Digital Framework
2021-2025

Accelerating Guernsey's Digital Capability

States of Guernsey

Contents

Introduction

The Digital Framework will accelerate the Bailiwick of Guernsey's digital capability.

It will enable Guernsey to keep pace with worldwide trends in digital transformation and to establish itself as a dynamic, forward-thinking economy and digital jurisdiction.

Meeting these objectives will mean that islanders will benefit in a number of areas - from increased skills and digitised job opportunities to being able to access more efficient government and community services that are delivered and enhanced by digital solutions.

The Framework seeks to build upon the progress already made to date by the States of Guernsey and other agencies to improve the island's digital capability. However unlike previous strategic documents, this Framework recognises that the impact and opportunities of digital technological change cannot be confined to one sector only, but in fact affects all of the economy and the wider community.

This means it will be critical for everyone to learn new skills in order to access technological opportunities and for businesses to embrace digital transformation. Ensuring inclusive access to technology will be vital in enabling this, as well as preserving community connectedness and wellbeing.

Additionally, as the Bailiwick continues to encounter challenges, such as job automation, increasing cost of living, an ageing population and climate change, technology will be critical to bring about social and economic innovation and environmental sustainability that is required.

Government can play a key role in driving these outcomes by coordinating a vision and action around a Digital Framework, by investing in the building blocks such as infrastructure and skills as well as accelerating the digitisation of public services and enabling legislation.
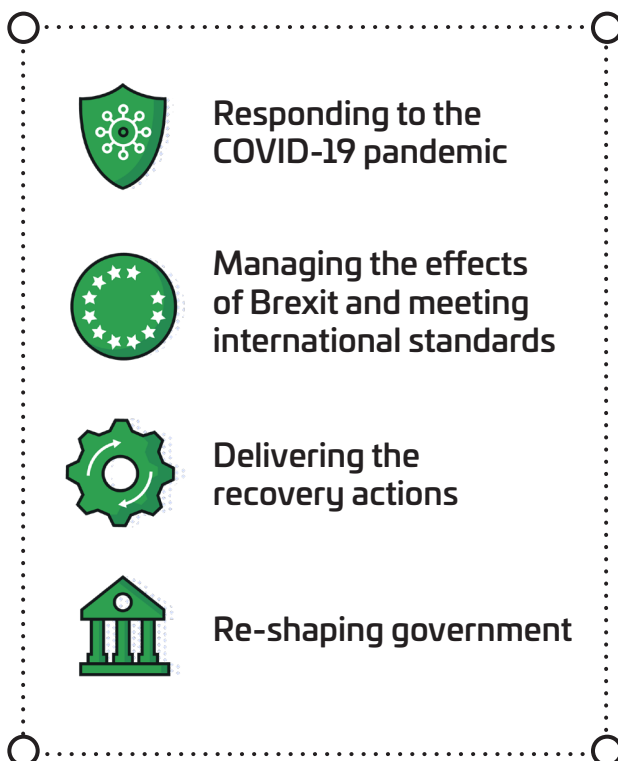
Link to the Government Work Plan and Other Workstreams

The Government Work Plan 2021-2025 is the States of Guernsey's integrated action plan that sets the priorities for this political term.

The four overall priorities are:

Responding to the COVID-19 pandemic

Managing the effects of Brexit and meeting international standards

Delivering the recovery actions

Re-shaping government

The majority of the contents of this Framework link to the workstream in the Government Work Plan entitled Accelerate the Digital Economy. This is related to sustainable economic recovery and is part of the third priority of government, Delivering the Recovery Actions, which seeks to focus on complementary actions government should progress to best facilitate Guernsey's recovery from the pandemic.

