

Multi-annual strategic programme 2014-2020

Netherlands Focal Point for Safety and Health at Work



Netherlands Focal Point

Multi-annual strategic programme

2014-2020

Netherlands Focal Point for Safety
and Health at Work



Ministerie van Sociale Zaken en
Werkgelegenheid

TNO innovation
for life

Colophon

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ISBN number: 978-90-5986-440-5

Table of Contents

Foreword	5
Summary	6
1. EU-OSHA's mission, vision and values - mission and vision NL-FOP	12
2. Challenges, opportunities for EU-OSHA and NL-FOP	16
2.1 Policy context	17
2.2 Macroeconomic and employment context	18
2.3 The OSH challenges	20
2.4 Building on the experience of EU-OSHA and NL-FOP	22
2.5 EU-OSHA's response to the challenges	23
3. EU-OSHA's strategic objectives	24
4. The Netherlands Focal Point strategic programme 2014-2020	28
4.1 Position, task and ambition of the Netherlands Focal Point	29
4.2 Developing and disseminating products	31
4.2.1 <i>Substantive themes</i>	32
4.2.2 <i>Product portfolio</i>	34
4.2.3 <i>Dissemination of the Agency's products</i>	36
4.2.4 <i>Information exchange with other Focal Points</i>	40
4.2.5 <i>Dissemination of relevant information from other European institutions</i>	40
4.2.6 <i>Providing information to third parties abroad</i>	41
4.3 Making employers and employees aware	41
4.3.1 <i>The European Healthy Workplace Campaigns</i>	42
4.4 Networking	44
4.4.1 <i>The European Context working group</i>	44
4.4.2 <i>The relationship with the European Agency</i>	45
4.4.3 <i>The relationship with other Focal Points</i>	46
4.4.4 <i>The knowledge network</i>	46
4.4.5 <i>The network of campaign partners and supporters</i>	47
4.5 Management	48

We actively contribute to further development of occupational safety and health in the Netherlands and in Europe by importing and exporting knowledge, instruments and good practices.

Foreword

The European Agency for Safety and Health at Work (EU-OSHA) and the Netherlands Focal Point (NL-FOP) aim to actively contribute to further development of occupational safety and health in Europe and the Netherlands. This necessity is clear from the statistics, showing that a high number of accidents and work-related illnesses are prevalent in Europe. During 2012, 8.6% of all European employees (i.e. 20 million people) were confronted with a work-related health problem. Another 7 million employees had an accident at work. Estimates indicate that between 5,000 and 7,000 accidents end in death.

EU-OSHA stresses that action is required. With its new multi-annual strategy and all ensuing actions, EU-OSHA aims to ensure that all people working on risk prevention in European workplaces are well informed. The Agency indicates that collaboration with the national Focal Points will be required to ensure its multi-annual strategy permeates into the member states.

The Netherlands Focal Point will grant the requested collaboration. Due to NL-FOP's tripartite character, the Dutch priorities in respect of safe and healthy working conditions will be explicitly reflected. NL-FOP bases this on a multi-annual context, where both Dutch and European developments define the perspective.

From evaluations, it is clear that EU-OSHA is in a good position to successfully meet the challenges it is confronted with. NL-FOP thinks it has an equally good starting position for the new strategy period.

The Netherlands Focal Point is a small organisation that mainly relies on optimal efforts of willing intermediary organisations to create impact. Realisation of this plan requires a major effort from the tripartite partners in the European Context working group, the members of the knowledge network, the campaign partners, and last but not least, the NL-FOP employees. Their commitment has proved extensive and unrelenting in the past few years. We are therefore fully confident of being able to realise this plan and the ensuing objectives together.

January 2014



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Summary



The Netherlands Focal Point's multi-annual strategic programme was derived from the new 2014-2020 multi-annual strategy of the European Agency for Safety and Health at Work.

The European Agency (EU-OSHA) aims to contribute to ensuring safety and health at work for European employees by:

- providing information tested for its value on all aspects of occupational safety and health;
- increasing awareness of the importance of safety and health at work;
- collaborating with stakeholders in order to guarantee a coherent approach for prevention.

This publication contains the multi-annual strategic framework of the Netherlands Focal Point (NL-FOP). The intended activities clarify what NL-FOP stands for in the period 2014-2020 and how it aims to achieve its objectives. Due to NL-FOP's tripartite character, the Dutch priorities in respect of a safe and healthy working environment will be explicitly reflected. NL-FOP aims to converge the European and national safety and health dimensions. NL-FOP aims to base this on a multi-annual context, where both Dutch and European developments define the perspective.

The context

EU-OSHA's multi-annual strategy is defined by quick changes to working in Europe. The economic crisis, the demographic changes, new risks and emerging sectors require a coherent and integrated approach of occupational safety and health with respect to other areas, based on tripartism. EU-OSHA indicates that collaboration with the national Focal Points will be required to ensure its multi-annual strategy permeates into the member states. The Netherlands Focal Point will grant the requested collaboration.

The mission

EU-OSHA defined its mission and vision for the period 2014-2020 anew. The new definition is designed to more clearly express the role that EU-OSHA fulfils as a knowledge facilitator, better covering the role it fulfils in communications and networking. In this context, the Agency aims to stress the leading role of intermediary organisations.

NL-FOP derived its mission and vision from EU-OSHA's, defining it as follows:

- *Mission*
We actively contribute to further development of occupational safety and health in the Netherlands and in Europe by importing and exporting knowledge, instruments and good practices.
- *Vision*
We are known and recognised as a party connecting European and Dutch knowledge, promoting the safety culture, smart organisations and sustainable employability of employees.

The objectives

The first three objectives as set out in EU-OSHA's strategy concern providing data, knowledge and instruments tailored to specific target groups. For example, policy makers and researchers are provided with reliable data on new and emerging risks. Furthermore, policy makers, researchers and Arbo (working conditions) professionals are supplied with knowledge on the current OSH risks. Finally, relevant instruments are developed and presented to companies for ensuring occupational safety and health.

Two objectives concern mobilising organisations to take action and create awareness of the importance of safety and health at work.

Finally, an objective to fulfil the needs of the key stakeholders, promoting tripartism and ensuring the products actually reach the envisioned beneficiaries and intermediaries.



Working method

Both for this new multi-annual plan and for the annual operational programmes to be derived from it, a structured working method is essential, adjusted to the Dutch context and priorities. NL-FOP's activities were classed and described as follows:

- *Developing and disseminating products.*
NL-FOP contributes to developing EU-OSHA's products, ensuring dissemination in the Netherlands. The substantive themes and product portfolio are set out in Section 4.
- *Making employers and employees aware.*
In addition to the knowledge supplied, the European campaigns on occupational safety and health are of increasing importance. The 2014-2015 campaign is about the psychosocial workload. The subsequent campaign (2016-2017) will be about sustainable employability. NL-FOP will carry out these campaigns in the Netherlands.
- *Networking.*
NL-FOP is only quite small in size, and it depends on the efforts of many other organisations for the impact to be achieved. Structural partnerships have been formed and incidental collaboration also occurs.
- *Management.*
The execution of NL-FOP must take place on time, with good quality and high transparency. This concerns a project with political, strategic, scientific and operational components in a complex international setting. It requires tactical project management and a project team performing with integrity, ensuring we maintain and gain the trust of the key actors.

In summary and in general, the Netherlands Focal Point aims to focus on the following in everything it carries out in this new strategic period:

- Contribute to EU-OSHA fulfilling the intention to implement fewer but larger scale activities: 'fewer and better';
- More attention to importing knowledge, instruments and good practices, in addition to continued export of these elements;
- Ensuring accurate reflection of the Dutch priorities when performing activities;
- Collaborate more, finding a stronger connection with the organisation in the networks behind the Focal Point;
- Communicating the importance of safety and health at work, in particular also to young people, the future management.

