



Action Plan Update

A lot has changed since we first published our Action Plan at the start of 2020.

No-one could have predicted that just a few weeks later the world would be plunged into a pandemic that has had a huge impact on the way we all live.

Health and wellbeing is now more important than ever as we learn to 'live with Covid' and the Commission feels it's important that our work reflects this new norm.

But it is not just the global pandemic that has encouraged us to review our Action Plan. In August 2020 the States of Guernsey approved the Active 8 Plan for Sport, albeit some months after it was initially scheduled to be debated. For the first time the island has a government-backed strategy for sport and physical activity setting a framework within which much of the Commission's work can sit.

With a new Assembly elected in October 2020, the political landscape has changed with the emphasis on action, delivering on promises and reducing unnecessary bureaucracy and red tape. Commissioning of third sector organisations best placed to efficiently and effectively deliver elements of Government strategy has become a stated aim of Policy & Resources and it's one that the Sports Commission is keen to be involved in.

Progress on a new commissioning model may not have been as swift as we would have liked, but we believe the Sports Commission is in an excellent position to support the core aims of the Active 8 Plan for Sport if we are given the autonomy to deliver.

In this update of our Action Plan we highlight how our workstreams will help to achieve the core aims of Active 8 and, in turn, how they will also support the core aims of the new Government Work Plan.

We will also highlight where we have successfully delivered previous actions, where those actions may be ongoing or still in development, and also where we may not have started or have needed to amend or update a particular action.

But at the heart of everything we do remains our belief that everyone in Guernsey should have the opportunity and support to participate and compete in sport and fulfil their potential, no matter what their background, age, or level of ability in a safe and supportive environment.

01

Leadership and Governance

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

SportsMark

Providing a quality assurance kite mark.

02

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.

03

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.

04

Workforce Development

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

05

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.

06

Facilities

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

07

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.



Inclusion is no longer a separate workstream as we work to embed the 7 Pillars of Inclusion into everything we do

Access

How to get there and get in?

Attitude

How willing you are to make it happen?

Choice

What can I do?

Partnerships

Who will you work with?

Communication

Who will you tell?

Policy

How are people responsible?

Opportunities

What do you want to do?

Governance



Governance

School Physical
Activity and
Sport Partnership

Community
Sports

Workforce
Development

Guernsey
Institute of Sport

Facilities

Grants and
Funding

Where are we trying to get to?

(from original Action Plan)

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.

How far have we got?

Improving governance within sport has been a real focus for the Commission over the past two years. Through the appointment of our Relationship Director we have a direct link into member sports, helping them to understand why they exist and how they fit into the overall sports pathway as well as supporting them to become the best they can be.

The SportsMark scheme has been eagerly welcomed and we remain on track for most members to achieve the quality assurance mark within 3 years of its launch.

Outside of SportsMark we have been working with individual clubs and sporting governing bodies to create sustainable new structures and governance to support the continued growth and/or improve the management of that sport.

In terms of our own governance, the Sports Commission has restructured its senior management team, we continually review the environment we are operating in and are making positive progress towards establishing a new service level agreement to cover our work on behalf of the States of Guernsey.

However, challenges remain around the need to secure a long-term funding agreement to ensure the sustainability of our work and the continued ability to leverage private sponsorship in support of local sport.

Active 8 Core Aim Supported

Support the provision of safe and secure club environments

Government Work Plan Core Aim Supported

Needs are met and people are safe and secure

What do we need to do?



