



# **Strategic Plan** **2023 – 2026**

**Updated October 2023**



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# Chairman's Introduction



I am delighted to present this updated Jersey Sport Strategic Plan (SP) for the next three years, one year on from its creation. This plan is designed to provide the Board and the Jersey Sport Team with a framework that underpins and shapes the delivery of our charitable purpose and our company objectives. It also articulates how the organisation plans to deliver against the requirements of our Partnership Agreement with the Government of Jersey, and how the organisation delivers against the updated Ministerial Priorities of the Government of Jersey, our principal stakeholder and funder.

As a registered charity Jersey Sport is committed to delivering the charitable purposes: the advancement of health; and the advancement of public participation in sport.

The outcome of the Government of Jersey's review of sport in Jersey is eagerly anticipated in October 2023 and will likely be used to inform the future strategic direction for both sport in Jersey and potentially the role of Jersey Sport. Digesting recommendations of the report and working in partnership with the Government of Jersey and other key stakeholders to formulate associated plans and/ or implementation of recommendations will be a key focus of 2024.

Therefore, this strategy maintains focus through until 2026, and no additional year has been included as a rolling strategy. A light-touch review has been undertaken with an anticipated larger review due through 2024 pending the outcome of the review of sport.

A key focus of the organisation through 2024 is to fundraise, to deliver the outcomes of this strategy, and in support of the sport and active living sector.

This updated plan sets the introduction of the strategy implementation plan, providing a year-by-year breakdown of how Jersey Sport intends to achieve the outcomes through the lifespan of this strategy, linking together the strategic outcomes and annual business plans.

The visions, outcomes, and details in each of the four pillars have been reviewed and updated where necessary to ensure they remain fit for purpose. For example, the School Programmes vision now includes reference to influencing an education system, in place of schools.

Delivery of the implementation plans are dependent on levels of available resources and funding and will be updated on an annual basis to reflect this.

**Steve Law**  
Interim Chair, Jersey Sport  
October 2023



# Jersey Sport Mission

## Mission:

To inspire, lead, and enable positive wellbeing for all through lifelong engagement in sport and physical activity.

## Our Values:

- We are passionate
- We are united
- We are inclusive
- We are courageous
- We are high performing

## Our Strategic Purposes:

Jersey Sport's remit is focused on the delivery of four primary purpose statements. Everything we do, can be directly correlated to these:

- Increase participation in sport and physical activity.
- Reduce inequalities – focus on areas for women and girls, lower socio-economic communities, and those with one or more disabilities.
- Focus on inactive islanders, increasing physical activity levels to become “fairly active” (30 mins or more of physical activity per week).
- Build a safe, sustainable, and inclusive sporting community.

We will monitor impact as best we can with the resources available, against each purpose. However, to achieve them will require a high-level population wide shift in culture and behaviours, it must be made clear at the outset that influencing contextual and environmental factors will not be solely within our gift to control.

## Our Charitable Purposes:

- The advancement of health.
- The advancements of public participation in sport.

## Sport Development

### Vision:

Jersey is a proud sporting nation where all islanders can play sport to the extent of their ability and desire.

### Outcomes:

- 1 More sporting opportunities are provided, with a focus on engaging underrepresented groups in sport.
- 2 More robust and sustainable sports organisations in Jersey, offering high quality and safe experiences.



## School Programmes

### Vision:

Every child will have the foundations to live an active life supported by schools that place value on sport and physical activity for the whole school community.

### Outcomes:

- 3 Active school cultures are embedded and continue to develop for the whole school community.
- 4 Children will have equitable access to high quality PE and a greater range of relevant sport, and physical activity opportunities both within the curriculum and extra-curricular provision.



## Community Engagement

### Vision:

All islanders will have the opportunity to access and engage with innovative community based sport and physical activity, embedding it in the culture of the Island as a societal norm to promote good health and wellbeing.

### Outcome:

- 5 Increasing participation of the least active and underrepresented groups.



## Jersey Sport Operations

### Vision:

A sustainable organisation with the highest operational standards and governance, relative to our size and scale.

### Outcomes:

- 6 Efficient and effective delivery of strategic outcomes, through the provision of appropriate resources, governance, insight, advocacy, and support services.
- 7 Highly qualified, effective, and diverse workforce supported by an environment that attracts and retains.



