



# **PROGRAMMING DOCUMENT 2016-2018**

## **Management Board Meeting 3 December 2015**

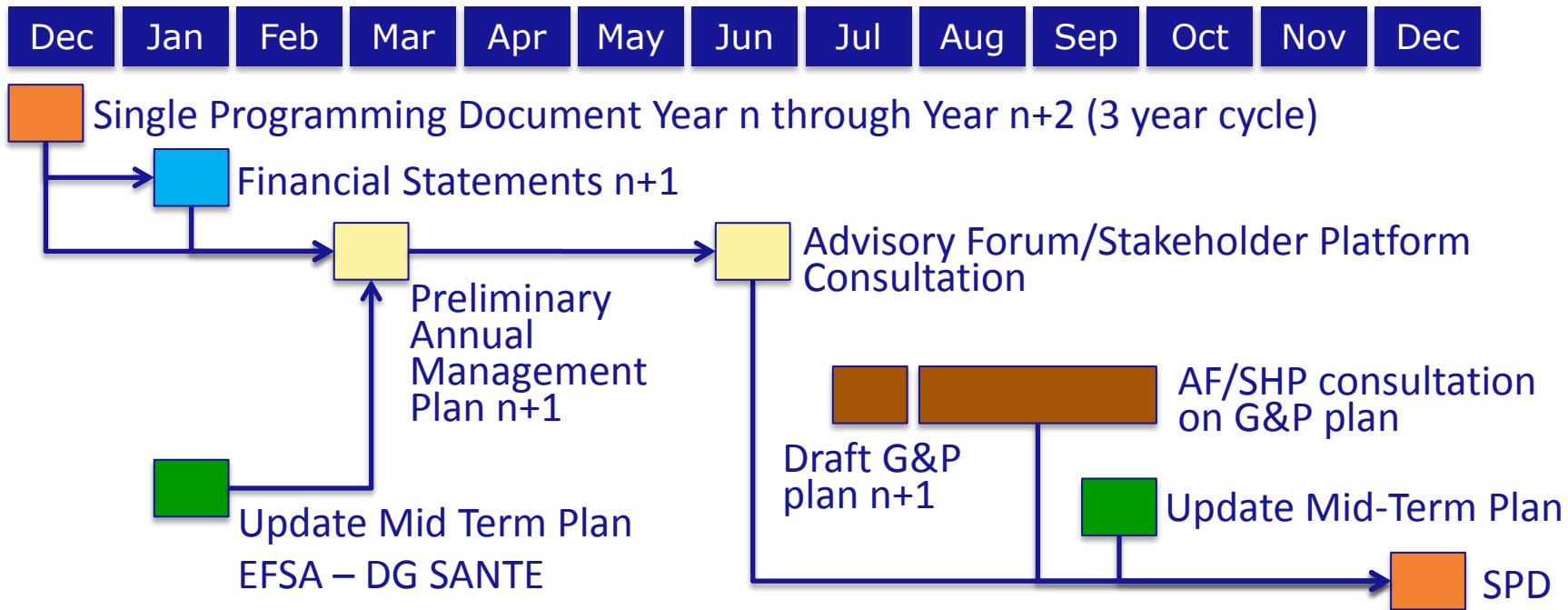


# PRESENTATION SUMMARY

- SPD: process, structure, content and approach
- MAP 2016-18: multiannual initiatives, activities and objectives
- AMP 2016: activities and resources
- Budget and establishment plan 2016
- Resource evolution until 2018

