



Designed by Staff at Ports Authority

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PORTS AUTHORITY OF THE TURKS AND CAICOS ISLANDS



STRATEGIC PLAN 2022/23 TO 2024/25

NOTES



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Chairman’s Forward



It is my great pleasure to present the Ports Authority’s Strategic Plan 2022/23 to 2024/25.

Ports play a very important role in promoting the sustainable development and prosperity of the Turks and Caicos Islands. The Ports Authority of the Turks and Caicos Islands (PATCI) is government statutory body, established in 2008 to oversee the management of ports in the Turks and Caicos Islands.

This Plan builds on the work plans contained in the 2019/20 to 2021/22 Strategic Plan. We are pleased with the results achieved under the last Strategic Plan. We began the reconstruction of our port infrastructure on all Islands; made considerable investments in building our staff capacity and morale and introduced new systems and procedures. A summary of achievements under the previous Plan is shown in Appendix 1.

The Plan is consistent with the National Vision 2040, and important maritime codes and conventions. Formulation of the plan took in consideration achievements of the UN Sustainable Development Goals which relates to the Maritime sector.

The Board of Directors and Management have discussed and debated the issues, key results and actions for the period of the Plan.

This Plan is all about delivering results! We want you to hold us accountable for delivering on the commitments we have made in this Strategic Plan.

Urban Jason Francis
Chairman,



Activities to achieve objective 5 - Effective Partnerships

5.1.1	Introduce stakeholder/ customer satisfaction surveys	June	
5.2.1	Evaluate the effectiveness of public awareness platforms	December	
5.3.1	Develop a port marketing strategy/ prospectus in conjunction with port stakeholders		March
	Develop a strategy to encourage visits by small pleasure crafts/ small cruise ships to South Dock and Town center pier on Grand Turk, Salt Cay, North Caicos & south Cais, in collaboration with industry partners		March
5.3.2			
5.3.3	Develop a Policy paper to facilitate private sector interest to promote transshipment in the TCI		September



Activities to achieve objective 3 - Resilient Ports

3.1.1	Assess options to procure, operate and maintain port container scanners, consistent with redevelopment of South Dock, Provo and national development plan; in collaboration with key stakeholders	April		
3.1.2	Develop a policy and acquire land for future port expansion	June		
3.2.1	Prepare and implement preventative maintenance plans for all assets based on good practice and manufacturers recommendations	September		
3.2.2	Assess labor supply options to carry out maintenance,	June		
3.2.3	Prepare port maintenance dredging plans, consistent with EIAs and legal requirements	December		
3.2.4	Assess option to insure port buildings and other physical assets	September		
3.3.1	Increase awareness of climate change strategies being adopted by ports	Ongoing	Ongoing	Ongoing
3.3.2	Assess and make recommendations on practical/ pragmatic climate change options		October	
3.3.3	Develop and implement 'green port' plan			April

Activities to achieve objective 4 - Sustainable Supporting Ports

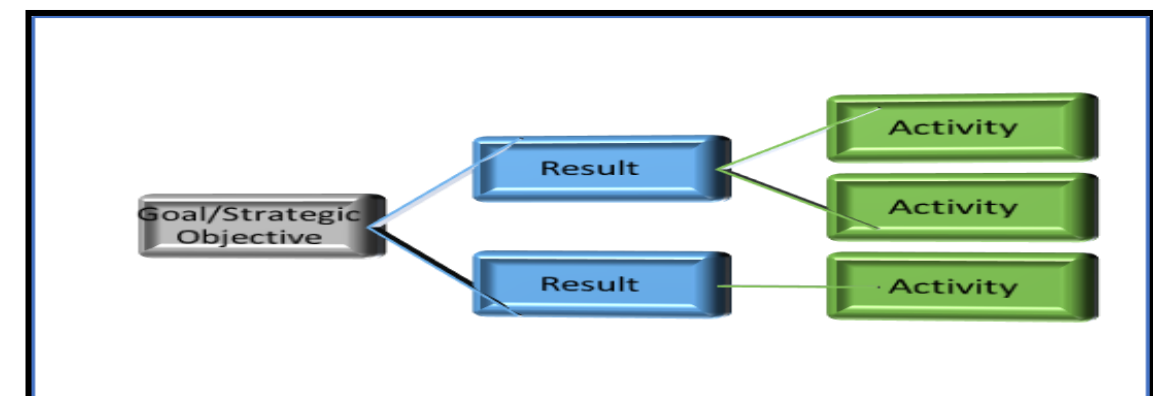
4.1.1	Facilitate a review and revision of financial provisions in Ports Authority Ordinance	December		
4.1.2	Review tariff, fees and charges taking into consideration efficiency gain from port redevelopment and modernization plans		March	
4.1.3	Undertake port efficiency study		March	
4.1.4	Assess stevedoring service options, including regulatory regime	April		
4.1.5	Undertake and implement recommendation from container yard management consultancy		September	
4.1.6	Adapt Disaster Preparedness Policy & Business Continuity Plan in line with Model Regional Port Emergency Plan	June		
4.2.1	Identify land for future port development on all islands	Ongoing	Ongoing	Ongoing
4.2.2	Prepare port business development plans		March	
4.2.3	Assess options to mobilize funds for port development through citizens empowerment		September	March
4.3.1	Adapt financial management and reporting based on emerging IFRS requirements	Ongoing	Ongoing	Ongoing
4.4.1	Assess technology options	Ongoing	Ongoing	Ongoing
4.4.2	Prepare action plan to implement agreed technology solutions		April	
4.4.3	Develop partnership arrangements with government departments and other stakeholders		December	
4.5.1	Review job classification/ remunerations to enhance productivity and staff retention		March	
4.5.2	Revise Staff Policies & Procedures	June		
4.6.1	Review organizational structure, taking into consideration redevelopment project		April	
4.6.2	Evaluate organizational culture to adopt change	December		
4.6.3	Assess effectiveness of staff training development work plans		March	
4.6.4	Review staff Recognition and Awards program	September		

Introduction

Key Program strategy Number 10 for 2021/22 is to Facilitate a review and update of the Ports Authority's Strategic Plan. Accordingly the Strategic Plan was reviewed to fulfill these Key Programs Strategy No 10.

The new Strategic Plan affords PATCI the opportunity to take stock of achievements during the last Plan and emerging issues. These will influence the organization going forward.

The plan was prepared by the Staff, and included consultations with key stakeholders. The preparation of the Plan commenced with staff reviewing sections of the last strategic Plan to indicate achievements, outstanding work plans, change 'drivers' and emerging issues such as government policies, Covid-19 impacts and new technologies which would result in new work plan/s (results and activities). Formulation of the plan took in consideration achievement of the UN Sustainable Development Goals which relates to the Maritime sector. This was then followed by iterative discussions on results which should be achieved during the Plan period. This led to elaboration of activities which would be undertaken to deliver the results, along with a statement of KPIs and Mean of verification.



The resultant (new) Plan outlines a Results Framework (above) of strategic objectives/ goals, consistent results and supportive activities; which would form the basis of the organization's work plan during the next three years to realize its Mission as we move closer to realization of our Vision.

The Plan also includes sections on risks and mitigation, resources, monitoring, reporting, evaluation and learning.

1. Legal context and mandate



The Turks and Caicos Islands (TCI) is a maritime country. The Ports Authority of the Turks and Caicos Islands(PATCI) is a government statutory body established by Ordinance 15 of 2007 to manage the TCI’s seaports. It commenced operations in January 2008.

