

25 NOVEMBER 2020

FUTURE JERSEY»

DESIGNED BY

 JEP creative

TALENT
TECHNOLOGY
INNOVATION





An industry at the heart of the road to recovery

Community Spirit

As we near the end of 2020, there is no denying that it has been a challenging and difficult time for our island, working through and adapting to a global pandemic.

However, Jersey has proven to be forward-thinking, innovative, and resilient and our collective response to the challenges of 2020 has been remarkable for a small island community.

The finance industry is proud to play its role in Jersey's future prosperity. As the Island's largest employer, we have a responsibility to support local and global economies on the road to recovery.

Aside from the range of community and charity-based initiatives that run all year round, our employees have worked even harder to support the Island during the pandemic to help improve lives locally and support things they care about. Not only are we supporting the economy locally, but we are also helping to improve global economies by championing cross-border flows and improving the lives of people beyond our shores. 'Jersey for Good' – a current campaign by Jersey Finance – showcases some of the industry's efforts, and the pride we all share in their achievements.

Adapting to change

As the promotional body of Jersey's international finance centre, Jersey Finance, like everyone, has had to adapt to the current climate.

That has made us more ambitious than ever before in our digital outreach – something that is particularly important given that around half of Jersey's new business emanates from outside Europe. In a digitally driven environment where everyone's focus has suddenly been channeled into an online space, it has been more important than ever to really try and cut through the noise and promote the Jersey brand clearly. Our team has adapted to the virtual events sphere both locally and in our overseas markets and re-engineered our programme to ensure that our global audience know we, Jersey, were still open for business.

Like many finance industry businesses, Jersey Finance has adapted its working-from-home policy to further enhance our employees' work-life balance, while continuing to deliver a high standard of service to our members and stakeholders, and maintaining the values and team culture that make Jersey Finance a great place to work.

Many businesses are also adapting and moving towards greater flexibility by considering important factors such as staff wellbeing, business continuity plans, technology infrastructures and security, as well as client needs and practicalities.

A prosperous future

As we look ahead to 2021 and the global landscape, Brexit remains on the horizon as negotiations continue to determine what the new relationship between the UK and EU will be like. Investors, however, are seeking stability and certainty throughout current negotiations and beyond – putting Jersey's stable, political and financial environment in a positive position. For financial services, Brexit is a story of continuity. We will continue to build a strong, clear narrative about Jersey's role as an IFC and work with our key partners to ensure that it remains an attractive proposition for international investors in terms of our reputation, expertise and stability.

Next year marks 60 years since Jersey's modern financial services industry put down roots, exporting our financial expertise and intellectual capital to the world, and began its journey into the award-winning international finance centre of today.

Our 'Together We Shine: A Celebration of 60 Years' initiative will help to make a difference to worthy local causes and will reflect the industry's ongoing commitment to the future prosperity of our island community.

As part of this initiative, we will be hosting a charity ball in July 2021 and have a fundraising goal of £60,000 which we hope to reach through a year of fundraising with our Jersey Finance members. All fundraising proceeds will be donated to the Association of Jersey Charities, the representative body of charitable organisations operating in Jersey.

Jersey's finance industry is proud of our community's resilience, strength and ability to adapt, no matter what challenges we may face. In 2021 we will likely continue to face Covid-19-related challenges, and indeed these are challenging times for our local community and for our global partners. However, we have the opportunity now to really demonstrate and reflect what we stand for – connecting people and bringing about positive change. In that context, our industry has both the responsibility and the capability to play a vital part in the road to recovery, at home and internationally.



JOE
MOYNIHAN

Chief Executive, Jersey Finance



Jersey for Good

Jersey's international finance centre is a force for good, helping to create jobs, champion cross border flows and improve the lives of ordinary people.

Visit our website jerseyfinance.je/jersey-for-good to discover real-life stories from Islanders who are helping to make a difference in our community and further afield.

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Jersey Finance
Delivering Insight • Driving Innovation



The pandemic has created a new urgency for change

Tony Moretta, chief executive of Digital Jersey, reflects on 2020 and suggests that rather than entering a period of 'new normal', we just need to do more of what we were already doing, but faster

TONY MORETTA

Chief Executive, Digital Jersey



There is no doubt that the past year has caused many people to press the reset button, whether that's in their personal lives or working days.

It's been a shock that an invisible virus could bring the world to a standstill and make us all feel so vulnerable. We've still got some way to go before potential vaccines can take away the fear factor but we are already looking towards economic recovery and growth as we learn to manage the situation. There is light at the end of the tunnel.

In many ways, however, the situation we have – and will find ourselves in – is not that different. There are still the same issues facing Jersey surrounding the need to increase productivity in a small island that also needs to control its population size. I believe there was, and still is, only one way to improve productivity with finite resources, and that is by investing in technology and the skills to exploit it.

At Digital Jersey, we have focused on the need to expand our economy in the right way, and that has not changed. It is why we established the Digital Academy 18 months ago and why we have engaged with stakeholders across the Island, from industry, education, government and the public, to push the importance of not just teaching our youngsters future-proofed skills, and to retrain our existing workforce. Economic growth for Jersey has to be the right kind of growth. It has to be driven by skills, talent and entrepreneurialism because it is that combination which will improve performance, productivity and profits.

What I hope that Covid has changed is the awareness of this need. We haven't just been working on training a narrow audience within the digital sector; the only way to create the right conditions for controlled population size and a buoyant economy is to tackle this in all sectors of the economy. How else can we reduce the need to bring in low-paid, low-skilled workers for agriculture, for example? We have to embrace the benefits that technology and the right skills can bring to all sectors. Looking forward, at Digital Jersey, we want to create technology roadmaps for each sector of our economy so that all industries can benefit.

