



OFFICE OF THE PRIME MINISTER

#13-15 ST. CLAIR AVENUE, ST. CLAIR, NEWTOWN 190126
Republic of Trinidad and Tobago

OPM: 4/3/36

May 15th, 2023

Office of the Parliament
Public Accounts (Enterprises)
Committee
Parliamentary Complex
Cabildo Building
St. Vincent Street
Port of Spain

Dear Ms. Jacob,

Request for Written Submission

Reference is made to your email dated May 02, 2023 re: The First Report of the Committee on the Examination of Audited Financial Statements of the Urban Development Corporation of Trinidad and Tobago Limited (UDeCOTT) for the financial years 2014 and 2015, from the Public Accounts (Enterprises) Committee.

2. Following is the Ministry's response to the recommendations made by the Committee as it pertains to the matter above.

Recommendations (page 24):

- The Office of the Prime Minister should take direction from the State Enterprises Performance Monitoring Manual where it states that "The Line Ministries' role includes technical supervision of planning monitoring and evaluating project, plan and programme implementation and ensuring that State Enterprises adhere to the policy guidelines of GORTT". The Ministry is therefore mandated by these guidelines to play a more important role in offering proper technical supervision of projects and programme implementation to the UDeCOTT.

Response

“The OPM is aware of its role as the Line Ministry for the UDeCOTT as outlined in the State Enterprises Performance Monitoring Manual. In keeping with the requirements contained in this document, the OPM, through the Project Management Advisory Unit, provides technical supervision over the affairs of the UDeCOTT as it relates to the projects under OPM’s remit.”

3. Also, please note that the submissions from UDeCOTT with respect the recommendations made by the Committee are attached hereto.
4. Submitted please.



.....
Maurice Suite
Permanent Secretary to the Prime Minister



Government of the Republic of Trinidad and Tobago
MINISTRY OF FINANCE
INVESTMENTS DIVISION

F (I): 1/13/2

May 4, 2023

Ms. Kimberly Carr-Hamilton
Corporate Secretary
Urban Development Corporation of Trinidad and Tobago Limited
38-40 Sackville Street
PORT OF SPAIN

Dear Ms. Carr-Hamilton

Re: Resolution in Writing – Annual General Meeting

Reference is made to your letter dated April 17, 2023 to convene an Annual Meeting of Urban Development Corporation of Trinidad and Tobago Limited (UdeCOTT) via a Resolution in Writing by the Shareholders.

In this regard, the enclosed signed Resolution of the Shareholders for the Annual Meeting of UdeCOTT, is submitted for your information and records.

Additionally, you are required to publish the financial statements for the years ended December 31, 2017 and 2018 in one of the daily newspapers.

Yours sincerely

Permanent Secretary in the
Ministry of Finance



Enclosure: 1



(868) 612-9700
ext. 2539/2541



(868) 627-6108



Michelle DKissoon@gov.tt



www.finance.gov.tt

Level 15, Finance Building, Eric Williams Financial Complex, Independence Square,
Port of Spain, Trinidad and Tobago, W.I.





URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED

RESOLUTION OF THE SHAREHOLDERS OF THE COMPANY

I, Minister of Finance, Shareholder, of Urban Development Corporation of Trinidad and Tobago Limited ("the Corporation") pursuant to the Companies Act Chapter 81:01, by its signature, hereby pass the following Resolutions of the Company:

WHEREAS Section 132(1) of the Companies Act Chapter 81:01 provides that, subject to certain exceptions:

- (a) a resolution in writing signed by all the shareholders entitled to vote on that resolution at meeting of shareholders is as valid as if it had been passed at a meeting of the shareholder; and
- (b) a resolution in writing dealing with all matters required by this Act to be dealt with at the meeting of shareholders, and signed by all the shareholders entitled to vote at that meeting, satisfies all the requirements of this Act relating to meetings of shareholders.

WHEREAS

1. The Board of Directors has resolved that pursuant to Paragraph 12.10 of By-Law No. 1 in lieu of an Annual Meeting be convened, the Shareholders of UDeCOTT transact the business in the Agenda by way of Resolution. The Secretary being so authorized, has issued a Notice accordingly.
2. As specified in the Notice, the Meeting has been convened for the following purposes: -
 - (i) To confirm the Minutes of the Annual General Meeting held on May 12, 2022;
 - (ii) To receive the Audited Financial Statements for the years ended December 31, 2017 and 2018;
 - (iii) To re-elect Directors to the Board in accordance with By-Law No. 1; and
 - (iv) To appoint auditors and empower the Directors to determine their remuneration.
3. In accordance with the Company's By-Law No. 1 and Section 132 of the Companies Act, Chap 81:01 the shareholders, has proposed to duly transact the business hereinabove cited in the Notice, by way of written resolution in lieu of the Meeting.

NOW THEREFORE, BE IT RESOLVED that the undersigned being the shareholder entitled to vote on the resolutions contained herein do by my execution and/or signature, hereby pass the following resolutions:

THAT the Minutes of the Annual General Meeting held on May 12, 2022, be confirmed;

THAT the Audited Financial Statements for the years ended December 31, 2017 and 2018 be adopted;

THAT the directors holding office in accordance with Sub-paragraph 4.4 of By-Law No. 1 be re-elected to the Board; and

THAT the Auditors PKF Chartered Accountants & Business Advisors be re-appointed for the ensuing year and that the Directors be authorized to determine their remuneration.

IN WITNESS WHEREOF, the shareholder has executed these resolutions effective as of the 30th day of April, 2023.

.....
Minister of Finance



URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED

RESOLUTION OF THE SHAREHOLDERS OF THE COMPANY

I, the Shareholder, of Urban Development Corporation of Trinidad and Tobago Limited ("the Corporation") pursuant to the Companies Act Chapter 81:01, by its signature, hereby pass the following Resolutions of the Company:

WHEREAS Section 132(1) of the Companies Act Chapter 81:01 provides that, subject to certain exceptions:

- (a) a resolution in writing signed by all the shareholders entitled to vote on that resolution at meeting of shareholders is as valid as if it had been passed at a meeting of the shareholder; and
- (b) a resolution in writing dealing with all matters required by this Act to be dealt with at the meeting of shareholders, and signed by all the shareholders entitled to vote at that meeting, satisfies all the requirements of this Act relating to meetings of shareholders.

WHEREAS

1. The Board of Directors has resolved that pursuant to Paragraph 12.10 of By-Law No. 1 in lieu of an Annual Meeting be convened, the Shareholders of UDeCOTT transact the business in the Agenda by way of Resolution. The Secretary being so authorized, has issued a Notice accordingly.
2. As specified in the Notice, the Meeting has been convened for the following purposes: -
 - (i) To confirm the Minutes of the Annual General Meeting held on May 12, 2022;
 - (ii) To receive the Audited Financial Statements for the years ended December 31, 2017 and 2018;
 - (iii) To re-elect Directors to the Board in accordance with By-Law No. 1; and
 - (iv) To appoint auditors and empower the Directors to determine their remuneration.
3. In accordance with the Company's By-Law No. 1 and Section 132 of the Companies Act, Chap 81:01 the shareholders, has proposed to duly transact the business hereinabove cited in the Notice, by way of written resolution in lieu of the Meeting.

NOW THEREFORE, BE IT RESOLVED that the undersigned being the shareholder entitled to vote on the resolutions contained herein do by my execution and/or signature, hereby pass the following resolutions:

THAT the Minutes of the Annual General Meeting held on May 12, 2022, be confirmed;

THAT the Audited Financial Statements for the years ended December 31, 2017 and 2018 be adopted;

THAT the directors holding office in accordance with Sub-paragraph 4.4 of By-Law No. 1 be re-elected to the Board; and

THAT the Auditors PKF Chartered Accountants & Business Advisors be re-appointed for the ensuing year and that the Directors be authorized to determine their remuneration.

IN WITNESS WHEREOF, the shareholder has executed these resolutions effective as of the 30th day of April, 2023.


.....
Marlene Juman

100

100

100

100

100

100

100

APPENDIX 2

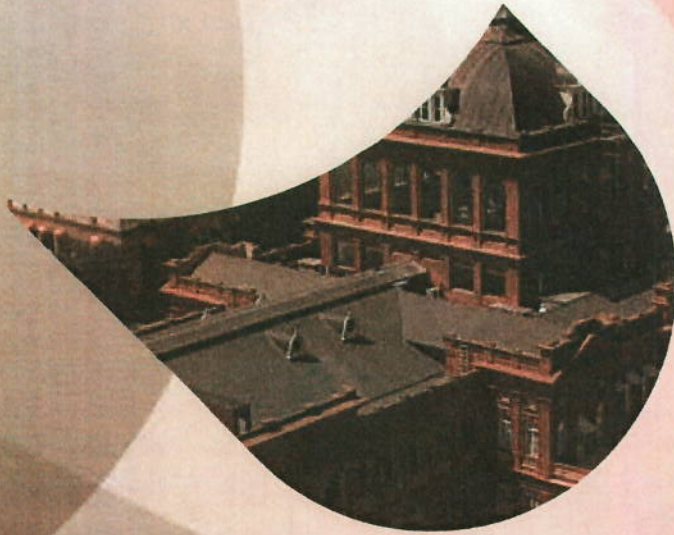
Building a **Sustainable Future** for Growth

UDeCOTT STRATEGIC PLAN 2021-2024



udecott

Urban Development Corporation
of Trinidad and Tobago Limited



udecott

Urban Development Corporation
of Trinidad and Tobago Limited

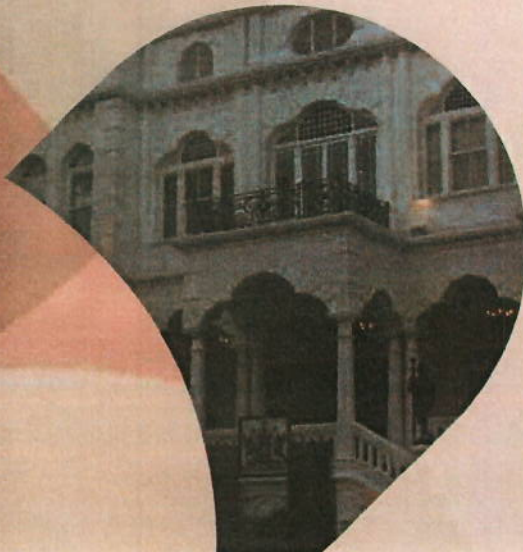


Table of Contents

Chairman's Message	2
CEO's Message	3
Introduction	4
Company Overview	6
Company Purpose	9
Current State Analysis	10
Company Strategy	11
Strategic Objectives and Outcomes	12
Strategic Implementation Plan	14
Monitoring Performance	19
Appendix	21
i Strategic Plan Implementation Schedule	



Chairman's Message

Noel Garcia

Building on the Corporation's Strategic Plan of 2016-2020 and the Accelerated Plan 2019-2020, the Urban Development Corporation of Trinidad and Tobago (UDeCOTT) has developed a **2021-2024 Strategic Plan** to further drive the organisation's impact in Trinidad and Tobago.

Throughout the years, the Corporation has delivered on its mandate to provide urban infrastructure that benefit the national citizenry in a number of vital socio-economic areas. UDeCOTT's three-year strategic plan will ensure that company continues to execute as expected for the benefit of all.

The Corporation will capitalise on its strengths which include, but are not limited to, high client satisfaction; exceptionally skilled and experienced workforce and a proven track record in project management expertise - attributes which contribute to the Corporation's gold standard of excellence and delivery. Along with its unrivalled record of public sector project delivery, UDeCOTT is well positioned for the sustainable growth projections highlighted in the Corporation's 2021-2024 Strategic Plan.

UDeCOTT will focus on further improving efficiencies both internally and externally to maximise returns for its stakeholders. In the three-year plan, the Corporation will also consider other avenues for revenue through project expansion. Critical developmental projects such as the Port of Spain Revitalisation and the San Fernando Waterfront will be projects of extreme focus for the Corporation.

As the State's main infrastructure developer, UDeCOTT continues to be at the helm of new frontier projects that add value and have national impact. As the organisation charts its growth path, regional opportunities continue to be an area of interest for sustainable revenue generation and expansion.

UDeCOTT's 2021-2024 Strategic Plan clearly summarises the exciting opportunities that are before the Corporation and the realistic timelines that will drive focus and delivery as is expected from the state's main arm of developmental and infrastructural impact.

Noel Garcia
Chairman



Chief Executive Officer's Message

Tamica Charles-Phillips

The strategic direction set by the Board of Directors coupled with the dedication to delivery by the Management and Staff have been the foundation for the service delivery excellence which has been continuously executed by the Urban Development Corporation of Trinidad and Tobago (UDeCOTT).

Even in the face of a global economic slowdown fuelled by the COVID -19 pandemic which resulted in a series of lock-downs and fiscal shocks – UDeCOTT has demonstrated admirable resilience in a time of unprecedented uncertainty. This drive for excellence is surely at the core of the Corporation's **2021-2024 Strategic Plan**.

Reinforcing our no wastage stance, the three-year Strategic Plan is built on the Corporation's prudent fiscal management of its receivables and operating cost without reducing service delivery and negatively impacting client expectations. Our stakeholders can be assured that UDeCOTT will continue to deliver as expected and in accordance with its mandate.

The Strategic Plan outlines three pillars of excellence that will underscore a robust three-year timeline of **revenue growth, learning and development** and **organisational excellence**.

The Corporation's wide ranging project portfolio spans sectors such as Health, National Security, Restoration, Accommodation, Community Development, Culture & The Arts, Ports and Infrastructure, Sport and Recreation, Heritage and Tobago Projects. Combined, these projects under management are in excess of TT\$9 Billion worth of business.

Given the growing prominence of our Facilities Management Division, with the added business assets of UDeCOTT's UPark and UVenues Portfolios, there is vast revenue and growth potential for the Corporation.

Over the Strategic period 2021-2024, UDeCOTT will focus on achieving its Vision through strengthened stakeholder relationships and enhanced operational efficiencies to provide best-in-class infrastructure that is both cost effective and fit for purpose for the national public.

Tamica Charles-Phillips
Chief Executive Officer



Introduction

The Urban Development Corporation of Trinidad and Tobago Limited (UDeCOTT) has developed a forward focussed two-year strategic plan for the Corporation aimed at **Building a Sustainable Future for Growth.**

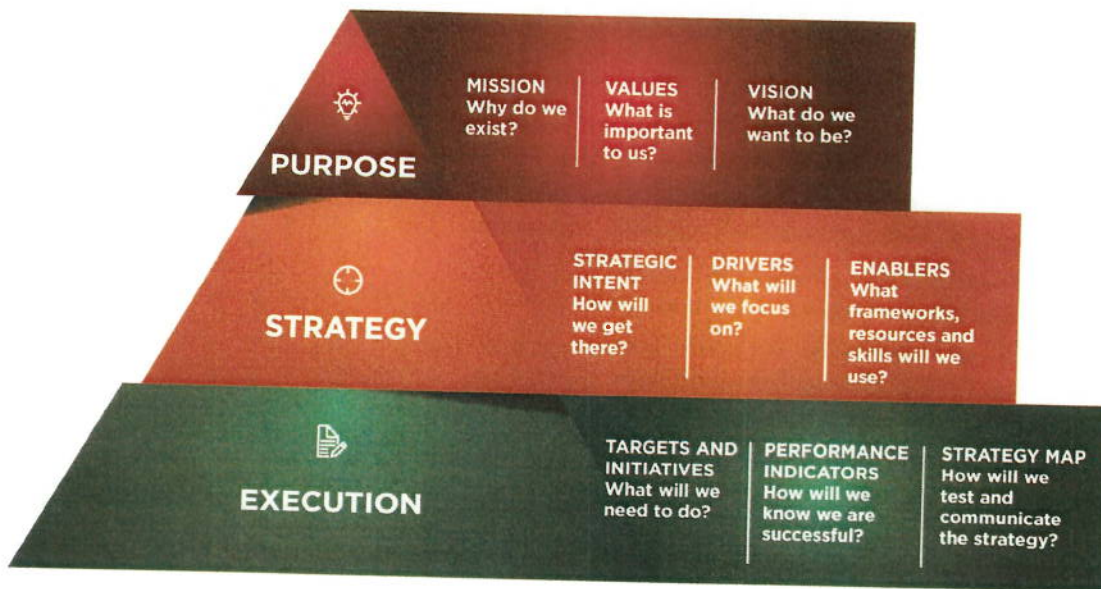
This plan will allow the organisation to continue to focus on its mandate and successfully meet the expectation of all

stakeholders inclusive of employees, clients, contractors, the Government of the Republic of Trinidad and Tobago and the national public.

This strategic plan is a road map highlighting the overarching organisational intent to further enable UDeCOTT to achieve its vision and accomplish its mission within the set two-year timeframe.

STRATEGIC PLAN 2021-2024

THE UDeCOTT 2021–2024 STRATEGY IS PRESENTED IN ACCORDANCE WITH THE NINE MAJOR SECTIONS AS DEPICTED IN FIGURE 1 BELOW.



This strategic plan builds upon the previous 2016-2020 Strategic Plan and the 2019-2020 Accelerated Plan.

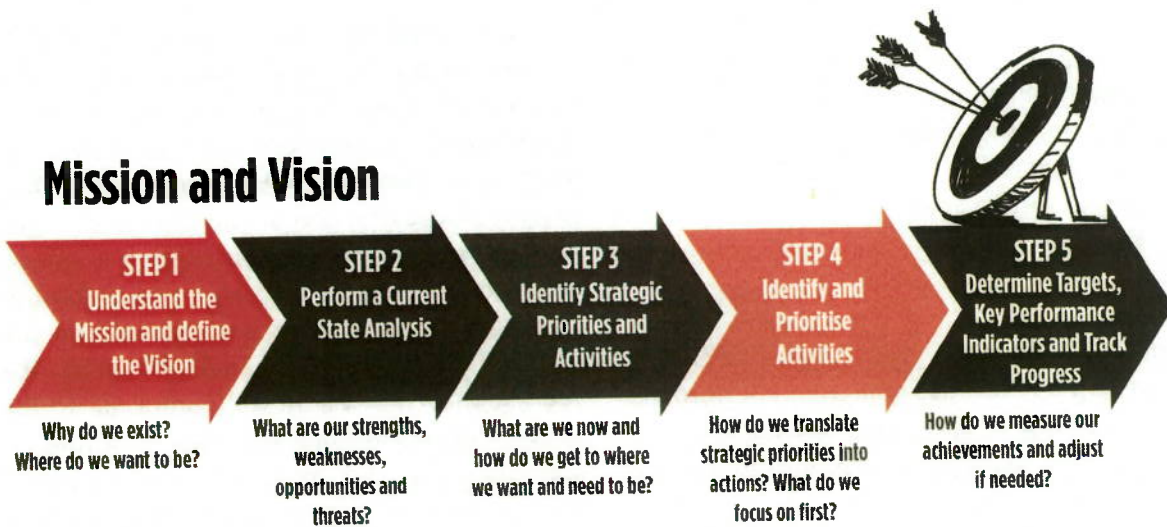
Driven by our Vision, the strategy is designed to maintain sustainable competitive advantage as outlined in the Strategic Intent, Goals, Drivers and Enablers. Additionally, the required level of organisation performance (Targets) to achieve our Vision is outlined together with respective measures. This is the basis of the organisation’s performance management framework.

Our strategic approach continues to be built on a foundation of Core Values that underline our work, how we interact with each other and our various stakeholders in fulfilling our Mission.

The format of the strategy and its components was designed based on integrated planning and feedback from management, employees and contractors. Major steps in this process included:

- Leadership of the process and input participation by the Executive Management team;
- A staff survey to solicit feedback from staff;
- Input and feedback from external stakeholders - Contractors, Clients, Parkade Vendors and Hyatt; and
- Review of the Public Accounts (Enterprises) Committee Report dated July 6, 2021.

THE KEY ELEMENTS OF THE STRATEGIC PLANNING PROCESS ARE OUTLINED IN FIGURE 2 BELOW.





Company Overview

The Urban Development Corporation of Trinidad and Tobago Limited (UDeCOTT) is a company that is wholly owned by the Government of the Republic of Trinidad and Tobago. UDeCOTT's primary purpose is to deliver projects that meet our clients' objectives by providing the highest quality project management and development services.

