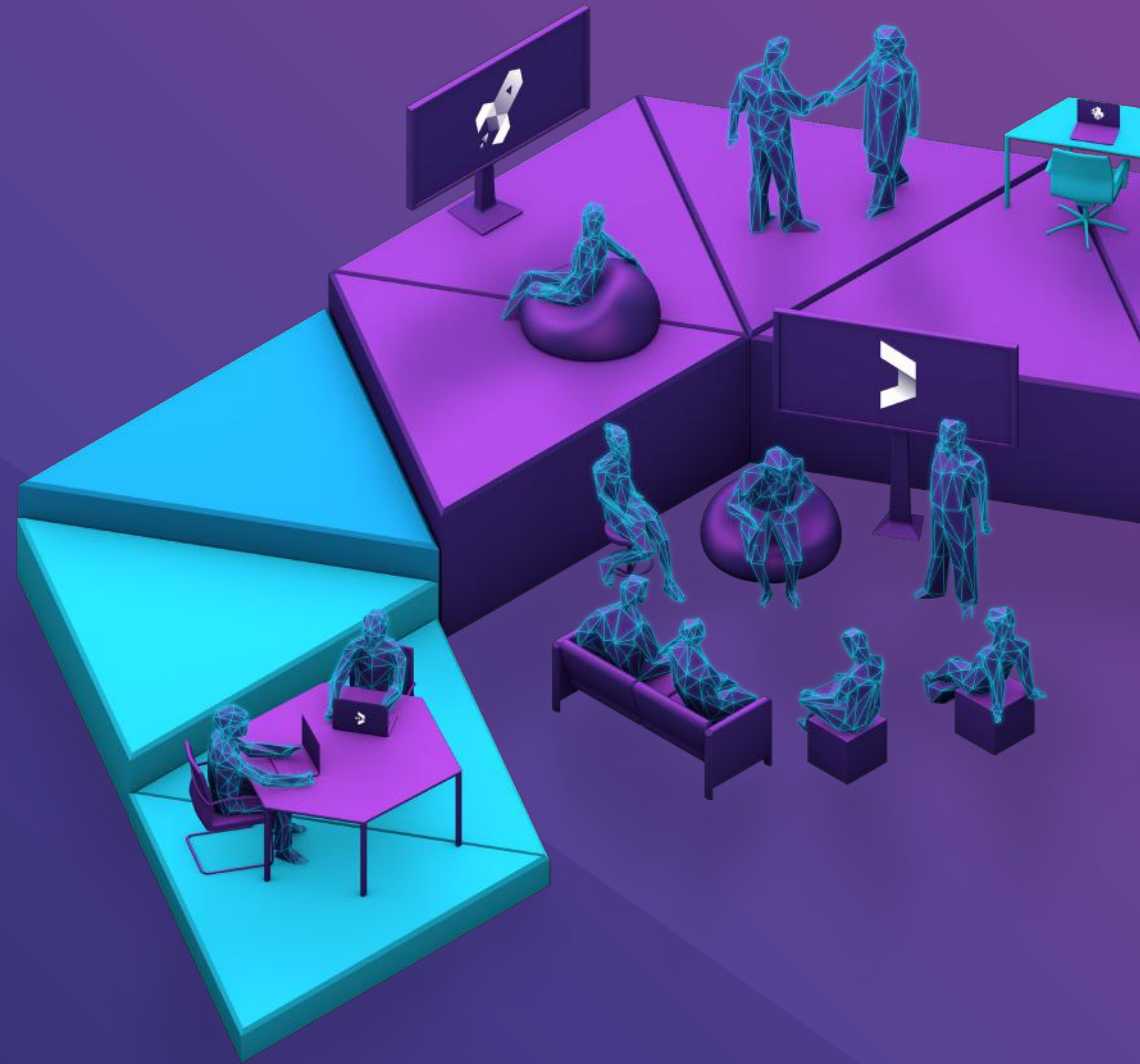


Operational Plan

2021

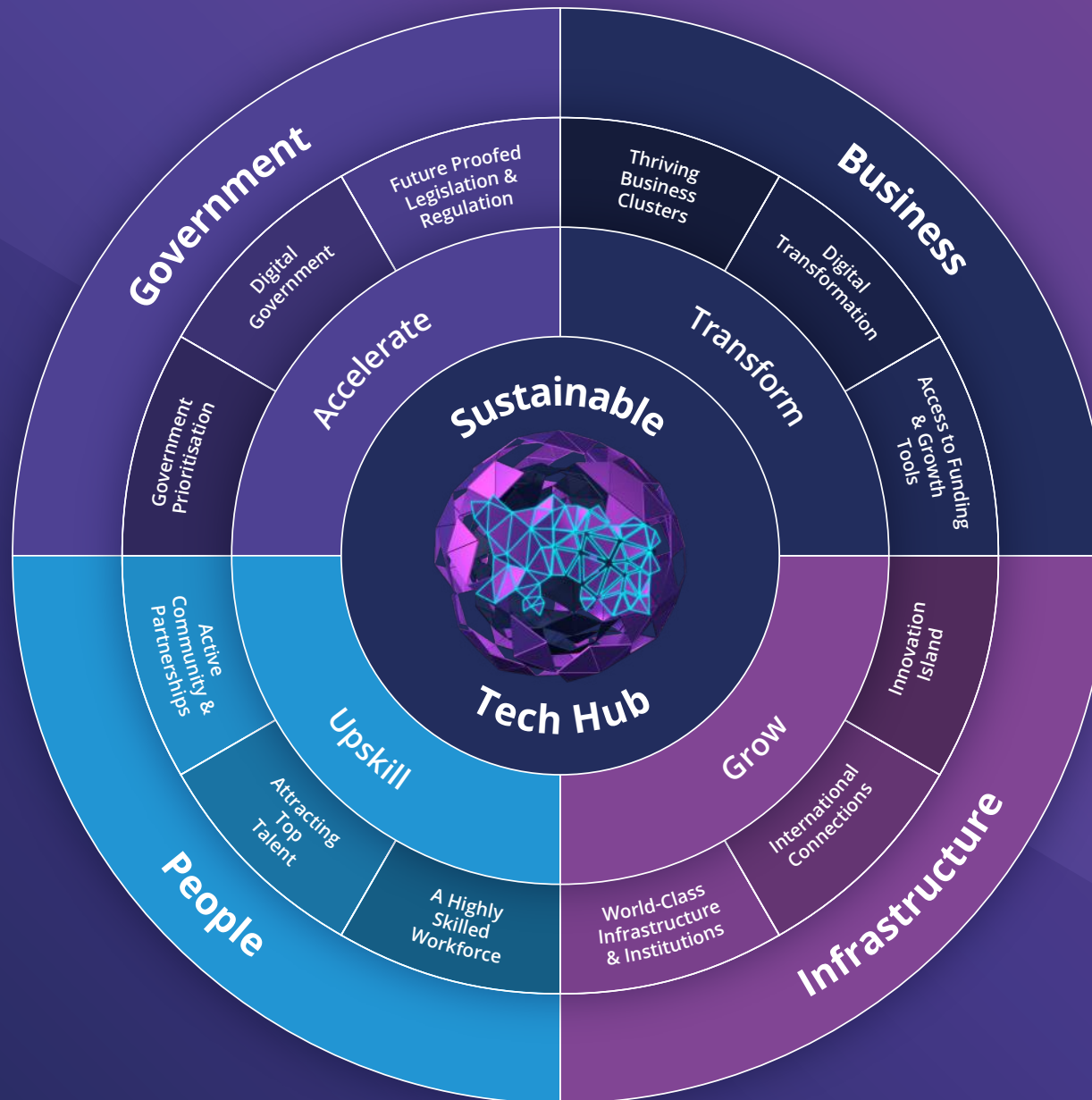


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5 Year Strategic Plan



Supporting **Government** Objectives

Jersey's Strategic Framework

Island Plan

Shaping positive growth over the next ten years

Common Strategic Policy

Medium-term strategic priorities of the Government

Government Plan

Sets out activity to be delivered by Government

Sustainable
Transport

Town
Centre
Uses

Sustainable
Island
Economy

Global
Markets
Strategy

Digital
Policy
Framework

Covid
Economic
Renewal

Grow the
Digital
Economy

Digital
Policy
Framework

Digital
Skills

Digital
Public
Services

Digital
Health
Programme

Modernising
Government

Digital Jersey 2021 Operational Plan

Digital
Transformation

World-Class
Infrastructure
& Institutions

Innovation
Island

International
Connections

Government
Prioritisation

Access to
Funding &
Financial
Services

Thriving
Business
Clusters

Attracting
Top
Talent

Highly
Skilled
Workforce

Future Proofed
Legislation &
Regulation

Active
Community and
Partnerships

Digital
Government

Objectives

1

Thriving Business Clusters

Support the local digital sector by delivering an industry growth roadmap; positioning Jersey as a 'data-safe' location, and attracting 10 business relocations.

2

Digital Transformation

Improve Jersey's productivity and international competitiveness by supporting 30 non-digital businesses in their efforts to digitally transform. Promote Jersey as a centre for Fintech.

