

Economic Development Department

Business Case Template B

Application for Large Projects over £25,000

Project Name	Submitted by	Project Sponsor	Project Code
Digital Jersey Limited Additional Funding Requirement for 2013 Request for £174k	Ted Ridgway-Watt TedRidgwayWatt@digital.je +44 (0)1534 789333	Andrew Sugden	24-B

Recipient of Funding	
Internal	
External	Digital Jersey Limited is an independent, grant-funded entity independent of the States of Jersey, but delivering against States of Jersey Strategic Plan and EGDS priorities

Are there any conflicts or potential conflicts of interest? (i.e. family or friend involved?)	
Yes / No	No
If "Yes" please provide details	N/A

The need for Investment / Disinvestment

The States of Jersey (SOJ) have clearly defined priorities & objectives. Economic Development Department (EDD) main focus is (1) & (2) in the boxes below. Please describe how your project will contribute to these priorities.

(1) Get people into work

The strategic purpose of DJL is clearly stated in the Interim Grant Agreement (IGA) that was signed by the Minister for Economic Development on the 21st February 2013 (see Appendix 1).

In the IGA Digital Jersey (as the 'Partner' to EDD) makes the following unequivocal statement:

"The fundamental output of the Partner is to facilitate the growth of the digital sector in Jersey. By developing and implementing a plan that attracts digital businesses, increases awareness of opportunities in technology sectors and seeks to improve the levels of education and skill provision in this area, the project is looking to ensure that the digital sector provides sustainable employment opportunities for local people."

Additionally 'employment' is a clearly stated objective of DJL as provided in its Roadmap Presentation (see Appendix 2).

This project requests additional funding for Digital Jersey Limited (DJL) in 2013 over and above the core grant of £500,000 already agreed in the EDD Business Plan. The purpose of this request is to assist in the timely delivery of this goal and as a direct consequence is likely to lead to the creation of three temporary additional posts supporting the development & delivery of TAG activity. These are likely to be filled by local graduate employees operating on an 'Intern' basis within DJL at its shared premises with Jersey Business Limited in The Parade

(2) Managing population growth & immigration

The control of population and immigration is not a stated aim of DJL's but the development of a skilled local workforce in the digital sector is a key objective. Education and Skills has been clearly stated as one of DJL overarching objectives in its Roadmap and is one of the major Technical Action Groups (TAGs) that the organisation has set up. The extra funding being requested here by DJL would directly fund the employment of individuals whose role would be to expedite the work of these TAG's.

The IGA is clear that skills development is a key objective for DJL and the document makes the following statement in this regard:

"The overall objectives of the Partner are to work alongside industry and government to coordinate activities that will improve the environment for digital business in Jersey, including skills development, technical innovation and research..."

The additional funding request supports this objective by enabling the TAGs to assist in increasing the number of skilled employees in Jersey, such that an expansion of the digital sector may be serviced by locally qualified people. This will reduce the reliance on imported skills

The other SOJ priorities are listed below. Again, please describe how your project may contribute to these priorities?

- (3) Promoting family & community values
- (4) Reform Health & Social Services
- (5) House our Community
- (6) Reform Government & the Public Service
- (7) Sustaining long term planning

In its Roadmap and IGA, Digital Jersey has clearly outlined that it will seek to promote the utilisation of technology for the benefit of society in its broadest sense by improving access to digital technology and by working with Government to ensure that it utilises digital technology to improve the service it provides to the public.

DJL's stated objective in the IGA with regard to this matter outlines its desire to be:

"Leveraging existing assets, such as the island's infrastructure, to utilise digital tools, e.g. e-medicine, e-learning, e-government"

Whilst this statement is aligned with the States of Jersey's broad priorities as outlined, the request for additional funding includes a significant provision to provide for support of the TAGs to enable them to directly assist the SoJ in its desire to utilise technology to reform the Public Sector as a whole.

The EDD key objectives are;

1. *Encourage innovation & improve Jersey's international competitiveness*
2. *Grow the financial services sector capacity and profitability*
3. *Create new businesses and employment in high value sectors*
4. *Raising productivity in the whole economy and reducing the reliance on inward migration*
5. *Continue to improve the efficiency and effectiveness across the department*

Please describe below your project contributes & supports any or all of these?

