

identità strategy

2024 - 2026



identità

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Minister's Foreword

A decade has passed since Identity Malta was set up. Since then, it underwent several changes and transformations which permeated into its new being, Identità.

The agency's strategy and operations have evolved and changed much since then. It was necessary to reflect the ongoing development of our nation's and society's needs. This strategy document for the next three years demonstrates the need for Identità to continue to improve the efficiency and effectiveness of its services, enhance security, protect personal data, and continue meeting the evolving needs of our citizens and residents.

These strategies invariably involve technological advancements, process improvement, and compliance with the relevant laws, regulations, and international standards.

These have all been highlighted and listed in this strategy document, which expands on Identità's vision, goals, and objectives. The agency's primary focus will be its external and internal clients. A highly visible deliverable will be the forthcoming rollout for the renewal of identity cards. Its

success will depend on its workforce's agility, efficiency, and efficacy, supplemented by a robust IT infrastructure. The need to fine-tune customer orientation platforms must remain at the forefront to cater for our society's needs. Under one roof, the provision of multi-faceted services is getting more in demand against society's complex exigencies. So too is the need to implement the once-only principle whereby users submit their data only once, which is then shared and reused, under strict legal safeguards, between public sector bodies. This can be achieved with a well-functioning and secure IT infrastructure and a well-trained workforce backed by a robust business process to ensure progressive growth and improvement within Identità.

The Strategy Document is only the first step to garner the transformation. Attaining the final goal is dependent on Identità's drive and commitment, which I do not doubt.

Chief Executive Officer's Foreword

As the strategic plan developed for the period 2021-2023 is nearing its completion, an extensive internal consultation has led to the creation of a new roadmap for the years 2024-2026. This new three-year strategic plan reaffirms the agency's unwavering commitment to continuous digital improvement, strengthening our customer-centric approach, promotion of good governance, and the reinforcement of our human resources. We recognise that these are not mere words, but the pillars upon which our success as an agency and the realisation of our mission rest.

Identità has been entrusted with a most vital and essential responsibility, that of managing identity and residence services, and this spurs us all to uphold the highest of integrity. The key thrusts of this three-year strategy reflect the strong and renewed commitment towards increasing efficiency and effectiveness. This commitment is a pledge that we offer to our stakeholders and most importantly our valued customers, the Maltese citizens and foreigners seeking to join our community.

Good governance is the foundation upon which our future will be built. Through transparency, accountability and

The recent rebranding exercise that unveiled Identità's new image, presents an opportune moment for us to further improve our efforts, strengthen our existing capabilities and identify opportunities for further development, so as to take this agency to the next level.

responsible decision-making we ensure fairness and equity in all our services. Our commitment to good governance extends not only to our internal operations but also to our interactions with our clients and stakeholders. We recognise that our actions affect people's lives, and we are determined to make that effect a positive one.

As we move forward, our agency remains committed to creating a culture that not only encourages but also enables and empowers our employees to embrace challenges, take initiative, and actively explore chances to make a real contribution.

I express my deep appreciation for the dedicated professionals at Identità who have worked relentlessly on the creation of this strategy document. Our commitment to the agency's mission and vision, as well as our unwavering focus on efficiency, effectiveness, and customer-centricity, will be the driving factors behind our successes in the future years. We look forward to realising the goals outlined in this strategic plan with the continuous support and participation of our valued employees.





Chairperson's Foreword

Government agencies and their functions change over time usually in line with the requirements of their stakeholders and society needs.

The recent change to "Identità" reflects the new mentality and approach of the agency, namely that of being the supporting partner of citizens in all their aspects of identity and relative documentation.

Identity is much more than issuing cards, passports, documents, certificates, permits etc. The agency seeks to build a lively and dynamic rapport with human persons.

In order to protect society in the process, Identità must process, verify, check, evaluate and finally ensure all information in the respective documentation is correct, precise, valid and moreover, updated as necessary.

Identità is also committed to ensuring that personal data remains secure, confidential and only available to the respective stakeholders according to the different levels of approved security protocols.

The agency continues to invest in its human capital, technology and possibly eventually in AI systems to become even closer to its clients.

Yet, perhaps to the general public Identità remains associated mostly with Single Permits for third-country nationals. Again here, the agency shall be looking closer at the processes of the issue of such permits to ensure that Malta gets the best human capital that our Island merits.

The labour market plays a crucial role in influencing economic growth and development. It is a critical component of the overall growth strategy particularly in an economy of a small island State with limited natural

resources. Moreover, the skills, knowledge, and education of the workforce, more than the numbers, are critical factors in economic growth.

A good quality labour force in fact leads to higher productivity, better quality services, better output in general, equality in the distribution of health and enables faster technological advancement and innovation.

Yet the labour market has to be well regulated. Well-designed labour market regulations protect workers' rights and conditions promote at the same time economic growth and added value to our economy. Identità is engaging with several Government entities to support an ecosystem whereby all the components of our labour force shall continue to constitute an invaluable human capital asset in line with the requirements of our evolving economy and industrial sectors.

The qualifications and experience required from foreigners seeking work in Malta shall be strictly in line with the economic policies and strategies of the country. Abuse shall not be tolerated and the numerical quantities of foreign workers have to match the job opportunities available.

Challenging? No doubt. Achievable? Surely.

Malta has been building a reputation for quality productivity and services where in many cases, world excellence has been obtained. Identità is committed to making its contribution

Executive Summary

The culmination of the comprehensive roadmap that has guided the Agency's actions and decisions throughout this period also marks the launch of a fresh and ambitious strategy that aligns with the current state of Identità, and comprehensively encapsulates our strategic vision. This consolidated blueprint will harmonise our core functions and underscore our unwavering commitment to the well-being of Maltese society.

This document delineates our path for the future, charting our Vision, Mission, Objectives, and Strategic Actions that will define our endeavours for the forthcoming period of 2024-2026. This plan is not merely a blueprint; rather, it is a robust framework designed to solidify the fundamental values and principles that underpin our Agency, while simultaneously providing a structured operational framework. It is our collective aspiration that this strategic plan will serve as a cornerstone for elevating our Agency to new heights of performance and excellence.

We are keenly aware that our accomplishments thus far have been the result of collective collaboration and concerted efforts by Identità's management and workforce. It is a testament to the power of inspired leadership and strategic acumen combined with the collective indefatigable determination to not only reach the milestones set out in the previous strategy but to exceed our goals at all levels of the

The conclusion of the strategic business plan covering the years 2021-2023 is fast approaching, marking a pivotal juncture for Identità.*

organisation. With all this in mind, we remain steadfast in our commitment to continue on this trajectory of improvement and growth, seeking even more remarkable outcomes across all of Identità's constituent units.

As we embark on this new chapter, we do so with a profound sense of purpose, drawing inspiration from our past achievements, and fuelled by our future aspirations. We welcome change as a primary and necessary catalyst for growth and innovation.

This strategic plan for 2024-2026 enforces Identità's steadfast commitment, resolute determination and far-reaching strategic vision, which aims to empower our workforce, enhance our society, and elevate the quality of our core products and services. Together, our management and workforce are synchronised towards a future that not only echoes the remarkable accomplishments of our Agency, but firmly cements Identità's pivotal role in being one of the Government's critical catalysts in supporting the continuous transformation of our economy, into one driven by emerging technologies, innovation, value-added and knowledge in strategic sectors. In addition to economic advancement, our commitment extends to the well-being of Maltese society and the enrichment of its social fabric.

* (henceforth referred to as Agency or Identità interchangeably)



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Achievements **2021-2023**

The past three years were significant for Identità, marked by the attainment of remarkable milestones that not only refined and expedited administrative procedures but also solidified its position as Malta's identity management Agency. These achievements were realised within a framework characterised by heightened security and optimal efficiency measures.



