of prevention methods.
4. To provide input for more focused research and prevention efforts at the European and national levels.

The activities to be carried out to reach the goals include:

- Producing research reports, combining the analysis of published research and case studies, set in the context of European and national prevention systems, and including statistical information where appropriate, to stimulate discussion and assist in the development of research and prevention programmes, and
- Providing short, comprehensive overview papers, targeting policy-makers, to be included in the *OSH Outlook* publication.

Identification and analysis of trends – “OSH in figures”

As agreed by the Governing Board in 2007, the identification of trends through analysis of historical data is a key part of the observatory’s strategy for identifying emerging risks.

The goal of the “OSH in figures” activities is to provide an overview of safety and health at work in Europe, describing the relevant trends and underlying factors. To achieve this, it draws on past information through the collection and analysis of historical and current data as agreed by the Governing Board in March 2007. This task

¹³ See sections 5.3 and 7.1 of the Community strategy 2007-2012.

¹⁴ See sections 5.3 and 7.1 of the Community strategy 2007-2012.

is carried out in close co-operation with Eurostat and Eurofound, as the two main providers of OSH-relevant data at EU level. Both organisations are represented in the ERO Advisory Group, and contribute data and advice for the publications prepared under this task.

To reach the goals, ERO projects under this task will be organised in four main areas:

- **Sectors:** an overview of the development of the EU's industrial structure and its potential impact on OSH:
 - the service sectors *versus* manufacturing and sectors with a traditionally high risk of accidents such as agriculture and construction
 - monitor developments and emerging risks, especially in the newer Member States, and their impact on accidents and health outcomes
- **Exposures and outcomes**, with a special focus on occupational and work-related diseases and health problems:
 - exposure to **biological agents**:
 - analyse statistics on infectious diseases and data on exposure, e.g. relating to needlestick injuries
 - carry out further data collection on non-infectious diseases (indoor air, moulds, endotoxins, e.g. in the agricultural sector, potential occupational exposure to genetically modified organisms, etc.).
 - further work on exposure to **dangerous substances, link to REACH, in analogy to work on carcinogens** (i.e. reprotoxic substances, sensitisers, neurotoxic substances). This will be a cross-cutting task undertaken with the Work Environment Information area, and there should be cooperation with the ECHA, DG ENV, DG ENTR and SLIC. Work will focus on trends and issues, the groups at risk, exposures and developments over time.
 - mental health in the workplace: stress, bullying and violence from the public (follow-up on data collection)
- **Groups:**
 - **vulnerable groups:** The Community Strategy invites the Agency's ERO to draw up "*a report examining the specific challenges in terms of health and safety posed by the more extensive integration of women, immigrant workers and younger and older workers into the labour market*", in order to "*help to pinpoint and monitor trends and new risks and identify measures which are essential*"¹⁵ The Agency has recently published reports on some of these groups (e.g., young workers and migrant workers) and has already commissioned work on others (e.g., older workers), so a summary report will be prepared covering data collected for all these groups in order to have an overview of the OSH challenges that they face.
 - **Workers dealing with the response to emergencies and natural disasters** (such as fire-fighters, emergency medical staff, or police): data on employment, age, gender, sectors, input on where to focus

¹⁵ See section 5.3 of the Community strategy 2007-2012.

good practice data collection, **possibly linked to work on cleaners** and contribution or follow-up on **maintenance** (EW-10/11)

- Review of the existing scientific methodologies used to assess the occupational component of the burden of disease and their usefulness for the preventive toolbox. This is a complex, longer-term activity that will require close cooperation with Eurostat, the ILO and WHO, with the eventual aim of developing better EU-wide estimates.

Sharing knowledge and stimulating debate

Given the demands on the ERO to carry out pioneering work, it is clear that EU-OSHA must ensure that the Observatory's output meets the needs of its primary target users: policy-makers and researchers. Moreover, as the topics addressed will, by definition, be of an emerging nature, there needs to be a process of discussion and validation with the ERO's stakeholders. Both these points are explicitly identified in the 2007 Governing Board agreement:

***Meeting users' needs:** The Observatory's work must be relevant to the information needs of its target groups: policy-makers, including members of all interest groups, and the research community. As the Risk Observatory is a new activity and still under development, the Agency would like to seek more frequent and detailed feedback (...).*

***Stimulating debate:** Some of the Risk Observatory products are not designed to be considered in isolation, or as final conclusions: the aim is to have information from several sources and through various methodologies (literature reviews, national and EU statistical data, company data, expert forecasts, etc.) that, together, help the Risk Observatory target users to draw conclusions about the extent and nature of a problem, and to anticipate emerging risks. An essential part of this integrative process will be the discussion and consolidation of the findings with the stakeholders, in order to validate any conclusions and decide on the need for any further work on the topic.¹⁶*

Goals for this task are:

1. To discuss and consolidate the findings of major reports with the ERO's target users, as well as obtaining advice on possible directions for future work.
2. To develop targeted feedback mechanisms to evaluate the relevance of the ERO's products.
3. To raise awareness about the findings of the ERO, and seek stakeholders' and experts' views on the actions needed with regard to research, policy and practice.
4. To enhance the cooperation with Eurostat, Eurofound, the ILO and WHO, as appropriate, to improve mutual information gathering and the dissemination of the outcomes of ERO projects
5. To further develop links to public health information, networks, advisory groups and activities.

To reach these goals the following activities will be undertaken:

¹⁶ From the agreement by the Governing Board, March 2007

- a two-stage model will be used for the major reports produced by the ERO: a scientific report commissioned from experts in the field, which is then discussed at a workshop that brings together researchers and policy-makers. The conclusions and presentations from the workshop are then published on EU-OSHA's website together with the scientific report.
- systems for detailed feedback, involving for example online surveys and evaluation sheets in the ERO's paper publications.
- foster discussions on ERO projects related to groups, sectors and occupations, and wide-ranging topics such as respiratory diseases and combined exposures. This will assist the ERO Advisory and Expert Groups in suggesting how to focus ongoing and future work, and will provide input to the Work Environment Information area regarding good practice data collection, and
- a conference held in Bilbao on a regular basis (preferably coinciding with the year in which fewer resources are required for the European Week campaign), which focuses on a major issue covered by the ERO in the previous years. EU-OSHA will invite policy-makers and international experts in the field to share their views on the actions that are needed with regard to research, policy and practice.

European survey of enterprises on new and emerging risks (ESENER)

EU-OSHA's enterprise survey aims to collect 'real-time' information on OSH management and key emerging OSH risks, such as psychosocial risks. This information will serve not only to give a better overview of safety and health in Europe, but to guide the development of a genuine culture of risk prevention.

Following the development of methodology and questionnaire design in 2007-2008 and the development of national version questionnaires and sampling design in 2008, fieldwork and first results will be delivered in 2009. Close co-operation with Eurofound has been planned for the survey's design phases in 2008, and an agreement has been signed by the two agencies in order to collaborate on the sampling strategy for the EU-OSHA and the Eurofound enterprise surveys. A representative from Eurofound is always invited to the meetings of the ERO Advisory Group, which acts as the survey's 'steering group'.

The enterprise survey aims to provide an insight into the way that enterprises (in both the public and the private sector) manage occupational safety and health and key emerging risks and to give indications as to how policy-makers, practitioners, EU-OSHA and other providers of OSH information can provide them with better support. Project aims are to fulfil the survey design, delivering a quality product according to the timetable agreed at the Bureau meeting of September 2007.

Activities will include:

1. Carrying out successful telephone questionnaire surveys in all Member States and in additional collaborating countries such that the survey design is correctly executed.
2. Ensure that rigorous quality assurance methods are successfully implemented so that the validity of data is ensured.

3. Carrying out data processing, cleaning and weighting prior to delivery of integrated data sets allowing detailed analyses to be carried out in subsequent years.
4. Delivering on time a descriptive overview report of the survey results so that some main findings can be communicated before the end of 2009, and
5. Delivering a comprehensive technical report for publication in line with the commitment to ensure transparent working.

Once the survey is completed, and following discussion among the ERO Advisory Group, EU-OSHA will commission secondary analyses, and work with the Communications and Promotions Unit in the dissemination of the results in 2010-12. Any subsequent survey activities will be discussed with the ERO Advisory Group, which acts as the survey 'steering group'.

Fostering research on new and emerging risks at EU level

In the Community Strategy 2007-2012, EU-OSHA is "*called upon to encourage national health and safety research institutes to set joint priorities, exchange results and include occupational health and safety requirements in research programmes*"¹⁷.