This action has been delivered or work is in place and ongoing



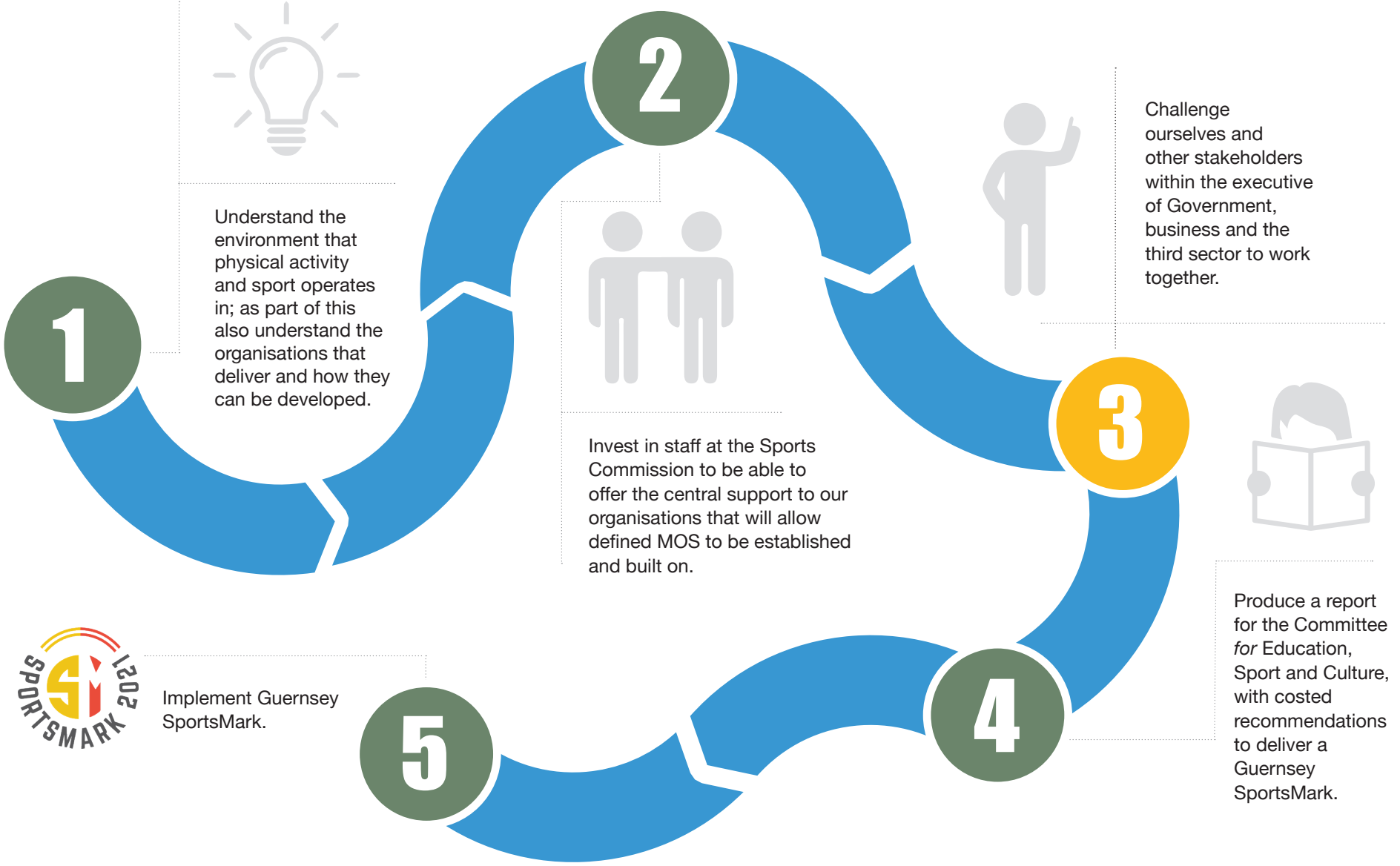
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This action has not started or has been updated or amended



This is an additional action



School Sport and Physical Activity Partnership

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

Where are we trying to get to?

(from original Action Plan)

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

Where are we now?

Our work in primary schools is now well established with our team of PE and Sport Development Officers working alongside teachers to develop their understanding and knowledge of Fundamental Movement Skills and Sport as well as ensuring PE is a fun and positive experience for all.

We provide on average around 6,000 hours of curriculum delivery per year and offer or facilitate more than 40 extra-curricular and after-school sports and activity clubs per week, across 15 school provisions. We also coordinate more than 20 other coaching professionals visiting schools delivering 2,000 hours of sport.

Thanks to some initial funding through the Active 8 Plan for Sport, we have been able to expand the sporting offer to young people across the island's secondary sector including the grant-maintained colleges. Sports such as snooker, boxing, skateboarding and climbing can now be accessed along with additional opportunities to participate in the more traditional sports of hockey, football, rugby and netball.

One of our main aims is to explore and promote pathways for children and young people to access sport outside of school, especially for those who do not currently participate. Initiatives such as our Sports Voucher scheme, Specsavers Youth Games and Community Sports Fun Days are just some examples of how we are breaking down barriers to participation.

In partnership with the Health Improvement Commission we have been able to establish a Policy Directive and Guidelines for schools around physical activity, PE and school sport. The Directive sets out physical activity guidelines that schools are expected to achieve. One area where we need to make further progress is the establishment of inclusive school competitions. Whilst there are some examples of good practice, this action needs a new focus.