3

Access to Funding & Growth Tools

Create introductions for 5 digital businesses with the investor community. Support the Jersey Research Foundation, in raising £50,000 of seed funding. Ensure Stripe availability in Jersey.

4

Innovation Island

Support 5 businesses in prototyping and deploying new smart technologies. Use the Digital Twin as a virtual sandbox environment, including 5 new data sets.

5

International Connections

Connect 10 local businesses to international markets, and develop relationships with target countries, with External Relations.

6

World-Class Infrastructure & Institutions

Create the foundation for future growth by maintaining continuous 70% minimum occupancy of our facilities, and by identifying future infrastructure needs.

7

A Highly Skilled Workforce

Support a digitally-savvy workforce by training at least 100 students and 300 attendees at 15 courses/events at the Digital Jersey Academy.

8

Attracting Top Tech Talent

Improve access to talent and labour mobility by endorsing 25 working permissions, and relocating 10 digital entrepreneurs/freelancers.

9

Active Community & Partnerships

Improve our digital community by successfully running 6 events that attract over 500 virtual/physical attendees in total. Attract 100 submissions to our TechAwards. Support over 100 members through our business initiatives.

10

Government Prioritisation

Submit proposals to Government to fund new initiatives. Work with government to make sure that a smart use of technology is central to key strategic proposals.