One outcome of the Covid lockdown is that we have demonstrated the importance of our dominant industry, finance, being a resilient one. With some short-term pain, most workers were able to move to home working with little disruption to business. This has highlighted the importance of digital resilience, not digital transformation. The latter is a given.

Those companies which haven't embraced digital are already gone, or are falling so far behind more forward-thinking competitors that their days are numbered. Digital transformation is no longer the 'nice to have' for larger businesses that have big budgets. It's affordable, simple and essential for all.

Earlier I mentioned another element that Jersey needs – entrepreneurialism. While low-paid, low-skilled workers will bring little benefit to our economy, we do need to bring in people who have something we cannot already find

here, whether that's a skill or a great business idea.

Jersey is a fantastic place to do business because of its excellent infrastructure, which has been proven in the last year as the Island's gigabit network kept businesses, students and our social lives alive. Jersey has a lot going for it. The problem is that we face lots of competition from other jurisdictions, such as Luxembourg, who want to attract the skilled and entrepreneurial too. We have to invest in attracting the right businesses here and part of that investment needs to be in a highly skilled local workforce. We need to shift our mindset to train people who are in full-time work, whether that's by putting people on a four-day working week and one-day skill-improvement day, or another method.

We need to get the whole of Jersey's education system behind this upskilling. Our aspiration is to see a satellite campus of a major UK university in Jersey specialising in areas such as financial services, fintech or digital sustainability. It won't happen overnight, but it's something we should aim for. We should also invest in bringing our most talented youngsters back to the Island and not losing them to the bright lights of the UK and further afield.

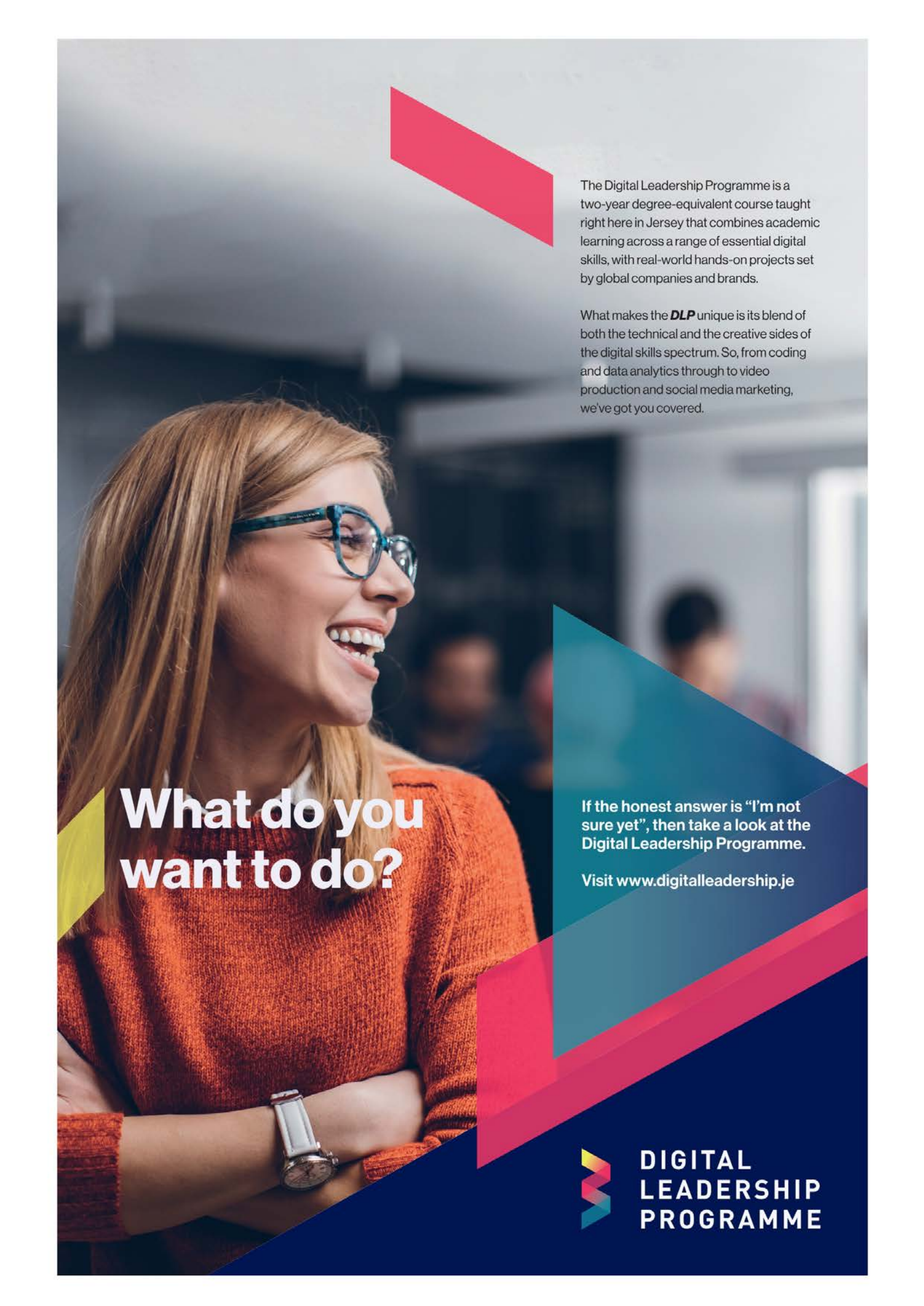
We need to look at what other business opportunities there are for us. Our finance industry focuses on handling funds and family offices, for example, but what if it was focused on data and protecting data? The world's first Sovereign data exchange in the Island would put us on the map and we already have some of the skillset here that we need through the synergy with our finance industry.

