

**Management Board
19 March 2015
Parma**

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Note to the Management Board

The progress so far

Based on the initial orientations provided by the EFSA Management Board at its meeting in December 2014 on an overarching coherent EFSA strategy leading to the year 2020 and beyond, the Executive Director proposes for the March meeting 2015:

- a) the topography and key features of the forthcoming strategic plan *for initial feedback*
- b) the engagement plan for 2015 leading up the adoption of the final document in December 2015 *for endorsement*

The topography aims at displaying simplified objectives embedded into a coherent strategic approach leading to a rationalisation of the existing roadmaps and those that are under development. It incorporates the approach to focus on the period until 2020 which is qualified by a largely pre-determined context in terms of resources and legal operational framework, which will be complemented by an impact assessment of Europe post 2020 including reflections on the possible revision of EFSA's mandate and the legal framework within which it operates to date.

The engagement plan aims at ensuring the timely and substantial participation of the EFSA stakeholder community into the design process of the EFSA strategy allowing the Management Board to take an informed decision in view of the input sourced.

The proposed features of the March discussion of the Management Board

In order to allow EFSA to further develop the strategy in the first half of 2015 in sync with the Management Board orientations, it is paramount to seek the initial reactions of the Board on the proposed rationale of the key features which are:

EFSA's Mission, EFSA's Vision, EFSA's Values and EFSA's Strategic Objectives

Whilst the core design of these proposed features is rooted in, and sourced from the regulatory mandate that EFSA has been provided, their translation into simplified priority objectives deriving from EFSA's values, its vision and its mission provides for a strategic margin which depends on the Management Board's input.

The next steps

Based on the discussion of the March Management Board, EFSA will modify the key features of the strategy and further develop their impact on the rationalisation of the existing and to be developed roadmaps. For the June Management Board meeting EFSA will provide the board with a draft strategy that will be mature for the eventual public consultation.

EFSA's 2015-2020 Strategic Plan

Safer food for European Citizens

1.0 Introduction (2 pp.)

An iconic cover page: it will summarise EFSA's vision, EFSA's mission, EFSA's core values, and EFSA's strategic objectives in line with the Organisation's regulatory mandate.

1.1 Foreword

Foreword co-authored and co-signed by the Chairman of the Management Board and EFSA's Executive Director.

1.2 Executive Summary

Sharp executive summary, providing a concise recap of the entire document.

2.0 About EFSA (1-2 pp.)

2.1 What is EFSA

A paragraph about EFSA and its relevance for EU citizens. It will describe who the Organisation's stakeholders are, and what the Value Proposition is for each stakeholder segmentation (1-3).

2.2 Vision

The vision will be explained as ultimate goal of the Organisation: to increase citizens' trust in food safety and security across Europe.

2.3 Mission

Translates the vision into the activities that will allow EFSA's contribution in the achievement of the vision.

2.4 Values

Description of our core values through which we operate.

2.5 How EFSA works

Three short paragraphs will provide a graphical representation of how the mission works in practice.

2.6 EFSA and its Environment

Description of the EU regulatory environment for Food Safety. The section will clarify how food safety is an outcome of a tri-lateral organisational governance.

2.7 European Synergies

Brief description of areas where EFSA intends to foster synergies with European Institutions and Agencies.

Particular reference will be made to: EFSA's objectives to meet the European Commission Roadmap; key context statements on the global food safety scene and changes in science; what EFSA is doing to collaborate on these topics.

3.0 Strategic Objectives (2-5 pp.)

3.1 Safer food for European Citizens

Short description of 'OpenEFSA' as general vision for EFSA in 2020: its overarching objectives, what resources we intend to mobilise and how the results will be measured (e.g. through ongoing Programmes).

A picture will drive through three main questions: why do we want to achieve OpenEFSA? What is the benefit for the society (Europe, citizens, risk managers)? How are we doing it?

The answer will lead to the identification of EFSA's Strategic Objectives.

4.0 Governance (1 p.)

Sharp introductory sentence to EFSA governance: an image will illustrate how the governance entities address EFSA's operations.

Outline of bodies and processes that keep us on track.

5.0 Partnerships and Synergies (1 p.)

5.1 Directorate General SANTE

Short description of the relationship between DG SANTE and EFSA: synergies, joint capabilities and shared objectives.

A short table will summarise activities and desired outcomes.

5.2 Other agencies

Short description of the shared capability, objectives and/or collaboration with other EU Institutions and Agencies (JRC, ECHA, EMA).

A short table will list Partners, the nature of the partnership and the outcomes sought.

5.3 Member states

Description of relationships with member states and relevant Food Safety bodies.

6.0 Risks (0.5 p.)

A short summary will report key elements of EFSA's SWOT analysis.

7.0 Getting the science right (3 pp.)

7.1 Science Roadmap

Our core business roadmap (trends, context, objectives) in the light of an Open EFSA.

7.2 Information Roadmap

How the coordination of information and its quality will enhance scientific risk assessment.

Namely, how we:

- create and clearly communicate how we sourced and selected our data, aligning EFSA to European standards for open data
- provide Society with (1) the data, (2) the tools to interpret the data and (3) the tools derive new knowledge from the data

The Information Roadmap ultimately widens EFSA's evidence base and maximises access to its data.

