DIGITAL JERSEY
BUSINESS PLAN 2018

CONTENTS

INTRODUCTION

2016 and 2017 have seen major improvements in both the perception and reality of the Digital Sector. Therefore the Digital Jersey Business Plan for 2018 follows an evolutionary approach based on the successes of previous years. This includes the continuation of our existing work as well as supporting other initiatives such as the McKinsey Review Action Plan, the Telecoms Strategy, the Skills Strategy and others.

However, both Digital Jersey and the States of Jersey will need to quickly move to the next level if we are to address our productivity decline and not fall further behind other jurisdictions. In the longer term we will need a step change in terms of focus, investment and prioritisation, placing Digital firmly alongside other pillars of the economy such as Finance and Tourism. Growing a Digital Sector can protect our Finance Industry from the disruption ahead from developments such as Artificial Intelligence (AI), and can improve productivity in other industries.

2017: SUMMARY OF ACHIEVEMENTS

✓ A thriving and near capacity Digital Jersey Hub with vastly increased Membership, 26 permanent desks for Digital Start-ups, many graduates of the Hub who have expanded to their own offices, a wide range of skills development courses, an impressive event schedule and a close working relationship with Education, Skills Jersey, etc.

✓ An established Barclays Eagle Lab at the Jersey Library enabling a new type of skills and business development facility.

✓ Approved plans for a dedicated IoT Lab and Data Platform to provide a strong launchpad for Jersey as a world class technology testbed, along with a dedicated IoT network already being used by world leading companies. Digital Jersey is also now a founding member of a smart city standards development group alongside companies like Microsoft and IBM.

✓ A close relationship with Jersey Finance and the JFSC resulting in the digital elements of the 2017 McKinsey Review, the introduction of online submissions to the Beneficial Ownership Registry and plans for development of a Financial Services Passport.

✓ The publication of a Digital Health and Care Strategy, the launch of a project programme to deliver initial integration of healthcare systems, then a full electronic patient record and the establishment of a Health Innovation Group across public and private sectors.

✓ First proper understanding of the size and makeup of the Digital Sector being handed over to the Statistics Unit for ongoing monitoring and publication.

✓ Establishment of the Island's first Digital Licensing Scheme approved by the Housing and Work Advisory Group and the Population Office, delivering strong results and leading to an extension to include start-up business licences.

✓ Worked with Education to develop a digital strand of the Jersey Skills Strategy and have already commissioned work by University of Exeter Business School to look at higher education plans.

✓ Established strong relationship with Estonia, a world leading digital economy and user of technology in government, including appointment of their Government CIO as our Special Adviser.

✓ Built a strong pipeline of business, academic institutions and individuals across the world to drive inward investment, job creation, project development and off-island marketing opportunities.

✓ Addition of hundreds of digital sector jobs through supporting a healthy local industry with upskilling initiatives, business development assistance, recruitment on and off-island, etc.

A DIGITAL VISION FOR JERSEY: 2017-2021

In 2017 we set a five year vision for how Jersey should develop by 2021. This includes the role for Digital Jersey in taking us there and what we need from Government. This vision is realised through the delivery of our three strategic work areas: Digital Industry, Digital Society and an outward looking digital region.

OUR VISION FOR JERSEY IN 2021...

We believe Jersey is evolving, focused on developing a competitive and mature digital business centre. This will make Jersey stronger and our future more secure.

In 2021, Jersey will have grown a **strong digital industry**, exporting digital goods and services from Jersey and contributing to an increasing trend of job creation on island.

We will have developed a **digital society**, producing home grown tech skills and improving the efficiency and quality of on-island services.

Jersey will have become an **outward looking digital region**, attracting digital companies to Jersey to develop, test launch and grow ideas.

THE ROLE OF DIGITAL JERSEY IN MOVING THERE...

Digital Jersey will act as a trusted advisor and facilitator between public and private sectors to drive an island wide culture change, towards a Digital First agenda.