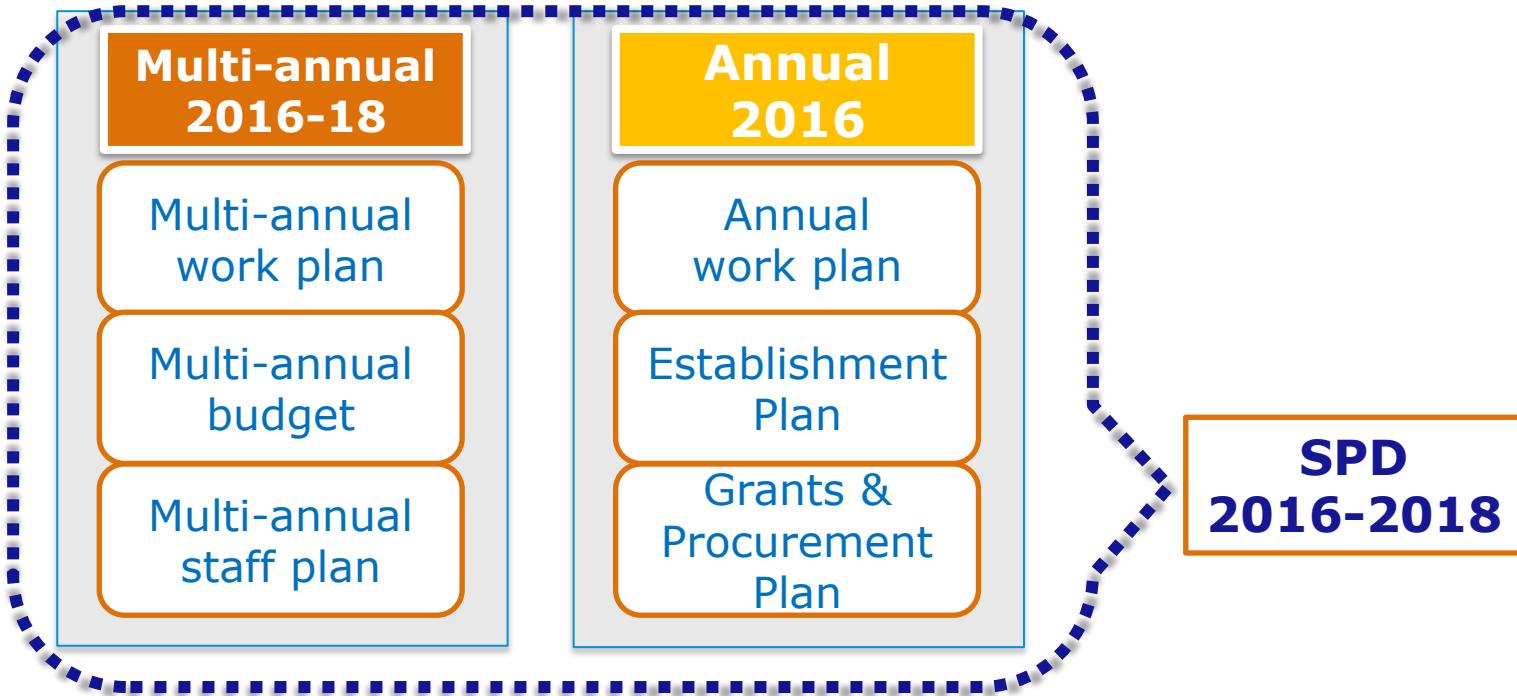
## SPD - PROCESS

### Integrates planning and governance



## SPD - structure

**Lays down a multi-annual work plan**



# SPD - CONTENT

**FIT for  
PURPOSE**

**SUSTAINABILITY**

**TRUST**

**STRATEGIC  
OBJECTIVES**

Projects  


Projects  


Projects  


Projects  


**MULTI  
ANNUAL  
PROJECTS**

**A1 - Scientific Advice**

**A2 - Regulated products**

**A3 - Data collection & scientific cooperation**

**A4 - Communication & dialogue**

**A5/6/7 - Governance, Support & Coordination**

**CORE  
ACTIVITIES**



## SPD – CONNECTION WITH STRATEGY 2020

### SPD 2016-18: an intermediate situation

SPD deadlines in advance of strategic planning for the same period

Mitigations to ensure coordinated planning:

- Verify 2016 impact of multi-annual projects and verify business case fit for purpose
- Avoid over-specification of multi-annual plan projects not yet approved with the 2016-2020 strategy