To achieve this, the ERO will build upon the work carried out since 2005 with three inter-related goals in mind:

1. Seeking regular updates of a broad consensus on research priorities in OSH¹⁸, in order to keep up with new and emerging risks.
2. Fostering co-ordination of research on new and emerging risks at the level of both projects and programmes. This will bring together the research community, research funding bodies, policy-makers and other relevant EU agencies, and
3. Encouraging a multidisciplinary approach in areas where expertise beyond the traditional OSH field is beneficial (e.g. with experts on public and environmental health, economics, etc.).

This work is also linked to the activities under the "Sharing knowledge and stimulating debate" task, as it is vital to communicate the experts' views on new and emerging risks to the relevant stakeholders. In this respect, the ongoing collaboration with the Commission is essential (e.g. with DG EMPL and DG Research).

Activities to reach the objectives include:

- An internet-based 'early warning system' to alert researchers about forthcoming calls for proposals published by the Commission on research related to OSH, co-ordinated by the ERO and in collaboration with the Commission.
- Publication of an annual overview of significant developments in OSH research and OSH research funding, including news of major projects and programmes (in the ERO's OSH Outlook publication)
- Hosting a meeting of the Directors-General of the national OSH research institutes to discuss concrete ways in which to facilitate the collaboration of their institutes in multinational research. This could be organised on a biannual

¹⁷ Section 7.1, "Identification of new risks", of the Community strategy 2007-2012.

¹⁸ See the Agency's report "Priorities for occupational safety and health research in the EU-25"

basis, coinciding with the conference described under task 4. Closer liaison with the PEROSH group will also be sought.

- Continuing the ‘research seminar series’ which has, so far, included seminars in Bilbao (2005), Berlin (2006) and Warsaw (2007). Future seminars could focus on specific areas requiring multidisciplinary research, such as biological risks, and on the issues highlighted in the Community Strategy¹⁹. Discussions and agreements at Director-General level (under the previous point) will support and strengthen this research seminar series, which has more practical and concrete aims. In order to emphasise the integration of research activities, the seminar may be co-organised with NEW OSH ERA (see below).
- Setting up a discussion forum on biological risks at work to identify issues and priorities for research and prevention, involving researchers, practitioners and representatives from the various policy areas involved.
- Continuing partnership with the EU-funded consortium NEW OSH ERA: EU-OSHA is already an active member of this consortium, which aims to promote greater coordination of OSH research on new and emerging risks at the European level. As its objectives are closely aligned with those of the ERO, EU-OSHA will support and take part in any development of this ERA NET scheme into a longer-term project.

Working environment information

Work in this area helps to make good practice information available and known across Europe and provide for the exchange of information on solutions to OSH risks.

Contribution to realisation of the strategic goals and the vision

Activities in the area of WEI are designed to work towards, in particular, the following strategic goals:²⁰

- To raise awareness of occupational safety and health risks and their prevention, and
- To identify good practice in occupational safety and health and facilitate its exchange

Identifying and communicating solutions to OSH risks is a necessary complement to OSH legislation and other measures. Across Europe, solutions have been developed in relation to the challenges that are faced by people involved in OSH. However, there is a need to identify these solutions according to clear criteria for good practices and to ensure the exchange of these good practices across Europe. To succeed in this, EU-OSHA promotes Member State co-operation on information collection and research, and the sharing of knowledge on good practice solutions at the workplace level. In particular it focuses on the collation of high quality, verified and validated technical content information in a number of key areas that are important to the development of an OSH prevention culture.

¹⁹ See sections 5.3 and 7.1 of the Community strategy 2007-2012.

²⁰ See chapter 1.

General, multi-annual objective

To help people involved in OSH develop a risk prevention culture via the identification and exchange of good practices in OSH.

This general objective includes the following more precise aims:

- *Identifying good practices on OSH and facilitating their exchange*
- *Analysing success factors of good practices*
- *Collecting, analysing and making available information on preventing work-related illnesses and accidents, and*
- *Covering both workplace level and intermediary level practices.*

The results to be achieved in the WEI area are:

- The provision of practical and user-friendly information on prevention of work-related illnesses and accidents

Priorities for the strategy period

Activities in the WEI area will be organised around broad groups of tasks. The specific design of the activities will take into account the Community Strategy's requirements, stakeholder priorities, and the aim of producing targeted outputs. The activities will follow a long-term integrated approach making their impacts more sustainable and helping them to integrate better with other Agency activities.

Preparation of technical material for European Campaigns

As outlined in the communication, promotion and campaigning section, EU-OSHA will campaign – and/or prepare campaigning – on four major themes during the strategy period. Risk Assessment will be the theme for 2008-2009 and Maintenance the theme for 2010-2011, while the themes for 2012-2013 and 2014-2015 remain to be decided. A decision on the theme for 2012-2013 will be taken at the latest beginning 2009.

The preparation of the technical material for the European Campaigns is classified as major projects and this necessitates the adoption of a coordinated approach across all of the Agency's operational areas. Furthermore, with the move to a 2-year-campaign cycle the timeline for the development of the content information has also expanded. In addition, the extended time horizon creates opportunities for better feed-forward integration of “front-end research” results from ERO work into the “Good Practices development” work in this area.

Work in the WEI area in relation to the Campaigns mentioned above aims at supporting them with a number of information products. For all four Campaigns a similar schedule will be followed, described in table 1.

Table 1: WEI production for European Campaigns

	2008-2009 campaign, Risk Assessment	2010-2011 campaign, Maintenance	2012-2013 campaign, to be decided	2014-2015 campaign, to be decided
2008	Finalization and commence promotion of products developed in 2007	Specification of the products required for the Campaign in conjunction with the ERO and Communication, Campaigning and Promotion areas.		
2009	Technical workshops for summit as well as			

	good practice award scheme followed up by report and promotion Publication of the three reports and their related factsheets. Development and promotion of the interactive risk assessment tool intended to SMEs.	Development of main information products (reports, expert articles, e-facts, factsheets, websites, data bases)		
2010	Development and promotion of the interactive risk assessment tool. Development of the risk assessment tools database (adding new tools) Publishing the Good Practice Awards (competition) case study report	Finalization of products	Specification of the products required for the Campaign in conjunction with the ERO and Communication, Campaigning and Promotion areas. Development of main information products (reports, magazines, factsheets, websites)	
2011		Technical workshops for summit as well as good practice award scheme followed up by report and promotion		
2012			Finalization of products	Specification of the products required for the Campaign in conjunction with the ERO and Communication, Campaigning and Promotion areas. Development of main information products (reports, magazines, factsheets, websites)
2013			Technical workshops for summit as well as good practice award scheme followed up by report and promotion	

New themes and activities other than European Campaigns

In general, new activities will start as old activities finish, with a typical cycle of four to five years of focused work, comprising two to three years of development work and two years of promotional and follow-up activities. Set out below are the new activities for the WEI area. Decisions concerning the precise design of these activities will be coordinated with the ERO activities.

Road Transport

This sector has a relatively high incidence of fatal and non-fatal accidents and sees a relatively high number of OSH problems. This fact led to a Governing Board decision to initiate a project aimed at addressing the particular Road Transport OSH concerns in the previous Rolling Work Programme and this decision has been reinforced by the objective of the Community Strategy to reduce accident rates by 25%.

Following consultation with stakeholders it is proposed that the main purpose of the project will be to make available key information on the prevention of harm to workers and employers in the road transport sector, in a form that they can use to take practical action to improve OSH.

The products being produced have different target groups and beneficiaries: some introductory good practice information suitable for employers and their safety staff, employees, including self-employed drivers, and the intermediary organisations of these groups; more detailed reports such as case studies for employers and their safety staff, intermediaries and policy makers, including those seeking to promote campaigns in this sector. The core of the material will be aimed at OSH practitioners and intermediaries.

Activities will lead to identification of the main OSH challenges in the sector and good practice information on meeting these challenges. EU-OSHA has already produced a limited amount of material in the relevant prevention areas, for example on preventing road accidents involving heavy goods vehicles, and links to these will be included within the project's products.

This activity is classified as a major project.

Economic incentives for prevention activities

The Community Strategy recognises that there is a need to use economic incentives to motivate enterprises to apply good practice in their prevention work. EU-OSHA will contribute to meeting this need by providing information on the types of economic incentives that are most likely to succeed, and also by identifying factors which are likely to act as economic disincentives

Although the long term aim is to encourage economic investment in good practices by all organisations, the primary target group will be financial institutions, such as insurance companies, and other organisations which can provide economic incentives.

EU-OSHA will build on the 2008 economic incentives report on what Member States currently do and develop a network of European organisations, which can provide economic incentives, to help promote the report. The organisations to involve in the network will be found through consultation with stakeholders including the Agency focal point network, the Working Environment Advisory Group (WEAG) and the European network of Accident Insurances (European Forum of Insurances against Accidents at Work and Occupational Diseases). Care will be taken to avoid duplication with existing networks.

