

SPORT REPORT

Jersey Sport Shadow Board
Initial Report and Budget Proposals

September 2016

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1. Executive Summary

Anyone involved in sport understands the nature of competition. The challenge to perform well, no matter in what event, or at what level, is inherent to sport – from a child’s first efforts to catch a ball or learn to swim, a casual cricketer, a squash player in ‘a friendly’, a serious competitor in a triathlon or first team football match, to an elite athlete.

Jersey Sport needs to become the organisation that competes on behalf of sport itself.

Consistent with the precedent set by countries, provinces and counties around the world in the way sport is organised, the strategic development of sport in Jersey will increasingly require additional professionalism if it is to meet the challenges it faces and continue to thrive.

In Jersey, due to the extensive commitment over a very long period of time of hundreds of volunteers, plus a relatively small number of professional sports administrators, and access to top class facilities, overall levels of participation and performance in sport and physical activity are excellent.

Indeed, it would be fair to say that sport in Jersey is currently in rude health.

But numerous challenges do exist going forward, most notably:

- Sustaining and enriching the volunteer body essential to the organisation of many sports;
- Changes in the demographic profile of the island, with the implications for the provision of health care and other associated costs;
- Societal changes placing pressure on people’s free time plus technological developments that are increasingly putting segments of the population at risk, notably young people, through leading increasingly sedentary lives;
- Increasing levels of competitiveness at all levels of sport - not just elite athletes - placing extra demands on the provision of coaching expertise, travel expenses and facilities;
- Fiscal challenges, with the realisation that sport cannot rely solely on current levels of State’s funding, let alone obtain States-funded investment for new initiatives.

But this is not a bleak outlook. Far from it.

The Jersey Sport Shadow Board (JSSB) has consulted widely in the Island and in bringing forward this Report recognises that the proposed creation of Jersey Sport would represent the beginning of a process that will develop over the next ten to twenty years.

The challenge in creating Jersey Sport will be to ensure that it is equipped with an appropriate long term vision (where to play), the right direction and leadership (how to play) and the right resources (the ability to train and play).

In bringing forward this Report, it is felt by the JSSB that Jersey Sport has the opportunity to, amongst other things:

- Enable Jersey to take further significant strides forward and strive to be “world class” at physical literacy, not just amongst children, but across the wider population
- Further enhance the reputation of sport in Jersey and build on the considerable good work already being done

- Re-examine the delivery mechanisms for sport and physical activity in Jersey with the potential to give sport renewed purpose and vigour
- Begin to map and measure the many and varied benefits of sport and physical activity to the local community and compose strong business cases for future investment in Sport
- Allow sport to refocus and ensure a wider audience is aware of its importance and value in terms of health, educational, economic and community benefits
- Enable greater coordination and communication around the calendar of sports events
- Share best practice, knowledge and insights locally and from abroad
- Bring all facets of the direction of sport development under one roof helping to avoid 'silos' and unnecessary competition between sports for resources and also seeking efficiencies
- Increase and improve the skills of the current volunteer workforce by strategically supporting clubs and associations
- Take a lead role in conjunction with partners such as Visit Jersey in developing Jersey as a 'destination of choice' for sports events, training camps and sports tourism
- As a new 'not for profit' organisation (based on the track record of those set up in the UK), be well positioned to access charitable and other private funding not available whilst part of the States of Jersey
- Introduce an entrepreneurial approach to the business of sport in Jersey and share best practice amongst clubs and associations.

This initial Sport Report sets out the Jersey Sport Shadow Board's assessment of the current scenario and contains recommendations as how best to meet the Terms of Reference agreed with the Assistant Minister for Sport that would in turn allow the Shadow Board to move forward to a formal launch for Jersey Sport in April 2017.

There remains a huge amount of transitional work to be done in achieving such a launch date and the JSSB is cognizant of the need to engage with existing staff within the Sport Development Team at the earliest possible opportunity, outlining the benefits of the potential transition and dealing with any personal issues that such transfer would entail.

The Sport Development Team has done an outstanding job in terms of early stage delivery against *Fit for the Future* targets and outputs. Key to the early stage success of Jersey Sport will be a fully committed, motivated and high performance delivery team, which under the leadership of a new Chief Executive is capable of convincing the Jersey sporting community of its ability to deliver an exciting future.

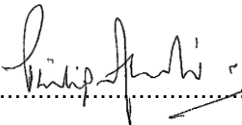
By establishing Jersey Sport and answering the call for change, sport in Jersey will have a new direction, a new independence, a new commercial approach and a new future.

We look forward to sharing our vision with the Assistant Minister and his colleagues over the coming weeks and to ultimately obtain consent to move forward to the implementation phase.

Jersey Sport Shadow Board

September 2016

Phil Austin Chairman
 Jean Cross
 Steve Law
 Tony Taylor

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2. Context

In order to build on the States 2001 sport strategy, a green paper 'Sport Strategy Consultation Document' was published in the early part of 2013. Following an extensive consultation process lasting until the end of May 2013, 'Fit for the Future', a five-year strategy for sport and physical activity was published in October 2013 covering the period 2014 –18.

The strategy set out four key areas reflecting the main challenges highlighted during the consultation process;

- Organisation;
- Getting Active & Staying Active;
- Spaces and Places; and
- Personal Bests.

The ambition set out in *Fit for the Future* under the heading 'organisation', was to give sport a stronger voice in Jersey and a new strategic direction - 76% of respondents to the consultation saying that Jersey needed to change how sport is organised. To achieve this, it was recommended a new coordinating body be created, operating independently, but with financial support from the States.

To evaluate and confirm this recommendation, following a tender process, a specialist sports consultancy, Knight Kavanagh and Page (KKP), was appointed by government to advise on the merits of forming an independent body for sport in Jersey.

The KKP report was published in May 2015 and, acting upon the conclusion and recommendations contained in it, the Assistant Minister for Sport, Connétable Steve Pallett, made the decision to appoint a 'Shadow Board' (JSSB) with specific Terms of Reference to validate the KKP recommendations and report back on the feasibility of creating the new proposed organisation.

Following a recruitment process overseen by the Jersey Appointments Commission Phil Austin was appointed in late 2015 as Chairman with three additional directors, Jean Cross, Steve Law and Tony Taylor subsequently appointed.

Since its inception in January 2016, the JSSB has met frequently and consulted extensively to obtain first hand inputs, allowing it to validate the KKP report conclusions and to formulate in turn its own recommendations.

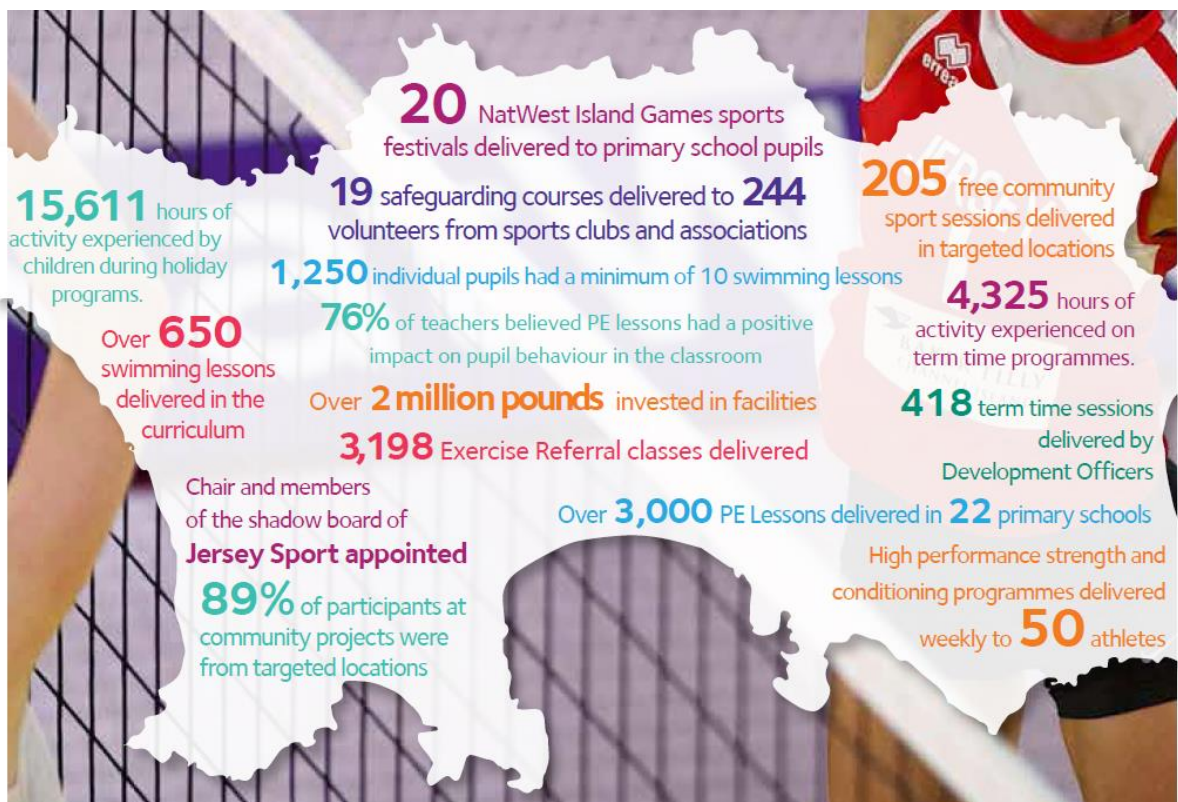
The JSSB has consulted with:

Ogier	Island Games Association of Jersey
Sports Development Team	Jersey Primary Schools Sports Association
Sports Development Officers	Jersey Sports Foundation
Chief Minister's Office	Jersey Sports Association for the Disabled
States HR	Commonwealth Games Association of Jersey
Department of Health	Jersey Sports Council
Department of Education	Jersey Sports Advisory Council
States of Jersey Police	Leicestershire & Rutland CSP
Visit Jersey	West Yorkshire / Yorkshire CSP
One Foundation	KKP
Bosdet Foundation	

JSSB has also conducted research on international and UK sports bodies (eg England, Australia, Scotland, Ireland, County Sports Partnerships etc.)

In the context of the remainder of the Report, the JSSB has adopted a view that following its own consultations, plus the earlier work in both developing Fit for the Future and the subsequent validation work by KKP, the appetite for the creation of a new independent organisation to mastermind the development of sport in Jersey remains strong and that this is the recommendation it in turn will be making to Ministers.

3. The State of Sport in Jersey



Sport in Jersey retains a high profile and plays an important part in the lives of many people, and the community as a whole.

Physical Education, after school, and holiday sports opportunities, exist for all young people through a combination of school, sport development, club and private providers. There is an emphasis on physical literacy to provide young people with basic skills to allow them to succeed and enjoy participation in sport.

Whilst there are numerous opportunities, a significant challenge is to ensure that barriers such as disability, cost and travel are overcome to provide equal opportunity for all young people.

Governance in many clubs and associations has been strengthened in recent years as a consequence of *Fit for the Future*, with many clubs achieving, or working towards Clubmark accreditation, resulting in more qualified coaches and administrators, plus improved safeguarding policies.

This good work needs to be developed even further to ensure clubs in all sports embrace these principles, especially where they are providing opportunities for young people.

Fit for the Future Progress

12 clubs received Jersey 'Clubmark' accreditation by the end of 2015, with the intention to increase this to 20 Clubs by end 2016

11 Local Safeguarding courses were delivered to 151 individuals from sports clubs and associations by the end of 2015.

2016 targets include:

- 15 National Governing Bodies approve Safeguarding Partnership Board training course
- 6 Safeguarding Partnership Board training courses delivered with 60 individuals qualified
- 4 UKCC safeguarding courses delivered

Some sports now benefit from the employment of paid officials who carry out roles as administrators, coaches and development officers, funded from a combination of both private and public sector resources. Whilst paid officials are important in the development of their sports, Jersey still retains a very high level of commitment from many volunteers who remain the bedrock for the provision of sport in Jersey.

Jersey Sport will play a key part in supporting clubs and associations to retain and recruit new volunteers and provide them with training and support to carry out their roles.

Fit for the Future Progress

Since 2014:

- **Over 5,500 high quality PE lessons were provided in 22 schools.**
- **Over 600 after-school club sessions delivered.**
- **Over 350 'Wake n Shake' exercise clubs**
- **106 breakfast club sessions were delivered**
- **275 lunchtime activity sessions**
- **122 after-school sessions delivered**
- **37 'Sports Development' assemblies**

The Sports Development PE team taught alongside 60 teachers in schools to help deliver the PE curriculum.

Overall:

- 80% of teachers said they increased their confidence when delivering PE alongside the PE team.
- 92% believed the PE lessons had a positive impact on pupils in class.
- 78% felt the physical literacy of their pupils had improved as a result of working with the PE team.

The opportunities provided by sport have enabled many individuals and teams from Jersey to compete very successfully in local, regional, national and international competitions.

The Jersey Sport Foundation (JSF) supports many high performance athletes across many sports to develop their strength and conditioning and thus improve performance in competition. The JSF also supports the Sport Development department in the measuring and monitoring of school children on the physical literacy programmes.

Just as many teams and individuals travel off Island for competition, Jersey also attracts many visiting sport teams on a regular basis for tournaments, festivals and league matches. These include Jersey Rugby Club and Team Jets netball who both compete in national leagues. Annual or regular visits also include individuals and teams to participate in athletics, badminton, bowls, cricket, cycling, football, gymnastics, hockey, marathons – half and full - motor cycle and car events, netball, rugby, sailing, shooting, softball, squash, swimming, table tennis, tennis, triathlon and volleyball.

In 2015 the NatWest Island Games, involving 24 Islands in 14 sports, was held in Jersey during the last week of June. The Jersey Triathlon and European Touch Championships, both of which took place in July 2016, were additional examples of Jersey's excellent credentials as a first class host destination for sports events and sports tourism.

Such major events are important to:

- raise the profile of sport;
- provide opportunities for local people to participate in or watch, top level competition
- attract many visitors to the island, bringing significant economic and reputational benefits

Jersey has demonstrated its ability to host top sports events and is an ideal and popular destination for sports tourism, with the necessary infrastructure and organisational capability.

Jersey Sport will build on this growing international reputation as a sports destination, supporting the promotion of sport events both on and off Island and encouraging the development of additional opportunities.

In addition to individual sport events, Jersey teams participate in the Commonwealth Games, Youth Commonwealth Games, Island Games and Jeux des Iles. These are all multi-sport events that provide the opportunity to compete in international competitions and inspire young people.

One of the challenges that is faced by those participating is the cost of travel to and from the Island. Securing good value fares requires early booking, which is not always easy, and groups need to be encouraged to plan ahead and to use agencies that will reduce administration and costs.

A particular concern is the cost and availability of boats and planes to allow travel for inter insular sport events. On both issues discussions have begun with carriers but this will be an on-going role for Jersey Sport.

Jersey boasts a high level of sport facilities for a community of 100,000 residents. Generally, all sports are well served, which allows for local participants to train and compete on a regular basis and also to host events with visiting participants. Many of the facilities are owned and managed by the States of Jersey and recent investment secured to support 'Fit for the Future' has seen many upgraded and improved.

The on-going maintenance and development of facilities in the future will be a challenge as the States of Jersey faces continued pressure on budgets.

The States, through Economic Development, Tourism, Sport and Culture (EDTSC), is responsible for many excellent playing fields that are maintained by staff from the Department for Infrastructure. These staff will be transferred to EDTSC in 2017, ensuring that the quality of maintenance remains at a high standard.

Several clubs and associations benefit from agreements with the States to lease facilities. These include shooting clubs at Crabbe; bowls, tennis, croquet and petanque clubs at Les Quennevais; bowls club at Les Creux; bowls and tennis clubs at Grainville and the Jersey Race Club at Les Landes. Many of the agreements have been renewed in recent months and have placed increased responsibility for maintenance on the clubs, whilst providing longer-term security and 'ownership' of the facilities with reduced rental.

Other clubs have their bases/facilities within States buildings at Fort Regent, Haute Vallee School, Langford, Oakfield, Les Quennevais and the FB Fields, and yet others rent facilities in private, school, community and parish facilities.

Several sports have their own facilities including: the Jersey Rugby Club, Jersey Badminton Association, Jersey Table Tennis Association, Jersey Indoor Bowls Club, Jersey Bowls Club, a number of shooting clubs and the Caesarean Tennis Club.

Les Ormes golf and leisure village with its nine hole golf course, indoor tennis courts and indoor football, and St Clement golf and sports centre with a 9 hole golf course, outdoor tennis courts and squash courts (the home of Jersey Squash) provide excellent facilities. Both centres are self-funding.

Les Mielles is a privately owned 18-hole golf course and The Royal Jersey and La Moye are member clubs. All are of high quality and have hosted tournaments involving visiting players.

The beaches and sea are another important part of sport in Jersey. Clubs with buildings to support their activities include St Helier Yacht Club, Royal Channel Island Yacht Club, St Catherine's Sailing Club, Jersey Canoe Club and the Jersey Rowing Club. Other prominent sports without clubhouses include the Jersey Surf Club and the Jersey Climbing Club.