7.3 Communication Roadmap

For EFSA's communication to better meet user needs, EFSA will increase its efforts to identify and understand its audiences and their diverse information needs. This will enable the Authority to provide its target audiences with easier access to the information which they need in a format which they can readily use, taking advantage of innovations in information technology.

Ultimately, the Communication Roadmap aims at positioning EFSA's role with a thematic approach, improving transparency and openness.

7.4 Talent Roadmap

How EFSA is taking a strategic approach to its workforce requirements, with an emphasis on attracting, developing and rewarding staff and scientific experts.

Namely, how we:

- Reach the best talents, wherever they are
- Increase our talent pool transforming EFSA into a learning environment
- Train the next generation of scientists, creating a 'social', 'millennial' community

The Talent Strategy ultimately aims at building the EU's regulatory science capacity and community by increasing the quantity and quality of the talent pool.

7.5 Technology Roadmap

How information technology will support EFSA to achieve objectives and help citizens, customers, risk managers, member states collaborate more effectively with EFSA by enabling the Organisation become:

- the EU information hub for risk, scientific advice, data and talent
- a trusted and transparent source of scientific advice with outreach capability to all information consumers
- highly efficient and effective in all of its services

8.0 Financial outlook (0.5 p.)

An introductory paragraph will explain (1) how EFSA balances and monitors its accounts, (2) how funding is received, and (3) how we manage it in a sound and efficient manner.

In particular:

- What EFSA is doing to increase delivery at lower cost ('do more with less').
- How EFSA spends money: from internal staff and scientific expertise to transformation initiatives and others.
- Breakdown of Financials 2015-2020: grid with core mission/categories and transformation initiatives.
- Breakdown of Human Resources 2015-2020: grid split by staff type (short term versus long term labour).

9.0 EFSA beyond 2020

The concluding statement will summarise the key points of the document.

A short table will summarise key objectives on what Europe can expect from EFSA (par. 2.1) and by when until 2020; in two words, our Value Proposition.

EFSA Strategy 2015-2020 - Overview for EFSA’s Management Board

EFSA Strategy 2015 - 2020	Why did we get there?	Key sources
<p>Vision Safer food for European citizens</p>	<p>We wanted to establish the optimal desired future state ('where do we want to be in 2020') as shared by all Stakeholders of EFSA’s mission and as expressed in EFSA’s Single Programming Document (SPD).</p>	<p>DG SANTE Goals and Food-related Mission EFSA Founding Regulations 178 EFSA SPD 2015-2017 (<i>adopted Dec 2014</i>)</p>
<p>Mission Produce and communicate scientific advice that contributes to public health. To do this, we:</p> <ul style="list-style-type: none"> ▪ Champion objectivity and transparency ▪ Forge coherent dialogue and partnerships in food safety ▪ Connect with society 	<p>We verified that each (1) part of the mission statement, (2) Core Value and (3) Strategic Objectives reflect its founding articles through the analysis and synthesis of EFSA Founding Regulations.</p>	<p>EFSA Founding Regulations Art 22</p>
<p>Core Values</p> <ul style="list-style-type: none"> ▪ Openness: we champion scientific objectivity and believe that the cause of safer food is best served by maximising the reach and accessibility of information. ▪ Collaboration is our default approach. We foster the creation of new knowledge. ▪ Innovation: we are driven to push EFSA to the edge, finding every day better solutions. 	<p>We performed an internal environment analysis to identify the capabilities needed to execute the mission and to be ready for the new challenges by 2020.</p>	<p>Discussion Paper <i>Transformation to an 'Open EFSA'</i> Public consultation on 'Open EFSA' and relevant stakeholders' feedback EFSA SPD 2015-2017 (<i>adopted Dec 2014</i>) ENVI hearing of the EFSA Executive director G8 Open Government Partnership (ref. footnote page 7 '<i>Open EFSA</i>')</p>
<p>Strategic Objectives</p> <ol style="list-style-type: none"> 1. Prioritise public engagement in the process of regulatory science. 2. Widen EFSA’s evidence base and maximise access to its data. 3. Build the EU’s regulatory science capacity and knowledge community. 4. Harmonise EU risk assessment methodologies. 5. Create an environment and culture of openness. 	<p>We:</p> <ul style="list-style-type: none"> ▪ Included the objectives and Programmes of the Science Strategy, Communication Roadmap, HuCap Roadmap and IT Strategy to ensure focus and alignment with EFSA 2020. This will be integrated in the future versions of such documents (currently 'work-in-progress' – ref. Topography) ▪ Analysed the achievements that must be reached by 2020 to ensure the vision is realised ▪ Refined the screening and consolidation of EFSA’s Programme charters and EFSA’s mission statement 	<p>EFSA Founding Regulations <i>Chapter III</i> EFSA approved Programmes and Project Charters: - <i>Information Programme</i> - <i>Methodology Programme ('Prometheus')</i> - <i>Talent Programme</i> Proposed EFSA Mission Implementation options '<i>Open EFSA</i>' EFSA SPD 2015-2017 (<i>adopted Dec 2014</i>)</p>