The functions of PATCI are shown in section 5 of the Ports Authority of the Turks and Caicos Islands Ordinance (2008). They are very expansive and include, *inter alia*:

- A) general management and control of ports;
- B) establishment and control of lighthouses and day markers
- C) establishment and control of berths within ports;
- D) provision, maintenance and control of cranes, rafts, trucks launches, bollards and other machinery, apparatus, tackle and gear used in ports and territorial water for securing, loading, unloading and maintenance of vessels
- E) establishment, maintenance and control of transit sheds and other buildings in ports;
- F) general supervision and control of territorial water and of vessels and wrecks therein;
- G) loading and unloading of vessels in ports
- H) regulation and control of merchant shipping; and advising the government on matters related to ports, merchant shipping and marine pollution

Ports in the TCI operate in conformity with international conventions and codes such as SOLAS, STCW, MARPOL and Port Marine Safety Code. The International Ship and Port Facility (ISPS) Code which is an annex to SOLAS is the main code affecting port operations. The Merchant Shipping (Ship and Port Facility Security) Regulations 2004, which is consistent with the ISPS Code sets the framework for port security in the TCI. A new Merchant Shipping Ordinance was prepared within the context of preparation for the 2021 IMO III Code Audit. This has implications for work plans and collaborative working relations between PATCI and several government departments involved in carrying out the TCI’s obligations to the IMO.

The work plans of the Ports Authority are influenced by international conventions and

codes, which are enacted by local legislation and other national legislation. Some of the key legislation, include:

- Merchant Shipping Ordinance (2004)
- Merchant Shipping (Ship and Port Facility Security) Regulations 2004.
- Transient Vessels Ordinance (2009)
- Marine Pollution Ordinance (2010)

Port Security is operationalized through implementation of staff training programs, drills and exercises, based on port security assessments and plans. The Ports are subject to periodic security audits to verify compliance with the ISPS Code. Ports in the TCI are currently compliant with the ISPS Code. A Safety Division was established during the period of the plan to consolidate PATCI’s port safety and environmental stewardship programs. A new Engineering and Maintenance Division is being formed to focus on preventative maintenance of PATCI’s expanding asset base and dredging programs.

The PATCI operates three (3) ports which consist of Providenciales, Grand Turk and South Caicos. Small community ports are also located on North Caicos and Salt Cay. The ports on Grand Turk and Providenciales are operated as ‘landlord ports’ due to stevedoring services being contracted out to a private sector company. South Caicos port is operated as a ‘public port’. The ports have facilities or appropriate arrangements are in place to enable the discharge of government functions (such as customs and immigration). PATCI has an approved staff complement of 57; divided between administrative (16) security staff (36) auxiliary staff (5). The majority of staff are based at South Dock, Providenciales.

Collaborative working relationships exist with key government departments active in the maritime sector. No pilotage, towage or dredging services are provided by PATCI. Regular port performance statistics are available.

Appendix 2: Summary Implementation Plan 2022/23 to 2024/25



Activity		2022/23	2023/24	2024/25
#	Activity Name	TARGET END DATE		
Activities to achieve objective 1 - Secure Ports				
1.1.1	Review and revise Port Facility Security Plans (PFSP), based on current DFT templates, taking into consideration emerging issues (region economic and political development and new port development)	April	April	April
1.1.2	Facilitate independent port security audits	December		December
1.1.3	Review and update Standard Operating Procedures		June	
1.2.1	Implement periodic awareness training for non-security staff and port workers	Yearly	Yearly	Yearly
1.3.1	Review and update Information Management Policy to include emerging issues	December		
1.3.2	Assess communication equipment needs, including satellite communications, in line port development plans		December	
1.3.3	Revise port evacuation/contingency plans and procedures, consistent with PFSP and port development plans	December	December	December
1.4.1	Hold regular (at least twice per year) meetings with sector stakeholders	Bi-annual	Bi-annual	Bi-annual
1.4.2	Develop, implement and monitor work plan to take forward decisions from stakeholder meeting	Ongoing	Ongoing	Ongoing
Activities to achieve objective 2 - Safe Ports				
2.1.1	Prepare and enforce a safety check list for vehicles accessing ports, in collaboration with law enforcement officials	December		
2.1.2	Agree and enforce Standard Operating Procedures and KPIs for the stevedoring service, in collaboration with Provo Stevedoring LTD	September		
2.1.3	Build staff safety awareness and enforcement capability (including strengthening safety staff levels)	Ongoing	Ongoing	Ongoing
2.2.1	Maintain Aids to Navigation (ATONs)	September		
2.2.2	Prepare port maintenance dredging plans, consistent with EIAs and legal requirements	September		
2.2.3	Develop Procedures for ship safety in TCI territorial waters, in collaboration with maritime stakeholders		April	
2.2.4	Prioritize and formulate Regulations under section 20 of the Ports Authority	April	April	April
2.2.5	Develop work plan to take forward recommendation from III code, which may be assigned to TCIPA	April		
2.2.6	Development work plan to reduce navigation risks based on results of SIRA methodology	September		
2.3.1	Prepare SOPs for management and control HAZMET Areas, consistent port infrastructure developments		October	
2.3.2	Prepare and implement vessel aground policy to minimize environmental impacts and loss of life	June		



6. The Ports Authority's Community Outreach program was launched in 2020. The program was responsive to community needs during the Covid 19 pandemic. As its first activity, 'Tablets' were provided to school children to support virtual learning while schools were in closed due to Covid-19. Food items to also were provided families facing hardship.

1.2 National Development Context



Ports facilitate international trade and commercial relations between nation states. Efficient and effective ports facilitate the growth and development of the tourism and construction sectors, and support lowering of the cost of living and doing business in the Turks and Caicos Islands (TCI). Ports support sustainable livelihoods and employment opportunities in the TCI. Domestic ports support safe transport of domestic cargo, agriculture products and residents and tourists (spreading the benefits of tourism). Domestic ferries support travel for social and cultural functions, and health, education and social services in the Caicos Islands and Salt Cay.

The Ports Authority is currently positioned under the Ministry of Immigration and Border Services and reports on its activities to the Minister of Immigration & Border Services (in accordance with an annual Sponsorship Letter). Effective accountability, financial policies and oversight arrangements are in place. The PATCI is managed to support the TCI's overall development objectives. In terms of the national development plan (Vision 2040), the Ports Authority's operations support attainment of Sustainable Development Dimension 1 (SDD1) - High national income and wealth. Among the Necessary Conditions (NC) for achieve SDD1 is NC 1.6 –Adequate Infrastructure (transportations, roads, ports, electricity, water and telecommunications).

Vision 2040 notes that “our infrastructure must be world-class by 2040” (page 23) and “we must significantly enhance our seaport infrastructure to facilitate greater efficiency of international trade which will in turn contribute to greater business competitiveness and diversity” (page 25).

In this regard, the Medium-Term Development Strategy (page 37) states:

- “With respect to the three main sea ports (those at Providenciales, Grand Turk and South Caicos), efforts will be undertaken to commence the rehabilitation, modernization and expansion work in line with the Transport Infrastructure Master Plan or a port development plan... Such actions will contribute to improving the operational and cost efficiency, capacity and security of the ports. This action will be led by Ports Authority.”
- Port developments are consistent with several goals of *The People's Plan for Progress*: - Transforming TCI through Inclusive Growth, particularly **Goal 9**: Resilient Infrastructure, Innovation and Industry and **Goal 11**: Sustainable, Inclusive Safe and Resilient Communities.