This activity is classified as a significant project.

Occupational Health Promotion

The Community Strategy requests EU-OSHA to collect and disseminate information intended to support the development of occupational health promotion campaigns.

Health is created and lived by people within the settings of their everyday life such as their workplaces. Health does not come in two versions – one at work and the other outside of work. Both safe and healthy working conditions and the individual's healthy choices contribute to good health, thus improving quality of life and prolonging healthy working years. There are a number of general risk factors, which can contribute to health problems that are caused or aggravated by working

conditions. For example, obesity and smoking can contribute to development of back pain (which is the most commonly reported work-related health problem), and drugs or alcohol abuse may increase mental health problems caused by stress at work (also one of the major and increasing work-related problem) or increase the risk of accidents. The Community Strategy stresses that the positive effects of prevention policies can be reinforced by encouraging workers who work in a healthy environment to adopt lifestyles which improve their general state of health, though it is clear that lifestyle decisions are beyond the responsibility of the employer. Major contributions to this can come from occupational health services and management systems.

This activity, which will be coordinated closely with DG SANCO, having primarily the workplaces and at those involved in the implementation of practical OSH measures to reduce or eliminate conditions likely to give rise to health risks as beneficiaries: employers, workers, safety representatives, OSH practitioners, OSH prevention and insurance services, and others providing assistance and information at workplace level. Intermediaries will be an target group including: policy-makers (at the European and national levels), the social partners (employers' and workers' associations), the focal points and their networks, other networks such as the European Network on Workplace Health promotion (ENWHP), and relevant NGOs.

Good practice information will be identified and disseminated. The specific priorities of the project will depend on the resources available and stakeholder input, but could include such issues as identification and elimination of occupational health hazards, workers' health surveillance, reducing the negative consequences of psycho-social factors, physical activity and tackling addictions. The information products will be followed up by promotion activities

Amongst others, links will be made to new, ongoing and former Agency projects such as ageing workers, young workers, psychosocial risks, MSDs, transport etc.

This activity is classified as a significant project.

Mainstreaming OSH into education

Integrating or 'mainstreaming' OSH into education is recognised in the Community Strategy as it plays a key part in the development of a prevention culture by teaching children and young adults to live and work safely. Statistics show that young workers have more accidents at work than their elder colleagues. This has consequences for the young workers, in their personal and in their professional life. But there are also consequences for their colleagues, for the company in which they work and for society as a whole.

Creating a prevention culture does not have to start at entry into the world of work; risk awareness and safe behaviour can be taught at an early age so that young people will have already integrated the notions prior to entering the workforce. Education about health and safety at work should therefore be part of the school curriculum or a vocational subject in its own right.

To support the Community Strategy 2007-12 goals on mainstreaming OSH into education and complement the work of the Advisory Committee ad hoc group on education and training, the Agency will provide information about current practices, challenges and success factors to support all those seeking to mainstream OSH and risk education into education. Specifically, it will target group policy makers in both

the OSH and the education fields, as well as those who are involved in the promotion and implementation of risk education closer to the classroom level.

The project will build on previous mainstreaming OSH into education activities of the Agency and support exchange of information and experiences via its existing networks such as the European Network of Education and Training in OSH (ENETOSH).

This activity is classified as a significant project

Dealing with social and demographic change

As the face of Europe changes, so do the issues that confront OSH. The ageing of the workforce, young workers increasingly working in temporary jobs, increased migration, and the increased participation of women in the workforce all have important consequences for OSH, and thus for EU-OSHA.

Prioritisation and selection of specific topics will be specified in the Annual Management Plan and follow WEAG, focal point and stakeholder input, and depend on the availability of resources and the degree to which the topics relate to the achievement of the goals of the Community Strategy.

EU-OSHA will collect, collate and disseminate information products as appropriate. It will also organise specific events such as seminars and workshops to communicate such information to the most appropriate target audiences.

Work on this task will be closely coordinated with, and build on, work done on demographic change by the European Risk Observatory, which will focus on providing a factual and contextual basis for clarification of the underlying issues relevant to the selected topics. This will in turn allow better specification of end-user needs with regard to the information products which will be developed and promoted within the Working Environment Information area.

Subsequently, EU-OSHA will collect, collate, validate and disseminate the most relevant good practice information products as appropriate to meet the identified needs. It will also organise specific events such as seminars and workshops to communicate such information to the most appropriate target audiences with priority being given to the most influential networks and intermediaries relevant to the particular topic.

This activity is classified as a minor project.

Sharing knowledge and stimulating debate

The aim of this group of activities is to provide an information exchange and knowledge sharing platform for the key OSH stakeholders from across Europe. It will also provide opportunities to discuss challenges and future strategies on how to better tackle a range of OSH issues which have been the subjects of previous Agency attention but for which more recent information has become available. This should lead to improved awareness and knowledge of OSH among stakeholders on topics, sectors and priority groups as well as application of Agency information in practice.

The specific issues addressed will, to a large extent, depend on advice from the European Risk Observatory as a result of the findings of the Enterprise Survey and other research activities, as well as on WEAG advice and stakeholder requests. The specific issues to be addressed in each year will be identified in the Annual

Management Plan for that year. It is likely that these will include such topics as Musculoskeletal disorders, Risk assessment and OSH management, Maintenance, Cleaners, HORECA, Young workers, Ageing workers, Transport, Mainstreaming OSH into education, Health Care, and Legislation. The number of topics that will be addressed in any particular year will depend on availability of resources, however, it is envisaged that at least two topics per year on a rolling 2-yearly cycle can be accommodated.

Themes to be revisited and updated

EU-OSHA has developed an important amount of OSH information over its lifetime and it is essential to ensure its continued relevance through further development and regular updating of the information products produced at an earlier stage to maintain their impact. When doing this, particular attention will be paid to the Community Strategy objective to support SMEs, to focus on high risk sectors and high risks, and to take account of social and demographic change.

Although in practice this task involves a diverse range of individual activities which can individually be classified as minor projects, collectively they assume a significant level of importance. The activities themselves can be broadly categorised into two groups.

The first of these is a systematic review of specific topics in the Agency's information portfolio. Work on these activities will focus on two topics at a time, drawn from the Agency's existing portfolio on a rolling basis and selected after consultation with Working Environment Advisory Group, focal points and stakeholders. Impact on the achievement of the Community Strategy goals will be an import criterion for selection. The specific topics for any particular year will be identified in the Annual Management Plan for that year, but could include, for example, Legislation, Construction, Agriculture, Health Care, Fishing, Psycho-social Working Environment, Violence from the public, Dangerous Substances, Accident Prevention, Women at Work, and so on.

The second set of activities will involve the general continuous improvement of website content and accessibility in order to make it easier to use and more relevant to specific target audiences identified in consultation with Working Environment Advisory Group, focal points and stakeholders. This is expected to lead to increased national and local use of the information. Under this task existing web areas will be revised; the task is not about the creation of new topics.

The focus of this work will depend on the areas of the website most in need of revision (often the oldest), and on those that are most relevant for current projects. For example, if the Agency is running activities on risk assessment, those parts of the site with existing guidance on risk assessment (e.g. good practice for risk assessment in fishing) would be revisited. The specific topics for any particular year will be identified in the Annual Management Plan for that year.

Communication, campaigning and promotion

Implementing the Community Strategy 2007-2012, raising awareness of EU-OSHA activities, and getting the safety and health message across, especially to small and medium-sized enterprises (SMEs), are at the heart of EU-OSHA's communication, campaigning and promotion strategy.

Contribution to the realisation of the strategic goals and vision

Whether it concerns good practice or the latest research findings, strengthening networks or corporate reporting, EU-OSHA's communication, campaigning and promotion activities will contribute to the achievement of all of the organisation's strategic goals, but in particular to raising awareness of OSH risks and their prevention.

Getting information on OSH to the intended users across Europe is decisive for the building of a risk prevention culture. EU-OSHA's communication, promotion and campaigning activities play an important role in bringing the available information to the target groups, whether these are policy-makers, researchers, social partners, workplaces or others.

General, multi-annual objective

The overall aim for this area is to maintain and develop EU-OSHA's position as the European reference point for information on OSH issues, and to ensure that EU-OSHA and its network are able to deliver targeted and timely information in order that preventive actions can be taken. EU-OSHA's communication, promotion and campaigning activities should add value by consolidating efforts via an overall marketing plan; engaging in well targeted communication and promotion projects and campaigns; and by ensuring high levels of engagement from traditional and new partners.

Objectives as regards results over the strategy period are to reach the target groups defined for the different Agency activities.

