

# Trinidad and Tobago Creative Industries Company Limited



## Administrative Report As at September 30<sup>th</sup> 2015



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## **Vision, Mission, Philosophy and the Strategic objectives**

Trinidad and Tobago's economy has been predominantly reliant on revenues generated from the oil and gas sector and its related downstream petrochemical industry. While agriculture, manufacturing and service sectors also contribute to the country's Gross Domestic Product (GDP), these sectors have grown at a considerably slower rate.

Overall, the economy depicts a lack of diversification both in terms of export products and targeted markets. Given the need to build a strong, resilient macro-economy, and to raise the quality of life for all citizens, it is imperative that sustainable strategies be set in place to stimulate the economic diversification process.

The Creative Industries have the potential to make a significant contribution to the growth of the non-energy sector and also the overall development of the country.

### **Role of CreativeTT**

Discussions with key stakeholders revealed a high level of fragmentation throughout the industry. The development of the Creative Industry needs to be viewed as business initiatives to be executed via strategic projects and the GORTT must transform its role to be a facilitator as opposed to a financier. The success of any developmental project in the Creative Industry requires an organisational and strategic framework which would reduce the level of industry fragmentation and assure the viability and sustainability of creative endeavours.

There is therefore the need for the Trinidad and Tobago Creative Industries Company to coordinate the strategic and business development of the various creative sub-sectors. The collective management of the creative sub-sectors with the formation of CreativeTT on July 29, 2013 sets the foundation for clustering within the sector and allows the benefits of these synergies to be derived.

CreativeTT will therefore provide a new model for collaboration among the sub-sectors of the Creative Industry.

This model will foster and facilitate co-operation among entities with the Creative Industry and between the public and private sectors to stimulate synergies in product development and the creation of products with original Trinidad and Tobago content.

However, each sub-sector would be developed in a manner that allows the advancement of sub-sector brands which support brand '*Trinidad and Tobago*'.

### **Core Competencies of CreativeTT**

- Harmonization of Government policies
- Strategic Industrial Planning
- Funding and Resource Allocation
- Information Infrastructure

## **Organisational Structure**

### **a) Organizational Profile**

The Trinidad and Tobago Creative Industries Company Ltd (CreativeTT) is mandated to stimulate and facilitate the business development and export activities of the creative industries in Trinidad and Tobago to generate national wealth.

CreativeTT is a wholly-owned state enterprise, which was incorporated on 29<sup>th</sup> July 2013 and commenced operations in 2014. CreativeTT has three (3) wholly owned subsidiaries the Trinidad and Tobago Film Company Ltd (FilmTT) which was incorporated on 04<sup>th</sup> May 2005 and commenced operations in 2006, Trinidad and Tobago Fashion Company Ltd (FashionTT) which was incorporated on 23<sup>rd</sup> December 2013 and commenced operations in 2014 and Trinidad and Tobago Music Company Ltd (MusicTT) which was incorporated on 23<sup>rd</sup> December 2013 and commenced operations in 2014.

The overarching aims of the organisation have been to strengthen capacity of the creative industry practitioners in the area of export readiness, and promote export ready practitioners in targeted foreign territories.

CreativeTT will achieve its mandate with the support of its subsidiary companies MusicTT, FilmTT and FashionTT, which are responsible for providing industry expert advice and guidance to ensure the effective rollout of projects.

### **b) Corporate Structure (Departments, Divisions, Units)**

CreativeTT is the parent company of three (3) subsidiaries; MusicTT, FashionTT and FilmTT. The parent company and each subsidiary have their own Board of Directors (BoD) whereby the chairman of each subsidiary sits on the parent BoD. The core organizational structure of the parent company differs from that of the subsidiaries. The filling of several positions will meaningfully enable the Companies to fulfil operational goals however, steps are being put in place to ensure its portfolio responsibilities are being delivered. The organizational structure for the parent company makes provisions for a Chief Executive Officer/General Manager, Auditor, Legal Unit, Corporate Services Unit (including Human Resources, Information Technology and Administrative Services), Marketing and Communications Unit, Finance and Accounting Unit, and Facilitation Unit. These units provide support to the subsidiaries. Where as each subsidiary is headed by a General Manager, Business Development Unit and Project Unit. The main functional roles include:

- Board of Directors for Parent Company
- Chief Executive Officer/General Manager
- Corporate Secretary/Legal Manager
- Corporate Service Manager

- Finance Manager
- Marketing and Communications Manager
- Board of Directors for Subsidiary Company (each)
- General Manager for Subsidiary Company (each)

The functional departments of the current structure for the parent company and its subsidiaries as at September 30, 2015 are outlined in Fig. 1, Fig. 2, Fig. 3 and Fig. 4 respectively.

The Board of Directors for CreativeTT comprised the following:

1. Neysha Soodeen (Chairperson)
2. Cynthia Hayes
3. David Boothman
4. Shyamal Chandradathsingh
5. John E. Arnold
6. Jason Lindsay
7. Camille Selvon-Abrahams

The Board of Directors of the subsidiary companies are listed below:

**MusicTT**

1. John Arnold (Chairman)
2. Kasey Phillips
3. Martin Raymond
4. Francis Escayg

**FilmTT**

1. Camille Selvon-Abrahams (Chairman)
2. Errol Fabien
3. Lorraine O'Connor
4. Richard Chin Fatt
5. Anthony Hall
6. Richard Chin

**FashionTT**

1. Jason Lindsay (Chairman)
2. Sharleen Chin
3. Sideeka Ojar
4. Ashley Christmas

5. Lisa Sinanan

Additionally, CreativeTT's sub-committees are composed as follows:

**HR Sub-Committee**

1. Jason Lindsay
2. Camille Selvon Abrahams
3. David Boothman

**Audit Sub-Committee**

1. Shyamal Chandradathsingh
2. John Arnold

**Tenders Sub-Committee**

1. Cynthia Hayes
2. David Boothman
3. Ria Karim (CEO)
4. Gina Ottley (Corp Sec/Legal Manager)
5. Glen Rajack (Finance Manager)



**CREATIVETT ORGANZATIONAL STRUCTURE AS AT SEPTEMBER 30, 2015**  
 INCLUSIVE OF ALL APPROVED POSITIONS, FILLED POSITIONS, VACANT POSITIONS AND OJTS