## We deliver these 7 outcomes above through:

- Delivery of sport and physical activity opportunities as the social provider (schools, holiday camps, toddler play, referral, volunteer programmes)
- Grant funding consultation and support
- Provision of guidance, advice and resources
- Advocacy for sport and physical activity

The Government of Jersey commissioned Jersey Sport through a partnership agreement to deliver against these outcomes.



# Vision and Outcomes

<b>Pillar: Sports Development</b>	
<b>Vision</b>	<b>Jersey is a proud sporting nation where all islanders can play, coach, officiate or volunteer in sport, to the extent of their ability and desire.</b> (Directly aligned to the Government of Jersey’s “Inspiring an Active Jersey Strategy” vision for Sporting Opportunities and Sport and Move More Workforce).
<b>Outcomes 2023-26</b>	<ol style="list-style-type: none"> <li>1. More sporting opportunities are provided, with a focus on engaging under-represented groups in sport.</li> <li>2. More robust and sustainable sports organisations in Jersey, offering high quality and safe experiences.</li> </ol>
<b>What Stakeholders Will See</b>	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <ul style="list-style-type: none"> <li>New opportunities being developed for participants, coaches, officials and volunteers to sustain lifelong enjoyment in sport.</li> <li>Cross-sport engagement and projects implemented through partnership working.</li> <li>Sports organisations up skill existing and new volunteer and professional workforce.</li> <li>Consistent and clear messaging and communications which highlight the need to focus on under-represented groups in sport.</li> <li>Resources, training and support to improve governance and organisational management of sports organisations.</li> </ul> </div> <div style="width: 45%;"> <p style="color: #e91e63; margin-bottom: 10px;"><b>Stakeholders</b></p> <ul style="list-style-type: none"> <li>Government of Jersey</li> <li>Third Sector</li> <li>Corporate sponsors</li> <li>Jersey Community Foundation</li> <li>Jersey Sports Council</li> <li>Local sports organisations (including associations, clubs and groups)</li> <li>National and International Sporting, Coaching and Volunteering Bodies</li> <li>Regulatory Bodies</li> <li>Jersey Office of the Information Commissioner</li> <li>Jersey Financial Services Commission</li> <li>Safeguarding Partnership Board</li> <li>Liberate Jersey</li> <li>MIND Jersey</li> <li>Jersey Charities Commissioner</li> <li>UK Coaching</li> <li>Ann Craft Trust</li> <li>Performance Sport Service Providers</li> </ul> </div> </div>
<b>What Success Will Look Like</b>	<ul style="list-style-type: none"> <li>Strategic plans for sports are sustainable, robust, visible and address inequalities in sport where possible.</li> <li>Available funding is aligned to each sport’s strategic plan to enable implementation.</li> <li>There is greater understanding, acceptance, and action to tackle the inequalities in sport across the whole sector.</li> <li>There is a greater understanding of sport or physical activity’s ability to support and deliver on broader agendas such as community cohesion, health, and economic value for money.</li> <li>Strong, robust, safe and sustainable governance is evident within sports organisations.</li> <li>Well qualified, managed and supported sports workforce.</li> </ul>



# Vision and Outcomes

## Pillar: School Programmes

<b>Vision</b>	<b>Every child will have the foundations to live an active life supported by an education system that places value on sport and physical activity for all members of its community.</b> (Aligned to the Governments Inspiring an Active Jersey Strategy vision for Move More Schools).	
<b>Outcomes 2023-26</b>	3. Active school cultures are embedded and continue to develop for the whole school community.	4. Children will have equitable access to high quality PE and a greater range of relevant sport, and physical activity opportunities both within the curriculum and extra-curricular provision.
<b>What Stakeholders Will See</b>	<ul style="list-style-type: none"> <li>• New opportunities developed, and ideas shared for schools to embed sport and physical activity, before, during, and after school.</li> <li>• Jersey Sport influencing key policies and decisions, including a move to a physical literacy approach to the PE curriculum.</li> </ul>	<p><b>Stakeholders</b></p> <ul style="list-style-type: none"> <li>• School children and their families/carers</li> <li>• Government of Jersey</li> <li>• Third Sector</li> <li>• Corporate</li> <li>• Jersey Community</li> <li>• Jersey Social and Sporting Organisations</li> <li>• National and International Education and Children bodies and organisations</li> </ul>
<b>What Success Will Look Like</b>	<ul style="list-style-type: none"> <li>• The role of Jersey Sport will be established and understood in relation to developing and promoting active school cultures.</li> </ul>	<ul style="list-style-type: none"> <li>• An accessible, diverse and high-quality range of experiences and learning opportunities are offered to students throughout the course of their education journey.</li> </ul>