1.3 Situation analysis and Emerging Issues



In the period leading up to the preparation of the Strategic Plan in 2018, the TCI's port infrastructure and assets needed considerable upgrading to support prosperity and sustainable livelihoods throughout the TCI. There were no major investments in port infrastructure in the TCI in the previous 25 years. The TCI's ports were characterized as reaching the end of their economic life cycle. Limited preventative maintenance was implemented. Furthermore, the TCI Ports System had sustained major damage during hurricanes in September 2017.

A study commissioned by PATCI in 2018, forecasted increase in all categories of imports. Increase in imports would increase the potential for port congestion and exacerbate existing operational safety risks and hazards at the TCI's ports. To address the infrastructure challenges and gaps, PATCI launched a Medium-term Infrastructure Investment Plan in 2017. Some four (4) years later, PATCI is taking progressive steps to rebuild its port infrastructure. South Dock, Grand Turk has been rebuilt. A project to rehabilitate South Caicos Port is ongoing.



Hurricane damage at South Dock, Grand Turk



Completed restoration works at South Dock, Grand Turk

A consultancy for the Redevelopment and Modernization of South Dock, Providenciales was undertaken and funding was secured to undertake this project which is currently out to tender.

North Caicos and Middle Caicos have experienced an increase in tourism spillover arrivals from Providenciales. Over 30,000 tourists take day trips to these islands annually. In response, PATCI is constructing a Welcome Center at Bellefield Landing and has plans to construct boat slips to accommodate yachts and other vessels. A master plan is being finalized to guide the development of Bellefield Landing. It is expected that implementation of the master plan would see Bellefield Landing development as a 'mixed-use' port. Accordingly, during the new planning period PATCI would need to deploy staff to North Caicos and be proactive in preparing Port Facility Security Plans for Bellefield Landing.

With the development of these ports, PATCI would need to prioritize preventative maintenance and insuring its assets. Going forward it would be advantageous to develop in-house capacity to lead in appraising small projects, particularly preventative maintenance programs.

7. Night time fuel operation are restricted and only take place with approval of the Director of Ports.
8. A safety review of the operations of the Provo Stevedoring LTD was undertaken by an independent consultant and improved safety measures were introduced
9. Navigation lights throughout the Turks and Caicos were rehabilitated and upgraded new computer linked lights installed.



Goal 3 Resilient Ports - Develop port infrastructure based on economic and technical appraisals

1. Plan prepared to advance rebuilding of port infrastructure on all islands: Grand Turk Port rebuilt, plans for the other port ongoing or at advance stage of appraisal.
2. Funding arrangements in place for capital project
3. TCIG funding approval for redevelopment and modernization of South Dock agreed
4. Update to Port Asset Register maintained,
5. Ports authority makes annual contribution to government Fiscal and Strategic Policy Statement (FSPS)
6. Climate considerations were incorporated into project designs.

Goal 4: Self-supporting Ports - Develop sustainable financial and HRM frameworks

1. Ports Authority Financial Audits, except 2020/21 completed within the statutory timeframe. Work plans was agreed to address Audit queries.
2. Vesting of properties from the Crown to the Ports Authority completed within the context Ports Authority (Amendment) Ordinance 2021
3. Staff training and empowerment related to budget preparation, financial and procurement procedures held annually
4. Terms of Reference for Finance and Audit Sub-Committee approved by the Board; meetings of the sub-committee held at critical times in the annual financial calendar
5. Employee Job Satisfaction Survey completed in February 2020 (to be repeated every 2 years)
6. Job Evaluation Survey completed in 2020
7. Discussion Paper on Stevedoring Service option prepared (this should be continued in the new Plan period)
8. Annual training plans prepared at start of each financial year.
9. Plans for organizational restructuring launched (this should continue in the new Plan period)
10. A revamped employee recognition and awards program was approved by the Board. This was revised with inputs from staff with stronger emphasis on self-development and community service.

Goal 5: Partnerships - Collaborate with stakeholders to increase awareness of importance of maritime sector

1. Annual General Meeting introduced (suspended in 2020 and 2021 due to Covid-19 restricted)
2. Stakeholder Committee Established, incorporated as Not-for-Profit organization in 2020
3. Customer Satisfaction Survey undertaken in 2021 (limited participation though, repeat in new Plan period)
4. Port publications (The Anchor and the Navigator) were published on schedule.
5. Regular Press Statement made. Active social media presence developed on several platforms

Appendix 1: Achievements during STRATEGIC PLAN (2019-2021)

As far as possible the Strategic Plan was used as a basis for staff working plans since its approval by the Board.



In this section, we report on achievements during 2019-2021 in accordance with the Strategic Goals. This takes into consideration disruptions caused by the response to the COVID-19 pandemic, wherein work plans has to adjusted, sometimes delayed and new work plans had to be introduced .

Goal 1- Secure Ports - Ensure ports comply with international security conventions and codes to protect the reputation of TCI

1. New Port Facility Security Plans (PFSPs) were approved by the UK Department of Transport for Five (5) years from December 2020. The new PFSPs were prepared with inputs from security staff, addressing emerging security issues and present a regime for ongoing security staff training.
2. Some of the issues clarified in the PFSPs include communication protocol for PAN, DOC and ship and port links.
3. Regular Port Security Meetings are held 2 times per year as required by the PFSPs
4. A new Port Security Operations Manual was prepared based on the new PFSPs
5. The PFPS were further revised during mid-2021, following a DFT review UK off PFSP requirements. The revised PFSPS will be basis on which ports will be audited in the future
6. Regular security trainings were conducted. Due the Covid-19 pandemic trainings are increasingly done 'virtually' in accordance with Staff Training and Development Plans, which are revised at the start of each fiscal year.
7. Introduction a new port management system (Untrack) commenced. This should improve accountability of imported and exported containers and production of performance statistics.

Goal 2- Safe Ports - Build safety culture to enhance safety of port workers and visitors to ports

1. While unforeseen in the Strategic Plan, safety protocols were introduced and enforced at all ports in response to Covid-19.
2. As part of preparation for the Coastal State Audit of the PATCI staff collaborated in preparing the following port safety/ safety of navigation plans/ policies:
 - Port Waste Management/ Reception Plans
 - Port Oil Spill Plan
 - Aids to Navigation Management Policy
 - Maritime Safety Information (MSI) Coordination Policy
3. Oil slip containment equipment for ports in the Turks and Caicos Islands was procured. Virtual training on use of the equipment was also held.
4. Environmental Impact Assessments completed for all ports, including elaboration of port dredging requirements.
5. A Safety Division is being established to take forward work plan under Goal 2. A Port Safety Officer has been engaged. The Sn. PFSO has been reassigned to the Safety Division A six (6) month workplan for the Division has been agreed.
6. Budgetary provisions made to undertake periodic hydrographic surveys of ports and shipping channels.

Port Security is dynamic due to emerging threats. Political and economic instability in neighboring countries could heighten risk of smuggling, immigration of criminals, human and drug trafficking and shipping of weapons. The investment by the government in new coastal radars could assist in early detection of illegal vessels. However, port security has to be attentive to changing security trends. The new Port Facility Security Plans have to be fully operationalized. Additionally, security policies, procedures and ongoing staff training and capacity building have to be under constant review to develop competencies for the new security environment.

