Transport Authority

"regulating with vision"

ANNUAL REPORT **2016-2017**

Making Public Transportation Safe, Secure, Reliable and Efficient

VISION

To provide effective and efficient monitoring and regulatory services that facilitates a people-centred, safe, orderly and reliable public passenger transport system.

MISSION

The Transport Authority:

As the Agency of the Government charged with the responsibility for the licensing of all public and commercial vehicles, and the regulating and monitoring of public passenger vehicles, throughout the island of Jamaica, is committed to;

- The impartial enforcement of all laws; regulations and agreements relating to public transportation;
- The close and effective monitoring of the transportation system;
- Fostering public awareness of the role, duties and responsibilities of users of the system;
- Maintaining an efficient, courteous and knowledgeable workforce to improve the quality of service and output delivered.

VALUES

The Transport Authority's core values are represented by the acronym **"CAPIT":**

Customer Focus

Accountability

Professionalism

Integrity

Transparency

OFFICE FACILITIES

CORPORATE OFFICE
119 Maxfield Avenue,
Kingston 10
Tel: 926-8912, 908-1997-8, 926-5451
Fax: 929-4178

OPERATIONS DEPARTMENT
107 Maxfield Avenue,
Kingston 10
Tel: 929-9556, 968-5906

NORTHERN REGIONAL OFFICE
Tower Isle,
St. Mary
Tel: 975-4285, 975-5676
Fax: 975-4199

PORTLAND SATELLITE OFFICE
St. Margaret's Bay,
Portland
Tel: 926-8912 Ext: 2410

WESTERN REGIONAL OFFICE
Unit U, LOJ Complex,
Montego Bay Freeport,
St. James
Tel: 684-9639, 684-9640-1
Fax: 684-9617

SOUTHERN REGIONAL OFFICE
Shop #48, Caledonia Court Plaza,
29-31 Caledonia Road
Mandeville,
Manchester
Tel: 962-1539, 962-1550
Fax: 962-1550

SWANSEA SATELLITE OFFICE
Swansea District
Clarendon
Tel: 885-2686 Ext: 2078

Toll Free Line: 1-888-991-5687
Website: www.ta.org.jm
Email: customerservice@ta.org.jm

POUND FACILITIES:

KINGSTON METROPOLITAN REGION
107 Maxfield Avenue
Lyndhurst: 26 & 27 Lyndhurst Rd., Kingston 5
Lakes Pen: Lawrence Field, Lakes Pen, St. Catherine
Portland: St. Margaret's Bay, Portland

SOUTHERN REGION
Swansea: Clarendon
Mandeville: Mandeville, Manchester

NORTHERN REGION
NRO: Tower Isle, St. Mary
Marcus Garvey Way: St Ann's Bay, St. Ann

WESTERN REGION
Bevin Ave: Montego Bay, St. James
Barracks Road: Savanna-La-Mar, Westmoreland
Cornwall Street: Falmouth, Trelawny

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CORPORATE PROFILE

The Transport Authority ("the Authority/ TA") is a statutory body, established by the Transport Authority Act of 1987. The TA is charged with the responsibility of regulating and monitoring public passenger transport throughout the island. The TA is also the sole government entity in Jamaica responsible for the licensing of all public passenger vehicles and commercial carriers, a function which the TA undertakes pursuant to the Road Traffic Act 1938. The operations of the TA are undertaken through the following divisions/departments:

DIVISIONS:
Human Resource and Administration
Finance and Planning
Operations

DEPARTMENTS:
Internal Audit
Southern Region
Northern Region
Western Region
Research and Statistics
Licensing & Customer Relations
Corporate Communications
Property & Facilities
Information Technology
Legal Services
Finance & Accounts

CATEGORIES OF LICENCES:
There are five (5) categories of licenses issued by the Authority under which Public Passenger Vehicles (PPV) operate and two (2) categories of Commercial Carriers licenses. These are listed below:

CATEGORIES OF PUBLIC PASSENGER VEHICLES:
Stage Carriage
Route Taxi
Express Carriage
Hackney Carriage
Contract Carriage

CATEGORIES OF COMMERCIAL CARRIERS:
Public Carriers
Private Carriers

AUDITORS: C. R. Hylton & Co. was appointed as auditors in keeping with the legal requirement.

MESSAGE FROM THE MINISTER OF TRANSPORT AND MINING

HON. L. MIKE HENRY, C.D., M.P.

Yet another year has passed into the records of history and with it, many challenges and opportunities. Consistent with its mandate, the Transport Authority has worked assiduously in the coordination of various activities required to maintain efficient public land transportation on the nation's roadways. This is not an easy feat, given the demands of the public and the level of indiscipline displayed daily by rogue/illegal operators.