Building on experience

From evaluations, it is clear that EU-OSHA is in a good position to successfully meet the challenges it is confronted with. The Agency has an excellent base as a starting point for the new strategy. This does not imply that the new strategy is merely a continuation of the current strategy. Based on a reflection on the results of the 2009-2013 strategy, the Agency concluded that it prefers to focus on fewer activities but expand them to a larger scale; that it wishes to very clearly specify its target groups; and that it aims for a portfolio approach in which the activities and products are better tailored to its target groups.

NL-FOP fully agrees with these conclusions and aims to actively contribute to realising the Agency's intended working method. It thinks it has an equally good starting position for the new strategy period based on its experience, and that realising the ambition is a major but realistic challenge.



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Samen s

1. EU-OSHA's mission, vision and values - mission and vision NL-FOP



EU-OSHA defined its mission and vision for the period 2014-2020 anew. EU-OSHA was established in 1994 with the objective of providing information. It was designed to provide the EU institutions, member states, social partners and parties involved in OSH with useful, technical, scientific and economic information relating to occupational safety and health. This objective defined EU-OSHA's work ever since and formed the framework of the expiring multi-annual strategic programme.

Preparing a new mission and vision was driven by the necessity of more clearly defining the character of the Agency's contribution and work. The new definition is designed to more clearly express the role that EU-OSHA fulfils as a knowledge facilitator, better covering the role it fulfils in communications and networking. In this context, the Agency aims to stress the leading role of intermediary organisations.

The Agency's new mission and vision are as follows:

Mission

We develop, gather and provide reliable and relevant information, analysis and tools to advance knowledge, raise awareness and exchange occupational safety and health (OSH) information and good practice which will serve the needs of those involved in OSH

Vision

To be a recognised leader promoting healthy and safe workplaces in Europe based on tripartism, participation and the development of an OSH risk prevention culture, to ensure a smart, sustainable, productive and inclusive economy



To date, NL-FOP has not issued a definition of its mission and vision. NL-FOP sufficed with referring to EU-OSHA's objectives as the leading theme for NL-FOP's objectives. The organisation increasingly felt a need to express NL-FOP's specific objectives and added value supplementary to EU-OSHA's mission and vision. NL-FOP's mission and vision were defined as follows:

Mission

We actively contribute to further development of occupational safety and health in the Netherlands and in Europe by importing and exporting knowledge, instruments and good practices.

Vision

We are known and recognised as a party connecting European and Dutch knowledge, promoting the safety culture, smart organisations and sustainable employability of employees.







2. Challenges, opportunities for EU-OSHA and NL-FOP

Kloof tussen
Praktische
en
theoretische
kennis

In alle
heeft verlicht
een
vrij

Verrijking is
recht met
vanzelf

Wandeling
Opstap
C
M

Kennis zal verheldert
en toegankelijk
zijn. (Zit niet
meer los van)

Risico's worden
onderschat
als consequentie

Uitgangspunt
van de
aanpak

Wettelijk kader
voor
onderzoek

The context in which EU-OSHA and NL-FOP are operating has changed in the course of the years, and will continue to change. EU-OSHA and NL-FOP must ensure that their missions, visions, strategic objectives and prioritised activities respond correctly and dynamically to these ever-changing circumstances. A brief overview is included in this Section.

2.1

The policy context

According to the Agency, the policy context is dominated by the EU 2020 strategy that the European Union agreed in 2010 and by the impact of the recent crisis on, for instance, the occupational safety and health policy.

The EU 2020 strategy focuses on promoting sustainable, inclusive and smart growth, i.e. growth driven by knowledge and innovation. This way, the European Union wishes to emerge from the crisis stronger, achieving a high level of employment, social cohesion and productivity. The member states annually prepare a National Reform Programme (NRP), indicating the progress they intend to make relevant to the EU 2020 targets. The Dutch NRP is still being discussed with the social partners in the Labour Foundation (Stichting van de Arbeid). The most recent contribution of the social partners dates back to March 2013. It underlined the importance of, among other things, the EU to the Netherlands. The social partners requested attention for decreasing support for Europe among the Dutch population. Accurate information and explanation of the relevance of Europe to the Netherlands and proper compliance with the rules in order to prevent unwanted social conditions are deemed essential elements for restoring faith in the EU. NL-FOP aims to contribute to providing this in the next few years. Better working conditions can be a major contribution to achieving the EU 2020 strategy. EU-OSHA defines realising better working conditions as a responsibility of all involved in occupational safety and health, including EU-OSHA as such. However, the Agency also indicated that this responsibility reaches beyond the OSH community. OSH must also be integrated in the policy relating to employment, public health care, transport, education and research.

Recently (summer of 2013), the European Commission conducted a public consultation to gather the insights and contributions of the public to supplement the results of the European 2007-2012 strategy for occupational safety and health. This is designed to offer an overview of the current and future challenges relating to safety and health at work, and help find answers to these challenges.

On 3 September 2013, the Dutch cabinet and national employers' and employees' organisations sent a joint reaction to EU Commissioner Andor, clarifying that the Netherlands felt it was of great importance to start the new strategy period 2013-2020 as soon as possible. This reaction stressed the importance of the content of 6 themes, i.e.:

- replacing how-to instructions by result instructions and absolute limit values;
- updating a number of existing guidelines, including computer screen work, work places, manually handling loads and biological agents;
- Set more, and more ambitious, standards for a large group of carcinogenic and mutagenic agents;
- a stricter standard for exposure to asbestos;
- recognising and defining the extensive social problem of psychosocial workload;
- the importance of labour inspections and exchange of information between national governments and inspectors relating to good and effective working methods.



2.2

Macroeconomic and employment context

According to the Agency, occupational safety and health must be placed in a broader context and changes within this context should be taken into consideration. The Agency indicates that essential and incisive changes in a number of areas are currently ongoing and that further changes are forecast in the future.

At a macroeconomic level, the EU is currently going through a very deep and widely spread economic and social crisis that continues to affect the labour market in terms of unemployment, reorganisations and job insecurity. This also affects the resources that are available for policy and measures in the area of occupational safety and health. The consequences for safety and health at work in Europe must be analysed and resolved, according to the Agency. Only then can OSH systems contribute to realising the objectives of the EU 2020 strategy and only then will we be ready for the new situation where more people are at work.

Furthermore, the Agency indicates that on the labour market, European employees will show increasing diversity. The challenges involved in this, in particular in the context of the economic crisis, and the possible implications to safety and health at work deserve attention. In particular young people and migrating employees increasingly feel necessitated to accept work at a

lower OSH level. Another aspect of the increasing diversity of the European labour potential is the growing number of working women. The European labour potential will also include an increasing number of older persons.

The working population shows major differences. Women often work in part-time or temporary jobs, often receiving fewer training options and lower salaries. They often work at different work places, such as in caring for patients at home and cleaning work, where limited preventive OSH care is available in many cases. Also, various self-employment forms are relative widely spread in Europe. In 2009, about 10% of all jobs in Europe concerned self-employed work. Other developments are that many employees have more than one job, and that the number of migrating employees in Europe is rising. Simultaneously, employment is shifting from agriculture and industry to the service sector. Within the industrial segment, there are developments such as the growing number of 'green jobs'.