Among the actions that form this workstream are:

- Establish Future Telecoms strategy – including implementing a universal fibre broadband network and establishing a 5G licensing framework.
- Ensure enabling regulation and legislation
- Continued and accelerated support for digital skills, pathways and jobs
- Promote and support innovation, transformation and entrepreneurial growth across the economy via digital adoption

The action plans that sit under this Framework have a number of important interdependencies with other workstreams, including:

- The Human Capital and Skills Development Plan, where digital skills development is a central pillar;
- the Enterprise Plan, which will include further development of the Bailiwick entrepreneurial ecosystem;
- the Cybersecurity Strategy;
- the Data Protection Strategy; and
- the Committee for Education, Sport & Culture's (ESC) Digital Roadmap, which places greater emphasis on digital instruction in the Bailiwick's educational institutions and seeks to promote awareness of and pathways into careers in digital industries.

Vision

This Framework seeks to abide by a central vision which will set the parameters for strategic objectives and the work done to enhance the digital economy. The States of Guernsey's vision is that:

Guernsey is a modern, digitally capable society, which has the infrastructure, skills and ecosystem necessary to maximise the opportunities of the technological and information age to ensure economic, social and environmental resilience, sustainability and innovation.

In order to attain this vision, the States of Guernsey will work towards achieving the following objectives in three strategic goals:

Enabling Infrastructure
Digital connectivity, enabling legislation and regulation, and alignment with international standards will provide the foundation upon which other digital initiatives can be built.
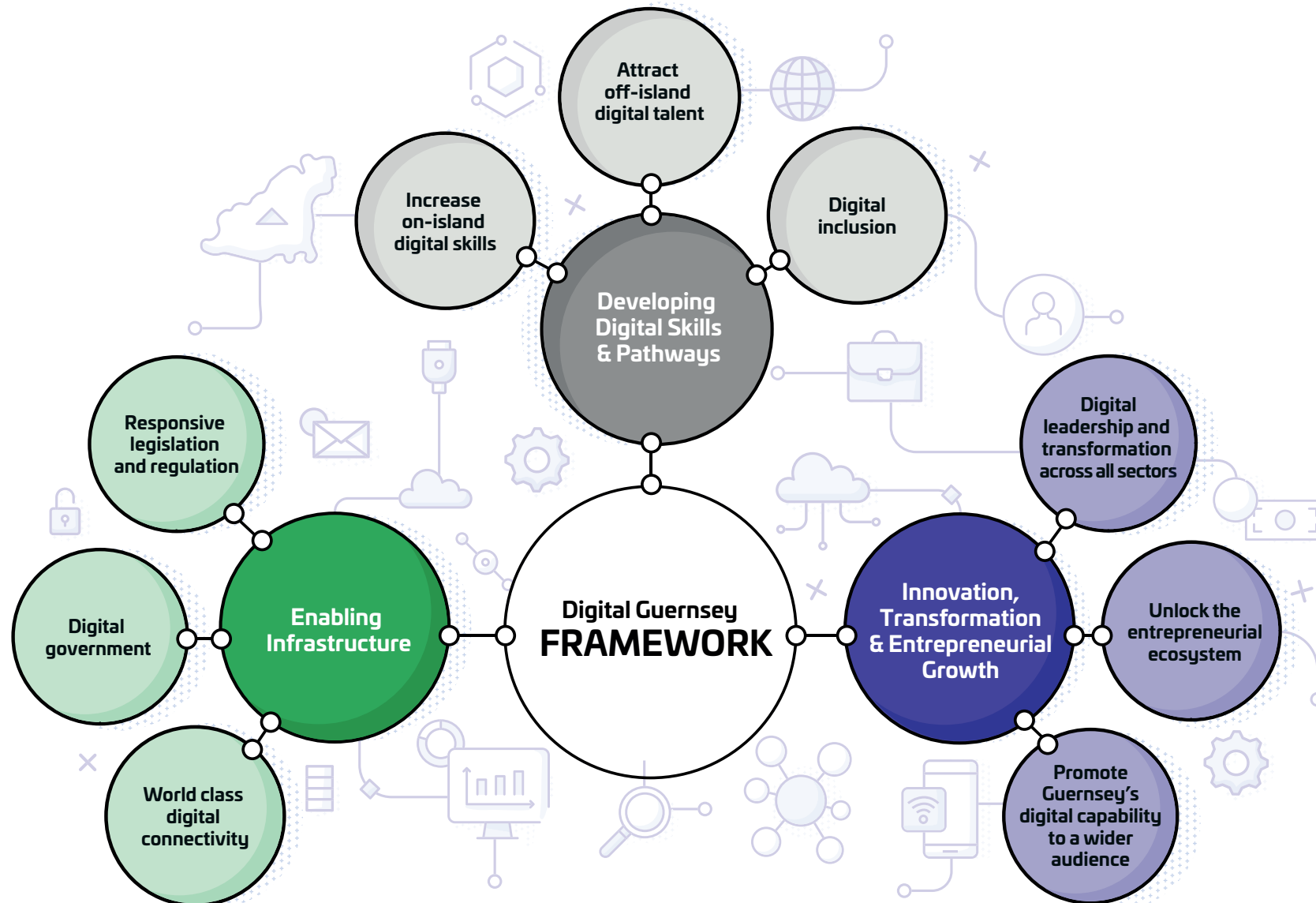
Developing Digital Skills & Pathways
The Bailiwick develops an inclusive approach to enhance everyone's digital capability and has access to a steady stream of skilled digital workers, through internal and external pipelines, working in partnership to further develop upskilling and reskilling initiatives.