To grow a strong digital industry: We will create the right conditions for any digital business to start and grow, and support local businesses in exporting their goods and services. Specifically, we will target growth in the sub sectors of: fintech, digital health and IoT.

To develop a Digital Society: We will drive and support a Digital First agenda: advising Government, promoting local solutions and importing best practice from around the world.

To create an outward looking digital region: We will promote Jersey as location of choice for digital high-growth businesses.

WHAT WE NEED FROM GOVERNMENT...

Continued responsiveness in changing policy, regulation and legislation.
- Cooperation as a customer for initiatives such as Digital Health and general procurement.
- To continue to work with us to provide incentives for private sector innovation.
- Partner with us to drive a Digital First agenda in Jersey.
- Further support in the alignment of all economic development agencies and strategies.
- Boldness in setting ambitious targets and prioritising resources to support.
- Promote Jersey abroad as a digital business location, in the same light as Financial Services.
- Provide solid foundations in areas such as Data Protection and Cyber Security.
- Sufficient funding of Digital Jersey to achieve its objectives.
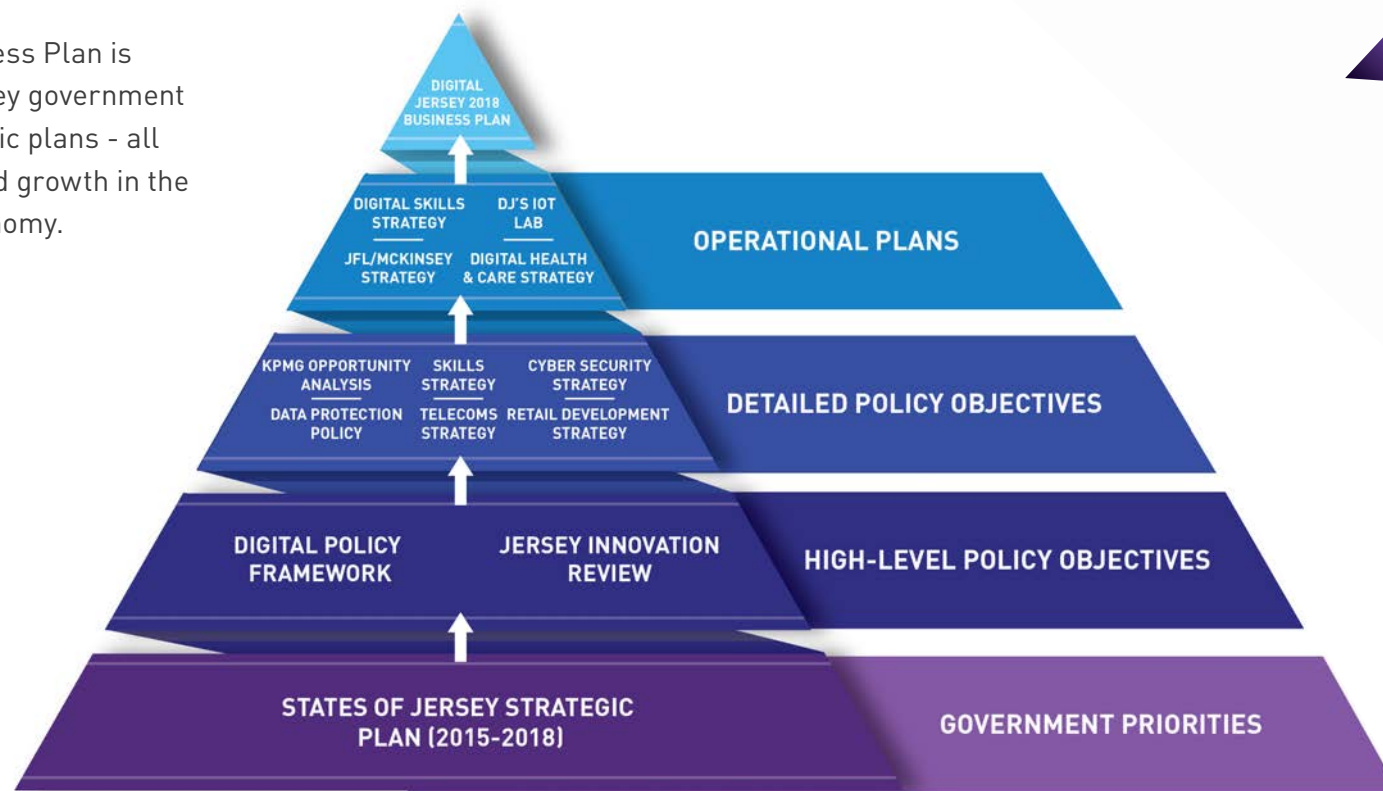
A STRONG DIGITAL INDUSTRY