The Agency has always prioritised accessibility to its services for all individuals requiring them. To accomplish this, several relocations have been undertaken since 2019, starting with the relocation of the Agency's Corporate Services, the Expatriates Unit, the back office of the Searches Unit and the Central Visa Unit to a newer, bigger and better equipped office in a more centralised location, namely Msida. In 2021, the Passport Office and the Public Registry were relocated to newly refurbished premises in Marsa. In 2023 the customer outlet for the Searches Unit was relocated to a newly renovated office building in Valletta. This relocation offers clients, primarily notaries, a centralised and preferred location for their services.

Throughout the year 2020, Identità successfully manoeuvred the challenges brought about by the COVID-19 pandemic. This pandemic necessitated the need for alternative management of the workforce, whereby the Agency successfully transferred the execution of most of its functions to remote working to ensure the well-being of its employees and customers. Notwithstanding the implementation of severe social distance protocols in line with the epidemiological restrictions throughout different times of the pandemic, the Agency continued to operate in as normal a way as possible, by deploying remote working solutions, retraining its staff to perform new functions in different ways and keeping a motivated workforce through enhanced communication efforts.

A notable milestone at the start of the pandemic was the expedient launching of the online application portal for employment-related permits; a portal which has since continued to address and manage the economic demand for resources in various economic industries. Within its first year of operation, the portal received 6,954 single permit applications as well as the registration of 3,990 employers. More recently, this portal was further supplemented with an online appointment system that has further improved the application process.

The end of 2020 marked the end of the transition period of the EU-UK Withdrawal Agreement, which resulted in the need to facilitate the transition of the many British nationals that were effectively residing in Malta by the end of 2020 from their previous status as EU nationals, to their newly designated beneficiary status. Malta opted to administer this transition as a constitutive State, resulting in the need for extensive communication efforts to engage a substantial customer segment and coordinate their transition. By the end of 2020, over 7,500 potential UK beneficiaries had applied. Throughout subsequent years and until the end of 2022, over 10,000 British nationals were processed successfully.

Another milestone in our journey was winning the prestigious award for the Best Regional ID Document in combatting document fraud and identity theft, as a result of deploying Malta's new generation ePassport. This recognition clearly demonstrates the Agency's unwavering commitment to cutting-edge technology and security. Additionally, to ensure more convenient services through the use of technology, the Agency introduced online birth and death notifications, allowing individuals to subsequently

order certificates through the revamped certifikati.identita.gov.mt website, simplifying vital record management.

The Agency launched the new eResidence Card in 2020, a highly secure designed to significantly reduce the risks of forgery and tampering.

In 2021, Identità entered into a memorandum of understanding (MOU) with ARMS, the agency that administers the computation of utility bills. This collaborative agreement streamlines the process, resulting in substantial time and effort savings for both consumers and staff.

In 2022, the Agency embarked on a significantly more ambitious agenda to rejuvenate its customer-centric focus and enhance its service delivery credentials, encompassing enhancements in both the delivery process and technological and security aspects. This initiative set out the agenda for the subsequent months, in preparation for the Agency's rebranding on its tenth anniversary, which would also chart the course for the next decade.

The deployment of a new paperless system by the Searches Unit marked one such customer-centric initiative, resulting in improved efficiency and consolidating the Agency's commitment to safeguarding the environment through its related operational efficiencies and decision-making.

The implementation of the Public Registry software for the first time enabled the use of Maltese diacritic letters when registering a newborn's birth, while also introducing a wider choice of surnames for married couples and children in line with the relative legal amendments.

Our commitment to customer excellence saw Identità establish its Customer Support and Response Unit in 2022, a centralised unit which is tasked with providing exceptional support and ensuring consistency across all Agency services. This Unit brought together expertise from the different areas of the Agency, accompanied by a drive to consolidate, upskill and cross-train this team in line with company policies and procedures.

The setting up of the Policy and Strategy Unit provided the platform for the consolidation of policies and strategies across all functions of the Agency. Through the analysis of and staying well-informed about local, EU, and global developments, this Unit provides the necessary support to ensure alignment with changing landscapes.

Establishing the Compliance Unit enforced the Agency's commitment to governance and risk management, ensuring that our operations conform to relevant legislations and policies that uphold high ethical standards. This Unit incorporates the reporting, internal controls and evaluation functions, establishing a robust system to safeguard assets and maintain operational efficiencies, whilst contributing to the minimisation of risk of fraud and errors.

In striving to provide better services to all its customers, the Agency introduced online booking facilities, extending this convenience to most of its units with substantial customer interaction. This initiative allows customers to easily schedule their preferred appointment times, mirroring the successful system already in place at the Expatriates Unit. The outcome has been a significant reduction in waiting times and a notable improvement in service quality.

Understanding the need to be closer to the community and acknowledging that information plays a pivotal role

in this endeavour, the Agency initiated a comprehensive outreach programme. This involved organising a series of informative seminars and outreach events, as well as increasing the participation of our experts in relevant national conferences. This proactive approach not only facilitated closer collaboration with all our stakeholders but also ensured the clear and personalised dissemination of information.

Over the past year, Identità, recognising the need to enhance the efficiency of the entry visa process, undertook the administration of the D-visa procedure. This change has resulted in a swifter and more streamlined visa acquisition process for third-country nationals who have received an approval in principle for a residence permit in Malta. This change maintains the essential security measures and controls vital to this process, ensuring that no compromises are made in this regard.

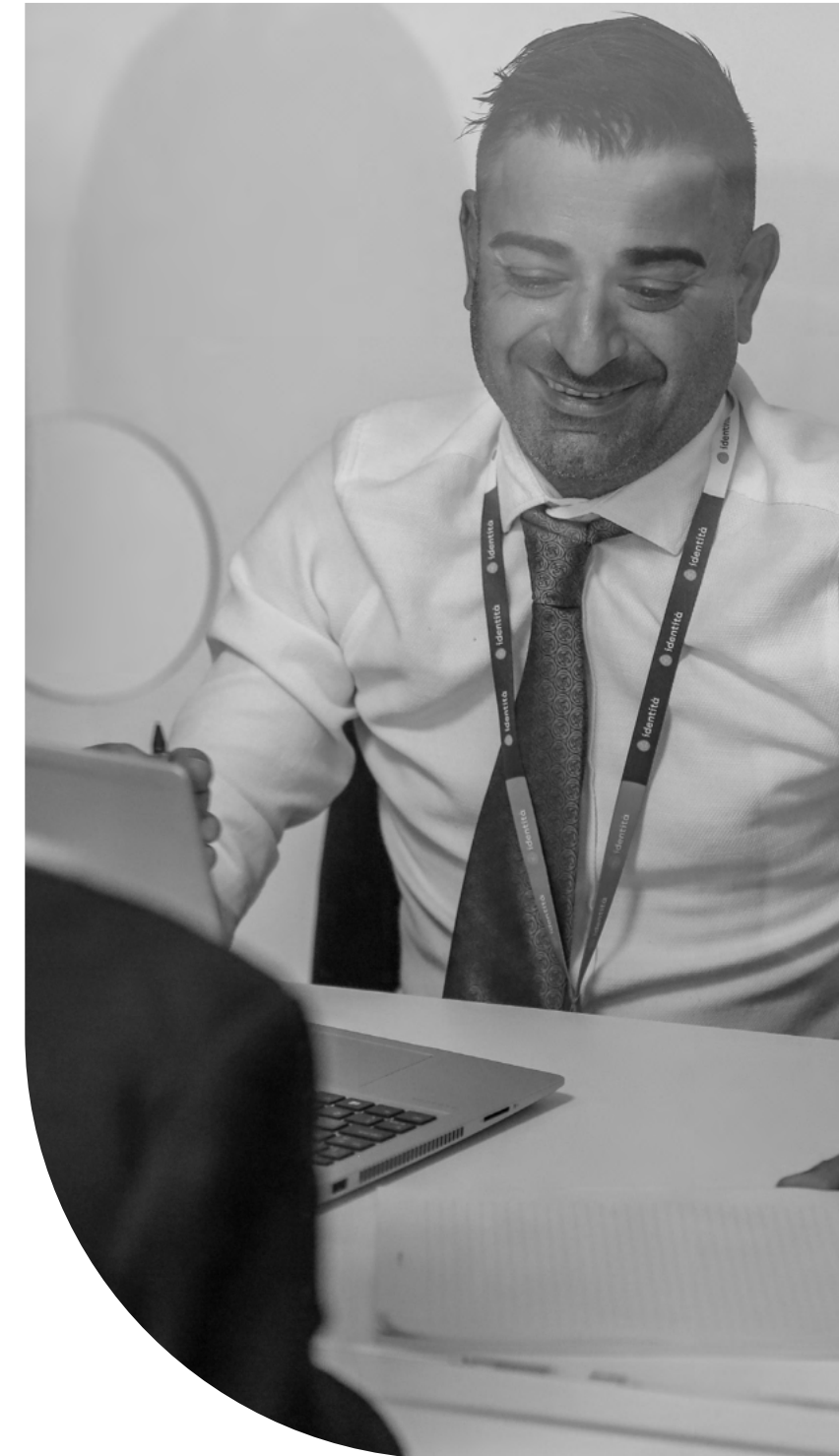
One of the most remarkable accomplishments in our efforts to enhance service delivery was the installation of multiple Biometric Capturing Workstations within the Expatriates Unit, the Passport Office, and the Identity Cards Unit. This investment significantly accelerated the biometric data capture process in these units, improved the quality of the service, reduced inconvenience and waiting times, and mitigated the potential for human errors.

