

# NATIONAL SPORTS POLICY

*Sport Matters*



2022  
2027



GOVERNMENT OF BERMUDA  
Ministry of Youth, Culture and Sport



# NATIONAL SPORTS POLICY

## *Sport Matters*

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### **Contact us:**

If you would like any further information about the National Sports Policy, we look forward to hearing from you.

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# Minister's welcome

**Nelson Mandela once said: "Sport has the power to change the world, it has the power to inspire. It has the power to unite people in a way that little else does".**

On a global level, Bermuda punches above its weight in sport and Bermudians are known for their love of sport. Our potential is great and our aspirations are far reaching. The Government has a bold vision for sport in Bermuda and we will achieve it through this Policy—Sport Matters.

The 2021 Throne Speech tasked the Ministry of Youth, Culture and Sport with developing an updated National Sports Policy. This Policy, created in consultation with our sport partners, provides a roadmap for Government to raise the value of sport in Bermuda and increase participation and regional success over the next five years.

We aim to make communities stronger through sport and physical activity, from grassroots right up to the pinnacle of elite international competition. However, we cannot deliver this policy in isolation. Central to the achievement of the goals will be our National Sports Governing Bodies, the Bermuda Olympic Association, the National Sports Centre, the Bermuda Tourism Authority and other key partnerships. The combined use of the expertise, knowledge and insight of this sporting fraternity will be essential for the successful implementation of this policy.

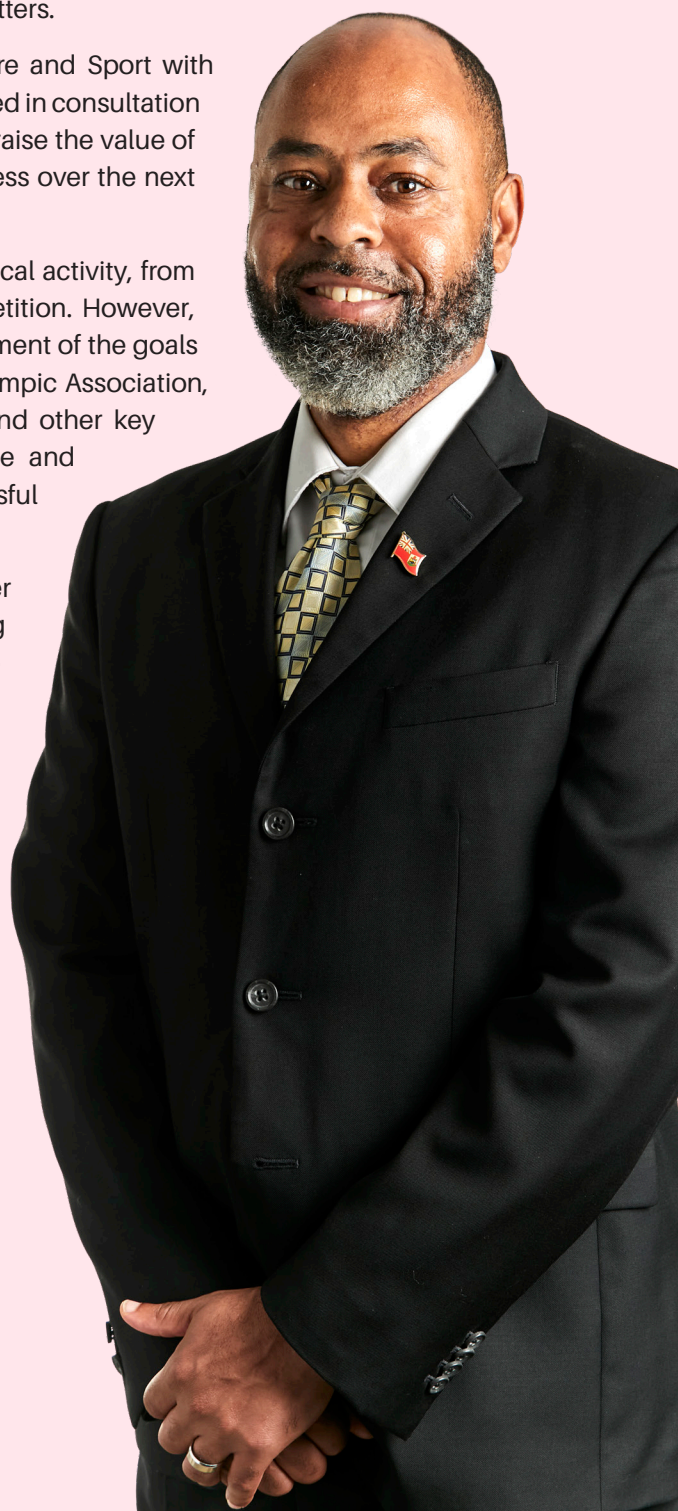
We will work together with the stakeholders and the wider community to champion the role sport can play in engaging Bermudians regardless of race, gender, physical and cognitive ability and economic status. Sport and physical activity can move us all.

We need new ways to focus on and invest in sport and physical activity so we can achieve our potential as a country. And the performance of our elite athletes plays a significant role in helping to motivate and inspire.

The National Sports Policy 2022-2027 is designed to achieve these aims, and to elevate us to aspire to even greater achievements on the world stage.