11

A Digital Government

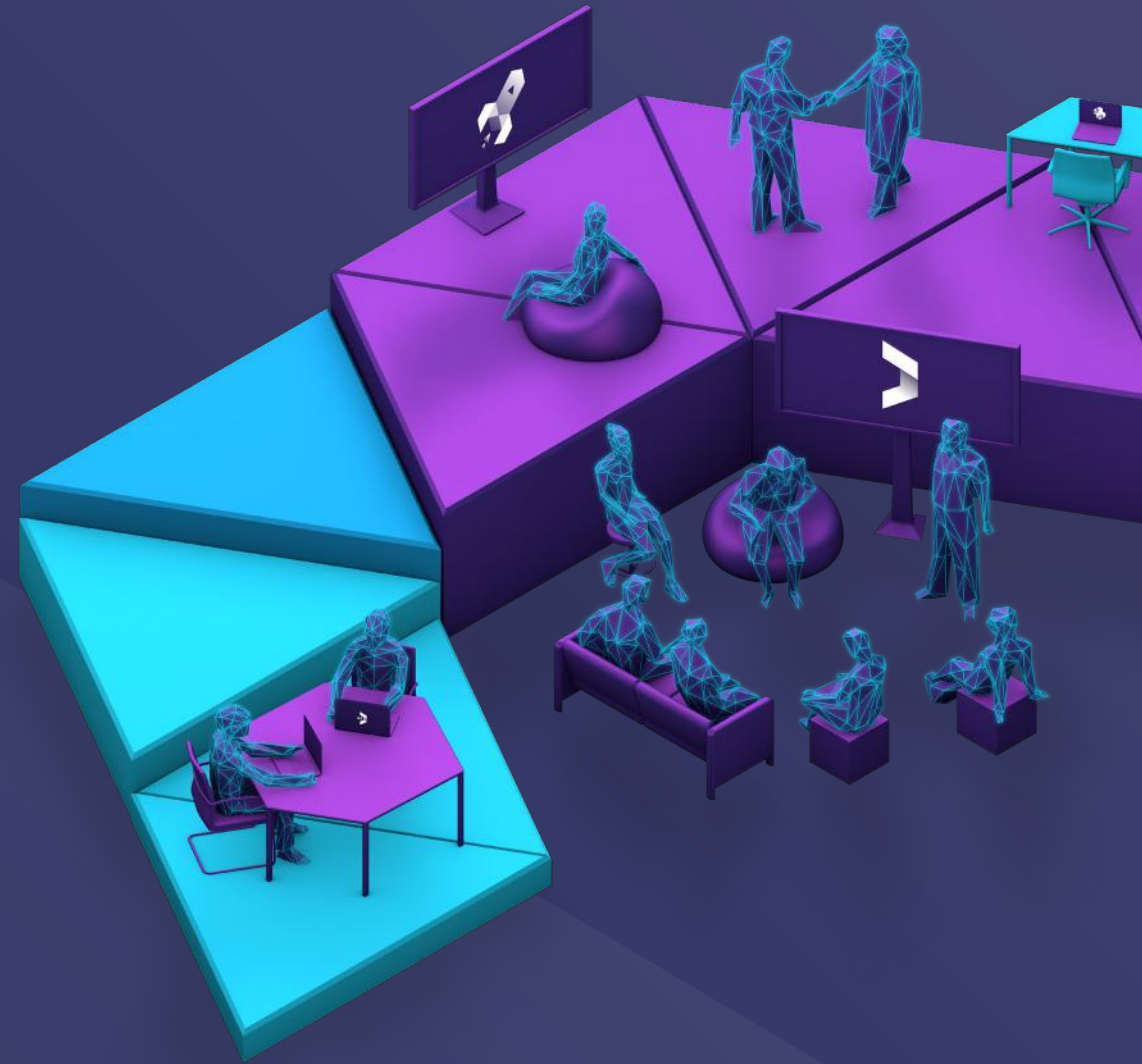
Support member engagement with Government through at least 3 public procurement workshops. Work to ensure the government's use of real time and historic data in the Digital Twin. Help to implement the Digital Health and Care strategy.

12

Future Proofed Legislation & Regulations

Publish a Data / AI Strategy, if funding is secured. Support ongoing development of telecoms, cyber security and data protection policy.

Business



Thriving Business Clusters

Activity

1. Digital Industry Growth Roadmap

Explore the opportunities and trends in Jersey's digital industries, by creating a roadmap to prioritise Digital Jersey's activity. This includes our continued drive to execute the Fintech Roadmap and Digital Health Strategy.

2. Digital Relocations

Grow the digital sector, by encouraging experts from other places to relocate to Jersey. This could include: company relocations, entrepreneurs starting businesses, digital freelancers or tech employees who can strengthen local businesses. This would be supported by additional resource in target markets.

3. Data Opportunity

Digital Jersey will submit a bid to the Fiscal Stimulus Fund to evaluate whether Jersey has a business development opportunity in positioning itself in the global market as a "data safe" location. To be achieved by analysing the legal, regulatory implications of this initiative, and whether a commercial case can be identified for local firms.

Success Indicators

1. Digital Industry Growth Roadmap

Publish and promote Digital Industry Growth Roadmap, with the intention to implement the recommendations in 2022 or earlier.

2. Relocations

Support relocations and sign-off 10 Business Licences for digital businesses to relocate to Jersey.

3. Data

Go/No Go decision to positioning Jersey as a "data safe" jurisdiction for 2022 as part of Digital Jersey's ongoing work.

Goal

To become a compelling hub for internationally focused digital entrepreneurs, micro-businesses and distributed companies; with employment, expertise and export revenue in specialisms where we have a comparative advantage.

It is incumbent on Digital Jersey to develop a fourth pillar to the economy through growing the Island's digital businesses. In doing so, the Island's economy will be better insulated from the adverse impact of jobs automation on its existing employment, the Government's tax base will be more resilient, and residents will have greater opportunities to pursue rewarding and meaningful employment.

Digital Jersey has a well-established Digital Health Strategy and newly created Fintech roadmap. However, efforts are needed to better understand Jersey's value proposition to different horizontals and verticals of the digital industries; particularly given issues arising from having a small internal market. More work is needed to consider and act on the opportunities afforded by data, our favourable geographical location and our world leading infrastructure.



Digital Transformation

Activity

1. Tech Adoption

Improve the productivity and competitiveness of Jersey's businesses, by encouraging the digital transformation of local non-digital firms in key sectors. To be achieved by acting as a match-maker between non-digital and digital companies and targeting support at sectors with low digital adoption.

2. Fintech

Raise Jersey's profile as a supportive jurisdiction for attracting and growing fintech businesses, by appointing a Fintech Ambassador. Help drive innovation and adoption of digital technology in the local financial services sector, including raising their awareness of local tech capability.

3. Sector-by-Sector Technology Roadmaps

Digital Jersey will apply for a significant bid to the Fiscal Stimulus Fund to develop sector specific technology roadmaps. This will support the digital transformation of Jersey's core industries.

Success Indicators

1. Tech adoption

30 non-digital businesses supported by Digital Jersey in their efforts to digitally transform.

2. Fintech

Launch of the 'Jersey for Fintech' proposition and brand. Hold a delegation at an off-island conference, dependant on covid. Implement the Fintech Roadmap with the Fintech Ambassador.

3. Sector-by-Sector Technology Roadmaps

Develop at least 2 Technology Roadmaps of Jersey's core industries, if funding is secured. Fully consider the advantages of implementing Productivity Improvement Grants.

Goal

To ensure a 'digital first' approach across all sectors of the economy, whereby businesses harness technology to improve services and productivity, in turn enhancing their international competitiveness.