# Vision and Outcomes

## Pillar: Community Engagement

<p><b>Vision</b></p>	<p>All islanders will have the opportunity to access and engage with innovative community-based sport and physical activity, embedding it in the culture of the Island as a societal norm to promote good health and wellbeing. (Aligned directly to the Government of Jersey’s Inspiring an Active Jersey Strategy - Move More People vision).</p>	
<p><b>Outcomes 2023-26</b></p>	<p>5. Increasing participation of the least active and under-represented groups.</p>	
<p><b>What Stakeholders Will See</b></p>	<ul style="list-style-type: none"> <li>• A range of community-based programmes, with new opportunities targeted at the least active and under-represented islanders to engage with to sustain lifelong enjoyment in sport and physical activity.</li> <li>• Interventional programmes which are specifically targeted to those living with one or more health conditions.</li> <li>• A range of volunteering opportunities within the Move More Jersey programmes to support the development of socially inclusive programmes bringing islanders together to engage in physical activity.</li> <li>• Jersey Sport influencing key policies and decisions across the Government to include sport and physical activity, recognising the benefits.</li> </ul>	<p><b>Stakeholders</b></p> <ul style="list-style-type: none"> <li>• Government of Jersey</li> <li>• Public Health</li> <li>• Third Sector</li> <li>• Corporate</li> <li>• Jersey Community</li> <li>• Jersey Social and Sporting Groups and Organisations</li> <li>• National and International Sporting, Active Living and Health bodies and organisations</li> </ul>
<p><b>What Success Will Look Like</b></p>	<ul style="list-style-type: none"> <li>• An accessible, diverse and high-quality range of programmes offered for islanders which span from to early years to old age.</li> <li>• Key stakeholders will see an increase in number of the least active islanders and under-represented groups engaged in physical activity.</li> <li>• More islanders engaging in sport and physical activity through participation and volunteering.</li> <li>• A greater understanding, acceptance, and action to utilise sport and physical activity to tackle health and social inequalities and improve the health and well-being of islanders.</li> </ul>	



# Vision and Outcomes

## Pillar: Jersey Sport Operations

<b>Vision</b>	<b>A sustainable organisation with the highest operational standards and governance, relative to our size and scale.</b>	
<b>Outcomes 2023-26</b>	6. Efficient and effective delivery of strategic outcomes, through the provision of appropriate resources, governance, insight, advocacy, and support services.	7. Highly qualified, effective, and diverse workforce supported by an environment that attracts and retains.
<b>What Stakeholders Will See</b>	<ul style="list-style-type: none"> <li>• A trusted and well-run organisation.</li> <li>• Customer focused systems and processes focused on increasing and maintaining engagement with Jersey Sport.</li> <li>• Targeted, timely and innovative marketing and communications that reach and motivate specific stakeholders within our island community.</li> <li>• Strong independent voice which champions sport and physical activity.</li> </ul>	<ul style="list-style-type: none"> <li>• A new office location that is accessible and appropriate to the needs of the charity.</li> <li>• Improved HR policies and processes.</li> <li>• More innovative recruitment methods talking to a more diverse workforce pool.</li> <li>• Targeted investment into staff and volunteer development.</li> <li>• An engaging and high-performing workforce.</li> </ul>
<b>What Success Will Look Like</b>	<ul style="list-style-type: none"> <li>• The role of Jersey Sport within the sport and physical activity sector is established and well understood.</li> <li>• A diverse representation of the island community will be engaged with the work of Jersey Sport.</li> <li>• Sport and physical activity is recognised for it's contribution to Island life and delivery of Government of Jersey priorities.</li> </ul>	

### Stakeholders

- Government of Jersey
- Corporate
- Jersey community
- Jersey Sport staff and volunteers
- Jersey Social and Sporting Groups and Organisations
- National and International Sporting, Active Living and Health bodies and organisations
- Regulatory Bodies
  - Jersey Office of the Information Commissioner
  - Jersey Financial Services Commission

# Strategy Implementation



This section details the key performance indicators, annual objectives across the course of this strategy and the associated measures, for each of the four pillars.