Dr The Hon. Ernest G. Peets, JP  
**Minister of Youth, Culture and Sport**





## Executive Summary

Sport is vitally important to communities. It brings joy, promotes health and inspires national pride. In its 2021 Throne Speech, the Government committed to updating the National Sports Policy. This Policy delivers on that commitment.

The National Sports Policy is a five-year promise to raise the value of sport in Bermuda and increase participation and regional success. It proposes to do this through a new vision and mission and five goals to elevate sport in Bermuda.



Five goals of the National Sports Policy:

1. Increase participation
2. Achieve sporting excellence regionally
3. Improve access to sports facilities
4. Increase the value of sport
5. Establish a framework for talent development

These goals are interrelated to ensure we address the key relationships between participation, sporting excellence, high performance and talent development, and facility access more broadly. This policy articulates the Department's role in leading, enabling and investing in sport to deliver participation outcomes.

The five Policy goals each have specific objectives and metrics to measure and track outcomes. The Policy aims to:

- ▶ **Improve public awareness** of athletes, teams and Government's commitment to sport
- ▶ **Increase free training access to NSC** for athletes competing in international competitions
- ▶ **Increase** the participation of children, women, persons with disabilities and persons from underrepresented groups
- ▶ **Establish** a high performance framework
- ▶ **Establish** NSGB long term athlete development plans
- ▶ **Strengthen** coaching development

By achieving these outcomes, the Government looks to solidify its commitment to Bermuda sport.

# NATIONAL SPORTS POLICY 2022 - 2027

## Introduction

Sport brings people and communities together. Athletes inspire and motivate while also promoting national pride. Never has this been more evident than in 2021 when triathlete Dame Flora Duffy brought home Bermuda's second Olympic medal, achieving our country's first ever Olympic gold medal.

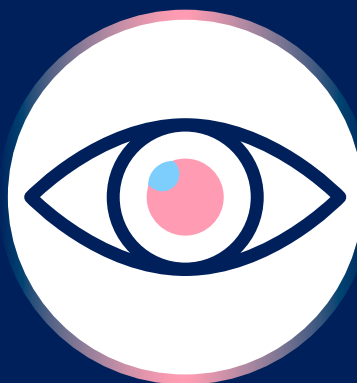
Flora's success has fostered a strong appetite for establishing long term athlete development plans and a high performance framework to ensure athletes are better prepared for the rigors of international competition.

The Department of Youth, Sport and Recreation is acutely aware of the vital importance of a strong and vibrant sport sector. Sport must continually grow, develop and operate in a spirit of collaboration with partners within and beyond the sporting sector.

The 2021 Throne Speech committed the Government to producing a new sports policy. This National Sports Policy 2022 - 2027 delivers on that pledge.

*The National Sports Policy is a five-year promise to raise the value of sport in Bermuda and increase participation and regional success. It proposes to do this through a new vision and mission and five goals to elevate sport in Bermuda.*

## Policy Vision & Mission



*Vision*  
Sport Matters



*Mission*

To inspire and enrich participation in sport and enhance the international success of our athletes.





## Where are we now?

### The Setting

For a small island, Bermuda offers a very broad range of sports and facilities. There are currently 24 National Sport Governing Bodies (NSGBs), a plethora of recreational sporting organizations and a variety of facilities ranging from football fields, tennis courts, swimming pools and gymnasiums.

**The Department of Youth, Sport and Recreation has an annual sports budget of over \$5 million to:**

- ▶ Invest in junior and elite athletes
- ▶ Assist NSGB investments
- ▶ Maintain sports facilities
- ▶ Support the National Sports Centre
- ▶ Fund the Bermuda Sport Anti-Doping Authority

**The Department manages three main sports facilities: the WMC Preece Softball Park, the WER Joell Tennis Stadium and the Motorsport Park along with a number of sports community fields and other sporting facilities.**

Investment in sport is vital for the continued development of sport island wide. Many athletes and sporting programmes would suffer without this support which includes, for example, investment in athletes, and education for local coaches and administrators through partnerships with overseas agencies.

Participation in sport is an integral aspect of the Bermudian lifestyle. Sport brings people together who might not be associated otherwise, both as teammates and as spectators.

The need for young people to develop a lifelong relationship with sport and physical activity is extremely important, but more needs to be put in place to ensure Bermuda gets more out of sport.

### Public feedback

A survey by Global Research in October 2020 found that almost all residents believe sport has positive societal benefits such as improved physical and mental health, unity and a reduction in anti-social behaviours.

#### Global Research 2020 Sport Survey Highlights

- ▶ **52% of respondents had been actively involved in structured sports within the past twelve months**
- ▶ **53% participated in sports weekly or more frequently**

#### Of those involved in structured sports:

- ▶ **67% were spectators**
- ▶ **60% were participants**
- ▶ **29% were volunteers**
- ▶ **16% were coaches**
- ▶ **15% were administrators**
- ▶ **9% were officials**
- ▶ **Males and residents aged 16-24 years were more likely to have been actively involved in structured sports**
- ▶ **Females and residents aged 65-70 years were least likely to have been actively involved**
- ▶ **Top reasons for not being involved in the last 12 months included a lack of interest in sports (50%) and being too busy to participate (24%)**

**\*Survey commissioned by the Department of Youth, Sport and Recreation**



Residents held a largely fair impression of the services available to sport and athletes in terms of the quality of sports clubs, sports facilities and school sports. The majority supported the use of funding to improve sports facilities, to train coaches and to encourage more young people and talented athletes to achieve international sporting success. Notably, 94% of residents surveyed believed that school sports plays an important role in the development of athletes.