**KEY:**  
 Filled Positions  
 Vacant Positions  
 OJT Positions

**SUMMARY**

No. of Filled Positions	No. of Vacant Positions	No. of OJT Requested
11	25	6

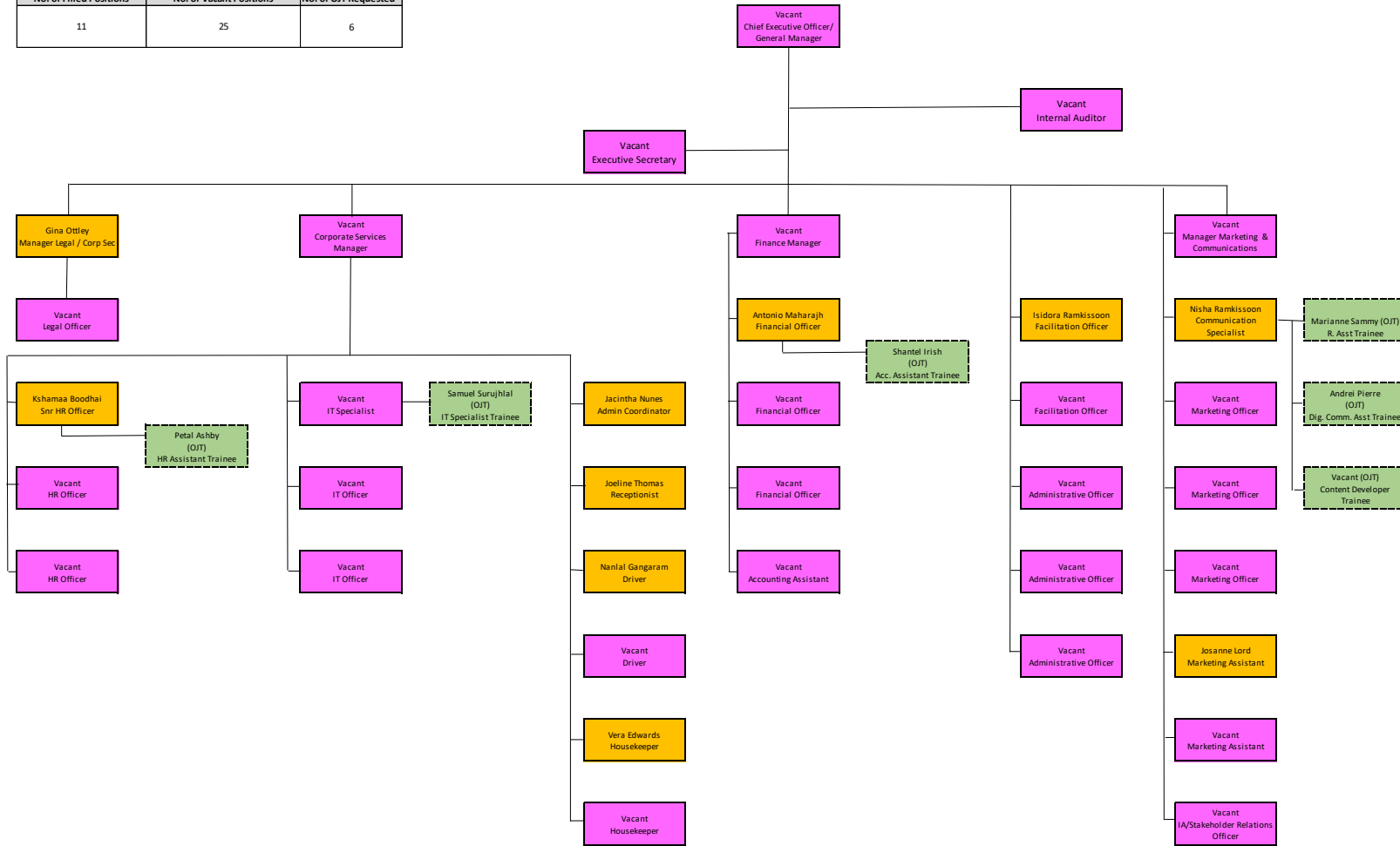


Figure 1

# MUSICTT ORGANZATIONAL STRUCTURE AS AT SEPTEMBER 30, 2015

INCLUSIVE OF ALL APPROVED POSITIONS, FILLED POSITIONS AND VACANT POSITIONS

**KEY:**

- Filled Positions
- Vacant Positions

**SUMMARY**

No. of Filled Positions	No. of Vacant Positions
3	8

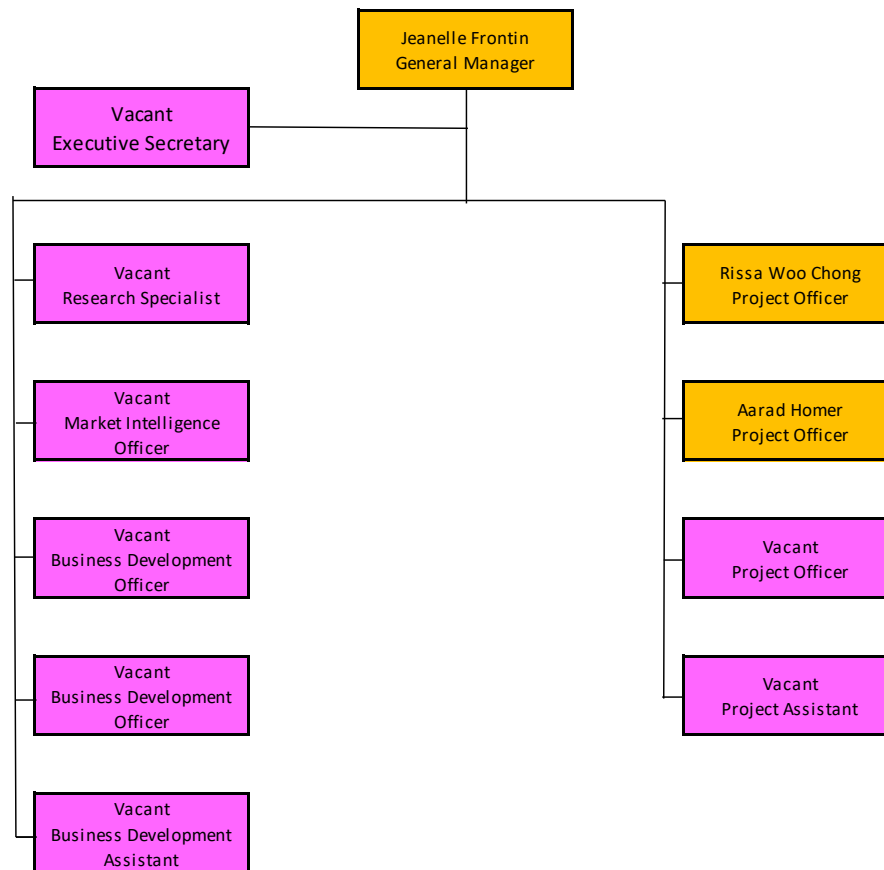


Figure 2

**FILMTT ORGANZATIONAL STRUCTURE AS AT SEPTEMBER 30, 2015**  
 INCLUSIVE OF ALL APPROVED POSITIONS, FILLED POSITIONS, VACANT POSITIONS AND UNAPPROVED POSITION

**KEY:**

- Filled Positions
- Vacant Positions
- Filled Position but was not included in the Approved Org Structure

**SUMMARY**

No. of Filled Positions	No. of Vacant Positions	No. of Unapproved Position
1	10	1

