

# Governance

### Where are we now?

There are some outstanding organisations that deliver high-quality sports to our community in Guernsey. Tradition plays a huge part in why certain sporting organisations exist now, but their operation can be open to significant challenge in some areas.

Currently there is a vast difference in how sports are experienced, for children & young people, adult participants and volunteers. Sports clubs differ hugely in their governance and their safeguarding practice. Some clubs are better funded, have support of a National Governing Body and have a big volunteer workforce, whereas some lack in all of those areas.

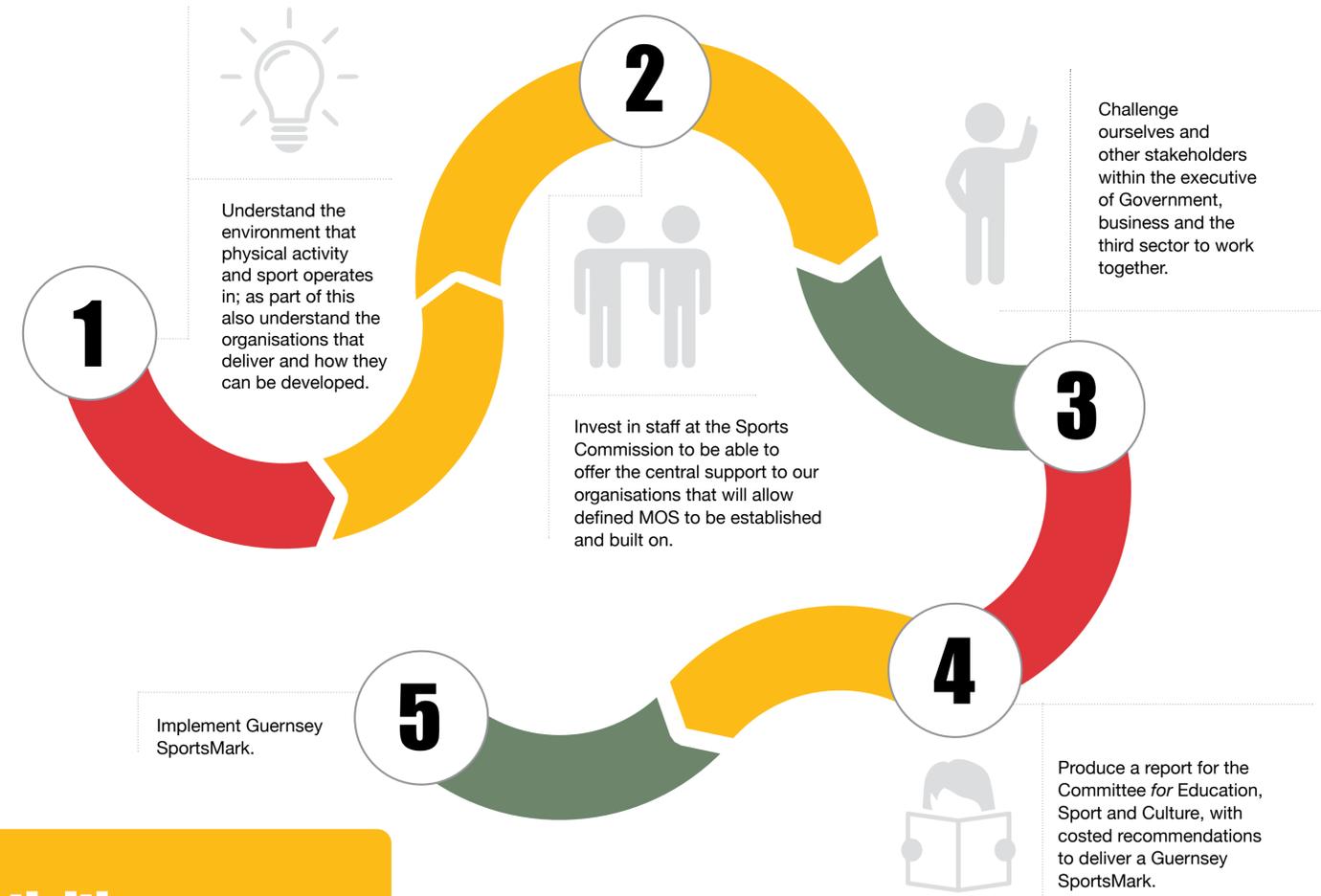
Not all sports understand where they fit into the overall sports and physical activity pathway. We must support sports organisations to work collaboratively and help them fulfil the part they can play in delivering wider strategic benefits to the island. There is a need for leadership and central support from the Sports Commission to help sports achieve this.

### Where are we trying to get to?

In five years' time we should be able to measure the success of Guernsey sports organisations in terms of defined minimum operating standards. We will introduce SportsMark, an accreditation scheme which will focus on good governance and safeguarding. A sports club achieving SportsMark will show that they are a safe, rewarding and fulfilling place for participants of all ages as well as help parents and carers know that they're choosing the right club for their young people.

During the next five years we will help sports organisations to understand why they exist and how they fit into the overall sports pathway that extends from children in their early years through to mature adults.