Its critical focus over the last four years has been on development of social infrastructure projects which fall within the following portfolios:

1. Accommodation
2. Community Development, Culture and Arts
3. Health
4. Industrial
5. National Security
6. Ports and Infrastructure
7. Restoration
8. Sports and Recreation
9. Tourism
10. Tobago Projects

Additional emphasis was also placed on expanding our facilities management portfolio which resulted in favourable consideration of our Facilities Management Proposals for the following facilities:

1. Arima Hospital
2. Point Fortin Hospital
3. Office of the Prime Minister
4. Prime Minister's Residence, Tobago

Consistent with its business expansion goal to generate supplemental revenue, UDeCOTT embarked on several initiatives through the rental of commercial spaces at the Government Plaza and event spaces at the Auditorium and Government Plaza Courtyard. Greater control was adopted over the car park spaces at the Government Plaza and the International Waterfront, now termed the UPark Facilities, and the success of those initiatives resulted in an expanded car park portfolio to include the:

1. Edward Street Car Park
2. Maracas Beach Car Parks
3. Temporary Salvatori Car Park

However, within the broader context, UDeCOTT is responsible for developing the urban renewal of cities through the Port of Spain Revitalisation Project and the San Fernando Waterfront Project. These proposed urban centres of the 21st century are founded on the concept of a community in which the critical needs of the people including culture, history, education, entertainment and government are met and balanced with commercial activity. The realisation of this vision will contribute to the creation of a rich urban environment comprising well-designed and managed public spaces, the preservation of historic sites, medium and large scale commercial and residential needs and the development of small business.

What We Do at UDeCOTT

PROJECT DEVELOPMENT

1. Planning & Conceptual Design
2. Project Management
3. Construction Management

FACILITIES MANAGEMENT

4. Facilities Planning
5. Preventative Maintenance
6. Conditional Assessment

COMMERCIAL SPACE MANAGEMENT

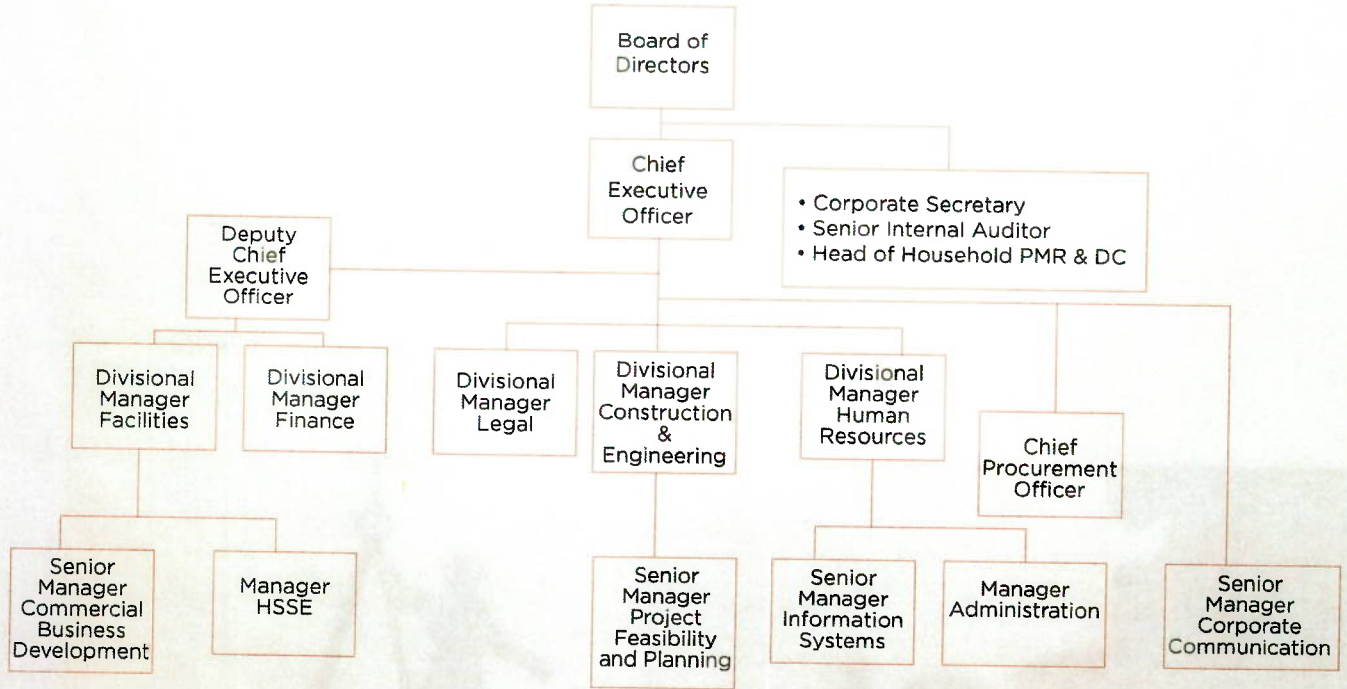
7. Car Parks
8. Rental of Commercial Spaces
9. Event Space Rentals



Leadership Structure

URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED (UDeCOTT)
LEADERSHIP ORGANISATIONAL STRUCTURE 2021

STRATEGIC PLAN 2021-2024



Chief Executive Officer	1
Deputy Chief Executive Officer	1
Divisional Manager, Legal	1
Divisional Manager, Construction and Engineering	1
Divisional Manager, Human Resources	1
Divisional Manager, Facilities	1
Divisional Manager, Finance	1
Chief Procurement Officer	1
Senior Manager, Corporate Communications	1
Senior Manager, Commercial Business Development	1
Senior Manager, Information Systems	1
Senior Manager, Project Feasibility and Planning	1
Manager, Administration	1
Manager, HSSE	1

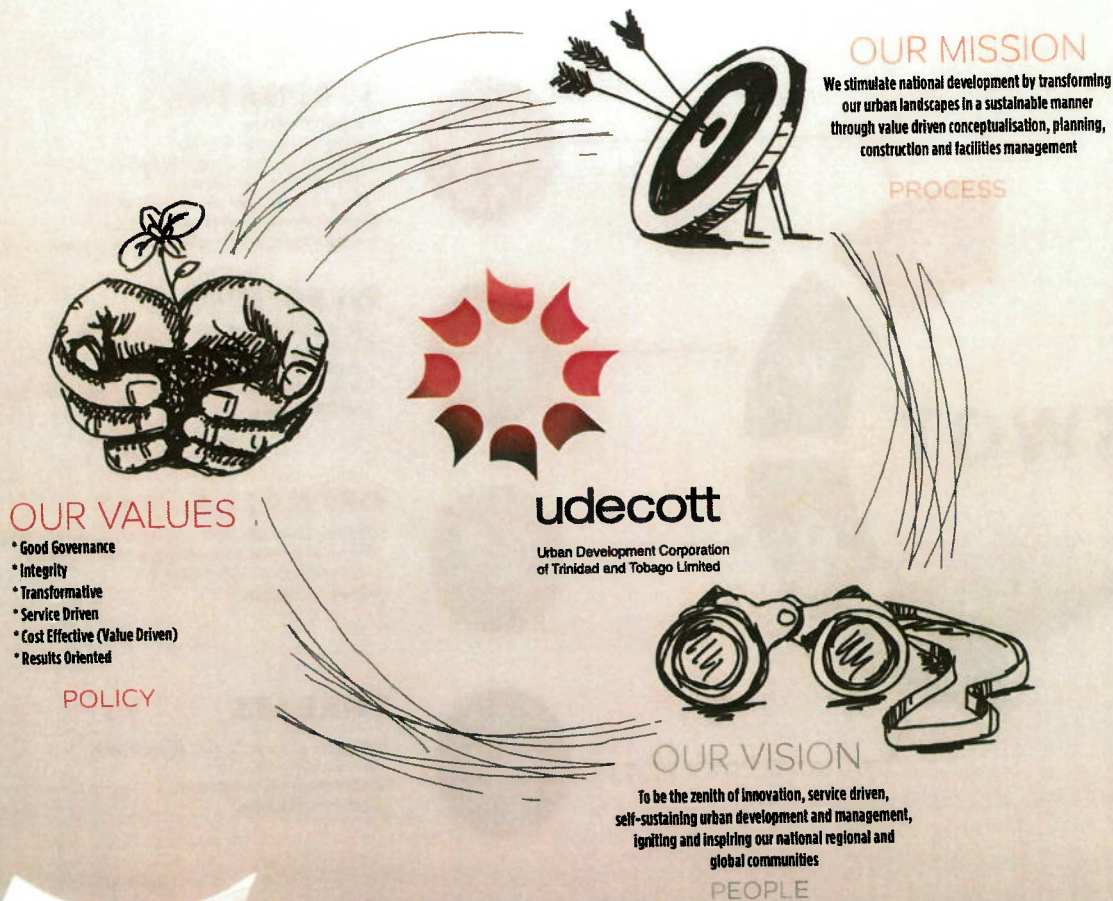


Company Purpose

UDeCOTT's Vision highlights the company's future forward aspirations to drive urban development across the landscape of Trinidad and Tobago. The Company's Mission underscores its determination and drive to accomplish its overarching objectives, underpinned by the company's core behavioural assets represented in its core values.

Figure 3 provides a comprehensive breakdown of the Company's Purpose which will support UDeCOTT's positive impact in Trinidad and Tobago for the period 2021-2023 and create a sustainable legacy.

WHO WE ARE: OUR PURPOSE



STRATEGIC PLAN 2021-2024



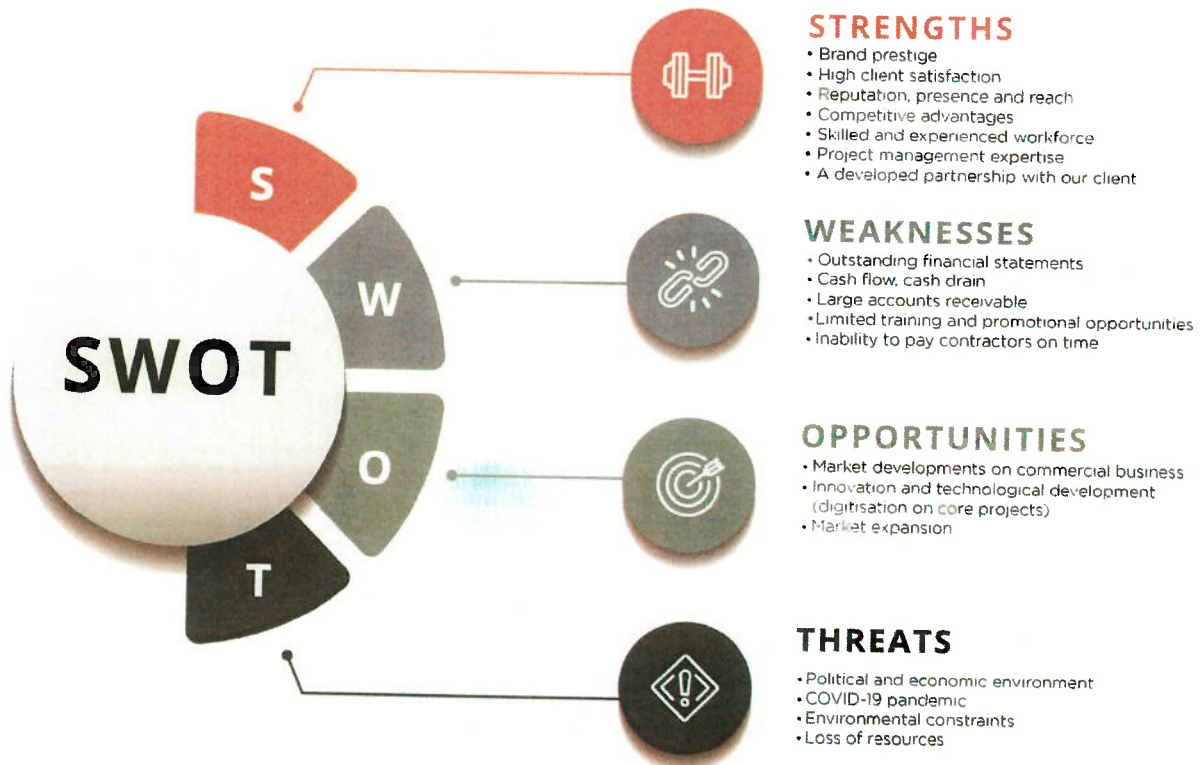
Current State Analysis

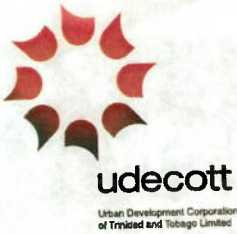
A current state analysis or environmental scan was undertaken to assess the factors, both positive and negative that impact UDeCOTT. This exercise was conducted on the understanding that not all risks areas are foreseeable. However, the analysis would

aid in identifying gaps or vulnerabilities that could impede the Corporation's success, thus facilitating the development of suitable strategies which would harness the organisation's strengths and capitalise on opportunities.

FIGURE 4 BELOW OUTLINES THE CURRENT STATE ANALYSIS USING A SWOT TEMPLATE.

STRATEGIC PLAN 2021-2024





Company Strategy

Our fundamental approach to creating sustained growth is rooted in a clear understanding of what we must deliver:

- A strengthened relationship with our employees and clients;
- Commitment to honour financial contractual obligations in a more timely manner; and
- Provision of best-in-class infrastructure that is both cost effective and fit for purpose to the national public.

Over the period 2021-2023, we will achieve our Vision and live our Mission by continuing to focus on three Strategic Themes. These are the main areas of the UDeCOTT's strategy and represent the **"pillars of excellence"** for sustained growth.



Improve the capability of UDeCOTT to better utilise its resources to deliver services to its customers in the most cost-effective manner possible, and to support a more technology-driven working environment for its employees.



Ensure revenue sustainability and identify new business opportunities for supplemental revenue generation by expanding the traditional business areas.



Become a standard bearer and industry leader for sustained national urban development through proactive employee initiatives, engaging stakeholder activities and consistent evolution as a learning organisation.



Strategic Objectives and Outcomes

UDeCOTT's growth strategy will be executed by addressing key objectives that are driven by the three thematic areas of our sustained growth, and are designed to ensure that UDeCOTT addresses challenges (weaknesses and threats) and take advantage of enablers (strengths and opportunities) identified in the current state assessment.

The objectives represent the continuous improvement in areas that enable UDeCOTT to move from its current state to realise our Vision. By addressing the following objectives, we will build a high-performing, learning and growing organisation, improve internal efficiency and quality and deliver greater value to our clients.



OPERATIONAL EXCELLENCE

The overall goal of **Operational Excellence** is to improve UDeCOTT's capability to better utilise its resources and deliver services to its customers in the most cost-effective manner possible while still ensuring the high quality of services.

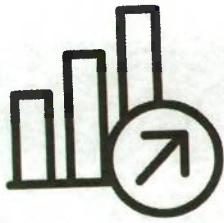
UDeCOTT will significantly improve operational efficiency and effectiveness by addressing three main objectives:

STRATEGIC OBJECTIVES:

- Improve policies, processes and delivery
- Enhance information management
- Maintain brand resonance

OUTCOMES:

- Improved organisational efficiency and productivity
- Increased client satisfaction
- Increased employee satisfaction



REVENUE GROWTH

The overall goal of **Revenue Growth** is to focus on ensuring a sustainable financial position for the organisation through the implementation of more robust measures and the identification of greater business expansion opportunities to augment revenue generation.

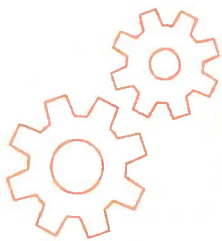
UDeCOTT will address its current financial position over the next two years by focusing on the following three objectives:

STRATEGIC OBJECTIVE:

- Improve cost efficiencies and revenue generation
- Increase business development opportunities
- Improve brand and marketing impact of existing supplemental businesses

OUTCOMES:

- Increased revenue
- Increased asset base
- Increased investment attractiveness



DEVELOPMENT AND GROWTH

The overall goal of **Development and Growth** is to drive sustained urban development across Trinidad and Tobago through proactive focused employee initiatives and stakeholder activities. UDeCOTT will significantly concentrate on becoming a standard bearer for the industry by focusing on internal and external stakeholder engagement in accordance with the three main objectives.

STRATEGIC OBJECTIVES:

- Enhance talent management capabilities
- Increase the utilisation of technological and digital solutions
- Enhance communication effectiveness

Outcomes:

- Increased employee engagement
- Increased brand equity
- Increased client and stakeholder engagement



Strategic Implementation Plan

To ensure the successful execution of the strategic plan, specific projects/ deliverables that have been assigned to Divisions and Departments. The table below highlights the **deliverables of focus** matched to the strategic goals under each Strategic Theme.

STRATEGIC THEME: OPERATIONAL EXCELLENCE

Strategic Goal	Actions	Lead Division/Dept
Improve policy processes and delivery FOCUS: <ul style="list-style-type: none"> ▪ Update existing policies and develop new relevant policies to drive operational excellence ▪ Improve compliance ▪ Improve key processes ▪ Improve delivery of projects to exceed standards (budget, timeliness, quality) ▪ Strengthen internal governance 	<ul style="list-style-type: none"> ▪ Create a comprehensive corporate governance framework ▪ Review existing Facilities Management standards to identify applicability to the organisation ▪ Develop a Capital Asset Policy ▪ Develop a Business Continuity Plan ▪ Develop a fire management system for physical and electronic files ▪ Develop an Enterprise Security Management Framework ▪ Develop an Enterprise Risk Management System ▪ Improve HSSE Standards to develop a culture of health safety and environmental awareness ▪ Create Lessons Learnt Policy and Reporting Template for scope creep, risk identification and mitigation 	<p>Corporate Secretary</p> <p>Facilities</p> <p>Facilities</p> <p>Office of the CEO</p> <p>HR- IT/Records Management</p> <p>Office of the CEO – Internal Audit</p> <p>Office of the CEO – Internal Audit</p> <p>Facilities – HSSE</p> <p>Construction and Engineering</p>

STRATEGIC PLAN 2021-2024

STRATEGIC THEME: OPERATIONAL EXCELLENCE

Strategic Goal	Actions	Lead Division/Dept
<p>Improve policy processes and delivery</p> <p>FOCUS:</p> <ul style="list-style-type: none"> ▪ Update existing policies and develop new relevant policies to drive operational excellence ▪ Improve compliance ▪ Improve key processes ▪ Improve delivery of projects to exceed standards (budget, timeliness, quality) ▪ Strengthen internal governance 	<ul style="list-style-type: none"> ▪ Develop an HSSE Policy for distribution of PPE ▪ Develop an HSSE gap analysis framework at construction site to determine relevant policies ▪ Review and establish contracts and Facilities management agreements for current and future clients/business ▪ Develop Contractor Performance Review Policy ▪ Review the existing procurement policy and procedure to ensure alignment to the Procurement Regulations and improved oversight and transparency through UDeCOTT ▪ Complete projects on time and on budget ▪ Process review of contract development from letter of award to issuance of finalisation of contract 	<p>Facilities</p> <p>Facilities</p> <p>Facilities</p> <p>Office CEO – Procurement</p> <p>Office CEO – Procurement</p> <p>Construction and Engineering</p> <p>Legal</p>
<p>Enhance Information Management</p> <p>FOCUS:</p> <ul style="list-style-type: none"> • Improve information management and reporting 	<ul style="list-style-type: none"> ▪ Improve Records Management process ▪ Develop a digitised contract database 	<p>HR-IT/Records Management</p> <p>Legal</p>
<p>Maintain Brand Resonance</p> <p>FOCUS</p> <ul style="list-style-type: none"> ▪ Enhance brand awareness and impact through strategic planning and policy development 	<ul style="list-style-type: none"> ▪ Develop CSR Policy ▪ Implement Revised Brand Manual ▪ Develop External Communications Project Plans ▪ Develop a Social Media Policy 	<p>Office of the CEO – CC&M</p>

STRATEGIC THEME: REVENUE GROWTH

Strategic Goal	Actions	Lead Division/Dept
<p>Improve cost efficiencies and revenue generation</p> <p>FOCUS</p> <ul style="list-style-type: none"> ▪ Improve cost efficiencies and effectiveness of service ▪ Increase revenue from existing streams 	<ul style="list-style-type: none"> ▪ Complete audited financials 2016-2020 ▪ Analyse framework for cost structure and revenue streams for existing projects and potential projects ▪ Determine ideal billing structure for UDeCOTT ▪ Undertake an analysis of each project (Concessions/Minimum ROI to the Investors) ▪ Develop a Debt Recovery Policy 	<p>Finance</p> <p>Construction & Engineering</p> <p>Finance</p> <p>Finance</p> <p>Finance</p>
<p>Increase business development opportunities</p> <p>FOCUS</p> <ul style="list-style-type: none"> ▪ Improve client relationship management ▪ Seek new avenues for revenue 	<ul style="list-style-type: none"> ▪ Develop a template for feasibility studies ▪ Expand car park facilities over next two years as an increased revenue source ▪ Review current facilities to determine additional business opportunities ▪ Seek new opportunities for expansion within CARICOM nations ▪ Implement CRM policy, processes and system for revenue generating businesses ▪ Improve cross-marketing function for the facilities department as an inclusion to client construction work 	<p>Construction-Project Feasibility</p> <p>Facilities – CBDD</p> <p>Facilities – CBDD</p> <p>Project Feasibility and CBDD</p> <p>Facilities</p> <p>CEO – CC&M</p>

