

Developing a Strategic Workforce Plan for Jersey

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Introduction

In October 2019, the Government of Jersey, as part of the Team Jersey programme, brought together key employers from across the jurisdiction to form the Jersey Employer Group (JEG). Their focus; sharing good practice, creating better workforce connections, and developing Jersey-based talent. The group identified many common areas of interest and committed to working together on a programme of work to ensure Jersey develops a global reputation as a great place to work.

The Jersey Employer Group identified **five key work streams** and established working groups to deliver the work. These were:

- 1. Developing a strategic workforce plan (SWP) for Jersey
- 2. Building a clear narrative which markets Jersey as a great place to work
- 3. Creating coaching and mentoring and talent programmes across organisations and sectors
- 4. Supporting the development of diversity and inclusion in leadership
- 5. Developing an early career/school engagement strategy

The report draws on research gathered through workshops led by sector leads from across Jersey, who engaged a variety of people across their industries to allow diversity of thought and insight from different perspectives, ensuring as broad a range of research was captured as possible.

The findings will be submitted to the Government of Jersey, along with recommended initiatives to develop capabilities the jurisdiction requires to deliver future industry strategies, as well as factors for consideration which could impact the success of such interventions.

Executive summary



Executive summary

The Fourth Industrial Revolution, which denotes the current period of exponential change we are experiencing, has seen new technologies and ways of working rapidly transform the way that we work and live. Technological innovations, digital acceleration and the development of artificial intelligence (AI) and automation have disrupted and changed the nature of jobs undertaken today and the skills and capabilities required to do them. As a result of technological advances, 27% of Jersey’s current jobs (16,900) are likely to radically change or become obsolete by 2035¹.

The pace of change is only set to continue as the future of work is evolving before us, and therefore Jersey’s workforce must build the skills required for the future of work to boost their employability and to futureproof themselves.

To respond to these external forces and to support those whose jobs are likely to become automated, or significantly changed due to technological advances, the Jersey Employer Group working with Team Jersey, have used the 5 phase ‘Strategic Workforce Planning’ (SWP) methodology to add value to Jersey-based employers and the jurisdiction more broadly.

Our work found that the nature of change is increasingly understood by Jersey’s major employers and their involvement in this work has heightened their awareness of the challenges they face. The industry leads reported a state of readiness in relation to the future capabilities required which is between 5 – 10 years away from optimal. This indicates that Jersey is lagging behind competitor jurisdictions such as London and Luxembourg where work is already underway to build the capabilities of the future workforce.

There is mixed evidence of collective industry initiatives that are already in place to develop the future capabilities required. In construction, the Jersey Construction Council (JeCC) have formulated a skills strategy and has embedded education pathways into a selection of Jersey education providers. In other sectors, there are initiatives within large organisations but not as a collective industry. State owned entities and Public Sector and Education are indicating promising signs of the capabilities being at the required standard in 5-7 years time.

Most businesses are starting to address the capability gaps highlighted as part of the research, but few believe that their industry or society has invested enough in sector strategies which utilise organisations collaborating, sharing resources and creating effective partnerships. In many respects the facilitation role currently provided by Skills Jersey and Digital Jersey needs to broaden across all industries to help Jersey close the capability gap. Digital Jersey’s courses through the Digital Academy and building digital skills into the school curriculum are already providing opportunities for the current and future workforce of Jersey.

1. Upskilling the Channel Islands’ workforce for a digital world, PWC, 2020

If the ultimate aim is to create a smart, successful and resilient workforce for Jersey, participants felt that the Government’s focus in the short and long-term should be in: Education, Partnerships and a more rigorous tracking and management of talent. Many participants felt there is a strong short-term need to close the gap with a clear thoughtful acquisition of employees that have the necessary capabilities and talent. This needs to be considered in the context of Jersey’s ongoing priorities on Education, Housing, Immigration and the cost of living.

Our research has found that the future demand for skills in Jersey is aligned to the future capabilities identified by the World Economic Forum²; the main employing industries identified the below top 10 capabilities which their industry will require in the future.

