

SPORT STRATEGY

CONSULTATION DOCUMENT



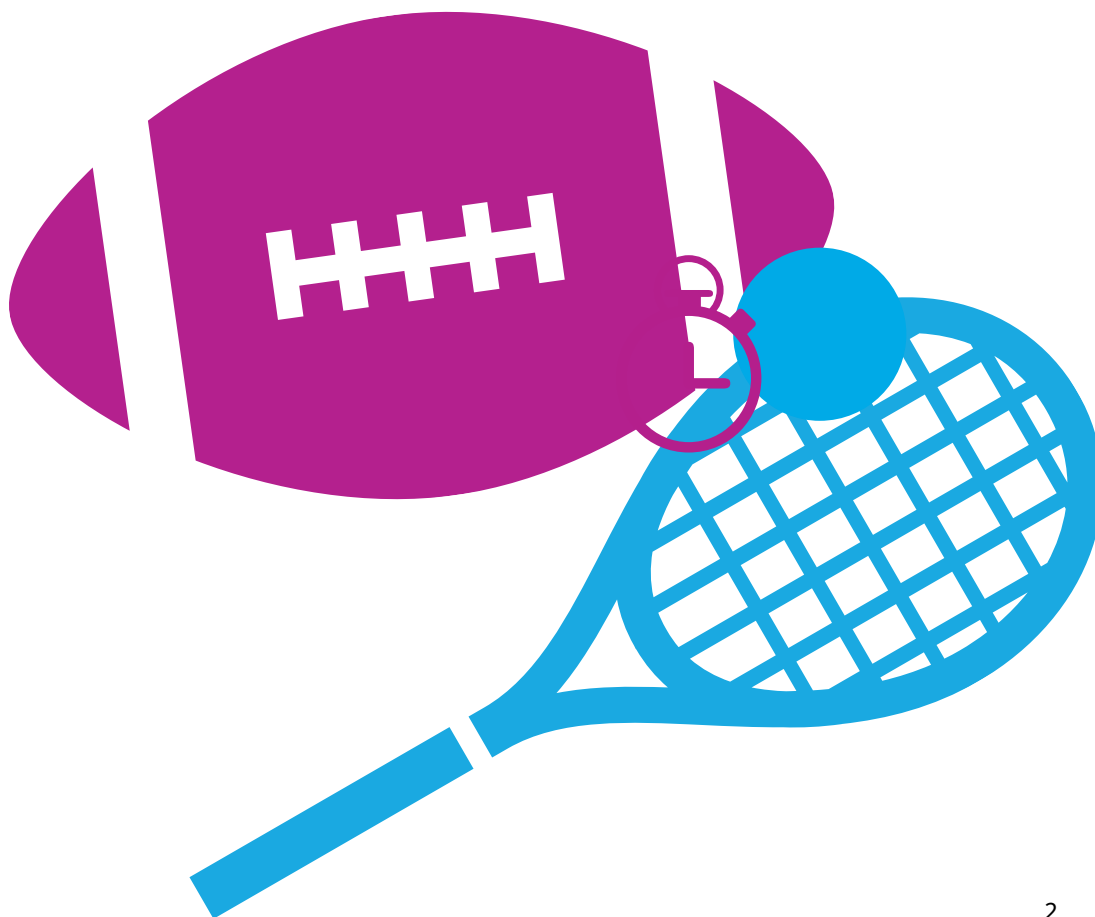
The impact of sport reaches well beyond the individuals who take part. While the health and social benefits for each participant are clear, the benefits for the wider community are also significant. Sporting activities can enhance education, the economy, crime reduction and integration among people of all ages and from any background.





CONTENTS

Introduction A Vision for Sport	3
Minister's Foreword	4
1. The value of sport	5
2. How active is Jersey?	7
3. Sports and leisure facilities	14
4. Challenges and options	17




INTRODUCTION – A VISION FOR SPORT

This strategy seeks to build on the success of the previous sports strategy that was published in 2001. Much has changed in the past 12 years and now, probably more so than ever before, it is important that we draw together the considerable knowledge and expertise that exists across our sporting community to create a new framework for the future of sport in Jersey.

We will be seeking your views and answers to the following questions:

- Do we need to make any changes?
- Should there be a new co-ordinating organisation for sport?
- Do we need a new model for sport development?
- Do you think the States should continue to run sports facilities or should other options be explored?



This strategy will embrace investment in sport, strategic co-ordination, the provision and management of facilities and contribute to the overall objectives of the States Strategic Plan particularly in relation to the health of our population, the cohesion of our community and the economy.

The overall aims of the new Sport Strategy will be to encourage more Islanders to participate more frequently in more physical activity; to inspire young people to make sport a habit for life and to provide better support for our most talented athletes so that they can continue to be successful in national and international competitions.

To achieve this we will need to ensure better strategic co-ordination of sport in the Island; create an environment where sporting bodies work more effectively with each other; explore new funding streams and be even more efficient in the way we plan and deliver services.

This document sets out the case for sport, summarises the current position, identifies the major challenges that we will face over the coming years and explores some options for meeting those challenges.

Islanders are invited to express their views and responses will be used to formulate a new Sport Strategy for Jersey.

How to respond

You can comment online at www.gov.je/consult which includes a survey for the options.



Email responses can be sent to sport@gov.je



Written responses can be sent to Sport Strategy, Education Sport and Culture Department,
PO Box 142, JE4 8QJ

A number of focus groups and meetings will also be held to collect views.



**The consultation
will close on
May 31 2013.**

MINISTER'S FOREWORD

Sport, in all its forms, plays an essential role in the community. The health and social benefits are significant for all ages and, with the legacy of the hugely inspirational Olympic and Paralympic Games in London, the timing is right for a new look at the future of sport in Jersey. This is particularly pertinent as we prepare to host the NatWest Island Games in 2015.

Sport touches the lives of most people in Jersey in some way. Whether it be through competition, leisure activities such as cycling, walking and swimming or at an elite level, sport enhances our lives and brings our community together.

Our Island offers many opportunities for people of all ages to be physically active. The natural beauty of our land and coastline also provides a great environment for a whole range of leisure activities. Our playing fields, sports centres and swimming pools provide good facilities for individuals and groups keen to engage in more structured sporting pursuits. We are also well served by many clubs and associations that represent the heart of sport in the Island.

Nationally and internationally Jersey's sportsmen and sportswomen 'punch above their weight' and there is ample evidence of this across many sports. This is good for the competitors themselves and for the reputation of the Island abroad. These athletes also act as role models to young hopefuls encouraging them to work hard, challenge themselves and reach for success.

So, if sport in Jersey is in such a strong position why do we need a new strategy?