STRATEGIC PLAN 2021-2024

STRATEGIC THEME: LEARNING AND DEVELOPMENT

Strategic Goal	Actions	Lead Divisions
<p>Enhance Talent Management capabilities</p> <p>FOCUS</p> <ul style="list-style-type: none"> ▪ Ensure optimal organisational structure ▪ Improve employee engagement and organisation responsiveness ▪ Improve recruitment and selection effectiveness ▪ Build service culture ▪ Enhance employee growth opportunities 	<ul style="list-style-type: none"> ▪ Focused development of the leadership team and succession planning ▪ Develop a performance management framework driven by key performance indicators ▪ Design and implement an internal coaching and mentorship programme supported by a system for employee development plans. ▪ Develop and implement a compensation policy and procedure ▪ Develop and implement a reward and recognition programme aligned to the performance management system ▪ Develop an organisational wide, recruitment, selection and orientation programme ▪ Develop organisational learning, development and growth plan 	<p>HR</p>
<p>Increase the utilisation of technological and digital solutions</p> <p>FOCUS</p> <p>Improve information management reporting</p> <ul style="list-style-type: none"> ▪ Improve client relationship management 	<ul style="list-style-type: none"> ▪ Develop a feasibility framework for IT Projects implementation ▪ Conduct an assessment of ICT services portfolio ▪ Introduce digital platforms and e-services to drive efficiency ▪ Enhance the intranet to increase employee engagement ▪ Introduce technology driven processes to improve operational efficiency ▪ Develop an internal culture geared towards digitisation 	<p>HR-IT</p> <p>HR-IT</p> <p>HR-IT</p> <p>HR-IT</p> <p>HR-IT</p> <p>HR-IT</p>

STRATEGIC THEME: LEARNING AND DEVELOPMENT

Strategic Goal	Actions	Lead Divisions
<p>Enhance communication effectiveness</p> <ul style="list-style-type: none"> ▪ Improve internal communications ▪ Increase stakeholder communications 	<ul style="list-style-type: none"> ▪ Review and enhance the Internal Communications Plan ▪ Develop an annual external communications plan ▪ Develop a leadership profiling plan ▪ Increase stakeholder consultations to ensure active communication for the project duration 	<p>CEO - Corporate Communications & Marketing (CC&M)</p> <p>CEO - Corporate Communications & Marketing (CC&M)</p> <p>CEO - Corporate Communications & Marketing (CC&M)</p> <p>Construction & Engineering</p>



Monitoring Performance

The next steps in the strategic planning process will include the creation of an **Implementation Schedule** that will highlight respective target dates and metrics as part of the systematic monitoring and evaluation of the 2021-2023 Strategic Plan.

We will use the strategic Monitoring Portal to execute the monitoring component of the plan which will be based on the Implementation Schedule. The Monitoring Portal will be used to provide quarterly updates to the Board.

The table below highlights critical general organisational targets.

Outcomes Measures

OBJECTIVE	OBJECTIVE	TARGET
PROCESS	Audit 2016-2018 CSR Policy	100% completion
PEOPLE	Talent Management and Internal Communications Policies and Procedures	100% completion
POLICY	Division Policies and Plans	75% completion

STRATEGIC PLAN 2021-2024

UDeCOTT's Strategic Plan 2021-2024 is geared towards achieving successful results in the areas of **people, processes and policies**.

The three-year strategy structure is focused on developing even more robust systems to harness sustainable **revenue growth** and create a **learning and development organisation** to support **organisational excellence**.

This document outlines the **pillars of excellence** in the three strategic themes and the strategic goals that must be achieved in the period to support UDeCOTT's mandate.

These elements within this document will be cascaded down through the Divisional/ Departmental operational plans which will be monitored monthly and reported on quarterly to ensure the successful execution of the strategic plan and exceptional delivery of the organisational performance.



Appendix

- Appendix 1- Divisional and Departmental Implementation Schedule

STRATEGIC PLAN IMPLEMENTATION SCHEDULE

DEPT.	STRATEGIC PILLAR	STRATEGIC GOAL	OBJECTIVE	TIMELINES
Construction & Engineering (C&E)	Operational Excellence	Improve policy, processes and delivery	Complete projects on time and on budget	Ongoing
			Creation of Lessons Learnt Policy and Reporting Template for scope creep, risk identification and mitigation	February 25, 2022
	Revenue Growth	Improve cost efficiencies and revenue generation	Analyse framework for cost structure and revenue streams for existing projects and potential projects	March 30, 2022
			Develop a template for feasibility studies	December 30, 2021
Facilities	Learning & Development	Increase business development opportunities Enhance communication effectiveness	Increase stakeholder consultations to ensure active communication for the project duration	Ongoing
			Review existing Facilities Management standards to identify applicability to the organisation	June 30, 2022
	Operational Excellence	Improve policy processes and delivery	Improve HSSE Standards to develop a culture of health, safety and environmental awareness	March 31, 2022
			Develop an HSSE Policy for distribution of PPE	February 28, 2022
			Develop an HSSE gap analysis framework at construction site to determine relevant policies	March 31, 2022
			Review and establish contracts and Facilities management agreement	April 30, 2022

STRATEGIC PLAN IMPLEMENTATION SCHEDULE

DEPT.	STRATEGIC PILLAR	STRATEGIC GOAL	OBJECTIVE	TIMELINES
Facilities- Commercial Business Development Dept (CBDD)	Revenue Growth	Increase business development opportunities	Expand car park facilities over next two years as an increased revenue source	June 30, 2023
			Review current facilities to determine additional business opportunities	March 31, 2022
			Implement Customer Relationship Management (CRM) policy, processes and system for revenue generating businesses	September 30, 2022
Finance	Organisational Excellence	Improve policy processes and delivery	Develop a Capital Asset Policy	January 30, 2023
			Complete audited financials 2016-2020	September 30, 2022
	Revenue Growth	Improve cost efficiencies and revenue generation	Determine ideal billing structure for UDeCOTT	January 31, 2023
			Undertake an analysis of each project (Concessions/Minimum ROI to the Investors)	June 30, 2023
			Develop a Debt Recovery Policy	June 30, 2022

STRATEGIC PLAN IMPLEMENTATION SCHEDULE

DEPT.	STRATEGIC PILLAR	STRATEGIC GOAL	OBJECTIVE	TIMELINES		
HR	Operational Excellence	Improve policy, processes and delivery	Develop a fire management system for physical and electronic files	December 31, 2022		
			Development of a performance management framework driven by key performance indicators	March 30, 2022		
	Learning & Development	Enhance Talent Management capabilities	Design and implement an internal coaching and mentorship programme supported by a system for employee development plans	March 31, 2022		
			Development and implementation of a compensation policy and procedure	May 31, 2022		
			Developed and implement a reward and recognition programme aligned to the performance management system	June 30, 2022		
			Develop an organisational wide, recruitment, selection and orientation programme	April 30, 2022		
			Develop a feasibility framework for IT Projects implementation	January 30, 2022		
			Conduct an assessment of ICT services portfolio	March 30, 2022		
			Increase the utilisation of technological and digital solutions			

STRATEGIC PLAN IMPLEMENTATION SCHEDULE

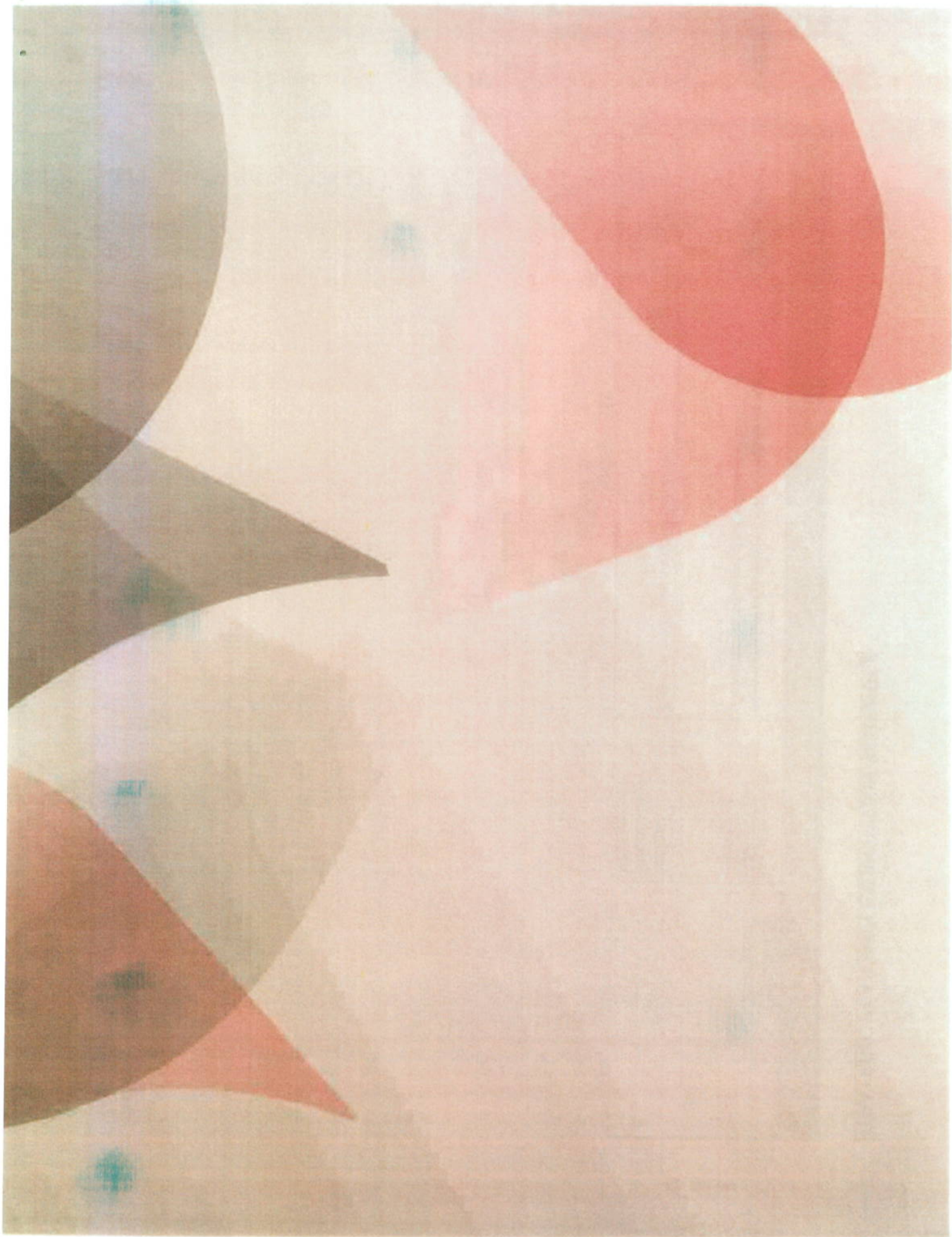
DEPT.	STRATEGIC PILLAR	STRATEGIC GOAL	OBJECTIVE	TIMELINES
HR-IT	Learning & Development	Increase the utilisation of technological and digital solutions	Enhance the intranet to increase employee engagement	Ongoing
			Introduce technology-driven processes to improve operational efficiency	December 15, 2022
			Develop an internal culture geared towards digitisation	Ongoing
Corporate Secretary	Operational Excellence	Improve policy processes and delivery	Create a comprehensive corporate governance framework	June 30, 2022
CEO Office	Operational Excellence	Improve policy processes and delivery	Develop a Business Continuity Plan	January 30, 2024
CEO Office- Internal Audit			Development of an Enterprise Security Management Framework	April 30, 2023
CEO Office- Internal Audit			Develop an Enterprise Risk Management System	December 15, 2023
CEO Office- Procurement			Develop a Contractor Performance review policy	December 30, 2022
			Review the existing procurement policy and procedure to ensure alignment to the Procurement Regulations and improved oversight and transparency throughout UDeCOTT.	September 30, 2022

STRATEGIC PLAN IMPLEMENTATION SCHEDULE

DEPT.	STRATEGIC PILLAR	STRATEGIC GOAL	OBJECTIVE	TIMELINES	
CEO Office- Corporate Communication & Marketing (CC&M)	Operational Excellence	Maintain Brand Resonance	Develop Corporate Social Responsibility (CSR) Policy (Donations)	March 30, 2022	
			Implement Revised Brand Manual	January 30, 2022	
			Develop External Communications Project Plans	February 25, 2022	
	Revenue Growth		Develop a Social Media Policy	Develop a Social Media Policy	March 30, 2022
			Increase business development opportunities	Improve cross-marketing function for the facilities department as an inclusion to construction client work	June 30, 2022
			Improve brand and marketing of existing supplemental businesses	Develop Annual Marketing Plans for USpace, TARL, UVenues	April 30, 2022
			Learning & Development	Enhance communication effectiveness	Review and enhance the Internal Communications Plan
	Develop an annual external communications plan	Develop an annual external communications plan			May 30, 2022
	Develop a leadership profiling plan	Develop a leadership profiling plan			June 30, 2022

STRATEGIC PLAN IMPLEMENTATION SCHEDULE

DEPT.	STRATEGIC PILLAR	STRATEGIC GOAL	OBJECTIVE	TIMELINES
Legal	Operational Excellence	Improve policy processes and delivery	Process review of contract development from letter of award to issuance of finalisation of contract	June 30, 2022
		Enhance Information Management	Develop a digitised contract database	September 30, 2022





udecott

Urban Development Corporation
of Trinidad and Tobago Limited



UDECOTT ACCELERATED STRATEGIC PLAN (2019 – SEPT 2020)

Delivery and Accountability 360°

June 2019

Urban Development Corporation of Trinidad & Tobago Limited



udecott

Urban Development Corporation
Of Trinidad And Tobago Limited

Core Values: Good Governance | Integrity | Transformative | Service Driven | Cost Efficient (Value driven) | Results Oriented

BACKGROUND

The Strategic Plan (2016-2020) was approved at the 201st Board Meeting held on the 13th October 2016. Once approved, implementation began. In 2019, given the dynamic environmental conditions, there was a need to review the plan, to refocus on ensuring timely delivery of projects.

The main challenge faced in implementing the Strategic Plan (2016-2020) to date, was separation of strategic and operational activities. Staff focused mainly on operations, given the fast pace and significant increases in the type and number of projects required for delivery by the organization.

The exercise to review the Strategic Plan 2016-2020 was completed in May 2019. The output of the review is now presented as the UDeCOTT Accelerated Strategic Plan 2019- Sept. 2020.

The UDeCOTT Accelerated Strategic Plan (2019- Sept. 2020) was approved by the Board of Directors at the 236th Board Meeting held on the 27th June 2019 and is to be used to guide all strategic actions over the period July 2019 to September 2020.

CONTENTS

Background	2
Contents	2
Company Overview.....	4
UDeCOTT Services/Products Provided	4
Strategic Plan 2016-2020 – Core Elements	5
Vision, Mission, Core Values and Key Result Areas (Strategic Plan 2016-2020)	5
Modifications to Key Result Areas	5
Key Result Areas.....	6
A balanced strategy	7
Achievements (2016 – 2018)	7
Mid term review of the strategic plan	8
The Review approach.....	8
Areas for improvement	10
Accelerated Strategic Plan (2019 to Sept 2020): <i>Refocus - OUR Product, Our Process and Our People</i>	11
OUR PRODUCT.....	12
OUR PROCESS.....	14
OUR PEOPLE	16
Implementation Mechanisms	18
Monitoring and Evaluation	18
Appendix 1: Achievements 2016- 2018	19
Appendix 2: Construction Projects (2019- Sept 2020)	26
Appendix 3: Facilities Management Projects 2019 - Sept 2020	27
Appendix 4: Priority Commercial Business Development Initiatives (2019-Sept 2020)	28
Appendix 5: Summary of Implementation Actions: 2019 – Sept 2020	29

COMPANY OVERVIEW

The Urban Development Corporation of Trinidad and Tobago Limited (UDeCOTT) is a company that is wholly owned by the Government of the Republic of Trinidad and Tobago. UDeCOTT's primary objective is to deliver projects that meet our clients' objectives using the highest quality project management and development services. Its critical focus over the last three years has been on development of social infrastructure projects in Trinidad and in Tobago, which fall within the following portfolios :

1. Health
2. National Security
3. Industrial
4. Community Development Culture and Arts
5. Accommodation
6. Restoration
7. Ports and Infrastructure; and
8. Sports and Recreation

Within the broader context, however, UDeCOTT is responsible for developing the urban renewal of the capital city, Port of Spain, into a business and financial centre, and San Fernando for positioning as Trinidad and Tobago's energy capital. Finally, UDeCOTT has been tasked with developing 13 major urban centres as identified in the National Development Strategy 2016-2030.

The urban centre of the 21st century is a community in which the critical needs of the people including interests and culture, history and education, entertainment and government are met and balanced with commercial activity. The realization of this vision will contribute to the creation of a rich urban environment comprising well-designed and managed public spaces, the preservation of historic sites, medium and large scale commercial and residential needs and the development of small business.

UDeCOTT SERVICES/PRODUCTS PROVIDED

What We Do at UDeCOTT:

PROJECT DEVELOPMENT

1. Planning & Conceptual Design
2. Project Management
3. Construction Management

FACILITIES MANAGEMENT

4. Facilities Planning
5. Preventive Maintenance
6. Conditional Assessment

COMMERCIAL SPACE MANAGEMENT

7. Car Parks
8. Rental of Commercial Spaces
9. Event Space Rentals

STRATEGIC PLAN 2016-2020 – CORE ELEMENTS

The Strategic Plan 2016-2020 outlines for the organization, a strategy to achieve sustainable competitive advantage over a four year period.

This UDeCOTT Accelerated Strategic Plan 2019-September 2020 is anchored in the Core Elements of the Strategic Plan 2016-2020, however, it seeks to narrow our focus for the remaining life of the plan, to ensure we focus on achieving realistic outcomes with maximum impact in support of achieving our vision and mission.

To provide context, this section seeks to reiterate the core elements of the big picture articulated in the Strategic Plan 2016-2020.

VISION, MISSION, CORE VALUES AND KEY RESULT AREAS (STRATEGIC PLAN 2016-2020)

OUR VISION

VISION

To be the zenith of innovative, service driven, self-sustaining urban development and management, igniting and inspiring our national, regional and global communities

CORE VALUES

Good Governance
Integrity
Transformative
Service-Driven
Cost Efficient (value driven)
Results-Oriented



the Urban Development Corporation of
Trinidad and Tobago (UDeCOTT)



KEY RESULT AREAS

WE WILL ACHIEVE OUR VISION AND LIVE OUR MISSION BY FOCUSING ON THREE STRATEGIC THEMES OR KEY RESULT AREAS

OPERATIONAL EXCELLENCE

Improve the capability of UDeCOTT to better utilize its resources to deliver services to its customers in the most cost-effective manner possible, while still ensuring the high quality of services and support

BUSINESS EXPANSION

Increase the level of business in traditional areas and expand the areas of UDeCOTT's business operations into new areas of growth

DRIVING FORCE OF DEVELOPMENT

Drive sustained urban development across Trinidad & Tobago through proactive planning and the development of sustained financing resources.

MODIFICATIONS TO KEY RESULT AREAS

Based on feedback, it has become necessary to modify the details of some of the Key Result Areas (KRAs) originally identified in the Strategic Plan 2016-2020. Such modifications seek to more accurately represent UDeCOTT's role to focus solely on delivery of projects and programmes as requested or guided by its client - The Government of Trinidad and Tobago. The section below outlines the details of the KRAs, highlighting where relevant (in red), where changes have been approved by the Board of Directors at its 234th meeting, in contrast to the content of the existing, approved Strategic Plan 2016-2020.

KEY RESULT AREAS



OVERALL GOAL

The overall goal of Operational Efficiency and Effectiveness is to improve UDeCOTT's capability to better utilize its resources and deliver services to its customers in the most cost-effective manner possible while still ensuring the high quality of services and support.