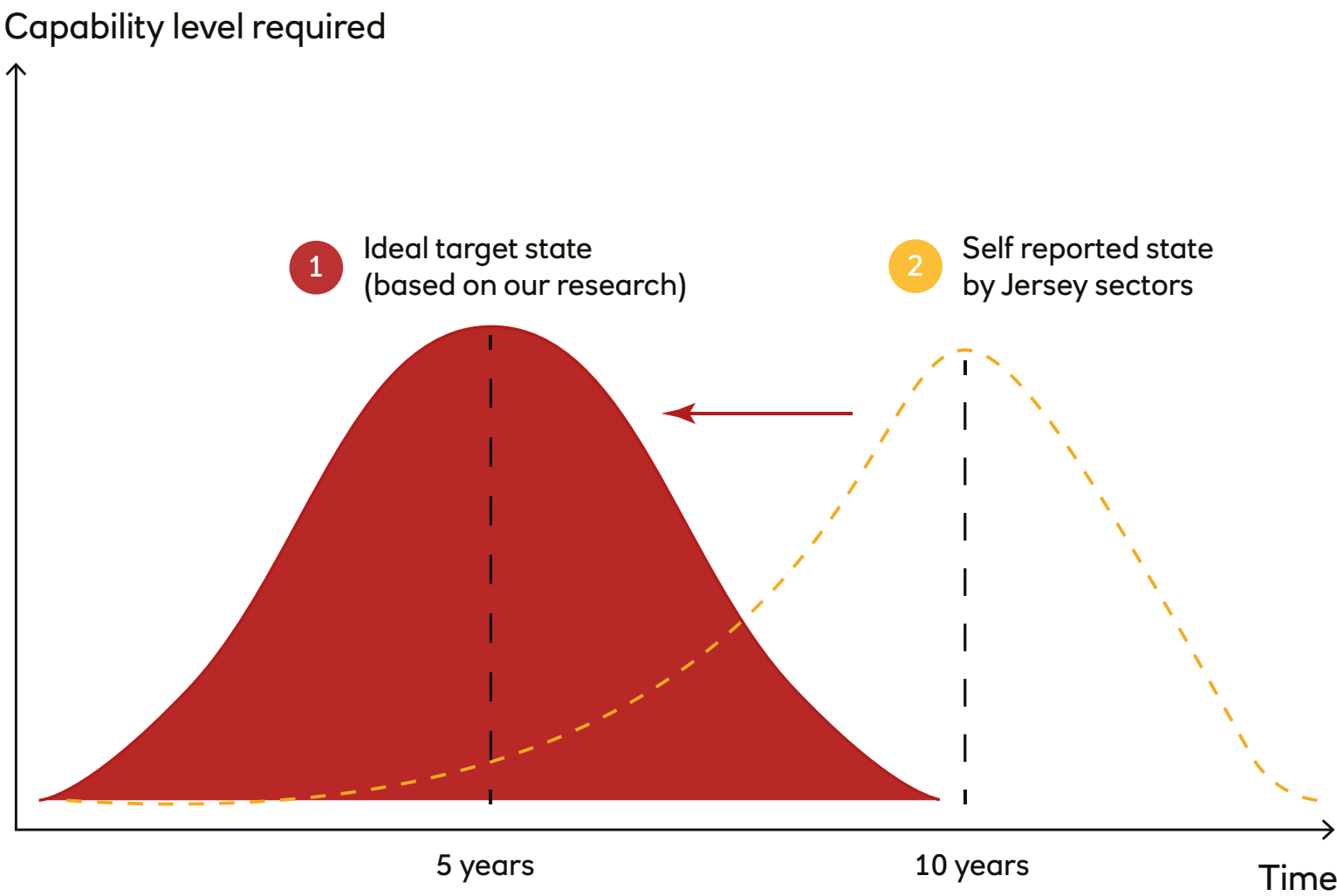
Jersey

- 1. Digital (literacy/ tech)
- 2. Creativity and Innovation
- 3. Agility and Flexibility
- 4. Data (science/ analysis/ literacy/ security/ sharing)
- 5. Resilience
- 6. Change skills
- 7. Leadership and Management
- 8. Collaborative Skills (emotional intelligence/ partnership)
- 9. Communication (internal/ external)
- 10. Problem solving

World Economic Forum

- 1. Analytical thinking and innovation
- 2. Active learning and learning strategies
- 3. Complex problem solving
- 4. Critical thinking and analysis
- 5. Creativity, originality and initiative
- 6. Leadership and social influence
- 7. Technology use, monitoring and control
- 8. Technology design and programming
- 9. Resilience, stress tolerance and flexibility
- 10. Reasoning, problem solving and ideation

However, when asked to benchmark their sectors’ current skills against these future requirements, the industry leads concluded that without proactive intervention and support from the government, they won’t be able to build the required future capabilities in the next 5-7 years. Point 2 on the graph highlights the slower development of capabilities reported by the industry leads and therefore demonstrates they are lagging behind the rate at which they need to develop these capabilities among the Jersey workforce. The benchmarking of current vs future skills confirms the imperative for accelerated planned initiatives to close the capability gap and bring the island to where it wants to be.