The developments outlined by the Agency are also seen in the Netherlands; However, within these development, the focus is slightly different in the Netherlands, as indicated in the study 'Work Life in the Netherlands' published by TNO in 2012. For example, the number of employees working with computers is above the European average. This also applies to 'working independent of location', i.e. working from home or from a place other than the traditional office. Generally speaking, however, the trends in the Netherlands concur with the European ones. The Agency stresses that in the coming period, the structural changes that occur in the European labour market should be reflected in the work to be done in OSH context.





2.3

The OSH challenges

Statistics show that many accidents and work-related illnesses are prevalent in Europe. Within the EU-27, 8.6% of all European employees (i.e. 20 million people) were confronted with a work-related health problem in the past year. Another 7 million employees had an accident at work. Estimates indicate that between 5,000 and 7,000 accidents end in death. Due to the economic crisis, these numbers are decreasing in most member states; however, these are expected to rise again upon economic recovery. The Agency indicates that it is hard to estimate the long-term impact of the economic crisis on health problems, including the number of work-related illnesses and accidents. Another consequence of the economic crisis is that trends from the past cannot simply be used for forecasting with a straight-line method. It is quite possible that some developments will show a departure from past trends in terms of risk; this implies that we may be confronted with a sudden increase of OSH challenges.

Developments listed by the Agency concern fragmenting of the labour potential (the phenomenon that an increasing number of employees work in increasingly smaller jobs), the health care problems of older employees and prevention of future health care problems of young people. These developments require appropriate measures in the area of safety and health at work. Unfortunately, these involve significant costs. The Agency concludes that OSH's need for better data on economic aspects remains high, in particular regarding the negative consequences of underinvestment in OSH and regarding the business case for OSH. The Agency pays special attention to the position of small and medium companies. These companies are essential for emerging from the economic crisis, as over 99% of European companies are small and medium-sized businesses. According to the Agency, smaller

companies have lower OSH awareness and less OSH expertise, and therefore make fewer resources available for OSH. The Agency therefore wants to focus in particular on smaller businesses in the coming period. On the one hand by contributing to lower the administrative burden, and on the other by helping them raise their performance in occupational safety and health, for example by providing adequate support with instruments such as the OiRA (Online interactive Risk Assessment) tool.

Exposure to hazardous substances and dealing with psychosocial risks are issues that pose new and increasing risks, according to the Agency. In that context, it is important for the Agency to develop issues and put them on the agenda in the coming period that are also relevant in the Netherlands. The Ministry of Social Affairs and Employment) defined an ambitious action plan in late 2013, to be implemented from 2014 to 2018. Naturally, NL-FOP will collaborate as much as possible.

The above-mentioned TNO study 'Work life in the Netherlands' and the recently published 'Arbobalans 2012' (Working Conditions Audit) give a reliable impression of the trend development in the Netherlands relevant to labour quality. These also often indicate how the Dutch situation in specific aspects relates to the situation in the rest of Europe. The studies and studies to be published can be a source of information in the next period regarding testing and assessing the relevance of the Agency's activities for the Netherlands.

Another source of inspiration is the above-mentioned March 2013 contribution of the social partners to the National Reform Programme in the context of the EU 2020 strategy. In the component Working Conditions and Vitality, the social partners indicate that they aim to promote that companies implement a responsible social policy, among other things by encouraging sectors and companies to prepare an 'Arbocatalogus' (Working Conditions Catalogue). Subsidised by the Ministry of Social Affairs and Employment, a follow-up project



'Arbocatalogi' (Working Conditions Catalogues) will be set up. This includes developing starting points on multi-lingual staff on the work floor. In the context of sustainable employability, promoting vitality is seen as essential to keep employees at work in a fit condition for a longer time. The RI&E Support Centre especially focuses on RI&E use within small businesses.

In March 2012, the Ministry described its vision on the System for safety and health at work. The process of more market mechanism, a stronger role for the social partners and focused supervision that was initiated has proved successful, states the Ministry. The cabinet continues this line, applying the following principles: more confidence in citizens and companies; employers and employees have primary responsibility for occupational safety and health; background role of the government. The subsequent SER (Social and Economic Council) advice 'System for Occupational safety and health' is about, among other things, the future of in-company health care, preventing occupational illnesses and developing preventive policies.

2.4

Building on the experience of EU-OSHA and NL-FOP

EU-OSHA is in a good position to successfully meet the challenges it is confronted with. This is clear from the evaluation of the Agency's implementation of the 2009-2013 strategy, performed by the Institute for Employment Studies. This evaluation concludes that generally speaking, the Agency's activities are relevant to its key target groups. However, it notes that the individual products should be better aligned to the specific needs of the intended target group. The conclusions on effectiveness were also positive. A point of improvement was provision of practical and user-friendly information on best practices.

The Agency has an excellent base as a starting point for the new strategy. This does not imply that the new strategy is merely a continuation of the current strategy. Based on a reflection on the results of the 2009-2013 strategy, the Agency concluded that it prefers to focus on fewer activities but expand them to a larger scale; that it wishes to very clearly specify its target groups; and that it aims for a portfolio approach in which the activities and products are better tailored to its target groups.

NL-FOP fully agrees with these conclusions and aims to actively contribute to realising the Agency's intended working method. Indeed the Agency's products should become more usable for the intended target groups. The Agency would do well to dismiss the concept of 'one size fits all'. The product users are too different. The new portfolio approach can be a useful instrument in this respect.

For an assessment of its own starting position for the new strategy period, NL-FOP does not have a similar evaluation. NL-FOP thinks it has an equally good starting position for the new strategy period, based on the interview that Dr Sedlatschek, the Director of the European Agency, gave to Arbo Magazine in May 2013. In this interview, she indicated that there are major differences between the EU Focal Points in terms of working methods. In her opinion, the

Netherlands Focal Point is a role model. Another indication for this is that the visitors of the sessions organised by NL-FOP give a very positive judgement regarding these sessions. In particular its innovative character is appreciated. The network partners are generally positive in communications. However, improvement is always possible. The Netherlands Focal Point is a small organisation that mainly relies on optimal efforts of willing intermediary organisations to create impact. The Agency's new portfolio approach can assist in improving relation management with these organisations. In any case, continuous self-reflection is required and this will be a point of attention in the communications with the knowledge network members, and it will be on the European Context working group's agenda.

2.5

EU-OSHA's response to the challenges

With its new strategy, EU-OSHA wants to give a response to the detected challenges. To this end, 6 strategic objectives were defined, which will be further specified in the next section. Within these strategic objectives, the Agency aims to focus on 12 themes, further specified in section 4.2.1.

The Agency indicates it expects having to realise the new strategy with more or less the same amount of resources.



EEN EUROPESE CAMPAGNE OVER HET VEILIG
UITVOEREN VAN ONDERHOUDSWERK



Hoogtepunten

EEN GEZONDE WERKPLEK
GOED VOOR JOU EN VOOR DE ZAK

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

3. EU-OSHA's strategic objectives

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EU-OSHA's 2014-2020 multi-annual strategic programme sets out strategic objectives and key focal areas. These are interconnected and therefore discussed jointly here.

Strategic objective 1:

Supplying reliable data on new and emerging risks in response to the needs of policy makers and researchers, enabling them to timely undertake effective action.

During the period 2014-2020, the Agency aims to undertake two major foresight activities (decision-making on these issues is still ongoing). These are mainly designed to chart future OSH challenges that result from the changing world of work and the impact of the economic crisis on both workplaces and OSH. Furthermore, these studies must focus on providing instruments to confront these challenges, and on finding the best approach to convert the findings in these studies into policy measures and best practices.

Strategic objective 2:

Providing an accurate and cohesive impression of the current OSH risks, their effects on health and of how these can be prevented and handled in order to create a better understanding of these issues with policy-makers and researchers.