Notwithstanding the challenges the Authority encountered, I must commend the Board, Management and staff for efforts in improving the licensing, regulating and monitoring of this essential service. I applaud the Authority for embracing new strategies to improve the flow of communication between itself and stakeholders such as the establishment of a Customer Care Call Centre which utilizes an electronic call monitoring system and the introduction of mobile office services dubbed Petra's Tent.

Going forward, greater stakeholder engagement and organizational management will be critical to identifying the gaps in public transportation such as connecting with the rural communities where accessibility to public transportation services can be challenging and costly. I anticipate therefore that the planned implementation of new Information Communication Technologies (ICTs) will help to further support service delivery.

As the Transport Authority strives to be a world class regulator, several major changes will have to be made in the regulating and monitoring of public transportation services. In the ensuing year, I pledge my commitment to providing the necessary support to enable the Authority to realize its vision of becoming a world class regulator.

BOARD OF DIRECTORS

Joseph Shoucair
Chairman

Cecil Morgan
Managing Director

Dennis Meadows
Member

Joel Williams
Member

Joan Wynter
Ex Officio Member

Everton Hunter
Ex Officio Member

BOARD OF DIRECTORS

Melanie Gilchrist
Ex Officio Member

Joan Fletcher
Ex Officio Member

Bindley Sangster
Co-opted Member

Richard DePass
Co-opted Member

Warren Clarke
Ex Officio Member

Missing is:
Saleem Lazarus - Co-opted Member

MANAGEMENT TEAM

Cecil Morgan	Managing Director
Post Vacant	General Manager, Human Resource & Administration
Rushen Anderson	General Manager, Finance & Planning
Colonel (Ret'd) Audley Carter	General Manager, Operations
Ewan Simpson	Senior Legal Officer
Anthony Young	Chief Internal Auditor
Petra-kene Williams	Corporate Communications Manager
Banneta Walker	Manager, Licensing & Customer Relations
Post vacant	Manager, Research & Statistics
Vernon Walters	Manager, Information Technology
Nadine Edwards	Manager, Finance & Accounts (Acting)
Willard Hylton	Manager, Northern Region
Dianna Patterson	Operations Manager, Kingston Metropolitan Region
Ralston Smith	Manager, Western Region
Arlene Smith	Manager, Southern Region

CORPORATE GOVERNANCE

The Transport Authority, as a matter of policy, is committed to adopting best practices in corporate governance in all areas of its operation. The Board comprises three (3) appointed members, one of whom is appointed Chairman and five (5) ex officio members, vis-à-vis:

- The Solicitor General or nominee
- The Permanent Secretary of the Ministry of Transport, & Mining or nominee
- The Commissioner of Police or nominee
- The Chief Technical Director (now the Chief Executive Officer of the National Works Agency) or his nominee
- The Managing Director

The Board also includes four (4) co-opted members.

The Board is supported by six (6) committees namely:

- Licensing
- Legal, Ethics and Human Resource & Administration
- Operations and Accident Investigation
- Audit
- Finance
- Procurement

REPORT OF THE BOARD OF DIRECTORS

The Transport Authority's vision is to provide effective and efficient monitoring and regulatory services that facilitates a people-centred, safe, orderly and reliable public passenger transport system. Such a public passenger transport system must be predicated on understanding the needs of the commuting public and refining and redesigning the public transportation services to meet their ever changing needs. In so doing, the Authority facilitates the creation and development of a more people-centred public land transport system. Critical to the process is the integration of technology and innovation in service delivery, establishment and opening of routes for public transport commute and expansion of office services. Public education and training to enhance the operations of public transportation services is also an important part of this process. As the Authority embraced this approach to regulating, a number of key initiatives were executed to reform the public transportation sector. These included:

- Establishment and Opening of New Routes
- Systematic Improvement in Service Quality
- Expansion of Service Delivery Channels
- Technological Advancements
- Launch of Mobile Office Services

ESTABLISHMENT AND OPENING OF NEW ROUTES

During the period, the Transport Authority established or re-opened several routes and categories of licences thereby making 7, 584 road licences available for Public Passenger Vehicle services, see table 1 below. This was in order to satisfy the increased demand for public transportation services in rural Jamaica. The decision to re-open the routes was part of the strategy to build a people centred public land transportation system that provides legal transportation options to persons across the island.