2. World Economic Forum, Future of Jobs report

Methodology



Methodology

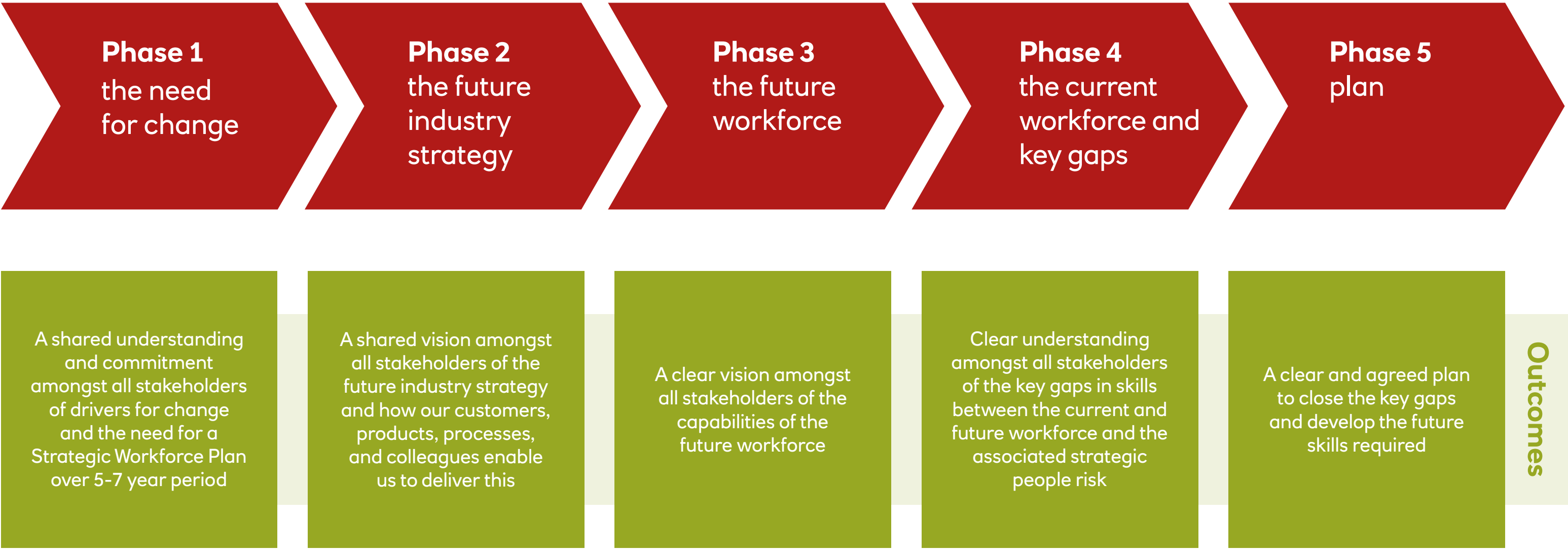
Strategic Workforce Planning (SWP) is a process which enables an organisation or industry to identify and respond to internal and external factors that affect the successful execution of industry strategy through its’ workforce. It complements, rather than eliminates, the need to identify and respond to ongoing workforce needs, as well as external factors.

Developing a Strategic Workforce Plan for Jersey will identify the right size, shape, cost, location and capabilities required for the future workforce, identifying key gaps in the current workforce and implementing a long term plan to close off the gaps. No such plan exists for Jersey and so the primary objective of this research is to present the Government of Jersey with a clear blueprint to close key capability gaps, and develop the skills required for the workforce of the future across the main employment industries.

The Jersey Employer Group used the 5 phase methodology below to support representatives from across their industries in their thinking and discussions. The benefit of this methodology ensured consistency across the sectors, and the Island more broadly, whilst prompting future-focussed discussions and considering how each industry strategy will transform, as well as the required capabilities to deliver these strategies.

The methodology enabled the Jersey Employer Group to map out in a consistent way how their industries are likely to change in the next 5–7 years and the implications on skills and capabilities required. This framework proved an insightful tool for Jersey’s major employers to baseline their current workforce’s skills, identify the capabilities required to deliver their future business strategies and ultimately establish a plan to close these gaps.

A clear plan to develop the skills required for Jersey employers’ future business strategies is another way for the Island to offer an attractive employee proposition. This not only encourages those who leave for University or work to return, but perhaps more significantly, to encourage talent from competing jurisdictions to move to Jersey, bringing a multitude of different skills and perspectives to further enrich Jersey’s culture and society.



Section 01:

Drivers for change



This section will examine the key megatrends driving the need for island-wide action to build the skills and capabilities required for the future.