A key determinant of business productivity is technology adoption, and yet Jersey businesses have a lower digital utilisation than their counterparts in the UK. On average, a third less. Compared with Edinburgh and London, Jersey's digital adoption is two-thirds lower. Even when compared with similar seaside locations, such as Brighton, the Island performs poorly. The gap in digital adoption is not only evident in emerging technologies, such as Artificial Intelligence (AI), but also now common SaaS products, such as Building Information Modelling (BIM) and Cloud computing. This gap in digital adoption represents lower productivity; less internationally competitive businesses; and a less resilient workforce to the challenges posed by automation.

For this reason, Digital Jersey will work to accelerate the adoption of technology by Jersey's established industries to help improve productivity at a company level, especially in SMEs with between 20-100 employees.



Access to Funding & Growth Tools

Activity

1. Investment Community

Create introductions for digital businesses with the investor community, who could provide funding opportunities. To be achieved by delivering an online platform that will support local start-ups raise funds by connecting investors with businesses.

2. Public Incentives

Encourage Government to introduce incentives for local investment. These could include:

- Income tax deductions against investments made into start-ups. Dividend income generated from companies invested in; or tax reliefs to offset losses from failed local investments.
- Seed funding into a vehicle that would invest in local businesses, modelled on the Guernsey Investment Fund; British Business Banks. Etc.

3. Jersey Research Foundation

Support the operation and funding of the JRF which has the aim of supporting a broad range of scientific research projects, such as using technology for the advancement of health, agriculture and education.

4. Access to Financial Services

Work with the regulator, Government, and industry, to improve access to banking and payments services for digital businesses in Jersey.

Success Indicators

1. Investment Community

5 companies to promote their investment opportunities to potential investors, via the platform.

2. Public Incentives

Trial of one of the incentives, if successful in securing Government support.

3. Jersey Research Foundation

Provide support to the Jersey Research Foundation, with a fundraising aim of £50,000 for 2021.

4. Access to Financial Services

Availability in Jersey of key additional providers e.g. Stripe.

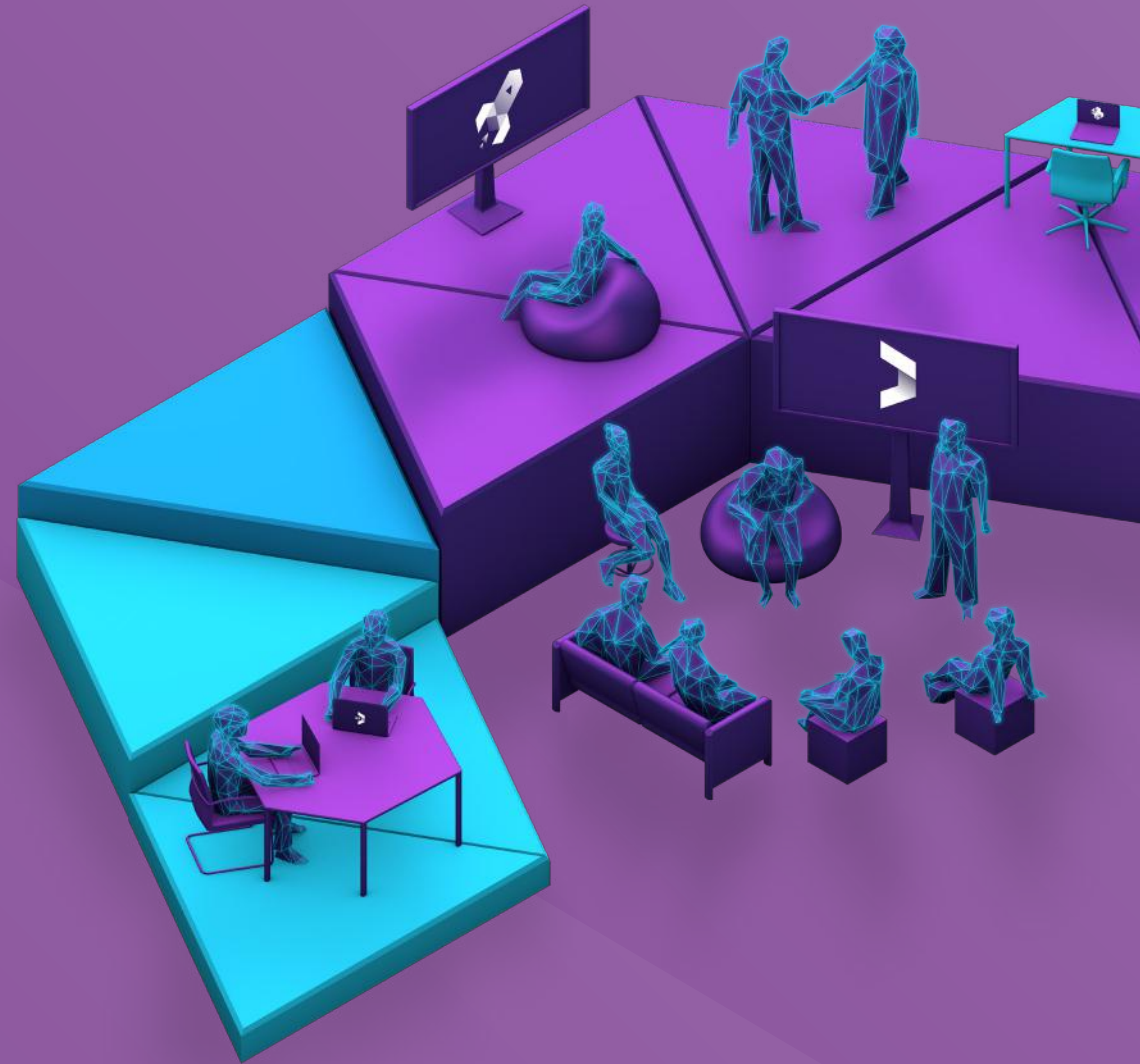
Goal

To improve access to finance and banking by supporting entrepreneurialism, brokering local & international investor relations, and ensure local accessibility to digital banking/payments.

A vibrant funding landscape is vital to a successful start-up ecosystem. In the absence of a mature funding landscape, local start-ups do not have the capital to invest in their growth. The impact of this can be grouped into two primary drawbacks. Firstly, high-growth potential start-ups are unable to materialise; and secondly, by its nature, digital entrepreneurs are highly mobile. This affords them the flexibility to follow the capital and talent, which would see Jersey's tech eco-system hollowed out.



