

MINISTERIAL RESPONSE TO THE SECOND REPORT OF THE PUBLIC ACCOUNTS (ENTERPRISES) COMMITTEE OF THE ELEVENTH PARLIAMENT (SECOND SESSION) ON THE EXAMINATION OF THE REPORT OF THE AUDITOR GENERAL OF THE REPUBLIC OF TRINIDAD AND TOBAGO ON A SPECIAL AUDIT OF THE OPERATIONS OF THE SPORTS COMPANY OF TRINIDAD AND TOBAGO WITH PARTICULAR REFERENCE TO THE DEVELOPMENT AND UPGRADING OF SPORTING FACILITIES IN TRINIDAD

I. Strategic Plan

SPORTT's last strategic plan was 2012-2016. In October 2017, the National Sports Policy is before the Cabinet for approval. Having an approved sports policy, SPORTT can now formulate a strategic plan that will incorporate the National sports policy and be guided same. SPORTT will look at putting together a strategic plan by March 2018.

SPORTT has not had an HRM since 2014. In August an HRM was hired and performance management has been a strong focus since then. Processes are currently being relooked to increase efficiencies and accountability being enforced through the managers. In house training will be provided in terms of managing performance of staff. HR continues to work with management to manage performance.

Currently the strategic plan has expired. However using the same plan the HRM is working with Managers to implement measurable and applicable KPIs. Corporate KPIs have been proposed for approval by CEO and the board, based on the plan. The HRM has specialist training in the areas of Performance Management and developing KPIs. These will be finalized in the New Year in alignment with the existing strategic plan, subsequent to the corporate KPIs that have been agreed upon. Athlete performance success and client satisfaction have been recommended as KPIs.

II. Frequent Changes in Chief Executive Officers

History has shown that CEOs have a high turnover rate. Most times the CEOs have been terminated for loss of confidence. Going forward, psychometric testing and assessment centers will be used to decipher and assist in choosing the best suitable candidate for the position. Competencies such as integrity, customer focus, business acumen, leadership, handling risk, would also be the main focus of the interview.

These interviews would be done by a panel with the use of professionals skilled at conducting these assessments. Additionally, a review of the processes for approvals and checks and balances would be put in place. There is an exit interview process in place, however, same was not being fully used in the past. It is currently being fully utilized and actions are being put into place where gaps exist.

As far as we are aware, there has been no investigation done by the Ministry of Sport and Youth Affairs and SPORTT.

All CEO's thus far were separated via termination or resignation with immediate effect, therefore handovers were never possible with the exception of the CEO (Ag), who when a new CEO is appointed will do the handover at that time.

III. Restructuring of SPORTT and contract with De Edge Consulting Limited

The policies regarding standards of conduct will be submitted to the board in November 2017. When the HR policy manual is completed, an employee handbook will be circulated to employees and placed onto the server. This will also form part of the employee orientation.

The company will conduct training on good industrial relations practices for management staff. This will include supervisory training, which intends to reduce the number of grievances. Situations are being addressed proactively to greatly reduce the issue of grievances.

Managers will be held accountable to standards of performance, post training.

SPORTT's Disciplinary and Grievance Policy was submitted and approved by the Board at a Board Meeting held in November 2017.

IV. Litigation cases following the restructuring of SPORTT

SPORTT is seeking to settle the last two cases in the matter relative to the captioned subject.

The company intends to prevent these events and issues by treating persons fairly, being objective in treating with matters.

It is in this light that an HR plan has been developed to address the issues that currently exist. If these are executed it will address much of the problems the company faces. Good performance would be recognized and poor performance addressed accordingly.

The terminations in question were done contrary to good industrial relations practices. Lessons learnt is that all terminations must be fair and done within good industrial relations practices. Redundancy and restructure must not be used as a guise for terminations. The company must always practice within the confines of the laws and Industrial Relations practices in conducting any terminations.