# SPD – KEY MULTIANNUAL INITIATIVES 2016-18

## Fit for Purpose

**Prometheus**  
**Matrix**  
**Information Governance**  
**Quality**

**Trust**

**Tera**  
**EFSA Journal**  
**Online Presence**  
**Development**

**Data Warehouse**  
**Open Scaie**  
**Talent Management**  
**Step 2018**

**Sustainability**

# ANNUAL MANAGEMENT PLAN 2016

## SCIENTIFIC ADVICE

13.3 M€  
(2%)

75 FTE  
(3%)

## DATA & COOPERATION

22.5 M€  
(0%)

97 FTE  
(-1%)

## REGULATED PRODUCTS

20.6 M€ (+1%) 131 FTE (-1%)

## COMMUNICATION AND DIALOGUE

6.7 M€  
(-1%) 38 FTE (0%)

## GOVERNANCE, SUPPORT & COORDINATION

16.2 M€  
(-2%) 110 FTE  
(-1%)



## AMP 2016 – KEY ELEMENTS

### Annual topics Activity 1 Risk Assessment and Scientific Advice

- Improve **preparedness** for timely responses to urgent requests
- Continue to work on general health and safety **priorities** identified by Risk Managers and EFSA panels
- Develop **harmonized risk assessment methodologies and guidance**



## AMP 2016 – KEY ELEMENTS

### Annual topics Activity 2 Regulated Products

- Improve **services** in the area of regulated products
- Work on **re-evaluation** of authorised food additives, food flavourings, feed additives, GMO elapsed authorizations
- Continue **Guidance** review
- Reduce the **backlog** regarding MRL review



## AMP 2016 – KEY ELEMENTS

### **Annual topics Activity 3 Data Collection & Scientific Cooperation**

- Deliver priority projects of the Information Programme for data accessibility
- Continue Scientific Cooperation Roadmap 2014-16 (training & fellowships and thematic grants)
- Adopt the shared EU risk assessment agenda



## AMP 2016 – KEY ELEMENTS

### Annual topics Activity 4 Communication and Dialogue

- Build International platform to discuss and exchange experience in risk communications
- Increase EFSA's engagement with external stakeholders
- Measurement tool for reputation and impact of EFSA's work
- Closer relations with EU institutions - Liaison Office