Infrastructure



Innovation Island

Activity

1. Smart Island

Digital Jersey will support businesses in prototyping new Smart Island products and innovations. To achieve this, we will liaise with public, private and community stakeholders to scope problem statements, identify technology solutions, and support in the deployment of specialist IoT technologies that help deliver Sandbox Jersey.

2. Digital Twin

Make use of real-time and historic data to enable data-driven decision making. The digital twin enhances Jersey's Sandbox proposition by providing a virtual environment alongside the physical one, for testing; as well as accelerating open data which will unlock greater collaboration within Jersey's growing digital community. To achieve this, we will continue to populate the Island's digital twin, a virtual replica of Jersey, overlaid with interactive maps and visual representations.

Success Indicators

1. Smart Island

5 businesses supported by Digital Jersey in their efforts to prototype new Smart Island products and innovations.

2. Digital Twin

Continued population of the Digital Twin, with 5 new data sets.

Goal

To become an internationally recognised innovation hub, by improving the local support infrastructure for entrepreneurs to test and commercialise products & services.

Spending on Research, Development and Innovation is a key indicator of future productivity of firms and the broader economy. This rationale was recently reinforced by research commissioned by JFL and conducted by CEBR (2019). This found that local finance firms with productivity below their subsector average only invested 1.8% of revenue on R&D (e.g. spending on developing new products or internal processes), compared with 9.4% for firms with above average productivity. Similarly, the Fiscal Policy Panel has highlighted a lack of innovation as a possible cause of weak productivity; and the Innovation Review 2015 suggested that a lack of a local university or research institution means that domestic knowledge assets are limited.



International Connections

Activity

1. Reputation Building

Drive interest and awareness of Jersey internationally, to support the diversification of the Island's economy. To be achieved by working with partnerships across industry and Government to deliver a unique brand narrative, promoted through digital marketing campaigns and submissions to international rankings, awards and accolades.

2. Ambassadors

Improve connections with Jersey's overseas population to raise the Island's international profile, generate relocation leads, and to create collaboration opportunities for local businesses. To be achieved by expanding the network of Digital Jersey Ambassadors and by enhancing communication with and between them.

3. International Partnerships

Create opportunities that expose local businesses to globally innovative ideas, technology and partners, to accelerate the adoption of advanced technologies. To be achieved by working with the External Relations team to support their overseas focus on the USA and Bahrain.

Success Indicators

1. Reputation Building

Submit an entry to international rankings, awards and accolades.

2. Ambassadors

Work with the Ambassadors to ensure they are equipped to represent Jersey at off-island events and meetings.

3. International Partnerships

Deliver on the objectives outlined in existing international MoU's with the New Jersey Big Data Alliance and Bahrain.

Goal

To become widely regarded as a digitally-savvy environment and business centre, attracting foreign direct investment, start-ups, entrepreneurs, and talent.

Jersey has a relatively small population with a workforce which is highly dependent on inward migration, and a highly internationalised industry base. If Jersey is to grow and diversify its economy, access to new ideas, inward investment, and talent will be vital. It is estimated that businesses focused on foreign customers grow 2.1 times faster than others.

Perceptions of Jersey as a technologically-advanced place for doing business will be instrumental to its future success, both in terms of giving local business the prominence to drive international growth, and in attracting businesses to Jersey.



World-Class Infrastructure & Institutions

Activity

1. Infrastructure & Institutions Review

Safeguard future prosperity by recommending improvements in infrastructure and institutions needed to underpin a resilient tech eco-system. To be achieved by exploring gaps in Jersey's existing infrastructure, and identifying an action plan to address gaps.

2. Hub, DJ Offices & DJX

Continue to foster a vibrant and collaborative tech community to help accelerate the growth of members. To do this, we will maintain high-levels of occupancy and activity at Digital Jersey's Hub and Offices.

Success Indicators

1. Infrastructure & Institutions

Publish a gap analysis of Jersey's existing infrastructure and institutions, identifying a clear narrative, rationale, and action plan to address gaps.

2. Hub, DJ Offices & DJX

70% occupancy of Digital Jersey Hub working spaces. Occupancy of DJX to be increased to at least 70%. Increased number of projects and events at DJX.