The routes were opened after the Authority reviewed the findings of its All Island Route Feasibility Survey, recent housing developments in some areas and several requests from commuters and civil society in respect of underserviced routes. Of the 7, 584 spaces made available, forty-four percent (44%) were utilized resulting in the issuance of 3,346 road licences.

Table 1: New and Re opened Routes/Licence Categories

	Route Taxi		*Rural Stage*		*Hackney Carriage*		*Contract Carriage*		*All PPVs*	
Dates	***# of Spaces Available***	***Take Up***	***# of Spaces Available***	***Take Up***	***# of Spaces Available***	***Take Up***	***# of Spaces Available***	***Take Up***	***# of Spaces Available***	***Take Up***
July 2016	*1,558*	*501*	*92*	*34*	*0*	*0*	*0*	*0*	*1,650*	*535*
November 2016	*5,034*	*2,006*	*200*	*105*	*650*	*650*	*50*	*50*	*5,934*	*2,811*
	6,592	*2,507*	*292*	*139*	*650*	*650*	*50*	*50*	***7,584***	***3,346***

SYSTEMATIC IMPROVEMENT IN SERVICE DELIVERY

Management Audit

The Authority embarked on a thrust to improve service quality and customer service delivery at all levels within the organization. As part of the process, the Authority engaged Tonem Associates to conduct a Management Audit geared at:-

- Identifying strategies to improve efficiency and effectiveness;
- Examine approaches to transform the organization into a high performance organization;
- Aligning the Authority's structure, staffing, systems and processes with the Mission, Vision and Values;
- Providing clear recommendations regarding the Authority's structure that will guide decision making with a view to improve operational efficiency and service delivery.

The exercise is currently underway and should be completed by the first quarter of the 2017/2018 fiscal year.

Repositioning Programme

The Authority embarked on a repositioning programme, which was focused on internal and external customer relations. On one hand, the Authority established a Communication Working Group to guide the implementation of strategies to transform the image and reputation of the Authority into one of a customer focused and respected entity. On the other hand, a Service Quality Committee was instituted to enhance the quality of the services provided by the Transport Authority and strengthen customer relations organization-wide in order to improve the image of the Transport Authority.

In order to improve service quality and performance management, the Authority sought to engender a culture of high performance in the organization. One key component of the process was designing and implementing a Values Integration programme. Steady progress was made in this regard as the Values Integration programme was designed and the revised organizational Values finalized after extensive consultation with employees. The Repositioning Programme was launched at the staff conference in September 2016 and included the showcasing of a values song competition.

Employees applaud regional performance in the values song competition.

As part of the communication activities, the Authority partnered with the Caribbean Institute of Media and Communication (CARIMAC), National Road Safety Council and Jamaica National Foundation to develop a Knowledge, Attitudes and Practices (K.A.P.) survey. Although the instrument was finalized, the implementation of the survey was delayed. It is anticipated that the process will be completed in the next fiscal year. When complete the survey should provide the baseline for communication campaigns and give the Authority the opportunity to develop and implement proactive strategies for corporate communication while enhancing the stakeholder and customer service management processes.

In line with the Authority's thrust to improve service delivery, sensitization sessions were conducted with all front line staff on the rights of the customers and training undertaken on the licensing policies and procedures, in order to improve the consistency in the application of the policies and processes. Additionally, standards were developed and implemented to guide and improve the customer/employee interactions. In January 2016, the Authority implemented its Citizen's Charter; however, the formal launch of the charter will be undertaken in 2017.

Additionally, the Authority established a Customer Care Centre in order to increase access to the Authority's services. The Call Centre utilizes an electronic call monitoring system. The operations of the Customer Care Centre will be guided by the Call Centre Service Standards, which have been developed and will be implemented in the 2017/2018 fiscal year.

EXPANSION OF SERVICE DELIVERY CHANNELS

Miss Amoy Everett presenting Mr. Lambert Campbell with the first licence printed at the Portland Satellite Office. Looking on are Mr. Paul Blake and Mr. Garfield Patterson.

Transport Authority Western Regional Manager, Ralston Smith (4th right), symbolically opens the door to the agency's new office at Dunbar Mall in Savanna-la-Mar, Westmoreland, on February 9. Among those sharing in the occasion are: Acting General Manager of Human Resource and Administration, Petra-Kene Williams (4th left); and General Manager of Operations, Colonel Audley Carter (5th left), as well as other staff and parish stakeholders.

To increase access to its services and to improve customer experience, the Transport Authority has transformed the satellite offices in Swansea, Clarendon and St. Margaret's Bay, Portland into full service offices. The offices therefore now facilitate the printing of licenses and processing of badges, which will result in an improvement in service delivery.

