

Innovation Review Action Plan

December 2015 update

The [Jersey Innovation Review](#) is a major independent review which was carried out in 2015 to look at innovation in Jersey and the impact this has on the economy. The review was led by [Tera Allas](#), a recognised expert in innovation policy who has advised the [UK](#) and the OECD on innovation strategy.

Innovation is a key element of Jersey's aim to improve productivity, and the 2015-2018 [States Strategic Plan](#) sets out an aim to develop a strategy to enhance the Island's innovation performance.

To address this, an action plan has been developed setting out what needs to be achieved to meet the recommendations of the Innovation Review. Progress in delivery of the actions under each recommendation has been given a red, amber or green rating (RAG status). The definitions of red, amber and green used here are adapted from those used by the Financial Stability Board in its published [status reports](#).

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| Green | Action is on track in a manner consistent with the plan. In some cases, project may be somewhat behind schedule but catch-up is possible without facing difficulties. |
| Amber | Action is currently in progress. However, it is facing some difficulties in meeting its objective and/or timelines. Corrective action is being taken or under consideration. |
| Red | Action is not making adequate progress. Serious problems exist either in meeting its objectives or timelines. Remedial action is warranted. |

Where an action has been given a red or amber status, the outstanding issues and risks are set out in the Action Plan.

An implementation team has been formed within the States of Jersey to develop the actions and lead on implementing the recommendations. The team includes officers from the Chief Minister's Department and Economic Development Department, supported closely by a number of delivery partners both inside and outside government.

If you have any questions or comments on the action plan, please contact the implementation team on innovation@gov.je, or share your thoughts about the plan and about innovation in Jersey on Twitter using #JsylInnov.

Progress on the Action Plan will be updated regularly online and an annual progress report will be published, starting in late 2016 / early 2017

Recommendation 1 – Funding for early-stage ideas		RAG Status: Amber
<i>Government should ensure the operation of the Innovation Fund is appropriate to provide support at all relevant stages of development of an innovative idea, including considering whether some changes need to be made to make the funding more suitable for earlier stage ideas.</i>		
Actions	<p>The Innovation Fund can be and has been used to support companies at all stages of development, but there may be some potential barriers to supporting very early stage, pre-commercial ideas. Existing delivery partners have the expertise and flexibility to deliver this more effectively.</p> <p>Government will review options for developing a funding mechanism that can provide small amounts of support more quickly and at less cost to the public sector.</p> <p>Government will work with Jersey Business, Digital Jersey and the private sector to appraise potential grant-funding schemes or provision of match funding.</p>	
Partners	Chief Minister's Department, Innovation Fund Advisory Board, Jersey Business, Digital Jersey, private sector funders.	
Timelines	<p>Options scoped and proposal set out by June 2016.</p> <p>Provision in place by September 2016, subject to funding being secured.</p>	
Latest update	December 2015 – Digital Jersey have published their 2016 Business Plan which includes a commitment to draft proposals in quarter 1 and seek funding in quarter 2 of 2016.	
Outstanding issues/risks	Funding/resource requirement	

Recommendation 2 – Evaluation of the Innovation Fund		RAG Status: Amber
<i>Government should evaluate the effectiveness of the Innovation Fund after two years of operation, reviewing and, if appropriate changing, its size, scope and type of funding (e.g., loans, grants or equity investments).</i>		
Actions	<p>An evaluation will be carried out to assess the effectiveness of the Innovation Fund during its first two years of operation.</p> <p>Government will consider the evaluation and propose action to resolve any potential shortfalls.</p>	
Partners	Chief Minister's Department, Innovation Fund Advisory Board, Innovation Fund applicants.	
Timelines	<p>Evaluation completed by June 2016.</p> <p>Any changes proposed by September 2016 and in place as soon as possible thereafter. Some changes may require debate by the States Assembly or changes to the Public Finance Law.</p>	
Latest update	December 2015 – An initial draft Terms of Reference has been discussed at the JIF Advisory Board.	
Outstanding issues/risks	Political risks – some changes may require debate by the States Assembly.	

Recommendation 3 – Sign-post funding		RAG Status: Red
<i>Government should work with delivery partners (Jersey Business and Digital Jersey) to clearly depict and sign-post the range of funding and finance available for innovative firms in Jersey.</i>		
Actions	Jersey Business and Digital Jersey will work with the private sector to undertake a research project to set out the variety of funding available to firms in Jersey, at each different stage of development. An information guide will be made available and publicised to make it easier for people to find information about the funding available for their business. This action is subject to adequate resources and funding being available.	
Partners	Jersey Business, Digital Jersey, private sector funders.	
Timelines	Review of available funding by March 2016. Information guide available by June 2016.	
Latest update	December 2015 – This will now be undertaken by December 2016. A decision has been taken to complete the actions under recommendation 1 before beginning the mapping exercise. Action will be taken to ensure that it is completed as close as possible to the initial timescales.	
Outstanding issues/risks	Funding/resource requirement. Some slippage with timescales, but action has been taken to ensure the recommendation can be met as early as possible in 2016.	