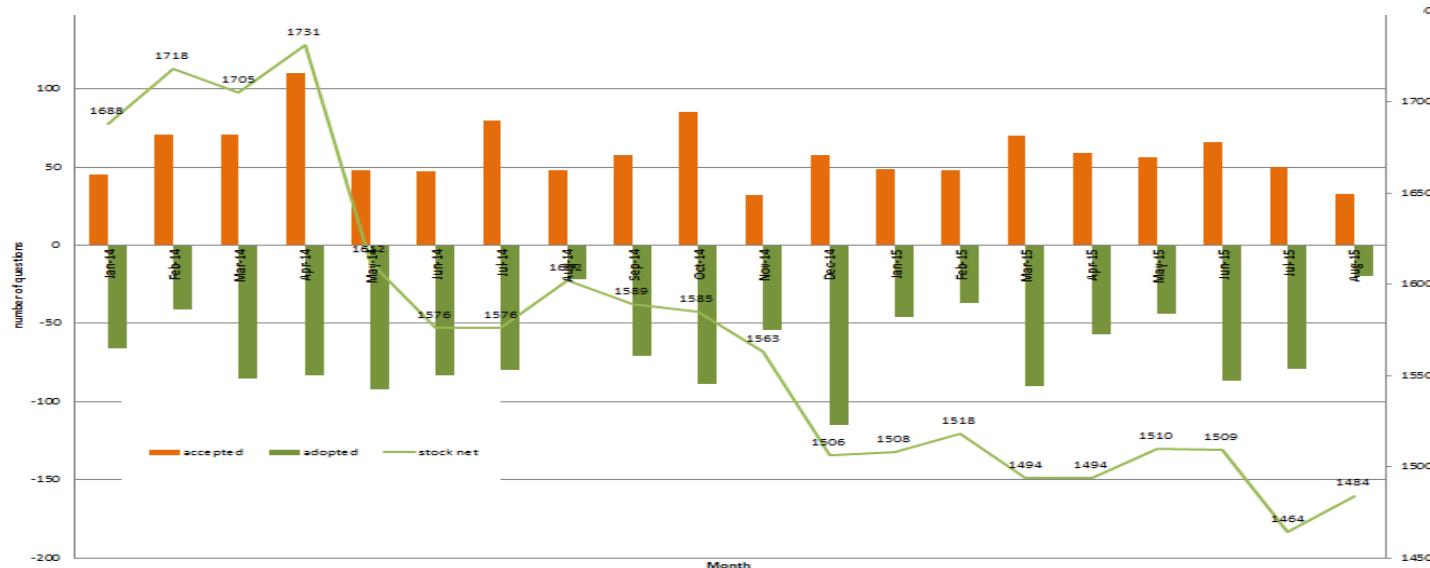
## SPD MULTIANNUAL EVOLUTION

### Drivers for resource allocation:

- Decreasing **posts**: -7 FTEs in 2017 and -4 in 2018
- Stable **budget**: ~79.5 M€
- Stability of posts in **Activity 2** after 2015 increase for backlog reduction; increased availability of resources
- **Transformation projects** stable at ~ 10-12% of budget – to be reviewed after EFSA 2020 strategy adoption
- Efficiency gains to implement a +1%/year ratio operations FTEs/support FTEs