Active 8 Core Aim Supported
 Inspire all generations to get active for life

Government Work Plan Core Aim Supported
 Healthier lifestyles
 Young people can meet their potential

What do we need to do?



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This is an additional action

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.

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



Community Sports

Governance

School Physical
Activity and
Sport Partnership

**Community
Sports**

Workforce
Development

Guernsey
Institute of Sport

Facilities

Grants and
Funding

Where are we trying to get to?

(from original Action Plan)

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.

How far have we got?

It could be argued that Community Sports does not need to be a separate workstream within our Action Plan as it is at the heart of everything we do.

However, following an independent review of our current programmes, including Street Sports, our On Your Marks Holiday Clubs, Family Fun Days and the Specsavers Youth Games, we feel it's important to ensure this work remains a high priority for the Commission.

We have been working with a range of partners including the Health Improvement Commission, Bailiwick Social Prescribing, Arts Commission, community sports clubs, charity groups and private sponsors to establish and promote a range of sporting opportunities targeted at hard to reach groups including older members of our community.

We have appointed three new Sport Development Officers in boxing, netball and cycling, with a focus on engagement with all sections of our community and are working with existing SDOs to ensure they establish and promote pathways into their sport at all levels. Our recently launched Sports Voucher scheme is helping children and young people enjoy and participate in sport where cost may be a barrier.

We have some exciting plans in the pipeline for 2022.

Active 8 Core Aim Supported

Encourage more islanders to be more active more often

Use sports & physical activity to improve health, mental health and wellbeing

Government Work Plan Core Aim Supported

Effective community partnerships



What do we need to do?



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This is an additional action



1

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.

2



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

3



Moving people from our programmes to sports clubs.

NEW

NEW Develop clear strategic objectives for Street Sports, On Your Marks and other community programmes

NEW

NEW Improve the collection of data in relation to the impact of community sports initiatives

Workforce Development

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

Where do we want to be?

(from original Action Plan)

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.

How far have we got?

The Guernsey Sports Commission is now established as a delivery centre for UK Coaching which means we will be able to offer a much wider range of on-island coaching qualifications at all levels as well as training up more coach mentors.

We now offer monthly heavily subsidised safeguarding training courses as well as bespoke whole-sport opportunities and through the work of our Relationship Director we are better able to understand what is required by our member sports and explore how we might be able to provide it.

An on-island Sports Science Degree is now in development in partnership with The Guernsey Institute and Middlesex University and is planned for launch in 2022 with applications for September 2023 start.

Volunteer recruitment remains a challenge with many organisations relying on a small but dedicated group of people to help run their sport. The Commission plans to continue supporting volunteers to upskill through providing easily accessible additional training and qualifications on-island wherever possible.

The Commission is also working with the Guernsey Community Foundation and Source Recruitment to promote Board level positions within sports clubs and organisations aiming to attract those with relevant professional skills to take on these critical roles.

Active 8 Core Aim Supported

- Support the provision of safe and secure club environments
- Inspire community engagement through volunteering
- Use sport & physical activity to improve health, mental health & wellbeing

Government Work Plan Core Aim Supported

- Needs are met and people are safe and secure
- Healthier lifestyles
- Young people can achieve their potential

What do we need to do?



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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



Guernsey Institute of Sport

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

Where do we want to be?

(from original Action Plan)

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 medalist at a future Commonwealth Games.

How far have we got?

The Guernsey Institute of Sport is now established and has been working quietly behind the scenes to agree selection criteria, application processes and the support services that will be available to the athletes selected.

It is hoped that in time a permanent base for the GIS can be established as part of the redevelopment of the Les Ozouets site, but these plans are still not confirmed. Currently the work with a small number of elite local athletes is subsidised through private work carried out by the GIS's professional staff with some limited funding from the Guernsey Sports Commission through Active 8.

GIS has also been successful in securing a Games Changers Grant from the Commonwealth Sport Foundation to identify and develop Para-sport athletes and participation.

The GIS is continuing to strengthen links with both the Guernsey Island Games Association and the Guernsey Commonwealth Games Association as well as selected National Sporting bodies both on and off-island.

Active 8 Core Aim Supported
Support high performance athletes

Government Work Plan Core Aim Supported:
Young people can achieve their potential

What do we need to do?



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This is an additional action

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

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

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

Secure sustained funding to resource both equipment and staffing.

1

2

3

4

5

6

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.

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.

Facilities

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

Where are we trying to get to?