Innovation, Transformation & Entrepreneurial Growth
The accelerated development of a dynamic ecosystem that enables innovation and transformation, fosters entrepreneurialism and is internationally recognised as excellent.

Across these three strategic goals, there are nine action areas. These are outlined in the following pages.

Framework

Digital Guernsey FRAMEWORK

Developing Digital Skills & Pathways
- Attract off-island digital talent
- Increase on-island digital skills
- Digital inclusion

Enabling Infrastructure
- Responsive legislation and regulation
- Digital government
- World class digital connectivity

Innovation, Transformation & Entrepreneurial Growth
- Digital leadership and transformation across all sectors
- Unlock the entrepreneurial ecosystem
- Promote Guernsey's digital capability to a wider audience

Strategic Area 1
Enabling Infrastructure

## World class digital connectivity

Why:

Enhanced digital connectivity is critical national infrastructure, enabling private and public sector innovation. The States established a Broadband Working Group at the start of this political term, in November 2020, and it has prioritised this work as part of the Government Work Plan. Subject to States of Guernsey approval, a capped investment of £12.5m will be used to accelerate the infrastructure project.

Outcomes:

- 100% of premises in Guernsey connected to broadband by 2026
- Speeds of up to 10GBs available to all businesses and residents that need them by 2026 or sooner
- Next generation (5G) mobile services enabled from 2023

Next steps:

- Commence broadband roll-out from November 2021 subject to States approval
- Licensing framework for next generation mobile technology in place by 2023
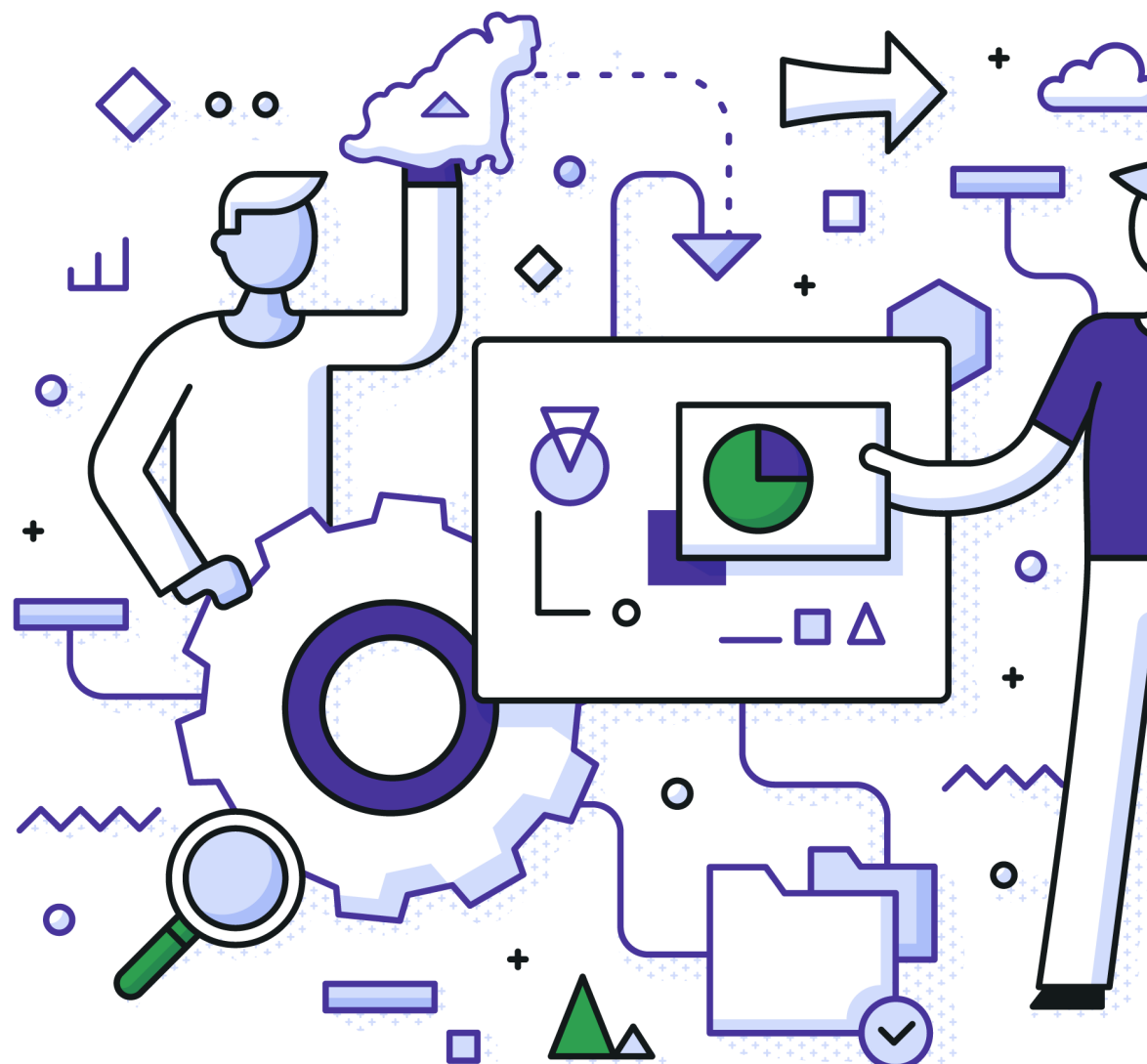
Digital government

Why:

Technology solutions enable government to deliver public services faster and more efficiently, ensuring they meet the evolving needs of islanders. Reducing the size and cost of government depends on streamlined processes and removing duplication, enabling greater productivity. This will also enable government to collate and use data more effectively in order to better co-design and deliver public services.

Outcomes:

- More public services made available online and faster and easier to use
- A more streamlined and co-ordinated access to public services
- Better use of data in decision-making and planning

Next steps:

- Launch of MyGov digital front office in mid 2022
- Automation of middle and back office processes during 2022

Responsive legislation and regulation

Why:

Effective and proportionate legislation and regulation allows Guernsey to manage the risks of digital transformation and enhances our reputation as a jurisdiction for digital business. This in turn makes Guernsey a platform for digitally enabled business that is developed in Guernsey or move to Guernsey in order to grow. It will also ensure that the next generation of digital entrepreneurs will be able to innovate in an agile legislative and regulatory environment.