Background:

Digital Jersey was incorporated by EDD with the specific aim being to help meet objectives 1-4 as stated above.

The following is the statement DJL provided in the IGA with regard to this:

"The States' Economic Growth & Diversification Strategy identified the need to diversify the economy whilst also positioning the Island to exploit the growth in global E-Commerce activity. Allied to this was the need to develop a strategy for the Information, Communication and Technology (ICT) sector to leverage investment in Jersey's communications infrastructure, to capitalise upon the 'Gigabit Isles' investment by JT. The Island has also developed legislation in the fields of Intellectual Property and E-Gaming and it is planned that this body will assist in developing commercial opportunities in these areas."

By creating Digital Jersey Limited, the Department has made a policy decision to support the creation of a Private Sector led industry body whose objectives will be to capitalise on previous investment and future opportunities in the digital economy.

2013 is in effect the real 'start up' year of the body, which will see the Partner seeking to implement its strategic aims which are as follows:

- Attracting providers of digital products and services to Jersey*
- Creating high value employment opportunities*
- Contributing significantly to the diversification strategy*
- Leveraging existing assets, such as the island's infrastructure, to utilise digital tools, e.g. e-medicine, e-learning, e-gov*
- Coordinating activity that will improve the eco-system for digital business, including skills development, technical innovation and research."*

Digital Jersey Ltd operates with five Technical Action Groups (TAGs) in order to deliver these strategic aims. The purpose of the TAGs is to maximise engagement with the stakeholders for Digital Jersey, namely the States of Jersey, industry and the education sector, whilst maintaining an appropriate operational budget for the executive.

There are five TAGs, corresponding to five areas defined by the Roadmap for Digital Jersey. The TAGs and their broad areas of operation are:

1. Research and Knowledge, which will define Jersey's competitive position in the digital sector, and will help to create an ecosystem favourable for growth
2. Education and Skills , which will work with the education system and skills programmes to grow capacity in the island to deliver digital business
3. Business Development, which will develop the 'sales pitch' for Jersey, develop the membership proposition and support local businesses
4. Regulation and Legislation will work towards specific changes, to enable Jersey's competitive position, and seek a more streamlined regulatory/legislative change process
5. Government and Infrastructure will support the process of reform in the States of Jersey, from the perspective of the opportunity for a comprehensive e-Government platform.

At the current point in time, there is no administrative or executive resource within DJL to plan, service or deliver the work of the TAG's putting extra stress on the Chief Executive and distracting him from more strategic issues.

The Project Objectives

The purpose of this project is to request that Digital Jersey receive additional funding of £174k in 2013. In short, this is to better enable it to deliver on its stated objectives as well as provide adequate resources to ensure that those people who are assisting the organisation operate to their stated mandates effectively.

The IGA signed in February outlined that DJL's financial requirement from January to September 2013 would be £375k (a pro-rated figure as against a full year proposed grant from EDD of £500k). This agreement was drafted prior to Digital Jersey becoming fully operational and it setting up its TAG structure.

Following the first quarter, it has become clear to both the Board and the Chairs of the 5 TAGs that additional resource over and above the £375k requested for 2013 would be required to enable it to meet the high levels of expectation that it was placing on itself and the pace at which it needed to move both to maintain traction with the community and to exploit.

This internal dynamic has been matched externally by a desire for real near-term action from the business community (including the digital sector itself). Consequently the Board of Digital Jersey Ltd discussed the most effective resource to support the TAGs and agreed at its meeting of 15th April 2013 that:

- a group of three TAG coordinators should be recruited as soon as possible
- the TAGs should be equipped to commission specific external research
- the website should be extended to significantly extend its functionality,

Supplemental funding for Digital Jersey Ltd will enhance and expedite delivery of its objectives, whilst safeguarding traction with the business community and other stakeholders