V. Sport Registry

A project Charter entitled "SPORTTRAC Trinidad and Tobago's Sport Database System" proposal was developed incorporating:-

- (i) NGB Data (NGB Profile, Athletes Data, Volunteers Data).
- (ii) Recreational Sport Data.

(iii) SPORTT Facilities Usage Data and was forwarded to the CEO on 16th June 2017.

The Elite Development & Performance Unit (EDPU), prior to this document, had engaged potential service providers to provide trial systems for athlete data-basing, tracking and monitoring and evaluation.

The chosen system would be compliant with health sector standards of client data protection, allow mobile usage to interact better with foreign based athletes and allows the building in of compliance monitoring that can be tied to funding. It must be noted that industry lead software packages with appropriate support services has an average annual subscription fee of approximately \$20,000.00US.

Advantages identified:

- Greater athlete interaction.
- Improved synchrony of services.
- Instant exchange of information between athlete & staff.
- Monitoring of athlete even while not in the physical reach of the staff.
- Better injury prediction.
- Access to athletes training abroad and linking to elite funding.

SPORTT has an established partnership with the fifteen (15) National Governing Bodies (NGBs) of Sport under its purview with Service Level Agreements (SLAs).

These SLAs have attachable Appendices that cater to Key Performance Indicators – High Performance, Sport Development, Capacity Building, Total Participation and Administrative support.

Utilization agreements are contained in the Service Level Agreements which are informed through their Operational Plans.

The review and evaluation of NGBs are done via SLA evaluation instruments, and are attached to the agreement as “Exhibits.” They relate to: NGB Services, Quarterly Reports, Key Performance Indicators, Policies, and Guidelines for effective Corporate Governance, Contract Agreement, Allocation Percentages, and Statement of Verification.

Registration of sports is the mandate of Ministry of Sport and Youth Affairs (MSYA) which is the policy provider. As such that Registry is lodged in MSYA.

With respect to the three (3) Nationals, the approach must involve the National Governing Bodies of the various entities.

The strategy of SPORTT to date has been to collaborate with the NGBs to facilitate their programs at the various facilities to ensure primary utilization.

The next phase of the utilisation plan will be to develop and execute community programs to create an avenue for the general community to both gain access to the facility and become introduced to the various sports. These community outreach programs will be done in conjunction with the NGBs but are also contingent on available resources both human and financial.

The company is collecting data to develop a baseline on which to measure level of utilisation. From a sport development standpoint, the following concepts have been considered;

1. National Aquatic Centre

The depth of the pools does not allow for learn to swim classes. Individuals who utilise the pool should have a certain level of competency before being allowed to use it. To create this, however, a partnership will be developed between SPORTT, ASATT and the Couva Community swimming pool to conduct learn to swim programs. These programs will have an assessment at the end of the term which will determine if the person is competent to swim in a 50m pool. Lap swimming will be offered to members of the community allowing them to pay a fee to share a lane with other swimmers. As stated earlier, this is contingent on the provision of resources (life guards etc) and the approval of a rate to charge the public.

2. National Racquet Centre

The three sports at the facilities (Tennis, Badminton, Table Tennis) have all indicated their plans to engage the community. These plans will be reviewed and the actual start and end date will be communicated later. Again, these programs are contingent on the provision of resources to execute. NGBs are often challenged by a lack of budget to execute community programs as a significant percentage is spent on High Performance. SPORTT will assist in the availability of the facility and offer support where possible.

3. National Cycling Velodrome

The Technical Director of Cycling has expressed the intention of increasing the utilisation at the velodrome. He has indicated that a community program will be initiated in December 2018 to increase the number of persons who are capable to ride the velodrome track. This program will be done in conjunction with the TTCF and is contingent on the budget to purchase extra bikes for rental and use by the community.

VI. Strategic Approach to Sport Development

National Governing Bodies (NGBs) Funding Policy and Assistance to Athletes/Coaches and Other Sporting Organization policies have been drafted and submitted to board for approval.

Elite Performance Funding and Youth Camps are the remit of the Ministry of Sport and Youth Affairs (MSYA).

