



PRINCES TOWN REGIONAL CORPORATION

Administrative Report 2014-2015

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LIST OF ACRONYMS

ACH	Automated Clearing House
CALGA	Caribbean Association of Local Government Authorities
CARILED	Caribbean Local Economic Development
CEO	Chief Executive Officer
CERT	Community Emergency Response Team
CFLGM	Caribbean Forum of Local Government Ministers
CIDA	Canadian International Development Agency
CLGF	Commonwealth Local Government Forum
CMOH	County Medical Officer of Health
COLA	Cost of Living Allowance
COSTAATT	College of Science, Technology and Applied Arts of Trinidad and Tobago
CPO	Chief Personnel Officer
DMU	Disaster Management Unit
FCM	Federation of Canadian Municipalities F
LED	Local Economic Development
MSME	Micro Small and Medium Enterprises
NIS	National Insurance
NGO	Non-Governmental Organisations
NUGFW	National Union of Government and Federated Workers
PAYE	Pay As You Earn
PMI	Project Management Institute
PSIP	Public Sector Investment Programme
PTRC	Princes Town Regional Corporation
TCPD	Town and Country Planning Division
TTPS	Trinidad and Tobago Police Service

VISION STATEMENT

‘Princes Town Regional Corporation’s vision is to serve and develop the region of Princes Town so that burgesses receive municipal services that are second to none. Our aim is to make the region beneficial for burgesses, attractive for investment and enjoyable for visitors. We can do this if we work together in nurturing, protecting and proudly promoting the unique and diverse resources of Princes Town and environs’

MISSION STATEMENT

To ensure the effective delivery of municipal services to the burgesses of Princes Town Regional Corporation so that they lead quality productive lives

PART 1

Introduction & Overview of the Region

Introduction

In Trinidad and Tobago, Local Government is made up of fourteen (14) Municipal Corporations which provide a range of services to communities at the local level. There are two (2) City Corporations, three (3) Boroughs and nine (9) Regional Corporations who are responsible for administering local government services to its burgesses. The Princes Town Regional Corporation is one of the nine Regional Corporations that is committed to the growth and development of the region through the timely delivery of quality local government services to the citizens that it serves. This contributes towards the improvement of the standard of living of citizens as goods and services are more accessible and is delivered in a timely manner. This is keeping in line with the present Government thrust for developed country status in which they have stated is an important part of their core mandate and function; - their commitment to deliver services to its citizens. All policy directions set out the Princes Town Regional Corporation are guided by the policy framework set out by the Government which are anchored on the seven pillars of development. The projects and programmes implemented by the Corporation seeks to be responsive to the needs of its citizens which allows them to enjoy a quality standard of living, protect the regions natural environment and ensure the Corporation receives value for money.

This Administrative Report seeks to give a background of the municipality of Princes Town, an overview of the administrative management of the Princes Town Regional Corporation, its structure and the roles and function of the major departments along with the various challenges and achievements met during the financial period 2014-2015.

The Municipality of Princes Town

The region of Princes Town is located in Southern Trinidad and encompasses a land area of 621.35km². It is bounded by the Penal/Debe and San Fernando regions in the west, the Mayaro/Rio Claro region in the East, the Couva/Tabaquite/Talparo in the North and the Columbus Channel (sea) in the South. See *Figure 1*.

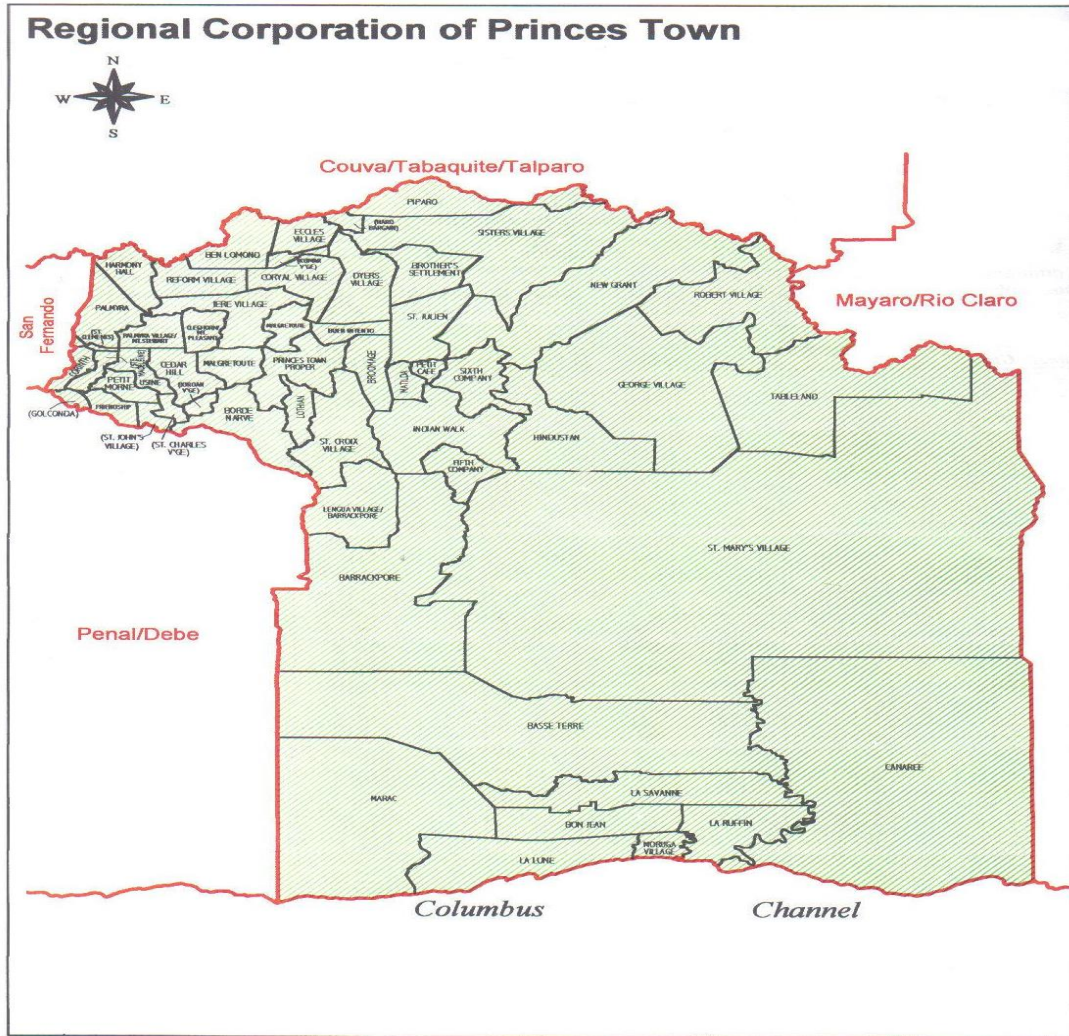


Figure 1- Map showing the boundaries of the region of Princes Town

The Corporation manages a land space of approximately 62,000 hectares with ten (10) electoral districts and six (56) communities throughout the region. *See Figure 2.*

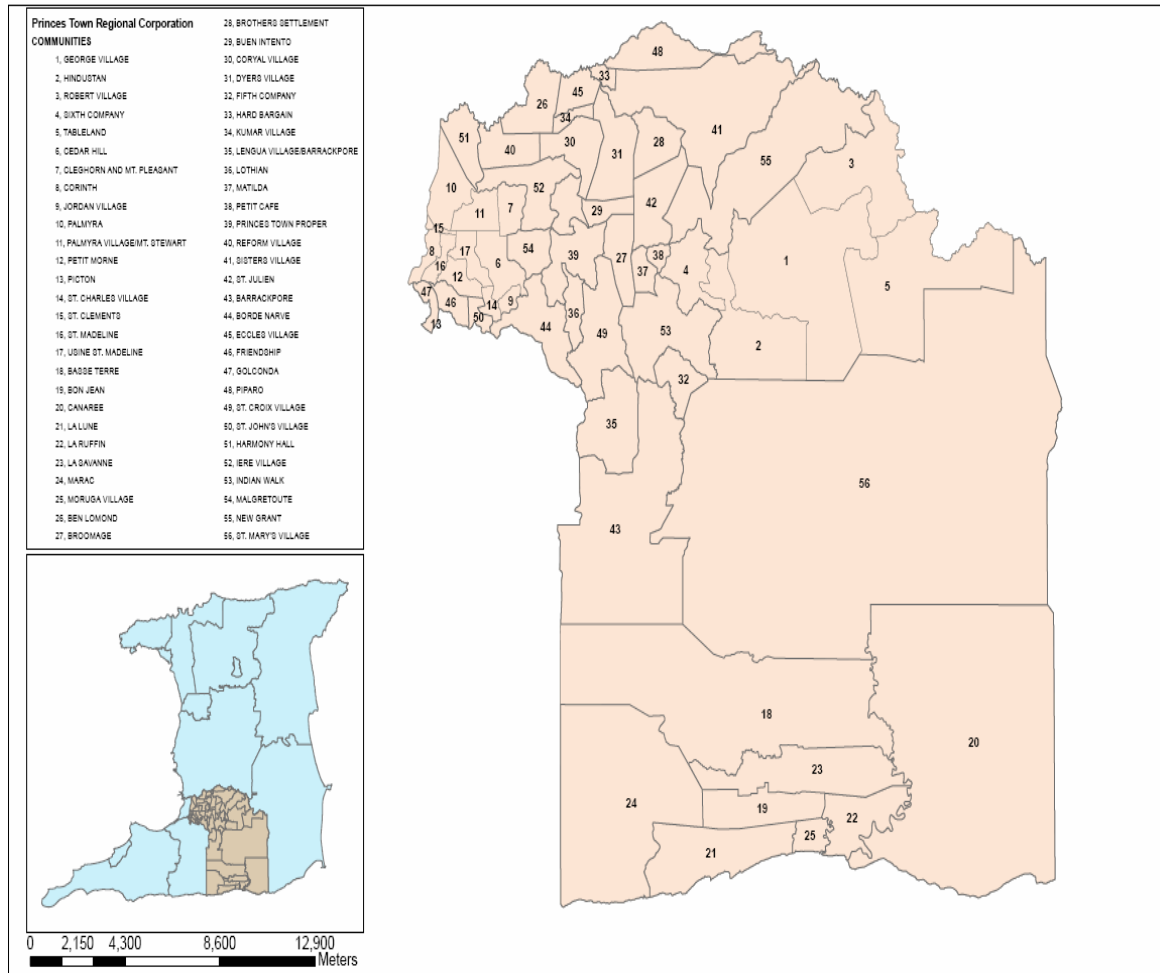
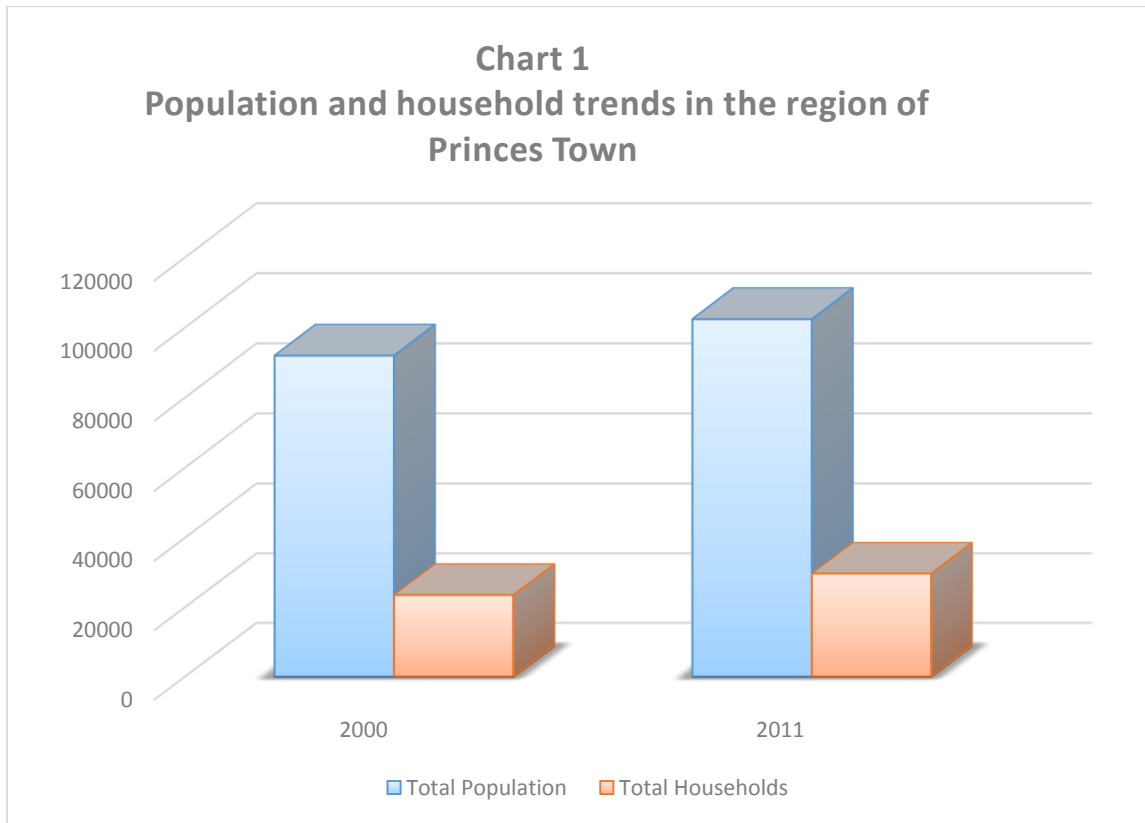


Figure 2- Map showing the communities of Princes Town

Population and household trends

According to the 2011 census, there are approximately 102,375 persons living in the region. This accounts for 7.7% of the total population of the country making it the fifth largest population in Trinidad and Tobago. This is an 11.3% increase as compared to the year 2000 where the recorded population figure was 91,947. There are also 29,661 households in the region, a 26% increase compared to the year 2000. *See Chart 1.* It should be note that the average household

size in Princes Town is 3.5 which is the largest in Trinidad and Tobago. With a land area of 620 square km, the region has a population density of 165 per square km, a significant increase as compared to the year 2000 where the population density was 148 per square km.