With this objective, the Agency aims to achieve that policy-makers, researchers and working conditions officers have information reliable enough to take action. The first related key focal area is conducting the European Survey of Enterprises on New and Emerging Risks (ESENER). In particular, ESENER offers comparing insights into the way companies deal with OSH in Europe, their needs and weaknesses, their incentives and barriers, and how they involve their employees in OSH. ESENER is conducted every five years. The ESENER-2 result will be published in 2014. The fieldwork for ESENER-3 will be carried out in 2019. Between 2014 and 2019, secondary analyses will be conducted into themes such as OSH management, incentives and barriers and the importance of social dialogue.



A second focal area is delivery of OSH interviews relating to certain themes. The Agency aims to have an overview published every 2 to 3 years. The themes are still to be determined. The third focal area concerns conducting periodical opinion surveys on an OSH theme throughout Europe. The themes are not yet defined. The emphasis will be mainly on asking employees' opinions.

Strategic objective 3:

Providing relevant instruments to smaller businesses to assist with ensuring safety and health at work and increasing involvement of intermediaries in further development and dissemination of these instruments.

The focal area for this objective concerns development of management tools. Firstly, the Agency aims to promote and further develop the Online interactive Risk Assessment (OiRA) tool. Additional modules will be developed for specific risks. Secondly, the Agency aims to assist smaller companies in the phase following risk inventory and evaluation. The Agency aims to develop instruments to support such companies in taking preventive action.

Strategic objective 4:

Mobilising all parties involved in OSH by providing new tools to promote and facilitate the development and maintenance of a high-quality knowledge base.

The focal area for this objective concerns the development of the OSH wiki.

Strategic objective 5:

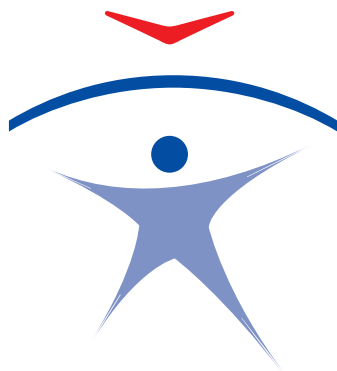
Making a broad array of stakeholders aware of the importance of safety and health at work by increasing awareness of risks at work and how to prevent these.

The key focal area for this objective is the biennial Healthy Workplaces campaign. The Agency shall continue these campaigns, also in the period 2014-2020, specifically highlighting further development of a campaign partner network. The 2014-2015 campaign is about psychosocial risks. The choice of the themes for the subsequent years will be made timely in order to be able to make the necessary preparations. Other focal areas in this objective concern activities designed to increase awareness, such as aligning to activities of other stakeholders, the increasing use of social media, further production of NAPO films and participation in promotional events such as the Healthy Workplaces Film Award.

Strategic objective 6:

Developing and implementing activities that focus on networking and communication in order to ensure that the Agency's activities fulfil the needs of its key stakeholders; promoting tripartism; enabling networks to actively participate in the Agency's activities; ensuring that the Agency's information reaches the targeted users and intermediaries.

The relevant focal area concerns networking and corporate communications. With its strategic network, the Agency aims to ensure that the needs and priorities of its key stakeholders are reflected in the Agency's activities during the coming period. With its operational network, the Agency aims to achieve realisation of its objectives in operational terms. The Focal Points and their national networks play a major role in this respect. In the coming period, the Agency wishes to focus in particular on further development and involvement of these national networks. It also aims to research innovative methods in order to increase tripartism in the national networks. Concerning corporate communication, the Agency mainly aims to target parties that may have a multiplier effect. The Agency's message must in particular contain that what is considered to be the European added value.



Een gezonde werkplek



IN 2020
ONTWERPEN
OPDRACHTGEVERS
ONDERHOUDS-
VRIENDELIJK

4. The Netherlands Focal Point strategic programme 2014-2020

The Netherlands Focal Point's strategic programme for the period 2014-2020 is based on EU-OSHA's strategic objectives and the Focal Point's own mission and vision.

4.1

Position, task and ambition of the Netherlands Focal Point

From its inception, the European Agency has had an operational network of Focal Points to realise its objectives. A Focal Point is present in each European Union member state. The Focal Points' task is to ensure that the information flow to and from the Agency is completed on time, with the right content and in consultation with the social partners.

The Focal Point in the Netherlands aims to be more than a pair of hands passing on information. NL-FOP has an active attitude from its ambition to be the ultimate information source for working conditions in Europe. In particular, it focuses on gathering and disseminating knowledge on issues that are relevant to the development of working conditions in the Netherlands. Based on the thought of aiming to provide this added value, the mission for the coming years was defined as follows: **we actively contribute to further development of occupational safety and health in the Netherlands and in Europe by importing and exporting knowledge, instruments and excellent practical examples.**

The formal responsibility for compliance with the obligations for the Netherlands ensuing from the Agency's inception regulation, including the responsibility for the functioning of the Netherlands Focal Point, is in the hands of the Ministry of Social Affairs and Employment. The Ministry transferred the coordination and implementation of the actual work of the Netherlands Focal Point to TNO. This multi-annual programme was prepared on the understanding that the resources required for the realisation of this programme will remain available in more or less the same amount as currently is the case.

Tripartism is the basic foundation of the Agency's work. This also applies to the functioning of the Netherlands Focal Point. This implies that TNO will conduct the preparation and the actual implementation of all tasks set out in this work programme in collaboration with the European Context working group.



This new multi-annual work programme is not simply a continuation of the activities in the past. In the first place, the Netherlands Focal Point aims to contribute to the Agency's realisation of its intention 'Fewer but Better'. Furthermore, the Netherlands Focal Point aims to ensure that the products it supplies have a real added value for the intended target groups. The Netherlands Focal Point aims to fully leverage the opportunities that the Agency offers with its new portfolio approach.

The Netherlands Focal Point is a small organisation when expressed in FTEs. The impact is mainly achieved through its intermediaries. The Focal Point is a typical network organisation. Collaboration with partners is crucial. Maintaining excellent personal contact with these partners is essential. This is why the necessary energy will be spent on just this during the coming period; and in use of social media. After all, this will also ensure an impact on the end users, i.e. Dutch employees and employers.

A structured working method is required for effective deployment of the available capacity and resources. For both this new multi-annual plan and for the new annual work programmes, the structure is based on the strategic objectives and focal areas as set out in EU-OSHA's multi-annual strategy. This was adjusted to the Dutch context and priorities, and is specified below:

1. Developing and disseminating products

2. Making employers and employees aware

3. Networking

4. Management

4.2

Developing and disseminating products

The European Agency aims to make workplaces safer, healthier and more productive. At the time, the Agency was established because it is not possible for individual countries, companies or national organisations to stay abreast of all available information and expertise in the field of safe and healthy working conditions. This is why the European Agency ensures development, gathering and dissemination of information on working conditions for all member states. NL-FOP contributes to developing EU-OSHA's products, ensuring dissemination in the Netherlands. To do so it has to carry the following activities:

- At request, gather and provide Dutch knowledge and status to EU-OSHA
- Assessing draft output (reports, fact sheets, etc)
- Checking translations, consultation with Belgium
- Dissemination of explorations, studies and instruments to the intended target groups
- Dissemination of relevant information from other European institutions
- Importing knowledge and products that the Netherlands needs
- Exporting Dutch developments, knowledge and instruments to Europe
- Corporate communication (deployment of communication tools, e.g. website, twitter, alerts, media, lectures)

The collage features three main elements:

- Twitter Profile:** A screenshot of the Twitter profile for 'NL Focal Point' (@NL_FOP). The bio reads: 'Nederlands Focal Point voor het Europees Agentschap voor Veiligheid en Gezondheid op het Werk Nederland · arboeuropea.nl'. It shows 441 tweets, 248 followers, and 353 following.
- Website:** A screenshot of the Dutch website 'Samen sterk voor preventie door leiderschap en participatie van werknemers'. It includes a table with the following content:

Preventie	Materiaal	Activiteiten NL	Media	Over ons	Doe mee!
Participatie Leiderschap	Campagnemateriaal Praktische tools Publicaties Agentschap	Bijeenkomsten Campagne koers Onze campagnepartners Onze mediapartners Onze campagne	Filmpjes NL-FOP Nippo-films Persberichten Blijf op de hoogte via aandrijving	Over de campagne in Nederland Nederlands focal Point Europees Agentschap Contact	Doet u mee! Wat kunt u doen? Goede praktijken competitie Word supporter!
- Banner:** A green banner titled 'Healthy Workplaces' with the text: 'Welkom op de campagnewebsite van het Nederlands Focal Point voor veiligheid en gezondheid op het werk. Hier vindt u specifieke informatie over de campagne en activiteiten in Nederland. Informatie over de Europese activiteiten staan op een andere website van het Europees Agentschap.'

4.2.1

Substantive themes

The Netherlands Focal Point aims to ensure that the Agency seriously considers the information it receives from the Netherlands. This ensures that the Agency's products also reflect Dutch knowledge, trends and developments. This requires for Dutch input to be delivered in good time, with high-quality content allowing for tripartite support. As a small organisation, the Focal Point generally does not have the required knowledge available in-house. In such cases, it must call upon third parties, often available within TNO and the knowledge network. In these cases, it is important for these third parties not to be flooded with urgent questions; rather, they should understand in which areas questions can be expected in the coming period. For the coming period, we can indicate these areas, because the Agency intends to focus on the following themes:

- Economic and demographic changes
- OSH management at business level, in particular in small and micro-size businesses, relating to
 - Musculoskeletal disorders
 - Psychosocial risks
 - Effective involvement of employees and social dialogue
 - Promoting a culture of well-being and safety.
- Hazardous substances, both in terms of OSH management at business level and the need for more research, and improved monitoring and recognition at policy level.



- Combined exposures, in particular multiple exposure to hazardous substances, including chronic low-dose exposures and the need for more research, toxicological and epidemiological studies, also for practical tools and interventions at workplace level.
- Work-related disorders, focusing on the cause-consequence relationship between exposures and consequences, and support for the development of instruments for monitoring and dealing with the issues at workplace level (in particular regarding musculoskeletal disorders). Disorders resulting from work-related stress and exposure to hazardous substances, such as work-related cancer, reproductive disorders, neurological disorders, immune system disorders, cardiovascular conditions, disorders caused by biological agents, etc, and the option of focusing on specific sectors (such as the service sector) and groups of employees (such as gender aspects and age).
- Occupational disorders with a specific focus on specific groups of employees and employment situations, now that the recognised occupational disorders do not reflect the health problems and issues that are relevant to an increasing, diverse group of employees working on temporary contracts in an industrial structure where the service sector dominates; with people continually changing work and increasingly have more than one job simultaneously; who work in different work places (for example due to growth in sub-contracted work, short-term contracts, changing work organisation, personal service provision).
- Possible risks inherent to new technologies (for example nanomaterials, biotechnologies, technologies involving electromagnetic fields).
- Economic aspects of OSH, including the detrimental consequences of 'poor OSH' and the positive consequences of 'good OSH' at macro-level and at business level, in particular at the level of small and micro-sized businesses.
- The impact of the economic crisis on OSH and on OSH's contribution to emerge from the crisis.
- Challenges and needs of a diverse range of labour potential in terms of inclusive growth (including gender aspects, age, employees with chronic disorders, migrating employees).
- Mainstreaming OSH.
- OSH strategies and programmes.

Many of the Agency's activities have a multi-annual nature. It is therefore safe to expect many of the above themes to resurface within the focal areas of the Agency in the next few years. Which activity is scheduled in any year will be discussed in the Agency's annual management plan, which is in turn the basis for the contract to be concluded annually between the Agency and the Ministry of Social Affairs and Employment regarding the activities to be performed by the Focal Point. As transparency is of key importance to the planned contribution of the Focal Point's partners in the implementation of these activities, they will be informed of both the long-term perspective and the annual activities.

4.2.2

Product portfolio

The knowledge that the Agency and network produce must benefit the various actors in Europe. Different products are developed to this end, including reports, fact sheets, explorations, tables and a number of digital instruments. Within the focal areas 'Anticipating Change', 'Facts and figures' and 'Tools for OSH management' as defined by the Agency, the following products are specifically highlighted:

- Foresights ('Green jobs' and an exploration to be further determined);
- European Survey of Enterprises in New and Emerging Risks (ESENER);
- OSH overviews ('Older workers', 'Micro enterprises', 'Work-related diseases');
- Cost and benefits of OSH;
- OiRA, the digital RI&E;
- Tool for implementing OSH solutions;
- OSH wiki.

In the coming period, NL-FOP will pay particular attention to ensuring that these studies and reports will actually provide added value to the intended national target groups, if possible at sector level. Furthermore, the options that the new so-called portfolio approach offers will be actively used.

Throughout the years, the Agency provided extensive knowledge regarding safety and health at work that would be suitable for dissemination. In the first place, the Agency identifies new and emerging risks. The studies and reports prepared by the Agency in this field are published in English only, focusing specifically on policy-makers, in particular at a European level, the OSH policy-shapers and the Arbo (working conditions) professionals. Furthermore, the Agency produces studies, reports and tools aimed at contributing to developing a prevention culture. These studies and reports are written in English and frequently translated in all official languages of the European Community. In all cases, the reports are summarised in so-called Fact sheets, which are published in all official languages. These studies, reports and tools are mainly intended for the 'end users' target group. Furthermore, the Agency also prepares many promotional materials intended for end users, including the NAPO films.

A special development recently started is the emergence of the so-called OSH wiki. With OSH wiki, the Agency aims to further enhance the existing ties with the OSH community. Initially, OSH wiki will be filled with articles written by authors contracted by the Agency. However, the intention is to shift the accent to authors who publish articles at their own initiative, and who will be granted access as such to the OSH wiki. These articles will also be available to all users, which should also guarantee their quality. The Agency may also organise peer reviews for this purpose. OSH wiki must also provide a collaboration platform and exchange of information. It is important for Dutch knowledge to permeate to OSH wiki. The Netherlands Focal Point aims to ensure that Dutch authors will also provide a substantial contribution. It would be logical to find these mainly in the knowledge network circles. The Focal Point will therefore keep the members of the knowledge network informed in particular of developments relating to OSH wiki.



4.2.3

Dissemination of the Agency's products

One of the Netherlands Focal Point's tasks is to disseminate EU-OSHA information and products in the Netherlands. In the coming period, the Netherlands Focal Point aims for a strategic and structural format of the communications in order to maximise effectiveness. NL-FOP will annually indicate which Agency products will be distributed. A procedure aligned to tripartism will be explicitly used to respond to the new so-called portfolio approach of the Agency. In the communication plan to be prepared annually, the target groups, the products to be communicated, and the means of communication to be used will have to be aligned in the right manner. In particular, this is necessary in the perspective of the Focal Point's small organisation, which is often dependent on third parties in achieving the communication targets in order to realise the desired multiplier effect. The Netherlands Focal Point will have to manage to reach the end users chiefly through their intermediary organisations.