## Stakeholder feedback

A Stakeholder Survey carried out in March 2021 found that 62% of respondents believe that the cost of participation is the number one factor behind the lack of participation in sports. Inadequate facilities ranked 2<sup>nd</sup>, with 44% believing the lack of modernized facilities is preventing participation. The lack of experienced qualified coaches was deemed the 3<sup>rd</sup> factor behind low participation within sports.

*The Stakeholder Survey also identified issues such as a lack of available programmes, inconvenient locations and times, lack of inclusivity and diversity, safety concerns and poor administration as factors driving low participation in sports.*

Respondents to the Stakeholder Survey believe there is a lack of Government funding for sport. They feel that this reflects a lack of value and importance of sports by the Government. Stakeholders also believe there is a lack of recognition of sports and athletes by the general public.

Respondents said that communication and collaboration between sports bodies needs to be improved and that sport should be promoted in schools.

The survey conclusions dovetail with the results of a consultation session held with NSGBs and the Bermuda Olympic Association (BOA) in April 2022. Further, consultees stated that it is difficult for young people to participate in multiple sports as there is no publication of sports schedules.

The limited availability and access to the National Sports Centre was highlighted as a major impediment for athletes and teams preparing for international competition. And the development of pathways to create and support high performance athletes was identified as an important element to pursue.

**Junior footballers  
utilizing the National  
Stadium for  
football practice.**



## Where we want to be

***“The world stage can no longer be said to elude Bermudian athletes, who will find their desire and effort matched by the Government’s commitment to their success.”*** (Throne Speech, 2021)

## Commitment

The Department of Youth, Sport and Recreation intends to strengthen the sport sector through the National Sports Policy. The Department is committed to the enhancement of sport at all levels and recognizes that sport stakeholders must be properly aligned to ensure growth and development. The development of a local ‘Sport Sector’ working in partnership for the enhancement of sport on island is imperative.

A key focus of the Department is to assist National Sport Governing Bodies (NSGBs) to develop sustainable and effective pathways to increase the number of participants and improve performance. A significant element will be the creation and establishment of Long Term Athlete Development Plans in conjunction with the BOA, for each NSGB.

**NSGBs train and deploy coaches, officials and administrators, organize representative level sport, provide opportunities and pathways leading from local sports to national and international competition. They are the delivery agents for the rollout of many essential programmes and will remain at the forefront in the National Sports Policy.**

Improving access to facilities for our national athletes is vital to achieving sporting excellence regionally. This will allow our national athletes to prepare appropriately for the rigours of international competition. An essential policy aim is to ensure that facilities, especially those which have been developed using public funds, are fully available to our elite athletes and also more accessible to a broader range of users.

The Department will encourage and facilitate collaborative approaches between NSGBs, Local Sports Partnerships and other organizations to identify capacity during off-peak times to promote greater use of the facilities at these times.

Communication is central to improving sporting outcomes and the Department is committed to developing and implementing a **Sport Matters** communications campaign to increase public awareness and raise the profile of sports. This message is vitally important as we also look to recognize the influence and importance of sport within Bermudian society.

***The Policy aims to see more people engaged in sport and physical activity and places specific focus on initiatives that support children, women, persons with disabilities and persons from under-represented groups.***

**Jessica Lewis**  
Paralympic athlete



Local Sports Partnerships (LSPs) will play a similarly vital role and will help increase participation levels in sport and physical activity, especially among those sectors of society that are currently underrepresented in sport. LSPs have the capacity to remove barriers and ensure that opportunities for participation in sport are progressive, innovative and fully inclusive at a local level.

It is the aim of the Department of Youth, Sport and Recreation to achieve policy goals in partnership with our stakeholders. We are committed to strengthening existing partnerships and forming new collaborations that will ensure sports on island is moving in the right direction.

| Where we are <b>NOW</b>                                                                                             | Where we want to be by <b>2027</b>                                                                                    |
|---------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| Limited public awareness                                                                                            | Strong public awareness of national athletes, teams and Government commitment to sport through Sport Matters campaign |
| Limited coordination between sports                                                                                 | Online calendar of sports events published                                                                            |
| Elite athletes and national teams have 2 weeks free training access to NSC to prepare for international competition | 2 months free training access to NSC for athletes competing in international competitions                             |
| Limited sports programming for underrepresented groups                                                              | More children, women, and persons from underrepresented groups participating in sport                                 |
| No framework to develop high performance athletes                                                                   | High Performance Sports framework established to develop athletes with potential                                      |
| Some investment in coaching development                                                                             | Increased investment in coach development                                                                             |
| No formal plan to develop athletes long term                                                                        | NSGB Long Term Athlete Development Plans established and implemented                                                  |
| One NSGB has a Government property lease (BFA)                                                                      | More NSGBs eligible to attain long term leases for Government facilities                                              |
| Three multi-use facilities available (Shelly Bay, NSC, Bernard's Park)                                              | One additional multi-use sports facility                                                                              |



**National Stadium is one of 3 multi-use facilities available to athletes.**



## Aspiration

The National Sports Policy is a five-year promise to raise the value of sport in Bermuda and increase participation and regional success. However, this is only the beginning of a longer journey for our athletes and our country.