Characteristics of the Region

Princes Town is very diverse and has both unique and distinctive characteristics which are incomparable to other regions. These are-

Commercial Hub

Over the years, the region of Princes Town has grown and changed from its focus on agriculture and developed into a more developed business oriented hub. The town is known for its bustling commercial and institutional centres as there are a range of business establishments such as banking establishments, insurance agencies, restaurants, variety and clothing stores, malls, salons, furniture stores, hardwares, pharmacies, the main market etc. There are also many government services available such as postal, police, revenue, fire services, social welfare, national insurance board, elections and boundaries commission, licensing, hospital and library services. The region itself consists of many small scale industries such as block factories, logging, sawmills, wrought iron works etc.

Agriculture Industry

The agriculture industry of Princes Town consists of a number of small and medium sized farmers producing a variety of crops. However, the pineapple farmers located at Tableland is one of the largest producers in the country as there are acres of pineapple farms managed by the pineapple farmers of Tableland. The fishing industry in Moruga is also one of the largest and developed in the South region.

Transportation Hub

The town of Princes Town is one of the most accessible as it there is a large availability of maxis, taxis and buses that provide a link to the various communities throughout the region and the neighbouring towns.

Availability of Land Space & Natural Resources

The region of Princes Town has an availability of land space for the development of housing, agriculture, recreational facilities, eco- tourism and industrial development. There are many natural resources including beaches, springs, rivers, ponds, fishing, flora and fauna, wildlife, nature trails and oil.

Various Educational Institutions

The region of Princes Town consists of many early childhood centres, primary, and secondary schools, trade schools and there is also the University of Trinidad and Tobago (UTT).

Tourist Attraction Sites

Princes Town is known for its many tourist attractions. One of the major attractions that visitors from abroad come to see are the mud volcanoes located at the Devils Woodyard in Hindustan. The nearby park is also developed as a picnic ground with a play park. Other attractions in the region include the mud volcanoes at Moruga and Piparo, the Moruga beaches and the Spring Bridge, the golf course in St. Madeline and Dunmore Hill Tank Site which is one of the highest points in the region that houses a large water tank belonging to WASA.

Historical and Cultural Background

Princes Town has a rich historical and cultural background. As mentioned before, it has a rich history with the visit of the two Princes and the celebration of Princes Town week. Another

major historical celebration is the Moruga festival named Puntá de la Playa. This celebrates the re- discovery of Trinidad through the re-enactment of the landing of Christopher Columbus.

There is also the Ramleela Ground located at Cedar Hill which was the first plantation to receive indentured labourers from India. In addition, Princes Town has the oldest Hindu temple which is located in Tableland and the oldest Presbyterian Church in Iere Village. There are churches of all denominations, temples and mosques throughout the region.

Active Sporting Groups and Vibrant NGO's

The region of Princes Town consists of many active sporting clubs mainly in the areas of cricket and football. Golfing is another popular sport that takes place at the Usine, St. Madeline Golfing Course. Additionally, in almost each community there exist village councils and community groups that represent the needs and views of the respective communities.

Part 2

Role and Function

Legal Framework

The Princes Town Regional Corporation is governed by the *Municipal Corporations Act # 21 of 1990* and its amendments where it is responsible for delivering goods and services to its burgesses. According to the Act, the Corporation is responsible for the following-

‘the distribution of truck- borne water subject to the provisions of the Water and Sewerage Act;’

‘the provision, maintenance and control of all Corporation building’

‘the maintenance and control of homes for the aged established by the Corporation’

‘subject to any other written law, the maintenance and control of child care centres, established by the Corporation’

‘the construction and maintenance of all drains and water courses except main water-courses and highway water courses’

‘the provision, maintenance and control of such parks, recreation grounds, beaches and other public spaces as the President may from time to time by Order prescribe’

‘the promotion of development within the Municipality in accordance with plans approved by the Minister with responsibility for physical planning’

‘the maintenance of state property including- such police stations health centres, post office and other government buildings as the Minister to whom responsibility for construction and maintenance of buildings is assigned may by order determine’

‘the maintenance, control and enhancement of the physical environment including- monitoring water- courses, beaches and water- front areas, swamps forests, game sanctuaries, savannahs, parks and other open spaces’

‘ the disposal of garbage from private and public property, the development and maintenance of sanitary landfills, chemical treatment for insect and vector control, abatement of public nuisances and dissemination of information for primary health care’

‘the development, construction, maintenance and repair of passenger bus and taxi shelters and benches’

'the co-ordination of local and regional trade fairs, athletic events and cultural displays and entertainment'

'the collection and distribution of forms issued by Departments of Government'

'the maintenance and control of burial grounds and crematoria, subject to the provisions of the Public Burial Grounds Act and Cremation Act'

'the provision, maintenance and control of public pastures and recreation grounds, subject to the provisions of the Recreation Grounds Act and Pastures Act'

'such other functions as the President may from time to time by Order prescribe.'

The Corporation must also adhere to other legal forces. These include-

- The Civil Service Act
- The Public Service Commission Regulations
- The Standing Orders
- The Town & Country Planning Act
- The Equal Opportunity Act
- The Highways Act
- The Collective Agreement
- The Financial Regulations
- The Financial Instructions
- The Exchequer & Audit Act
- The Central Tenders Board Ordinance
- The Occupational Safety & Health Act 2004
- The Cremation Act
- The Burial Grounds Act
- The Recreation Grounds & Pastures Act
- The Industrial Relations Act
- The Public Health Ordinance
- The Litter Act
- The Dog Act
- The Disaster Measures Act
- The WASA Act
- The Yellow Fever Act

Organisational Structure

The Princes Town Regional Corporation is made up of a Political Arm which is the Council and the Administrative Arm.

The Council is elected for a three year term and consists of fourteen (14) members. It is headed by a Chairman, ten (10) councillors each representing an electoral district and also four (4) Alderman. It is the role of the Council to collectively make policy decisions with respect to the services offered on behalf of the communities they represent. These decisions are made at one of the four (4) monthly Standing Committees Meetings as required by the Municipal Corporation's Act. These meetings are aligned to the various functions of the Corporation which are-

1. Physical Infrastructure
2. Finance, Planning & Allocation of Resources
3. Personnel
4. Public Health

The Statutory Meeting is held at the end of each month in order to ratify all decisions made at the Standing Committee Meetings.

The Regional Coordinating Meeting, also required by the Municipal Corporations Act is also held monthly. This is where representatives from different agencies chaired by the Chairman of Council come together to ensure that work carried out is structured and done in a planned and coordinated manner so that there is no misunderstanding or duplication of work.

Sub- committees are also appointed to deal with other matters that the council may consider appropriate. These committees include-

1. Implementation/Public Relations/Publications Committee
2. Institution, Facilities/Security Management Committee

3. Building Committee
4. Market and Vending Management Committee
5. Rural Development Committee
6. Cultural, National Days and Festivals Committee
7. Agricultural Committee
8. Youth Outreach Committee
9. Sporting Committee
10. Occupational Health and Safety Committee
11. Social Services Committee
12. Woman Affairs Committee
13. Education Committee
14. Environment Committee
15. Tourism, Nature Trails, Open Spaces and Parks Committee
16. Transport Committee
17. Disaster Preparedness and Management Committee

The Administrative Arm of the Corporation is under the leadership of the Chief Executive Officer (CEO) who is responsible for the implementation of decisions made by Council. The CEO is responsible for the overall administration of the office and coordinates the work of various departments of the Corporation to ensure that work is executed in an efficient and transparent manner. See *Figure 3* for Organisational Chart. These departments include-

- | | |
|-------------------------------------|-----------------------------|
| 1. Accounts | 7. Disaster Management Unit |
| 2. Tenders | 8. Municipal Police |
| 3. Technical | 9. Registry |
| 4. Public Health | 10. Health & Safety |
| 5. Personnel & Industrial Relations | 11. Personnel |
| 6. Secretariat | |

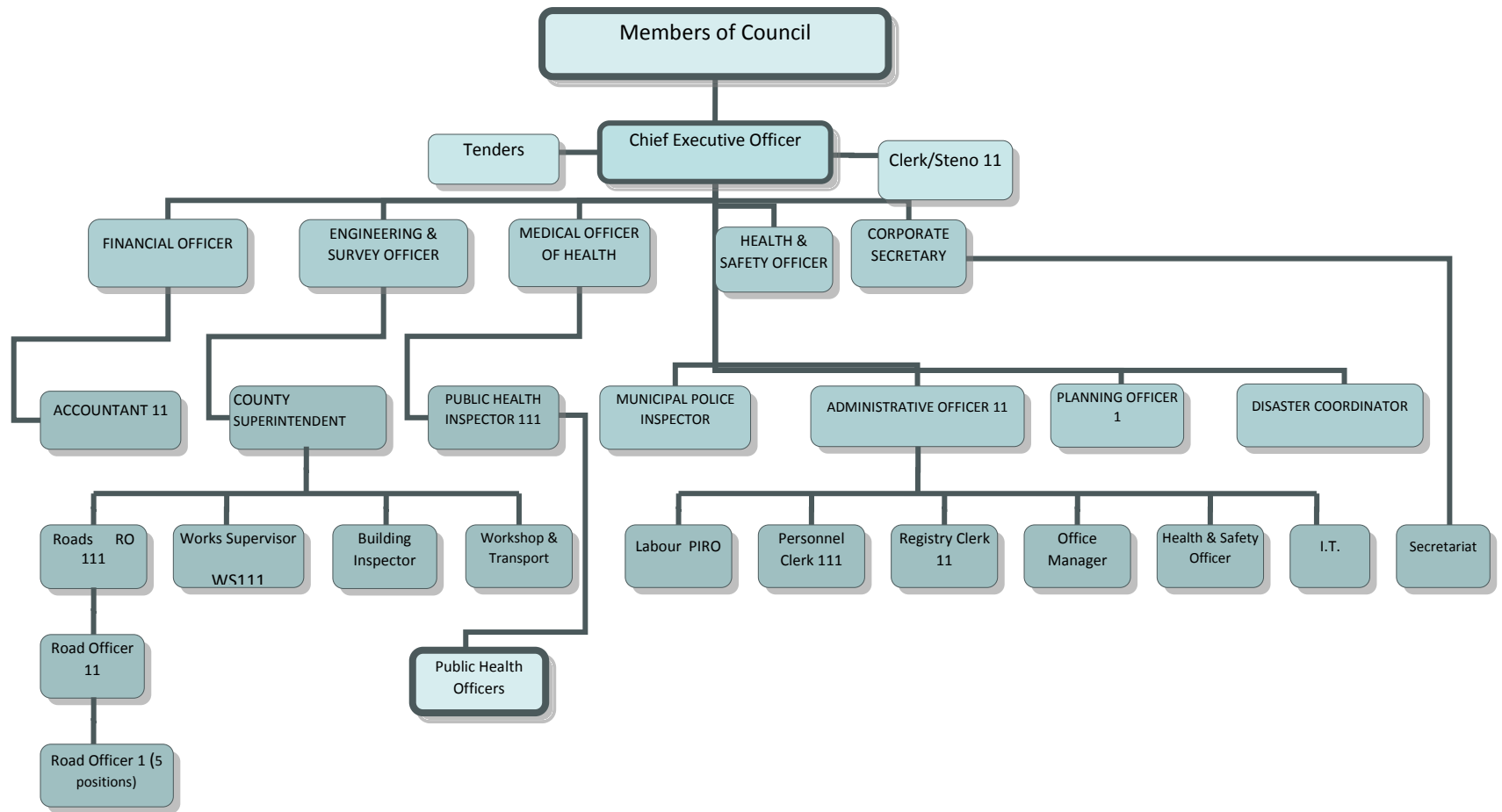


Figure3- Organisational Chart of the Princes Town Regional Corporation 2015

Part 3- Human Resource Management

Overview

Human Resource Management is a function in organisations designed to maximise employee performance in service of their employer's strategic objectives. It is primarily concerned with how people are managed within organisations focusing on policies and systems. In a rapidly growing region where businesses are demanding efficient and effective services, the Corporation strives to manage its human resources in order to achieve customer satisfaction. This is done through manpower planning, recruitment, training & development, performance appraisal and industrial relations. See *Figure 4*. The Princes Town Regional Corporation is the largest employer in the region, hence important towards the development of the region. The Corporation provides employment for over eight hundred (800) workers on a daily basis. The Personnel Department and the Personnel & Industrial Relations Department is responsible for managing the human resource aspect of all workers.