Supporting the wide range of customer-centric initiatives upon which Identità has embarked is the adoption of a proactive approach to stay at the forefront of new and emerging technologies in specific domains. This strategic approach guarantees the creation and validation of signatures in an electronic format, aligning seamlessly with EU legislations and standards. The inclusion of electronic signatures as part of the tool set which the agency

employs, confirms Identità's stance to further facilitate the transition to paperless workflows. This integration offers increased flexibility when combined with existing processes that previously depended on physical signatures. In contrast to traditional in-person signing requirements, electronic signatures provide a swift and secure alternative, granting users the freedom to generate electronic signatures from anywhere, on any device, and at their convenience, eliminating the need for physical office visits or traditional courier services. Prioritising security, this approach incorporates digital audit trails, recipient authentication, robust data backups, and electronic signing certificates, collectively bolstering the overall security framework.

In recognition of marked quality improvement, in 2023 the Identity Cards Unit and the Passport Office were awarded two Quality Awards, recognising the commitment and efforts made in both departments when providing improved solutions that better serve our customers.

On 15th September 2023, the Agency formerly known as Identity Malta Agency launched its rebranded image as Identità, an initiative that not only marked a significant milestone in its decade-long role as Malta's identity management solutions administrator but also delineated its future commitments to ensure the continued safeguarding of identity management for both Maltese nationals and foreign residents.



The Vision

Consolidating Identità's position as a key contributor to Maltese society and its economic progress, in being a dynamic and innovative organisation, delivering reliable identity management solutions within a robust framework of corporate governance and performance excellence.

This Vision Statement encompasses Identità's aspirations for the period 2024 – 2026.

It enforces our primary core value of pursuing excellence in delivering our products and services underpinning an unwavering commitment to customer satisfaction and upholding the highest standards of security and corporate governance.

It is through the harmonisation of customer excellence with security and corporate governance that Identità remains pivotal in the shaping of the future of identity solutions, that will impact industries, strengthen our society, and ensure the enduring economic and societal success of our nation.





The Mission

The core values that shape our Vision, establish the Mission statement of Identità.

The board and management of Identità play a fundamental role as champions of this value-driven mindset. They not only set the tone from the top, but also actively promote and instil these principles throughout the entire organisation. This style of leadership ensures that Identità remains true to its mission, continually improving and adapting to meet the evolving needs of its stakeholders.

Our mission is to strengthen the Agency's service delivery and maximise its value to stakeholders in perfect alignment with our Vision. This will be accomplished by adopting highly secure, customer-centric, and efficient practices across all the Agency's functions. Our workforce will be empowered and upskilled to embody the highest standards of economic, social, and good governance practices, all of which will be underpinned by dependable systems and policies.

Assumptions

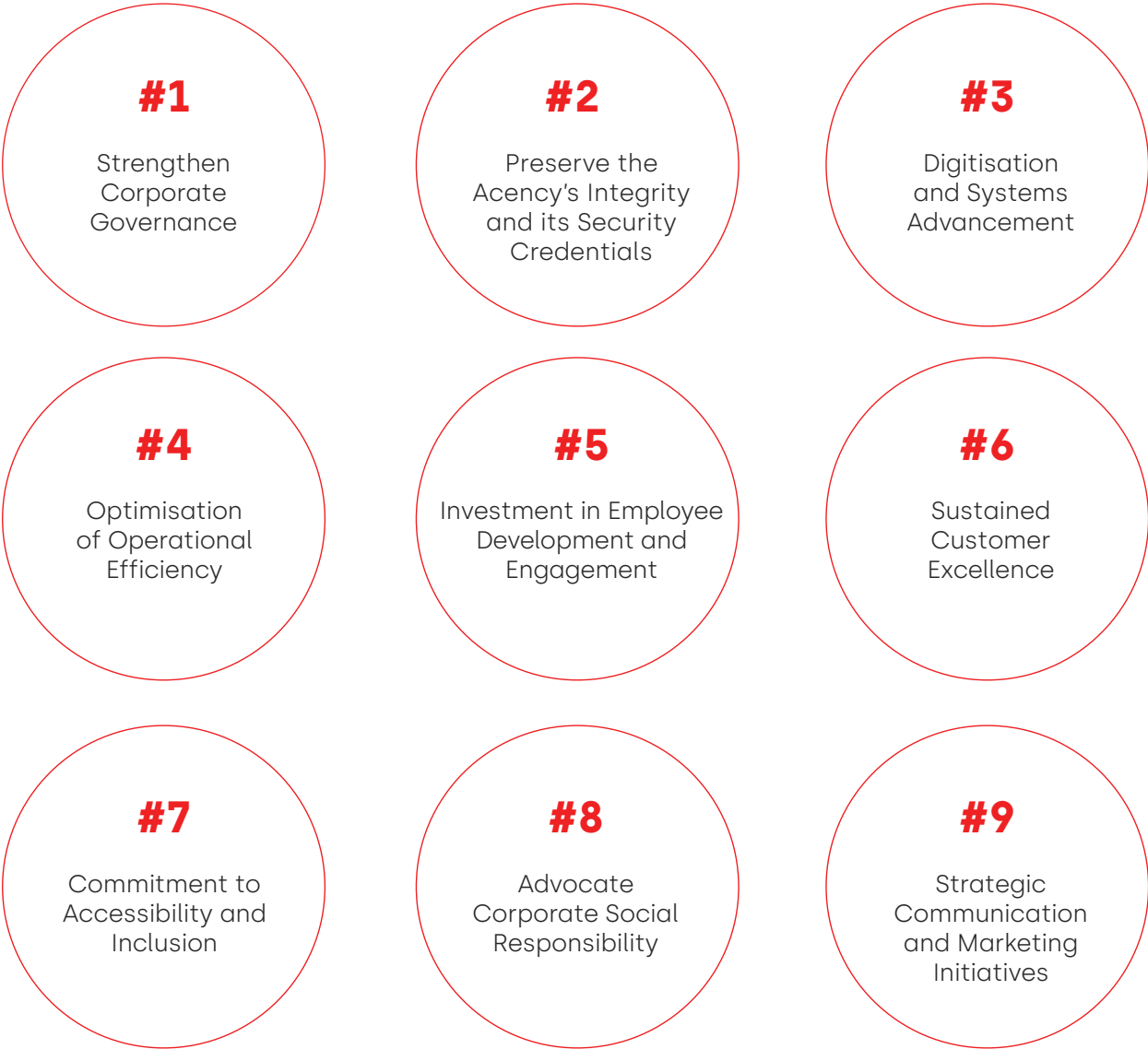
The successful delivery of this strategy is dependent on critical factors, each of which plays an important role in achieving our goals. These factors encompass:

Capacity-Building	A foremost prerequisite for the successful execution of this strategy is the comprehensive development of the necessary skills and expertise within our workforce. We must ensure that our workforce continues to be adequately equipped with the headcount, knowledge and capabilities required to carry out the strategic actions effectively. This, involves identifying skill gaps, training initiatives, and sufficient resource allocation. Timing is crucial in this regard, since the capacity-building efforts must be completed within the designated timeframe to align with our strategic goals.
Upskilling and Right-skilling	Central to the realisation of our strategic vision is the ongoing process of upskilling and right-skilling the Agency's workforce. This entails not only enhancing existing competencies but also aligning skillsets with the specific demands of the strategic actions. The ability to adapt and evolve is essential and remains a core deliverable. Continuous learning and development programmes will be integral in achieving this objective.
Commitment of Key Individuals	The commitment and dedication of key individuals, both within our organisation and among external partners, are pivotal factors in the successful execution of our strategic plan. Their enthusiasm and sustained support will serve as a driving force behind the plan's implementation. This entails fostering a shared sense of purpose, clear communication, and recognition of their contributions to this strategy's success.
Fund Allocation	Adequate financial resources must be allocated to critical milestones in our strategic roadmap. This involves identifying key stages in the implementation process where funding is essential for progress. Timely allocation of funds with flexibility to address unforeseen challenges, is paramount to meeting our strategic objectives in a timely manner.

In conclusion, the successful delivery of our strategic plan relies on a well-coordinated approach that addresses these critical factors. By continuously monitoring and nurturing these aspects, Identità can successfully navigate the complexities of implementation and achieve the desired goals and outcomes.

Objectives and Action Plan

This strategy presents 9 Strategic Objectives, which are underpinned by various specific actions and goals.





Strategic Objective #1

Strengthen Corporate Governance

Identità's approach to strategic management is marked by its steadfast commitment to upholding the principles of corporate governance. Within this framework, key principles such as accountability, ethical behaviour, responsibility, fairness, transparency, and effective risk management are not just buzzwords but rather the foundations upon which the organisation is built and thrives.



The Agency's dedication to accountability means that every decision and action is subject to scrutiny and evaluation, ensuring that it aligns with the organisation's mission and objectives. This accountability extends to all levels of the organisation, from the management team to individual employees.

Ethical behaviour is non-negotiable within the Agency. It goes beyond mere compliance with laws and regulations; it encompasses a commitment to doing what is right, even when it's difficult or requires going the extra mile. This sense of accountability guides Identità's interactions with stakeholders, partners, and customers alike.

In the pursuit of these objectives, Identità places significant emphasis on the principles of responsibility and equity, which are held as shared values throughout the organisation. This entails the formulation of decisions and policies in an unbiased manner, ensuring that all individuals, regardless of their status or origins, receive fair and equitable treatment. Additionally, the Agency is committed to fostering transparency by making information easily accessible and striving to clarify policies, procedures, and decision-making processes which are a testament to the Agency's integrity. Fundamental to all transformative efforts is the critical practice of prudent risk assessment and mitigation, recognised as essential for ensuring the long-term sustainability of the organisation.

Action #1.1: Internal Control Function

The transformation of the Internal Control function will involve substantial advancement through a comprehensive strategy of reinforcing its capacity, not solely through the engagement of additional resources but through extensive training and skill development initiatives. The primary objective of this endeavour is twofold: firstly, to effectively address the escalating caseload that confronts this team, and secondly, to furnish them with the requisite expertise to discharge their responsibilities in an effective and efficient manner.

Moreover, this ambitious undertaking will be further underscored by the identification and adoption of modern technologies, which will empower and significantly broaden the unit's scope and influence. This technological drive emphasises our dedication to keeping the Internal Control function at the forefront of innovation and operational excellence.

Additionally, to maximise the impact and reach of the entire unit, a more strategic and collaborative approach will be adopted. This will involve fostering even closer ties and synergies with key regulatory stakeholders, aligning our efforts towards shared goals and objectives, and thereby reinforcing our collective commitment to excellence in regulatory oversight.

Action #1.2: Risk Management

In the rapidly evolving landscape of digital identity management, robust risk management is an indispensable component for safeguarding sensitive information and ensuring the integrity of digital interactions.

The Agency will continue its proactive approach by conducting regular risk assessments across all its functions, by acting as the bridge between user access, security and compliance. This ongoing effort not only solidifies the Agency's role but also amplifies its impact on society and the Maltese economy. The responsibility for this crucial task rests with the Compliance Unit, which will continue to play a pivotal role in this endeavour.

In an effort to bolster the Compliance Unit, planned amendments to SL 595.07 (Identità (Establishment) Order) will provide robust legislative support. These amendments are designed to empower the Compliance Unit, enabling it to fulfil its mandate as a catalyst for change and innovation. Additionally, they will facilitate consistency and fairness in decision-making processes, and reinforce the role of the Reporting section within the unit, equipping it with the necessary tools to effectively execute its duties.

The Agency will solidify its approach to risk management in the environment in which it operates through a structured approach based mainly on:-

- threat identification and detection;
- implementing essential encryption and safeguards;
- enforcing access control and authentication processes;
- continuous monitoring and assessment;

- establishing a clear incident response protocol;
- regular internal security awareness sessions;
- embracing scalable and future-proof risk management.

Action #1.3: Strengthening Collaboration with Strategic Partners

The Agency is a vital link between the Maltese economy and society with its operations extending across various national regulations, in addition to the fundamental laws that form the basis of its functions.

Leveraging its distinct position as a primary interface with the majority of Malta's nationals and residents, the Agency has proactively engaged in collaborative agreements with diverse stakeholders. These agreements serve a dual purpose: they streamline and accelerate the delivery of numerous services and, in parallel, bolster enforcement mechanisms and enhance governance through effective data sharing and cooperation.

Action #1.4: International Benchmarking and Quality Accreditations

Identità will embark on identifying reputable international recognition certificates in various areas of security, information technology and other areas that fall within its respective units. The achievement of such accreditations mandates a robust corporate governance framework, which is sustainable, enduring and entrenched within all levels of the organisation.

This task will require the setting up of a specific task force from the Policy and Strategy, Human Resources and Information Technology sectors of the Agency. This multifaceted approach is essential in ensuring the delivery of this Action, through the engagement of individuals with the right skill set and the successful reengineering of all internal processes to meet the stringent requirements of these standardised certifications.

In addition to process reengineering, the integration of advanced automation systems will be a key component of the implementation strategy. These systems will not only streamline operations but also guarantee the long-term sustainability and fairness of processes, fostering a culture of continuous improvement within the organisation

Strategic Objective **#2**

Preserve the Agency's Integrity and its Security Credentials

In line with its role as Malta's identity management Agency, entrusted with the crucial task of overseeing a vast array of data collected by its various units during their operational endeavours, Identità is acutely aware of the paramount importance of safeguarding this data and being uncompromising on continuing to bolster its security credentials.





This responsibility is not only vital in accordance with the stringent obligations outlined by the General Data Protection Regulation (GDPR) and other applicable standards, policies and regulations but also pivotal in the relentless battle against fraud and identity theft. Recognising the immense significance of preserving the integrity and confidentiality of the gathered information, the Agency remains steadfast in its commitment to ensuring the highest standards of data security and privacy, thereby upholding Malta's digital identity with unwavering diligence.

Action #2.1: Document and Data Management

Data in both printed and electronic format, is collected and retained by the Agency for a definite period or indefinitely, as the case may apply and according to timelines established in the respective retention policy of each Unit.

The Agency's strategic objective is to centralise and enhance the enforcement of retention policies across all operational Units.