The Fourth Industrial Revolution is reshaping politics, the economy, society, our attitudes, beliefs and expectations

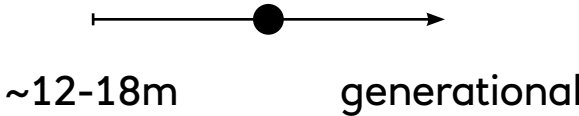
Theme	Specific trends	Description	Trend effect	Duration
Nation and Society	Big Data and Big Brother	Consent for agencies to harness data for social/personal benefit	▲	————●————→
	Big Government with Big Business	Government look to (big) partners to achieve goals	▼	————●————→
Work and Play	Digitisation: AI and autonomy	Intensifies need for digital first model and tech-enabled resilience	▲	————●————→
	Digitisation: Interface and personalisation	Digital transactional but increases value/purpose of physical connections	▲	————●————→
	Remote, task-based, agile working	Less office space but more diversity, opportunity and task-based connection	▲	————●————→
Place and Community	Changing need of offices/retail	Need flexible, modular space, new rental model and change in cap values	▼	————●————→
	Future 'high' street	Resi up retail down. 'Experiential' spaces rethink function of high street	▲	————●————→
Economy and Finance	Higher debt and defaults, lower interest and returns	Low rates, growth and returns. Less capital, confidence and risk-taking	▲	————●————→
	Accumulation and decumulation	Extending working lives, higher saving and bequests, but higher taxes	▲	————●————→
	Adaptive supply chains and business models	Reshoring and building critical supply chains. Flexible, modular business model	▼	————●————→
Health and Purification	Climate, purification and a purposeful life	Green new deal. Need for meaning. Shared goals > quick transactions	▲	————●————→



Pre Covid-19 trend



Post Covid-19 trend



The use of data and the delivery of digital products and services will become even more important post COVID

Theme		Driver	Implication
Nation and Society	Big Data and Big Brother	Greater acknowledgement of personal data being used for societal, health and ultimately personal benefit, potential move towards anonymised “open data”	Potential greater availability of anonymised data could allow more granular credit decisions and richer propositions
	Big Government with Big Business	Government intervention in the economy significantly increases through recovery period Favourable environment for big firms working ‘consensually’ with Government	Government increases scope of economic activity, crowding out private companies Larger businesses favoured and more likely to outperform SMEs – relook at lending book appetite in CB
Work and Play	Digitisation: AI and autonomy	Stronger customer requirement for digital channel usage and intensified need for tech/cloud operational model and resilience	Significant increase in proportion of active digital users and time spent on apps Smaller / consolidated physical footprint
	Digitisation: Interface and personalisation	Increase in virtual working, socialising and interaction via digital personal and work devices Change in acceptance for digital vs. physical delivery (e.g. zoom appointments)	User interface drives customer engagement, requires greater relative investment More digital sales and interactions e.g. mortgage, investment advice etc
	Remote, task-based, agile working	Accelerated separation from office and more task-based interactions. Further blurring of boundary between work/life	Operating model and points of presence reconsidered to support more virtual working and operating dynamics Dependence on remote system resilience Opportunity to widen talent pool

Businesses will have to adapt in response to drivers for change

Theme		Driver	Implication
Place and Community	Changing need of offices/retail	Reduced demand for city centre offices, space and commuting and retail real estate Shift towards a more flexible office rental	Promotes a re-think of property portfolio and office locations
	Future “high” street	Significant reduction in high street footfall and shops High street becomes more diversified over time, not as retail focused	Points of presence rethink – potential for significantly smaller sales footprint and repurposed branches Retail and leisure lending risk appetite
Economy and Finance	Higher debt and defaults, lower interest and returns	Cross-agency policy levers positioned to manage high public debt (low rates, liquid BS, tax) Weak business and consumer confidence, business creation and investment	Non-interest income more important Capital resilience and risk management capability Cost efficiency / scale to the fore
	Adaptive supply chains and business models	Significant increase in govt. and business investment to improve critical supply chain resilience and diversification Push to re or near shore critical production	More investment and business creation in certain manufacturing segments as resilience built in supply chains Enhanced supplier ESG screening to create more robust supplier relationships
Health and Wellbeing	Climate, purification and a purposeful life	Green new-deal to kick-start economy? Net zero for the UK remains the target, but public support will increase and decarbonisation priorities will shift, i.e. transport relatively less important vs. home and manufacturing emissions?	Greater demand for green financing

Section 02:

Sector overview



Construction

As Jersey’s construction industry, like society more broadly, embraces changes as a result of automation and digitisation, the workforce is predicted to shrink in some areas but opportunities will emerge in others. Increased use of AI and autonomous construction equipment will largely replace manual and operational processes and consequently boost productivity. The future construction workforce must therefore be multi- skilled, digitally literate and change ready, to foster a collaborative culture and workforce.

Some of Jersey’s major pipeline projects represent a significant opportunity for the construction industry in the coming years and will see substantial investment injected into the industry alongside the mass creation of jobs. These projects pose an important opportunity for construction businesses to invest in the skills of the future, as they will require new methods of construction and therefore different capabilities, as the industry increasingly uses technology. Similarly, with greater focus on climate change, the demand for sustainable buildings will increase in the next 5-7 years and therefore new skills will be required to produce these.