There are also huge opportunities to deliver improved public services. We have already created a digital twin of the Island which can be used to make evidence-based decisions and visualise the impact a decision would have. How much easier it would be to make major infrastructural developments if that tool was used effectively.

Despite the Covid disruptions, I'm delighted by what we have achieved this year. We were instrumental in getting the Track and Trace app launched in Jersey for the benefit of everyone. Our Digital Academy carried on virtually throughout the year and saw an increased number of students joining us for the second year. Jersey TechWeek may have had to go online to meet social-distancing rules, but it helped us to reach out to new and valuable global contacts. Plus way back in 'the good old days' of February, I gave the University of Exeter's annual lecture on the subject of disruptive innovation.

Innovation is something that Jersey has always done and we must carry on doing it. This isn't a 'new normal'. All of the things we have done were the things that needed doing before Covid. What the pandemic has done is create more urgency for things to change – and that is definitely a positive.

A future Jersey has to be one which uses technology and the skills that go with it, to better run the Island and drive its economy.



The Digital Leadership Programme is a two-year degree-equivalent course taught right here in Jersey that combines academic learning across a range of essential digital skills, with real-world hands-on projects set by global companies and brands.

What makes the **DLP** unique is its blend of both the technical and the creative sides of the digital skills spectrum. So, from coding and data analytics through to video production and social media marketing, we've got you covered.

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want to do?**

If the honest answer is "I'm not sure yet", then take a look at the Digital Leadership Programme.

Visit www.digitalleadership.je



**DIGITAL
LEADERSHIP
PROGRAMME**



Images by Studio M

ALEX
WOOD

Chief Executive, SRJ Technologies

Reasons to be cheerful

By Alex Wood, chief executive, SRJ Technologies

2020 is a year many of us would like to forget for all the obvious reasons but it is also the year that SRJ Technologies 'came of age'.

Ten years ago when I started the business, one thing I could never have predicted was that we would have a successful public listing in the middle of a global pandemic. Perhaps that is one of the main lessons we have all learned this year. Resilience and adaptability are key. I think anyone who has embraced that in 2020 will have a positive future.

Innovation is a winner

SRJ Technologies has never been what you would expect from the traditional oil and gas industry. We set out as disruptors, launching a product that asked the classic innovator's question – why are you doing it like that? Our weld-free pipe clamps have proven not only to be safer in the high-pressure, highly flammable industry conditions, but they can be installed in a fraction of the time, save costs and are better for our clients and the environment.

Disruption doesn't mean you cause others discomfort. On the contrary, we have worked in synergy with our customers and our business model has been not only proven to work, but is leading the oil and gas industry's transition towards leaner and more agile working.

We are not a huge company with multiple teams of staff building and fitting equipment; we work with geo-local manufacturers and installers to service our clients. Many of our clients are able to simply fit components themselves, thus negating the need to bring in external contractors for repairs – a critical issue during these Covid times.

This business model is low footprint for Jersey where the intellectual property and headquarters are based. It also fits in with the narrowing profit margins in the energy production market. Innovation can bring win-wins all round.

The huge acceleration in digital transformation that so many businesses had to take to tackle lockdowns shows that innovating and embracing new ways of doing things is not necessarily expensive or too difficult and certainly not as frightening as some believed. Many of those who have adapted are seeing not only cost savings but also productivity increases. These businesses, like our own, are now on the front foot to make the most of opportunities in the new year.

We have been working on interfaces to understand the vast amounts of data produced by our clients. We are developing a tool in partnership with our pipe-repair products to work with clients to reduce leaks, saving them money and keeping our environment safe from damage.

Global change

The oil and gas industry, like many others, has seen a huge amount of deferred maintenance work. It has also seen a loss of jobs. But I believe the industry will not just pick itself up but see the opportunity to transform itself as governments around the world chase environmental targets.

I've noticed a general shift in the energy market. Most global operators are looking at the likes of hydrogen. While most coal fields in Australasia and Brazil still have circa 40 years or more to run, there will be a transition away from coal and the dirtier fuels to cleaner hydrocarbons en route to renewables. SRJ will be at the front of this wave.

Jersey's opportunities

I am extremely grateful to have had the opportunity to start SRJ in Jersey. The architecture of support services and the accessibility of knowledgeable investors and mentors has been invaluable. The connectivity of the Island has been critical for us as we run a global business from St Helier, and has meant that we could continue to provide services to our clients during lockdown.

Jersey is in an excellent position to seize the opportunities which a post-Covid world will bring. This includes its sandbox proposition. The Island is indeed an ideal test-bed for digital products and services and for IP-based businesses like ours. I would love to see more outliers like SRJ starting up in the Island, but there are challenges.

One of the issues for small start-ups is the high cost of doing business in Jersey. I understand that regulations are critical for the international finance industry but this overbearing use of rules can be a licence to print money for lawyers and trust companies and a killer to fledgling entrepreneurs. Regulations should be appropriate to industry and risk. You add this to the factor of other jurisdictions offering generous incentives for start-ups to establish in their countries, and there is the danger that we will lose prospective opportunities. Plus who knows what a post-Brexit UK will do to attract revenue to fill its Covid deficit. Jersey has to use its agile independence to keep ahead of its bigger, slower cousin and that means embracing innovation and allowing it to flourish.

