



STATES OF JERSEY: FORMING AN INDEPENDENT ORGANISATION FOR SPORT IN JERSEY

JULY 2015

Integrity, Innovation, Inspiration

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**STATES OF JERSEY
FORMING AN INDEPENDENT SPORT ORGANISATION**

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INTRODUCTION

The States of Jersey *Fit for the Future* Strategy: 2014-18 identifies the lack of a focused body to coordinate sport in Jersey as a key issue¹. It highlights a need for such an entity to champion sport at both participation and performance levels. KKP was commissioned to undertake an options appraisal to investigate this and, in so doing, to:

- ◀ Identify whether there is a need for such a new body to coordinate sport in Jersey and:
- ◀ To explore potential delivery structures.

A fundamental aspect of the appraisal has been to assess, define and refine the exact purpose and potential functions of the proposed new body and the areas of delivery/provision for which it should take responsibility. Four structural and governance options were identified for consideration:

- ◀ Not making any significant change to the existing operation.
- ◀ Establishment of a new arm's length body under the auspices of the States.
- ◀ Establishment of a new independent body, potentially in the form of a charitable trust.
- ◀ Transfer to an existing independent organisation to take on the roles and responsibilities identified as part of the exercise.

These roles, responsibilities and functions, moving forward include setting a strategic framework for sports development and participation across the Island and, within this, delivering some or all of the following:

- ◀ Driving community sport and physical activity to increase net levels of participation and frequency. To be fully effective this will necessitate establishment of a current baseline built upon agreed methods of data collection, analysis and performance measurement.
- ◀ Club development particularly in respect of embedding a framework to improve the quality of recreational/competitive sport and strengthen school-club links.
- ◀ Improving the number, quality and effectiveness of sports' voluntary workforce.
- ◀ Promotion, management and monitoring of Jersey's Club Mark accreditation scheme.
- ◀ Orchestrating/delivering sport/physical activity based community programmes.
- ◀ Running and/or supporting marketing, communications (plus related CRM-based) programmes and initiatives to raise the profile of, improve understanding about, and enhance the desirability and quality of participation on sport and physical activity.
- ◀ Being the advocacy body for sport; taking all opportunities to raise the profile of sport and physical activity across Jersey both *per se* and via the celebration of success.
- ◀ Leading on and supporting talent development and high-performance sport.
- ◀ Developing an aspirational, realistic, deliverable sports events strategy for Jersey: to incorporate, support and boost the profile and value of existing events and coordinate bids for, and the delivery of, new ones.
- ◀ Building/reinforcing partnerships with health, home affairs, education and tourism.
- ◀ Management (and monitoring) of grant funding to clubs, associations and individuals.
- ◀ Maximising the value of existing investment in sport/sports development in Jersey and attracting new commercial and other resources/funding.

Strategy related consultation has informed the decision to retain the status quo with regard to the operation of SoJ sports facilities. It is understood that should the option to create a new body to lead/manage sport and physical activity on the island be chosen, transferring facility operation to a new third party or other organisation will not be part of the scope. This said, it is a clearly stated expectation that a new body will develop working relationships with all facility providers, not just those owned and operated by the SoJ.

¹ Based upon consultation identified on page 5 of *Fit for the Future*

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Consultation work undertaken

Issues considered and encompassed in this appraisal build upon good levels of prior consultation and take into account for example:

- ◀ The potential desire for a body that specifically reflects the needs of sport (and physical activity) in Jersey itself. (The requirement not to simply 'import' a solution or offer an 'off the shelf solution' is clear).
- ◀ The need for clarity about the contribution of sport and physical activity to health, how a new body might work to underpin strategic/funding based relationships (e.g., how the Active card works and how programmes such as exercise referral are delivered).
- ◀ The role, function and funding of the community sports development team (CSSD); whether/how its work should be influenced, aligned to and/or receive some funding support from other States ministries.
- ◀ Improving school based PE and sport, physical literacy development and club links.
- ◀ The perceived inequity in respect of support provided for the seven sports which presently benefit from having a development officer – relative to the 65 sports and activities overall that are provided on the Island.
- ◀ How a new body, while not involved, in facilities management, might have a role in the planning for new (or the refurbishment/development of existing) venues plus, possibly, influencing facility programming to ensure that all sports get good levels of access.
- ◀ The need (in supporting talented athletes and limiting the 'leakage' of Jersey's best sportsmen and women to England/UK NGB elite programmes/representation) for some form of Jersey Institute of Sport High Performance Unit.
- ◀ The role and function of the present Advisory Sports Council
- ◀ The role and function of the entities in place to orchestrate Jersey's involvement in various games also considering, for example, whether and how it can continue to enable/afford attendance at events (i.e. the Gold Coast Commonwealth Games in Australia) and/or host the NatWest Island Games and the Jeux des Isles).

Required services

The report assesses whether there is a rationale for a new body and the right 'fit' of service areas to be considered. We outline the merits of including or excluding certain functions and identify the impact this has on the interface between core States of Jersey functions and formal/informal agreements with third parties. The main work stages were as follows:

- ◀ Background research.
- ◀ Clarifying purpose; e.g., aim, objectives, terms of reference, functions, key outcomes.
- ◀ Exploring/developing appropriate governance and structure(s).
- ◀ Gauging views of key stakeholders/partners via effective engagement/consultation.
- ◀ Identifying (and involving) key potential delivery partners.
- ◀ Setting a timeframe and 'task list' for establishment of a potential body.
- ◀ Funding requirements: staff numbers/roles/responsibilities; other resource costs.
- ◀ Setting out new body performance monitoring/measurement processes.

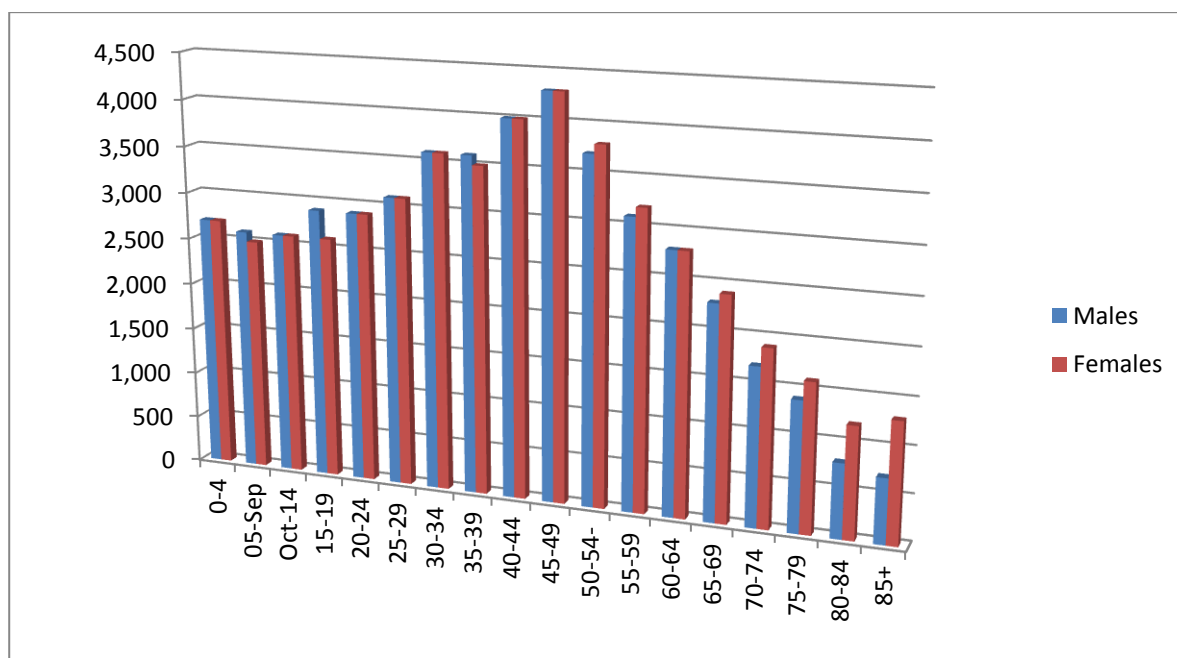
The first section covers review findings, referencing consultation with all appropriate bodies on Jersey and their current remit, funding and perceived success and consider whether they or another body are best placed to deliver in the future. The second section summarises the recommendations made and the model which is considered to be most fit for purpose, effective and likely to bring success. This is followed by a brief outline action plan which should form the basis of the actions to be taken in Stage 2.

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BACKGROUND

The total population of Jersey at the end of 2012 was estimated to be 99,000 (women: 50,200 and men: 48,800). 27% is aged under 25 and 16% aged 65 and over. The States of Jersey Statistics Unit estimate that the proportion aged 65 and over in the population will increase over the coming years. The chart below identifies the population by age bands:

Figure 1: Jersey end of year population by age and gender 2012



Jersey has an area of 119.5 square km (at high tide). This translates to a population density of 828 people per square kilometre (2012). This is lower than that for Guernsey, but over double that of England (around 411 people per square km). In comparison with other more comparable islands, it is lower than Malta (approximately 1,300 per square km) and Bermuda (approximately 1,290 per square km).

Life expectancy at birth for females is four years greater than for men. This and other gender differences in Jersey are in line with Guernsey and with the 'highest' English regions. Jersey ranks in the top 10% worldwide for overall life expectancy. The Health Report 2012 identifies the following with regard to lifestyle:

- ◀ One in six babies born in 2012 live in households where they are at risk from second hand smoke exposure (passive smoking).
- ◀ One in seven Islanders is drinking alcohol at levels likely to be causing them health problems or harm now or in the future (higher risk drinkers).
- ◀ Obesity levels, at 16%, are still lower than other areas (but are increasing).
- ◀ 54% of the population is active at the recommended level of 150 minutes of moderate activity a week.
- ◀ One third of adults eat five or more portions of fruit and vegetables a day.

The number of 20-24 year olds reduces because of young people leaving Jersey to attend university, although this is, to an extent, counterbalanced by inward migration among people registered as being in this age group coming to work on the island.

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STRATEGIC CONTEXT

The shift of departmental responsibility for sport from Education to Economic Development is an important consideration in this process. The States Departmental Business Plan for Economic Development specifically references the key role of tourism's contribution to the future success of the Island and, within this, there is considered to be potential to do more with and linked to sports event to enhance their value in the context of tourism and the associated economic impact.

Tourism

The pending strategy for tourism in Jersey is thought likely to have a focus on growing and raising the productivity of the 'staying leisure visitor economy' and concurrently reducing reliance on inward migration. The four associated 'key priorities' for tourism are, thus, to:

- ◀ Develop tourism in Jersey into a year-round staying leisure visitor economy
- ◀ Increase the value generated from the staying leisure visitor economy.
- ◀ Increase the number of locals employed in the tourism sector.
- ◀ Maximise investments made into the staying leisure visitor economy.

It is widely thought that sport can play a key role in this and particular weight is given to '*investing further in tourism market segments which are not related to the high season such as conference and sport tourism*'. Regular major local events such as the Jersey Marathon and the Collas Crill Walk were specifically referenced during consultation and it is thought that there may be as many as 60-80 events each year which could, given judicious support and investment, attract a greater degree of overnight stay based visitor interest; without detracting from their core value and purpose.

Strong emphasis is placed upon a future events programme giving priority to activity that can clearly demonstrate an ability to attract additional staying leisure visitors to Jersey. A commitment has been made to a related review of all investment in on-island events, products, and initiatives; the linked commitment being to redirect that identified as non-essential to those that demonstrate capacity to increase the number of staying leisure visitors via development of off peak season events.

Working effectively and productively with the recently established Tourism Shadow Board will, as a consequence, be a potentially important role for a new sports body. It is also essential that sport has an input to, and is well placed to benefit from investment that may result from implementation of the Island's upcoming, Tourism Strategy.

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Sport and physical activity

The starting point for this process is the States of Jersey Fit for the Future Strategy: 2014-18. This highlights the lack of a focused body to coordinate sport in Jersey making the case for such an entity to champion sport at both participation and performance levels. It confirms the States of Jersey's commitment to a new approach and to 'ensure that sport is available to everyone in the Island in a way that engages them and becomes a regular part of their life'.