# What do we need to do?



## Recent Actions and Activities

- ✓ SportsMark plan approved by Committee for Education, Sport & Culture and endorsed by Island Safeguarding Children Partnership
- ✓ Raising awareness and improving practice around safeguarding in sport
- ✓ Developing and implementing sports development plans
- ✓ Mentoring development officers

## Impact

- ✓ Making sport safer
- ✓ Increasing the number of volunteers who want to be involved with sport
- ✓ Individual sports understand their role and have a plan for the future development of their sport



### Inclusion

#### Where are we now?

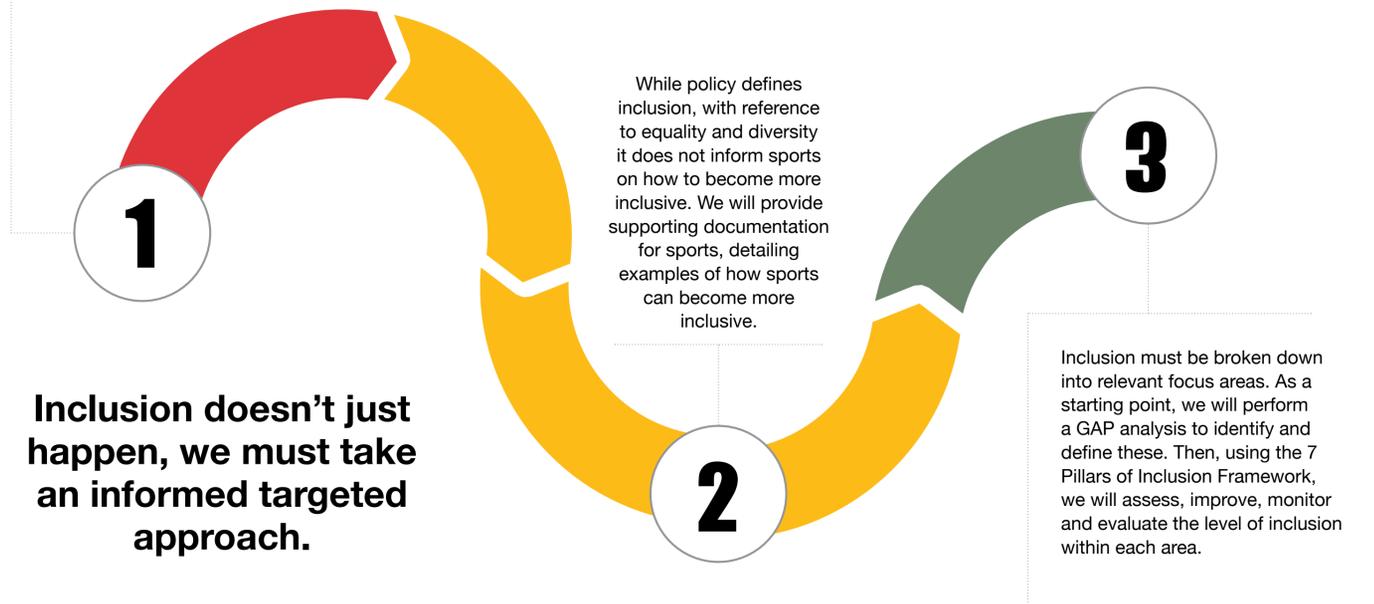
The diversity within Guernsey sport is not a true reflection of our population, meaning that it is not inclusive. Great change can be made when people and organisations work together. While there are a large number of charities and organisations available to support individuals and groups in Guernsey, very few work together despite having a common agenda. We must develop effective communication and a joined up approach, working together to make Guernsey sport more inclusive than it currently is.

#### Where are we trying to get to?

An inclusion policy for Guernsey sport must be developed to provide a clear direction for sports provision on the island. Policy helps to define the inclusion agenda, helping to strengthen and develop partnerships between organisations. Acting as the catalyst for change, policy can assist in the dialog surrounding inclusion and reduces the gap between 'intention' and 'action'. Participation data combined with the identification of barriers to participation will ensure that issues surrounding access, communication, choice and opportunity can be addressed. Using a step-by-step approach to inclusion will help us identify key areas where resources can be focused, allowing us to make a meaningful impact.

### What do we need to do?

We will develop our own inclusion policy and then support clubs to produce theirs, reflecting the rules and regulations of each sport. Policy will act as a catalyst for change, encouraging sports to reflect, problem solve and address sport specific barriers to participation.



**Disability Sport**  
– focus on fun and social interaction



**Open Activity**  
– minimum to no adaptation



**Modified Activity**  
– same game but rules, equipment or playing area is adapted (S.T.E.P)



**Non-playing Activity**  
– everyone has a role within sport



**Specific Activity**  
– sport specific to people with impairments (reverse integration) or practice individually



**Parallel Activity**  
– common theme but follow individual's own pace and level



### Recent Actions and Activities

- ✓ Completion of Inclusion Policy template
- ✓ GSC Inclusion Policy launched January 2020
- ✓ Currently developing a 'How to become inclusive' document for sports
- ✓ Currently developing information on how to reframe competition so that it is not purely measured by one outcome and becomes a barrier in itself

### Impact

- ✓ Sports increasingly aware of how to deliver inclusive competition.
- ✓ Identifying and overcoming barriers for specific individuals.