The Personnel Department- the Personnel Department is responsible for managing the human resource function of all monthly paid and contract workers of the Corporation. Their main responsibilities are-

- Processing of leave applications of monthly paid staff, contracted workers and on-the -job trainees
- Maintain the punctuality and attendance registers of monthly paid staff, contracted workers and on- the- job trainees

- Maintain the personal records of monthly paid staff, contracted workers and on- the- job trainees
- Prepare the monthly return of Personnel for all monthly paid staff, , contracted workers and on- the- job trainees
- Prepare Staff & Acting arrangements when necessary
- Prepare pension and leave when necessary
- Prepare Annual Performance Appraisal Reports
- Prepare Annual Periodic Reports

The Personnel and Industrial Relations Department- the Personnel and Industrial Relations Department is responsible for managing the human resource function of all daily rated employees of the Corporation. The department is headed by the Personnel and Industrial Relations Officer. The main responsibilities of this department are-

- Identifying shortfalls in labour
- Ensuring each department has the required number of staff
- Sourcing prospective persons when needed through advertisements
- Reviewing applicants and short listing appropriate candidates
- Conducting interviews to determine whether skill set matches position description
- Hiring of workers
- Keeping records of employees service
- Processing workers sick, casual, vacation leave and retirement benefits
- Resolving disputes and grievance of workers in consultation with the union of necessary

- Preparing Sick Leave Bonus
- Preparing cadre for when signing the Collective Agreement with the Union, the Ministry of the CPO
- Manage the Employee Assistance Programme (EPA)



Figure 4- Illustration of the Human Resource Management function of the PTRC

Categorisation and Breakdown of workers

Within the financial year 2014-2015, the total workforce of the Corporation was 806. This can further be broken down into-

- Monthly Paid- 65
- Contract- 15
- Daily Rated- 716
- On- the job trainees- On- the job trainees are provided by the Ministry of Science, Technology and Tertiary Education to the Corporation for a period of two (2) years where they are trained in the day to day operations of the Corporation in order to obtain

valuable work experience. Ten (10) trainees were assigned to the Corporation for this period.

The staff of the Corporation provides a wide range of support to the administrative arm of the Corporation. They are-

1. Professional & Scientific
2. Technical
3. Administrative
4. Clerical
5. Secretarial
6. Manipulative

Monthly Paid Staff- The monthly paid staff of the Corporation provide support services to the Chief Executive Officer who is responsible for their overall management in the execution of the work. They are provided by the Public Service Commission to the Ministry of Local Government who then assign staff to the Corporation. They are represented by the Public Services Association (PSA) where their salaries and conditions of service are negotiated with the Chief Personnel Officer (CPO). According to the Civil Service Regulations they can be classified into six (6) categories- these are secretarial, clerical, administrative, professional, technical and manipulative.

Contract workers- The contract workers of the Corporation consist of- the Corporate Secretary, the Financial Officer, the Medical Officer of Health, the staff of the Disaster Unit, the Litter Wardens and the Public Health Officers. They are hired by the Ministry of Local Government and their terms and conditions of work are negotiated by the Ministry of Local Government and the Chief Personnel Officer.

Daily Rated workers- The daily rated workers are recruited by the Corporation and provide a means of direct labour. They can be broken down into- permanent, regular and casual workers. They make up skilled and unskilled workers. The administration is guided by the Collective Agreement which states the wages and conditions of service of the daily rated workers. This is negotiated by the National Union of Government and Federated Workers (NUGFW), who is the union representative of the daily rated workers and the CPO. The Princes Town Regional Corporation's Permanent Establishment consists of 376 approved permanent positions. This is a fiscal amount agreed between the CPO and the Union. In order to maintain our 376 permanent positions which would decrease due to retirement / death / abandonment and resignation, workers from the regular and casual list are utilised in order of seniority to fill these vacancies created.

Chart 2 illustrates our permanent work force being maintained at 376 while our regular and casual work force is being depleted.

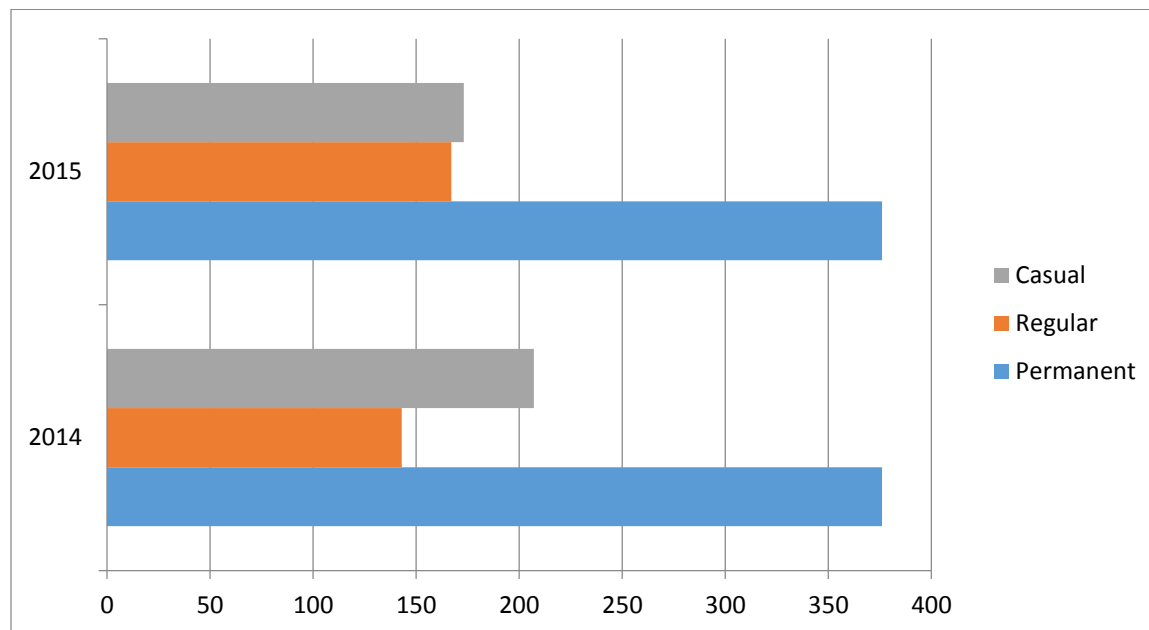


Chart 2- Daily Rated Employees Employed with the Corporation for the years 2014 – 2015

This decrease in manpower together with an aging workforce is having a negative impact on the work teams which results in the delaying of projects and overall production.

Table 1 is a projection showing where these additional positions would help fill the void in the daily rated work force. This proposal was submitted for Cabinet approval since 2008.

OCCUPATION	PRESENT POSITION	ADDITIONAL POSITIONS REQUIRED	STATUS TO DATE
Foreman 11 C.M.E.	1	10	Awaiting Cabinet Decision
Chargehand C.M.E	2	1	Awaiting Cabinet Decision
Auto Electr.-Grade 1 Group. B	0	2	Awaiting Cabinet Decision
Carpenter- Grade 1 Group B	1	4	Awaiting Cabinet Decision
Mason Grade 1 Group B	1	4	Awaiting Cabinet Decision
Mechanic Grade 1 Group B	1	3	Awaiting Cabinet Decision
Motor Grader	0	1	Awaiting Cabinet Decision
Roller Driver	1	2	Awaiting Cabinet Decision
Welder - Grade 1 Group B	0	2	Awaiting Cabinet Decision
Cabinet Maker Grade 1 Group C	0	1	Awaiting Cabinet Decision
Circulatory Road Overseer	0	5	Awaiting Cabinet Decision
Mechanic Grade II Group B	0	1	Awaiting Cabinet Decision
Welder - Grade II Group B	0	2	Awaiting Cabinet Decision
Carpenter- Grade II Group C	2	1	Awaiting Cabinet Decision
Checker	16	4	Awaiting Cabinet Decision

OCCUPATION	PRESENT POSITION	ADDITIONAL POSITIONS REQUIRED	STATUS TO DATE
Dump Truck Driver	0	1	Awaiting Cabinet Decision
Mason Grade II Group C	2	4	Awaiting Cabinet Decision
Road Overseer	21	1	Awaiting Cabinet Decision
Sanitation Overseer	11	8	Awaiting Cabinet Decision
Sewer Disp. Truck Driver	2	1	Awaiting Cabinet Decision
Motor Vehicle Driver	3	4	Awaiting Cabinet Decision
Oiler/Greaser/Service man	0	3	Awaiting Cabinet Decision
Painter	0	8	Awaiting Cabinet Decision
Rodent Control Evaluator	0	4	Awaiting Cabinet Decision
Power Mower Driver	0	3	Awaiting Cabinet Decision
Power Saw Operator	0	2	Awaiting Cabinet Decision
Recreation Ground Attendant	0	10	Awaiting Cabinet Decision
Steel Bender	1	8	Awaiting Cabinet Decision
Tyreman	0	1	Awaiting Cabinet Decision
Water Pump Attendant	0	1	Awaiting Cabinet Decision
Female Labourer	16	18	Awaiting Cabinet Decision
Labourer	182	87	Awaiting Cabinet Decision
Lorry Loader	12	20	Awaiting Cabinet Decision
Sanitary Sweeper	8	6	Awaiting Cabinet Decision
Sanitation Worker	75	56	Awaiting Cabinet Decision
Sewer Disp. Truck Attendant	4	2	Awaiting Cabinet Decision

Table 1 - Proposal for additional daily rated workers at the Princes Town Regional Corporation

It is imperative to fully staff the Corporation in order to deliver essential goods and services to the burghesses increase productivity and meet the goals of the Corporation.

Chief Officers- According to the Municipal Corporations Act #21 of 1990, the Corporation shall have five (5) Chief Officers. These officers are-

1. The Chief Executive Officer
2. The Corporation Secretary
3. The Treasurer
4. The Engineer
5. The Medical Officer of Health

Training

The Princes Town Regional Corporation recognises the importance of staff training to the organisation as it leads to more motivated employees, greater efficiency and promotes innovation. The training provided by the Corporation to staff are aligned to the Corporation's strategic objectives. For the financial year 2014-2015, the following training was undertaken-

- ✓ Mediation in the workplace
- ✓ Mastering Supervisory Skills
- ✓ Performance Management
- ✓ Professional Development
- ✓ Job Analysis & Competency Based Job Workshop
- ✓ Trade Union & Law Training
- ✓ Awakening the Leader in you
- ✓ Human Resource Labour Law
- ✓ Practical Techniques in Excel for Business Professionals
- ✓ Supervisory Management

- ✓ Minute Taking & Memo Writing
- ✓ Business Process Management
- ✓ Seismic Design on Reinforced Concrete Structures
- ✓ OSHAS 18001

Human Resource Challenges

Table 2 below gives an insight into some of the general human resource challenges faced by the Corporation.

<i>Issue/Challenges</i>	<i>Recommended Solutions</i>
The Corporation has no input in the recruitment and selection of its monthly paid staff due to dependency on the Public Services Commission to provide adequate staff which leads to delays in filling vacancies.	The establishment of a Human Resources Unit in the Corporation
Inadequate technical staff to effectively service the region	One technical (1) officer for each administrative district
Some senior workers reluctant to learn and adapt to technological changes	Training in Change Management tools & techniques
An ageing labour force	Ensure institutional knowledge is shared through Succession Planning
Limitations of past and ongoing Collective Agreements	

Table 2 Human Resource Challenges of the PTRC 2014-2015

Part 4- *Financial Management*

Overview

Financial Management deals with the most efficient use of funds to ensure that resources are allocated in a manner to achieve the overall service objectives. The Accounts Department of the Corporation is responsible for managing all the finances of the Corporation. It is headed by the Financial Officer who is one of the Corporations Chief Officers.

The department operates within a legal framework in dealing with revenue and expenditure and is guided by-

- The Financial Regulations
- The Financial Instructions 1965
- Exchequer & Audit Act, Chapter 69:01
- The Constitution of the Republic of Trinidad and Tobago Chapter 1:01
- Act 21 of 1990- Municipal Corporations Act, Part VI

The objectives of the Accounts Department is as follows-

- To effectively manage funds.
- Ensure that payments documents (vouchers) comply with regulations.
- To collect revenue.
- To ensure payment of bills and utilities are made in a timely manner.
- Timely processing of payroll.
- To address budget and any changes.
- To ensure appropriate customer service.
- Preparation of Annual Financial Statements
- To ensure all books and records are done in accordance with accounting best practices and financial regulations.

Funding is received at the beginning of each financial year through the Ministry of Finance. It is based on the submission of the Corporation's Draft Estimates which shows financial projections for work to be carried out in the new financial year. There is a process that the Corporation must adhere to before any money is released from the Ministry of Finance to provide services. *See Figure 5.*

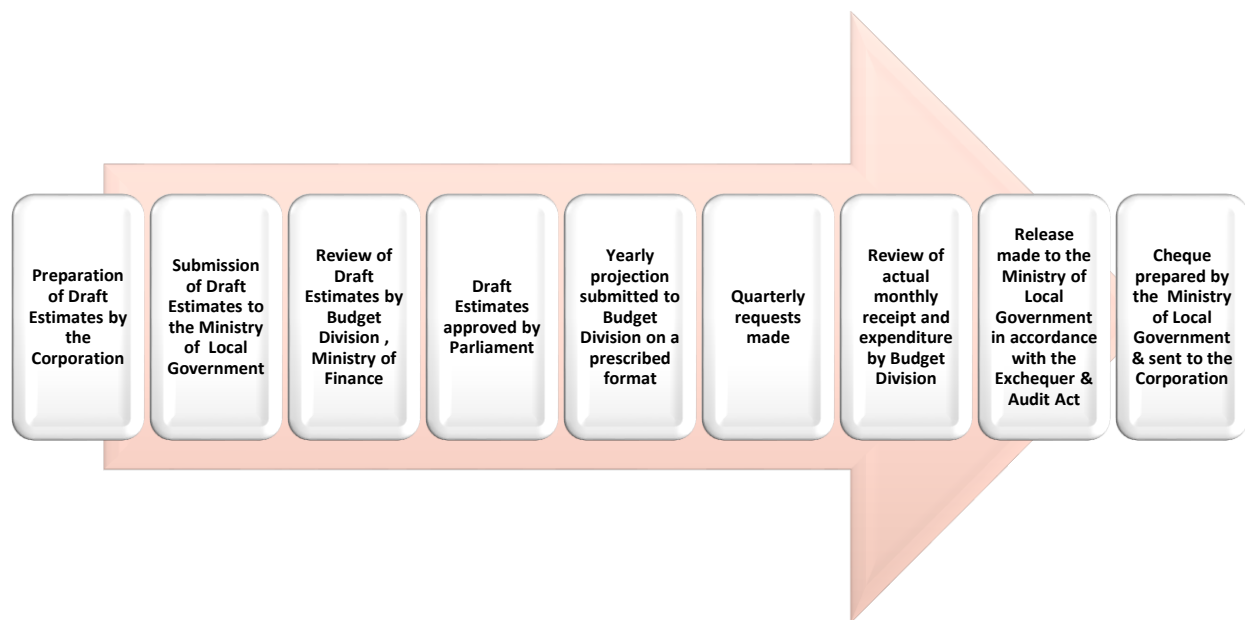


Figure 5- Process for the release of funds

Revenue is also earned by the Corporation through bank interest and from chargeable services provided to its burgesses. These chargeable services include-

- Cleaning of cesspits and septic tanks
- Collection of Poultry Waste
- The use of the stalls/ booths at the market
- The collection of fees from the Building Inspectorate Department
- Burial Fees
- Tender Deposits
- Rental of Parks and Recreation Grounds

The Accounts Section of the Corporation strives for efficiency in its operations in disbursing public funding in the most efficient manner. Annual financial statements are always prepared and submitted to the Auditors General Department for audit on time.

