

# Strategic Plan

2023-2026

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Our plan to deliver effective  
and independent data  
protection regulation.

# Our values

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## **Ambitious and progressive**

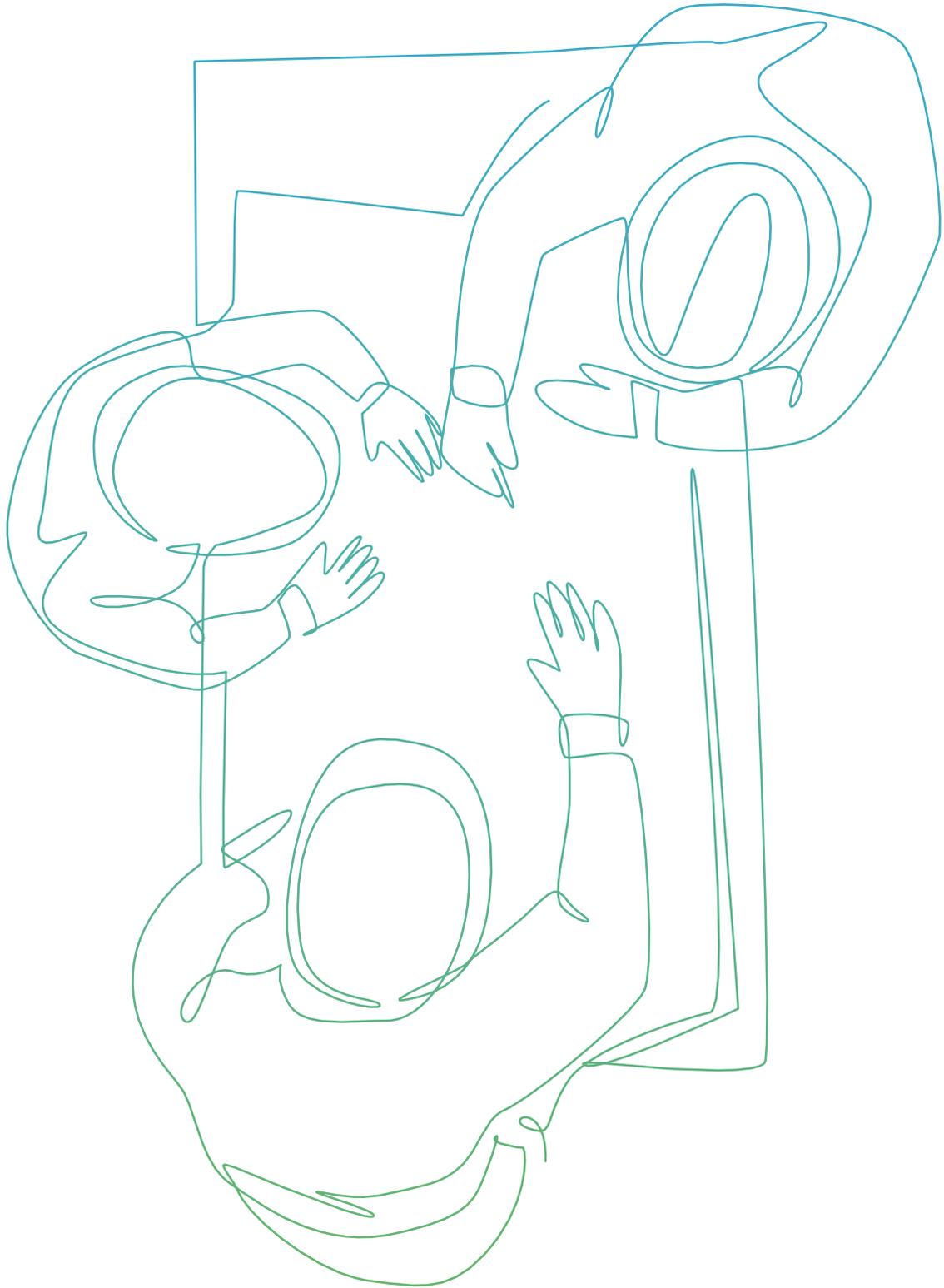
We are clear about our role and we strive for excellence in all that we do. We seek to lead in areas that require our expertise, input and support. In particular, we value innovation, creativity and a culture of continuous improvement in the dynamic legal, technical and social environment we operate in.