- The Technical Action Groups comprise over fifty individuals who represent the broad gamut of the digital sector and give their time free of charge. This equates to approximately 33 days' resource per month, or almost 400 days per year which, at a typical daily charge-out rate of £500-£800, represents well over £250K of pro bono resource.
- Following the launch of these TAGs it has become clear that their effectiveness and work output will be directly linked to the reciprocal support offered by Digital Jersey, such that the resources of the voluntary TAG members would be spent less in administration and more in exercising their knowledge capital
- With all TAGs now launched, the digital sector of Jersey is vocal in its expectation of rapid progress; consequently the enthusiasm of both the digital community and the TAG members will be upheld by proper support.
- As part of that support, the TAGs should be in a position to commission high quality external research in order to assess Jersey's competitive position and the steps necessary to deliver business overseas

Effective communication and engagement is critical to the success of Digital Jersey and the current website, whilst fit for the pre-launch phase of Digital Jersey Ltd, does not permit timely communication, rich content or membership activities; this must be addressed as a matter of urgency

Many other jurisdictions are in the race to achieve global recognition for digital technologies and Jersey should act quickly to find and to exploit its competitive position.

Outcomes

The provision of £174k in additional funding will enable Digital Jersey to effectively achieve the following major items:

- Effectively operate the TAGs – by ensuring TAGs are appropriately resourced, the business will be able to implement its Roadmap in a timely fashion, gaining real traction in the 5 stated areas and gaining much needed local engagement. These three officers would have the responsibility of administering the TAGs and managing lines of communication and information flow, in order to better exploit the TAG structure.
 - Effective administration support for the group meetings, allowing the groups to use a greater proportion of their time directly towards their work plans.
 - More comprehensive and timely reporting to the Executive and the Board
 - Better information flows into and between TAGs, identifying themes and unblocking issues
 - Greater resource for Digital Jersey to reach out at home and internationally via its website and social media channels
 - A group of three TAG coordinators would reflect the Board's experiences and counsel that three individuals create a more dynamic environment than two.
 - These roles would be a good preparation for future roles planned within Digital Jersey's executive (e.g marketing & communications manager, research manager)
- Research to target key opportunities and potential constraints – the Research and Knowledge TAG has identified specific areas it wishes to target and this will enable the business development element of DJL to move more quickly.
 - This research will need to consider global factors and will stand as a more potent reference if it is conducted by an independent body.
 - The Government and Infrastructure TAG has identified a need to review those aspects of the telecommunications market which may encourage or contra-indicate growth in the digital sector. This

will complement the work of the Strategy and Policy Group within EDD

- Update of Website – to ensure a digital facility that is capable of future use by members of Digital Jersey, augmenting the functionality that was required to launch the company but is not adequate for its evolving needs, which include but are not limited to:
 - Regular, frequent upload of news and information by Digital Jersey Ltd and/or representatives
 - Rich multimedia content to reflect the digital community in Jersey
 - Membership-only pages and administration

Project Description

The provision of £174k as part of the overall DJL project would, in the main be to recruit additional human resources to assist the TAGs and to provide the ability to provide targeted research. The breakdown of the £174k over and above the initial budget of £500k is as follows:

Item	Purpose	2013 Expenditure (£000s)
TAG coordinators	To support the TAGs as described	£60k
Independent research	To enable the TAGs to commission external research to benchmark Jersey, develop or test hypotheses	£60k
Website	To have a communication tool that is fit for purpose	£36k
Additional capital & operating costs	for the TAG coordinators, including IT provision and event attendance	£18k
Total		£174k

- The recruitment of the TAG executives will commence in Q2 with completion in early Q3
- Research will be commissioned in Q3
- Website commissioned in Q2 and operational by Q4

If the project is a 3rd Party Project? (Grant, Subsidy, Sponsorship, Gift)

Monies associated with the additional funding request for independent research will be expended via 3rd parties separate to the organisation but there will be no large scale grants, subsidies or gifts. All expenditure would be done via the normal business channels, this includes appropriate tendering etc.

Have you consulted with key stakeholders?

Full consultation has been undertaken with the Board of Digital Jersey and the Chairs and relevant members of the TAGs.

In political terms EDD, Treasury and Education are aware of specific objectives included in this funding request and Digital Jersey's overall goals.