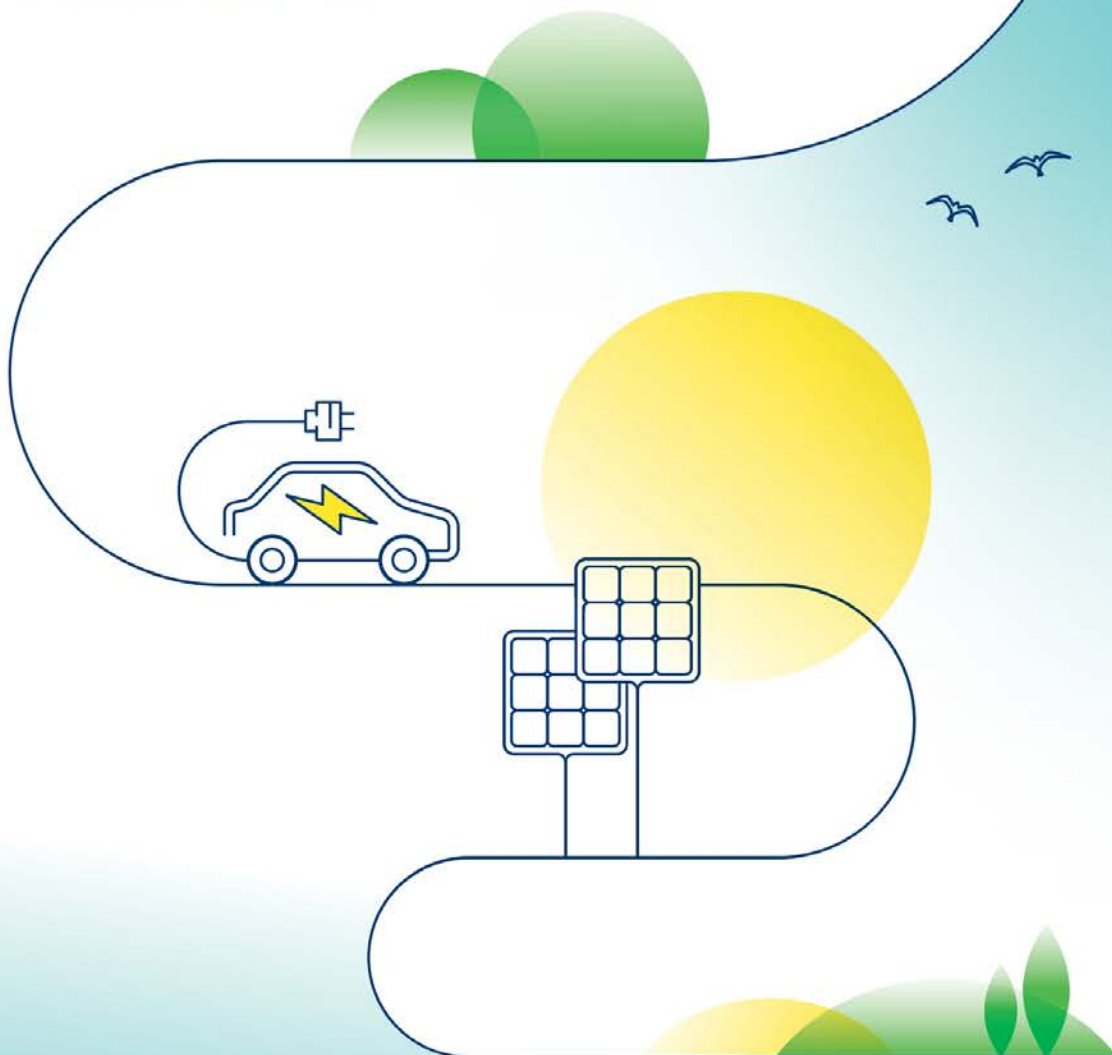
At SRJ we are looking forward to another year of growth and building global partnerships. We are debt-free and expanding in a market that is seeing competitors, who still follow an old model of working, shrinking. I am delighted that we have, and will repay, our Jersey investors back for their faith in our start-up ten years ago, and I am looking forward to proving what an excellent base our Island is for innovation and a future way of working and doing business.

About SRJ Technologies

SRJ is a specialised engineering services business, based in Jersey, that focuses on containment management solutions for asset integrity in high pressure situations. SRJ has developed a range of products, including a weld-free coupling and repair clamps for pipes, which are used primarily in the high risk oil and gas industry. Their products have achieved certification with Lloyds of London and the American Bureau of Shipping, and are cheaper and easier to install for both repair and new build. SRJ's manufacturing is geo-local to operators/asset owners and they currently have accredited partners covering Australasia, America, South America, Middle East and Azerbaijan. In addition, they partner with cutting-edge specialist technology companies, such as Nexxis robotics and Inductosense remote sensors to support clients in refining operational efficiency. See srj-technologies.com for more details.



Powering a zero carbon future



All our futures depend on combatting climate change

All our futures depend on combatting climate change. The profile of the climate emergency has increased dramatically in the past two years since the publication of the UN's Intergovernmental Panel on Climate Change (IPCC) 1.5-degree report prompted climate campaigners, particularly among the young, and hard-hitting TV documentaries. The past five years have been the hottest on record and, if anything, the COVID crisis has magnified the urgency of climate change. Many sections of the community now want to dramatically speed up the pace of change.

Governments, including Jersey's, have set ambitions to become carbon neutral. Many countries are targeting net-zero by 2050. Jersey's aim for carbon neutrality is even bolder at 2030, 20 years earlier.

Long before climate change and biodiversity loss became the crisis we see today, Jersey Electricity has a proud history of supporting and protecting the environment and reducing carbon emissions because it's at the heart of everything we do.

Energy that ticks all the boxes

Jersey's forward-thinking decision to lay an undersea cable to France in the mid-seventies was not without controversy. The idea of moving away from on-Island generation using heavy gas-oil to low-carbon nuclear energy from the European grid was not popular due to nuclear's bad press. However, the decision has benefited Jersey enormously. Multi-million-pound investments in further interconnectors in 2000, 2014 and 2016 have given Jersey a clean, reliable and affordable energy platform supplied by nuclear and renewable hydropower that is credited with helping the Island reduce its overall emissions by 47% since 1990.