Ports are located on the coast. Ports and shipping operations can have positive and negative impacts on the environment. During the period of the former strategic plan, PATCI took steps to build staff capacity in areas such as oil spills and accidents involving dangerous goods; and other areas related to its Coastal State obligations. Tier 1 Oil Spill Containment Equipment was procured with the assistance of the UK government. An Oil Spill Contingency Plan and several other port safety plans were prepared. Introduction of the new Merchant Shipping Ordinance would guide the work plan of the Safety Division.

Going forward major infrastructure needs to be more resilient, taking into consideration the potential impact of climate change. Due consideration also needs to be paid to energy conservation and reducing the climate footprint of ports by developing and pursuing pragmatic green port solutions.

Having ports on several locations presents a challenge. There is the need to build cohesion amongst staff; and also, to ensure a 'one port system' is in place so operational standards at all ports are cohesive. Staff turn-over rate is low; however, most staff have been in the same position for considerable time periods. This increases the risk of complacency. Efforts are being made to keep staff highly motivated and passionate about their careers. These must be consolidated in the new Plan period.



Adapted from: <https://qs-gen.com/how-do-you-change-an-organizational-culture-2/>; By Ahmad_Naous June 15, 2018

PATCI recognizes the need to build its staff capacity to prepare for the new port environment, which will require new staff competencies; and indeed, a new organizational culture geared toward teamwork and problem solving. In-house training programs are regularly held to build staff capacity in financial management and project preparation. Several team-building training seminars were undertaken.



Staff exchanges which were suspended as part of the COVID-19 response need to be reintroduced. Plans were recently launched to undertake an organizational restructuring exercise to guide staff development programs to meet the needs of a changing ports system, coupled with development in the global shipping industry.

While expanding its infrastructure, PATCI has to match this by introducing new systems and procedures and fully embracing technology.

Implementation of new requirements under the FAL Convention and global trends toward introduction of Customs Single Window and Port Community Systems for management of the supply chain will compel PATCI to embrace port digitalization.

These developments will have implications for how we manage our Information Technology (IT) regime. PATCI will need to be outward oriented and would need to collaborate with Customs Department, shipping lines, shipping agents, freight forwarding companies and other actors along the supply chain to ensure the TCI benefits from greater port digitalization.

The existing stevedoring agreement with the private service provider ends in 2023. With the plans for port developments gaining momentum, a new port system will be in place within 3-4 years. Imports to support the recovering tourist and construction sectors are increasing. A review of the stevedoring service arrangement is warranted to ensure the new regime can respond to the above developments. Clear KPIs would need to be agreed between the PATCI and service provider. PATCI would also have to increase its capacity to regulate the private stevedore company.

1.4 Opportunities

Plan Drivers /PATCI must respond to:

- Government Policy Imperatives
- Port Infrastructure Developments
- Staff capacity development
- Technology & Supply Chain efficiency
- Climate change considerations
- Security landscape
- Brand Identity & Awareness
- Environmental stewardship
- Tariff Review

PATCI has made progress in commencing the rebuilding of its port infrastructure on all islands of the TCI. This reflects the convergence of its infrastructure development within the country's national development plans and goals articulated in Vision 2024 and the current administration's *The People's Plan for Progress: - Transforming TCI through Inclusive Growth*. Accordingly, over the next few years more that \$50 million will be invested in port infrastructure.

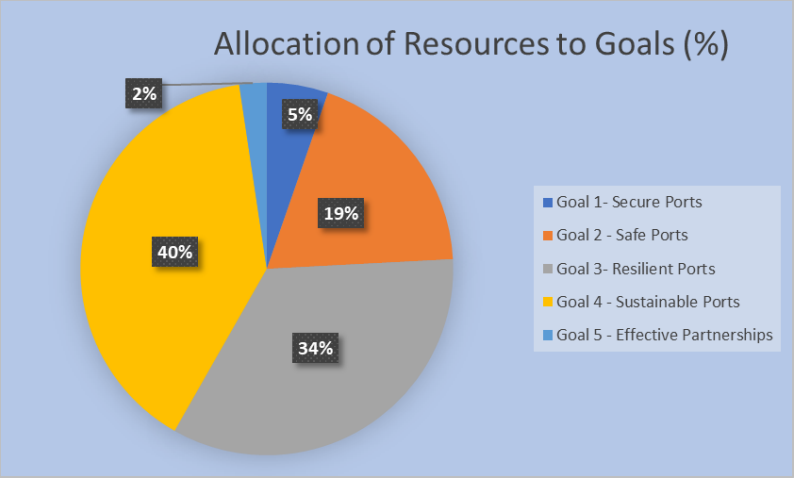
This should address infrastructure gaps and maximize the contribution of the port sector to national development and prosperity in the TCI during the long term.

PATCI participated in the preparation of the new National Sustainable Physical Development Plan (NPDP) for the TCI.

The Plan captures current port development plans. It also addresses future port development needs as part of an integrated transport system.

The TCI is currently preparing a National Transport Sector Plan. This offers a further opportunity to have a multimodal plan in place to take forward the recommendations of the NPDP. PATCI should be an active participant in the preparation of the National Transport Sector Plan.

Staff capacity development, rewards, incentive and recognition are key priorities for PATCI. An employee job satisfaction survey was undertaken during the last Strategic Plan.



Resources – With the post-pandemic recovery of the Turks and Caicos Islands' economy, the Ports Authority should still record steady growth in revenue during the period of the Strategic Plan in line with the growth of the economy. As port modernization proceeds and efficiency improves, new revenue streams would be assessed. Expenditure programs will be prioritized and growth would be contained to focusing mainly

on preventive maintenance, port safety and capacity building. During the period of the Plan, the Ports Authority would finance its capital development plans by retention of net-revenue with approval by the government. Capital expenditure would focus on implementation of the North Caicos Masterplan, Refurbishment works to the Grand Turk Office Building, South Caicos Port Rehabilitation; dredging and the Provo Port Redevelopment, which will be funded by the government.

Port activity will expand on all islands during the period of the Strategic Plan. Organizational restructuring will take place. These will impact staffing levels. It is estimated that new staff positions will cost upwards of \$600,000 during the period of the Plan. Additionally, indicative costs for the work plans included in the Plan is estimated at \$1,688,000 as shown in the Figure below.

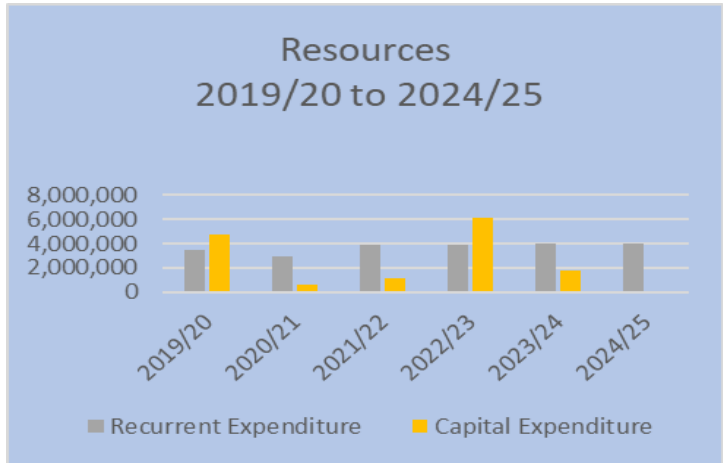


Reporting - The Board of Directors is required by the Ports Authority Ordinance to meet at least twelve (12) times per year. This would be the case during the period of the Strategic Plan. The Board would receive financial performance reports and updates on implementation of policy decisions and actions at its meeting. Accordingly, the Board of Directors, would receive regular reports on implementation of the Strategic Plan.