Jersey Sport will play a vital role in making the case for on-going investment by both the private and public sectors in order to maintain current facilities and will also provide input into the development of a long term Investment Strategy for sports facilities in Jersey.

Other organisations providing an important contribution to sport in Jersey include the Jersey Sports Council, the Advisory Council for Sport and Leisure, the Jersey Sports Association for the Disabled, the Commonwealth Games Association of Jersey, the Islands Games Association of Jersey, the Jeux des Isles Association of Jersey, and the Jersey Primary and Secondary Schools Sports Associations.

Jersey Sport will work with these bodies on securing the future development of sport.

4. Delivery of Sport

There are over 260 sports clubs who provide opportunities for thousands of people to participate and develop in their chosen sport.

Whilst volunteers run most of these clubs and associations some people are employed as administrators, development officers and coaches.

The KKP report identified that support for the volunteer body was becoming a critical issue, given the burden placed on a relatively small group of people and (in some sports) the lack of new volunteers.

The Sport Development team employed by EDTSC is based in offices at Fort Regent. Their main roles are to:

- support clubs and associations to develop and achieve Jersey Clubmark;
- facilitate and deliver community, after school and holiday programmes for school aged young people;
- work in schools to improve physical literacy;
- deliver swimming lessons to primary aged children; and
- deliver Exercise Referral Programmes.

Seven sports (badminton, cricket, football, netball, rugby, squash and table tennis) benefit from having dedicated Development Officers, all funded to varying degrees by sport governing bodies and commercial sponsorship, plus a consistent level of contribution from EDTSC.

In addition, hockey funds its development officer from within the sport.

5. Funding of Sport

Sport is funded by a combination of private and public sector support plus of course, the significant contribution that is made on a voluntary basis. The total quantum of sport's "budget" is unclear, as accurate data from the private sector is not available.

EDTSC's budget to support sport in 2016 is £3.96 million.

£2.73 million of this budget is spent on the operation of facilities including Fort Regent, Les Quennevais sports centre and playing fields, Springfield sports centre and pitch, Oakfield sports centre, Langford sports centre, Haute Vallee Pool and 3G pitch, FB playing fields and track, Grainville playing fields and bowls green, Airport playing fields, Havre des Pas pool, Crabbe shooting ranges and a grant to Serco for the operation of the Aquasplash.

Going forward, current States of Jersey policy is that management and financing of facilities will remain separate from the remit of Jersey Sport, whose role in this context will be more strategic, providing input to Government on future needs and priorities in terms of infrastructure.

A further £1.23 million of the EDTSC budget currently supports Sport Development, which includes:

- the activities of the Sport Development team highlighted above and
- grants (the majority of which have supported off-island travel) for Advisory Council, Island Games Association of Jersey, Commonwealth Games Association of Jersey, Jeux des Iles Association of Jersey and Jersey Schools Sports Associations.

It should be noted that in the Preliminary budget within this report, following MTFP2 Addition, there is no provision for much of the grant funding referenced above, creating immediate shortfalls. With its future business orientation, Jersey Sport will have a major task in attracting funds for grant purposes.

Jersey is recognised by Sport England as part of the South East region. However, sports do not generally benefit from their funding although some sports receive funding directly from their National Governing Bodies to support employment of officers and development of initiatives.

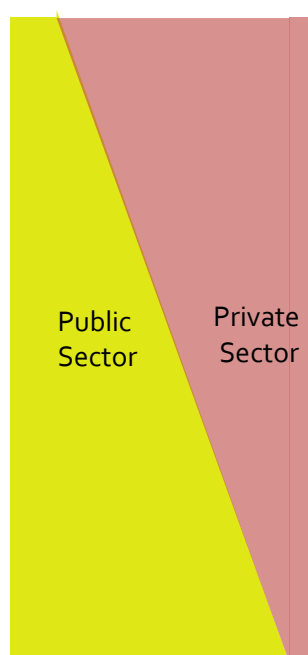
A number of sports have received significant funding support from Foundations including the One Foundation and Bosdet Foundation and very many corporate organisations, which provide valuable sponsorships, big and small. Some funding is to support revenue funding and others for events. The precise level of funding is unknown but is considerable.

An important task for Jersey Sport will be to better understand the scale of funding currently provided and work with sports bodies to secure on-going financing and ensure sustainability.

Given the lack of accurate data of the exact sums involved from the private sector, the graphic below indicates schematically the perceived overall pattern in how 'total funding' is currently distributed between public and private sector sources within sport (using the themes of the *Fit for the Future* strategy to illustrate).



Fit for the Future – *notional participation*



Funding of sport – *illustrative*

A key role for Jersey Sport in the future, as an independent body with Non-Charitable Purpose Trust status, will be to lead the business management of sport.

This will include gathering and using data to provide evidence of the benefits derived through sports programmes and initiatives to Government, commercial and private sponsors.

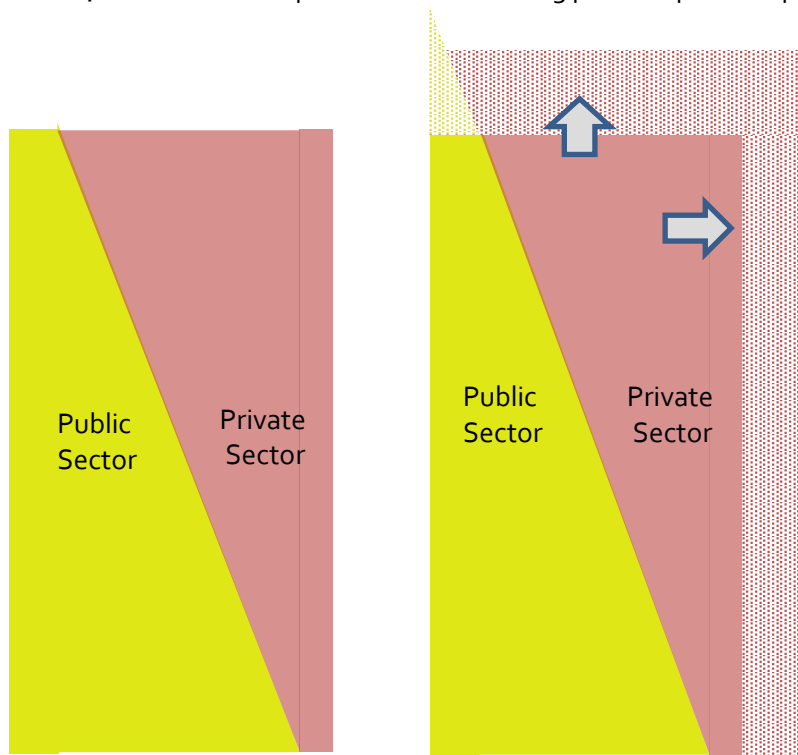
In addition, Jersey Sport will be able to play a role in helping sports organisations and clubs in their approach to obtaining sponsorship. JSSB also anticipates that a more coordinated and robust approach to procurement should help provide savings to the sector.

The JSSB's strong belief is that in the medium to long term, sport overall will remain dependent on sustained levels of grant-funded support from the States of Jersey, in order to maintain existing levels of delivery and participation. However, with ambition to achieve additional investment in order to fund new initiatives and achieve higher outcomes, it is clear that Jersey Sport will need to develop as an organisation capable of helping the entire sporting community to attract significantly greater funds from the private sector.

To be clear, the creation of Jersey Sport will not remove or reduce the need for public funding.

In order to achieve the investment required to sustain participation, competition and enable new initiatives, at all levels, Jersey Sport will need to develop sport's business credentials.

In so doing, the JSSB believes that Jersey Sport, working in conjunction with other partners and related organisations, will be able to expand the 'total funding pot' for sport and physical activity.



Future funding goal - illustrative

6. The Value of Sport and Physical Activity

Sport contributes hugely to the enjoyment of thousands of people in Jersey through direct participation but also as coaches, spectators, volunteers and professional organisers.

A monumental body of evidence exists around the world, documented in academic studies, expert papers and reviews, of the value derived from sport and the broader contributions sport and physical activity have on society as a whole, beyond direct participation.

Governments, national and local sports bodies, universities and independent organisations in every corner of the world are publishing increasingly detailed and sophisticated reviews of the wider benefits of sport to society plus its economic and social value, which are in turn affecting public policy and investment decisions.

"If sport were a medicine it would be the most prescribed drug in the world." David Kennedy, Community & School Sports Manager, States of Jersey

Sport is not a panacea, but evidence shows that it derives considerable economic value added and measurably benefits physical and mental health, educational performance, law and order, social cohesion and general well-being in society.