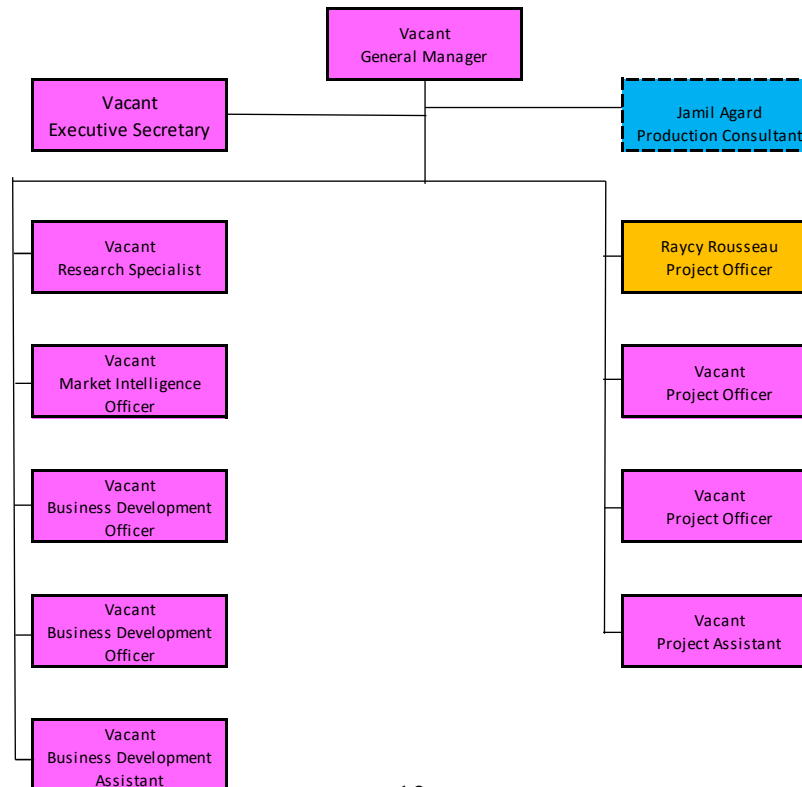


Figure 3

# FASHIONTT ORGANZATIONAL STRUCTURE AS AT SEPTEMBER 30, 2015

INCLUSIVE OF ALL APPROVED POSITIONS, FILLED POSITIONS AND VACANT POSITIONS

## KEY:

- Filled Positions
- Vacant Positions

### SUMMARY

No. of Filled Positions	No. of Vacant Positions
3	8

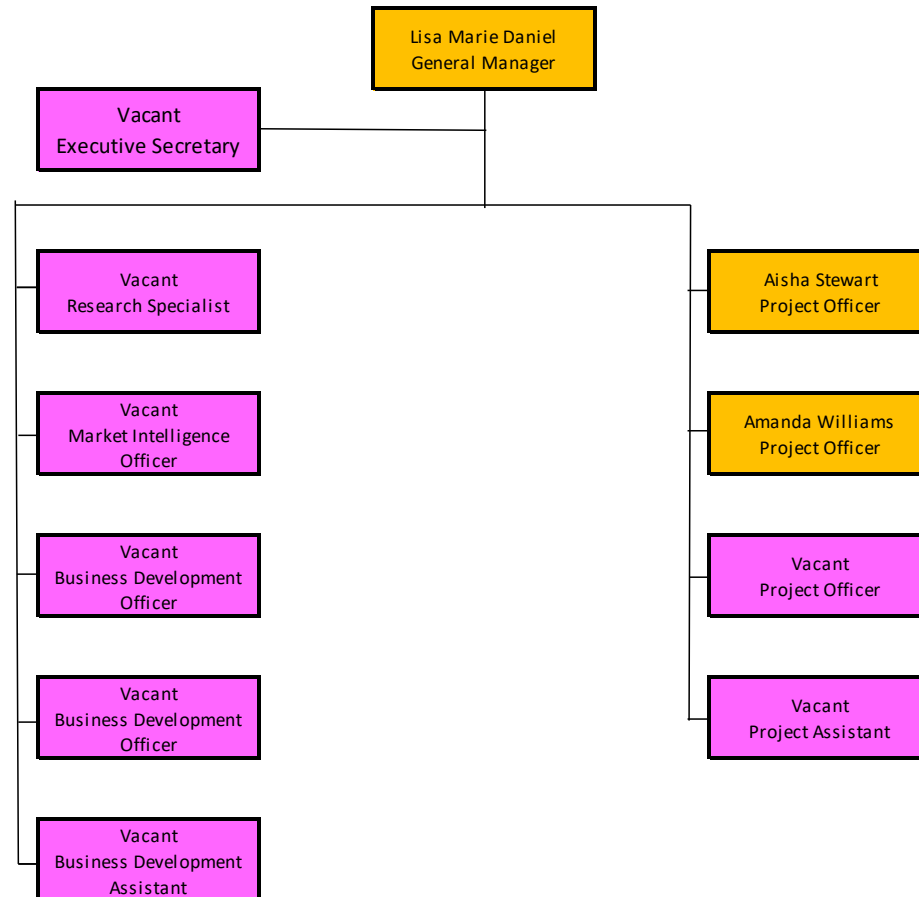


Figure 4

### **c) Service/Products Provided**

The service of the parent company, CreativeTT is to provide the subsidiary companies namely MusicTT, FilmTT and FashionTT with all the support functions such as Finance, Human Resources, Marketing, Corporate and Legal which will enable them to deliver their service effectively.

The service of the subsidiaries is to deliver on projects/initiatives in line with the mandate of their Board of Directors. These include:

- Providing technical and sector specific advice;
- Advising on market opportunities;
- Identify distribution networks;
- Undertaking research and monitoring and evaluating the development of the creative industries in T & T;
- Coordinating stakeholders to get relevant feedback;
- Assisting in the implementation of strategic initiatives;
- Identifying training needs of the various sectors;
- Developing the creative product to compete internationally;
- Developing and administering an incentive programme for the specific sectors;
- Identify creative capital (talent);
- Developing and implementing programmes to support the industry;
- Implementing co-production agreements;
- Enhancing the skills capacity in the fashion industry;
- Encouraging the development of artists, artisans and artistic products; and
- Liaise with the educational institution to develop the necessary curricula for training for the sectors.

### **Special Projects Embarked Upon**

PSIP Status Report as at September 30<sup>th</sup> 2015

<b>Company</b>	<b>Project Name</b>	<b>Status</b>
MusicTT	Song Writing and Production Camp Song Writing & Production Boot camps conducted with international industry professionals for the purpose of Education/ Capacity Building/ Creation of international-quality projects for distribution.	The 3-day Song Writing and Production Camp took place on July 16 <sup>th</sup> -18 <sup>th</sup> 2015. An Invitation to Participate was posted in the newspapers and on social media, targeted at Production Houses/Teams.

	The camp targeted the participation of 50 practitioners with sessions recorded, as allowed by presenters. Training materials developed from these sessions will be owned and used as a MusicTT resource well into the future.	The camp was conducted by Award winning song writer and producer team Weirido Workshop (Claude Kelly and Chuck Harmony). Approximately thirty (30) participants attended.
MusicTT	Merchandising	MusicTT attained its logo and put together business cards, pull-ups, a step-and-repeat, and other key merchandising items.
MusicTT	South by South West (SXSW) Participation -  MusicTT's contingent of music business stakeholders sent to participate in the SXSW international showcase in Texas March 17 – 22 <sup>nd</sup> , 2015.	Upon the return of the contingent from SXSW, MusicTT engaged in a post-SXSW knowledge transfer initiative. Those sent (6 Industry Persons: Joel Ng Wai, Kasey Phillips, Mark Jimenez, Simon Baptiste and CreativeTT's Kris Granger and John Arnold) were asked to be a part of an industry panel video production where they were asked potent, critical questions based on their learnings from the workshops they attended at SXSW. The entire video was approximately 45mins long, and there were shorter versions for social media disbursement. This, alongside all other knowledge transfer initiatives and capacity building discussions, was a part of a MusicTT series called "ELEVATE: Music Business Conversations."  The launch of this and the first viewing of the Webisode took place on July 14th 2015 at HOME situate Scott Street, St. Clair, a Lounge/Event space where all music industry stakeholders as well as the media were invited to attend and to raise questions with an industry panel thereafter. The webisodes were then shared and heavily promoted on social media.
MusicTT	Stakeholder Engagement Events	The Stakeholder Engagement Events took place between July 28th to August 8th 2015 in Port of Spain, San Fernando, and Tobago. The Intellectual Property Office (IPO) and the Artist Registry were also invited to take part in this wholistic process.

MusicTT	Lunch & Learn	MusicTT sought to make the 'Lunch and Learn' exercise a key way of disseminating content created for discussion. This mini-event took place at the end of August 2015 as an Independence Brunch where stakeholders were invited to meet and discuss challenges and solutions for music business locally.
MusicTT	<p>Music Strategic Action Plan</p> <p>MusicTT embarked upon the formation of a formal strategic action plan for the local music industry. This was made the highest priority project of MusicTT. Upon completion of this plan, several projects will be formed to ensure the plan moves from paper to practice and begins to have measurable impact. The overarching goal will be to enable MusicTT to commercialize its artists, and their skills and services internationally.</p>	<p>The Request for Proposal (RFP) for the Music Strategic Plan was released again February 2015, with two newspaper ads and the past proposers contacted with the new deadline and updated Tender Document. Tender evaluations took place and Sound Diplomacy was the preferred proponent.</p>
MusicTT	<p>Tobago Jazz -</p> <p>Showcase Event of MusicTT at the Tobago Jazz Festival</p>	<p>The funds for this were released too late from the Ministry for the proper planning and execution of the event. While the General Manager attended and networked on behalf of MusicTT at Tobago Jazz, the remaining funds were reallocated to various projects/initiatives.</p>
FashionTT	<p>French Caribbean Trade Mission -</p> <p>Local Designer Look Book</p>	<p>FashionTT partnered with ExporTT in creating a LookBook for distribution to the French Caribbean Outermost Regions (FCOR): Martinique and Guadeloupe. The ModeTT Fashion Showcase which took place on May 9, 2015 provided a platform for Industry and media attention to the transparent process for the selection of designers whose collections were displayed in the LookBook.</p> <p>This project provided designers with a greater understanding of the elements required for export-readiness in the fashion sector. The LookBooks were distributed to forty (40) FCOR Boutiques in July 2015.</p>

FashionTT	Fashion Business Workshop	<p>This workshop was hosted from May 12 to 14, 2015. Fifty (50) participants attended. Participants gained:</p> <ul style="list-style-type: none"> <li>• An understanding of what it means to be “export-ready”</li> <li>• Identification of the operational, practical and technical elements of export imperatives.</li> <li>• Training on marketing strategies and best practices within the industry.</li> <li>• Training on the creation of Tech Packs.</li> </ul> <p>Attendees indicated that the information presented was very relevant, value added, applicable and they were looking forward to upcoming initiatives from FashionTT.</p>
FashionTT	Colombia Moda 2015	<p>Three (3) local designers were on this mission from July 27 - August 2, 2015 for the purpose of sourcing production partnerships. This was considered to be an insightful and fruitful mission. Those designers Coline Mills (Millhouse), Lisa Gittens (Sew Lisa) and Sharleen Chin (Meiling) were selected by the Fashion Association of Trinidad and Tobago.</p> <p>Outcomes achieved:</p> <ul style="list-style-type: none"> <li>• Establishment of business relationships with manufacturers to ensure that designers can commence production in Colombia in the near term.</li> <li>• Information derived on the best options for supply chain</li> </ul> <p>Built networks with Colombian Chamber of Commerce Officials who can assist in the production process from quality control to the most preferred shipment options from Colombia to Trinidad.</p>
FashionTT	Launch of the Strategic Plan for the Fashion Industry	<p>This event was hosted on August 15, 2015. Outcomes achieved:</p> <ul style="list-style-type: none"> <li>• Informed the stakeholders of the local fashion industry of the plan, the</li> </ul>



		<p>basis for its development and the benefits of all projects outlined.</p> <ul style="list-style-type: none"> <li>• Provided an avenue for stakeholders to understand their stage within the plan based on their developmental process via the Value Chain Investment Programme (The cornerstone of this plan).</li> <li>• Enlightened stakeholders of upcoming initiatives that will be undertaken by FashionTT within the next three years for the bolstering of the development of the Fashion Industry.</li> </ul>
FashionTT	French Caribbean Inward Buyer Mission (Follow-up)	<p>This mission served as a follow up to the distribution of the LookBook to the French Caribbean (outlined above). Eight buyers were selected and visited based on buying power and appetite for the T&amp;T Fashion Industry aesthetic. This mission took place from September 21 to 23, 2015. Outcomes achieved:</p> <ul style="list-style-type: none"> <li>• Generated tangible sales orders. All fourteen (14) designers who participated in this mission obtained orders and sales.</li> <li>• 360 orders and TT\$110,000 in sales were derived within the first two (2) days of the mission.</li> <li>• Promoted T&amp;T's designers in a unique face to face format with these French Caribbean Buyers who leveraged tremendous buying power in this market. They were accompanied by their media representative who took back valuable information on Trinidad and Tobago's design capabilities.</li> </ul> <p>These intimate meetings allowed designers to comprehensively understand what is required by foreign buyers. Eighty-Four (84) B2B meetings were held.</p>