Although there is much we can be proud of, we should not be complacent. In these tough economic times we must make the case for sport in a way that recognises the considerable benefits it brings to our health and wellbeing, our community and our economy.

Sport is more than a 'nice to have'. It is an essential ingredient that brings richness and vibrancy to our lives and not just for participants but also for the many volunteers who give up their time to coach, officiate, organise and raise funds for local clubs and associations.

We owe it to these volunteers, our future champions and those people who simply enjoy the challenge of physical activity to put in place an effective sport strategy that supports their commitment and endeavours.



A handwritten signature in black ink that reads "Patrick Ryan". The signature is written in a cursive, flowing style.

Deputy Patrick Ryan
Minister for Education, Sport and Culture



THE VALUE OF SPORT

Sport has an intrinsic value in terms of our health, wellbeing and sense of community.

The impact of sport reaches beyond an individual's physical well-being.

The social, economic and educational benefits should not be under-estimated.



Childhood obesity is one of the most serious public health challenges of the 21st century.

Health and wellbeing

An active lifestyle is crucial to health and wellbeing. Inactivity is associated with obesity and higher incidences of coronary heart disease, diabetes and other diseases.

Regular physical activity is highly effective in maintaining good physical and emotional health as well as preventing and treating a range of illnesses and reducing stress.

According to the World Health Organisation, childhood obesity is one of the most serious public health challenges of the 21st century. Children who are obese are likely to remain obese into adulthood and more likely to develop serious illnesses.

It is widely recognised that involvement in sport at an early age is an important factor in developing a healthy lifestyle and preventing problems later on. Enjoyment in childhood frequently leads to participation later in life – active children are more likely to develop into active adults.

It is important therefore that our sport strategy encourages young people to make sport a habit for life.



The health gains of a 30-49 year old who plays football are valued at £27,600 over their lifetime.

Economic benefits

Sport generates long-term economic value in terms of avoided health costs and improved quality of life. The health gains of a 30-49 year old who plays football are valued at £27,600 over their lifetime¹. On the other hand the health costs of inactivity can be substantial.

The conclusion is that future health care costs could be reduced by the promotion of safe sports. This is particularly significant for Jersey as we develop a new strategy to meet the health needs of the Island.

The importance of sport to the retail and fitness sectors of the economy is considerable. The sale of sports goods and equipment is related to the range of opportunities available locally for people to participate in sport and leisure activities. For example, since the last sports strategy an increased demand for high quality fitness amenities has seen the expansion of facilities at Fort Regent, Les Quennevais and Springfield and a significant growth in the number of private fitness providers. It is now unusual for hotels not to have a fitness centre.

Sport also impacts on the local economy through sports events and sports tourism. Whether through rugby, cricket, athletics, bowls, golf or the myriad of other sports that makes up the Island's rich offer, the economic benefits of sport tourism in Jersey have yet to be fully realised.

¹Culture and Sport Evidence program research (England) 2010

Community

Sport is the number one choice for volunteering. According to Sport England, 52% of adults who volunteer do so in sport. Sport and recreation clubs have wide-ranging social value providing opportunities for leadership, participation and skill development. They become community hubs that encourage social networking and give people a sense of place.

Although more rigorous research is required, there is widespread acceptance that sport can have a positive impact on 'hard to reach' and 'at risk' populations. Locally the impact of youth services and the Community and School Sports Development Programme on youth offending would provide an ideal opportunity for this type of research. Increased investment in this style of working has coincided with a significant decrease in youth offending.

Education and lifelong learning

The value of sport for young people at school has attracted much speculation; no more so than in England where research into School Sport Partnerships² found that, not only did they have a substantial impact on levels of participation but behaviour, attendance and achievement improved as well.

Youngsters who are active have numeracy scores, on average, 8% higher than non-participants. Furthermore the participation of underachieving young people in extra-curricular activities linked to sport increases their numeracy skills, on average, by 29% above that of non-participants¹.

Although much more work needs to be done to clarify the nature of the relationship between sport and educational performance, there is strong evidence that physical activity has a positive impact.

Key findings for sport

According to the Culture and Sport Evidence research programme in England the key findings in relation to sport can be summarised as follows:

- Participation in organised sport has a positive impact on school performance;
- Sport generates substantial long-term economic value in terms of avoided health costs and improved health-related quality of life;
- Engagement in sport has a positive and quantifiable effect on a person's perceived wellbeing;
- A range of factors, including age, gender, alcohol consumption, childhood experience of sport, socio-economic variables, a limiting illness or disability, educational attainment, unemployment, TV and internet use, and the proximity of local sports facilities, are directly associated with people's participation;
- Of the various cultural sectors, only participation in sport shows a decrease with age, and lower levels of engagement amongst women.

These findings help to strengthen the case for continued investment in sport in Jersey and highlight the importance of having a clearly defined and coherent approach to the development of policy and strategy in this area.

²Partnership between schools and other agencies to increase the quality and quality of physical education and after-school sports



According to Sport England, 52% of adults who volunteer do so in sport.