Outcomes:

- Able to respond quickly to economic opportunities in data analysis and management, fintech, healthtech, cybersecurity and IP protection
- Continue to meet international standards for data safety
- Robust and consistent position on data sovereignty

Next steps:

- Data adequacy confirmation by 2022
- Sign up to new international minimum standards, such as in 2022 the OECD Pillar 1 multilateral convention to address challenges arising from the digitalisation of the economy.
- Educational programmes are in place about Internet safety across the community.

Strategic Area 2
Developing Skills and Pathways

Increase on-island digital skills

Why:

An increase in digital skills and employment will enable the Bailiwick to adapt better to wider economic trends and opportunities. The speed of digital transformation coming our way means that it is critical that Guernsey invests in continued reskilling or upskilling programs and pathways and builds its own talent pipelines. This means investing in education, and skills and careers guidance, focused most effectively on the skills of the future.

Outcomes:

- An increasing pool of local talent with digital skills to support the needs of the evolving economy and the islands' businesses
- Growth of employment in the digital economy and digital jobs

Next steps:

- Work with Education, Sport & Culture, the Guernsey Institute and private educational providers to ensure that digital skills and online learning are embedded in the Bailiwick Curriculum in schools, vocational, further and higher education and professional training
- Work with education leaders on supporting the Education Digital Roadmap through the next phase in 2021-22
- Develop a mechanism with Skills Guernsey to monitor and report on the digital skills capability across the economy at present, and horizon scan on the needs of the future
- Develop programmes with Skills Guernsey in partnership with industry that increase digital capability with a focus on identified on-island gaps
- Further extension of digital apprenticeships through the Digital Greenhouse

Attract off-island digital talent

Why:
Ensure greater access to skilled workers who can help on-island business innovate and grow sustainably. Guernsey is in a competitive global market for talent, and so needs to have a clear and attractive offer for people who want to work and set up businesses in Guernsey. The current Population Management approach's in-policy roles already reflect the importance of this – but Guernsey needs to be proactive in attracting people to the island.

Outcomes:
- Develop a pipeline of off-island talent to support the economy and government
- Support the development of a digital ecosystem
- Support start-up and scale-up businesses

Next steps:
- Develop digital entrepreneur permits through the Population and Immigration Policy Review in 2021-22
- Work with the Population Management Office and Skills Guernsey to ensure that in-policy roles are aligned with skills requirements across the economy
- Ensure further effective collaboration between the Digital Greenhouse, Locate Guernsey and Guernsey Finance in marketing Guernsey's offer
- Explore and make recommendations on Guernsey's enterprise approach in 2022

Digital inclusion

Why:
It is essential to prioritise an inclusive approach to avoid propagating a digital divide and ensure islanders have the skills and opportunity to use digital technologies to work and access products and services online. As well as making fibre to the home ubiquitous, the States needs to work with the Regulator to deliver a policy of fair competition which leads to a diverse and affordable range of products, in addition to specific digital inclusion programs via Education, Digital Greenhouse and partners.

Outcomes:
- Universal access to the same high level of internet and broadband connection
- All islanders can buy services at the best possible price quality, based on fair competition
- Islanders have the devices, skills and competence to use the latest technology

Next steps:
- Working with the GCRA to ensure resilience and value for money for customers in next generation technology
- Investment in digital inclusion initiatives by the States of Guernsey via the Education Digital Roadmap and working with Agilisys/Blenheim Chalcot, the Sure Foundation and community partners

Strategic Area 3
Innovation, Transformation and Entrepreneurial Growth

Digital leadership and transformation across all sectors

Why:

Supporting leaders in business, community and the government to take advantage of the evolving digital age will enable organisations to adapt, develop and grow across all sectors to help address the economic, social and environmental challenges. The foundations of this will be in Guernsey's new education system, The Guernsey Institute, the Economic Development programs and initiatives with business representative bodies and community groups in the island.