In the longer term there are important goals Bermuda must continue to aspire to, in order to achieve our full potential as a people. Aspirations that will elevate sport, raise our game and uplift Bermuda.

A greater society-wide investment in sport is needed for Bermuda to reap its potential. We welcome more opportunity for corporate funding in sport, as we see in other countries that have enjoyed increased success in international competition.

Bermuda needs a greater alignment of sport development with schools. A robust sports programme in schools would spot potential more comprehensively and cast a broader net to identify talent. School-based sports are important to provide feeder programmes for national teams from a wider talent pool. The current educational reforms should assist in a better alignment of sport with schools.

The National Sports Centre (NSC) is a significant national asset that is fundamental to the further development of sport in Bermuda. Its potential for local development and international competition is far reaching. It is imperative that the NSC become financially sustainable and realize its potential to contribute to the growth of Bermuda's sport sector.

Community sport clubs are a fundamental part of our sport sector and infrastructure. Their importance to communities and to athlete development can't be over-stated. It is a long-term aspiration to work with clubs across all sports to enhance governance, athlete wellbeing and safety, and secure greater investment from the corporate sector and government.

Currently the Government invests 0.5% of its budget on sport (\$5.1 million). This is half of the Youth, Sport and Recreation Department's annual budget of \$9.6 million (1% of the Government's total budget) which is comparable to many jurisdictions. In Europe the range is 0.2% in Croatia or 0.4% in the UK, up to 2.5% in Hungary. France, Spain, Portugal and Germany invest approximately 1% of Government budgets in sport and recreation<sup>1</sup>.

<sup>1</sup> Eurostat (2019) *How much do governments spend on recreation and sport?* Eurostat: European Union. Web report of 2017 figures accessed 5 July 2022: [How much do governments spend on recreation and sport? - Products Eurostat News - Eurostat \(europa.eu\)](#)



Young people participating in school sports.



A long-term aspiration in Bermuda is for the Government to double its funding for sport.

### Aspirations

- ▶ Increase corporate funding of sport
- ▶ Greater alignment of sport with schools
- ▶ Make the National Sports Centre financially sustainable
- ▶ Enhance club governance and investment
- ▶ Increase government spending on sport from 0.5% to 1%

The National Sports Policy keeps an eye on these crucial long-term aspirations, while focusing on five essential building blocks that we must put in place over the next five years, before we can reach for the next level of local growth and international success.

### What we will do to get there

The National Sports Policy 2022 – 2027 will achieve its mission and develop Bermuda's athletes, administrators and coaches through the achievement of five goals:

1. Increase participation
2. Achieve sporting excellence regionally
3. Improve access to sports facilities
4. Increase the value of sport
5. Establish a framework for talent development



# GOAL 1: Increase participation

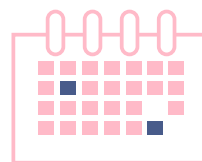
## More people, more active, more often

As a small island with a limited pool of athletes, it is absolutely imperative that sport become more accessible to all, especially in the foundation years. It's equally important that sport is administered using proven methods so that athletes have the opportunity to reach full potential, increase their enjoyment and are retained into adolescence and adulthood. Greater diversity in participation and administration across all sports is a key to improving quality and performance.

Participation levels will be improved through the creation of a shared calendar for athletes and sports organizations, development of a sports programme for young children, and an enhanced focus on diversity and inclusion with measures to support women and underrepresented groups.

We will:

- 1.1** Publish an online quarterly calendar in partnership with the NSGBs and BSSF to create awareness and allow athletes to participate in multiple sports
- 1.2** Develop a grass roots sport and activity programme for children aged 3-6 to improve gross motor and functional skills in preparation for sport participation
- 1.3** Hold a Sports Expo annually to create sports awareness
- 1.4** Implement measures to further support women in sport through collaboration and increased funding
- 1.5** Encourage diversity in sport participation and administration



# GOAL 2: Achieve sporting excellence regionally

## National pride, inspiration and motivation through regional sporting success

Elite competitions are pinnacle events that showcase the highest levels of skill, mastery, competitiveness and sporting excellence. These events inspire competitors and spectators alike. Role models that inspire the community emerge from such regional successes, resulting in increased participation and engagement in sport.

We are committed to building and sustaining a successful high performance framework with our local sports partners and NSGBs to produce continuous improvement. Coaching development is an important element in achieving sporting excellence and our aim is to provide additional funding for coaching and elite athletes. The availability of suitable facilities for athletes and teams training for international competitions is also key and access to the NSC will be increased.

We will:

**2.1** Increase Government funding for high performance athletes and teams by 30%



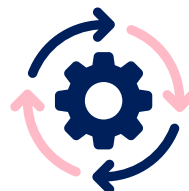
**2.2** Provide free access to NSC for national athletes and teams in advance of international competition for improved preparation



**2.3** Invest further in local coach education and development



**2.4** Establish a High Performance Sports framework in collaboration with key stakeholders to ensure athletes are better prepared for the rigors of international competition





# GOAL 3: Improve access to sports facilities

## Access for development and access for performance

Easy access to sports facilities translates into increased physical activity and better use of facilities. While there are many facilities that cater to a variety of sports, located at government community fields, schools and sports clubs, not everyone and not every sports organization has access. A number of facilities are underutilized, and some Government buildings are vacant and could be repurposed.