# School Sport and Physical Activity Partnership

### Where are we now?

The Guernsey Sports Commission now has the necessary resource to begin fulfilling its ambitions in relation to developing a physically literate primary aged population. The GSC is going through the process of transitioning its staff's philosophy and skills to enable them to move from their previous model of practice where staff deliver largely in the absence of teacher involvement to its future model of co-delivery and active teacher involvement.

We have also instigated a piece of work to understand how we can work with the secondary schools to coordinate our offer in the future.

### Where are we trying to get to?

We believe Guernsey has the opportunity to provide a world leading experience of physical activity, PE and sport for school aged children and young people within the Bailiwick.

# What do we need to do?



## Recent Actions and Activities

- ✓ All recommendations have now been implemented following the 2018 review of primary school offer
- ✓ GSC Staff trained to deliver PE specific qualifications to teachers and SDOs.
- ✓ Contributing to gross motor skill development through intervention groups
- ✓ Active Literacy
- ✓ Teacher development
- ✓ Identifying children in need of further support

## Impact

- ✓ Improved competence and confidence of primary school teachers to deliver PE
- ✓ La Mare de Carteret Primary School awarded AfPE quality mark
- ✓ Enhanced experience of sport and physical activity for children in school and increasing access to sport outside of school
- ✓ Solving basic everyday issues for schools from signposting to better organising PE cupboards



### Community Sports

#### Where are we now?

The Guernsey Sports Commission runs a variety of community programmes and events aimed at getting the community involved in sport. We deliver Street Sports, a free doorstep sports programme for 6-18 year olds that runs 50 weeks of the year. On Your Marks is our low-cost holiday programme (£1/hour) for 2-16 year olds. We also run a range of events such as an annual Family Fun day, the Specsavers Youth Games and the M&S Girls Convention. All of these are aimed at increasing participation at grassroots level.

We work with sports clubs and community groups to ensure that sport is engaging with everyone in Guernsey, and offer support where we can.

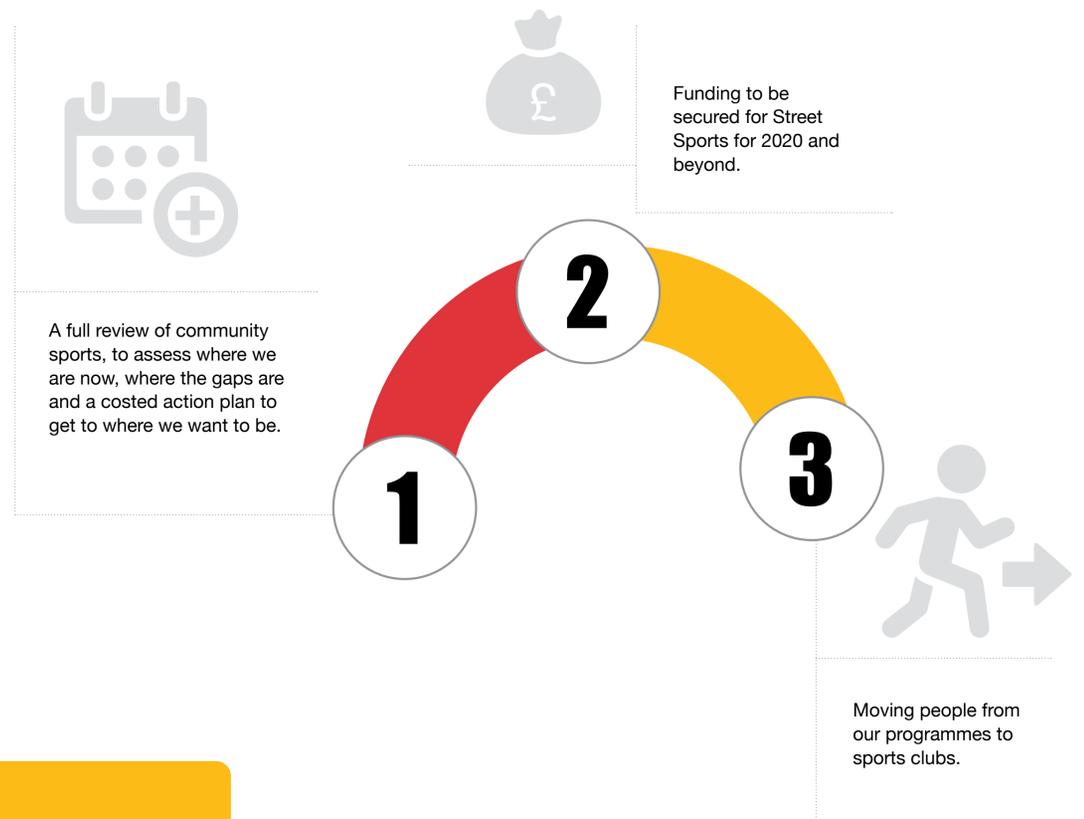
#### Where are we trying to get to?

We want to build a stronger, happier, healthier & safer community. We want sport to have a meaningful impact in our community and for it to build a sense of belonging and community pride. Sport for sports sake, as well as a vehicle for inclusion, life skills and improving health & wellbeing.

Over the next five years we will focus investment in targeted groups to overcome the specific barriers that they face.