Outcomes:

- Enabling innovation in business, government and the third sector
- Supporting digital transformation across all sectors, increasing productivity
- Support the third sector and the community in developing social and environmental innovation

Next steps:

- Drive forward the implementation of a Fintech plan in 2022 to further support and accelerate innovation across financial services sectors, supported by the implementation of the Credit & Finance Legislation agreed by the States in 2021
- Work with Education, Sport and Culture, the Guernsey Institute and private providers, with Skills Guernsey, to identify and implement emerging programmes/courses to support digital leadership and innovation in existing and new sectors
- Further delivery of Digital Greenhouse leadership and innovation programmes in partnership with Agilisys/Blenheim Chalcot, industry and other States committees.
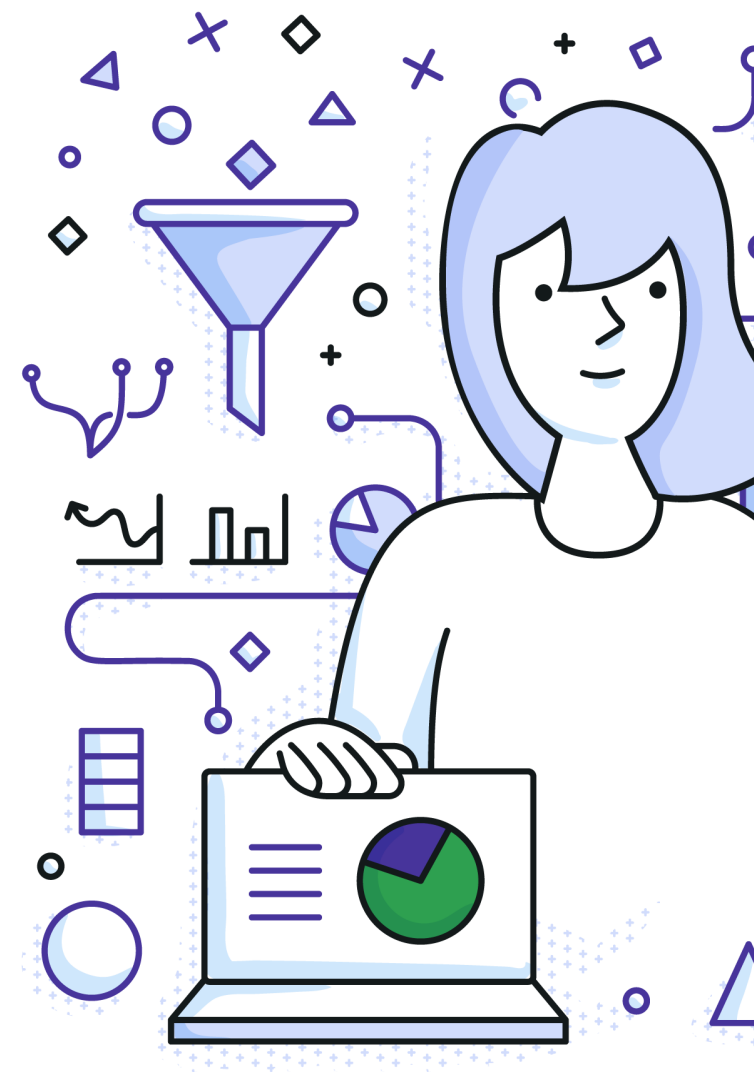
Unlock the entrepreneurial ecosystem

Why:
Make Guernsey a jurisdiction of choice for start-ups and scale ups, leading to greater investment, innovation and employment across the economy. This means ensuring that Guernsey can provide the right incentives, access to investment and business support, remove red tape and barriers, and facilitate an environment of collaboration on new ideas, products and services, that can find new markets on and off-island.