A draft budget proposal is produced annually by SDPU, usually eight months in advance for approval and funding for the Annual Youth Sport Camps. This draft proposal is forwarded to the CEO SPORTT for review and endorsement. It is then submitted to SPORTT Board of Directors for approval.

After approval is given then a Sports Camp Committee is selected inclusive of a representative from each Department together with members of the department responsible for Camp to implement the programme. The amount of funding approved will determine the magnitude of Camp. (Number of participants, venues, staff, equipment).

The Sport Officers of the Sport Development and Performance Unit SPORTT conduct the research, prepare the ground work, assist with the implementation of, monitor and evaluate the Camps in their assigned communities. The overall monitoring and evaluation is done by a supervisory group of Officers. The Officers' reports will be inputted into the final report for the Camp which is submitted to the CEO who will forward to the Board of Directors.

Camps were held in 2008, 2009, 2010, 2012, 2013, 2015, and 2016. There were no Camps in 2011 & 2014 due to financial constraints. Instances when no funding was available requests were sent to MSYA for support. However, the only areas of support given were assistance from their Sport Officers and product (water).

The purchase of sporting equipment, toiletries, cleaning materials, meals, water and services are provided via the procurement process from the Procurement Department.

The Goals of the Sport Camps are stated hereunder:

1. To encourage as many young persons as possible between the ages of 7 and 17 years to participate in a fun-filled, worthwhile, meaningful activity in a safe and controlled environment.
2. To implement programmes that are age and gender specific to help develop the various physiological aspects of the young people.
3. To encourage a healthy lifestyle in the youth of the nation.
4. To facilitate a collective responsibility amongst stakeholder organizations.
5. To increase skill development through the standardization of programmes.

The camps have accommodated four thousand to seventeen thousand participants over the 2008-2016 period. There has been an offering of ten to sixteen sports; (football, cricket, basketball, netball, gymnastics, cycling, swimming, rugby, table-tennis, boxing, track & field, golf, hockey, sailing, volleyball, tennis)

The main venues used are under the auspices of MSYA and SPORTT or schools under MOE. (e.g.) SPORTT - Hasely Crawford Stadium; football, netball, table-tennis, basketball, hockey, track & field, volleyball, gymnastic, rugby (9 sports).

MSYA Diego Martin Facility + MOE Diego Martin Central Sec.; swimming, basketball, netball, tennis, football, cricket, rugby, table-tennis (8 sports)

SPORTT collaborates with the national sporting bodies to ensure only certified coaches are hired to coach the participants.

Other staff are hired to coordinate the Camps, to assist with on-going cleaning of the facilities, and for security and safety of children. All staff hired must provide a police certificate of character as well as verification which is conducted on the list of workers by the Criminal Records Office.

From 2013, the Mega Camp Concept was introduced whereby participants had access to two or three sports instead of an individual choice at thirty-two to seventy-two venues with a minimum of two venues in each regional corporation model.

YEAR	NO. OF SPORTS	NO. OF VENUES	NO. OF CAMPERS	EXPENDITURE
2013	16	72	14,352	\$12,389,848.00
2015	9	28	4000	\$2,946,730.00
2016	11	32	4004	\$2,917,868.00

With respect to the distribution of SPORTT's total available financial support, allocations are distributed based on need and priority. Recommendations with respect to those allocations are put forward to the Finance Committee for review and onward transmission to the Board for approval.

VII. Project and Facility Management

The Sports Company of Trinidad and Tobago Limited (SPORTT) intends to manage risk by implementing a 'lessons learnt' approach to completed projects. This will form the basis upon which risks will be identified, classified and mitigated for future projects.

The mitigation measures identified will be rolled out with an aim of improving the delivery of successful construction projects within time and budgeted cost.

SPORTT has already identified the need to:

- Train Projects staff in both Procurement and FIDIC contract administration.
- Fill key positions.
- Complete assessments of Contractors and Consultants.
- Develop Key Performance Indicators and Evaluate staff accordingly.