The target groups for the Agency's information differ widely. This concerns:

- The end users (through their intermediary organisations); the Agency discerns employers and their representatives and employees and their representatives, focusing in particular on small and medium-sized businesses. In fact, this concerns a highly diverse target group, with a widely varying know-how of working conditions. Rather than divergence on the full width of all relevant organisations, the Focal Point chooses convergence into a select number of intermediary organisations.
- OSH professionals; this mainly includes scientists and Arbo (working conditions) professionals, working with companies, Arbo services, consultancy organisations, sector organisations and knowledge institutes. A large part of these OSH professionals are organised in professional associations. These professional associations are part of the Focal Point's knowledge network.
- OSH 'policy-shapers'; this mainly concerns the social partners (employers' and employees' representatives) that may use the Agency's products as a source of information and that may use the Agency as a platform for influencing European policy development.
- Policy makers; this mainly concerns the Ministry of Social Affairs and Employment.
- Press and other media; in particular the Arbo specialist press is a key target group, as these can widely distribute the Agency's knowledge. Additionally, other specialist magazines and publications from sectors are a key target group.

Choosing the right mix of communication tools is important for actually reaching the various target groups. The communication tools available to the Focal Point and that are actually used to date are:

- personal communication;
- printed media;
- digital media (including website, alerts);
- themed campaigns;
- free publicity.

Personal contact is essential for a high-quality, sustainable relationship with the target groups. Due to limited capacity, frequent personal contact on current issues and developments is mainly maintained with representatives of the Ministry of Social Affairs and Employment and with the Chairman and members of the European Context working group. Occasionally, personal contact takes place with the members of various networks; see Section 4.4 Networks. In the coming period, we will pay extensive attention to maintaining these personal contacts.

A key communication tool for both the Agency and the Focal Point is the website. The Netherlands Focal Point's website is part of the wider network of the Agency's website. In 2010, the structure of the network of national websites was adjusted. Each country now has a so-called single entry point, accessible from the Agency website. This lists standard information on the national OSH system. Countries were given a choice of also retaining and maintaining their own website. The Netherlands chose to do so. In addition to the single entry points, the NL-FOP website will remain directly accessible via the web address www.arboineuropa.nl. Naturally, it will always be important to update the website content, improve the website's user-friendliness and to promote the website by distributing links and references (for example using banners) to the website via third party websites and publications. NL-FOP's online strategy still needs to be adjusted to the new multi-annual strategy and to EU-OSHA's new online strategy.

The screenshot shows the website interface for the Netherlands Focal Point. At the top, it says 'Europees Network - Nederland' and 'Nederlands'. The main heading is 'Welkom bij het Nederlands Focal Point voor Veiligheid en Gezondheid op het Werk'. Below this, there is a search bar and a list of news items. One prominent news item is titled 'Doe mee aan het "International media festival" in Frankfurt!' with a date of 13-12-2013. Another item is 'Potentievertoning: Europa Werkt 2013-2014' dated 08-11-2013. There is also a banner for 'Samen sterk voor preventie' with the acronym 'GEMENSAAM'.

In 2010, electronic alerting was introduced. An increasing number of persons (approximately 5,000 users in mid-2013) receive targeted information on news and activities in both the Netherlands and Europe about six times a year. Any person with an interest can register via the website. The alerts concern, among other things, activities in the context of the campaign, new reports published by the Agency and Dutch developments. In the coming period, electronic alerting will be further developed.

The themed campaigns as a communication tool to be deployed are set out in paragraph 4.3 below.

In the coming period, the Focal Point will make more extensive use of the opportunities of free publicity in the form of press releases, alert messages (of others), specialist press and social media (for example LinkedIn and discussion forums). Furthermore, as Focal Point we can join in third party sessions. Since late April 2012, NL-FOP has a Twitter account (twitter.com/NL_FOP). Twitter is also an excellent medium for staying abreast with interesting Dutch developments that can be further distributed into Europe. In future media communications, NL-FOP will refer to Twitter consistently, and active twittering is planned during sessions. Furthermore, actions will be taken to expand the number of followers.

Safety beeldt bedrijven die veiliger en duurzamer willen werken en produceren. Dit keer aandacht voor Welkom!n die zijn voorloopt heeft gedaan met de EO en Grand Transport campagne 'Nederveiligheid'. Dit online waarhuus is de winner van de Nederlandse Goede Praktijken competitie 2012 in de categorie met het handend mensekwerk.

INTERIM SPORT
'Sla de juiste toon aan'

Interim Sport heeft een succesvolle campagne ontwikkeld die EO en Grand Transport het meest representatieve Nederlandse bedrijf in de wereld. Interim Sport heeft de campagne 'Nederveiligheid' ontwikkeld met de EO en Grand Transport campagne 'Nederveiligheid'.



VERBODEN ALMOESSELIG VERKEER
WEDERZIJDE VERBODEN
REDELIJK VERHOOR
DE WET VAN DE RECHTSPREKER
RECHTSPREKER
RECHTSPREKER
TUURDIEK

GOEDE PRAKTIJ

GOEDERKEPERS
 De EO en Grand Transport campagne 'Nederveiligheid' heeft de aandacht van de EO en Grand Transport campagne 'Nederveiligheid' getrokken. De EO en Grand Transport campagne 'Nederveiligheid' heeft de aandacht van de EO en Grand Transport campagne 'Nederveiligheid' getrokken.



GOEDE PRAKTIJ

GOEDERKEPERS

SAFETY beeldt bedrijven die veiliger en duurzamer willen werken en produceren. Dit keer aandacht voor Gemains Saed Technology dat voor meer innovatie investeert. Dit zaai- en bodemtechnologisch bedrijf was een van de vijf genomineerden voor de Nederlandse Goede Praktijken competitie 2012.

BINA-ONGEVAREN REGISTREREN
Bewust van gevaar

Bewust van gevaar is een campagne die bedrijven helpt om bewust te worden van gevaar en om veiligheidsmaatregelen te nemen. De campagne is gericht op bedrijven die veiligheidsmaatregelen nemen om het aantal ongevallen te verminderen.



Veiligheid en onderhoud
Veiligheid vraagt om leiderschap

Veiligheid vraagt om leiderschap is een campagne die bedrijven helpt om bewust te worden van gevaar en om veiligheidsmaatregelen te nemen. De campagne is gericht op bedrijven die veiligheidsmaatregelen nemen om het aantal ongevallen te verminderen.

ERVEN VELDING WAARBODEN
'Ga de werkvloer op'

Erven Velding Waarboden heeft een succesvolle campagne ontwikkeld die EO en Grand Transport het meest representatieve Nederlandse bedrijf in de wereld. Erven Velding Waarboden heeft de campagne 'Nederveiligheid' ontwikkeld met de EO en Grand Transport campagne 'Nederveiligheid'.



ERVEN VELDING WAARBODEN

UTTOEGEVEN VAN ONDERHOUDSWERK
eschermd op het dak

Uttoegegeven van onderhoudswerk heeft een succesvolle campagne ontwikkeld die EO en Grand Transport het meest representatieve Nederlandse bedrijf in de wereld. Uttoegegeven van onderhoudswerk heeft de campagne 'Nederveiligheid' ontwikkeld met de EO en Grand Transport campagne 'Nederveiligheid'.



UTTOEGEVEN VAN ONDERHOUDSWERK

GOEDE PRAKTIJ

GOEDERKEPERS
 De EO en Grand Transport campagne 'Nederveiligheid' heeft de aandacht van de EO en Grand Transport campagne 'Nederveiligheid' getrokken. De EO en Grand Transport campagne 'Nederveiligheid' heeft de aandacht van de EO en Grand Transport campagne 'Nederveiligheid' getrokken.



