



STATES OF JERSEY SPORTS FACILITIES DELIVERY

FINAL REPORT: NOVEMBER 2018

QUALITY, INTEGRITY, PROFESSIONALISM

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EXECUTIVE SUMMARY

This Knight, Kavanagh & Page Ltd (KKP) Sports Facility Delivery Strategy for the States of Jersey (the ‘States’) considers future need on the Island in respect of its indoor and outdoor sports provision plus service improvement and development to reduce the net cost of the sport and recreation service delivery to zero over an agreed time period, while concurrently improving the quality of the offer.

The underpinning rationale is to improve the quality of life of Jersey residents, to get the inactive active and to encourage and enable residents to be physically active for as long as possible so that they remain fit and healthy. To do this the States must enable residents to have access to a range of high quality built and natural environments in which to be physically active and ensure that these services are run as efficiently and effectively as possible.

Strategic requirement: The States of Jersey should:

1	Create a modern, fit for purpose, network of cost effective, publicly accessible sports facilities serving St Helier plus the east and the west of the Island – by 2023.
2	Agree to close Fort Regent (as a sports and entertainment venue and investigate other uses for the site).
3	Agree the emergency contingency plan that will be implemented should the condition of Fort Regent necessitate an early cessation of activity at the site. In the meantime, implement a progressive and phased reduction of existing commitments and the relocation of existing users and clubs
4	(By 2027) develop a new large, wet and dry sports and sports events centre in St Helier to replace and improve upon Fort Regent and Aquaspash.
5	(Between now and 2023) make specific strategic improvements to key indoor sports centre sites on the east and west of the Island to ensure equitable access and that key sports are catered for.
6	(Within the next two years) make specific decisions about the nature and format of sports facilities on school sites that are operated on a dual-use basis.
7	(By 2023) develop two additional full sized, floodlit, 3G artificial grass pitches (AGPs) to meet current and future demand for football training and match play, plus rugby training, and to accommodate 5-a-side football activity displaced from indoor venues.
8	In light of (and linked to) the above, address the indoor training and league accommodation facility needs of netball on the Island
9	In light of (and linked to) the above, address facility needs for gymnastics on the Island.
10	Create a coherent strategy to manage grass football pitch sites linked to its ambitions in respect of asset management transfer and investment in AGPs.
11	Assess the rationale for the present level of investment in cricket pitch provision on the Island and create a coherent strategy for provision moving forward.
12	Make a specific decision in respect of the future management, maintenance and subsidy levels to be allocated to the athletics track and clubhouse facility at FB Fields.
13	Make a specific decision in respect of the future of the Havre des Pas Lido.
14	Consider the potential value and need for a water-sports access facility to raise the profile and enhance the ease of access available to sea-based sports and activities on Jersey.

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Strategic recommendations: The States of Jersey should:

A	Commission a feasibility study in respect of development of a new wet and dry sports facility to replace both Fort Regent and Aquasplash by 2027. The study should test location options, the fit of the facility mix, alongside the capital and revenue business case: (This should take full account of the nature and scale of investment made at other venues on Jersey in the interim; in particular at Les Quennevais Sports Centre).
B	Assess the feasibility and business case of delivering strategic investment at Les Quennevais Sports Centre. A study should test the technical feasibility, fit on the site and the capital and revenue business case of the amended/new facilities including extended fitness and studio provision, conversion of the existing sports hall for gymnastics use and extending car parking. Possible options to create an indoor 3 or 4-netball court venue and add a full sized, floodlit (football/rugby suited) AGP should be considered in the context of alternative options for the netball at either Oaklands or Haute Vallee schools and for the AGP at the new Les Quennevais School.
C	Assess the feasibility of delivering a strategic (Sport Service managed) sports facility to the east of the Island at Le Rocquier School to balance the geographic offer and serve the needs of Jersey's more disadvantaged communities - to encompass master-planning, facility refurbishment (possibly sports hall replacement), addition of fitness and studio provision and a football suited full-sized floodlit AGP. To be accompanied by clear community use agreement parameters and business and operational feasibility elements.
D	Evaluate the technical, business plan based and 'governance' feasibility of converting the sports hall and fitness suite at Springfield Stadium into a permanent gymnastics facility and handing management of the site over to the Jersey FA. (To include specific reference to the need for on-site parking and more effective management/maintenance of the AGP).
E	Make specific strategic/operational decisions about management arrangements for, and the future basis of community use and club access at Langford, Oakfield, Haute Vallee schools.
F	Establish (from the outset) community use of the sports hall, other indoor sports facilities (and possibly AGP) at the new Les Quennevais School under the auspices of a binding community use arrangement with management of Les Quennevais Sports Centre.
G	Undertake a management options appraisal in respect of the future management of its (new) facilities portfolio – in line with its investment strategy. This should evaluate whether the States should continue to manage its facilities 'in-house', which facilities should remain with some form of 'mainstream contract' and in what form, and for which venues, alternative outsourced management options should be considered.
H	Review current leases at single pitch (football) sites where quality is reported to have declined as a result of self-management and maintenance. Pursue the relocation of these clubs to the key States hub sites which will include new 3G provision, in order to deliver a sustainable, better quality offer which incorporates floodlit training provision at the same locations. This may in turn release some low value football pitch sites for other land uses.
I	Undertake a cost-benefit analysis of the number of cricket pitch sites that are States subsidised and the management and maintenance programmes applied - referencing its approach to football and other outdoor pitch sports.
J	Negotiate a combined track/clubhouse long-term lease with Jersey Spartan Athletics Club.
J	Assess the financial feasibility of developing adventure water play activities at Havre Des Pas Lido as a basis of injecting a new product offer at the facility.
K	Commission a feasibility study to assess the commercial potential, social impact and tourism benefits of developing a 'watersports servicing' facility at an appropriate seafront location; to consider, at minimum, location, scale, sports to be catered for, boats/equipment storage capacity, car parking, governance, operational management and liabilities.

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PART 1: INTRODUCTION

This is the Knight, Kavanagh & Page Ltd (KKP) Sports Facility Delivery Strategy for the States of Jersey (the ‘States’). It considers future need on the Island in respect of its indoor and outdoor sports provision and proposes a strategy and clear recommendations for investment in facility infrastructure and management practice to take forward.

As part of this commission KKP has reviewed contingency options for Fort Regent, in the event that the facility has to close prior to permanent alternative provision being made.

The key elements of this report are, thus the:

- ◀ Indoor sports facilities needs assessment.
- ◀ Outdoor sports facilities needs assessment.
- ◀ Investment and service improvement strategy.
- ◀ Contingency plan for Fort Regent (under separate cover).
- ◀ Issues to be reflected in the context of the subsequent development of a new ‘Fit for the Future’ sport and active living strategy (under separate cover).

KKP’s approach to delivering the needs assessment and strategy (and other documents) is based upon experience of similar studies and applying tried and tested methodologies elsewhere. We have, for example, wherever feasible, applied the principles of Sport England’s Assessing Needs and Opportunities Guide (ANOG) as well as the Approach to Developing a Playing Pitch Strategy methodology. KKP wrote the latter and assisted in development of the former.

The key approach to the above is to test supply and demand for facilities within the context of what the States is trying to achieve. The study has, as a consequence, addressed the following:

- ◀ The strategic context for Jersey; the vision and ambitions of the Island.
- ◀ The current supply of facilities, their condition, usage and availability.
- ◀ The current and future demand for facilities based on population growth and increases in levels of participation.
- ◀ Identification of key challenges that the States faces with regard to its leisure provision.
- ◀ Strategy development and approaches to service improvement.

KKP’s method for strategy delivery has included the following:

- ◀ Site visits to all key leisure facilities on the island, quality assessments and the conduct of *in situ* interviews with managers, staff, club officials, coaches etc.
- ◀ Strategic consultation with key States ministers and heads of service.
- ◀ Consultation with lead leisure officers and centre managers.
- ◀ Consultation with Jersey Sport officers and Board.
- ◀ Consultation with key stakeholders, sports associations and clubs

As noted, KKP has applied its prior knowledge, experience and expertise related to comparable processes delivered in other parts of the UK to identify good practice in the context of approaches and actions taken, known outcomes, key benefits and pitfalls.

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The outcome of the study is an investment and improvement strategy which identifies where funding should be invested and how the service should be operated in order to meet the Island's wider strategic objectives and deliver increased opportunities for residents to be physically active – in a business-like and both commercially and socially focused context.

KKP's consultant team is extremely grateful for the support and project management and leadership of the States of Jersey and Jersey Sport officers and the contribution made by all other stakeholders to the development of this report.

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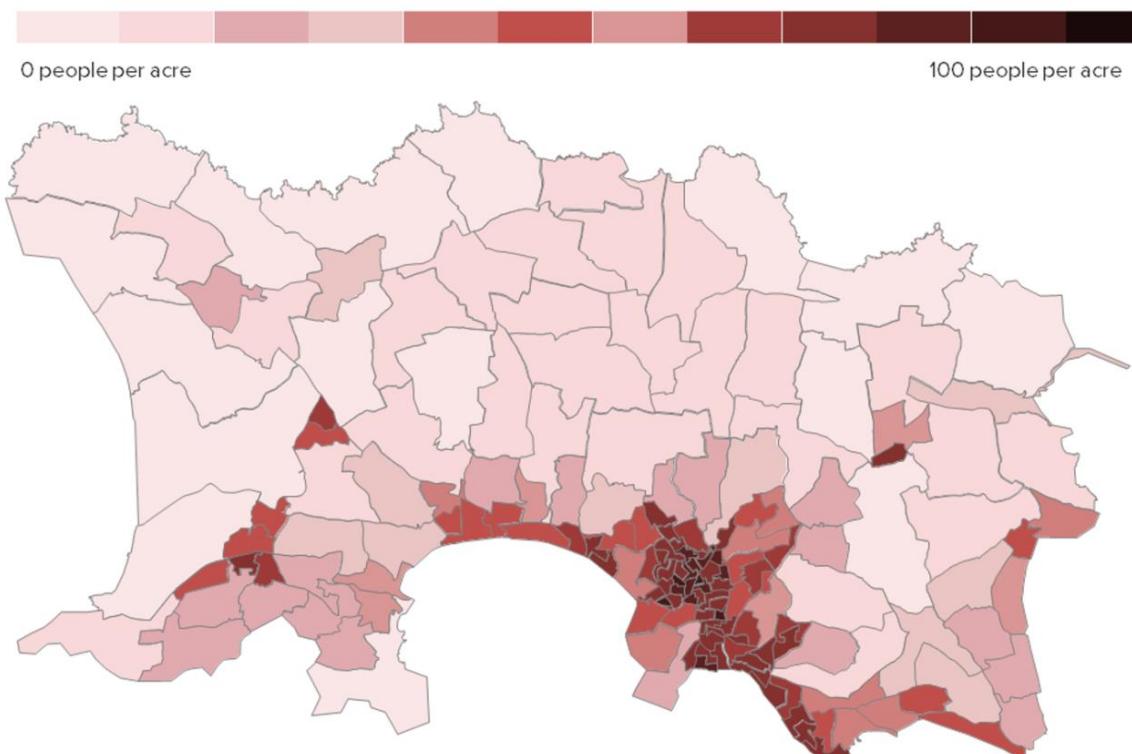
PART 2: CONTEXT

The majority of Jersey's resident population resides on the south of the island in and around the main town of St Helier. It has increased by 11,900 people over the last 10 years to 104,200 in 2016. Net migration accounts for three-quarters (75%) of this total . Latest reports shows that during 2016:

- ◀ The resident population increased by 1,500 people.
- ◀ Natural growth (the excess of births over deaths) was 200
- ◀ Net inward migration added up to 1,300; of which:
 - ◀ 200 were as a result of net inward 'licensed' employees and their dependents.
 - ◀ 1,100 net inward 'registered' employees and their dependents.

Like many parts of the UK, the population is ageing. 14,000 Islanders are aged 65+ (December 2017). By 2035 this will increase to 28,000. Older residents will, thus, be an increasing proportion of the population in the coming years placing greater pressure on key service providers. A key challenge is the degree to which the States will need to invest in social care and health interventions to ensure that residents remain independent for as long as possible. This is in the context of the fact that a person over the age of 65 typically uses four times more health care resource than an average adult

Population density in Jersey by Parish in 2011



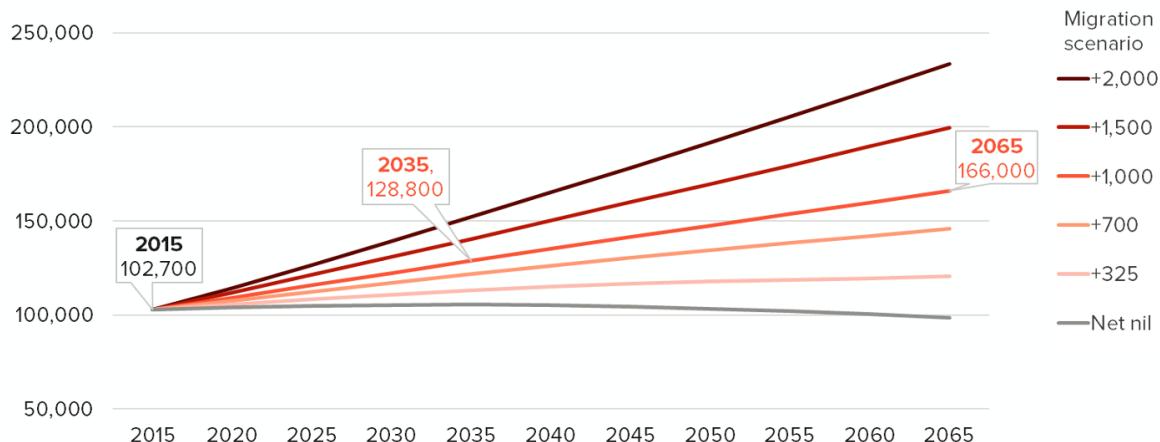
Source: States of Jersey Statistics Unit

Population projections (shown overleaf) illustrate Jersey's predicted population based upon different short, medium and long-term migration scenarios. . Over the last four years, net migration has averaged +1,000 people per year onto the Island. If recent migration trends were to continue, it is estimated that Jersey's population would reach 128,800 by 2035.

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The projections below use the 2011 Jersey census as a baseline incorporating known levels of fertility, mortality and migration from 2011-2015. For 2016 onwards, each component (births, deaths, inward and outward migration) is estimated based upon recent trends.

Total projected population size from 2015 to 2065 under different levels of net migration

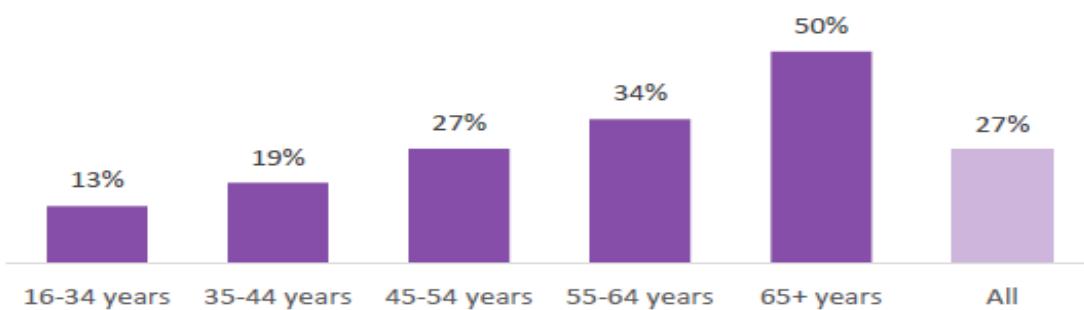


Source: States of Jersey Statistics Unit

Health profile

In 2017, eight out of ten adults in Jersey rated their health as either good or very good while just over one quarter (27%) reported having a longstanding illness, disability or infirmity that had lasted, or was expected to last, at least 12 months.

Longstanding illness, disability or infirmity (expected to last 12 months or more)



Of the islanders with a long-standing illness:

- One fifth (19%) report that it limits their day to day activities "a lot".
- Almost half (46%) say that it affects their day to day activities "a little".

In the 2017 analysis 50% of those aged 65+ compared to 13% of 16-34 year-olds reported having a longstanding illness, disability or infirmity. As noted earlier, the ageing population and increasing proportion of longstanding illness, disability or infirmity among the over 65s presents a long term challenge. Health and physical activity interventions are needed to ensure that residents are as fit, healthy and independent for as long as possible.

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Being active

Recommended level of physical activity for adults are at least five sessions of moderate intensity activity of at least 30 minutes per week. The 2017 Survey findings were that:

- ◀ Half (52%) of adults report activity levels which meet/exceed the recommended level.
- ◀ 8% of adults report doing no moderate intensity physical activity for at least 30 minutes during a typical week.
- ◀ Over half (55%) use public facilities to undertake moderate intensity sport or physical activity at least once per week.
- ◀ 70% of adults report wish to do more exercise or physical activity than they currently do; the proportion of men and women is similar.
- ◀ 82% of 35 to 44-year-olds wish be more physically active; this reduces to 46% for those aged 65+.

Utilising height and weight measurements to calculate body mass index (BMI) 32% of Jersey adults are classified as overweight and an additional 15% as obese.

- ◀ Young people were more likely to have a normal BMI; 65% of the youngest age group were of 'normal' weight, compared to 42% of those aged 55 and over
- ◀ 40% of men were overweight, compared to one quarter (24%) of women
- ◀ 12% of men were at least obese, compared to 19% of women
- ◀ 70% wish to do more physical activity; those with a high BMI are most likely to want to do more.

Leisure activities

Respondents were asked to rate the range of leisure activities in Jersey. 90% rated the sporting activities and events on the island as good or very good. The proportion of adults doing so tended to rise as age increased. (The survey did not specifically ask about the quality of the sports facility infrastructure - a primary issue addressed in this study).