Priorities for the strategy period

Work in the Communication, Campaigning and Promotion area will be organised around three groups of tasks:

- Campaigning
- Communication: corporate communications; website development; publishing activities and; monitoring and evaluation
- Promotion: promotion; public affairs; media relations and; events exhibitions and conferences

In the following pages, the main objectives within each group of tasks are outlined for the strategy period. However, it is worth underlining that the groups of tasks are closely interlinked to one another, as well as to the tasks of the other mission-related areas of EU-OSHA.

Campaigning

At the start of this strategy period, EU-OSHA and its network of national focal points have some nine years' experience in organising and coordinating the European Week for Safety and Health at Work, a pan-European campaign addressing a specific OSH issue. The decentralised model, in which EU-OSHA provides multilingual campaign material and resources and stimulates actions at a European level while the focal

points coordinate the campaign at the national level, has proved effective and the campaign is now one of the largest OSH awareness raising activities in the world.

Building on this experience and taking into account the recommendations of past campaign evaluations, including moving from an annual to a two-year cycle, as well as the objectives of the Community Strategy 2007-2012, EU-OSHA will consolidate and further develop its campaigning activities during the strategy period.

The following pages describe the main principles which will guide the future campaigning strategy.

Sustainable campaigning – ‘Healthy Workplaces: Good for You. Good for Europe.’

Raising awareness and promoting and disseminating good practice have been the defining characteristics of EU-OSHA’s campaigning activities over the last nine years. And this will continue to be the case in the future.

The change to a two-year cycle and the choice of themes for the next two European campaigns (*risk assessment* in 2008-2009 and *safe maintenance* in 2010-2011) gives EU-OSHA an opportunity to develop a longer-term approach to its campaigning activities and to tie its campaigning activities to the Community Strategy objective of creating a risk prevention culture across the EU.

Risk assessment is central to creating and maintaining a safe and healthy workplace. The promotion of risk assessment has already been the defining theme of EU-OSHA’s Healthy Workplace Initiative, run in 2006 and 2007 in the newer Member States. EU-OSHA now has the opportunity to build on its past successes and create a more sustainable campaign activity in the next strategy period. For the next five years, EU-OSHA will develop its campaigning activities under a single umbrella activity – *Healthy Workplaces: Good for you. Good for Europe.*

Under this umbrella, EU-OSHA will ‘hang’ all of its campaigns during the period. First amongst these will be the *risk assessment* and *maintenance* campaigns, but EU-OSHA will also use variants of the same overall slogan to cover narrower more focused campaigns on particular priority groups or high risk sectors as EU-OSHA is requested to do in the Community Strategy. This will include projects already in the work programme on the transport sector, cleaning workers and hotels restaurants and catering. The *risk assessment* campaign with its particular focus on SMEs is running under the slogan *Healthy Workplaces: Good for you. Good for business.*

Campaign Themes

2008-2009 Healthy Workplaces. Good for you. Good for business. (risk assessment)

Risk assessment is one of the main pillars of the framework and other directives on OSH. Investing in awareness raising and communication of resources, information and good practice is of clear value.

A prevention approach based on risk assessment is the cornerstone of the European approach to OSH. This is for good reason. If the risk assessment process - the start of the risk management approach - is not done well or not done at all, the appropriate preventive measures are unlikely to be in place. Too often, organisations do not adequately assess the risks in their workplaces. It can be a challenge for some, especially for micro-firms and SMEs, but this need not be so. Risk assessment is part of a good management approach; EU legislation, including among others the framework directive, is in place along with guidance, information and good practice resources.

What is needed is an integrated risk assessment approach that takes into account the different steps of risk assessment, the different needs of individual employers, and the changing world of work.

EU-OSHA is focusing on communicating the general principles of integrated risk assessment, its importance for effective prevention, and the fact that risk assessment is both necessary and feasible.

2010-2011 Healthy Workplaces (safe maintenance)

Maintenance affects every area of working life. Poor standards of maintenance contribute to occupational diseases (caused by exposure to asbestos, biological agents etc.) and are a major cause of accidents:

- Many accidents happen during maintenance work;
- Many accidents happen because of lack of maintenance (e.g. slips, trips and falls);
- Many accidents happen as a result of poor quality maintenance,

European directives require protective measures such as safe systems of work for carrying out maintenance. They also require that buildings, work equipment and personal protective equipment should be maintained in good condition. The objectives of preventive maintenance are to prevent facility equipment breakdowns and to maintain equipment in a satisfactory condition for normal and/or emergency use.

EU-OSHA's campaign on maintenance will therefore cover these two broad issues, making it a campaign relevant to all workplaces and all types of work, and supportive of the Community Strategy's objective of reducing the number of work-related accidents in the EU by 25%.

The Agency campaign will focus on raising awareness of the importance of maintenance as an integral part of safety culture; promote a structured approach to maintenance; stress the need for high quality standards of maintenance; and highlight policies and practices aimed at improving these standards.

Adapting to a new two-year campaign cycle

At its meeting in March 2007, EU-OSHA's Board agreed to follow the recommendation of the external evaluators to move to a two-year campaign cycle.

The two-year European campaign allows more time for preparation and follow-up: campaign materials are developed in the first year with good practices being identified and shared across Member States for dissemination during the second year. The second year can also be used to follow up contacts made with companies to help ensure that key messages and practices are effectively disseminated.

There will still be a European Week every year to ensure that momentum is not lost, and to provide an annual focus for events and activities.

Targeted campaigning

The Community Strategy echoes the recommendations of the external evaluators in encouraging EU-OSHA to focus its activities on the promotion and dissemination of best practices in high-risk sectors and SMEs

It is not realistic or feasible to expect that EU-OSHA and its network can effectively reach all of the EU's 25 million SMEs or its 220 million workers. The groups are too large and diverse. Consequently, it should not be an EU-OSHA priority to cover all SMEs. Risk not size should be the determining factor – raising awareness, assessing

the risks, identifying and developing the solutions – in essence, a risk assessment with actions to follow.

A broad horizontal campaign theme requires the early definition and validation of priority target audiences to focus and optimise our resources and activities at EU and national level – communication, promotion, networking, marketing, dissemination, PR, media, and events. The risk of failing to do so is that EU-OSHA may ‘sprinkle’ its resources too thinly across a wide area diluting the impact of the campaign and reducing its overall efficiency and impact.

Network-based campaigning

Agency campaigning has always been heavily dependent on the active support and collaboration of its network: the focal points and their tripartite national networks. This was a core strength of the previous campaign strategy and remains at the heart of the current Strategy.

EU-OSHA’s formal network (the Governing Board and focal points) will maintain their central role in the definition of each campaign strategy and plan, in the identification of key messages and target audiences, and in the campaign’s subsequent implementation. Indeed, EU-OSHA intends to strengthen further this collaboration. EU-OSHA produces communications and other products in 22 EU languages which can be used freely by all network partners. In addition, it provides European Campaign Assistance Packages (ECAP) to its focal points to help adapt the campaign to specific national contexts and needs. Through the ECAP, the Agency supports localised events, media and PR activities in each Member State enabling the campaign to tackle national OSH priorities (topics, sectors, target audiences)

However, if the impact of campaigning is to be increased, and in particular if EU-OSHA is to increase its reach to SMEs as the Community Strategy requests, the Agency needs to look beyond this core network and seek out and engage other stakeholders at both EU and national level as proposed in the Community Strategy. For each campaign, there is a need to secure the engagement of stakeholders/partners to tackle effectively SMEs, micro-firms and priority/high risk sectors to ensure achievement of the objectives of the Community Strategy.

Therefore stakeholder/partner involvement is paramount at both EU and national level. Key stakeholders need to be defined as early as possible in the campaign cycle. The following might be included at the European level: Directorate-Generals²¹; EU Agencies dealing with enterprises²²; Social Partners²³; NGOs where relevant; EU Sector Federations and Networks.²⁴

It will be necessary to mirror this stakeholder/partner involvement at both international and national levels. In addition, the Enterprise Europe Network could play a very important role at national level in helping to reach SMEs.

EU-OSHA and its network will also focus attention on organisations, enterprises and institutions which can reach out to their suppliers, contractors and neighbours, as a means of getting the key messages across and encouraging participation in the European campaign.

²¹ DG EMPL, DG ENT, DG COM etc

²² OAMI, CEDEFOP, ETF, REACH etc

²³ ETUC, BusinessEurope, UEAPME etc

²⁴ ENSHPO, ENETOSH etc

Large enterprises usually have dedicated OSH resources and expertise. They do not face the same resourcing issues as smaller companies in tackling their health and safety concerns, and have often developed and implemented solutions which can be shared with others. There is a symbiotic relationship between large and small companies through the supply chain and sub-contracting. Large companies often depend on small companies for products and services and, in turn, small companies rely on larger ones for work. There is a shared and mutual interest in working together to improve OSH performance.