## **Impartial and ethical**

We are independent and act with integrity. We do what is right, not what is convenient and deliver on our duties in a way that demonstrates the highest standards of ethical conduct.

## **Cooperative and accountable**

We know that to achieve the best outcomes we must understand and engage with stakeholders. We are transparent and accountable, and seek respectful, honest and constructive relationships as a means to achieving good outcomes & value for money.



# Our purpose

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Protecting people by driving responsible use of personal information through:



Helping organisations get it right;

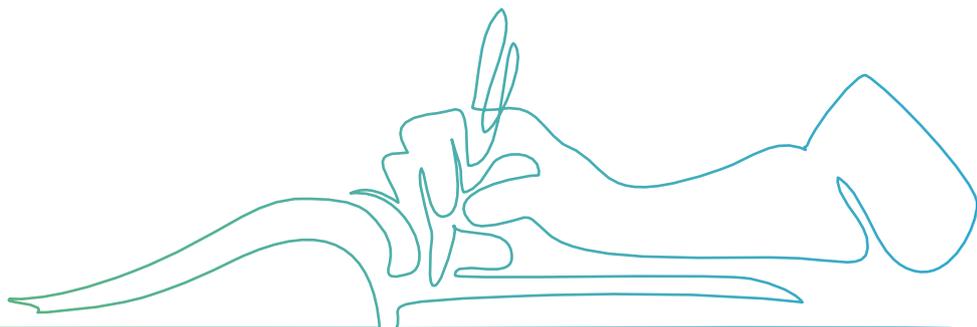


Deterring harmful information handling;



Taking enforcement action against significant non-compliance.

This will bring to life the object of the Data Protection Law – to protect people’s rights in relation to their information and provide for free movement of personal information. It will enhance the prosperity and well-being of the Bailiwick and its citizens. It will support the Bailiwick’s place on the international stage and assist the Islands to embrace and respond to technological and social change.



## Our purpose *continued*

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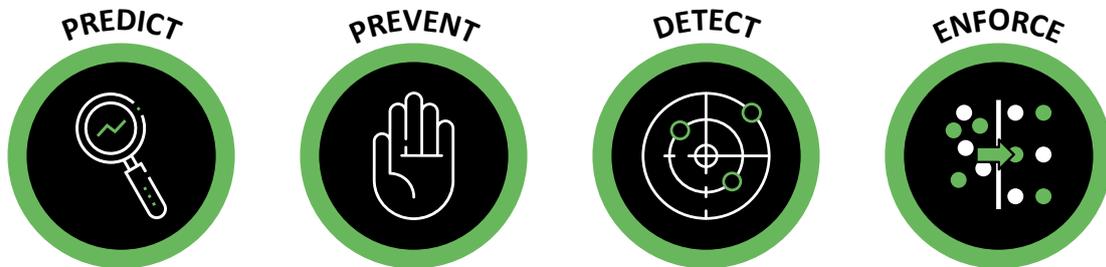
### Responsible use of personal information:

The Data Protection Law has codified the responsible use of personal information through its **seven principles**:

1. Being clear about how personal information is used, for what purpose and on what legal basis (Lawfulness, Fairness and Transparency).
2. Using personal information only for specific, explicit and legitimate purposes (Purpose limitation).
3. Collecting no more information than is needed (Minimisation).
4. Making sure personal information is accurate and kept up to date (Accuracy).
5. Keeping information for no longer than necessary (Storage limitation).
6. Keeping information secure (Integrity & Confidentiality).
7. Being responsible and accountable for how personal information is used (Accountability).

### Our focus:

We work to achieve our purpose through balancing action across **four regulatory areas**:



# Our strategic actions

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**The demands upon us are significant and resources are limited so we must be both ambitious in our aims and realistic about the resources available.**

Our strategic actions are divided into two key areas, **Education & support** and **Enforcement**. These reflect the strands within our purpose – fundamentally to protect people – and are broken down into the following categories:

## Education and support

- Education and awareness – providing quality information, in a variety of different mediums in order to spread the message of how responsible information use can support business activities, build people’s trust and confidence and meet compliance requirements.
- Accountability – helping organisations to improve compliance and demonstrate accountability whilst empowering people to demand such behaviour from the organisations they deal with.
- Government and media – working with government to further a jurisdiction committed to the responsible use of information and use the media to reach a wider audience.