The Port submits quarterly financial reports to the Ministry of Finance. The Ports Authority also submits to the Ministry of Border Services and Immigration, Summary Outcome Documents from all of its meetings. These documents are also published on the Ports Authority's website. Specific reports would be sent to the Ministry of Immigration and Border Services and approval would be sought on particular initiatives and components of the Strategic Plan before commencement. The Ports Authority participates in monthly Capital Project Registry meetings with the Ministry and Strategic and Policy Planning Department (SPPD).



Financial Management, Resources and Reporting



Financial management - Part III of the Ports Authority Ordinance relates to financial management matters. Section 12(4) deals with preparation of the budget, for approval by the House of Assembly. The Ports Authority aims to fully comply with the financial management provisions of its Ordinance during the duration of the Strategic Plan.

Key government ordinances and regulations

which affect operations of the PATCI are:

1. Public Financial Management Ordinance 2012 [PFMO 2012], Part VII deals with control and audit of funds of statutory bodies;
 - Section 51(1) requires statutory boards to manage their finances in accordance with the PFMO 2012 notwithstanding any other ordinance (including the Ports Authority Ordinance)
 - Section 52 (2) of the PFMO 2012 requires prior approval of the Governor for new policies, projects and procedures being considered by statutory bodies
2. The Public Procurement Ordinance 2012 [PPO 2012] outlines the procurement process to be followed by government entities.

The financial management of PATCI would conform to the government’s fiscal strategies (Fiscal and Strategic Policy Statement [FSPS]). The components of the FSPS which relate the PATCI are: improved fiscal management, revenue enhancement and limiting public debt. The Ports Authority would engage fully with the Ministry of Finance to make inputs to the FSPS on issues related to development of the ports system.

The government’s management requirements from statutory bodies are outlined in annual Sponsorship Letters, which are issued by the respective Minister. In the case of the Port Authority, the government prioritizes improving financial reporting and developing new revenue streams. The Ports Authority aims to continue to fully comply with the Sponsorship Letters.

Audit work plans are created to address the management letter which makes reference to implementing agreed recommendations to improve accountability and reporting. The Ports Authority would also endeavor to ensure future audits are completed in accordance with the statutory requirements.

The Ports Authority has an Audit and Finance sub-committee of the Board, which considers and refers major financial policies such as the annual budget and audit recommendations to full Board of Directors for final approval. Effort would be made to enhance the effectiveness of this sub-committee by hosting regular meetings and undertaking activities which builds its oversight responsibilities.



The awards and recognition program was recently revised with inputs from managers and staff. Staff publications (the Anchor and the Navigator) highlight staff achievements. Team building workshops have been held. Current programs will continue and will be extended to all categories of staff. All categories of staff are required to serve on committees (Employee Savings Plan and Community Outreach).

Staff training and development programs are prioritized with increased budget allocations and implementation of annual Staff Training and Development Plans. Initial investments have been made in new systems and procedures. The Staff Policies and Procedures and Port Operations Manuals were revised with inputs from staff. Several training seminars were held to introduce these documents. Implementation of these documents empowers staff and should ensure application of consistent standards across all ports. These investments will be consolidated in the new plan period.

A new Port Information System (Unitrack) is being introduced. Through its membership in the Ports Management Association of the Caribbean (PMAC), PATCI benefits from staff capacity building in several areas (security training, staff management and effective communications) and port exchanges. PMAC is in the process of launching a new Data Intelligence Platform Project which should enable member ports to improve delivery of timely and accurate statistics to support decision making. This should also make it easier to transition towards introduction of the Customs Single Window and Port Community in collaboration with Customs Department and other actors in the Supply Chain. PATCI has leveraged these recent gains to shape its future digitalized port context.



The new Safety Division is being established. While preparing for the IMO III Code Audit, PATCI benefitted from UK assistance and support under the Conflict Stability and Security Fund (CSSF). Such support is likely to continue post-III Code Audit. A suite of safety related plans and policies was prepared. A new Merchant Shipping Ordinance and subsidiary legislation, which clarify the roles of various government departments involved in implementing IMO instruments were prepared. PATCI, through the Safety Division, is in a good position to leverage recent gains and possible UK assistance to entrench a ‘port safety culture’ within the organization.

PATCI is developing a very positive brand identity in the TCI through its social media presence, publications and Community Outreach program. PATCI has to translate these programs into leadership roles in harnessing the opportunities from port efficiency, digitalization and trade development through collaboration with public and private sector actors to benefit consumers in the TCI.

There are opportunities (such as transshipment and yachting) associated with TCI’s geographic location which needs to be assessed to create new revenue streams and business for PATCI.



1.5 SWOT Analysis

Based on the foregoing discussion, the SWOT summarizes some of the key issues and opportunities facing the Port Authority. The Port Authority will have to organize it business to build on its strengths and seize opportunities to address its weaknesses and minimize the threats.



Strengths	Weaknesses
<div>⇒ Clear Board Governance arrangements</div> <div>⇒ Increasing annual budgets</div> <div>⇒ Organizational restructuring</div> <div>⇒ Formation of Safety Division</div> <div>⇒ Focus on staff development (training, financial literacy, staff recognition)</div> <div>⇒ ISPS compliant ports/ new security plans recently completed</div> <div>⇒ Balance work plans (infrastructure, staff capacity building and new systems and procedures) being implemented</div> <div>⇒ Infrastructure redevelopment Plans being implemented</div> <div>⇒ Social media presence, publications and community outreach programs, resulting in positive brand identity</div>	<div>⇒ Broad functions, new staff capacities and competencies needed for the future</div> <div>⇒ Limited statistical capacity</div> <div>⇒ Information not cascading amongst staff</div> <div>⇒ Changing port context and need for staff buy-in</div> <div>⇒ Absence of marketing strategies</div> <div>⇒ Absence of maintenance plans (including dredging plans)</div> <div>⇒ Absence of Regulations in key areas of responsibilities</div> <div>⇒ Absence of port efficiency benchmarks</div>
Opportunities	Threats
<div>⇒ Growing and stable economy</div> <div>⇒ Supportive government policies</div> <div>⇒ Key national development plans (Vision 2040, NPDP, Government Policy Statement) prioritize ports development</div> <div>⇒ Potential UK support for Coastal State programs</div> <div>⇒ Memberships in regional and international shipping associations</div> <div>⇒ Strategic geographic location of country</div> <div>⇒ Comprehensive Port Authority legislation (and new Merchant Shipping Ordinance forthcoming)</div> <div>⇒ Good stakeholder relations and collaboration framework in place</div>	<div>⇒ Complex administrative arrangements</div> <div>⇒ Protracted infrastructure development processes</div> <div>⇒ Several staff categories over several islands threatening operation of 'one port system'</div> <div>⇒ External security issues</div> <div>⇒ Located in the hurricane zone</div> <div>⇒ Absence of container scanning devices.</div> <div>⇒ Dependence on outsourced IT provider</div>

Monitoring, Evaluation and Learning

The Ports Authority prepares results and output indicators for its activities and to capture the efficiency of its utilization of resources. These are captured in the annual budget. During the year activities are monitored by staff. Progress on attaining performance indicators would be included in periodic reports, which are sent to the Ministry of Finance. Additionally, the annual financial audit would provide an independent assessment of value for money and efficiency of resource utilization.