An extension of this relationship exists geographically. Clusters of companies, large and small, can work together to share experience and expertise. Large companies can adopt the role of ‘Good Neighbour’, and their smaller neighbours can benefit too.

Engaging large and multinational companies in the European campaign can have a multiplier effect far beyond their factory gates or national boundaries.

Council Presidency engagement

Previous European campaigns have already involved the Council Presidency in both the launch and closing events but the two-year campaign is an opportunity to enhance this partnership and take the campaign closer to the citizens of Europe at the same time as promoting the importance of good safety and health to policy makers and decision makers. In the first half of the first year, a representative of the Council Presidency is invited to participate in the media launch at the European Parliament in Brussels together with the Commissioner for Employment, Social Affairs and Equal Opportunities and the Agency Director. At the closing event of the campaign in the following year the EU Council Presidency is also actively involved.

EU-OSHA will maintain this cooperation and involvement but, in addition, propose that the Council Presidencies throughout the lifecycle of the campaign should be invited to support it as part of their Presidency programme.

Communication: corporate communications; website development and; publishing activities; monitoring and evaluation

Corporate communications

A principal objective of EU-OSHA’s corporate communication strategy during the next five years will be to maintain and further develop the position as Europe’s first reference point for ‘quality assured’ information on safety and health at work. Particular emphasis will be placed on refining the communication strategy, including the targeting strategy, based on more systematic monitoring and user feedback. The key principles of the campaigning strategy described above will also inform the approach to the other communications activities. EU-OSHA will seek to develop a communications network of partners at international, EU and national level to facilitate the dissemination of its information and messages to its varied audiences.

The availability of EU-OSHA’s various information products in different languages remains a key issue. EU-OSHA needs to strike the right balance between users’ needs for information in their native language and the available human and financial resources to do this. The logistical burden of translation and language checking for EU-OSHA and its focal points is considerable and EU-OSHA in cooperation with its focal points and the Centre for Translations will seek the most cost-efficient ways to increase the availability of its information in different languages.

EU-OSHA will complement this activity by seeking to develop or improve effective non-verbal communications tools such as Napo, the animated cartoon character. The creation of a consortium of several leading national safety and health organisations, Napo has become a mainstay of EU-OSHA's OSH awareness raising campaigns.

Website development

For a network organisation spanning the European Union and beyond and one with multiple audiences, electronic networking, especially via the internet, is essential. In its first ten years, EU-OSHA has established one of the world's leading online OSH portals. Based on an award-winning content management system, EU-OSHA's website provides information in up to 22 languages. It deals with specific OSH issues in particular types of business. It also provides an overview and explanation of EU legislation on OSH and it enables its users to search information by sector, risk type and priority groups such as disabled people, women, young workers and workers in SMEs.

Increasing both the quantity and quality of the information on offer and the number of users of the website are key objectives for the strategy period.

The content and technical developments required to achieve this are ongoing tasks and will increasingly be informed by benchmarking activities and more systematic analysis of website statistics and user feedback gathered through surveys, user panels and other monitoring mechanisms. In addition, EU-OSHA will pursue a networking strategy to share technical and content developments and to disseminate its information on the internet.

Publishing activities

Alongside its online activities, EU-OSHA has developed a broad portfolio of printed publications – from campaign posters, factsheets and leaflets to information reports and corporate literature – as part of a cross-media approach to communication activities.

Electronic and print communication channels are complementary and not alternatives for one another and printed publications will continue to feature as a significant part of the information offer during the strategy period in particular in respect of the campaigning activities.

Objectives in this area are to publish high quality reports, factsheets, brochures, campaign material, corporate literature and other products that can contribute to improving safety and health at work in the EU.

Activities in this regard will focus on further developing the capacity to produce clear and concise texts adapted for the needs of translation when required and publishing these to appropriate production values.

All publications will be available to free download from EU-OSHA's website:

<http://osha.europa.eu/>.

Monitoring and evaluation

Regular evaluation and ongoing monitoring activities will be carried out to assess the relevance, efficiency, effectiveness and added value of EU-OSHA's campaigning, communication and information services. In addition, surveys of public opinion will help monitor the EU's progress towards establishing a real culture of risk prevention.

Promotion: promotion, public affairs and media relations and; events exhibitions and conferences

Promotion, public affairs and media relations

The media, both specialist and general, is a key channel for the dissemination of EU-OSHA information and campaign messages. To further improve the effectiveness of its media and public relations activities, EU-OSHA will continue to work with its focal points and specialist contractors to develop its capacity to tailor the media work to local countries' needs.

Alongside its media and PR activities, EU-OSHA uses a variety of tools to promote its information offer. These range from a monthly multilingual electronic newsletter through search engine optimisation techniques to partnerships with existing European networks, such as the Enterprise Europe network, to access their relays and to better target the information.

During the strategy period, EU-OSHA will seek to strengthen its activities in all these areas and to identify and develop new opportunities and techniques to promote its work and to contribute to raising the position of OSH on social and political agendas at both European and national level.

Events, exhibitions and conferences

In implementing EU-OSHA's external communications strategy, events, conferences and exhibitions are important channels of communication, based on openness, dialogue and face-to-face communication between EU-OSHA and its main audiences. Events and exhibitions allow EU-OSHA to engage with its target groups in a dynamic way, giving both parties an opportunity to listen, to speak, to react and to move forward.

EU-OSHA objectives in this area are to disseminate information about the Agency and its work and to promote discussion and debate on key safety and health issues through the organisation of and participation in conferences, seminars, exhibitions and other events. For its events and exhibitions, EU-OSHA must make a conscious and determined effort to involve broader audiences to interact and network with and raise the profile of EU-OSHA and of safety and health at work.

Activities will include creating opportunities to bring together experts with policy-makers and practitioners, as well as to involve other actors, most importantly workers and employers, social partner organisations, policy-makers, EU institutions and bodies and local communities.

Networking and coordination

Making the best use of the OSH resources that are scattered across the EU and beyond is a key aim for EU-OSHA, and also a condition for the success of activities in other areas.

Contribution to realisation of the strategic goals and the vision

The networking and coordination activities will make an important contribution in relation the following strategic goals:²⁵

- To promote Member State cooperation on information sharing and research, and
- To promote networking to make the best use of occupational safety and health resources in Europe and beyond

Creating healthy, safe and productive workplaces cannot be achieved by one actor alone. At the same time important resources, in particular information resources, exist across Europe which would be beneficial for other actors. Progress towards realisation of the vision statement is therefore very much dependent on establishing networks that add value to the efforts of each individual actor in the field of OSH. Establishing, developing and maintaining these infrastructures will add value by improving information collection and exchange, and by multiplying the dissemination channels.

It is by creating a well-functioning network that European added value is created. By facilitating the exchange of information, by combining information in new ways and by making possible campaigning and promotion activities all across the EU, a European dimension to OSH is ensured.

General, multi-annual objective

To develop and maintain EU-OSHA's strategic and operational networks in Europe and beyond and for these networks to add value to the work of the Agency by increasing the relevance, the efficiency and/or the effectiveness of EU-OSHA's activities.

While it should be recognised that results in this depend to a large extent on the cooperation of network partners, objectives as regards results for the strategy period are:

- *for national, tri-partite networks to provide quality input to EU-OSHA activities, and contribute to the effective dissemination of EU-OSHA information via the focal point network;*
- *for Agency activities to be made more relevant through the involvement of network partners in the Agency's planning work;*
- *for awareness of EU-OSHA and its activities to be increased among key audiences via cooperation with and commitment from networks (including Board members, focal points, European partners)*
- *for an increase in the exchange of good practice and research information between Agency network partners (Member State, European as well as internationally based)*

In addition EU-OSHA's objectives in this area include ensuring that it operates within the existing legal framework in the most efficient possible way and ensuring the effective operation of EU-OSHA through adequate operational management systems.

²⁵ See chapter 1.

Priorities for the strategy period

Work in the Networking and Coordination area will be organised around six groups of tasks:

- Agency governance
- Focal point networking
- European networking
- International networking
- Preparing for enlargement, and
- Strategy, planning, monitoring and evaluation

In the following, the main objectives as well as main activities within each group of tasks are outlined for the strategy period. It is important to stress that there are strong interdependencies between the different groups as well as between tasks in this area and tasks in other areas.

Though it is not explicitly mentioned in the following, it should be noted that legal advice, financial verification and participation in the coordination of EU-OSHA's internal control system is an important part of the work in this area.