## Enforcement

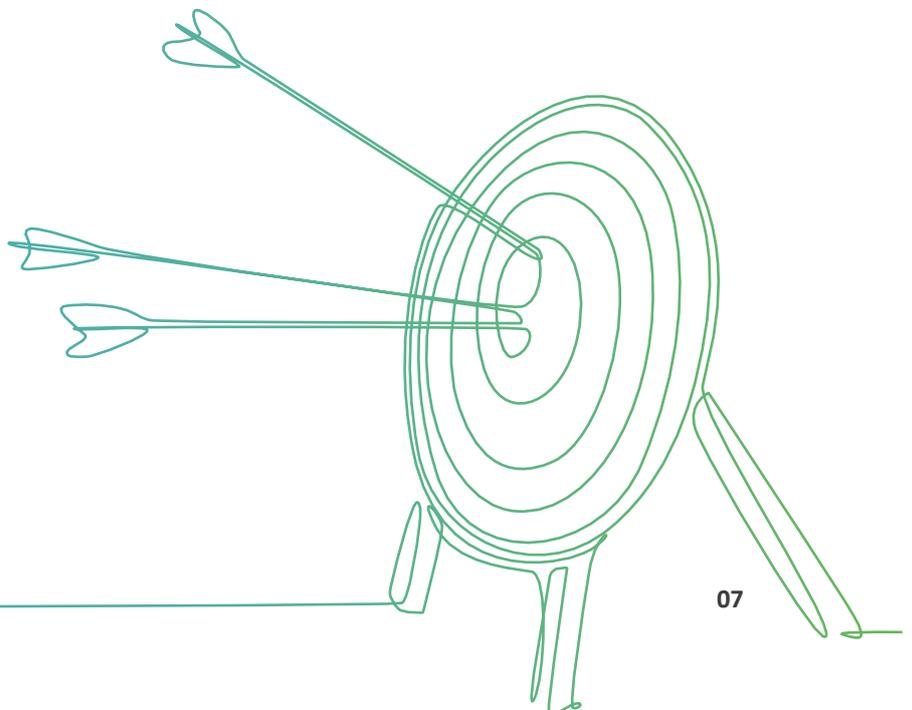
- Risk – identifying and prioritising enforcement of high-risk processing activities.
- Responding quickly and effectively – dealing with complaints and breaches in a timely and proportionate manner.
- Learning from experience – using experience from the matters dealt with to feed into future enforcement activities and improve performance.

## Our strategic actions *continued*

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**To ensure we are in the best place to achieve our strategic actions, we also commit to delivering on a number of actions to improve our operational effectiveness. These are split into the following categories:**

- Leading by example – demonstrating what it means to embrace the responsible use of information and how those tenets are shown throughout our work.
- Developing and improving – adopting and thriving under a continuous improvement approach to our own governance and work streams.
- Building relationships – recognising that data protection is not a solo activity and building the relationships necessary to push forward with our strategic aims for the benefit of the Bailiwick and its citizens.
- Preparing for the future – responding positively and pragmatically to changes identified in the future.
- Working internationally – working with regulators and other interested bodies from outside our shores to respond to developments and innovations in this globally connected space.



## Our strategic actions *continued*

### Education and support

#### Education and awareness

##### Actions:

- Produce clear, practical and targeted guidance, communication and engagement - using Plain English wherever possible – to help organisations handle personal information responsibly.
- Partner with agencies to safeguard, educate and empower children and young people under the banner of the Bijou Seeds Project.
- Build on the success of Project Bijou<sup>1</sup> to widen conversations around data protection and good practice to improve engagement and drive cultural change.
- Work with government, industry, professionals, representative organisations and other key bodies to improve awareness and understanding of data protection and promote compliance.

#### Accountability

##### Actions:

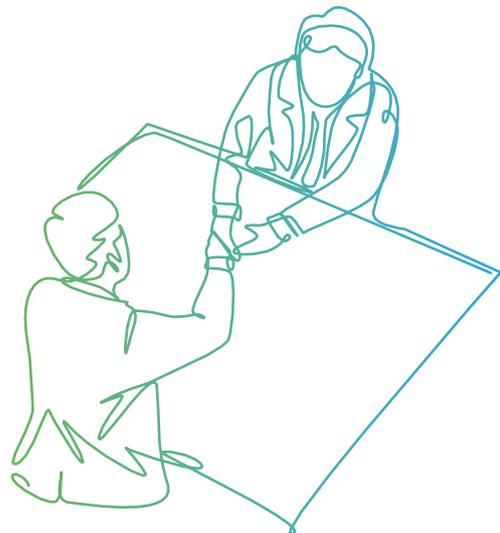
- Roll out an audit and self-assessment programme to support improvements in compliance and accountability.
- Develop and promote a framework that assists organisations to embrace accountability, providing guidance and outlining our expectations.
- Encourage compliance, accountability and cultural change through enlightened self-interest.
- Empower individuals to expect and demand transparency and accountability.