It specifically references the creation of a new body designed 'to champion sport, increase opportunities for those who already take part and introduce new inspiring plans to engage those who do not'. The associated consultation led to 64% of respondents agreeing with the statement that 'a new coordinating body is a necessary next step towards providing a strong, independent voice for the sporting community...a high profile organisation for promoting sport and participation with adequate funding and a minimum of bureaucracy'. The key points made in Fit for the Future are summarised in Table 2 below:

Table 2: Jersey Fit for the Future 2014-2018

Aims
<p><i>Encourage more islanders to take part more often in physical activity.</i></p> <ul style="list-style-type: none"> ◀ Create an environment that makes it easy for people to be more active more often ◀ Promote the benefits of a healthy life style ◀ Further develop links with health professionals ◀ Explore new ways to attract less active people ◀ Keep prices affordable ◀ Ensure strong links with the Natwest Island Games 2015 organising committee
<p><i>Inspire young people to make sport a habit for life.</i></p> <ul style="list-style-type: none"> ◀ Focus on the development of physical literacy in children ◀ Increase the variety and quality of sport and PE in school and after school
<p><i>To ensure all young people have opportunities to engage in positive activity</i></p> <ul style="list-style-type: none"> ◀ Support and expand community sport initiatives, targeting specific social groups
<p><i>To ensure all young people become competent swimmers and are safe in the water and sea</i></p> <ul style="list-style-type: none"> ◀ Focus on the development of swimming for all students in primary schools. ◀ Support swimming clubs/associations to develop a training and improvement plan for young people to follow
<p><i>To help Jersey's top athletes achieve their best possible performances in local, national and international competitions</i></p> <ul style="list-style-type: none"> ◀ Support clubs, teams and individuals, including those with disabilities, to develop training programmes that enable them to qualify for events including the Commonwealth Games, Natwest Island Games, Jeux des Isles and Youth Commonwealth Games
<p><i>To increase sports tourism and events</i></p> <ul style="list-style-type: none"> ◀ Develop a coordinated programme of sustainable and well organised sporting events that attract visiting participants and spectators
<p><i>To have an all island overview of how to improve performance and participation</i></p> <ul style="list-style-type: none"> ◀ Develop a coordinated programme of sport development for schools, clubs and community
<p><i>To help sports clubs improve and work together</i></p> <ul style="list-style-type: none"> ◀ Encourage clubs to draw up development plans with long term goals ◀ Promote the Jersey Clubmark scheme, especially for groups with junior sections

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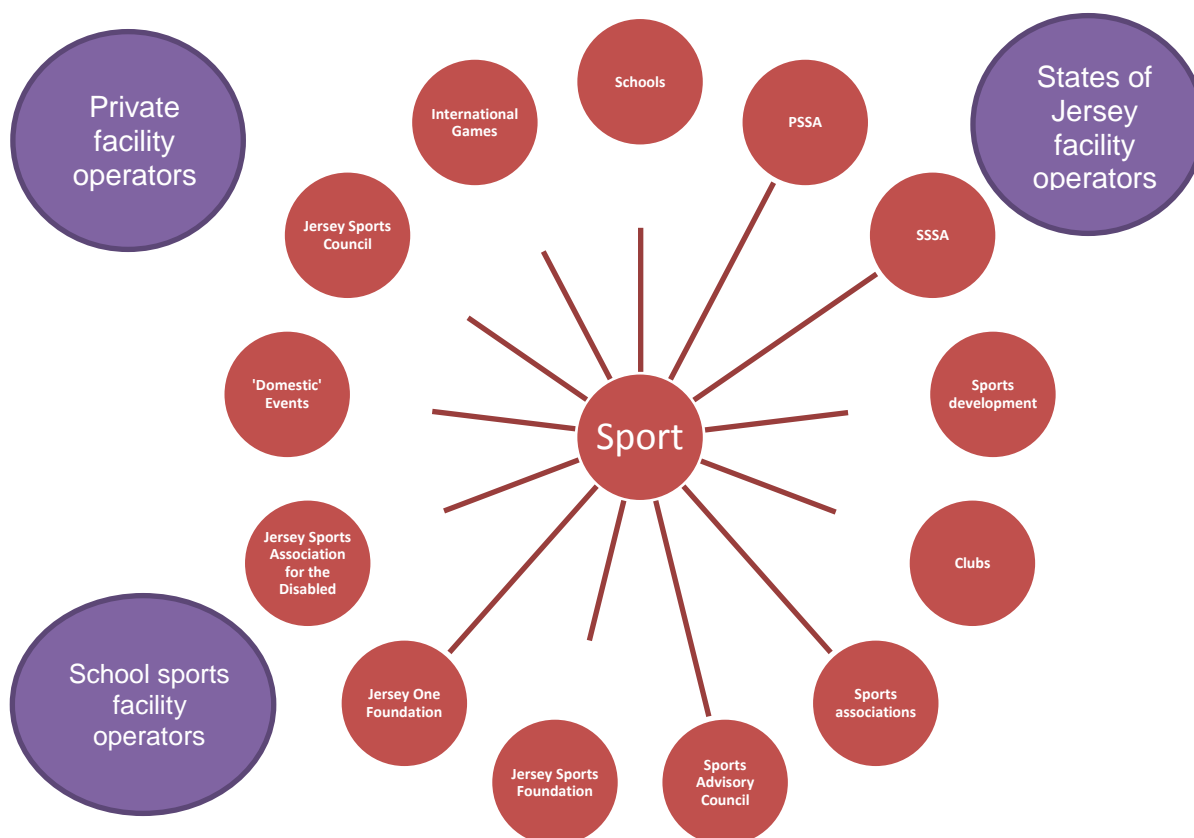
KEY ORGANISATIONS AND FUNCTIONS

Creation and adoption of the Fit for the Future strategy has added direction and stability to its work. There is a high level of goodwill towards sport and the CSSD on the island but there are parallel concerns about its present status, and the priority given to it in and by the Education, Sport and Culture Department

Core levels of participation in sport and physical activity on the Island are good and increasing. There is, however, no consistent, coordinated process for gathering and using data in respect of this and to evaluate the impact of generic and specific investment made. There is a concomitant understanding and appreciation of the fact that better, more comprehensive and transparent measures are required.

A wide array of organisations currently contributes to, and is involved in the delivery of sport across, Jersey. While not an absolute reflection of the present situation, Figure 3 below indicates the range of organisations currently involved:

Figure 3: The complexity of sport on the States of Jersey



Consultation informing this appraisal has been undertaken with a range of individuals from the main organisations identified above, raising and exploring a number of key issues the essence of which is detailed throughout this document. One of the aims of the process was to identify the key functions undertaken by individuals within different organisations and assess which are (or will be) essential to strengthen the culture and future delivery of sport and physical activity.

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Early indications and the strategic focus of consultation identified the need for:

- ◀ Effective leadership and coordination of sport and physical activity on and for Jersey.
- ◀ Improved performance measurement, management intelligence and, thus, proven return on investment/value for money – both for the states of Jersey and for other agencies that have sponsored and/or invested in sport on the Island.
- ◀ Coordination, streamlining and improvements to the effectiveness/efficiency of the sports bodies on Jersey.
- ◀ Appreciation of the volume of work presently undertaken by volunteers – alongside a drive to ensure that their input is fully effective and of high 'outcome value'.
- ◀ Economies of scale in respect of the costs of inter-insular competitions organised.
- ◀ A centralised calendar of events to help identify who does what, how and when. This could underpin continuation of and development of the events portfolio ensuring that it is as efficient and streamlined as possible.

Holistically, there is widespread anxiety about the demands placed upon the present cohort of volunteers involved in management/administration of sport on the island. Consultation suggests that numbers are insufficient to run sports clubs effectively. Several consultees suggested a need to support sports volunteers on a regular basis and proposed an annual sports administration congress with an agenda determined by local need.

Sports associations tend to work in silos which render the opportunity for economies of scale, sharing of resources and driving up participation to be somewhat limited. This said, in part because of the nature of Jersey, many sports organisations are well-versed in and have been successful in obtaining good levels of sponsorship. It is important that, were a new body to 'enter the arena', that it does not 'tread on the toes' of, in particular the sports associations and the games' bodies. There was also a keenness to see:

- ◀ A champion within Government to help drive sport forward and link with the health agenda in particular. (Notwithstanding the genuine commitment of the people holding the portfolio to date, strong, committed, fully informed advocacy was not felt to have been a feature over recent years).
- ◀ Sport supported by some form of Government sub-committee.
- ◀ Sports events and sports tourism better supported and strategically coordinated.

Development of a marketing and communication strategy to underpin the good work of the new organisation will be essential as it will be a shop window to the work undertaken by the new body and show the strategic and specific work undertaken and support the strategic understanding of how the development officers link with other organisations on the Island. While the States of Jersey Sport's website is acceptably presented, it does not inspire repeated use. Better communication and interaction needs to be built into the system with members of the public encouraged to book online for activities, classes and courses.

There is a broad consensus that an independent body (given that it matches up to a number of yardstick measures – see later) would be better placed to fully exploit the potential financial and other resource/expertise based support in the future. This noted, there is, however, some level of distrust of the financial motives of the States of Jersey both *per se* and with reference to a proposed new body.

The following briefly describes the role and functions of some of the organisations presently in place on the Island.

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The States of Jersey Sports Development and Community Team

The aim of the Sports Development and Community Team (CSSD) is identified as ensuring that all young people in Jersey can be physically active, safe and reduce their potential involvement in crime and anti-social behaviour. The stated purpose as set out in the CSSD Business plan 2014-15 is to provide strategic direction for the department to meet the aims and objectives identified within the Fit for the Future Strategy. It identifies its ambitions as:

- ◀ To ensure all young people have opportunities to engage in physical activity.
- ◀ To encourage children to take up sport at an early age by:
 - ◀ Focusing on the development of physical literacy in young children.
 - ◀ Increasing the variety and quality of sport and PE both in school and after school.
- ◀ To ensure that all young people become competent swimmers and are safe in the water and sea.
 - ◀ Focusing on development of swimming for all students in primary school.
 - ◀ Supporting swimming clubs and associations to develop a training plan for young people to follow
- ◀ To ensure all young people have opportunities to engage in positive activities:
 - ◀ Supporting and expanding community sports initiatives targeting specific areas and social groups.
 - ◀ Building on existing partnerships to identify and meet the needs of young people.

Its work is funded primarily by the SoJ Education, Sport and Culture Department. It also receives a grant from the Home Affairs Department and benefits from, and is partially reliant upon, support from private sector sponsorship to develop its services further.

Reporting to the Assistant Director: Sport and Leisure, CSSD is led by the Head of Sports Development who leads a team comprising four activity/function specific development officers:

- ◀ Community
- ◀ Swimming
- ◀ Clubmark
- ◀ Outdoor education and off-island activities.

Sports specific officers

In addition to the CSSD, the SoJ supports seven sport-specific development officers in

- | | | |
|-------------|----------------|------------|
| ◀ Athletics | ◀ Cricket | ◀ Football |
| ◀ Netball | ◀ Rugby Union | ◀ Squash |
| ◀ Badminton | ◀ Table Tennis | |

These are funded via a combination of resource provided by SoJ and other revenue sourced by the governing bodies of these sports themselves. In theory, they represent and bring additional investment into PE and school sport although the 'development interpretation' of roles varies considerably sport by sport. This has led to officers having two reporting structures with the concomitant level of administration (the majority of which is undertaken on the 'sport side' by the relevant, almost entirely voluntary, boards of the associations for the sports concerned). The approach of the different sports bodies varies as do the programmes of work delivered by the development officers themselves.

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The level of monitoring, evaluation and assessment varies among the sports associations and SoJ appears to reflect the generally 'hands off' approach taken. The result is a group of people who operate with little consistency (even taking account of the differences between the sports) and with varying levels of impact on, for example, participation *per se*, the presence of the sport in junior and/or secondary schools, club infrastructure and effectiveness, coaching (at all levels) and in the context of the games contribution and/or international dimension of the sport.

The importance of the sports specific funding is acknowledged by the sports associations and it clearly provides a platform and a basis for the (generally fruitful) attempts they make to secure linked sponsorship. However, consultation with the individual development officers and, in several instances with the relevant sports association confirmed the lack of consistency of approach and, to an extent, accountability. Arguably thus, value for money obtained by SoJ from its input needs to be better defined and made part of the 'contract' between it and the recipient bodies. At the time of consultation and preparation of this report, there also appears to be a level of uncertainty/lack of clarity as to whether and in what form/at what level funding for such posts from the States of Jersey will continue.

It is, for example, acknowledged that sport specific development officers and those with a discipline specific role could work together more effectively to, for example, provide a comprehensive and consistent activity programme for young people in KS1 at schools.