UDeCOTT will significantly improve operational efficiency and effectiveness by addressing five main objectives:

OBJECTIVE:

- Improve policies, processes and delivery
- Enhance talent management
- Enhance information management and communications effectiveness
- Enhance physical space and tools
- Improve cost efficiencies and revenue generation

OUTCOMES

- ✓ Improved organization efficiency and productivity
- ✓ Increased employee satisfaction
- ✓ Increased customer satisfaction



OVERALL GOAL

The overall goal of Business Expansion is to increase the level of business in traditional areas and expand the areas of UDeCOTT's business operations into new areas of growth as per our clients' request/guidance.

UDeCOTT will significantly expand its business by addressing three main objectives:

Objectives:

- Introduce new areas of focus/Increase new revenue streams
- Improve new business development
- Increase competitive tendering in traditional and new areas — Public, Private, Regional (Removed)

OUTCOME:

- ✓ Increased revenue
- ✓ Increased asset base/portfolio



OVERALL GOAL

The overall goal of Driving Force of Development is to drive sustained urban development across Trinidad and Tobago through proactive planning and the development of sustained financing resources.

UDeCOTT will significantly improve Urban Development by addressing four main objectives:

OBJECTIVES:

- Expand funding methodologies/Improve investment attractiveness
- Increase brand equity
- Improve industry and market engagement and communication
- Increase influence on economic development policy

OUTCOME:

- ✓ Enhanced economic activity through increased investment
- ✓ Industry development

A BALANCED STRATEGY

UDeCOTT's strategic objectives are presented across the four perspectives of the Balanced Scorecard (Learning and Growth, Internal Processes, Customer, Financial Stewardship) and have been aligned to ensure that it represents a balanced strategy.

ACHIEVEMENTS (2016 – 2018)

Subsequent to the approval of the Strategic plan 2016-2020 by the UDeCOTT Board of Directors, UDeCOTT embarked on a drive to implement the Strategic Plan. Critical inroads were made with significant focus being placed on achieving **Operational Excellence** by Optimizing reporting; Streamlining processes; Improving internal communication; and Capacity building in critical core disciplines. This effort manifested in significant improvements in six key areas:

1. PROJECT DELIVERY
2. CORE BUSINESS IMPROVEMENTS
3. LEADERSHIP/CHANGE MANAGEMENT
4. EMPLOYEE ENGAGEMENT
5. DRIVEN BY INNOVATION
6. DEVELOPING OUR PEOPLE

A detailed overview of some key achievements made in these areas is provided in Appendix 1.

MID TERM REVIEW OF THE STRATEGIC PLAN

THE REVIEW APPROACH

In January 2019, UDeCOTT embarked on an exercise to review the strategic plan and in so doing, identify and prioritize strategic actions necessary to address the critical challenges affecting the organization in 2019/2020. This mid-term review was triggered on the basis of the following:

1. **Mid-Year period:** The opportunity was taken to review, reflect and re-charter a suitable way forward, given the current realities of the organization and its environment.
2. **Strengthening alignment and synergies between strategic and operational needs:** Many in the organization viewed the Strategic objectives as far removed from their day to day operations hence it became burdensome. There was a need to bring the strategic and operational needs in line with each other.

Emphasis for 2019/2020 was to be placed on *Doing What We Do....Better*. The following outlines the methodology utilized for implementing the review exercise.

1. IMPLEMENTATION OF A STEERING COMMITTEE

An interdepartmental team was created to lead the review process.

2. EVIDENCE BASED DESK REVIEW

To understand the main challenges facing the organization, a desk review was undertaken, analyzing CEO Board reports (Oct 2018 – Jan 2019), Minutes of meetings of the Executive Management team (Oct 2018 – Jan 2019) and feedback from the suggestion box programme. This approach sought to obtain a balanced perspective of the strategic challenges facing the organization from both the management and employee perspective.

3. FOCUS ON THREE (3) MAIN DELIVERY AREAS

Focus was placed on introducing mechanisms to support improvements in the effectiveness, viability and sustainability of the three core units as follows:

- **Construction** – To effect timely completion of projects identified for delivery by Sept 2020
- **Facilities Management** - To ensure the unit is run both effectively and efficiently as a revenue generating centre.
- **Commercial Business Development** (*formerly the Strategic Business Unit*) - To create a framework to produce increased revenue generating outcomes

4. CAUSE AND EFFECT ANALYSIS ON CORE REVENUE GENERATING UNITS

Utilizing the outputs from the desk review, a Cause and Effect Analysis was undertaken, to identify the root causes of the challenges which ultimately affect effective or efficient project delivery by the Core Revenue Generating Units. Identification of root causes sought to more effectively support development of appropriate interventions which could be implemented with the limited resources available.

5. ENGAGEMENT

A series of engagement sessions were undertaken, to check the accuracy of the findings, fill any gaps and provide the forum for identifying and building consensus on appropriate strategic interventions to address barriers to successful project delivery. Engagements occurred in four phases:

- Phase 1: Pilot – One on one meetings with Departmental Heads and key personnel from the three (3) Main Delivery Areas.
- Phase 2: One on one meetings with all other Supporting Departments – The engagement approach, refined from the pilot stage was rolled out to all other departments who provide support to project delivery. They reflected on the challenges facing the main delivery areas and identified any additional challenges to their own delivery.
- Phase 3: Management Team Strategic Retreat held on 19th May 2019 at the Hyatt Regency. A presentation of the draft accelerated plan was followed by workshop sessions to refine the proposed initiatives for the period 2019- Sept 2020. This activity built consensus and supported development of an implementation schedule.
- Phase 4: Review of workshop outputs and finalization of initiatives by the Executive Management Team at meetings held on 4th and 14th June 2019.

Phases 1 and 2 of the engagements were completed in April 2019 while phases 3 and 4 were completed in May and June 2019 respectively. All staff were kept up-to-date on the process at the General Staff Conferences.

6. REVISION OF THE ORGANISATION STRUCTURE

Working toward optimizing its operations, the organization embarked on an exercise to update the organization structure. This was a pivotal initiative identified for implementation in the Strategic Plan (2016 -2020). This would have resulted in changes to some of the departmental names and re-alignment of some functions.

7. OVERARCHING PRINCIPLES

Four (4) key principles underpinned the review process:

- Be Positive* – Rather than placing emphasis on “problems”, this process will emphasize use of a more positive, proactive approach, to ensure that at all stages, we encourage affirmative action, positive attitudes and as such, positive changes to our operations.
- Policies and Procedures* – To enshrine the critical operational changes likely to be required to effect successful project/programme delivery, emphasis will be placed on identifying, reviewing, updating and developing where necessary, the relevant organizational policies and procedures.
- Alignment to Operational Activity* – All efforts are to be made to encourage all departments to see implementation of the strategic elements of our work programme as a part of their day to day operations and deliverables.
- Effective communication with all stakeholders* – The approach required to advance effective implementation of the Strategic Plan is heavily hinged on the level of support obtained primarily by the Management Team and by extension, all employees in the organization. Communication is a cornerstone to our success.

8. EXPECTED OUTPUTS

This review exercise generated two (2) major outputs:

- Development of the UDeCOTT Accelerated Strategic Plan (2019- Sept 2020)
- Development and implementation of an automated Monitoring and Evaluation System, to support enhanced accountability, transparency and management of Strategic Plan deliverables.

9. SUPPORTING DOCUMENTS

The review exercise generated four (4) output documents as identified below.



Figure 1: Core Challenges facing the organisation (May 2019)



Figure 2: Workshop Outputs (May 2019)



Figure 3: Workshop Manual (May 2019)

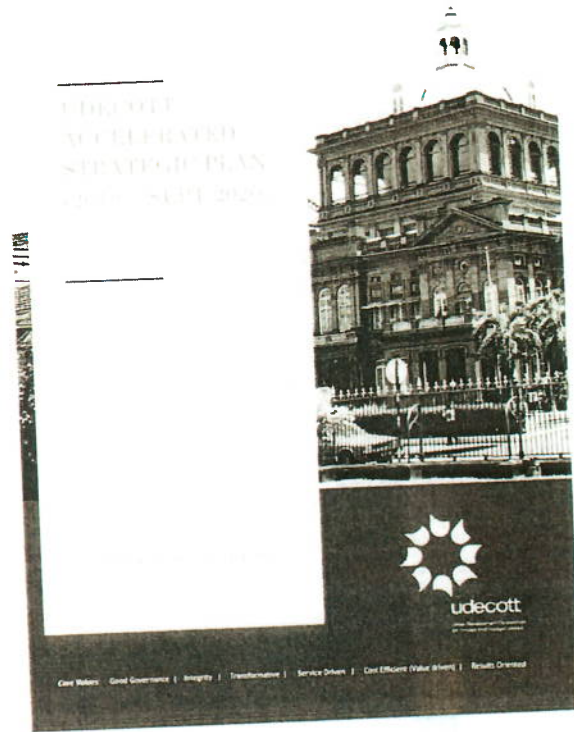


Figure 5: Accelerated Strategic Plan 2019 - Sept 2020

AREAS FOR IMPROVEMENT

The desk review and engagement sessions highlighted the need for focus to be placed on ensuring improvements in the following areas:

1. A change in Culture
2. Capacity Development
3. Customer Services (Internal & External)
4. Accountability & Responsibility
5. Quality Management

The detailed summary of the core challenges facing the organization is documented in the internal reference companion document titled "Core Challenges facing the organization, Corporate Support Division – May 2019."

The actions identified for implementation in the Accelerated Strategic Plan (2019 to Sept 2020) seek to address these challenges and support balanced growth and development.

**UDECOTT ACCELERATED STRATEGIC PLAN (2019 TO SEPT 2020):
REFOCUS - OUR PRODUCT, OUR PROCESS AND OUR PEOPLE.**

This section of the UDeCOTT Accelerated Strategic Plan outlines the Goals, Strategies, initiatives responsible parties and timeframes for delivery of critical initiatives to be delivered by September 2020. UDeCOTT will focus on strengthening and enhancing its core by focusing on *Our Product, Our Processes* and *Our People* on the road to achieving our strategic vision and mission.

Table 1 outlines the overarching Strategic Framework, illustrating the key elements of the existing Strategic Plan 2016-2020 and the Accelerated Strategic Plan (2019-Sept 2020).

Table 1: UDeCOTT Strategic Framework

Existing Strategic Plan (2016-2020)	Vision	To be the zenith of innovative service driven, self-sustaining urban development and management, igniting and inspiring our national, regional and global communities		
	Mission	We stimulate national development by transforming our urban landscapes in a sustainable manner through value driven conceptualization, planning, construction and facilities management		
	Core Values	Good Governance, Integrity, Transformative, Service-Driven, Cost Efficient (Value driven), Results - Oriented		
	Key Result Areas	<ul style="list-style-type: none"> • Operational Excellence Improve the capability of UDeCOTT to better utilize its resources to deliver services to its customers in the most cost-effective manner possible, while still ensuring the high quality of services and support • Business Expansion Increase the level of business in traditional areas and expand the areas of UDeCOTT's business operations into new areas of growth as per our clients' request/guidance.¹ • Driving Force of Development Drive sustained urban development across Trinidad & Tobago through proactive planning and the development of sustained financing resources 		
Accelerated Strategic Plan (2019-Sept 2020)	Goal	Product: by 2020, UDeCOTT would have prioritized sustainability, high standards of quality and safety in delivering our core products and services to both our internal and external clients.	Process: by 2020, UDeCOTT would have developed processes which are replicable, data driven and efficient, supporting end to end delivery of all project and programme deliverables.	People: by 2020, UDeCOTT would have developed an organizational culture which supports growth and development, empowerment, maintenance of high standards and accountability, aligned to the core values of the organization.
	Strategies	<ul style="list-style-type: none"> • Business Self-Sustainability 	<ul style="list-style-type: none"> • Process Management 	<ul style="list-style-type: none"> • Performance Management
		<ul style="list-style-type: none"> • Project Management 	<ul style="list-style-type: none"> • Document Management 	<ul style="list-style-type: none"> • Training and Development
			<ul style="list-style-type: none"> • Financial Management 	<ul style="list-style-type: none"> • Communication Management

¹ Alteration made to original wording in the Strategic Plan (2016-2020), based on a decision of the 234th Meeting of the Board of Directors, May 2019

OUR PRODUCT

GOAL 1: TO PRIORITISE SUSTAINABILITY, HIGH STANDARDS OF QUALITY AND SAFETY IN DELIVERING OUR CORE PRODUCTS AND SERVICES TO BOTH OUR INTERNAL AND EXTERNAL CLIENTS.

STRATEGIES

Strategy 1: Development of Business Self-Sustainability

Development and implementation of self-sustaining business models, enhancing and deepening the foothold of the Core revenue generating arms. Emphasis is to be placed on leveraging the value of the core revenue generating centres (Construction, Facilities Management and Commercial Business Development) as the drivers of change and use of innovative delivery and project financing mechanisms to support tiered project implementation.

Strategy 2: Enhancing our Project Management Approach

Application of project management principles to support effective and efficient delivery of all departmental products. Particular focus to be placed on delivery of high quality departmental outputs.

CRITICAL ISSUES:

1. Existing business model favours larger projects, while smaller projects are unable to cover their operational costs.
2. In some cases, there is a misalignment between budgeted and actual revenues and expenditure.
3. There is a lack of communication within project teams, leading to inefficiencies in project delivery.

Source: Existing Strategic Plan 2016-2020 - RELEVANT STRATEGIC OBJECTIVES

- Improve delivery of projects to exceed standards
- Improve cost efficiencies and effectiveness of services

OUR CORE PRODUCTS

PROJECT DEVELOPMENT

- Planning & Conceptual Design
- Project Management
- Construction Management

FACILITIES MANAGEMENT

- Facilities Planning
- Preventive Maintenance
- Conditional Assessment

COMMERCIAL SPACE MANAGEMENT

- Car Parks
- Rental of Commercial Spaces
- Event Space Rentals

INITIATIVES

Strategy	Ref No.	Product Improvement Initiatives	Lead Division/Department
Strategy 1: Development of Business Self-sustainability	S1.1	Review, develop and implement revised internal cost models for facilities management of new projects.	Facilities Management
	S1.2	Review, develop and implement revised internal cost models for construction management of new projects.	Construction
	S1.3	Promote the use of innovative construction delivery mechanisms e.g. Public Private Partnerships	Construction
	S1.4	Review of UDeCOTT operational elements to ensure it caters for the unique requirements of the Commercial Business Development (CBD)	Corporate Support
	S1.5	Review and establish contracts/Facilities Management Agreements for all facilities under the purview of the Facilities Management Division.	Facilities Management
	S1.6	Development of business continuity plan	Corporate Support
	S1.7	Development and implementation of a Marketing and Communication Strategy (with emphasis on all Core Business Areas , Internal & External stakeholders e.g. newsletter)	Corporate Communications
Strategy 2: Enhancing our Project Management Approach	S2.1	Develop and implement a project completion strategy for priority ² Construction Projects (see Appendix 2)	Construction
	S2.2	Develop and implement a project completion strategy for priority Facility Management Projects (see Appendix 3)	Facilities Management
	S2.3	Develop and implement a project completion strategy for priority Commercial Business Development Initiatives (See Appendix 4)	Commercial Business Development

² Priority Projects – Projects which have been identified as being of major importance to the Government of Trinidad and Tobago and as such require a mechanism to expedite their delivery while ensuring accountability, transparency and adherence to company policy.

OUR PROCESS

GOAL 2: TO DEVELOP PROCESSES WHICH ARE REPLICABLE, DATA DRIVEN AND EFFICIENT, SUPPORTING END TO END DELIVERY OF ALL PROJECT AND PROGRAMME DELIVERABLES.

STRATEGIES:

Strategy 3: Process Management:

Revision and implementation of key processes for critical areas in the organization to improve project and product delivery.

Strategy 4: Document Management:

Implementation of an automated way of organizing, securing, capturing, digitizing, tagging, approving, and completing tasks with UDeCOTT Information assets.

Strategy 5: Communication Management

Implementation of mechanisms to support timely, ongoing, fact-based communication. Internally, focus is to be placed on project teams. Externally, focus is to be placed on developing and implementing mechanisms to ensure all stakeholders are equipped with up to date details on all critical information required to support timely and effective decision making.

Strategy 6: Improving Financial Management Practices

Benchmarking and enhancing financial management practices against international standards. Focus to be placed on enhancing project budgeting, monitoring and reporting and enabling effective and efficient cost recovery. Improvements will seek to more accurately reflect job costs, overheads and risks.

CRITICAL ISSUES:

1. Inconsistent application of standard project management processes and mechanisms e.g. project teams, project charters, ongoing stakeholder management and engagement
2. Inconsistent adherence to the project lifecycle in executing projects and programmes
3. Varied processes for management of invoices
4. Inefficient Processes for making and receiving payments.

Source: Existing Strategic Plan 2016-2020 - RELEVANT STRATEGIC OBJECTIVES

- Improve key processes
- Improve information management and reporting
- Maximize the use of appropriate technology
- Improve delivery of projects to exceed standards
- Improve cost efficiencies and effectiveness of services
- Improve internal communication
- Improve client relationship management

INITIATIVES

Strategy	Ref No	Process Improvement Initiatives	Lead Division/Department
Strategy 3: Process Management	S3.1	Development of UDeCOTT Project Management System	Construction
	S3.2	Development of UDeCOTT Facilities Management System	Facilities Management
	S3.4	Review and implementation of streamlined vendor payment/invoice approval process (include one stop portal & Cheque collection)	Corporate Support
	S3.5	Review and alignment of Procurement Policy and Procedure (Aligned to Procurement Act) and regulations	Legal
	S3.6	Implementation of e-procurement system reflective of the Public Procurement and Disposal of Public Properties Act and UDeCOTT approved policy	Procurement
	S3.7	Establish Contractor Management and Appraisal System	Procurement
	S3.8	Full implementation of Web TMA in the Facilities Department (phase 1 of full roll out to all other related departments)	Facilities
	S3.9	Review of Legal Policy and roll out of Organization-wide sensitization programme to all users to support 100% compliance	Legal
	S3.10	Development of policy and procedures for rental of spaces (Commercial, entertainment/ events, parking)	Commercial Business Development
	S3.11	Implementation of a new car park management system/software	Commercial Business Development
Strategy 4: Document Management	S4.1	Development of file management system for physical and electronic files	Information Systems
	S4.2	Enhancement of information security capabilities	Information Systems
Strategy 5: Communication Management	S5.1	Establishment of project teams for all projects(led by Project Managers)and the appropriate communication mechanisms	Construction
	S5.2	Development of an automated Project Portal (to provide regular updates on the general status of all projects)	Information Systems
Strategy 6: Improving Financial Management Practices	S6.1	Review of the process and use of the dynamics procurement module (procure to pay)	Information Systems

OUR PEOPLE

GOAL 3: TO DEVELOP AN ORGANIZATIONAL CULTURE WHICH SUPPORTS GROWTH AND DEVELOPMENT, EMPOWERMENT, MAINTENANCE OF HIGH STANDARDS AND ACCOUNTABILITY, ALIGNED TO THE CORE VALUES OF THE ORGANIZATION.

STRATEGIES

Strategy 7: **Performance Management**

Implementation of systems to support employee work performance, improving employees' alignment with UDeCOTT's business objectives. Focus will be placed on enhancing job clarity, encouraging employee engagement, incorporating goal setting and feedback, supporting employee growth and development and encouraging fair, equitable and consistent reward practices.

Strategy 8: **Training and Development to support enhancement of key competencies**

Development and implementation of clear programmes of training and development to strengthen and enhance employees' knowledge and skills and to better enable employees to perform in their jobs. Focus will be placed on developing employees' core competencies, and encouraging ongoing knowledge transfer and exchange of learnings to raise the standard of all employees and maximize advancement of the organization.

Strategy 9: **Cultural transformation**

Fostering development of a dynamic, innovative organisation which encourages seamless communication, supports innovation, enhanced organizational responsiveness and personal accountability. Effort will be placed on incorporating mechanisms geared toward harnessing people's effort and willingness to learn.