Work is already underway between Skills Jersey and the Jersey Construction Council to formulate a construction skills strategy to develop these future capabilities. The strategy contained 15 key objectives which covered areas such as promoting construction careers in schools, adult retraining, establishment of a modern apprenticeship scheme and access for people with disabilities.

Where the industry fell short was successfully promoting careers in construction in schools, so a local business has partnered with a UK provider and Skills Jersey to roll out the “Design Engineer Construct” (DEC) programme across the Island. This is an accredited learning programme for secondary school students to create and inspire the next generation of construction professionals. The programme applies academic subjects to the latest construction industry practices with Level 3 of the programme accredited as an A Level equivalent. Collaboration across different construction disciplines has helped to establish a learning pathway and map out an accessible route into the industry for students in Jersey and therefore a successful illustration of partnerships between organisations and educational bodies to build the skills Jersey’s construction industry will require. However, this report suggests more could be done to facilitate partnerships between construction companies and Jersey schools to encourage students from a younger age to build the skills and experience required for a career in the construction industry. Building on the success of the DEC programme, the industry must invest in skills development and develop a high quality training provision for smart construction methods as building practices evolve due to technological developments.





Financial and Professional Services

The Financial and Professional Services workforce will see an increased focus on transferrable, softer skills to support customers and clients’ growing usage of technology and digital channels. Automation will have a notable impact on skills and talent required and the sector must therefore invest in developing the relevant capabilities to drive and deliver the future industry strategy. Organisations must become more agile in their processes and mindsets to move quickly and make decisions to deliver at pace. Capabilities such as resilience and critical thinking will therefore be imperative to drive this culture transformation and build future skills. Data science and literacy capabilities must also be developed to enable businesses to gain better insights to their customers’ needs. The ability to manipulate and use data effectively will be a necessary capability for the future Finance industry, like many other sectors.

Work is underway, led by Digital Jersey, to embed digital skills throughout schools’ curriculums to develop the capabilities required in the future from a young age. Organisations across the island already offer graduate schemes but more focus needs to be on developing the skills in the existing workforce and offering more apprenticeships schemes for school leavers.

The Financial and Professional Services industry must drive a shift away from previous classroom-based training programmes to a culture of continuous learning and develop the capabilities required to deliver the future industry strategy. This can be encouraged through webinars, podcasts, online and self-led learning.

The industry would benefit from partnerships and cross-industry collaboration through mentoring and secondments. The workshop participants identified a need for a tool, for employees to understand their skill set and track the progress they have made to develop their capabilities. Partnering with Skills Jersey to build this functionality into their GoCareer platform would benefit all industries and help the workforce understand their capability gaps.



Health

Technology is resulting in huge global advances in the healthcare sector, however the Jersey healthcare sector is significantly underdeveloped in this regard. Investment in technology will have a significant impact on the productivity of the sector as well as being a key enabler for the Jersey Care Model (JCM) by allowing individuals to better manage their own self-care and reducing reliance on healthcare services. The JCM will change healthcare provision on Jersey through a shift to more community-based support with a proactive focus on preventative measures and self-care. Patient care will be provided closer to home and there will be an increasing demand for quality, cost-effective, convenient and timely healthcare. Many roles will change in line with the service propositions and changing patient journeys which will support the JCM and the new hospital. Some roles will become broader and multi-disciplinary and many colleagues will be required to develop advanced practitioner skills.

An ageing Jersey population will place increasing demands on healthcare and there is a growing requirement for an agile, flexible workforce with strong data and analytical skills. Work is underway in partnership with Digital Jersey to develop digital care records for patients to enable faster, more effective decision-making. Technology and data are essential to this approach and accordingly, relevant digital skills and data capabilities will be required to embed the new ways of working. For the industry to fully develop these skills, a change in the traditional mind-set is imperative along with building confidence in using new technology.

A shortfall in healthcare professionals is a real risk to the sector and a different strategy is required to recruit more locals as the current off-Island recruitment strategy is not effective or sustainable. The cost to recruit and relocate workers to Jersey is significantly higher than investing in local training to build the talent on-island. Creating clear and consistent development pathways will enable the current workforce to understand how to build relevant skills and progress their career within the industry as well as helping to strengthen the brand and the employee value proposition.

Strategic partnerships with on-Island and international education institutions will strengthen the pipeline of talent available across Jersey – a strategic partnership for nurses has been established with the University of Chester to build working relationships and to share knowledge between the institutions. In the UK, the NHS develops partnerships with schools to provide students with work experience opportunities which introduce the career opportunities early on. Partnerships between educational bodies and Jersey healthcare are essential to building, supporting and retaining local capabilities.