DJL has presented its plans to the business community and the sector specifically. Overall, the major item raised by all these bodies is that they want to see quick progress. This request is results driven and as a whole this is what wider stakeholders want to see.

The Department is aware that DJL is currently developing its longer term Strategic Plan that will be discussed at by its Board at the July DJL Board Meeting prior to the commissioning of underpinning research. This will be presented to the EDD SMT in September for discussion and agreement and be published shortly thereafter.

There are some longer term residual funding implications attached to this bid for further funding in 2013, however DJL confirm that these are fully covered within the 'Bid' it has put forward in outline to the Department for funding in 2014 which is also likely to include an uplift in core grant to cover a likely move to separate premises in order to accommodate the larger DJL Team.

Project Objectives & Constraints

Describe the objectives of this project and any constraints.

Objectives	Measures – Lead & Lag
Recruitment for the TAG coordinator positions will be directly through the Digital Jersey community in the first instance, with the objective of recruiting local graduate-level officers.	Q2/2013: recruitment process underway for completion by Q3
Research required to benchmark Jersey's existing strengths, competitive position and target markets will be commissioned by the Research and Knowledge TAG. This research will be delivered, via a tendering process, by an external organisation having the appropriate specialist knowledge and resources	Q2/2013: Research scope Q3/2013: commission research for delivery Q4 Q4/2013: delivery of report(s)
The website for Digital Jersey Ltd must be an exemplar to both the island's community and, critically, to overseas partners and customers. Where possible, the delivery of the website and its evolution will be done in a cost-effective manner which supports the digital sector in Jersey.	Q2/2013 – tenders due May 2013: Decision on preferred supplier July 2013: Website operational

Constraints

TAG Recruitment – Minimal constraints to achievement of objective. The key will be to identify a high quality of candidate in a timely manner. The CEO of DJ will have the capability and capacity to effectively recruit and then manage the individuals. Space will be available in 31 The Parade without recourse to major additional expenditure.

External Research – the early identification of the appropriate research partner will be key as they will need to provide specialist advice as against a set budget. It is believed that the TAGs will have little difficulty in finalising the scope of the of the research project.

Website – the constraints are minimal in that Digital Jersey has developed a specification of what is required and believes there are several Jersey-based providers who have the capability to deliver on the project.

Options Summary (there are at least two)

		Risks	Costs	Benefits	TOTAL
1	Provide full grant uplift	<p>Failure to fully support TAGs; strategy developed without access to appropriate and timely external research and provision of sub-optimal website</p> <p>The only real risks inherent in this option are ones of implementation/execution of specific tasks. These</p>	Total cost £174K	More rapid growth of digital sector in Jersey	

		matters are dealt with under the above 'constraints' section and their mitigation are covered in Option 1 below.			
2	<i>Do not provide Additional Funding</i>	Digital Jersey fails to maintain traction and goodwill with the fast-moving digital sector and loses reputation at an early stage	zero	No additional grant required	Zero

Recommendation of the preferred option

On the assumption that the aim of Digital Jersey is to grow the digital sector in Jersey and 2013 is a critical time in its development, the following is an assessment of the two options.

Utilising a risk matrix of 'Impact' and 'Likelihood', where 1 is Low and 10 is High and adding them together, the potential risk to overall long-term success of Digital Jersey on account of receiving/ not receiving the additional funding is ranked as follows:

Option 1:

Grant of additional funding would mean that the 'Impact' on potential failure of Digital Jersey would be 1 (minimal) and the 'likelihood' is 2. The latter score acknowledges an inherent failure risk above and beyond the granting of additional monies.

Risk score – 3/20 (LOW)

Option 2:

The failure to grant the additional funding could provide an 'impact' score of 4 as the failure to move as quickly as the stakeholders are demanding could be damaging. In terms of 'likelihood', this may run as high as 7 as there is strong pressure on the organisation to deliver in its early stages.

Risk score – 11/20 (MEDIUM)

Recommendation:

Based on a risk based evaluation it is recommended that the full £174k of funding be approved. Consideration has been given to 'unbundling' the additional top-up funding. This is undoubtedly not a preferred option on the grounds the various elements are interlinked however the potential risk of each element of the project are provided later in this document.