Community sport

The Fit for the Future Strategy commits SoJ and partners to '*support and expand community sport initiatives targeting specific areas and social groups*'. The CSSD works with a range of agencies in the public and private sectors to deliver inclusive programmes, many of which link directly to the Strategy. The breadth of the programme has grown over recent years and a range of activities are provided including (eg):

- ◀ Term time sports courses for children; these are held at different venues aimed at different age ranges and include a variety of mainstream and emerging activities.
- ◀ Casual activity 'fun-based' sessions for young people age 7-15 years.
- ◀ Holiday activities for young people; these are, again, sport specific and fun rather than 'serious sport' based activity.
- ◀ Adult courses which currently include Nordic walking and the provision of information with regard to the wider sports club offer on the Island.
- ◀ Late night leagues (specifically designed to engage 12-16 year olds).
- ◀ Neighbourhood activities including, for example, inflatable football parks; these are intended to engage young people during holiday times when they have more free time than usual
- ◀ Coach education courses.

Community intervention programmes

The team has successfully developed good relationships with the States of Jersey Police and other key partners. By providing positive activities in 'hotspot' areas it targets reductions in the level of risk of antisocial-behaviour and sets out to improve relationships with and between police, local residents and young people. It has reportedly produced excellent results and its methods of tracking activity and levels of crime are acknowledged by others. It has successfully attracted external funding, possibly offering ideas and formats.

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Exercise referral

As part of this exercise on referral programme, health professionals refer approximately 800-1000 clients per year (of whom just under half come via direct referral from GPs) to ameliorate a health condition or assist in recovery from illness². The primary aim is to improve people's health through increased levels of appropriate physical activity which is sustained over time. Questionnaire data from 2013 shows a three-fold increase in the number of participants reporting weekly regular physical activity at post-programme compared to pre-programme assessment.

In respect of its impact among key target groups, participant demographics from 2013 showed that 38% were of a lower-socio economic status, a sub-population that is known to be at risk of more sedentary behaviour. A further 7% classified themselves as Portuguese or Madeiran origin, which matches the overall percentage of Jersey's population belonging to this ethnicity, demonstrating equality of access for this group.

Participant satisfaction is high; 64% of participants report experiencing improvement in health and/or wellbeing at post-programme assessment. (This is a 13% increase on the previous year's findings). Equity of access is promoted through offering the programme free of charge to any referred individual who receives social security benefits. The programme has had a recent increase in investment from the States, predicated largely upon a desire to target young people attending primary school, which (presuming that it is maintained and sustained) should allow it to expand significantly.

Elements of the programme such as the payment status of exercise referral participants and the emphasis given to official 'conversion rates' and their transfer onto more standardised membership programmes and tariffs may need to be carefully evaluated as part of the collateral impact of any change in status to a freestanding body.

Swimming

The Fit for the Future Strategy confirms that SoJ and partners will '*focus on development of swimming for all students in primary schools*'. It goes on to commit '*to invest in swimming programmes for primary and secondary school children*' and '*to ensure that all primary school children have swimming lessons*'. The CSSD business plan 2014-15 is even more specific stating its ambition '*to ensure that all young people become competent swimmers and are safe in the water and sea.*'

Swimming is, thus, very important to and for the Island. As part of the CSSD team, SoJ invests in a swimming coordinator who is responsible for the coordination, development and delivery of a swimming programme across all schools. In a local 'mixed economy, this runs alongside lessons offered by both private swim schools and clubs.

There is potential for the swimming coordinator to build further upon this base and to develop a programme to ensure that all children on the island learn to swim and do so to a substantially higher level than, for example, the minimum standard as set out in laid down by the England National Curriculum. It is not necessary to disrupt the mixed economy noted above to do this but it does require thorough monitoring, evaluation and testing/tracking of the development and water competence/confidence of individual young swimmers.

² In 2013 the most common reasons for referrals were: 16%; weight loss, 15%; post-operative recovery, 13%; spinal problems, 8%; to improve general fitness.

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There is also a need to build upon the start already made in respect of greater innovation in the timings, length, format and concentration of swimming lessons, to focus on achievement of an agreed core outcome (all young people being able to swim to an agreed minimum standard) rather than simply gaining access to a given number of lessons.

This will, as is clearly stated in the Strategy, necessitate the generation of an increase in the number of active swimming teachers available and effective use to be made of the water time available in the pools on the island. Delivery is, to a large extent, dependent upon the extent to which schools are prepared to collaborate and demonstrate flexibility in respect of, for example, curriculum planning and related matters to accommodate an optimum programme.

Further up the sports development continuum, and reflecting Strategy commitments, it also means ensuring seamless links being developed with local swimming clubs to ensure that the committed and the talented can progress further in the sport of swimming and the various derivatives that it offers.

Young people (education and schools)

Fit for the Future clearly and explicitly identifies the need to focus on developing the physical literacy of young children and to increase the variety and quality of sport and PE both in school and after school. This can be undertaken in a variety of ways but coordination is essential.

There are 31 fee and non-fee paying primary schools across the island with four non fee paying secondary schools (11-16 year olds) which pupils attend based on catchment areas. In addition, there are four single sex schools (catering for 5-18 year olds). Demographic records indicate that there are approximately 1,000 children in each year group.

It is difficult to evaluate the performance of schools in relation to physical education given the absence of specific generic or inter-school benchmarking between PE departments. Certain facets of provision made in and for schools are good; there are reportedly some variations in the level and standard of work delivered by PE coordinators. Some schools do not tap into available CSSD resources.

The CSSD report 2013 identifies that the department delivered over 1,400 PE lessons in this year. Consultation would suggest a broadly shared desire and interest in building upon this in a structured manner and making more and better use of, for example, Jersey's network of sport specific development officers. Bringing them fully into this process in an integrated form to ensure all school children have access to quality physical literacy interventions would, at least for some, differ significantly from current programmes of work and would involve discussion and negotiation with the sports associations involved.

CSSD relationships and work with schools is deemed to be generally good although the level and impact was not defined or widely commented upon. Some of the Island's set of sport-specific development officers have clearly developed relationships and deliver activity (many in primary schools).

Concerns expressed about what is presently happening in education include duplication and the number of schools that do not avail themselves of support and its impact, value and 'connectivity' (i.e. structured/ effective links into coaching or clubs operating outside of school).

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There is a need for substantially improved work definition, outcome clarity, targeting and planning to ensure that more (eventually all) young people benefit from the volume, content and complementarity of the generic and sport specific work undertaken.

There is a consensus that driving up the number of club-school links and ensuring more young people have a seamless pathway into physical activity and sport should remain a key function of any new organisation.

The Primary School Sports Association (PSSA) and the Secondary School Sports Association (SSSA) are independent bodies which receive grant aid from the States. The bulk of the funding for the SSSA is (again) spent on off island travel for sports team fixtures. The two organisations hold network meetings but competitions and links between them do not appear to be completely coordinated.

A good level of appropriately structured school competition in a range of sports (individual and team) is expected and necessary. Some schools do undertake some form of baseline measurement in Year 7 although this is not done in a consistent manner across institutions. If rolled out in a suitable format across all institutions, this would help to identify, for example, overall progress being made, areas for specific attention and the extent to which Jersey is presently 'producing' active, physically literate young people enabling differentiated approaches to be taken to key groups and areas where fitting.

Given the fact there are more than 20 PE teachers based on Jersey (each with his/her own specialism) the potential for coordinated training and delivery at senior school level and support for primary level delivery is a must if standards are to be driven up. This is an area where the States of Jersey has, because of its scale, resources and stated strategic commitment, an opportunity to establish a programme to positively track young people's progress that is ahead of anything else of this type in the UK. Improved integration of sports development, PE and school sport would contribute to the ambition to develop of a seamless development pathway for all young people.

Although facilities are outside the remit of this report, there is also the opportunity to develop a coordinated strategy to optimise the level of club based use of schools facilities as part of a wider community use programme of activity. This should be considered a priority as it has the potential to improve sports specific development and enable better coordination of resources across the Island – underpinning the collective desire for an improved (accessible) sports development pathway for all of the Island's young people.

Jersey Sports Foundation

The Jersey Sports Foundation (JSF) was formed in April 2014 with the stated aims to be the strategic lead for elite and talented athletes on Jersey. It is a stand-alone organisation which presently attracts both private and state financial support. Current funding from the States of Jersey equates to £50,000 per annum (which is matched by approximately twice as much private sector funding input). The four main aims of JSF are to have:

- ◀ Greater coaching contact time with athletes.
- ◀ Improved standards of coaching.
- ◀ More time spent by athletes in training and preparation.
- ◀ Higher quality competition for athletes.

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Consultation with representatives of the JSF, at the time of this process, with regard to the present talent pathway for athletes indicated that its view is that:

- ◀ There is a team development and recreation/participation ethos on the Island rather than a player centred development programme.
- ◀ The majority of athlete development is undertaken by volunteers who are committed to their sport and who generally want the best for both athlete and club
- ◀ There is little or no overall coordination of work undertaken with and for gifted and talented athletes.
- ◀ Sports associations work in isolation and clubs from the same sport can end up competing for resources rather than working collectively for the benefit of the individual athlete.
- ◀ There are too few high quality coaches and that a coaching structure for coaches above the basic level is inadequate.
- ◀ There is an overlap between the work of the sports specific development officers in their delivery of physical literacy and introduction to key skills for the individual sports.
- ◀ There is, according to the two sports involved, an issue of facility availability for developing high performance programmes especially in gymnastics and swimming (which are particularly facility dependent). This is exacerbated by the added difficulties caused by the absence of an overall cohesive facility programming across sites.
- ◀ No clear performance pathways have been agreed with the different sports associations although, at the time of consultation, JSF was reportedly trying to work with them to establish these.
- ◀ There is limited support for the aspiring and talented Jersey athlete by way of (for example) nutrition, strength and conditioning and sports psychology services.
- ◀ There is little or no formal benchmarking so it is difficult to compare the progress of athletes by sport or in comparison to counterparts in, for example, England.
- ◀ There is little meaningful competition in secondary schools; the result being that young people are not exposed to one facet of the range of requirements and commitment which they need to move through to the next level of performance/competition.

There is little doubt that further work is required with regard to the definition of elite and talented athletes and whether there is, numerically speaking, sufficient talent on the Island to warrant establishing bespoke, permanent support services. These may only be required by one or two athletes per cohort (although it is acknowledged that other athletes, coaches etc., could also benefit). In the same context, cost-benefit based consideration needs to be given to whether the Island's genuinely talented athletes should be supported *in situ* or whether and how they might be assisted to make the move to sporting centres of excellence at which they will be able to continue to develop (rather than remain on the Island).

GB examples of this include top cyclists moving to Manchester and elite male gymnasts moving to live in and work at Lilleshall to access appropriate facilities, coaching and related athlete support services.

The JSF is a fledging organisation with high aspirations. Undoubtedly the talent pathway requires support, development and better organisation. This needs to be undertaken as part of and not independent to the sport development programme on Jersey. Driving up general athletic standards on the Island is a realistic aim.

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Jersey Sports Association for the Disabled (JSAD)

Formed in 2011 with the aim of encouraging all people with disabilities (learning and physical disabilities) to participate in sport and physical activity, JSAD has developed a large and relatively complicated structure with over 250 volunteers involved in different aspects of delivery and support. There is a part time remunerated administrative function. The JSAD is, however, independent of Government. It delivers and supports disability sport on Jersey governed by a general committee with a number of sub committees responsible for various operational aspects of its work.

To all intents and purposes, the JSAD is the recognised generic sports association for disability sport on the Island. It has seven affiliated clubs. Registered with the One Foundation it has benefitted from its financial support. In a quid pro quo context, the JSAD also supports the One Foundation with advice on disability aspects of its grants programme. The JSAD is entirely charitably funded and has an annual turnover of approximately £350,000.

One strength is the collective fundraising undertaken for individual affiliated clubs. Activities range from recreational to elite performance. People with physical disabilities are catered for in swimming, wheelchair basketball, wheelchair tennis and football; all of which are all played to a high level. Other activities include kayaking, half-marathon and recreational bowls.

Special gymnastics is very strong on Jersey; the British Gymnastics team is, reportedly, comprised entirely of Jersey based gymnasts. The Island sent four people to the World Games and has a world ranked swimmer and tennis player amongst its alumni. The CSSDD was singled out for particular praise for its work in support of disability sport on Jersey. JSAD appears particularly strong at engaging volunteers and raising funds for disability sport on the Island. By the standards of other work KKP has evaluated in this field, it appears to have a very good understanding of activity, clubs and the requirements of disabled athletes on Jersey.

Jersey Sports Council

Consultation with representatives of the Jersey Sports Council confirmed their view that it is the 'voice for sport' on the Island. It undertakes a lobbying role and considers itself to be a 'buffer' between the States, sports associations and athletes. It is run by volunteers with limited operating funds and its functions include running the Jersey Sports Awards Evening Ceremony once per annum, via the volunteer network.