GOEDE PRAKTIJ

4.2.4

Information exchange with other Focal Points

The Netherlands Focal Point will actively contribute to exchange of knowledge between the Focal Points in the coming period. One of the Agency’s objectives is to share knowledge and information. For this purpose, it promotes increasing knowledge exchange between the Focal Points. Whenever opportune, other Focal Points will be asked for information and where required, other Focal Points will be contacted for specific requests. Vice versa, questions from other Focal Points about the Dutch situation will be answered and disseminated more widely. As the case may be, contact with the other Focal Points may be used to express the Dutch perspective relating to certain themes on the European policy agenda regarding safety and health at work. Other Focal Points will be sent specific information on developments in Dutch working conditions. This information will be published in English on the Focal Point’s website, as is the case now. Through the Agency’s website, the other Focal Points will be informed of such publications.



4.2.5

Dissemination of relevant information from other European institutions

In the coming period the Focal Point will again make other relevant information from Europe available. This mainly concerns the integral texts in Dutch of the European guidelines relating to occupational safety and health, the guidelines of the Advisory Committee and information provided by other Focal Points.

4.2.6

Providing information to third parties abroad

The Netherlands Focal Point aims to continue helping foreigners looking for OSH information in the Netherlands in the coming period.

The Netherlands Focal Point is frequently sought out by mainly foreign companies for answers on the Dutch situation relating to occupational safety and health. They often find the Netherlands Focal Point after having been referred there by the Agency, or by submitting their question to the help desk of the Netherlands Focal Point's website. Many questions concern the Dutch working conditions legislation and regulations. In order to answer these questions quickly and adequately, the Netherlands Focal Point's website includes an English translation of the Dutch working conditions legislation and regulations. For other questions, it often proves effective to refer to one of the other parties active in the Dutch working conditions knowledge infrastructure. An overview of this structure with the data of the relevant active parties is included on the Netherlands Focal Point's website. The Netherlands Focal Point will keep the English versions of the Dutch working conditions legislation and regulations and the working conditions structure up to date in the coming period.

4.3

Making employers and employees aware

In addition to the knowledge that the Agency provides to Europe, awareness activities have increased in importance. NL-FOP also stresses the importance of campaigns as a key tool to increase awareness relating to a selected working conditions theme in the workplace. NL-FOP aims to ensure recognised success of the European campaigns in the Netherlands. In addition to the 2-year 'Healthy Workplace Campaigns', more ad hoc awareness activities are carried out, such as distributing NAPO animation films in the educational sector, and photo exhibitions.

NL-FOP contributes to the EU-OSHA campaigns and carries them out in the Netherlands. In the coming period, it therefore has to carry out the following activities:

- Wrapping up the 2012-2013 campaign on prevention
- Launching and managing the 2014-2015 campaign on PSW (psychosocial workload) and the subsequent campaigns:
 - Recruiting campaign partners
 - Organising conferences
 - Good Practice Competition
 - Distributing resources
 - Contributing to third party sessions
- Collaborating with the Dutch EU chairmanship during the first six months of 2016.
- Various awareness activities (NAPO, photo exhibition)
- Deploying communication tools (website, twitter, alerts, media, lectures)

4.3.1

The European Healthy Workplace Campaigns

European campaigns will be launched in the coming period. The theme of a campaign is determined by the Agency Board. This ensures tripartite support for the selected theme. The theme of the 2014-2015 campaign concerns psychosocial risks. The title in the Netherlands is: 'Gezond werk is werk zonder stress' (Healthy work is work without stress).

The campaign will be held over a two-year period. In the first year, the main focus is on development and publication of various substantive campaign material, focusing on prevention and collaboration, entering into partnerships and confirmation of campaign supporters and the organisation of the Good Practices Competition. In the second year, the campaign will build on the activities launched and results achieved in the first year, focusing on expressing the knowledge and best practices collected, such in close collaboration with the campaign partners. The campaign will be highlighted in a large number of sessions and courses that partners organise throughout the country. This is possible by dissemination of the campaign material, by giving a keynote presentation and/or by contributing in a discussion session. Furthermore, we will collaborate with the group of campaign supporters. This concerns organisations that volunteered to join in the campaign, but are too small or too commercial to become an individual partner. As a group, these can be meaningful by paying attention to the campaign theme in their own way and by distributing substantive campaign material. Both in the first and second year, the Focal Point will organise a number of conferences and sessions. From evaluations, it is clear that these sessions are highly appreciated with a high score in particular for their innovative character. The Focal Point will aim to maintain this high level in the coming period.

Participation in the Good Practices Competition is always relatively high in the Netherlands. To date, there has always been a Dutch prize winner in the umbrella competition, European Good Practice Award Competition. In the coming period, the Focal Point will ensure that participation in the Dutch Good Practice Competition remains high, and where possible to have a Dutch prize winner in each European Good Practice Competition.



Another special issue of the Dutch campaign is that we aim to develop a sustainable element together with the campaign partners, ensuring that the campaign message is embedded, even after the campaign closes. For example, in the previous campaign, together with the former partners, we successfully prepared a vision document on safe maintenance in 2020. We aim to retain the yield of the 2012-2013 campaign that was achieved. The same applies to future campaigns.

Meanwhile, we have the good habit of collaborating with the Belgian Focal Point for campaigns, working together in promotional activities where possible.

We will continue to make use of EU-OSHA's ECAP range (European Campaign Assistance Package) for support in organising national campaign activities.



4.4

Networking

There are major differences between the various organisations that the Netherlands Focal Point collaborates with. NL-FOP collaborates with some organisations in a structural partnership. With others, collaboration has a different format. Please find an outline of the different collaborative relationships below, indicating the ambition for the coming period and the relevant activities.

In general, NL-FOP should carry out the following activities:

- Directing the tripartite European Context working group
- Participating in EU-OSHA's Focal Points Network
- Activating and involving knowledge network
- Maintaining contact with campaign partners and supporters
- Feeding media partners
- If possible start a partnership with the Dutch EEN (Enterprise Europe Network) branch
- Contributing to EU-OSHA's ad hoc advisory groups (for example 'Campaigning' and 'Online strategy')
- Bilateral collaboration with other Focal Points, in particular with Belgium
- Answering questions from other FOP's and third parties

We aim to use this set of activities to realise our vision: 'we are known and recognised as a party connecting European and Dutch knowledge, promoting the safety culture, smart organisations and sustainable employability of employees.'

4.4.1

The European Context working group

The Netherlands Focal Point aims to base its work on tripartism and also aims to promote tripartism as the cornerstone of its work.

The relationship with the social partners and the Ministry of Social Affairs and Employment has been shaped in the European Context working group. As tripartism is the basis of the Agency's and the Netherlands Focal Point's work, this multi-annual programme was determined in tripartite consultation. The annual work plans that will be prepared on the basis of this multi-annual programme, will also be determined in tripartite consultation. The Dutch input in the development of the Agency's products is, where possible, based on a uniform tripartite position determined within the European Context working group. If this proves impossible, the separate positions of the parties are submitted as input.

The meetings with the European Context working group take place at least three times a year. They are held in any case before the Agency's meetings with the Focal Points take place in order to enable tripartite input in determining the Dutch position during these meetings. The tripartite dimension is also clearly present in the European campaign. The success of this awareness campaign will highly benefit from active tripartite input. This input will be sought in the coming period.