# WORKLOAD 2016

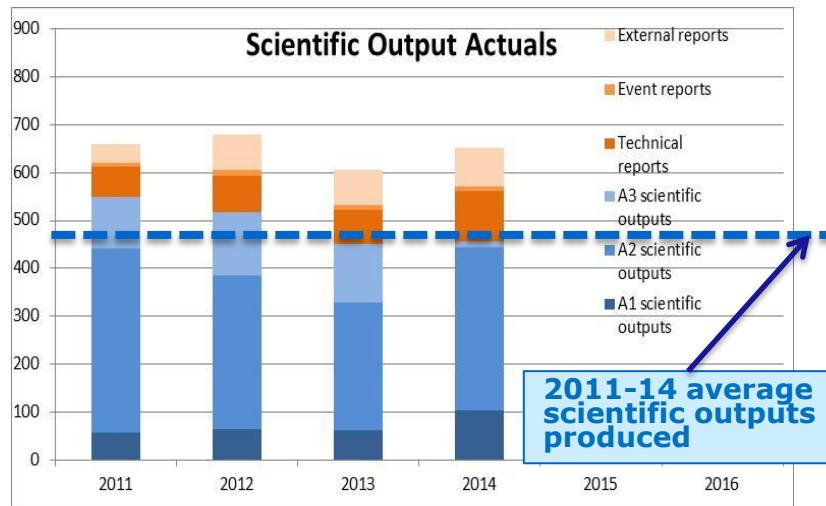
## Multiannual evolution of questions



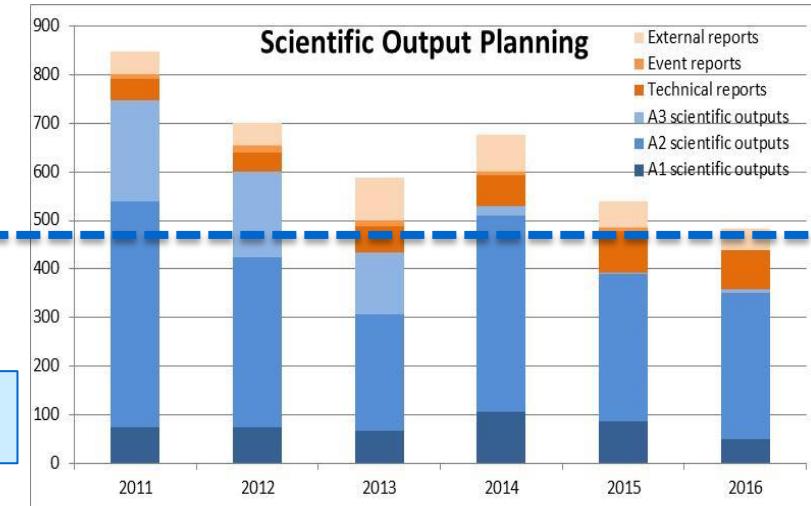
Source: RAW as of October 31st

# SPD – KEY FIGURES AND TRENDS

## Scientific output trends



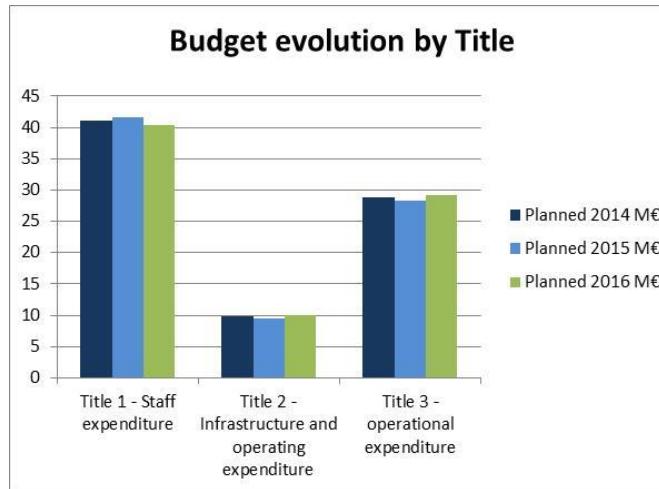
Scientific Outputs



Technical reports and supporting publications

# SPD – KEY FIGURES AND TRENDS

## Budget distribution by Title



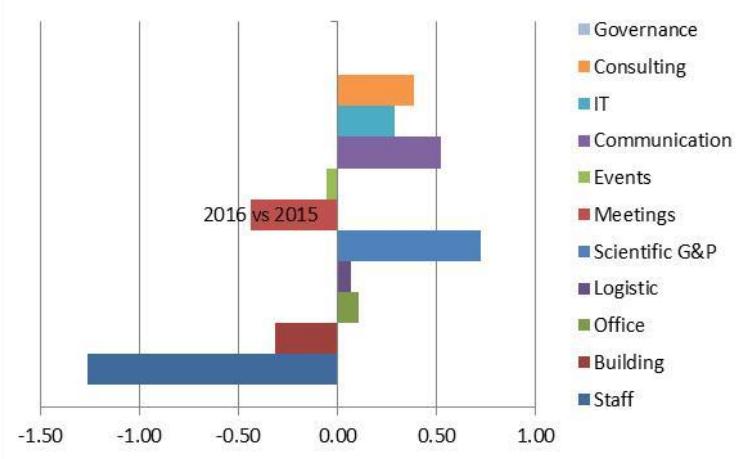
EFSA's Budget Titles	Planned 2014	Planned 2015	Planned 2016
	M€	M€	M€
Title 1 - Staff expenditure	41.07	41.67	40.25
Title 2 - Infrastructure and operating expenditure	9.86	9.55	9.92
Title 3 - operational expenditure	28.77	28.35	29.08
<b>Total</b>	<b>79.70</b>	<b>79.57</b>	<b>79.24</b>

- Title 1 reduction (-1.3€M) reallocated to Title 2 (0.4€M mainly IT) and Title 3 (0.9€M mainly Scientific G&P and COMMS)