EASIPAY 2000 Payroll System

The EASIPAY 2000 Payroll System was designed by Software and Solution Ltd to specifically meet the needs of the Princes Town Regional Corporation.

The features of the EASIPAY 2000 PAYROLL SYSTEM includes:

- 1. Multi-user capability:** Easy to use and allows **usage** on a network with the processing of multiple payrolls for the organization and the ability to direct reports to screen, file or printer.
- 2. Comprehensive security facilities:** based on security levels assigned by user or group of users.
- 3. User-maintained tables** for calculations of statutory deductions e.g. PAYE, NIS, Health Surcharge, COLA, Pension, Medical, Trade Union Dues, etc. with weekly, fortnightly, bi-monthly and monthly pay periods. Unlimited number of earning (taxable & non-taxable) and deduction codes as well as automatic processing of standard earnings or deductions.
- 4. Wages Analysis by cost centre, division or department:** Allows for complete employee information with automatic logging changes for audit trail purposes, ability to override calculated or standard deductions and earnings for a user specified number of pay periods, with automatic removal of entry at end, permits an employee to split his net salary among multiple banks and can pay employees by bank transfer, cheque or cash.

The system can track entitlement and usage of various types of leave, and short pay an employee for any leave taken in excess of entitlement (hourly or daily rated).

5. **Ability to override:** For example an employee's standard rate during hours entry with piece rate processing. Easy inactivation (check box) and automatic date reactivation of employees.
6. **Ensures monitoring:** Ability to set up and monitor Employee loan balances and payments. Ability to return payroll calculation as required before the period is closed and allows reprinting of payroll reports until the period is closed. Printing of employee, banks and deductions cheques and listing.
7. **Creation of files:** These include NIS text files on diskette in the approved format, the creation of ACH extract file in approved format for all banks.

System Alerts

System alerts can be set up as requested by the user. When the event triggers, these alerts are configured to display when the user next logs into EasiPay. The configuration of the alert also allows for the appropriate action to be taken on double clicking on the display (eg. Go to the appropriate form). Message can then be flagged as "Read" and can be deleted by the user.

Reports

The following are reports that are derived via the EASIPAY:

1. **Maintenances Reports:** these reports details employee information.
2. **Edit Reports:** involves hours Entry Listings, Transaction Edit List, Payroll Exception Report, Audit Trail Report.
3. **Processing Reports:** include payroll information relating to employees.

4. **Year-to-date Reports:** include current YTD Report (Employee), Employee YTD Listing by Earning/ Deduction, Employee YTD Listing by Employee
5. **Statutory Reports**
6. **Other Reports** include employee annual Pay Record Card, Company annual Pay Record Card.
7. **Utilities:** allows for the export Pay slips to PDF, E-Mailing of Pay slips, Automated Backup & Restore of Data.

Automated Clearing House

The Automated Clearing House is a service provided by Republic Bank of Trinidad and Tobago Limited to the Princes Town Regional Corporation for the electronic processing of payments. The ACH system is very cost effective in terms of transactions, for example the cost attached to the processing of transactions via the ACH system is \$1.00 per transaction as opposed to the cost of \$12.00 for a cheque for the said transaction.

Advantages of using ACH:

1. Cost reduction in the preparation of cheques/wire transfers/standing orders/fraud.
2. Allows for better cash flow as it is made known when cash is withdrawn.
3. Reduction in paper handling.
4. Reallocation of human resources as there is no longer the need to write cheques.
5. Reduction in time off for employees as they no longer need to go to the bank to cash cheques.
6. It is a fast, accurate and secure process.

7. All employees are paid at the same time with immediate availability of funds, removing the need to place holds cheques.

Further to the processing of wages the Corporation is in the process of engaging Republic Bank Limited to process payments for suppliers of goods and services. Presently the Corporation has collected data for scavenging contractors to be verified by the bank.

Financial Management Automation Project

In an attempt to modernize and automate PTRC's financial management systems, the Princes Town Regional Corporation has contracted a local company for the purchase and implementation of several modules of the USL Financials government accounting software suite.

The corporation has purchased USL modules for General Ledger, Accounts Payable, Accounts Receivable, Project Accounting, and Purchase Order. The system would support both Accrual and Cash basis accounting methods simultaneously which allows the PTRC to generate reports using the mandated Cash basis while concurrently providing the more robust management capabilities afforded by the Accrual method.

The features includes document management integrated with the accounting system. This permits the ability to scan and store hardcopies of documents with the accounting transactions which facilitates easy access and retrieval. For example, signed Purchase Orders together with vendor invoices can be scanned into the Accounts Payable module and stored in the transaction history.

The Project Accounting module enables the arrangement of all the corporation assets (buildings, roads, bridges, grounds, cemeteries, etc.) as permanent projects so as to track the history of all

maintenance and enhancements performed over the life of the asset. Each (PSIP) Project is set up as a sub-project under the affected asset with the approved budget. Besides tracking basic accounting functions, like budgets and expenses, the Project Accounting module also seeks to support the recording and reporting of project management information such as project status, project managers, progress notes, quotations from contractors, milestones, due dates, government Program, Electoral District, Administrative District, Pillar, etc. Such an initiative will serve to reduce the time required and increase the accuracy of generating PSIP Status reports to the Ministry and allow elected officials increased access to information about projects in their constituencies.

The Accounts Receivable aspect of the program includes cash receipting capabilities, this would allow for improved cash management, and audit trails. Prior to the implementation of the Cash Receipting function an analysis of all business functions in the corporation that generate revenue from fees was conducted. At this juncture in the process several previously unidentified inefficiencies were revealed. A case in point in with the collection of fees for the public market. There is an absence of the preparation of invoices on a monthly basis for booth rentals, and instead relied on computing arrears at the time payments are collected. This process dates back many years, and has allowed vendors to become backward in their payments without management oversight. PTRC will now be issuing invoices on a monthly basis, which the Accounts Receivable module will track, age, and report on. When the implementation stage is completed we will be able to generate reports on arrears, monitor credit limits, and identify tenants that are habitually delinquent.

The Purchase Order module is fully integrated with all the accounting modules allowing for budget checking and commitment of funds before the purchase order is issued. PTRC will be

able to track vendors behind schedule in delivering goods and services, compare historical pricing, and be able to drill-down from the General Ledger and Accounts Payable modules to see detailed purchase order information.

The General Ledger module includes control and reporting of all financial information from budgets, actuals, commitments, and available balances. The USL Financials has incorporated several enhancements to their system specifically to meet the need of Trinidad and Tobago government, such as the generation of budget transfer approval documents for Virement requests and Transfers of Releases. Audit Trail documents such as Posting Registers and key reports have been enhanced to include printing of Signature Lines to provide evidence of proper accounting controls during the processing of transactions.

Unlike most accounting software packages, USL Financials supports up to nine separate budget versions/types allowing us to track all the mandated budgets (Original Allocation, Supplemental Funds, Virements, Revised Allocations (calculated), Releases, Other Income, Transfer of Releases, Total Income and Releases) by fiscal year.

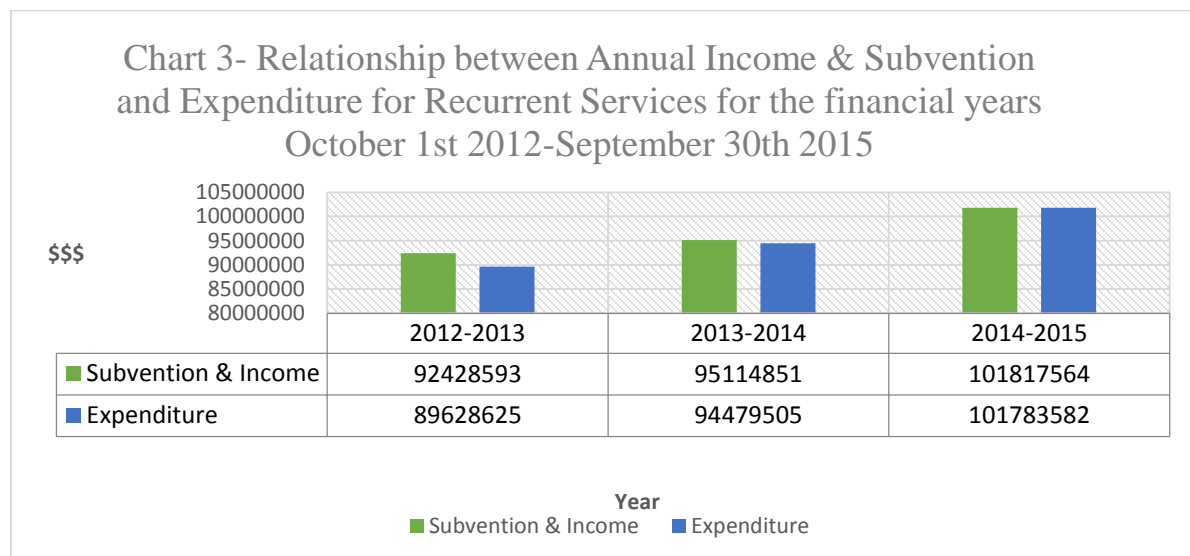
When the implementation is complete we expect it to reduce manual paperwork, reduce time to process payments, and increase the accuracy and availability of management and financial reporting.

Recurrent Services

Income and Subvention- Over the last three years, the annual income and subvention for Recurrent Services has shown an increasing trend from ninety two million, four hundred and twenty eight thousand, five hundred and ninety three dollars (\$92,428,593) in 2012/2013 to one hundred and one million, eight hundred and seventeen thousand, five hundred and sixty four dollars (\$101,817,564) in 2014/2015, a 10% increase.

Expenditure- For the financial year ending September 2015, the Princes Town Regional Corporation utilised 100% of its income and subvention for the payment of wages, goods and services. One hundred and one million, seven hundred and eighty three thousand, five hundred and eighty two dollars (\$101,783,582) was spent at the end of the financial year.

Chart 3 below depicts the relationship between the annual income and subvention and expenditure for Recurrent Services of the Princes Town Regional Corporation for the financial years 2012/2013, 2013/2014 and 2014/2015.



Public Sector Investment Programme (PSIP)

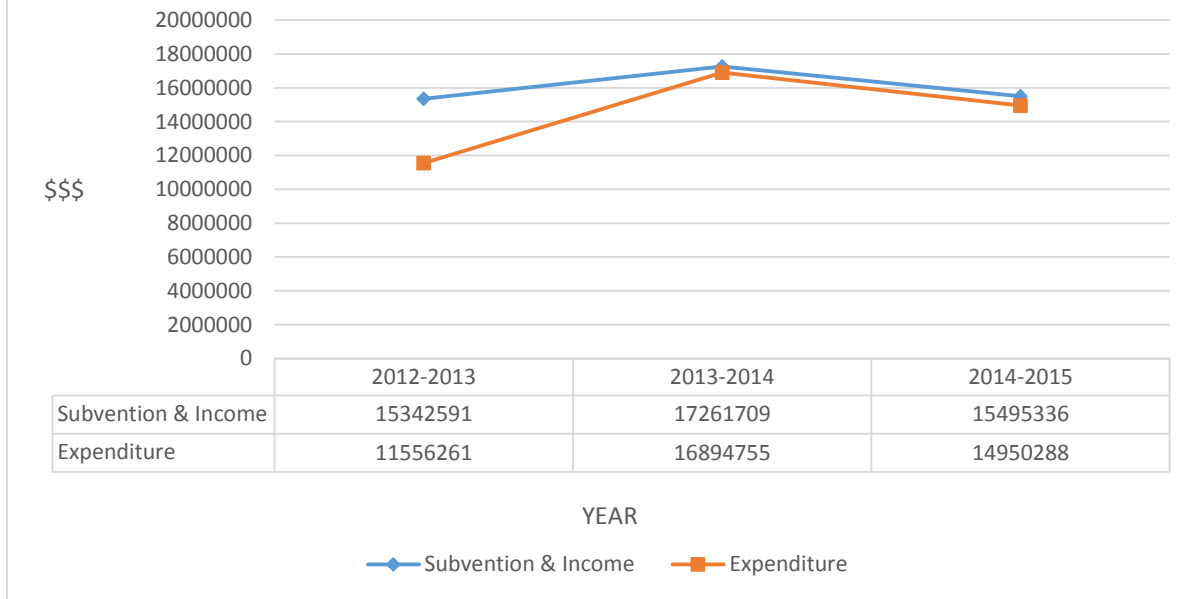
Subvention- Over the last three financial years from October 1st 2012 to September 30th 2015, the Corporations annual subvention under the PSIP has decreased overall. There was a thirteen percent (13%) increase from the financial year 2012/2013 to 2013/2014. However, in the financial year 2014/2015, the annual subvention and income decreased from seventeen million, two hundred and sixty one thousand, seven hundred and nine dollars (\$17,261,709) to fifteen million, four hundred and ninety five thousand, three hundred and thirty six dollars (\$15,495,336), a ten percent (10%) decline.