Our aim is to increase access by improving infrastructure, transitioning a single use facility into one that has multi-use capabilities and working with eligible NSGBs to identify facilities that could be modified, transformed and revitalized to suit their needs.

We will:

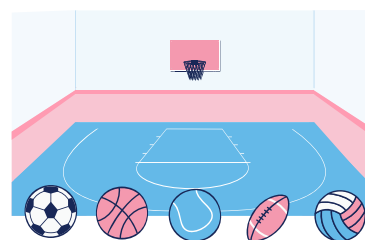
**3.1** Increase free access to the NSC and other sports facilities for the general sporting community to 100 hours per year



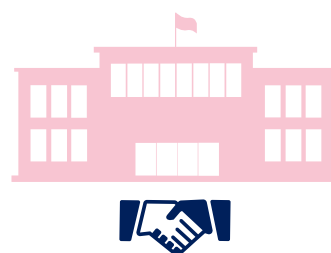
**3.2** Provide minor sports equipment to two (2) DYS&R properties to ensure increased community use



**3.3** Ensure one more sports facility is multi-use and able to accommodate a range of programmes



**3.4** Assist eligible NSGBs to secure leases for Government facilities to develop their sport



# GOAL 4: Increase the value of sport

## Sport Matters!

Sport has the power to inspire, unite people from diverse backgrounds and create hope. It is much more than just a physical activity. It can be a tool for transformation. Discipline, hard work, leadership and teamwork in sport can lead to benefits including improved physical and mental health, increased self-confidence, fine and gross motor skills, social and community development and life-long learning.

Our aim is to ensure that sport is an intrinsic part of residents' lives and that everyone is aware of Government's deep commitment to sport and physical activity.

We will:

**4.1** Endorse and promote athletes and teams to increase visibility, in partnership with NSGBs



**4.2** Promote all levels of sports and physical activity participation with local sports partners



**4.3** Propose policy or legislation to regulate and promote sport participation



# GOAL 5: Establish a framework for talent development

## Delivering quality sport island-wide

Planning and talent identification is crucial for the future success of the National Sport Governing Bodies (NSGBs). Long Term Athlete Development (LTAD) is about achieving optimal training, competition and recovery throughout an athlete's career, particularly in relation to the important maturation years of young people. LTAD leads to continual improvement; rather than working for immediate goals and gratification, athletes improve a little each day.

Our aim is to ensure that working with the NSGBs, athletes can safely develop skills and movements at the right time to optimize their activity or sport, and to retain them longer in sport so they reach full potential and have the best opportunity to compete internationally.

We will:

**5.1** Ensure all NSGBs are educated on all facets of Long Term Athlete Development Plans (LTADPs)



**5.2** Assist all NSGBs with the development of respective LTADPs



**5.3** Ensure all NSGBs implement completed LTADPs



### ACTION PLAN

Young men showing  
their football skills.





## Paying for it

The National Sports Policy 2022 – 2027 will be paid for with existing budgets plus additional Government funding to be raised over five years.

Government currently spends just over \$5 million on sport each year (see Table 1). Of this, \$646,500 will be dedicated to the Sports Policy. To achieve all the goals and objectives a further \$684,000 of new funding will be added by 2027 (see Table 2).

**TABLE 1: Current Government Budget Dedicated to Sport\***

| Description                                                  | Existing Funding   |
|--------------------------------------------------------------|--------------------|
| <b>Sports Facilities Management</b>                          |                    |
| Sports Facilities                                            | \$1,313,000        |
| WMC Preece Softball Park                                     | \$136,000          |
| WER Joell Tennis Stadium                                     | \$422,000          |
| Motorsport Park                                              | \$10,000           |
| Sports Community Fields                                      | \$47,000           |
| <b>Sub-Total</b>                                             | <b>\$1,928,000</b> |
| <b>Sports Programmes</b>                                     |                    |
| <b>Sub-Total</b>                                             | <b>\$418,000</b>   |
| Elite Athlete Assistance through Bermuda Olympic Association | \$100,000          |
| National Junior Athlete Sponsorship Programme                | \$60,000           |
| <b>Sub-Total</b>                                             | <b>\$160,000</b>   |
| <b>Sport Investment Programme</b>                            |                    |
| Bermuda Football Association                                 | \$300,000          |
| Bermuda Cricket Board                                        | \$100,000          |
| Other NSGB's                                                 | \$500,000          |
| <b>Sub-Total</b>                                             | <b>\$900,000</b>   |
| <b>Grants to QUANGOs</b>                                     |                    |
| National Sports Centre (NSC)                                 | \$1,100,000        |
| Bermuda Sport Anti-Doping Authority (BSADA)                  | \$585,000          |
| <b>Sub-Total</b>                                             | <b>\$1,685,000</b> |
| <b>TOTAL</b>                                                 | <b>\$5,091,000</b> |

\* Taken from the Government of Bermuda, "Approved Estimates of Revenue and Expenditure for the year 2022/23"