We aim to ensure that everyone can access sports opportunities, and that those experiences are positive. We will work to inspire children, young people and adults to join in with sport and physical activity, integrate them into our member sports clubs and sign post to other physical activity community provisions.

### What do we need to do?



### Recent Actions and Activities

- ✓ Currently undergoing a full review of community sports
- ✓ Continuing to deliver Street Sports 3 times a week, 50 weeks a year
- ✓ Over 400 children have accessed our On Your Marks holiday programme over the last year
- ✓ Community Sports Staff trained in Multi-skills, ACE's & Challenging Behaviour
- ✓ Continuing to work with statutory and voluntary agencies to support children & young people

### Impact

- ✓ Stronger, happier, healthier & safer community
- ✓ 200+ children & young people have accessed sports/physical activity that aren't members of a sports club
- ✓ Children & young people are more aware of the sports opportunities available to them.

# Workforce Development

### Where are we now?

The Guernsey sporting workforce is in some places very healthy, and in others in need of significant support. Some sports have benefitted from their affiliation to National Governing Bodies and the resulting educational support that flows from them. For others, funding, time and a lack of understanding, results in them not accessing workforce development programmes. The impact is a workforce lacking expertise and not meeting minimum operating standards and qualifications.

Sport England has released its updated Workforce Development Plan which provides sport in Guernsey with some clear guidance and ideas as to how to move forwards.

### Where do we want to be?

Our aim is to ensure that our workforce, both professional and voluntary, is knowledgeable and feels confident, valued and supported. We want to develop a workforce that exceeds the minimum standards of the UK and is able to play its role in delivering on the SoG Plan for Sport and the outcomes it will generate. We want our workforce to be world leading in its effectiveness.

# What do we need to do?



## Recent Actions and Activities

- ✓ Approved as a UK Coaching Delivery Centre
- ✓ Enhanced provision of CPD for development officers and GSC staff
- ✓ Training and mentoring provided to teachers
- ✓ All sports development officers and GSC staff now exceeding minimum standards of qualifications to work in schools

## Impact

- ✓ Increased access to coaching qualifications previously not available in Guernsey at a reduced cost and with a more flexible approach
- ✓ More qualified and motivated workforce with up to date industry standard qualifications
- ✓ Improved experience for people participating in sport'

# Guernsey Institute of Sport

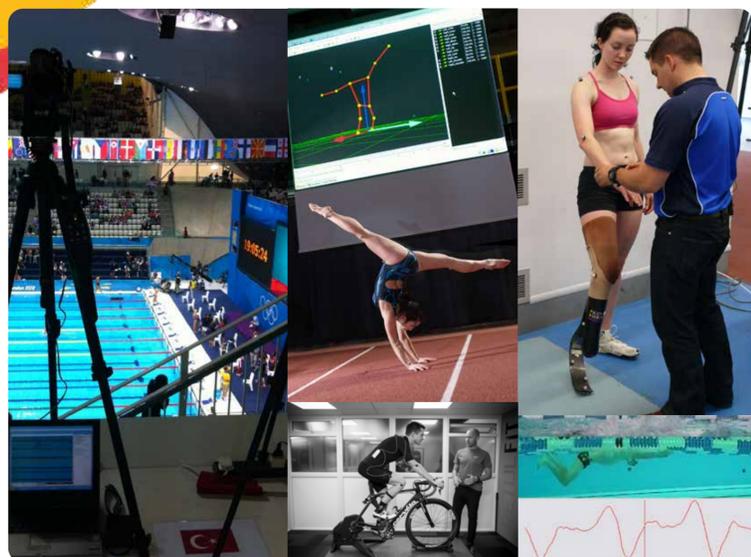
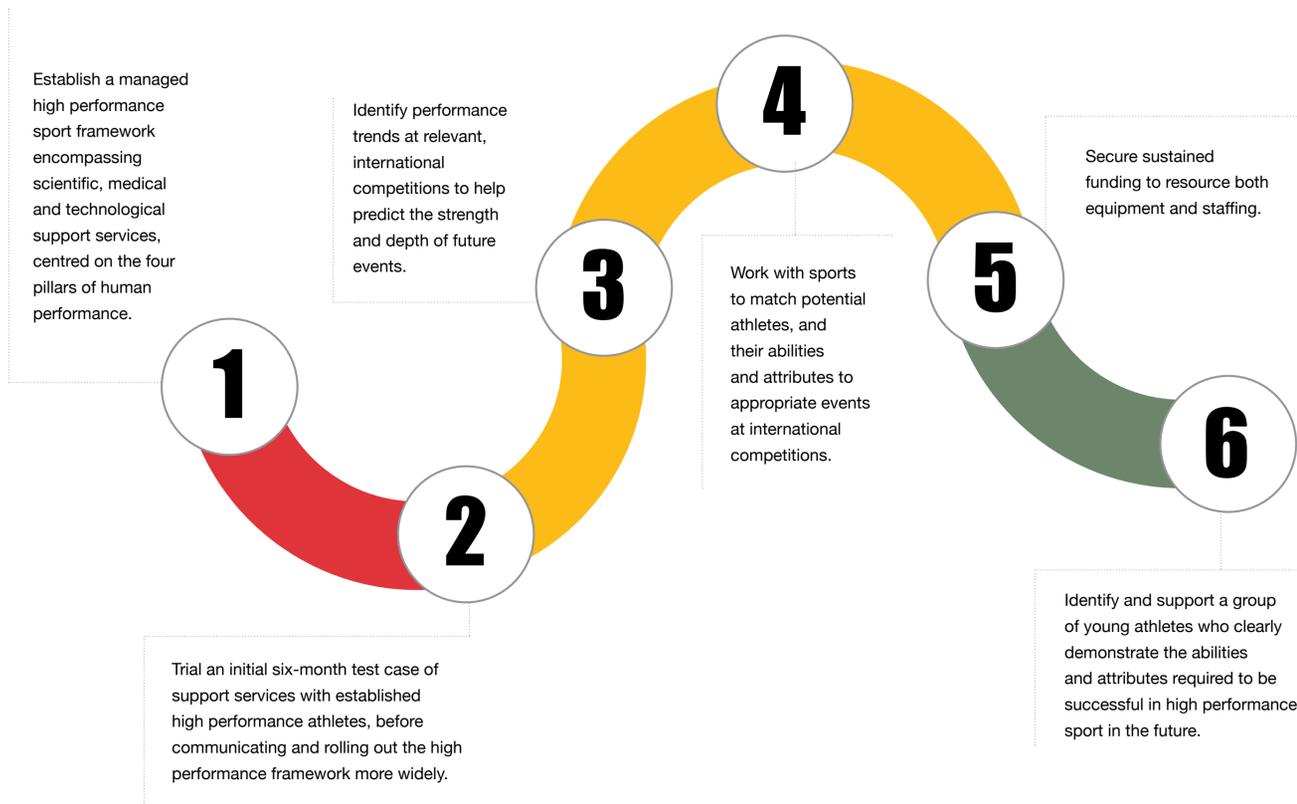
## Where are we now?

