



Guernsey Sports Commission

Your Champions in Sport

5-Year Action Plan 2020-2024





Steve Sharman and Jodie Loveridge were unavailable for the photograph





FOREWORD

By Jon Ravenscroft (Chairman)

As chairman of the Guernsey Sports Commission, I am delighted that we are now in a position to share our aims and objectives for the future.

There is no doubt that the Guernsey Sports Commission has achieved an extraordinary amount with a limited budget thanks to the dedication and enthusiasm of so many under the stewardship of Graham Chester and past chairmen. Indeed, I wouldn't have agreed to become chairman had it not been for the energy and commitment of the team to do their best for the health and wellbeing of those living in the Bailiwick.

I've had a lifelong passion for sport both as a player in my younger days and as a Dad on the sidelines. It brings so many benefits, both mental and physical, and has the ability to change lives. Having lived in Guernsey most of my life, I now want to do what I can by committing time and financial support and utilising a wide network of personal and business contacts to ensure that as many islanders as possible have the chance to try sport. The Guernsey Sports Commission exists to encourage thousands of people across the islands to be more active and support those who have the talent to excel.

In June 2018, it was announced that the future of our work within primary schools, which had been run and funded by the Guernsey Sports Commission, had been secured following a commitment from the Committee for Education, Sport & Culture to provide £200,000 a year to the initiative.

That commitment enabled the Guernsey Sports Commission to push ahead with its exciting plans for the future and direct funding, which comes from islanders who expect no publicity but who like me, firmly believe in the value of the commission, to other areas and initiatives which are detailed in this Future Areas and Actions document.

It is a privilege for me to be the chair as the Guernsey Sports Commission looks to the future and lays out its plans. I want to thank each and every member of the team for their unwavering support and commitment; with your dedication, energy and enthusiasm, we can ensure that more and more islanders have increasing access to sport and all of the pleasure and benefits it brings.





Guernsey Sports Commission

Our Vision

We believe that everyone in Guernsey should have the opportunity and support to participate* and compete, and fulfil their potential no matter what their background, age, or level of ability in a safe and supportive environment.

Everything we do at the Sports Commission, including our eight Core Work Streams, can be linked back to the delivery of our Vision.

Our role is to lead, represent and be a champion for sport in Guernsey, which plays a vital role in our cultural, economic and individual lives.

*Participation refers to playing for fun, volunteering, officiating, coaching or administering.

How

The Guernsey Sports Commission will achieve its vision through working with key stakeholders across all parts of the community, its member sports, the civil service, third sector and private sector. Specifically it will focus on a number of simple and straight forward objectives that are aligned to eight key work streams within sport.

The Commission will be a source of on-Island expertise bringing the most experienced local professionals under its umbrella, and utilising their expertise to develop the Island's provision, and support for physical activity and sport on the Island.

We will work closely with the States of Guernsey to deliver our responsibilities as delegated within the Plan for Sport. The Commission will be a model of good practice from the activities it delivers face to face in the community through to the way in which it is governed and interacts with those that it represents.



Our role is to lead, represent and be a champion for sport in Guernsey

01

Leadership and Governance

Setting the agenda and supporting our member sports to be effectively led, run safely and financially sound.

SportsMark

Providing a kite mark for all our member sport provisions.

02

Inclusion

Helping Guernsey offer a broad range of sports options catering for people of all ages, abilities and backgrounds, in the most appropriate manner possible.

03

School Physical Activity and Sport Partnership

In partnership with the Health Improvement Commission (HIC), schools and sports, developing the necessary physical and psycho-social attributes in children to enjoy physical activity and sport throughout their lives across early years, primary and secondary education.

04

Community Sports

Inspiring children, young people and adults to join in with sport, integrating them into our member sports clubs and sign posting to other physical activity community provisions.

08

Grants and Funding

Direct grants within the core work streams to support delivery of specific aims and objectives and seed funding (or match funding) partner/member sport programmes.

Core Work Streams

07

Facilities

Supporting our local community to develop the sporting facilities it requires and ensure they are used effectively and efficiently.