VIII. Compliance with Occupational Safety and Health Act

The Sports Company of Trinidad and Tobago Limited has embarked on a systematic plan in an effort to ensure the Company is 100% OSH compliant. The Company intends to implement as of December 1st 2017, a Health and Safety Management System which would be used to manage all health and safety related activities within the Company. The Health and Safety Management System would also be accompanied by a Health and Safety Policy Statement which outlines the intention of the Company to satisfy the requirements of the Occupational Safety and Health Act.

Following the implementation of the Health and Safety Management System, SPORTT would be drafting and implementing various policies and procedures which would guide the manner in which we operate to ensure the safety and health of all who operate within our facilities.

The policies would be implemented on a quarterly basis which would include the Accident Reporting and Investigation Policy and the Concessions Policy to be implemented by January 1st 2018. SPORTT's HSSE policy was approved by the Board on October 30th 2017.

Emergency Response Plan

With the exception of the Racquet Centre and Sangre Grande Indoor Facility, all other Stadia/Facilities are equipped with an Emergency Response Plan in keeping in line with the requirements of the Occupational Safety and Health Act. However, the plan is currently being reviewed and will be reviewed on an annual basis.

Facility and workplace inspections are conducted weekly to identify any non-conformance which can negatively affect the safety and health of individuals utilizing the facilities. All unsafe conditions, once identified are communicated to the responsible manager for correction. This is a continuous process which is designed to systematically remove all hazardous conditions and bring all our facilities to an acceptable level of compliance to the Occupational Safety and Health Act.

With respect to Staff training and awareness which are important factors in keeping with the requirements of the Occupational Safety and Health Act, SPORTT will continue its drive in ensuring that members of staff get the required health and safety training which would allow them to function in a safe and efficient manner. Major staff training would be conducted on a quarterly basis in accordance with the HSSE training plan.

The Sports Company has embarked on a drive to ensure that all our facilities are equipped to deal with fire situations and emergencies. This process involves assessing the areas of our operation that are not up to the recommended standard and outfitting these areas with the suitable fire extinguishing equipment. By December 1st 2017 the Woodbrook Youth Facility would be outfitted with an adequate complement of fire extinguishers which would aid in managing fire emergencies at that location. Critical fire safety equipment within the various facilities would be inspected on a monthly basis.

Risk assessments for all the facilities would be completed and reviewed on an annual basis to ensure all hazards are identified and controlled to ensure the safety and health of SPORTT employees and individuals who utilize the facilities.

IX. The Shortage of staff in the Human Resource and Accounts Departments

Currently, the HR department is adequately staffed. However, a recent resignation has left the Accounts department understaffed by an Accounting Analyst. Further to these departments, the company is currently reviewing its organizational structure and is conducting a manpower audit/review on the entire company. The result of this would guide the organizational structure going forward as well as the requirements of the company. SPORTT has evolved over the recent past without any reviews conducted on its manpower requirements. Further reviews will be done to ensure that there is adequate staffing and utilization of resources at SPORTT, which will allow for the company to maximize its performance obligations and mandate.

X. Management of Facilities

Facilities to be upgraded:

1. Hasely Crawford Stadium
2. Jean Pierre Complex
3. Woodbrook Youth Facility
4. Sangre Grande Indoor Complex

To implement such an upgrade, SPORTT will need to determine the scope, implications and cost to execute such works.

The following measures will therefore be taken to upgrade SPORTT's remaining facilities that are not aptly equipped for access by the differently abled:

1. Undertake the procurement of a Consultant to provide:
 - The scope of works required for the facility to be accessible to the differently abled.
 - The designs required for the facility to be accessible to the differently abled.
 - A cost estimate for the scope of works.
 - Tender documents required to engage a Contractor to execute works.
2. Seek Cabinet's approval through the Ministry of Sport and Youth Affairs to for funding to execute works.
3. Undertake the procurement of a Contractor to execute works.