Action #2.2: Enhanced Cybersecurity Framework

Identità's commitments and obligations to provide secure and resilient services, make investment in its cybersecurity framework a necessary one; allowing the Agency to strengthen its security position and mitigate risks of potential breaches in an increasingly hostile digital landscape. It is our proactive stance against the ever-evolving threat landscape which encompasses threats of cyber-attacks, adware, malware, and phishing attempts.

In today's interconnected world, where data is such a vital element of our operations and trust is paramount, a robust cybersecurity framework is our first and sometimes only line of defence, in order to safeguard sensitive information, intellectual assets, and the reputation we painstakingly built.

This investment goes beyond technology; it represents a culture of vigilance. It's about equipping our workforce with the knowledge and tools they need to recognise and thwart threats, whilst continuously adapting to new attack vectors and continuously staying a step ahead.

By strengthening our cybersecurity framework, we proactively reduce our vulnerability, ensuring that our Agency retains its security credentials at high levels at all times and creates an environment where trust and innovation can flourish, without compromising on security.

Action #2.3: Compliance and Security-based evaluations

The Agency is committed to fortifying its security protocols throughout all its service functions, ensuring that eligibility is rigorously verified, and abuse is effectively curbed. This will be achieved through a multifaceted approach, primarily focusing on bolstering our inspection process, interviewing process and trends evaluations.

To effectively address challenges and evolving market dynamics, we will significantly expand our operations to include an increase in onsite inspection efforts, which will be underpinned by substantial capacity-building initiatives, the strengthening of partnerships with diverse stakeholders and ongoing training. These measures are essential to equip our team with the agility and competence required to navigate the ever-changing landscape of compliance and security.

To further augment these efforts, we are instituting an Evaluation Team that will complement the functions of the Compliance Unit. This dedicated team will have a crucial role in this comprehensive approach whereby it will evaluate internal actions, review operational outcomes and monitor adherence to established processes and procedures.

Identità will also be establishing a dedicated Interviewing team. The core objective of this team is to conduct random interviews with individuals applying for the diverse range of services provided by the Agency. Operating within a strong framework integrating data intelligence and risk analysis, this approach enables us to pinpoint crucial risk areas more accurately. Through augmented intelligence processes, these areas will serve as the foundation for comprehensive enhanced due diligence procedures.

This holistic approach to operational compliance, encompassing both internal and external ongoing is a critical element in strengthening security checks, upholding the integrity of our operations and maintaining the trust of all stakeholders.



Strategic Objective **#3**

Digitisation and Systems Advancement

In the dynamic landscape of modern organisations, the pursuit of efficiency, agility, and innovation is synonymous with the embrace of digitisation and system advancement. To successfully fulfil its role as Malta's identity management agency, Identità must strategically utilise digital tools and advanced systems significantly. This is essential for moulding the agency into the epitome of modern organisational dynamics.



Action #3.1: ICT investment

The digitisation of services is set to transform various aspects of Identità's administrative processes, promising a multitude of benefits for both staff and users. By embracing digital technology, particularly in the realm of IT systems, we continue to converge efficiency and convenience.

One of the pivotal changes lies in the Expatriates Portal, a comprehensive platform uniting residence document services offered to both EU and Non-EU nationals. This integration signals a significant leap towards simplifying intricate bureaucratic procedures.

Another area which will undergo significant digitisation is the optimisation of the Searches Unit system, while the continuous improvement of visa and residence permit processes is indicative of our commitment to enhancing user experiences. In this progressive digital landscape, the focal point remains unwaveringly customer-centric. Every upgrade and innovation is meticulously designed to prioritise user satisfaction. It's not merely about embracing digitalisation; it's about creating secure, user-friendly systems where individuals can navigate complex procedures with ease.

Moreover, the positive impact of these changes extends beyond mere convenience. Staff morale, an important factor in any organisation's success, is positively impacted by the efficiencies provided through systems improvements. The streamlined processes reduce the burden of repetitive tasks, allowing staff to focus on more meaningful,

strategic activities. As a result, job satisfaction is set to rise, resulting in a more motivated and engaged workforce.

In essence, this digital transformation is not just an upgrade; it's a revolution that promises efficiency, security, and above all, a positive atmosphere within our organisation.

Action #3.2: Shift to cloud-based Platforms

The Agency is steadfast in its commitment to transitioning its ICT infrastructure towards a cutting-edge cloud-based solution. This strategic shift is a departure from the traditional reliance towards on-premises solutions, which necessitates substantial capital expenditure and periodic hardware updates. By migrating our services to a cloud-based environment, we benefit from many advantages that significantly enhance our operations.

This transition will result into heightened scalability, allowing us to effortlessly adapt to changing demands and accommodate growth without the challenges posed by hardware procurement and installation. Moreover, it represents a smarter allocation of resources, as we steer clear of capital expenses and instead allocate our financial resources more efficiently.

The advantages of the continued adoption of a cloud solution extend beyond cost considerations. Efficiency takes centre stage, as the cloud empowers us with streamlined workflows and readily available resources. The benefit of scalability as an inherent feature, provides the agility needed to respond promptly to evolving requirements.

Not to be understated is the paramount importance of security, whereby entrusting our data and operations to providers with the expertise and resources to implement

robust security measures, ensures the utmost protection for our critical assets.

In sum, our move towards a cloud-based solution is not just a technological shift; it's a transformation that promises lower costs, increased efficiency, effortless scalability, and fortified security and is a paradigmatic approach to harnessing the full potential of technological advancement.

Action #3.3: Person Register

Following the enactment of Legal Notice 439 of 2021, entitled Person Register and Personal Data Sharing within the Public Sector Regulations, Identità is in Phase 1 of this project, which establishes the requirements analysis, design, and necessary software development.

The scope of this project is to provide measures that would facilitate the sharing and re-use of personal data between public sector bodies under the necessary safeguards and in line with data protection principles. It shall also enable the linking between the core person details record and other records held in other official registers.

Throughout 2024, it is expected that the Agency will be in the implementation and operative phase, which will allow current CDB users to start accessing such data through the Person Register, followed by the necessary customisations and upgrades required for systems (including NIDMS, NPRS) in order to start with the integration of the said systems to the Person Register.

Once the resources are available, the necessary testing and training shall also take place. Moreover, a data cleansing exercise shall be conducted in order to provide accurate and up-to-date information within the Person Register.

Strategic Objective **#4**

Optimisation of Operational Efficiency

Identità offers a range of identity management solutions, administered under different circumstances, which impact different societal segments. Nonetheless, the landscape of identity management is a fast-evolving one, driven by technological breakthroughs and improved systems, which make it necessary for the Agency to adopt an agile approach to not only evolve but thrive under such conditions. Only by remaining conscious and striving to continually reinvent ourselves in the management of our operations can we achieve long-term success.



Through a culture of continuous improvement and transformative growth, we aspire to optimise operational efficiency in pursuing significant advancements throughout the various functions within our organisation, such as services delivery, market presence, and internal business models, while seeking to enhance efficiency, quality, and productivity through the incremental optimisation of existing processes and services and the general way of doing things.

In integrating these many salient components, together with continuous employee development and the adoption of cutting-edge technologies, Identità continues to remain relevant, resilient, and agile in today's rapidly changing environment, being a catalyst for change underpinned by a robust operational framework.

Action #4.1: Data Analysis for Innovative Solutions

Considering the extensive repository of historical and constantly updated data stored within the Agency's diverse repository systems, encompassing information on all residents within the country, as well as short- and long-term visitors from both the EU and worldwide, Identità serves as a reliable foundation for generating statistics through both traditional statistical reporting and artificial intelligence-driven methodologies.

The latter approach not only broadens the Agency's horizons in terms of opportunities and risks but also provides innovative means to address them. Moreover, it allows for the consolidation of

data trends that might otherwise remain uncharted and underutilised. This ongoing effort continues to reshape the Agency's service delivery, making it more efficient and less encumbered by bureaucracy, while also ensuring that it remains responsive to the diverse needs of society at all levels.