Agency Governance

The Governing Board and its Bureau will play an important role in the implementation of this Strategy. The main objectives will be:

- Via the involvement in the preparation of and final decision on EU-OSHA's budget and annual work programmes to contribute to the relevance, efficiency and effectiveness of Agency activities.
- To monitor that the Strategy and the annual work programmes are implemented as foreseen – and if not, together with EU-OSHA to take corrective action
- To help increase awareness of EU-OSHA and its activities

The representation on it of workers, employers and governments from all Member States in addition to the Commission, makes the Governing Board a unique forum to ensure the relevance, efficiency and effectiveness of EU-OSHA's activities. The Board – and, in particular, its Bureau – will therefore be closely involved in the development of EU-OSHA's plans to implement this Strategy together with the focal points. Following the Board's adoption of the draft annual work programmes, Advisory Groups with representatives from the Board interest groups, will provide advice to EU-OSHA on the implementation of the work programme.

The Board and its Bureau will be informed regularly on progress in implementing the Strategy and the annual work programmes. After the work programme is implemented, the Board will adopt EU-OSHA's annual report and give an assessment and analysis of the Authorising Officer's Annual Activity Report and thereby have a strong basis for decisions on future actions.

As outlined in more detail under the "Focal point networking" task, EU-OSHA will aim to establish closer links with partners at the national level to complement its well-

established cooperation with the focal points. Members of the Board will play an important role in establishing or participating in this kind of collaboration. As an element in this activity the possibilities for a stronger role of Board members as ‘ambassadors’ for EU-OSHA will be developed together with the Bureau.

Focal point networking

The focal points and their national networks play a key a role in helping EU-OSHA to achieve its mission, as was confirmed by the evaluation of EU-OSHA 2006-2007. At the same time, the evaluation pointed out that ‘the potential contribution of the focal points and network partners to defining Agency priorities and target groups is currently not being fully exploited’.

The active participation of all focal points and the engagement of network partners are important for the quality of EU-OSHA’s products, in particular in ensuring their European scope and character.

On the other hand, the role of the focal points and their capacity to promote EU-OSHA’s mission need to be seen against the backdrop of national OSH structures and traditions. Participation in and contribution of the focal points to EU-OSHA activities differ as the different countries inevitably vary in their approach, and to an extent in the quality and quantity of the data, which they provide, and the activities they undertake to disseminate, e.g. EU-OSHA products. The overall ambition for the strategy period is therefore to further develop and maintain an effective network of focal points with national, tri-partite networks, providing quality input to EU-OSHA activities, and contributing to the effective dissemination of EU-OSHA information.

The main objectives for the focal point network under this Strategy will be to:

- Ensure an effective contribution from the focal points and their national network partners to the relevance of EU-OSHA activities; i.e. active involvement in programme preparation, provision of quality input and participation in dissemination of Agency products.
- Ensure the involvement of national network partners in Agency activities.

The work that has led to the achievements in this area so far will be continued. However, to reach the objectives, special focus will be given to the following activities:

- Use of complementary communication channels for information collection and dissemination.
- Development of a more individual and needs based cooperation with the focal points by providing special support to the focal points that are less responsive than others (baseline focal point work plans).
- Strengthening network identity, e.g. providing more opportunities of inter-focal point discussions, organising a training day for focal points, adapting and using a mix of communication channels, including virtual meetings in between the physical meetings
- Developing the self-control capacity of the network i.e. peer pressure, usage of agreed indicators and reporting on key focal point activities (baseline basic requirement document and work plan tasks) and discussion of performance within focal point group and with Agency.

European networking

The importance of European networking in the attainment of key Agency strategic goals to promote networking and to further partnerships was evidenced by the establishment of the Brussels Liaison Office in 2005. The principal activities in European networking are covered by two headings:

EU institutional relations

To coordinate relations between EU-OSHA and the EU institutions (in particular, the European Commission, European Council, European Parliament, the Economic and Social Committee and the Committee of the Regions) with a view to facilitating exchanges and information flows between the EU seats in Brussels and Luxembourg and the Bilbao-based Agency; to facilitate relations with other EU decentralised agencies on a general level or on specific joint projects.

Prime stakeholders

To raise the profile of the work of EU-OSHA with bodies outside of the EU institutions such as the Brussels-based employer and trade union organisations, federations and their networks, Member State representations, interested stakeholder groups and their networks, non-governmental organisations, lobbying and advocacy bodies and the European and international press corps.

During the term of this Strategy EU-OSHA has identified the following key priorities:

“Healthy Workplaces” is now a leitmotif of EU-OSHA’s future campaign activities and in terms of its European networking, moving OSH up the political agenda at European and Member State level will remain a constant priority, including through targeted activities with the EU presidencies.

Enhancing communication between EU-OSHA and the EU institutions through regular and systematic contact is a permanent activity in Brussels and Luxembourg. Relations with EU-OSHA’s *DG de tutelle*, DG Employment, take many forms, from day-to-day operational coordination of EU-OSHA’s activities in support of its initiatives (such as the Community Strategy) to providing speakers for internal meetings, to assisting in the provision of information for budgetary and other administrative procedures. For Agency events and campaigns, support will be provided with the preparation of background information and press assistance to the Commissioner, Cabinet and services when required. EU-OSHA understands the wider need for the EU to connect with citizens and particularly in its campaigns, EU-OSHA sees key opportunities to assist the European Commission in demonstrating Europe’s added value. Deepening cooperation and ensuring smooth collaboration is a key activity for the future and extends outside DG EMPL to other parts of the European Commission. EU-OSHA intends to broaden its profile among the various services of the European Commission.

The Agency will continue and strengthen its cooperation with DG Enterprise to strengthen the focus on SMEs across Europe through the Enterprise Europe network.

The European Social Dialogue holds a unique place in the work of EU-OSHA and EU-OSHA will continue to expand its support to the key stakeholders present in these bodies, both at interprofessional and sectoral level.

The provision of information and raising awareness of EU-OSHA’s activities and products in the European Parliament will intensify over the next years. There has

been a notable increase in the level of interest displayed in EU-OSHA activities not only in the Employment and Social Affairs Committee of the European Parliament, but also in other Committees such as the Women's Committee and the Education and Culture Committee. EU-OSHA will continue to provide expertise to MEPs in their drafting work in committees and in parliamentary hearings. EU-OSHA will seek to expand these, whilst at the same time continuing and supporting the established contacts with the Budget and Budgetary Control Committees, which is part of the regular business relationship with the EU's budgetary authority.

EU-OSHA will nurture its relationship with the Economic and Social Committee and the Committee of the Regions as it has done so in the past, and will be available and willing to assist them in their work.

In its awareness-raising activity, the European networking function of EU-OSHA plays an important part in EU-OSHA's campaigning. Engaging stakeholder organisations, from employers and unions, to relevant NGOs and industry federations, is central to the European networking activities and vital to the success of EU-OSHA's campaigns.

European networking cuts across and enhances many aspects of EU-OSHA's work, whether it is on the campaigning side, in profiling the ERO or promoting good practice. It also involves targeted press work with key European press outlets at specific times of the year and organising key European events. This work will be strengthened and will be tailored to suit the new two-year campaign model.

EU-OSHA and the Advisory Committee on Safety and Health (ACSH) play an important role in promoting the 2007-2012 Community Strategy and supporting the EU Member States in its implementation.

A key objective for cooperation with the ACSH during the term of this Strategy will be facilitation of exchange of information on the content of the national strategies, their objectives, the way in which they relate to the Community Strategy and monitoring of the progress achieved. EU-OSHA will complement ACSH activities by making information about the national strategies available on the Agency website.

International networking

The shift towards new and information-led OSH strategies is a global one. In 2006, the ILO adopted its Promotional Framework for Occupational safety and Health, while the WHO embraced a Global Action Plan on Worker's Health 2008–2017.

With these two strategies and the Community Strategy 2007-2012 having concurrent objectives and approaches, there is momentum to further strengthen Agency cooperation with the ILO and WHO with a view to supporting the implementation of these three strategies across Europe and beyond.

During the term of this Strategy EU-OSHA will work towards:

- a) Strengthened collaboration with the ILO and WHO in EU-OSHA's awareness-raising activities and campaigns and concerted/joint actions to promote activities under the three 'strategies'.
- b) Establishment of closer links between the three core networks – focal points, ILO CIS centres and WHO collaborating centres - to stimulate joint efforts in the implementation of the three 'strategies, e.g. through joint meetings/participation of ILO and WHO representatives in focal point meetings.

- c) Facilitation of the exchange of good practice in the implementation of the three 'strategies' by bringing together relevant information from ILO and WHO with the Community Strategy information on the Agency website.