A DIGITAL SOCIETY

AN OUTWARD LOOKING DIGITAL REGION

ALIGNMENT WITH GOVERNMENT PRIORITIES

The 2018 Digital Jersey Business Plan is both based on and supports key government priorities, policies and strategic plans - all of which relate to new jobs and growth in the Digital Sector and Digital Economy.

HIGH LEVEL OVERVIEW

High level structure of the Business Plan is below. Breakdowns of each section, including KPIs, are detailed on the following pages.

DIGITAL INDUSTRY

Digital Jersey will continue to support the growth of all elements of the digital economy and will remain focused in particular on the development of the following clusters. We will seek to grow Fintech business on-island and assist the Finance Industry in becoming a better user of technology. We will make the most of Jersey's advanced telecommunications infrastructure as we establish a world leading technology testing facility, in partnership with local firms. Within Digital Health we will oversee the delivery of the Digital Health and Care Strategy, through encouraging local firms to take part in the Health and Care Technology Group. Enhancing the Digital Sector will also require focus on effective and efficient development of public services and policy, and we will work with Government on a series of initiatives:

- Growing digital businesses
- Target digital industry sectors – IoT, Fintech, Digital Health
- Support other economic sectors
- Work with Government on business critical public policy
- A further significant project in 2018 is to develop an IoT Innovation Lab, to support local businesses developing products in the fast growing area of technology development

DIGITAL SOCIETY

We will implement the digital elements within the Government's Skills Strategy, alongside our own specialist Digital Skills Strategy.

We will also deliver the recommendations of the McKinsey action plan for Financial Services by developing the digital skills within the Financial Services sector.

- Develop Digital Skills
- Grow Career Opportunities

OFF-ISLAND REACH – SANDBOX JERSEY

In 2018, we will establish "Sandbox Jersey" as Jersey's testbed proposition for digital products and services. This approach is based on the successes seen from many small businesses who have benefitted from Jersey's USP as a location for developing and testing new digital ideas.

Sandbox Jersey is a campaign to promote our island as a straight forward place to develop, test and launch a digital product or business. Jersey can be a one-stop-shop for high-tech product development, in an environment which is: safe, controlled, secure and smart.

As a proposition, it brings together our easy access to regulators, agencies, government, infrastructure and local industry to promote Jersey's strengths of: advanced telecoms infrastructure, high quality professional services, modern workplaces, and all the components of a complex independent economy but compressed into 45 square miles.

SECTION 1A | DIGITAL INDUSTRY

A core part of Digital Jersey's role is to create the right conditions for any digital business to start and grow, and to support local businesses in exporting their goods and services. A key part of this is the Digital Jersey Hub, which is a collaborative workspace for entrepreneurs and those who want to learn new skills. The Hub acts as a focal point for the digital community, actively helping those in the industry develop their networks.
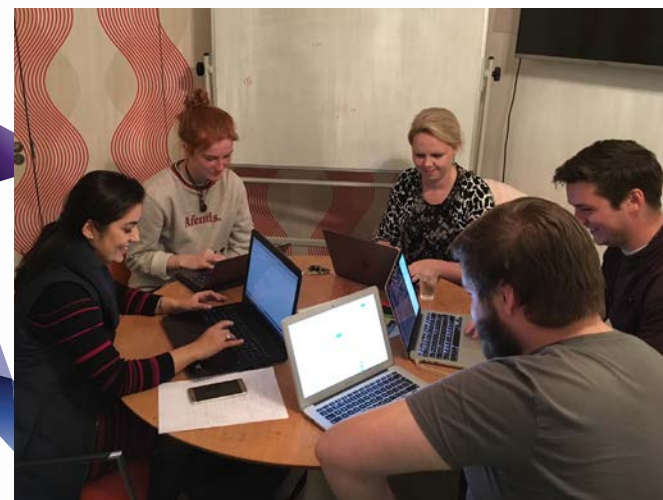
In 2018 we will build and expand our work in this area in the following ways:

1. Help businesses navigate the start-up process and grow - by accessing business services from the Digital Jersey Hub and receiving tailored support from the Digital Jersey team.

2. Access to finance

   • Work with partners to support an investors' club for businesses to pitch for funding e.g. Jersey Business and Locate Jersey.

   • Work with Government to create a solution to funding innovative business ideas by funding a package of grant/loan support for small businesses.

3. Connect businesses with partners with the aim of supporting exports and expansion – by running a series of off-island roadshows and roundtables (Q1-4).

4. Work with businesses to bring in advanced digital skills if they can't be found on-island – by supporting and endorsing Licenced Work Permission applications.

5. Work with off-island start-ups looking to launch innovative digital businesses in Jersey – by supporting and endorsing New Business Permission applications.

6. Work with the Statistics Department to ensure regular publication of comprehensive data on the sector – this includes: the number of digital businesses broken down by SIC code/sector, the GVA changes in digital sub-sectors, the number of spill-over jobs created in related professional services. Also includes the proportion of employment in exporting roles, Economic Multiplier Effect of government purchasing technology solutions from local firms, countries around the world that local firms operate in, new business density, patent applications.

7. Develop Government/Regulatory policies to help businesses in the Digital Sector – such as ensuring Government has a local technology procurement strategy that supports local businesses. Also, working with Social Security on the policy development of Research and Development incentives and other small-business friendly initiatives.

| 2018 TARGETS - DIGITAL INDUSTRY - GROWING DIGITAL BUSINESSES	2018 TARGET
Total Individual Members of Digital Jersey Hub by end of year.	**325** (increase of 30)
Total Business Members of Digital Jersey by end of year.	**100** (increase of 17)
Ensure utilisation rate of the 26 permanent Hub desks for small business users.	**90%**
Growth of firms from Hub to independent offices.	**5**
Target for Digital Jersey to allocate Work Permission Licences for highly skilled staff from off-island.	**35** (increase of 9)
Target for Digital Jersey to allocate Business Licences for firms relocating to Jersey, or relocating temporarily to develop/test new products. This includes existing residents who do not have permission to start and work for their own business.	**12** (new for 2018)
Increase in website traffic (sessions and users) and social media engagement.	**15%**

B) TARGET DIGITAL INDUSTRY SECTORS

Digital Jersey will continue to build on previous momentum by targeting growth in the sectors of Fintech, Digital Health and IoT. We will enhance this work in 2018 in the following ways:

NETWORKS, INFRASTRUCTURE AND TELECOMMUNICATIONS (IOT):

• Create an IoT Innovation Lab. A significant project in 2018 is to develop the IoT Lab design, agree the data platform specification, confirm a tender for the build, recruit a manager, plan the launch, design collateral, plan an ongoing campaign.

• Raise profile of Jersey's infrastructure and telecommunications sector (on and off-island) following completion of Fibre roll-out.