## Pillar: Sports Development

<b>Vision</b>	<b>Jersey is a proud sporting nation where all islanders can play, coach, officiate or volunteer in sport to the extent of their ability and desire.</b> (Directly aligned to the Government of Jersey’s “Inspiring an Active Jersey Strategy” vision for Sporting Opportunities and Sport and Move More Workforce).	
<b>Outcomes 2023-26</b>	1. More sporting opportunities are provided, with a focus on engaging under-represented groups in sport.	2. More robust, safe and sustainable sports organisations in Jersey, offering high quality experiences.
<b>Measures (Reported in KPI dashboard)</b>	An increase in the number of different sports who report that they are implementing a development plan which seeks to address inequalities in sport and is delivering growth in their sport.	An increase in the number of sports organisations reporting that have continued development of their workforce to meet the needs of their potential and existing participants.



# Strategy Implementation

## Pillar: Sports Development

### Strategic Plans and Funding

Continue to build the number of sports organisations working towards effective and realistic strategic sport plans by:

- Using the new fundraising and enterprising resource in 2024 to support the activation of these plans, particularly focusing on growth and under-represented groups in sport.
- Continuing to realign agreements with current funded sports and games organisations to focus on inequalities, growth, and strong governance.
- Redirecting available resources to create a SupportIn Sport Fund pilot for 2024.
- Improving the administration of the Travel Grant and Volunteer Workforce Grant to allow better allocation of funds and services to sport.

### Governance

Further embed the Safe and Sustainable Sport Quality Standards introduced in 2022, and enhance the associated support, resources, and upskilling to enable sports organisations to more easily raise levels of governance by:

- Sport's demonstration of alignment to Jersey Sport's Safe and Sustainable Sport (S&SS) Quality Standards and relevant National Governing Body / World Federation governance frameworks.
- Continuing to provide and expand our support, resources, and upskilling offer to enable the fulfilment of S&SS Quality Standards.
- Conducting an annual review of S&SS framework in line with Sport England's Code of Governance.
- Embedding the Quality Standards of S&SS as minimum expectations of any Jersey Sport grant distribution.

### Workforce Development

Continue to resource and invest in upskilling the local volunteer sport and physical activity workforce by:

- Where possible, focusing training on reaching and engaging under-represented groups.
- Responding to demand illustrated in the sports survey and through ongoing sport-specific development plans.
- Reviewing and growing the breadth of our upskilling offer through working with existing and new stakeholders.
- Continuing to roll out our new Tutor Training Programme to ensure sustainable delivery of our local upskilling offer.

### Reach

Use Jersey Sport's unique structure and positioning as an arms-length charitable organisation to support the sports sector and grow Jersey Sport's reach to influence an increasing number of sport organisations and stakeholders to achieve our outcomes by:

- Continuing to facilitate cross-sport networking opportunities to promote collaboration and sharing of resources.
- Improve reach within the sporting community and drive efficiencies.
- Support a growing number of sport organisations and other key stakeholders who support our target audiences.
- Develop a stakeholder map for sport to identify priority relationships, ownership, and key outcomes.

### Advocacy

Further raise the profile and understanding of Jersey Sport by:

- Advocating across Government of Jersey, stakeholders and external partners about the benefits and demand for greater sport and physical activity opportunities in Jersey.
- Continuing to advocate for and support the development of a talent / performance programme as pledged within Ministerial Priorities.
- Advocating and supporting local sports organisations and stakeholders to capture the impact and reach of their work, therefore enabling them to refine and refocus future activities and put even more compelling proposals in front of potential funders and supporters.

2024

# Strategy Implementation

## Pillar: Sports Development

### Strategic Plans and Funding

Continue to build the number of sports organisations working towards effective and realistic strategic sport plans by:

- Supporting plans to be appropriately funded and focused on growth and the targeting of under-represented groups.
- Realigning relevant and available resources into the Sport Fund.
- Aligning existing funding from Travel Grants in the creation of a wider Sport Fund, subject to additional funding being available.
- Seeking and securing additional investment for under-represented groups in sport.

### Governance

Further embed the Safe and Sustainable Sport Quality Standards introduced in 2022, and enhance the associated support, resources, and upskilling offer to enable sports organisations to more easily raise levels of governance by:

- Reviewing and updating Safe and Sustainable Sport (S&SS) framework in line with Sport England's Code of Governance (3 years since S&SS establishment).
- Embed the Quality Standards of S&SS as minimum expectations of any Jersey Sport grant distribution.