# SPD – KEY FIGURES AND TRENDS

## Budget distribution by Type

Expenditures by type 2016 vs 2015

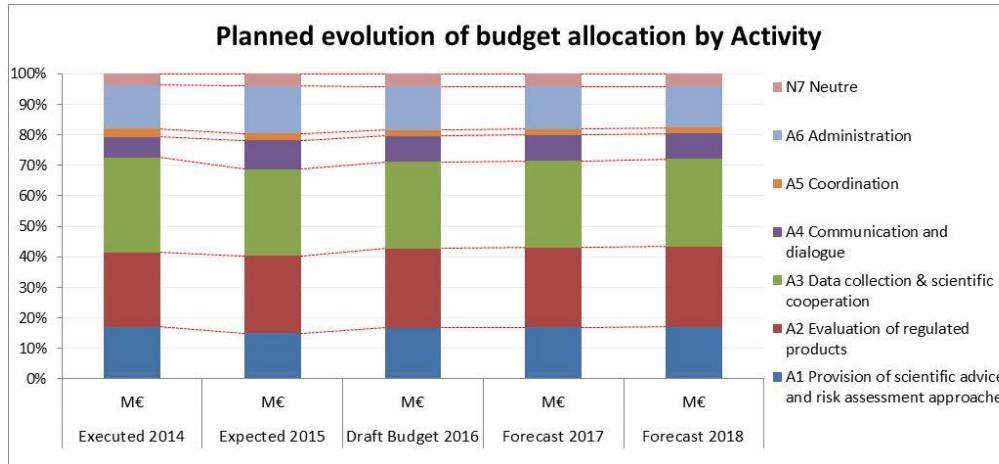


EFSA's Cost Types	Planned	Planned	2016 vs
	2015	2016	2015
	M€	M€	M€
Staff	41.67	40.24	-1.43
Building	5.80	5.49	-0.32
Office	0.97	1.08	0.11
Logistic	1.82	1.88	0.06
FP & TG	2.02	3.22	1.20
G&P	7.03	6.55	-0.48
Scientific G&P	9.05	9.77	0.72
Meetings	8.75	8.31	-0.44
Events	1.03	0.97	-0.06
Communication	0.97	1.50	0.52
IT	8.76	9.04	0.29
Consulting	0.65	1.04	0.38
Governance	0.11	0.10	-0.01
<b>Total</b>	<b>79.58</b>	<b>79.41</b>	<b>-0.17</b>

- Staff costs reduction (-1.4€M) and energy savings (-0.3€M) transferred to G&P (0.7€M), IT (0.3€M), Comms (0.5€M) and Consulting (0.4€M)

# SPD – KEY FIGURES AND TRENDS

## Budget distribution by Activity

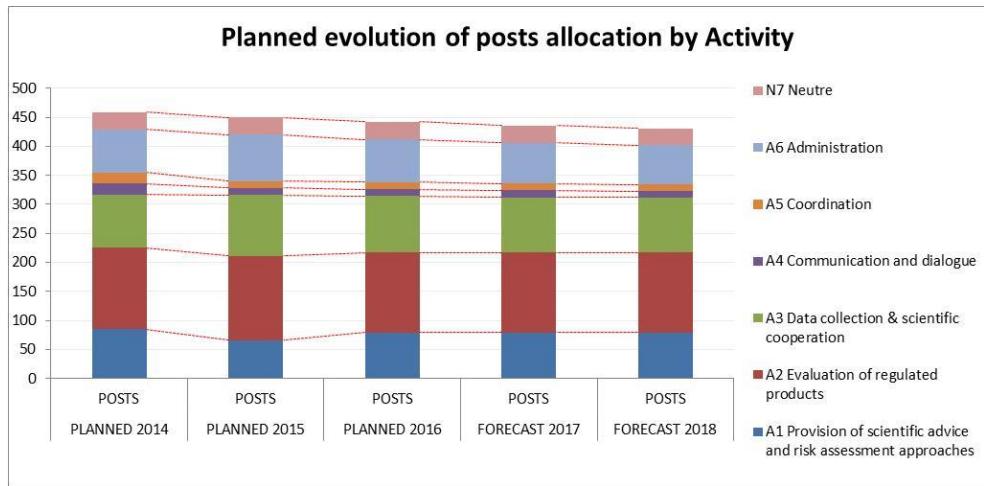


Activities	Executed 2014	Expected 2015	Draft Budget 2016	Forecast 2017	Forecast 2018
	M€	M€	M€	M€	M€
A1	13.49	11.86	13.33	13.43	13.51
A2	19.45	20.22	20.57	20.86	21.02
A3	24.64	22.62	22.54	22.49	22.76
A4	5.44	7.49	6.74	6.74	6.74
<b>Operations</b>	<b>63.02</b>	<b>62.19</b>	<b>63.17</b>	<b>63.52</b>	<b>64.03</b>
A5	2.17	1.83	1.53	1.54	1.45
A6	11.34	12.31	11.38	11.18	10.8
A7	2.93	3.24	3.33	3.32	3.29
<b>Support</b>	<b>16.44</b>	<b>17.39</b>	<b>16.24</b>	<b>16.05</b>	<b>15.54</b>
<b>Total</b>	<b>79.46</b>	<b>79.58</b>	<b>79.41</b>	<b>79.57</b>	<b>79.57</b>

