

Resolution

on Conference's Strategic Direction



Recalling that:

- a. The 33rd Conference adopted new rules and procedures;¹
- b. The rules and procedures anticipated the closed session defining the Conference's 'strategic direction';²

The 35th International Conference of Data Protection and Privacy Commissioners therefore resolves to:

1. Adopt the Annex as the Conference's initial strategic plan to operate for 2014 and 2015:
2. Establish a Strategic Plan Working Group to:
 - a. Undertake various tasks anticipated in the interim strategic plan; and
 - b. Review the Conference's strategic priorities and prepare, for consideration at the 37th Conference, a revised set of strategic priorities and action plan to commence in 2016.

The Strategic Plan Working Group is to undertake the various steps anticipated in the plan (such as undertaking reviews and offering recommendations). The working group is intended to be chaired by a member of the Executive Committee. It is to undertake its work in close liaison with the Executive Committee and in a manner that involves and keeps informed the wider Conference membership.

¹ See https://privacyconference2013.org/Current_Rules.

² See Conference's rules and procedures, clause 2.1(i).

Annex: Conference Initial Strategic Plan

Part A: The Conference's mission

The Vision:

An environment in which privacy and data protection authorities around the world are able effectively to act to fulfil their mandates, both individually and in concert, through diffusion of knowledge and supportive connections.

The Mission:

The Conference seeks:

- To be an outstanding global forum for privacy and data protection authorities.
- To disseminate knowledge, and provide practical assistance, to help authorities more effectively to perform their mandates.
- To provide leadership at international level in data protection and privacy.
- To connect and support efforts at domestic and regional level, and in other international forums, to enable authorities better to protect and promote privacy and data protection.

Part B: Strategic priorities

For 2014 and 2015 the Conference's Strategic priorities include:

1. *Carving a niche*
To identify the roles that might most productively be taken up by the Conference.
2. *A firm footing*
To put the Conference on sustainable footing so that it may step confidently into the future.
3. *Building capacity*
To identify what is needed for a successful global network of regulators and to build the capacity to deliver the desired strategic outcomes.

Part C: Action Plan 2014– 2015

The following goals for 2014 and 2015 will contribute to the strategic outcomes:

1. *Carving a niche*
 - a. Review
 - i. List the multi-national forums active in privacy and data protection and identify the roles they perform, their work-plans and strategic directions.
 - ii. Review how the Conference is viewed by participants and external stakeholders and analyse its strengths and weakness.
 - b. Drawing upon the review and other resources, identify the roles that would enable the Conference to make the most useful contribution to its mission and to international privacy and data protection.

2. *A firm footing*

- a. Identify the barriers and disincentives to hosting the Conference
- b. Develop a plan to encourage and confirm hosts well in advance.
- c. 2015: Achieve the position of having one or more future hosts confirmed before the 37th Conference.

3. *Building capacity*

- a. Undertake a gap analysis to identify what is needed for the Conference to reach its goals and either initiate capacity building or recommend to the Executive Committee or Conference as to steps needed to be taken.
- b. In particular, develop a workable plan to fund the Secretariat and present the plan to the 36th Conference for consideration.
- c. 2015: Put into operation the plans adopted by the Conference.

Explanatory note

Clause 2.1 of the Conference's rules and procedures provides:

2.1 Functions of the closed session

The functions of the closed session are:

(i) To define the conference's strategic direction.

This resolution proposes that the Conference adopt a strategic plan to define its strategic direction. As this would be the Conference's first strategic plan it is intended to operate for a relatively short period: 2014 and 2015. During 2015 a longer term replacement plan would be prepared.

The Plan has three parts:

A. The Mission

The Conference mission statement is in two parts:

- The vision – a description of state of affairs that we hope to reach, an end-point or goal.
- The mission - a statement of the Conference's rationale, applicable now as well as in the future; the mission is the means of successfully achieving the vision.

While the Conference is free to revise the mission at any time, it is possible that the statement could remain unchanged for many years.

B. The strategic priorities

The proposal is to set several high level priorities. This will allow actions to be focused and more effective. To recall the language of the Conference's London Initiative, it seeks to be 'selective to be effective'.

As this is the first strategic plan several of the priorities are directed towards reviewing and refining the Conference and enhancing its capacity for action. Such 'inward looking' priorities would likely be replaced by more 'outward looking' ones in later years when the Conference is confident in its direction and, through capacity building, is better equipped to act.

Not all the Conference's actions will be directed to areas of strategic priority. It will continue to engage in ad hoc activities proposed by the membership through resolutions, by hosts or at the initiative of the Executive Committee. However, the strategic priorities will be areas where sustained action is warranted.

C. The Action plan

The action plan outlines some practical and achievable goals to achieve in the relevant time-span. Each action supports one or more strategic direction.

The Strategic Plan Working Group

A working group would be elected at the 35th Conference. Various tasks would be undertaken by that group in 2014 such as conducting reviews, developing plans and offering recommendations. In 2015 it would be available to assist the Executive Committee and Secretariat in implementation tasks and would initiate a process to develop a replacement strategic plan for consideration by the 37th Conference. The Working Group would find ways to involve the wider Conference membership in its tasks (e.g. through by conducting surveys and releasing updates).

The proposer and a number of the co-sponsors will offer themselves for election to the working group. Other Conference members are encouraged also to join the working group. A member of the Executive Committee would be designated to chair the working group.