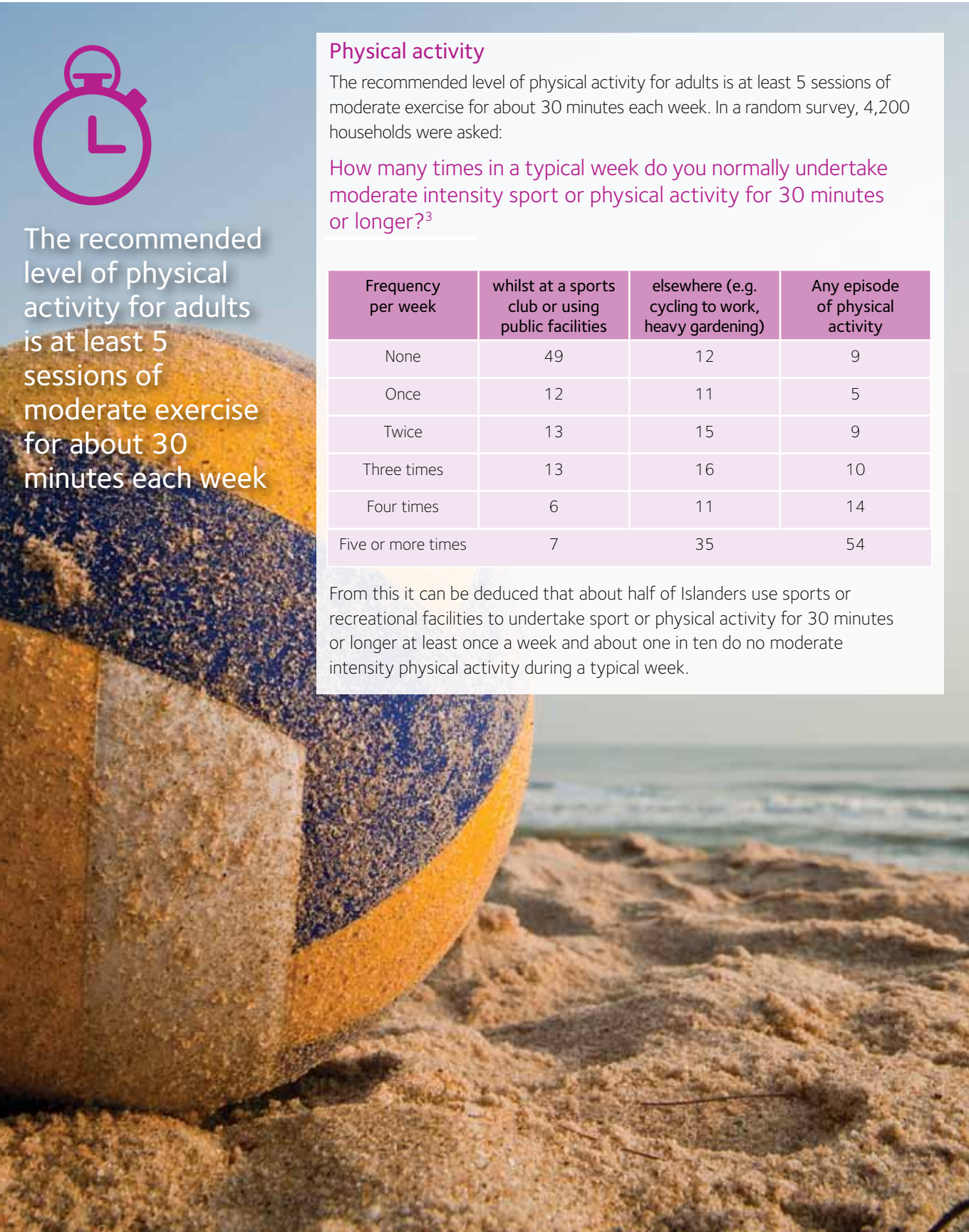


Youngsters who are active have numeracy scores on average 8% higher than non-participants.

HOW ACTIVE IS JERSEY?

About one in ten Islanders do no moderate intensity physical activity during a typical week.

Our aim is to encourage more people to engage more frequently in more sport and to inspire young people to make it a habit for life.



Active scheme

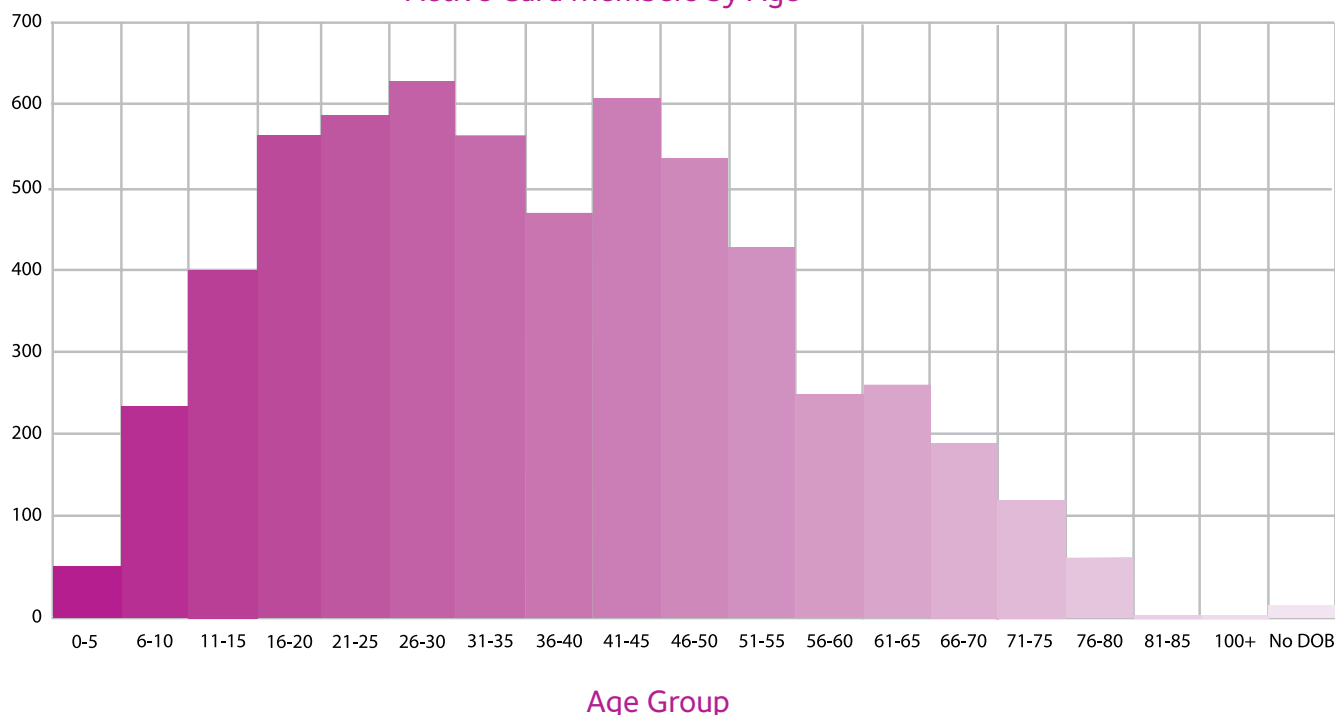
With more than 6,200 Active members this is by far the largest sports club in the Island.

Active Card membership entitles users to unlimited use of gyms, swimming pools, sauna and steam rooms and fitness classes at Les Quennevais, Springfield and Fort Regent. The scheme was launched in 2000 and has expanded and steadily increased in popularity since then. Approximately 6% of the Island's population have an Active Card.



Approximately
6% of the Island's
population have
an Active Card.

Active Card Members by Age



The Active Card generated £1.8 million in 2011, which is the largest single source of States income in the sport and leisure sector. Corporate membership deals are available and certain groups, such as those referred through medical practitioners for health specific reasons, receive free membership.

In addition to Active there are many privately run fitness centres in Jersey.

Clubs and associations

At the time of publication, there were over 260 clubs, associations or private providers offering over 65 different activities for Islanders and visitors to enjoy.

Some of these clubs are supported with access to facilities or funding from the Education, Sport and Culture Department while others are self-funding and organise themselves independently. Their existence and the opportunities they provide are crucial to the success of sport in Jersey.