	2020/21 Outturn	2021/22 Target	2022/23 Target	2023/24 Target
Output Indicators (the quantity of output or services delivered by the programme)				
No inter-Island TEUs facilitated by the ports system	50	60	60	60
Number of training programs offered to improve staff performance and satisfaction and increase compliance with staff policies and procedures	12	15	20	20
Financial reports produced in a timely manner consistent with Generally Accepted Accounting Principles	16	16	16	16
Number of compliant vessels cleared to enter ports in accordance with international codes and conventions	358	370	370	370
Number of TEUs processed to ensure timely and least cost delivery to port customers	11,972	12,331	12,950	13,600
No of local vessels cleared to enter the ports	48	70	70	70
Outcome Indicators (the planned or achieved outcomes or impacts of the programme and/or effectiveness in achieving programme objectives)				
Improve safety (% of security inspections and audits passed).	100%	100%	100%	100%
Employee job satisfaction (% based on job satisfaction surveys)		75%	75%	80%
Improve Port security (% of audit queries addressed within required deadline)	100%	80%	90%	100%
Increase accuracy of financial reports (% of audit queries rectified). The outcome indicator was adjusted from reduction in audit queries to percentage of audit queries resolved and will be adjusted as of FY 21/22	54%	61%	80%	90%

The Ports Authority’s compliance with international Conventions and Codes, particularly the International Ship and Port facility Security [ISPS] Code would continue to subject to outside audit by the UK Department for Transport. It is anticipated that the United States Coast Guard would also independently audit port security. The Ports Authority is contemplating strengthening its internal audit function to evaluate progress on complying with international conventions and codes in advance of outside audits. Observations and recommendations from audit would be incorporated in future work plans.

The Ports Authority participates in international conferences and workshops through its membership in Port Management Association of the Caribbean (PMAC) and American Association Port Authorities (AAPA). This present opportunities to learn from the experiences of neighboring ports and good recommended practice. The results from participation in these workshops and conferences are incorporated in further work plans.



<p>Operational</p> <p>Staff and management systems are inadequate</p> <p>Inadequate technical resources</p>	<p>PATCI does not have adequate human resources to assist with implementation of objectives and achieve results</p> <p>Limited -in-house technical resources supervise major projects implementation delays and cost overruns</p> <p>Dependence out-sourced IT expertise causes dependence and delayed capacity development as port functions expand</p>	<p>Moderate</p> <p>High</p>	<ul style="list-style-type: none"> • Ensure HR systems and procedures and training plans are in place, implemented and monitored • Build staff capacity through regular training and drills (and exercises) to improve staff performance and job satisfaction • Review organizational structure to enable timely introduction of new positions, as justified • Introduce Management Program to develop new organizational culture • Engage technical staff based on needs assessment and enter in framework contracts for major projects • Engage technical staff based on needs assessment
<p>External factors</p> <p>Increased occurrence of natural disasters affect stability of finances and damage or destroy port infrastructure</p>	<p>Disruption of shipping service due to damage and/ or loss of port of assets and infrastructure affect port operations financial systems (bills and revenue collection delayed/ decline in income)</p>	<p>High</p>	<ul style="list-style-type: none"> • Improve resilience of port infrastructure, through preventative maintenance and robust building standards; • Adopt Caribbean Model Ports Disaster and Emergency Management Plan • Back up financial records; and establish and maintain port Contingency Reserve Fund and insure key assets



2.1 Current Work Plan/ Responses

PATCI has taken steps to address issues emanating from the Turnbull Report (circa, 2017) on ‘governance in statutory bodies.’ The Board recently approved a ‘suite’ of governance documents to enhance its oversight and fiduciary responsibilities, and build good strategic working relations with executive management.

The vesting of properties occupied by ports, from the ‘Crown’ to the Ports Authority which was a long outstanding issue was a monumental achievement with the enactment of the Ports Authority (Amendment) Ordinance 2021.

The rebuilding of the entire ports system, which started with the reconstruction of Grand Turk port, is ongoing. Projects are under contract on North Caicos (Construction of the Bellefield Landing Welcome Center) and South Caicos (Port Rehabilitation). Invitations to Tender for Phase 1 and 2 of the Redevelopment of South Dock, Provo and South Caicos Port Pavement were recently published. It is anticipated that the aforementioned projects would be completed within the next four (4) years. These projects also incorporate resilient building methodologies.

The development of our human resources and staff empowerment are being prioritized, as we prepare for the new port environment. Efforts are ongoing to empower staff and build our human resources thorough cascading of information; internal promotions; participation on port committees; and financial management, computer and language training courses to increase effectiveness and job satisfaction. Effort is being made to train staff to consistently apply port policies and procedures. Staff recognition and rewards programs are also prioritized. Staff welfare is important: an Employee Savings Plan was created and a financial literacy seminar was held for staff.

Port Facility Security Plans (PFSP) have been approved for all ports. The Security Division is focusing on ongoing staff training to support a program of regular drills in accordance with the PFSP. Training programs will also support exercises which are to be held once every 18 months for the ports on Grand Turk and Providenciales, in collaboration with other stakeholders. Several staff development plans (e.g., staff exchanges) were deferred as part of the response to Covid-19. These programs will be resumed.





Efforts are being made to formally establish the Safety Division. A six (6) month work plan for the Division is being implemented, which includes developing medium term work and staffing plans.

The Port Disaster Preparedness Plan was revised to include Business Continuity Plans. This is being further enhanced by adoption of a comprehensive approach to disaster management. This will be accomplished by implementation of the ‘Model Disaster and Emergency Management Plan’, which was prepared by the Organization of American States (Inter-American Committee on Ports) as a guidance for Caribbean ports.

Initial efforts towards port digitalization are ongoing with the launch of ‘Unitrack’ Port Management System and planned participation in the PMAC Port Data Intelligence Project

In line with the rehabilitation and expansion of port assets, effort is turning to increasing maintenance programs, including preparing port dredging plans. Current work plans also include insuring our assets.

The Ports Authority was an active member of the team which prepared the TCI for the III-Code Audit. The Ports Authority will continue its work in this area, post-audit, by serving on the Maritime Oversight Committee, which is being established under the new Merchant Shipping Ordinance.

The efforts to increase awareness of the role ports play in national development through publications and dissemination of information on social media platform have been enhanced. The Community Outreach Program has engendered much positive publicity for PATCI. The Ports Stakeholder Committee has been formally incorporated as a not-for-profit organization; regular dialogue is maintained with this Committee. Hosting of an Annual General meeting was introduced, but suspended during the Covid-19 pandemic.