Outcomes:
- Greater number of home-grown start-ups and corporate spin-outs
- Greater number of off-island ventures moving to Guernsey
- More start-ups remain in Guernsey as they scale-up

Next steps:
- Establish an effective venture support and investment network with the private sector in 2022
- Review fiscal incentives and opportunities with regeneration zones
- Support new venture building opportunities through the SMART Guernsey work with Agilisys/Blenheim Chalcot in 2022
- Continue to grow and develop entrepreneurial programmes and networks through the Digital Greenhouse in partnership with industry
- Review barriers to digital payment platforms
- Finalise the Enterprise Plan in 2022 to deliver a comprehensive action plan supporting enterprise growth

Promote Guernsey's digital capability to a wider audience

Why:
Promoting Guernsey means our island is more likely to be viewed as competitive to do business with or relocate to. Guernsey has a positive reputation as an international business centre and a great place to live and work – but we need to extend that reputation and jurisdictional offer into demonstrating leadership in the digital space and to international entrepreneurs.

Outcomes:
- Drive forward promotion of the Bailiwick's digital capability on the international stage
- Facilitate an active programme attracting new digital businesses to the island

Next steps:
- Successfully build international links with other hubs/universities including through the newly opening ScaleSpace facility in London
- Build a marketing strategy to be supported and delivered by Locate Guernsey, Visit Guernsey, the Digital Greenhouse and Guernsey Finance
- Appoint digital ambassadors from industry in 2021 and support their work

Working Model
Governance

The governance for this framework will be provided by Digital Guernsey, a sub-committee of the Committee for Economic Development with political representation from the Policy & Resources Committee and Committee for Education, Sport & Culture.

This sub-committee consists of two groups, each which will fulfil slightly different roles in relation to the Framework. These are:

1.   The Digital Guernsey Committee
2.   The Digital Guernsey Ambassador Panel

The Digital Guernsey Committee is responsible for setting strategic objectives and carrying out monitoring and reporting of the Framework. When a decision needs to be made which may involve altering the strategic direction of certain workstreams, this is the group that will have the authority to carry this out.

The Digital Guernsey Ambassador Panel is a wider group where stakeholders from outside government will have the opportunity to provide strategic input into the contents and tactical delivery of the action plans that will sit under each of the nine action areas. Terms of Reference are currently being developed for the Panel, but it is envisaged that a number of voluntary "Digital Ambassadors" will be appointed, and will be consulted in quarterly meetings, with the opportunity to provide further input outside of those meetings.

The two groups that make up Digital Guernsey will have a symbiotic relationship where the feedback from one group will be fed into the other and will influence the decisions being taken.

Digital Guernsey is the accountable body for co-ordinating, evaluating and reporting on the progress of the actions within the Framework. Deputy Kazantseva-Miller (C*f*Ed), Deputy Soulsby (P&R), and Deputy Murray (C*f*ESC) are the political representatives on the Digital Guernsey Committee.

Working Model
A Partnership Approach

In order to achieve the outcomes associated with each of the three strategic objectives, it will be necessary to create and implement a number of action plans, many of which will involve a mixture of stakeholders from both inside and outside government. Here is an overview of some of the groups/organisations the States of Guernsey will work with to deliver digital change:

Working Model
Next Steps

As part of the next steps delivery on the Digital Framework, further detailed action plans for each of the nine areas outlined in the Framework will be developed. This will include details of:

○ **Immediate workstreams**

○ **Medium to long term actions**

○ **Metrics of success**

○ **Timelines**

It is important to make clear, however, that the action plans being developed will be iterative documents and will be sufficiently flexible to adapt to changing circumstances, particularly as implementation begins to make more significant progress. Equally, the strategic goals of the framework are also flexible and may be subject to change depending on feedback received directly from business or the community or from the results of reporting and monitoring.

This work will be completed by the end of 2021.

The Digital Guernsey Committee will provide a progress report to the States of Guernsey in June each year.