4.4.2

The relationship with the European Agency

The Netherlands Focal Point aims to realise the Agency's objectives in the Netherlands with the resources available. NL-FOP will realise this by supplying the information requested by the Agency timely and at a high quality, and by effectively passing on the Agency's knowledge to the Dutch policy-makers and people from actual practice at all the relevant levels. Good Dutch practices will be notified to the Agency and the good practices gathered by the Agency will be passed on to the Dutch employees, employers and supporters. In any case, the input will consist of timely and high-quality resolution of all the Agency's requests, based on the 'Cooperative Agreement' to be concluded between the Agency and the Ministry of Social Affairs and Employment annually.

The Netherlands Focal Point will adopt an active and constructive attitude during the meetings held three times a year between the Agency and the Focal Points. Participation in ad hoc groups regarding certain themes of the Agency with a selection of Focal Points is one of the objectives. For example, in the coming period, we will in any case participate in the ad hoc group regarding the European campaign. We will also ensure adequate participation of the Netherlands in the Agency's workshops and seminars in the coming period. The Netherlands Focal Point will specifically keep in touch with Dutch citizens who are members of the Agency's various expert groups.

The effectiveness of the Dutch input in the Agency's activities will benefit from having excellent personal relationships with the Agency's staff members. We will also dedicate time and attention to maintaining these relationships in the coming period.

The 2014 Management Plan was prepared in close consultation with the Agency's stakeholders in order to ensure it meets the most urgent and important needs. The Plan will be implemented in close consultation with the Agency's tripartite network. In 2014, the so-called portfolio approach will come into effect for the first time. This approach will enable the network partners to use the products that have the highest added value for their specific situation.

As a climax in 2014, the Agency will have the new campaign on psychosocial risks and the start of a new activity in order to gain insight into OSH and micro-businesses.

The 2014 Management Plan indicates for each focal area the activities that will be undertaken and the intended products. It does not explicitly indicate the contributions expected from the Focal Points in this respect. This will be implemented in the contracts that the Agency's Director will conclude with the Focal Points in early 2014. The 2014 Management Plan will still provide sufficient starting points to anticipate further in this Work Programme.

4.4.3

The relationship with other Focal Points

The Netherlands Focal Point aims to retain the existing good relationships with the other Focal Points. The effectiveness of the Dutch input in the Agency's activities will benefit from having good relationships with the other Focal Points. Knowledge and understanding of the Dutch situation will contribute to gaining support for the Dutch position. The Focal Point will focus on



this specifically in the coming period.

In particular, a special relationship has been built up with the Belgian Focal Point. In the coming period, we will continue to perform 'language checks' together with the Belgian Focal Point on the Agency's translated products. The practice of organising at least one joint conference annually will be continued. As the case may be, participation by third countries will also be sought.

4.4.4

The knowledge network

The impact envisioned by both the Agency and NL-FOP is contributing to the objectives to make working conditions safer, healthier and more productive. The members of the knowledge network have extensive knowledge for achieving this in the Netherlands. The Focal Point aims to ensure that the members of the knowledge network will remain committed to continually make their knowledge available in the coming period. For this purpose, communication with the members of the knowledge network will be intensified.

This knowledge network currently consists of: NKAL (Netherlands Knowledge Centre for Labour and Lung Disorders), NCvB (Netherlands Centre for Occupational Diseases), Coronel Institute for Labour and Health, NVvA (Netherlands Association for Labour Hygiene), NVAB (Netherlands Society of Occupational Medicine), BA&O (Netherlands Association for Labour and Organisation Experts), NVvE (Netherlands Association for Ergonomics), OVAL (Netherlands sector board for vitality, activation and career), NVVK (Netherlands Association for Safety Science) and RIVM Centre for Healthy Living. In 2012, we spoke about reinforcing ties with the members of this knowledge network. All members proved willing. They are all prepared to play



a more extensive role in the acquisition of the information requested by the Agency on the Dutch situation relating to certain subjects and in the distribution of the products supplied by the Agency to their supporters. Collaborating in the OSH wiki could offer organisations an excellent profiling opportunity; see also section 4.2.2. The agreements made will be effectuated in the coming period. The newsletters written especially for them are appreciated and will continue to be published. Each of them will be sent a letter at the beginning of the year, outlining what may be expected that year. It will also state the questions to expect from the Agency and the Agency's product pipeline. Throughout the year, they will be informed of relevant facts by means of the newsletter.

4.4.5

The network of campaign partners and supporters

The European campaigns aim to create awareness of the risks at work and prevention of such risks. The campaigns will last two years, changing themes every two years. In order for the campaign to become a success, the Focal Point heavily relies on partners to be willing to accept responsibility for raising awareness with regard to the campaign theme among their supporters. As the campaign theme changes every two years, this will result in a change of the relevant target groups. As a consequence, the campaign partner network will also change. Each new campaign will require us to find new partners. Experience has taught us that having a small, committed and reliable network of permanent and varying campaign partners is the most effective.



Furthermore, we will collaborate with a group of campaign supporters. This concerns organisations that volunteered to join in the campaign, but are too small or too commercial to become an individual partner. As a group, these can be meaningful by paying attention to the campaign theme in their own way and by distributing substantive campaign material.

4.5

Management

The execution of NL-FOP must take place timely, with good quality and high transparency. This concerns a project with political, strategic, scientific and operational components in a complex international setting. This requires tactical project management and a project team performing with integrity, ensuring we gain and maintain the trust of the key actors.

NL-FOP's project management includes:

- Writing both work plans and multi-annual plans
- Reporting based on tertiary reports
- Periodical progress meetings with the Ministry of Social Affairs and Employment.
- Keeping planning and project finance up to date
- Internal project communication and project documentation
- Consultation on activities with the project team
- Recruitment and contracting parties, negotiations, terms, assignment definitions, tasks and responsibilities, finance
- Consultation with the MAPA programme manager

This multi-annual programme focuses on the Agency's mission, vision, objectives and activities. It is equally important HOW the Focal Point carries out this multi-annual programme.

In the first place, the Focal Point aims to carry out its tasks with a team of fully committed and involved employees. This requires specific attention for the quality of the mutual relationships. The Focal Point also aims to realise the tripartism principle in its daily activities. This particularly requires transparency. The Focal Point's activities must be perfectly clear. This clarity is essential to ensure the tripartite partners' trust in the Focal Point.

The Focal Point aims to carry out its work effectively and efficiently, based on an annual plan with tripartite approval. The Focal Point reports on the performance delivered based on the tertiary report prepared for this purpose. The Focal Point also aims to periodically check if the performance delivered has the envisioned impact. In consultation with the European Context working group, a procedure will be developed accordingly. In any case, the Focal Point will subject itself to continual critical self-reflection.

The European Agency for Safety and Health at Work (EU-OSHA), based in Bilbao, Spain, aims to contribute to ensuring safety and health at work for European employees by Providing checked information, increasing awareness of the importance of safety and health at work, and by collaborating with many organisations.

EU-OSHA works with a network of national Focal Points in each European Union member state. The Focal Points' task is to ensure that the information flow to and from the Agency is completed on time, with the right content and in consultation with the social partners. The Netherlands Focal Point (NL-FOP) can be considered the representation of the European Agency in the Netherlands. NL-FOP actively contributes to further development of occupational safety and health in the Netherlands and in Europe by importing and exporting knowledge, instruments and excellent practical examples.

The Ministry of Social Affairs and Employment in The Hague has the formal responsibility for the functioning of NL-FOP. The Ministry transferred the coordination and implementation of the daily work of the Netherlands Focal Point to TNO. The preparation and implementation of NL-FOP's tasks takes place in collaboration with the tripartite European Context working group, in which employees, employers and the government are represented.

Netherlands Focal Point

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