Household income

The Jersey Household Income Distribution report presents the results of a large survey of households carried out by the Statistics Unit between April 2014 and May 2015

- ◀ Average (mean) weekly household income was £860 per week before housing costs and £720 per week after housing costs.
- ◀ Three-quarters (75%) of household income was derived from employment earnings, 4% was from income support, benefits and grants and 12% was from pensions
- ◀ Income support and benefits comprise 37% of household income for one-parent families with dependent children and 3% of household income for couples with dependent children.

Income distribution is skewed by the fact that a few households have very high incomes. The median is, thus, a key meaningful measure. In terms of equivalised household income:

- ◀ Median weekly household income was £680 per week before (£560 per week after) housing costs
- ◀ Median household income (after housing costs) had increased by 9% since 2009/10
- ◀ Since 2009, mean and median household incomes have increased by less than inflation.

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Relative low income

A commonly used threshold of relative low income is 60% of the median equivalised low income for a jurisdiction. In Jersey in 2014/15, after housing costs:

- ◀ The relative low income threshold was £ £340 per week.
- ◀ 26% of households and 23% of individuals were in relative low income.
- ◀ Over half of one-parent families were in relative low income.
- ◀ One in three working-age adults living alone were in relative low income.
- ◀ One in three children were living in households with relative low income (a similar proportion to the UK).
- ◀ One in three pensioners were living in households with relative low income, twice the proportion of the UK.

Housing

Based on the intentions of households (before applying affordability criteria) over the three-year period 2016 to 2018:

- ◀ There is a potential shortfall of more than 1,500 homes in the owner-occupier sector; there is a large potential shortfall of 2-bedroom properties in this sector.
- ◀ The overall supply of social housing is essentially the same as the potential demand
- ◀ The overall supply of private rental properties is essentially the same as the potential demand however there is a potential shortfall of over 300 two-bedroom units
- ◀ Under the current level of net migration, overall supply of registered accommodation is essentially the same as the demand, however there is a potential shortfall of over 200 registered 1-bedroom units

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Strategic drivers

Proposed Common Strategic Policy (2018-2022)

This sets out the Council's agenda for progress and where the Council intends to focus effort and deliver significant improvements that are of benefit to all islanders. Within the overall context of the need to discharge its services responsibly, efficiently, affordably and cost-effectively, the five stated, interdependent, priorities to be addressed are that it will:

- ◀ Put children first by protecting and supporting children, by improving their educational outcomes and by involving and engaging children in decisions that affect their everyday lives.
- ◀ Improve Islanders' wellbeing and mental and physical health by supporting them to live healthier, active, longer lives, improving the quality of and access to mental health services, and by putting patients, families and carers at the heart of Jersey's health and care system.
- ◀ Create a sustainable, vibrant economy and skilled local workforce for the future by delivering an economic framework to improve productivity, by nurturing/strengthening the Island's financial services industry, enhancing its international profile and promoting the Island identity; delivering the best outcomes from Brexit, and improving skills in the local workforce to reduce Jersey's reliance on inward migration.
- ◀ Reduce income inequality and improve the standard of living by improving the quality and affordability of housing, improving social inclusion, and by removing barriers to and at work.
- ◀ Protect and value the Island environment by embracing environmental innovation and ambition, by protecting the natural environment through conservation, protection, sustainable resource use and demand management, and by improving the built

The delivery of these reflects six common themes in the Council's work. Its stated intention is to:

- ◀ Enable Islanders to lead active lives and benefit from the arts, culture and heritage.
- ◀ Make St Helier a more desirable place to live, work, do business and visit
- ◀ Promote and protect Jersey's interests, profile and reputation internationally
- ◀ Improve transport infrastructure and links.
- ◀ Work in partnership with parishes, churches, community groups, the third sector volunteers, businesses and key stakeholders.
- ◀ Prepare for more Islanders living longer.

The following four ongoing initiatives will underpin delivery of the strategic priorities:

- ◀ A new, long-term strategic framework that extends beyond the term of a Council of Ministers
- ◀ A States Assembly and Council of Ministers that work together for the common good
- ◀ A modern, innovative public sector that meets the needs of Islanders effectively and efficiently.
- ◀ A sustainable long-term fiscal framework and public finances that make better use of public assets.

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Rationale

This is a considerable strategic step forward and clearly demonstrates the link between States policy and the objectives mapped out in this report related to its sport and physical activity infrastructure. Specific commitments are made to:

- ◀ Put children first – *enabling them to live healthy lives, enjoying the best health and wellbeing possible.*
- ◀ Improve Islanders' wellbeing and mental and physical health by *creating the conditions which, over the long term, will reduce the most common diseases and preventable death, supporting Islanders to live healthier, active, longer lives and support Islanders to take part in active travel and lifestyles via improved infrastructure* (i.e. the cycle network).
- ◀ Reduce income inequality and improve the standard of living – specifically referencing the fact that *Jersey offers great opportunities for getting involved in cultural, social and sporting activities.*
- ◀ Protect and value its environment and - *Improve access to open and green space for a variety of users, which will improve health and mental wellbeing, and benefit early years development and educational achievement and attainment*

The rationale for the above priorities can be identified as follows:

- ◀ The States must consider the social return on investment it will gain from improving its facilities stock and related services while concurrently ensuring that new facilities developed and impact of refurbishment is also felt in the context of reduced operating costs.
- ◀ Jersey ranks in the top 10% of countries in the world for life expectancy. However, like many other countries its health system is struggling to meet the challenges of demand, cost and quality. Demand is increasing because people are living longer and unhealthy lifestyles mean more people have chronic diseases. A new focus is required on health and wellbeing; supporting people to stay healthy and independent in order to minimise the reliance on Health and Social Services.
- ◀ Jersey has some outstanding schools whose results compare with the best in the UK. However since 2009 its academic performance has plateaued with some children not fulfilling their true potential. It relies on the skills and abilities of its workforce to be globally competitive and must, therefore, ensure that young people have the skills to fill vacancies in the job market so it can reduce the need for areas of skills immigration.
- ◀ Jersey has enjoyed the benefits of a high-performing economy for many years. As a result, Government has been able to build up a financial reserve to fund services and infrastructure developments. To sustain this and to address the future challenges of an ageing society, health care and infrastructure investment the island needs sustainable economic growth and the linked tax revenues..
- ◀ The town of St Helier is the engine of Jersey's economy and is the place where most people work, live or socialise. However, less than half of St Helier residents are "very satisfied" with their neighbourhood as a place to live. If Jersey's economy is to grow it needs to play to its strengths as an attractive business and living environment and attract and retain high value investment with premier office accommodation and a reputation for a good quality of life and community wellbeing. Ensuring that Jersey has a high-quality main town to complement its outstanding natural environment is a sound long-term investment.

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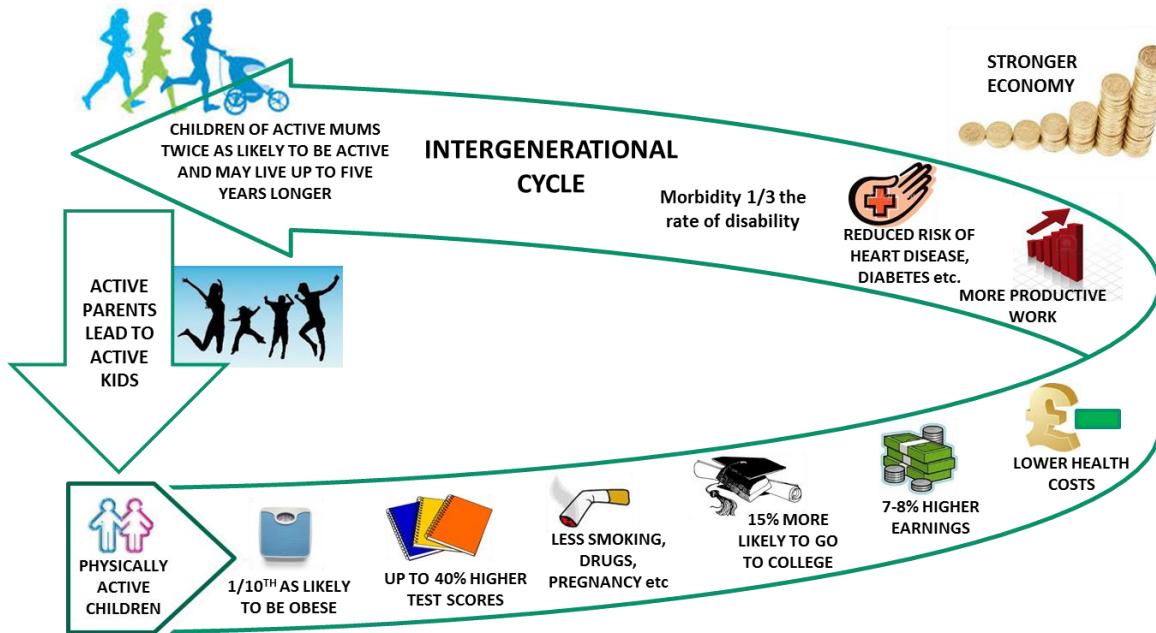
Summary and golden thread

There is a clear imperative to improve the quality of life of Jersey residents, to get the inactive active and to encourage and enable residents to be physically active for as long as possible so that they remain fit and healthy. A key driver for this is that the more active residents are, the fewer health-based interventions they require as they live longer; thus reducing the burden on the Island's health care funds. It is, therefore, important that the States ensures that residents have a core range of high quality built and natural environments in which to be physically active. This not only includes high quality leisure facilities and outdoor sports venues, but also the natural environment that is prevalent on the island.

It is also important that services are as efficient and effective as possible and deliver maximum outcomes. This is noted on the basis that the States does not have an infinite budget and that there are increasing pressures on limited resources. Therefore, sport and physical activity needs to play its part by adopting appropriate business practices to maximise income where appropriate and operating facilities as efficiently as possible, while ensuring that residents who require supported physical activity-based interventions and/or will need some level of discounted cost-based access, are assisted. It is also clear that high quality, well-programmed sports facilities contribute to creating a sense of place and enhance overall satisfaction levels about the communities in which Jersey people reside.

The wider benefits derived from having a more active population are highlighted in the intergenerational cycle illustrated below, which demonstrates how the impact extends beyond the sports field and into educational attainment, productivity, obesity levels and cost to health services. This is key to Jersey as it embarks on its future vision through to 2040 and beyond.

Figure 2.1: Intergenerational cycle



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PART 3: INDOOR FACILITIES NEEDS ASSESSMENT

State owned and operated facilities

Jersey has a range of sports facilities within a mixed economy of States owned and operated venues, private sector managed businesses, school sports centres, sports club owned and operated premises as well as some truly commercially operated and managed facilities. The primary facility mix across the island consists of the following:

Fort Regent (1972)

The range of amenities at Fort Regent is extensive. It offers an assortment of spaces directly operated by the States and a number of rooms/venues leased to a wide variety of businesses and other organisations. The main activity areas operated by the States include:

- ◀ Queens Hall – 8 badminton courts.
- ◀ Gloucester Hall – 10 badminton courts.
- ◀ 200 station fitness suite – spread across a large area.
- ◀ Dance studios.
- ◀ Spin studio.
- ◀ 6 squash courts.
- ◀ Meeting rooms.
- ◀ Outdoor ball court

In addition to the above a number of other spaces are leased to private businesses, sports clubs and associations, including:

- ◀ Shooting and archery.
- ◀ Music rehearsals.
- ◀ Boxing.
- ◀ Mixed martial arts
- ◀ Children's nursery.
- ◀ Children's soft play area.
- ◀ Café.
- ◀ The agencies to which the various rooms and venues in Fort Regent are leased and/or the programmes accommodated include:
 - ◀ A sport supplement supplier.
 - ◀ A lighting company.
 - ◀ Regent Gymnastics Club
 - ◀ Jersey Cricket Board
 - ◀ Jersey Swimming Club
 - ◀ The Sea Cadets
 - ◀ The States' Exercise on Referral programme

KKP's assessment of Fort Regent is that it delivers an extremely wide spectrum of sporting and cultural opportunities to its users and that attempts have been made to fully utilise and monetise building assets to accommodate a range of businesses. We would, however, question the extent to which it really meets (or can ever realistically meet) contemporary customer expectations. There is a case to suggest that, despite best efforts to cater and provide for the wide variety of agencies for which it does and has provided a space it is, physically, at the point where it struggles to do anything at an appropriate level of quality.

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The general sporting offer at Fort Regent is simply not fit for purpose. It faces numerous specific challenges in relation to the condition, configuration and scale of the facility. From a presentation perspective the facility smells damp, it is very cold in the winter and far too warm in the summer, it is generally poorly presented, faces significant customer access and control issues and it would appear to be a ‘ticking time bomb’ of potential asset management and health and safety challenges. It could, for example, necessitate immediate closure were, for example, the external glazing for the facility – which is single glazed and is constantly monitored to ensure its safety, to deteriorate much further.

Seven operational staff are required to be on duty in the building at any given time, based on the fire and evacuation procedure. Based on the full payroll cost of manual staff at £38k, this equates to a minimum cost of £150 per hour simply to open the doors.

Although it is served by the Pier Road Car Park, there is a need for customers to get to the 10th floor and then use the escalator before entering the building. Disabled users must park outside the entrance. Once in the building, they must potentially walk a significant distance to access their chosen activity. The Fort will, thus, become increasingly less accessible for the Island’s increasingly ageing population.

Given the likely cost to address backlog maintenance and asset management issues at the Fort, even before any improvement to public areas is considered, there is a significant question mark over the longer-term viability of the current leisure offer remaining there.

Fort Regent is not a viable, medium or long-term option for Jersey. The refurbishment cost of the facility would be exorbitant and the associated disruption to programmes and income generation significant. In short, an alternative option is needed to meet the sporting needs of Jersey residents.

Les Quennevais Sports Centre (1996)

Les Quennevais is, arguably, Jersey’s premier indoor, outdoor, wet and dry sports facility. It offers an extensive range of facilities. The indoor sports centre was opened in 1996 and remains relatively well-presented, although it faces a number of challenges which hinder its financial performance. The main activity areas include:

- ◀ 8-lane 25m pool with spectator seating.
- ◀ Teaching pool.
- ◀ Fitness suite (circa 45-50 stations split over two rooms).
- ◀ 2 x small studios.
- ◀ 5-court sports hall (presently used exclusively by Les Quennevais High School throughout the school day).
- ◀ 2 x glass backed squash courts.
- ◀ Cycle track.
- ◀ 10 x outdoor changing rooms.
- ◀ 2 x floodlit outdoor netball courts.
- ◀ 2 x floodlit MUGAs.
- ◀ 2 x tennis courts – operated by the Centre.
- ◀ 1 x sand dressed floodlit hockey AGP.
- ◀ 4 x cricket nets.
- ◀ 2 x cricket squares.

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- ◀ 2 x softball pitches.
- ◀ 8 x grass pitches – mostly laid out for football in various sizes but including 1 x rugby pitch. One full sized grass football pitch is floodlit – although the lighting is reportedly poor and no longer fit for purpose)).
- ◀ Café – leased to a private operator.
- ◀ Bowling green - leased to St Brelade's Bowling Club.
- ◀ 2 x Croquet lawns – leased to Jersey Croquet Club.
- ◀ Petanque courts.
- ◀ 4 outdoor tennis courts leased to Les Mielles TC.
- ◀ Part of changing block leased to Rainbow Tots Nursery.

Every area, indoor and outdoor looks to be in good (in the case of some of the outdoor stock very good) condition and would be the envy of many operators in the UK especially with regard to the range of activities accommodated. However, several ongoing challenges need to be addressed:

Indoor

- ◀ There is corrosion to the existing support structure in and around the swimming pool as well as parts of the poolside area. This should be addressed as a matter of urgency.
- ◀ Although busy at certain times and located so as to be adjacent and available to users of the outdoor amenities on the site, the current location of the café does not facilitate highest possible levels of use. It is also set up so as to allow unsupervised access to the centre via the spiral staircase-based access at the rear of the building. This presents both usage evaluation and site security issues. Within the majority of contemporary leisure facility designs, café areas are located on the ground floor as close to reception as possible – to maximise footfall and minimise supervision costs.
- ◀ The design of its (six) changing rooms is dated and they are in need of refurbishment.
- ◀ The overall fitness offer (fitness room and studios) is undersized and is not set up to meet the potential demand which exists in the area.

Outdoor

- ◀ Outdoor pitches are inefficiently laid out. Some of the fixed facilities appear to have been installed without considering their impact upon a wider site master-plan.
- ◀ Some of the outdoor facilities are not used as extensively as anticipated or there are specialist facilities that are no longer used. Consideration needs to be given to improved programming and animation of these activity areas – or to making changes to the range and format of the sport/physical activity options on the site.
- ◀ This applies, for example, to the MUGAs located adjacent to the current netball and tennis courts – which are reportedly not well used.
- ◀ Although car parking is extensive it is reportedly sometimes insufficient at busy periods. Its design is inefficient and it could be amended/expanded to accommodate more cars.

When the new Les Quennevais (Secondary) School is developed (with access to its own sports hall), there will be a challenge in respect of how to programme and populate the Sports Centre sports hall (during the school day).

Les Quennevais can continue to be a viable venue for Jersey. It needs investment to address a number of asset management and condition issues as well as internal (and external) re-alignment in order to (amongst other things) increase the size and flexibility of the fitness offer and maximise its considerable income generation.

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Springfield

Springfield is the national football stadium. Its pitch was recently (2015) converted to a floodlit 3G surface. This has been successful and has led to improved use being made of the venue and to higher income generation. In addition to the main pitch the facility mix also includes:

- ◀ 4-court sports hall.
- ◀ Fitness suite (but no studio space).
- ◀ Hospitality suite; part of the stadium; separate from the main leisure facility.