Goal

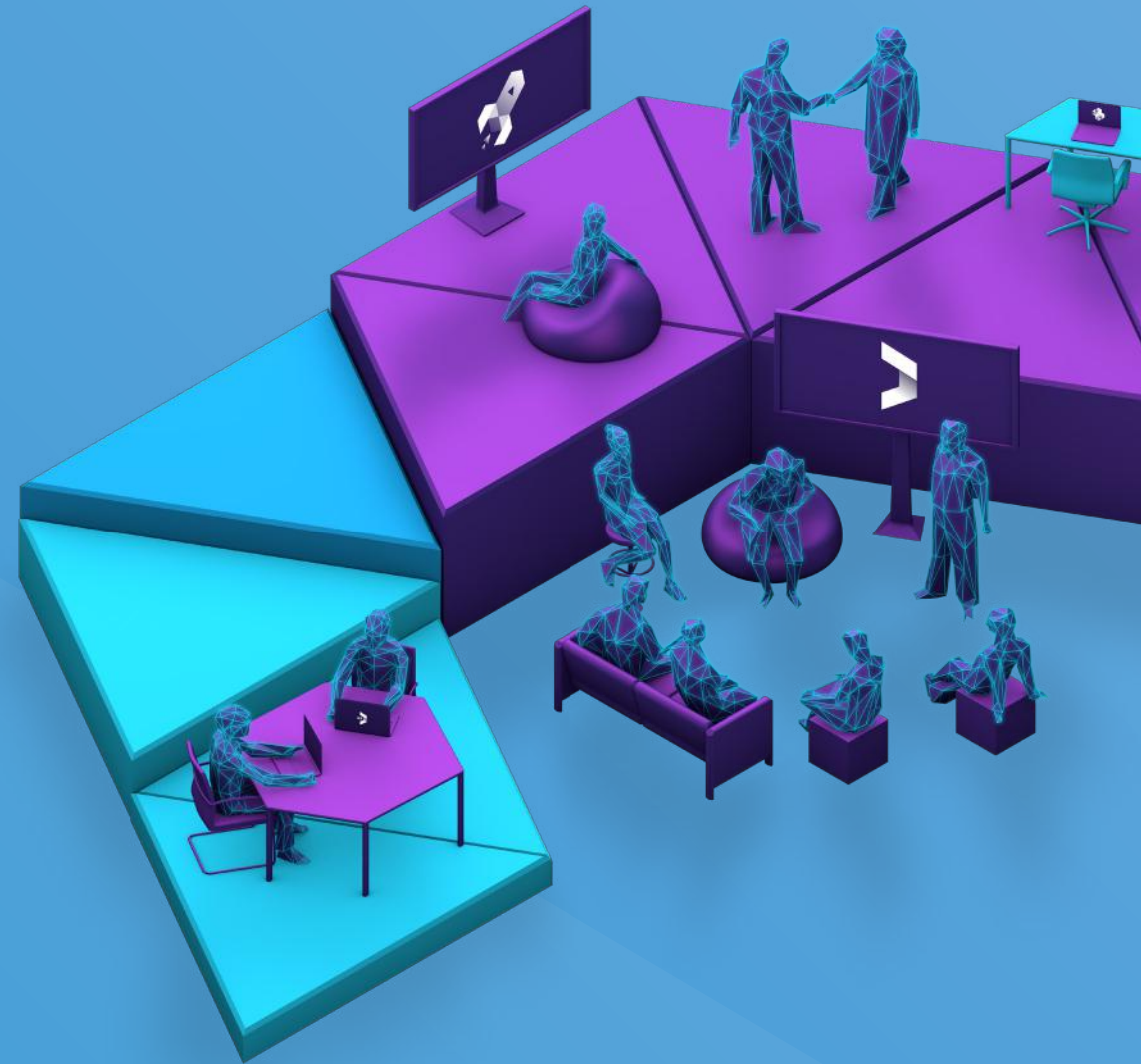
To benefit from internationally competitive business conditions, boasting effective and supportive institutions, physical capital and a liveable environment.

Today, value is generated from digital applications that require a diverse skillset. This has given rise to the proliferation of dense tech clusters where the exchanging of ideas between firms and people is facilitated by proximity.

This phenomenon has closely tied the success of tech clusters to that of the towns and anchor institutions with which they locate. These anchor institutions (such as HE, research bodies, knowledge institution etc.) act as catalysts for knowledge-based and talent-driven economies. Adjusting to these sector dynamics requires intervention that will pay dividends for future generations.



People



A Highly Skilled Workforce

Activity

1. Digital Jersey Academy

To retrain, upskill and support in the redeployment of Jersey's school leavers and existing workforce. The Digital Jersey Academy will continue in its role as the Island's hub for digital learning. To achieve this, the Academy will host events, courses, and community gatherings.

2. Digital Skills in Schools

To ensure that digital training within the school curriculum does not fall behind, Digital Jersey will work with industry and educators to update the computing curriculum.

3. Technology Pact

Consult with the private sector on their investment into workforce skills, retraining, and redeployment, to help prepare the Island for the impact of technology on employment. To deliver this, Digital Jersey will work with the Digital Skills Partnership to encourage partners to communicate their requirements, in order to improve the alignment between education and the technology job market.

4. Online Learning

Enhance the Academy's online learning offer and explore what immersive or virtual classroom technology is needed to seamlessly allow students to connect and collaborate wherever they are.

Success Indicators

1. Digital Jersey Academy

Support a digitally-savvy workforce by training at least 100 students and 300 attendees at 15 courses/events at the Digital Jersey Academy. 70% occupation of rooms during the semester periods.

2. Digital Leadership Programme

Successfully deliver the Diploma in Digital Leadership by recruiting 25 students onto its third cohort.

Goal

To deliver a digitally-savvy workforce with a pipeline of local tech talent, expertise, and knowledge, graduating from its further and higher education centres.

Skills are inextricably linked with the growth and development of the digital economy. This is partly due to the impact of new technologies and an aging population on the workforce. These changes have increased demand for low and high-skilled jobs with fewer medium-skilled jobs. This trend is expected to accelerate as companies continue to make substantial investments into labour-substituting AI.



Attracting Top Talent

Activity

1. **Advanced skills**

We will work with members to help them develop new businesses, and create new highly skilled jobs. Digital Jersey will continue to train people for these roles to ensure demand can be met locally. However, when advanced skills cannot be found in Jersey, we will work with firms to help find and bring over skills from elsewhere. We will promote Jersey as a good place to live, assist companies with Work Permissions, and help the employee feel settled in Jersey through the Hub community.

2. **Improved migration rules**

Generate new economic activity and increased tech capabilities by continually encouraging Government to adopt tech-talent friendly migration rules for: start-ups, entrepreneurs, digital freelancers and employees.

Success Indicators

1. **Advanced Skills**

25 working permissions granted, through our MoU with the Business Hub.

Goal

To be regarded as an attractive location to live and work by highly-mobile tech talent and the Island's overseas population who left to pursue higher education. As a result featuring in influential rankings and reviews.

Availability and retention of talented, well educated people, is considered to be a significant factor in the increased vibrancy of regional and Island economies. This is becoming ever more important as the adoption of new technologies, alongside structural and demographic changes to the economy, cause a polarising of the jobs market; with an increase of low and high-skilled jobs and fewer medium-skilled jobs.

Migration plays a disproportionate role in contributing towards innovation and wealth creation. In the UK, immigrants are twice as likely as British-born individuals to start their own business. In the US, migrants found about 30% of all businesses, even though they make-up 14% of the population. Migrants also tend to be more successful in these endeavours.



Active Community & Partnerships

Activity

1. Supporting Members

Over the last few years Digital Jersey has supported many existing and start-up businesses on their route to success. This will continue in 2021 by getting businesses involved in our work through joining as members. Getting more businesses ready to recruit more staff, running networking events, and promoting our co-working spaces. We will also conduct a survey of members to understand how Digital Jersey can better serve them.