Exercise referral

Between July 2011 and June 2012, 962 people were assessed and treated through the exercise referral scheme run in partnership with the Health and Social Services Department.

The scheme was set up in 1995 to use sport and physical activity to assist the recovery of adult patients who had experienced ill health. Doctors or other health professionals can recommend a 10-week programme of physical exercise tailored



At the time of
publication,
there were
over 260 clubs,
associations or
private providers
offering over 65
different activities
for Islanders and
visitors to enjoy.



Between July 2011 and June 2012, 962 people were assessed and treated through the exercise referral scheme



The 2012 Paralympic Games highlighted the potential of disabled sport and increased public awareness of its achievements.

to meet a patient's specific needs when rehabilitating from illness or injury. The programmes also enhance participants' general lifestyle through improved physical, social and psychological wellbeing.

Exercise referral sessions are held at Fort Regent, Springfield stadium and Les Quennevais and are free to participants on income support. With over 90% of participants showing a measurable improvement, the scheme has proven to be highly effective.



In 2011 a pilot scheme in partnership with Weightwatchers tackled obesity and Type 2 diabetes. More than 50 people enrolled and 62.5% achieved a weight loss of 5% or more. The scheme has been extended and results will be monitored.

Also in 2011 the Nordic Walking Programme was pioneered. This is a lifelong independent form of exercise which is highly recommended as part of cardiac rehabilitation.

Disabled sport

The 2012 Paralympic Games highlighted the potential of disabled sport and increased public awareness of its achievements.

The Jersey Sports Association for the Disabled (JSAD) was formed in 1985 to encourage and support disabled people wishing to take part in sporting activity in Jersey. JSAD has provided opportunities for participation in the Island and away in a range of sports. They also host a very successful annual Disabled Games that was first launched in 1991 and now attracts many local and visiting participants.

Athletes from the Jersey Special Gymnastics team have also been successful in national competitions and more sports clubs and associations now recognise that they have much to offer people who have a disability. There is considerable scope to explore how to provide relevant opportunities in a wider range of existing sports clubs to complement the work done by the specialist groups and associations.

A new Sport Strategy for Jersey will aim to maximise opportunities for inclusion by all community groups including those dedicated to disabled sport.

Community sport

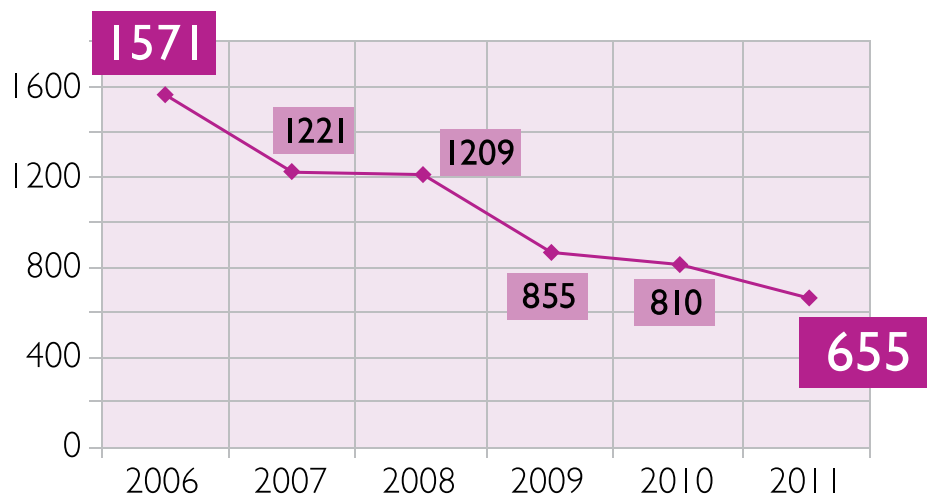
Community and School Sport Development (CSSD) is a success story in Jersey. Its origins were in the Building a Safer Society Strategy that was developed in 2005 in response to concerns about crime, anti-social behaviour and substance misuse. Under the strategy, agencies in the public and voluntary sectors work together to tackle the problems that have a negative impact on everyday life for those who live, work in and visit the Island.

A key part of the strategy was the creation of the role of Community Development Officer (Sport) in 2006 and subsequently a Community Development team that includes sports coaches. This was modelled on similar national initiatives that proved sport can be used as a vehicle to engage people at a young age in a way that promotes social inclusion and reduces anti-social behaviour.

Working with the Housing Department, the Police and other agencies, the team focuses its work on young people, residents and associations in areas that have been identified as 'communities in need'.

Although many of the young people would not normally be involved in sport or be members of existing sports clubs, the opportunities provided through this range of projects enables them to benefit in a variety of ways and generates an increased sense of community and citizenship. This has led to a reduction in anti-social behaviour and improved relationships between the police, local residents and young people.

Reduction in Reported Youth Incidents of Anti-social Behaviour 2006 - 11^{4*}



A further series of projects offered in partnership with La Moye Prison and the Probation Service has also made a positive contribution to the rehabilitation of offenders by assisting their reintegration into society and reducing their risk of re-offending after they leave prison.

In 2011, the team delivered 82 evening activity sessions in local neighbourhoods and of the young people who took part:

- 76% did not play for a sports club at that time;
- 60% said they would be 'hanging around' if they were not taking part;
- 22 were trained as volunteers to assist in the delivery of CSSD projects.

Feedback from the communities and the young people themselves indicates that these programmes are valued and successful. Although there are other agencies, including the Youth Service and the Police, working successfully with young people, the cumulative effect of these interventions has been a 58% reduction in the number of reported incidents of anti-social behaviour since 2006.

⁴Building a Safer Society 2012



There has been a 58% reduction in the number of reported incidents of anti-social behaviour since 2006.



School sport

Participation at school is often the first time children are introduced to many sports, particularly team games and given the opportunity to develop basic co-ordination and skills. It is important therefore that this first formal experience of sport is of a quality that increases their motivation for physical activity and encourages them to make it a habit for life.

Physical education is compulsory in all Jersey schools and the general requirements are set out in the Jersey Curriculum. In summary the teaching of physical education is designed to:

- promote physical activity and healthy lifestyles;
- develop positive attitudes and teach children to observe the conventions of fair play, honest competition and good sporting behaviour.

Three groups currently support schools to deliver quality physical education:

- The Physical Education Working Group is comprised mainly of teachers from across primary and secondary schools. Its role is to monitor and review the PE curriculum and provide in-service training opportunities for teachers.
- The Physical Education Co-ordinators' Network brings sports teachers together every term to discuss issues, share expertise and promote closer working between primary and secondary schools.
- The Jersey Schools Sports Association takes the lead in organising inter-school sports competitions and leagues for students, as well as training. It also arranges subsidised trips for off-Island competition by school teams representing Jersey.