The TAG support element of this option alone will service a pro bono resource worth over £250k, representing a 4/1 leverage.

Option 1 -

1.1 Describe the Option

Uplift

Provision of £174k of additional funding – monies received by the end of July 2013

1.2 Key Assumptions

In receiving the additional funding – it is assumed the following objectives will be achieved:

- The TAG structure becomes fully effective by Q3 of 2013
- Key research into the appropriate strategic options for Digital Jersey will be commissioned Q4/2013

- A fully functional website will be operational, with input from Jersey schools; can be operational by the end of 2013

In terms of delivery the following operating assumptions have been made:

- TAG Coordinators – appropriate candidates can be identified and recruited easily, this is not guaranteed to be the case
- Research – an appropriate research project/s can be commissioned by Q3.
- Website – a specification for the additional work has been drafted and it is believed that locally based providers are capable of providing strong tender responses

1.3 Key Financial Costs & Benefits of this Option

Costs

- TAG Coordinators – there will be an ongoing cost on this option of up £70k pa or more but this will be built into future annual funding requirements. Whilst it is believed that additional accommodation will not be required for the organisation at this juncture we recognise that it may be required in 2014 and will make appropriate budget plans.
- Research – the cost will be a 'one-off' with any potential recommendations built into future business plans and strategic objectives
- Website – the cost will be non-recurring but with the potential for future modifications and improvements which would be built into future annual funding requirements

Benefits

- Potential of significant progress of Digital Jersey objective of growing the digital sector in Jersey and by early engagement of key stakeholders ie politicians, business community, schools etc.

1.4 Risk Assessment

Project Risk

Should the additional funding be granted, the risk of Digital Jersey delivering on its overall objectives as outlined in the Interim Grant Agreement are mitigated significantly.

Execution Risk

There are elements of residual risk in delivering on the objectives as outlined in this Additional Funding Request. The most significant would be the delayed approval and delivery of the funding as this would lead to time slippage on the planned projects.

For the sake of completeness, the risk of effectively implementing each funding element has been evaluated and been given a weighting in terms of impact of potential failure and a risk score in terms of likelihood of the objective not being achieved. The total weighted score is provided by adding the scores together.

Key Risks	Weighting 1-10 (low to high)	Score Against Risk 1-10 (low to high risk)	Weighted Score 2-20 (low, medium, high risk)
Delay in approval process and early receipt of funds	8	7	15
Failure to successfully recruit TAG Coordinators	8	4	12
Inability to commission appropriate research	7	4	11
Failure to successfully implement improved website	6	3	9
TOTAL WEIGHTED SCORE			N/A

Overall the impact of the failure to deliver is far greater than the likelihood and provides the key to risk mitigation.

1.5 Key non financial Benefits which meets your objectives

Option 2 -

1.1 Describe the Option

Failure to grant the additional funding to Digital Jersey

1.2 Key Assumptions

If additional funding is not forthcoming the following assumptions have been made:

- Apart from human and financial resource there are no other 'free' resources that are readily available to Digital Jersey as a large number of people/organisations are providing 'pro-bono' support
- The TAGs will not be able to proceed in the manner as prescribed by both the Board and the TAG chairs themselves
- There will be frustration as to the relative inability to deal with key items quickly – this will be widespread amongst stakeholders and is already being evidenced via social media ie LinkedIn and Twitter etc
- Failure to commission adequate research will delay the formation of key strategic options for business development
- Availability of a properly functioning website would be viewed as key to the credibility of a 'digital' organisation

An inability to progress these matters is likely to undermine the breadth of Digital Jersey's initial business plan and will lead to delays in implementation.

1.3 Key Financial Costs & Benefits of this Option

There is no direct financial cost of not approving the monies. It would be argued that there is a significant 'opportunity cost' if the organisation was not able to progress with its key priorities.

1.4 Risk Assessment

Project Risk

Should the additional funding not be granted, the risks of Digital Jersey failing to deliver on its overall objectives as outlined in the Interim Grant Agreement are real and are assessed above as 'Medium'.