Recommendation 4 – Awareness of Jersey Business		RAG Status: On target
<i>Jersey Business should measure the level of awareness its services, including those supporting businesses in funding, financing and delivering innovation and growth, and set targets to improve awareness and grow its client base where appropriate.</i>		
Actions	Jersey Business already undertakes an annual survey to help understand awareness of its own services. The survey will be reviewed, including options to widen the audience. Digital Jersey will work with Jersey Business to develop a similar survey, including considering whether the same sample can be used for both. Jersey Business will set out options for attracting new clients, in line with the priorities of the 2016 Enterprise Strategy, and establish how this additional work could be funded.	
Partners	Jersey Business, Digital Jersey, private sector.	
Timelines	Jersey Business survey issued by March 2016. Analysis and publication of results by June 2016. Options for improving awareness set out by September 2016. Digital Jersey to set out options for undertaking their own survey, by June 2016.	
Latest update	December 2015 – Jersey Business planning survey for 2016.	
Outstanding issues/risks	On track for delivery within timescales.	

Recommendation 5 – Aftercare		RAG Status: Amber
<i>Government should ensure that ongoing monitoring of recipients of support from the Innovation Fund is supplemented by ongoing support and aftercare. This should also be extended to firms who have obtained finance elsewhere.</i>		
Actions	<p>Jersey Business will undertake monitoring, subject to availability of resources, and report to government.</p> <p>This will be complimented with an aftercare and support service, involving private sector expertise where required.</p> <p>An agreement will be developed that sets out the respective responsibilities of government, of Jersey Business and of the recipient of support.</p> <p>Government will make it a condition of all Innovation Fund support that recipients must utilise this service.</p> <p>Jersey Business will explore opening this service to other companies as part of delivering Recommendation 4.</p>	
Partners	Jersey Business, Chief Minister's Department, private sector, Innovation Fund Advisory Board.	
Timelines	<p>Jersey Business will identify the resources required, and set out a plan to meet the resource requirement by December 2015.</p> <p>Service level agreement developed and new monitoring and support mechanism in place by June 2016, subject to securing resources.</p>	
Latest update	December 2015 - Meetings between Jersey Innovation Fund representatives and Jersey Business to discuss ways of offering a support and monitoring service, based on similar UK models (Innovate UK, TBAT Innovation). Jersey Business will be submitting a proposal, and making a bid for the resource required to deliver it, in quarter 1 of 2016.	
Outstanding issues/risks	Funding/resource requirement.	

Recommendation 6 – Funding vehicles		RAG Status: Amber
<i>Government should work with the Jersey Financial Services Commission to identify any specific types of funding vehicles which are not possible in Jersey and identify whether this restricts the availability of finance for innovative firms.</i>		
Actions	<p>Digital Jersey and Jersey Business will work with the private sector to assess where the current regulatory framework is considered to impede certain funding vehicles from operating in Jersey, or whether there are significant restrictions on Jersey firms accessing novel forms of funding from elsewhere subject to adequate resources and funding being available.</p> <p>Government will identify whether these restrictions are constricting the availability of finance for innovative firms.</p> <p>Government and the Jersey Financial Services Commission will work together to consider whether any amendments might be required to ensure there is proportionate and appropriate regulatory policy.</p>	
Partners	Chief Minister's Department, Digital Jersey, Jersey Business, Jersey Financial Services Commission, private sector.	
Timelines	<p>Consultation complete by May 2016.</p> <p>Way forward set out by September 2016.</p>	
Latest update	December 2015 – Digital Jersey have published their 2016 Business Plan which includes a commitment to work with JFSC and Jersey Business to review whether there are any regulatory restrictions which impede certain funding vehicles from operating in Jersey.	
Outstanding issues/risks	Engagement with third parties required	

Recommendation 7 – Education and skills policy		RAG Status: On target
<i>Education and skills policy needs to be set within the context of the States' economic objectives and in consultation with industry. The Education Department should work with businesses to create and implement an action plan to raise standards and align the curriculum with future skills requirements of innovative businesses, including problem solving, design STEM subjects and entrepreneurship.</i>		
Actions	<p>The Economic Policy Political Oversight Group (EPPOG) has been established to improve the coordination of economic policy formulation and to oversee its implementation. Education and Skills policy will report through this group.</p> <p>An action plan is in place which involves:</p> <ol style="list-style-type: none"> 1. Development of an Education Business Partnership to act as a single point of contact between business and the education system. 2. Radical reshaping of Highlands including make the curriculum more aligned with the requirements of the economy. 	
Partners	Education Department, private sector, Economic Policy Political Oversight Group.	
Timelines	<p>Education Business Partnership in place by June 2016.</p> <p>Strategic Plan for Highlands by December 2015.</p>	
Latest update	December 2015 – draft proposals for an Education Business Partnership have been considered by the Skills Board and will be tabled at the January meeting of the EPPOG.	
Outstanding issues/risks	On track for delivery within timescales.	