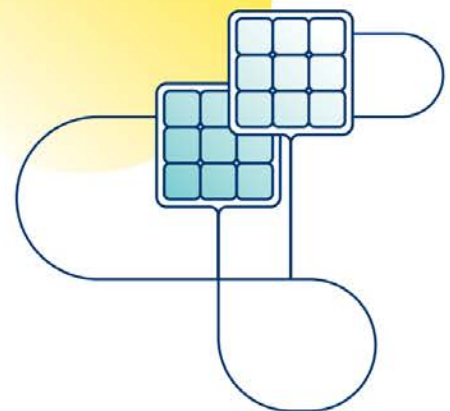
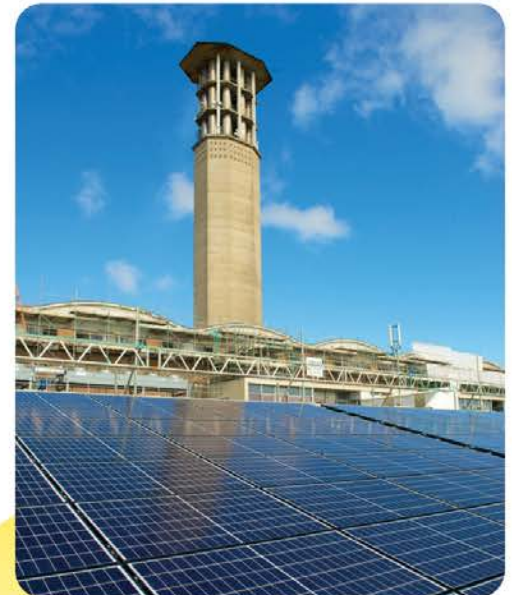
Thanks to nuclear and hydropower, the largest sources of low-carbon electricity in the world, Jersey's electricity supply is now decarbonised for all practical purposes. This is something the UK is unlikely to accomplish before the 2040s. Many environmentalists now acknowledge that nuclear is a vital component of a clean energy mix needed to meet the increasing demand for energy while combatting the immediate threat of climate change. Nuclear power supports renewables and is recognised to be an important key to unlocking investment in more renewables by providing flexible support day or night, rain or shine, whatever the season. It is the backbone of clean energy systems in more than 30 countries today.

Jersey's electricity supply is now decarbonised for all practical purposes

Now solar power joins the mix

So, with Jersey's clean energy 'backbone' in place, we are now investing to make solar power a reality in Jersey. We listened to our customers and recognise the rising demand for clean on-Island renewable power generation. Commercial-scale solar PV arrays are now operating or are under construction at several sites including: La Collette Power Station, the Powerhouse site, Woodside Farm, Trinity, and Jersey Dairy. At 2,500 square-metres and 521kWp, the Dairy array is expected to generate more than half a million units a year - enough to power almost 70 Jersey homes using an average 7,300 kWhs a year, and more solar arrays are in the pipeline.

Spurred on by the Government's declaration of a climate emergency, we now intend to go much further. Our Vision is to inspire a zero-carbon future, and we want to encourage a green, low-carbon, economic recovery from the pandemic. Although delivery of carbon neutrality by 2030 will be an enormous challenge for Jersey, we believe further use of low-carbon electricity, coupled with energy-efficiency technologies and carbon sequestration is critical. It could see Jersey achieve carbon neutrality faster and more cost-effectively than many other countries.



Areas for fast action

The Island's well-invested low-carbon electricity platform is a crucial enabler of a zero-carbon future, with significant spare capacity.

Two areas that need hard and fast action here in Jersey are heating and road transport. A third of the Island's emissions arise from heating residential, commercial and public sector buildings using fossil fuels, while road transport accounts for another third. We have been working in partnership with the Government, businesses and other sectors for many years, fuel-switching domestic and commercial premises and installing electric vehicle (EV) charging infrastructure to encourage the uptake of electric transport.

Conversion of all domestic and commercial premises, as well as road transport to electric solutions, will result in a significant increase in peak demand from typical levels of around 160MW as well as a considerable increase in the energy demand from current levels of around 620 million units a year. We are ready to invest further to meet this increase in electricity demand and we believe this can be achieved without any significant increase in electricity prices.

A better way of Island life

We know and understand that partnership is critical to helping Jersey achieve carbon neutrality. No organisation can deliver lasting change working in isolation. We need to work collaboratively with partners, stakeholders and supporters to join together and engage in the debate. Working with purpose and determination, we can deliver a renewed, sustainable Island way of life for centuries to come.

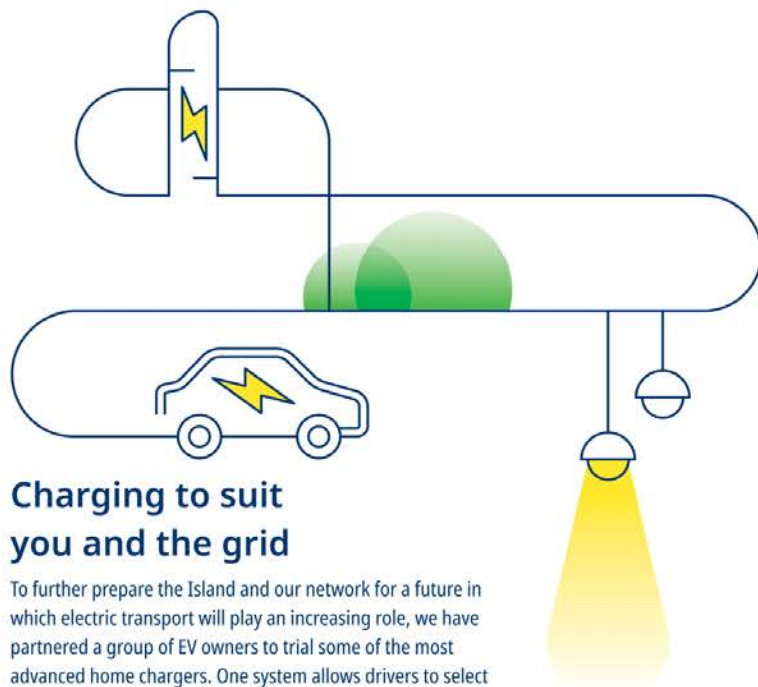
Energy efficiency, solar PV, distributed storage, micro-grids and demand response are all part of future energy systems. We want to be at the forefront of these technologies to create new energy solutions for customers to give them more control and enable them to be active elements of Jersey's energy system.