To achieve the goal of acquiring meaningful data, it is imperative to conduct a comprehensive examination of the data input and structuring processes in collaboration with database managers and suppliers. This collaborative effort ensures that the Agency's requirements are consistently met and optimised through continuous enhancements.

This strategic initiative will also necessitate a thorough review of standard operating procedures, policies, and legislation, which will serve as the foundational tools for the Agency to maintain accurate and complete data.

Additionally, Identità will persist in fostering strong relationships with a diverse array of stakeholders across all facets of its service portfolio. This approach enables the continuous expansion of data sources, facilitating meaningful and comprehensive analyses.

Action #4.2: Business Process Re-engineering

The Agency will initiate a comprehensive Business Process Re-engineering initiative, with a specific focus on identity management environments. This endeavour will encompass the integration and transformation of legacy processes and systems into a contemporary, secure, and sustainable framework, rooted in principles of good governance, efficiency, and security.

Diverging from Business Process Improvement, this undertaking will prioritise maximising efficiency, output, productivity, cost-effectiveness, and overall quality. It will constitute an in-depth and unrestricted evaluation of all facets of the Agency, with the following key objectives to:

- establish a concise and clear overview of current operational procedures;
- analyse process gaps, overlaps, and conduct skills gap assessments, along with offering pertinent recommendations;
- evaluate potential risks and identify opportunities for improvement;
- formulate a comprehensive implementation roadmap, accounting for dependencies, external factors, and foreseeable future developments and industry trends.

The execution of this initiative will occur in phases, encompassing all functions within the Agency, including both supporting functions and operational units.

Action #4.3: Management Information Systems

Aligned with our strategic initiative to maximise the value of data, the Agency is set to revolutionise its data management approach by developing comprehensive management information systems offering real-time, precise insights into key indicators for swift, well-informed decision-making.

The implementation of such systems will transform the way that we collect, analyse, and utilise data, allowing the conglomeration and presentation of data from the various sources and transforming raw data into meaningful

information that empower decision-makers to coordinate responses effectively, manage exceptional situations, and gain heightened visibility and control over operations.

In harnessing the potential of data analytics, previously unnoticed trends and patterns can be unveiled, allowing us to optimise our operations comprehensively. The Agency may seek to utilise variants of management information systems, since the activities that will benefit from such systems may vary from the integration of various business functions to providing inventory, as well as high-level reporting.

It is anticipated that the identification and deployment of management information systems will occur as an outcome of the Business Process Re-engineering activities. This is because the overall operational landscape would be significantly clearer at that stage.

Action #4.4: Updates to the Legal Framework

In support of the Agency's plans to implement a one-stop-shop concept and provide focused satellite services that benefit the local community in Gozo, amendments to the Regulations of 2021 regarding the Register of Persons and Distribution of Personal Data within the Public Sector, will come into force by the beginning of the year 2024, which will:

- provide a clear legal distinction between the Public Registry (Registration, Enrolments and Searches Section) and the Public Registry (Civil Status Section);
- allow for a separate Public Registry in Gozo as in Malta;
- ensure that each section will have a separate Director, respectively responsible for the Malta Public Registry and the Gozo Public Registry.

This will streamline the overall operations of the Registries situated in Malta and Gozo.

This will benefit both the Notaries as well as the general public.

During the year 2024, revised amendments to certain fees administered by Identità for its various services shall enter into force.

Identità will continue to contribute towards the ongoing review of the Immigration Act (Cap 217 of the Laws of Malta), offering essential insights concerning legal migration and relevant document issuance, as applicable.

Action #4.5: Policies and Procedures

The Agency has initiated a comprehensive undertaking involving the review, documentation, and publication of policies and practices across all its units. This ongoing effort is being reinforced by specifically designed training programmes tailored for employees within their respective units and complemented by a concentrated effort to revise our internal guidelines and Standard Operating Procedures in strict accordance with established protocols, with the aim being to guarantee the highest levels of transparency and fairness in the services we provide.

In alignment with the innovative one-stop-shop concept and the planned business process reengineering initiative, the Policy unit also conducts vital market research as well as maintains close interaction with several European Union bodies and counterparts in other member states. This enables the identification and consolidation of overlapping or complementary processes within the organisation.

This exercise is expected to continue well into the next three years across all units at Identità, providing a streamlined approach to process upkeep, policy definition and implementation, and changes in management.

Action #4.6: Implementing a Knowledge-Based System

Knowledge-based systems play an essential role in modern organisations, with a significant impact on efficiency, productivity, and decision-making processes. A key advantage of adopting knowledge-based systems lies in their ability to store and organise vast amounts of information. This structured knowledge repository can be a valid contributor to the retention and incremental amalgamation of documented institutional knowledge as well as allowing for swift data analyses, timely recognition of trends, and provision of effective solutions which enable more streamlined and accurate decision-making.

Another benefit of knowledge-based systems is their wide availability and versatility of use. Unlike human experts, these systems are not bound by office hours, ensuring that expertise and information are accessible whenever needed, leading to higher levels of customer satisfaction and faster reaction time.

The adoption of such systems also contributes to a significant reduction in operational costs. By automating the repetitive generation of solutions as well as collating all related information into one



repository, units at Identità can optimise their workforce and allocate human resources to more strategic tasks. This not only improves overall efficiency but also enhances the job satisfaction of employees who can focus on challenging and meaningful aspects of their roles.

In embracing these systems, the Agency will not only improve internal efficiency but also remain true to its sustained commitment to providing better customer support and response.

Action #4.7: Centralisation and Modernisation of Archiving Solutions

Identità has recently acquired spacious and suitable premises that will allow it to centralise its vast repository of archived documentation within state-of-the-art modern facilities. This collection often holds significant historical value, as the Agency inherited the responsibility of the administrator of identity documentation in Malta, resulting in a significant number of old and valuable documents coming into its possession. Although arrangements are in place for nationally sensitive documents to be transferred to the National Archives, a substantial amount is retained indefinitely in various locations lacking proper archiving setups.

It is envisaged that the new premises will be ready to start operations, utilising innovative archiving solutions, by mid-year 2024. In preparation for this significant milestone, the Agency is currently in the process of reviewing and

consolidating comprehensive retention policies for all types of documentation held by its Units. Additionally, a dedicated team will be established and specifically trained to spearhead and maintain this ambitious project, ensuring the preservation and accessibility of Malta's historical documentation heritage.

Action #4.8: Internal Synergy and External Collaborations

In pursuit of our strategic objectives, the Agency will continue to encourage close collaboration between units and management, so that they may continue to capitalise on each other's strengths to yield exceptional outcomes. The Agency acknowledges that the cultivation of internal cooperation is fundamental to achieving success.

The Agency proactively collaborates with a diverse array of social partners, such as the Chamber of Commerce, the Malta Council for Economic and Social Development, the Chamber of Small and Medium Enterprises, and the Malta Hotels and Restaurants Association and the Notarial Council. Additionally, the Agency maintains continuous engagement with individuals and groups advocating for the rights of minority communities.

This strategic networking not only enhances the Agency's grasp of multifaceted concerns but also keeps it attuned to emerging issues within the community, equipping it to react swiftly and effectively, adapting its services to meet the evolving circumstances and needs of the community it serves, in a meaningful and impactful way.





Strategic Objective #5

Investment in Employee Development and Engagement

Employee development and engagement are essential for organisations and managing them strategically involves aligning initiatives with objectives, identifying and addressing competencies and skills gaps, encouraging continuous learning and recognising and rewarding performance.



With its predominantly young workforce, Identità has a unique opportunity to nurture enduring organisational affinity. In remaining steadfast to its core values and mission statement, the Agency will aim to foster a deep sense of commitment and motivation among its employees, ensuring that human capital remains at the heart of achieving such ambitious strategic goals.

Action #5.1: Capacity Building

The strength of Identità lies in its workforce, an invaluable asset that serves as the driving force behind its success. Recognising this, the Agency is firmly committed to continually enhancing its human capital, a commitment manifested through our consistent search for exceptionally talented individuals who can seamlessly integrate with and enrich our existing team, contributing significantly to the realisation of our strategic objectives.