The development of a medical school in Jersey should also be considered, it would fundamentally change the way people learn medicine, with lecturers complimenting virtual learning and practical development in healthcare roles being provided in Jersey. The medical students would provide much needed support and this would also enhance longer term retention of healthcare professionals on Jersey.



Hospitality

Jersey’s hospitality industry is facing a number of headwinds. Brexit will bring a level of uncertainty which will impact travel and recruitment (due to the introduction of work visas). Covid has already had a major impact and will continue to do so in the short-term (and possibly longer term) due to changes in consumer behaviour. There has been no significant investment in technology (with a few exceptions) to automate and optimise existing operating models - the hospitality sector on Jersey is very labour intensive. This investment in technology needs to be central to the development of a longer term strategy, it has the potential to transform the industry by enhancing the sectors productivity as well as the customer experience. Customer behaviours and demands are changing across all demographic groups, with higher expectations and more online presence and capability.

To support the required shift in the industry, the future workforce will have less roles at transactional levels (e.g. check-in, concierge) but an increase in other roles such as health and safety, compliance, rates management, technicians and product development. A greater level of flexibility and agility to move between roles will be required. Training will need to switch from specific jobs grounded in tasks, to building core, transferrable skills and the capabilities required to enable greater mobility within the future workforce and to develop a future-focussed mind-set.

The hospitality sector has the same challenges as healthcare and retail with the current off-Island recruitment strategy, it is not effective or sustainable. A different strategy is required to recruit more locals with a focus on recruiting for core skills instead of for a specific job.

Collaboration will be critical to build those core skills and future capabilities as well as career pathways across the industry and more broadly across other sectors on Jersey. Hospitality universities in the UK provide a great illustration of cross-industry collaboration - the university operates as a functional hotel, with limited occupancy, which enables colleagues to build transferable skills by rotating through different roles. Replicating this model in Jersey would enable workers from across the Island (not just the hospitality sector) to develop cross-disciplinary skills, attract international students and build Jersey hospitality’s brand as a centre for excellence.

Businesses in the industry currently partner with the Jersey Hospitality Association (JHA) and offer centralised apprenticeships, work experience and training facilities such as a live restaurant. Expanding the current offering and providing more courses will attract talent to join the industry earlier.

There is also the perfect opportunity to partner with other sectors to build and develop the skills the industry needs through mentoring opportunities or external secondments. The JHA is working with Digital Jersey and Jersey Business to help the industry become more future-focussed and to accelerate the development of the capabilities required.



Public Sector and Education

An ageing Jersey population will place increasing demands on public services, and an ageing public sector workforce will require support to develop new skills and capabilities. The Jersey public have a growing technological capability, confidence and expectation, their data intelligence is improving and there will continue to be a shift in their expectations. Ongoing investment (and training) in technology is therefore required to automate transactional activities and optimise systems. The production and analysis of the data generated will enable better decision making, pace of delivery, performance, planning and innovation.

Advances in technology will also have an impact on how education is provided, with new ways of teaching and new ways of learning. Student needs are changing as well as the ways of teaching. Students will increasingly choose what to learn and when to do it, with more classes taking place via virtual learning. New ways will be required to assess and validate knowledge and to link school education to the future skill requirements of employers. Jersey must therefore embed the future skills required by employers throughout the curriculum, to prepare future generations for the world of work. Skilled teachers with strong emotional intelligence, digital and analytical skills will be critical to delivering new topics and embedding new ways of working within schools. Work is already underway, led by Skills Jersey and Digital Jersey to analyse the provision across both the school curriculum, and all Level 3 courses studied in Jersey. They are being mapped against the skills required by local business and against those identified in the Digital, Data and Technology (DDaT) Capability Framework. This will also identify the training needs of teachers in order to deliver the changes to the curriculum.

The public sector, like many other industries, has a growing requirement for an agile, flexible workforce with strong digital, data and analytical skills. It must focus on building transferrable core skills and growth mind-sets rather than pursuing traditional career paths. Recruitment needs to focus on the future skills and attitudes, not on specific jobs. Consideration should be given to developing entry points into a programme (not a role) which provides a broad exposure to the organisation and enables individuals to move between roles more effectively.

The public sector must improve its employee value proposition and brand as the industry is currently deemed a traditional and dated employer with limited career pathways, the reality however is very different with multiple and varied career pathways available. The development and marketing of career paths within the public sector will be crucial alongside the development of career pathways across sectors, which will support island wide productivity.



Retail

The retail industry is facing similar headwinds to the hospitality sector and is set to change significantly as a result of technological advancements, which will drive greater productivity and efficiency across the industry. Consumer expectations and behaviours are changing, with more online presence and capability - the online mix of sales is predicted to be 40% by 2025 (currently 27%).