Expenditure- Over the last three financial years from October 1st 2012 to September 30th 2015, the Corporations utilised 75%, 98% and 96% consecutively of its subvention on development works. The expenditure under the PSIP increased from eleven million, five hundred and fifty six thousand, two hundred and sixty one dollars (\$11,556,261) to sixteen million, eight hundred and ninety four thousand, seven hundred and fifty five dollars (\$16,894,755) from 2012/2013 to 2013/2014. This is because of the increase in subvention. However in 2014/2015, the expenditure dropped to fourteen million, nine hundred and fifty thousand, two hundred and eighty eight dollars (\$14,950,288). This is because of the decrease in the annual subvention.

Chart 4 below depicts the relationship between the annual subvention and expenditure for PSIP of the Princes Town Regional Corporation from October 1st 2012 to September 30th, 2015.

Note- The unspent balances under both Recurrent Services and PSIP which are unutilised releases are retained by the Corporation and placed under an account named Fund Balance. In order for these funds to be utilised, there must be both Statutory Approval from Council and Ministerial Approval.

Chart 4- Relationship between Annual Income & Subvention and Expenditure for PSIP for the financial years October 1st 2012- September 30th 2015



For the financial year 2014/2015, the Corporation was allocated the sum of sixteen million, three hundred thousand dollars (\$16,300,000.00) under the PSIP, commonly called the Development Programme. From this allocation, fifteen million, four hundred and ninety five thousand, three hundred and thirty six dollars (\$15,495,336) was released with fourteen million, nine hundred and fifty thousand, two hundred and eighty eight dollars (\$14,950,288) being spent. This accounts for ninety six percent (96%) of the Corporations subvention being spent on development works. *See Table 3.*

Item	Amount	% of allocation/releases
Total Allocation	\$16,300,000.00	100%
Total Releases	\$15,495,336.00	95% of allocation
Total Expenditure	\$14,950,288.00	92% of allocation 96% of releases

Table 3- Summary of the PSIP for 2014-2015

Main Challenges of the Accounts Department

1. Regular movement of staff resulting in the disruption of workflow
2. Lengthy duration process from the approval of projects by Council to the release of funds
3. Difficulty in having direct communication with personnel form Head Office

Financial Statement
Statement of Changes in Reserve
For The Year Ended 30th September, 2015

	Reserve for Assets \$	Fund Balance \$	Recurrent Reserves \$	Development Reserves \$	Total \$
Balance as at 1st October 2014	68,359,600.44	6,168,433.26	2,263,285.65	8,557,341.66	85,348,661.01
Adjustments	-	-	-	-	-
<u>Restated Balance 1/10/2014</u>	68,359,600.44	6,168,433.26	2,263,285.65	8,557,341.66	85,348,661.01
Fund changes Plus	4,183,247.82	19,000.00			4,202,247.82
Fund changes Minus	(3,323,431.47)	(4,777,703.75)	(2,263,285.65)	(8,557,342.31)	(18,921,763.18)
Asset changes	859,816.35	-	-	-	859,816.35
Recurrent programme surplus revenue	-	-	33,982.10	-	33,982.10
Development programme surplus revenue	-	-	-	3,038,138.37	3,038,138.37
Balance as at 30th September 2015	69,219,416.79	1,409,729.51	33,982.10	3,038,137.72	73,701,266.12

Table 4- Statement of Changes in reserves of the PTRC as at 30th, September, 2015

Part 5- Public Health Management

Overview

The Public Health Department of the Corporation plays an essential role in the management of public health within the region. They are responsible for maintaining the overall sanitation of the region of Princes Town by providing a range of services to the public. *See Figure 6.* Their functions are guided by the Municipal Corporations Act, Part X11, Miscellaneous Functions, paragraph 232. The Department is headed by one of the Corporations Chief Officers, the Medical Officer of Health.

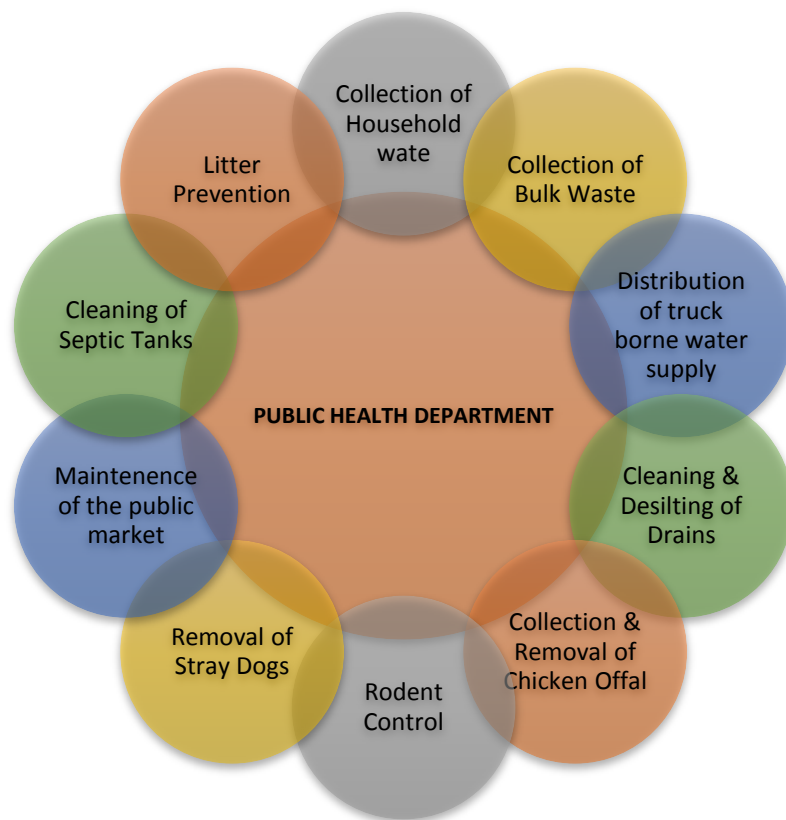


Figure 6- Responsibilities of the Public Health Department

Responsibilities of the Public Health Department

1. Garbage Collection & Disposal (Household & Bulk Waste) - A major responsibility of the Corporation is the collection of household and bulk waste. The Corporation submits a scavenging schedule and areas to be serviced to the Solid Waste Management Company Limited (SWMCOL) who is responsible for the procurement of garbage collection contractors. Contractors tender based on the number of houses and areas (household- 26 areas, bulk- 3 wards) to SWMCOL who awards a contracts for a three year period.. The Public Health Department of the Corporation is responsible for ensuring that the contractors comply with their contract through supervision of the areas by the Corporation's personnel. Once the areas have been properly serviced, they are then paid by the Corporation who receives funding for garbage collection.
2. Distribution of Truck Borne Water Supply- Truck Borne water is distributed to citizens of the region by the Corporation who has no supply of pipe borne water. Water is supplied to citizens by the Corporation through contracted services and in-house. For contracted services, the Public Health department submits a distribution schedule of areas devoid of pipe borne water and contracts are awarded by the Chief Executive Officer up to the limit of the allocation received for that financial year. The period for distribution of water normally occurs between the months March to May.
3. Cleaning & Desilting of Drains- The Public Health Department of the Corporation is responsible for the general upkeep of the region by cutlassing overgrown bushes and cleaning and removing debris from drains and secondary water courses that may hinder the flow of water resulting in a potential health hazard. This is done on a monthly basis.
4. Collection & Removal of Chicken Offal- In order to maintain a clean and sanitary region and prevent dumping in the environment, poultry waste is collected on a daily basis from poultry operators. Contracts are awarded through SWMCOL to garbage contractors for this service.
5. Rodent Control- In order to protect the citizens of the region, efforts by the Public Health Department has been made to control the spread of diseases by rats and mice. Hence, a

programme of identifying and baiting of these rodents has been done in an effort to eradicate their population.

6. Removal of Stray Dogs- The Corporation operates a canine unit managed by the Public Health Department where stray dogs are removed from the region of Princes Town. Stray dogs are captured through daily patrols by the employees of the canine unit and through requests made from members of the public. When dogs are captured, they are taken to the San Fernando pound. Within three (3) days, if they are not claimed by anyone, they are euthanized.
7. Maintenance of Public Market- To ensure that the public market is kept in a sanitary condition for use by both members of the public and vendors, it is cleaned and maintained regularly by the Public Health Department. The existing toilet facilities which are used by the vendors are also maintain
8. Cleaning of Septic Tank- The emptying of septic tanks and pits is done based on requests made from members of the public at a fee. Fees vary depending on the size of tanks and whether emergency services are required. The Corporation currently owns four (4) cesspool emptiers to service the region. Once the waste is collected, the trucks offload at the Water and Sewerage Authorities (WASA) treatment plant in San Fernando at a cost.
9. Litter Prevention- In order to curb dumping and littering in the region, the Corporation was assigned Litter Prevention Wardens whose responsibilities entail-
 - a. Patrolling of area within the region of Princes Town
 - b. Issuing Clean Up Orders and Litter Removal Orders to offenders
 - c. Issuing on the spot ticket to offenders
 - d. Taking Matter to court for non-compliance to notices and the Litter Act.

Partnerships

The Public Health Section of the Corporation has partnered with the Insect Vector Control Division, Victoria West of the Ministry of Health in establishing a Dyna Fogging Unit with the aim in removing eradicating mosquito borne diseases such as Chikungunya, Dengue Fever and Yellow Fever.

New Initiatives

The implementation of a Vacant Lots Team was established in the financial year 2014-2015. The objective of this team is to cut and clear overgrown bushes where owners cannot be identified by the County Medical Officer of Health (CMOH).

Strengths and Weaknesses of the Public Health Department

The **strengths** of the Public Health Department are as follows:

1. Effective collaboration with external agencies.
2. The OJT program has been a great support to the department.
3. Duties were executed effectively given the limited resources.
4. Payments due to contractors were processed in a timely manner.
5. Program of works and special projects were successfully accomplished.

The **weaknesses** of the Public Health Department are as follows:

1. Inadequate man power in terms of daily rated workers.
2. Shortage of Litter Prevention Wardens to service each electoral district.
3. The inadequacy to facilitate the high demand of truck borne water.
4. Literacy of the laborers.
5. Checkers in present system has no opportunity for promotion.
6. No formal organization of the Public Health department.

Challenges of the Public Health Department

Issues/Challenges	Recommended Solutions
No representation by the Corporation in the evaluation of process of scavenging contracts.	Input in the award of scavenging contracts
Increased demand on the Corporation's public health services such as garbage collection from new housing developments and unapproved housing structures	To be included in the new scavenging contract
High demand of truck borne water supply	Areas devoid of pipe borne water be serviced by the relevant Ministry
Shortage of daily rated workers to conduct maintenance work on a regular basis resulting in overgrown bushes and clogged drains.	Additional staff required to facilitate daily work demand
Shortage of daily rated workers to supervise scavenging resulting in workers having to 'double up' and sanitation overseers working as checkers leaving teams unsupervised at times.	Additional staff required to facilitate daily work demand
Shortage of Public Health Officers in office. There are two officers currently performing the duties in the department.	Hiring additional Public Health Officers.
Shortage of Litter Prevention Wardens	Increase the number of litter prevention wardens to ten (10) where one (1) can be assigned to each electoral district.

Table 5- Challenges of the Public Health Department

HEALTH SECTION
ACHIEVEMENT REPORT FOR THE FINANCIAL YEAR 2014-2015

Activity/Sub Activity	Objectives	Achievements/Outputs	Income \$	Expenditure \$	Remarks
Truck Borne Water Distribution.	Provision of potable water to areas devoid of pipe borne water supply during the dry season.	<ul style="list-style-type: none"> ➤ 3 Wards were serviced as per approved Schedule. ➤ Approximately 18 households benefited per day. 		512,273.00	Contract System Used Two (2) in house water tenders were used.
Disposal of Chicken Offal	To prevent dumping in public places and pollution of the environment	<ul style="list-style-type: none"> ➤ 366 loads removed at \$125.00 plus VAT. 	80,870	52,468.75	\$10.00 charged per bag to Poultry Depots Disposal at Forres Park Landfill
Maintenance of existing Market and Toilet facilities attached.	To keep and maintain in a sanitary condition for the use of vendors and the public.	<ul style="list-style-type: none"> ➤ Satisfactory. 		137,674.00	
Cleaning of Drains.	To keep drains free flowing	<ul style="list-style-type: none"> ➤ Approximately 2,560,000 meters of 		8,420,000.00	Earthen, inverted, box, kerb and slipper

Activity/Sub Activity	Objectives	Achievements/Outputs	Income \$	Expenditure \$	Remarks
		drains were cleaned.			drains cleaned monthly.
Pump out of Septic Tanks and Cesspits.	Ensuring proper collection and disposal of Fecal Waste.	➤ 978 Pump outs	408,350.00	85,200.00	Disposal at WASA Treatment Plant at a cost of \$150.00 per load
Removal of bulk and white waste.	Enhancement of the environment and a reduction in mosquito and rodent population	➤ 1,021 loads of bulk and white waste were collected.		2,255,912.00	
Scavenging Services	Effective scavenging of 28 areas in the collection and disposal of household waste.	➤ All areas serviced as per approved schedule.		7,855,399.00	Contract System used.
Rodent Control	Reduction of Rodent population.	No. of premises baited – 18,501 No. of premises rebaited – 15,597 No. of rats (dead)		1,230,823.00	Cost of material and labor

Activity/Sub Activity	Objectives	Achievements/Outputs	Income \$	Expenditure \$	Remarks
		– 10,828 collected No. of mice (dead) – 4,985 collected			
Litter Prevention	Enhancement of the Environment. Maintaining clean and healthy surroundings.	-No. of Notices Issued: 340 -Total number of Notices complied with: 267 -Total number of matters taken to court: 33 -No. of conviction: 5 -No. of matters reprimanded & discharged: 3		360,000.00 (Salary)	Contracted Litter Prevention Wardens.