The centre has insufficient car parking to accommodate use during peak periods; this is a severe problem. The current hospitality room accommodates a range of group fitness activities, partly as a consequence of what is understood to be limited demand for it as a hospitality venue. The Operations Team has sought to generate income from it but, in its present form, it is not considered good enough for the use it is being put to. It is accessed via a separate entrance meaning that the customer flow and experience is compromised.

There are outline plans to develop the current sports hall (which opened in 1996) into a fitness facility and convert the existing gym area into a group fitness studio. This is a reasonable approach to improving the quality of the offer and the income generation potential of the facility. However, the likely success of such a move may be at risk because of:

- ◀ The significant car parking challenges on site at all, and in particular peak, times.
- ◀ The potential need to use Springfield to accommodate clubs and organisations displaced from Fort Regent should this be required.

Although this is disputed by management, consultation reports suggest that the 3G pitch does not receive the required levels of maintenance and already has insufficient rubber crumb. Recent FIFA tests confirm that the pitch requires additional maintenance in order to bring it back up to the required standard (and to ensure that its predicted lifespan is attained).

Springfield is a viable, long term option for Jersey. However, consideration does need to be given to its future role and potential to accommodate certain displaced functions, clubs and activities in the context of the likely impact of scheduling a potential replacement for Fort Regent.

Langford Sports Centre

Langford Sports Centre is located between Victoria College and Jersey College for Girls. Opened in 2003, it is available for community use in the evenings and at weekends. Key facilities include:

- | | |
|-----------------------|---|
| ◀ 4-court sports hall | ◀ Climbing wall and 2-court sports hall |
| ◀ 5-lane 25m pool | ◀ School health and small (12-station) fitness facility |
| ◀ Dance studio | ◀ Outdoor court area. |

The two (boys and girls single sex education) schools both use it during term time. It is well presented and in very good condition. It is, however, clear that the facility was not designed with efficient community use in mind as there is no entry control or reception.

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Built originally to, in part, accommodate clubs displaced when the Fort Regent Pool closed, the main challenge appears to be maximising accessibility and programming and, in turn, best meeting the needs of the community. Specific challenges include:

- ◀ The swimming pool is almost exclusively hired out for external bookings for club swimming and club-run swimming lessons. This is a lost opportunity for the States to generate income from learn to swim, although changing the situation may require a clear business case and political backing to achieve.
- ◀ While it has two entrances (one on the upper level for Jersey College for Girls and one on the lower level for Victoria College) in the context of community use, it does not really have a reception area; this presents challenges in the context of fully controlling access to and egress from the building.
- ◀ A number of activity areas are reportedly not well used – these include the climbing studio and the outdoor ball court. From a community perspective this appears to be a bit of a wasted area; however, there is a general reticence in respect of progressing with any improvements as community access is limited.
- ◀ The school fitness facility is not available to the community.

Langford is a viable, long term sport and physical activity venue for Jersey. However, consideration does need to be given to its future role, the generation of higher usage levels and income plus how and by whom it is managed in the context of options and plans for other provision on the island.

Haute Vallee Pool and 3G pitch

Opened in 1999, facilities comprise a swimming pool and 9 v 9 sized floodlit 3G pitch (built 2016). It appears to be in reasonably good condition, although the swimming club reports that pool ventilation is not as efficient as it needs to be and causes problems for competitive swimmers. The pool closes during summer months due to limited use. Some of the key challenges include:

- ◀ Community time at the pool is almost exclusively hired out to external bookings to undertake club swimming and swimming lessons.
- ◀ Although there are no changing rooms to service the 3G pitch there is an opportunity to programme this in such a way that it attracts groups which do not require them.
- ◀ The pool heating system runs on gas; this is reportedly very expensive to operate.
- ◀ The Swimming Club reports that during peak use there is an issue with spectators' shoes blocking up the entrance area (i.e. they are required to take shoes off before going onto poolside and the distance from the entrance to the pool is too short).

Haute Vallee Pool and 3G pitch is a viable, long term sport and physical activity venue for Jersey. However, consideration does need to be given to its future role (and how it is managed) in the context of options and plans for other provision on the island.

Oakfield Sports Centre

This centre (which opened in 2006) is currently used, in curriculum time, by Highlands College and Hautlieu School. It consists of the following key facilities:

- | | |
|---|-------------------------|
| ◀ 4-court sports hall | ◀ All weather court |
| ◀ C. 20 station fitness suite and studio. | ◀ Grass football pitch. |

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Some of the key challenges include:

- ◀ The current fitness suite is large and offers a comprehensive range of equipment, but is not available for community use; this is a lost opportunity for the service to maximise income and/or to provide opportunity for the immediate local community.
- ◀ There is an ongoing challenge in relation to the staffing of the facility; it is currently operated remotely from Langford.

Oakfield is a viable, long term sport and physical activity venue for Jersey. However, consideration does need to be given to its future role (and how it is managed) in the context of options and plans for other provision on the island.

States owned but private sector operated facilities

Aquasplash

The States owns (on a lease back arrangement) the island's swimming and leisure pool at Aquasplash. Aquasplash, which opened in 2003, comprises a 6 lane 25m pool, leisure pool with flumes and a wave machine, sauna and steam plus an outdoor leisure pool. It is located and operates alongside a commercial leisure hub consisting of bars and restaurants, a cinema and a fitness facility (Fitness First).

The swimming pool is operated by Serco under a management contract. The original plan was to let management of the pool and fitness facility as a single contract; however, the decision was made to separate these. As a consequence, there is no cross subsidy from fitness to the pool and no opportunity (under present arrangements) to offer a combined fitness and swimming membership to residents.

Modern leisure developments in the UK over the last 15 years confirm the very strong trend to complete moves away from providing stand-alone swimming pools. This has evolved on the basis that they are resource intensive and do not, as stand-alone businesses, generate sufficient income to cover their costs. As a result, the majority of new swimming pool developments are accompanied by a significant health and fitness offer which enables the operator to provide access to a pool as part of its health and fitness membership.

The combination of pool and fitness enables many operators to generate sufficient income to generate a surplus, which is often shared with the landlord or used to contribute to the repayment of borrowing linked to the original capital investment. This is clearly not the case in Jersey and Serco faces an ongoing challenge in respect of the cost-effectiveness of its Aquasplash operation.

Clarity in respect of the ownership of the site (which now rests with the States of Jersey Development Company) alongside development of the St Helier Waterfront Masterplan presents a clear opportunity for the States to consider longer-term requirements and the format, scale and location of sport and leisure facilities serving St Helier in the context of its wider plans for the Waterfront.

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Havre Des Pas Lido

Serco also provides lifeguards under a service level agreement for the operation of Havre Des Pas Lido between May and September each year. This venue was originally opened in 1895 and is essentially an open-air sea water pool which fills at high tide and then retains the water during low tide; thus providing a permanent sea swimming environment, for residents and tourists which is accessible from the beach at low-tide and via a bridge link at high tide.

This facility has a number of significant building condition challenges such as the corrosion of steel work, corrosion to the outer wall and not retaining water at some points.

This is one of Jersey's key tourist features and could arguably be better exploited for water play and adventure opportunity during the tourist season. This said, there is little adjacent parking and the variation in tidal sea levels would be a key, and possibly pivotal, complicating factor.

School sports facilities

In addition to the current range of States managed school sports facilities, a number of other school sports facilities are not managed by EDTSC but are available for community use.

Grainville School

Grainville Secondary School is located to the north of St Helier. It already accommodates community access in the form of a variety of miscellaneous bookings and the head teacher, who clearly expressed his keenness to bring the community into the school, confirmed his interest in encouraging more. Its indoor facilities are of generally good quality while its outdoor tennis/netball courts are in average condition. Indoor provision comprises the following:

- ◀ 4-court sports hall.
- ◀ Practice hall.
- ◀ Dance studio (located in a different part of the school).
- ◀ 3 sets of double tennis/netball courts on different levels (one of which will be lost as a result of the school extension).

It also has an attractive 'assembly hall' which offers further options for community access.

The school is located adjacent to the Grainville outdoor sports facility, but its own playing fields are very small (less than one full pitch in scale). When the school extension is complete the school will (other than the two remaining tennis/netball court areas) be left with two outdoor spaces on different parts of its 'campus'. It has an aspiration to convert both to artificial grass-based small sided football facilities.

Le Rocquier School

Le Rocquier Secondary School is located to the east of Jersey and serves some of the island's most deprived residents. Its sports facilities are of a reasonable quality although both the sports hall and the practice hall are over 30 years old and were not renewed when the rest of the school was redeveloped. (This said, a new roof has recently been put on the facility).

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It is keen to make its facilities available for community use. It would like to expand provision and will consider any opportunities to do so. A key driver for the School is servicing the needs of residents to the east of the island. The sports facilities on the site presently consist of the following:

- ◀ 4-court sports hall.
- ◀ Practice hall.
- ◀ Dance studio (located on the ‘main school site’ separate from the sports centre).
- ◀ Outdoor netball tennis courts (one set in good condition the other in poor/average condition; neither is floodlit).
- ◀ 3 grass football pitches (two football, one rugby).

It is very keen to acquire a 3G (football) pitch ideally located on the site of the grass football pitch located closest to the school sports hall.

Les Quennevais School

This will be relocating to a new site within the next three years. At present there are few amenities on the current site itself and it makes extensive use of the Les Quennevais Sports Centre.

Plans for the new school confirm that it will have a 4-court (BB 98 compliant) sports hall, a studio/practice hall and a small fitness room plus good levels of changing room provision. Outdoors it was initially scheduled to have two full sized grass pitches (with capacity to be over-marked with a 400m athletics track). Discussion with the School in respect of one of the two pitches being artificial grass (possibly ‘rugby share’ – see later in this report) were, at the time of publication of this report, still ongoing.

Sport specific facilities

Jersey has a range of sport specific facilities which have been developed in partnership with key sports associations. The following key sports are catered for within a range of permanently laid out and specialist sports facilities:

Shooting

The States owns the Crabbe Gallery Rifle Range. It is reportedly a well-used facility which accommodates the Jersey Rifle Club and some of Jersey’s 22 other shooting clubs. The MoD and CCF cadets also make use of it. Its exposed location, and the specific safety considerations necessitate what can, at times be onerous and expensive maintenance, Historic financial contribution commitments made by Jersey Police appear not to have been forthcoming. A 10-year maintenance plan has been identified for the facility which is expected to necessitate annual investment averaging £6-7k 7K for the next 10 years.

Indoor Bowls

Indoor bowls is catered for at what the Jersey Indoor Bowling Association terms the Jersey Indoor Bowling Stadium in Grainville, to the north of St Helier. This is a bespoke indoor 6-rink venue with spectator and social facilities. It hosted the 2015 World Indoor Bowls Championships.

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The facility offers a comprehensive range of leagues and knockout competitions. It is reported to be struggling to cover its operational costs and needs additional members and users to make it financially viable. There are, as a consequence, legitimate questions to be asked in respect of why Fort Regent continues to provide for an indoor bowls club when there is a 'world class' facility struggling to stay afloat just up the road.

Table Tennis

Table tennis is catered for at a purpose built, permanently laid out venue at the Geoff Reed Table Tennis Centre at FB Fields. Available seven days a week, it has 12 competition standard tables, championship standard LED lighting and specialist flooring. The Association also uses St Mary's Community Centre in the north west of the island to provide additional junior sessions.

Badminton

In addition to having courts marked out within all the Island's sports halls, badminton is accommodated at the New Gilson Hall in St Helier. This is the central location for the Island's four badminton clubs and accommodates training, fixtures and player development. It was opened in 1995 and was the subject of considerable further renovation immediately prior to the Island Games in 2015. It is in generally good condition.

Other facilities

There is some evidence of both actual and latent demand for beach volleyball on the Island and it would, in a UK and local context, appear to be an excellent location in which to test the feasibility of the development of a specific facility. Options, self-evidently include beach and sea-front locations but might also include Les Quennevais Sports Centre or a St Helier based venue.

Another venue for which there would appear to be substantial local demand is a skatepark. A feasibility study to assess specific site locations, scale and design elements has been commissioned and will inform States' plans for investment in provision to accommodate this activity.

Commercial leisure facilities

In addition to the States-owned facilities there are a number of key commercial facilities on the island. These are primarily health and fitness-based facilities of varying sizes and scales. The main facilities include:

Fitness First—located on the St Helier Waterfront alongside Aquasplash. This is a significant sized fitness facility (100+ stations with group fitness studios) which is reportedly one of the company's best performing clubs. (As we understand it the company is now DW Fitness First and, thus, has a 'corporate connection' to the DW Health Club at the St Brelade's Bay Hotel).

It is subject to a comparable lease to Aquasplash, although it is not chronologically co-terminus (it runs to 2027). Fitness First is a key competitor for both the Fort Regent and Springfield health and fitness facilities and reportedly attracts many members among residents working in the main commercial district of St Helier.

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DW Health Club – located at the St Brelade's Bay Hotel this health and fitness club not only serves the needs of hotel guests but also those residents within the St Brelade's area and beyond. The Club has a significant sized fitness facility (100+ stations with a group fitness/spinning studio and functional training areas) plus a 20m pool. It is a key competitor of Les Quennevais Sports Centre and has a good location on the St Brelade's waterfront – with more than adequate parking.

In addition to the above there is a number of other, primarily membership based, fitness clubs within hotels; including those at the Radisson Blu, the Hotel de France the Mayfair Hotel, Royal Yacht Hotel, the Merton Hotel (linked to the Pomme d'Or) and L'Horizon to name but a few. Stand-alone private sector venues include Club Carrefour and the Carrefour Metro, Jersey Crossfit Gym, Bodyrox, Health Haus and Club Soulgenic.

The health and fitness market on the island is very competitive and demonstrates the need for the States to have the right business approach to delivering its core services for residents.

Les Ormes Leisure Village – located in St Brelade this facility not only caters for guests of the site but also the local community. It has a small 'L' shaped shallow water-based teaching pool, indoor tennis/netball courts, and indoor football facilities plus a small, relatively basic, 'balcony' fitness space as part of its indoor offer. The wider complex encompasses a 9-hole golf course, high ropes, soft play facility, bar/restaurant and holiday homes and chalets.

The facility has adapted its offer and turned three indoor tennis courts into three (what are very large) 3G football pitches which are in demand. The indoor tennis court space is hired by Jersey Netball Association in order to deliver its netball programme.

Les Ormes has an aspiration to change the mix of its indoor hall space in order to maximise income generation. Its proposals will impact on the number of indoor netball courts available and, thus, the ability of netball to deliver match programmes at the site. Netball will be required to vacate the site by April 2020

The key challenge sourcing an alternative is that there is no other venue, apart from Fort Regent, where netball could presently access sufficient indoor courts to accommodate its needs. However, this would displace other users of Fort Regent and given the events programme at the Fort the Association would not be able to secure the consistency and continuity of programme time it would need. Furthermore, the States is planning for the potential need to suddenly close Fort Regent and Netball would not wish to take on this level of risk.

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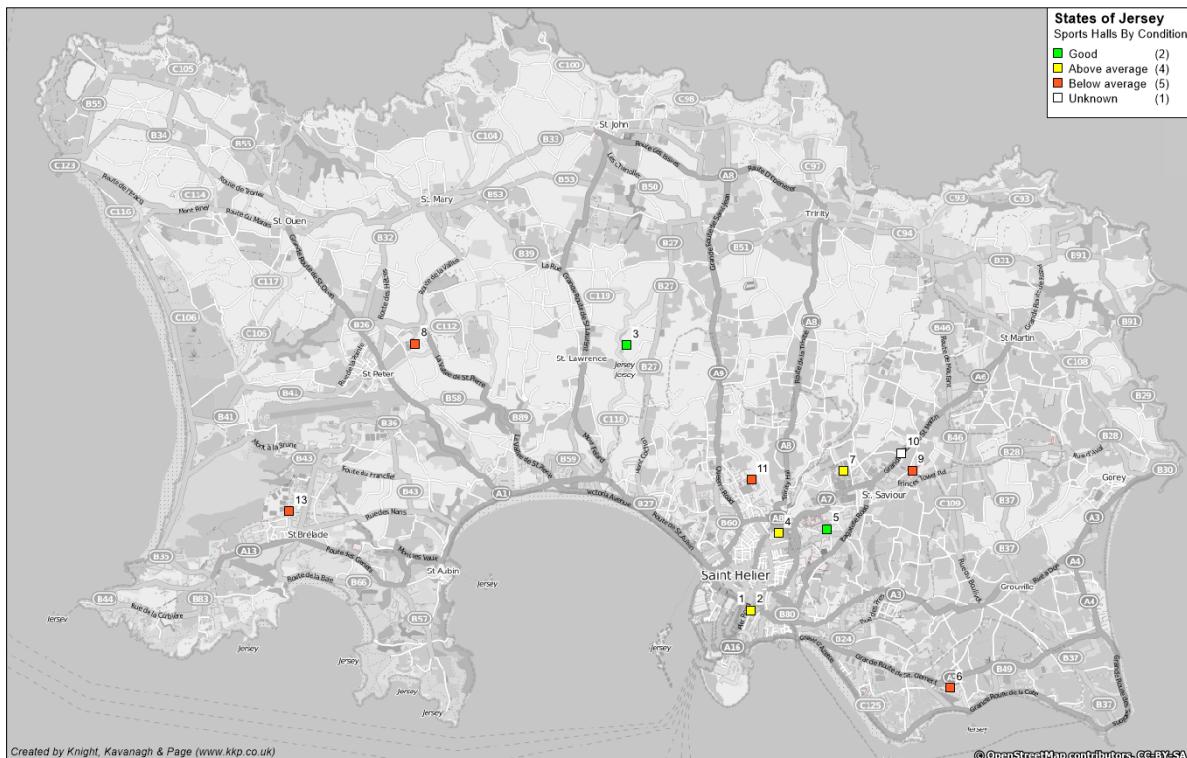
SUPPLY AND DEMAND ANALYSIS

The report will now consider the supply and demand issues associated with each of the key indoor sports facilities. This builds on the current use of spaces and the challenges identified from the consultation process.