This work will complement the continuing exchange of OSH experiences and information with other international network partners.

Preparing for enlargement

EU-OSHA has build up a considerable experience in implementing pre-accession programmes starting with the successful preparation of the enlargement in 2004. Agency activities in this area will continue to be based on the assumption that funding for them from external sources is provided as has been the case so far. These activities will therefore not have an impact on other Agency activities.

Agency objectives in this area are:

- Institutional capacity building to prepare pre-accession countries to become full and active members of the focal point network

Activities to achieve this objective will include:

- Supporting the establishment of national, tri-partite information networks
- Developing and maintaining national websites
- Organising the national component of EU-OSHA's awareness raising campaigns
- Disseminating Agency information at the national level

Countries involved in pre-accession programmes will, when relevant, participate as observers in EU-OSHA's focal point network, the expert group network and other Agency projects. EU-OSHA will organize targeted meetings with the countries involved in the pre-accession programmes.

Strategy, planning, monitoring and evaluation²⁶

EU-OSHA's strategy, planning, monitoring and evaluation work aims at ensuring that Agency activities are:

- Relevant to EU-OSHA's users
- Effective, i.e. that activities contribute to realising the vision of EU-OSHA, and
- Efficient, i.e. that only the necessary resources are spent on the different activities, and
- That a qualified basis for decision-making is provided

To work towards these objectives, the following activities will be undertaken:

- Organisation of a planning procedure for the preparation of the annual management plans ensuring that input is received from all EU-OSHA's key

²⁶ In this section internal Agency planning and reporting systems are not described.

stakeholders (Board, Bureau, focal points, and, via focal points, national networks).

- Organisation of a system, to provide advice to EU-OSHA on the implementation of its activities. This system will take the form of Advisory Groups with representation from the interest groups in the Board and the Commission.
- Implementation of a monitoring and evaluation policy that provides an improved basis for decision-making through better information on outputs, results and impacts of activities. The work in this area will include taking care of the Agency Monitoring and Evaluation function coordinating the overall monitoring and evaluation work as well as carrying out monitoring and implementation work related to the Agency as such and to the achievement of the Agency's vision..
- Provision of systematic monitoring reports to the Bureau and Board providing information on outputs, results and impacts as well as on-line planning and monitoring of focal point work

Work in this area will be based on the relevant standards of internal control.

Administrative support

The support area of administration plays a key role in enabling EU-OSHA to reach its objectives in the four mission-related areas via human resource management, an effective ICT service, finance and accounting as well as documentation, and general services. One important aspect of this is close collaboration with other Agencies to exchange experience and share new developments.

Contribution to realisation of the strategic goals and the vision

In addition to the provision of services of a high quality in all its activities, work will be undertaken to support the achievement of the strategic goal:

- To make EU-OSHA a leading exemplar in social and environmental responsibility

General, multi-annual objective

In the area of administrative support, EU-OSHA will provide services of a high quality for its operational areas. Particular attention will be given to ensure an effective internal control system and the development and implementation of a corporate social responsibility policy for EU-OSHA
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Priorities for the strategy period

A key input to the Agency activities are human resources and the competences and knowledge of the staff of the Agency. Human Resource management is therefore a decisive activity for the Agency and among the main priorities are to ensure that the necessary competencies are available among the staff to implement the activities in this strategy. Ensuring the availability of these competencies basically includes three

elements: Effective recruitment, targeted development of staff competencies and initiatives to ensure the continuity of staff.

ICT is another key area. EU-OSHA has since its beginning been conceived as a network organisation relying heavily on ICT tools for collaboration across Europe and for reaching its different target groups.

Two other activities will receive particular attention: Corporate Social Responsibility and Internal Control.

Corporate Social Responsibility (CSR)

EU-OSHA will develop a policy on CSR for EU-OSHA, covering both environmental and social issues. Issues that will be addressed include:

- Social dialogue
- Diversity and equal opportunities
- Work-life balance
- Human resources
- Occupational Safety and Health
- Environmentally friendly initiatives

The policy will include annual reporting on performance against the standards defined in the CSR policy.

The measures will be developed with a double objective:

- To promote EU-OSHA as an attractive workplace and a responsible organisation in the environment in which it operates, and
- To ensure coherence between EU-OSHA's own practices and the message it communicates, i.e. promoting a culture of risk prevention.

Internal Control

EU-OSHA will continue its efforts to have a well-functioning internal control system in place to provide assurance that the objectives outlined in this document are achieved. Internal control activities will contribute to:

- The effectiveness and efficiency of mission-related activities
- Legality and regularity
- The reliability of financial and other management reporting
- Safeguarding of assets and information

The internal control system will be based on Internal Control Standards adopted by the Governing Board.

Boundary conditions

EU-OSHA has carried out a risk assessment of this Strategy. Key conclusions of this assessment are that the following conditions will be necessary for the Strategy to be successfully implemented:

- EU-OSHA is a relatively small organisation compared to its mandate. This is particularly the case when considering the heterogeneous and numerous target groups as well as the difficulty in reaching some of them. The problem is increasingly relevant with the high expectations to the Agency reflected in e.g. the Community Strategy on OSH and where SMEs are defined as a key target group. There is therefore a risk of not having sufficient resources to cause a real impact. This risk is managed via a comprehensive networking strategy (see in particular the network and coordination part), a clear focus on few tasks as evidenced in this strategy, and strengthened efforts to ensure that relevant staff is available (reducing turnover rates and limiting the time during which posts are vacant).
- EU-OSHA relies heavily on external partners (focal points, topic centres etc) for achieving the full impact of its actions. This provides clear benefits in terms of higher impact than what the Agency would have been able to achieve alone. It does, however, also create a dependency on the will to support the Agency among the key partners and therefore a risk of general underachievement or, more probably, significant national differences which may lead to a less visible European dimension of EU-OSHA's activities. Key measures in the strategy to minimize this risk include involvement of network partners to ensure that the activities also reflect their needs and to provide for a situation where both the Agency and the network partners have an interest in collaborating.
- The successful implementation of the strategy requires that the resource assumptions are fulfilled. However, though the strategy has a five-year perspective, the Agency's budget is allocated and adopted on an annual basis which creates uncertainty regarding future available resources
- Both the resource situation and the collaboration with network partners may be negatively affected by changing political priorities reflecting shifts in public perceptions and/or a negative economic development bringing other issues to the political agenda. This may have an impact on both the resources available to the Agency and to its partners at national level. On the other hand, the Agency's awareness raising activities aims exactly at increasing the priority giving to occupational safety and health and the provision of information increase in importance in comparison to other policy tools.
- It is difficult to measure the real impact of EU-OSHA's activities. Good impact indicators have not been identified due to, in particular, the problems of attributing clearly what is measured to the Agency's activities.²⁷ There is therefore a risk of not having sufficient information on which activities are

²⁷ See Impact and outcome assessment of EU-OSHA Strategy 2009-2013, for further discussions on this issue.

successful and which are not. This risk is managed to the extent possible via the identification of outcome – and in some cases, output – indicators which allow to infer about the impact of the Agency’s activities and by having carried out a detailed impact and outcome assessment.²⁸.

It is foreseen that the resources available for the Agency will decrease from 2008 to 2009 with a resulting decrease in the activity level. This reduction in the activity level has affected the dimension of the activities included in this strategy. The required resources for the implementation of the strategy would imply resources as indicated in table 2 (excluding earmarked funds and related activities):

Table 2: Budget and staff forecast

Year	Agency core budget	Total statutory staff
<i>2008</i>	<i>14,520,000</i>	<i>44</i>
2009	14,040,000	44
2010	14,370,000	44
2011	14,660,000	44
2012	14,950,000	44
2013	15,280,000	44

²⁸ Ibid.

Measuring progress and assessing performance

This document has defined the strategic framework and outlined the main lines of activities to achieve the objectives over the Strategy period, 2009-2013. Annual work programmes will define the concrete tasks within each of the areas on a yearly basis. In the annual work programmes, clear indications of the outputs to be produced will be presented. The achievement of the objectives in the annual work programmes will be assessed against these output indicators.

To assess the impact and outcome of EU-OSHA's activities, a multi-annual perspective is needed and the impact of EU-OSHA's activities will therefore be measured against the objectives in this Strategy.

Monitoring and evaluation arrangements are being put in place so that EU-OSHA can assess progress towards the objectives set out in the strategy for the 2009-2013 period.

This serves to:

- Demonstrate accountability to EU-OSHA stakeholders;
- Identify lessons from past activities that can be used to improve future interventions;
- Develop an 'evaluation culture' that becomes ingrained at both the Agency and in the wider network that supports it.