Table 6- Public Health Achievement Report 2014-2015

Part 6

Technical Department

Overview

The Technical Department is responsible for the overall maintenance and development of the physical infrastructure that falls under the purview of the Corporation. Their functions are guided by the Municipal Corporations Act, Part X11, Miscellaneous Functions, paragraph 232. The Department is headed by one of the Corporations Chief Officers, the Engineering and Survey Officer. The responsibilities of the department can be divided into five main sections- roads, works supervisor, building inspectorate, workshop and transport. *See Figure 7.*

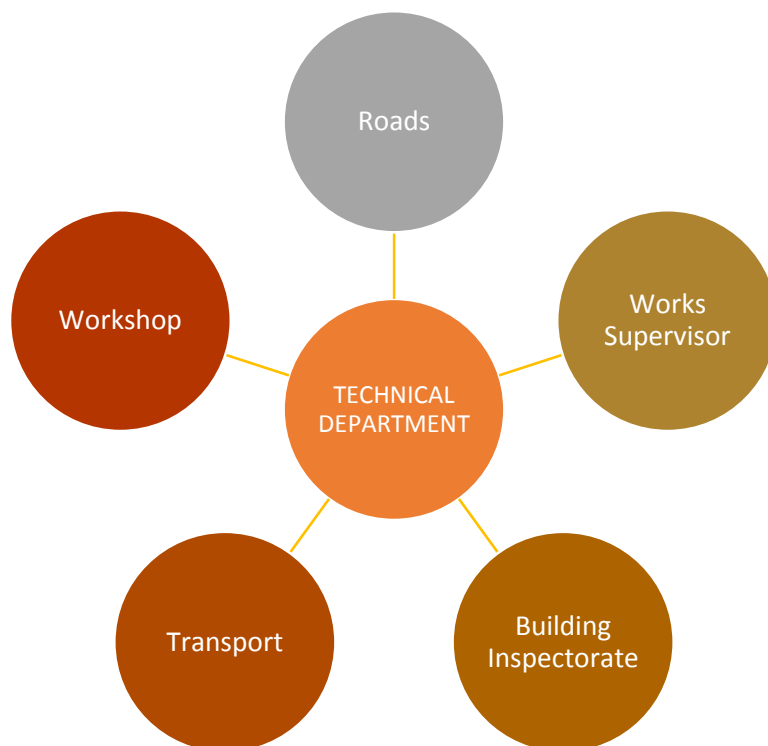


Figure 7- Responsibilities of the Technical Department

Responsibilities of the Technical Section

1. Roads- responsible for the preparation of estimates, preparing programme of works, maintaining, implementing and monitoring projects and investigating complaints for all secondary roads, traces and bridges within the region. There are 540,175km of roads, 114 wooden bridges and 16 concrete bridges vested in the Corporation which is responsible for the maintenance and development of these infrastructures. It is maintained on a quarterly programmed basis under Recurrent Services and development works takes place under the PSIP. The region is divided into five administrative districts- Savanna Grande North 1, Savanna Grande North 2, Savanna Grande South, Ortoire and Moruga/Fifth Company. For each administrative district, a technical officer is assigned to manage all works and projects that take place within that district.

2. Works Supervisor- responsible for the preparation of estimates, preparing programme of works, maintaining, implementing and monitoring projects and investigating complaints for all parks, cemeteries, market, recreation grounds, Corporation buildings, beaches and public spaces within the region. There are currently 47 Recreations Grounds and 24 Cemeteries vested in the Corporation. The Corporation also owns and maintains its buildings which include-
 - a. Two (2) markets- Princes Town New Market & Princes Town Old Market
 - b. The Transport Office- houses Stores, the Disaster Unit and the Transport and Workshop Department
 - c. Moruga Sub Office
 - d. The Princes Town Car Park/ Maxi Taxi Hub
 - e. The Princes Town Municipal Police Station
 - f. Cacique Mall Princes Town
 - g. Outdoor Stage- located at the northern end of the Princes Town car park
 - h. Welcome Signs
 - i. The Princes Town Abattoir Building (non- functional)

3. Building Inspectorate- responsible for technical work in the examination of building plans, building area layouts and makes recommendations for approval. This section is headed by one Building Inspector who has a number of responsibilities. These include
 - a. The examination of plans and specifications submitted for approval
 - b. Makes recommendations for buildings and sub-division layouts to the Local Authority
 - c. Checks structural details including diagrams of reinforced concrete, steel and timber structures and makes detailed sketches and corrections on plans
 - d. Examines and interpret provisions of the Bye Laws and regulations under the public Health Ordinance Chap. 12: No 4 to Architects, Contractors, property Owners and other interested persons
 - e. Investigates complaints received from the public by making site visits
 - f. Conducts proceeding before magistrate on behalf of the competent authority or before the appropriate statutory bodies and testifies as witness in the matters pertaining to breaches of the Building Regulations under Chapter 12, No. 4.
 - g. Investigate, report and serve notices with respect to unauthorized erections of buildings and sub-division layouts
 - h. Supervised operations; demolish unauthorized buildings/structures
 - i. Attend meetings of the Local Authority each month and give technical advice
 - j. Prepare monthly statistical reports on approved building plans and sub-division layouts for submission to the Central Statistical office
 - k. Keep proper and adequate records with respect to building and sub division layouts, completion certificates, show cause notices and court matters etc.
 - l. Inspect premises which are in dilapidated condition and unsafe for occupancy and make recommendations to the Local Authority
 - m. Make recommendations to the Secretary, Local Authority for Completion certificates

4. Workshop- responsible for the upkeep, maintenance and repairs of the Corporation's vehicles. The Workshop Foreman manages this department where he-

- a. Conducts inspections of vehicles
 - b. Ensures vehicles are serviced when required
 - c. Performs the necessary repairs to vehicles
 - d. Submits specifications for the purchase of new vehicles
 - e. Receives, inspects and certifies new vehicles received by the Corporation.
5. Transport- responsible for mobilising the Corporations vehicles and equipment to job sites and for use by the Corporations personnel. The Transport Foreman is responsible for the management of this department. His responsibilities include-
- a. The timely collection of materials from suppliers
 - b. Materials and equipment are delivered to the required job sites when necessary
 - c. Vehicles are made available for Corporation personnel when needed to conduct Corporation affairs
 - d. Assignment and reassignment of different classes of drivers to the necessary vehicles

Strengths and Weakness of the Technical Department

The Public Sector Investment Programme Projects are executed by contracts and initiated, planned and monitored by the P.T.R.C technical department.

The **strengths** of the Technical Department are as follows:-

1. Project implementation within a specific period.
2. Timely payment of goods & services.
3. Effective delivery of goods & services due to the procurement of major vehicles.
4. Increase in standards and productivity due to the procurement of minor equipment.
5. Effective communication with different agencies to assist in projects and delivery of services.
6. Ability to perform with limited resources and under time constraints.

The **weaknesses** of the Technical Department are as follows:-

1. Insufficient labour resources i.e. Still working with 1990 permanent cadre and there is an increase in complaints from the burgesses.
2. Lack of technical capability from team supervisors.
3. Inadequate office accommodation.
4. Lack of information technology.
5. Lack of motivation for employees.
6. Lack of trained Quality Assurance/Quality Control personnel
7. Lack of an established Surveying Unit
8. Lack of a Procurement Unit

TECHNICAL SECTION
ACHIEVEMENT REPORT FOR PSIP 2014-2015

Activity/Sub Activity	Objectives	Achievement/Outputs	Cost	Remarks
Local Roads and Bridges	To improve the efficiency of the Local transportation network for vehicular traffic thereby reducing operating cost and provide safety to road users	4.766Km - Roadway Rehabilitated	\$5,724,306.79	
Drainage & Irrigation	To improve the drainage infrastructure thereby reducing erosion mitigate flooding transport sediment and pollutants and provide egress of storm water	2728m- Box Drain Constructed 595m - Kerb Wall & Slipper Drain Constructed 44m - Box Culvert Constructed	\$4,404,179.00	
Unspent Balances From Development Programme	To improve the efficiency of the local transportation network for vehicular traffic thereby reducing operating cost and provide safety to road users To improve the drainage infrastructure thereby reducing erosion mitigate flooding transport sediment and pollutants and provide egress of storm water	4.57Km - Roadway Rehabilitated 275m Kerb Wall & Slipper Drain Constructed 80m Box Drain Constructed 86m Retaining Wall Constructed	\$6,899,386.21	
Development of Recreation Facilities	To promote healthier and better lifestyle and enhance the community	12m X 5m Bleacher Constructed 3 -365m X 1.8m Jogging Track Constructed 2 - Play Park Facility 10128m ³ Sand Fill - For The Formation Of	1,754,568.80	

Activity/Sub Activity	Objectives	Achievement/Outputs	Cost	Remarks
		Recreation Ground		
Improvement to Market and Abattoirs	To enhance the ambiance for the residents and visitors to provide working accommodation for employees	To Upgrade Food Court To Construct Building (15m x 10.5m)	\$60,950.00 \$269,971.40	
Procurement of Major Vehicles	To increase the productivity and Efficiency with day to day operation in the region	2 vehicles Procured – 1 4X4 Backhoe & 1 - Flat Tray fitted with 10 tonne Hiab	\$1,500,963.00	
Computerization Programme	To improve the computer network, which would increase the efficiency of the corporation and the satisfaction of the employees.	To procure 13 desktop computers	\$111,150.00	
Disaster Preparedness	To bring relief to residents when disaster occur.	To procure portable radios storage bins and computers To upgrade Disaster Unit	\$364,383.00 \$80,000.00	
Establishment of a Spatial Development Plan	To enhanced beach facility provide a comfortable facility for locals and visitors.	To Pave Car Park 1767m ² To Construct Swale Drain 120m 3 Gazebos Handicap Ramp 2 Washrooms	\$679,815.00	

Table 7- Achievement Report for PSIP for the financial year 2014-2015

TECHNICAL SECTION
ACHIEVEMENT REPORT FOR RECURRENT SERVICES 2014-2015

Activity/Sub Activity	Objectives	Achievement/Outputs	Cost	Remarks
Routine Maintenance	To maintain & rehabilitate roads in the region, enhanced and create a safe environment for the residents and traveling public.	495 Km Vegetation Maintained 280,285m Side drains Regraded 310,050m Roadway edged and Weeded 4,424m ² Roadway Mobile Patched	\$4,911,940.00	
Construction of Box Drain	To improve the drainage infrastructure thereby reducing erosion mitigate flooding, transport sediments and pollutants and provide egress of storm water.	2,590m Box Drain Constructed.	\$5,166,300.00	
Construction of Kerb Wall & Slipper Drain	To improve the drainage infrastructure thereby reducing erosion mitigate flooding, transport sediments and pollutants and provide egress of storm water.	1,240m Kerb Wall & Slipper Drain Constructed.	\$1,093,200.00	
Construction of Box Culvert	To improve the drainage infrastructure thereby reducing erosion mitigate flooding, transport sediments and pollutants and provide egress of storm water.	82m Box Culvert Constructed.	\$340,544.11	
Supply and install Street Signs and Boundary Signs	To enhanced the region and provide signage for the burgesses and visitors	200 Street Signs Installed 3 Boundary Signs Installed	\$253,824.85	
Repairs to Bridges	To maintain & rehabilitate bridges in the	3 Wooden Bridges Rehabilitated	\$210,000.00	

Activity/Sub Activity	Objectives	Achievement/Outputs	Cost	Remarks
	region, enhanced and create a safe environment for the residents and traveling public.			
Construction of Perimeter Wall	To secure Building	21m Perimeter Wall Constructed.	\$118,000.00	
Maintenance of Pavilions	To promote healthier and better lifestyle for citizens in the region and enhance the community.	30 Pavilions Upgraded. To construct Bleacher 4.58m x 17m To construct toilet facility 5.8m 4.27m	\$735,000.00 \$143,670.00 \$83605.00	
Maintenance of Recreation Grounds	To promote healthier and better lifestyle for citizens in the region and enhance the community. To provide egress for surface water	47 Recreation Grounds. Vegetation Maintained, Filled, Shaped & Regraded. 6 Play Park & 1 Promenade maintained To construct box drain 25m	\$5,528,469.00 \$54,280	
Maintenance of Cemeteries	To enhanced the ambience for the residents to witness the final rites of their departed love ones.	24 Cemeteries Vegetation Maintained & Roadway Rehabilitated. To construct 3D Acmafor fencing 240m	\$1,225,208.00	
Maintenance of Government Building	To provide a safe working environment for the employees	To upgrade electrical, plumbing, painting and repairs to building- 3 cultural stage 1 public convenience & 1 car park	\$1,315,000.00	

Table 8- Achievement Report for Recurrent Services for the financial year 2014-2015

BUILDING INSPECTORATE DEPARTMENT
ACHIEVEMENT REPORT (i) FOR 2014-2015

DETAILS		FINANCIAL YEAR Oct 2014 to Sep 2015
PLANS	Total Received from TCPD	490
	Total Presently At CMOH	384
	Total Approved	116
LAYOUTS	Total Received from TCPD	93
	Total Presently at CMOH	50
	Total Approved	38
COMPLETION CERTIFICATE	Total Requested	40
	Total Approved	20
	Total Refused	4
SHOW CAUSE	Total Pending	16
LETTER OF ADVICE	Show Cause Notices issued	13
COMPLAINTS	Total Served	22
	Total Response	18
	Total Received	32

DETAILS		FINANCIAL YEAR Oct 2014 to Sep 2015	
	Total Investigated	25	
	Total Resolved	7	
	Total Unauthorized Structure	19	
** This number is based on the plans/ layouts received within the financial year period			

Table 9- Achievements (i) Building Inspectorate Department

BUILDING INSPECTORATE DEPARTMENT
ACHIEVEMENT REPORT (ii) for 2014-2015

PLANS APPROVED			LAYOUTS APPROVED		COMPLAINTS		
Residential	Residential/ Commercial	Commercial/ Institutional	Final (Residential Only)	Final/Provisional (Res. / Agri.)	Amount Received	Amount Resolved	Unauthorized Structures
99	15	2	36	2	32	7	19
Total Plans Approved - 116			Total Layout Approved - 38				
PLANS DEFFERED			LAYOUTS DEFFERED				
Residential	Residential/ Commercial	Commercial/ Institutional	Final (Residential Only)	Final/Provisional (Res. / Agri.)			
51	8	1	26	4			
Total Plans Deferred - 60			Total Layout Deferred - 30				
REVENUE COLLECTED (PLANS)			REVENUE COLLECTED (LAYOUTS)		REVENUE COLLECTED (COMPLETION CERTIFICATE)		
Residential	Residential/ Commercial	Commercial/ Institutional	Final	Final/ Provisional	Single Family	Multiple Family	Res./ Comm.
\$14,600	\$3,000	\$500	No. of plots x \$40		No. of Certificate x \$100		
Total - \$18,100			Total - \$2600		Total - \$2,000		

Table 10-Achievements (ii) Building Inspectorate Department

TOTAL REVENUE- \$22,700.00

Part 7

Municipal Policing

Overview

The Municipal Police Department of the Princes Town Regional Corporation strives to maintain the feeling of a safe and secure environment for those living, working and visiting the Municipality of Princes Town. They also seek to prevent and detect crime with the proper enforcement of laws and regulations and working in collaboration with the Trinidad and Tobago Police Service in policing the community.