06

Guernsey Institute of Sport

Applying a structured high performance sport framework to systematically support and optimise the potential of Guernsey athletes in order that they can achieve success at the highest levels of sport.

05

Workforce Development

Developing a qualified, well trained and effective workforce, both voluntary and professional, that supports our member sports to deliver an inclusive provision.



Working Better Together

- Links to Other Key Strategies

The Guernsey Sports Commission does not operate in isolation. If we are to be successful in delivering our eight Core Work Streams we must work together with others including the States of Guernsey, sports clubs and organisations, schools and the wider community. We will work in partnership with the Health Improvement Commission to ensure physical activity and sport for all.

We play our part in delivering the policy priorities of the States of Guernsey, particularly the the Plan for Sport, Health & Wellbeing Strategy, Healthy Weight Strategy, the Children and Young People’s Plan and the Disability and Inclusion Strategy.

Specific areas where we feel we can contribute include:

Supporting the aims of the Health Improvement Commission, especially improving population health and addressing health inequalities

Supporting the Healthy Weight Strategy, especially making active lifestyle choices easier and normalising an active lifestyle for adults and children

Supporting the Children & Young People’s Plan and its four priority outcomes to ensure that all children and young people are

Safe and Nurtured

Achieve Individual and Economic Potential

Healthy & Active

Included and Respected

Supporting the aims of the Plan for Sport



“

We look forward to the publication of the Plan for Sport and playing our part in delivering its aims and objectives.

Governance

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Inclusion and
Barriers to
Participation

School Physical
Activity and
Sport Partnership

Community
Sports

Workforce
Development

Guernsey
Institute of Sport

Facilities

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Funding

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?

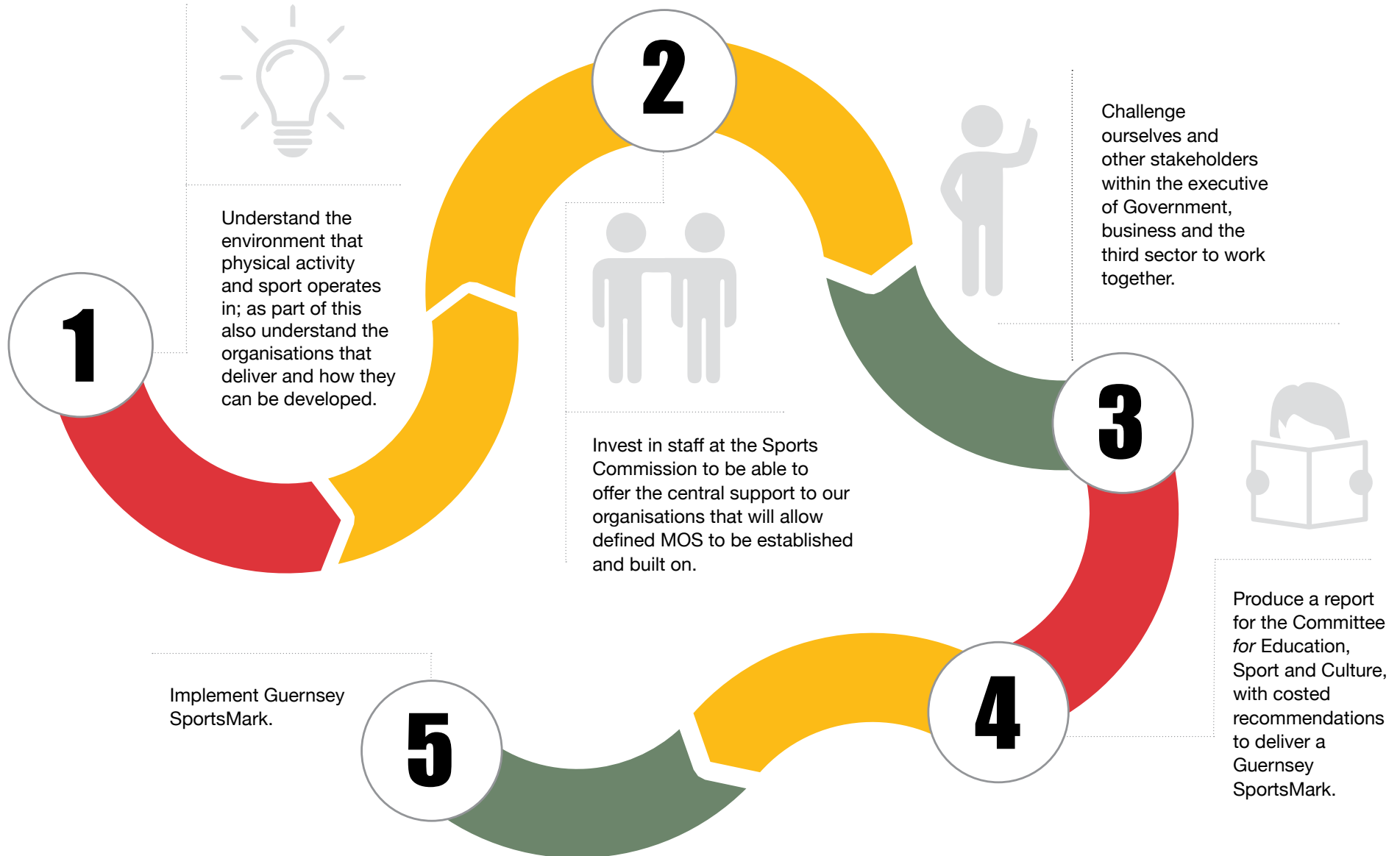
In five years' time we should be able to measure the success of Guernsey sports organisations in terms of defined minimum operating standards. We will introduce SportsMark, an accreditation scheme which will focus on good governance and safeguarding. A sports club achieving SportsMark will show that 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.