Monitoring activities provide much of the key information needed for evaluations but these usually go further. For example, in the case of EU-OSHA campaigns, monitoring information has been collected via focal points on the number of conferences and seminars organised, media coverage and other aspects of the campaigns whereas the evaluations have sought to obtain feedback from target audiences on the impact of disseminating information.

Monitoring

Monitoring is carried out internally (in some circumstances, external support may be needed for data collection). Monitoring will mainly cover the inputs and outputs of the activities, but also, where possible, the results.

Operational Evaluations

Operational evaluations will typically be initiated following detection of implementation problems via the monitoring arrangements, or to check that regular activities are achieving the desired outcomes. Operational evaluations will be of two kinds:

- Following the detection of an implementation problem: the information provided via the monitoring arrangements may lead to an operational evaluation to identify the causes of the implementation problem. The Agency itself or the Bureau of the Governing Board may request such an evaluation on the basis of the monitoring information provided to them.
- Evaluation of major expenditure programmes: in relation to the Agency's major single activity under the EU-OSHA Strategy 2009-2013, the European

Campaigns, regular evaluations will be carried out. These evaluations will be carried out by an external evaluator.

Strategic Evaluations

Strategic evaluations will be programmed in advance in order to improve future programmes/activities and usually involve significant data collection activities to help identify impacts. Strategic evaluation will often, but not always, be carried out by external evaluators, whereas the operational evaluations normally – depending on the problem detected – are carried out internally:

- *Mid term evaluation:* it is envisaged that half way through the 2009-13 period, i.e. some time in 2011, a mid term evaluation will be undertaken to assess how well the Agency is doing in making progress towards key objectives set out in the Strategy for the period.
- *Ex post evaluation:* in relation to the EU-OSHA Strategy 2009-2013 one ex post evaluation is foreseen. This evaluation would be carried out in 2013-2014. The key aim of the strategic evaluation is to assess the contribution of the activities carried out under the strategy to the achievement of the vision statement in the strategy as well as the mission-related objectives. The terms of reference will be approved by the Governing Board.

EU-OSHA already places considerable emphasis on evaluation activities with periodic assessments of its main activities such as the European campaigns. The Agency has therefore developed the capacity to undertake the functions outlined above and to ensure that the results of monitoring and evaluation feed back into decision-making and the activities of the Agency generally.

Indicators

The Agency's monitoring and evaluation activities will be comprehensive and cover key aspects of the strategy. However, to establish a multi-annual, coherent framework to follow progress, a number of indicators have been developed. These indicators and their target values are presented below. Targets and indicators may have to be adapted to changing circumstances.

Indicators on outcomes and impacts

Indicator	Measures	Baseline	Target
<i>Vision: To be the European centre of excellence for occupational safety and health information, promoting a preventive culture to support the goal of making Europe's current and future workplaces safe, healthy and productive</i>			
1. Awareness	1.1 Number of users who have sought information from the Agency		Target to be established after first survey
	1.2 Pct. of users (split on key target groups) indicating that they find Agency information useful		Target to be established after first survey
	1.3 Pct. of users indicating that their level of awareness is higher than 5 (3) years ago	0	50 pct.
	1.4 Pct. of users who indicate that Agency activities have had a positive impact on level of awareness	0	80 pct.
	1.5 Pct. of users who have taken action on the basis of Agency outputs	0	To be established according to group
<p><i>Objective: To identify new and emerging risks to make it possible for the relevant actors to take preventive action to avoid workers being exposed to the risks. It is therefore a measure of success whether new and emerging risks are identified in a comprehensive way over the strategy period.</i></p> <p><i>The results achieved by the ERO are highly dependent on actions outside its immediate field of influence. However, its objective is to achieve the following measurable results over the period of the Agency Strategy:</i></p> <ul style="list-style-type: none"> - <i>Providing reliable and comprehensive information on new and emerging risks, and</i> - <i>Providing information which is useful and relevant for its key target audience: policy-makers and the OSH research community. When possible given the state of scientific knowledge, the key issues will also be communicated to OSH practitioners in an appropriate format.</i> 			
2. Influence the policy debate through the use of Agency material in policy documents	2.1 # of strategies and related documents including references to Agency and/or its work	0	25 pct.
	2.2 # of key events organised jointly with key EU level stakeholders	0	3
3. Reliability of information	3.1 Pct. of experts assessing information as reliable	0	80 pct.

Indicator	Measures	Baseline	Target
4. Risks identified relevant and relevant risks identified	4.1 Pct. of experts assessing that. 1. risks identified are relevant, and; 2. that relevant risks are identified	0	60 pct.
6. Influence research debate	6.1 # of academic/ practitioner articles in which Agency/ its work cited	0	10 pct. increase
<p><i>Objective: To help people involved in OSH develop a risk prevention culture via the identification and exchange of good practices in OSH.</i></p> <p><i>This general objective includes the following more precise aims:</i></p> <ul style="list-style-type: none"> - Identifying good practices on OSH and facilitating their exchange - Analysing success factors of good practices - Collecting, analysing and making available information on preventing work related illnesses and accidents, and - Covering both workplace level and intermediary level practices. <p><i>The results to be achieved in the WEI area are:</i></p> <p><i>The provision of practical and user-friendly information on prevention of work-related illnesses and accidents</i></p>			
7. Coverage of information needs	7.1 Pct. of experts indicating that the scope covered by the information provided is adequate	0	80 pct. of experts indicating that scope is adequate
8. Usefulness of good practice information	8.1 Pct. of users indicating information as useful	0	80 pct. of users indicating that information provided is useful
<p><i>Objective:[T]o maintain and develop EU-OSHA's position as the European reference point for information on OSH issues, and to ensure that EU-OSHA and its network are able to deliver targeted and timely information in order that preventive actions can be taken. EU-OSHA's communication, promotion and campaigning activities should add value by consolidating efforts via an overall marketing plan; engaging in well targeted communication and promotion projects and campaigns; and by ensuring high levels of engagement from traditional and new partners. Objectives as regards results over the strategy period are to reach the target groups defined for the different Agency activities</i></p>			
9. Visibility on Internet	9.1 # of web-users / pages viewed		40% increase year on year
10. Visibility to users	10.1 # of OSH mail subscribers		10% increase
11. Use of web-based information	11.1 # of downloads		20% increase
12. Press coverage	12.1 # of press cuttings		15% increase
13. Engagement of stakeholders in	13.1 # of EU stakeholders actively engaged in campaigns		20% increase

Indicator	Measures	Baseline	Target
campaigns	13.2 Pct. of stakeholders expressing satisfaction with their participation and the results of the campaign	0	80%
14. Reaching target groups	14.1 Pct. of users in enterprises indicating awareness of Agency activity		10% increase year on year
	14.2 Pct. of users aware of EW		Target to be established after first survey
15. Results of campaigns	15. Evaluation of campaigns		Positive assessment concerning achievement of campaign objectives
<p><i>Objective: To develop and maintain EU-OSHA's strategic and operational networks in Europe and beyond and for these networks to add value to the work of the Agency by increasing the relevance, the efficiency and/or the effectiveness of EU-OSHA's and others' activities.</i></p> <p><i>While it should be recognised that results in this depend to a large extent on the cooperation of network partners, objectives as regards results for the strategy period are:</i></p> <ul style="list-style-type: none"> - <i>for national, tri-partite networks to provide quality input to EU-OSHA activities, and contribute to the effective dissemination of EU-OSHA information via the focal point network;</i> - <i>for Agency activities to be made more relevant through the involvement of network partners in the Agency's planning work;</i> - <i>for awareness of EU-OSHA and its activities to be increased among key audiences via cooperation with and commitment from networks (including Board members, focal points, European partners)</i> - <i>for an increase in the exchange of good practice and research information between Agency network partners (Member State, European as well as internationally based)</i> <p><i>In addition EU-OSHA's objectives in this area include ensuring that it operates within the existing legal framework in the most efficient possible way and ensuring the effective operation of EU-OSHA through adequate operational management systems.</i></p>			
16. Stakeholder engagement in Member States	16.1 # of attendees at Board meetings and seminars per group	0	75 pct. from each of the groups, 80 pct. of the total.
	16.2 # of active stakeholders per country	0	700
	16.3 Degree of implementation of FOP workplan by country	0	2009: 75 pct of tasks for each FOP, 90 pct. of all FOP tasks; 2013: 85 pct. of tasks for each FOP, 90 pct. of all FOP tasks
	16.4 # of FOP events (national network meetings and stakeholder events)	0	3 per country/100 in total
17. Relevance of Agency activities	17.1 Pct. of users assessing Agency programmes/activities relevant to intended target groups	0	80 pct.