In 2009 the Community Development team was amalgamated with School Sports Development and became Community and School Sports Development. Besides working in the community this team delivers a range of projects to schools including after school clubs, lunchtime clubs and PE lessons. These projects use sport as a vehicle for improving self esteem, raising academic attainment and reducing truancy and conflict in the classroom.

In 2011, the CSSD team provided all schools with specialist sports instruction, organised 48 sports festivals and supported the delivery of 16 accredited educational courses at either GCSE or BTEC level.

Sporting excellence

The success of our top sports people and teams nationally and internationally is something we can be proud of. In 2011, 449 young athletes aged 12–18 were in academy programmes and 299 young sportsmen and women represented Jersey in national or international competition. Many individuals and teams all compete successfully in national league and cup competitions.

If this success is to continue, it will be important to provide support, guidance and pathways for those who have the talent and ambition to pursue their sports to the highest level possible. In the UK, high performance programmes provide technical knowledge, nutritional advice, medical consultation and screening and other specialist services essential for elite athletes to perform.

In Jersey, a high performance programme does exist and is run by the One Foundation, which provides funding and management while ESC provides the facilities. This could establish a precedent for private organisations with specialist knowledge to deliver targeted support of some sporting endeavours. Ambassador schemes could be set up offering free access to facilities and Active Card membership for talented young athletes who compete on a national or regional level.

Sport development

The role of Sport Development Officers (SDO) is to provide opportunities for participation in sport, raise the profile of sport and promote the development of expertise in their specialist areas. They co-ordinate and deliver activities, events and projects, and liaise with schools, clubs and associations and the relevant sporting governing bodies. They also aim to raise public awareness of health and fitness.

There are currently development officers for cricket, netball, football, rugby, table tennis, squash and athletics. They are jointly funded by the States, private sector sponsors and the national sporting bodies. The challenge is how to continue investing in the service at a time when resources are under pressure, particularly States finances.

Outdoor Education

The Education Sport and Culture Department provides guidance for off-island visits by schools and youth groups, as well as sporting fixtures run by the Jersey Schools Sports Association. Off-island visits are monitored by the Department, and advice is provided regarding adventurous activities on the Island.

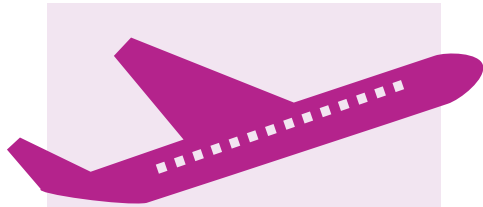
As well as private operators, the Department also offers a range of courses to schools, youth groups and the general public in a variety of maritime activities including powerboating, dinghy and yacht sailing together with residential courses at St Aubin's Fort for schools and the Youth Service.



In 2011, 449 young athletes aged 12–18 were in academy programmes and 299 young sportsmen and women represented Jersey in national or international competition.



Additional sports include maritime activities including powerboating, dinghy and yacht sailing.



The natural environment and good transport links make Jersey an attractive sports destination.



Sports events

Jersey hosts a variety of sporting events that generate interest from local residents – both as participants and spectators – as well as raising the profile of the Island elsewhere. The natural environment and good transport links make Jersey an attractive sports destination.

As one of the smallest members of the Commonwealth Games Association we have entered teams into 13 Commonwealth Games and the recently formed Junior Commonwealth Games, which is held every four years.

The Island games are held every two years. Up to 24 Islands compete in 14 sports chosen from a possible 18. Jersey last hosted the games in 1997 and will do so again in 2015 when around 2,500 sportsmen and women will come to the Island to compete.

The Jeux des Iles event is a competition for athletes under the age of 18. Representatives from 12 islands including Cyprus, Malta, Corsica, Corfu, Isle of Wight and Jersey, take part. The 16th Jeux des Iles took place in Sardinia in 2012 when Jersey athletes competed in gymnastics, sailing, swimming, tennis, athletics and judo.

Quite apart from these, many clubs regularly organise their own sporting events that attract large numbers of competitors from overseas. Some are supported by the Education, Sport and Culture Department through the provision of facilities while others are self-funding and organised independently.

A significant amount of Jersey's inward and outbound travel is thought to be generated by sporting events and competitions but there is currently no database to assess the value of the sector.

Sporting activity has been identified in the Economic Development Department's 2012 Tourism Strategy Consultation as a market with potential, particularly during off-peak months. The report aims to increase international tourism by 4% a year in the medium term and suggests that to fully realise this:

- The future event programme should be prioritised towards activity that can clearly demonstrate its ability to attract additional staying visitors.
- We need to invest in and support partnerships and joint ventures with airlines, ferry companies, tour operators, clubs, societies to increase leisure tourism during off-peak periods.
- We need to invest further in tourism marketing segments that are not related to high season, such as conference and sport tourism.

Sporting activity has been identified in the Economic Development Department's 2012 Tourism Strategy Consultation as a market with potential

SPORT AND LEISURE FACILITIES

It is now more important than ever to maximise use of our existing facilities.

The Island has many sport and leisure sites, some of which are managed by the States and some privately owned and administered. The Education, Sport and Culture Department runs three of the largest centres – Les Quennevais, Fort Regent and Springfield – as well as the many other outdoor sport and leisure facilities within schools and across the Island.

States of Jersey facilities

Over the past ten years the States has spent £11.5 million on capital projects for sport. The overall value of the States assets is currently £58.8 million.

It is vital to ensure that the best possible use is made of the Island's sports facilities and that they are capable of supporting any increase in the number of users. Currently the Education, Sport and Culture Department is responsible for managing a range of facilities:

Fort Regent	Les Quennevais Playing Fields
Les Quennevais Sports Centre	FB Fields
Springfield Stadium and Sport Centre	Grainville Playing Fields
Langford Sports Centre	Airport Playing Fields
Oakfield Sports Centre	Les Landes Race Course
Haute Vallee Swimming Pool	Les Creux Millenium Country Park
Crabbe Shooting Ranges	Harbour Skateboard Park
Havre des Pas Bathing Pool	Sun Bowls Site
St Aubin's Fort Watersport Centre	South Hill Gym

For several years the three main centres have participated in the national Quest accreditation scheme that sets recognised standards for quality of service and facilities in sport. At the last assessment the Jersey centres were recognised as being 'good'.

There is also an extensive range of facilities privately owned and operated by sports clubs, associations and Trusts. Some receive financial support from the States while others do not.

Overall the Island is well served with sporting venues for a population of 98,000. Across Europe, there has been a move to encourage sports clubs to share facilities and build community clubs and multi-purpose stadiums as a way of achieving best use of available space and resources. This could be explored in Jersey in future.