By contrast to the views of the Sports Council members consulted, feedback from virtually all other consultees (including sports associations, sports volunteers and others) is critical. Most suggest that the JSC is, at least in its present form, has limited influence, credibility, authority and/or power. In effect, it is not considered to be useful or important by the majority of other sports bodies consulted. The general view is that were it to cease, the level of duplication of effort would reduce but the opportunity for local groups to feedback on sporting issues (through other groups) would be retained.

There is, however, consensus about the need for a stronger voice for sport on the Island to influence politicians (and political decisions) and to drive more inter-sport collaboration. The majority of those involved in or that report to the JSC, are involved in other sports organisations in Jersey but consider themselves to have other, more effective mechanisms via which to voice concerns or raise issues.

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Sports Advisory Council

This is an autonomous body with representatives from the Jersey Sports Council plus SoJ Education, Sport and Culture. It meets on a monthly basis to discuss and approve applications from clubs and sports associations and its stated role is to:

- ◀ Use available expertise to respond effectively to requests from the Department for Education, Sport and Culture and/or its officers on matters associated with the work of the department.
- ◀ Advise and inform the Department for Education, Sport and Culture and/or its officers on matters relating to existing or proposed sport and leisure activities undertaken by members of the local community, the nature of which brings those activities into the area of responsibility encompassed by the department and/or its officers.

Its stated objectives are to:

- ◀ Work with organisations to increase participation and improve opportunity at all levels in sport and leisure.
- ◀ Support the SoJ in maintaining and promotion of a clear social policy.
- ◀ Encourage and support organisations to develop their activities progressively from on-Island to off-Island.

Sports clubs must, in tandem with any application, submit a development plan demonstrating that the initiative/programme supports the strategic ambitions of 'Fit for the Future'. Constituted sports clubs or associations may apply for SAC funding for:

- ◀ *Coaching* - support for development of coaches/officials travelling off-island to gain qualifications or to upgrade qualifications or to pay for coaching and officiating courses delivered in Jersey that develop and qualify local candidates.
- ◀ *Travel* - based upon a series of categorised elements with prescribed trip limits.
- ◀ *Equipment* - to support the development (as opposed to kit or personal equipment).
- ◀ *Events* – local events designed to increase membership/promote the relevant sport.

The main function; to administer grants is well established and is reportedly conducted assiduously by members of SAC. The nature scale and effectiveness of the process would, however, benefit from a review of the value for money obtained from investing in sport in this manner and the efficiency with which what are reported in a number of sports to effectively be annually repeated grant requests are administered.

Sports associations

There are, according to the Sport Jersey website, 65 sports associations and some 260 sports clubs on the Island. They are of different scales, have a variety of governance structure and varying levels of aspiration. They are all, however, part of the sporting offer for Jersey residents. Both sports associations and clubs are mainly led by volunteers. Recent work has been undertaken via the One Foundation and the CSSD (via the introduction of Jersey Clubmark) to drive up improved governance in both clubs and sports specific associations.

Consultation with a range of sports association/club representatives (many wearing two or more 'hats') confirmed that issues are faced in respect of volunteer recruitment/retention, funding and the cost (and time taken to organise/take part in) off-Island competition.

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For the majority of competitive sports, offering a good level of opportunity involves taking part in some level of off-island competition. This is considered to be an important aspect of the offer made by clubs as they seek to attract, 'entertain' and retain athletes/players and is, thus, an area of responsibility, intervention, funding responsibility and oversight and innovative development for any new body. Many clubs rely, in part, upon funds provided by the Sports Advisory Council for finance to enable them to do this. This support applies to all levels of competition.

A number of sports report having difficulty securing the services of coaches who can offer the time and that are qualified at an appropriate level to take on the work required. Not unsurprisingly, some clubs are better placed, more established and better organised than others in this regard.

All sports rely heavily on volunteers for coaching, league structures, administration etc. A number of the sports associations invest in development officers and detail about these is included above. Key findings emerging from consultation are as follows:

- ◀ Work on an individual sport basis on coaching and coach development, at least in certain sports associations, appears to be adequate.
- ◀ Almost without exception, those consulted highlighted the workload pressure on current volunteers and expressed concern about where the next generation of voluntary support was to come from.
- ◀ The programmes delivered by employed sport development officers differ greatly in the context of the areas of work targeted, their generic effectiveness and the extent to which it might realistically be feasible to benchmark one against another.
- ◀ There is limited evidence of any inclination to work, or understanding of the potential benefits of, sports working more closely together.
- ◀ There would appear to be substantial value to be gained for the Island in improved coordination between sports in respect of a potential joint contribution to improving sports association and club governance and organisation, coach development (especially from level 2 and above).
- ◀ These gains would also be realised via creation of a more effective system for supporting talent development on the Island.
- ◀ In addition, there is, if stated Fit for the Future ambitions with regard to the physical literacy of young people on the Island are to be realised, sports associations (and in particular those in receipt of additional SoJ support) will need to contribute time, resource and thought to the processes that will need to be put in place and to subsequent programme delivery.

In the course of this study, however, KKP encountered an unusually high number of quality, motivated volunteers clearly committed to improving their club and/or sports association. Reliance on volunteers is a recurring theme and, almost without exception, consultees pointed out that it is getting harder to attract and retain people to take on the range of tasks required to run sports associations and clubs (and to be involved with the range of other inter-island competitions and games with which Jersey is presently engaged).

An area in which there was a degree of consensus was around the need to make the concept and reality of volunteering more desirable and life enhancing, as well as getting smarter at spreading the load. Whatever format support for the sector takes moving forward it is essential that understanding of sports volunteering, their working environment, the 'marketplace' from which new volunteers are recruited and the reasons why individuals give their time is comprehensive.

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Research indicates that, if this particular issue is to be effectively tackled, there will need to be a commitment, from the States, to offer support in a variety of areas and formats including, for example:

- ◀ Assisting volunteers to be better at managing, valuing and prioritising their support for the volunteers working with and for them.
- ◀ Improving clarity about direction and roles; coordinating on this basis.
- ◀ Enabling volunteers to achieve more - in less time (rather than simply praising people for the volumes of time allocated).
- ◀ Spreading the volunteer workload based upon a more sophisticated breakdown of the range of tasks involved (ideally accompanied by greater sharing of power/responsibility!)
- ◀ Make volunteering genuinely attractive; a valued, desirable, life-enhancing activity (something people might look to place on their CV)...and dealing with the aspects of the role that deter people from volunteering.
- ◀ Delineation: when asking someone to volunteer for a couple of hours a month – meaning it; not doing it as a precursor to piling them up with jobs, once ‘hooked!’

If such matters are addressed in a coordinated, strategic manner, there is potential to increase the number and improve the quality and effectiveness of Jersey’s volunteer base creating a more motivated, committed (and larger) workforce. This, in turn, will enhance club development and sustainability; add to Island capacity to drive up and maintain levels of junior and adult participation.

Sports associations have varying levels of influence over clubs as well as differing levels of expertise and approaches to governance. It will be important that a new body is able to identify and support them (or those that wish to do so) to improve and become more efficient and effective. Clubmark is developing as a process on the island and the disciplines have already, and should over time further engender, improvements in the sustainability of those clubs that go through the process.

Individuals within the CSSD and some of the sport-specific development officers are spoken about very highly but a consistent theme is the requirement for better coordination between sports; the need for a voice in Government and the need for a long term strategy leading to proactive rather than reactive activity. The latter point will, potentially, be addressed by full implementation of the objectives cited in the Fit for the Future Strategy.

One Foundation

This charitable organisation was created to benefit Jersey in the areas of culture, sport, education and community. It provides professional support and financial assistance to (in its own words) ‘ensure that individuals, teams, non-profit making organisations and community based projects are able to achieve their full potential’. Its objectives are:

- ◀ To raise additional funding that would not otherwise go into the charitable system including clubs, associations and non-profit making organisations.
- ◀ To assist in raising the profile and awareness of ‘giving’ on the Island.
- ◀ To provide an efficient and professionally operated vehicle to assist individuals to make donations in the areas of Education, Sport, Culture and Community.
- ◀ To assist in providing a funding platform for Jersey ‘stars of the future’ thereby turning aspiration into reality.
- ◀ To ensure that those who receive assistance have a plan to contribute in some way to the Island Community.

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At the point of report preparation its work was being managed by two full time staff members supported by an external specialist consultant. They assist clubs to achieve improved governance *per se* and put sustainable plans together leading to increased participation. (We understand that this situation may, since then, have changed). As of October 2014, the One Foundation had invested over £870,000 in sports associations and clubs across the Island. Those to have benefitted include table tennis, special gymnastics, swimming, netball, badminton, football, bobsleigh, aquatic rescue, rugby, squash & racketball and archery.

Support comes not only in the form of finance but also in terms of governance advice some of which is geared to 'corporate fitness for purpose'. One Help is the area of the One Foundation which offers professional advice and strategic support free of charge to individuals, teams and community projects. The practical advice and support offered has reportedly been of high value in assisting individuals, teams and community projects to identify and achieve stated goals and sustain them on a long term basis.

The One Foundation clearly provides a valuable service assisting sports associations and clubs to review governance and working practices to enhance likely sustainability and, ultimately it is to be anticipated, their capacity to drive and accommodate increased levels of participation. Its proven ability to provide expertise and finance is a real benefit but at present, there is no broad understanding as to why some organisations are able to get into a position to receive funding and others are not. Improved clarity in respect of this aspect of its work and, arguably, a better orchestrated process to assist sports associations and clubs to 'get onto its radar' would be beneficial to all parties.

In its guise at the point of consultation there was a clear focus on talent pathways and (in a Jersey context) elite performers and associated infrastructure. In discussion it was also acknowledged that an improved dialogue about the needs of the island *per se* might enable consideration to be given to universal and effective underpinning programmes such as those related to physical literacy, coach skills and proficiency etc.

Also raised was the possibility that it might, arguably, be of higher value to harness the undoubted expertise offered by the One Foundation in processes geared to improving the overall fitness for purpose of both sports-specific and other linked organisations on the Island rather than those directly linked to agency receipt of specific funds. The disciplines involved are universally applicable.

An effective strategic and operational link between a new sports body and the One Foundation is clearly essential.

Games and events

Jeux des Isles

These are held each May and are open to 14-18 year olds. It is reported that 24 islands have sent representatives to the Games over the years, which have been held since 1997. In 2013, 11 islands competed and the States of Jersey sent its smallest team to Corsica, mainly, due to clashes with exams and other events. In Corsica, Jersey competed in: swimming, athletics, tennis, table tennis, judo, gymnastics and sailing. A decision was taken not to send a team in 2014 due to a late change in venue from Elba to Sardinia and the logistics involved.

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Consultation indicates that athletes (and their families) do tend to fund themselves for inclusion in this competition. It was suggested that this event has seen a number of young islanders use it as a stepping-stone to gain experience of higher-level competition. However, the sports played can change on an annual basis as can the level of competition. These variations, the timing of the event and the range of other international competition available, beg questions as to their importance to individual athlete development.

Island Games

Up to 250 athletes compete in the NatWest Island Games which takes place every two years. This is to be held in Jersey in 2015 and will include 14 sports. Given its nature, it is both expensive to attend and to run; most of the funding is provided directly by the States of Jersey. Moving forward, it will be interesting to note how the extent of the value that the competitive opportunities provided by the Island Games enable stand up in what for some is an increasingly crowded calendar.

Commonwealth Games

The Commonwealth Games is held every four years. Jersey has competed 15 times, to date, since its first attendance at the event in 1958. The organising committee has separate funding to enable it to prepare its athletes. There are aspirations to win medals at this level but given the resources and population size, success (in numbers) is inevitably likely to be relatively limited.

The organising committee has been successful in gaining sponsorship over the past eight years. This in conjunction with funding from the States of Jersey has enabled the Island to train and compete regularly. Approximately 40 athletes compete in the Commonwealth Games; these are, by and large, also part of the cohort of 250 athletes who compete in the Island Games.