The organisation has made a strong impact in 2013 but there are risks if progress cannot be maintained. The following analysis highlights the impact and likelihood of targets not being met if additional funds are not approved.

Key Risks	Weighting 1-10 (low to high)	Score Against Risk 1-10 (low to high risk)	Weighted Score 2-20 (low, medium, high risk)
<i>Inability to fully support the TAGS – leading to potential disengagement</i>	8	8	16
<i>Inadequate research to back plans – leading to weaker strategic plans</i>	7	8	15
<i>Website not fully functional – leading to a lower level of strong communication</i>	7	6	13
TOTAL WEIGHTED SCORE			

1.5 Key non financial Benefits which meets your objectives

Project Plan for recommended option

The Project Plan demonstrates how the proposal is going to be delivered.

Key Milestones	2012	2013	2014
TAG coordinator recruitment advertisement		May 2013	
TAG coordinator interviews		June 2013	
TAG coordinators in place		end July 2013	
Research commissioning (multiple)		July-September 2013	
Research delivery		August – September 2013	
Website tender & preferred supplier decision		May 2013	
Website completion/commissioning		July 2013	

Quantify Project Resource Requirements

Insert cost details & timescale

	2013 (£)	2014 (£)	2015 (£)
<i>Capital Costs</i>			
TOTAL CAPITAL COST			
<i>Revenue Costs</i>			
<i>Set up one off costs</i>			
Staff Costs	£60,000	£70,000	
TAG research costs	£60,000	0	
Website	£36,000	0	
Operational costs	£18,000	0	
TOTAL REVENUE COST	£174,000	£70,000*	

Key Risks

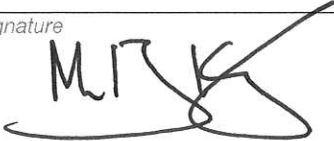
List the Key Risks to this Project and how will they be mitigated.

You may want to include a full Risk Assessment, which assesses each risk, and how these risks can be mitigated.

EDD Sponsor Director Signature & Date	Signature	
	Date	17/7/13.

Office Use Only	
Received	Date 1/7/13
Validated by	EDD Business Case Coordinator
Action	Proposed Action SMT? Ministerial Decision? Required: Political & over £100k

Accept	Reject	Other
		Please specify

Approved by CEO & DCEO	Signature		Date 19/7/13
	Name & Position	CEO	

Version	Date	Changed by	Changes

Grant Assurance Statement

To: Andrew Sugden, Deputy Chief Officer, Economic Development Department

I hereby confirm that Digital Jersey Limited has adhered to the terms and conditions of the grant in the sum of £375,000 which was awarded by the Economic Development Department in January 2013 for use during the year ended 2013.

There are appropriate controls in place within Digital Jersey Limited to ensure that funds are being spent appropriately and that value for money is being achieved, and the grant awarded by the States of Jersey in January 2013 will continue to be used for the purposes intended, as set out below:

Schedule 1: Description of services -

Overall Description of services to be delivered within the contract period from Core Grant funding

1. Completion of the initial start-up phase of Digital Jersey Limited (DJL)

The following key actions have taken place to complete the start-up phase:

- *Appointment of CEO in January 2013*
- *Board of Digital Jersey fully operational – the following meetings have either taken place or are scheduled for 2013*
 - *24 January, 1 March, 15 April, 16 July, 29 October*
 - *Board schedule for 2014 completed/circulated*
- *Board Governance Structure in place*
 - *Audit and Risk and Remuneration and Nomination Committees set up*
- *Creation of 5 Technical Action Groups (TAGs)*
 - *Recruited TAG Chairs and members for each TAG*
 - *Plans being developed/actioned*
- *Commenced recruitment of TAG Coordinators to assist in developing and implementing plans*
- *DJL office set up, co-located with Jersey Business Limited*
- *Full banking and financial procedures in place and DJL has appointed its external auditor*

2. Draft and publish a high-level overarching strategic plan or 'roadmap' for the Partner

Initial Roadmap was published on 28 January 2103.