Another option would be to transfer responsibility for some facilities to the clubs that use them. Some of this has already taken place and it gives sports people direct control over the facilities they use.



Fort Regent

Income	£1,513,864
Expenditure	£2,011,333
Net operating cost	£ 497,469

Les Quennevais

Springfield

Fort Regent

The Fort Regent complex is the most popular sport and leisure facility in the Island. In 2011 it attracted more than 497,000 visits, an increase of 16,000 on the previous year.

The future of the Fort is currently being considered by a political Steering Group. In November 2011 a previous group published an interim report that took account of public consultation and research and set out guiding principles to be used to determine any future development of Fort Regent. These included a commitment to 'maintain and enhance the sport, leisure and club facilities with improved social facilities'.

Fort Regent hosts a wide range of clubs and organisations. It is home to numerous sports clubs that lease rooms or space to carry out their activities. The halls are used by schools and sports clubs and associations for football, badminton, netball, basketball, trampolining, squash, fencing and many other sports.

The halls are multi-use and, as well as pay-and-play activities, they host more than 30 concerts and events each year with up to 2,000 people attending each time.

The Steering Group is investigating a range of options for the future use of Fort Regent, including opportunities for developing the facilities in partnership with the private sector. The group's conclusions may have an impact on the sporting facilities. Whatever is decided, the ongoing and future maintenance cost of Fort Regent will pose a major challenge.

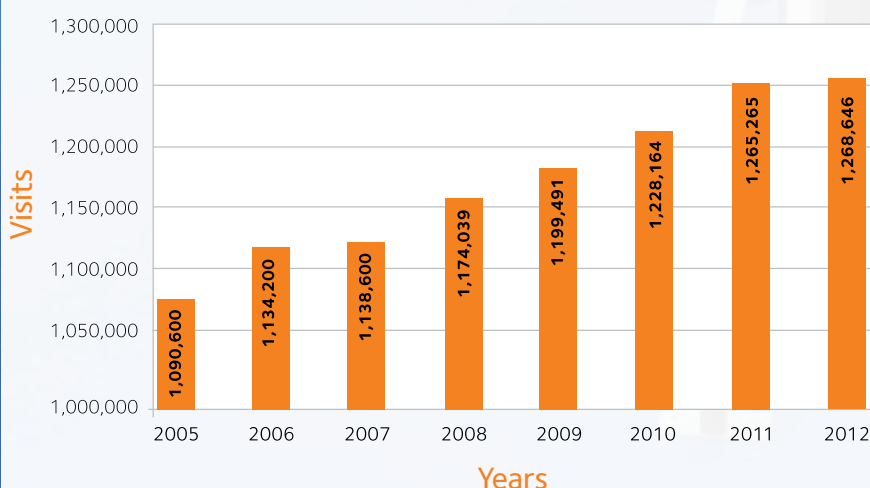
Les Quennevais

Les Quennevais Sports and Leisure Centre was purpose built and opened 16 years ago. It caters mainly for the community in the west of the Island but also hosts island-wide events, including the annual Swimarathon. In 2011, the number of visits increased to 311,415. Capital funding has been allocated to replace the outdoor artificial pitch in 2014.

Springfield

There has been a town football pitch on the Springfield site for many years and it traditionally hosts the inter-island Muratti. In 1996, the site was redeveloped to include the current sports centre, which offers a wider range of facilities and a stadium with a capacity of 7,000. The stadium hosted the opening ceremony of the Island Games in 1997 as well as several football matches including the final. There were 191,777 visits to Springfield in 2011.

Sport Centre Total Visits



Swimming pools

The Fort Regent pool was closed in 2003 when the Aquasplash was built on the Waterfront. The States has a management agreement with Serco to operate the Aquasplash and provides a public subsidy, which was £370,194 in 2011. This is not unusual as most public swimming pools require some level of subsidy to maintain a level of charges that keeps them accessible.

The Education, Sport and Culture Department operates the other main public swimming pool at Les Quennevais Sports Centre and manages school pools at Langford and Haute Vallée. These are used by swimming and other aquatic clubs after school, at weekends and during the holidays. The Department also administers Havre des Pas bathing pool.

Artificial turf facilities

The latest technology in sports facilities can give pitches a longer life and help with sport development. Artificial turf looks and feels like real grass. It is environmentally friendly, requires little maintenance and can be played on at all times. This makes it a great resource for increased use and income generation.

For a number of years, Jersey has had artificial turf pitches at Les Quennevais and Claremont Road. These have been used predominantly for hockey. In 2012, the two bowling greens at Les Creux were converted to artificial surfaces. Other sports could benefit from this technology.

An audit of facilities and future needs would enable us to draw up a co-ordinated plan for the development of these key pitches.

School facilities

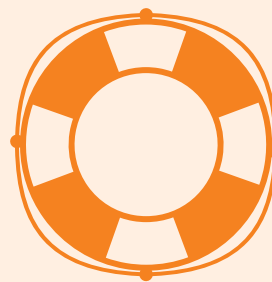
There is a wide range of sporting resources in schools although some are underused during evenings, weekends and school holidays.

We need to widen community access to these facilities. Not only would this increase the quality and quantity of sporting participation, it would help to create an income stream that would contribute towards the future upkeep and maintenance of the sites.

Natural resources, the environment and outdoor activity

Jersey's natural environment, including the sea, countryside and cliff paths, is used for sport and leisure by clubs and associations as well as individuals. Activities such as fishing, surfing, kayaking, sailing, rambling, walking and cycling are popular amongst residents and visitors.

The Island has many open areas that support sport and leisure activities and some work has been done to create new footpaths and new cycle routes.

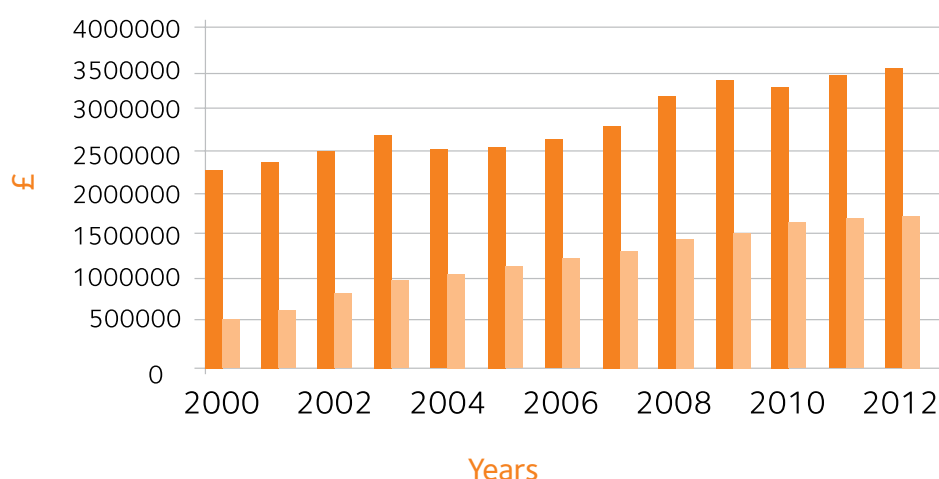


Aquasplash is provided with a public subsidy, which was £370,194 in 2011.