(from original Action Plan)

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’.

How far have we got?

We have carried out a full review of sporting facilities on the island and produced some simple recommendations for consideration by the Committee for Education, Sport & Culture.

In general terms, the island has a significant number of facilities of varying standards, the use of which is regular but relatively low. Many of our high participation sports such as netball, basketball and volleyball still do not have a home.

To enable the Bailiwick’s sporting facilities to be used to their greatest potential, additional support is needed to help venues with funding, planning permission, volunteering, access and marketing.

We are keen to make sure that the mistakes of the past are not repeated with the construction of new sports facilities and are working with all partners to ensure they are appropriately sized and fit for purpose.

There has still been no progress towards providing a standardised and easy to use booking system for all States-owned sports facilities. We have had initial discussions with partners in Government as we seek to move this forwards.

Active 8 Core Aim Supported

- Encourage more islanders to be more active more often
- Maintain, develop and improve accessible facilities

Government Work Plan Core Aim Supported

- Healthier lifestyles
- Effective community partnerships



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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.



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.



NEW If supported by the Committee for Education, Sport & Culture, develop and pilot a new operating model for the sports building being constructed as part of the Les Ozouets redevelopment.

What do we need to do?

Grants, Loans and Funding

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

Where are we trying to get to?

(from original Action Plan)

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.

How far have we got?

The Commission has been working hard to establish a new working relationship with the States of Guernsey which will give some long-term certainty to the role of the Commission, recognise our expertise and autonomy, allow us to continue to be the voice of sport within government and support all our member sports to be the best they can be. Sustainable funding for the Commission also puts us in a stronger position to leverage private funding or corporate sponsorship.

We are grateful to our current sponsors for their continued support without which we would not be able to do the work we do.

Progress on a new funding agreement has been slow, but we are confident that the new Assembly sees the benefit of commissioned services as part of its desire to 'right-size government' and we will continue to push for a new deal that offers best value to sport and the wider community.

Active 8 Core Aim Supported

- Encourage more islanders to be more active more often
- Use sport & physical activity to improve health, mental health & wellbeing

Government Work Plan Core Aim Supported

- Healthier lifestyles
- Effective community partnerships

What do we need to do?



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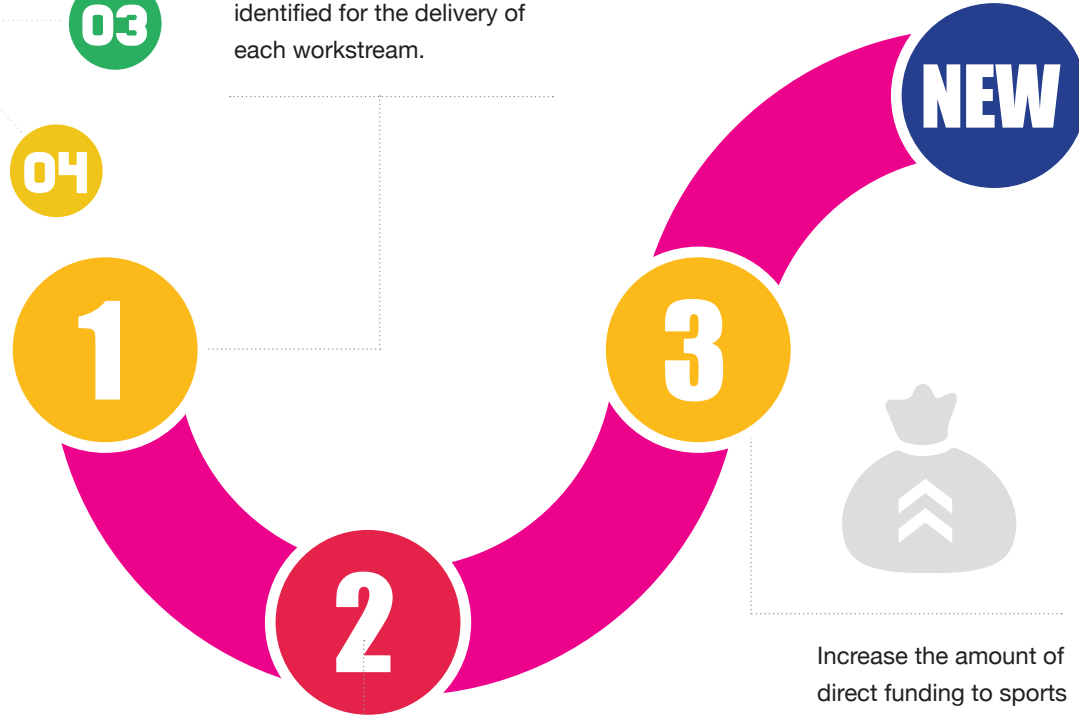
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Funding requirements identified for the delivery of each workstream.