To quote from "Social Return on Investment in Sport" §1, a recent report on behalf of UK Department of Culture, Media and Sport and Sport England:

"The report found that sport and exercise prevent or reduce physical and mental health problems and save on health care costs. Furthermore, it found evidence that sports participation improves pro-social behaviour and reduces crime and anti-social behaviour, particularly for young men; promotes bonding social capital and collective action, particularly volunteering; and has a positive effect on educational outcomes, including psychological and cognitive benefits and educational attainment."

Indeed, the States of Jersey's own Green Paper §2 already reflects this same belief:

"The impact of sport reaches well beyond the individuals who take part. While the health and social benefits for each participant are clear, the benefits for the wider community are also significant. Sporting activities can enhance education, the economy, crime reduction and integration among people of all ages and from any background."

Quantification of the value derived by sport and physical activity to society is possible to varying degrees, ranging from direct economic activity, in health (both curative and preventative), education, crime prevention, employment prospects and "Social Return on Investment" (SROI)

§3-

- International data (eg UK, Australia, New Zealand) estimate that sport represents c. 2% of GVA §4, equivalent in Jersey to £78m pa.
- Sports participation leads to a
 - 1% increase in educational attainments (aged 11-18)
 - 1% reduction in criminal incidents for males aged 10-24 years

Physical activity is linked to a growing list of preventative and prescriptive health benefits, including a risk of obesity, coronary heart disease, ischemic stroke, type-two diabetes and a variety of cancers §5.

Physical **inactivity** meanwhile has been identified as the fourth leading risk factor for non-communicable disease, causing an estimated 36,800 deaths p.a. in the UK, at a cost of c £8.2bn p.a. §6

"Physical activity has been linked to risk reductions in over 20 chronic conditions. It ranks highly in terms of cost effectiveness compared to many costly medical treatments which are employed at the point where ill health has developed." Martin Knight, Head of Health Improvement Public Health Directorate, (Health and Social Services Community Gentle Exercise Report, 2016)

Physical inactivity in Jersey has been estimated using local data §6 to be responsible for:

- 6.6% of coronary heart disease
- 12.7% of breast cancer
- 13.2% of colorectal cancer
- 11.4% of all-cause mortality

The potential benefits of having a population regularly engaged in sport and physical activity, on a consistent basis, across all age and social groups are clearly evident, with implications for Jersey's short and long term health service needs and resulting cost savings.

Direct measures of economic value derived through sport in Jersey are difficult to find and we are currently reliant on international data, which can be extrapolated to Jersey.

During its consultation process the JSSB received very positive responses from the States of Jersey Police and the Education and Health Departments in terms of perceived positive contributions made by current sport and physical activity programmes – for example, there seems to be good correlation between reductions in anti-social behaviour and youth crime and Sport Development Team community sports initiatives.

The JSSB is highly optimistic that Jersey Sport will be able to play a strong role in maintaining regular dialogue and planning of common policy in a new forum, along with the Health and Education Departments, SoJ Police, Visit Jersey and others.

Here at the Department of Sport and Recreation (of Western Australia), we've done our homework checked it twice and know their findings add up: being active in the playground and on the playing field helps kids perform better in the classroom. "In my experience as an educator, there is no question that kids who are physically active are more open to learning." s6

Stephen Breen President, Western Australian Primary Principals' Association

In terms of values created by Public spending, Sheffield Hallam University's report: Social Return on Investment in Sport s1, states that for every £1 invested in sport by Government in 2013/14, £3.15 worth of social impact is generated.

Events such as the Island Games, the Jersey Marathon, Jersey Triathlon and cycling's Criterium, plus visiting supporters for teams such as Jersey Rugby Club, stimulate Jersey's economy, sense of Island-pride and overall wellbeing.

Working in conjunction with Visit Jersey and Events Jersey, considerable potential exists to expand such activities.

The wider opportunity for sport related tourism is clear.

Sport and physical activity already contribute towards a number of the objectives in the Island's Strategic Plan, notably: Improving Health & Wellbeing; Improving Education; Optimising Economic Growth; Improving St Helier.

The Council of Ministers go on to highlight a collective responsibility to deliver better lives and a better future for Jersey, including Strategic Goal 7:

- Promote sporting, leisure and cultural activities that enrich Islanders' lives.

An important task for Jersey Sport, going forward, will be to collect significantly more local and international data regarding sport and physical activity in terms of participation, outcomes and value derived. Such data will assist in measuring benefits, assessing return on investment and helping develop new marketing approaches by Jersey Sport to help attract new sources of private funding.

7. Benchmarking

The contribution that sport and physical activity makes to society is well documented by many countries' sports bodies and academics around the world.

There is an urgent need for improved measurement and evidence gathering in Jersey, however in the meantime there are well established organisations worldwide and in the UK from which Jersey Sport can learn and in turn benchmark against.

Of particular note is that whilst specific operations may vary, there is overwhelming consistency and uniformity in mission, objectives, values and beliefs as already proposed by the JSSB.

7.1 County Sports Partnerships (CSPs)

The KKP Report highlighted that the closest model to what is being considered in Jersey is that of certain CSPs in England

England's CSP Network is a nationwide network of 45 County Sports Partnerships (CSPs) which are committed to **"improving lives by growing grassroots sport and physical activity"**.

Collectively CSPs employ 670 staff and have a turnover of over £50 million.

The breakdown of their activities and ambitions are:

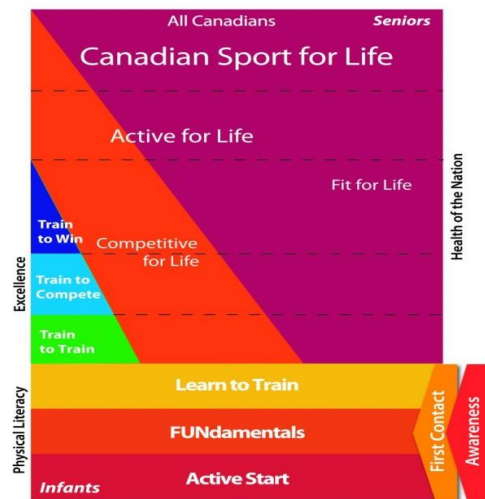
- Improving Lives – using the power of sport for social good
- Awareness and Advocacy – Raising the profile of sport and physical activity
- Clubs Coaches and Volunteers – Supporting the workforce to deliver inspiring activities
- Insight and Influence – Guiding decisions to maximise investment into sport and physical activity
- Leadership – Co-ordinating the effective delivery of sport and physical activity

The JSSB has consulted with two CSP's deemed to be best in class (Leicestershire & Rutland and West Yorkshire) and it is clear from these conversations that Jersey Sport should seek to benefit from the expertise, knowledge and support available from the UK CSP network and then adapt the CSP concept to create a bespoke Jersey model.

7.2 Comparative International bodies

Amongst many others, the JSSB looked at the Canadian Sport for Life model ⁵⁸. *Canadian Sport for Life* is a framework that encompasses the participation of a whole population in sport from infants to seniors.

In particular, the model seems akin to the desired Jersey Sport approach with an emphasis and understanding of the importance of Physical Literacy as well as the Active for Life and Excellence elements. These are principles that can easily be adapted for Jersey Sport.



8. Future Challenges and Opportunities for Jersey Sport

The consultation process undertaken by the JSSB has uncovered almost universal endorsement for the establishment of Jersey Sport and there already appears to be a strong perception of the positive role that sport and physical activity contribute to society.

8.1 Jersey Sport has the opportunity to, amongst other things:

- Enable Jersey to strive to be “world class” at physical literacy
- Further enhance the reputation of sport in Jersey and build on the considerable good work already being done
- Reorganise the delivery mechanism for sport and physical activity in Jersey with the potential to give sport renewed purpose and vigour
- Allow sport to refocus and ensure a wider audience is aware of its importance
- Bring all facets of the core leadership of sport under one roof
- Seek greater efficiency in the coordination of sport
- Increase and improve the skills of the current volunteer workforce by strategically supporting clubs and associations
- Take a lead role with partners such as Visit Jersey in developing Jersey as a ‘destination of choice’ for sports events and sports tourism
- As a new ‘not for profit’ organisation (based on the track record of those set up in the UK), be well positioned to access charitable and other private funding that the States of Jersey cannot
- Introduce an entrepreneurial approach to the business of sport in Jersey and share best practice amongst clubs and associations.