Duties and Responsibilities

- To uphold the laws of Trinidad and Tobago
- Enforcing the bye laws and the Municipal Corporation Act
- To protect the Corporation properties assets and personnel.
- To prevent and detect crime
- To provide patrols both foot and mobile paying particular attention to breaches in the law
- To arrest or detain persons in breach of the law and execute warrants, summons
- To perform Orderly Duty for Chairman of Council at official functions.
- To provide police escorts for Corporation employees
 - Building Inspector,
 - Accounts department,
 - Litter Wardens
 - Corporation employees during demolition exercises
 - All other departments as required
- Dispute resolution and problems solving within the work place and the community
- Day/night visits to Institutions, Parks, Recreation Grounds and other Corporation Facilities

Actual Strength	Ideal Strength	Required
	1 A.S.P.	1 ASP
1 INSPECTOR (AG)	2 INSPECTOR	1 INSPECTORS
1 SERGEANT (AG)	4 SERGEANTS	3 SERGEANTS
2 CORPORALS (AG)	8 CORPORAL	6 CORPORALS
	38 CONSTABLES	38 CONSTABLES

Table 11- Assessment of the Strength of the Municipal Police

Duty	Hours	Period	Actual	Required	Short By
A.S.P. (In Charge)		Daily	-	1	1
Inspector		Daily	1	1	-
Sergeant (Operations & Administration)		Daily	1	2	1
Corporals	7.00am – 3.00pm	Daily	1	1	1
	3.00pm – 11.00pm	Daily	-	1	-
	11.00pm – 7.00am	Daily	-	1	-
	8.00am – 4.00pm	Daily	1	1	1
Charge room/Sentry Duties/ Community Outreach	7.00am – 3.00pm	Daily	-	5	5
	3.00pm – 11.00pm	Daily	-	4	4
	11.00pm – 7.00am	Daily	-	4	4
Market Patrol	5.00am – 11.00am	Saturday, Sunday & Public	-	4	4
	11.00am – 5.00pm	Holidays	-	4	4
	6.00am – 2.00pm	Monday – Friday	-	4	4
	10.00am – 6.00pm	Monday - Friday	-	4	4
Street Patrol	6am – 2.00pm & 11.00am – 7.00pm	Monday to Saturday	-	4	4
	6.00am – 6.00pm	Sunday	-	4	4
Mobile Patrol	As Required	Sundays to Saturdays	-	4	4
		TOTAL	4	53	49

Table 12- Assessment of working hours of the Municipal Police

Additional Security Services

Security services are contracted by the Princes Town Regional Corporation to augment the strength of the Municipal Police Department. They provide security services at the following corporation locations.

Princes Town Market

Strength (3) - 1 armed officer and 2 unarmed officers from 6.00am to 6.00pm daily

Administration Building

Strength (3) - 2 armed and 1 unarmed officer from 6.00am to 6.00pm Monday – Friday

Transport Yard

Strength- (2) armed officers (24) twenty four hours daily

Department's Firearms & Ammunition

Firearm Type	Quantity Of Firearms	Quantity Of Ammunition
Shotguns	1	25 Rounds 12 Guage
9mm Pistols	3	150 Rounds
.38 Special Revolvers	4	51 Rounds

Table 13- Municipal Police Firearms & Ammunition

Training Courses Completed for the Financial Year 2014-2015

- i. Effective Supervision
- ii. Courtroom Practices & Procedure
- iii. Report Writing for Law Enforcement Professionals
- iv. Surviving Street Patrol
- v. Use of Force and Conflict Management
- vi. Introduction to Conversational Spanish
- vii. Zero Tolerance Policing
- viii. Human Trafficking
- ix. Ethics Integrity and Professional Standards for Law Enforcement Officers

Department Accomplishments

Despite the fact that understaffing of the Municipal Police Department is a major hindrance. The following objectives were achieved.

- The control of illegal vending within the Town Centre
- Officers conducted two hundred and ninety seven (297) mobile and foot patrols. Special attention being paid to illegal vending, traffic violations and other infractions of the law.
- Twenty seven (27) fixed penalty tickets were issued.
- Thirteen summons were served upon defendants for their attendance in court on a variety of charges.
- Twelve show cause and Other Notices were served on behalf of the Corporation.
- Complete removal of Illegal Vendors who converged upon Buen Intento Road, making it unpassable for vehicles on Sundays.

Traffic Offences	Quantity
Parked on Taxi Stand	17
Parked within 9mm of a corner	2
Breach of Traffic Sign	4
Cause Unnecessary Obstruction	1
Fail to Comply with instructions of Police Officer	1
Used vehicle contrary to registration	1
TOTAL	27

Table 14- Number & Type of Traffic Offenses dealt with

Departmental Goal and Strategic Objectives

The goal of the Princess Town Municipal Police Department is to provide the highest level of professional police services to the burgesses of the Princess Town region.

Strategic objectives	Results	Constraints	Recommendations
To conduct high visibility patrols both foot and mobile throughout the Municipality. To implement the laws of Trinidad and Tobago, The Municipal Corporation Act and existing Bye Laws	Reduction in illegal vending and other infractions of the law	Lack of manpower and resources.	An increase in the strength of municipal police officers.

Strategic Objectives	Results	Constraints	Recommendations
To maintain the high level of control that has been accomplished by officers in curtailing illegal vending within a one mile radius of the Princess Town Public Market.	The vending of Agricultural produce has been curtailed within the Town Ship.	Lack of man power	An increase in the strength of municipal police officers. Enhance strategic partnerships with other law enforcement agencies. TTPS Traffic Wardens and other agencies for additional assistance.
To work with schools in the community as partners in a combined policing effort to address mutual concerns and resolve mutual problems.	Municipal Police visit schools and conduct lectures on the request of schools, subject to the availability of officers	Lack of manpower. Lack of resources to train officers in the required fields	Increase in manpower Availability of funding for officers to complete courses that would be beneficial for growth and development in this area, for example social work youth management, mediation etc.

Table 15- Assessment of Departmental Goals & Strategic Objectives

DEPARTMENTAL CHALLENGES

➤ Manpower

Due to the lack of man power officers are unable to respond to all calls for service by members of the community. There are increasing demands on the police department due to the large geographical size of the Municipality, an increase in population, annexation of land, and complexity of crime on a limited decreasing staff. The municipality cannot be effectively policed by the present strength.

➤ Inadequate resources

- This affects staffing levels, service levels, and the ability of the department to remain on the cutting edge of emerging technologies.
- Affects the availability of proper tools to perform police duties at the optimum level.

➤ Inadequate Training

- Municipal Police officers work in an environment that is constantly changing and providing new challenges. Training is critical for providing officers with the skills and expertise in specialized fields. Training gives officers an opportunity to improve their policing abilities and make them more knowledgeable and effective in the work place.
- Presently Municipal Police Officers in the Regions are not afforded the opportunity to attend the College of Science Technology and Applied Arts of Trinidad and Tobago (COSTAATT) on a full time basis as our counterparts under the Statutory Authorities' Service Commission and other Law Enforcement Agencies.
- Regional and International Training specifically tailored to keep abreast with laws and policies and to enhance policing capabilities should be made accessible to Municipal Police Officers. Our counterparts in the Trinidad and Tobago police service have access to a number of training courses both regionally and internationally.

Given the lack of manpower the police department continue to perform in a progressive, professional, and service-oriented manner

Despite the staffing constraints the Municipal Police Department, Officers continue to function commendably and even sacrificially. Provision of adequate tools and training for Municipal Police Officers will no doubt result in –

- Staff motivation.
- Higher response to calls for service
- Strategic planning to meet new organizational strategies and goals.
- A professional, well-skilled and equipped Municipal Police Department
- Reduction of crime within the region

A resolution to these challenges can assist in the fight against crime in the region where Municipal Police can play a critical role in the war against crime; which will benefit not only the region but Trinidad and Tobago as a whole.

Part 8- *Disaster Management Unit*

The Disaster Management Unit of the Princes Town Regional Corporation was established in 2008 by the Ministry of Local Government. Its overarching goal is to ” *facilitate and maintain a robust disaster risk reduction capability at the local government level*”.

Overview of the responsibilities of the Disaster Management Unit

- The main purpose of this unit is to respond to any natural disasters that may occur within the region. The Unit is headed by a Disaster Management Coordinator and a staff comprising a one (1) Communications Officer and two (2) Field Officers. Their main responsibilities include-
 - Ensuring that financial records, monies spent during the emergency are kept;
 - Ensuring that Princes Town Region Agencies develop and continually update emergency Plans and Standard Operating Procedures and respond to emergencies;
 - Ensuring that Agencies designate officers to staff the Princes Town Emergency Plan activities;
 - Ensuring that exercises and tests of emergency systems are conducted on a periodic basis;
 - Ensuring that the Princes Town Region Emergency Plan is reviewed annually;
 - Maintaining administrative records as required;
 - Maintaining current list of available resources;
 - Alert and activate as required, the Princes Town Region Management Organization when informed of an emergency within the Region;
 - Plan and co-ordinate emergency operations within the jurisdiction in accordance with Government guidelines;
 - Establishing communication links on a continuous basis with all agencies in the Princes Town Region’s emergency Management Organization when informed of an emergency within the Region;

- Receiving request for assistance within the Region and directs aid to areas where needed;
- Ensuring and maintaining liaison with utility companies to arrange for backup water, power and telephone services during emergencies;
- Alert citizens in advance of disaster through elected representatives of districts.

The Mission Statement of the Disaster Unit of the Princes Town Regional Corporation states-

“In the occurrence of a natural or man-made hazard, the Disaster Management Unit of the Princes Town Regional Corporation in coordination with the Ministry of Local Government and the Office of Disaster Preparedness and Management (ODPM) would be expected to direct their immediate and complete effort to maximize the preservation of life and protection of property”

The Disaster Management Unit produces a yearly Emergency Operations Plan. The purpose of this plan is to establish policies and procedures which will ensure maximum and efficient utilization of all resources of the Princes Town Regional Corporation, to prevent, minimize prepare for, respond to, and recover from the loss of life and/or injury to the population. Additionally, to protect and conserve resources and facilities of the Princes Town Regional Corporation during large-scale emergencies considered to be of disaster magnitude.

Phases of Emergency Management

The Disaster Unit of the Princes Town Regional Corporation manages in all aspects of Emergency Management. See *Figure 8*.

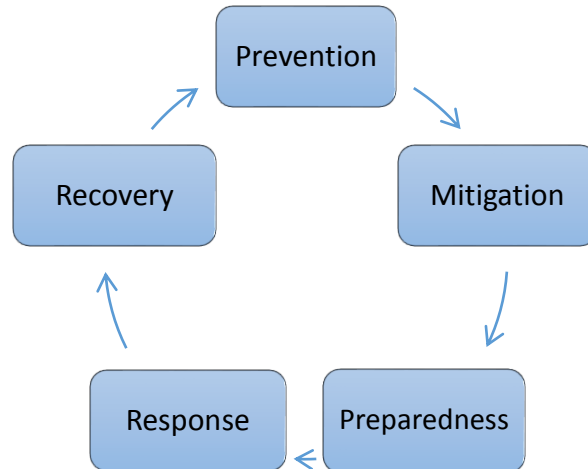


Figure 8- Phases of Emergency Management

Plans Formulated by the Disaster Management Unit

1. Review and revision of the all hazard Emergency Operations Plan for the Princes Town Regional Corporation.
2. Development of a Communications Plan.
3. Training in CERT for persons in all eleven electoral districts.
4. Purchasing of additional VHF trunking hand held radios.
5. Acquisition of forty foot container to store additional relief supplies to increase capacity to respond to incidents.
6. Educational programmes and drives such as school visits, public lectures, distribution of leaflets on disaster preparedness to burgesses.
7. Mitigation and Supervision Programme in collaboration with the Technical and Public Health sections of the PTRC to identify clogged or damaged watercourses to prevent flooding incidents.
8. Mapping of critical infrastructure such as shelters, schools and community centres, hospitals and religious organizations in order to produce maps and calculate the fastest routes in times of disaster.
9. Development of a Shelters Database and Report for the region including re-inspection of emergency shelters.
10. To provide a back-up power supply to the PTRC DMU office via the purchase of a stand- by generator to increase the unit's resilience.