There's more to Smart Meters

The Island reached an important milestone this year by the completion of our Smart Meter roll-out programme, making Jersey the first jurisdiction in the British Isles to complete such a programme. Smart Meters are a precursor to a future Smart Grid and the digitalisation of energy systems and home energy solutions, facilitating the integration of local renewables, micro-generation and time-of-use tariffs.

Smart Meters can also allow electric vehicle (EV) owners to sell excess energy stored in their car batteries back on to the grid when demand surges and charge vehicles during cheaper off-peak periods. With enough EVs on our roads, fully charged EVs connected to the network could serve as a new Distributed Energy Resource (DER).



Charging to suit you and the grid

To further prepare the Island and our network for a future in which electric transport will play an increasing role, we have partnered a group of EV owners to trial some of the most advanced home chargers. One system allows drivers to select the amount of charge they need and the time they need it by – for example, 90% charge by 7am – while also prioritising our preferred charge times when demand on the network is low.

Other demand-side management tools, such as the Voltalis smart heating, hot water and EV charging control are also trialling and likely to feature in our future energy system.

Planting for a greener tomorrow

As well as technology, nature's carbon sequestration has a role on our journey to zero-carbon. To involve our community and provide a sense that we are 'out of the starting blocks' on this journey, we are supporting two community initiatives to safeguard biodiversity and offset carbon. In partnership with Jersey Water, we are funding and have begun planting 6,000 trees over 20 acres of Mourier Valley with the National Trust for Jersey and Jersey Trees for Life. In addition, we have announced support for all 12 parishes to plant carbon-absorbing micro-forests, again with the help of Jersey Trees for Life.

We believe these projects are small but important steps to help our community actively play a part in achieving a greener, more sustainable future for Jersey.



Smarter heating is electric



Reduce
your carbon
footprint
by 90%

By switching from gas or oil to electricity you can instantly reduce your carbon footprint by over 90%. **Over one third of our electricity is generated by a hydro-electric tidal barrage** at La Rance near St Malo, helping Jersey have one of the lowest carbon electricity supplies in Europe. Free your home from fossil fuels with smart electric heating.

**Switch to low carbon today –
book a free heating survey now**





GINA LE PREVOST

Chief Executive, AP Group

A new era of work

By Gina Le Prevost,
chief executive, AP Group

THE future of employment is positive with Jersey still a safe haven for investors and new businesses.

Coronavirus has had a big influence on how businesses and job seekers think and how they now prefer to work. Jersey is still an attractive location for jobs which keeps Islanders in a good economy.

Covid-19 made businesses eradicate many jobs from the office while many employees embraced the challenge of working from home. As a result, home-working is now becoming a normal requirement.

Companies have found that staff are able to provide the same amount of work output as previously. We are also dealing more and more with line managers and HR professionals working remotely and being available on their mobiles as opposed to landlines, which are becoming defunct.

More companies are requiring IT and digital transformation to assist them to grow and streamline operations and to help the business to continue to work remotely. This will have positive effects on efficiency and simplify processes, making them faster.

Online technology has grown massively. This shows how many businesses are adapting to working different hours and shifts due to technology. The traditional hours of 9am until 5pm will no longer be the norm, and some clients are already offering flexible working conditions to their staff.

E-learning from home has been a necessity for a lot of students. It is predicted that top universities will have full courses available for online study by 2030, bringing a massive financial saving for parents and graduates who will hopefully then remain in the Island to fulfil their careers. Jersey has previously struggled to hire local graduates.

I recall that, around ten years ago, Bill Gates, a founder of Microsoft, predicted that we would all eventually become an unsociable society and normal work patterns such as the 'nine to five' would change, with workers choosing their hours of work around the clock, seven days a week. I think that time may have arrived.

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Saving Covid-19's burning bridge

Peter Body spoke to Graeme Smith, Jersey Business chief executive, about the organisation's role during lockdown and in the future

GRAEME
SMITH

Chief Executive, Jersey Business



THE turmoil caused by Covid-19 has changed the government's Jersey Business organisation almost beyond all recognition.

This time last year it was handing out valuable advice on a one-to-one basis to businessmen worried about Customs regulations or how to improve their productivity. It still does that today, but it has also taken on a much wider role of helping to save businesses from collapse and making sure government understands the needs of a battered economy.

This prompted the recent restructuring and the creation of a new industry development team helping existing businesses to become more efficient and able to compete internationally. A six-strong advisory team under the leadership of Kenny Sillars will help to expand and deepen the advice and assistance they can give local business and tighten the focus on those most impacted by the pandemic.

The man at the centre of these efforts, chief executive Graeme Smith, appears to have taken the crisis in his stride but must have felt overwhelmed at times by the impact on local businesses and the huge increase in Jersey Business's workload.

They had already grown from simply offering advice to becoming the voice linking business and government, which was just what was needed when Covid-19 struck.

'It was quite clear that once the borders were effectively going to be shut and businesses were told to close and work from home, if they could, that there was going to be a huge challenge in terms of giving businesses advice about Covid matters,' Mr Smith said. This was made more difficult because no one at the time really knew what was going on, how the pandemic would progress, or how much of an economic impact it would have.