Recommendation 8 – Business support and skills development		RAG Status: Amber
<i>Government and delivery partners should clearly describe and promote the business support, including skills development, available to entrepreneurs from government and private sector sources to include measuring and setting targets to improve awareness of the support available.</i>		
Actions	<p>Digital Jersey and Jersey Business will map out the support available to firms; in conjunction with the Education Department and private sector providers.</p> <p>Options will be set out for how this could be better communicated to the customer, including consideration of an online portal that better links users to available information. This action is subject to adequate resources and funding being available.</p>	
Partners	Jersey Business, Digital Jersey, Education Department, Office of the Information Commissioner, private sector.	
Timelines	<p>Way forward set out by March 2016.</p> <p>New approach in place by June 2016.</p>	
Latest update	December 2015 – Digital Jersey have published their 2016 Business Plan which includes a commitment to undertake preliminary research in quarter 1 and launch an information guide in quarter 2.	
Outstanding issues/risks	Funding/resource requirement.	

Recommendation 9 – Workplace skills		RAG Status: On target
<i>Government should evaluate the performance of the Skills Accelerator programme and ensure that funding continues to be available where required – through either continuing the Skills Accelerator or offering further support to ensure lack of funding does not prevent employers from making appropriate investments to develop the skills of their employees.</i>		
Actions	Government will evaluate the performance of the Skills Accelerator. Government will determine whether to continue offering funding support through the programme, or to consider alternative means of encouraging investment in skills development where required.	
Partners	Education Department, Economic Development Department, Economic Policy Political Oversight Group (EPPOG).	
Timelines	Evaluation completed by December 2015. Way forward set out by March 2016.	
Latest update	December 2015 - Draft evaluation completed. December 2015 – Draft evaluation has been considered by the Skills Board and will be tabled at the January meeting of the EPPOG.	
Outstanding issues/risks	On track for delivery within timescales.	

Recommendation 10 – Leadership and management skills		RAG Status: Red
<i>The Education Department should identify who is responsible for developing a plan to address the shortfalls in leadership and management skill identified in the research commissioned by Skills Jersey.</i>		
Actions	Responsibility for developing a plan to address the identified shortfalls and coordinate delivery of leadership and management training will be decided by the Economic Policy Political Oversight Group (EPPOG).	
Partners	Economic Policy Political Oversight Group.	
Timelines	Decision on who is best placed to lead, by December 2015.	
Latest update	December 2015 – Responsibility has been discussed initially at the December meeting of the Economic Policy Officer Group. No decision has been taken yet but further discussion is scheduled for January 2016.	
Outstanding issues/risks	Some slippage with timescales, but action has been taken to ensure the recommendation can be met as early as possible in 2016.	

Recommendation 11 – Digital expertise at Board level		RAG Status: Amber
<i>Government should develop a mechanism to encourage firms to bring some digital and technological expertise in at board level, for example Digital Jersey sourcing a non-executive director plus part-funding for the initial twelve months.</i>		
Actions	Digital Jersey to collate a list of Tech-NED candidates and develop a plan to encourage local firms to utilise this resource. This should be piloted for one year and then reviewed. This action is subject to adequate resources and funding being available.	
Partners	Digital Jersey, private sector.	
Timelines	Plan in place by March 2016. Pilot launched by June 2016.	
Latest update	December 2015 - Digital Jersey have published their 2016 Business Plan which includes a commitment to collate a list of companies and individuals in quarter 1 and launch a trial scheme in quarter 2.	
Outstanding issues/risks	Funding/resource requirement.	

Recommendation 12 – Targeted migration		RAG Status: Amber
<i>Government should ensure that migration is targeted at those opportunities that have the most potential to contribute to an innovative and productive business base, for example by prioritising posts which will bring entrepreneurial skills, STEM subjects or the development the leadership and management capabilities of the workforce.</i>		
Actions	Current policy is that migration is targeted where it adds the greatest economic and social value, and only where local talent is not available. Government has developed further guidance to make clear the importance of “ <i>promoting a balanced and prosperous economy</i> ” in decisions made by the Population Office. Chief Minister’s Department will work with the Housing and Work Advisory Group (HAWAG) to consider whether the guidelines can be enhanced to make a more explicit link with enhancing the innovative capabilities of the economy through entrepreneurial skills, STEM subjects or leadership and management capabilities.	
Partners	Chief Minister’s Department, Population Office, Housing and Work Law Advisory Group, Economic Policy Political Oversight Group.	
Timelines	Updated guidance issued by November 2015. Way forward set out by March 2016.	
Latest update	November 2015 – updated guidance issued but more action needed to meet the recommendation (additional action added above)	
Outstanding issues/risks	Further action needed to meet the recommendation.	