- Activity budget mostly stable in 2016-18 period: operations/support ratio from 63.2/16.2 to 64.0/15.6

# SPD – KEY FIGURES AND TRENDS

## Posts distribution by activity



Activities	Executed 2014	Expected 2015	Draft Budget 2016	Forecast 2017	Forecast 2018
	FTEs	FTEs	FTEs/POSTS	POSTS	POSTS
A1	80	62	75/79	79	78
A2	129	135	131/138	138	137
A3	85	98	92/97	95	95
A4	34	36	38/40	39	38
<b>Operations</b>	<b>328</b>	<b>331</b>	<b>336/354</b>	<b>351</b>	<b>348</b>
A5	17	11	11/12	12	12
A6	73	75	70/74	70	68
A7	27	28	29/31	30	30
<b>Support</b>	<b>117</b>	<b>114</b>	<b>110/116</b>	<b>112</b>	<b>111</b>
<b>Total</b>	<b>445</b>	<b>445</b>	<b>447/470</b>	<b>463</b>	<b>459</b>

- Operations posts +1% in 2016. Stabilisation of operations post to 76% from 2017

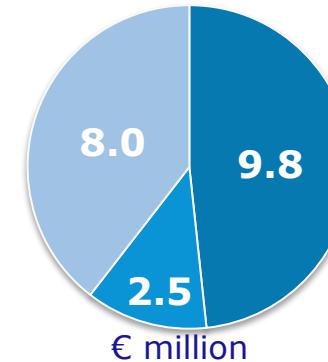
## FINANCING DECISION

### EU Financial Regulation (Art 84(2))

- *(...)the commitment of expenditure shall be preceded by a financing decision adopted by the institution or the authorities to which powers have been delegated by the institution*

Grants and  
operational  
procurements

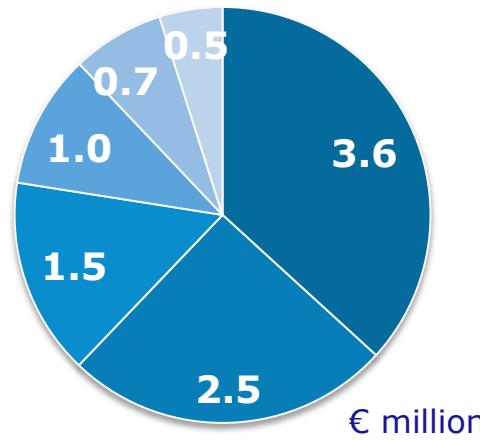
€20.2 million total



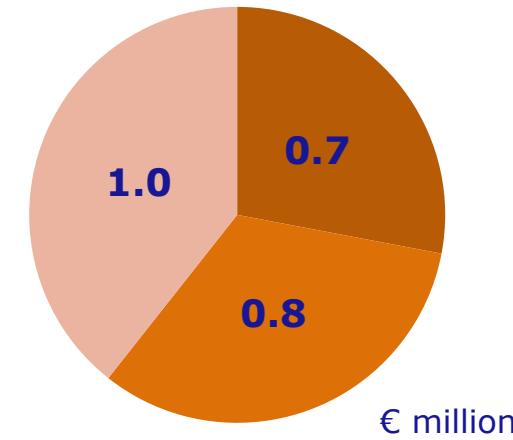
- Science programme
- Communications programme
- Operational support