Recent Guernsey athlete success has mostly been sporadic in nature and can be attributed to an individual's abilities and attributes, rather than a result of any systematic high performance pathway or programme. Since the 1980s, many western countries have established 'institutes of sport' to support athletes and their coaches to continually improve performance through the expert delivery of science, medicine and technology. Such delivery typically focuses on maximising competition performance, preventing and recovering from injury, identifying talent, enhancing physical and mental health and well-being, and supporting athletes transitioning into new careers following retirement. Guernsey currently lacks an effective high performance sport approach; something that is needed to establish a mechanism for sustained sporting success. A centralised Guernsey Institute of Sport supported by the Guernsey Sports Commission would add value to sports that have high performance aspirations, helping them to improve and achieve their aims.

## Where do we want to be?

We want to establish, embed and continually enhance a sustainable high performance sport framework and an approach to support service delivery that inspires and mentors, which will equip athletes with key attributes in sport and life and that will help produce a medallist at a future Commonwealth Games.

# What do we need to do?



## Recent Actions and Activities

- ✓ Establishing the operational framework for the delivery of support services
- ✓ Piloting a number of test cases with a select group of individual performers
- ✓ Analysing performance trends at Island Games and Commonwealth Games
- ✓ Developing stakeholder relationships within and around specific sports

## Impact

- ✓ Improved evidence base to understand performance requirements at international competitions
- ✓ Functional and sport specific needs identified for specific individuals
- ✓ Improved relationships between the service providers and the performers, their coaches, sports and educational institutions



## Facilities

### Where are we now?

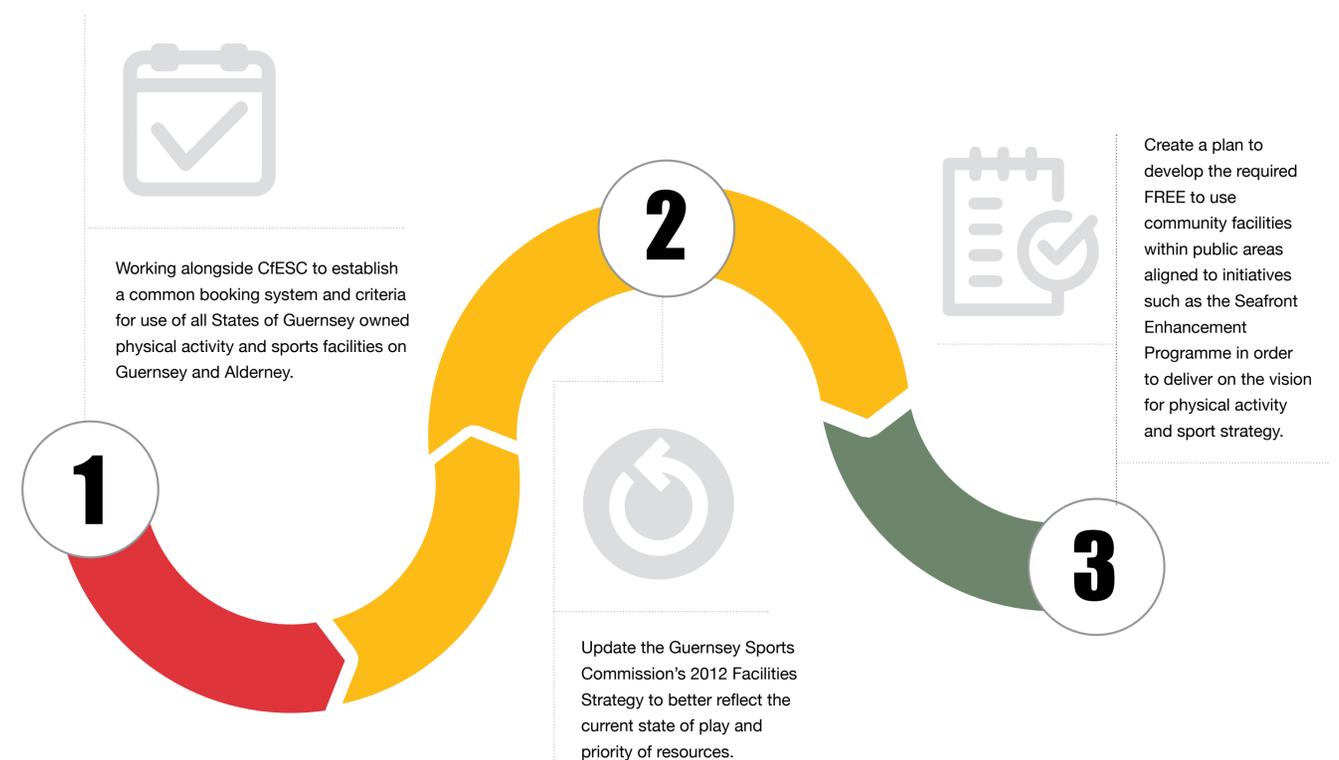
The Guernsey Sports Commission recognises that the island is well served by its current facilities which are on the whole well used. There is however an increasing need to improve elements of this usage and further develop sports facilities in partnership with landlords, sports and the States of Guernsey. This needs to be done whilst simultaneously keeping a focus on maintenance and regeneration of existing facilities and developing some new facilities for specific sports groups.