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Summary of key findings

This is set out in a SWOT evaluation format to underpin the key conclusions that follow:

Strengths	Weaknesses
<ul style="list-style-type: none"> ◀ Fit for the Future is a consultation validated, succinct and useful strategic document outlining the specific actions and areas of activity required. ◀ Participation in sport and physical activity appears to be generally good on the Island. ◀ It has 65 sports/activities associations and 260+ clubs. ◀ There is a clear recognition of the importance of sport for the health and well-being of the community in general. ◀ Jersey has a relatively strong volunteer base with a good number of high quality volunteers involved in the organisation and administration of sport on the Island. ◀ Based upon consultation the quality and standard of much of this volunteering work is very high. ◀ Jersey is well-resourced in terms of budgetary support, CSSD, and sports development practitioners ◀ Investment in sport specific development officers adds considerable strength to CSSD and key sports. ◀ The island has a good range of fit for purpose indoor/outdoor sports facilities – which is presently being further enhanced ◀ CSSD outreach programmes are effective and have clear links to the low juvenile crime rates on the Island. ◀ Development and investment in Exercise referral is reaping good results and supporting the wider health agenda. ◀ The CSSD has good relationships with sports facility managers and hires facilities for a range of programmes. ◀ There is substantial goodwill on the Island and a culture of donating and sponsoring to sports activities and clubs. ◀ The One Foundation is a strong and well-resourced entity which, as well as providing sponsorship funds, is supportive of promoting sustainability in the sports environment. ◀ SoJ recognises the importance of competitive opportunity and assists clubs/individuals to travel off-island to compete. ◀ SoJ supports a range of events which attract people to the Island and enhance sports tourism. ◀ Sports tourism is recognised as good for the economy and enhances the rationale for States funding for sport. ◀ Some school coordinators are considered to be particularly good at tapping into sport-specific resources. ◀ Understanding of performance pathway: need is good. ◀ There are some excellent examples of associations and clubs working together to improve governance, operation and participation which has led to improved levels of participation and standards of play. ◀ Jersey has a range of coaches catering mainly for recreation and participation levels of sport and activity. ◀ The availability of data from SoJ Active Card (approximately 6000 members) which can be used to identify trends in activity and participation. ◀ A comprehensive programme of off-island competition across a number of sports is supported by the States. 	<ul style="list-style-type: none"> ◀ Sport is considered to be the poor relation in comparison with other aspects of the work of the Education and Culture Department ◀ There is no coordinated system in place to measure (for example) improvement in physical literacy, levels of participation (other than those directly linked to sports development interventions and crime reduction outcomes) or 'conversion rates. ◀ Overall coordination of sport and sports development is largely absent. ◀ There is no centralised events calendar to identify which agency runs what, when, where and for whom. ◀ The way that sport is (not) organised leads to the demands on key volunteers being too great. ◀ There is substantial duplication of volunteer (and other) resources. ◀ There is a shortage of volunteers and no overall, clear strategic direction for work to recruit, train, improve, develop and acknowledge the contribution of volunteers – or, indeed, to deal with those who are limiting progress.. ◀ There are too many bodies with both contradictory and overlapping agendas involved in sport; this multiplicity of interests contributes to the lack of strategic direction on Jersey ◀ Sports associations generally work in isolation and here is, thus, substantial duplication and wasted effort: lack of coordination limits opportunities to achieve economies of scale, to pool resources and collaborate to drive up participation. ◀ Much volunteer energy is expended chasing funds for a range of different programmes and causes. ◀ There are insufficient high level coaches on the Island to support emerging talent. ◀ The culture of investing in sport and donating on the Island does not extend to funding States run programmes, activity or personnel. ◀ Some schools do not take advantage of resources available to them/their young people: causing inequality of access to opportunity and expertise. ◀ Schools links with clubs are variable in their existence, quality and effectiveness. ◀ There is no clear link between inter-school sport, clubs and broader sports association programmes. ◀ The lack of coordination and, therefore, increased cost of off island travel necessary for good level competition. ◀ Work programmes, accountability and effectiveness of sport-specific development officers are highly varied. ◀ Loss of 18+ year olds to University has an unusually striking effect on Island competitive teams.

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Opportunities	Threats
<ul style="list-style-type: none"> ◀ The move from the Education, Sport and Culture department to Economic Development will allow sport to refocus and ensure others are made aware of its importance to other and wider agendas. ◀ Improved measurement of activity and direct interventions will give the department improved evidence of its impact and has the potential to draw in further funding to support its programmes. ◀ To bring all facets of the core leadership of sport under one roof should lead to improved coordination of sport and sports development leading to increasing numbers or people taking part in physical activity and sport. ◀ In part, because of its very manageable size, Jersey has (in the form of this new body) the option to take what is a unique opportunity to influence and develop sport and physical activity on the Island - from cradle to grave. ◀ To rationalise the number of bodies on the island. ◀ To recruit an influential, knowledgeable board to lead and champion a new body and give it a powerful lobbying voice ◀ To ensure that a sports development expert is recruited to lead (or guide) this new body. ◀ To drive delivery of a universal physical literacy programme for all young people on the island. ◀ To reorganise the delivery mechanism for sport and physical activity on Jersey has the potential to give sport and physical activity renewed purpose and vigour. ◀ To increase and improve the skills of the current volunteer workforce by strategically supporting and developing the process of retaining, training and recruiting volunteers. ◀ To increase the number and quality of coaches on the island via the development of a separate coaching strategy will benefit all levels of athlete/performer. ◀ An improved calendar of events leading to better coordination/support and an improved sporting and tourism return, especially in the low season. ◀ To enhance the reputation of sport on Jersey via a comprehensive communication strategy linked to improved ICT and data monitoring. ◀ To adapt to changing trends, priorities and financial opportunities as they may emerge over the next ten years, including consideration of taking on management of sports facilities. ◀ To ensure that the overall and locally specific demographics of the island are fully reflected in the way that the development and promotion of sport is led. ◀ There are opportunities for attracting external funding via, for example, sponsorship which can be used to support the development of clubs, associations and entry to specific competitions and events. ◀ To be seen to react to many of the consultees who indicated an appetite for positive change. 	<ul style="list-style-type: none"> ◀ The continuing economic conditions may lead to a squeeze on the financial contribution that the States of Jersey invests in sport and physical activity, unless a long term financial arrangement is entered into. ◀ Weak communication about the activity and ambition of the sports department will leave residents unsure of the important links between sport and health and sport and tourism, for example. ◀ Unless the current organisations and individuals involved in the delivery of sport work are coordinated more effectively, there will continue to be disharmony and competition for resources, leading to reduced delivery across sport <i>per se</i>. ◀ The ambitions of the Sport Foundation may take away resources from the many. Its ambitions appear to be great for the size of the numbers involved in the programme. ◀ Any changes to management or the move to a new structure can lead to alienation of the current volunteer workforce, which could result in experience and skill being lost. ◀ Any changes to management or the move to a new structure can lead to alienation of the current paid workforce. ◀ The concerns raised through consultation indicate that if no action is seen to be taken the status quo will render the sports team less effective than it could be.

Anticipated new body (working title: Sport Jersey) role?

The review was conducted during a period when the SoJ has gone through an election with the concomitant change of personnel. Over the same period of time, the profile of sport has

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been raised via Jersey's involvement in the Glasgow Commonwealth Games and the upcoming hosting of the Nat West Island Games in 2015.

The recently announced move of CSSD from Education, Sport and Culture to the Department of Economic Development is also broadly positively regarded. It is considered to have the potential to elevate the status of sport and, particularly in the context of the links and overlaps with the emerging Tourism Strategy and raise awareness in respect of the key role that sport has to play across different sectors.

The changes being made have and this options appraisal process have, not unsurprisingly, led to some uncertainty within CSSD; this is unlikely to diminish until decisions are made with regard to its long term future. It is important to couch the content of the rest of the report and the remarks that follow with regard to the States of Jersey in the context of the following:

- ◀ In the context of sport and physical activity development, the Island is, relative to counterpart authorities in the UK, well-resourced, in terms of core budgetary allocation, the size and scale of the CSSD and part-funded sports development officers, a good stock of fit for purpose facilities and a relatively strong volunteer base.
- ◀ The aims and direction indicated by the emergent Tourism Strategy.
- ◀ For what is arguably a relatively simple sphere of operation, budgetary management around the delivery of sport is fairly (one might say unnecessarily) complex – with resources allocated via a range of 'pots' and mechanisms. There is case for suggesting that, given the present level of overall resource is maintained for an agreed period of time into the future (see later), this would appear to be a strong excellent financial base from which to launch a new body to drive sports development on the Island.
- ◀ Conversely, there are, at present, simply too many groups with overlapping, competing and/or over-bureaucratic functions and interests involved in the governance and delivery of sport on the island. As is noted later, simply adding another body, albeit to replace the presence of SoJ, would be unlikely to simplify and crystallise the leadership and coordination of sport in the manner outlined in the Fit for the Future Strategy
- ◀ CSSD visibility, credibility and status is relatively good, however a primary area to address is strategic direction and the frequency, quality and relevance of communication with partners.
- ◀ The reputation of the sports specific officers working on the island varies from good to weak. In addition to the inevitable differences of effort and approaches taken this can, to a degree, be explained by lack of communication and to the relatively laissez faire approach presently taken by SoJ to how sports in receipt of this support choose to allocate it and organise the work of the officers concerned.
- ◀ Many of the functions undertaken on the Island in the 'name of sport' need to be better coordinated, strategically driven and come under one management process. A Jersey Sport body will need the ability to strengthen current and establish new stronger sustainable partnerships with all necessary stakeholders.

This report, thus, sets out to address how sport could/should be delivered in Jersey, to best effect. Improved strategic leadership, coordination of activity, communication, networking and monitoring and evaluation in all aspects of service delivery has potential to place the Island at the forefront of sports development in the wider UK. The following underpinning recommendations are proposed as part of the process required to move sport and physical activity/health and wellbeing forward on Jersey:

Recommendations – key bodies

Element/entity	Recommendation
CSSD	There is a need to build upon CSSD's presently generally good reputation and

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<p>operation (transitioning across/into Sport Jersey)</p>	<p>improve coordination, communication, monitoring and evaluation processes. Targets identified in the 2013 Business Plan should be prioritised in the first instance. Its work is core to certain facets of the development of sport on the Island. Absorbed into Sport Jersey it should be set up to be the 'go to' organisation for all aspects of sport and physical activity. This will entail the SoJ setting it up accompanied by clear statements about its role, pre-eminence and significance and accompanied by levels of investment that endorse this. As part of Sport Jersey It will, going forward, need to both lead activity directly and operate in a catalytic manner ensuring that other organisations are part of a new strategic approach to developing sport. At this stage it is thought likely that future functions will include:</p> <ul style="list-style-type: none"> ◀ <i>Strategy and management:</i> maintaining current and developing new high level strategic relationships across different sectors including, for example, health, community safety, education and facilities etc. - underpinned by evidence/ benchmarking. ◀ <i>Leadership:</i> Leading, coordinating and supporting sports associations to, across the board and in the medium to long-term, as opposed to such improvements being directly tied to the promise of sponsorship input, improve their governance and accountability enabling them to contribute to creating increases in physical activity and sports participation <i>per se</i>. ◀ <i>Volunteer workforce support and development:</i> a strategy/work programme designed to attract, retain, develop and support volunteers ensuring they are valued, assisted and enabled to build upon existing skill and interest levels. (in essence, volunteering on Jersey will become a highly valued activity which attracts strong, motivated and suitable people as a matter of course). ◀ <i>Community intervention:</i> continue to develop programmes and engage with hard to reach groups ensuring good and effective monitoring and evaluation. ◀ <i>Coach/coaching development:</i> coordination of this area of work at all levels across all sports in Jersey. ◀ <i>External/additional funding:</i> Identifying and supporting the pursuit and capture of funding to support long term sports development and physical activity goals and improved sustainability. (This will have to be done in a way that enhances rather than impinging upon existing sponsorship relationships and processes). ◀ <i>Talent development:</i> development and promotion of a 'right-sized', Island specific, talent development programme commensurate with the numbers realistically actually likely to be, involved ◀ <i>Exercise referral:</i> maintaining to good effect across the island ensuring that, should a new body created, there is clarity in respect of how it would work in and which SoJ leisure facilities, its links with other sports development work and how it might be extended to encompass activity taking place outside facilities to make it more sustainable and achieve improved financial performance. ◀ <i>Swimming:</i> to ensure that all young people (by the time they reach a specific age (say 10 years) are able to demonstrate water competence and/or swim to an agreed Jersey standard.
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Element/entity	Recommendation
Physical literacy	<p>The quality of young people’s experience depends substantially on the approach of head teachers at primary schools and heads plus PE staff at secondary schools. Reportedly, a proportion of the Island’s junior schools do clearly value sport and physical activity and have a strong curricular and extra-curricular presence and profile. Reflecting the commitments made in Fit for the Future, there is a need/opportunity for the new body to:</p> <ul style="list-style-type: none"> ◀ Implement a cross-island programme (for all young people in KS1) to improve levels of physical literacy. ◀ To work closely with primary/junior schools as a core partner to ensure that access to this is available for all young people on the Island. ◀ Work to ensure that a subsequent holistic approach to PE and sports development in key stages 2, 3 and 4 (and 5) is taken on the Island. ◀ To build shared commitment to delivery of this programme and subsequent coaching and club-links work when renewing arrangements to support the network of sport-specific development officers on the Island. ◀ To demonstrably assess the impact of the programme via a process of objective, consistent, universal measurement. ◀ To take this, as a core programme to which more can be added via sponsorship, as an opportunity for some of the potential funders on the Island.
Schools sport competitions	<p>School sports competition is presently administered by the PSSA and the SSSA. The SSSA also arranges to take sports teams off island for appropriate levels of competition. The challenge is to make the competitive structure more widely accessible to drive improvement and enhance links with sports associations. A key and arguably more important challenge is to ensure that participation at school and in inter-school competition is linked into something wider. The basis for supporting the PSSA and SSSA or picking up on their functions under a new Sport Jersey led system should be outcome based including, for example:</p> <ul style="list-style-type: none"> ◀ Organising and running a range of competitions which are linked to the development stages of different sports and the sports associations’ outcomes. ◀ A minimum number of school club links – identified by the number of clubs and the number of pupils accessing these opportunities. ◀ Ongoing support and skills development for PE teachers. ◀ The commitment to identifying and supporting talented young people.
School-club links	<p>Consultation confirms that more work is needed to fully galvanise school-club links to create a seamless pathway for interested and motivated young people. Clubs must, of course, be geared to the receipt of young people and the process should be individual-specific rather than dragnet based ensuring that young people arrive in an environment with capacity to offer them a quality, enjoyable experience in whichever sport is offered. It is therefore important that there is:</p> <ul style="list-style-type: none"> ◀ More focus on work with schools to align curriculum and in/after-school activity to reflect opportunity available in the community. ◀ Enhanced visibility of out of school opportunities and the ease with which a young person can ‘make the transition’ via careful planning and support. ◀ Concurrent work to improve clubs’ capacity to receive young people and provide good quality, enjoyable, affordable experiences. ◀ Broadening the range of options to encompass the needs of those simply seeking to take part in enjoyable recreational activity plus committed and potentially talented young people. <p>Above all, it is vital that existing working methods are reconfigured which will mean Sport Jersey embedding a process geared to outcomes and ‘conversion rates’.</p>