Recommendation 13 – Key skills		RAG Status: Red
<i>Government should make licences to employ migrant labour freely available for key posts in certain sectors or for specific skills, on a pilot basis to be reviewed after twelve months.</i>		
Actions	The Housing and Work Advisory Group (HAWAG) will explore and develop pilot schemes to ensure that permissions for new migrants are available in the highest value economic areas in support of innovation.	
Partners	Population Office, Digital Jersey, Locate Jersey, Jersey Business.	
Timelines	HAWAG to consider in December 2015.	
Latest update	December 2015 – HAWAG December meeting did not take place, due to ministerial availability. Will be tabled at January meeting.	
Outstanding issues/risks	Political risks Some slippage with timescales, but action has been taken to ensure the recommendation can be met as early as possible in 2016.	

Recommendation 14 – Employing migrant labour		RAG Status: On target
<i>The Population Office should publish annual high-level statistics for average time taken to process applications for licensed/registered staff and set ambitious targets for improvement where appropriate.</i>		
Actions	<p>Government will publish annual high-level statistics for minimum, maximum and average time taken to process applications for licensed/registered staff and set ambitious targets for improvement where appropriate.</p> <p>Government will go further and will also publish quarterly data on how many registered and licensed permissions are approved/rejected by sector to demonstrate how policy is being implemented.</p> <p>Turnaround will be subject to a service level agreement of ten days for 2016. This will be reviewed at the end of the year – with Population Office setting out any costs or barriers to improving the turnaround time.</p>	
Partners	Population Office	
Timelines	<p>Service level agreement in place by December 2015.</p> <p>Data on timescales published annually, starting in January 2016.</p> <p>Statistics by sector published quarterly, starting by March 2016.</p> <p>Review of the service level agreement by December 2016.</p>	
Latest update	<p>November 2015 - updated guidance included a service level agreement turnaround of ten days.</p> <p>November 2015 – statistics by sector published.</p>	
Outstanding issues/risks	On track for delivery within timescales.	

Recommendation 15 – Promoting Jersey's image		RAG Status: On target
<i>Government and delivery partners should continue to work together to capitalise on opportunities to raise and promote Jersey's image as open for business and as a location of choice for entrepreneurs.</i>		
Actions	<p>The Enterprise Strategy will set the framework for delivery partners' role in raising and promoting Jersey's image as a location for business and investment.</p> <p>This will include identifying the target sectors or markets that will be the subject of a new more targeted approach to lead generation.</p>	
Partners	Locate Jersey, Visit Jersey, Jersey Finance, Jersey Business, Digital Jersey, States of Jersey London Office.	
Timelines	<p>Enterprise Strategy published by March 2016.</p> <p>New approach to lead generation in place by January 2016.</p>	
Latest update	<p>December 2015 – first meeting of Enterprise Strategy Consultation Group to discuss the priorities for the forthcoming strategy</p> <p>December 2015 – Economic Development in final stage negotiations with preferred supplier for lead generation work due to commence in January 2016.</p>	
Outstanding issues/risks	On track for delivery within timescales.	

Recommendation 16 – Links with knowledge bases		RAG Status: Amber
<i>Government should aim to develop targeted linkages and relationships with knowledge bases (e.g. Russell Group universities, Research Councils, Innovate UK) in key target areas as can be identified in consultations with industry, such as digital, finance and professional services and integrate these into support provided by delivery partners.</i>		
Actions	<p>Government and delivery partners will seek to identify any potential linkages and continue to engage with industry to identify potential knowledge bases with which Jersey would benefit from having a formal relationship.</p> <p>Jersey Finance has existing linkages with knowledge bases but will explore the potential for further strengthening relationships with higher education institutes, for example by funding a PhD studentship.</p> <p>Digital Jersey will seek to develop more formalised relationships with Tech City UK – a UK publically-funded body that seeks to support technology clusters in the UK.</p>	
Partners	Jersey Finance, Digital Jersey, Jersey Business, States of Jersey London Office, private sector.	
Timelines	Jersey Finance and Digital Jersey to scope out options by March 2016.	
Latest update	December 2015 – Digital Jersey have published their 2016 Business Plan which includes a commitment to formalise partnerships with knowledge bases including TechUK, Tech City, and the Digital Catapult in the first six months of 2016.	
Outstanding issues/risks	<p>Funding/resource requirement.</p> <p>Engagement with third parties required.</p>	