Risk and Mitigation

All activities in this Plan will involve risk that could compromise the achievement of the goals/ strategic objectives and reduce impact of the results. PATCI manages the risks identified when conducting activities in order to: i) increase the likelihood of achieving desired results; ii) improve confidence in the credibility of the plan and iii) improve operational effectiveness and efficiency. The key risks and mitigation measures are shown in the table below:



Risk area	Impact	Score	Risk mitigation strategy
Strategic: Strategic objectives and results are not achieved	Limitations in ports system adversely affects achievement of national development goals in TCI	Moderate	<ul style="list-style-type: none">• Use best available information to formulate plans;• Project/programmes are implemented by adequate staff and through partnerships;• Monitoring and Evaluation in place to monitor progress and measure impact
Reputational Bad reputation	Ports do not comply with international conventions and codes	Moderate	<ul style="list-style-type: none">• Review and operationalize port plans and procedures to conform with international conventions and code and results from audits• Introduce ‘independent’ internal audit regime
Financial Dependence on a few revenue sources; Credit risk Concentration Risk	 Dependence on a few agents/ default risk Dependence a single financial institution	High Moderate High	<ul style="list-style-type: none">• Assess and introduce marketing plans to engender new revenue opportunities, as port service delivery and efficiency improves;• Maintain effective relationships with Ministry of Finance through regular dialogue and communication on critical financial issues• Enforce requirement to have indemnity bonds in place to carryout transactions with PATCI• Develop a Investment Strategy

Goal/ Strategic Objective 5 – Effective Partnerships - Collaborate with stakeholders to increase awareness of importance of maritime sector and develop new business opportunities.



Statement

The Ports Authority will consolidate recent gains in the area of public awareness and seek to promote new business opportunities in support of employment creation and revenue generation.

Main Actions/Activities	Key Performance Indicator	Means of Verification
Results 5.1. Effective Stakeholder consultation arrangements in place		
1. Introduce stakeholder/ customer satisfaction surveys	Survey instrument formulated and first survey completed by June 2022	Analysis/ survey report
Result 5.2. Public Information and awareness program operational		
1. Evaluate the effectiveness of public awareness platforms	Consultancy/ Survey Report prepared by December 2022	Board approval of recommendations
Result 5.3. New business opportunities promoted (linked to government policy and port infrastructure development and blue economy)		
1. Develop a port marketing strategy/ prospectus	Strategy approved by Board by March 2023	Board Meeting Minutes
2. Develop a strategy to encourage visits by small pleasure crafts/ small cruise ships to South Dock and Town center pier on Grand Turk, Salt Cay, North Caicos & South Caicos, in collaboration with industry partners	Strategy approved by March 2023	Board Meeting Minutes
3. Develop a Policy paper to facilitate private sector interest in promoting transshipment in the TCI	Strategy approved by September 2024	Board Meeting Minutes

3.1 Principles, Goals and Objectives

Vision

To become one of the Caribbean’s leading ports by providing professional and quality services to the people and businesses of the Turks and Caicos Islands.

Mission

A financially self-sustaining public service that provides the most efficient maritime transportation facilities to the people and businesses of TCI.

Values

Collegiality, Passion, Efficiency, Responsiveness, Professionalism, Integrity, Accountability

Goals/ Strategic objectives

- Secure ports** - Ensure ports comply with international security conventions and codes to protect the reputation of TCI
- Safe ports** - Entrench safety culture to enhance safety of port workers and visitors to ports
- Resilient ports**- Develop port infrastructure based on sound economic and technical appraisals
- Sustainable ports** - Develop sustainable financial and HRM frameworks
- Effective Partnerships** - Collaborate with stakeholders to increase awareness of importance of maritime sector

3.2 Strategic Priorities for the Strategic Plan period

Based on existing work plans, challenges and opportunities core priorities for the period of the new Strategic Plan (FY2022/23 – 2024/25) are presented graphically below.



4. Results and Performance Framework

Goal/ Strategic Objective 1: **Secure Ports** - Ports comply international security conventions and codes to protect the reputation of TCI.

Statement

Secure ports ensure that shipping services on which the Turks and Caicos Islands depend on are not disrupted. All port security plans were recently revised. Recent gains in the area of port security will be consolidated. However, the international security and regional political/economic environment are dynamic with incipient threats. Security plans also need to be assessed in line with major port infrastructure development and improvement in national security systems which should come on stream within the next few years. PATCI is committed to ensuring ports plans, procedures and staff capacity are developed in a proactive manner cognizant of these developments.



Main Actions/Activities	Key Performance Indicators	Means of Verification
Result 1.1 Security plans and procedures enforced and updated to address emerging threats and developments		
1) Review and revise Port Facility Security Plans (PFSP), based on current DFT templates, taking into consideration emerging issues (region economic and political development and new port development)	Annual review of each PFSP (April)	Revisions approved by UK/DTT (ports have valid certificates)
2) Facilitate independent port security audits	Number of Audits undertaken, at least every 2 years, from December 2022	Audit Reports and follow up action plan
3) Review and update Standard Operating Procedures	Revised document, at every 2 years, next review 2023 June	Reports and revised SOP available for inspection
Result 1.2 Improved skills and knowledge of ISPS Code, relevant international conventions and legislation among security staff and port workers		
1) Implement periodic awareness training for non-security staff and port workers	Number of certified staff # of training session held per year	Training records
Result 1.3. Compliant Communications and Information systems in place		
1) Review and update Information Management Policy to include emerging issues	Prepare policy by December 2022	Board Minutes, records from tests undertaken
2) Assess communication equipment needs, including satellite communications, in line port development plans	Complete by December 2023	Procurement records
3) Revise port evacuation/contingency plans and procedures, consistent with PFSP and port development plans	Plans prepared by end December of each year	Records from drills and training
Result 1.4 Ports Authority Support achievement of national security objectives, within its areas of operation		
Hold regular (at least twice per year) meetings with sector stakeholders	No of Meetings held	Meeting Report
Develop, implement and monitor work plan to take forward decisions from stakeholder meeting	Action point prepared following each meeting	Copies of MOUs, SOPs, etc agreed



Result 4.3 Financial reporting done in accordance with international accounting standards

1. Adapt financial management and reporting based on emerging IFRS requirements	<ul style="list-style-type: none">Number of audit queries in Management Letter	<ul style="list-style-type: none">Audit Work PlanReport to Finance Committee
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Result 4.4 Modern Information Management Systems introduced to support decision making

1. Assess technology options	<ul style="list-style-type: none">Number of reports sent to MIBS and Board of DirectorsReports on study tours	<ul style="list-style-type: none">Monthly and quarterly ReportsVisit Report
2. Prepare action plan to implement agreed technology solutions	<ul style="list-style-type: none">Action Plan approved by April 2023	<ul style="list-style-type: none">Progress reports sent to Board
3. Develop partnership arrangements with government departments and other stakeholders	<ul style="list-style-type: none"># MOU and collaboration agreements by December 2023	<ul style="list-style-type: none">Board report and approval document

Result 4.5: HR systems support staff capacity development and job satisfaction

1. Review job classification/ remunerations to enhance productivity and staff retention	<ul style="list-style-type: none">Complete exercise by March 2023	<ul style="list-style-type: none">Board and MIBS Approval
2. Revise Staff Policies & Procedures	<ul style="list-style-type: none">Revised procedures every 2 year, next revision by June 2022	<ul style="list-style-type: none">Board and MIBS approval

Result :4.6 Change Management Program supports development of a new organizational culture

1. Review organizational structure, taking into consideration redevelopment project	<ul style="list-style-type: none">New Organizational structure approved by Board April 2023	<ul style="list-style-type: none">Board and MIBS approval document
2. Evaluate organizational culture to adopt change	<ul style="list-style-type: none">Report by December 2022	<ul style="list-style-type: none">Board and MIBS approval document
3. Assess effectiveness of staff training development work plans	<ul style="list-style-type: none">Report prepared by March 2023	<ul style="list-style-type: none">Board and MIBS approval document
4. Review staff Recognition and Awards program	<ul style="list-style-type: none">Report by September 22	<ul style="list-style-type: none">Board and MIBS approval document



Goal/ Strategic Objective 4: Sustainable ports - Develop sustainable finance and human resources frameworks

Statement

During the period of this Plan, the Ports Authority will complete the rebuilding of the entire ports system. Our financial, tariff and HR management regimes would be reviewed to keep pace with this development. In particular the organizational culture must be adjusted to accept change. Modern information management systems would be introduced to support decision making and supply chain efficiency.