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Element/entity	Recommendation
One Foundation	<p>The One Foundation is providing a valuable service helping clubs and sports associations to become more sustainable organisations (leading to increased participation in general). Its ability to draw in expertise and finance from across the Island is a real benefit. Any organisation with responsibility for sport on the Island needs to maintain close links with it.</p> <p>It is recommended that the proposed new Sport Jersey body develops and maintains close working relationships (potentially possibly via a service level agreement) to ensure that the One Foundation continues to contribute to the development of sport and improved organisation on the Island. This may extend to a more coordinated focus in respect of the One Foundation's work with sports associations so its influence is extended further and earlier.</p>
Disability sport and the JSAD	<p>People with a long-term limiting illness or disability are statistically less likely to participate in sport and physical activity than non-disabled people. Measurement is, thus, central to the development of appropriate strategies and determination of their success. This necessitates agreement about basic definitions, a Jersey-specific baseline and establishment of outcome based targets. The proportion of disabled people likely to be in any Jersey population 'cohort' is broadly known. The key is how best to improve understanding of the nature of the 'disability sports market' to enable meaningful increases in physical activity and sport.</p> <p>JSAD is a key partner and appears to be particularly strong at engaging volunteers and raising funds for disability sport on the Island. It has a good understanding of activity, clubs, Special Olympics and the requirements of local disabled athletes.</p> <p>There is a need to maintain and extend existing work to ensure that effective provision (and awareness of the issues that appertain to making provision for disabled people) by sports clubs, coaches and facility managers is targeted.</p> <p>Generic and local JSAD knowledge needs to be harnessed and its current functions better integrated into other delivery and activity. It will be necessary to coordinate activity from the centre via the Sport Jersey body and utilise the strengths of JSAD to deliver on certain aspects of disability sport organisation.</p>
Sports associations and clubs	<p>Sports associations have different influences over clubs as well as having varying levels of expertise and governance. It will be necessary to identify and support associations (who wish to do so), to improve and help them to become more efficient and effective.</p> <p>It is recommended that clubs are better supported to become more self-sufficient and understand better how to increase sports participation via a range of measures including, for example, developing effective school-club links, attracting and retaining good and effective volunteers/coaches, driving up improved performances and increasing participation.</p>
Games and events	<p>A cost/benefit analysis of the different events and competitions needs to be undertaken with a view to identifying which events need what financial and operational support. This should lead to improved coordination (ensuring streamlining and efficiencies as well as identifying areas for development). Any financial support from the States should be reflected in service level agreements and monitored accordingly</p>

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RATIONALISATION OF ORGANISATIONS/FUNCTIONS

As noted earlier, there is considered to be little value in simply placing a new body 'on top of' the existing range of organisations. It is not suggested that the functions of all those cited below should disappear indeed, in the majority of cases, it is vital that they remain. What is suggested is:

Element/entity	Recommendation
Jersey Sports Council	<p>Jersey Sports Council has limited influence and is not considered important by many of the other sports organisations consulted. Its main function of organising the Sports Awards could be transferred (along with the volunteers who wish to continue supporting this function) should it continue in the future. This will lead to reduced duplication but will not reduce the opportunity of local people to feedback on sporting issues (through other groups).</p> <p>It is recommended that the Jersey Sports Council is disbanded and its functions integrated into the new Sport Jersey organisation and the knowledge and expertise of the volunteers involved be utilised as part of a more coordinated approach to Island sports delivery.</p>
Sports Advisory Council	<p>The main function of administering funds is well established and carried out assiduously by members of SAC. The process, however, appears cumbersome and could be administered far more efficiently by the new sports body.</p> <p>It is recommended that this body be disbanded and the process of administering funds be transferred to the new sports body. It is noted that the expertise of those on this body should be acknowledged and that other volunteering roles be offered/assigned commensurate with their skills and expertise</p>
Jersey Sports Foundation	<p>The JSF is a fledging organisation which has high aspirations. Undoubtedly the talent pathway requires support, development and better organisation. This needs to be undertaken as part of and not independent from the sports development programme on Jersey. Driving up general athletic standards on the Island is a realistic aim.</p> <p>It is recommended that any new organisation is cognisant of the requirements of talented athletes and supports athletes to achieve their ambitions, either on or off the Island. The pool of genuinely talented athletes is however, likely to remain relatively small. It is suggested that the new sports body: Sport Jersey, takes on the role of coordinating and developing support services such as nutrition, psychology and strength & conditioning, but works with and through appropriate agencies to ensure efficiency and effectiveness of delivery.</p>
Games committees	<p>It is recommended that, with the exception of the Commonwealth Games of Jersey which has a constituted body based link with the Commonwealth Games Federation, the functions and expertise of the other games committees including the Jeux des Iles and Island Games Association of Jersey functions should be subsumed into the wider Sport Jersey ambit. This should make full use of the expert knowledge which exists but ensuring improved coordination and access to support services and the organisation of games attendance and logistics.</p>
School sport associations	<p>As the reach of the new sports body extends further into school life, links better with sports associations and oversees (financially) much off island competition travel, it is recommended that the school sports associations, in their current form, be discontinued. That is not to say that the expertise of PE teachers and their understanding and arrangement of appropriate fixtures should be discontinued, rather it should be brought into a more coordinated and strategic approach to delivery led by the new Sport Jersey body.</p>

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FORMING AN INDEPENDENT SPORT ORGANISATION

REVENUE FUNDING AND INVESTMENT

There is significant funding in sport on the island. The States of Jersey invests approximately £4.5 million a year in sport across a range of divisions including:

- ◀ Sports centres
- ◀ Playing fields and schools
- ◀ Sports development
- ◀ Grants and Sports Advisory Council
- ◀ Play schemes and outdoor education
- ◀ Minor capital expenditure.

The variety of budget heads under which resource is allocated make it a slightly circuitous process to disaggregate the revenue funds that would underpin the operation of a new body and delivery of associated tasks. However, the purposes of this report it is assumed that the following budgets will, in an aggregated form, be available to a new body moving forward:

- ◀ £570,000 as per the current CCSD budget (including the budget allocated for employment of the Assistant Director: Sport and Leisure), the costs of Exercise referral (£107,300 in 2014), the four current sports development officers and associated programmes.
- ◀ £750,000 as per extra investment set aside for delivery of Fit for the Future. (This includes budgets for swimming and a £50,000 grant to the Jersey Sports Foundation) which is presently committed for two years (2014 and 2015).
- ◀ £325,000 grant aid budget (this recently increased from £124,440 per annum due to the additional funding allocated to the Sports Strategy budget).
- ◀ The expected budget allocation for sport and sports related functions is, therefore, currently £1,478,600, of which, £325,000 is presently distributed in the form of grants for various activities and processes.
- ◀ This does not cover the allocation of £1.2million to the Island Games Committee, which would also need to be the subject of a Service Level Agreement with the new body. (It is assumed that any grants related to events delivery or attendance would be channelled via Sport Jersey).
- ◀ It is assumed that fees charged to CSSD for hire of SoJ (and other) facilities and the income received will remain fairly similar to current levels so a cost neutral approach is taken with regard to the relationship between the sports development team and facilities management.

It is, on the basis of the above, anticipated that the budget allocation for Jersey Life as a new body leading and coordinating sports development and running sports related functions (without factoring in the value of a number of the other absorbed and notional costs associated with the delivery and support of the service by the States of Jersey) would be in the region of £1,478,600 including the £325,000 being used for SAC grants.

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MANAGEMENT OPTIONS

As identified previously the management options available to the States of Jersey for the delivery of sports services (not including the management of facilities) include the following:

- ◀ Status quo (retaining in house delivery).
- ◀ Transfer to a pre-existing independent body.
- ◀ New not for profit company/charitable trust.

The key advantages and disadvantages of each are identified below:

Status quo: in-house delivery

Continued delivery of services by the States of Jersey is viable moving forward. It will, however, be necessary to consider revisions to its structure and remit, as consultation clearly indicates a requirement for more proactive strategic planning across more areas of development. Further, the sports team will need to improve its financial articulation. It would also, arguably, be feasible for CSSD to 'take over' some of the functions presently parcelled out for administrative delivery by entities such as the SAG.

Advantages	Disadvantages
<ul style="list-style-type: none"> ◀ SoJ retains direct control of the service ◀ Long term commitment could be entered into with SoJ to ensure sustainability ◀ SoJ has the ability to change the scope of what it wants delivered ◀ There is no immediate impact on States support services ◀ Retains intra-organisational links with other State services including facilities and support services ◀ Retains sports development and facilities in the same organisation. ◀ The transfer of CSSD to Economic Development may lead to it being better positioned to deliver than it has been in Education and Culture. 	<ul style="list-style-type: none"> ◀ The body would be directly subject to the vagaries and variations in policy implemented by SoJ. ◀ The body would not be able to have an independent campaigning, PR and lobbying presence. ◀ The ability of the body/CSSD/the State to attract independent and charitable donations to support sport will continue to be limited. ◀ Consultation suggests that there is a general view that change is required. If the service remains in house it is likely that there will be a feeling that an opportunity has been lost; this may limit the current impetus for change. ◀ The desired streamlining of the number of organisations presently involved in sport on Jersey would probably not be catalysed. ◀ Continued complete dependency upon SoJ for ongoing subsidy and investment in sports development. ◀ Based within SoJ the body would be less well positioned to receive sponsorship support and may not be in a position to develop more innovative relationships with external funders and sponsors. ◀ The role and status of the assistant director and CSSD in the context of the transfer to SOJ Economic Development would add to uncertainty about the future role and status of sport within the Authority.

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Transfer to an existing independent body

Although KKP is clearly not in a position to assess the full breadth of bodies operating on the Island, our initial review of the scope of services under consideration and the absence of suggested options for a partner body of this type during consultation would suggest that it is unlikely that there is an existing entity that is appropriately (neutrally) positioned, and has the requisite expertise to take on such a role.

In part, this may relate to the fact that, at least as it functions at present, the majority of CSSD services within the likely initial scope are expenditure led and there is, thus, minimal income generated from them through fees and charges. Furthermore, another operator may expect to receive a management fee for delivering the services so substantial efficiencies are unlikely to be achieved.

Jersey has a number of sponsors and foundations which support a range of sporting opportunities across the Island. Direct consultation would suggest that the One Foundation will continue to support organisations which meet its requirements but is unlikely to wish to take on further management responsibility.

The Jersey Sports Foundation is a fledgling trust which may well have aspirations to grow and develop. In our opinion, its emphasis on elite and talented athletes and its lack of track record would render it an inappropriate organisation a present to lead community sport on Jersey. There is also a case for its functions and budgetary support allocated to be absorbed in the proposed new body. It remains to be seen whether an off-Island trust would be interested in tendering to undertake such work or partnering. It is likely that any such organisation, similar to a private sector operator, would expect a management fee (contribution to its reserves) for delivering/supporting the service.