Recommendation 17 – Business collaboration		RAG Status: Amber
<i>Government should develop support mechanisms for local businesses to collaborate, for example by exploring whether Jersey firms could take advantage of UK research and innovation collaboration programmes, for example the Digital Catapult Centre or Knowledge Transfer Networks.</i>		
Actions	<p>Government will develop mechanisms to support Jersey companies to collaborate.</p> <p>The initial action will be to scope out the potential to take advantage of UK collaborative programmes.</p>	
Partners	Chief Minister's Department, Economic Development Department, States of Jersey London Office, Digital Jersey, Jersey Business, private sector.	
Timelines	<p>Initial discussions with Innovate UK by December 2015.</p> <p>Appropriate support mechanisms identified by March 2016.</p> <p>Mechanism in place, subject to funding, by September 2016.</p>	
Latest update	<p>November 2015 – Government met with Innovate UK to discuss the potential for Jersey companies to be involved in a number of programmes.</p> <p>December 2015 – Chief Minister's Department has begun an assessment of the potential costs and benefits of support mechanisms.</p>	
Outstanding issues/risks	<p>Funding/resource requirement.</p> <p>Engagement with third parties required.</p>	

Recommendation 18 – Test-bed opportunities		RAG Status: Amber
<i>Government should nominate an individual or body to explore opportunities to promote the Island as an opportunity to test innovations in specific areas where Jersey regulations and environment can provide a unique advantage.</i>		
Actions	Digital Jersey has been nominated as the lead and will develop a plan to promote Jersey as a test-bed for the clusters identified as part of the work in addressing Recommendation 19. This action is subject to adequate resources and funding being available. Government will also look to support testbed initiatives through Locate Jersey, Jersey Finance and the private sector.	
Partners	Digital Jersey, JIF Advisory Board, Locate Jersey, Jersey Finance, Office of the Information Commissioner, private sector.	
Timelines	Plan developed by December 2016 (six months after Recommendation 19 met).	
Latest update	December 2015 - Digital Jersey have published their 2016 Business Plan which includes a commitment to establish a think tank group in quarter 1 to consider testbed opportunities, with an initial focus on the Internet of Things.	
Outstanding issues/risks	Funding/resource requirement Dependent on delivery of other actions.	

Recommendation 19 – Digital cluster		RAG Status: On target
<i>Digital Jersey should continue to work towards the development of a digital cluster, but there needs to be a more clearly defined vision of what this cluster should look like and what actions and resources are necessary – agreed and tracked by government and industry.</i>		
Actions	Digital Jersey's 2016 strategy will identify the key sub-sectors where they believe Jersey can have a genuine competitive advantage, and will develop a clear roadmap for their development.	
Partners	Chief Minister's Department, Digital Jersey, Office of the Information Commissioner, private sector.	
Timelines	Strategy in place by June 2016.	
Latest update	December 2015 – Digital Jersey have published their 2016 Business Plan alongside an opportunity analysis paper which identifies the key sectors of FinTech, MedTech and the Internet of Things.	
Outstanding issues/risks	On track for delivery within timescales.	

Recommendation 20 – Regulatory barriers		RAG Status: Amber
<i>Government should consult with businesses to ascertain which regulations are viewed as the major barriers to enterprise and undertake to reform or remove these, subject to a cost/benefit analysis.</i>		
Actions	Work with the private sector and delivery bodies to identify the main regulations that are viewed as barriers to enterprise. Cost/benefit analysis of each of the main regulations identified. Action plan developed to address any issues.	
Partners	Economic Development Department, Chief Minister's Department, Social Security Department, Planning and Environment Department, Jersey Business, Digital Jersey, Locate Jersey, Office of the Information Commissioner, private sector.	
Timelines	Review of regulations completed by June 2016, including cost/benefit analysis. Action plan to remove/reform in place by September 2016.	
Latest update	December 2015 – Economic Development Department have started planning this exercise, subject to availability of resources.	
Outstanding issues/risks	Funding/resource requirement.	

Recommendation 21 – Publicising innovation		RAG Status: Amber
<i>Government should develop and implement a plan for publicising and celebrating innovative firms in Jersey, including an innovative firm award at the Jersey Enterprise Awards.</i>		
Actions	Jersey Business will launch a programme to promote and publicise innovation, subject to resources. Jersey Business to include an 'Innovation Day' as part of Enterprise Week, including exhibitions and events, subject to securing sponsorship for the innovation elements.	
Partners	Economic Development Department, Jersey Business, Digital Jersey, Locate Jersey, private sector.	
Timelines	Jersey Business and Digital Jersey to develop options by March 2016. Plan in place by September 2016.	
Latest update	December 2015 – Jersey Business and Digital Jersey have agreed to work together to develop options.	
Outstanding issues/risks	Funding/resource requirement.	