Areas for improvement exist around the booking and availability and policy for use of States of Guernsey owned facilities, the ongoing maintenance of some facilities and the exclusive nature of some facilities.

### Where are we trying to get to?

We want to ensure that Guernsey's vision for sport is underpinned by the best possible facilities that are accessible to all. We need to ensure that these facilities are well maintained, sustainable and future proofed as far as is reasonable with all sports having a 'home'.

## What do we need to do?



### Recent Actions and Activities

- ✓ Working alongside CfESC to develop efficient and joined up approach to all CfESC sport and physical activity facilities
- ✓ Progress with maintaining and establishing a home for every sport in the island

### Impact

- ✓ Improved access to Beau Sejour for town based schools
- ✓ Improved access for some member sports to secondary school sites
- ✓ Up to date facilities for the community and member sports

# Grants, Loans and Funding

## Where are we now?

The current funding arrangements are not fit for purpose and there is clear evidence to suggest that the cost of taking part in physical activity and sport is preventing some socio-economic groups from accessing the provision in Guernsey. Also, the cost of travel and some sport specific services is preventing some highly able people from fulfilling their potential.

Through the States of Guernsey, via the Sports Commission, existing grants are available for;

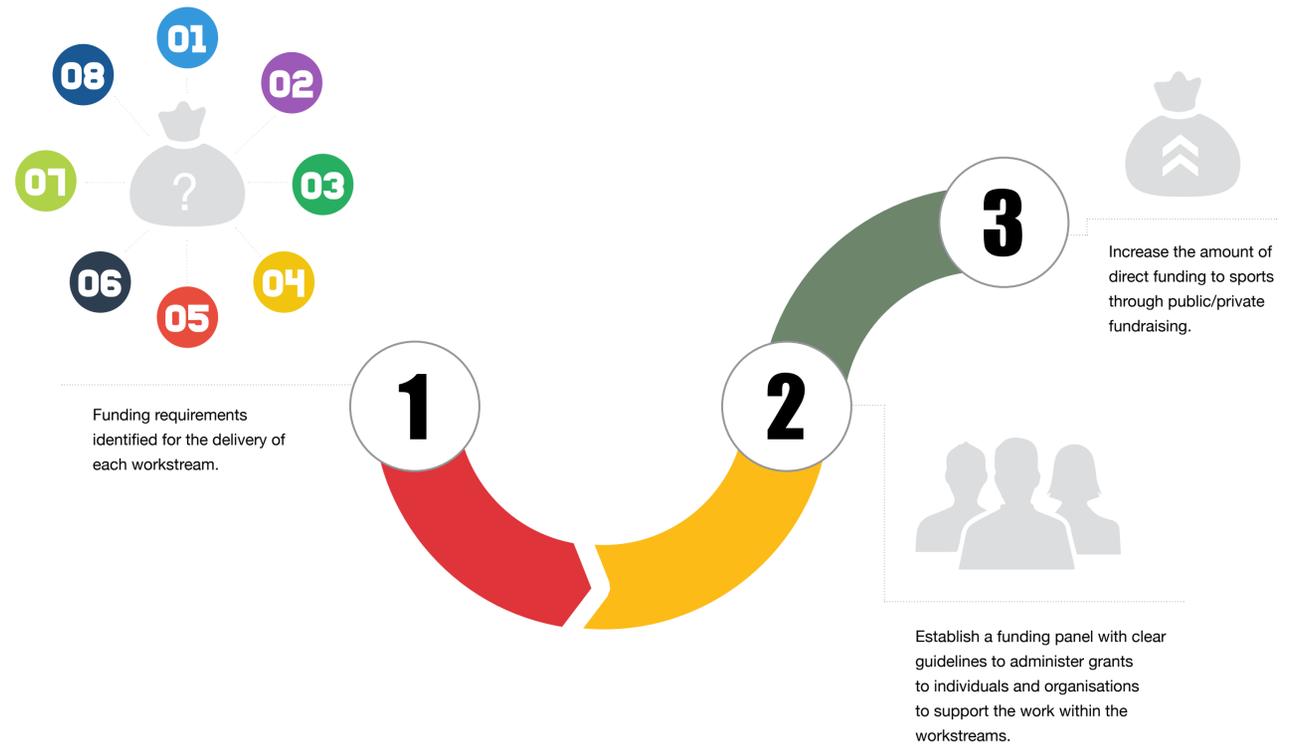
- ✓ Coaching (A1 and A2)
- ✓ U18 Representative Sport (B2)
- ✓ Junior – Adult Performance Sport, off Island travel (B3)
- ✓ Sports Development Officers