Additionally, the Authority commenced expansion work at the Swansea Satellite Office in the last quarter of the 2016/2017 fiscal year. The expansion is to facilitate the operations of this office which has outgrown the current facilities.

In February 2017, the Authority opened another Satellite office in Savanna-La-Mar, Westmoreland in order to provide greater access to services by customers in the Western end of the island. This location is a transitory location for the Authority's offices in Savanna-la-Mar as plans are underway for the construction of a permanent facility in the parish. This new facility is expected to open in the 2017/2018 fiscal year.

TECHNOLOGICAL ADVANCEMENTS

The Authority has been expanding its Information Communication Technology Platform in service delivery by designing and implementing an online facility for the acceptance of Public Passengers Vehicle (PPV) Licence applications and general application queries. Development of this facility commenced in 2016 and is now 75% complete, with implementation scheduled for the end of June 2017.

The enhancement of the Licensing Management Information System (LMIS) by upgrading the Route Management Module for the Authority is underway and is expected to be completed by April 2017. The software will afford the Authority the ability to electronically manage the supply of road licences as the demand for public transportation increases across the island.

Further, the Authority continues to improve its Road Operations Management System (ROMS) to achieve greater efficiency in the field. The Road Operations Management System, allows Route Inspectors in the field to access real time information on public passenger vehicles and operators using handheld devices, thereby enhancing the efficiency and effectiveness of road operations.

LAUNCH OF MOBILE OFFICE SERVICES

The Authority's mobile office facility/services were implemented in July 2016, as a means of; expanding service delivery channels, reducing the high level of non-compliance with licensing requirements among private/ public transportation services providers and commercial carriers and improving public order and safety. To date, interventions have been undertaken in Portland, St. Mary, St. James and St. Elizabeth. The mobile office activities will be strengthened in the upcoming year with more frequent visits to underserved communities across Jamaica. (See pictorial highlights on overleaf).

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PICTORIAL HIGHLIGHTS FROM MOBILE OFFICE SERVICES

From left, Mrs. Samantha Peart-Rowe, Compliance Officer gives operator in Portland information on licensing services during the mobile office outreach.

From left, Operator seeks information from Mrs. Banneta Walker, Licensing Manager in Portland during the mobile office outreach.

APPLICANTS BEING PROCESSED IN PORTLAND DURING THE MOBILE OFFICE OUTREACH.

From left, Mr. Craig Brown, Licensing Clerk in discussion with customer (center) and co-worker Miss Kareen Scott, Licensing Clerk (right) in Portland during the mobile office.

From left, Miss Nicola Brown, Route Inspector assists customer by processing an application in Portland during the mobile office outreach.

ENFORCEMENT & COMPLIANCE

- Increased Enforcement Activities

The Authority engaged in a range of proactive operations geared at monitoring and enforcing the rule of law governing the Public Passenger Vehicle sector. The operations sought to reduce illegality and general misconduct in the Public Transportation sector. At the end of the fiscal year, 97% or 1, 121 routine operations were completed of the 1,150 planned for the period. The 3% shortfall was mainly due to inclement weather.