• Work with Government to deliver outcomes from the Telecoms Strategy – which includes developing 5G user cases and promoting Jersey as a Sandbox/testbed.
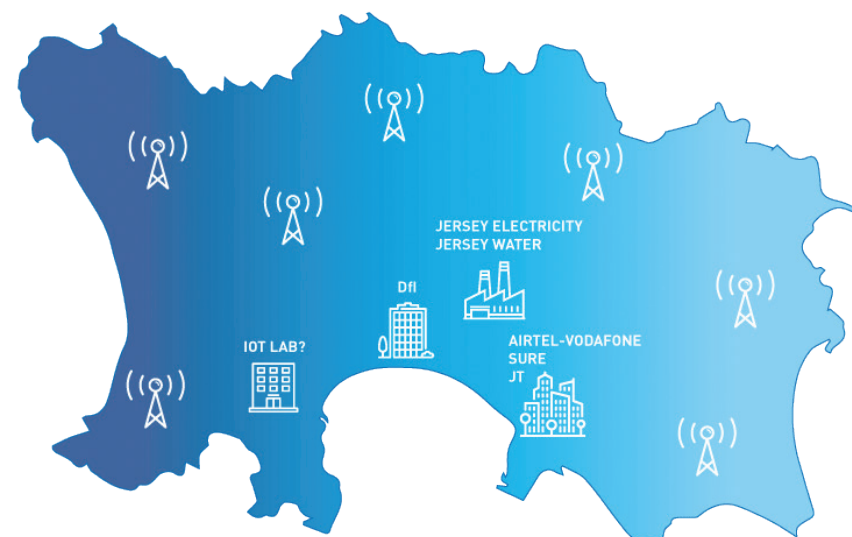
SECTION 1B | DIGITAL INDUSTRY

FINTECH

- Connect businesses with partners with the aim of supporting exports and expansion – by running a series of off-island roadshows and roundtables.

- Create a Fintech Ambassador for the jurisdiction, who will run campaigns to promote Jersey off-island as a vibrant place for innovative Fintech start-ups to develop businesses in Jersey.

- Create and promote a Fintech sandbox, with the JFSC, to remove barriers to the development of Fintech products and services in Jersey.

DIGITAL HEALTH

- Support the ongoing implementation of the Digital Health and Care Strategy for Jersey.

- Develop an Innovation Council within Health and Social Services and its link with the Health and Care Technology Group– to enable Digital Health businesses to pitch ideas and new products directly to decision makers.

- Promote Jersey as a business location for Digital Health and as a centre of healthcare innovation – to include a significant off-island push to connect local firms with partners.

- Establish a range of Digital Health forums and events.

2018 TARGETS - DIGITAL INDUSTRY – TARGET DIGITAL INDUSTRY SECTORS	2018 TARGET	NOTES
Digital Health proposals through the HSSD Innovation Group.	10	Digital Jersey will work with suppliers to ensure that any credible and innovative ideas are put forward to the group, however Digital Jersey cannot guarantee that these proposals will be accepted by HSSD.
Target for Digital Jersey to allocate Fintech Business Licences (within the total target from KPI 6).	7	

IOT LAB GOALS	OUTCOMES
Increased GVA	Net-additional GVA target of at least 1 million by year three.
Job Creation	Net-additional employment target of up to 10 roles by year three.
Increased Entrepreneurialism	Target of 10 start-up members of the IoT Lab by year one.
Access to Talent	At least one research partnership with an off-island university/research body. A minimum of 5 higher education internships placed in small and medium sized companies per-annum. Target of 50 enrollees per-annum on courses run from the IoT Lab. Target of 2 certificated courses run from the IoT Lab per-annum.
Secondary Schools	A minimum of 5 workshop events hosted in conjunction with secondary schools per-annum. A minimum of 5 project based assignments involving either groups of students and/or individual students in year one.

SECTION 1C | DIGITAL INDUSTRY

C) SUPPORT OTHER ECONOMIC SECTORS

As well as targeting growth in the Digital Sector, in 2018 there will be an expanded focus on supporting other sectors of the economy. This will ensure that Jersey can benefit from the improved services and efficiencies that technology can offer. This will benefit, for example, the 3500 people that are estimated to be employed in Jersey's Digital Economy (including 450 Financial Services workers and 200 Government employees who are in IT and Fintech positions), in the following ways:

- Prioritise digital skills development within Financial Services – by working with Jersey Finance to deliver McKinsey initiatives in this area.

- Help all industry sectors embrace benefits of new technology – by working with the partners to establish forums and events promoting use of innovative technology across the digital economy.