In the forthcoming year, our plans are to further strengthen and shape our workforce by providing enticing work environments, comprehensive staff welfare programmes, and the promise of career advancement prospects. We plan on cultivating a culture of adaptability, resilience and agility, where employees feel valued and are provided with excellent personal development opportunities. The Human Resources Department will continue in its sustained efforts to increase staff retention and achieve right-skilling capacity in all areas of the Agency.

Action #5.2: Career Development

The recently constituted Human Resources Development section at Identità has the remit to foster a culture of continuous learning and development among all employees, by nurturing employee growth and skill enhancement through various and varied training initiatives. These projects encompass mandatory training to ensure compliance, a necessity in the highly technical environment within which the Agency operates, as well as opportunities for skills improvement, leadership and management development, in line with our strategic goals.

The plan for the forthcoming years will be an innovative and improved approach to training through diversified and adaptable delivery methods and technologies. Such an approach not only expands the range and structure of training but also offers cross-functional perspectives to our workforce.

Training plans include ongoing specialised internal training that leverages institutional knowledge and expertise, incorporating a comprehensive range of essential components, including fundamental soft skills, service delivery expectations, effective methodologies, and technical training. Training plans will be updated regularly in line with our continuous improvement objectives.

In addition to our internal training programmes, Identità will continue to offer sponsored opportunities for external training programmes, both locally and internationally. These opportunities span across diploma, undergraduate, and post-graduate levels, as well as technical and specialised areas.

These efforts align with our Agency's ongoing effort to upskill our employees, providing them with enhanced opportunities for career advancement through knowledge acquisition and personal growth.

Action #5.3: Employee Welfare

The start of this strategy plan coincides with the conclusion and start of the new collective agreement for Identità employees. This negotiation will centre on enhancing employees' conditions in a sustainable and impactful manner and within the complimentary optimisation of the organisational structure within the Agency.

At the heart of our approach to addressing employee welfare, lies the firm belief that the well-being of our staff is intricately linked to their sense of belonging, open and effective communication, and the quality of their working conditions. To this end, Identità is dedicated to fostering a supportive environment that goes beyond traditional employee benefits.

Initiatives in this regard will include:

- frequent and ongoing organisation of team-building activities that strengthen interpersonal relationships and foster a collaborative spirit among team members;
- recognising the importance of mental health, and providing professional psychological support services will continue to be made readily available to all employees, ensuring a healthy work-life balance;
- extensive training opportunities which equip employees with the skills and knowledge essential for personal and professional advancement, not merely enhancements to their current positions, but which also pave their way for fulfilling and progressive careers within the Agency;
- intra-company networking meetings to be organised more frequently and utilise innovative strategies, implementing a bottom-up approach that facilitates transparent communication and provides a wider perspective on challenges and opportunities affecting the entire workforce.



Action #5.4: Key Performance Indicators

A culture based on accountability is more likely to deliver on its long-term objectives and succeed at building a culture of excellence.

By implementing Key Performance Indicators (KPIs) across all functions of the Agency, we are enabling a clear understanding of the overall performance of the Agency, measuring progress and highlighting areas for improvement.

Chief Officers and Heads of Unit, with their respective managers, will be drawing up and implementing a robust set of KPIs for each employee within their department. A standard template will be distributed by Human Resources, to enable a homogenous approach across all functions, and KPIs will be expected to follow the SMART objectives, in being Specific, Measurable, Attainable, Relevant and Time-Bound. KPIs will be regularly reviewed and updated to reflect changing business needs and priorities, with the first provisioning expected to be in place by the end of the third quarter of 2024, for implementation from the beginning of the year 2025.

Action #5.5: EU and International Affairs

The Agency actively participates in various EU-level forums and is frequently called upon to contribute at the governmental level when discussing and formulating national policy, bilateral and multilateral agreements related to identity systems management and security, public registry services, national identity solutions and updates, immigration, and other services within Identità's remit. The composition of delegates at these meetings varies based on the specific expertise required.

Acknowledging the necessity for a more focused approach and bringing together specialised expertise in these pivotal discussions, the Agency will establish a dedicated team within the Policy and Strategy Unit. This team will complement the other functions of the unit, enhancing the collection of pertinent information and contributing to strategic decision-making and improvements in policies and procedures. This team will also be responsible for exploring opportunities to access European Union funds to address various action items outlined in our strategy and potentially beyond.

Strategic Objective **#6**

Sustained Customer Excellence

Identità's dedication to providing exceptional service to all its customers is demonstrated through significant changes implemented across its operations, functional structure, and accessibility enhancements. A major milestone on this journey was the establishment of the Customer Support and Response Unit, with the remit to enhance overall service quality, identify areas for improvement, and instigate transformative actions aimed at generating tangible positive experiences and closer, more active engagement with our customers.





Identità places significant importance on customer excellence, making employee performance in this area, a key contributor in the annual performance appraisal, as well as in determining career opportunities and advancement.

Action #6.1: Customer Service Commitment

During the first year of this Strategy, Identità will be publishing a customer charter, that will be a cornerstone of our service delivery commitments to our customers, providing clear contact and accessibility information, service levels' expectations and responsibilities.

The publication of this charter will be accompanied by the introduction of an internal policy on Service Delivery Protocols, which will incorporate the Agency's values and objectives on customer interactions, communication guidelines and employee expectations on all fronts of customer interaction. Training on this policy will take place with all employees who in one way or another interact with customers, as well as being incorporated as a core subject of our induction training.

Action #6.2: One-stop Shop Concept

The intrinsic setup of Identità can result in fragmented service delivery, both in terms of unsynchronised internal functions, as well as functions that required liaison with third parties.

To address the challenge of achieving consistent customer excellence across all fronts, the Agency is committed to consolidating all its customer-delivery services within a single, easily accessible central location incorporating all necessary ancillary and supporting services.

The Agency also intends to engage in discussions with its primary stakeholders to expand the range of services available at its main customer hub, to include essential services that complement its existing offerings.

To better serve customers living in Gozo, the Agency will be opening a comprehensive service hub in Victoria, Gozo, encompassing all the services it provides. In preparation for this expansion, the Agency is diligently reviewing its systems and legislation to ensure the seamless provision of these services for the benefit of the local community.

Furthermore, the Agency will identify additional opportunities to extend its services to customers in various locations. For instance, services such as notifications

of deaths and births are already available at Mater Dei Hospital, as well as the recently inaugurated Searches satellite office in Valletta. This proactive approach aims to improve access and convenience for customers.

Action #6.3: Identity Cards Mass Rollout

Throughout 2024 and 2025, Identità will undertake a large-scale initiative to renew over 180,000 Maltese Citizens' Identity Cards that are due to expire in the upcoming years. This project will involve the recruitment of additional temporary resources, an intensive Information Campaign across various platforms such as social media, television and radio and ongoing reminders to individuals whose identity cards will fall under this mass rollout initiative. All this will be complemented by the installation of the necessary IT equipment and systems to allow for the effective execution of this project



Strategic Objective #7

Commitment to Accessibility and Inclusion

Recognising diversity as a source of strength, Identità's beliefs remain strategically aligned with the principles of equality, ensuring that our initiatives are not only inclusive but also accessible to all. Our objective is to establish both an organisational culture and a business model that goes beyond embracing differences by actively leveraging them to drive innovation and growth. Through practical solutions, operational improvements and the strategic use of technology, we ensure wide accessibility and reach, making our services largely available to a diverse audience

Action #7.1: Equality and non-Discrimination Policies

Identità is steadfast in its commitment to the comprehensive ideals of equality and non-discrimination, placing particular emphasis on embracing diversity and fostering inclusiveness.

