

Milestones for Developing the ECHA Strategic Orientation 2019-23

40th Meeting of the Management Board 16-17 December 2015

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| Item | 7.2 |
| Action | For endorsement |
| Status | Final - Public |

Proposal

The Management Board is invited to endorse launching a strategic orientation exercise for ECHA. The aim is to produce a strategy document setting out ECHA's strategic objectives for the period 2019-23.

The proposed exercise would have its first milestone with a Management Board workshop in June 2016 and would conclude with the adoption of the strategic orientation document latest in June 2018 after public consultation.

Background

ECHA's strategic planning is in a process of change in terms of framework (Programming Document¹) and timing (the current strategy - the ECHA multi-annual work programme - ends in 2018).

As the leadership of the Board and the Secretariat are due to change in 2016/17², the finalisation of the new strategy requires buy-in of their successors. This offers the opportunity to reflect on the process of strategic thinking, decision making, planning and execution for the next years.

Rationale

The first ECHA five-year strategic plan 2014-18, the multi-annual work programme, will from 2016 onwards be integrated into the annual "Programming Document".

However it is appropriate for ECHA as a public authority to continue reviewing its strategic objectives at regular intervals (e.g. every five years) and make the results public in form of concise and clear strategic orientation on which a broad consultation takes place, also with ECHA's Accredited Stakeholder Organisations. This orientation should encompass the period 2019-23.

For designing the strategy, the following milestones are proposed:

¹ See agenda item 7.1.

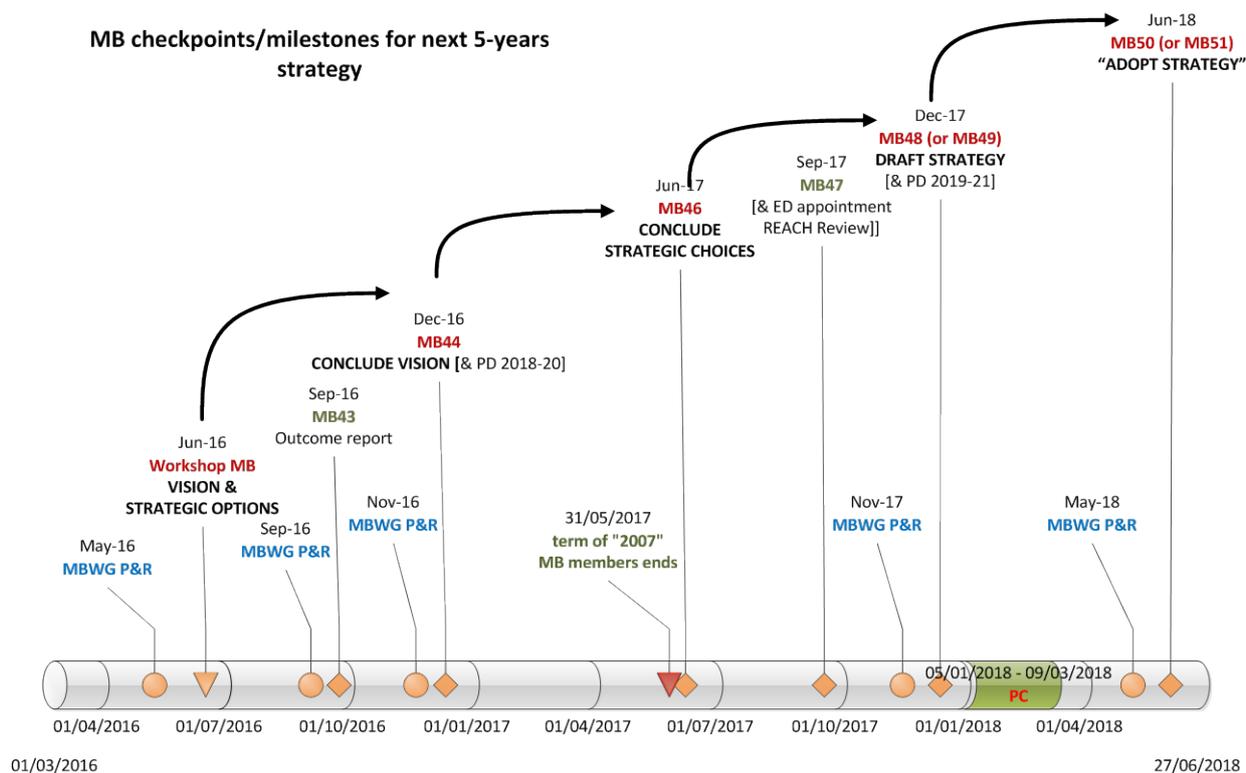
² The 2nd mandate of the current Chair ends in September 2016 and the 2nd mandate of the first ECHA Executive Director by end of December 2017.

Milestones for the strategy development 2019-23:

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|---|---|
| 1 | <p>Review and analysis of strategic priorities / objectives & discussion on vision</p> <p>The Board could continue the work started in its June 2015 workshop where the fundamental opportunities, trends and threats for ECHA were identified. In particular, the different fundamental strategic choices for ECHA's future strategy could be collected and discussed further.</p> <p>This step would also include an inward looking assessment, analysing the human capital, technologies, funding, processes, strengths, weaknesses etc. This work was to some extent already done in the context of the ECHA vision 2020 work in 2014/15, including also a survey with all MB members.</p> <ul style="list-style-type: none"> • <i>Workshop in June 16, back-to-back to MB</i> |
| 2 | <p>Conclude on the vision for the strategy</p> <p>For the work on the strategic orientations it would be necessary to have a well-developed vision for the future.</p> <ul style="list-style-type: none"> • <i>Endorsement in December 2016 MB</i> |
| 3 | <p>Identify candidates for strategic objectives</p> <p>After reviewing ECHA's capabilities and resources, the vision and the different strategic options, these elements could be brought together to identify the most attractive strategic objectives for ECHA and to shape a first outline of the future strategy at MB level.</p> <ul style="list-style-type: none"> • <i>Endorsement in June 2017 MB</i> |
| 4 | <p>Endorse draft strategy & objectives</p> <p>With the input of the new MB members, and also in the light of the outcome of the 2nd REACH review/general report, the draft strategy could then be endorsed by the Board. It would afterwards be submitted for a public consultation but could at this stage already be included in the Draft Programming Document for 2019-21.</p> <ul style="list-style-type: none"> • <i>Endorsement in December 2017 MB [<u>or, alternatively</u>, March 2018, depending on the preference of designated successor of the first Executive Director and also on the progress made by the Commission with defining the follow-up of the 2017 REACH review]</i> |
| 5 | <p>Adopt strategy</p> <p>After a public consultation and, the strategy with ECHA's future strategic objectives would be eventually adopted.</p> <ul style="list-style-type: none"> • <i>Adoption in Jun 2018 MB [<u>or</u> September 2018, see above]</i> |

Ultimately the document should be integrated into the Programming Document in 2018 (the multi-annual programming part).

Graphical overview:



Alternative options

The current framework of producing Programming Documents each year could already allow to extend the planning visibility to multiple years, when drafting each year's multi-annual planning section. However, the Secretariat believes that this approach alone would not enable the quality of dialogue guaranteed by a dedicated strategic exercise, focused on a clearly defined five-year time period result from a thorough strategic reflection in different steps and associated to a broad stakeholder consultation.

Drawbacks

During the years 2016-17-18, the five-year strategic exercise will run in parallel with the drafting of each year's individual Programming Documents. The Agency believes that this potential content overlap can be managed, due to the distinct nature of the two exercises.

Attachment:

N/A

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