8.2 Challenges:

There are however undoubted challenges ahead for Jersey Sport, (short, medium and long term) as with any new business, including:

- Recruiting a high calibre CEO in order to move ahead rapidly with the final Jersey Sport strategy and business plan
- Maintaining effective communication with key partners and current staff as to the transition plan from EDTSC to Jersey Sport
- Working quickly to build the commercial side and attracting significant new funding both to grow the organisation and recover what may be perceived as lost ground in relation to grants
- Ensuring, to the best of its ability, the fair and equitable treatment of existing staff whilst at the same time maintaining a sensible commercial approach
- Finalising a robust business plan and budget
- Communicating the new structure of Jersey Sport to the wider community
- Developing and continually reinforcing the Mission, Objectives, Values and Beliefs of Jersey Sport

9. Jersey Sport's "Purpose" - Mission, Beliefs, Values, Objectives

The JSSB believes that organisations and businesses, in any sphere of operation, tend to be stronger if a clear understanding and appreciation exist of its "Purpose" or "raison d'être".

This consideration is of great significance to all stakeholders and employees, in guiding day to day decision making and determining appropriate behaviours.



Therefore, an early step taken by the JSSB was to set out the broad, long-term Objectives for Jersey Sport and define the principles of the new organisation, in the areas of Mission, Beliefs and Values.

These are defined below:

Jersey Sport's Mission

“To lead, champion and enable participation and excellence in sport for everyone in Jersey and for the island as a whole, thereby contributing to a healthier, fairer and more attractive society.”

Jersey Sport's Objectives

- *To champion the cause of sport in Jersey by being its strong, independent voice*
- *To maximise Physical Literacy & participation in physical activity throughout society*
- *To support participants, clubs and associations*
- *To share best practice and optimise resources*
- *To pursue additional private and public funding for sport*

Jersey Sport's Beliefs

- *Sport has the potential to enhance all individuals lives, physically and emotionally*
- *Sport helps foster a healthier, fairer society*
- *Sport and physical activity should be available to everyone in Jersey, regardless of age, gender, state of health or financial circumstances*
- *Achieving a higher standard of performance is possible and desirable for anyone, at every level*
- *Aspiration and working to achieve excellence is to be applauded and supported*
- *Competitiveness is admirable, but winning isn't everything, especially if it's at the expense of the values of sport*
- *Sport is ultimately something to be enjoyed by participants, volunteers, organisers and spectators*

Jersey Sport's Values

Leading	Inclusiveness
<ul style="list-style-type: none">• Striving for excellence• Progress (PBs) at every level• Inspiring participation	<ul style="list-style-type: none">• A right for all, with universal access• Sustained involvement• All sports are equal
Fairness	Enjoyment
<ul style="list-style-type: none">• Play by the rules• Transparent• Accountable to all stakeholders	<ul style="list-style-type: none">• Joy in participating and competing, at every level• Satisfaction from playing, win or lose• Celebrating success

It is envisaged that Jersey Sport's Mission, Beliefs, Values and Objectives will be refined further once the new organisation commences operations and staff, particularly the new CEO, become engaged.

10. Strategy

In line with its Mission, Beliefs, Objectives and Values, the six strategic priorities for Jersey Sport are:

10.1 Physical Literacy

Jersey should strive to be a world leader in physical literacy.

Building on the excellent work already being under taken by the Sport Development team and Jersey Sports Foundation (described as "ground breaking" §6) Jersey should embrace wholeheartedly the notion of physical literacy and lifetime engagement in sport and physical activity across the whole population.

The Canadian 'Sport for Life' approach (ref 7.2 in this report) currently represents one best practice model for physical literacy and is at the heart of efforts made to date. Jersey has the opportunity to build further on this approach and be an innovator and pioneer itself, given the ability to reach and collect data from a defined population. This needs to be a comprehensive, long-term commitment in order to achieve widest potential benefits to Jersey society.

10.2 Fit for the Future #2

Build on existing success and planning ahead for the next phase.

Jersey Sport will inherit the current, successful, sport strategy, "*Fit for the Future*" designed for the time period 2014-18. The Sport Development Team and others have made excellent progress in delivering against the objectives of this strategy.

Jersey Sport will support continued delivery of the successful programmes and seek efficiencies and enhancements, some of which are captured in the KKP report, and through further

consultation with the practitioners involved. **Soon after its inception Jersey Sport will need to plan Fit for the Future's next iteration, the detailed sport strategy for the period 2018-25.**

10.3 Business Management of Sport

Jersey Sport has a commercial imperative.

Already referenced in this report is the essential requirement for Jersey Sport to develop expertise within its own organisation so that it can build an holistic approach towards the business side of sport, inclusive of many of the existing Clubs, Associations and organisations currently involved.

In doing so, Jersey Sport will be able to "market" sport to attract new sources of funding from the private sector, to support new initiatives. It will also use this expertise to assist individual sports organisations, clubs and individuals in development of their own sponsorship and fund raising.

10.4 Advocacy

Jersey Sport will champion the cause of sport in Jersey by being its strong, independent voice.

Jersey Sport will not interfere with the running of clubs and associations and the numerous existing independent sports bodies. But sport needs a strong, independent, collective voice.

Jersey Sport will compete on sport's behalf by making its case, by capturing and analysing its data, by demonstrating the value sport and physical activity contribute to Jersey's culture and economy, by participating on its behalf in forums, by representing it in discussions with government departments, stakeholders and partners.

In doing so, sport and physical activity will be more greatly understood and appreciated and become increasingly more attractive to all parts of Jersey society.

Sport is inherent to Jersey's way of life and needs to play a significant role within the island's new 'long-term vision' and consultation "*Shaping our Future*". Jersey Sport will play an on-going role in helping develop 'joined-up' public policy decisions along with States Departments, such as Health and Education.

10.5 Sport's Interaction with Government

Influencing policy and decision making regarding the future of Sport in the Island

It is important that Jersey Sport quickly develop and sustain a strong interaction with Government across a number of Department's at a number of levels that allow it to remain aware of political, operational and 'diplomatic' priorities foreseen for sport and be able to convert these quickly into revisions to programmes where appropriate.

It will be important that the Board and Chief Executive build strong relationships with EDTSC, Education and Health Departments in particular and participate in – at a minimum - regular quarterly meetings with the EDTSC Assistant Ministers, plus an annual plenary forum involving all relevant Ministers in order that potential changes to political priorities for sport can be monitored and agreed.

10.6 Facilities

Influencing the provision and management of sports facilities.

Jersey Sport will not be responsible for management or financing of sports facilities. It will however develop a distinct understanding of the demand and supply side factors relating to facilities in the short, medium and long term.

Jersey Sport will thus take an active role in making strategic recommendations regarding provision of facilities within both the public and private sector.

11. Recommendations

The JSSB is aware that not only does Jersey Sport need a strategic focus, it must also be a robust organisation that is widely accountable to its stakeholders. As such it has given this matter serious thought when considering the most appropriate corporate structure.

The reality is that the organisation requires a flexible relationship between its aspirations as an independent entity and the requirements of EDTSC, who for the foreseeable future will be providing the bulk of its funding. This will be best achieved via the creation and delivery of a strong annual business plan, signed off each autumn by the Assistant Minister with responsibility for sport, itself tied into a longer term Partnership Agreement between EDTSC and Jersey Sport.

11.1 Legal framework

The JSSB - having received advice from a prominent Legal Advisor - has considered and rejected incorporation as an option and reviewed other non-government bodies such as Jersey Finance, Jersey Business, Visit Jersey and Digital Jersey, which are governed by a Non-Charitable Purpose Trust.

It believes this is the most effective and practical mechanism for achieving Jersey Sport's aims whilst retaining the appropriate levels of operational independence, scrutiny and external governance.

11.2 Governance

In essence it is recommended that a Non-Charitable Purpose Trust be established which will have a simple and clear purpose, namely ***"To ensure the future growth and development of Sport in Jersey and to secure this by creating a company called Jersey Sport"***.

As part of Governance arrangements, through the Trust having three wholly independent trustees and an 'Enforcer' (whose role is to guarantee the aims of the Trust are being upheld), there are established multiple levels of oversight in putting in place such a structure.

The main role of the Trustees will be to create a company called Jersey Sport and appoint Directors and Board Members.

11.3 Board

It is proposed that a fully independent, non-remunerated Board be created to develop the strategy and oversee the implementation of Jersey Sport's activities:

- **Chairman** – a Non-Executive position with the incumbent ideally resident in Jersey. To perform the role effectively the Chairman should have significant commercial experience, including the proven ability to oversee a high profile and complex organisation similar to that of Jersey Sport. The Chairman should be independent of any specific sport(s) body, Club or Association operating in Jersey, in order to bring objectivity to bear.
- **Chief Executive Officer** – a dynamic and high performing individual who has strong commercial, leadership, marketing and communication skills. The preferred candidate is likely to emerge from the Sport Development sector and should have a broad overview of emerging themes in the sector currently.