Draft Strategic and Operating Plans for Digital Jersey to be discussed at July's DJL Board meeting.

3. Carry out targeted research as and where required

Subject to additional EDD funding being made available, first tranche of research to be commissioned in July 2013.

Research will support DJL Strategic Plan with a second tranche planned for September 2013 to support strategic directions defined within the Plan.

4. Draft, agree with the Department and publish a high-level overarching strategic business plan for the sector, outlining the future role of the Partner

Draft Strategic and Operating Plans for Digital Jersey to be discussed at July's DJL Board meeting, subsequently presented to EDD in September and publicly launched on 10 October.

This document will highlight the future role and direction of the organisation.

5. Visit and benchmark locations/jurisdictions to develop learning to assist with the above, support Locate Jersey, Jersey Finance Limited and other industry partners to deliver on agreed objectives

Planned activities include visits to London, Cambridge and Tel Aviv in 2013. A full schedule of events planned for 2014.

Already organised a joint digital marketing event with Jersey Finance in July.

6. Work alongside Jersey Business Limited (JBL) to provide business support services, mentoring and coaching or business development services as required, to further economic growth potential within the digital sector

Digital Jersey is working with JBL to provide advice and assistance on digital sector issues and businesses.

7. Commence discussions with companies to promote the advantages of re-locating to Jersey or providing digital services that will benefit the development of the digital sector in the Island

Discussions commenced with Cisco, Technology Strategy Board, CDE Catapult, UK Met Office.

8. Actively engage with local stakeholders to promote the understanding of the Partner, its activities and the benefits the sector can bring for Jersey – participating in a specific promotional event in Autumn 2013

Stakeholders engaged through presentations at IoD & JADO lunch seminars, attendance of specialists meetings, sponsorship of events (Jersey Enterprise Awards, JFL, Law Via The Internet, CMI).

9. Specifically develop a Technical Action Group (TAG) to focus on the broader incorporation of ICT learning into the school's curriculum, working with the Education Sport & Culture (ESC) Department to identify, develop and deliver key activities that will assist in the development of future workplace skills

Education and Skills TAG fully engaged with ESC on its ICT Strategy Review and is launching a number of schools initiatives including a proposed Learning Hub, a 'Be Very Afraid' event and the Jersey 'Space Programme'.

10. Actively promote and market the new organisation and start looking to develop future private sector membership of the Partner

Membership proposition developed by the Business Development TAG – to be discussed at DJL July Board meeting.

Significantly improved website being developed for launch in Q4 2013, this will enhance communication with potential members and other external stakeholders

Schedule 2: Key performance indicators

The following are the performance measures that will be used to measure the performance of the Partner during the period of the Interim Agreement

1. Completion of recruitment process – recruitment and appointment of Board members and CEO with the objective of the Board being operational by early 2013

Successfully completed – CEO in post and first full Board Meeting held in January 2013

2. First draft of initial Digital Jersey strategic plan or 'roadmap' completed and shared with key stakeholders and Economic Development Department by early 2013.

Completed – 28 January 2013

3. The development of a strategic business plan for the sector covering the period 2013-16, consultation on it with key local & off-island strategic stakeholders and securing the sign-off by the Department by the end of September 2013.

On target

4. Develop Technical Action Group structures for Skills, Education and securing early stage implementation by end of 2013.

Completed – Education and Skills TAG fully operational as are the Research and Knowledge, Business Development, Regulation and Legislation and Government and Infrastructure TAGs.

5. Identification and analysis of key market opportunities and business development options for consultation with Industry partners by Autumn 2013.


On target as part of Strategic Plan

6. Compliance with all States governance, reporting and audit requirements including ongoing cooperation with the current Internal Audit review

Internal governance structure complete. External half-year audit process to commence in July 2013.

7. By the end of September 2013, finalise and sign a longer term Partnership Agreement with Economic Development Department setting outline business plan proposals for 2014-16 and an agreed annual plan for 2014

To be completed as per schedule in line with development of Strategic and Operating plans.

Signed:  Date: 6/16th 2013 .

Title: Paul Masterton, Chairman, Digital Jersey Limited