## **Special Projects for 2016**

### FashionTT

- **Garment Production Standards Workshop**  
FashionTT plans to collaborate with the Trinidad and Tobago Bureau of Standards (TTBS) to educate fashion industry stakeholders on the TTBS' Garment Production Standards document prepared in 2013.
- **Consultancy for the development of a Business Model for a Local Production Cooperative**

### FilmTT

- **Production Assistance and Script Development Programme**  
Provision of grant funding to short films in an effort to increase the amount of high quality indigenous content available.
- **Strategic Action Plan**  
Creation of a Strategic Action Plan for the capacity development and export potential of the film sector which will inform the activities and projects over the next five (5) years.
- **Industry Development Programmes (Indigenous Film Support)**  
Execution of industry development training programmes in partnerships with indigenous TT Film Festivals.
- **Film Commission Re-engineering**  
Redesigning of how FilmTT executes its film commission duties.
- **Production Expenditure Rebate Programme**  
Provision of a financial incentive for production in T&T. It is used primarily to attract international productions and by extension the money that they spend while here.

**d) Delegated Levels of Authority**

The delegated levels of authority for tenders have been appointed by the Board of Directors. Based on the amount of the tenders, the relevant authorities will approve as follows:

<b>Amounts</b>	<b>Delegated Authority</b>
Not exceeding TTD \$50,000.00 VAT Exclusive	Chief Executive Officer
Not exceeding TTD \$250,000.00 VAT Exclusive	Tenders Committee
Exceeding TTD \$250,000.00 VAT Exclusive	Board of Directors

The signing authorities are as follows:

Represented by:

A – Directors

B – Corporate Secretary/Legal Manager and Finance Manager (Ag)

<b>Amounts</b>	<b>Delegated Signing Authority</b>
Any Amount	A + A
Not exceeding \$ 500,000.00	A + B
Not exceeding \$100,000.00	B + B

## Policies and development initiatives

Some notably achievements are as follows:

Project	Achievement
SXSW Participation in March 2015	Attended the “South By South West” convention in the United States to meet with music industry stakeholders from various parts of the world and promote T & T music industry. A knowledge-sharing video and event took place thereafter to give access to the music business concept learnt to the rest of the local music industry
Song Writing and Production Camp	Initiative undertaken by MusicTT to target potential song writers and producers to showcase their talent. The Camp had approximately 30 participants in the form of song writing and production teams who were competitively selected to participate.
Jointpop	Based on their application, Jointpop was sponsored by MusicTT for their album and its touring/ music export initiatives.
French Caribbean Mission LookBook	Fashion event where local designers were invited to showcase their pieces for final selection into the French Caribbean LookBook which resulted in valuable networking opportunities among local, regional and international stakeholders.
Internship/Apprenticeship	Provided on the job training to two Trinidad and Tobago nationals.
T & T Smart Phone Film Festival	Festival for short films to encourage the creation of local content, which resulted in 30 film projects being created garnering 30,000 views. These views were tallied by

	<p>using viewers' hits on a Bmobile platform which housed the smart phone videos. The platform was provided by the project sponsor/partner, Bmobile.</p>
<p>Fashion Business Workshop</p>	<p>Geared to develop capacity and knowledge for designers in an effort to facilitate export-readiness. There were an estimated 50 participants.</p>
<p>T &amp; T Fashion Week 2015 and Tobago Fashion CODA</p>	<p>T&amp;T Fashion Week 2015:  These events were hosted from May 12 to 14, 2015. Twenty (20) designers showcased their garments and accessories which helped build widespread awareness for local fashion. Designer names included Lisa See Tai, Wadada Movement, Shop Shari and Honamic Designers.</p> <p>Tobago Fashion Coda:  This event was hosted on April 23, 2015. Fifteen (15) designers showcased their garments and accessories which helped build widespread awareness for local fashion. Designer names included Charu Lochan Dass, Adrian Foster, Saleem Samuel, Claudia Pegus, Noor and Christian Boucaud.</p>

## **Financial Operations**

- (a) Budget formulation
- (b) Expenditure versus Income
- (c) Debt policy
- (d) Investment policy

### **(a) Budget Formulation**

The budget is formulated based on the mandate, strategic goals and objectives of CreativeTT, the parent company, as well as the individual subsidiary companies, MusicTT, FilmTT and FashionTT. The subsidiary budgets are first approved by their respective boards with the rolled up budget being approved by the parent board in a consolidated format.

The board approved budget is then forwarded to the Line Ministry for their consideration and approval.

### **(b) Audited Financial Statements 2015**

The Audited Consolidated Financial Statements for the year ended September 30, 2015 are at ***Attachment I*** of this Report.

### **(c) Debt policy and (d) Investment policy**

As required by section 3.1.14 of the State Enterprises Performance Monitoring Manual prior approval of the Minister of Finance is required for the acquisition of significant assets, new investments in non-government securities and the incurrence of new/additional long-term debt.

# Human Resources Development Plan

## a) Organizational Establishment

Trinidad and Tobago Creative Industries Company Limited (CreativeTT) was established in 2013 as a wholly owned State Enterprise under the then Ministry of Trade, Industry and Investment (MTII) and comprises three (3) companies that operate as subsidiary companies under CreativeTT to provide specific sector advice in the areas of film, fashion and music namely, FilmTT, MusicTT and FashionTT. The Human Resources Unit is newly operational and the following are suggested applications under each subsection.

## b) Category of Employees

The categories that specify and/or define an employee relationship with CreativeTT are as follows:

### a. Permanent/Term

A permanent employee is one who is employed on a full-time basis and whose employment is expected to continue for a term or an indefinite period of time. A permanent employee may be required to work for a probationary period of either three or six months, which may be extended by another three months as CreativeTT deems necessary. This probationary period allows both employer and employee to determine whether they wish the employment relationship to continue on a long- term basis.

### b. Temporary

A temporary employee may be employed on a full or part time basis, and is expected to perform duties for a period not exceeding twelve (12) months.

### c. Full Time

A full-time employee is employed for at least thirty (30) hours per week.

### d. Part Time

A part time employee is employed for less than thirty (30) hours per week.

### **c) Career Path Systems**

In order to meet the operational demands of the organization, CreativeTT is focused on maintaining a highly motivated, capable and competent work force. As such, it is important for the human resources strategies to be in line with the organization's goals. The HR strategies place emphasis on:

- Compensation, benefits, compliance, etc. which aim to provide fair salaries, leave, insurance coverage and a safe and comfortable working environment.
- Recruiting, selection, performance management, training and development, career path development and succession planning.

All strategies identified, are designed to aid CreativeTT and its subsidiaries to be a desirable employer and become more effective by protecting and enhancing its human resource capabilities.

As a result, HR's objectives are:

- To deliver HR strategies that are appropriate and relevant to the needs of CreativeTT and its subsidiary companies in a timely manner with the ultimate aim of achieving the company's objective.
- To add value continuously to the future employment and business environment of the companies and its employees.
- To provide interesting and challenging work and appropriate personal development for HR professionals and other employees, such that their ultimate ambition is achieved.
- To encourage and promote staff engagement activities and, rewards and recognition programme so as to build team spirit and keep staff motivated.

### **d) Performance assessment**

CreativeTT is committed to provide effective on-going performance management to all staff members within the parent company and its subsidiaries. In this regard, its aim will be to periodically measure employee performance as a basis for determining employee's training needs, to establish individual accountability and deal with poor performance. This will also act as a development plan to improve the employee's performance and determine their suitability for the position. The focus is mainly to ensure continuous communication between the manager/supervisor and the employee so as to help the employee achieve their best results in an efficient and effective manner.



- Performance Appraisal

CreativeTT will aim to conduct performance reviews bi-annually with all employees, with the intended purpose of developing activities that will assist and motivate employees to accomplish their maximum potential.

The objectives of the performance appraisal are:

- To establish mutually acceptable performance goals and objectives.
- To motivate and guide employees toward greater self-development and improve performance by encouraging the discussion of significant strengths and areas needing improvement in a positive and constructive manner.
- To provide an objective and uniform means for managers/supervisors to make recommendations for merit salary determinations based on an assessment of employee performance.
- To identify training needs and succession planning activities.
- To determine whether the employee is suitable to continue in the job.
- To provide the employee with an opportunity to indicate preferences for future work assignments.
- To provide a record of employee's progress.