Allied to this, he or she would need a strong background in commercial development within the sports sector plus a considerable level of international knowledge and insight. The individual performing this role will need to be remunerated in line with their required ability and market value.

It is proposed the Chief Executive will have a fixed term contract to allow for appropriate performance management. It is envisaged that the term may be for between three and five years. The individual will be ambitious for both the organisation and themselves, therefore provoking a need for personal advancement.

- **Non-Executive Directors (NEDs)** – although a number has yet to be finalised, it is believed that up to five independent NEDs would be required. The appointees would need to demonstrate a wide level of sports experience in various aspects of the sector including (for illustrative purposes): business/commercial development, sponsorship, marketing, physical literacy, Club/Association/Governance/ Volunteer development, events and finance. In addition, experience external to Jersey and possibly international would be beneficial. It is proposed that at least one of the NEDs would have a relevant financial qualification or background and would be required to act as Chairman of the Board's Audit Committee.
- **Economic Development Minister's Representative** – as with all other non-governmental organisations of this nature (Jersey Finance Limited, Jersey Business and Digital Jersey), the Assistant Minister will appoint one representative to the Board of Jersey Sport. It is anticipated that this will be the CEO or other Senior Director of EDTSC. This post will ex-officio and non-voting.

In line with the Combined Code on Corporate Governance, all Non-Executive directors will serve a maximum term of three years before review and possible re-election, with no more than three terms being served. Initially the whole Board would serve for three years before one or two directors rotated off the Board in sequence until the whole Board has been refreshed.

The Board will have complete responsibility for all governance and risk related matters and is likely to put in place a number of sub-committees to oversee the delivery and compliance of the Operations team against stated policy, commercial and delivery targets.

11.4 Jersey Sport Shadow Board

The concept of orderly transition is a major part in this paper and will be covered in detail later in this Report. In order to direct such a transition, it is recommended that the JSSB, as it is currently configured, remains in place until the new organisation is operating effectively.

It is envisaged that the JSSB would then disband as the new Board of Directors is established, with a view to the new Board being in place after Jersey Sport has successfully operated for six months. Notwithstanding any additional expertise required (such as a NED with an appropriate accountancy qualification), EDTSC has, in communication with the Jersey Appointments Commission, established that the appointed members of the JSSB can serve as Board members of Jersey Sport without the need for a further recruitment exercise, other than to fill any identified skills gaps.

11.5 Annual Grant and Partnership Agreement

On the creation of Jersey Sport, the entity will then be in a position to formally engage with EDTSC, receive monies and become an employing entity.

In line with existing precedent and in compliance with States Financial Direction 5.5, it is acknowledged there will be a Service Level Agreement, in the form of a Partnership Agreement, which will be reviewed on an annual basis, with a Business Plan approved by the Assistant Minister.

Once the annual Business Plan is agreed, an Annual Grant can then be transferred from EDTSC to the organisation.

To achieve this goal, the JSSB understands that EDTSC would want the following key controls in place:

- **Creation of a strong corporate governance framework throughout the whole of Jersey Sport with the ability to independently scrutinise Board and Management activity.**
- **Ability to transparently measure the operational effectiveness of the organisation set against pre-agreed objectives.**
- **Transparent and independent audit of Jersey Sport's financial activity and controls.**
- **Regular high level updates (at least quarterly) on progress in delivering the Annual Business Plan**

Whilst Jersey Sport does not want to be fettered by unnecessary control, the JSSB understands that EDTSC, being responsible for distributing public funds, requires absolute compliance with States Financial Directions. In achieving this objective, EDTSC will need assurance that the monies provided will be, and have been, utilised effectively.

11.6 HR implications

In developing its recommendations for the Assistant Minister, the JSSB has been constantly aware of the HR implications of existing and potential new staff and consulting on a number of occasions with States HR, particularly where it is extremely likely that the new organisation will probably start out its operations under a new CEO.

11.6.1 CEO recruitment

It is recommended that a competitive recruitment exercise be undertaken simultaneously both on and off island, in order to find a shortlist of high quality candidates likely to be interested in taking on such a challenge.

Approval has been received from the States of Jersey Corporate Procurement Director for the engagement of Knight Kavannah Page to advise and support the JSSB in its recruitment of a new CEO, based upon their extensive UK networks and the considerable knowledge that they acquired of the Jersey sporting community during their previous consultations in-Island.

It is proposed that upon confirmation by the Assistant Minister of acceptance of the JSSB recommendations, the recruitment exercise should begin immediately, with a view towards implementation in earnest from mid-September 2016.

11.6.2 Existing EDTSC Sports Development staff

The JSSB has taken extensive advice from the States of Jersey HR Director and Senior Officers regarding the HR issues arising from the proposed transfer of responsibility for sport development from a Government Department to an independent, grant funded body.

Within the current staff of the EDTSC Sport Development Team, there are appropriately qualified and experienced individuals capable of filling most senior roles proposed within the recommended organisational structure for Jersey Sport. It is important that the new structure, plus the opportunities that it provides individuals, are effectively communicated to existing staff, via open forums and individual meetings, in such a way that they will consider transferring to Jersey Sport, in order that their experience and skills are not lost.

EDTSC has been liaising with the States Pensions Unit to ascertain the likely financial implications of any proposed transfer of the Sport Development Team.

The States Pensions Manager has verbally indicated – written confirmation is expected in due course - that based upon Actuarial advice, the Department would need to fund a significant six-figure contribution in terms of Pre-1987 Debt were the States Employment Board to allow Jersey Sport to join the PECRS Scheme as an admitted body. In addition, staff's existing pensions would be frozen (deferred) and they would only be admitted on the new terms and conditions of the new CARE Scheme due to come into effect for all States Employees from 2018.

The JSSB therefore recommends that the transfer take place by adopting the 'Transition Model' arrangements.

Under such a scenario, Jersey Sport would make a financial contribution to transferring staff, allowing them to make their own future pensions arrangements and this has been factored into work undertaken to scope future employment Terms and Conditions.

Another factor for consideration in transferring existing staff to Jersey Sport will be the need to explore in detail the employment Terms and Conditions (T&C's) likely to be put in place.

The JSSB proposals put forward are - based upon discussions with States HR - the ability for the new organisation to create its own T&C's adopting a private sector approach, somewhat different to those currently enjoyed by the existing staff as employees of the States of Jersey. This would mean staff effectively giving up States T&C's under the 'Transition Model', where a transfer payment would be made to those employees who wished to transfer and were successful at interview. EDTSC is aware of the scale of the total of such transfer payments and is likely to have access to the scale of funding required to meet such an obligation.

It is therefore important that the JSSB continue to work with both the Department and States HR to ensure that the future of existing staff becomes 'the number one priority' in any proposed transfer and then implement a process and programme designed to enable a smooth transition for those individuals wishing to join the new organisation, under an internal 'priority recruitment' process, that allows them a period of initial exclusivity.

This is likely to involve Sport Development Team members being allowed restricted advance opportunity to apply for roles within the organisation, prior to any of the new roles being advertised externally. It is also proposed that staff within the Team working on fixed-term contracts due to terminate at the end of December 2016 have these extended – with their agreement – by a period of up to six months, in order to allow the new Chief Executive an opportunity to participate in the final selection process.

11.6.3 Remuneration and Performance Management

The JSSB is aware that it needs to attract the right calibre of person to ensure success and it therefore needs to have a fair and competitive remuneration package that will encourage people from both the private and public sectors to join it.

Jersey Sport's aim will be to pay market rates and provide good terms and conditions of employment. Similarly, it will be the philosophy of the organisation to reward individuals or teams on the achievement of their personal and collective targets and objectives. The aim is to ensure that Jersey Sport is constructed as a high performing organisation. The values set out earlier in the Report will be those expected of all future employees and along with those of openness and transparency, need to be instilled from top to bottom in the people who work for Jersey Sport.

Employment of existing States employees by the new organisation will be on new employment terms and conditions put forward by the JSSB and agreed by the Assistant Minister.

11.6.4 Support services

As a brand new start up organisation, Jersey Sport will face many of the challenges of putting in place an effective support infrastructure and the costs of setting up an effective 'office' over a very short period of time. This can be both time consuming and expensive therefore it is recommended that for at least a minimum of twelve months and possibly up to twenty-one months, Jersey Sport seek to reach an agreement with EDTSC that it can continue to benefit from States 'back-office' support.

11.6.5 IT

During the early months of its operations, it is important that the organisation has access to a secure, well supported IT infrastructure until such time that it can make considered and well advised decisions regarding the putting in place of its own network. It is also important for continuity purposes that Jersey Sport continues to have access to the EDTSC 'Plus 2' booking system in order that the Community Team can continue to make online facilities bookings.