'There were a lot of questions about what might happen and what support businesses would get, and so we started to help government in terms of the payroll support scheme. We kind of pivoted from a general advisory role to giving specific guidance through our website, and through our conversations and our relationships with businesses.'

The chief executive likened the process to going through a family bereavement, where the initial response is shock, which sometimes develops into anger and frustration, and not knowing what to do.

'So we played a role with government to try to corral the right sort of information and the right sort of challenges to help government develop the policy, and payroll support was a critical part of that,' he added. 'I have to give huge credit to the officers within government, because if you look at the various things that had to be done, each one of those would have normally taken 18 months. It shows how quickly they can move and it's often true that sometimes a burning bridge creates innovation. Yes, you can make some mistakes but you learn alone and learn quickly. So a big part of what we did there was trying to get good communication out to businesses which were going through these emotional stages. The first phase tends to be short, the second phase is frustration and anger, the third phase we are probably into now as the planning begins and people try to understand how they are going to survive as a business.'

This next stage for Mr Smith's organisation will therefore be to



help remodel businesses to fit the new norm, although it is not clear yet what that will be.

Whatever support Jersey Business offers will need to be backed by superb communication, which was also a crucial factor during the lockdown. That saw a massive increase in enquiries received by the organisation, with 50,000 separate users logging onto their website over the period, 49,000 of whom were new contacts. It is estimated that everyone visited the site at least twice, and most of them more often. There was also a huge number of phone calls, while at the same time Jersey Business's staff were also busy helping government develop the payroll support scheme and other measures.

'We were never the decision makers,' Mr Smith said. 'What we were trying to do was help government balance what matters for businesses and the different sectors, so that the first payroll scheme was very focused on hospitality, for example.'

That was quickly widened when it soon became clear that most of the economy had to be locked down. Rules needed to be carefully drawn up for the taxpayer-funded support schemes, and all of this had to be achieved very quickly, as few businesses in the Island had six months cash reserves and were now facing little or no revenue.

'Government didn't have any experience of this kind of thing, and they were trying to find their feet, like everyone else. But there was no reluctance on their part and I actually think they were phenomenal,' Mr Smith said, adding that there had inevitably been some 'challenging discussions' in the process.

Other emergency measures, such as loans, would have taken longer to put in place, whereas payroll support was immediate and kept people in jobs and created a degree of confidence in the business community.

The later loan schemes also had a role to play, but it was difficult to predict the take-up. The banks, which were better capitalised than in previous recessions, were more amenable and supportive, and loans may now be a more important tool in the stimulus phase of the pandemic, Mr Smith said.

So far, there have been no massive business failures, which tends to prove the effectiveness of government support. But now Jersey Business faces an equally demanding challenge – rebuilding companies over a range of different sectors where reserves have been eaten into and where shareholder support differs.

Some organisations will be looking forward to the next three months with some confidence and the construction industry is already very active, but Mr Smith expects some failures where certain business models no longer fit the new circumstances as behaviour changes.

Mr Smith said: 'Our role will be to act as an honest broker or a sounding board to go through what the future looks like as far as you can predict it, and how changes can be made to business models.'

This will have to be done sector by sector, with the smaller businesses needing more help than the big corporates, and because assistance will need to be more targeted, it will also be more complex for the organisation's advisers.

What is clear to Mr Smith, however, is that the government will have to play a key role.

'I'm a big fan of the private sector, and if it can deliver, then that's the best way,' he said. 'But in certain situations there needs to be some level of government intervention. The reality is there is a partial market failure here, where SMEs in particular will need help, and that's the area where we're developing our expertise.'

This job of helping to transition from one type of economy to another will be complicated and no one yet knows what the new economy will be like. The example of the pandemic, however, has given Mr Smith confidence that the Island can move quickly.

The crisis has helped by creating the burning bridge which will act as a catalyst and foster entrepreneurship and innovation, which has been rather lacking in Jersey's relatively benign economy.

Jersey Business, which has a very successful business improvement programme, for example, will be there to help, Mr Smith said.

KENNY SILLARS





Building for the future



COLIN TADIER

Managing Director, Hartigan

EXTRAORDINARY, unparalleled, and unprecedented are a few of the words which have been used in the business world to describe 2020. The pandemic has certainly shaken things up, and while some businesses have done well, the majority have found the times challenging. Many businesses have stopped and thought about what they do, why and how. Most have altered and developed the way they work, to overcome the necessary impositions associated with operating during the pandemic and have found by changing simple things they can continue to perform efficiently and to a high standard.

We need to treat this as an opportunity to look to the future, use what we have learnt in the pandemic to question the 'norm' and find better ways to do what we do in our respective industries.



In 2016, the UK voted to leave the European Union. As we go into 2021, we have Brexit to face and, undoubtedly, it will not all be plain sailing. Supply chains, employment and travel are some of the issues we will need to deal with. The pandemic has made us aware of the need to be agile, the need to cope with change. Brexit is simply another change.

So where does this leave us as consulting engineers? What changes do we expect? How will we deliver? And how will this fit with our client's requirements?

The construction industry is changing more rapidly than it has for a very long time. As an Island, we need to understand the changes and how they can benefit us. We need to build housing, healthcare, education, sports and social facilities, consider the environmental impact and invest in and develop the infrastructure to facilitate all of this. As a local engineering practice, we look at the skills needed to provide the services which will best serve the Island.



Engineering consultants require staff who are highly trained, with specific skillsets. There is a constant demand for engineering graduates as engineers are required in many production and development industries as well as in our profession, which makes recruiting difficult.

In the UK, the large practices have easy access to the universities to market their businesses but this is more difficult for Island businesses. Understandably, the Island has controls on immigration and employment but this adds to the recruitment challenges.