The written appraisal will be conducted by the employee's immediate supervisor/manager on the specified appraisal form and subsequently reviewed by the Human Resource Department. The first appraisal will be completed at the end of the employee's probationary period and thereafter, appraisals will be conducted mid-year and end of year that is, the company's fiscal year.

The reviews will measure employee's performance on a scale and employees with outstanding performance rating may be considered for a benefit outlined by the company at that point.

- Succession Planning

CreativeTT will aim to develop a system for succession planning to ensure that the required staffing is identified and that staff with high levels of competencies are recruited, retained and developed to deliver the Company's objectives.

Additionally, the company will seek out avenues to expose their staff to the necessary training to allow for growth and development which will prepare them to assume higher positions along the career path within the organisation.

### **e) Employment Support Services**

CreativeTT is committed to ensuring that a system is in place to assist employees who seek help to resolve any personal or professional problems that may affect their work performance. An independent organisation will be selected through a procurement process to provide the Employee Assistance Programme (EAP). The employee will be reminded that the company is committed to maintaining confidentiality unless there are circumstances involving probable risk to the safety of any person/s, or where maintaining confidentiality would be unlawful, or when this would compromise principles of natural justice.

## **Procurement Procedures**

The Chief Executive Officer shall evaluate and recommend to the Tenders Committee for approval amounts not exceeding TTD 250,000.00 VAT exclusive or its equivalent in a foreign currency by a minimum of three (3) quotes selective tendering.

For amounts exceeding TTD 250,000.00 VAT exclusive or its equivalent in a foreign currency the Tenders Committee shall determine whether a selective tender of a minimum of five (5) quotes if available or open tender be used in the procurement process.

The procurement procedures of CreativeTT are being examined with a view to amend the processes and systems to be in alignment with the provisions and regulations of the Public Procurement and Disposal of Public Property Act, 2016.

### **(a) Open Tender**

Open tendering is a process where invitations are issued through advertisements or other forms of public notice. Open tendering shall be used in the following instances:

- i. When CreativeTT's list of approved vendors does not cater or adequately cater for particular types of materials, works and/or services.
- ii. Where it is competitively more advantageous.
- iii. Where the terms and conditions of CreativeTT's borrowings so require.

When open tendering is used the Chief Executive Officer shall approve the advertisement or public notice, the method of procurement and the evaluation criteria and award.

### **(b) Selected Tender**

Selective tendering is a process where tenders are invited from CreativeTT's list of approved vendors and/or where justified, vendors specifically approved by the committee responsible for the pre-qualification of vendors.

A minimum number of invitees shall be set so as to allow adequate competition in the procurement process. The invitees selected shall be the top ten (10) ranked vendors registered to provide the particular materials, works and/or services. In cases where there are less than ten (10) registered vendors, all the vendors registered to provide the particular materials, works and/or services shall be invited.

Vendors shall be continually evaluated on their performance, inclusive of responsiveness to tender invitations and overall compliance with contract terms and conditions.

**(c) Sole tender – and the criteria used in selecting each system**

Merit awards (or sole tender awards) for purchases of materials, works and/or services including consultancy services shall be issued without inviting competitive bids in any of the following circumstances:

- i. Where the materials are non-interchangeable spares or replacement parts for materials already in use.
- ii. When the works and/or services are to be carried out on a site where the employment of another vendor may hinder the progress of work already being performed by an existing vendor, taking due account of cost effectiveness of the approach adopted.
- iii. When the material, works and/or services represent a natural or direct continuation of an agreement previously awarded competitively and completed, taking due account of the incumbent vendor's/consultant's performance and cost effectiveness of the approach adopted.
- iv. Where only one (1) vendor/consultant is capable or available or identified as having the qualifications or special proficiency, experience and skill of exceptional worth, expertise and/or equipment to supply the required materials, works and/or services or is the agent/representative for the materials, works and/or services.
- v. Where the materials, works and/or services are of an urgent and critical nature, that is, there is some measure of risk to people, property, plant, equipment or the environment or the community and the profitability of CreativeTT's operation demand.
- vi. When significant cost savings can be achieved by using a consultant who is familiar with the Company having worked on a similar project.
- vii. Where a vendor was selected out of a competitive bidding process and, within thirty (30) days, additional items are required. Vendor prices must be valid and repeat purchases shall not exceed \$10,000.

Prior approval shall be required for all merit awards in accordance with CreativeTT's Levels of Authority. A detailed description of the materials to be purchased or works or services to be performed must be presented along with a certification of at least one of the merit circumstances listed above. Executing Units shall prepare a Company estimate as well as relevant documentation, which may include the scope of work, specifications, form of bid, conditions of contract or form of agreement and any other relevant information. The vendor shall be required to submit a bid or written proposal, which must be evaluated for reasonableness against CreativeTT's estimate.

## **Public and Community Relations**

- (a) Client and public access to services/service delivery system
- (b) Community and stakeholder relations/outreach
- (c) Strategic partnerships (local, regional and international)

Public and community relation's activities fall under the purview of the Marketing and Communication Department, which is responsible for implementing the marketing and promotional aspects of the company's strategic plan. The Marketing and Communications Department holds responsibility for branding and brand policy for CreativeTT and its subsidiaries, promotional activities and promotional material, and corporate reputation and media relations.

### **a) Client and Public access to services/ service delivery systems**

To ensure effective public access to CreativeTT's service delivery systems, given the January 2015 initiation of the Marketing and Communications Department, the organisation has embarked on the rollout of the following activities that lay the foundation for community relations:

- Integrated online social presence (Facebook, Twitter) that provides:
  - Mailing and Contact Information for CreativeTT;
  - Regular Updates on creative industry happenings; and
  - 2-way communication channel with stakeholders.

Our online social presence facilitated the growth of a stakeholder database, currently grown to over 5000 people interested in maintaining a relationship with the brand and industry.

- CreativeTT's website, currently scoped and at the final leg of the tendering process intends to provide access not only to the local community on the creative industries, but also the foreign stakeholders about the brand of TT's creative sector. It will be highly engaging and fully socially integrated to allow maximum stakeholder engagement.

## **b) Community and Stakeholder Relations/Outreach**

Stakeholders have been engaged through:

- Online Social Media with well over 100,000 engagements with the CreativeTT brand and its subsidiaries, and 500,000 impressions
  - Through scores of private and public conversations through Facebook messenger and the Facebook walls of MusicTT, FilmTT and CreativeTT
  - Boosted notes and posts
  - Online/ Offline juxtaposition at events and brand activations
- Stakeholder Engagement Events
  - One FilmTT public stakeholder consultation
    - Port of Spain
  - One FashionTT public stakeholder engagement
    - “The Launch of the Strategic Plan for the Fashion Industry” at Hyatt Regency, Port of Spain
  - Four (4) MusicTT stakeholder consultations
    - Port of Spain
    - San Fernando
    - Tobago
    - Arima

## **c) Strategic Partnerships (Local, regional and international)**

Industry specific strategic partnerships are a priority for CreativeTT. As such, the organisation saw the opportunity to connect with the global creative industries by attending the South by South West Music, Film and Interactive Festival with a view to network and build modern capacity in the area of creative business. The results were terrific, forming strong connections with US media and multiple international creative export offices. Still at the beginning of a powerful trajectory, we have begun to lay the foundation for cost effective global business.

CreativeTT, through FashionTT has forged relationships with ExporTT in the development of a regional Fashion Export Business Workshop and Showcase, targeted at the French Caribbean Outermost Regions, and has worked with the Intellectual Property Office, Ministry of Legal Affairs to roll out the Intellectual Property Awards.

Consolidated financial statements of

**TRINIDAD AND TOBAGO CREATIVE  
INDUSTRIES COMPANY LIMITED**

September 30, 2015

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**KPMG**  
**Chartered Accountants**

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11 Queen's Park East		(868) 623-1081
P.O. Box 1328	Fax:	(868) 623-1084
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Trinidad and Tobago, W.I.	Web:	www.kpmg.com/tt

**Independent Auditors' Report to the Shareholder of  
Trinidad and Tobago Creative Industries Company Limited**

**Report on the Consolidated financial statements**

We have audited the accompanying consolidated financial statements of Trinidad and Tobago Creative Industries Company Limited (the Company), which comprise the statement of financial position as at September 30, 2015, the statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

*Management's Responsibility for the consolidated financial statements*

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with International Financial Reporting Standards and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

*Auditors' Responsibility*

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, we consider internal controls relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.





*Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Company as at September 30, 2015, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

K P M G

Chartered Accountants

Port of Spain  
Trinidad and Tobago, W.I.  
July 10, 2017

**TRINIDAD AND TOBAGO CREATIVE INDUSTRIES COMPANY LIMITED**

Consolidated Statement of Financial Position

September 30, 2015

	Notes	2015 \$	2014 \$
<b>Assets</b>			
<b>Non-current assets</b>			
Property, plant and equipment	3	<u>468,358</u>	<u>666,639</u>
<b>Current assets</b>			
Grant and other receivables	4	97,776	772,858
Cash and cash equivalents		<u>1,737,175</u>	<u>6,652,689</u>
		<u>1,834,951</u>	<u>7,425,547</u>
<b>Total assets</b>		<u><b>2,303,309</b></u>	<u><b>8,092,186</b></u>
<b>Shareholder's Equity and Liabilities</b>			
<b>Shareholder's equity</b>			
Stated capital	5	<u>10</u>	<u>10</u>
<b>Current liabilities</b>			
Deferred revenue	6	1,335,180	7,455,640
Accrued expenses		<u>968,119</u>	<u>636,536</u>
		<u>2,303,299</u>	<u>8,092,176</u>
<b>Total shareholder's equity and liabilities</b>		<u><b>2,303,309</b></u>	<u><b>8,092,186</b></u>

*The accompanying notes form an integral part of these consolidated financial statements.*

On behalf of the Board



Director



Director

# TRINIDAD AND TOBAGO CREATIVE INDUSTRIES COMPANY LIMITED

## Consolidated Statement of Comprehensive Income and Accumulated Fund

For the year ended September 30, 2015

	Notes	2015 \$	2014 \$
<b>Revenue</b>			
Grants utilised		15,971,865	15,560,381
Other income		150	25,578
		<u>15,972,015</u>	<u>15,585,959</u>
<b>Public Sector Investment Programme (PSIP)</b>	8	<u>(6,537,606)</u>	<u>(8,627,484)</u>
<b>Operating surplus</b>		<u>9,434,409</u>	<u>6,958,475</u>
<b>Other expenses</b>			
Administrative expenses – (Schedule 1)		(9,423,098)	(6,918,139)
Finance cost		(929)	(11,761)
		<u>(9,424,027)</u>	<u>(6,929,900)</u>
Surplus for the year before taxation		10,382	28,575
Taxation	7	<u>(10,382)</u>	<u>(28,575)</u>
<b>Net surplus for the year being the total comprehensive income and accumulated fund</b>		<u>-</u>	<u>-</u>

*The accompanying notes form an integral part of these consolidated financial statements.*

# TRINIDAD AND TOBAGO CREATIVE INDUSTRIES COMPANY LIMITED

## Consolidated Statement of Cash Flows

For the year ended September 30, 2015

	2015	2014
	\$	\$
<b>Cash Flows from Operating Activities</b>		
Net surplus for year before taxation	10,382	28,575
Adjustments to reconcile net surplus for the year before taxation to net cash used in operating activities:		
Grants utilized	(15,971,865)	(15,336,968)
Depreciation	206,927	183,631
Loss on disposal of property, plant and equipment	38,547	-
Changes in accounts receivables	294,967	(773,958)
Changes in accounts payables	331,583	636,536
Taxes paid	(10,382)	(28,575)
<b>Net cash used in operating activities</b>	<b>(15,099,841)</b>	<b>(15,290,759)</b>
<b>Cash Flows from Investing Activities</b>		
Acquisition of property, plant and equipment	(47,193)	(440,406)
Proceeds from disposal of property plant and equipment	-	3,235
<b>Net cash used in investing activities</b>	<b>(47,193)</b>	<b>(437,171)</b>
<b>Cash Flows from Financing Activities</b>		
Proceeds from issue of stated capital	-	14
Net assets, other than cash, assumed	-	2,623,298
Cash assumed from pre-existing subsidiary	-	3,425,751
Proceeds from government grants	10,231,520	16,433,468
Payment of government grants to related parties	-	(101,912)
<b>Net cash from financing activities</b>	<b>10,231,520</b>	<b>22,380,619</b>
<b>Net increase in cash and cash equivalents at year end</b>	<b>(4,915,514)</b>	<b>6,652,689</b>
<b>Cash and cash equivalents at October 01</b>		
Cash and cash equivalents	<u>1,737,175</u>	<u>6,652,689</u>

*The accompanying notes form an integral part of these consolidated financial statements.*

# TRINIDAD AND TOBAGO CREATIVE INDUSTRIES COMPANY LIMITED

Notes to Consolidated financial statements

September 30, 2015

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## 1. Reporting entity

Trinidad and Tobago Creative Industries Company Limited (the Company) was incorporated in the Republic of Trinidad and Tobago on July 29, 2013 and commenced operations in January 2014. The registered office of the Company is situated at 47 Long Circular Road, St James.

The principal activity of the Company is to stimulate and facilitate the business development and export activities of the creative industries in Trinidad and Tobago to generate national wealth.

In accordance with Cabinet by Minute No. 1565 of June 6, 2013 agreed:

- (a) that Creative TT be responsible for the strategic and business development of the three (3) niche areas and sub-sectors under its purview (namely, Film, Music and Fashion).
- (b) that the undermentioned three (3) companies operate as subsidiary companies under Creative TT:

Trinidad and Tobago Film Company Limited to be branded as Film TT

Trinidad and Tobago Music Company Limited to be branded as Music TT

Trinidad and Tobago Fashion Company Limited to be branded as Fashion TT

- (c) that Creative TT, as the holding company, provide the administration and support services in the areas of Human Resource, Information and Communication Technology, Finance, Marketing, Legal, etcetera, for its subsidiaries as indicated in the organizational structure.

Within the framework above, the Administrative Expense category is significantly higher than the PSIP expenses.

These consolidated financial statements were approved for issue by the directors on July 10, 2017.

## 2. Significant accounting policies

### (a) *Statement of compliance*

These consolidated financial statements are prepared in accordance with International Financial Reporting Standards (IFRS) and its interpretations adopted by the International Accounting Standards Board.

### (b) *Basis of preparation*

These consolidated financial statements have been prepared on the historical cost basis.

# TRINIDAD AND TOBAGO CREATIVE INDUSTRIES COMPANY LIMITED

Notes to Consolidated financial statements

September 30, 2015

---

## 2. Significant accounting policies

### (c) *Functional and reporting currency*

The consolidated financial statements are presented in Trinidad and Tobago dollars, which is the Company's functional currency.

### (d) *Use of estimates and judgements*

The preparation of these consolidated financial statements in conformity with IFRSs requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. Actual results could differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future periods affected.

### (e) *Property, plant and equipment and depreciation*

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the assets to a working condition for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located, and capitalized borrowing costs. Purchased software that is integral to the functionality of the related equipment is capitalized as part of the equipment.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

The gain or loss on disposal of property, plant and equipment is determined by comparing the proceeds from disposal with the carrying amount of the property, plant and equipment, and is recognized net within other income/other expenses in profit or loss. When revalued assets are sold, any related amount included in the revaluation reserve is transferred to retained earnings.

# TRINIDAD AND TOBAGO CREATIVE INDUSTRIES COMPANY LIMITED

Notes to Consolidated financial statements

September 30, 2015

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## 2. Significant accounting policies (continued)

### (e) *Property, plant and equipment and depreciation (continued)*

The cost of replacing a component of an item of property, plant and equipment is recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Company, and its cost can be measured reliably. The carrying amount of the replaced component is derecognized. The costs of the day-to-day servicing property, plant and equipment are recognized in profit or loss as incurred.

Depreciation is based on the cost of an asset less its residual value. Significant components of individual assets are assessed and if a component has a useful life that is different from the remainder of that asset, that component is depreciated separately.

Depreciation is charged using the reducing balance basis at the following rates which are designed to write off the cost of the assets over their estimated useful lives:

Furniture and fittings	25.0%
Computers	33.3%
Computer software	33.3%

Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

### (f) *Cash and cash equivalents*

For the purposes of the statement of cash flows, cash and cash equivalents comprise cash at hand and in bank and amounts held in a money market account.

### (g) *Accounts payable*

Accrued expenses are stated at cost.

### (h) *Provisions*

A provision is recognised in the balance sheet when the company has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments at the time value of money and, where appropriate, the risks specific to the liability.

# TRINIDAD AND TOBAGO CREATIVE INDUSTRIES COMPANY LIMITED

Notes to Consolidated financial statements

September 30, 2015

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## 2. Significant accounting policies (continued)

### (i) *Revenue recognition*

Revenue is recognized to the extent that it is probable that economic benefits will flow to the Company and the revenue can be reliably measured. No revenue is recognised if there are significant uncertainties regarding recovery of the consideration due, associated costs, or the possible return of goods.

Unconditional grants related to the ongoing operations of the Company are recognised in the statement of comprehensive income as revenue when the grant becomes receivable.

Subventions that compensate the Company for expenses incurred are recognised as revenue in the statement of comprehensive income on a systematic basis in the same periods in which the expenses are incurred.

Grants that compensate the Company for the cost of an asset are recognised in the statement of comprehensive income as revenue on a systematic basis over the life of the asset.