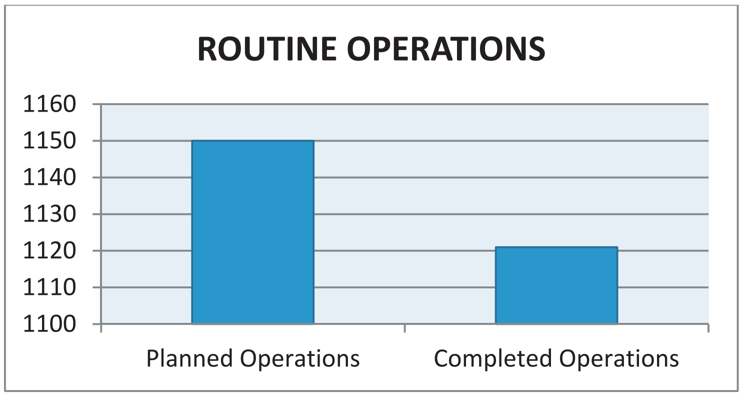
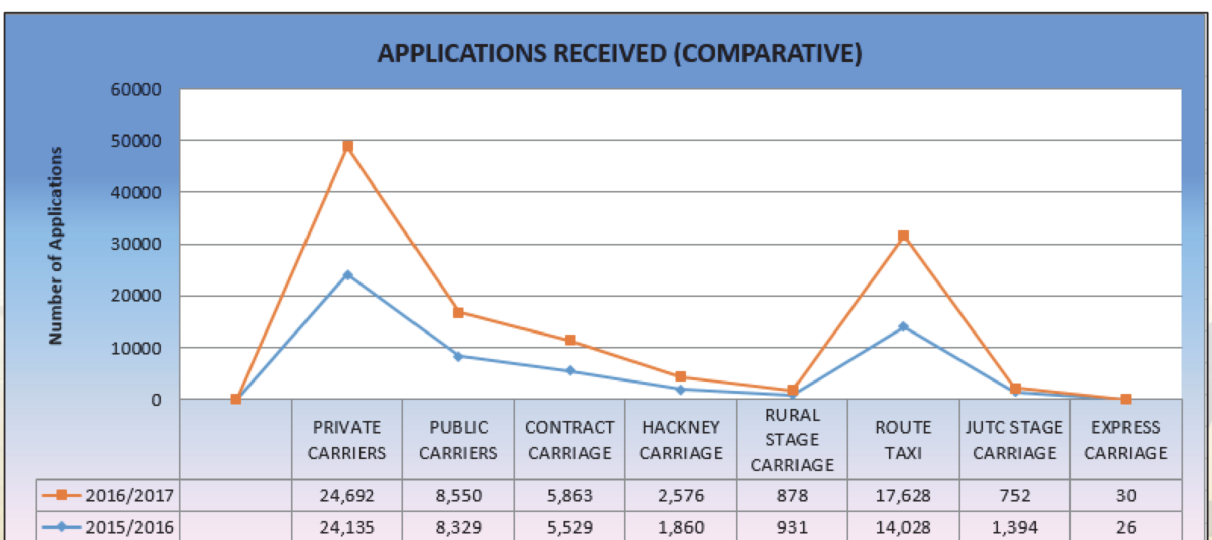


***Figure 1**: Routine Operations (Planned vs. Completed)*

Between April 2016 and March 2017, operational activities resulted in the issuance of 43, 671 summonses representing 42,658 prosecutions and 3,115 seizures for breaches of the laws relating to public transportation. In the drive to improve order in public transportation, the Authority will be intensifying enforcement and compliance activities in the 2017/2018 fiscal year.

PROCESSING OF ROAD LICENCES

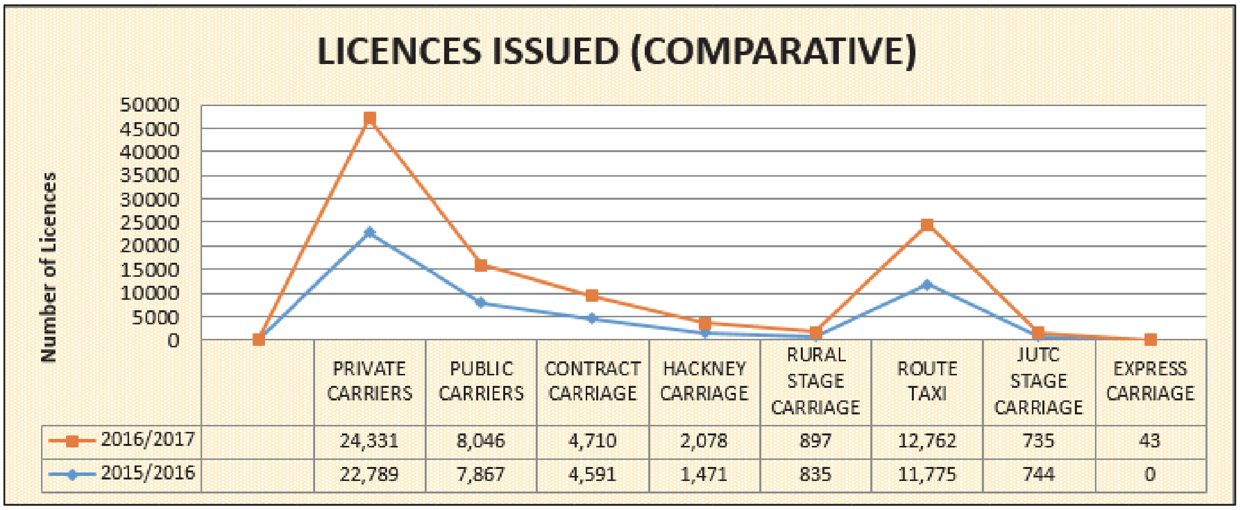
The Transport Authority as at March 31, 2017, received sixty thousand, nine hundred and sixty nine (60, 969) road licence applications and issued fifty- three thousand, six hundred and two (53,602) road licences. Figures 3 & 4 below provide a comparative breakdown of the applications received/licences issued by category over the past two years.