In this sense, subject to appropriate approvals from States ISD, it is recommended that Jersey Sport continue to have access to ongoing States IT Support for at least six months or possibly longer, subject to an absolute 'cap' of twelve months, post-transfer.

11.6.6 Premises

The existing EDTSC Sport Development team are currently occupying offices at Fort Regent.

In terms of minimising initial costs and allowing the new CEO an opportunity to appraise longer term accommodation needs, it is proposed that the new organisation continue to be accommodated by the States of Jersey, but at a different location in order to avoid external impressions of 'nothing has changed but the name'.

An early exercise is planned to ascertain whether Jersey Sport could be accommodated in another States owned sports facility or premises, or alternatively whether pro-bono space might be available for a short period from one of several finance companies due to relocate to the Esplanade over the next twelve months, but have leases lasting beyond their exit date.

The pressure on Jersey Sport's operating budget at its outset means that it will require the provision of premises rent free from States of Jersey until the end of 2018.

12. Financial considerations

12.1 Initial Steps

In order to move things forward immediately, the JSSB recommends that the following steps are agreed and undertaken from **19th September 2016**:

- Formal approval be sought of the Appointments Commission to extend the contracts of *Jersey Sport* JSSB members until the end of Q2.2017
- Arrangements are put in hand by EDTSC for the immediate recruitment of a Chief Executive Officer Designate who would become the CEO of *Jersey Sport* as soon as possible after the setting up of the entity. The JSSB will be closely involved in the recruitment process which will be overseen by Jersey Appointments Commission.
- In consultation with the JSSB, The Assistant Minister appoints an Interim Transition Director who reports directly to the Chairman of the JSSB and the CEO of EDTSC and through them to the Assistant Minister. The post holder, will be located with the Sports Development team and have the remit to work directly with the Sports Development Manager and his team in facilitating change.
- The Assistant Minister and the CEO of EDTSC secures financial and other resources, to be made available for the Interim Transition Director to support his/her work.

12.2 The Transition

Following the Assistant Minister's adoption of this Report's recommendations, the JSSB is well aware that its remit extends to providing a roadmap for the transition from the current state to a new one.

The level of detailed work required finalising the Jersey Sport proposal and the management of the whole change process requires a highly skilled and dedicated individual who has experience in the transfer of roles and responsibilities from a government department to an independently functioning entity.

In reality the main objective of the role would be to carry out the functions highlighted in the remainder of this section, but in overview the position would:

- **Create a detailed project plan to enable the implementation of Jersey Sport by 3rd April 2017;**
- **Work closely with the current Community Sport Development team, the Jersey Sport Shadow Board, and stakeholders;**
- **Practically implement the changes identified in 'Sport Report' – the plan for transition;**
- **Provide financial clarity to proposals;**
- **Support the CEO Designate when he/she is appointed;**
- **Take lead responsibility for legacy issues allowing the CEO Designate to concentrate on forward strategic plans;**
- **Research and recommend additional concepts or fundraising opportunities for Jersey Sport**

The individual concerned would be employed by EDTSC under a contract for services with jointly agreed targets and remuneration. The ultimate length of the contract is difficult to determine with absolute certainty although it is considered that six months would be an appropriate timeframe.

The role is quite separate from that of the CEO. The appointment of the Interim Transition Director will speed up the development of the new organisation and will seek to manage many of the more complicated operational functions prior to the CEO's arrival, allowing them to deal immediately with the future objectives and strategy of Jersey Sport.

12.3 Transition Plan

In advance of the potential recruitment of the Interim Transition Director, the JSSB has sought to provide an overview of the tasks and activities that will be required in the forthcoming months.

The Transition Plan is focused on enabling Jersey Sport to be fully operational by **Monday 3rd April 2017**. It is vital to the process of delivering a satisfactory business plan for 2017 that no undue delay is experienced. However, it is acknowledged that some minor change to this date might be inevitable as the transition plan is finalised.

On the basis that early April is the agreed operational date for Jersey Sport, the table below provides a quick overview of the key activity that needs to be undertaken and completed.

Transition Process Summary of Major Activity	Sep 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017
Agree milestones and workflows							
Appointment of a Transition Director							
Commence recruitment of CEO Designate							
Develop Jersey Sport structure							
Formally set up Company							
Review the people related issues							
Implement new structures							
Overview of the financial details							
Management of external stakeholders							
Key people identified and in place							
Jersey Sport fully operational							

Note: The green shading indicates when a task will commence and the red shading indicates when it should be completed.

12.4 Transition Costs

In order to enable this process to commence the JSSB requires one-off funding of £136k from EDTSC during the 2016 and 2017 Financial Years.

The table below provides an initial overview of how the monies would be apportioned:

Transitional Costs - Items of Expense	Cost (£)	
	2016	2017
Transition Director	£9,000	£16,000
Premises Related costs	£11,000	£10,000
Specialist Consultancy (Recruitment related)	£20,000	
Legal + Professional Costs (Trust and Company formation, Accounting and HR Advice)	£5,000	
Digital Consulting (Overview of Website and Social Media opportunities – to include income generating options)	£15,000	£15,000
Specialist consultancy advice marketing and generation of future income	£15,000	£10,000
Sundries + Contingency (Admin support and related costs)	£5,000	£5,000
Total	£80,000	£56,000

It is envisaged that monies would be required to secure the services of the Interim Transition Director for up to seven months (from September 2016 to April 2017 – allowing at least one month 'on-boarding' the CEO), and cover the recruitment costs of the CEO.

In addition to providing payment to the Transition Director there is a requirement for other funds to be potentially available to assist the overall objective. Specialist consultancy would be utilised for advice as to how Jersey Sport should market itself or could generate future income.

Legal and Professional costs alongside Recruitment fees are directly related to the practical reality of setting up the company and recruiting the CEO Designate and potentially other key roles.

Although not factored into the above, consideration will also need to be given to identifying costs related to the provision of 'third party' services by EDTSC and what the potential costs of a 'transition service agreement' would be.

Clearly, where EDTSC or related governmental bodies can assist to minimise these costs by providing the above services in a timely and cost effective manner, then they will be reduced accordingly.

The one area that has been left open so far is the restructuring costs in terms of appropriately dealing with potentially affected Sports Development staff. These costs will only be confirmed once the transition plan is finalised with the new CEO Designate and the transition process is underway.

12.5 Preliminary Budget

Based on an initial review of potential operating costs and income generation the following table outlines a pro-forma estimate of Jersey Sport's budget.

<i>Jersey Sport – Preliminary Budget Estimate</i>	Cost pa (£)
Income	
EDTSC Grant	(1,150,000)
Total Income	(1,150,000)
Expenditure	
Staff Related – Costs	
Staff – CEO, General Manager, Officer school/physical literacy/education, Officer clubs/volunteer/safeguarding, Officer Swimming, Officer community, Officer marketing/communication/data, Exercise Referral Manager and tutors.	£710,000
Programme staff costs - schools and physical literacy, swimming, exercise referral and community	£107,000
Non staff costs for programmes– equipment, transport, clothing, courses for clubs, marketing, facility hire, events.	£112,000
Sub-Total	£929,000
Other costs	
Strategy and Research	£20,000
Marketing and Brand Management	£15,000
Training	£15,000
Heat + Light + Telephone + Broadband	£10,000
Phones and mileage	£2,000
Website and IT Support	£20,000
Legal + Professional	£5,000
Departmental travel, courses + entertaining	£5,000
Office Costs (Stationery etc.)	£10,000
Sundries + Contingency	£14,000
Rent + Rates + Insurance	£0
Sub-Total - costs	£116,000
Development Officer Grants	£105,000
Sub-Total Development officer grants	£105,000
Total Expenditure	£1,150,000

12.5.1 Staff Related Costs - £710,000

The budgeted figure for the CEO is a total employment cost and includes salary, a possible housing allowance if the successful candidate needs to be relocated, as well as the scope for a bonus based on performance and a pension allowance rather than the provision of an occupational pension scheme.

The remaining staff costs are based on an estimate of future requirements and have included an evaluation of the current EDTSC Sport Development provision.

12.5.2 Activity Based Expenditure and Income - £219,000

The assumption here is that circa £219,000 per annum will be spent on activities that can be directly measured and deliver value to the sector. The working assumption is that the organisation will seek to derive an income from its activities, which it will, in turn, directly reinvest into value added activity.

The detailed allocation of the expenditure and the income generation will need definition as part of future work by the Interim Transition Director and the CEO Designate.

12.5.3 Other Expenses - £116,000

Estimates are provided as to further expenditure, the major variable being rent. The need to relocate from Fort Regent has been viewed as highly probable so the establishment of new premises will be essential over the first twelve months of its operations.