At Hartigan, we know that to meet the changing demands we must ensure our staff continue to develop their skills and achieve a high standard of professional qualifications. We have always supported the development of our staff, both the technical and administrative. Hartigan has an agreed training plan with the Institution of Civil Engineers which provides a career path from technician through to chartered status.



We have worked on many significant projects with local and non-local teams. From our experience we know the Island is very well served by the local practices. We punch well above our weight not just in our profession but in the Island as a whole. The Island's construction industry needs to, and is willing to, develop, to deliver projects and meet clients' aspirations. Change is already happening. Professionals and contractors are using alternative forms of construction, which are being tested against traditional methods to find more efficient ways to build while maintaining quality, reaching high environmental standards and delivering on cost and time.

The design stage is becoming one of willingness to question, with openness in design and construction requirements and good collaboration between the whole team.

Traditional procurement, where the client is fully involved from start to finish is now seldom used, while variations in design and build contracts and novation are regularly used. The client is looking more and more for the design team and contractor to work collaboratively to deliver the project.

New technologies allow for collaboration in the design process, the sharing and working on a project model by different consultants in different locations is not uncommon. At Hartigan we have invested in the technology to work in this way, and we have worked successfully with several UK practices to deliver projects.

Technological advancements such as Building Information Modelling enable input of information from multiple disciplines in various locations simultaneously. With the move into modular and system build on the Island the use of technology to share information with companies in other

jurisdictions for design and manufacturing will be necessary and is key in achieving efficiency.



Traditionally the engineering services on a project were limited to structural engineering and the building services. Now with the need to consider the environment the requirements for engineering sciences have grown. The environmental impact, energy consumption, air quality, renewable energy, materials, and carbon footprint are a few of the areas being considered in the design process.



In the drive to deliver buildings and infrastructure we must not lose sight of the Island's heritage and natural environment. Jersey provides so many opportunities for us to enjoy our downtime and we need to realise the importance of the environment and care for it. Historic buildings and natural landscape can fit with the wider Island needs for development. The art is managing this, understanding what we have and how to look after it. In built-up areas, careful design allows integration and reuse of buildings, and there are many good examples of this in the Island. We need to look for the design which does not just maintain the character but by integrating this character, enhances the place or street.



I believe that, as an industry, we are very well placed to assist in the regeneration of the Island's economy. Close engagement between the public sector and private sector in construction going forward can only be beneficial to the Island. There is significant skill and talent in the Island. If we use this talent and if we extend the principle of collaborative working, willingness and openness, from single projects in the private sector to Island projects, we can significantly contribute to the regeneration.

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Making enjoyable places for people to live

Association of Jersey Architects president Alison Horton shares her vision for future projects with Emily Moore

ALISON
HORTON

President, Association
of Jersey Architects



HAVING presented Grand designs for over 20 years, it is fair to say that Kevin McCloud has had plenty of experience working with architects and construction professionals.

He has also witnessed the transformation of many homes, as people make their dreams a reality. It is therefore fitting that that it is his words which Association of Jersey Architects president Alison Horton quotes when she describes her profession.

'In a metaphor with baking, he describes an architect as someone who takes a bag of loose ingredients – which represent the client's dream – and turns them into an exquisite creation,' she said. 'He references the additional value for money an architect can deliver in terms of bringing storage, circulation, beauty and imagination to a project and finishes by saying: "What's it to be then? In my left hand, a lemon and a box of eggs. In my right, a delicious concoction of sweetness to transport the soul. I know which I'd choose.'

While fully endorsing these sentiments, Alison is also keen to stress the environmental benefits that an architect can bring to a project.

'The need to protect the planet and minimise our carbon footprint is something that is gaining awareness across the global community and I would love to see more focus on this within the local construction industry,' she said.

'While this is starting to happen, I would like to encourage anybody planning a new build, or modernisation project, to consider the carbon implications of their work.'

Acknowledging that, as in so many areas which revolve around the environment, a 'cultural shift' would be required to bring eco-friendly building to the forefront of people's minds, she highlighted materials and practices which could support this drive.

'A lot of the focus at the moment is on energy consumption and insulation, both of which are vital ingredients. However, we also need to look at the embodied carbon within the concrete, steel and blocks we are using and think about ways of reducing this. One example of this lies in restructuring rather than demolishing and starting again so that

you are "reusing" the carbon in the existing materials. Another technique could be to use a wood-fibre insulation system rather than a petroleum-derived insulation system.

'It's a difficult balancing act. As an architect, I love the aesthetics of modern steel and concrete buildings but we have to think about sustainability.'

And it is not just designing buildings for the future which Alison is keen to promote, as she is also focused on the future of the industry she represents.

'I am really keen to encourage students to consider a career in architecture, as they are our future and I really want to ensure that we have the skills in the Island to deliver more high-quality and innovative schemes,' she said. 'While it takes seven years to qualify as an architect, the course includes a degree and office-based work experience before you take your final exams and can register with the Royal Court. It may sound daunting but the time flies, and it's such a rewarding job.'

It is also a job, says Alison, which can extend beyond individual projects.

'A lot of elements are closely linked and, to achieve the best schemes, you need a joined-up approach which considers the bigger picture,' she said. 'For example, if you think about St Helier, it would be great to incorporate more green spaces within the town area. Some of that can be achieved within individual properties – and lockdown has certainly encouraged more residents to think about adding roof gardens to this end.'

'Some of it, though, is about looking at town as a whole and that is where you have to consider the infrastructure as well as the architecture. Transport becomes relevant as does the potential for more al-fresco and nature-inspired areas.'

'Jersey has so many beautiful spaces that, with the right will and commitment, there is potential for a wealth of fantastic developments and that, ultimately, is what architecture is all about – making enjoyable places for people to live, and creating places and spaces which inspire those who see them.'

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