The Agency's plan in this regard is the implementation of a series of impactful measures, including:

- **Development of Comprehensive Guidelines:** The Human Resources Department will spearhead the development of comprehensive guidelines, tailored to each unit within Identità. These guidelines will serve as a blueprint, facilitating the alignment of unit-specific policies and practices with both national strategies that safeguard equality and non-discrimination, as well as best practice approaches.
- **Holistic Integration of Anti-Racism and Intercultural Inclusion:** Given the Agency's frequent engagement with individuals of diverse nationalities, particularly in its responsibility for overseeing residence documents and visas for non-Maltese nationals, a comprehensive and inclusive policy in this regard is critical. Already these units, as part of their standard operating procedures, adhere to international established standards that prioritise respect for an individual's religious beliefs, racial background, and gender orientation. Additionally, there are ongoing initiatives to identify potential areas of risk and enhance the existing policies and procedures, in synchronisation with national programmes, such as the Anti-Racism Strategy. This strategic approach aims to consistently safeguard against discrimination and racism across all facets of Identità's operations, and overlap into the service delivery, recruitment, employment, and procurement functions, among others.
- **Disability Inclusion:** The commitment of the Agency to being an inclusive employer aligns with the national commitment to create ample opportunities for individuals with diverse abilities to seamlessly integrate into our workforce by providing the necessary assistance and support to these employees. At present, approximately 6% of the Agency's workforce is made up of individuals with varying abilities who require special support, and we remain committed to continually expand these opportunities. Our

commitment to inclusivity extends to our customers, as we strive to ensure accessibility and services within our premises. We also provide various in-house services to cater to the needs of individuals who are unable to visit our offices for essential services.

- **Induction and Training Initiatives:** To instil significant and meaningful comprehension of equality and non-discriminatory standards, Identità will be incorporating it as a core subject of the comprehensive induction and training programmes which are set to roll out in the upcoming months and will be further refined in the years ahead. These initiatives are designed to equip our workforce with the essential knowledge and skills, enabling them not only to integrate these principles into their professional responsibilities but also to embrace these values in their everyday lives. By doing so, we aim to extend the positive impact of this learning beyond our organisation, reaching out to benefit society at large.

Through these concerted efforts, we aspire not just to create a welcoming workplace environment for all but to also serve as a flagship organisation of inclusivity and diversity.

Action #7.2: Enhance Information Accessibility

In addition to digitised services and the deployment of knowledge-based solutions designed to significantly enrich and integrate information access from varied sources, Identità is also committed to explore innovative methods to improve accessibility that benefit both customers and stakeholders.

A significant facet of this objective is the ongoing updating of content on online sources provided and maintained by Identità, that would improve user experience in sourcing

required information in an easy, user-friendly manner. During the upcoming strategic period, several initiatives are set to be explored, including but not limited to:

- The possibility of interactive online communication with customers, leveraging augmented intelligence solutions to provide customers with the information they need to make well-informed decisions;
- expanding online appointment availability for exceptional cases requiring direct in-person contact and escalation of matters;
- implementing meaningful customer rating surveys across all customer interactions, whether through email, telephony, in-person interactions, or online platforms.

Action #7.3: E-Services

Additional services will continue to be integrated to the Maltese e-ID solution thereby allowing citizens to access all of the Government's services online in a secure and integrated way. The e-ID offers the user a simple method of identification and authentication to access government services.

The Agency will implement a remote signing solution, intended to facilitate the signing of documents through electronic signatures and increase the take-up of the said qualified electronic signatures which have the same legal validity as wet signatures. To date, given the dependency on the chip and pin to get a document signed using such signatures, the take-up was low. The setting of a remote signer solution will provide added value to the user including increased flexibility wherein a document can be signed in a mobile-friendly manner

Strategic Objective **#8**

Advocate Corporate Social Responsibility

Integrating Corporate Social Responsibility (CSR) into organisational strategy is a strategic imperative for all modern organisations and Identità recognises the significant implications of aligning social responsibility with business objectives. By advocating CSR, we can not only enhance our societal impact but also bolster long-term success and resilience





Action #8.1: Environmental Goals

Embracing environmental goals is a critical part of the Agency's strategy with a strong commitment towards reducing the environmental impact of the operation.

The Agency will continue to explore various options in achieving its environmental objectives, including more automation through systems reducing reliance on paper and minimising waste, an internal educational campaign and provision of facilities to encourage responsible waste management throughout the 400+ strong workforce, and exploring possibilities to use alternative energies.

The internal campaign for waste management will encourage Agency employees and clients to adopt sustainable practices, such as reducing, reusing, and recycling waste, reducing our carbon footprint and enhancing our corporate social responsibility.

Action #8.2: Impactful Contribution to Education and Skills in Malta

Identità's vision for the future is ambitious, driven by the aspiration to make a lasting and meaningful impact on Maltese society and its people that transcends generations.

As a pivotal and overarching institution in Maltese society, we recognise our unique role and responsibility to contribute where it matters most, and where we can create a lasting positive influence on our nation.

Much like we serve as a focal contact and service provider during significant life events such as birth, marriage, travel process, employment of third-country nationals, provision of essential identification documentation and many more, Identità is committed to extending its role as an active participant and contributor to the advancement of our society. We aim to achieve this by being a collaborative partner to the Education Ministry in its skills evaluation initiatives that will contribute to addressing the evolving demands of the labour market, by addressing young teens' career choices, promoting awareness of the myriad opportunities that await them in the future, most especially in renewing interest in waning skills which are however still expected to remain significant to present and future industries.

This endeavour fills us with immense pride and is a testament to our core values as key contributors to Malta's economic progress and social well-being. It represents a culmination of our commitment to serving the people of Malta and supporting their continued growth and prosperity.

Strategic Objective **#9**

Strategic Communications and Marketing Initiatives

Identità remains committed to nurturing its brand narrative and establishing meaningful connections with stakeholders and customers. In the forthcoming years, the Agency will persevere in its efforts to disseminate information comprehensively and meaningfully, fostering a user-friendly communication approach that is both diverse and widespread.

#9

Action #9.1: Customer Information leaflets

In addition to the service delivery charter, we will undertake the development of both physical and electronic informational leaflets. These materials will serve as additional channels for disseminating service-related information across all units, ensuring that our customers remain well-informed about their rights and responsibilities. This initiative aims to empower customers with the knowledge they need to engage with our services effectively.

Action #9.2: Improved Customer Engagement

Following the positive feedback received by Identità during its participation in the Public Service Expo, the Agency will be considering participation in similar events, both those organised by the Government as well as by non-governmental organisations, to further solidify its customer relationships through personalised outreach events, promoting our services and providing the public with first-hand information and assistance. Freshers' Week at the higher institutions such as the University of Malta, MCAST and the Institute for Tourism Studies, the Public Service Expo, National Wedding Exhibitions, and all events that will be considered on individual merit and return throughout the coming years.

We will continue to organise focused periodic outreach seminars and events, providing our stakeholders with opportunities to stay informed about new initiatives, and significant updates in customer-related operations such as legislative and policy changes, and offering collaborative platforms for ongoing discussions and information sharing. These efforts will also provide significant input to our change management process.

Action #9.3: Communication and media engagement

Identità believes that a key challenge in the forthcoming strategy is to enhance its communication strategy, both to improve internal synergies as well as to consolidate valuable relationships with our customers and stakeholders.

Media engagement will be enhanced through informative videos, television and radio participation, social media content and other channels.

In March 2024, the present arrangement that Identità has with Public Broadcasting Services Ltd. will expire. This agreement will be extended in order to continue informing the public about the Agency's numerous services and procedures through advertisements and informative slots on local television shows.

Action #9.4: Social Media Informative Engagements

Identità's Marketing and PR department will continue to engage in social media campaigns aimed towards meaningful engagement with targeted market segments, as well as heightening brand awareness.

In March 2024, the Agency will continue to produce user-friendly content for all media, utilising innovative and modern media for the benefit of educating the public on the wide range of services offered by Identità, in formats that are easy to navigate and understand and that can be made available through all forms of media, most specifically social media.

Through these initiatives, we aim to foster meaningful connections, provide valuable insights, and reinforce Identità's commitment to serving our clients with excellence.



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