CRITICAL ISSUES:

1. Perceived inequity (e.g. employee benefits, compensation etc.)
2. Lack of motivation
3. Lack of accountability
4. Insufficient competence in key operational areas
5. Absence of regular, structured training and development opportunities to enhance knowledge, skills and abilities in key competencies e.g. construction management, financing modalities.
6. High staff/management team turnover
7. Poor organizational culture

Source: Existing Strategic Plan 2016-2020 - RELEVANT STRATEGIC OBJECTIVES

- Ensure optimal organization structure
- Enhance employee growth opportunities
- Improve structured training and development to ensure up to date Knowledge, Skills and Abilities
- Improve employee engagement and organization responsiveness
- Improve employee reward and recognition
- Improve performance management
- Improve efficiency and effectiveness of recruitment and selection
- Build Service culture

INITIATIVES

Strategy	Ref No.	People Improvement Initiatives	Lead Division/Department
Strategy 7: Performance Management	S7.1	Review and implementation of performance management system	Human Resources
	S7.2	Develop and implement a compensation policy and procedure	Human Resources
	S7.3	Development of a Reward and Recognition Programme, in line with the performance management system (innovation included in deliverables)	Human Resources
Strategy 8: Training And Development To Support Enhancement Of Key Competencies	S8.1	Development and Implementation of a departmental focused Training and Development Plan	Human Resources
	S8.2	Development of a Training and Development Policy (inclusive of knowledge transfer mechanisms)	Human Resources
Strategy 9: Cultural Transformation	S9.1	Development and implementation of organisation wide Orientation Programme	Human Resources
	S9.2	Development of a culture of health, safety, security and environmental awareness	Health Safety Security and the Environment

IMPLEMENTATION MECHANISMS

To support implementation of the initiatives identified in this Accelerated Strategic Plan, UDeCOTT will encourage implementation of key mechanisms which may fall outside the functional confines of the Organizational structure. This will include the following:

1. Cross functional, Inter Departmental project teams incorporating relevant staff led by the initiatives' lead manager.
2. Wellness Committee/Team
3. Regular sessions to review, reflect and reignite.
4. Identification of champions to lead and drive implementation of each initiative
5. Development of Sanctions and reward mechanisms.
6. Development and implementation of Key Policies and Procedures

If you can't measure it,
you can't manage it

Peter Drucker

MONITORING AND EVALUATION

Ongoing assessment, monitoring and evaluation of the progress of all initiatives identified is key to ensuring the success of the plan. UDeCOTT will implement a series of mechanisms to ensure regular ongoing monitoring and evaluation. This will include the following

1. Ongoing regular updating of progress on all initiatives via an automated portal
2. Regular review of the status of strategic initiatives by the Strategic Plan Implementation Support Committee to assess progress and impact (has the desired effect been achieved through implementation of the identified initiatives).
3. Monthly/Quarterly reports on progress to be submitted to the Board of Directors
4. Monthly/Quarterly review sessions to be chaired by the Divisional Manager, Corporate Support.

APPENDIX 1: ACHIEVEMENTS 2016- 2018

The following outlines some key strides made in realizing the strategic objectives outlined in UDeCOTT's strategic plan 2016-2020, over the period 2016 to 2018.

PROJECT DELIVERY

Mechanisms implemented to support project delivery:

1. Implementation of Lean Construction Mechanism (Last Planner System) to support more efficient delivery on some project sites
2. Introduction of On-site Project Management Offices

List of Construction Projects Delivered:

2016 – May 2019
1. Couva Children's Hospital
2. Government Campus Plaza Fit Out
3. St. Joseph Police Station
4. Maracas St. Joseph Police Station
5. Besson Street Police Station
6. Maximum Security Prison Fence
7. Ackbar Trace Community Centre
8. Mt. Hope Community Centre
9. Blanchisseuse Community Centre
10. Pleasantville Community Centre
11. New Village Community Centre
12. Carenage Fish Facility
13. Carenage Homework Centre
14. Shirvan Road Police Station
15. Diego Martin Sporting Complex Phase 1
16. Brian Lara Cricket Academy
17. Las Cuevas Beach Facility
18. Whim Anglican Primary School
19. Hope Anglican Primary School
20. Patience Hill Government Primary School
21. Signal Hill Government Primary School
22. Roxborough Administrative Complex

List of Facilities Managed

Facility	Size (Sq. Ft)
1. Couva Hospital	389,864
2. National Academy of Performing Arts (North Campus)	273,963
3. National Academy of Performing Arts (South Campus)	255,000
4. Ministry of Education Towers	272,790
5. Office of the Prime Minister	72,460
6. Government Campus Plaza	1.15M
7. Government Campus Plaza Central Plant	
8. International Waterfront Center	1.1M
9. UDeCOTT Head Office	24,319
10. Richmond Holdings (17 Richmond Street)	16,417
11. UDeCOTT South Office	8,819

List of Critical Facilities Management Activity

Ministry of Education Tower (MOE)

- Replacement of 2x150 HP motors and VFDs
- Construction of CXC Certified Examination Vault – Level 2 Tower A

Government Plaza - Immigration

- Replacement of 1x100HP VFD

Government Plaza - Customs and Excise

- Upgrade of the potable water system

Office of the Prime Minister (OPM)

- Painting of building exterior
- Façade cleaning

International Waterfront Complex (IWC)

- Chiller #4 Tower C repositioned and recommissioned after earthquake
- Rodent prevention at Breakfast-Shed
- Hyatt asset tagging

List Spaces Implemented/Managed through the Commercial Business Development

Carpark Management

- International Waterfront Complex Parkade
- Government Plaza Parkade
- Salvatori Carpark

Rental of Commercial Spaces

- Government Plaza Parkade Shops

Event Space Rental

- Brian Lara Cricket Academy
- Maracas Beach Facility
- Carenage Fishing Centre
- Diego Martin Sporting Complex
- Government Plaza Courtyard
- Auditorium Conference Centre Hall
- Government Plaza Restaurant (outfitting underway)

Key achievements 2016-2019 (Commercial Business Development)

UDeCOTT Accelerated Strategic Plan 2019-2020 - "Delivery & Accountability 360 "

1. Parking Unit

- a. Reported consistent months of profitability;
- b. Increased revenue;
- c. Improved reporting on operations and financial matters;
- d. Reconfiguration of the placement of parkers based on category at the GP Parkade –
 - i. Increased ease of flow of patrons in finding their parking spot;
 - ii. Introduced 'Overbooking' of regular parking spaces, since it was discovered that the patrons exhibit on a consistent basis a 30% No-Show – Increasing revenue;
- e. **Branding** of the parking facilities and increased public awareness of the UPark logo and brand;
- f. **Improved infrastructure:**
 - i. Lighting improvement – Systematic replacement of all lights to LED (Cost saving, longer lasting and increased light)
 - ii. Commencement of painting of the interior of the facilities for the first time – Created a cleaner, more modern look
 1. IWC Parkade – Complete
 2. GP Parkade – On-Going
 - iii. Power washed both multi-level carparks
- g. Fully functional CCTV System at IWC Parkade;
- h. Increased resources as cashier at IWC Parkade, utilizing G4S Security to provide 24 hour manned exits.

2. Facilities Maintenance Unit (MEP Services)

- a. Introduction of the Handyman Unit – Minor repairs are now accomplished in house at a very reduced cost – Cost saving advantage;
- b. Introduction of the Janitorial Unit – This eliminated the need to engage an external janitorial firm – Cost saving advantage;
- c. Electrical, plumbing and Handyman contractors are only used on a call-out basis – Time and Material Maintenance, thus having more control of expenditure, versus having Scheduled Preventative Maintenance System;
- d. Retrofitting of the two northern lifts at GPP;
- e. Initiation of the Work Order System comprising:
 - i. Work Order Request;
 - ii. Work Order;
 - iii. Material Request Form;
 - iv. E-Calendar Created to schedule tasks for handymen;

3. Venue Rental Unit

- a. Branding of the Venue Rental Facilities and increased public awareness of the U Venue logo and brand;
- b. Successfully promoted the Government Plaza Courtyard and Brian Lara Cricket Academy so that both were the most utilized outdoor venue in the 2018-2019 period

CORE BUSINESS IMPROVEMENTS

1. Established the Core Leadership team (CEO & Divisional Managers)
2. Expansion of the Commercial Business Development Unit³ toward a self-sustaining model
 - a. Commercial and Events Space Management Programme
 - b. Car Park Space Development Programme
 - c. Implemented Janitorial Handyman Pilot Project
 - d. Introduced special rate charges for Staff Parking at Parkade – Salary deductions
3. Organisational Strengthening
 - a. Leadership team development

³ Formerly the Strategic Business Unit.

- b. Revised organization structure
- 4. Focused resources on priority areas
 - a. Policies and Procedures - Internal resources were reallocated to support the mandate of organization-wide policy review and procedure development. A policy and procedure audit was completed on November 21st, 2017. Four (4) procedures were approved and twenty-three (23) were drafted/updated pending further review.
 - b. Completion of exercise to update Financial Statements
 - c. Strategic Plan Implementation – Introduced a Strategic Plan Implementation Support Committee as a support mechanism.
- 5. Streamlining of reporting on projects (Construction)
- 6. Supporting development of a unified Organizational Culture – Completed and circulated a revised and enhanced Employee Handbook (Dec 2018)
- 7. Finance Reporting updated

CHANGE MANAGEMENT

Over the course of 2017/2018, UDeCOTT has been implementing a multipronged communication strategy aimed at encouraging and supporting ongoing, regular communication amongst staff on both organizational matters and on matters of wellbeing.

The strategy follows four (4) concepts:

- A. Provision of regular opportunities and forums to support knowledge transfer, improved organisational culture and development of leadership skills,
- B. Leadership led change,
- C. Employee led change
- D. Technology led change.

A. PROVISION OF REGULAR OPPORTUNITIES AND FORUMS TO SUPPORT KNOWLEDGE TRANSFER, IMPROVED ORGANISATIONAL CULTURE AND DEVELOPMENT OF LEADERSHIP SKILLS:

What initially started as a monthly general staff meeting later settled to become a quarterly meeting that was rebranded “General Staff Conferences” (GSC). At the end of December 2018, UDeCOTT had hosted eleven (11) conferences. These mandatory sessions focus on communicating with staff to retain alignment with the Strategic direction and priorities of the organization, while providing opportunities for knowledge transfer. Conference facilitation has seen drivers, administrators, lawyers, site workers, engineers and other technical staff embrace the stage, alongside managers and divisional heads, providing an opportunity to showcase often “hidden” talents and characteristics, while encouraging the development of the leaders of tomorrow.

B. LEADERSHIP LED CHANGE

In addition to traditional forms of communication mediums (e.g. Meetings, memos, etc.), UDeCOTT implemented innovative change management systems which have proved effective such as Procedure Notices, Desk of the CEO publications, Announcements, and General Staff Conferences.

C. EMPLOYEE LED CHANGE

Through the employee-led Wellness Committee, Tips, inspirational messages and topical awareness messages are shared via the following publications; Wellness Motivational Mondays, Motivational Wednesdays, Monthly Tidbits (via our Wellness team newsletter and via Staff presentations at General Staff Conferences.

D. TECHNOLOGY LED CHANGE

To harness the power of technology, UDeCOTT's IT Department has implemented

1. **Technology Optimization Programme**, introducing to all employees, social media solutions e.g. Yammer, Teams & weekly IT Tips to enhance effectiveness
2. **Automation of Board Decisions** – Development of a system to manage and track progress of board decisions.
3. **Automation of Document management system** – One Document System – IT custom developed an application to manage the large volumes of mail routing through the organization.
4. **Launch of the Intranet**

EMPLOYEE ENGAGEMENT

Focus was placed on encouraging employee engagement at all levels in the organization to support development of an organisational culture which fostered knowledge sharing, collaboration, supported employee empowerment, built organisational commitment and a sense of belonging. Some initiatives implemented in support of employee engagement included the following:

1. Quarterly General Staff Conferences
2. Introduction of Employee – led U Teams – Wellness Team (attempts at peer review and innovation)
3. Newsletters – Wellness, From the Desk of the CEO
4. Suggestion Box Programme
5. Annual Awards
6. Corporate Social Responsibility initiatives
 - a. Donation of children's books and stationary to stock library of Carenage Home Work Centre/Police Youth Club Facility (February/March 2018)
 - b. UDeCOTT SEA Students Celebratory Function (8 June 2018)
 - c. Vegetable Seedlings Distribution (May 2018)
 - d. IDB Cheer Fair at Arima Velodrome (7 July 2018) – UDeCOTT interactive booth
 - e. Used School text book sale (July 2018)
 - f. Courts Grand Slam Women's T20 at Brian Lara Cricket Academy (27/28 July 2018)
 - g. Caribbean Premier League (Cricket) Tickets at reduced rates (Sept 2018)
 - h. Staff Contributions to Flood Victims (Oct 2018)
 - i. Christmas Gifts for Children - donations to underprivileged children in Tobago ages 0 to 18 (Nov/Dec 2018)



INNOVATION

A critical part of UDeCOTT's vision speaks to innovation as a catalyst for change. In support of this, the organization embarked on a series of actions and innovative practices, to drive transformation. These included:

A) COMMUNICATION MECHANISMS

B) EXPLORING PARTNERSHIPS

- a. Cubans for Historical Restoration
- b. Developing Public Private Partnership (PPP) Approach
- c. Partnership with the IDB for Project Management And Parkade Solutions
- d. Involvement in IDB Project Management in Action knowledge sharing community – Best practices shared with other Project Implementation Units in IDB partner state and private sector organisations in Trinidad. Shared project management best practices on methodologies, processes and techniques in use at UDeCOTT (November 2018).

C) LEAN CONSTRUCTION

- A. Obtained corporate membership in the Lean Construction Institute
- B. Implemented lean construction techniques e.g. last planner on projects.

D) BRANDING

- a. *Branded Programme Strategy* (Strategic Implementation) - Often, the goals set in a Strategic plan to transform an organisation, are seen as high level, unattainable and sometimes, detached from the ground realities. UDeCOTT's Branded Programme Strategy sought to connect programmes to a more tangible, attainable and easily identifiable "brand", which in turn, could be easily marketed and used as a catalyst for change. In naming the programmes, titles would reflect a short 3 to 4 word title whose name clearly depicts the end state of the project.
- b. Rebranding of revenue generating facilities e.g. Parking facilities at Parkade rebranded to " U Park"

E) LEADERSHIP/CHANGE MANAGEMENT

- a. *Employee led programming*
- b. *Technology focus* – Developed One Document System (Launch of docket system); Breaking the silos through Yammer, Teams, Training
- c. *One Document Management System*
Given the nature of our business, where transparency and traceability is important, UDeCOTT was faced with all the problems a business can experience when record keeping is not optimal. Keeping track of document history or retrieving a document that was either submitted or received was a huge challenge on a daily basis.

In our quest to achieve operational excellence, the transformation has been supported by implementing the "*one document management system*". After some introspection and creative thinking, this tool was designed, developed and implemented in house. The one document management system provides a dynamic document repository designed in accordance with the UDeCOTT minimum standard.

This toolkit offers the organization a path to optimizing a major business process, through the practice of proper document control, characterized by the following features:

1. Document capture;
2. Centralized storing, organization and locating of documents;
3. Controlled searching and access to documents by users;
4. Document workflow through previously defined route, adjusted with individual business processes;
5. Tracking the activities of documents during their lifespan;
6. Document versioning (handling different versions of the same document);
7. Archiving.

The UDeCOTT one document™ approach to information and records management sought to assist with improvement in the company's management of documents and records by establishing standards for documents.

DEVELOPING OUR PEOPLE

Recognizing the value of its people as the driving force for growth, UDeCOTT focused efforts on developing this critical resource through a range of efforts, including the following:

- A. Training
 - a. Evolving Construction
 - b. Staff trained in Private Public Partnerships (PPP)
 - c. Accounting
 - d. Procurement Processes
 - e. Lean Construction
- B. Developing Leaders
 - a. Strategic Planning Refresher Exercises for Management Team (Nov2017 - supported by Consultants, Odyssey Consulting Inc.)
 - b. Leadership team building exercises for management team- to support building and sustaining high performing teams.
 - c. Co-Facilitators of General Staff Conferences
- C. Skills Integration
 - a. Christmas Market – Developing Entrepreneurs

APPENDIX 2: CONSTRUCTION PROJECTS (2019- SEPT 2020)

Construction Projects due for Completion by September 2020.

June 2019 to Sept 2020	
1.	Arima Hospital
2.	Point Fortin Hospital
3.	Red House
4.	Stollmeyer Castle
5.	White Hall
6.	President's House
7.	Mille Fleurs
8.	Roxborough Police Station
9.	St. Clair Police Station
10.	Diego Martin South Community Centre
11.	Bagatelle Community Centre
12.	Bon Air Community Centre
13.	Cantaro Community Centre
14.	Tarodale Community Centre
15.	Arima Community Centre
16.	Quarry Village Community Centre
17.	Maitagual (Petit Bourg) Community Centre
18.	Quarry Road Community Centre
19.	Las Lomas #2 Community Centre
20.	Chickland Community Centre
21.	Indian Trail Community Centre
22.	Techier Community Centre
23.	La Pastora/Santa Cruz Community Centre
24.	Tarouba Community Centre
25.	San Fernando North Community Centre
26.	Port of Spain General Phase 1, 3 and 4
27.	Penal Fire Station
28.	Moruga Ago-Processing and Light Industrial Park
29.	Las Lomas Community Center
30.	Restoration of MCDCA Building
31.	Relocation of Clico Offices
32.	West Park Savannah
33.	Moruga Multipurpose Sporting Complex
34.	Laventille Pool
35.	Mahaica Sports Complex
36.	Maloney Pool
37.	Morvant Pool
38.	Manzanilla Beach Facility
39.	Maracas Beach Facility
40.	Paramin Lookout
41.	Moriah Health Centre

APPENDIX 3: FACILITIES MANAGEMENT PROJECTS 2019 - SEPT 2020

Major Works for completion by 2020

Ministry of Education MOE

Repairs to 4x400T Chillers
Façade cleaning

Office of the Prime Minister OPM

Installation of 1 new Chiller
Replacement of carpet on all floors

Ministry of the Attorney General and Legal Affairs MAGLA

Installation of 1x150 HP VFD
Façade cleaning
Replacement of waterproofing on roof at level
23 and mezzanine

Immigration

Façade cleaning
Recommissioning of CCTV System

Inland Revenue Division - IRD

Replacement of pump controller
Façade cleaning
Repairs to tempered air unit on level 10

C&E

Façade cleaning
Duct cleaning

Central Plant

Repairs to Generator #1 sump pan
Repairs to Gas Chiller #4 refrigerant leak
Alignment audit of all pumps in Central Plant

IWC

Façade cleaning and repair
Seawall granite repairs

NAPA

Upgrade of perimeter lighting to LEDs
Tiling fountain internal floor
Façade cleaning

SAPA

Upgrade of perimeter lighting to LEDs
Façade cleaning and sealing

APPENDIX 4: PRIORITY COMMERCIAL BUSINESS DEVELOPMENT INITIATIVES (2019-SEPT 2020)

1. Completion of Restaurant;
2. Purchase of new Parking Management software;
3. Launch social media sites for UPark, UVenues

APPENDIX 5: SUMMARY OF IMPLEMENTATION ACTIONS: 2019 – SEPT 2020

The table below provides an overview of the key strategic and tangible implementation actions by focus area, to guide the management and staff of UDeCOTT in executing the strategy. These actions support the policies in the Strategic Plan 2016-2020. For each implementation action, details are provided on the responsible delivery bodies, timescales for delivery and notes.