Sports halls

Jersey currently has 12 four+ badminton court sports halls. These are based at the following key sites:

Figure 1. Sports halls by condition



Map ref	Site name	Badminton courts	Condition
			Sports hall
1	Fort Regent SC – Gloucester Hall	10	Above average *
2	Fort Regent SC – Queens Hall	8	Above average *
3	Les Quennevais SC	5	Below average
4	Langford SC	4	Good
5	Springfield Stadium	4	Above average
6	Oakfield SC	4	Good
7	Le Rocquier School	4	Below average
8	Grainville School	4	Above average
9	St George's Preparatory School	4	Below average

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Map ref	Site name	Badminton courts	Condition
		Sports hall	
10	St Michaels Preparatory School	4	Below average
11	Greenfields School	4	Unknown
12	The New Gilson Hall	5	Below average

(* Although the condition of the sports hall floor surfaces in the Gloucester and Queens halls at Fort Regent is rated above average; in part as a result of the recent (2018) refurbishment, it is noted that neither is sprung and, having been sanded down on numerous occasions, both are very thin and nearing the end of their useful operational life).

In addition to the above there are the three large indoor football, four indoor netball/six tennis court facilities at Les Ormes which are, at the time of writing, still used primarily for these activities. (Although as noted, these will not be available for netball use as of April 2020).

The distribution of sports halls across the island reflects the main population centres; the majority of residents live within easy reach of a sports hall.

The use of sports halls in Jersey is complex, with some providing an expansive programme which caters for a wide range of uses. Schools-based sports halls (plus the one at Les Quennevais Sports Centre) are used exclusively by the schools during the day. This leaves Fort Regent and Springfield Stadium as the only day-time accessible main sports hall venues on the island. However, it is also true to state that they both only offer limited daytime options in respect of sports hall access and use.

Fort Regent caters for a wide range of uses and the cultural programme of activities at the venue often disrupts (and thus can have a negative impact on) the sports programme. Given the time it takes to set up for and then de-rig after events, the hall can, on occasions and particularly where technical issues associated with hosting are complex, be taken out of action for two or three days before, during and after the event. This in turn makes the venue unattractive for key sports clubs and leagues given their need for consistent and regular, uninterrupted access for training and fixtures.

Analysis of the sports hall programmes across the island identifies a number of key trends and challenges:

- ◀ The sports hall at Springfield is used extensively for 5-a-side football. The only non-football-based users are (Sea Wolves) Roller Hockey and St Clements Netball Club both of which also use the facility at peak times.
- ◀ Basketball and cricket appear to be the key hirers of Langford and Oakfield. Their bookings take up most of the available community use time from Monday to Thursday. There do not appear to be any other regular bookings from Friday to Sunday.
- ◀ Oakfield caters for a broader range of sports; cricket, basketball and football appear to be the main user groups.
- ◀ Les Quennevais offers a diverse programme accommodating a range of bookings including skating, badminton, circuit training, wheelchair basketball and 5-a-side football. It also has a number of programme 'gaps' which are booked on a casual basis.

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- ◀ Fort Regent lets out part of its sports hall on a permanent basis to Regent Gymnastics Club. The club accommodates circa 600 children on a recreational gymnastics programme and has equipment permanently set up, other than where the use for an event requires it to be stored away. Fort Regent hires out the full Gloucester Hall on a Monday evening to the winter indoor cricket league. Although this is an extensive booking it ‘cannibalises’ the programme for 5 out of 12 months, thus limiting other income generation from the space. Fort Regent also caters for an extensive 5-a-side programme which occupies almost two full night of the Gloucester Hall.
- ◀ The events programme has a significant impact on the access continuity of Gloucester Hall and Queens Hall bookings. The challenge is not simply the actual number of events booked throughout the year. As noted above, a primary issue is the time it takes to set up and dismantle the staging and seating for the events and to dress the hall.

Key factors which affect the current level of demand for sports halls on the island include:

- ◀ The level of indoor football played in sports halls. There is potential to free up more sports hall time within the existing supply if all (or even a considerable proportion of) indoor football is moved outdoors onto full sized and smaller floodlit 3G pitches.
- ◀ The level of demand for netball training and fixtures; the Association identifies a need for four indoor courts to meet its requirements. Ideally, this could be accommodated within a central venue on the island. It has also identified the need for additional indoor courts to enable an expansion of its programme; however, this could also be accommodated across multiple venues on the island (e.g. via the creation of a hub and spoke model) if additional peak time indoor hall space were to be released by moving a proportion of the current football outside.
- ◀ The political will to relocate the Regent Indoor Bowls Club to the island’s specialist indoor bowls facility and not to accommodate this activity within a replacement for Fort Regent.
- ◀ The current use of indoor sports hall space to accommodate gymnastics.
- ◀ The current use of significant sports hall time to accommodate the indoor cricket league for 5 months of the year; which in turn makes it difficult to sell this space for a longer period (i.e. standard club bookings for other sports would be expected to run for a period of (at least) 40 weeks rather than the 20 for cricket).
- ◀ The relocation of fitness programmes (e.g. circuit training) into larger (preferably bespoke) studio spaces within facilities.

If the States were to develop additional 3G pitches and move 5-a-side and football training bookings outdoors (i.e. those that are block booked) this would create the following additional hours on weekday evenings (i.e. peak period) across the sports hall portfolio:

- ◀ Fort Regent SC – Gloucester Hall – 12 hours.
- ◀ Fort Regent SC – Queens Hall – no football pre-booked,
- ◀ Les Quennevais SC – 3 hours.
- ◀ Langford SC – no football pre-booked.
- ◀ Springfield Stadium – 10 hours.
- ◀ Oakfield SC – 2 hours.

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Doing this would release 27 hours of peak time sports hall space which could be used to accommodate additional ‘sports hall sport’ based bookings for, for example, basketball, netball, volleyball and badminton. Based upon the weekday peak period for a sports hall being 20 hours per week (i.e. 17.30 – 21.30 Monday to Friday), moving all pre-booked football outdoors would ‘create’ the equivalent of 1.3 additional 4 court sports halls for the island. This, in turn, needs to be taken into account when considering the wider strategy and potential facility mix aligned to a replacement for Fort Regent.

Furthermore, it is important to note that the States currently makes circa 13 hours of casual use sports hall time available across its school sports facilities with a further eight available at Springfield. In some circumstances this available time is taken up by casual bookings, but it should also be recognised that at times, these spaces are unused.

A further point of note is that an additional 4-court sports hall will be developed at the new Les Quennevais High School, providing an additional hall to cater for demand in the west of the island.

Summary

In summary, Jersey has sufficient sports hall space to meet current demands on the service. However, given the aspirations of Les Ormes to amend its product mix, there will be substantially increased demand from netball which needs to be accommodated. – with a degree of urgency given the April 2020 deadline.

A key issue for sports hall demand is the number of pre-booked football hires which could be accommodated outdoors if the States had sufficient AGP resource. These issues alongside the need to accommodate gymnastics at Fort Regent will also impact on the potential need to replace all of the sports hall space if deemed that a replacement should be developed.

Making optimum use of sports hall space on the Island will also necessitate the adoption of a more proactive and structured facilities management solution to ensure that the joint use potential they offer is fully and cost effectively exploited.

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Swimming pools

Jersey currently has 4 publicly accessible swimming pools plus a seasonal sea water lido.:

Figure 2: Swimming pools by condition



Map ref	Site name	Lanes	Condition
			Pool
	Aquasplash	6	Above average
	Les Quennevais SC	8	Above average
	Langford SC (dual use)	5	Above average
	Haute Vallee (dual use)	6	Above average
	Havre des Pas Pool (sea water lido)		Below average

In general, Jersey's pools are of above average quality (with the exception of Havre des Pas Pool). This reflects the relatively modernity of the stock. Although pool quality appears to be relatively good, several challenges need to be addressed; these include:

- ◀ Corrosion in the pool hall at Les Quennevais which affects the steelwork and pool deck.
- ◀ The gas heating system at Haute Vallee which is expensive to run.
- ◀ The air handling at Haute Vallee which is reported by swimming clubs to be inefficient and has the potential to adversely affect the swimming experience at the venue.
- ◀ The need for investment at Havre des Pas Pool to address key maintenance and condition issues. (This is adversely affected by the manner in which the pool plant is set up and inconsistent chemicals use).

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Pool distribution reflects the main population centres of the island. Les Quennevais is the main competition pool. The leisure pool at Aquasplash is well-used during inclement weather in the main tourist season, but at other times of the year (e.g. during the school term) is reportedly under-utilised other than at weekends.

In addition to its public pools, Jersey has a number located within commercial health and fitness clubs plus several privately-run venues. Key pools worthy of note include Le Mourier Swim School, DW Health Club, Merton Hotel, the Hotel de France and Les Ormes Leisure Village.

Pool programmes

A ‘mixed economy’ of swimming pool operators is involved in running States’ pool facility stock. Serco manages Aquasplash under a leisure management contract and also provides lifeguard cover for Harve des Pas Pool. The States manages the pools at Les Quennevais, Langford and Haute Vallee. The approach to managing and programming pools varies considerably across the stock of public facilities.

- ◀ Serco has a modern approach to the business of swimming with a strong focus on learn to swim; it has 1,250 children per week on its programme. A key challenge for the operator in relation to Jersey is the fact that it can only deliver lessons for 36 weeks of the year rather than the 50 weeks that would be standard on all of its current UK contracts. This is due to the fact that it delivers a significant proportion of lessons in the leisure pool and cannot continue to deliver these throughout the school holiday periods when the leisure pool is busy.
- ◀ The States historically has a less commercial approach to swimming pool operation than Serco. This is reportedly, in part, linked to commitments made to swimming clubs at the point when the Fort Regent Pool was scheduled to close. Les Quennevais delivers just over 600 lessons per week for 33 weeks of the year. Given its size and scale, KKP would have expected a substantially larger learn to swim programme to be in place. This was also identified within a 2014 swimming pools review which identified that the target should be 1,000 and that there was scope to improve the overall programming of the pool.
- ◀ The States does not deliver the swimming lessons which take at its two other pools. At Langford and Haute Vallee it allows Jersey Swim Club, Tigers, Le Mourier Swim School, Swim Easy Swim School, Anne’s Swim School and Love 2 Swim to deliver lessons. The result of this is that there is no public swimming at these two pools, with all available community use time allocated to external hirers.

Compared to other local authorities in the UK, Jersey is behind the curve with respect to the management and operation of its swimming pools. The States allows clubs and external businesses to hire its pools, often at reduced hire costs, in order to compete with it in relation to the delivery of swimming lessons. Most other UK authorities have wrestled back learn to swim from clubs and normally operate on the basis of there being a clear distinction between teaching and coaching. This is in line with Swim England’s approach and has seen many swimming pool operators increasing the learn to swim offer across their pool stock.

STATES OF JERSEY SPORTS FACILITIES DELIVERY

Previous analysis of swimming across the island identifies extensive learn to swim provision:

- ◀ Active Swim School (Les Quennevais) – c.612
- ◀ Jersey Swimming Club - 481 swimmers
- ◀ Tigers Swimming Club - 322 swimmers
- ◀ Jersey Water Polo Association - 102 players
- ◀ AquaSplash Swim School – 1,250
- ◀ Le Mourier Swim School – 1,500
- ◀ Long Distance Swimming Club - 150
- ◀ Swim Easy/disabled swimming – 400

Analysis of comparable learn to swim operations in the UK suggests that Serco's level of lesson provision is reflective of a traditional 6-lane 25m pool with teaching pool and is consistent with the type of programme delivered by many other operators. Lesson numbers for the Active Swim School, AquaSplash Swim School, Le Mourier Swim School (which also has access to its own facility) and Swim Easy plus lessons delivered by clubs would indicate that more than 4,000 children are being taught on the various learn to swim programmes in place across the island. However, although a substantial number of lessons is delivered in States managed pools a relatively small proportion is delivered by the States Active service itself.

Consultation with swimming clubs identifies that, in their opinion pools are at capacity and there is no more pool time available to enable clubs to expand. However, KKP would contend that there is a considerable volume of time available to enable the expansion of swimming club pool lane hour access on the island. As an example, although club sessions are run from 06.00 on some days, options for early morning club swimming are not considered to be fully exploited at Langford and Haute Vallee pools. Les Quennevais is only available for public swimming from 07.00. There is an opportunity for clubs to deliver a substantially greater level of early morning swimming as part of a wider training programme in order to free up time during the evening. Similar to other clubs in the UK, Jersey's clubs may need to make early mornings the primary training focus for their progressing swimmers

Consultation also identified that access to pools for primary school swimming is a key challenge. It would appear that, at present, the secondary schools at which pools are located have priority access with primary schools being left with the remaining time slots. This is a key anomaly given that swimming is part of the primary school curriculum but not that of secondary schools. Jersey Sport reports struggling to accommodate all primary school swimming requests given the lack of available water space.

Based upon KKP's analysis Jersey has just about the right amount of pool space to accommodate its needs. The key challenge is the degree to which the States manages and programmes its stock to the best effect. Compared to other similar sized authorities with just over 100,000 population, provision of two main public pools and two dual use pools is about right. However, given that there is an extensive learn to swim offer across the island, with capacity to grow this further, if there is an opportunity to develop a new pool it should consider the mix of water space in order to accommodate this growth in business. However, it is also worth noting that during many periods of the day (i.e. casual swimming), the main public pools in Jersey accommodate fewer users.

50m pool

Some consultees identified an aspiration to develop a 50m pool for the island although this is by no means a universal desire. In all circumstances where a 50m pool has been developed it is primarily sub-divided into 2 x 25m pools as this gives greater flexibility of space. In essence, the 50m pool is normally only used in its full-size configuration for performance swimming training, and in many circumstances only for early morning training.

The development of many 50m pools has tended to be aligned to universities with Loughborough, Bath, Norwich, Birmingham and Manchester following these lines. This reflects the fact that many swimmers in the peak of their career are of university age and as such may also be pursuing a parallel academic career. Added to this, provision tends to occur in towns and cities with significant performance swimming heritage and/or an events focus; these include Coventry, Glasgow, Leeds and Sheffield.

Therefore, unless Jersey is willing to commit to developing a significant focus on performance or swimming events it does not, in our view, need a 50m pool to enable its residents and talented swimmers to meet their potential and a 50m pool is not a priority for the island.

Opportunities

As stated previously Jersey has an opportunity to consider the replacement of Aquasplash within the same overall context of the process via which it will need to replace Fort Regent. As is noted above, the States of Jersey Development Company will be considering options for sport and leisure provision as part of the master-planning process for the overall site.

There is a need to ensure that an appropriate sports facility plan covering the needs of St Helier post 2027 is in place. It is also essential that the decisions made learn from past experience and that the options for a right-sized, appropriately specified and configured, cost-effective facility encompassing elements potentially including swimming pool(s), indoor sports and fitness provision are considered.

The recent trend to make more use of contained open water (e.g. watersports centres, inland lakes) venues in the UK to offer, for example, large-scale inflatable sessions to attract more adventurous young people and adults is worthy of review in a Jersey context. As noted, although this might be an attractive potential programme option at Havre des Pas Pool during the holiday season the substantial tidal height differential may make this untenable. It would, in any event, necessitate some up-front investment and additional lifeguarding resource.

Summary

Compared to other similar sized local authorities in the UK with just over 100,000 residents Jersey has sufficient pool space to meet all users' needs. However, the potential growth of learn to swim provision may fundamentally underpin a case for additional provision.

The masterplan and related long-term plans for the St Helier Waterfront need to consider the option to include provision of a new wet and dry sports facility post 2027.

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SPORTS FACILITIES DELIVERY

Gymnastics

Gymnastics is very popular on Jersey with over 2,000 young people participating in the sport. Clubs report having long waiting lists. They utilise a range of facilities in a 'make do' approach to provision; none of the present gymnastics facility provision is bespoke. The following provides a summary of the clubs, membership and facilities used:

- ◀ Regent GC - 600 members using part of Queens Hall at Fort Regent.
- ◀ Jersey GC – 300 members using Greenfields Sports Hall.
- ◀ Special Gymnastics (disability club) - 40 members using St John's Recreational Hall.
- ◀ De Mond - 1,100 members using a leased facility at La Haute Tombette.

The key challenge for De Mond is that it has 2.5 years (of a 5-year lease) left on its premises. All other clubs hire space within other facilities and in most circumstances are required to set up and put away equipment.

As noted, all clubs have waiting lists indicating that the full development of the sport is being suppressed and that it is not reaching its 'participation potential'. Regent GC is based centrally, Jersey GC in the east, and De Mond and the Special Gymnastics club based in the north of the Island.

Jersey GC and Special GC currently work together when opportunities arise and are keen to share a facility in the future, having developed a joint strategy. De Mond has a relationship with these two clubs and all three support each other where possible e.g. sharing use of equipment/facilities at times at competition. De Mond GC has a focus on elite and performance gymnastics, whilst Jersey GC generally operates at a more recreational level. Special Gymnastics concentrates on supporting and developing gymnasts with disabilities.

It is currently difficult to develop these relationships whilst located at different venues. There is a limited relationship between the three clubs and Regent GC (based at Fort Regent).

Consultation (and experience of gymnastics in a range of other environments) suggests that there is little chance of all four clubs working together and sharing access to a single facility. This is on the basis that clubs have a history and lead coaches have a track record in competing for the gymnastics market. Furthermore, the De Mond Gymnastics Academy is located in the north west of the authority with Regent located in St Helier.

It is not considered that a single facility would be appropriate and accommodate the current overall level of membership and enable it to grow. Therefore, given the size and scale of demand it is KKP's view that there is justification for two permanently laid out gymnastics facilities on the island; one each to service the east and the west. However, we would also suggest that one of the facilities needs to take more of a performance role, with the other focusing primarily on recreational use.