Jersey's natural environment, is used for sport and leisure by clubs and associations as well as individuals.

Sport Division (Ops) Total Income & Active Income



3. CHALLENGES AND OPTIONS

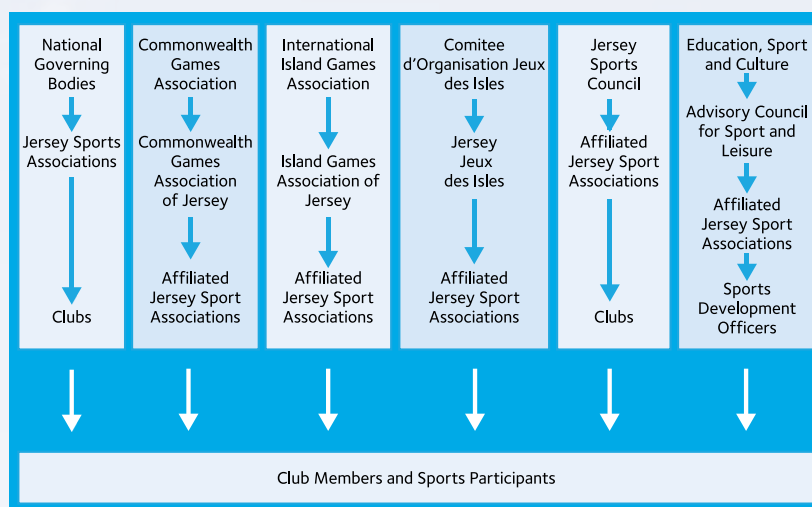
Sport needs clear strategic direction and certainty about funding to thrive.

Sport and leisure in Jersey is strong. Sustaining and developing that position in the context of tough economic times maybe the greatest challenge facing sport in the Island.

The Jersey Sports Council was set up to be a voice for sport in Jersey and to encourage the pursuit of sporting activities and represent clubs and associations.

Strategic co-ordination

Sport in the Island is delivered through a diverse range of sporting clubs and associations supported by the Education, Sport and Culture Department mainly by way of grants, the provision or commissioning of training, advice on safeguarding children and access to premises and equipment.



The Jersey Sports Council was set up to be a voice for sport in Jersey and to encourage the pursuit of sporting activities and represent clubs and associations. It meets regularly and also arranges an annual awards evening to celebrate local sporting achievements.

The Advisory Council for Sport and Leisure is made up of representatives from the Jersey Sports Council and the Education, Sport and Culture Department. Its primary aim is to distribute States funding for the training of coaches and travel. Any constituted sports club or association may apply for grants.

There is however no overall strategic approach to sport for the whole Island, no overarching management of sports development across disciplines and no central co-ordination.

Not only does this lack of co-ordination lead to inefficiencies, at a time when cohesion in the sports community is essential, it can promote fragmentation. Every sport has its own approach and this often means that they compete against each other for participants, funding and other resources. Similarly, there is no overarching management structure or strategic framework for sport development officers.

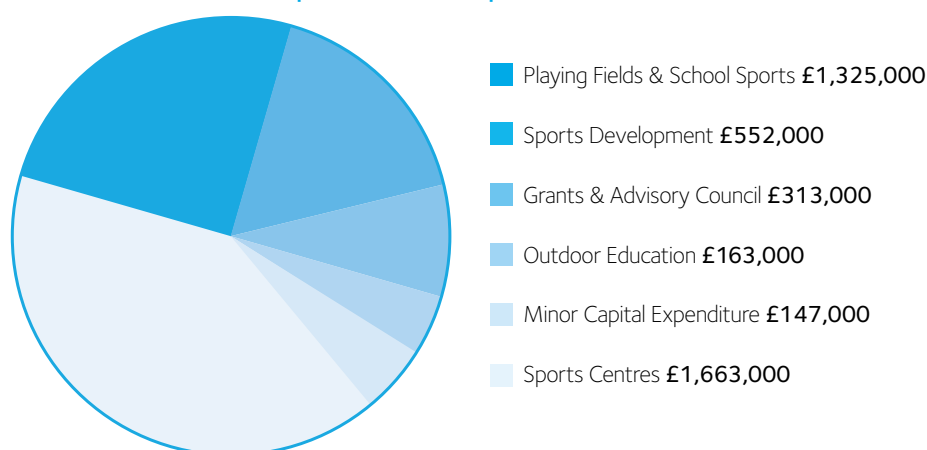
Funding

The total expenditure on sport in 2012 was approximately £8.3 million. The overall figure comprises £4.2 million in income generated by the public sports centres and £4.1 million from the budget of the Education, Sport and Culture Department.

While sport has thrived under the existing structures, the current economic conditions are having an impact on clubs, associations and individuals. Funding will be a major issue in future, especially in the public sector, where the government faces many conflicting pressures.

The States has demonstrated a commitment to support sport where possible. For instance, an additional £80,000 has been allocated to help the Jersey Island Games team compete in Bermuda in 2013 and prepare for 2015. This changing economic context requires us to be creative and consider new opportunities for funding and partnerships that will enable us to sustain and develop sport and leisure services.

Expenditure on sport in 2012



Service delivery

The Education, Sport and Culture Department operates the major sporting facilities including Fort Regent, Les Quennevais and Springfield. There are a number of other private centres and club facilities.

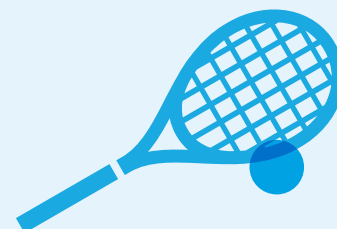
These are well used and generally of a good standard. Although there are plans to upgrade the FB fields running track and Les Quennevais artificial pitch there are no plans for new public facilities at this time. However it will be necessary to plan for ongoing maintenance particularly in relation to older buildings.

The management and administration of local authority facilities in the UK has been partly or fully outsourced to the private sector. This has already happened to some extent in Jersey in respect of the Aquasplash swimming pool. The question is whether this model might be extended to other facilities in Jersey and if so, what arrangements would need to be put in place to ensure that those services that have significant health, social and community value are protected.