Ref #	Strategic Initiatives	Lead Division/ Department	Implementation Partners	Timescale (2019) ⁴				Timescale (2020)				Notes	
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
OUR PRODUCT													
Strategy 1: Development of business self-sustainability													
S1.1	Review, develop and implement revised internal cost models for facilities management of new projects.	Facilities Management	Finance										
S1.2	Review, develop and implement revised internal cost models for construction management of new projects.	Construction	Finance										
S1.3	Promote the use of innovative construction delivery mechanisms e.g. Public Private Partnerships	Construction	Finance										
S1.4	Review of UDeCOTT operational elements to ensure it caters for the unique requirements of the Commercial Business Development (CBD)	Corporate Support	Human Resources										
S1.5	Review and establish contracts/Facilities Management Agreements for all facilities under the purview of the Facilities Management Division.	Facilities Management	Legal										
S1.6	Development of business continuity plan	Corporate Support	Information Systems										
S1.7	Development and implementation of a Marketing and Communication Strategy (with emphasis on all Core	Corporate Communications											

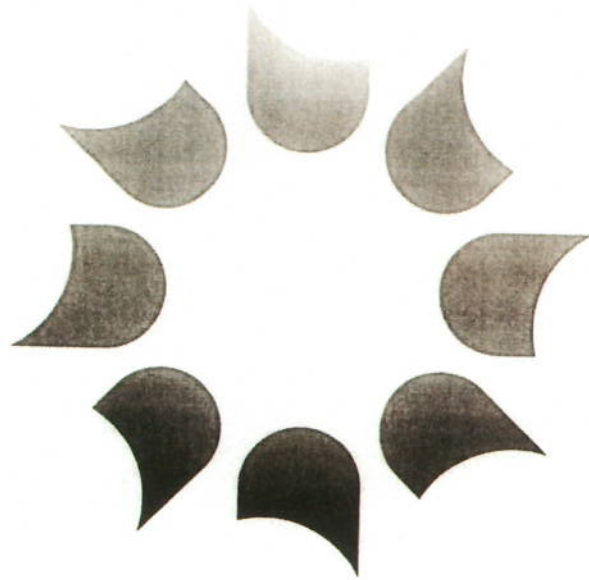
⁴ Q1: Jan to Mar; Q2: Apr to Jun; Q3: July to Sept; Q4: Oct to Dec

Ref #	Strategic Initiatives	Lead Division/ Department	Implementation Partners	Timescale (2019) ⁴				Timescale (2020)				Notes	
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
	Business Areas , Internal & External stakeholders e.g. newsletter)												
	Strategy 2: Enhancing our project management approach												
S2.1	Develop and implement a project completion strategy for priority ⁵ Construction Projects (see Appendix 2)	Construction	All Department Heads										
S2.2	Develop and implement a project completion strategy for priority Facility Management Projects (see Appendix 3)	Facilities Management	All Department Heads										
S2.3	Develop and implement a project completion strategy for priority Commercial Business Development Initiatives (See Appendix 4)	Commercial Business Development	All Department Heads										
	OUR PROCESS												
	Strategy 3: Process Management												
S3.1	Development of UDeCOTT Project Management System	Construction											
S3.2	Development of UDeCOTT Facilities Management System	Facilities Management											
S3.4	Review and implementation of streamlined vendor payment/invoice approval process (include one stop portal & Cheque collection)	Corporate Support	All Departments										
S3.5	Review and alignment of Procurement Policy and Procedure (Aligned to Procurement Act) and regulations	Legal	Strategic Planning and Policy Development; Procurement										Linked to e-procurement system

⁵ Priority Projects – Projects which have been identified as being of major importance to the Government of Trinidad and Tobago and as such require a mechanism to expedite their delivery while ensuring accountability, transparency and adherence to company policy.

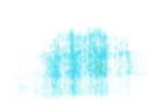
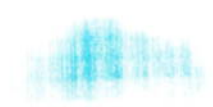
Ref #	Strategic Initiatives	Lead Division/ Department	Implementation Partners	Timescale (2019) ⁴				Timescale (2020)				Notes	
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
S3.6	Implementation of e-procurement system reflective of the Public Procurement and Disposal of Public Properties Act and UDeCOTT approved policy	Procurement	Corporate Support										Linked to review of policy
S3.7	Establish Contractor Management and Appraisal System	Procurement	All support depts.										Linked to e-procurement system
S3.8	Full implementation of Web TMA in the Facilities Department (phase 1 of full roll out to all other related departments)	Facilities Management	Corporate Support										
S3.9	Review of Legal Policy and roll out of Organization-wide sensitization programme to all users to support 100% compliance	Legal											
S3.10	Development of policy and procedures for rental of spaces (Commercial, entertainment/ events, parking)	Commercial Business Development	Legal, Strategic Planning and Policy Development										
S3.11	Implementation of a new car park management system/software	Commercial Business Development	Information Systems										
S4.1	Strategy 4: Document Management Development of file management system for physical and electronic files	Information Systems											
S4.2	Enhancement of information security capabilities	Information Systems	All Departments										
S5.1	Strategy 5: Communication Management Establishment of project teams for all projects (led by Project Managers) and the appropriate communication mechanisms	Construction											
S5.2	Development of an automated Project Portal (to provide regular updates on the general status of all projects)	Information Systems	Construction										

Ref #	Strategic Initiatives	Lead Division/ Department	Implementation Partners	Timescale (2019's)				Timescale (2020)				Notes
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Strategy 6: Improving Financial Management Practices												
S6.1	Review of the process and use of the dynamics procurement module (procure to pay)	Information Systems	Finance, Procurement									
OUR PEOPLE												
Strategy 7: Performance Management												
S7.1	Review and implementation of performance management system	Human Resources	CEO									
S7.2	Develop and implement a compensation policy and procedure	Human Resources	CEO									
S7.3	Development of a Reward and Recognition Programme, in line with the performance management system (innovation included in deliverables)	Human Resources	All Department Heads									
Strategy 8: Training and Development to support enhancement of key competencies												
S8.1	Development and implementation of a departmental focused Training and Development Plan	Human Resources	All Department Heads									
S8.2	Development of a Training and Development Policy (inclusive of knowledge transfer mechanisms)	Human Resources	All Department Heads									
Strategy 9: Cultural Transformation												
S9.1	Development and implementation of organisation wide Orientation Programme	Human Resources	All Department Heads									
S9.2	Development of a culture of health, safety, security and environmental awareness	Health Safety Security and the Environment	Construction ; Facilities Management									



udecott

Urban Development Corporation
Of Trinidad And Tobago Limited



URBAN DEVELOPMENT CORPORATION
OF TRINIDAD AND TOBAGO LIMITED
BUDGETED INCOME AND EXPENDITURE
JANUARY TO SEPTEMBER 2023

BUDGETED INCOME AND EXPENDITURE	Budgeted Period January to September 2023 (9 months)
Income	
Project Management Fees	81,262,460.35
Facility Management Fees	8,633,671.39
Other Income	20,700,014.00
Total Income	110,596,145.74
EXPENDITURE	
Total Staff Cost	64,581,361.65
Total Running Cost	15,830,256.18
Total Finance Cost	7,710,000.00
Total General Administrative Costs	17,508,030.18
Total Operating Expenditure	105,629,648.02
Operating Profit	4,966,497.73
Total Capital Expenditure	8,293,527.24
Net Loss	3,327,029.50
Hyatt Remittance to Owner	24,681,185.00
NET Profit	21,354,155.49

URBAN DEVELOPMENT CORPORATION OF TARRANT AND DALLAS LIMITED
 SUBJECTS INCOME AND EXPENDITURE
 JANUARY TO SEPTEMBER 2023

	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	(a) Budgeted YTD Date 2023 (9 months)	(b) Actual YTD Date 2022 (9 months)	2022 Budget (9 months)	Variance (A-B)
Income													
Project Management Fees	14,577,229.24	6,775,879.96	7,705,119.00	8,805,453.81	8,648,037.05	12,080,843.72	7,512,893.53	7,331,309.31	7,748,407.33	81,202,480.35	18,242,844.16	62,664,487.96	6,070,114.91
Development Fees											5,756,403.39		(1,726,403.39)
Prepayment Fee Income													
Construction Revenue											8,201,500.00		8,201,500.00
Car Park Revenue Charge	347,526.00	423,000.00	817,150.00	523,500.00	523,500.00	523,500.00	523,500.00	523,500.00	523,500.00	5,401,500.00	4,852,703.13	5,305,000.00	548,796.87
Car Park Revenue Cash	8,200.00	8,200.00	8,200.00	8,200.00	8,200.00	8,200.00	8,200.00	8,200.00	8,200.00	71,800.00	78,400.00	151,850.00	79,650.00
Car Park Revenue (Credit)	12,482.00	112,480.00	70,000.00	70,000.00	70,000.00	70,000.00	70,000.00	70,000.00	70,000.00	464,124.00	8,538.33	7,338.40	455,785.60
Rentall Income	75,000.00	186,000.00	70,000.00	70,000.00	114,875.00	70,000.00	70,000.00	70,000.00	70,000.00	864,875.00	773,375.01	738,400	86,499.99
Custom Fee Income													
Venue Rental	145,000.00	175,000.00	61,250.00	61,250.00	72,000.00	46,000.00	46,000.00	46,000.00	46,000.00	717,000.00	1,110,647.52	612,200.00	1,044,847.52
Shop Rental Income	345,125.00	345,125.00	345,125.00	345,125.00	345,125.00	345,125.00	345,125.00	345,125.00	345,125.00	3,106,125.00	2,739,418.55	2,703,102.50	362,712.50
Warehouse Infillies	9,000.00	9,000.00	9,000.00	12,000.00	9,000.00	9,000.00	14,000.00	1,000.00	1,000.00	70,000.00	20,000.00	23,237.77	46,762.23
CAM Income	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00	700,000.00	700,000.00	800,000.00	100,000.00
Hyatt Operating Income													
Interest Income - Govt Loans	900.00	200.00	200.00	62,250.00	350.00	62.00	62.00	62.00	62.00	62.00	1,842,008.42	1,842,008.42	1,842,008.42
Interest Income - Other Loans													
Registration and Rental Receipt	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00	765,000.00	208,417,256.38	610,000.00	128,417,256.38
Other Income	1,122,684.11	943,583.47	1,080,198.21	1,380,283.13	913,481.53	883,689.86	921,673.70	903,540.34	874,377.48	8,433,472.28	11,878,570.83	10,278,593.47	1,599,977.36
Other Income - Govt Grants													
Other Income - Govt Grants - Rewards													
Event Rental													
Total Income	18,183,843.35	10,441,957.46	10,938,669.71	12,169,070.94	11,831,228.60	15,139,416.63	10,033,550.21	10,444,619.05	10,322,249.81	110,596,145.74	263,704,741.75	91,626,909.93	183,108,996.01

URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED
BUDGETED INCOME AND EXPENDITURE
JANUARY TO SEPTEMBER 2023

	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	(M) Budgeted Yr to Date 2023 (B month)	(H) Actual Yr to Date 2023 (B month)	2022 Budget (9 month)	Variance (M-H)
Alcohol License Fees	10,486.59	17,905.56	25,117.56	35,118.56	46,718.56	58,012.56	69,012.56	79,512.56	89,012.56	279,512.56	280,465.79	293,275.00	13,762.44
Others Supplies & Services	179.00	179.00	179.00	179.00	179.00	179.00	179.00	179.00	179.00	1,596.00	1,596.00	1,596.00	0.00
Laundry Services	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	11,700.00	11,700.00	11,700.00	0.00
R & M Small Asset Equip	407.00	407.00	407.00	407.00	407.00	407.00	407.00	407.00	407.00	3,663.00	3,663.00	3,663.00	0.00
Garbage Disposal	407.00	407.00	407.00	407.00	407.00	407.00	407.00	407.00	407.00	3,663.00	3,663.00	3,663.00	0.00
Total Running Cost	12,379.59	19,998.56	27,210.56	37,411.56	49,311.56	60,911.56	72,511.56	83,711.56	94,511.56	306,402.12	309,394.79	324,856.00	18,453.87

URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED
 BUDGETED INCOME AND EXPENDITURE
 JANUARY TO SEPTEMBER 2023

	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	(M) Budgeted Yr to Date 2023 (\$ month)	(N) Actual Yr to Date 2023 (\$ month)	2022 Budget (\$ month)	Variance (\$M)
Administrative Cost													
Advertising and Promotion	148,187.92	148,972.90	110,387.50	100,887.00	141,287.90	120,187.00	133,187.42	100,887.90	102,887.50	1,294,487.50	1,076,640.56	788,632.00	(281,177.94)
Office Operations Expense	79,000.00	13,000.00	13,000.00	13,000.00	13,000.00	13,000.00	13,000.00	13,000.00	13,000.00	114,000.00	69,269.54	10,558.40	(75,460.54)
Food/Turning Events	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	3,600.00	3,600.00	900,000.00	155.00
Public Relations													
Business Development Expense													
Telephone	54,000.00	54,181.11	69,796.00	106,034.17	42,742.98	54,193.41	55,413.86	54,906.24	60,614.47	543,342.83	482,278.93	610,448.00	(134,548.07)
Telephone Cellular	108,510.52	106,424.11	106,744.87	307,734.25	107,468.80	100,868.00	108,677.00	110,110.90	110,918.34	1,217,864.06	814,102.84	1,208,132.77	(17,761.29)
Internet	10,491.00	10,429.00	10,429.00	10,429.00	10,429.00	10,429.00	10,429.00	10,429.00	10,429.00	94,127.00	65,699.52	111,222.00	(47,522.48)
Fax													
Overseas	4,133.13	4,133.13	4,133.13	4,133.13	4,133.13	4,133.13	4,133.13	4,133.13	4,133.13	36,999.97	258,328.00	315,000.00	(111,671.97)
Newletter	4,000.00									4,000.00	4,000.00		4,000.00
Subscriptions	42,488.53	175,976.07	15,598.13	22,875.13	51,826.17	17,200.13	17,200.13	17,200.13	44,896.33	44,896.33	44,896.33		
Accounting Fees													
Bank Fees & Allowances	18,500.00	18,500.00	18,500.00	18,500.00	18,500.00	18,500.00	18,500.00	18,500.00	18,500.00	167,000.00	246,483.90	154,487.28	14,000.00
Director's fees													
Legal Fees	54,599.80	279,500.00	474,500.00	279,500.00	528,200.00	479,500.00	778,400.00	110,100.00	1,000,000.00	7,740,300.00	91,750.00	300,000.00	(178,500.00)
Professional Fees	17,743.18	12,600.00	29,600.00	19,600.00	51,100.00	18,600.00	78,600.00	18,600.00	16,600.00	481,200.00	339,008.39	396,000.00	(14,488.95)
TTD 5213M F.F. Fund Expense													
Consultant Cost - Non Projects													
Federal Expense													
Freights and Interest													
Cable	4,544.11	4,544.11	4,544.06	4,544.11	4,544.11	4,544.06	4,544.11	4,544.11	4,544.06	40,896.83	7,314,345.13	247,500.00	(17,144,440.31)
Office Supplies	60,141.86	27,178.64	294,384.86	58,578.46	27,681.84	283,178.46	58,082.46	27,178.64	27,178.64	2,178,640.00	16,793.03	29,065.93	(15,000.21)
Stationery	200.00	400.00	200.00	400.00	200.00	200.00	200.00	200.00	200.00	1,800.00	679.78	40,717.50	(39,937.72)
Printing and Packaging	18,900.00	41,770.00	12,816.00	38,900.00	84,170.00	18,900.00	18,900.00	18,900.00	18,900.00	171,700.00	2,378.03	9,600.00	(17,221.97)
Carriage Postage													
Printing and Packaging	4,133.13	4,133.13	54,992.93	3,732.82	1,814.32	27,972.42	712.92	1,651.84	3,742.82	1,508.80	1,508.80	6,639.39	(5,130.59)
Equipment Small Items	200,700.00	381,676.11	200,700.00	290,120.17	295,298.51	239,298.07	200,700.00	295,298.07	101,627.82	1,816,627.82	315,489.16	97,248.39	(1,719,379.47)
Security Expenses	115,622.96	115,622.96	115,622.96	115,622.96	115,622.96	115,622.96	115,622.96	115,622.96	115,622.96	1,041,811.52	4,255,989.15	4,255,989.15	
Entertainment and Refreshment	42,944.11	11,000.17	40,170.75	40,170.75	48,500.22	40,170.75	40,170.75	40,170.75	40,170.75	363,578.65	580,613.78	251,350.54	(319,263.26)
Contract Services													
Operating Supplies													
Hotel Amenities													
Transport	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	1,500.00	13,500.00	142,954.00	50,000.00	(82,954.00)
Overseas													
Grants and Loan on Asset Disposal													
Consultant Expense	424,990.12	198,030.25	290,000.00	278,669.87	298,610.61	96,644.96	128,000.00	70,000.00	602.00	2,302,130.75	654,109.44	476,350.00	(1,779,780.31)
Consultant Cost Project													
Foreign Travel	13,611.15	4,411.15	278,113.00	13,790.48	17,889.92	275,528.52	14,018.04	7,000.00	64,484.54	4,411,115.14	408,030.07	479,425.00	(1,041,384.93)
Local Travel	10,110.00	16,600.00	49,410.00	20,910.00	13,800.00	13,800.00	21,000.00	8,800.00	10,400.00	108,440.00	121,760.00	301,200.00	(212,760.00)
Events													
Account Work Cdn.	800.00									800.00	3,856.46	164,000.00	(1,740,543.54)
Miscellaneous Expenses													
Total General Administrative Costs	2,098,738.25	1,998,501.55	2,225,020.90	1,822,917.13	1,803,184.05	2,074,737.04	1,531,207.51	1,904,737.72	2,081,815.43	17,298,038.18	26,009,923.68	16,310,600.26	(8,500,893.42)

USBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED
 BUDGETED INCOME AND EXPENDITURE
 JANUARY TO SEPTEMBER 2023

	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	(M) Budgeted YTD Date 2023 (\$ millions)	(N) Actual YTD Date 2023 (\$ millions)	2023 Budget (9 mths)	Variance (M-N)
Motor Vehicle Cost													
Vehicle Expense	106.00	106.00	106.00	106.00	106.00	106.00	106.00	106.00	106.00	1,060.00	1,060.00	45,000.00	1,060.00
Rental Vehicles	1,850.00	1,850.00	1,850.00	1,850.00	1,850.00	1,850.00	1,850.00	1,850.00	1,850.00	17,650.00	17,650.00	202,500.00	17,650.00
Repairs/Maint - Motor Vehicles	3,850.00	3,850.00	3,850.00	3,850.00	3,850.00	3,850.00	3,850.00	3,850.00	3,850.00	38,500.00	38,500.00	2,880.00	2,880.00
Gas and Oil	30,013.76	37,962.45	35,422.46	36,881.11	34,653.78	36,440.43	34,613.45	36,613.45	36,550.04	375,008.50	375,008.50	376,134.83	211,888.37
Lease and Rentals - Vehicles	179,175.00	179,175.00	179,175.00	179,175.00	179,175.00	179,175.00	179,175.00	179,175.00	179,175.00	1,613,575.00	1,613,575.00	1,488,840.00	17,630.46
Total Motor Vehicle Cost	217,138.76	219,027.45	217,047.96	217,046.11	215,257.38	214,746.63	217,765.43	215,734.45	217,675.64	1,956,833.30	1,728,005.14	2,118,354.83	218,768.16
Finance Cost													
Cost of Interest	850,000.00	850,000.00	850,000.00	850,000.00	850,000.00	850,000.00	850,000.00	850,000.00	850,000.00	7,650,000.00	7,650,000.00	21,518,457.83	(207,998,857.83)
Overhead Interest	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	9,000.00	9,000.00	200,000.00	191,000.00
Mortgage Interest	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	9,000.00	9,000.00	200,000.00	191,000.00
Bank Charges	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	9,000.00	9,000.00	200,000.00	191,000.00
Gain/Loss on Foreign Exchange	-	-	-	-	-	-	-	-	-	-	-	-	-
Bad Debts	-	-	-	-	-	-	-	-	-	-	-	-	-
Prov For Contingent Liabilities	-	-	-	-	-	-	-	-	-	-	-	-	-
Gain/Loss on Investment	-	-	-	-	-	-	-	-	-	-	-	-	-
Loan Interest - Industrial Cr	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Finance Cost	852,000.00	852,000.00	852,000.00	852,000.00	852,000.00	852,000.00	852,000.00	852,000.00	852,000.00	7,720,000.00	7,720,000.00	21,518,457.83	(207,971,798.15)

URBAN DEVELOPMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED
BUDGETED INCOME AND EXPENDITURE
JANUARY TO SEPTEMBER 2012