Netball

Netball is very popular on the island and is predominantly played indoors. The Association reports having nine clubs, 29 senior league teams and 14 youth league teams. This equates to over 550 regular participants. The ability of the sport to increase participation further will be determined by its ability to access suitable indoor facilities in which to deliver development programmes, team training and fixtures.

STATES OF JERSEY SPORTS FACILITIES DELIVERY

Netball currently uses a number of sites (eight indoor venues), including Les Ormes, to deliver training, fixtures and programme development. The level of demand for netball training and fixtures is such that the Association has identified a need for four indoor courts to meet its requirements. Ideally, this could be accommodated at a central venue on the island. However, it has also identified the need for additional indoor courts in order to expand its programme; this could comprise the other indoor sports hall venues noted earlier in this report (in effect, creating a 'hub and spoke' model) if additional time is created by moving some or all of the football presently played indoors - outdoors.

The Association currently pays £28--30k per annum to hire Les Ormes. As noted, it needs a minimum of 4 netball courts to deliver its programmes and would potentially be amenable to separate its training and show court facilities.

Jets also currently pays circa £25k per annum (nine matches) to stage home fixtures at Fort Regent. Although the Club books its fixtures in advance it considers itself to be a 'casualty' when a more profitable booking is taken and it gets moved.

Les Ormes intends to change the mix of its indoor hall space to maximise income generation. Its proposals will impact on the number of netball courts and, thus, the ability of netball to deliver its programmes at the site. Netball will be required to vacate the site by or before April 2020.

The key challenge with using an alternative venue is that there is not one, other than Fort Regent, where netball could access sufficient courts to accommodate its needs. Going to the Fort would displace other users and given the events calendar, the Association would not get the consistency and continuity of programme time it requires. Furthermore, the States is planning for the potential eventuality that it may need to suddenly close Fort Regent and Netball would not want to take on this level of risk.

Finding a solution for Netball is inextricably linked to the longer-term solution to replace Fort Regent and consideration needs to be given to the option of developing a separate training and fixtures venue for the sport.

One option that has been informally assessed and outline costed is, at Les Quennevais, to reconfigure and convert the two outdoor multi-use games areas to netball and enclose them, along with the two existing adjacent outdoor netball courts, with an air hall to create a 4-court indoor centre. This would both provide a netball specific amenity which would accommodate a substantial proportion of the demand for netball training and local league competition but would also mean that any provision made at a new main sports centre in St Helier could be more focused on catering for the matchday needs of the Jets.

It is also worth noting that two other (3 netball court) sites at Haute Valley and Oakfield schools might also be considered for the air hall development to enable fully flexibility in respect of the masterplan options that might be considered for the Le Quennevais site.

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SPORTS FACILITIES DELIVERY

Health and fitness

States Active currently has 4,542 health and fitness members using its main fitness facilities:

- ◀ Fort Regent – 100+ stations.
- ◀ Les Quennevais – 40+ stations.
- ◀ Springfield Stadium – 40+ stations.

The State Service has four key payment categories. The number of members aligned to each category is identified below:

- ◀ Advance – 1,453 members.
- ◀ Direct Debit – 860.
- ◀ Corporate Advance – 929.
- ◀ Corporate Direct Debit – 1,300.

There is a straight 50:50 split between male and female members. This in itself is relatively unusual given that the majority of other local authority ‘type’ health and fitness facilities normally have a majority of females. A key factor in this perceived to be the lack of high quality, large group fitness studios across the States’ portfolio. The layout, condition and somewhat austere atmosphere of the facilities at the Fort may also be a contributory factor. Group fitness is key to attracting and retaining female members as well providing capacity to accommodate some elements of functional training.

As identified previously, the States does not make the health and fitness facilities at Langford and Oakfield available for community use. During curriculum time. A key challenge in this is their design and the safeguarding issues that the schools will identify.

Quality of offer

In KKP’s opinion, the current quality of the States’ health and fitness offer is substantially below average. None of the facilities were designed specifically with health and fitness in mind. Key examples of this include:

- ◀ *Fort Regent* – has a sprawling health and fitness facility which has filled the available space, rather than being a bespoke, high quality offer. The bulk of the fitness area is warm in the summer and cold in the winter and it is a mix of new and older equipment. In truth the service has tried to use as much of the available space, but has not addressed (and in fairness would struggle to tackle) some of the key environmental considerations that influence the quality of the health and fitness offer.
- ◀ *Springfield* – has a reasonable sized health and fitness suite, but no group fitness offer. Group fitness sessions (predominantly low impact) are delivered in the hospitality suite. This is not fit for purpose and is a ‘make do’ approach to fitness sessions.
- ◀ *Les Quennevais* - has a reasonable sized health and fitness suite, across two separate rooms, but has a very small group fitness studio. The facility is undersized for the level of use, with reports that the gym can be overcrowded during peak periods. There is an opportunity to change the layout of key parts of the facility in order to maximise use of space and to create a high-quality health and fitness offer.
- ◀ *Changing provision* - at all venues is also below the contemporary standards being set for this by other public sector, trust and commercial operators.

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SPORTS FACILITIES DELIVERY

Commercial operators

The States is competing with a relatively buoyant health and fitness market on the island. The two main health and fitness competitors include

Fitness First – located on the St Helier Waterfront alongside Aquasplash. This is a significant sized fitness facility (100+ stations with group fitness studios) which is reportedly one of the company's best performing clubs. The club is subject to the same lease arrangement as Aquasplash, although its arrangement runs to 2027. Fitness First is a key competitor of both Fort Regent and Springfield health and fitness facilities and attracts many members from residents working in the main commercial district of St Helier.

DW Health Club – located within the St Brelade's Bay Hotel this health and fitness club not only serves the needs of hotel guests but also those residents within the St Brelade's area and beyond. The Club has a significant sized fitness facility (100+ stations with a group fitness studio) and a 20m pool. The club is a key competitor of Les Quennevais Sports Centre and has a good location on the waterfront.

In addition to the above there are also a number of other fitness clubs within hotels; including at the Radisson Blu, the Mayfair Hotel, Royal Yacht Hotel, Soulgenic, and Healthhaus Hotel to name but a few. Therefore, the health and fitness market on the island is very competitive and demonstrates the need for the States to have the right business approach to delivering services for residents.

It is also worth noting that a private investor has an aspiration to develop a new health and fitness and performance athlete strength and conditioning facility at the Jersey Rugby Club site close to the airport. This will add another layer of competition to Les Quennevais and needs to be considered in the context of future investment at the facility.

Opportunities

If the decision is made to replace Fort Regent and Aquasplash within a new wet and dry sports facility, the States has the opportunity to develop a new health and fitness facility which will enable it to compete with the other key competitors in the sector. The States currently has 4,500 members, the majority of which are presumed to be using Fort Regent. However, aligning new, high quality fitness provision to a combined wet and dry sports facility is likely to attract additional members and increase the membership base.

The unknown factor at this stage is the future of the Fitness First adjacent to Aquasplash. If the States withdraws from Aquasplash, this could lead to the developer considering an alternative use for the pool only or for the whole building, incorporating Fitness First (e.g. housing, hotel, offices, etc.). In this circumstance the operator may be forced to vacate its existing building and relocate to alternative premises. If this comes to pass the States may have the opportunity to capitalise if the facility mix and location of its new facility are right.

Therefore, the size and scale of fitness and group fitness facilities will not only need to consider the potential growth from the Fort Regent membership base level, but also the opportunity to capitalise on the relocation of Fitness First, if appropriate.

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SPORTS FACILITIES DELIVERY

Summary

The health and fitness offer at the States-owned leisure facilities is of below average quality and in need of significant improvement in order to compete with the private sector and to ensure that lower-income generating or high cost activity areas (e.g. pools) can be cross-subsidised by high income generating fitness provision.

The States has the opportunity to develop a bespoke health and fitness offer within a long-term replacement new wet and dry sports facility in St Helier. This will also offer an opportunity to improve its membership base among residents of and the working population of St Helier. There is also an option to deliver a relatively inexpensive quick win at Les Quennevais by increasing the scale of the health and fitness offer and providing two bespoke group fitness studios.

Watersports

Consultation identifies that Jersey does not have any provision or central base from which residents can practice their watersports (e.g. surfing, windsurfing, etc.). This may not mean provision of a designated watersports venue, but rather considering a development, as a key part of the waterfront/beach, which has changing rooms, toilets and showers alongside storage provision. It is believed that the lack of provision inhibits parents from taking their children to practice their skills on the water and potentially restricts adult participation.

In order to ensure the appropriate use of such a facility there will be a need to ensure the appropriate water-space is made available for the range of activities to be undertaken. Therefore, a clear water management plan is also needed to support the investment and to maximise the use of the island's natural resources.

The feasibility and likely levels of use made of such a development would need to be the subject of further feasibility evaluation.

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SPORTS FACILITIES DELIVERY

Supply and demand analysis summary

Jersey has a full network of core sport and leisure facilities, covering the main participation sports on the island. In addition to this it also has a wide range of specialist facilities which enable key sports to develop and residents to find their appropriate performance level. It is, however, important to note some elements of this are 'at risk' and if key decisions are not taken to address these, facilities may close unexpectedly causing individual sports to suffer. The main risks include:

- ◀ The current condition of Fort Regent means it is at risk of sudden closure and the States has considered its potential contingency to deal with this. However, it does not detract from the fact that a solution needs to be identified for the replacement of the facility.
- ◀ The corrosion within the swimming pool hall at Les Quennevais needs to be addressed before it causes damage which is significantly costly to rectify.
- ◀ There are differences of view in respect of the football turf pitch at Springfield Stadium. While it is presently fully FIFA accredited and subject to what the States suggests is a full maintenance programme, some consultees were of the view that its accreditation might be at risk as a result of insufficient maintenance (While perspectives may vary in respect of the current regime, there is little doubt that high quality maintenance will ensure that the lifespan of the carpet is optimised).
- ◀ Car parking provision at Springfield Stadium must be addressed to enable the facility to be financially viable whichever development option is taken forward.
- ◀ The future accommodation of netball on the island needs to be addressed as the need to vacate Les Ormes (without sorting out alternative accommodation) would have a negative impact on current participation and the development potential of the sport.
- ◀ (As noted earlier in this report) the current approach to programming of sports halls (with a significant number of 5-a-side bookings) limits development of other key sports hall sports on the island.

In addition to the above risks the following supply and demand issues were identified:

- ◀ The current level and distribution of gymnastics provision on the island justifies two permanently set out gymnastics facilities (east and west) one of which would take a lead in developing high performance gymnasts.
- ◀ The States' health and fitness offer is of below average quality and in need of significant improvement in order to compete with the private sector and to ensure that lower-income generating or high cost activity areas (e.g. pools) can be cross-subsidised by high income generating fitness facilities.
- ◀ Consultation with key officers and a review of lease arrangements for facilities identified that the split of responsibility for maintenance of facilities between States departments is unclear. It would appear that Jersey Property Holdings, as the landlord of the facilities does not always fulfil its share of key responsibilities as part of the lease commitment, taking account of the needs of customers.
- ◀ The need for beach-front toilets and changing facilities to support the development of watersports opportunities and to maximise the use of the island's natural resources.

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SPORTS FACILITIES DELIVERY

PART 4: PLAYING PITCH AND OUTDOOR SPORT ANALYSIS

FOOTBALL

Introduction

Jersey FA is the organisation primarily responsible for football development on the Island. It presently affiliates to The FA (of England), acting as a County FA within its structure. It is responsible for the administration, in terms of discipline, rules and regulations, cup competitions and representative matches, development of clubs and facilities, volunteers, referees, coaching courses and delivering national football schemes. Via its affiliation to the FA, it benefits from being part of a well-established NGB and is able to adopt its robust governance system and access to resource and grant funding through the Football Foundation which comes with this. In partnership with both the One Foundation and Jersey Sport, it operates the FA Charter Standard Club programme which acts as a quality mark scheme for clubs on the Island.

Supply

The audit identifies 45 grass football pitches across 20 sites across Jersey. The Jersey Football Combination uses 18 of these; only the two pitches at Le Rocquier School and the pitch at Oakfield Sports Centre are not regularly used by the League, albeit that they are accessible for community use. Two additional football pitches are marked at Victoria College during the autumn term, however these are not considered within the aforementioned supply and available for community use as they are not marked for the duration of the club football season. They are marked on the outfield of the cricket pitch and are dually used, marked as rugby union pitches in the winter term.

There is just one full-sized 3G football turf pitch on the island at Springfield Stadium on which competitive football matches are permitted to be played. It is well used for training and also hosts both community club and national team matches.

In accordance with the FA Youth Review, U17 and U18 teams can play on adult pitches. The FA's recommended pitch size for adult football is 100 x 64 metres. Please refer to the table below for more detail:

Table 4.1: FA recommended grass/3G pitch sizes

Age group	Playing format	Recommended pitch dimensions (metres excluding run offs)	Recommended pitch dimensions (metres including run offs)
Mini-Soccer U7/U8	5v5	37x27	43x33
Mini-Soccer U9/U10	7v7	55x37	61x43
Youth U11/U12	9v9	73x46	79x52
Youth U13/U14	11v11	82x50	88x56
Youth U15/U16	11v11	91x55	97x61
Youth U17/U18	11v11	100x64	106x70
Over 18/Adult	11v11	100x64	106x70

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There are plans for a rebuild of Les Quennevais School near to Jersey airport. This includes creation of two new grass playing pitches, one for football and one for rugby union. The option for one of these to be a 3G football turf or rugby share pitch is presently being considered.

Pitch quality

The quality of football pitches in Jersey has been assessed via a combination of non-technical assessment (as determined by the FA) and user consultation to reach and apply an agreed rating. Percentage parameters used for the non-technical assessments were as follows;

- ◀ Poor = 0-49.9%
- ◀ Standard = 50-79.9%
- ◀ Good = 80%+

As such, each pitch within Jersey has a quality rating of good, standard or poor.

Pitch quality is primarily influenced by the carrying capacity of the site; often pitches are over used and lack the required routine maintenance work necessary to improve drainage and subsequent quality. It is likely that those which receive little to no ongoing repair or post-season remedial work will be assessed as poor, therefore limiting the number of games able to take place each week without it having a detrimental effect on quality. Conversely, well maintained pitches which are tended to regularly are likely to be of a higher standard and capable of accommodating a number of matches without a significant reduction in surface quality.

Table 4.2: Summary of football pitch quality (community use pitches)

Pitch type	Good	Standard	Poor
Adult	14	5	4
Youth 11v11	4	2	-
Youth 9v9	4	1	1
Mini 7v7	3	2	3
Mini 5v5	-	2	-
Total	25	12	8

More than half (25 or 55%) of Jersey's football pitches are considered to be of good quality; the majority due to the effective and high-quality maintenance undertaken at the State maintained sites which accommodate several sports pitches. These include FB Fields and the Les Quennevais Sports Centre. Twelve are rated as standard quality (26%), whilst eight (19%) are recorded as being poor; these are the ones located at St Lawrence FC, St John's Sport & Recreation Centre, St Clement FC and Trinity FC (all of which are club maintained).

Management and maintenance

The States of Jersey has, as of October 2016, leased a number of playing field sites to local clubs which now are responsible for their management and maintenance. This process was driven by the need to reduce the States budget for management and maintenance.

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Consultation with the States Sports Division Playing Field Manager highlights that the grounds team responsible for the maintenance of States managed playing fields has reduced in capacity over recent years from a team of 16 staff to just six. It was subsequently decided that an additional two FTE staff were needed to meet the demands associated with maintaining all the States-managed sports grounds and two additional members of staff have been taken on bringing the complement back up to a team of eight. The States is contracted to maintain playing fields at Jersey Rugby Football Club, Le Rocquier School and Victoria College, whilst the following sites continue to be both State maintained and managed:

- ◀ Airport Playing Fields
- ◀ FB Playing Fields
- ◀ Grainville Playing Fields
- ◀ Les Quennevais Sports Centre
- ◀ Hautlieu School/Oakfield Sports Centre

As part of the move towards clubs' self-management, a grounds maintenance training session was provided with an IOG pitch advisor to better educate clubs in respect of pitch maintenance and remediation; clubs were supplied with mowers to be able to cut grass themselves. However, the Playing Field Manager identifies concerns with regard to the maintenance of club sites since the transfer of responsibility and expressed some doubts in respect of the ability of clubs to maintain these assets at a sufficiently high level.

The quality of some pitches has reportedly declined since this transfer of responsibility. This applies particularly to those at Trinity FC, St John's FC, St Lawrence FC and St Clements FC. Issues such as volunteer resource, grounds knowledge and access to specific equipment required are all likely to be factors, whilst the Playing Field Manager reports that the States grounds team receives a substantially greater number of requests to undertake additional remedial work (such as verti-draining, seeding, fertilisation) over the off-season at club sites than it is able to undertake. Part of the reason for this is that it has the specialist equipment required which clubs, in general, do not have access to.

It is also reported that given the natural sporting interest of football clubs, available effort and resource is often focused on the playing area itself, to the detriment of surrounding greenspace onsite which may not be maintained as well or as often as required.

Some clubs are, however, reported to be doing a satisfactory job of self-maintenance. These include St Peter's FC, St Brelades FC and Jersey Wanderers FC. There is an apparent contrast between these and those where maintenance and pitch quality has declined, in that the rigour and regularity of maintenance at sites where there is a clubhouse and associated revenue generation stream (such as bar profits and sponsorship) is perceived to be better than at standalone pitch site without supporting ancillary infrastructure. This is the case at some of the aforementioned sites where quality has declined.

The Playing Fields Manager states that the Sports Division liaised with the IOG over potential to put together a pitch maintenance offer accessible to local clubs across Jersey through the FA Pitch Improvement Programme (PIP). This included funding for a few small tractors and rollers stored at two accessible locations, one each on the East and West of the Island. However, it is reported that there was little take up or support from local clubs and so the proposal was never progressed.

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Demand

140 teams affiliate to the Jersey FA and play football on the Island; as shown in Table 4.3.