Projects Initiatives		
Initiative	Deliverables	Date
Execute outstanding commitments <ol style="list-style-type: none"> 1. Penal Rock Road 2. Leo Thompson 3. Orchard Gardens 4. Springvale 5. Honeymoon 6. John Peter 7. Lendore Village 8. Williamsville 	<ol style="list-style-type: none"> 1. Resolve any outstanding Legal and Administrative issues relating to these projects. 2. Undertake the Procurement of Consultants and Contractors for works to complete grounds. 3. Final completion of specified works on these grounds for use. 	<ol style="list-style-type: none"> 1. Nov-17 2. Dec-17 3. Feb-18
Upgrading of 2 Sub Regional Grounds <ol style="list-style-type: none"> 1. Bourg Mulatresse 2. North Eastern – Ojoe Road 	<p>The provision of a regional facility for elite athlete development, talent identification and for hosting of national and regional sporting events.</p> <ol style="list-style-type: none"> 1. Complete the Contract Administration process 2. Undertake the procurement of consultants and contractors for works to complete these grounds. 3. Final completion of specified works on these grounds for use. 	<p>Bourg Mulatresse</p> <ol style="list-style-type: none"> 1. Jan-18 2. Feb-18 3. July-18 <p>North Eastern</p> <ol style="list-style-type: none"> 1. Jan-19 2. Feb-19 3. July-19
New Projects <ol style="list-style-type: none"> 1. Marac 2. Grande Rivere 3. Aranguez 4. Park Street 5. Moka 6. Paramin 	<ol style="list-style-type: none"> 1. Undertake the procurement of consultants and contractors for works to complete these grounds. 2. Execute Works to these grounds in accordance with scope. 	<ol style="list-style-type: none"> 1. Feb-18 2. Sept-18
Enclosure of the Leisure and Aquatic Centers	Readiness of centers for public usage	Jan-18
Construction of garbage bin disposal/ collection area.	A central accessible location for collection/ disposal of garbage after events.	Dec-18

Riverbank and slope protection works adjacent to the Aquatic Center	Readiness of the centers for public usage.	TBD
Opening of the aquatic leisure center to the public	Staffing and commissioning of the aquatic leisure center.	TBD
Commencement of Swimming Pool in Laventille	Land Acquisition & Statutory approvals	TBD

XI. The rationale for the Construction of sporting facilities

The Sport Company of Trinidad and Tobago (SPORTT) is the implementing arm for the Ministry of Sport and Youth Affairs. As such, our mandate includes the construction of sporting facilities mandated by the Ministry of Sport and Youth Affairs and directed by the Cabinet's approval. The sporting facilities include Nationals, sub regionals and corporation grounds.

In construction of the sporting facilities, SPORTT was fulfilling a mandate by the Government of Trinidad and Tobago based on cabinet minute #1370 dated May 16th 2013 which agreed to a variation in scope from cabinet minute #835, for a change in location for the 3 Multipurpose Sport Facilities to be relocated to Jerningham Junction, Cunpia; Ojoe Road Sangre Grande and Aranguez Savannah. However due to land ownership issues SPORTT encountered in 2013 and 2014 the company was unable to get approval for the lands in Cunupia and Aranguez.

Lessons Learnt					
Name of Project	Issues/ Comments	Implications	Risk (High, Medium, Low)	Action required	Proposed future solution going forward/ Mitigation
John Peter	Drainage constructed by PURE of the MOW does not work as the inverts at drains on perimeter of field not low enough to capture surface run off.	Recreational ground currently waterlogged as there is nowhere for the water to drain to. Field similar to a catch pit currently. Additional cost to the project	High	A new drainage system must be designed and incorporated.	Meet with all stakeholders prior to commencement of the projects to ensure that their future plans for development align with SPORTT. Specifically meet with MOW drainage division.
	High Risk				
	Medium Risk				
	Low Risk				

XII The status of fixed asset policy and fixed asset register

A Fixed Asset Policy has been put in place and there will be continuous tracking of all SPORTT's assets. SPORTT's finance policy was approved on October 30th by the Board, and this includes the Fixed Asset Policy.

SPORTT's Fixed Asset Register is continuously updated.

-End of Response-