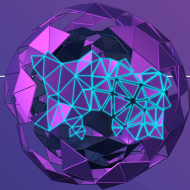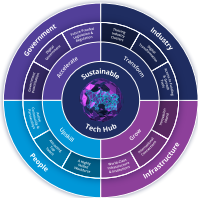# DIGITAL JERSEY

Operational
Plan 2022

5 Year Strategic Plan

Overview

Digital Jersey's existing programme of work will support the refocused 12 areas below, reinforcing one another along the digital transformation journey.

Deliver – Digital Jersey will actively lead, manage and run the initiative.

Drive – Future-proofed legislation & regulation.

Support – Government prioritisation.

		Themes		Strategic Focus Areas	Deliver[1]	Drive[2]	Support[3]
		Industry	1	Thriving Industry Clusters		✓	
			2	Digital Transformation		✓	
			3	Access to Funding & Growth Tools	✓		
		Infrastructure	4	Innovation Island	✓	✓	
			5	International Connections	✓	✓	
			6	World-class Infrastructure & Institutions		✓	
		People	7	A Highly Skilled Workforce	✓	✓	
			8	Attracting Top Tech Talent		✓	
			9	Active Community & Partnership	✓		
		Government	10	Government Prioritisation			✓
			11	A Digital Government		✓	✓
			12	Future-proofed Legislation & Regulations		✓	✓

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2022 High priority activity

	Data Stewardship	Digital Sector Cluster Analysis	Executive Digital Leadership Programme	Fintech Framework	Smart Island	Technology Pact	Digital Manifesto	Technology Fund	Influence Government Plan	Influence Digital Foundations
Industry										
Infrastructure										
People										
Government										

Industry

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.

Digital Jersey will continue 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 protected 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 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.

6

Activity

Success Indicators

Digital Relocations

Encouraging off-island digital expertise to relocate to Jersey, including companies, entrepreneurs, freelancers or tech employees who can strengthen local businesses. This is to be supported by additional resource in target markets and a clear narrative that defines 'why Jersey' to specific audiences.

Data Stewardship

Support the development of a new data stewardship service sector. Specifically we will continue to co-ordinate the activities of the working group set up in 2021 and to recommend next steps e.g. a pilot for the creation of a commercially led data-foundation or trust in the Island which will govern locally generated data to be used or analysed by local data users.

Digital Sector Cluster Analysis

Horizon scan exploring the opportunities and growth trends in Jersey's digital industries and build on existing strengths. Prioritising our activity in developing specific digital clusters.

Relocations

Issue licences to 23 businesses, digital entrepreneurs or freelancers.

Data Stewardship

Deliver the recommendations following the 2021 exploratory data stewardship programme. This is anticipated to include a pilot for the creation of a commercially led data-foundation or trust.

Digital Sector Cluster Analysis

Carry out a cluster analysis of Jersey's digital sector and begin to implement recommendations.

Goal: To ensure a 'digital first approach' across all sectors of the economy enabling businesses to 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 workforce less resilient to the challenges posed by automation.

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.

Activity

Success Indicators

Fintech Framework

To deliver in partnership the action plan of the Fintech Framework that sits across Government, Jersey Finance, JFSC and Digital Jersey. Priorities for 2022 include continuing work on Digital ID/KYC, progress Open Banking discussions, improve Fintech skills across the island, provide thought leadership in the form of events and engagement with industry.

Executive Digital Leadership Programme

Accelerate the adoption of technology on island by providing a course tailored to executives and business leaders, enhancing their knowledge on digital transformation and providing them with the skills to develop a successful strategic roadmap in their organisation. We will consult with the IOD, Board Apprentice Programme, the IWSL programme and others, as we develop a programme.

Local Industry Development

Provide expert input to local businesses to support tech adoption and business growth.

Fintech

Implement the actions related to Digital Jersey in the Fintech action plan.

Executive Digital Leadership Programme

Launch the Executive Digital Leadership Programme with 10 delegates.

Tech adoption

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

Business Growth

Run at least 5 drop in clinics on a range of topics to provide support to on island small businesses.

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 eco-system. 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 their 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 lose out.

Activity

Investment Community

Create introductions for digital businesses seeking funding with the investor community, including via Springboard.

Access to Financial Services

Work with Government, Jersey Finance, Industry and JFSC, to improve access to banking and payments services for digital businesses in Jersey.

Funding and Incentives

To bring together and raise awareness of funding and incentives available for on-island businesses, to include the Springboard initiative, Jersey Research Foundation and Government funding and incentives.

Success Indicators

Investment Community

Create introductions for 10 digital businesses with the investor community.

Access to Financial Services

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

Infrastructure

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 is reinforced by research commissioned by Jersey Finance and conducted by Centre for Economics and Business Research (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.

Activity

Smart Island

Support businesses in prototyping and adopting new technologies and innovations. We will liaise with stakeholders to scope problem statements, identify potential technology solutions, and support in testing and deployment of specialist technologies that will help upskill and deliver sustainable improvements to productivity and community life.