Table 4.3: Summary of football team demand in Jersey

Age group	Number of affiliated teams
Senior Men's (16-45) ¹	40
Senior Women's (16-45)	5
Youth Boys (10-15)	65
Youth Girls (10-15)	2
Mini-Soccer Mixed	28
Total	140

Table 4.4: Summary of football team demand in Jersey by format

Age group	Type	Number of affiliated teams
Men	11v11	40
Women	11v11	5
Youth Boys	11v11	38
	9v9	27
Youth Girls	11v11	1
	9v9	1
Mini soccer	7v7	18
	5v5	10
Total		140

3G pitches for football

Training

The FA considers high quality third generation (3G) artificial grass or football turf pitches (AGPs) to be an essential tool in promoting coach and player development. They support intensive use and are excellent assets for both playing and training. Normally such facilities are installed for community use and training, however, they are increasingly being used for competitive play; a development the FA wholly supports.

The FA's stated long-term ambition is to provide every affiliated team in England with the opportunity to train once per week on a floodlit 3G surface, together with priority access for every Charter Standard community club via a partnership agreement. The FA standard is calculated using the latest Sport England research "AGPs State of the Nation March 2012" assuming that sports clubs account for 51% of AGP usage when factoring in the number of training slots available per pitch at peak times. It is estimated that one full sized AGP can service 42 teams.

¹ For the purposes of demand U17 and U18 teams are considered to require adult pitches, though it should be noted that these age groups affiliate to their respective County FA as junior teams.

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On this basis, 140 affiliated teams require access to train once per week on a floodlit 3G surface. This equates to a need for three full sized 3G AGPs (rounded down from 3.3) to service this level of training demand.

At present, there is just one available full sized 3G pitch at Springfield Stadium. This leaves a shortfall of two full sized 3G pitches to meet training demand for football, whilst the small sized 3G pitch at Haute Vallee School is able to service the residual (0.3 of a pitch) demand beyond that represented by the three full sized pitches.

Consultation with the Jersey Football Combination and Jersey FA highlights that access to floodlit training provision is a key need in Jersey. Springfield Stadium is located within densely populated St Helier and is in the central region of Jersey, however there is demand for greater accessible to floodlit 3G provision in the West and East of the Island.

The floodlit grass football pitch at Les Quennevais Sports Centre is reportedly well used, accommodating over 80 matches in the 2016/17 season. This site represents an opportunity to host a full sized 3G pitch to service the West of Jersey, with existing infrastructure and management operation already in place. There is also, as noted above, potentially, an alternative option to develop a full sized 3G pitch at the new Le Quennevais School.

With regards to the East, both Le Roquier School and FB Fields are of sufficient size to accommodate a full sized 3G pitch, though the former is better suited given the potential for daytime school use and plans outlined elsewhere to bring the school sports centre into greater community use alongside potential refurbishment. The mixed use of FB Fields and share of playing field area between football and cricket is considered to present greater challenges.

Competitive play

Competitive football can take place on 3G surfaces that have been FA or FIFA certified² and a growing number of 3G pitches are now used for competitive match play at mini soccer and youth level. The recommended FA dimensions for a full sized 3G pitch are 100m x 64m with additional run off areas of three metres required on each side.

Minimum playing area dimensions to meet performance standard criteria for competitive football are 90m x 45m (or 100m x 64m for FIFA sanctioned international matches), with additional run off areas of three metres required on each side. FIFA 3G pitch certification is required to host competitive adult match play at Step 3 and below, whilst for teams playing at Steps 1 or 2 pitches are required to have FIFA Pro standard certification, further information on which is included later in the section. Football training can take place on sand and water-based surfaces but these are not the preferred options.

The pitch at Springfield Stadium is used by the Jersey national team as well as catering for weekly use by community clubs for matches within the Jersey Football Combination.

² <http://3g.thefa.me.uk/?countyfa=Lancashire>

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Conclusion

In conclusion, the key need for football in Jersey is as follows:

- ◀ **Requirement for additional floodlit full sized 3G pitch provision:** based on the FA model for affiliated team training, there is a requirement for an additional two full sized 3G pitches, optimally located in the East and West of the Island. On the basis that these were to be FA/FIFA certified and registered for competitive match play, they would also provide capacity to be used for matches and in several cases would provide a better-quality experience than is presently available on the poor-quality pitches some clubs are reportedly struggling to maintain as required.
- ◀ **Improvement of pitch quality at club managed sites:** pitch quality is reported to have declined at some sites exacerbated by clubs' lack of revenue, limited volunteer resource or access to equipment. The overall quality of football pitch stock has declined as a result, despite continued high levels of maintenance and quality at States managed sites.

Consequently, it is recommended that affiliated football activity shifts to a hub and spoke based model focused at key strategic sites which incorporate full sized 3G pitch provision, rather than being spread across the Island at a variety of single pitch venues, most of which offer no supporting infrastructure, and limited or no potential for revenue generation or future sustainability.

By focusing the football offer at these key sites (especially junior football where ancillary facilities are made available) able to offer training and match facilities in one place, the States will be able to deliver a more sustainable, attractive and higher quality football experience and respond positively to the requirement to reduce the overall States Sports Division revenue budget for playing field management.

RUGBY UNION

Introduction

Jersey Rugby Association (JRA) is the organisation primarily responsible for development of rugby union on the Island. It affiliates to the RFU (of England). JRA is responsible for the administration, in terms of discipline, rules and regulations, cup competitions and representative matches, club and facility development, volunteers, referees, coaching courses and delivering national schemes. Via affiliation to the RFU, it benefits from being part of a well-established NGB and is able to adopt robust governance systems and access the resource and grant funding which comes with this.

Supply

Seven rugby union pitches are identified in Jersey, four senior pitches at Jersey RFC. Les Quennevais Sports Centre and Grainville Playing Fields each accommodate one senior pitch and Le Rocquier School has one; the only one not being regularly used by community clubs. Two additional rugby union pitches are marked at Victoria College during the winter term. They are, however, not considered within the aforementioned supply or available for community use as they are not marked for the duration of the club rugby union season. They are marked onto the outfield of the cricket pitch and are dually used, marked as football pitches in the autumn term.

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The World Rugby ‘Performance Specification for Artificial Grass Pitches for Rugby’, more commonly known as ‘Regulation 22’ provides the necessary technical detail to produce pitch systems that are appropriate for rugby. The artificial surface standards identified in Regulation 22 allows matches to be played on surfaces that meet the standard.

Full contact activity, including tackling, rucking, mauling and lineouts can take place. All full-sized World Rugby compliant 3G pitches feature on the RFU register, including expiry dates of certification³. Upon registration, World Rugby compliance is valid for two years before renewal and retesting is required. Jersey presently has no World Rugby compliant, registered 3G pitch upon which competitive play and contact rugby union activity is permitted.

Quality

All seven rugby union pitches are considered to be of good quality. All are maintained by the State Sports Division grounds team, either where the States manages the site directly (Grainville Playing Fields, Les Quennevais Sports Centre) or where contracted by the site management (Jersey RFC and Le Rocquier School).

Future plans

A private investor has aspirations (to which Jersey Rugby Club appears to be sympathetic) to develop land beside the existing car park to create a new facility including strength and conditioning, fitness and sports science provision, as well as proposed exhibition space for indoor sports. Plans are progressed and official statements suggest that the stated intention is that it will be accessible to schools and community sporting groups.

Demand

The two community rugby union clubs on the Island are Jersey RFC and Jersey Royals RFC. Teams from both are required to travel to England to access regular competition, for example Jersey RFC amateur teams play in South London based competitions.

Jersey RFC is the largest of the two and offers both amateur and professional playing opportunity, with men’s performance team Jersey Reds playing professionally within the RFU Championship, the second tier of English rugby union. JRA reports that Jersey RFC has experienced significant growth over recent years from circa 180 players to over 650, including at amateur level a significant mini and junior section, colts teams and tag rugby. Its amateur section has two men’s teams, one women’s team and one Vets team, as well as 12 mini/junior age groups.

The main stadium pitch and the front pitch onsite are generally used by senior teams, whilst all four pitches are used for mini/junior training and matches on Sunday mornings, including use of a grass field to the South of the site not formally marked for rugby union. Training for amateur senior teams takes place on Tuesdays and Thursdays on the Rugby Club site, each session lasting an hour. It is also reported that, on occasions, particularly during or following periods of inclement weather, some Jersey RFC training migrates to the grass pitch at Les Quennevais Sports Centre.

³<http://www.englandrugby.com/governance/club-support/facilities-kit-and-equipment/artificial-surfaces/artificial-grass-pitches>

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Contrastingly, Jersey Royals RFC has just one senior men's team playing at Grainville Playing Fields, as well as running touch rugby activity throughout the summer. Senior teams train once weekly at its home ground and share use of the clubhouse with cricket. JRA reports that this club faces particular challenges in relation to both revenue generation and volunteer resource. It is reported that the training lights at the site, which were installed under a prior club regime, are inadequate to properly support winter evening training.

Conclusions

Rugby union is generally well catered for in Jersey and most participation is based at the well-established and resourced Jersey RFC. Its has sufficient pitches of good enough quality to sustain current levels of use even in light of recent growth.

However, should the rate of growth continue there is likely to be a need for increased capacity. The logical site to help cater for additional growth is Les Quennavais. This already has one senior grass rugby pitch. This is available for use and there is likely to be an increase in demand for floodlit training provision as progression of junior teams is reflected in future growth at senior level. Consideration should be given to developing an AGP at Les Quennavais which is both football and World Rugby compliant – to enable rugby training given its proximity to Jersey RFC. Even if not initially marked out its capacity to accommodate senior rugby union match play should also be considered. These requirements should also be taken into account should a decision be made to develop the 'West of Jersey' 3G pitch at the alternative venue option which is the new Le Quennevais School site.

Furthermore, there should be a focus on supporting Jersey Royals RFC and signposting players to it (including from local schools) so as to enable it to develop, both for its future sustainability and to broaden playing opportunities and competition on the Island.

HOCKEY

Introduction

Jersey Hockey Association (JHA) is responsible for the administration, in terms of discipline, rules and regulations, cup competitions and representative matches, development of clubs and facilities, volunteers, referees, coaching courses and delivering hockey football schemes. JHA affiliates to England Hockey and as such benefits from its robust governance system and access to resource which comes with this. Locally JHA trades as, and governs hockey via Jersey Hockey Limited which is constituted and responsible for finances, safeguarding and other administrative duties.

Supply

England Hockey's Artificial Grass Playing Surface Policy (June 2016) advises that 3G pitches should not be used for hockey matches or training and that they can only be used for lower level hockey (introductory level) when no sand-based or water-based AGP is available. The preferred surface for club level hockey is sand or water based AGPs, rather than 3G or grass. The two full sized AGPs in Jersey suitable to accommodate hockey match play are at Les Quennevais Sports Centre and Victoria College (Claremont Field).

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The States of Jersey has recently signed a long-term lease for the Les Quennevais Sports Centre AGP to Jersey Hockey Limited for the term of 25 years. Jersey Hockey Limited plans to develop a new clubhouse beside the pitch having raised over £650,000 over the past two years to fund the project, which also includes extension of the onsite training area. It hopes to begin work on the development in early 2018, with the intention for it to be operational for the start of the 2018/19 season. JHL also reports having a long-term aspiration to create a second AGP at Les Quennevais Sports Centre.

Quality

The hockey AGP at Les Quennevais Sports Centre was built in 2014 and at just three years old is considered to be in good condition. By contrast, the AGP at Victoria College (Claremont Field) is reported to be of poor quality and approaching the end of the surface lifespan. The Jersey Property Holdings and States Education Department plan to resurface the School AGP went on site in July 2018. It is also marked for tennis and accommodates 12 tennis courts in the summer school term.

Demand

There are eight affiliated hockey clubs in Jersey, four men's and four women's. The men's competition comprises two divisions of five and seven teams respectively, whilst the women's competition has a main division (six teams) plus a development division (also six teams). Cup competitions are run for both men and women and friendly opportunities are available throughout the season.

Jersey Ladies HC and Nomads HC both run junior hockey sections. Much junior activity is co-ordinated via JHA's development programme at Les Quennevais Sports Centre, held on Sunday mornings and throughout the week on Monday and Tuesday evenings. JHA reports that amongst fixtures and junior development at weekends and club training midweek in the evenings, the AGP is presently operating at capacity.

Hockey activity extends beyond the affiliated club season, with two leagues operating in the spring, as mixed leagues and corporate leagues throughout the summer, the latter made up of between eight and ten teams playing 6v6 matches.

JHA identifies delivery in schools to be a key challenge and though links exist, JHA has no paid staff responsible for access and delivery in schools. It reports that once the clubhouse development at Les Quennevais Sports Centre has been completed, delivery in schools will be its next key focus. The JHA lease at the Sports Centre does allow for free use of the pitch for States schools during curriculum time.

St Michael's Preparatory School (which is located Northeast of St Helier) is reportedly exploring options with regard to installing a hockey AGP at its site.

JHA also identifies cost of travel to be another key challenge. Travel to England is often required to access (for example) EH Player Pathway programme centres and specialist coaching and significant travel costs are incurred for matches as part of the significant Inter Insular competition with Guernsey.

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Conclusions

In conclusion, hockey is well catered for and the now signed repairing lease agreement at Les Quennevais Sports Centre will facilitate JHA development of the site for hockey including a new clubhouse.

Consideration of the site as a potential host for a full sized 3G pitch would help provide additional floodlit capacity and may alleviate some capacity for hockey midweek through transfer of football training use onto the 3G surface. (This issue should be a consideration when weighing up the merits of location at the Sports Centre as opposed to, potentially, at the new Le Quennevais School site).

Work on the pitch at Victoria College (Claremont Field) has now, reportedly been completed and it is also well-positioned to support both the growth of hockey on the Island and improve the quality of school use. Focus should be placed on supporting facility developments at Les Quennevais Sports Centre and its development as a hockey hub and a sporting hub as a whole.

CRICKET

Introduction

Jersey Cricket is the organisation primarily responsible for the development of cricket on the Island. Through the Channel Island Cricket Board formed in 1996, cricket in Jersey formerly affiliated to the England and Wales Cricket Board (ECB), however a desire to access additional competition for players from both Jersey and Guernsey prompted pursuit of European Cricket Council (ECC) membership with the support of the ECB. Jersey Cricket Board was formed and in 2005 achieved ECC membership. This was followed more recently by it being granted International Cricket Council (ICC) Associate Membership.

Jersey Cricket is responsible for administration, in terms of discipline, rules and regulations, cup competitions and representative matches, development of clubs and facilities, volunteers, umpires, coaching courses and delivering national schemes. The Jersey Cricket Board Strategic Plan 2016-2018 identifies key priorities for the development of cricket on the Island. Key themes include:

- ◀ Prioritisation of delivery in local schools and developing links to Premier Division clubs, with schools to play a minimum of six matches per season at U13/U15/U18 age levels.
- ◀ Clubs to develop and run meaningful and established teams at U11, U13 and U16 age groups.
- ◀ Clubs to play a more proactive role in the development of cricket.
- ◀ Seek to qualify for the ICC U19 World Cup.
- ◀ An increase in-off Island opportunities for better player to access competition including throughout the winter months.

Supply

Eight cricket pitches are suitable for senior cricket, six of which are States managed, one is managed by Victoria College and one is a private sports club ground at Farmers Field. A ninth pitch (which is no longer maintained) used to be in place at Les Quennevais Sports Centre where the number of cricket pitches has now reduced from three to two.

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It should be noted that, relative to counterpart local authorities in England, the States maintains a high number of pitches to, what would be regarded as, again relative to its England counterparts, a high standard.

Supply of natural turf squares is well supported by non-turf pitch (NTP) provision, with NTPs located on natural turf squares at all sites with the exceptions of Victoria College and Farmers Field. There are two further standalone NTPs of sufficient size for junior cricket, located at St Michael's Preparatory School and Victoria College Preparatory School.

For training, there are fixed artificial net bay facilities at Les Quennevais Sports Centre, Grainville Playing Fields, FB Fields and Farmers Field.

Quality

All natural turf cricket pitches are considered to be of good quality. All are maintained by the States Sports Division grounds team, with the exception of Farmers Field which is privately maintained by Farmers Caesarians CC. Jersey Cricket reports having concerns with regard to the maintenance of States-managed cricket pitches citing the reduced staff capacity and budget impacting on time spent on specialised maintenance due to the need to cover more sites with a smaller team.

Jersey has hosted ICC tournaments for a number of years. The most recent was the ICC U19 tournament. It reports having received feedback that the quality of the pitches at both FB Fields and Grainville Playing Fields was not at the previous standard - the ICC suggested that there was a decline in quality.

Jersey Cricket reports that the key issue (aside from future ability to maintain pitches to the required standard) is gaining access to pitches. It reports this applying in respect of peak time weekend access at both FB Fields and Grainville Playing Fields. It suggests that there is insufficient States grounds team resource to open up access to both sites and operate them concurrently.

Demand

20 teams regularly play cricket in Jersey. Jersey Cricket operates a three division men's cricket league at weekends made up of 16 teams. There is also an evening league in which 15 teams play.

Four clubs have junior teams at U13 level; these play against each other regularly, whilst the Jersey Cricket Development Officer delivers cricket to drive participation in schools across the Island. Jersey Cricket (via the Jersey Women's Cricket Association) also centrally delivers development training sessions for women and girls, held at Grainville Playing Fields. Furthermore, Jersey Cricket Board operates national teams at senior level and aspires to develop an U19 team to compete in ICC major tournaments, whilst there are junior representative teams between U11 and U15 age groups.

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Conclusions

Cricket reports itself to be a growing sport in Jersey and there are clear strategic priorities to which it aspires over the coming years. In order for it to be able to realise these it is important that access to sufficient and suitable quality facilities is at the forefront. In light of concerns over maintenance and access, it is recommended that the States and the Jersey Cricket Board work together to create an operating model which maximises access to facilities at peak times, which may include Jersey Cricket Board and Premier Division clubs taking on greater shared responsibility for peak time management and upkeep of facilities, negotiated with the States.