Goal/ Strategic Objective 2: Safe Ports - Enhance safety of port workers and visitors to ports, protect the environment and improve safety of navigation



Statement

Port safety complements port security. Increasing shipping services and imports have implication for the safety of port workers, visitors to the ports and protection of the environment. It also has implications for port zoning and operational efficiency. During 2020 to 2021, PATCI took giant steps to improve its safety regime: a Safety Division is being established, several safety plans were approved and with assistance from the MCA oil spill containment equipment was procured and several related training programs undertaken. These gains would be leveraged as we move towards greater compliance with the IMO's Port Marine Safety Code.

Main Actions/Activities	Key Performance Indicators	Means of Verification
Result 4.1 Revenue strategies implemented to support funding of priority projects and initiatives		
1. Facilitate a review and revision of financial provisions in Ports Authority Ordinance	<ul style="list-style-type: none">Amended Ports Authority Ordinance, approved by House of Assembly by December 2022	<ul style="list-style-type: none">Outcomes/ Notes from meetings with Ministry of FinanceRecords of House of Assembly
2. Review tariff, fees and charges taking into consideration efficiency gain from port redevelopment and modernization plans	<ul style="list-style-type: none">Revenue Strategy approved by Board and Ministry of Finance by March 2024	<ul style="list-style-type: none">Board Meeting ResolutionsApproval letter from Minister of Finance
3. Undertake port efficiency study	<ul style="list-style-type: none">Port benchmarks approved by March 2023,	<ul style="list-style-type: none">Port efficiency reports sent to Board
4. Assess stevedoring service options, including regulatory regime	<ul style="list-style-type: none">Options Assessment report completed by April 2022	<ul style="list-style-type: none">Board Meeting Resolution
5. Undertake and implement recommendation from container yard management consultancy	<ul style="list-style-type: none">Consultancy Report with recommendations prepared by September 2023	<ul style="list-style-type: none">Board Meeting Resolution
6. Adapt Disaster Preparedness and Business Continuity plan model Regional Emergency Plan	<ul style="list-style-type: none">May 2022	
Result 4.2 Port Business Development and Empowerment Strategies successful		
1. Identify land for future port development on all islands	<ul style="list-style-type: none">Number additional of parcels vested to PATCI	<ul style="list-style-type: none">House of Assembly Ordinance
2. Prepare port business development plans	<ul style="list-style-type: none">Consultant Report with recommendation prepared by March 2023	<ul style="list-style-type: none">Board Meeting Resolution
3. Assess options to mobilize funds for port development through citizens empowerment	<ul style="list-style-type: none">Report from study tours to by Bahamas by September 2022Options report prepared by December 2023	<ul style="list-style-type: none">Staff Report to Board/ Board meeting resolution

Main Actions/Activities	Key Performance Indicators	Means of Verification
Results 2.1 Effective Port safety culture program entrenched throughout the ports system, consistent with Port Marine Safety Code and good internationally recommended practice.		
1. Prepare and enforce a safety check list for vehicles accessing ports, in collaboration with law enforcement officials	Joint-safety workshop held by September 2022 and Check list approved by December 2022	Workshop report Board Minute
2. Agree and enforce Standard Operating Procedures and KPIs for the stevedoring service, in collaboration with Provo Stevedoring LTD	SOPs and KPIs agreed by September 2022	Signed SOP and KPIs document
3. Build staff safety awareness and enforcement capability (including strengthening safety staff levels)	Number of training opportunities provided	Staff training records Proposal for development of safety division
Result 2.2 Increased compliance with international obligations and local legislation to ensure safety of navigation in approaches to port and in TCI's territorial waters		
1. Maintain Aids to Navigation (ATONs)	Maintenance contracts in place by September 2022	Publish reports on status of ATONs
2. Prepare port maintenance dredging plans, consistent with EIAs and other legal requirements	Plan approved by September 2022	Signed contracts or work orders in place
3. Develop procedures for ship safety in TCI territorial waters, in collaboration with maritime stakeholders	SOP approved and test by April 2023	Documents from project meetings and signed MOUs
4. Prioritize and formulate Regulations under section 20 of the Ports Authority Ordinance, with support from Attorney General's Chambers	Annual work plan agreed by April of each year	Results from drills Copies of Regulations approved by Cabinet
5. Develop work plan to take forward recommendation from III code audit, which may be assigned to PATCI	Work Plan agreed by April 2023	Progress Reports
6. Develop work plan to reduce navigation risks based on results of SIRA methodology	Work Plan prepared by September 2022	Progress Report



Result 2.3 Reduced adverse impacts on the environment from shipping and port related activities		
1. Prepare SOPs for management and control HAZMET Areas, consistent with port infrastructure developments	SOP agreed by end of October 2023	Board meeting minutes
2. Prepare and implement vessel aground policy to minimize environmental impacts and loss of life	Policy approved by Board by June 2022	Board meeting minutes Operations reports/ logs



Goal/ Strategic Objective 3: Resilient ports - Develop port infrastructure based on sound economic appraisals and empirical information

Statement

The Ports Authority has secured funding and is embarking on the rehabilitation and expansion of port infrastructure throughout the entire ports system. Commensurate with this, preventative maintenance and insurance arrangements would be implemented. Climate change considerations would be addressed by taking steps towards becoming a ‘green port’ system.

Main Actions/ Activities	Key Performance Indicators	Means of Verification
Results 3.1 Ports infrastructure developed in a strategic and sustainable manner to support national security and economic competitiveness		
1. Assess options to procure, operate and maintain port container scanners, consistent with redevelopment of South Dock, Provo and national development plan; in collaboration with key stakeholders	Complete options report by April 2024	Project report and funding agreement
2. Develop a policy and acquire land for future port expansion	Policy completed by June 2022	Board resolution Budget document
Result 3.2 Effective maintenance of port infrastructure, superstructure and assets		
1. Prepare and implement preventative maintenance plans for all assets based on good practice and manufacturers recommendations	Plans prepared and approved by end of September 2022	Increased preventative maintenance budget allocation; Records of maintenance carried out
2. Assess labor supply options to carry out maintenance programs	Maintenance Division established Call out contracts approved by end of June 2022	Staff recruitment reports Signed call-out contracts Assessment Report
3. Prepare port maintenance dredging plans, consistent with EIAs and legal requirements	Plans prepared by end of December 2022	Signed maintenance dredging contracts
4. Assess option to insure port buildings and other physical assets	Options Report prepared by September 2023	Board resolution/ Cabinet approval
Result 3.3 “Green Port” measures adopted		
1. Increase awareness of climate change strategies being adopted by ports	# of seminars and study tours	Board meeting report Staff publication
2. Assess and make recommendations on practical/ pragmatic climate change options	Assessment report and agreed by October 2023 Funding approved by April 2024	Board approval documents
3. Develop and implement ‘green port’ plan		Budget document Progress reports