The allocation of these future costs will need to be reviewed in terms of both their quantum and as to whether they should be held centrally or allocated to the activity-based functions.

12.5.4 Capital Expenditure

To effectively achieve some of its aspirations there will be the need for future additional capital expenditure.

The table below provides an initial estimate of the potential sums involved. These figures and the total quantum of monies involved will need further review.

Forecast Capital Expenditure Requirements	Cost (£)
Refurbishment of new premises for Jersey Sport	£50,000
Purchase of IT equipment	£30,000
Total	£80,000

In embarking on the formation of Jersey Sport, the JSSB has always made clear that it was about ensuring the delivery of high quality physical literacy, exercise referral and sport development programmes that mattered, and not an exercise in cost cutting. An objective of the organisation will be to acquire non-government financial resources more effectively and build a case to receive an annual grant from the States of Jersey based on the delivery of its objectives and the return these monies will demonstrably bring to the Island.

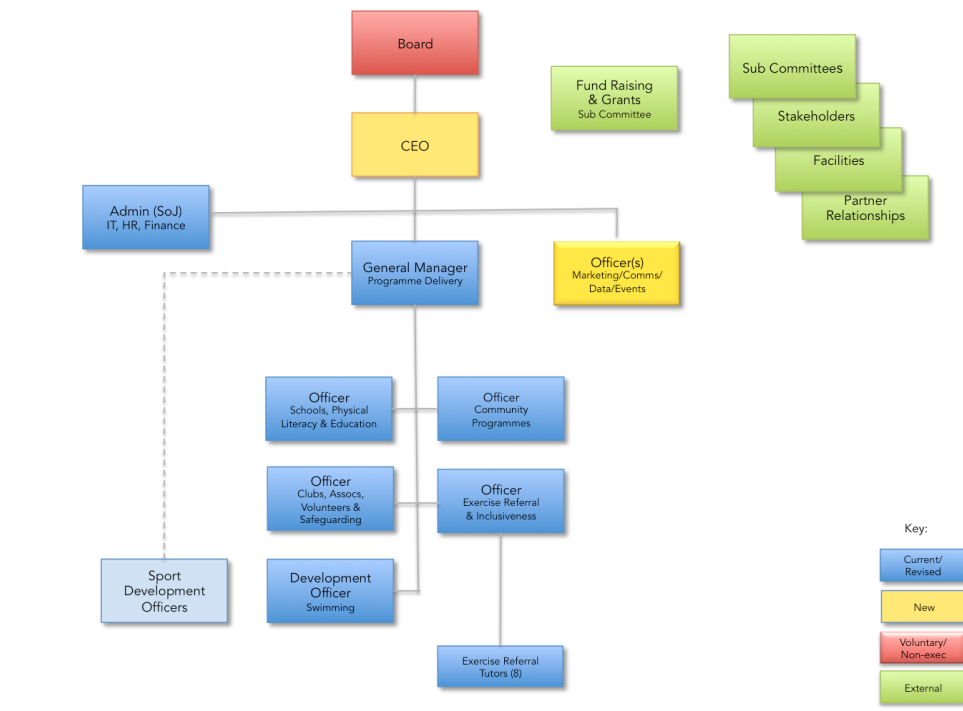
13. Organisation Structure

The JSSB has worked to existing budget parameters in designing the initial organisation structure.

The organogram below depicts this initial structure. The key points being:

- Appointment of a CEO, who can bring immediate vigour, expertise and profile;
- Maintaining the professional sports staff currently engaged with successful *Fit for the Future* programmes, assuming some fine-tuning of roles;
- Beginning to create the required Business Management expertise, via the CEO and a Marketing/Communications/Data officer;
- Provision of support services via States of Jersey during the start-up phase;
- Use of sub-committees for specific roles, such as fund raising & grants and events organisation;
- Governance provided via a new Jersey Sport Board, as described in Section 12.

Jersey Sport – Initial Organisation Structure



14. Ministerial Decision

In this paper, the JSSB has summarised the consultations that it has undertaken amongst sports organisations, associations, clubs and stakeholders in the Island over the last six months, which has underlined the recommendations of KKP in its 2015 Report regarding the potential benefits of creating a single, well-resourced organisation to play a leading advocacy role and further the sport development aims of the island sporting community.

Similarly, the dangers of inaction are manifest. The levels of investment in sport will decline if the reliance primarily on public sector support continues.

There is likely to be a noticeable decline in the standards and number of sporting amenities and events as the pressures on the public purse increase. This will be to the considerable economic, health and social detriment of the Island.

In response to the Assistant Minister's invitation to demonstrate the case for Jersey Sport and its implementation, the Board has taken a pragmatic view and gone into considerable detail across a broad section of the Island's sporting interests.

Whilst it restates the need for Jersey Sport and advocates immediate action, it understands the practicalities of this and has analysed the human resources and other issues that need to be addressed. In short, the JSSB has provided an overview of what needs to be done and recommended an implementation process.

The purpose of this document is to comply with the agreed Terms of Reference of the Jersey Sport Shadow Board (JSSB), report back to Connétable Steve Pallett, Assistant Minister for Sport, on the conclusions and recommendations of the Shadow Board and obtain a Ministerial Decision to move forward towards implementation of Jersey Sport as the new, independent grant-funded organisation, responsible for the future development of sport in Jersey.

The Ministerial Decision would encompass:

1. Confirmation of the decision to create and launch Jersey Sport as a legal entity, allowing its Directors to take strategic decisions at an appropriate stage regarding human resources, financial, governance and operational matters;
2. Acknowledgement that States of Jersey grant funding on an on-going basis will be a requirement for success and – subject to the outcome of States debate on MTFP 2 Annex – should be maintained at proposed levels for a minimum of at least three years;
3. Approval of an initial transition budget in 2016/17 of £136,000 to enable completion of necessary work to meet a launch date of April 2017.
4. Appointment at the earliest opportunity of an appropriately experienced Transition Director

15. References

§1 - "Social Return on Investment in Sport", Sheffield Hallam University (2016), on behalf of UK Dept of Culture, Media and Sport and Sport England

§2 - SoJ Education, Sport & Culture Green Paper, 2013

§3 - Social Return on Investment (SROI) is a framework for measuring and understanding the non-market economic, social and environmental value of an activity, intervention, policy or organisation.

§4 – Pure Finance, for Sport England

§5 – Martin Knight, Head of Health Improvement Public Health Directorate, Health and Social Services Community Gentle Exercise Report

§6 - Department of Sport and Recreation; Government of Western Australia
Brain boost: Sport and physical activity enhance children's learning (*Martin, 2010*).

§7 – Quest Assessment Report, May 2016

§8 – Sport for Life Society

Appendix

Terms of Reference of the Jersey Sport Shadow Board:

Overall Objective:

To provide a comprehensive proposal to the Assistant Minister for Sport for the creation of the entity to be known as Jersey Sport, that will in future champion sport in Jersey.

The Shadow Board's role is to consult widely and recommend the design for the organisation, with a sufficient level of detail, in all respects, that would allow immediate implementation.

(NB – the role of the Shadow Board is to design and establish the organisation that will deal with the challenges facing sport, not to meet those challenges itself).

Aims

The primary aims of the Shadow Board in advising the Assistant Minister responsible for Sport are:

1. To work with EDD Officers to put in place an appropriate corporate entity with Memorandum and Articles that will allow the new body to come into being
2. To establish an interim governance framework to include Risk Assessment, Finance, Audit and HR policies that will allow the new body to work independently of Government of Jersey support within a six month timeframe
3. To develop a working relationship with the existing States Sports Development team to acquire knowledge of sports development
4. Establish a Jersey 'model' of governance and best practice
5. To define the optimum operational structure for the body and make recommendations to the Assistant Minister responsible for Sport where to implement changes to those contained in the KKP Report recommendations as necessary
6. To lead the development of an interim strategy and business plan with appropriate principles and framework for the new body and ensure that it is subject to rigorous independent challenge

7. To put in place an HR recruitment process designed to ensure that the body acquires staff with the appropriate skills set and experience to allow it to quickly begin operations
8. To advise the Assistant Minister responsible for Sport on the appropriate level and methods of interaction between the body and the sports facilities management functions retained within Government
9. To act as an informed, independent body in seeking to **provide strategic advice** to the Education Department and EDTSC on securing strong operational working relationships for sports facilities
10. **To provide strategic input and advice to the Assistant Minister regarding the future needs and investment options in respect of on-island sports facilities**
11. To undertake any other appropriate roles as agreed with the Assistant Minister for Sport

Jersey Sport Shadow Board

Phil Austin Chairman
Jean Cross
Steve Law
Tony Taylor

Contact us at info@jerseysport.je