Advantages	Disadvantages
<ul style="list-style-type: none"> ◀ An existing trust/charity already has its legal framework established. ◀ An existing trust will (or should) have the appropriate support services in place. ◀ May bring new ideas and limited economies of scale in its management practices ◀ The relationship would be by means of a contract providing greater definition in respect of the services to be provided/outcomes delivered by the new body ◀ Potential for cross-subsidy of SoJ management fee. ◀ There is an opportunity to introduce an entrepreneurial approach to this aspect of provision which would be more difficult in its present form. 	<ul style="list-style-type: none"> ◀ The new body would have to work within an existing governance structure that may not, in all aspects, suit the areas of work, the variety of issues in which it will be involved and the full range of activities it is required to manage. ◀ It is unlikely that a potential host agency would have a track record in or knowledge of the sports sector and the range of factors and agencies therein ◀ The partner trust would probably expect some form of contribution to its overall reserves. ◀ Potential conflict of interests between original and “new” Board. ◀ Loss of direct SoJ control. ◀ Potential impact on Council central services personnel. ◀ Difficult for Council to make savings from support services. ◀ No apparent agency.

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Transfer to an independent grant-funded body

It is anticipated that this would take the form of a not for profit company/charitable trust. The introduction of the new Charities Law on the States of Jersey (which includes the advancement of public participation in sport and the advancement of health) is a timely change in respect of the option to develop a new charitable trust as a way forward. The set up would be very similar in nature to an existing independent body but the new organisation would have to pass the Charities Test and comply with relatively new legislation on the Island. It is also acknowledged that there are specific benefits of operating as a company limited by guarantee within the ambit of a charitable trust as it reduces individual liabilities and the profitability and economic efficiency is to be encouraged as this is re-invested into the business.

Advantages	Disadvantages
<ul style="list-style-type: none"> ◀ This would be an excellent 'flagship project' following the passing of the Charity Law (2014). ◀ Given that resource presently channelled into sport is allocated to the new body for an appropriate and fixed period of time, setting up in this format would free the body up to innovate and drive sport and physical activity on the island. ◀ There is an opportunity to introduce an entrepreneurial approach to this aspect of provision which would be more difficult to generate in its present form. ◀ It could become a charity. ◀ A new NFP company/charitable trust is likely (based on the track record of those set up in Britain) should be well-positioned to access Lottery funds plus capital and funding which the States currently cannot. ◀ Income earned by charities can be exempt from Income Tax, provided the income is applied for charitable purposes (tbc) ◀ Charities are not liable to pay the corporation tax which is levied on clubs, societies and voluntary organisations. (tbc) ◀ Public/sponsorship bodies can be confident that the charity is administered correctly and funds are used for the purpose intended. Fund raising may therefore be easier than for other bodies. ◀ Opportunity to engage the local community, people with specific expertise, useful contacts and influence on the management board. ◀ The Body would be able to source its own support in key areas such as ICT enabling a gearing to the outcomes of its work. ◀ It could/should develop into a Jersey model to suit local need and circumstances. 	<ul style="list-style-type: none"> ◀ An organisation with a range of activities, including non-charitable activity could find that charitable status restricts its current activities. The objects of a charity must be exclusively charitable ◀ There are rules limiting the fund-raising and the extent of trading that can be carried on by charities. It may be that the new body, if established in this form, would require a separate company to undertake its trading activities. (This is not an uncommon arrangement in some England and home country based trusts but does necessitate further investigation). ◀ Administrative requirements are imposed upon charities including annual returns and financial reporting. ◀ Loss of Government control over sport and physical activity as the States position will now become one of influence. ◀ Costs of securing its own services infrastructure may be considerable ◀ Success depends (in part) on attracting and retaining quality trustees and their skills, expertise and influence. ◀ There is a potential impact on SoJ need for central services personnel. ◀ Costs presently absorbed by SoJ would need to be met as part of the new business operation.

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Procurement

When considering the options for future service delivery SoJ needs to be cognisant of European procurement rules and whether these apply on Jersey. Due process needs to be undertaken with regard to legal and financial regulations appertaining to SoJ, so specific advice will need to be sought. Taking into account the advantages and disadvantages of the various options it is reasonable for the SoJ to conclude that it should consider in more detail the benefits derived from the establishment of a not for profit company/charitable trust.

Support services

One of the key challenges moving forward noted above, will be ensuring that a new body has adequate access to support services. It is not straightforward to calculate the actual cost (and value) of some of the services presently provided by the SoJ. The key challenge for the States of Jersey lies in ensuring that it supports the new body to be stand alone and allows it flexibility of management and reduced (perceived) bureaucracy but that the new operating processes and procedures do not either:

- ◀ Necessitate too much additional expenditure on an external body (which is not counterbalanced by internal savings).
- ◀ On the basis that the provision of certain services is retained for a fixed period, that the new Body does not absorb too much additional States time and resource thus increasing net cost.

Consideration needs to be given to the new Sport Jersey body delivering against a service level agreement with the States of Jersey. This requires the allocation of a management fee which includes the cost of support services so that the preferred option can purchase these back from the SoJ (i.e. there needs to be a clear financial transaction in relation to support services).

This option potentially works for both the States of Jersey and preferred option as it ensures continuity of service and enables both to determine if they wish to purchase/ provide services to/from one another after a specific period of time.

The States of Jersey will need to consider making alterations as to how it works with Sport Jersey and consider for example:

- ◀ Whether management of sports facilities will need to be subsumed into another department of the States of Jersey or will be retained with Economic Development. There will, in any event, need to be some internal reorganisation.
- ◀ The need to provide/support some form of commissioning/evaluation function within the SoJ to 'manage' the relationship with a new external body. This could:
 - ◀ Become part of the role of an existing member of staff.
 - ◀ Involve the appointment of a (say Part time) dedicated member of staff.
 - ◀ Be assisted via some form of external consultancy input.

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CONCLUSION AND RECOMMENDATIONS

Taking account of all the factors considered, the most advantageous option for SoJ would, in our view, be to establish a not for profit company/charitable trust accompanied by a commitment to retaining an agreed (broadly comparable to current provision) level of funding provided in the form of a grant or management fee (or combination thereof) to manage a new, expanded sports service. In so doing:

- ◀ There will be a need to revisit the scope of services to ensure all the appropriate and necessary aspects of sports development are included.
- ◀ SoJ should commit to the allocation of grant or management fee based funding at an agreed fixed level (comparable to its present overall investment) for a minimum period of (say) five years to allow the new body to become established provide medium term staff security.
- ◀ SoJ must make some key decisions in relation to the future of delivery and have a long term vision for how the new service will interact with facility management. The decision to move to charitable status can happen relatively quickly as this has the potential to be a 'flagship' organisation on the Island.
- ◀ Key HR issues must be addressed, especially in relation to the transfer of existing CSSD staff and potential TUPE arrangements.
- ◀ There will be a need to consider the skills and expertise required to manage and lead Sport Jersey and ensure that transferring staff are sufficiently skilled to undertake new roles that may be identified.
- ◀ It will be necessary to set up a new board chosen on the basis of members' requisite knowledge and expertise. It is preferable if specific people can be considered and approached to ensure that this occurs. There may also be a need to set out plans to induct and upskill these Board members.
- ◀ Support services from the States of Jersey for the new organisation may need to be reviewed in a bid to achieve the best option for both the not for profit company/charitable trust and SoJ. This may require the new body to purchase support services from SoJ for an interim period and for the SoJ to deliver against the not for profit company's SLA.
- ◀ SoJ should consider the objectives it wishes the new not for profit company to achieve and the skills and expertise required to manage the organisation moving forward in order to ensure that staffing arrangements suit the needs of the business.
- ◀ SoJ should enter into an interim arrangement (say two years) for the provision of support services to the new body; after which time the not for profit company/charitable trust should be able to test these services within the open market and develop in its own right on the Island.
- ◀ SoJ should be cognisant of the need to support the not for profit company/charitable trust in the initial stages of its wider scope and seek to provide support throughout this period (say 24 months).
- ◀ The new sports body will be accountable for its finances and its actions. The expected budget allocation for sport and sports related functions is currently £1,478,600 (of which £325,000 is present distributed as grants). The proposed new staffing structure is similar to current arrangements (in financial and establishment terms) but will have different priorities and focus.
- ◀ Any grants for events (such as the SoJ allocation of £1.2million to the Island Games Committee) should be channelled through Sport Jersey on the basis of a clear, outcome based service level agreement.
- ◀ As part of the transition, potential hosting arrangements and associated costs must be considered as well as some of the potential 'one off' costs linked to getting the organisation onto its feet. Part of the more detailed calculus associated with the next

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stage of this process involves deciding what services should reasonably be absorbed in stated costs, which it will may need to 'buy in' and where it should buy these services from e.g. employment law, payroll, etc.

- ◀ The 'one off' legal, potentially accountancy and tax/GST expertise based fees associated with an externalisation to trust process plus those of a sports development specialist/project manager also need to be factored in. At this stage, it is not deemed feasible to assess what these may be.
- ◀ The new body will need an independent brand, online presence etc. Consideration should be given to the costs of design, establishment of independent ICT, communications and related systems and devices and CRM /survey capacity.

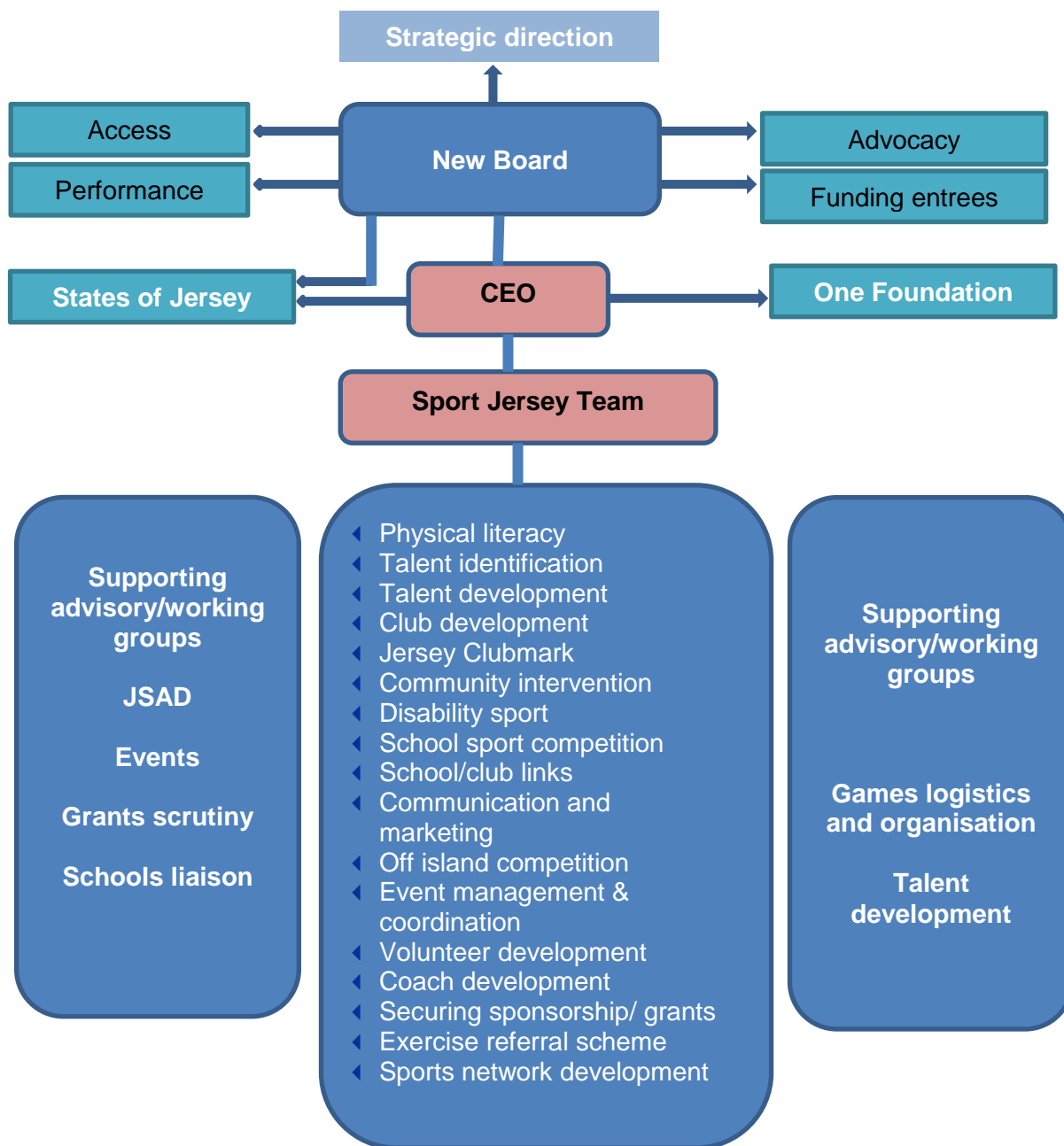
Other considerations

- ◀ The model closest to what is being considered in Jersey (leaving aside the Guernsey Sports Foundation) is that of certain county sports partnerships (CSPs) in England and local sports partnerships (LSPs) in Ireland, Some of these are set up in charitable trust formats. SoJ might consider entering into some form of informal partnership or possibly even a management arrangement with an effective CSP in England and/or using such an organisation as a mentor in the early stages of development
- ◀ While facilities management is specifically excluded from the scope of this assessment, SoJ should consider the future potential of a body to take responsibility for the management of sports facilities and/or to create and develop contractual service delivery and outcome based relationships with health and other key organisations.