	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	(M) Budgeted YTD Date 2012 (9 months)	(N) Actual YTD Date 2012 (9 months)	2012 Budget (9 mths)	Variance (M-N)
Capital Expenditure													
Vested Properties													
Leasehold Land	118,007.00	118,007.00	118,007.00	118,007.00	118,007.00	118,007.00	118,007.00	118,007.00	118,007.00	1,180,070.00	1,180,070.00	1,180,070.00	1,180,070.00
Land & Buildings	13,141.00	13,141.00	13,141.00	13,141.00	13,141.00	13,141.00	13,141.00	13,141.00	13,141.00	131,410.00	131,410.00	131,410.00	131,410.00
Furniture and fittings	467,586.25	467,586.25	467,586.25	467,586.25	467,586.25	467,586.25	467,586.25	467,586.25	467,586.25	4,675,862.50	4,675,862.50	4,675,862.50	4,675,862.50
Office Furniture	60,381.67	60,381.67	60,381.67	60,381.67	60,381.67	60,381.67	60,381.67	60,381.67	60,381.67	603,816.67	603,816.67	603,816.67	603,816.67
Motor Vehicle	290,000.00	290,000.00	290,000.00	290,000.00	290,000.00	290,000.00	290,000.00	290,000.00	290,000.00	2,900,000.00	2,900,000.00	2,900,000.00	2,900,000.00
Software	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	2,000,000.00	2,000,000.00	2,000,000.00	2,000,000.00
Total Capital Expenditure	1,118,035.25	1,118,035.25	1,118,035.25	1,118,035.25	1,118,035.25	1,118,035.25	1,118,035.25	1,118,035.25	1,118,035.25	11,180,352.50	11,180,352.50	11,180,352.50	11,180,352.50
Depreciation & Amortisation													
Amortisation Expense													
Dep. Investment Properties													
Dep. Buildings													
Dep. Leasehold improvements													
Dep. Furniture and fittings													
Dep. Computer Equipment													
Dep. Motor Vehicles													
Depreciation Plant & Machinery													
Depreciation Other Fixed Assets													
Dep. Motor Fuel													
Total Depreciation & Amortisation													
TOTAL EXPENSES	13,026,180.23	13,026,180.23	13,026,180.23	13,026,180.23	13,026,180.23	13,026,180.23	13,026,180.23	13,026,180.23	13,026,180.23	130,261,802.30	130,261,802.30	130,261,802.30	130,261,802.30
NET INCOME	5,157,181.12	5,157,181.12	5,157,181.12	5,157,181.12	5,157,181.12	5,157,181.12	5,157,181.12	5,157,181.12	5,157,181.12	51,571,811.12	51,571,811.12	51,571,811.12	51,571,811.12
HWAT REVENUE	163,404.00	163,404.00	163,404.00	163,404.00	163,404.00	163,404.00	163,404.00	163,404.00	163,404.00	1,634,040.00	1,634,040.00	1,634,040.00	1,634,040.00
NET INCOME WITH HWAT	5,320,585.12	5,320,585.12	5,320,585.12	5,320,585.12	5,320,585.12	5,320,585.12	5,320,585.12	5,320,585.12	5,320,585.12	53,205,851.12	53,205,851.12	53,205,851.12	53,205,851.12

**URBAN DEVELOPMENT CORPORATION
OF TRINIDAD AND TOBAGO LIMITED**

Notes to Consolidated Financial Statements

December 31, 2015

	<u>2015</u>	<u>2014</u>
	\$	\$
18. Borrowings		
<i>Maturity of borrowing:</i>		
Not later than one year	650,689,663	546,950,852
More than one year	<u>8,013,193,625</u>	<u>8,751,917,781</u>
	<u>8,663,883,288</u>	<u>9,298,868,633</u>
a) RBTT Trust Limited - fixed rate bonds	40,000,000	56,000,000
b) Citibank USD	340,523,040	397,276,880
c) ANSA 233.1M	233,151,656	233,151,656
d) First Citizens Bank – TTD facility	152,875,981	172,937,734
e) The Home Mortgage Bank	12,770,652	16,526,155
f) First Citizens Bank – USD facility	65,100,947	72,997,764
g) First Caribbean Int'l Bank Limited -	354,711,500	415,525,500
h) First Caribbean Bank Limited BLCA \$497M loan	239,064,342	289,119,119
i) The Home Mortgage Bank \$108M OPM	72,758,470	79,297,478
j) First Citizens1 Bank Limited	230,100,000	230,100,000
k) CBTT \$214.7M Bond	213,000,000	213,000,000
l) ANSA 223.1M	173,519,889	198,308,444
m) ANSA 399M	299,264,250	349,141,625
n) First Caribbean Int'l Bank Limited (180M)	180,300,000	180,300,000
o) Republic Bank Limited Long Term Bonds	3,275,088,089	3,453,689,925
p) RBC Royal Bank	500,000,000	500,000,000
q) First Caribbean International Bank Limited	496,000,000	496,000,000
r) Republic Bank Limited	227,140,000	227,140,000
s) Barclays US \$375M	<u>1,558,514,472</u>	<u>1,718,356,353</u>
	<u>8,663,883,288</u>	<u>9,298,868,633</u>

**URBAN DEVELOPMENT CORPORATION
OF TRINIDAD AND TOBAGO LIMITED**

Notes to Consolidated Financial Statements

December 31, 2015

18. Borrowings (continued)

Loan Facility	Financial Institution	Original Facility Amount	Interest Rate	Tenure	Security of the Facility include the following:	Repayment Terms	Purpose
(a) Fixed Rate Bonds 2006-2018	RBT Trust Limited	TTS192,000,000	7%	12 years	Guaranteed by the GORTT	24 equal semi-annual instalments of principal and interest commencing July 18, 2006	To refinance previous bond to cover start-up costs for the Interchange project and the Housing Programme
(b) Series A Floating Rate Bonds 2001-2008	Scotiabank Trinidad & Tobago Limited	TTS24,100,000	Prime lending less 4.5%, with ceiling of 13% and floor of 11% (31/12/07: 11%)	7 years	Guaranteed by the GORTT	8 equal semi-annual instalments of principal and interest commencing September 8, 2004. This loan was repaid during 2008.	To finance the Bay Invaders Development
Series B Fixed Rate Bonds 2001-2008	Scotiabank Trinidad & Tobago Limited	TTS18,992,039	12.25%	7 years	Guaranteed by the GORTT	8 equal semi-annual instalments of principal and interest commencing September 8, 2004. This loan was repaid during 2008.	To finance the Bay Invaders Development
(c) Fixed Rate Bonds 2002-2013	Republic Finance and Merchant Bank Limited	TTS45,000,000	6.85%	11 years	Letter of comfort from the Ministry of Finance	10 equal semi-annual instalments commencing June 22, 2006	To finance the Siparia Administrative Complex
(d) Fixed Rate Bonds 2003-2010	Home Mortgage Bank	TTS300,000,000	7.5% - 9.5%	7 years	Development Properties	By bullet at maturity.	To finance various development projects

**URBAN DEVELOPMENT CORPORATION
OF TRINIDAD AND TOBAGO LIMITED**

Notes to Consolidated Financial Statements

December 31, 2015

18. Borrowings (continued)

	Loan Facility	Financial Institution	Original Facility Amount	Interest Rate	Tenure	Security of the Facility include the following:	Repayment Terms	Purpose
(d)	Fixed Rate Bond 2005-2010	Home Mortgage Bank	TT\$44,000,000	9.5%	5 years	Debtenture and Collateral Mortgage	By bullet at maturity	To finance the purchase of land
(e)	Floating Rate Bonds 2005 - 2013	Republic Finance & Merchant Bank Limited	TT\$1,650,000,000	1.45% above the yield issue on the most recent GORTT Treasury bill. This is reset every six months. 31/12/2008: 8.88% (31/12/2007: 9.0625%)	8 years	a) Agreement to sub lease between UDeCOTT and the GORTT. b) 1 st Mortgage over property situated at Queen, Edward and Richmond Streets stamped to cover TTS1,650,000,000 c) Assignment of Contractors All Risk Insurance	To be repaid via the issue of final bonds.	To finance the construction and fit out of the Government Campus Plaza
(f)	Floating rate Demand Loan	Scotiabank Trinidad and Tobago Ltd	TT\$248,471,522	1% above the rate issue on the most recent GORTT 181 day. Treasury bill. This is reset every six months. (31/12/07:8.25%)	15 Years	a. Mortgage over Chancery Lane Administrative Complex stamped to cover \$500,000,000 b. Assignment of Performance Bond	To be repaid via the issue of final bonds.	To finance the construction and fit out of the Chancery Lane Administrative Complex

**URBAN DEVELOPMENT CORPORATION
OF TRINIDAD AND TOBAGO LIMITED**

Notes to Consolidated Financial Statements

December 31, 2015

18. Borrowings (continued)

	Loan Facility	Financial Institution	Original Facility Amount	Interest Rate	Tenure	Security of the Facility include the following:	Repayment Terms
(g)	Fixed Rate Bond 2006 - 2009	Home Mortgage Bank	TT\$170,000,000	8%	3 years	Mortgage over Property at Real Springs, Valsayn	By bullet payment at maturity.
(h)	Interim Facility	Citibank N.A.	TT\$294,681,670	LIBOR plus 0.75% (31/12/07:5.88%)	5 months	Letter of comfort from the Ministry of Finance	To be repaid via long term facility.
(i)	Commercial Paper	First Citizens Bank Limited	TT\$374,000,000	9.61%	13 years	Guaranteed by the GORTT	
(j)	Mortgage	Home Mortgage Bank	\$33,900,000	9.5%	10 years	Mortgage of land and buildings and assignment of sub-lease rentals	To finance the purchase of the Head Office building in Sackville Street, Port of Spain
(k)	Commercial Paper	First Citizens Bank Limited	TT\$93,375,655	5.44%	13 years	Guaranteed by the GORTT	To finance various projects.
(l)	Short Term Bridge Loan	First Caribbean International Banking and Financial Corporation	TT\$501,314,796	5.78%	3 years	Letter of Comfort	To finance the fit out of the Port of Spain Waterfront
(m)	Fixed Rate Notes	US Private Placement (Wells Fargo Bank)	TT\$2,372,303,000	6.09%	15 years	Land and Buildings thereon and assignment of sublease rentals	To finance construction and fit out costs of the Port of Spain International Waterfront Project and repayment of the interim facility.

COMPTROLLER OF ACCOUNTS CIRCULAR NO. 12 DATED 2005 NOVEMBER 09

TO:

ALL PERMANENT SECRETARIES AND HEADS OF DEPARTMENTS AND CHIEF ADMINISTRATOR, TOBAGO HOUSE OF ASSEMBLY

SUBJECT:

Accounting arrangements for the disbursement of funds from the Infrastructure Development Fund

Part B of the Development Programme Estimates for the fiscal year 2006 provides for the funding of projects which fall under the portfolio of several Ministries, Departments and the Tobago House of Assembly which are to be disbursed directly from the Infrastructure Development Fund as indicated at Appendix A.

2. The Infrastructure Development Fund was established under Section 43(2) of the Exchequer and Audit Act, Chapter 69:01.

3. The Circular advises Administering Officers of the necessary accounting arrangements to apply with immediate effect to disbursements made from the Infrastructure Development Fund.

Appointment of Administering officers

4. The Minister of Finance will appoint the relevant Permanent Secretaries/Heads of Departments or, in the case of the Tobago House of Assembly, the Chief Administrator as **Administering Officers** for the projects under their control which are funded by the Infrastructure Development Fund. The officers so appointed become personally and pecuniarily responsible for the funds under their portfolio. The letter of appointment will spell out in detail the "Administering Officer's" duties and responsibilities.

Contracting out the project execution function of Ministries/Departments to State Owned Enterprises (SOEs) established for that purpose.

5. The Minister of Finance in the 2006 budget presentation announced that a number of state owned enterprises have been established under the Companies Act as limited liability companies for the purpose of executing certain projects which fall under the portfolios of certain Ministries/Departments with a view to fast tracking the implementation process.

6. This means that the relevant Ministries/Departments (*Managing Agencies*) will **contract out** the project execution function relating to these projects to *these Special Purpose State Enterprises (SPSEs)* assigned to the Ministries/Departments as listed at Appendix B. The contracting out/delegating of the execution function does not relieve the Administering

Officer of the accountability requirement as provided in the Exchequer and Audit Act Chapter 69:01 regarding the expenditure of public funds. **Administering Officers must therefore exercise reasonable care and diligence with regard to the whole project process to ensure that value for money has been achieved and that they have also satisfied the accountability and transparency requirements. Administering Officers are therefore advised to put in place the necessary project review systems to ensure compliance with the directives issued.**

Supporting Arrangements

7. The Ministry of Finance has developed operational procedures, which the Special Purpose State Enterprises have been mandated to adopt in administering their executing function. Attached at Appendix C is an extract of the document, which was circulated to these Enterprises.

Authority to effect disbursements from the Fund

8. The relevant Ministries /Departments and the Tobago House of Assembly which are authorized to effect disbursements from the Fund shall make quarterly requests on the appropriate application to the Budget Division, Ministry of Finance supported by the following documents: -

- i. Project brief;
- ii. Project milestones;
- iii. Disbursement schedule; and
- iv. Performance measures and targets.

9. Where the implementation of the project is being carried out by a State Enterprise established for that purpose (special purpose Agency) the request must include:-

- i. Contract executed between the Ministry /Department/ THA and the special purpose Agency; and
- ii. Statement from the Ministry/Department/THA indicating the measures it has put in place to manage the executing Agency.

10. In order to facilitate meeting their responsibility under this Fund, Administering Officers are advised that they should have in their possession the following:-

- i. Corporate and Business Plans of the special purpose Agency;
- ii. Organizational Structure of the special purpose Agency; and
- iii. Statement from the special purpose Agency demonstrating its capacity to undertake the project.

11. In addition, a statement on the status of each project and the implementation schedule should be submitted to the Budget Division. This requirement is similar to what obtains for projects under the Development Programme. In this connection, Paragraph 7 of Ministry of Finance Circular No. 8 dated 2005 October 20 is relevant.

12. When approval is granted, the Minister of Finance would issue the Warrant authorizing the Comptroller of Accounts to withdraw money from the Fund. The warrant will be accompanied by a schedule (Schedule 'A'), which will detail the amounts approved for each agency under the respective projects. Where a Ministry, (e.g. Ministry of Works and Transport), or a special purpose Agency performs services on behalf of a Ministry/Department/THA this will be detailed in a separate Schedule (Schedule 'B').

13. On receipt of the Warrant, the Comptroller of Accounts will notify both the Ministry/Department/THA that approval has been granted. This approval will represent the necessary authority to incur expenditure against the Fund in accordance with the amounts specified for each project listed in the schedule.

14. **It should be noted that the transfer of resources from one fund to another (e.g. from the Consolidated Fund to the Infrastructure Development Fund or to the Unemployment Fund) to meet expenditure under any fund is not allowed under any circumstances.**

Maintenance of Accounting Books and Records

15. The accounting requirements will mirror exactly what obtains with respect to the normal Appropriation Accounts except that all records pertaining to the Fund transactions must be kept separate.

16. Accordingly, the following forms, books and records together with the usual reporting format and time-frames will be required for the Fund transactions: -

- i. The expenditure Head from which disbursements from the Fund will be made is Head 701-Infrastructure Development Fund. The executing Agencies will be identified at the Sub-Head level using the same Development Programme Expenditure Head number. The Ministries/Departments and the THA to which allocations have been made, together with their respective Sub-Heads are listed at Appendix A;
- ii. Voucher preparation - normal payment voucher and Schedule of Accounts;
- iii. A Vote Book drawn up using the Chart of Accounts as indicated in the Infrastructure Development Fund Estimates;
- iv. Daily Abstract of Payments as per Vote Book;
- v. A Daily Notification of Disbursement (Appendix D); and
- vi. A monthly reconciliation statement of Expenditure and Cheques issued and paid statement.

17. The Cheque Writing System in the relevant Ministries/Departments will be adjusted to accommodate the issue of the following: -

- i. Cheques under the Infrastructure Development Fund Account;
- ii. The cheque lists; and
- iii. The summary report, which will accompany the Daily Notification of Disbursements.

Maintenance of costing records

18. Ministries/Departments are now required to establish and maintain costing records in respect of each project undertaken. Using the information from the Vote Book (vouchers for payment of goods and services) as well as other related documents (schedule of payments as outlined in contract documents), the various categories of costs must be identified and the actual expenditure incurred in the provision of the good or service be allocated to the cost category. Appendix E shows the simple link between the Vote Book figures and the various cost categories and the format to be adopted. The example shown is illustrative only and should be adapted to take into account the material items of cost. The information in this format will form part of the financial statements to be submitted annually.

19. Annually, and not later than the November 30 following the end of every financial year, every Administering Officer must submit to the Comptroller of Accounts and the Auditor General, certified financial statements showing for each project the expenditure incurred under the main cost categories in the format indicate at Appendix F.

Project Review Report

20. The certified financial statements must be accompanied by a report on the activities associated with the implementation of the project and shall include commentary on the following: -

- i. The variance and relevant explanations between actual costs and original estimate;
- ii. The variance between actual costs and revised estimate and the reasons for such;
- iii. The reason for changes in budgetary allocation;
- iv. Variance between actual delivery and budgeted milestones and the reasons for such;
- v. Explanation regarding risks and other issues that arose during implementation and how they were managed; and
- vi. Whether the project met the original business need.

21. Should you require assistance as to the management of the projects, please contact the Ministry of Planning and Development. The Solicitor General is also available to assist you in the preparation of the relevant agreements between the Managing Agency and the Executing Agency.

22. Given the new responsibilities, it is suggested that Administering Officers establish a management unit within the organization to properly manage this activity.

23. Where the Administering Officer has concerns about the performance of an Executing Agency, the Administering Officer shall address these concerns to the Board in writing and copy them to the responsible Minister, the Minister of Finance and the Auditor General.

Roland Shepherd
Comptroller of Accounts (Ag)

ESTIMATES OF DEVELOPMENT PROGRAMME EXPENDITURE, 2006 – TRINIDAD AND TOBAGO
 HEAD 701 – INFRASTRUCTURE DEVELOPMENT FUND

	Subhead Description	2006 Estimate
03	JUDICIARY	\$
08	ELECTIONS AND BOUNDARIES COMMISSION	12,300,000.00
13	OFFICE OF THE PRIME MINISTER	5,000,000.00
15	TOBAGO HOUSE OF ASSEMBLY	41,838,000.00
18	MINISTRY OF FINANCE	80,750,000.00
21	MINISTRY OF PLANNING AND DEVELOPMENT	42,000,000.00
22	MINISTRY OF NATIONAL SECURITY	2,750,000.00
23	MINISTRY OF THE ATTORNEY GENERAL	165,910,000.00
25	MINISTRY OF AGRICULTURE, LAND AND MARINE RESOURCES	13,811,000.00
26	MINISTRY OF EDUCATION	19,150,000.00
28	MINISTRY OF HEALTH	329,592,000.00
30	MINISTRY OF LABOUR, SMALL AND MICRO ENTERPRISE DEVELOPMENT	205,340,000.00
31	MINISTRY OF PUBLIC ADMINISTRATION AND INFORMATION	27,070,000.00
36	MINISTRY OF HOUSING	13,000,000.00
39	MINISTRY OF PUBLIC UTILITIES AND THE ENVIRONMENT	235,910,000.00
40	MINISTRY OF ENERGY AND ENERGY INDUSTRIES	216,300,000.00
42	MINISTRY OF LOCAL GOVERNMENT	15,000,000.00
43	MINISTRY OF WORKS AND TRANSPORT	174,908,000.00
46	MINISTRY OF SPORT AND YOUTH AFFAIRS	282,920,000.00
47	MINISTRY OF FOREIGN AFFAIRS	153,200,000.00
48	MINISTRY OF TRADE AND INDUSTRY	23,400,000.00
54	MINISTRY OF SCIENCE, TECHNOLOGY AND TERTIARY EDUCATION	26,500,000.00
55	MINISTRY OF COMMUNITY DEVELOPMENT CULTURE AND GENDER AFFAIRS	143,650,000.00
56	MINISTRY OF SOCIAL DEVELOPMENT	49,001,000.00
	TOTAL	<u>2,300,000,000.00</u>

	MINISTRY/DEPARTMENT	STATE ENTERPRISES SPECIAL PURPOSE STATE ENTERPRISES
	Ministry of Planning and Development	Community Improvement Services Limited (CISL) Rural Development Company of Trinidad and Tobago Limited (R.D.C.) Urban Development Corporation of Trinidad and Tobago Limited (UDeCoTT)
	Ministry of Education	Education Facilities Company Ltd. (EFCL)
	Ministry of Finance	Estate Management and Business Development Company Ltd. (EMBD) National Insurance Property Development Company Limited (NIPDEC)
	Ministry of Trade and Industry	Evolving TecKnologies and Enterprise Development Company Limited (e-Teck)
	Ministry of Community Development, Culture and Gender Affairs	National Commission for Self-Help Limited (NCSL)
	Ministry of Energy and Energy Industries	National Energy Corporation (NEC) Palo Seco Agricultural Enterprise Limited (PSAEL) The National gas Company of Trinidad and Tobago Limited (NGC)
	Ministry of Works and Transport	National Infrastructure Development Company Limited (NIDCO)
	Ministry of Sport and Youth Affairs	The Sports Company of Trinidad and Tobago Limited (Sports Co.)
	Ministry of Tourism	Tourism Development Company Limited (TDC)

Operational procedures for the Special Purpose State Enterprises

This letter identifies certain key operational procedures to be adopted by the Special Purpose State Enterprise (SPSE). These procedures have been established to articulate more clearly the relationship between the SPSE and Government in the delivery of their respective mandates. Accordingly, on the basis of recent consultations between the Government and representatives of the Special Purpose State Enterprises the following procedures have been approved and are to be adhered to by all Special Purpose State Enterprises.

1. Functions of Special Purpose State Enterprises

- i) Provide project management services;
- ii) Secure contractors;
- iii) Oversee project execution and completion; and
- iv) Certify expenditure.