		PRIVATE CARRIERS	PUBLIC CARRIERS	CONTRACT CARRIAGE	HACKNEY CARRIAGE	RURAL STAGE CARRIAGE	ROUTE TAXI	JUTC STAGE CARRIAGE	EXPRESS CARRIAGE
2016/2017		24,692	8,550	5,863	2,576	878	17,628	752	30
2015/2016		24,135	8,329	5,529	1,860	931	14,028	1,394	26

***Figure 3:** Comparative- Applications Received between 2015-2017*

Licence production for the 2016/2017 fiscal year compares favourably with the same period last year when fifty -six thousand, two hundred and thirty two (56, 232) road licence applications were received and fifty thousand and seventy-two (50, 072) road licences issued.



	PRIVATE CARRIERS	PUBLIC CARRIERS	CONTRACT CARRIAGE	HACKNEY CARRIAGE	RURAL STAGE CARRIAGE	ROUTE TAXI	JUTC STAGE CARRIAGE	EXPRESS CARRIAGE
2016/2017	24,331	8,046	4,710	2,078	897	12,762	735	43
2015/2016	22,789	7,867	4,591	1,471	835	11,775	744	0

Figure 4: *Comparative- Licences Issued between 2015-2017*

Commercial Carriers licences continued to account for the largest percentage of licences issued by the Authority with thirty-two thousand, three hundred and seventy-seven licences (32,377) or 60% being issued during the period. Public Passenger vehicle road licences accounted for 40% or twenty-one thousand, two hundred and twenty-five (21,225) of the licences see figure 5 below.

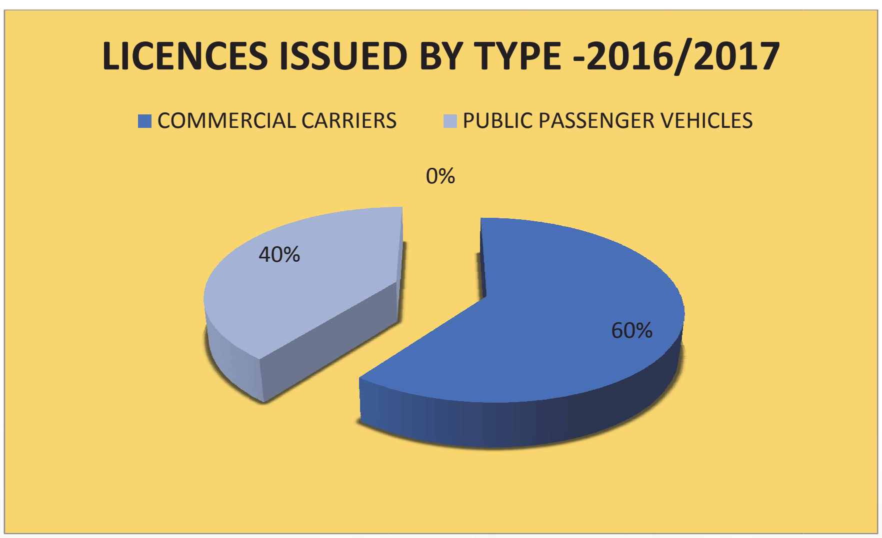


Figure 5: *Licences Issued by Type.*

CORPORATE COMMUNICATION

- Stakeholder Engagements

The Authority maintained regular meetings with stakeholders in the public transportation sector. Accordingly, twenty - seven (27) stakeholder meetings were convened across the island.

- Communication Campaigns

The Authority implemented one major communication campaign during the year. The campaign dubbed "Bridging the Gap" was geared at encouraging early renewal of road licences, enhancing stakeholder knowledge and awareness as well as increasing the effective adoption of approved public transportation standards.

Further, to complement the special offer of road licences to the market, multimedia advertisements were created and aired. These were geared at sensitizing operators and other road users to the availability of these road licences.

CORPORATE SOCIAL RESPONSIBILITY

- Corporate Labour Day Project

The Transport Authority, as part of its Corporate Social Responsibility programme, implemented a Labour Day Project. Activities centred on refurbishing sections of the Melrose Primary & Junior High School, in close proximity to the Authority's Corporate Office. The activities included painting of the boundary wall, refurbishing of the conference room and beautification of the nearby garden. See highlights overleaf.

PICTORIAL HIGHLIGHTS LABOUR DAY 2016
MELROSE PRIMARY & JUNIOR HIGH SCHOOL GETS A FACELIFT

From left: Jovan Madden (left) TA, and Melrose Primary and Junior High Principal Mrs. Jenifer Hylton-Lee (right) brighten a wall at the Melrose & Junior High School as part of Labour Day activities.