2. Mentoring

Create opportunities for students and entrepreneurs to access impartial and tailored advice from experienced digital business experts. To be achieved by continuing the Digital Jersey mentorship scheme and connecting members with experienced digital business leaders.

Success Indicators

1. Supporting Members

Grow membership by 30%.

2. Mentoring

Connect 5 mentors with mentees via the scheme.

3. Community Events

Hold 6 events, attracting 500 attendees in total (virtual or physical).

4. TechAwards

Successfully run the TechAwards, attracting over 100 submissions and 300 virtual/physical attendees.

Goal

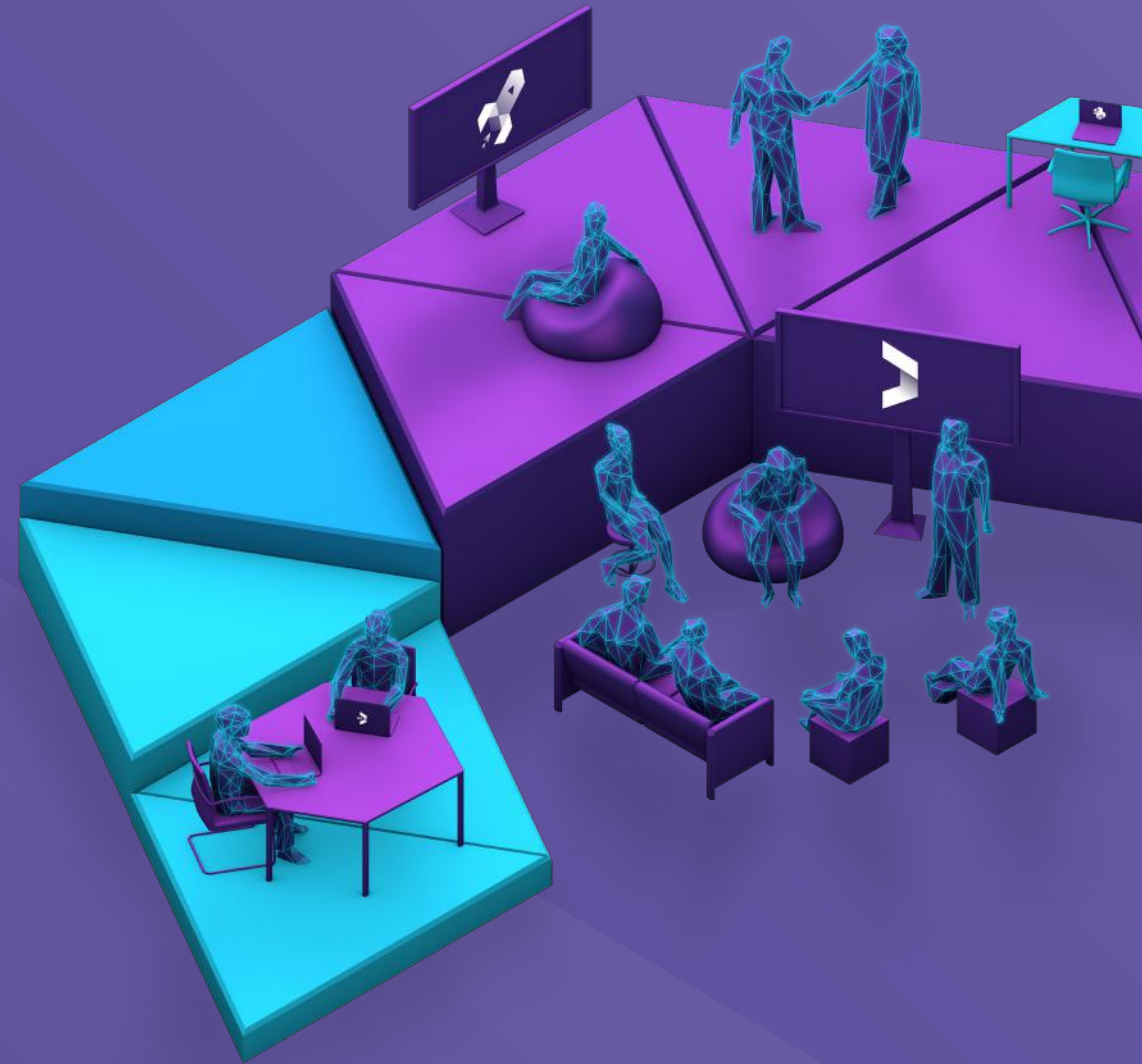
To create a diverse and inclusive tech community, made-up of entrepreneurs, tech talent, investors and service providers feeding the sector with a pipeline of ideas and talent, and driving 'creative destruction' and renewal.

The beating heart of any tech hub is its community of entrepreneurs and tech leaders, investors, Government, mentors, students, service providers and large companies. The collective strength of these actors is greater than the sum of their parts. Together, these actors create a pipeline of new ideas, perspectives, and innovations. This drives 'creative destruction' and the renewal of industries, by giving momentum and scale to new opportunities. In any tech community, there are usually key actors that evoke new ideas.

There is scope to activate community partnerships, events, and networking groups to address the current gender imbalance within the digital industries and to better involve local community groups.



Government



Government Prioritisation

Activity

1. **Fiscal Stimulus Fund**
Digital Jersey will submit proposals to the FSF, to fund initiatives to help and grow the digital sector.
2. **Technology at core**
Digital Jersey will work with Government to make sure that technology is at the heart of key strategic proposals, such as sustainable transport, retail strategy, and carbon neutrality.
3. **Foresight Capability**
Prepare for the future implications of technical developments by researching emerging issues and responding accordingly. To be achieved by agreeing an MoU with Strategic Policy, Performance & Planning, and coordinating between industry and government where appropriate.
4. **Statistics on the Digital Economy**
Establish benchmarks to record the growth and changes in the digital economy. To be achieved by working with the Statistics Unit or other bodies.

Success Indicators

1. **Fiscal Stimulus Fund**
Funding approval from the FSF, and successful implementation of proposal, against agreed criteria.
2. **Foresight Capability**
Publication and implementation of foresight capabilities framework within Government.