Drone Technology

Work with industry to identify opportunities and make recommendations to Government in the development and adoption of new regulations and technologies. Drone technology provides additional data for both Smart Island & Digital Twin projects.

Digital Twins

Raise awareness and secure engagement in the use of data to enable evidence-based decision making with digital twin technology. This includes making our Digital Twin project more accessible. We will use digital twin technology to address real-world problems, working with public and private sector partners.

Success Indicators

Smart Island

Support 5 businesses in prototyping and deploying new technologies.

Sandbox

Develop 5 Sandbox Projects.

Digital Twin

Apply Digital Twin technology to 2 real-world scenarios.

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.

Activity

International Markets

Create opportunities that expose local businesses to globally innovative ideas, technology and partners, to accelerate the adoption of advanced technologies (AI, Digital Twin etc.). To be supported by brokering partnerships with top innovators including universities and technology research centres.

Reputation Building

In support of the digital sector, drive interest and awareness of Jersey internationally. To be achieved with industry and Government, promoted through off-island digital marketing campaigns, events and submissions to international rankings, awards and accolades.

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.

Success Indicators

International Markets

Connect 10 local businesses to international markets/opportunities.

Ambassadors

Grow the Digital Jersey Ambassador network equipping them to represent Digital Jersey at off-island events and meetings.

Goal: To benefit from an eco-system of enabling and accelerating hard, soft and critical infrastructure; hosting resilient physical networks, appropriate cultural and working amenities and the institutions necessary to maintain long-run economic progress.

Today, tech firms' value face-to-face interaction, large social networks and intra-firm communication; this has underpinned changes to the spatial preferences of the digital sector. This has given rise to the proliferation of dense urban tech clusters where the exchanging of ideas between firms and people is facilitated by proximity.

This phenomenon has closely tied the success of tech cluster to that of the towns and anchor institutions with which they

cluster. These anchor institutions act as catalysts for knowledge-based and talent-driven economies. They act as talent magnets, attracting and anchoring researchers, students, and increasingly, the talent who build innovation economies; provide a source of insights; and consume discussions. These functions of institutions feed successful tech eco-systems. Adjusting to these sector dynamics requires intervention that will pay dividends for future generations.

Activity

Telecoms and Networks

Work with stakeholders to ensure Jersey maintains its position as a world leading provider of networks and infrastructure, by fostering a collaborative approach across Jersey's operators. This includes championing a regulatory change to further the development of 5G, data security, and maintaining the fastest internet speeds in the world.

Foresight Capability

Through Digital Jersey's MoU with Government Strategic Policy, Planning and Performance, to support the development of Government's foresight capability, acting as the interface with local businesses and digital stakeholders.

Hub, DJ Offices & DJX

Foster a vibrant and collaborative tech community, to help accelerate the growth of Digital Jersey Hub activity.

Enhance Digital Jersey Capability

Digital Jersey is a core institutional actor in the island's tech community. To successfully deliver on the activity outlined in our 5-Y Strategy, it is essential that the organisation is well resourced by Government and industry, both financial and value in kind.

Success Indicators

Hub, DJ Offices & DJX

To have high levels of activity within the Digital Jersey estate. This includes events, members co-working and training.

Telecoms and Networks

Establish a telecoms industry group.

People

Goal: To deliver a digitally-savvy workforce with a pipeline of local tech talent, expertise and knowledge.

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.

PEOPLE | A HIGHLY SKILLED WORKFORCE

Activity

Digital Skills in Schools

Support CYPES with guidance, evidence and tools to aid students to learn digital skills. We will work with industry, educators and experts to deliver a roadmap for future digital competencies and computing curriculum.

Digital Strategy for Teaching

Collaborate with Government in the development of their strategy to digitise teaching.

Higher Education

Play a pivotal role in progressing the higher education strategy with regards to digital skills, with a particular focus on research and development outcomes. To include supporting Government with the Data and Cyber Security degree apprenticeships.

Technology Pact

Work with local businesses to agree and launch a Technology pact, encouraging private sector investment into workforce skills and committing partners to make a concerted effort to improve alignment between education and the technology job market.

Digital Leadership Programme

In 2022, the Digital Jersey Academy will continue to successfully deliver the Diploma in Digital Leadership, the island's principal course in digital skills.

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 islands hub for digital learning. To achieve this, the Academy will host events, courses and community gatherings which will be supported by the new online training platform.

Success Indicators

Technology Pact

To launch the Technology Pact initiative with industry.

Digital Leadership Programme

Successfully deliver the Diploma in Digital Leadership for a third cohort.

Digital Jersey Academy

Train 450 students and at a minimum of 15 courses.

Goal: To be regarded as an attractive location to live and work by highly-mobile tech talent and the island's overseas population, 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.

Activity

Work Permissions

To improve access to talent and labour market mobility/flexibility, we will support companies applying for work permissions for digital skills that can't be found on-island, by endorsing suitable applications to Government's Business Licencing team from digital and non digital businesses.

Relocations Campaign

Deliver an off-island marketing campaign targeted at relocating highly skilled digital professionals and digital businesses to Jersey.