Recommendation 22 – Starting a business		RAG Status: On target
<i>Government should benchmark its performance for processing applications to start indigenous and inward investment businesses, and set targets for improvement.</i>		
Actions	Since the comparison carried out in the Innovation Review, there has already been some improvement on this, with sole traders and partnerships now able to submit one single form to register with the Population Office, the Jersey Financial Services Commission and the Taxes Office as a consequence of the eGov "Tell Us Once" initiative. This has already reduced processing times for these entities. Average time for limited companies has also improved. The application process for starting a business will move online, which is anticipated to deliver further improvements. Population Office will publish annual figures for the minimum, maximum and average timelines and how this has improved for each type of company. Population Office will outline whether there are any further barriers or costs to further improvement.	
Partners	Population Office, Locate Jersey.	
Timelines	Some improvements already made. Service level agreement for processing applications to be agreed by December 2015. Data on timescales published annually starting in January 2016. Review of performance by December 2016, including setting out any costs or barriers to improving the turnaround time. Project to bring applications online will start by December 2015, with timeline for delivery in 2016 to be defined at this point. Application process to be online by December 2016.	
Latest update	November 2015 - service level agreement introduced with a turnaround time of ten days. November 2015 – statistics by sector published. December 2015 – project brief for online application process completed, project anticipated to be finished by December 2016 (additional action added above).	
Outstanding issues/risks	On track for delivery within timescales.	

Recommendation 23 – Benchmarking competitiveness		RAG Status: Amber
<i>Government should compare, and then act on, the costs and benefits of being included in one of the major global competitiveness comparisons undertaking further research locally to benchmark and improve Jersey's competitiveness.</i>		
Actions	Steps have already been taken to scope out potential options and calculate the costs. Government will undertake a cost/benefit analysis of the options identified. This will be weighed against the costs and benefits of continuing to undertake local research into Jersey's competitiveness, building on work such as the Access to Finance Review.	
Partners	Economic Development Department, Economic Policy Political Oversight Group.	
Timelines	Costs and benefits identified by March 2016. Way forward set out by June 2016, subject to resources being available.	
Latest update	December 2015 – Economic Development Department have begun scoping out the cost/benefit analysis.	
Outstanding issues/risks	Funding/resource requirement.	

Recommendation 24 – Connectivity costs		RAG Status: On target
<i>Government should assess whether the cost of data connectivity is a barrier to enterprise and innovation, and whether there is any justification for providing targeted financial support to certain types of businesses to overcome this.</i>		
Actions	Government will conclude work already underway to examine the underlying issues relating to the cost of data connectivity and will consider the policy implications on the basis of the findings.	
Partners	Chief Minister's Department.	
Timelines	Report to be published by January 2016.	
Latest update	December 2015 – Chief Minister's Department are reviewing work already undertaken in order to decide on the way forward.	
Outstanding issues/risks	On track for delivery within timescales.	

Recommendation 25 – Intellectual property protection		RAG Status: Green
<i>Government should continue to engage with industry to identify any constraints to innovation resulting from the existing system of intellectual property protection and take measures to address any outstanding issues.</i>		
Actions	Complete delivery of intellectual property (IP) legislation for compliance with the main international conventions. Feedback to industry stakeholders on progress towards the Paris Convention, the Madrid Protocol, the Patent Cooperation Treaty and Database Right reciprocal recognition.	
Partners	Chief Minister's Department, Economic Development Department, Law Officers, private sector.	
Timelines	New registered rights law in force by March 2016. Plant varieties law lodged by March 2016. Formal request to the UK for extension of the Paris Convention by December 2015. Compliance tables ready for the Madrid Protocol and the Patent Cooperation Treaty by March 2016. Compliance with the World Trade Organisation TRIPS (Trade-Related Aspects of Intellectual Property Rights) Agreement by September 2016. Engage with stakeholders to explore any issues that arise, by June 2016 and again by December 2016.	
Latest update	November 2015 - The new Intellectual Property (Registered Rights) (Miscellaneous Provisions) (Jersey) Law 2015 came into force. December 2015 – Chief Ministers Department has met with Digital Jersey to explain the process of putting conventions in place that will help to make Jersey a more attractive place for further IP related business. December 2015 - A formal request has been made to the UK for extension of the Paris Convention.	
Outstanding issues/risks	UK involvement needed regarding progress of laws and treaties.	