All other revenue is recorded on an accruals basis.

### (j) *Lease payments*

Payments under operating leases are recognised in the statement of comprehensive income on a straight-line basis over the term of the lease. Lease incentives are recognised in the statement of comprehensive income as an integral part of the total lease expense.

### (k) *Taxation*

Income tax expense comprises current and deferred tax. Income tax expense is recognised in the statement of comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or subsequently enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.



# TRINIDAD AND TOBAGO CREATIVE INDUSTRIES COMPANY LIMITED

Notes to Consolidated financial statements

September 30, 2015

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## 2. Significant accounting policies (continued)

### (l) *Impairment*

The carrying amounts of the Company's assets are reviewed at each balance sheet date to determine whether there is any indication of impairment. If such an indication exists, the asset's recoverable amount is estimated.

An impairment loss is recognized whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. Impairment losses are recognized in the statement of comprehensive income

The recoverable amount of other assets is the greater of their net selling price and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

### (m) *IFRS Not Yet Effective*

A number of new standards, amendments to standards and interpretations are effective for annual periods beginning after January 1, 2014, and have not been applied in preparing these financial statements. None of these is expected to have a significant effect on the financial statements of the Company, except for IFRS 9, which is not expected to become effective for accounting periods beginning any earlier than January 1, 2017 and could change the classification and measurement of financial assets. The Company does not plan to adopt this standard early and the extent of the impact is likely to be insignificant

# TRINIDAD AND TOBAGO CREATIVE INDUSTRIES COMPANY LIMITED

Notes to Consolidated financial statements

September 30, 2015

## 3. Property, Plant and Equipment

	Furniture and equipment	Computers	Software	Total
	\$	\$	\$	\$
<b>Year ended September 30, 2015</b>				
<b>Cost</b>				
Balance at October 01	146,838	383,037	268,554	798,429
Additions for the year	-	47,193	-	47,193
Disposals	-	(67,492)	-	(67,492)
Balance at September 30, 2015	<u>146,838</u>	<u>362,738</u>	<u>268,554</u>	<u>778,130</u>
<b>Accumulated depreciation</b>				
Balance as at October 01	34,992	37,070	59,728	131,790
Charge for the year	65,992	122,221	18,714	206,927
Disposal	-	(28,945)	-	(28,945)
Balance at September 30, 2015	<u>100,984</u>	<u>130,346</u>	<u>78,442</u>	<u>309,772</u>
<b>Net book value</b>				
Balance at September 30, 2015	<u>45,854</u>	<u>232,392</u>	<u>190,112</u>	<u>468,358</u>
<b>Year ended September 30, 2014</b>				
<b>Cost</b>				
Additions for the year	146,838	438,113	268,554	853,505
Disposals	-	(55,076)	-	(55,076)
Balance at September 30, 2014	<u>146,838</u>	<u>383,037</u>	<u>268,554</u>	<u>798,429</u>
<b>Accumulated depreciation</b>				
Charge for the year	34,992	88,911	59,728	183,631
Disposal	-	(51,841)	-	(51,841)
Balance at September 30, 2014	<u>34,992</u>	<u>37,070</u>	<u>59,728</u>	<u>131,790</u>
<b>Net book value</b>				
Balance at September 30, 2014	<u>111,846</u>	<u>345,967</u>	<u>208,826</u>	<u>666,639</u>

# TRINIDAD AND TOBAGO CREATIVE INDUSTRIES COMPANY LIMITED

## Notes to Consolidated financial statements

September 30, 2015

	<u>2015</u>	<u>2014</u>
	\$	\$
<b>4. Grant and other Receivable</b>		
Government grant	925	541,710
Prepayments	<u>96,851</u>	<u>231,148</u>
	<u>97,776</u>	<u>772,858</u>
<b>5. Stated Capital</b>		
<i>Authorised capital</i>		
Unlimited number of common shares on no par value		
<i>Issued and fully paid capital</i>		
10 common shares of no par value	<u>10</u>	<u>10</u>
<b>6. Deferred Revenue</b>		
Balance at October 01	7,455,640	-
Grants received for the year	10,231,520	16,433,468
Deferred revenue assumed from Film TT	-	5,919,342
Grants receivable at the year end	(380,115)	541,710
Subventions allocated to Film TT	-	-
Subventions allocated to Music TT	-	(38,693)
Subventions allocated to Fashion TT	-	(63,219)
Amortization for the year	<u>(15,971,865)</u>	<u>(15,336,968)</u>
Balance at September 30, 2015	<u>1,335,180</u>	<u>7,455,640</u>

Funding for the operations of the Company is provided via grants from the Government of the Republic of Trinidad and Tobago (GORTT). The deferred income of \$1,335,180 relates to the funding of committed or deferred projects at the year ended September 30, 2015.

# TRINIDAD AND TOBAGO CREATIVE INDUSTRIES COMPANY LIMITED

## Notes to Financial Statements

September 30, 2015

	<u>2015</u>	<u>2014</u>
	\$	\$
<b>7. Taxation</b>		
<i>Income tax recognised in profit and loss</i>		
Corporation tax – current year		-
Deferred taxation		-
Green fund levy	<u>10,382</u>	<u>28,575</u>
	<u>10,382</u>	<u>28,575</u>
<i>Reconciliation of effective tax rate</i>		
Net surplus for the year	<u>10,382</u>	<u>28,575</u>
Tax calculation at the statutory rate of 25%	2,596	7,144
Non-deductible expenses	(2,596)	(7,144)
Green fund levy	<u>10,382</u>	<u>28,575</u>
	<u>10,382</u>	<u>28,575</u>

# TRINIDAD AND TOBAGO CREATIVE INDUSTRIES COMPANY LIMITED

## Notes to Financial Statements

September 30, 2015

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### 8. Public Sector Investment Programme (PSIP)

These are the projects for which PSIP funds were expended by  
Trinidad and Tobago Creative Industries Company Limited

	<u>2015</u>	<u>2014</u>
	\$	\$
<b>Music</b>		
Decibel 2014	195,000	685,701
Music Video Workshop	318,027	
Mission to Midem 2014	-	379,000
'2+2 = A better TT' musical	15,000	60,000
Mission to Rotterdam Carnival 2014	37,112	254,316
	<u>565,139</u>	<u>1,379,017</u>
<b>Film</b>		
Film Familiarization	-	44,891
Starlight	-	98,390
Documentary 'Dennis Lawrence'	-	55,000
Sitcom 'Life with the Ramsingh'	105,000	-
Documentary 'Jab Molassie'	150,000	-
Anime Caribe 2014	-	82,369
	<u>255,000</u>	<u>280,650</u>
<b>Fashion</b>		
Vogue Italia	-	1,089,851
Maasai Collection event 2014	44,000	176,000
Strategic Plan for Fashion TT	398,475	448,284
	<u>442,475</u>	<u>1,714,135</u>
<b>Multi</b>		
Mass Trade Mission to Europe		150,000
Miss T&T Carnival 2014		131,921
Web Portal	49,356	-
	<u>49,356</u>	<u>281,921</u>
	<u>1,311,970</u>	<u>3,655,723</u>

# TRINIDAD AND TOBAGO CREATIVE INDUSTRIES COMPANY LIMITED

Notes to Consolidated financial statements

September 30, 2015

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## 8. Public Sector Investment Programme (PSIP) (continued)

These are the projects for which PSIP funds were expended (continued)

### By Trinidad and Tobago Music Company Limited

	2015	2014
	\$	\$
Advanced Song Writing Workshop	1,546	-
Lunch and Learn	14,385	-
Music Content Creation	4,000	-
Music IP Valuation Workshop	13,270	-
Music Publishing Camp	111,399	-
Merchandising	9,149	-
SXSW Trade Show	288,868	-
Social Media Marketing	2,342	-
Special Recognition Projects	24,897	-
Stakeholders' Engagement	40,371	-
Strategic Plan	3,669	-
Tobago Jazz	5,422	-
Writing and Production Workshop	225,000	-
Jointpop	48,000	-
	<u>792,318</u>	<u>-</u>

**TRINIDAD AND TOBAGO CREATIVE INDUSTRIES COMPANY LIMITED**

Notes to Consolidated financial statements

September 30, 2015

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**8. Public Sector Investment Programme (PSIP) (continued)**

These are the projects for which PSIP funds were expended (continued)

**By Trinidad and Tobago Fashion Company Limited**

	<u>2015</u>	<u>2014</u>
	\$	\$
Caribbean Fashion Spot	25,200	-
Caribbean Style Week 2015	10,400	-
Coco Velvet Workshop	12,000	-
Colombia Moda 2015	157,756	-
Fashion Business Workshop	227,383	-
Fashion Coda	50,000	-
Fashion Fundamentals Technical Camp	21,200	-
French Caribbean Inward Buyers Mission	541,750	-
Local Retailed Channel	36,800	-
Lookbook	245,753	-
Lookbook Convos	7,679	-
Racked "The Fashion Market"	20,770	-
Strategic Plan	434,704	-
Trinidad and Tobago Fashion Week 2015	250,000	-
	<u>2,041,395</u>	<u>-</u>