- A special focus on Artificial Intelligence (AI), Machine Learning and RPA – work with JFL to plan potential AI projects with the Financial Services sector, to include a Fintech Lab on AI (Q1-4).

- Contribute to the 2018 Election – by holding digital hustings and promoting the importance of developing the Digital Economy and Society.

2018 TARGETS - DIGITAL INDUSTRY – TARGET DIGITAL INDUSTRY SECTORS	2018 TARGET
General Digital Economy events	2

SECTION 2 | DIGITAL SOCIETY

A) DEVELOP DIGITAL SKILLS

Digital Jersey is working with the Education Department to create a digitally-skilled workforce by ensuring sufficient first-class training is available in core areas where the industry needs to thrive.

1. Promote training opportunities across Jersey – by working with partners such as: Sure Academy, JT, Logicalis and Specsavers, in the promotion of their schemes.

2. Increase digital literacy and student skills – through working with partners such as the Education Department, Highlands and the Library, to run training courses to develop local skills in areas required by local industry.

3. Implement recommendations from the Government's Skills Strategy, University of Exeter (UoE) Digital Skills recommendations and McKinsey:

    •   Look to close the gap of digital skills training in Jersey – by implementing the UoE's work to map out the industry/academic state of digital skills in Jersey.

    •   Build a business case for the development of a centre of excellence for digital skills training in Jersey.

B) GROW CAREER OPPORTUNITIES

1. Demonstrate career routes and opportunities – by developing brochures and other collateral to communicate and promote career advancement options. By participating in the Government's Skills Fair/Digital Careers Event.

2. Display and promote job adverts from local firms – by enabling adverts to be listed on the Digital Jersey website.

3. Enhance the profile of the Digital sector amongst students – by running school roadshows and encouraging schools to utilise facilities such as the IoT Lab.

4. Support the Barclays Eagle Lab as a location for career and business development - The Barclays Eagle Lab is a further collaborative workspace for small businesses, which also includes access to laser cutters and 3D printers.

SECTION 2 | DIGITAL SOCIETY

C) TECHWEEK 2018 (TBC)

Following the success of the last three Tech/Skills Fairs, we are looking to structure a one week programme, bringing together the best parts of our public facing activity. Agenda to include: a kick-off seminar with a keynote speaker, a one day conference, a one day TechFair, an Education Day, an Awards Evening, and a series of Digital Skills Bootcamps.

2018 TARGETS - DIGITAL SOCIETY	2018 TARGET
Students to start Data Analytics Course with an 80% pass rate.	12 students
Students to start Coding Course with an 80% pass rate.	24 students
Students to start Digital Marketing Course with an 80% pass rate.	12 students
Attendees at events focussed on Skills Development or Knowledge Sharing.	3000
Attendees at TechWeek 2018 (tbc).	2000

A) BUILD, LAUNCH AND PROMOTE SANDBOX JERSEY FOR FINTECH, HEALTH AND IOT

In 2015, Digital Jersey engaged KPMG to provide analysis on the opportunities for Jersey in the Digital sector (KPMG Opportunities Analysis 2015). This analysis indicated that Jersey has the potential to be an extremely attractive and unique destination as a digital testbed for both local and international companies. Specifically, Jersey is self-contained and has a near autonomous control of infrastructure, a mature telecommunications sector, a strong culture and sense of community, well connected and sophisticated society, as well as a wealth of professional services expertise.

Since then, additional strategies and reports have indicated that Jersey should be promoting itself as a testbed location, including: the Innovation Review, the McKinsey initiatives, and the Telecoms Strategy.

In the next 12 months, Digital Jersey is looking to create a testbed proposition and promotional tool, known as Sandbox Jersey. This will enable Jersey to become a straightforward place to develop, test and launch Fintech, Digital Health or IoT products. Jersey can be a one-stop-shop for high-tech product development, in an environment which is: safe, controlled, secure and smart.

SECTION 3 | OFF-ISLAND REACH - SANDBOX JERSEY

Whilst the term Sandbox has been used by individual regulators, or in software development, no examples can be found of a whole country marketing itself as a Sandbox, which provides Jersey with a USP.