Recommendation 26 – Intellectual Property management hub		RAG Status: On target
<i>Government should assess the value and feasibility of any potential opportunity to become a global hub for the management of intellectual property assets.</i>		
Actions	Government will continue its work to better understand Jersey's potential to become a global hub for the management of IP rights, including to further develop its understanding of the importance of challenging questions, such as the nature of the IP registration system.	
Partners	Chief Minister's Department, Economic Development Department, Digital Jersey, Locate Jersey, private sector.	
Timelines	High-level position paper on what government is doing to improve Jersey's attractiveness as a place for IP business, by June 2016.	
Latest update	December 2015 – Chief Minister's Department has started planning this exercise, subject to availability of resources.	
Outstanding issues/risks	On track for delivery within timescales.	

Recommendation 27 – Procurement		RAG Status: Amber
<i>Government should review and, where appropriate, reform government procurement guidelines and practice to reduce bureaucracy, increase transparency, and reward innovation (i.e., value as opposed to just low cost), and publish statistics on government procurement by size and age of company.</i>		
Actions	Government procurement guidelines are based on the principle of the EU Directive on Procurement, which promotes competition, transparency and fairness. The Government will update the States of Jersey Procurement Strategy, referencing initiatives such as innovation. The States' internal procurement 'toolkit' (guidance documents) will also be updated to consider opportunities for innovation on a case by case basis. Information on contracts awarded by the Government is already published on the Channel Islands portal, which includes information as to the size of the company; however the age of the company is not captured and Government will look into the feasibility of providing that information for companies that register in the future.	
Partners	Treasury and Resources Department.	
Timelines	Updated guidelines published by March 2016. Statistics published annually from March 2017.	
Latest update	December 2015 – New Procurement Strategy currently in development.	
Outstanding issues/risks	Agreement of guidelines requires coordination across a number of parts of government.	

Recommendation 28 – Knowledge transfer		RAG Status: Amber
<i>Government should develop a programme to encourage firms to engage in knowledge transfer, for example investigate the feasibility of Jersey firms being able to apply to UK programmes such as Knowledge Transfer Partnerships and Innovation Vouchers.</i>		
Actions	Government will establish the feasibility and appetite of such programmes in consultation with the private sector.	
Partners	Chief Minister's Department, private sector.	
Timelines	Initial discussions with Innovate UK by December 2015. Appropriate support mechanisms identified by March 2016. Mechanism in place, subject to funding, by September 2016.	
Latest update	November 2015 – Government met with Innovate UK to discuss the potential for Jersey companies to be involved in a number of programmes. December 2015 – Chief Minister's Department has started undertaking an assessment of the potential costs and benefits of support mechanisms.	
Outstanding issues/risks	Funding/resource requirement. Engagement with third parties required.	

Recommendation 29 – Incubators		RAG Status: Amber
<i>Government should continue to actively support, and remove barriers from, the development of any privately-funded incubator or shared creative space.</i>		
Actions	Government will investigate any barriers to incubators or shared creative spaces, in consultation with the private sector. Further, Digital Jersey and Jersey Business will explore the potential to facilitate an incubator programme in Jersey and will identify and agree the appropriate model to establish in Jersey, including how it will be funded and resourced.	
Partners	Chief Minister's Department, Planning and Environment Department, Digital Jersey, Jersey Business, private sector.	
Timelines	Barriers identified and options scoped for removing them by March 2016. Delivery partners will identify the most appropriate model for an incubator and how it could be funded by March 2016. Incubator launched by December 2016.	
Latest update	December 2015 - Digital Jersey have published their 2016 Business Plan which includes a commitment to work with Jersey Business to investigate options for establishing an incubator.	
Outstanding issues/risks	Funding/resource requirement. Engagement with third parties required.	

Recommendation 30 - Entrepreneurship training		RAG Status: Amber
<i>Government should map the entrepreneurship training available on-island, including consultations with entrepreneurs to identify and aim to fill any gaps in partnership with the education and private sector, and ensure the information is easily available to innovators.</i>		
Actions	Jersey Business will map the entrepreneurship training available both on-island and off-island, and identify any gaps or training which is not currently available to Jersey entrepreneurs (e.g. UKTI courses). The Education Department (potentially through the Education Business Partnership) will identify options to fill these gaps. The Economic Policy Political Oversight Group will consider the options and recommend a way forward. Government is currently piloting a scheme in partnership with the Institute of Directors, whereby it pairs local students with businesses, delivering entrepreneurship training. The intention is that this would provide them with a national qualification, in place of an additional GCSE, which could then lead to a follow-on course at Highlands. This pilot will be evaluated and extended as appropriate.	
Partners	Education Department, Highlands College, Economic Policy Political Oversight Group, Jersey Business, private sector.	
Timelines	Mapping complete by June 2016. Gaps identified and plan in place to fill them by December 2016, subject to resources. Pilot programme operational, will be evaluated in December 2016, with a view to extending or amending it.	
Latest update	December 2015 – Jersey Business has agreed to undertake the mapping exercise.	
Outstanding issues/risks	Funding/resource requirement.	

