

**PERFORMANCE AND EFFICIENCY DELIVERY UNIT (PEDU)
TERMS OF REFERENCE**

REVIEW OF SUB REGIONAL STADIUM DEVELOPMENT FOR FOOTBALL

Introduction

1. The Executive's endorsement on 10 March 2011 of a funding package of c. £138 for Stadium Development included the future provision of some £36m for association football's strategic needs at the sub-regional level.

2. While the provision of this funding is to be taken forward as a priority area of provision in the next CSR it was considered by DCAL that preliminary work should nevertheless be undertaken to take forward this initiative. Accordingly a Strategic Outline Case (SOC) is being developed by Sport NI and the Irish Football Association (IFA) having regard to the IFA's "Facilities Strategy". This will include the provision of initial statements of strategic aims, business needs and project objectives.

3. If the SOC is approved by DCAL and subsequently DFP, this will lead to the commissioning of Outline Business Cases for the various projects within association football's sub-regional development programme. The Business Cases, which will include an in-depth examination of need, operational viability, sustainability and affordability, will also be used to inform the Department's bid for funding for this purpose in the next CSR. Central to all of this is the development of programmes which, in meeting the strategic needs of association football at sub-regional level, can also be clearly seen to provide opportunities for the entire football family.

4. The provision of funding for this purpose (and funding for the IFA's Regional Stadium element of stadium development) has been predicated on securing a re-negotiated financial agreement, that had the backing of football as a whole, between the IFA and Linfield Football Club (LFC) for the use of Windsor Park. This has since been secured, but there have been a number of concerns raised about how the decision around this was taken.



5 [REDACTED]

6. In addition, the Minister is keen to get assurance around the process used and the basis of support for the renegotiated agreement between LFC and the IFA for the use of Windsor Park.

Scope and Objectives of the Review

7. The purpose of this Review is to:

- examine the IFA's proposals for the sub-regional funding stream and assess whether a robust, open and fair framework is in place for taking forward the sub-regional stadium programme and, where appropriate, make recommendations to address any shortcomings;
- [REDACTED]
- assess and identify any areas of concern around the basis and process used to secure the support of the wider football family to the new agreement between LFC and the IFA; and
- determine how the IFA's governance arrangements were applied in the decision making around the new agreement

8. In brief, the Review will be a short and sharp exercise focused on:

- Establishing the mechanism for allocating the anticipated sub-regional stadium development funding [REDACTED]

- Assessing whether the proposed approach is robust, open and fair;
- Quality Assuring the IFA's strategic facility need assessment; and
- Examining the methodology used, extent of consultation with local clubs and the basis of their support on the new leasing agreement between the IFA and LFC;

9. Led by a steering group representative of both PEDU and DCAL, the Review will be a collaborative exercise between the two organisations.

Output

10. The main output from the Review will be a brief Report to the Ministers of DCAL and DFP including recommendations, where appropriate, to address any shortcomings. In response, DCAL will produce an Action Plan setting out how the department will take forward the Review Team's recommendations.

Approach and Timing

11. Annex A provides an overview and timeline for the work. The Review will be short and focused starting in November 2012. The Review Team will report back to Ministers at the end of February 2013.

Membership of the Steering Group and the Review Team

12. A Steering Group will be established to ensure that the review project progresses as planned, addresses the key issues and meets its schedule for reporting back to Ministers. The Steering Group will be chaired by the Head of PEDU and include the Director of DCAL's Sports and Stadium Division.

13. The Review team will be drawn from PEDU supported by staff from DCAL. It is expected that DCAL will nominate a central contact responsible for ensuring that the Review Team has adequate access to the data, information and personnel required to execute the Review within the timescales specified for its work.

**DRAFT PROJECT PLAN
REVIEW OF SUB REGIONAL STADIUM DEVELOPMENT FOR FOOTBALL**

Pre Review	<ul style="list-style-type: none"> ○ Ministers Agree Terms of Reference
Week 1: Set Up	<ul style="list-style-type: none"> ○ Initial Steering Group meeting on scope and objectives ○ Agree Oversight Group meeting schedule ○ Agree team members ○ Agree visits and initial interviews ○ Review existing evaluations and documentation ○ Identify key issues
Week 2: Diagnosis and Planning	<ul style="list-style-type: none"> ○ Team workshop to review existing evidence, analyse system flows, refine key issues and develop initial hypotheses ○ Identify evidence gaps ○ Prepare interview guides ○ Confirm the Delivery Chain ○ Confirm interviews and visits ○ 2nd Oversight Group Meeting
Weeks 3-5: Field Visits and Interviews	<ul style="list-style-type: none"> ○ Carryout required analysis ○ Interviews with key staff ○ Interviews with key people in the Delivery Chain ○ Focus group meetings e.g. with key stakeholders ○ Team meetings to test hypothesis and build initial storyline ○ Further focus group meetings to test emerging findings ○ 3rd Oversight Group Meeting
Weeks 6-8	<ul style="list-style-type: none"> ○ Team workshop to confirm findings and report structure ○ Share findings with key personnel ○ Close information gaps and draft report ○ Departmental staff begin to draft Action Plan ○ Test draft report ○ 4th Oversight Group Meeting ○ Syndicate report with key departmental staff
Post Review	<ul style="list-style-type: none"> ○ Present Report and Action Plan to Ministers ○ Agree monitoring of Action Plan ○ Follow up front line visit approximately 6 months after the conclusion of the Review to reality test action plan implementation