Emphasis should also be placed on the development of junior cricket to support the long-term sustainability of local clubs and competition, as well as the strength of representative teams as part of a long-term plan. This may require creation of new provision at school sites such as NTPs so that cricket is accessible locally to schools and forms a regular part of the curriculum.

TENNIS

Introduction

Jersey Tennis Association (JTA) is voluntary organisation responsible for the development of tennis across the Island. Along with Guernsey Lawn Tennis Association (GLTA) it forms the Channel Islands Lawn Tennis Association (CILTA), which functions as a County Association affiliated to the British LTA structure. JTA reports that this sharing of administration with GLTA within CILTA can be difficult and challenging due to the need to go off-Island to attend to committee matters and deal with key governance responsibilities.

JTA was previously based at Les Ormes Resort where there was an indoor tennis centre and where it previously had an administrative base with some employed staff. However, the move to convert the indoor centre for football rather than tennis and the subsequent withdrawal of LTA funding for the office base and funded staff has meant that the NGB has become somewhat nomadic. JTA reports this to be a significant setback but confirmed that it has now stabilised and is looking to progress. However, in practice, the fact that it no longer has linked facilities to access or employed coaches has led to it having significantly reduced influence over the development of tennis, which now sits mainly with the clubs, particularly the large and well established Caesarian Tennis Club.

Key facilities

There are four affiliated tennis clubs in Jersey, they are:

- Caesarian Tennis Club.
- Grainville Tennis Club – Grainville Playing Fields.
- Les Mielles Tennis Club – Les Quennevais Playing Fields.
- The Tennis Hub – St Clements Golf & Sports Centre.

Caesarian Tennis Club is the largest club on the Island. It has access to the largest range and types of facilities, both outdoor and covered. Its site accommodates eight outdoor courts, four artificial turf and four hard court surfaces. Two of the artificial turf and two of the hard courts are floodlit. It has two courts which are permanently covered by an air-dome, whilst

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the four hard surface courts are temporarily covered throughout the winter months by a second air-dome. This means that six out of the Club total of ten courts are covered.

It is reported to contribute the majority of players for inter-Island competition teams, and most junior development activity operates at this site, due to its quality and the range of facilities (as well as coaching) it is able to offer. JTA reports that its artificial turf courts are approaching the end of their useful life and will soon need to be resurfaced.

The Tennis Hub is a newly formed club based at St Clements Golf & Sports Centre. Onsite there are 13 hard surface courts, two of which are floodlit. Six courts are reserved for use by club members and coaching sessions, whilst three of the courts remain publicly accessible to service pay and play opportunity.

Grainville Playing Fields has six artificial grass sand-dressed outdoor courts, three of which are floodlit. Les Mielles Tennis Club is based behind Les Quennevais Sports Centre and plays on four artificial turf courts, all of which are floodlit.

A number of schools have provision for tennis which is often used for other activities. These include the hard court areas at Le Rocquier School, Hautlieu School and Beulieu Convent School. Conversely, the AGP at Victoria College is 'over-marked' with 12 tennis courts throughout the summer term.

Conclusion

In conclusion, the key issue for tennis in Jersey lies with its governance and role in development of the sport. In practice, the strength of the clubs in Jersey in terms of facilities, resource and finances far outweighs the ability of JTA to establish and lead meaningful schemes, as it is these clubs and their coaches guiding the direction of developing participation. Moving forward, JTA should look to develop a more congruous approach which drive club collaboration establishing a clear set of roles and strategic priorities which clubs could then facilitate and drive with JTA's overall backing and support.

ATHLETICS

Introduction

Jersey Spartan Athletics Club is the only track and field athletics club on the Island, although there are other road and cross country running groups including a regular Parkrun event on Saturday mornings; from Les Quennevais Sports Centre. Jersey Spartan Athletics Club affiliates to Hampshire Athletics Association (England) and through it, is nationally affiliated to England Athletics. It is, thus, subject to meeting English NGB and affiliation criteria administered by professional staff at England Athletics.

However, it reports facing difficulty locally with regard to development as the Jersey athletics development officer post is no longer in place. It also reports that it has insufficient coaches and that some of those which it presently uses/employs are not of the required quality. This has led to it paying for a coach to come over from Guernsey to assist the development of Club coaching staff.

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Supply

The athletics track in Jersey is located at FB Fields in St Clement, home to resident club user Jersey Spartan Athletics Club. The track is States owned and managed, and the Club pays seasonal rental fees for its use (including floodlighting) and the accompanying clubhouse with storage. A synthetic surface, the track is competition compliant with eight lanes and has supporting field event provision including steeplechase barriers, hurdles, high jump, pole vault and throwing cage facilities.

Quality

KKP's visual inspection would suggest that the track, overall is in good condition. Consultation with the Club, however, suggests that its perception is that the track is subject to some unaddressed quality issues. It was fully resurfaced in 2014 and, at that time new high jump and pole vault provision was purchased. The Club, however, contends that the track has declined in quality as a result of a build-up of algae within the surface although no evidence has been produced to support this claim. It believes this to be largely due to the reduced capacity of the States grounds maintenance team.

The Club's view is that this situation has led to more rapid deterioration than would previously have been the case because of the limited maintenance now achievable. The Club reports that the States was slow to undertake what it perceives to have been the necessary cleaning works and claims that a portion of the track remains uncleared. A full professional clean was undertaken in May 2018.

Management

There has been confusion between the States and the Club over roles and responsibilities at FB Fields and it was not until the Club began to seek grant funding and needed to evidence security of tenure that both parties discovered that it did not actually have an active lease. It reports that since this time, the cost of seasonal hire has increased incrementally driving up membership costs to participants. The option of a 25-year land lease is presently being considered by the Club. If signed it should now meet the criteria required by most grant funding sources.

Demand

The Club reports having 222 members (60 men, 57 women and 105 juniors). It competes in Hampshire Athletics Association competitions (as does the Isle of Wight) and receives travel grants from the States via Jersey Sport to travel to England for meets. It reports having a relatively small waiting list and being keen to increase the number of junior members but unable to do so due to the limitations of its current coaching resources.

Training for juniors and seniors takes place on Tuesday and Thursday evenings as well as Sunday morning when it has exclusive use of the track, which is otherwise reported to be available for access by other clubs/community groups; for example Jersey Triathlon Club which uses it on Wednesday evenings. Until 2018, the Spartan's minis section normally trained at the track until December when it then moved across to make use of indoor space at Langford Sports Hall (from December to March). This arrangement now appears to have ceased and the Club no longer has access to winter indoor mini training.

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Although the arrangements being made for it are in line with the way that the States treats other clubs, Spartans is unhappy about the increased rental fees it is being charged for the track, floodlighting and clubhouse facilities. It suggested that this has adversely affected membership numbers. It now charges for a greater proportion of fees at the beginning of the season and membership fees structure has changed from £30 annual fee with £2 fee per session, to £150 for track and coaching access, £100 for just track use, or £40 as a road runner without track access. It suggests that increased membership costs have led to a decline of 70 members although other factors such as coach numbers and the loss of winter indoor training space are also factors in this.

Conclusion

In conclusion, the track provision itself at FB Fields is of good quality. Qualitative issues raised by the Club appear to derive from its perception that there is a need for improved and more regular maintenance. There are also clear areas of disagreement with regard to the management and upkeep of the clubhouse (which is the subject of a separate hire agreement) to which the Club reports having to undertake repairs despite only being a venue hirer. There is a need for an agreed site management model which enables facility sustainability and enables the Club to grow and develop participation, maximising use.

The States could explore the negotiation of a long-term lease which allows the Club to access grant funding opportunities to improve facilities. This is a model being considered at a number of sites in England; under the auspices of the new England Athletics Facility Strategy. Such an agreement may, however, need to extend to catering for the other clubs and groups which presently (and may in future) wish to access the facility. It would, in any event, be subject to the Club sufficiently evidencing the resource, finances and ability to sustain and improve the asset. Should this not be possible then the States will need to work with it to negotiate an access agreement which secures its tenure and clearly defines roles and responsibilities for (e.g.) maintenance, repairs, generation of a sinking fund and upkeep including rates and water supply etc.

This should be at reasonable cost (from the perspective of both the States and the Club) – enabling both investment in the sustainability of facilities whilst making operation and membership financially accessible to encourage participation.

OTHER SPORTS

Archery

There are two archery clubs in Jersey; the Jersey Archery Society and the Archers of Jersey. Both affiliate to the Hampshire Archery Society (England) which administers the sport across Hampshire, the Isle of Wight and the Channel Islands including Jersey. The Hampshire Archery Society, in turn, affiliates to the Southern Counties Archery Society (SCAS) and Archery GB – the NGB for the sport in the UK.

The fact that the clubs affiliate to an NGB based on mainland England presents challenges in respect of governance and operation. For example, support which may be required locally with regard to completion of affiliation and administrative tasks, facilities development, coach education and Jersey Clubmark accreditation is not locally accessible and requires travel to mainland England or vice versa to access, though this is, in part, dealt with by Jersey Sport.

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Archers of Jersey

It now has over 70 members despite in years previous operating with as few as three until increasing participation through advertisement and outreach. Throughout the summer and autumn, it shoots at Twin Oaks Field (Radier Manor, Grouville) from 18.00 until sunset on weeknights and from 10.00 – 13.00 on Sundays. Over the winter and spring months the Club shoots indoors at Fort Regent indoor shooting tunnel on Wednesdays 18.30 – 20.30 and on Sundays at La Rocquier School from 10.00 – 13.00. It offers a five-week introductory course as well as full membership.

Jersey Archery Society

Throughout the summer and autumn, the Club shoots at its home base Crabbe Shooting Range on Field 91, where it has recently developed a clubhouse to complement the range.

Shooting takes place from 10.00 on Sunday mornings, though it runs a junior section and there are after school sessions for young archers on Thursdays from 16.30. Over the winter and spring months it shoots indoors at St John's Recreation Centre on Sundays between 10.00 – 12.00 and on Thursday evenings 19.30 – 22.00. Like the Archers of Jersey, it offers a six week introductory course held on Thursday evenings as well as full membership. It has access to an elite Olympic standard coach who travels to the Island once a month from mainland UK to deliver specialist coaching and develop club coaches.

Outdoor bowls

Bowls Jersey is the NGB responsible for the development of outdoor bowls across the Island and to which the five outdoor bowling clubs affiliate. The NGB itself affiliates to the European Bowls Union. The clubs in Jersey are:

- ◀ Jersey Bowling Club.
- ◀ Les Creux Bowling Club.
- ◀ St Brelades Bowling Club (at Les Quennevais Sports Centre).
- ◀ St Saviours Bowling Club.
- ◀ Sun Bowling Club.

There are seven lawn bowling greens in Jersey, one at each of the aforementioned club sites, with the exception of Les Creux Bowling Club which has two artificial turf greens following recent investment. Significantly, Jersey hosted the 11th European Team Bowls Championship in September 2017 at Les Creux, the venue having previously hosted the competition back in 2001, whilst the 1999 competition was also hosted in Jersey. There is also an indoor bowling centre in Grainville which has hosted international competitions, whilst the sports hall at Fort Regent has a removable indoor bowling mat which is stored and laid across the hall when required.

Petanque

Jersey Petanque Association (JPA) is the organisation responsible for the development of Petanque across the Island. The JPA is a member of the European Federation (Confédération Européenne de Pétanque) and the World Federation of Petanque (Fédération Internationale de Pétanque et Jeu Provençal).

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Supply

There are 17 sites with Petanque provision each with varied numbers and sizes of playing areas, referred to as ‘tarrains’. In total, across these it is considered that there is total capacity to accommodate 146 matches in play at one time.

Table 4.5: Summary of outdoor Petanque terrains in Jersey

Site	Capacity ⁴ (games at once)	User club/team
Les Quennevais Sports Centre	50	Jersey Petanque Club
Weighbrisdge Gardens	12	Liberation Petanque Club
Carrefour Petantque Club	32	Carrefour Petantque Club
St Aubin	2	
St Mary's Petanque Club	6	
The Steam Clock	6	
Gorey Common	2	
First Tower Sea Front	2	
Le Hocq Common	4	St Clement's Petanque Club
Millennium Park	6	St Helier Parish
Parade Gardens	2	
Pierson Road	4	
St Andrew's Park	2	
St Martin's Village Green	8	
St Ouen's Village Green	4	St Ouen's Parish
St Peter's Village Green	4	
Holme Grown Farm Shop & Garden Centre	4	

Demand

A number of competitive opportunities are available to those wishing to play Petanque in Jersey. For affiliated clubs there is the Interclub League Championship, whilst there are men’s and women’s Island competitions for teams of triples and doubles as well as individual competitions throughout the year.

In 2012, the JPA developed an inter-parish league which encouraged the creation of parish teams and participation to grow the sport across the Island. The 2017 Parish League saw representation from all 12 of the Jersey parishes, with teams playing each other twice so teams played 22 matches each throughout the season.

Throughout the winter there are ongoing opportunities for competition, with the 2017/18 winter league made up of 18 teams across three divisions. There is also a lunchtime league based in St Helier, established in 2008 and now popular having grown from two divisions to a 2017 total of 21 teams across three divisions.

⁴ As recommended by Jersey Petanque Association

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Summary

Overall there is significant demand for Petanque across the Island, both from affiliated clubs and groups of individuals who may or may not form part of them, but may play socially or represent their parish. Focus should be on continuing to support this growth across the Island, particularly the inter-parish competition which provides a whole Island development opportunity. In order for this to continue to flourish, attention should be paid to the maintenance of existing terrains by parishes and private clubs in order to ensure that good quality facilities continue to be available to allow participation development.

Croquet

Jersey Croquet Club is the only club on the Island. It affiliates to the Croquet Association (CA) which is based in Cheltenham (England). The CA is responsible for the administration and governance of both Association and Golf formats of croquet across the UK. It is run mainly by volunteers of which there are over 60, with three part-time employees based at its Cheltenham headquarters. It has ten development officers who help to grow the sport across the UK, however the model for growth is club-led with support provided by the CA, rather than driven by the CA itself.

With regards to safeguarding, given the relatively small size of the sport and its generally low level of participation amongst children, the anticipated number of safeguarding checks required each year is too few for the CA to register with the Disclosure and Barring Service (DBS). Instead, it works in conjunction with another external organisation to obtain checks and disclosures on its behalf, with the CA covering costs on behalf of member volunteers.

The Jersey Croquet Club is based at Les Quennevais Sports Centre where the States has developed two croquet lawns. It is reported to be suffering a decline in membership (reportedly to c. 15) which in turn has affected both levels of use and the strength of club infrastructure. Focus should be placed on supporting the Club in terms of resource, volunteers and growing membership in order to ensure that it functions at a sustainable level so to be able to maximise and justify maintenance of the remaining two croquet lawns.

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SUMMARY OF KEY RECOMMENDATIONS

Key recommendations

- ◀ Develop two additional full sized 3G pitches either with their own, or with access to existing, changing rooms, strategically optimally located one each on the East and West sides of the Island.
- ◀ Key host sites should be Les Quennevais Sports Centre (or the new Les Quennevais School) and La Rocquier School where existing infrastructure and management operations are established, creating hub sites with supporting indoor sports and grass pitch provision.
- ◀ Consideration should be given to development of the recommended additional football 3G pitch in the West as a dually compliant pitch with both FA and World Rugby certification. This may not necessarily include rugby union pitch furniture but provide capacity for rugby union contact practice to allow for growth in training demand at nearby Jersey RFC.
- ◀ Review current leases at single pitch (football) sites where quality is reported to have declined as a result of self-management and maintenance. Pursue the relocation of these clubs to the key States hub sites which will include new 3G provision, in order to deliver a sustainable, better quality offer which incorporates floodlit training provision at the same locations. This may in turn release some low value football pitch sites for other land uses.
- ◀ Consider the overall number of cricket pitch sites maintained and subsidised by the States of Jersey – applying a comparable but sport-specific analysis to the level of subsidy and time that the States Grounds Maintenance team investment in them.
- ◀ Resolve access issues around cricket attributed to staffing through keyholder or access agreement in order to maximise use of States-managed cricket pitches at peak times.
- ◀ Work with Jersey Hockey Limited and provide support to its plans to develop new clubhouse provision at Les Quennevais Sports Centre – enhancing the value and profile of this focal hub for hockey on the Island.
- ◀ Support Jersey Tennis Association to strengthen its engagement in development of tennis across the Island. Seek to bring together the Association and clubs to establish one single clear and focused way for progression and establishment of roles to do so.
- ◀ Continue to drive the growth of Petanque locally, particularly via the strength of the inter-parish competition which takes place across the entire Island. Consider creation of new terrains as part of any planned new publicly accessible developments in densely populated employment areas (for example St Helier) to facilitate continued recreational growth, as evidenced by the popular lunchtime league.

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PART 5: IDENTIFICATION OF NEED AND OPPORTUNITY

The assessment of need has identified a number of key investment requirements for sport and physical activity facilities in Jersey. These investment requirements reflect the fact that some of the leisure stock is not 'fit for purpose' and needs to be replaced; whereas other parts of the estate need to be brought up to modern day standards. There are also several opportunities open to the States which, if taken, will potentially enable it to improve its facility portfolio, while delivering a more efficient service for residents.

Key drivers for delivering improved leisure facilities for the island include:

- ◀ To get the inactive active.
- ◀ To reduce the burden on the island's health care funds.
- ◀ To deliver services which are more efficient and effective and contribute to the need to operate within limited financial resources.
- ◀ To ensure facilities are relevant to local communities and contribute to creating a sense of place which improves satisfaction levels about the communities in which Jersey's residents live.