Recommendation 31 – High-growth firms		RAG Status: Amber
<i>The Enterprise Strategy should develop a range of actions specifically designed to identify and support potential high growth firms. The progress of these potential high-growth firms should be tracked, in addition to monitoring the number of high-growth firms in the economy.</i>		
Actions	<p>The importance of supporting firms with high growth potential will be a key tenet of the forthcoming Enterprise Strategy, which will set out the approach to monitoring and tracking progress.</p> <p>A new programme of support for high-growth firms, including the specific actions required, will be set out in Jersey Business's 2016 Business Plan.</p> <p>Jersey Business will work with the private sector to incorporate a mentoring programme as part of their support for potential high-growth firms.</p> <p>Digital Jersey will develop a range of activities to support potential high-growth firms in the digital sector.</p> <p>Locate Jersey will implement a new focus on attracting potential high-growth firms through its new approach towards lead generation.</p>	
Partners	Jersey Business, Digital Jersey, Locate Jersey, Jersey Finance, private sector.	
Timelines	<p>Enterprise Strategy will be published by March 2016.</p> <p>Jersey Business will, subject to resources, develop a programme of support for high-growth firms, including a private sector mentoring element, by March 2016 and will launch this by September 2016.</p> <p>Digital Jersey activities set out by March 2016.</p> <p>The role of Locate Jersey and Jersey Finance in attracting potential high-growth firms will be considered as part of the 2016 Enterprise Strategy, to be published by March 2016.</p>	
Latest update	<p>December 2015 – first meeting of Enterprise Strategy Consultation Group to discuss the priorities for the forthcoming strategy.</p> <p>December 2015 – Jersey Business 2016 Business Plan is currently being drafted.</p> <p>December 2015 – Digital Jersey have published their 2016 Business Plan which includes a commitment to work with Jersey Business to support their high-growth firms. The range of activities will be set out in quarter 1 of 2016.</p> <p>December 2015 – Economic Development Department now in final stage negotiations with preferred supplier for lead generation work.</p>	
Outstanding issues/risks	Funding/resource requirement.	

Recommendation 32 – Action Plan		RAG Status: On target
<i>Government should develop and start implementing an action plan based on the recommendations in this report, with clear deliverables, responsibilities, target dates and other targets, endorsed by all key stakeholders and published by end of 2015. This should involve ongoing monitoring of performance, with annual reports with some of the key indicators used in this review.</i>		
Actions	<p>Draft Action Plan will be agreed with delivery partners and published online, open for public comment.</p> <p>Final Action Plan will be published online, incorporating any feedback from the public.</p> <p>Annual reports will be published each year.</p>	
Partners	Chief Minister's Department, Economic Development Department, Population Office, Education Department, Economic Policy Political Oversight Group, private sector, Jersey Business, Digital Jersey, Locate Jersey, Jersey Finance, Jersey Financial Services Commission.	
Timelines	<p>Draft Action Plan has been published in November 2015.</p> <p>Final Action Plan will be published by December 2015.</p> <p>Action Plan will be updated quarterly from 2016.</p> <p>Monitoring framework for annual reports will be set out by June 2016, to include the indicators to be monitored.</p> <p>First annual report published late 2016 / early 2017.</p>	
Latest update	<p>November 2015 – Draft Action Plan published.</p> <p>December 2015 – Revised Action Plan published, following public comments.</p>	
Outstanding issues/risks	On track for delivery within timescales	

Recommendation 33 – Government structures and resources		RAG Status: Amber
<i>Appropriate structures and resources need to be in place within central government which can drive forward innovation policy and implement the action plan required to address the issues raised in this review.</i>		
Actions	Activity has already been underway to identify the resources required; this has resulted in a cross-disciplinary team being formed within government. The adequacy of resources will be assessed in the light of the actions which have been developed, and this will be reviewed on a quarterly basis.	
Partners	Chief Minister's Department, Economic Development Department.	
Timelines	Implementation team has been formed in September 2015. A further review will be undertaken by December 2015, following the launch of the Action Plan. Reviews will be undertaken quarterly thereafter.	
Latest update	December 2015 – Transfer of functions has been agreed by the States Assembly on 16 December, including the transfer of competition and innovation to the Chief Minister's Department. A review of resource requirements for these functions is currently underway and will be completed in quarter 1 of 2016.	
Outstanding issues/risks	Funding/resource requirement.	