# FINANCING DECISION

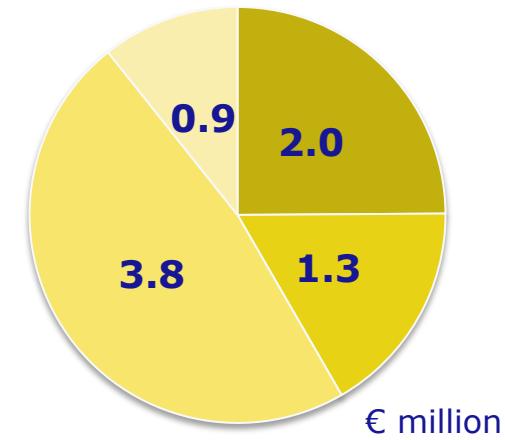
## Grants and operational procurements



- Open calls
- Existing FW contracts
- Thematic grants
- National Focal Points
- Fellowship programme



- Communication processes
- Communication projects
- Outreach events



- Logistic support
- IT run
- IT projects
- Organisational evolution



## PLANNING PROCESS

### Joint Planning DG & EFSA

#### Successes

- 2<sup>nd</sup> mid-term planning identifies areas of focus and required preparatory work

#### Challenges

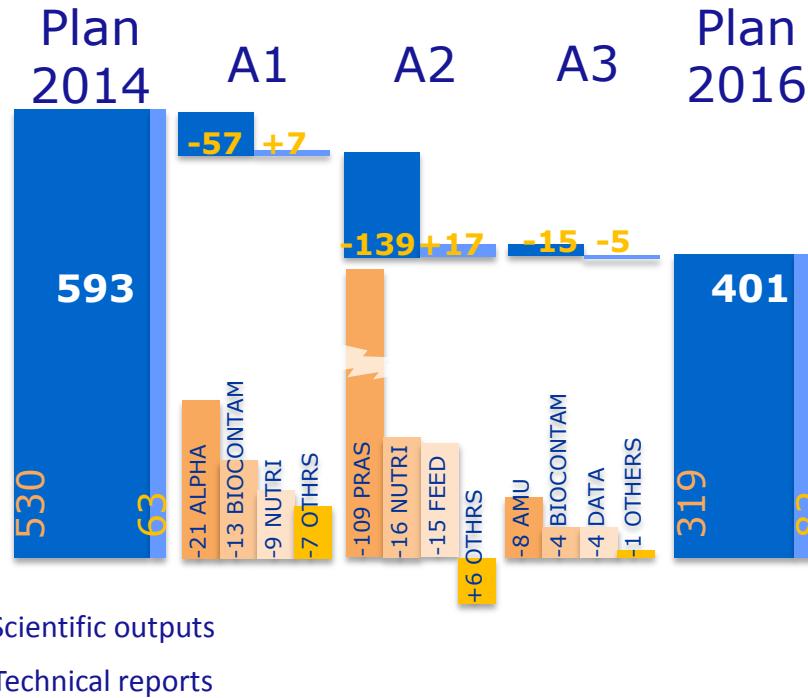
- Forecast accuracy

#### Opportunities

- Joint planning around emerging risk (mid-term)
- Linking a multi-annual planning process between planning teams

# SCIENTIFIC OUTPUT TARGET

## Bridge from targets 2014 to targets 2016



- 2016 plan is 192 outputs lower than 2014 (-211 scientific reports, +19 technical reports)
- Main differences in A2 (-122) and A1 (-50)
- Total actual variance on 2014 plan has been -31 (5%); Pras actual variance 2014 has been -60 (21%)

# SCIENTIFIC OUTPUT TARGET

## Differences mainly related to multi-annual cycles on volume of work in progress and complexity

A1



- Alpha and Biocontam: work in progress at same level as 2014, although finalized is 34 lower. 2017 forecast to finalize 33 outputs
- Nutri: reduced request of scientific advice and reduced DR

A2



- Pras: 28 questions grouped under single outputs. 2014 target overambitious (-47 actual variance)
- Feed: reduced amount of re-evaluations in line with mid-term plan
- Nutri: reduced amount of health claims in line with mid-term plan

A3



- Amu: no outputs foreseen
- Biocontam: reduced amount of veterinary residues in food monitoring
- Data: in 2014 EFSA summary reports double counted under DATA (actual variance in AAR)