Those who access these grants do so with mixed effectiveness. There is an overwhelming lack of cash funding available for local sport, despite a good, yet reducing amount of money going direct to sports from the private sector.

## Where are we trying to get to?

There is a great opportunity to target funding direct to sports and individuals in order to support the development of a healthy, active and successful Guernsey. We want to see sports able to deliver their development plans and individuals able to fulfil their potential through a coordinated funding scheme bringing together private, public and third sector money.

# What do we need to do?



## Recent Actions and Activities

- ✓ Expanded club of sponsors
- ✓ Fully costed action plan in support of SoG Plan for Sport

## Impact

- ✓ Increased ability to deliver on Guernsey Sports Commission aims to benefit the whole community



## Case Study 1 – Working in Primary Schools

The Guernsey Sports Commission has transitioned to its new model of staff being based in schools. Using an evidence-based approach, staff are working to fulfil the following objectives:

- ✓ Upskill teachers and develop curriculum content
- ✓ Gain greater intelligence and understanding of schools' and pupils' needs
- ✓ Wider and targeted provision of after school clubs
- ✓ Provide interventions to support the development of individuals or small groups
- ✓ Act as the face of sport in each school

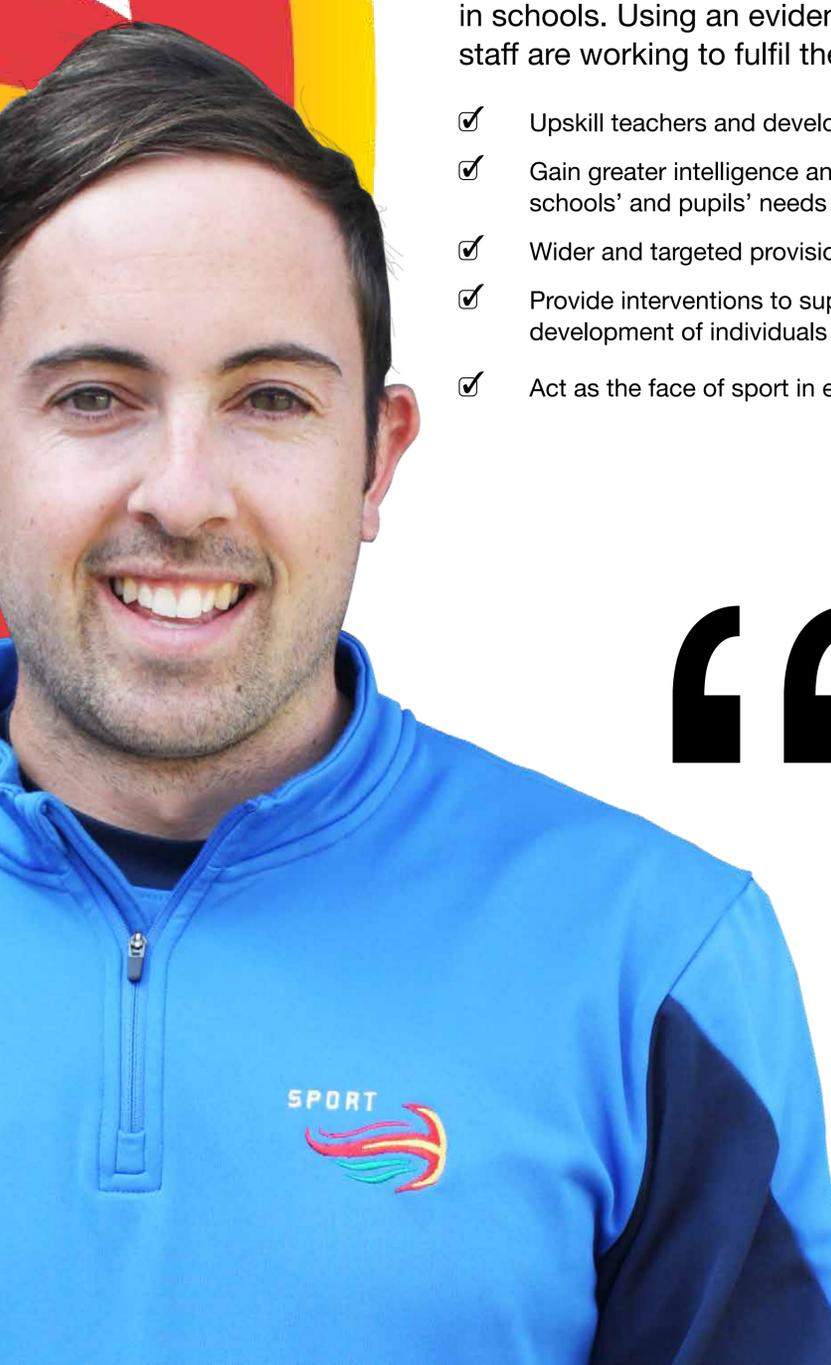
Ollie Dowding has completed a year at La Mare de Carteret Primary working alongside Headteacher, Kim Hutchison and PE coordinator Becky Hubbard. In a typical week Ollie's work will see him:

- ✓ Planning and co-delivering curriculum time PE lessons with teachers who are asking for support
- ✓ Developing and maintaining information regarding activities children take part in at school and outside of school
- ✓ Providing after school clubs for children and supporting school sports teams
- ✓ Working with children who have very specific needs

The impact of Ollie being based at La Mare de Carteret Primary has resulted in a wide ranging series of benefits. He has played his part on behalf of the Sports Commission in supporting the school to be awarded the Association for Physical Education (AfPE) Quality Mark, with distinction.

- ✓ Teachers are further developing their confidence and competence to deliver PE as well as accessing up to date research
- ✓ Children who might otherwise find engaging with PE extremely challenging are receiving greater support
- ✓ The school received the AfPE Quality Mark which validated the approach taken by the school and how it is making the most of our support
- ✓ Ollie has benefitted from the opportunity to learn from other professionals working in schools
- ✓ Improved communication between sports, schools and staff
- ✓ The school has reported greater 'purpose' to lessons delivered by sports development officers

“As a school we strongly believe in providing the children with as many opportunities as possible to be both physically and mentally healthy’. Kim Hutchison, Headteacher





Guernsey Sports Commission

## Your Champions in Sport | 5-Year Action Plan 2020-2024

One of the areas where the Guernsey Sports Commission is aiming to have an impact is on those children, who for a variety of reasons, find it difficult to engage in PE and sport at school or outside of school. We want to ensure there is a pathway to allow children to have a positive experience of sport and physical activity in school and ensure they are supported to access community clubs outside of school.

Here are two examples of different types of interventions led by Sports Commission staff.



Steph Batiste

Kerri Brown

### 1. Supporting a Child to Join a Community Sports Club

– Steph Batiste

A child was being supported by other services in relation to school. She had indicated her love of a specific sport and that she would love to have a go at it at a club. There were a number of barriers that included a lack of parental support, finance and anxiety relating to joining and attending a club for the first time.

Being involved in a club is particularly important for children who may have Adverse Childhood Experiences (ACEs). Being part of a sports club has shown to be one of the few protective factors in mitigating the impact of childhood trauma.

A meeting was arranged between one professional working with the child and Steph to discuss and agree an approach. The outcome was to organise a visit to see the child at home and speak to the parent. At this meeting the professional and Steph were able to meet the parent in an environment in which they were comfortable and speak to the child and help them understand what needed to be done in order for her to attend the club she had identified.

It was agreed that the Sports Commission would fund the place through money from private sponsors and that Steph would walk her from her house to the club and stay with her through the session to provide reassurance as well as then walking her home. The professional worked with Steph to help the child to become more independent so as not to require that support on an ongoing basis.

To date the child is still attending that sport and taking herself to the club independently and doing really well. Steph goes with her every other week and will continue to reduce her involvement. The Guernsey Sports Commission continues to fund the place and is exploring how we can continue to help more children like this.

### 2. Supporting Children to Improve their Co-Ordination

– Kerri Brown

Children who have not developed a number of key physical competencies will find it hard to access the sport and physical activities the Island has to offer. This can also impact on their academic success through reducing their ability to concentrate and slowing the development of their handwriting which is linked to shoulder strength in particular.

As little as 20 minutes, three times a week over a relative short period of time, can start to result in significant improvements in gross and fine motor skill development. A previous intervention run across schools that drew on an evidence base was identified as appropriate for Sports Commission staff to begin delivering.

Teachers at the school identified a group of children that would benefit from this sort of intervention. A year 6 child who was disengaged with school was also identified as requiring 1 to 1 support.

Kerri set about planning and delivering a motor skills intervention informed by a previous model used by Education Services as part of a project called Functional Learning Needs that was coordinated by the Educational Psychology Service. Kerri also worked 1 to 1 with the individual child over a period of weeks to develop confidence and then used the child as an assistant coach with the group, to further develop the child's leadership skills.

The child that was previously disengaged has already reported "I can't wait until Tuesday", the day they work with Kerri, and that "I love working with younger children". The intervention group are making steady progress in terms of their coordination, strength and balance. Term 2 is carrying on as children are developing and enjoying the sessions. One of the participants from the intervention group went from not wanting to join in PE to fully engaging with the subject.