During the next five years we will help sports organisations to understand why they exist and how they fit into the overall sports pathway...

What do we need to do?



Inclusion

Governance

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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.



An inclusion policy for Guernsey sport must be developed to provide a clear direction for sports provision on the island.

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.

1

Inclusion doesn't just happen, we must take an informed targeted approach.

While policy defines inclusion, with reference to equality and diversity it does not inform sports on how to become more inclusive. We will provide supporting documentation for sports, detailing examples of how sports can become more inclusive.

2

3

Inclusion must be broken down into relevant focus areas. As a starting point, we will perform a GAP analysis to identify and define these. Then, using the 7 Pillars of Inclusion Framework, we will assess, improve, monitor and evaluate the level of inclusion within each area.

School Sport and Physical Activity Partnership

- Governance
- Inclusion and Barriers to Participation
- School Physical Activity and Sport Partnership**
- Community Sports
- Workforce Development
- Guernsey Institute of Sport
- Facilities
- Grants and Funding

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 young people within the Bailiwick.

We aim to help develop

- Our part in delivering the four outcomes of the Children and Young People's Plan, specifically 'Healthy and Active'
- Effective co-working between schools, sports and the Commission
- A physically literate school population
- A highly skilled, qualified and motivated workforce to support schools
- A high level of teacher confidence and competence in delivering outstanding physical education experiences for young people aligned to the Big Picture Curriculum
- Managed transition for young people from enjoying sport and physical activity in school to taking part outside of school
- The ability to collect and act on relevant data quickly and efficiently
- An inclusive and sustainable competition framework for children from Years 5 – 13

What do we need to do?

1

Broaden our physical activity and sport provision for young people aged between 12 and 18 with clear next steps to shape how schools, sports and the Sports Commission work collaboratively going forwards.

2

Development of Sports Commission staff and those currently delivering within schools.

3

Implementation of an observation framework for coaches working in schools.

4

Central registry of coaches meeting the required standards and with the necessary qualifications and checks to work in schools.

5

Assessment of current knowledge of primary school teaching workforce.

6

Capturing of intelligence on schools and pupils to guide intervention and future provision.

7

Fundamental Movement Skills and Sport Specific Skills assessment / observation framework for all school aged pupils

8

Support the establishment of an inclusive school competition programme from Key Stage 2 through to Key Stage 4.

Community Sports

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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.



We want sport to have a meaningful impact in our community and for it to build a sense of belonging and community pride.