11. Upgrade of accommodation at PTRC DMU office at Transport Compound, Tramline Street, and Princes Town.
12. Establishment of a PTRC DMU satellite office at the Moruga sub-office site. This will enable improved monitoring and response to incidents occurring in Moruga and environs.

Plans Implemented by the Disaster Management Unit

1. Communications Plan was adopted in principle by the PTRC Council.
2. Upgrading communications equipment with the purchase of three hand held radios that were distributed to members of the PTRC Council.
3. Education drives in schools and communities were conducted.
4. With the conclusion of the CERT training in August 2014, there are now CERT trained persons in all eleven electoral districts.
5. Mapping of critical infrastructure such as shelters, schools and community centres, hospitals and religious organizations has been completed.
6. Acquisition of forty foot container to store additional relief supplies to increase capacity to respond to incidents was done in August 2014. The container is being utilised for its intended purpose presently.
7. Development of a Shelters Database and Report for the region was completed for 2014. The PTRC DMU re- inspect these facilities in May and July 2015.
8. A back-up generator was purchased and commissioned in April 2015. Final approvals from T&TEC and the Electrical Inspectorate were approved.
9. Funds under the development program for fiscal 2014/2015 were received. The PTRC DMU satellite office at Moruga was outfitted with computers, printers, office furniture, etc. New hand-held and base radios were purchased for the PTRC DMU to ensure reliable communication in disaster situations. A 55 inch smart television was also purchased for the monitoring of weather systems. Field officer accommodation was upgraded at the Transport Compound at Tramline Street.

Part 9- Health & Safety Department

Overview of the responsibilities of the Health & Safety Department

- The Health and Safety Department is responsible for providing occupational safety and health services to ensure compliance with Occupational Safety and Health laws, codes and regulations. This department was established in the Corporation in the year 2011.
- The main responsibilities include-
 - Preparation and evaluation of programmes, projects, plans and assessment, procedures and systems to compliance with Occupational Safety and Health Act (OSHA) 2004 as amended.
 - Undertake inspections of operating systems and procedures and reports accordingly
 - Oversee compliance with arrangements to ensure that best practices in occupational safety and health management are evidenced in the workplace
 - Gives basic direction on safety and health matters
 - Conduct investigations and prepares reports.
- The Department is managed by the Health & Safety Officer.
- A Health and Safety Policy has been developed, implemented and renewed yearly. It has been devised to provide assistance and protection in the performance of daily tasks as there are specific guidelines to follow.
- The Corporation remains committed to provide a work environment that reduces the occurrence of accidents and injury, which can only be achieved through the collaborative effort of senior management, other managerial personnel, all employees and contractors.
- This is reinforced in the Corporation’s Health and Safety theme– ***“Safety is everyone’s responsibility”***
- The Health and Safety policy is constantly reinforced which has led to a major reduction in the number of accidents by the Corporation employees.
- There is also contractor orientation with regards to Health and Safety on the job for scavenging and general contractors.

- A job safety analysis is done for all different work activities.
- Health and Safety training is conducted regularly for workers of the Corporation.
- An evacuation plan has also been done for the public market.

Achievements of the Health & Safety Department

- Documented Fire drill undertaken at the Main administrative Office in coordination with and supervised by the Princes Town Fire Service.
- Fire Risk Assessment conducted at the Princes Town Public Market by the Fire Prevention Unit of the T&T Fire Services.
- Annual re-certification of Fire Alarm system at the Main administrative Office.
- Installation of Fire Alarm System at the Princes Town Public Market.
- Annual re-certification of Fire Extinguishers at the Main administrative Office, Princes Town Public Market, Transport Compound and the Municipal Police Post.
- Inspection of the Diesel Storage Facility at the Transport Compound and recommendations implemented to ensure a safe work environment in accordance with the Ministry of Energy guidelines.
- Installation of reflective directional exit signs at the Main administrative Office.
- Installation of additional Fire Extinguishers at Main administrative Office, Transport Compound and the Public Market.
- Work at Heights training undertaken for (23) employees of the WS 111 Section.
- Monthly Safety Briefs conducted for employees attached to the Transport Section.
- Orientation procedures undertaken for new employees assigned to the Transport Section.
- Installation of Emergency Lighting Fixtures at the Main Administrative Office.

- Assessment of front staircase and recommendations forwarded to secure compliance with Section 4.3.15.2 of. TTS 599: 2006 Guide to the Design and Construction of Small Buildings as well as the OSH act 2004 as amended.
- In-house training of Fire Wardens and Evacuation Coordinators for the Main Administrative Office as well as the Public Market.
- In-house Fire Extinguisher training for members of staff at the Main Administrative Office.
- In-house Hot Work Training for welders and their respective supervisors.
- Formulation, ratification and implementation of an Emergency Evacuation Plan for the Princes Town Public Market.
- Communication of the Emergency Evacuation Plan for the Princes Town Public Market to members of Council and Evacuation Wardens of the Market.
- Formulation of a guidance document for the procurement of Personal Protective Equipment in accordance with OSHA standards.
- Amendments undertaken to the Health and Safety Policy of the Corporation as well as the Emergency Response Plan of the Diesel Storage Facility.
- Initiation and response to flooding at the Main Administrative Office in collaboration with the WS 111 and Health Department.
- Formulation of Standard Operating Procedures for Diesel Fuel Delivery and Refuelling of PTRC Vehicles.
- Formulation of Standard Operating Procedures for Hand Held Grass Trimmers.

Challenges

1. Lack of financial resources.
2. Non- conformances from employees and contractors in respect of legislation and procedures.
3. Lengthy duration taken to implement safety recommendations forwarded to secure legislative compliance.
4. Absence of request to implement Orientation Procedures for contractors as a means of providing pertinent information to enable them to become familiar with the organization's administrative health and safety arrangements, policies and rules.

Part 10

Strategic Partnerships

CARILED- Caribbean Local Economic Development Program

CARILED is a six year project launched in 2012 which has been implemented by the Federation of Canadian Municipalities (FCM) in partnership with Caribbean Forum of Local Government Ministers (CFLGM), Caribbean Association of Local Government Authorities (CALGA) and Commonwealth Local Government Forum (CLGF). It is funded by the Canadian International Development Agency (CIDA) with a budget of approximately CAN \$4.2 million received from in-kind contributions from Canadian, Caribbean and Commonwealth partners. CARILED has been set up to test models of Local Economic Development (LED) across seven Caribbean countries and will eventually be extended to support fourteen (14) Caribbean Community (CARICOM) member states. CARILED aims to support local government agencies towards fostering sustainable local economic development in Caribbean communities through the growth of Micro, Small and Medium Enterprises (MSME's). This will be done by-

- ✚ Assisting with the preparation of Local Economic Area Profile
- ✚ Supporting the creation of Local Economic Development Units within Municipalities
- ✚ Guiding Local Economic Development, Strategies, Structures and Programs
- ✚ Providing technical support from Canadian and Caribbean volunteers and consultants
- ✚ Offering and co-hosting Local Economic Development Training and Study Programs
- ✚ Fostering North-South and South-South Knowledge

With the assistance being offered by CARILED, the Corporation is seeking to further develop these two (2) projects identified with the intention that it will increase local commercial activities within the various communities resulting in job creation, development of small businesses, encouragement of existing businesses and innovative ventures. By

stimulating the economic development of the region, the quality of lives of citizens will be improved.

Part 11

Strategic Plan

Overview

The Strategic Plan of the Princes Town Regional Corporation developed in 2013 for the three year period 2013-2016 seeks to chart a roadmap towards achieving the Corporation's corporate objectives for the aforementioned period. In the preparation of the Plan, a new Vision and Mission Statement was developed. See *Figure 9*. Additionally, new core values were determined. See *Figure 10*.





Figure 9- Vision and Mission Statement

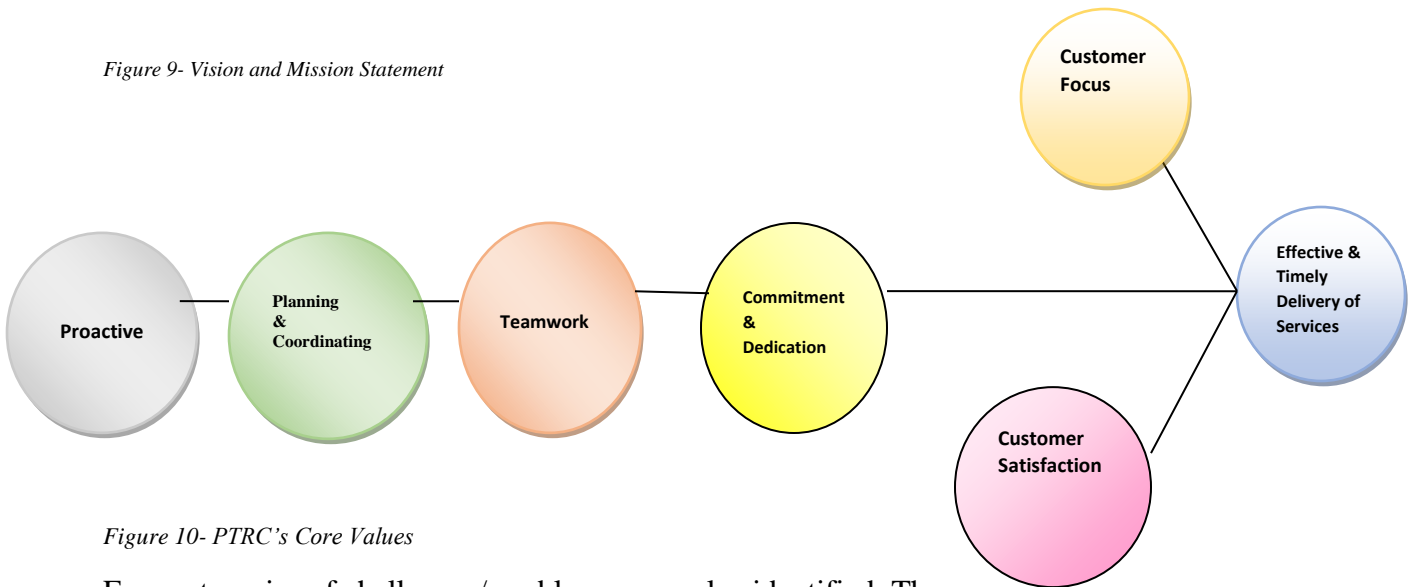


Figure 10- PTRC's Core Values

Four categories of challenges/ problems were also identified. These are-

- **Funding/ Resource Management issues**
- **Communication issues**
- **Service Delivery issues**
- **Partnership issues**

To treat with these issues, the Corporation developed a strategic approach to treat with each issue which is used as a guiding policy element and forms the Strategic Framework for the Corporation. These are:

1. **Resourcefulness**
2. **Communication and Information Sharing**
3. **Service Facilitation**
4. **Partnership**

The interplay and linkages between each of these four guiding policy elements are illustrated in *Figure 11*.

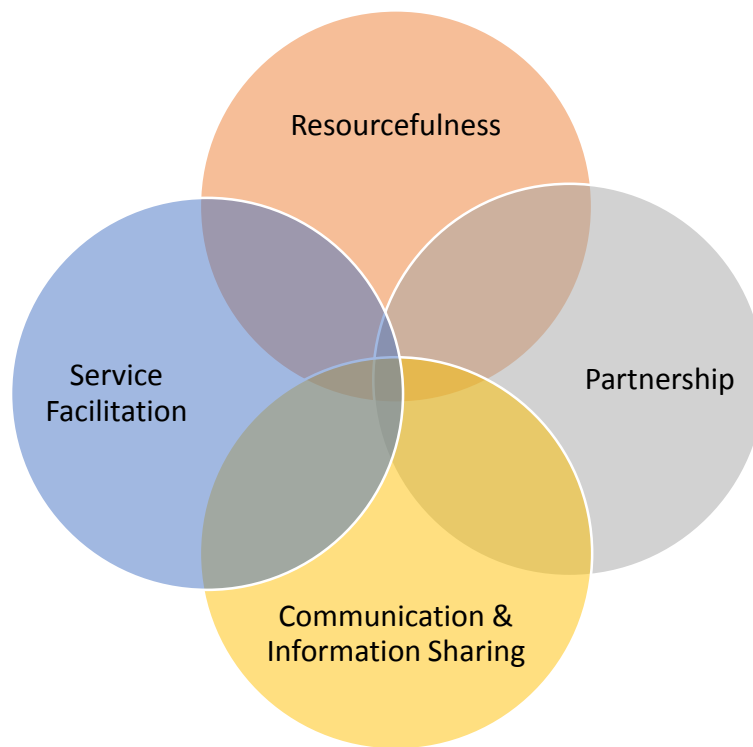


Figure 11- PTRC's Strategic Framework

Monitoring and Evaluation of the Plan

In order for successful execution of the Strategic Plan, there are critical success factors for proper implementation of strategies. These include:

1. Leadership's vision, commitment and interest that is publicly communicated and actively demonstrated through chairing of strategic reviews, project update meetings and stakeholder updates.

2. The adoption of best-practice project management principles such as those espoused by the Project Management Institute (PMI).
3. The use of cross-functional teams for projects that have corporation-wide impact.
4. Regular progress review meetings and status updates that will include:
 - a. Addressing new information and feedback from key stakeholders;
 - b. Discussions on hindrances and barriers to project success and brainstorming actions to overcome these;
 - c. Modification of strategies/ actions if required by changing realities.
5. Timely provision of resources required to completed projects arising from strategies.
6. Active involvement of project stakeholders through timely updates, meetings and participation.