Acting Managing Director of the Transport Authority, Colonel (Ret'd.) Audley Carter (centre), Melrose Primary and Junior High Principal Mrs. Jenifer Hylton-Lee, and student Jamanie Campbell brighten a wall at the school as part of Labour Day activities.

From left: Adrian Wilson (left) TA assists student Jamanie Campbell to mix mortar as part of Labour Day activities.

All smiles. The Labour Day Crew takes a minute to pose for the camera after completing the facelift at Melrose.

PLANNED PROGRAMMES 2017/2018

For the 2017-2018 fiscal year the Transport Authority will be embarking on a number of initiatives focused on the achievement of the following objectives:

- Improving Service Quality and Performance Management;
- Transforming the image of the Authority into a customer focused and respected entity;
- Ensuring compliance to improve public order and safety;
- Strengthening research and development capabilities to better inform decision making processes;
- Attaining and sustaining financial viability of the organization; and
- Aligning Information Communication Technology with the organization's goals and strategies.

Improve Service Quality And Performance Management

Arising from the findings of the Management Audit, the Authority will seek to improve human resource capacity and strengthen performance and service quality. The Authority will also continue discussions with the various training institutions with a view to developing sector specific training and certification programmes for employees in key positions in the organization. The Authority will move forward with this initiative in the 2017/18 fiscal year through partnership with credible and established institutions to develop a curriculum for the programme.

In 2016 the Values Integration Programme was designed and preliminary implementation activities were conducted. The six values along with the respective supporting behaviours were established and approved and sensitizations sessions were held with all staff members. The programme will continue into the 2017-2018 fiscal year as the Authority seeks to engender a culture of high performance by infusing the values in the daily interactions and activities of all members of staff.

Transform The Image Of The Authority Into A Customer Focused And Respected Entity

The Authority will in the 2017/18 fiscal year be conducting a Knowledge, Attitude and Perception (KAP) survey which will be used to measure the effectiveness of the Authority's communication campaigns over the next 2 years. The KAP survey will provide a baseline and guide the development of Behaviour Change Communication Programmes to improve service standards in the Public Transportation sector and the Authority's service delivery. In order to increase commuter education regarding standards and disincentives for using illegal vehicles, the Authority will be implementing a number of communication campaigns in 2017.

- Ensure Compliance To Improve Public Order And Safety

To strengthen compliance the Authority will be increasing effectiveness of monitoring and enforcement activities in 2017/18 by strengthening the Inspectorate through the deployment 32 additional inspectors island wide. Also, the Authority will be seeking to infuse technology into its road operations with the use of digital voice communication technology and cameras. The Authority will seek to increase enforcement activities aimed at improving the safety and security of the commuting public. In this regard, the Authority's joint operations will be conducted with the Jamaica Constabulary Force and the Island Traffic Authority in respect of compliance with the Tint Regulations.

- Strengthen Research And Development Capabilities To Better Inform Decision Making Processes

The Authority will be conducting a number of surveys in 2017/18 to capture key variables in the Public Passenger Vehicle (PPV) sector. A demand and supply survey will be conducted in the Authority's southern licensing region, which includes the parishes of Clarendon, Manchester and St. Elizabeth. Data collection for the survey is scheduled to commence in mid-2017. Accordingly, the Authority anticipates that several new routes will be opened, in rural communities across the island, to address the growing need for legal public transportation services.

- Align Information Communication Technology With The Organization's Goals And Strategies

During 2017/18 the Authority will be seeking to upgrade its Road Operations Management System (ROMS) to achieve greater efficiency in the field. The Road Operations Management System which is an extension of the Authority's Licensing Management Information System (LMIS) allows inspectors in the field to access real time information on public passenger vehicles and operators using handheld devices.

