



**MINISTRY OF SPORT**



The Sports Company of  
Trinidad and Tobago

**Joint Select Committee on Ministries,  
Statutory Authorities & State Enterprises  
(Group 2)**

# Responses to Recommendations

Ministry of Sport / The Sports Company of Trinidad and Tobago Ltd.

## RECOMMENDATIONS

*In light of the foregoing, your Committee recommends the following with regard to the future operations of the SPORTT:*

### **Recommendation 1**

- The completion of a strategic plan within in the next three (3) months which will facilitate the alignment of responsibilities and prescribe yearly operational goals. As such, consultations in this regard should be speedily concluded to advance the implementation of the strategic / operational plan based on the recommendations of the Australian Sports Commission.

### **SPORTT:**

The Sports Company's management team completed the organisation's strategic plan in February 2012. SPORTT has prepared this Strategic Plan for the period 2012-2016 in line with the Ministry of Sport's 2011-2015 Strategic Plan which is designed to deliver the national sport mandate in the context of the National philosophy of service delivery and resultant policy prescriptions for national development. This strategic plan is also influenced by the Government of the Republic of Trinidad and Tobago (GORTT) Medium Term Plan 2011-2014.

### **The Plan's Master Strategy**

***To raise the level and profile of sport through the facilitation of quality programmes geared toward various levels of athletes of all generations and completing strategic projects over a wide geographic spread thereby increasing the positive visibility of the industry***

### **STRATEGIC THEMES**

Nine (9) strategic themes emerge as the pillars on which the desired future state 2016 of SPORTT will be predicated:

- 1) Expansion of Services and Sports Development**
- 2) Creation of the Organization to Deliver Strategic Plan**
- 3) Optimization of Facilities Management and Utilization**
- 4) Total Participation in Sport**
- 5) Elite Programme Development and Results Achievement**
- 6) Exceed Customers Expectations re: Service Delivery**
- 7) Sustainability - Independent of Funding by GORTT**
- 8) High Employee Job Satisfaction & Wellbeing**
- 9) Social Responsibility**

The plan has been accepted by the Company's board of directors and has been reviewed by the Permanent Secretary of the Ministry of Sport. Final acceptance of the plan by the Ministry of Finance is pending.

The Management team at the Sports Company has already begun preparation of the company's operational plan which will be derived from the strategic plan. The operational plan will be completed and rolled out in the 2012 financial year.

### ***Recommendation 2***

- The adoption of the proposed management structure which appears feasible. This must include the development of internal auditing and corporate governance policies in keeping with best international practices

#### ***SPORTT:***

The Board of the Sports Company of Trinidad and Tobago approved the company's organization structure in November 2011. The structure was largely influenced by the recommendations made by the Australian Sports Commission as well as the initial framework of the strategic plan. The company also recruited an internal auditor on February 15<sup>th</sup> 2012 who has taken the lead in establishing all the necessary procedures to ensure the company is in compliance with the necessary reporting requirements of the Performance Management Manual of the Ministry of Finance. Additionally, the Management team is currently researching and developing international best practice models and policies that will serve as a direct the governance of the company's operations. In some cases, external expertise has been engaged to ensure the thorough and timely completion of the key policies.

### ***Recommendation 3***

- The establishment of a formal system of liaising between SPORTT and the Ministry of Sport, whether through monthly meetings and /or reports in accordance with the Performance Management Manual of the Ministry of Finance for State Enterprises.

#### ***SPORTT:***

Currently the company provides monthly reports on recurrent and IDF expenditure to the Permanent Secretary of the Ministry of Sport. The Permanent Secretary also receives monthly status reports on various construction projects as well as the activities of the NGBs under the purview of the Sports Company. Members of the company's management team and board of directors also frequently meet with the Permanent Secretary and the support team of the Ministry to discuss various developments affecting the operation of the company and its timelines regarding various deliverables.

### ***Recommendation 4***

- The introduction, as soon as possible, of Anti-Doping legislation for the consideration of the Parliament

#### **Ministry of Sport:**

Further to this country's ratification of the **2005 UNESCO Convention Against Doping in Sport** and pursuant to the **2008 National Policy Against Doping in Sport**, the office of the Chief Parliamentary Counsel has drafted the **Anti-Doping in Sport Bill 2012** which is scheduled for full presentation to the Legislation Review Committee (LRC) on Wednesday April 11, 2012. As noted in the Long Title to the Bill, the goal of the legislation is to provide for the implementation of the

aforementioned UNESCO Convention, to establish the Trinidad and Tobago Anti-Doping Organisation and to promote drug-free sport in this country.