**TABLE 2: Proposed Budget Dedicated to National Sports Policy\*\***

| Policy Objectives                                                                                                                                                                  | Current Budget   | New funding over 5 years | Total Cost         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|--------------------------|--------------------|
| <b>1.1</b> Publish an online quarterly sporting calendar in partnership with the NSGBs and BSSF to create awareness and allow athletes to participate in multiple sports           | \$0              | \$2,500                  | \$2,500            |
| <b>1.2</b> Develop a grass roots sport and activity programme for children aged 3-6 to improve gross motor and functional skills in preparation for sport participation            | \$10,000         | \$25,000                 | \$35,000           |
| <b>1.3</b> Hold a Sports Expo annually to create sports awareness                                                                                                                  | \$0              | \$20,000                 | \$20,000           |
| <b>1.4</b> Implement measures to further support women in sport through collaboration and increased funding                                                                        | \$0              | \$30,000                 | \$30,000           |
| <b>1.5</b> Encourage more diversity in sport participation and administration                                                                                                      | \$0              | \$0                      | \$0                |
| <b>2.1</b> Increase Government funding for high performance athletes and teams by 30%                                                                                              | \$580,000        | \$174,000                | \$754,000          |
| <b>2.2</b> Provide free access to NSC for national athletes and teams, in advance of international competition for improved preparation                                            | \$0              | \$150,000                | \$150,000          |
| <b>2.3</b> Invest in local coach education and development                                                                                                                         | \$50,000         | \$30,000                 | \$80,000           |
| <b>2.4</b> Establish a high performance sports framework in collaboration with key stakeholders to ensure athletes are better prepared for the rigors of international competition | \$2,000          | \$0                      | \$2,000            |
| <b>3.1</b> Increase free access to NSC and other sports facilities for the general sporting community for 100 hours per year                                                       | \$0              | \$70,000                 | \$70,000           |
| <b>3.2</b> Provide minor sports equipment to two DYSR properties to ensure increased community usage                                                                               | \$0              | \$25,000                 | \$25,000           |
| <b>3.3</b> Ensure one more sports facility is multi-use and able to accommodate a range programmes                                                                                 | \$0              | \$70,000                 | \$70,000           |
| <b>3.4</b> Assist eligible NSGBs to secure leases for Government facilities to develop their sport                                                                                 | N/A              | N/A                      | N/A                |
| <b>4.1</b> Endorse and promote athletes and teams to increase visibility, in partnership with NSGBs                                                                                | \$2,500          | \$27,500                 | \$30,000           |
| <b>4.2</b> Promote all levels of sports and physical activity participation with local sports partners                                                                             | \$2,000          | \$3,000                  | \$5,000            |
| <b>4.3</b> Propose policy or legislation to regulate and promote sport participation                                                                                               | N/A              | N/A                      | N/A                |
| <b>5.1</b> Ensure all NSGBs are educated on all facets of Long Term Athlete Development Plan (LTADP)                                                                               | \$0              | \$50,000                 | \$50,000           |
| <b>5.2</b> Assist all NSGBs with the development of respective LTADPs                                                                                                              | N/A              | N/A                      | N/A                |
| <b>5.3</b> Ensure all NSGBs implement completed LTADPs                                                                                                                             | N/A              | N/A                      | N/A                |
| Monitoring and Evaluation                                                                                                                                                          | \$0              | \$7,000                  | \$7,000            |
| <b>TOTALS</b>                                                                                                                                                                      | <b>\$646,500</b> | <b>\$684,000</b>         | <b>\$1,330,500</b> |

\*\*Proposed budget includes breakdown of new money required to complete objectives over the 5-year duration of the Policy until 2027

## Getting it Done

Sport Development Officers from the Department of Youth, Sport and Recreation will be primarily responsible for the implementation of the Policy and will work collaboratively with NSGBs and other stakeholders.

The National Sports Policy is committed to strong engagement by the Department of Youth, Sport

and Recreation. We recognize the importance of collaboration with other Departments within the public sector, NSGBs, NSC, the Bermuda Tourism Authority and local sports partnerships.

Implementation of the Policy objectives will be rolled out over five years. The timeline is detailed in Annex 2.

## Our Partner Sporting Organisations



## Monitoring and Evaluation

The National Sports Policy will be monitored on a continuous basis to evaluate its effectiveness. We will carry out an annual survey of stakeholders and the general public to assess how we are doing, measure success and correct course, when needed.

Metrics have been designed for each objective that will be reported annually. The “Keeping Score” Decision Framework details objectives and metrics (Annex 3).

### MONITORING



### EVALUATION



Dara Alizadeh competing in the Tokyo Olympics.



## ANNEX 1: Stakeholders and Consultation

Consultation played an important role in developing the National Sports Policy 2022 – 2027.

Public and stakeholders' feedback was essential to ensure practical and viable policy alternatives were considered and incorporated. Consultation provided the evidence base to develop the policy, engendered transparency in the process, and gave stakeholders ownership of the ultimate outcome.

The Department of Youth, Sport and Recreation consulted the public and stakeholders through surveys, meetings and dialogue.

### Surveys

Global Research Survey: Computer Assisted Telephone Interviewing 450 Bermuda residents aged 16-70 years. Interviews carried out between 23<sup>rd</sup> and 28<sup>th</sup> October 2020.