### Workforce

Continue to resource and invest in upskilling the local volunteer sport and physical activity workforce by;

- Growing our local upskilling offer in line with demand from sports.
- Continuing to grow and embed additional Tutor resource.

### Advocacy

Further raise the profile and understanding of Jersey Sport by;

- Advocating across Government of Jersey, stakeholders and external partners about the benefits and demand for greater sport and physical activity opportunities in Jersey.
- Continuing to advocate for talent pathway support to enable islanders to compete to the extent of their ability and desire.
- Advocating and supporting local sports organisations and stakeholders to capture the impact and reach of their work, enabling them to focus on new opportunities and put even more compelling proposals in front of potential funders and supporters.

### Reach

Use Jersey Sport's unique structure and positioning as an arms-length charitable organisation to support the sports sector and grow Jersey Sport's reach to influence an increasing number of sport organisations and stakeholders to achieve our outcomes by:

- Continuing to facilitate cross-sport networking opportunities to promote collaboration and sharing of resources.
- Through additional resource in the Jersey Sport Team, supporting our internal communication and marketing efforts to reach and engage more local sports organisations.
- Continuing to support a growing number of sport organisations and other key stakeholders who support our target audiences.

Continuing to develop the work of previous years with a core focus on:

- Developing strategic and sustainability plans for sports, aligned to available funding.
- Continuing to educate and enforce strong governance standards through training, support and grant requirements.
- Continuing to focus on upskilling our volunteer workforce through appropriate training, aligning of funding and supporting cross-sport efficiencies.
- Growing our reach by supporting more sports organisations and stakeholders to benefit more participants of sport and physical activity.

2025

2026

# Strategy Implementation

This section details the key performance indicators, annual objectives across the course of this strategy and the associated measures, for each of the four pillars.



## Pillar: Schools Programmes

<b>Vision</b>	<b>Every child will have the foundations to live an active life supported by an education system that places value on sport and physical activity for all members of its community.</b> (Aligned to the Governments Inspiring an Active Jersey Strategy vision for Move More Schools).	
<b>Outcomes 2023-26</b>	3. Active school cultures are embedded and continue to develop for the whole school community.	4. Children will have equitable access to high quality PE and a greater range of relevant sport, and physical activity opportunities both within the curriculum and extra-curricular provision.
<b>Measures (Reported in KPI dashboard)</b>	Number of primary and secondary schools reporting they are implementing and embedding an active schools culture which is impacting positively on physical activity rates across the school community.	<ul style="list-style-type: none"> <li>• Percentage of pupils leaving a government funded primary school who can cycle proficiently on the road (passing Level 2 Cycling).</li> <li>• Percentage of pupils leaving a Government funded primary school who attain a minimum of “developing” in the secure swimming standard.</li> <li>• Number of schools sports events delivered and/or co-ordinated by Jersey Sport for Government Funded primary and secondary schools.</li> </ul>