- Support innovation, business development and emerging technologies.
- Support the responsible use of children's information by developing and promoting a 'Children's Framework'.

#### Government and media

##### Actions:

- Ensure frequent, open and constructive engagement with the States of Guernsey in discussions around legislative, policy and operational areas involving the use of personal information.
- Support public authority controllers to improve responsible use of personal information across the public sector.
- Provide relevant comment to the media where this advances our aims and encourages broader awareness and discussion.
- Regularly publish comment and thought pieces on data protection-related matters.



<sup>1</sup> The ODPa's social initiative launched in May 2021 that encourages people to share stories, knowledge and experiences related to ethical data use, in a way that benefits everyone. Its aim is to support and nurture positive cultural change around how people and organisations treat people's information. It seeks to engage people on a cultural level rather than simply on a legal/compliance one.

## Our strategic actions *continued*

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### Enforcement

#### Risk

##### Actions:

- Develop and implement a Regulatory and Enforcement Action Policy setting out a proportionate approach to detection and enforcement, focussing in particular on high-risk processing and indefensible non-compliance.
- Identify and prioritise regulation of high-risk processing.
- Perform regular thematic reviews to drive improvement in compliance and accountability, particularly in relation to high-risk processing.

#### Responding quickly and effectively

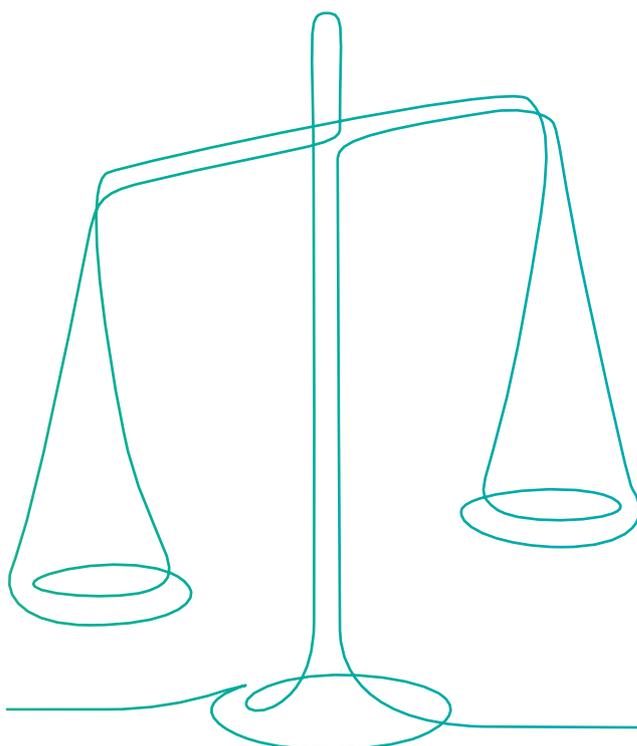
##### Actions:

- Use our limited resources flexibly in response to compliance and enforcement objectives, handling complaints and self-reported breaches in a timely and proportionate manner.

#### Learning from experience

##### Actions:

- Ensure that serious allegations feed into deterrence/enforcement functions.
- Continuously improve mechanisms to resolve and learn from complaints.



## Our strategic actions *continued*

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### Operational effectiveness

#### Leading by example

##### Actions:

- Embrace innovation as an agile regulator, achieving the greatest impact in a proportionate manner.
- Lead by example in our commitment to ethical information governance.
- Ensure our team is supported and valued so they can make effective contributions towards our purpose and serve as exemplars of their professions.

#### Developing and improving

##### Actions:

- Keep our policies, procedures and corporate governance under constant review to maintain effective regulation and appropriate standards.
- Ensure knowledge and skills are exchanged between Data Protection Authority Members and ODPa team.
- Maintain the governance and oversight provided by the Board to ensure functions are carried out impartially, objectively, consistently and offer value for money.
- Build an approach to equality, diversity and inclusion that benefits our team, our regulated community and our society.
- Build an approach to ESG that serves our stakeholders and feeds into our place in the global community.