Global Research Stakeholder Survey: Interviewed 42 Stakeholders involved in organized or recreational sports interviews conducted between 2nd and 24th March 2021. Stakeholders participated in the following sports categories:

- ▶ National Sports Governing Body
- ▶ Organized sport programme
- ▶ Sports Club
- ▶ Community Centre
- ▶ In school programme

### Meetings

Stakeholder Meeting, Cedarbridge Academy 'Discovery Hall' 13<sup>th</sup> April 2022. Organizations represented:

- ▶ Bermuda Boxing Federation
- ▶ Bermuda Football Association
- ▶ Bermuda Triathlon Association
- ▶ Bermuda Bicycle Association
- ▶ Bermuda Equestrian Federation

- ▶ Bermuda Golf Association
- ▶ Bermuda Sanshou Association
- ▶ Bermuda Lawn Tennis Association
- ▶ Bermuda Olympic Association

### Stakeholders consulted

- ▶ Department of Youth, Sport and Recreation
- ▶ Bermuda Olympic Association
- ▶ Bermuda Paralympic Association
- ▶ Bermuda Tourism Authority
- ▶ Bermuda Sport Anti-Doping Authority
- ▶ National Sport Governing Bodies
- ▶ Bermuda School Sports Federation
- ▶ National Sports Centre
- ▶ Department of Parks
- ▶ Department of Public Lands and Buildings



Errin Cann with her Wushu Taolu medal at the 13<sup>th</sup> Pan American Wushu Championships in Brazil.

## ANNEX 2: National Sports Policy Timeline

The Policy initiatives will be rolled out over five years. This timeline illustrates the projected time frame for implementation of each objective.

| Policy Objectives                                                                                                        | Q1 2023 | Q2 2023 | Q3 2023 | Q4 2023 | Q1 2024 | Q2 2024 | Q3 2024 | Q4 2024 | Q1 2025 | Q2 2025 | Q3 2025 | Q4 2025 | Q1 2026 | Q2 2026 | Q3 2026 | Q4 2026 | Q1 2027 | Q2 2027 | Q3 2027 | Q4 2027 |
|--------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>GOAL 1: Increase Participation</b>                                                                                    |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |
| 1.1 Publish an online quarterly sporting calendar                                                                        | ⊙       |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |
| 1.2 Develop a sport programme for children                                                                               |         |         |         | ⊙       | ⊙       |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |
| 1.3 Hold a Sports Expo annually                                                                                          |         |         |         | ⊙       |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |
| 1.4 Implement measures to further support women in sport                                                                 |         |         |         |         |         |         |         |         |         | ⊙       |         |         |         |         |         |         |         |         |         |         |
| 1.5 Encourage more diversity in sport participation and administration                                                   |         |         |         |         |         |         |         |         |         | ⊙       |         |         |         | ⊙       |         |         |         |         |         |         |
| <b>GOAL 2: Achieve Sporting Excellence Regionally</b>                                                                    |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |
| 2.1 Increase Government funding for high performance athletes & teams                                                    |         |         |         |         |         |         |         |         | ⊙       |         |         |         |         |         |         |         |         |         |         |         |
| 2.2 Provide free access to NSC for national athletes and teams in advance of international competition                   |         | ⊙       |         |         |         |         |         |         |         |         |         |         |         | ⊙       |         |         |         |         |         |         |
| 2.3 Invest further in local coach development                                                                            |         |         |         |         | ⊙       |         |         |         |         |         |         |         |         |         | ⊙       |         |         |         |         |         |
| 2.4 Establish a high performance sports framework in collaboration with key stakeholders                                 |         |         |         |         |         |         |         |         | ⊙       |         |         |         |         |         |         |         |         |         |         |         |
| <b>GOAL 3: Improve Access to Sports Facilities</b>                                                                       |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |
| 3.1 Increase free access to the NSC and other sports facilities for the general sporting community to 100 hours per year |         |         |         |         |         |         |         |         | ⊙       |         |         |         |         |         |         |         |         |         |         |         |
| 3.2 Provide minor sports equipment to two DYSR properties to ensure increased community usage                            |         |         |         |         |         |         |         |         |         |         |         |         | ⊙       |         |         |         |         |         |         |         |
| 3.3 Ensure one more sports facility is multi-use and able to accommodate a wide range of programmes                      |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         | ⊙       |         |         |         |
| 3.4 Assist eligible NSGBs to secure leases for Government facilities to develop their sport.                             |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |
| <b>GOAL 4: Increase the value of sport</b>                                                                               |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |
| 4.1 Endorse and promote athletes and teams to increase visibility, in partnership with NSBGs                             | ⊙       |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |
| 4.2 Promote all levels of sport and physical activity participation with local sports partners                           |         | ⊙       |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |
| 4.3 Propose policy or legislation to regulate and promote sport participation                                            |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         | ⊙       |         |
| <b>GOAL 5: Establish a framework for talent development</b>                                                              |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |
| 5.1 Ensure all NSGBs are educated on all facets of Long Term Athlete Development Plans (LTADPs)                          | ⊙       |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |
| 5.2 Assist all NSGBs with the development of respective LTADPs                                                           |         |         |         |         | ⊙       |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |
| 5.3 Ensure all NSGBs implement completed LTADPs                                                                          |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         |         | ⊙       |         |

## ANNEX 3: Keeping Score - The Decision framework

The National Sports Policy has 5 goals. Each one has objectives detailing how the goal will be achieved, and metrics to measure success.