2. Funding of Special Purpose State Enterprises

Funding for start-up costs for all newly-established enterprises will be provided by the Ministry of Finance. All funding for projects will be provided subsequently by the Line Ministry in accordance with the Memorandum of Understanding between the SPSE and the Line Ministry. This funding will be secured through the Infrastructure Development Fund. Consequently, the SPSE should determine a project management fee which will be included in the project cost estimates. These fees should cover the cost of their operations. Invoices submitted for payment should be duly certified and forwarded to the Line Ministry. The Ministry of Finance will thereafter make the funds available to the Line Ministry in a timely manner.

3. Human Resources

Special Purpose State Enterprises are required to submit to the Public Sector Negotiating Committee, an organizational chart which reflects the mandate of the enterprise with appropriate and detailed job descriptions of the Executive Management. The SPSE should also provide to the Public Sector Negotiating Committee (PSNC) the proposed remuneration package which the respective Board of Directors has approved. Once all documents have been provided, the PSNC will give a decision within three (3) weeks.

Once the remuneration packages are approved by the Public Sector Negotiating Committee, the Board of Directors will be responsible for establishing the salary structure of the organization in line with those established for Executive Management by the Public Sector Negotiating Committee.

4. Procurement

The Ministry of Finance has developed Standard Procurement Procedures. Special Purpose State Enterprises are required to adhere to these procedures. However, enterprises may develop their own procurement procedures with the approval of the Ministry of Finance. A copy of the Standing Procurement Procedures is attached.

5. Statutory approvals

Government has established a Co-ordinating Committee to receive and process all requests for statutory approvals. The committee will function as a one-stop shop. All requests for statutory approvals on Development Projects should be submitted to the respective agencies and copied to the Co-ordinating Committee on Regulatory Approvals. The Committee is located on Level 16, Finance Building, St. Vincent Street, Port of Spain

Statutory approvals would include approvals from, but not limited to :-

- Trinidad and Tobago Electricity Commission;
- Town and Country Planning Division;
- Environmental Management Authority;
- Drainage Division, Ministry of Works and Transport;
- Designs Engineering, Ministry of Works and Transport;
- Chief State Solicitor;
- WASA;
- Commissioner of State Lands;
- Fire Services of Trinidad and Tobago; and
- Ministry of Local Government

6. Resolution of Conflict

Any conflict arising among parties involved in project implementation will be adjudicated by the Ministry of Finance.

NOTIFICATION OF DISBURSEMENT

INFRASTRUCTURE DEVELOPMENT FUND - HEAD - 701

To: The Comptroller of Accounts
Treasury Division

Ministry/Department _____ Sub-Head _____

Accounting Unit No. _____ Notification No. _____

Cheques Issue Date _____

WARRANTS ISSUED TO DATE

Balance B/F (Warrants Nos. 1 -) \$ _____

Additional Funds (Warrants Nos.) \$ _____

(i) **TOTAL ALLOCATION** \$ _____

CHEQUES ISSUED TO DATE

\$ _____

\$ _____

Total Cheques Issued to Date \$ _____

Less: Notification of Reimbursement

B/F \$ _____

Now Issued \$ _____ (\$ _____)

(ii) **TOTAL EXPENDITURE TO DATE** \$ _____

(iii) **AVAILABLE BALANCE OF ALLOCATION (i) - (ii)** \$ _____

I hereby certify that the above statement is correct.

Date: _____ 20 _____

Permanent Secretary or Head of Department

PROJECTS FUNDED UNDER THE INFRASTRUCTURE DEVELOPMENT FUND - HEAD 701

PART B - COST DETAILS
PROJECT NAME:

WARRANT NO.	VOTE BOOK EXPENDITURE HEAD/SUB HEAD/ITEM/VR. NO.	AMOUNT	COST CATEGORIES					ACQUISITION OF LAND
			CONTRACTOR	SUB CONTRACTOR	EQUIPMENT	HARDWARE	INFRA - STRUCTURE	

AGENCY:

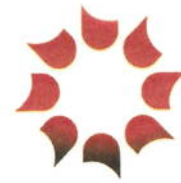
Expenditure Statement in respect of disbursements made under the
 Fund for the period of account 2005 October 01 – 2006 September 30

PART A – SUMMARY OF RELEASES AND EXPENDITURE

SECTOR/CATEGORY PROJECT	ALLOCATION ESTIMATE \$	AMOUNT RELEASED \$	ACTUAL EXPENDITURE \$	OUTSTANDING COMMITMENTS \$	SURPLUS/ DEFICIT \$
TOTAL					

PART B – SUMMARY OF COSTS

SECTOR/CATEGORY PROJECT	COST CATEGORY (eg Contractor) \$	COST CATEGORY (eg Sub- contractor) \$	COST CATEGORY (eg Equipment) \$	COST CATEGORY (eg Hardware) \$	TOTAL \$



udecott

Urban Development Corporation of
Trinidad and Tobago Limited

Ref: 15-UDCO/OPMI-LTR/0710

May 11 2023

Mr. Maurice Suite
Permanent Secretary to the Prime Minister
Office of the Prime Minister
13-15 St. Clair Avenue
St. Clair Newtown
PORT OF SPAIN

Dear PS Suite,

**Re: Update on matters raised in the First Report of the Public Accounts (Enterprises)
Committee on the Examination of the Audited Financial Statements of UDeCOTT for the
Financial Years 2014 and 2015**

Reference is made to the matter at caption and to email dated May 4 2023 as forwarded with the following attached: -

1. First Report of the Public Accounts (Enterprises) Committee on the Examination of the Audited Financial Statements of UDeCOTT for the financial years 2014 and 2015;
2. Letter dated August 9 2021 from the Office of the Parliament to the Office of the Prime Minister.

In keeping with the commitment to provide the updates to facilitate the response of your good Office within the given timeline, please find attached as **Appendix 1**, the status of each of the recommendations of the Public Accounts (Enterprises) Committee.

We remain available should further information or clarification be required.

Sincerely,
**URBAN DEVELOPMENT CORPORATION
OF TRINIDAD AND TOBAGO LIMITED**

**Tamica Charles-Phillips
Chief Executive Officer**

encl.



	RECOMMENDATION OF THE PAEC	STATUS
1	<p>The MoF should write to the Committee on the date of the approval of the authorization letter sent to UDeCOTT to appoint a new auditor and a status of the expected timeframe for the submission of the outstanding financial statements for the years 2016 to 2020</p>	<p>KPMG finalised the Financial Statements for the year ending December 31 2016, in March 2022. UDeCOTT's Shareholders granted approval for the 2016 audited financial statements at the AGM held on May 12 2022.</p> <p>The Shareholders further granted approval for the appointment of Panel Kerr Foster Chartered Accountants and Business Advisors as the new external auditors for the Financial Statements ending December 31 2017 to 2022.</p> <p>The newly appointed auditors finalised the Audited Financial Statement for 2017 and 2018 in March 2023 and by way of letter dated May 4 2023, UDeCOTT was informed of the Resolution of the Shareholder dated 30th April 2023 to:</p> <ul style="list-style-type: none"> (i) adopt the Audited Financial Statements for the years ending December 31 2017 and 2018; (ii) re-appoint PKF Chartered Accountants and Business Advisors. <p>A copy of the said correspondence is attached as Appendix 1.</p>
2	<p>UDeCOTT should submit a status update on the company's appointment of a new external auditor and the timeframes it expects its financial statements for the periods ending 31st December, 2017, 2018, 2019 and 2020 to be completed</p>	<p>At AGM held on May 12 2022, approval was granted by the Shareholder for the appointment of PKF Chartered Accountants and Business Advisors as the new auditors for the Financial Statements 2017 to 2022.</p> <p>The newly appointed auditors finalised the Audited Financial Statements for 2017 and 2018 in March 2023 and by way of letter dated May 4 2023, UDeCOTT was informed of the Resolution of the Shareholders dated 30th April 2023 to:</p> <ul style="list-style-type: none"> (i) adopt the Audited Financial Statements for the years ending December 31 2017 and 2018; (ii) re-appoint PKF Chartered Accountants and Business Advisors. <p>The Financial Statements for the period ending December 31 2019 is carded for finalisation in May 2023 and the Financial Statements for the period ending December 31 2020 is carded for finalisation by September 2023.</p>

	RECOMMENDATION OF THE PAEC	STATUS
3	<p>UDeCOTT should submit a status update on the approval and expected operationalization of its new strategic plan, including the following: - listing which strategic goals and objectives were carried over from the 2016 to 2020 strategic plan;</p> <ul style="list-style-type: none"> - for those strategic goals and objectives carried over from the previous strategic plan, provide the timeframe for its implementation under the new strategic plan; - for each objective and goal, what are the outcomes expected, how does UDECOTT plan to deliver it, with what resources (financial and human); and - how success in the achievement of the objective and goal will be measured i.e., planned outputs 	<p>The Board of Directors, at its 1st Special Meeting held on August 12 2021, approved the Strategic Plan of the Urban Development Corporation of Trinidad and Tobago Limited for the period 2021 to 2024. The approved implementation date was October 1 2021. The plan for the delivery of the goals and objectives is captured in the copy of the Strategic Plan, which is attached as Appendix 2.</p> <p>The 2021-2024 Strategic Plan builds upon the pillars of the Plans of 2016 to 2020. The listing immediately below presents the overall goals and objectives which are consistent between the plans of 2016 to 2020 and 2021 to 2024:</p> <ul style="list-style-type: none"> • To prioritise sustainability, high standards of quality and safety in delivering of core products and services to both our internal and external clients; • To develop processes, which are replicable, data driven and efficient supporting end to end delivery of all project and programme deliverables; • To develop an organisational culture, which supports growth and development, empowerment, maintenance of high standards and accountability aligned to the core values of the organisation; • Improve cost efficiencies and effectiveness of services; • Improve key processes; • Improve client relationship management; • Improve employee reward and recognition; • Improve efficiency and effectiveness of recruitment and selection; • Improve performance management. <p>For comparative purposes, a copy of the Strategic Plan for 2016 to 2020 is attached as Appendix 3.</p> <p>The cost of the implementation of the strategic objections was included in UDeCOTT's annual budget, which was also approved by the Board of Directors. Given that the implementation of the Plan is an ongoing process, the respective implementation cost is captured in the Annual Budgets approved by the Board of Directors. A copy of the current UDeCOTT Budget is attached as Appendix 4.</p>

Appendix 1 as referred to in letter dated May 11 2023

	RECOMMENDATION OF THE PAEC	STATUS
		<p>The progress of the plan is monitored through UDeCOTT's Monitoring and Evaluation Committee.</p>
4	<p>UDECOTT must submit the status of its current and non-current liabilities (both aggregated and disaggregated) inclusive of its debt management strategy.</p>	<p>The status of UDeCOTT's current and non-current liabilities is attached as Appendix 5.</p> <p>The Receivables Management Policy and its associated procedures were approved by the Finance Sub-Committee of the Board of Directors. The Policy and is expected to be approved by the Board of Directors in an upcoming Board Meeting.</p>
5	<p>UDeCOTT should submit a status update on its review of its project management fee structure and the measures the company intends to effect to realize its targeted profitability objective</p>	<p>While UDeCOTT has commenced the review of its project management fee structure and the process for payment of its fees, it should be noted that UDeCOTT's fees as determined by the Cabinet.</p> <p>Given that the implementation of same requires the input and approval of various stakeholders, strategies are being developed on the way forward.</p>
6	<p>The MoF-Investments Division should write to the Committee to explain the justification for the 4.5% cap on project management fees and how it intends to assist UDeCOTT in improving its profitability and management of its finances</p>	<p>No action is required by UDeCOTT under this recommendation.</p>
7	<p>UDeCOTT should submit a status update on its action plan to treat with its delinquent facility management agreements and undertake a review of its revenue stream to identify critical gaps and set out how it will address the gaps it has identified in the area of facilities management</p>	<p>Between the period 2016 to date, UDeCOTT's facilities management portfolio extended over eleven (11) facilities, specifically: IWC; Office of the Prime Minister, Government Campus Plaza; Ministry of Education; National Academy of the Performing Arts (NAPA); Southern Academy of the Performing Arts (SAPA); Couva Hospital & Multi-Training Facility; Arima General Hospital;; Whitehall, Stollmeyer's Castle; Prime Minister's Residence Tobago; Point Fortin General Hospital; Brian Lara Cricket Academy.</p> <p>The Action Plan to treat with delinquent arrangements included regularly convening meetings with the various stakeholders, exchanging appropriate correspondence and</p>

	RECOMMENDATION OF THE PAEC	STATUS
		<p>documentation and ensuring that Clients took steps to secure the approval of Cabinet where required. As a result, approvals and/or facility specific agreements are in place for the following facilities: IWC; Office of the Prime Minister; Couva Hospital, Arima General Hospital, Prime Minister’s Residence Tobago, Point Fortin General Hospital, Brian Lara Cricket Academy, Whitehall and Stollmeyer’s Castle.</p> <p>The agreements for the maintenance of the Government Campus Plaza and Ministry of Education are outstanding. Discussions are ongoing with the Ministry of Public Administration towards settling the appropriate Agreements for the services which continue to be provided by UDeCOTT.</p> <p>The Agreements for the maintenance of NAPA and SAPA are no longer being pursued. The Ministry of Tourism, Culture & the Arts advised UDeCOTT that both Facilities are now statutory bodies by virtue of Acts No. 5 and 6 of 2022. The services of UDeCOTT continue on a monthly reimbursable basis pending the full operationalisation of both entities.</p>
8	<p>UDeCOTT should write to the Committee setting out:</p> <ul style="list-style-type: none"> - its overall plan for improving oversight and transparency; - its progress in adopting an overarching procurement framework for projects to ensure that public funds were spent to the best advantage. This would be a more cost-efficient mechanism than having to engage an Independent Quantity Surveyors and FIDIC Engineers for each project; 	<p>(i) UDeCOTT reviews its processes on an ongoing basis towards improving oversight and transparency. The Strategic Plan as submitted will have further details.</p> <p>(ii) With regard to the recommendation to adopt an overarching procurement framework as a better alternative to engaging independent QS Services and FIDIC Engineers, UDeCOTT has increased its reliance on internal resources. With regard to the use of FIDIC Engineers, this is an integral component of FIDIC Contracts. As such, the engagement of FIDIC Engineers is both necessary and unavoidable as UDeCOTT continues to honour the terms of the FIDIC contracts, which govern its projects.</p> <p>(iii) The Public Procurement and Disposal of Public Property Act, 2015 (as amended) (the Act) was fully proclaimed on April 26 2023. UDeCOTT has since:</p>

RECOMMENDATION OF THE PAEC	STATUS
<p>- alignment of procurement processes with the recently passed procurement legislation;</p> <p>- consider standardizing its general bidding and tendering documents by category of projects where the method of procurement for projects categorized as health, sports and recreation, accommodation, national security, land development, industry, and restoration are similar up until the client's needs deviate;</p> <p>- UDECOTT should consult with the Office of the Procurement Regulator on general standardization of documents beyond dollar value thresholds to clearly defined categories of procurement processes such as procurement for (i) goods, works and non-consulting services, (ii) consulting firm, (iii) individual consultants;</p> <p>- UDECOTT should develop a manual to guide the procurement of consulting services according to international best practices based on (i) quality-based selection (ii) quality and cost-based selection (iii) selection under fixed budget (iv) least cost selection (v) selection based on consultant qualifications and (vi) single source selection;</p> <p>- Based on existing procurement practices, the procurement of consulting services tends to deviate towards sole source selection, UDECOTT should develop and must submit</p>	<ul style="list-style-type: none"> • registered on the Procurement Depository • appointed the Procurement and Disposal Advisory Committee and the Disposal Committee; • issued public notification that all service providers and contractors interested in conducting business with UDeCOTT must be registered on the Procurement Depository; • commenced the process of modifying internal processes and operations to ensure efficient implementation of the Act; and • advised the OPR of its intended approach with regard to the Handbooks and Guidelines. <p>(iv) UDECOTT generally operates with standardized bidding documents. Any modifications will be determined by the procurement method, the nature of the service or unique/ project specific factors.</p> <p>(v) The Act, Regulations and Handbooks will guide all future decisions taken by UDeCOTT in respect of its thresholds, selection criteria, method of procurement and all other procurement related matters.</p>

	RECOMMENDATION OF THE PAEC	STATUS
	<p>what are the clearly defined rules that are followed when sole selective tendering is done, inclusive of the required documentation from the consultant/contractor and the persons involved in the chain of command to authorize sole select procurements</p>	
9	<p>UDeCOTT should submit a status on the following:</p> <ul style="list-style-type: none"> - its review of the implementation of a debt recovery policy to better aid the company in retrieving funds owed by state agencies; - setting standards for the collection of all debts; - strengthening its internal processes to facilitate accurate reporting; 	<p>The Receivables Management Policy and Procedures has received the approval of the Finance Steering Committee of the Board of Directors. It is expected to be approved by the Board of Directors in an upcoming Board Meeting. The Policy includes clear and specific steps as part of the strategy to reduce/settle the receivables and to minimise the risk to UDeCOTT's liquidity.</p> <p>In the interim, there have been increased written efforts to highlight to Clients, the impact of their respective receivables on the operations of UDeCOTT and the continuance of the respective projects/ services. Further, between the period 2021 to 2023, through consultation with the Ministry of Finance, UDeCOTT has received approximately \$1.8B. These funds were provided in an effort to mitigate the impact of the current debts owed by Clients.</p>
10	<p>UDeCOTT should set out a clear time table for ultimately reducing its backlog of unrecoverable accounts receivable.</p>	<p>The Receivables Management Policy and Procedure has received the approval of the Finance Steering Committee of the Board of Directors. It is expected to be approved by the Board of Directors in an upcoming Board Meeting. The Policy includes clear and specific steps as part of the strategy to reduce/settle the receivables and to minimise the risk to UDeCOTT's liquidity. Upon approval, specific timetables will be developed.</p> <p>It should be noted that UDeCOTT expects the implementation of the provisions of the Public Procurement and Disposal of Public Property Act, 2015 (as amended) to contribute significantly in reducing the probability of increasing debt by its Clients.</p>

	RECOMMENDATION OF THE PAEC	STATUS
		<p>In the interim, there have been increased written efforts to highlight to Clients, the impact of their respective receivables on the operations of UDeCOTT and the continuance of the respective projects/ services. Further, between the period 2021 to 2023, through consultation with the Ministry of Finance, UDeCOTT has received approximately \$1.8B. These funds were provided in an effort to mitigate the impact of the current debts owed by Clients.</p>
11	<p>Creation of a Lessons Learnt Report on various categories of project management services, scope creep, cost overruns, risk identification and mitigation, procurement and other critical areas of operations. The report should document all critical issues encountered on projects, how they were handled; the outcomes of actions taken (or not taken) and how similar issues could be managed on other projects.</p>	<p>UDeCOTT has completed the Draft Policy, Procedure Notice and Lessons Learned Reporting Templates. The Draft is under review by the Construction Sub-Committee of the Board of Directors and would be submitted to an upcoming meeting of the Board of Directors for approval.</p> <p>UDeCOTT expects to roll out the Lessons Learned Policy and its associated procedures and templates during the second quarter of 2023.</p>
12	<p>The Office of the Prime Minister should take direction from the State Enterprises Performance Monitoring Manual where it states that "The Line Ministries' role includes technical supervision of planning, monitoring and evaluating project, plan and programme implementation and ensuring that State Enterprises adhere to the Sectoral policy guidelines of GORTT". The Ministry is therefore mandated by these guidelines to play a more important role in offering proper technical supervision of projects and programme implementation to the UDeCOTT;</p>	<p>No action is required by UDeCOTT under this recommendation.</p>

	RECOMMENDATION OF THE PAEC	STATUS
13	<p>UDeCOTT should ensure that the Project Management Team adopts Earned Value Management techniques to assess project progress and completion to be able to carefully assess impact of changes in cost, scope and time due to the multiple reasons identified.</p>	<p>UDeCOTT is currently exploring mechanisms/avenues to integrate this type of project performance marker in its current project reporting mechanisms.</p>
14	<p>UDeCOTT should go beyond the use of a findings log to develop comprehensive risk identification/mitigation plan and change management plan (by project) to allow for swift responses to changes in project scope and avoid incidences of scope creep. Such plans must be continuously reviewed and updated to reflect dynamic changes in the project environment.</p>	<p>Templates for Scope Creep and Risk Identification and Mitigation have been developed. Roll out will be undertaken upon completion of process for review and approval.</p> <p>The roll out is expected to be completed before the close of second quarter 2023.</p>