# Strategy Implementation

## Pillar: Schools Programmes

<p><b>2024</b></p>	<p><b>Influencing a productive Physical Education Network:</b></p> <ul style="list-style-type: none"> <li>• Formalise the Primary and Secondary Forum, encouraging appropriate governance to ensure the work of the forums is efficient and effective.</li> <li>• Utilise these forums as a vehicle for influencing meaningful curriculum reform in the area and advocating for a modern-day reflective curriculum that meets the needs of young people and the wider sporting sector.</li> </ul> <p><b>Maintain delivery that continues to develop physically literate pupils:</b></p> <ul style="list-style-type: none"> <li>• Continue to support schools who request assistance with the delivery of the Physical Education curriculum within their setting through the provision of Level Two qualified sports coaches and a robust long-term delivery plan.</li> <li>• Provide a term's worth of free access to all Government Primary schools for specialist Swimming and Dance teaching as per the curriculum requirements.</li> <li>• Continue to develop and deliver additional delivery services that compliment curriculum delivery, such as Cycle Training and Swim Safe, that provide key life-skill training to students in Primary and Secondary school environments that enables them to pursue and access life-long participation in sport and physical activity.</li> <li>• Continue to provide resources in the form of grant funding in support of schools developing active whole school cultures.</li> </ul>	<p><b>Develop a diverse and accessible school sports events programme:</b></p> <ul style="list-style-type: none"> <li>• Increase the number of students accessing opportunities to represent their school through either the introduction of new events or the amendments of current delivery/ events.</li> <li>• Begin to journey the organisation from strategic leader of this area and become more of a delivery partner with the PE forums becoming the strategic leaders and decision makers, with influence from Jersey Sport.</li> </ul>
<p><b>2025</b></p>	<p><b>Physical Education Network</b></p> <ul style="list-style-type: none"> <li>• Continue to partner with the physical education network on curriculum reform to best prepare children for lifelong enjoyment of sport and physical activity.</li> </ul> <p><b>Physically literate pupils</b></p> <ul style="list-style-type: none"> <li>• Continue to refine programme delivery to align with strategic purposes.</li> </ul>	<p><b>School Sports Events</b></p> <ul style="list-style-type: none"> <li>• Continue to grow the breadth, diversity, and quality of school sports events with primary and secondary schools.</li> <li>• Transition events from Jersey Sport to sports clubs and associations to run, once proof of concept is established.</li> </ul>
<p><b>2026</b></p>	<p><b>Key focuses in 2026 will include:</b></p> <ul style="list-style-type: none"> <li>• Review Jersey Sport involvement with the networks for physical education.</li> <li>• Continue to refine delivery and transition school sports events to sports clubs, to focus Jersey Sport efforts on growing the breadth, diversity, and quality.</li> </ul>	

# Strategy Implementation



This section details the key performance indicators, annual objectives across the course of this strategy and the associated measures, for each of the four pillars.

## Pillar: Community Engagement

<b>Vision</b>	<b>All islanders will have the opportunity to access and engage with innovative community-based sport and physical activity, embedding it in the culture of the Island as a societal norm to promote good health and well-being.</b> (Aligned directly to the Government of Jersey's Inspiring an Active Jersey Strategy - Move More People vision).
<b>Outcomes 2023-26</b>	5. Increasing participation of the least active and under-represented groups.
<b>Outcome Measures</b>	Percentage of people completing an intervention programme with Move More Jersey who report an increase in their overall physical activity levels 3 months after completion. Percentage of Move More Jersey adult participants who register for activities are from under-represented groups (female, aged over 65, from a minority nationality group, have a disability or life limiting illness). Total number of attendances at community-based programmes (Toddler Play, Holiday Programmes, Move More Jersey programmes).



# Strategy Implementation

## Pillar: Community Engagement

<p><b>2024</b></p>	<p><b>Refine participant pathways, across the life journey:</b></p> <ul style="list-style-type: none"> <li>• Re-align participant pathways to improve accessibility to Jersey Sport community programmes and produce more effective signposting to external providers, including Active and sports clubs.</li> </ul> <p><b>Redesign Move More Referral and develop Adult Community Programmes:</b></p> <ul style="list-style-type: none"> <li>• Redesign, in collaboration with key partners and stakeholders, the Move More Referral programme to better align capacity with demand.</li> <li>• Review systems to ensure efficient and effective delivery of the Adult Programmes.</li> <li>• Continue to deliver, develop, and align a broad range of assisted or volunteer-led community based physical activity opportunities or active travel programmes as Run, Walk, Swim and Cycle.</li> </ul>	<p><b>Continue to evolve Children’s Community Programmes:</b></p> <ul style="list-style-type: none"> <li>• Develop the Toddler Play programme to increase accessibility for parents of all circumstances, such as the pilot expansion into afternoon delivery.</li> <li>• Continue to re-align Children’s Holiday Camp provision with more of a sport development focus, providing accessible exposure to sport and physical activity opportunities for children of all backgrounds, partnering where possible with key stakeholders such as charities and sports associations.</li> </ul>
<p><b>2025</b></p>	<p><b>Participant pathways</b> Work with partners and stakeholders to deliver the participant pathways.</p> <p><b>Move More Referral and Adult Community Programmes</b> Implement and embed revised delivery models.</p> <p><b>Children’s Community Programmes</b> Continue to realign delivery to strategic purposes, with an emphasis on sport development and linking to sporting environments.</p>	
<p><b>2026</b></p>	<p><b>Move More Referral and Adult Community Programmes</b> Review of revised delivery models. Continue with plans for participant pathways and Children’s Community Programmes into 2026.</p>	