It is anticipated that after the presentation of the Bill to the LRC in April, the legislation will be poised for Parliament's consideration.

### ***Recommendation 5***

- Some examination should be given to the human resource challenges with the aim of identifying the possible contributor to the cycle of administrative collapse

#### ***SPORTT:***

The company is taking a number of initiatives to ensure the continuity of the administration of the company.

- 1) A compensation survey has been commissioned to ensure the company can effectively compete to attract and retain qualified and talented individuals to assume various functional positions in the company.
- 2) A performance evaluation system is being established so that employees can have a real understanding of their key deliverables and the professional attributes required for them to be effective in their various positions.
- 3) Leadership and teamwork training will be conducted for the company's management team.
- 4) The framework for a culture change management will be established by an external agency following a comprehensive assessment of the major work place and human resources issues affecting the employee turn-over rate at the company.
- 5) A strategic and operational Human Resources plan will also be created.
- 6) Establishment of critical Human Resource policies is also tabled to be done within the 2012 financial year. This will provide some structure and stability to the organization and give staff a strong sense of job security.

### ***Recommendation 6***

- The advancement of efforts in the area of Sports Medicine, in consultation with the UWI and the relevant NSO's

#### ***SPORTT:***

This is a definite area of concern for SPORTT. The Company and its Elite Development and Performance Unit (EDPU) understand the need for provision of this type of support service for the athlete population of Trinidad and Tobago. This falls in the realm of Sport Science within the existing company structure.

SPORTT is working on a complete framework for Sport Science delivery for Trinidad and Tobago that will address all services to be provided, inclusive of Sport Medicine support. A draft of this delivery strategy is to be completed by 15 May 2012. This plan will include not only delivery but also awareness strategies with a two-fold purpose:

- Educating stakeholders of standards and expectations.
- Encouraging persons to pursue educational pathways that meet all the needs of the plan.

In fiscal 2013, SPORTT will look at discussions with the Ministry of Health to discuss the possibility of a program for training/developing Doctors of Sport Medicine either locally or through an international partnership as a means to addressing a gap in the human resource market. It is known that the Ministry of Public Administration (MPA) has the subject area on the list for Development Needs Scholarships and as such, SPORTT maintains regular correspondence with MPA Scholarships Division, tracking persons pursuing this and other sport related fields of study.

In the interim, SPORTT will seek to provide medical support services for athletes through a Pre-Qualification exercise and approval provision of services under the sport science department. This exercise will also seek out the provision of Sport Medicine services. These services will be financed by SPORTT and executed by approved external service providers.

### ***Recommendation 7***

- The upgrade of the SPORTT website to promote its usability as a vehicle of communication particularly to deal with queries relating to services offered to eligible athletes.

#### ***SPORTT:***

The SPORTT website was re-launched on September 30<sup>th</sup> 2011.

Website address - <http://www.sportt-tt.com>

The interactive site provides information on the company's key functions and services and allows users the opportunity to rent a facility, send a funding request or apply for a job directly through the website.

### ***Recommendation 8***

- Sports marketing, sports medicine and sports tourism programmes should be actively pursued.

#### ***SPORTT:***

The company is currently working with the Tourism Development Company to synergize the efforts of both agencies in the promotion of Sport Tourism. The company is also looking at sport marketing training workshops and seminars for the National Governing bodies under its purview.

### ***Recommendation 9***

- There should be a significant increase in the number of community recreational facilities to undergo rehabilitation and upgrade.

#### ***SPORTT:***

In FY 2012, the Sports Company will commence rehabilitation and upgrade works on 100 community-based recreation grounds. Currently there are 41 active projects in various stages of the project life cycle. Contracts will be awarded to commence works on an additional 25 grounds in April with the balance of 34 grounds expected to begin works before the end of the 2012 Financial Year.

## ***Recommendation 10***

- There should be active consideration for training and re-training of national coaches from various sports

### ***SPORTT:***

The prerequisites for sport funding from the Government is outlined in a Service Level Agreement which is signed between the National Sporting Governing Body and the government agencies (Ministry of Sport and the Sports Company). One of the key prerequisites speaks to capacity-building within the sport, and this includes the certification and training of coaches at various stages in the athletic pathway to excellence. The Elite Development and Performance Unit of the Sports Company is also taking the lead in establishing a national policy where all coaches must be part of a register that fully outlines their various qualifications and certificates. This will ensure that any athlete at any level can access a coach who has been certified in the latest training techniques and methodology. This closely follows already established models in Japan and Singapore.