What do we need to do?



A full review of community sports, to assess where we are now, where the gaps are and a costed action plan to get to where we want to be.

1

2

3



Funding to be secured for Street Sports for 2020 and beyond.

Moving people from our programmes to sports clubs.



Workforce Development

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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 benefited 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.



Our aim is to ensure that our workforce, both professional and voluntary, feels confident, valued and supported.

What do we need to do?



Establishing the Sports Commission as a delivery centre for UK Coaching and equipped to provide, directly or indirectly, the required qualifications not offered by sports in the Island.



A sport by sport needs analysis of its workforce.



Ensuring all sports have suitably qualified and trained coaches, officials and officers in line with or above UK minimum standards and conforming to SportsMark.



Collaborate with tertiary providers and university partners to establish a BSc Coaching Science Degree



Promote the value of volunteering and the opportunities to pursue a career within sport.

Guernsey Institute of Sport

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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.



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...



What do we need to do?

Establish a managed high performance sport framework encompassing scientific, medical and technological support services, centred on the four pillars of human performance.

1

Identify performance trends at relevant, international competitions to help predict the strength and depth of future events.

3

4

Work with sports to match potential athletes, and their abilities and attributes to appropriate events at international competitions.

5

Secure sustained funding to resource both equipment and staffing.

6

Identify and support a group of young athletes who clearly demonstrate the abilities and attributes required to be successful in high performance sport in the future.

2

Trial an initial six-month test case of support services with established high performance athletes, before communicating and rolling out the high performance framework more widely.

Facilities

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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'.



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What do we need to do?



Working with CfESC to establish a common booking system and criteria for use of all States of Guernsey owned physical activity and sports facilities on Guernsey and Alderney.

1

2



Update the Guernsey Sports Commission's 2012 Facilities Strategy to better reflect the current state of play and priority of resources.



Create a plan to develop the required FREE to use community facilities within public areas aligned to initiatives such as the Seafront Enhancement Programme in order to deliver on the vision for physical activity and sport strategy.

3

Grants, Loans and Funding

- Governance
- Inclusion and Barriers to Participation
- School Physical Activity and Sport Partnership
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- Facilities
- Grants 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.

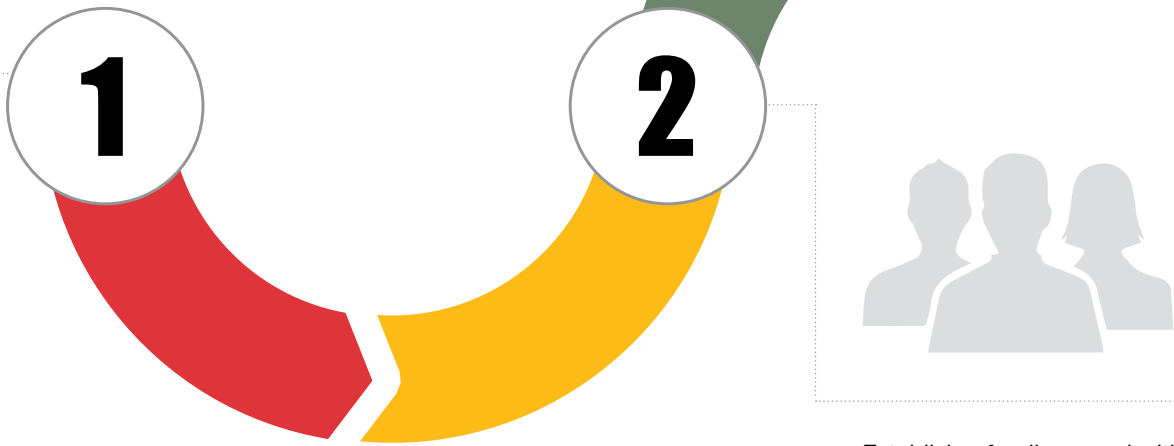


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What do we need to do?



Funding requirements identified for the delivery of each workstream.



Increase the amount of direct funding to sports through public/private fundraising.



Establish a funding panel with clear guidelines to administer grants to individuals and organisations to support the work within the workstreams.