# Strategy Implementation



## Pillar: Jersey Sport Operations

<b>Vision</b>	A sustainable organisation with the highest operational standards and governance, relative to our size and scale.	
<b>Outcomes 2023-26</b>	6. Efficient and effective delivery of strategic outcomes, through the provision of appropriate resources, governance, insight, advocacy, and support services.	7. Highly qualified, effective, and diverse workforce supported by an environment that attracts and retains.
<b>Outcome Measures</b>	Net Promoter score of Jersey Sport services and programmes	



# Strategy Implementation

## Pillar: Jersey Sport Operations

### Governance and Strategy

Robust and relevant governance with agile strategic planning, focussed on delivering against our mission and strategic purposes. Continually improve Board effectiveness and succession plans, including embedding new directors and recruit a new Chairperson to the Board of Jersey Sport.

### General Operations and Finance

Through continued investment and sound financial planning.

- Introduce a Fundraising and Enterprise Strategy with a dedicated resource to deliver it.
- Continue to improve the financial security of the organisation through a staffing structure review and sound financial planning.
- Continue to satisfy audit requirements and complete a timely audit.
- Design and procure the systems required to deliver strategic outcomes.
- Continue to review, refresh, and embed policies and procedures across all areas, ensuring practices are safe, appropriate, and consistent.
- Streamline stakeholder management processes to maximise the impact from partnerships.

### Marketing and Communications

Delivery of targeted Strategic Marketing and Communications Plans, to advocate, raise awareness and increase participation in sport and physical activity in Jersey and raise positive awareness of Jersey Sport amongst key stakeholders.

- To amplify and sustain the passion and drive our employees hold by implementing Internal Communications Plans.
- To increase awareness of and participation in our programmes through targeted, integrated marketing and communications activity focused on behavioural change and removing barriers to entry amongst key target audiences.
- To deliver targeted marketing and communications activity supporting the strategic purpose to build a safe, sustainable, inclusive sporting community, and increase participation in sport.
- Deliver a targeted PR Plan, engaging with local media and key stakeholders to advocate and raise awareness of Jersey Sport's mission, delivery and services.

### People

Continue to raise standards in people related matters, for staff and volunteers.

- Embed policies and procedures developed in 2023, ensuring a positive experience for staff and volunteers for their whole journey with Jersey Sport.
- Procure and prepare appropriate systems to support effective and efficient HR and stakeholder management.
- Focus on people development plans and continual upskilling for our people in support of achieving the Jersey Sport mission.
- Continue to promote career opportunities in the sector by providing quality work placement opportunities.

### **The Government of Jersey's review of sport in Jersey is due in October 2023 and Jersey Sport will respond to this review by:**

- Digest recommendations of the report and work in partnership with the Government of Jersey and other key stakeholders to formulate associated plans and/ or implementation of recommendations.
- Reshape (as necessary) and define the position of Jersey Sport, in partnership with the Government of Jersey.

2024

# Strategy Implementation

## Pillar: Jersey Sport Operations

<b>2025</b>	<p><b>Governance and Strategy</b></p> <p>With the Government of Jersey's review of sport being digested in 2024, 2025 will see the implementation of revised plans by:</p> <ul style="list-style-type: none"><li>• Implementing a refreshed Jersey Sport four-year strategic plan, aligned to agreed outcomes of the review and wider context at the time.</li></ul> <p><b>Marketing and Communications</b></p> <ul style="list-style-type: none"><li>• Reinforcing messaging and corporate communications related to Jersey Sport's direction and purpose, as defined through 2024.</li><li>• Targeted fundraising, enterprising and partnerships following the introduction of a fundraising and enterprise strategy in 2024.</li></ul>	<p><b>General Operations and Finance</b></p> <ul style="list-style-type: none"><li>• Implementation of effective systems required to succeed, following 2024 reviews.</li><li>• Continued investment and sound financial planning.</li><li>• Initial delivery of fundraising and enterprising strategy.</li></ul> <p><b>People</b></p> <ul style="list-style-type: none"><li>• Having procured appropriate systems, implement and embed them to support effective and efficient HR and stakeholder management.</li><li>• Further develop people development plans and continual upskilling of our people in support of achieving the Jersey Sport mission.</li></ul>
<b>2026</b>	<p>2026 will see continued development of organisational strategy and governance.</p> <p>The fundraising strategy will be in operation with outcomes being delivered and non-Government of Jersey income generation rising.</p>	



# GET INVOLVED

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