The interim Retail Strategy has started to build the foundations for the development of a longer term strategy for the industry, however better data is required to enable industry benchmarking, to inform decision making and support longer term planning, as well as enabling more informative analysis of customer behaviours and needs.

To support the required shift in the industry, similar to other industries, the future workforce will require a greater level of flexibility and agility to move between roles. Cross training in core skills will be vital to enable individuals to become increasingly mobile. The retail sector has the same challenges as healthcare and hospitality with the current off-Island recruitment strategy, it is not effective or sustainable. A different strategy is required to recruit more locals with a focus on recruiting for core skills instead of for a specific job.

Clear pathways to map out education and career journeys need to be further developed to support school leavers and graduates. Some organisations within the retail industry are providing opportunities to attract school leavers, such as Waitrose, who offer bespoke internships, however, this is inconsistent across the industry. There is also the Chartered Management Institute Apprenticeship which is offered in Jersey, which provides in-role training while enabling participants to undertake a professional qualification to put the theory into practice. This has allowed educational institutions to partner with professional bodies and employers. This programme is open to all ages and thereby in addition to opening up careers to young people; it also provides an opportunity for upskilling for existing workers. A structured development programme such as this helps further build and develop the skills of both the current and future workforce. Building out further development opportunities will allow the industry to attract talent at a younger age.



States Owned Entities (SOE)

A unique industry, given the variety of their collective scope, the SOE’s continue to work hard to stay competitive and relevant in a rapidly evolving environment. Although many of the SOE’s have monopolies on Jersey, any change in regulation could pose a significant threat by opening up the market to new entrants. Investing in infrastructure and technology will be key, alongside building commercial capability and strategic thinking, to develop longer term plans to improve efficiency and productivity across the sector. Many of the SOE’s are also undertaking external benchmarking to inform future workforce plans to support the longer term strategies.

In order to harness and build the skills identified as key to delivering the future SOE’s strategies, greater flexible working will be required with fewer constraints around roles within the SOE’s sector to encourage greater mobility and develop core, cross-functional skills. This shift in skills will help to improve efficiency, productivity and agility of the sector.

The ability for individuals to work from home has provided an opportunity to recruit employees from other jurisdictions, which previously were inaccessible. This will have a significant impact on operating models and allow the sector to extend its scope to acquire talent from off-Island.

Graduate and internship programmes do exist within the industry, but more can be done in this space to develop a stronger pipeline and to foster greater collaboration between the entities. Additional support from the Government and partnerships across the industry will help to

facilitate apprenticeship programmes and student exchanges to build skills and encourage young people to join the industry straight from school. Our findings recommend creating a central technical academy to provide collaborative training on core skills across the SOE industry, alongside rotational programmes.

Another recommended initiative is to offer cross-discipline secondments within the industry to build capabilities as well as partnering with other sectors to provide different perspectives and transferrable skills. The industry needs to establish clear education and career pathways to remain relevant and appeal to young talent in an increasingly competitive market. Partnering with the island’s educational institutions and local providers, such as Digital Jersey, will help to future-proof the industry and develop the skills required for the future workforce.



Section 03:

Conclusion and recommendations



Conclusion and recommendations

Our research has concluded that automation will radically change jobs across all of the Island’s major industries and so Jersey must take decisive, jurisdiction-wide steps to build the skills required for these evolving jobs, to ensure the workforce is future ready. Equally, new jobs will be created and therefore, time and resources must be invested now to develop the skills required for these opportunities.

Our research has found that the future demand for capabilities in Jersey is aligned to the future capabilities identified by the World Economic Forum. However, when asked to benchmark the sectors’ current skills against these future requirements, they concluded that without proactive intervention, they won’t be able to build these capabilities in the next 5 years.

The size and scale of the Island does not warrant pockets of activity, but rather sustained, joined up action has the potential to have a significant and lasting impact not only now, but for generations to come. Collaboration between the Government, businesses and educational institutions is critical to achieving a consistent and successful outcome. In addition to the potential economic ramifications of doing nothing, if these steps are not taken now, Jersey runs the risk of widening the island’s skills gap, becoming left behind from competitors and seeing increased unemployment or wasting talented potential.

Our findings, in line with external research, have highlighted that the imperative is one of social responsibility. Organisations must consider the impact of their actions on the communities within which they operate; employers have a key role to play in collaborating with educational institutions to build a strong pipeline and ensure that students develop the skills required for the future³.

This report therefore recommends a two-phased approach to building the skills required for the future across Jersey; firstly, an immediate plan comprised largely of buying in skills from other jurisdictions. Secondly, a longer term plan relating to **education** and **partnerships**, which entails developing these skills from schools and nurturing talent to ensure it returns to the island after university, as well as developing key jurisdiction-wide partnerships to collaborate, share knowledge and build skills for the future.