Migration

Encourage Government to adopt tech-talent friendly migration rules for start-ups, entrepreneurs, digital freelancers, and employees. We will identify and evidence perceived barriers to migration and make recommendations to address these.

Success Indicators

Advanced Skills

26 working permissions granted, through our Business Licencing Team with the Business Hub.

Relocations Campaign

Generate 50 off-island relocation enquiries.

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, Governments, mentors, students, service providers and large companies. The collective strength of these actors is greater than the sum of its 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.

Activity

Community Events

Create opportunities for the tech community to network and collaborate. To be achieved by running networking events, competitive challenges, alumni meet-ups, round tables and more.

TechAwards

Celebrate the very best of Jersey's digital talent, creativity and entrepreneurship by holding the 4th Annual TechAwards. The programme of events and ceremony are an opportunity to recognise the sector and tech community for their achievements, raising the sectors profile locally and internationally.

Strategic events and engagement

To encourage collaboration and co-creation for delivering on DJ's strategy, deliver 'problem solving' events designed to build on the 2021 Building a Digital Jersey workshop.

Developing and maintaining the Membership base

Focus on new member recruitment and member retention, to ensure that businesses are getting the tailored support they need, allowing them to make the most of their Digital Jersey membership and the available benefits.

Delivering Membership and business services

Ensure that key services are managed effectively to allow Digital Jersey to deliver value for members and other businesses in Jersey.

Digital "Match-Maker"

To act as a match-maker between on-island non-digital and digital companies, helping local digital suppliers to access more of the local market.

Mentoring

Via the Digital Jersey Mentorship scheme, create opportunities for students and entrepreneurs to access free, impartial and tailored advice from trusted and experienced digital business experts.

Success Indicators

Community Events

Hold 10 events, attracting 800 attendees in total (virtual or physical).

Digital 'Match-Maker'

Work with the Jersey Finance to launch and successfully match 10 businesses together.

Mentoring

Connect 10 mentors with mentees via the scheme.

Membership

Grow our enterprise and Small Business membership base by 20% (net) whilst engaging and retaining our existing members.

Tech Awards

Attract 110 submissions to our Tech Awards.

Government

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

First document version

Proposed
Government Plan
2021-24

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 islands infrastructure and institutions.

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Activity

Technology Accelerator Fund

Collaborate with Government on the development of the Technology Accelerator Programme.

Government Plan

Represent the interests of the digital sector to obtain suitable prioritisation and funding, including Digital Jersey funding and support for industry.

Future Economy Programme

Collaborate with Government's Economy department on the economic framework championing Digital.

Success Indicators

Digital Manifesto

Publish Digital Manifesto and support election candidates to engage with digital challenges facing Jersey.

Technology Accelerator Fund

Work with government to obtain states approval ahead of developing detailed scheme by the end of 2022.

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.

Activity

Success Indicators

Digital Health

In conjunction with Health & Community Services and Public Health, we will continue to facilitate the implementation of the Digital Health and Care strategy. We will explore opportunities for health related projects with Government.

Digital and Data Plumbing

To advocate, as trusted advisor to Government, an acceleration in the adoption of key technologies to enable Jersey to become an exemplar digital first jurisdiction, this includes data infrastructure necessary for digital citizen engagement.

Public Procurement

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

Public Procurement

Run at least 3 workshops to raise awareness of public procurement to local digital businesses. Increase in Government use of local suppliers.

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 and enabling new business models.

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 some barriers to digital innovation.

Activity

Digital First Legislation and Regulation

Work with Government and Regulators, including JFSC, JOIC and JCRA,
to constantly review existing regulations and identify opportunities
to support digital adoption/innovation. This will include supporting
the development of the new education law to ensure that digital skills
are prioritised.

Digital Government Policy Development

Support ongoing development of telecoms, cyber security, data protection
policy and other related policy developments.

Success Indicators

Digital First Legislation and Regulation

To make evidenced based recommendations to drive
necessary changes to legislation and regulation to facilitate data
stewardship.

Appendix
KPIs

Thriving Business Clusters	Issue licences to 23 businesses, digital entrepreneurs or freelancers
	Run at least 5 drop in clinics on a range of topics to provide support to on-island digital small businesses
Digital Transformation	Support 30 non-digital businesses in their efforts to digitally transform
Access to Funding & FS	Create introductions for 10 digital businesses with the investor community
Innovation Island	Support 5 businesses by introducing and deploying new technologies
	Develop 5 Sandbox projects
International Connections	Connect 10 local businesses to international markets / opportunities
Infrastructure & Institutions	20% of unique Small Business and Enterprise membership utilising the Hub monthly
	Grow number of DJX activities by 50% year on year
A Highly Skilled Workforce	Train 450 students at a minimum of 15 Academy courses
Attracting Top Tech Talent	Endorse 25 working permissions
Community & Partnerships	Run 10 Digital Jersey events that attract over 600 virtual / physical attendees
	Attract 110 submissions to our TechAwards
Government Prioritisation	Submit proposals to Government to fund new initiatives
A Digital Government	Attend 3 public procurement workshops
Legislation & Regulation	Make evidence based recommendations to drive changes to regulation and legislation to facilitate Data Stewardship