Goal

To drive Government investment and resources into the digital economy, providing strategic investment that will underpin long-term growth.

Government has a critical role in determining Jersey's future economic competitiveness, and that of the digital economy. If Jersey is to be attractive to tech companies, it is essential that the fundamental ingredients of an economically and socially successful town are present. By laying out clear goals and a roadmap of investments, Government can ensure that technology is not an afterthought, but rather something that is embedded within all the Island's infrastructure and institutions.



A Digital Government

Activity

1. Digital Twin

Work to ensure the Government's use of real-time and historic data to enable data-driven decision making. The digital twin enhances Jersey's Sandbox proposition by providing a virtual environment alongside the physical one, for testing; as well as accelerating open data which will unlock greater collaboration within Jersey's growing digital community. To achieve this, we will continue to populate the Island's digital twin, a virtual replica of Jersey, overlaid with interactive maps and visual representations.

2. Public Procurement

Support and inform Government policies on local procurement, encouraging the use of local digital suppliers as a preference, where capability exists.

3. Digital Health

In conjunction with the new Digital Health Team within Government, Digital Jersey will help to implement the Digital Health and Care strategy by acting as a facilitator between public and private sector, and by encouraging the implementation of Electronic Patient Records.

Success Indicators

1. Digital Twin

Government's use of Digital Twin in formulation of key policies.

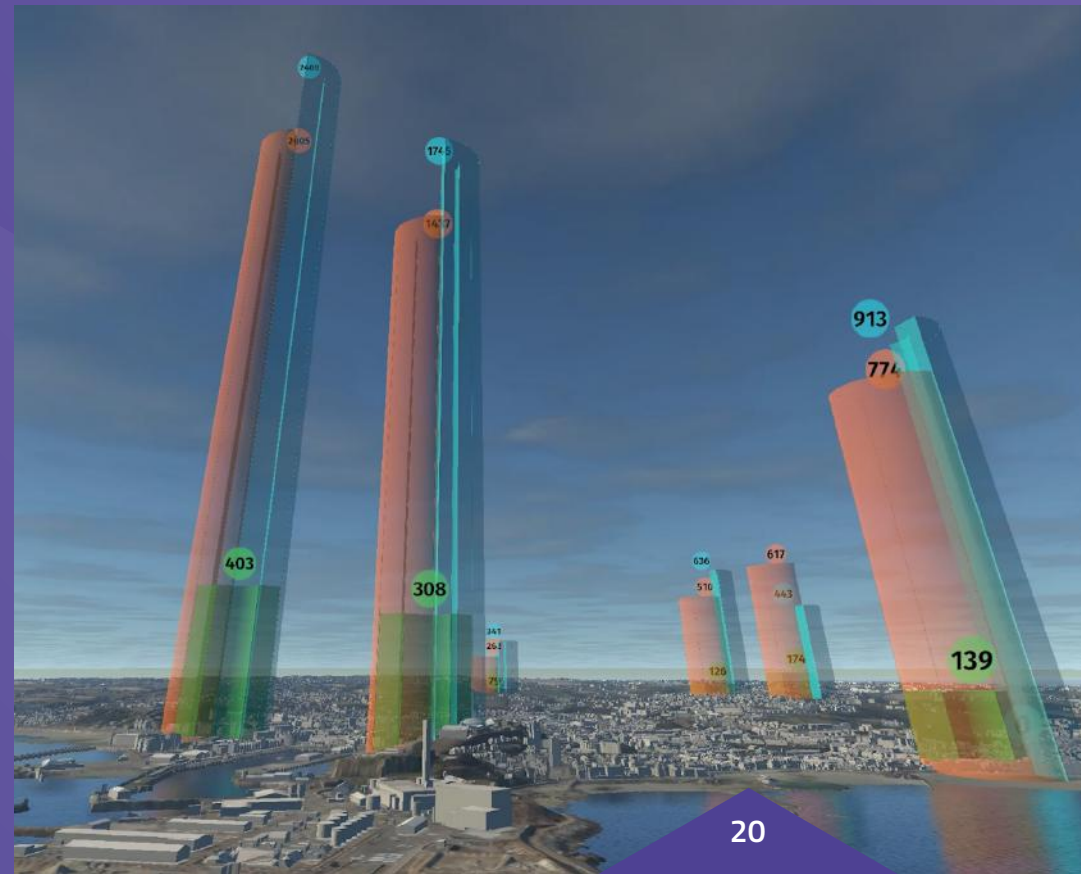
2. Public Procurement

Workshops to raise awareness of public procurement to local digital businesses. Increase in Government use of local suppliers.

Goal

To become a 'digital-by-default' Government recognised by industry and residents for its quality and efficiency in the delivery of services.

Government has a clear role to play in accelerating the adoption of new technologies across society. For this reason, the modernisation of government services has a mandate to work with partners in industry to expand their capabilities, playing an instrumental role in the wider digital transformation of the economy.



Future Proofed Legislation and Regulations

Activity

1. **Data Strategy to Unlock Artificial Intelligence**

Develop a data strategy. This will ensure Jersey has a proactive approach to data, which is essential for businesses to benefit from AI tools. This will cover topics such as: data foundations, data skills, data availability, Smart Island, government Open-by-Default, Digital Ethics Council

2. **Support Government Policy Development**

Support ongoing development of telecoms, cyber security, data protection policy, and other related policy developments. To be achieved by proving ongoing insights into the local digital economy, via our Geek Talent platform.

Success Indicators

1. **Data Strategy to Unlock Artificial Intelligence**

Digital Jersey will deliver and publish a Data / AI Strategy.

Goal

To deliver a regulatory and legislative environment that is agile and flexible to the needs of the digital economy; supporting and accelerating the circular economy, new forms of business models, and the emergence of new modes of transport.

Like elsewhere, many of Jersey's rules and regulations were designed to address business models which are increasingly being disrupted by technologies, start-ups and innovations. To this end, Jersey's current legislative landscape poses many barriers to digital innovation.



Thank you for reading

For more information,
please contact:

T +44 (0)1534 789 333

E info@digital.je