# TRINIDAD AND TOBAGO CREATIVE INDUSTRIES COMPANY LIMITED

Notes to Consolidated financial statements

September 30, 2015

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## 8. Public Sector Investment Programme (PSIP) (continued)

These are the projects for which PSIP funds were expended (continued)

### By Trinidad and Tobago Film Company Limited

	2015	2014
	\$	\$
Advertising and Design	-	547,736
Animae Caribe	506,000	(78,750)
Business Partnership Meetings	-	193,666
Diaspora Film Festival	-	813
Dubbing/Sub-titling Support	3,000	45,417
Feature Film Programme (FFP)	280,000	-
Film Facilitations	-	58,628
Film Familiarization Tours	-	17,593
Internship and Apprenticeship Programme	10,000	7,300
Literature Adaptations	-	29,480
Marketing and Distribution	81,198	316,399
Media Campaign	-	149,857
Outreach Programme	300	13,148
Production Assistance and Script Development (PASD)	771,059	1,089,155
Promotional Items	21,910	169,132
Secondary Schools' Short Film Festival	254,686	919,147
Stakeholders' Engagement	39,369	-
Trade Shows	3,772	495,645
Training Workshop/Capacity Building	31,746	89,928
Travelling Caribbean Film Showcase	-	33,320
Trinidad and Tobago Film Festival	250,000	400,000
Trinidad and Tobago Smart Phone Film Festival	123,433	345,133
Website Costs	15,450	129,014
	<u>2,391,923</u>	<u>4,971,761</u>
<b>Total expended by the Company and its subsidiaries</b>	<b><u>6,537,606</u></b>	<b><u>8,627,484</u></b>



TRINIDAD AND TOBAGO CREATIVE INDUSTRIES COMPANY LIMITED

Notes to Consolidated financial statements

September 30, 2015

**9. Operating leases**

	<u>2015</u>	<u>2014</u>
	\$	\$
Non cancellable operating lease rentals are payable as follows:		
Less than one year	240,000	240,000
Between one and five years	<u>1,920,000</u>	<u>1,920,000</u>
	<u>2,160,000</u>	<u>2,160,000</u>

During the year, \$690,102 was recognised as an expense in the statement of comprehensive in respect of operating leases.

**10. Capital management**

The Company has no formal policy in regards to capital management, as the Company is currently financed through Government subventions.

**11. Financial instruments**

A financial instrument is any contract that gives rise to both a financial asset and a financial liability or equity instrument of another enterprise. For the purpose of these consolidated financial statements, financial assets have been determined to include accounts receivable, prepayments and cash. Financial liabilities have been determined to include long-term debt, accounts payable and interest payable.

The Company has exposure to credit, liquidity and market risks from its use of financial instruments:

Derivative financial instruments are not presently used to reduce exposure to fluctuations in these risks.

*Credit risk*

Management monitors exposure to credit risk on an on-going basis. The maximum exposure to credit risk is represented by the carrying amount of the financial asset in the balance sheet. The maximum exposure to credit risk at year end was:

	<u>2015</u>	<u>2014</u>
	\$	\$
Accounts receivable	97,776	772,858
Cash at bank	<u>1,737,175</u>	<u>6,652,689</u>
	<u>1,834,951</u>	<u>7,425,547</u>

There was no provision for impairment for losses considered necessary.

# TRINIDAD AND TOBAGO CREATIVE INDUSTRIES COMPANY LIMITED

Notes to Consolidated financial statements

September 30, 2015

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## 9. Financial instruments (continued)

### *Liquidity risk*

The Company manages its liquidity risk by maintaining cash to meet its cash obligations as they fall due. Further, the Company also maintains flexibility through established credit facilities with its Bankers.

The following are the contractual maturities of financial liabilities, including interest payments:

	Carrying Amount	Contractual cash flows	6 months or less	6-12 months	1-2 years	2-5 years	More than 5 years
	\$	\$	\$	\$	\$	\$	\$
<i>September 30, 2014</i>							
Accrued expenses	636,536	636,536	636,536	-	-	-	-
<i>September 30, 2015</i>							
Accrued expenses	968,119	968,119	968,119	-	-	-	-

### *Market risk*

Market risk arises in the normal course of business and encompasses the risk to earnings that arises from changes in foreign exchange rates, interest rates and equity prices.

#### *(a) Foreign currency risk*

The Company does not incur significant foreign currency risk on purchases that are denominated in a currency other than the Trinidad and Tobago dollar. The currency giving rise to any risk is primarily the United States dollar. The Company was not exposed at the year end.

The exchange rate of the United States dollar to the Trinidad and Tobago dollar at the year end was as follows:

At September 30, 2015: TT\$6.35

#### *Sensitivity analysis:*

The Company has not performed a sensitivity analysis on the effect of a strengthening of the Trinidad and Tobago dollar against the United States dollar at year end, because there was not a significant exposure.

# TRINIDAD AND TOBAGO CREATIVE INDUSTRIES COMPANY LIMITED

Notes to Consolidated financial statements

September 30, 2015

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## 9. Financial instruments (continued)

*Market risk (continued)*

### (b) Interest rate risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates.

At year end, the interest rate profile of the Company's interest bearing instruments was:

	<u>2015</u>	<u>2014</u>
	\$	\$
<i>Fixed rate instruments</i>		
Financial assets	<u>1,737,175</u>	<u>6,652,689</u>
Exposure	<u>1,737,175</u>	<u>6,652,689</u>

### *Estimation of Fair values*

Fair value amounts represent estimates of the arm's length consideration that would be currently agreed upon between knowledgeable and willing parties who are under no compulsion to act and is best evidenced by a quoted market price if one exists. The estimated fair value of the Company's financial instruments is based on the market prices and valuation methodologies.

**TRINIDAD AND TOBAGO CREATIVE INDUSTRIES COMPANY LIMITED**

Schedule 1

## Schedule of Administrative Expenses

For the year ended September 30, 2015

	2015	2014
	\$	\$
Advertising	119,204	268,863
Audit Fee	56,250	-
Bank charges	4,726	1,474
Board of Directors Expenses	71,091	-
Depreciation	122,730	70,838
Directors' fees	630,638	520,869
Information technology expenses	124,790	76,732
Insurance	49,074	4,042
Meals	38,667	16,764
Motor vehicle expense	221,797	9,320
Office supplies	94,896	59,272
Penalty and interest	13,251	21,463
Professional fees	826,426	951,354
Rent	560,770	313,950
Repairs and maintenance	85,731	28,880
Salaries	2,712,928	339,145
Security	35,087	-
Travel	30,280	18,939
Utilities	209,443	84,173
<b>Expended by Trinidad and Tobago Creative Industries Company Limited</b>	<b><u>6,007,779</u></b>	<b><u>2,786,078</u></b>
Audit fees	50,625	17,250
Director fees	187,492	20,322
Information technology	300	-
Meals	365	-
Salaries	339,019	-
Software expenses	-	1,100
Travel	9,196	-
<b>Expended by Trinidad and Tobago Music Company Limited</b>	<b><u>586,997</u></b>	<b><u>38,672</u></b>

**TRINIDAD AND TOBAGO CREATIVE INDUSTRIES COMPANY LIMITED**

Schedule 1

Schedule of Administrative Expenses

For the year ended September 30, 2015

	2015	2014
	\$	\$
Administrative	-	447,656
Advertising	3,900	-
Audit Fee	50,625	-
Depreciation	84,197	112,793
Directors' fees	234,626	489,700
Information Technology expenses	23,350	-
Insurance	32,068	48,891
Meals	37,956	-
Motor Vehicle expense	18,379	111,971
Office Rent	245,715	475,694
Office supplies	34,753	
Professional fees	31,687	171,031
Repairs and maintenance	32,685	-
Salaries	1,296,650	2,117,177
Staff Training	-	4,350
Stakeholder Event	-	50,599
Travel	9,700	-
Penalty and Interest	4,838	350
Utilities	21,575	-
<b>Expended by Trinidad and Tobago Film Company Limited</b>	<b><u>2,162,704</u></b>	<b><u>4,030,212</u></b>
Audit fees	50,625	17,250
Director fees	267,600	40,827
Information technology	7,740	-
Meals	10,491	1,355
Motor Vehicle	1,840	-
Salaries	320,537	-
Software expenses	-	1,100
Travel	6,785	2,645
<b>Expended by Trinidad and Tobago Fashion Company Limited</b>	<b><u>665,618</u></b>	<b><u>63,177</u></b>
<b>Total expended by the Company and its subsidiaries</b>	<b><u>9,423,098</u></b>	<b><u>6,918,139</u></b>