| Objectives                                                                                                                                                                      | Metrics                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>GOAL 1: Increase Participation</b>                                                                                                                                           |                                                                                                                                                                                                                                                                                                              |
| <b>1.1</b> Publish an online quarterly calendar in partnership with the NSGBs and BSSF to create awareness and allow athletes to participate in multiple sports (Q1 2023)       | <b>1.1 (a)</b> Parents and NSGB's have 30% increased awareness of current and impending sporting events                                                                                                                                                                                                      |
| <b>1.2</b> Develop a grass roots sport and activity programme for children aged 3-6 to improve gross motor & functional skills in preparation for sport participation (Q1 2024) | <b>1.2 (a)</b> # of children participating in the programme                                                                                                                                                                                                                                                  |
| <b>1.3</b> Hold a Sports Expo annually to create sports awareness (Q4 2023)                                                                                                     | <b>1.3 (a)</b> # of organizations participating in Sport Expo                                                                                                                                                                                                                                                |
| <b>1.4</b> Implement measures to further support women in sport through collaboration and increased funding (Q2 2025)                                                           | <b>1.4 (a)</b> # "women in sport" initiatives developed or enhanced<br><b>1.4 (b)</b> # of women participating in sport                                                                                                                                                                                      |
| <b>1.5</b> Encourage more diversity in sport participation and administration (Q2 2026)                                                                                         | <b>1.5 (a)</b> # of persons with disabilities participating in sports                                                                                                                                                                                                                                        |
| <b>GOAL 2: Achieve Sporting Excellence Regionally</b>                                                                                                                           |                                                                                                                                                                                                                                                                                                              |
| <b>2.1</b> Increase Government funding for high performance athletes and teams by 30% (Q1 2027)                                                                                 | <b>2.1 (a)</b> Increase high performance budget from \$580,000 in 2022 to \$609,000 by 2023 (5%); \$667,000 by 2024 (10%) and \$754,000 by 2027 (30%)<br><b>2.1 (b)</b> % Increase in the number of athletes competing in regional competitions                                                              |
| <b>2.2</b> Provide free access to NSC for national athletes and teams in advance of international competition for improved preparation. (Q2 2023)                               | <b>2.2 (a)</b> Free training access increased from 2 weeks to 2 months prior to international competition<br><b>2.2 (b)</b> % Increase in usage of facility by high performance athletes/national teams<br><b>2.2 (c)</b> % Increase in the number of athletes attaining the podium in regional competitions |
| <b>2.3</b> Invest further in local coach education and development (Q1 2024)                                                                                                    | <b>2.3 (a)</b> % Increase in the number of coaches prepared to coach internationally<br><b>2.4 (b)</b> % Increase in funding towards NSGB coaching programmes                                                                                                                                                |

|                                                                                                                                                                                              |                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>2.4</b> Establish a High Performance Sports framework in collaboration with key stakeholders to ensure athletes are better prepared for the rigors of international competition (Q1 2025) | <b>2.4 (a)</b> MOU created/signed by involved parties<br><b>2.4 (b)</b> High Performance sports framework developed and submitted for Government approval |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|

### GOAL 3: Improve Access to Sports Facilities

|                                                                                                                                           |                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| <b>3.1</b> Increase free access to the NSC and other sports facilities for the general sporting community to 100 hours per year (Q1 2025) | <b>3.1 (a)</b> % Increase in general sporting events at NSC                                                              |
| <b>3.2</b> Provide minor sports equipment to two (2) DYS&R properties to ensure increased community use (Q1 2026)                         | <b>3.2 (a)</b> Equipment installed in two properties<br><b>3.2 (b)</b> % increase in outdoor community sports activities |
| <b>3.3</b> Ensure one more sports facility is multi-use and able to accommodate a range sport programmes. (Q1 2027)                       | <b>3.3 (a)</b> % Increase of multi sporting activities at one facility                                                   |
| <b>3.4</b> Assist eligible NSGBs to secure leases for Government facilities to develop their sport. (Q1 2024)                             | <b>3.4 (a)</b> # of long term leases agreed and signed<br><b>3.4 (b)</b> # of facilities named                           |

### GOAL 4: Increase the value of sport

|                                                                                                                  |                                                                                                               |
|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| <b>4.1</b> Endorse and promote athletes and teams to increase visibility, in partnership with NSGBs (Q1 2023)    | <b>4.1 (a)</b> "Sport Matters" campaign launched<br><b>4.1 (b)</b> % public aware of local athletes and teams |
| <b>4.2</b> Promote all levels of sport and physical activity participation with local sports partners. (Q2 2023) | <b>4.2 (a)</b> # of partners delivering sports and physical activity programmes                               |
| <b>4.3</b> Propose policy or legislation to regulate and promote sport participation (Q4 2027)                   | <b>4.4 (a)</b> Policy proposal produced for Minister's approval                                               |

### GOAL 5: Establish a framework for talent development

|                                                                                                                |                                                                                     |
|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| <b>5.1</b> Ensure all NSGBs are educated on all facets of Long Term Athlete Development Plan (LTADP) (Q2 2023) | <b>5.1 (a)</b> 100% NSGBs educated on the principles of LTADP by 2026               |
| <b>5.2</b> Assist all NSGB's with the development of respective LTADPs (Q1 2024)                               | <b>5.2 (a)</b> 100% of NSGBs to have LTADP's developed and completed by March 2026. |
| <b>5.3</b> Ensure all NSGBs implement completed LTADPs (Q1 2025)                                               | <b>5.3 (a)</b> All NSGBs operating their sport with LTAD principles and pathways.   |





GOVERNMENT OF BERMUDA  
**Ministry of Youth, Culture and Sport**

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