This report encourages the Government to review and discuss the recommendations outlined below in alignment with other plans and projects underway. These recommendations must be factored into immigration policies and education to ensure the change is ingrained through all aspects of society, and regularly tracked and measured.

3. McKinsey, Getting Ready for the Future of Work, 2020

Education

Findings from the sector-led workshops demonstrated that education is critical to developing the skills Jersey require. They align with research conducted by Digital Jersey and Skills Jersey that interventions in schools will be key. Their approach of embedding digital skills into the curriculum is essential to build future-focussed capabilities and mind-sets.

This report also suggests that more focus must be attributed to implementing structured development programmes throughout the Island, namely apprenticeships, graduate schemes and summer internships. Some sectors have established these, but there is more to do to consistently provide entry routes into major industries across Jersey and to enable young people to develop their skills in a supportive, collaborative environment.

Establishing links between Jersey schools and UK/International colleges or universities is another means recommended to tap into resources and programmes already successfully being used to build skills and therefore Jersey’s educational institutions can learn from counterparts in the UK and other jurisdictions.

This research has illustrated that to track the success of these initiatives, more robust data must be collected regarding students leaving the island for higher education institutions; if the Government can identify the reasons for students leaving Jersey, there is an opportunity to bridge this gap by establishing interventions on-Island or highlighting key opportunities which may encourage them to stay/return.



Partnerships

Given Jersey’s size and scale, there is already good work underway across the island through various platforms, working groups and forums to address the skills gap and island opportunities.



More broadly, establishing partnerships between Jersey’s major employers and schools is essential to attracting and developing young talent which will reduce the likelihood of them leaving for other competing jurisdictions. This report recommends employers implement reciprocal mentoring schemes to pair school students with senior colleagues across Jersey’s main industries to ensure when they leave Jersey for UK universities, they remain connected to a specific industry and the Island more broadly, therefore increasing the likelihood that they return upon completing their studies.

Similarly, this report recommends consistently establishing partnerships between major employers and Digital Jersey to help develop future-focussed capabilities; Digital Jersey are already working with some industries to promote relevant learning and to support businesses adopting and implementing new technologies, however this should be extended to all of Jersey’s key industries to consistently build skills across the Island.

Cross-industry collaboration will also be key to preparing Jersey’s skills for the future, namely through developing cross-industry mentoring programmes or working relationships, as well as providing secondments to encourage greater career mobility and therefore the development of transferrable skills. There is an opportunity for each industry to learn from others, particularly those who have made greater progress on their skill-building journey.



As all of Jersey’s industries evolve in the coming years in response to megatrends and changing customer behaviour, there will be opportunities for each industry to provide alternative career paths by educating colleagues on how their skills can be transferred from one industry to another. Cross-industry mentoring programmes or secondments can therefore help to build skills that are stronger in some industries and need to be developed in others.

To facilitate mobility, Skills Jersey are developing a new GoCareer platform, which enables people to match their strengths to jobs in different industries and to develop cross-discipline capabilities. All of Jersey’s major employers must utilise, promote and embed this platform to encourage colleagues to build transferrable, critical capabilities for the future rather than merely developing specific skills for specific jobs, which may become obsolete in the future. Some of Jersey’s largest employers are partnering with Skills Jersey however this must be extended across all sectors, to utilise the work Skills Jersey is doing and to build out career pathways across all industries.

Considerations

There are 3 aspects of the recommendations for the Government to consider;

1

This report suggests the Government must manage the tracking and measuring of the progress of these initiatives from a holistic, Island-wide perspective, to ensure the measures are working and that the work is driving ROI for the jurisdiction. This can be done through tracking the number of Jersey nationals who leave the Island to attend University and those that return, in addition to migrants who come to Jersey to work from elsewhere.

2

The Government must also consider the potential implications of immigration policy on the attractiveness of Jersey as a jurisdiction for talent to come and work on the island. The future industry strategies and the skills required must be built into the Island’s licensing strategy to ensure that the jurisdiction is a hospitable, appealing location for talented young workers. Brexit, and the subsequent changes to Jersey’s immigration regulations, will have an inevitable impact on this.

3

Along a similar vein, the current high cost of living could be deterring people from staying in Jersey in comparison to other, competing jurisdictions. Data from the last ‘My Jersey’⁴ survey highlights concerns about the increasing gap between cost of living and earnings for many people and the impact this has on their quality of life.

4. Source, Gov.je [https://www.gov.je/SiteCollectionDocuments/Government%20and%20administration/FUTURE%20JERSEY_SPREADS%2012072017.pdf]



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