1. Design the concept of Sandbox Jersey – by developing a brand, defining the services, establishing collateral, collating case studies, building a micro site.

2. Create a stakeholder network to use and promote Sandbox Jersey – by building support from local partners such as Jersey Finance, JFSC, HSSD and Jersey based tech VCs and family offices. Also include off-island partners such as TechUK.

3. Schedule the launch of an IoT Sandbox, a Health Sandbox and a Fintech Sandbox.

4. Raise Jersey's profile through off-island events – by holding events and trade delegations on core business plan sectors, and by establishing links with international standards bodies such as ETSI.

2018 Targets - Off-island reach / Sandbox Jersey	2018 Target	Notes
Campaigns to promote Sandbox Jersey for Digital Health, Fintech and IoT.	3	Sandbox Jersey is to be developed and launched in 2018, so KPIs are focussed on activity rather than outputs. 2019 targets will be greater and more output focussed, depending on grant levels.
Leads generated from each Sandbox.	30	

PARTNERSHIPS

The Business Plan is aligned with key stakeholders, whose operations relate to growth in the Digital Sector and Digital Economy.

GOVERNMENT (AND RELATED)

States of Jersey

- States' Assembly
- Chief Ministers' Department
- Digital Policy Unit
- Population Office
- Housing and Work Ministerial Group
- Financial Services Unit
- Community and Constitutional Affairs
- Department for Education
- Department for Infrastructure
- Economic Development, Tourism, Sport and Culture
- EPGDP Officer and Ministerial Group
- External Relations
- The States Greffe
- Health and Social Services Department
- Social Security
- States of Jersey Police
- Innovation Team

REGULATORS

JFSC   CICRA Channel Islands Competition & Regulatory Authorities   OFFICE OF THE INFORMATION COMMISSIONER

INDUSTRY BODIES

Chamber of Commerce Jersey   IOD

ARMS LENGTH ORGANISATIONS

Jersey Business EXPERTISE. SHARED.   Locate Jersey   Skills Jersey   Jersey Finance Delivering Insight · Driving Innovation   Jersey

CORPORATE MEMBERS

4insight   Ogier   PINEL ADVOCATES   race nation   airtel | vodafone

webreality   Jersey Electricity   sure.   TOTAL SOLUTIONS GROUP   C5 alliance

emis health   alemba   JE3.COM IMAGINE CREATE EVOLVE   Prosperity 24.7   ENVESTORS

corefocus giving you the edge   JT   KPMG   CAMBRIDGE CAPITAL GROUP INTERNATIONAL   pwc

TCB CONSULTING in partnership with Ascent Software   MARBRAL ADVISORY   InfrasoftTech Fintech Digital Solutions   Touchstone Wealth system experts

AND THE REST...

Whilst we're working on our plan for 2018, we're keeping one eye on 2019, and some of the bigger challenges that we'll be lining ourselves up to address as the months unfold. Here's an idea of what's still to come:

A 'Tech University' teaching higher education level technology related courses to students attracted locally and from off-island, to supply skilled workers to both the Digital and Finance Sectors and also support an improved start-up ecosystem. The recent development in the Isle of Man is a good example of such an initiative.

A properly run significantly funded Digital Investment Fund, at a level which would attract high calibre Fund Managers but also high calibre companies. Again other jurisdictions such as the Isle of Man have backed this type of initiative.

Investment in Jersey as a centre of excellence – commercially and academically – for the development and utilisation of Artificial Intelligence in the Finance industry and others.

Business and personal accommodation initiatives to reduce barriers to companies and individuals relocating to Jersey. Examples could include a high specification small business centre (possibly merged with 'Tech University') and communal living developments popular elsewhere in the world, which could also support students and key workers and drive the regeneration of vacated commercial buildings in St Helier.

Digital Jersey sufficiently funded to assist all sectors in Jersey in benefitting from technology to improve their efficiency, rather than just the current targeted areas within existing resources.

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