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SPORT JERSEY – NEW DEVELOPMENT BODY RATIONALE AND FUNCTIONS

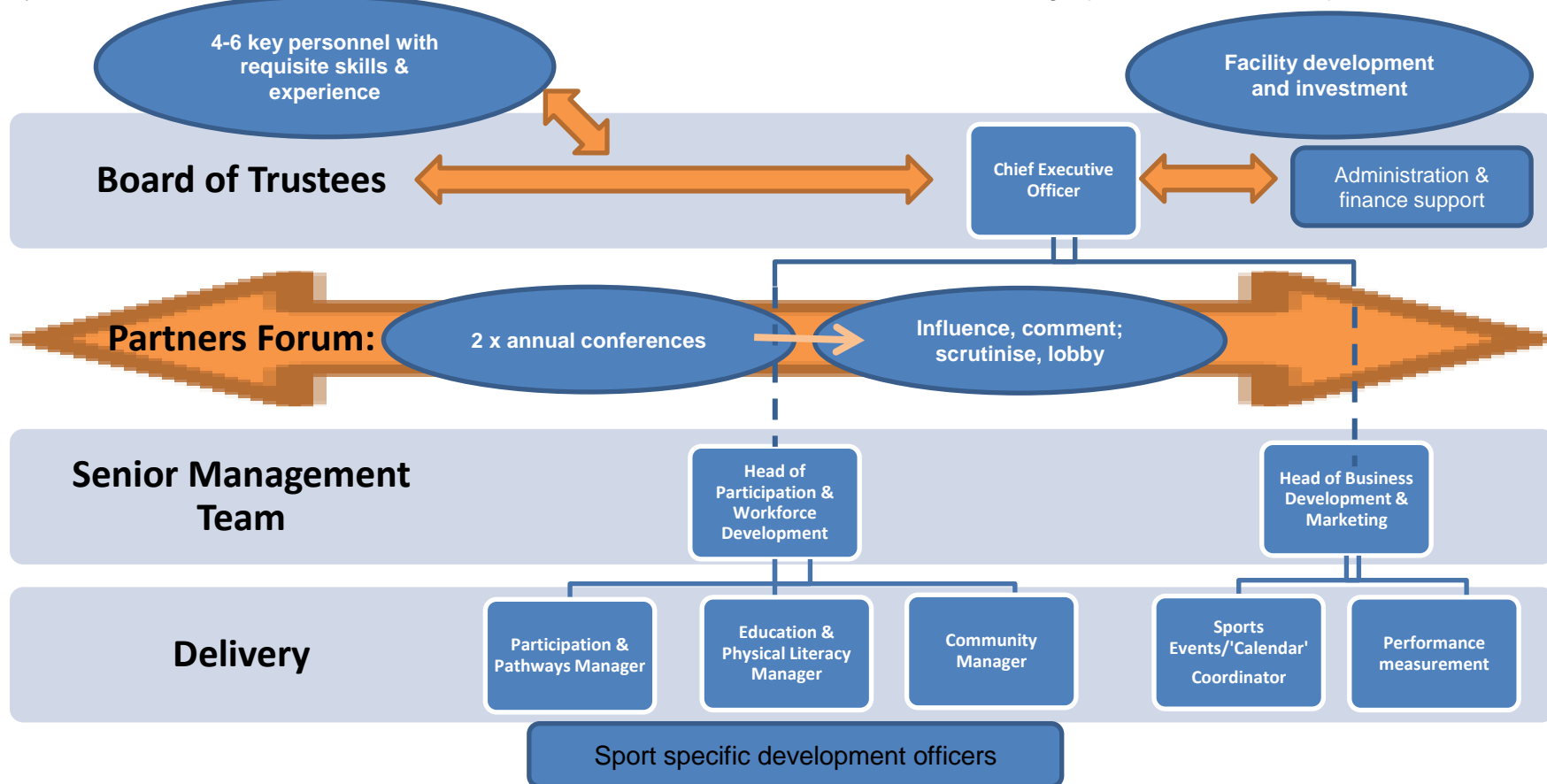
The diagram below is intended to identify the main functions of the sports development team and the Board, moving forward; it also considers the interrelationship between the Board, the sports team and the different working groups which will be required to support the new structure effectively. Many of the current volunteers will have relevant skills which will be able to be utilised to greater effect in the new structure.



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JERSEY SPORTS DEVELOPMENT BODY RATIONALE AND FUNCTIONS

This section identifies how the new sports body could/should be organised to address the rationale and associated functions which will be essential to improving physical literacy increasing participation, linking to wider social and economic policies, supporting the development of sporting talent and driving up overall outcome performance levels on Jersey. It is proposed that Jersey Life is headed up by a chief executive reporting to a board of directors which oversees and scrutinises strategic performance and outputs.



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The following section identifies an outline of some of the specific functions and staffing establishment which will be required to ensure a seamless transfer to the new organisation. It also takes account of the office based administration and financial support which will be required alongside marketing and data input and interpretation to ensure the team is strategically and operationally efficient and effective.

Board: Sport Jersey

It will be necessary to make initial contact with people thought suitable and appropriate to form part of a new strategically focused board of directors. It should be established with clear terms of reference and be accountable for ensuring delivery of agreed key strategic outcomes. At this stage, we would suggest that the new Board is:

- ◀ Small (4 – 6 people).
- ◀ High level
- ◀ Strategic
- ◀ 'Connected' (including influential people able to assist the CEO and staff to gain access to people and organisations with influence and commercial gravitas on Jersey).
- ◀ This 'executive board' should underpinned by a second tier 'partner forum' at which partners and stakeholders have the opportunity to comment upon and influence the new organisation. It is anticipated that this would incorporate representation from governing bodies of sport, schools and other key bodies and would, in effect, take over the lobbying and advocacy role for sport.

REQUIRED ACTIONS

A 'step change' in the visibility, leadership and performance measurement is required by the new body as the service moves forward. This will necessitate the installation of a new CEO, the development of the (or an amended proposed) new staff structure.

- ◀ A shadow board should be formed with a view to it having a management and advisory role steering through the process of developing the new body.
- ◀ A process should be set in train to appoint a CEO of the right calibre to lead and direct the full process of establishing the new sports body. To do this, we consider it likely that it will be necessary to advertise the post wider than just on Island, given the importance and level of expertise required to take this forward.
- ◀ This will require transition, within six months, from interim management arrangements with SoJ to establishment of new 'high level' board and a new independent company (into which some staff may be eligible to transfer).

Sport Jersey will require support to both manage the transition process, manage a recruitment exercise and to ensure that the services required of it by the States of Jersey are effectively delivered in the interim.

We would suggest that this is achieved via a combination of contracting in support to manage these various processes and, as appropriate, allowing existing staff who may be entitled to transfer to the new structure to do so in lieu of a new operating structure being established.

While key services can be delivered during the transition period, in our view, an incoming CEO should have the opportunity (subject to legal and HR restrictions) to determine the structure s/he wishes to establish. We would suggest that an interim structure comprising a

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combination of employed, contracted in and commissioned support is set up until such time as the incoming CEO is in a position to do this.

In the context of continued delivery of the current workload of the sports team its core work will continue to be delivered until the new CEO is in place. Only then will new plans be put in place to develop the new programme of activity and any other staff be recruited to new positions formed. This should result in effective service delivery in the short term, whilst changes are instigated.

Short term actions (i.e., 0 – 6 months)

The New Sport Board will need to (in no particular order):

- ◀ Prepare, and then approve role/job descriptions and recruitment timetable for core team functions and posts. (See indicative 'skill sets' in Appendix 2, below).
- ◀ Keep partners and other interested organisations informed and up to date. (e.g., approve a communications letter to partners, stakeholders, etc).
- ◀ Agree terms of reference for Board and related arrangements.
- ◀ Approve an outline budget for 2015/16.
- ◀ Set out a 6 month transition arrangement implementation plan.
- ◀ Initiate a process to secure the management support needed to drive this transitional process.
- ◀ Initiate the process to recruit a CEO for Sport Jersey.
- ◀ Develop the articles of association which will drive the charitable trust and not for profit company.
- ◀ Identify the skills and expertise needed for the new Board and consider potential members who will be able to drive transition.
- ◀ Transfer legal responsibility for funding and programme delivery to new organisation.
- ◀ TUPE staff, as relevant, into the new organisation.

Medium term actions (i.e., 6 – 12 months)

Sport Jersey and the new Board will need to (in no particular order):

- ◀ 'Lay down' Sport Jersey Sport's Board.
- ◀ Publish strategic provider procurement model.
- ◀ Procure services required by new organisation.
- ◀ Identify and engage legal and HR support/advice for new organisation, as required.
- ◀ Remodel and develop new (if required) marketing and communication system.
- ◀ Consider move to Charitable organisation,

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APPENDIX 1: LIST OF CONSULTEES

Face to face consultation

Name	Organisation	Job title
Hugh Raymond	Jersey Sports Council	Chairman
David Kennedy	States of Jersey	Community & School Sports Manager
David Felton	States of Jersey	Rugby development officer
Chrissy Foster	States of Jersey	Netball development officer
Craig Gascoyne	States of Jersey	Table tennis development officer
Chris Minty	States of Jersey	Cricket development manager
Brian Oliver	States of Jersey	Football development officer
Nick Taylor	States of Jersey	Squash development manager
Steve Law	Jersey Squash & Racketball Association	
Barry Wykes	Jersey Table Tennis Association	
Val Wood	States of Jersey	Senior Exercise Referral Practitioner
Paul Brannan	States of Jersey	Community Sports Dev Officer
Nikki Holmes	States of Jersey	Club Support Officer
Martine Le Guilcher	States of Jersey	Schools Swimming
Steve Pearl	States of Jersey	Outdoor Education Manager
Rachel Sawyer &	States of Jersey	Sports Manager Dev Services
Paul De Feu	Jersey Swimming Association	President
Ben Cooke	One Foundation	Founder
Ben Harvey	Jersey Sport Foundation	Performance Director
Katie Griffiths	One Foundation	Commercial Director
Paul Patterson MBE	Jersey Sports Association for the Disabled	Founder
Bill Dempsey	Jersey Rugby Club	Chairman
Phil Austin	Jersey Football Association	President
Martin Hebden	Jersey Cycling Association	President
Paul Adamson	Jersey Volleyball Association	President /
Yveline Sheldon	Jersey Netball Association	President /
Ian Cuming	Jersey Hockey Association	Treasurer
Tom Turner	Advisory Council for Sport	Chairman
Alan Cross	Commonwealth Games Assoc n of Jersey	President /
Derek De La Haye	States of Jersey	Assistant Director: Education Sport & Culture : States of Jersey
Andrew Winnie	Jeux Des Illes & SDO (athletics)	Chairman
Senator Roy Le Hessier	States of Jersey	Former Assistant Minister for Sport
Chris Jones	Jersey Secondary School Sports Association	Chairman
Steve Pallett	States of Jersey	Assistant Minister for Sport

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Name	Organisation	Job title
Paul Huddlestone	Commonwealth Games Association of Jersey	Treasurer /
Colin Stanier	States of Jersey	Marketing & Performance Measurement
Mark Wildman	Spartans Athletics Club.	Chairman (former president of the Jersey Athletics Association).
Senator Paul Routier	Jersey Sports Council	President
Barclay Harvey	The States of Jersey	Head of Operations
Steve Jacobs	Island Games Association Jersey	President
Joe Roxburgh	Jersey Tennis Association	Chairman
Tony Hoyland	Jersey Primary School Sports Assoc.	Chairman
Justin Donovan	States of Jersey	Director of Education
Dave Roworth	Haute Vallée Secondary School	Headteacher
Graham Chester	Guernsey Sport	Operations Director