NEW We will seek a new Service Level Agreement with the States of Guernsey to establish a 10-year commissioning agreement and associated funding with appropriate and proportionate key performance indicators.

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.



How will we know we are successful?

A wealth of evidence exists highlighting the positive impact participating in sport has on a community's mental and physical health and wellbeing as well as the economy.

Sport England have recently updated their Social & Economic Outcomes of Sport Evidence Review

Our simple objective is to encourage more islanders to participate in sport more often.

We will capture the specific impact of the programmes and projects we run and the interventions we make but it is important to recognise that the Guernsey Sports Commission is only part of the solution. It is our work, alongside that of countless others, particularly the Health Improvement Commission, which could add up to change at a population level.

Although we are an independent organisation, we believe it is important to map the work we do against not only the core objectives of the States of Guernsey's Plan for Sport, but also the wider Government Work Plan, to give assurance that progress is being made and that we are learning, adapting and refining as we go.

We have produced a simple graphic to show how the workstreams in this Action Plan will contribute to the aims of these wider government strategies and some examples of how we will measure our success*.

*NB this document is under regular review

Government Work Plan

Core Aims

Needs are met and people are safe and secure

Young people can achieve their potential

A more cohesive and equal society

Physical health is protected

Mental health and wellbeing is protected

Effective community partnerships

Healthier lifestyles

Active 8 Plan for Sport

Core Aims

Support the provision of safe and secure club environments

Inspire all generations to get Active for Life

Encourage more islanders to be more active more often

Use sport & physical activity to improve health, mental health & wellbeing

Inspire community engagement through volunteering

Support high performance athletes

Maintain, develop and improve accessible facilities

Make accessible open spaces

GSC Work Streams

How we will achieve the core aims

Leadership & Governance

No. of member sports (and change over time)
No. of qualified coaches (and change over time)

Participation (by age/sector)

Facilities usage

1. All members achieve SportsMark within 3 yrs
2. 80% of members to achieve SportsMark within 2 yrs
3. Renewal of SportsMark is at 100% within 2 yrs

Example Success Measures and KPIs

School Sport and Physical Activity

Breadth of offer in primary & secondary (and change over time)

Inc. in % of children achieving physical activity standards (see CIESC Policy Directive)

No. of young people with SEN/LAC/UA accessing community provisions through direct involvement of GSC

Value (£) per hour of delivery to schools

Sports vouchers issued and redeemed

Community Sports

Inc. in the number of community sports events and opportunities

Inc. in % of men and women self-reporting to be physically active for 30 mins 5 times a week

No. of children participating in Youth Games

OYM Holiday Club spaces available and uptake from targeted children

Participation in new sports-focused activities for older people

Decrease in % of individuals self-reporting barriers to participating in sport

Workforce Development

No. of sport related qualifications delivered on island at L1 or above

Course completion rates

No. of active qualified coaches/officials

Inc. volunteers in sport

Degree programme uptake

1. 100 learners engaged with UKCC by Dec 22
2. 50% of 100 learners achieve accredited qual by Apr 23
3. 80% of 100 learners achieve accredited qual by Dec 24

Guernsey Institute of Sport

Inc. in those competing professionally or at Commonwealth or Olympic level

Inc. in those accessing NGB prof club pathway progs

Island Games performance – medal table, IG ind event record

Commonwealth Games performance, those achieving qualification standards, finalists, medallists

Inc. in no. of athletes with Parasport classifications & competing at National/International level

Facilities

Inc. in the number of cumulative hours per month that school facilities are used by the public

Inc. awareness of type of facilities and their availability within each parish

Inc. understanding of gaps in island facility portfolio

Inc. usage of Beau Sejour sports facilities, particularly by schools

Inc. in private investment in new/improved sports facilities

Grants & Funding

Impact (£) of funding (travel/events) on local economy

Match funding value of grants issued

£ of privately raised money v gov investment

Government investment in sport compared with other similar jurisdictions

Inclusion

Everyone should have the opportunity and support to participate and compete, and fulfil their potential no matter what their background, age or level of ability

Achieving the actions for each workstream will enable us to achieve our core aims