Private sector involvement could result in new investment and improved or new sports facilities but the impact on staff, inclusion and access would need to be considered. A report in 2010^{*} stated that: "Outsourcing was unlikely to make significant savings for the States and runs the risk of reducing the service currently provided for those who benefit from subsidised access to facilities and activities." Over recent years, the Department has become more commercially focused. It has reduced operating costs while retaining socially valuable services.

Another option would be to present more sporting clubs and associations that use States-owned sites with the opportunity to manage and maintain their own facilities. This model has already proved effective with some clubs. It gives users greater autonomy and flexibility and helps reduce pressure on public funds. These sports would have more freedom to share facilities, maximise efficiency and share expenses.

If participation levels increase as we would envisage, the challenge will be to explore alternative ways of providing new facilities and improving access to what already exists.



The total expenditure on sport in 2012 was approximately £8.3 million.



Sport development involves working from grass roots level to elite performance in a range of sports and also in increasing participation.



There needs to be clear accountability particularly in relation to grants provided either by the States or other organisations.



Sport development

Sport development is more than simply helping individuals to develop their own performances to their maximum potential. It involves working from grass roots level to elite performance in a range of sports and also in increasing participation.

Over the past twelve years it has become an integral part of sport in Jersey and contributed significantly in a number of areas. To assure a strong future in difficult economic times there needs to be greater co-ordination of initiatives across sports that takes account of the overall priorities of the sports strategy. This would ensure the most effective use of resources and provide greater opportunities for more people.

We need to consider the best way to deliver this. Whether this co-ordination should be provided directly through a States department or through an arms-length organisation is for consideration.

Measuring the contribution

One of the biggest challenges for us is to be able to demonstrate that the investment we make in sport and leisure actually makes a difference, improves lives and contributes to better outcomes for the community.

Our new strategy must be driven by the need to contribute to the Strategic Plan for the States of Jersey which sets out a vision for the future based on:

- a safe and caring community
- a strong and sustainable economy
- preparing for the future
- protecting our environment
- a highly skilled and motivated workforce

There needs to be clear accountability particularly in relation to grants provided either by the States or other organisations. At the moment sports associations are not accountable to any external authority and the level of grants given out by the Advisory Council are not subject to performance or targets although beneficiaries are required to submit reports on how they spend their grants.

A major challenge is therefore how to develop a meaningful and robust way of measuring performance in the sports and leisure sector and accounting for investment. Measuring participation is central to this but it is also important to draw on other local sources of data, particularly in health and the community, to illustrate the wider impact of investment in sport.

The creation of an independent body could encourage closer collaboration and provide clear strategic direction.



Options for consideration

1. No change

Do we need to make any changes?

The obvious advantage of maintaining the status quo is that it requires little additional investment at this time. However, this option does not provide the strategic co-ordination and direction that sport in Jersey now needs.

Neither does this option open up the possibility of new funding sources that will be required if participation increases as intended. Local clubs and associations are already finding it increasingly difficult to attract sponsorship in the current economic climate.

2. Create a new non-government organisation for sport

Should there be a new co-ordinating organisation for sport?

The creation of an independent body could encourage closer collaboration and provide clear strategic direction. This could be a Trust established to take responsibility for sports development and providing grants, training and organisational support for clubs and associations.

All sports associations could be co-ordinated by the new body, as well as all clubs. This body would be provided with some financial support from the States although it would have far greater flexibility to operate commercially and part of its remit would be to generate private funding for sport.

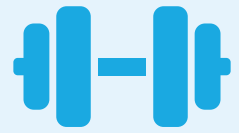
Similar to Sport England this new body would operate within a clear framework of accountability and focus on:

- Increasing participation in sport
- Nurturing and developing talent
- Supporting clubs and associations
- Co-ordinating sports development
- Promoting sports events
- Advising on the location and suitability of facilities
- Creating innovative programmes to contribute to the overall aims of the States of Jersey

The new body would be accountable to the States of Jersey through the Minister for Education, Sport and Culture and act as a 'voice for sport' and champion the sector. There are many successful examples of this in other jurisdictions.

The Guernsey Sports Commission is an example. It still receives government funding but being an independent charity means that it is also free to develop commercial expertise and generate additional private funding and sponsorship.

The creation of a Trust could potentially create a clear structure for sport in Jersey that would ensure strong representation and accountability.



The creation of a Trust could potentially create a clear structure for sport in Jersey that would ensure strong representation and accountability.



A preliminary report in 2010 suggested that outsourcing would not provide better value for money.



3. Introduce a new model for sport development

Do we need a new model for sport development?

Whether or not the establishment of an independent body for sport is a favoured option, there still needs to be greater co-ordination and strategic direction for sport development.

An option would be to appoint a Sport Development Co-ordinator to take the lead in creating a strategic plan for sports development that identifies common aims across sports, events, schools and other sport related work in the community.

Under this arrangement sport development officers would operate under a service level agreement with their national bodies but report directly to the Sport Development Co-ordinator.

The Education, Sport and Culture Department would continue to provide overall policy direction but the everyday functions would be the responsibility of sports professionals.

4. Review the management and operation of States sports facilities

Do you think the States should continue to run sports facilities or should other options be explored?

Traditionally, public sports facilities in Jersey have come under the administration of a States department.

A second option is to incorporate a States-owned body to run sports facilities. It would have greater financial independence, more flexibility and wider scope for decision-making.

In a number of larger jurisdictions the management has been partly or fully taken over by the private sector. The main aim is to reduce costs and encourage private providers to invest in the facilities. Subsidies are usually required to ensure facilities remain affordable and provide services for the disadvantaged while still being attractive to potential operators.

Another option would be to work more closely with clubs and associations to give them an opportunity to manage and maintain their own facilities through asset transfer or lease. This model has already proved effective with some sporting groups. It can reduce the costs to the government and engender a sense of ownership and certainty for club members. A natural extension of this would be the sharing of facilities to reduce costs and improve quality.

Sport is an essential ingredient that brings richness and vibrancy to our lives and not just for participants but also for the many volunteers who give up their time to coach, officiate, organise and raise funds for local clubs and associations.



How to respond

You can comment online at www.gov.je/consult which includes a survey for the options.



Email responses can be sent to sport@gov.je



Written responses can be sent to Sport Strategy, Education Sport and Culture Department, PO Box 142, JE4 8QJ

A number of focus groups and meetings will also be held to collect views.

**The consultation
will close on
May 31 2013.**



EDUCATION, SPORT & CULTURE GREEN PAPER



www.gov.je/consult