#### Building relationships

##### Actions:

- Build and leverage relationships with other data protection authorities and regulators.
- Implement and utilise Memoranda of Understanding with other bodies, across the Bailiwick and internationally, to ensure a consistent and coherent regulatory and enforcement environment.
- Ensure availability of appropriate professional support through developing trusted partnerships.

#### Preparing for the future

##### Actions:

- Prepare for the smooth handover to a new Commissioner in January 2024.
- Take all necessary steps to ensure sufficient resources are available to operate effectively and meet debt repayment requirements.

#### Working internationally

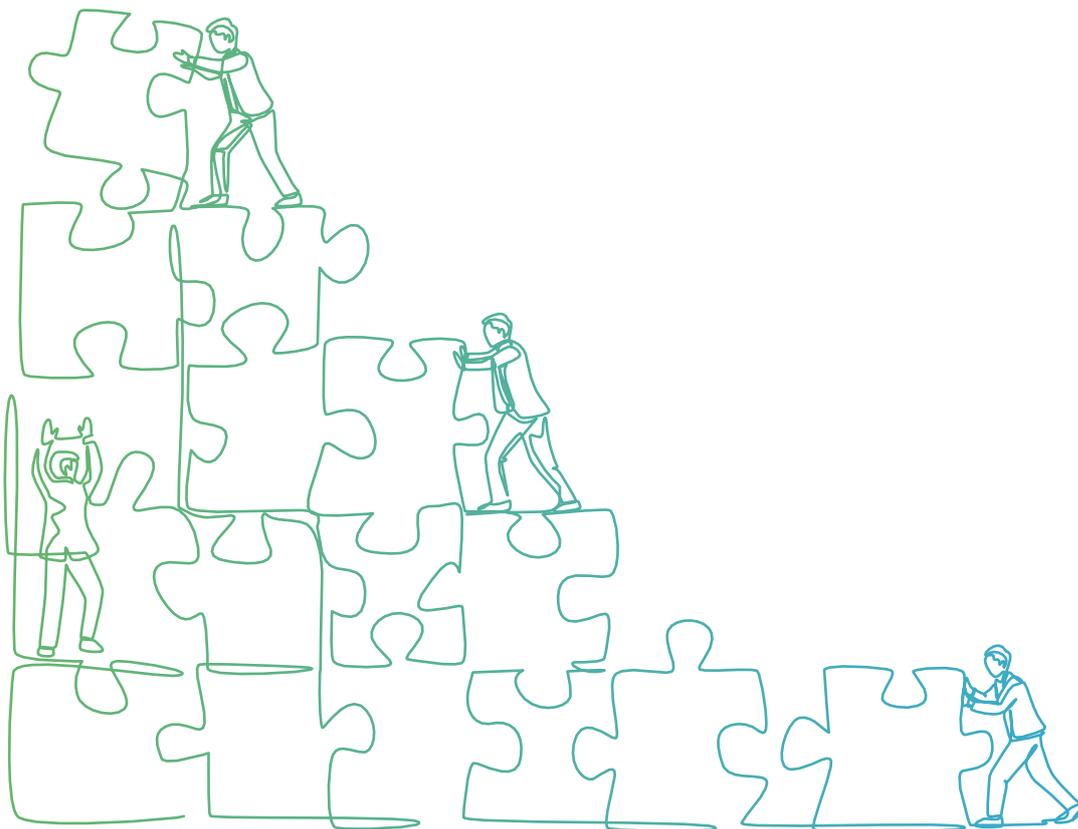
##### Actions:

- Keep international data protection practices and associated developments under continuous review.
- Play a key role in relations with the European Commission and the United Kingdom during and beyond the Bailiwick's formal 'adequacy' assessment.

# What this means for you

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We understand the need for transparency and accountability in our activities as well as the need to use evidence-based means of targeting our limited resources. That is why we want to be clear about our strategic actions and priorities and how they fit together to help us achieve our purpose.





THE OFFICE OF THE  
**Data Protection  
Authority**

 +44 (0) 1481 742074

 [enquiries@odpa.gg](mailto:enquiries@odpa.gg)

 [odpa.gg](http://odpa.gg)