The following need is identified from the assessment:

- ◀ Fort Regent is no longer 'fit for purpose' for the medium term and there is a need to set into place a clear strategy to replace it with a new facility.
- ◀ Netball demand on the island is such that there is a need to provide a new central base for training which will enable the sport to meet its existing requirements and continue to grow and develop the sport on a 'hub and spoke' model.
- ◀ The current level and distribution of gymnastics provision on the island suggests that there is justified demand for two permanently set out gymnastics facilities (east and west); one of which can take the lead in developing high performance gymnasts.
- ◀ There is an identified need for two additional floodlit 3G pitches to accommodate training and fixtures. Where appropriate and in order to maximise cross sport usage, at least one of these should be considered as a surface that caters for both football and rugby use.
- ◀ Ensure that all parties are fully aware of and agreed about the quality of the maintenance regime at Springfield Stadium and that said regime maintains the playing quality and accreditation status of the pitch surface both *per se* (in the context of both quality and longevity) and so that it is of the requisite quality to accommodate the recognised standards of fixtures.
- ◀ Given the backlog maintenance requirements at facilities such as Les Quennevais, Harve des Pas Pool and the joint use facilities, there is a need to address these and ensure that facilities are fit for purpose for the longer term.
- ◀ Analysis of the distribution of sports facilities identifies a gap in provision to the East of St. Helier. This part of the Island contains some of Jersey's most deprived communities and is, arguably a key area where physical activity interventions are required in order to get the inactive active.
- ◀ There is a need to review current leases at single pitch sites where quality is reported to have declined as a result of self-management and maintenance. This would be a good point in time at which to pursue relocation of clubs for which the new pitch management regime is not working at key sites such as hubs which include new 3G provision. The key aims being to deliver a more sustainable and better quality offer which provides floodlit training provision at the same locations. This may in turn release some of the Island's 'low value' football pitch sites for other land uses.

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- ◀ To review the level of support provided for cricket (perhaps relating it to that now offered to football). In so doing to resolve access issues around cricket attributed to staffing through key-holder or access agreement in order to maximise use of States managed cricket pitches at peak times.
- ◀ Support Jersey Hockey Association to fully exploit the development opportunity presented by new clubhouse provision at Les Quennevais Sports Centre, linked to its other potential plans for the site, and create a high-quality hub for hockey on the Island.
- ◀ Bring together the Jersey Tennis Association and clubs to establish one single clear, focused progression route and establish the specific roles of each agency within this. Support JTA to strengthen its engagement in development of tennis across the Island.
- ◀ Continue to drive the growth of Petanque locally, particularly the strength of the across island inter-parish competition. The States should consider the creation of new terrains as part of any planned new publicly accessible developments in densely populated employment areas (for example St Helier) to facilitate continued recreational growth, as evidenced by the popular lunchtime league.

The following opportunities are also identified:

- ◀ In the St Helier Waterfront masterplan, consider whether and how a new wet and dry sports facility with an extensive and high-quality fitness offer, at a strategically located site could be developed. Consultation with a range of sports, colleagues from Estates, Planning and other States Government departments (plus KKP's own assessment of the commercial imperatives for the venue) would suggest that, although there are issues to overcome, the waterfront in St Helier would be a strong location to consider for this. The key benefit of developing a single (appropriately specified) facility (in the right location) is that it will deliver efficiencies in respect of management and operational cost as well as generating a substantially greater level of income.
- ◀ Development of a sports hall at the new Les Quennevais High School will enable the Sport Division to change the basis of use of the sports hall at the Sports Centre. If existing regular sports hall bookings (in appropriate full booking cycle formats) can be transferred to the new school this presents an opportunity to convert the existing sports hall into a permanent gymnastics facility.
- ◀ Consultation with the Head Teacher at Le Rocquier High School has identified the aspiration to open up the school for community use on a more formal basis. It has good sized playing fields and serves the communities to the East of St Helier (i.e. the more deprived communities of Jersey). It is also well-located on the school site to function independently at evenings and weekends and to develop it as a formal dual use facility on the back of locating one of the proposed new 3G pitches there.
- ◀ There is an opportunity to secure several quick wins at Les Quennevais LC addressing a number of challenges and enabling the facility to improve its financial performance:
 - ◀ Relocate the current café area from the first floor to the ground floor foyer. Convert the existing café into a larger fitness suite and convert the current fitness suite into two group fitness studios. This will enable the service to grow income from health and fitness and to expand its group fitness offer for members. It will also improve building security and mean that the café is visible to all centre users, not just those who chose to go upstairs.
 - ◀ (Presuming, having assessed the various site alternatives, that this is the preferred option/location) construct a tensile/bubble type structure over the two outdoor tennis courts and two MUGAs. Convert the two MUGAs into netball courts and develop this as a central training venue for netball on the island - to enable the sport to develop and not be damaged by the loss of access to facilities at Les Ormes.

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- ◀ Of the proposed two new 3G pitches needed make the venue to be located on the East of the island one that combines FIFA and IRB compliance to potentially accommodate any overflow training from Jersey Rugby Club leaving the one at Le Rocquier to function as a primarily football-based venue).
- ◀ Develop a permanent (high performance) gymnastics facility in the existing sports centre sports hall, in line with the opportunity to relocate existing users to the new Les Quennevais school sports hall development.
- ◀ In relation to the development of a second permanent gymnastics facility (east), the States should consider two potential options which are (in priority order):
 - ◀ Convert the existing sports hall and fitness facility at Springfield Stadium into a permanent gymnastics facility (it is also recognised that a solution for car parking at the facility must also be identified). This could be done in tandem with handing over responsibility for the site to the Jersey FA (as landlord) and the relevant gymnastics club (on appropriate terms – as tenant).
 - ◀ Given the fact that, at some point, the States may look to build a new sports hall at the school, at the point at which this occurs (preferably bringing this forward as part of a States investment cycle) convert the existing sports hall at Le Rocquier School into a permanent gymnastics facility. Ideally this would also be undertaken alongside the development of a new health and fitness suite and group fitness studio which would be public facility (and accessible throughout the schools day) but located on the school site.

In relation to the operations and business development focus for the service, there are a number of opportunities to improve the service in the following ways:

- ◀ Develop a clear strategy to re-brand the service with identified products and benefits to customers.
- ◀ Create a business development focus for the service and structure the management team to reflect this.
- ◀ Have a clear strategy to grow not only the number of health and fitness members, but the proportion paying by direct debit rather than in advance.
- ◀ Consider the approach to delivering learn to swim at dual use sites and assess the extent to which there is the political will to address this – and then do so.
- ◀ Develop a clear approach to programmed activities at States-managed facilities and ensure that hire charges and delivery do not make activities overpriced for residents, especially those in most need.
- ◀ Ensure that the States takes on a role as ‘corporate parent’ and has a good practice approach to block bookings which ensures that all hirers have the right checks and balances for undertaking their activities at States run facilities.
- ◀ Develop a more commercial approach to the operation of Havre Des Pas Lido with the development of programmed adventure water play activities.

The above need to be considered within the next three to five years to ensure that the service is ‘fit for purpose’ and able to make a significant impact if there is political will to develop a new wet and dry facility for St. Helier and to invest in other provision.

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PART 6: STRATEGIC RECOMMENDATIONS

The following strategic recommendations can be drawn from the research and consultation undertaken within the development of this study:

To commission a feasibility study in respect of the development of a new wet and dry sports facility for St Helier to replace both Fort Regent and, in the fullness of time, Aquasplash. The study should test location options and the fit of the following facility mix, alongside the capital and revenue business case. Facilities considered should include the following:

Activity area	Rationale
8 lane 25m pool	To provide a larger pool to accommodate increased demand given the wider facility mix (e.g. health and fitness members)
Large teaching pool (e.g. 17-20m x 12m)	To accommodate increased use for swimming lessons. Warmer water and the installation of a moveable floor will also allow extensive use for water-born exercise classes and enable the pool to accommodate referral-based options for older people
Splash pad	Children's water play area - a key attraction but also to underpin and promote learn to swim.
'Oversize' 8/12-court sports hall with bleacher seating for (e.g.). 500 spectators	Two to three netball court sized sports performance hall to accommodate training and competition
4-5 or 8-court sports hall with bleacher seating (e.g. 750)	Separate to the 8/12-court hall, a large single/double court sports hall with appropriate storage etc., to, when required, accommodate cultural events ensuring minimal/no impact on sports programmes.
150 to 250 station fitness suite	Key income generator for the facility but should also include a significant functional training area within the fitness suite.
2 large group fitness studios	To facilitate delivery of a comprehensive group fitness programme with the ability to deliver virtual classes (for large groups (i.e. 50+ people at any given time)
1 spin studio (x 30 bikes)	To facilitate delivery of a comprehensive group cycling programme with the ability to deliver virtual classes
2 x squash courts	To support membership sales and breadth of offer
Multi-purpose studio	To accommodate (some of) the range of clubs (e.g. combat sports – judo, wrestling, martial arts) presently using Fort Regent
Strength and conditioning room	To accommodate high performance athletes that need specialist conditioning. (The scale of this may depend upon whether the proposed facility at Jersey Rugby Club goes ahead).
Permanent mat area	To cater for sports for which some demand has been evidenced including judo and MMA
Soft play facility with integral cafe	Key income generator offering the option to sell a range of junior products to children and adults across the island. (Can be an effective 'introductory element of a junior DD programme).
Café	Single café to serve soft play and main facility.
Office accommodation and meeting spaces	To serve the needs of the operator, Jersey Sport and to develop a central hub for key clubs and associations.
Ancillary facilities	Wet, dry and fitness changing rooms, treatment (physio) rooms etc., to serve the needs of various users.

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To assess the feasibility of delivering strategic investment at Les Quennevais Sports Centre. Pending short, medium and long-term decisions about what is to be developed in St Helier, a study should test the technical feasibility, fit on the site and the capital and revenue business case of for the following:

Activity area	Rationale
Creation of a new fitness suite in the current café area	To increase the size, scale, layout and attractiveness of the fitness suite in order to deliver improved branding, quality of customer experience and improved income generation
Relocate café to the ground floor foyer.	To understand the technical requirements and fit of this; consider how best to make this work with reception and consider an 'in tandem' library offer at the venue.
Convert fitness rooms to group fitness studios	To improve the size and scale of group fitness facilities
Convert sports hall into a permanent facility for recreational and high performance gymnasts.	To provide the permanent gymnastics facility for the west of the island. The study to gauge whether and how a full gymnastics facility might fit within the available space.
Develop new tensile/bubble structure over netball/MUGA courts to accommodate a central training/league match netball venue.	Create a new central league and training venue for netball and to assess whether it could also be used by other sports (including some displaced from Fort Regent such as the indoor cricket league). (This assumes that it is located here as opposed to on one of the alternative options at Oakfield or Haute Valley schools).
Develop a new 3G pitch on the site.	To provide for the training (and some fixture) needs of football teams in the west of the island. Although the site of the existing floodlit grass pitch might initially appear to make the most sense – test a range of outdoor site master-planning options to determine the most technically feasible and operationally efficient (and most easily managed/supervised) option for this. Of the two proposed new AGPs this one should be considered for a football and 'rugby-share' surface. (This assumes that it is to be located here as opposed to the alternative option at the new Les Quennevais School).
Improvements to ancillary facilities	To consider the extent of need to improve/re-designate and upgrade ancillary facilities (e.g. changing rooms) so as to ensure that they are fit for purpose for the longer term.
Other facilities	Consider, in tandem with the above, factors such as whether there is a need to continue to maintain two sets of outdoor changing rooms (should proposed changes to the way that football works on the Island may necessitate retention of the existing sets). In the context of the above, assess the need to improve/re-designate/upgrade ancillary facilities so as to ensure that they are fit for purpose for the longer term.
Car parking	Consider the scale and layout of parking to take account of potential additional demand caused by gymnastics, extended fitness, better swim lesson programmes, netball, football/rugby training etc..

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To assess the feasibility of delivering a strategic sports facility to the east of the Island (i.e., at Le Rocquier School) to provide a balanced geographic offer and serve the needs of the islands most disadvantaged communities. This should encompass master-planning, clear community use agreement parameters and business and operational feasibility elements. Facilities considered should include the following:

Activity area	Rationale
Sports centre 'master-plan'	Consider the layout of parking, existing outdoor breakout, tennis and netball court areas to enable easier 'separation' of the sports facilities thus minimising the supervisory cost (and risk to the wider school premises) of making it available to the community.
Sports hall	If this becomes the main sports hall for the joint-use facility, assess the need for refurbishment and improvement to service both ongoing school and community use.
Gymnastics provision	If, in the medium term, it is planned to develop a new sports hall evaluate the potential to convert the existing sports hall into a gymnastics facility
New AGP	Assess the feasibility of developing a new floodlit full sized football based 3G AGP on the site of the first grass football pitch. In tandem, assess the feasibility of providing outdoor changing rooms servicing this in the land at the rear of the school sports hall
New fitness room.	In tandem with the proposed new changing rooms, consider where, whether and how a good sized fitness room (plus studios) could be accommodated taking into account having a flexible look at the present practice hall. This is an important opportunity to provide residents on the east of the Island with adjacent accessible options to access fitness provision.
Car parking	To, as part of a master-plan for the site, assess the potential to develop distinct sports centre parking provision to service daytime access – ideally with a set up enabling the school and sports centre car parks to function as complementary overspill options for each other while maintaining clear designations.

Assess the technical, business plan based and 'governance feasibility of converting the sports hall and fitness suite at Springfield Stadium into a permanent gymnastics facility

Activity area	Rationale
Existing sports hall	To assess the technical and business plan aspects of converting the existing sports hall into a permanent gymnastics facility and evaluate 'fit' within the available space.
Studios	To assess the business plan aspects of setting the studios up to support the gymnastics offer on the site.
AGP	To assess any technical/lighting/changing room accommodation issues associated with developing options to sub-divide the pitch in more numerous, flexible formats.
Car parking.	To imaginatively assess whether and how parking capacity can be substantively increased. This should be done in the context of these proposals but is, in any event, needed should Springfield have to absorb activities/clubs displaced from Fort Regent and/or other options to improve Springfield's performance be considered

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To, in tandem with plans for Springfield noted above, assess the feasibility of creating a ‘national stadium’ for football and rugby with adequate (shared or ‘back to back’) spectator capacity and associated infrastructure to service primarily the matchday, but also some of the training requirements, of the Jersey FA and Jersey Rugby Club

To assess the feasibility of developing a ‘watersports servicing facility at an appropriate seafront location; geared to facilitating access to the water for people across a range of water-sports and activities. This would need to consider, at minimum, location, scale, sports to be catered for, boats/equipment storage capacity, car parking and governance

In addition to the above, the States will also need to undertake a management options appraisal in relation to the future management of its (new) facilities portfolio line with its investment strategy. This will need to evaluate whether it should continue to manage its facilities ‘in-house’, which facilities should remain with some form of ‘mainstream contract’ and in what form, and for which venues, alternative outsourced management options should be considered.

In relation to the operations/business development, the service must get itself into a ‘fit for purpose’ position via implementation of a range of recommendations which must focus on:

- ◀ Developing a clear brand for the service.
- ◀ Re-structuring the service in order to create a business development team which drives products and services across the facility portfolio
- ◀ Convert as many advance payment members to direct debit as possible
- ◀ Testing the strategic/political appetite to deliver States learn to swim at dual use sites.
- ◀ Develop a clear approach to programmed activities at States-managed facilities and ensure that hire charges and delivery do not make activities overpriced for residents, especially those in most need.
- ◀ Amend the approach to block bookings to reflect ‘corporate parent’ responsibilities.

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PART 7: WAY FORWARD

It is appreciated that the States of Jersey has a number of key decisions to make with regard to delivering a new sports facility portfolio across the island. This section provides an initial indication of the key decisions and timelines that will be needed in order to deliver key features of the strategy on time and in line with interdependent decisions. It assumes some critical dates related to the viability of Fort Regent and relates this to the potential opening of a new wet and dry sports facility by/before 2027.

The following timeline assumes that this will be the deadline for facility delivery. Key decisions will be required that are not identified below but the primary assumption is that the States will undertake an initial high-level feasibility study to assess the cost of delivering strategy recommendations followed by a more detailed assessment of the feasibility for a new wet and dry facility prior to committing funds for this major capital scheme.

Date	Decision	Rationale
January 2019	Agree strategy and take through political process	Need for political support at the highest level
February 2019	Establish a strategy working group (political and non-political) to deliver key projects.	Responsible group for progressing the strategy.
February 2019	Commence high level feasibility on the key components of the strategy	External support required to understand scale of investment required and revenue impact.
July 2019	Complete high-level feasibility	Financial impact understood.
October / November 2019	Political sign off to progress with more detailed design and costing for development of new wet and dry sports facility. Funding approval for quick wins (e.g. Les Quennevais)	Political buy-in.
January 2020	Commence detailed feasibility...potentially to include an element of public consultation.	External support required to understand scale of investment required and revenue impact.
January 2020	Commence quick win projects....design, relocation (if necessary) and construction.	Invest in quick wins as a priority
July / August 2020	Sign-off of detailed feasibility (RIBA stage 2) and capital cost plan.	Clarity around what is to be developed where and capital cost.
September / October 2020	Decision on capital investment.	
January / February 2021	Recruit design team/project manager to develop facility mix and planning application	11 months design and 3 months planning decision at minimum
Q1 2022	Complete quick wins	Open in time for Jan 2020
Q3 2022	Planning approval for the development	Includes public consultation exercise
Q4 2022	Procurement of construction company	Assumes 1.5 years to procure and mobilise
Q2 2024	Construction begins on new facility	Assumes 2-year construction period

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Date	Decision	Rationale
Q4 2022	Initiate procurement process for an operator	9-month procurement process and decision.
Q2 2024	Future operator of Jersey's facilities	Operator has time to mobilise the contract and to agree staffing arrangements.
Q2 2026	Opening of new wet and dry leisure facility	

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