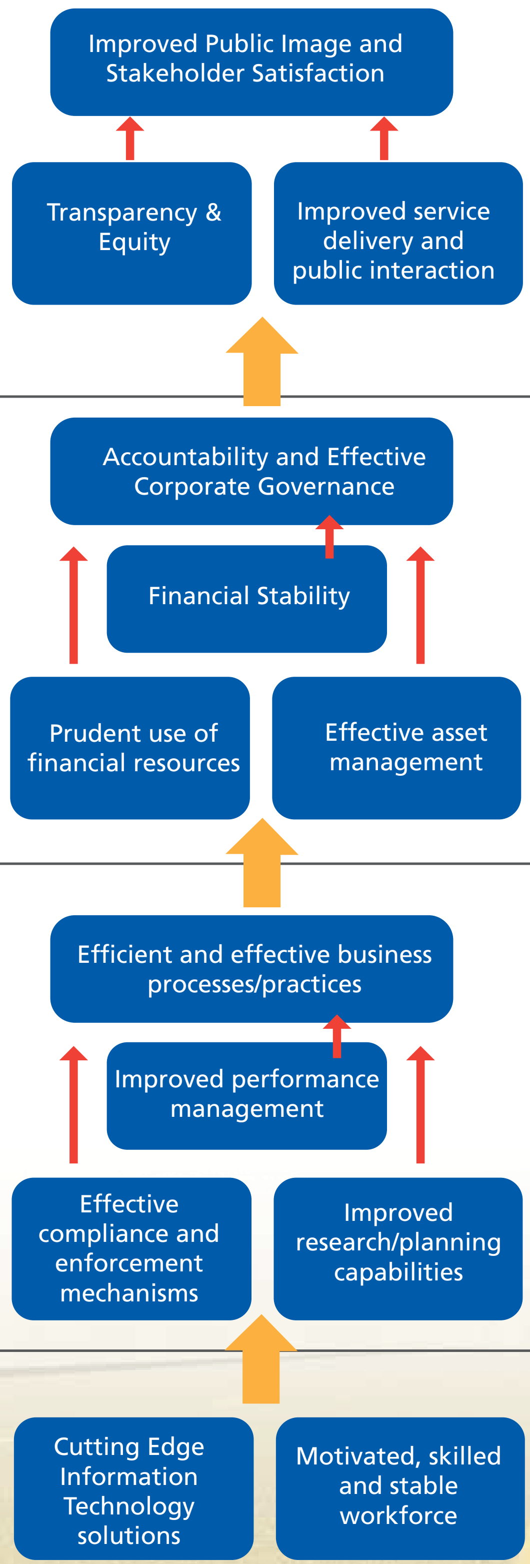
The Transport Authority was selected by Ministry of Finance & Planning as one of the MDAs to implement the GOJ Human Capital Management Enterprise System (HCMES). The afore-mentioned is a comprehensive Human Resource Management and Payroll System which the Government of Jamaica has commissioned. The project commenced in the Authority in 2016

FIVE YEAR STATISTICAL REVIEW

Financial Year	Target 2017/2018	2016/2017	2015/2016	2014/2015	2013/2014	2012/2013
	$M	$M	$M	$M	$M	$M
Income & Expenditure						
Total Income	1,248	1075	1065	1020	1,061	957
Expenses	1,227	1195	1053	975	840	792
Net Surplus/(Deficit) before Taxation	21	-120	12	45	221	166
Balance Sheet						
Current Assets	680	560	695	728	910	865
Current Liabilities	587	617	538	504	540	530
Fixed Assets	584	513	421	353	186	120
Reserves	674	543	655	653	632	561
Prepaid Fees c/f	490	523	478	428	414	402
Cash & Short term Deposits	359	438	505	579	623	789
Capital Expenditure	107	172	117	203	91	32
Ratios						
Income Growth	16%	1%	4%	-4%	11%	-5%
Expense /Growth	3%	13%	8%	16%	6%	12%
Expense/ Income	98%	111%	99%	96%	79%	83%
Surplus/Income	2%	-11%	1%	4%	21%	17%

BALANCED SCORE CARD

Vision: To provide world class monitoring and regulatory services that facilitates a people-centred, safe, orderly and efficient public passenger transportation system.



PERSPECTIVE	BALANCE SCORE CARD			
PERSPECTIVE	**OBJECTIVES**	**MEASURE**	**TARGET**	**RESULTS**
STAKEHOLDER	Maximise customer satisfaction	% increase in customer satisfaction	20%	
	Improved communication with all stakeholder	% reduction in processing time	10%	
		% implementation of stakeholder management plan	100%	0%
		% Implementation of Interaction policy	100%	100%
		%Implementation of Citizens Charter	100%	30%
	Increase public awareness	# of campaigns implemented	2	1
FINANCIAL	Maximize earnings	Generated Revenue	$1.177B	$1.086B
	Manage operating Expenditure	% Positive Variance	5%	5%
	Compliance to Government standards and procedures	% Compliance	100%	100%
	Maximize returns on investments in Assets	% Return on Assets	Min 6.6 %	0.14%
INTERNAL PROCESSES	Align staff/Unit performance with corporate strategic goals	% Alignment	100%	100%
	Conduct targeted surveys to guide planning/ decision making process	# of surveys conducted	5	8
	Expand service delivery channels	# of new locations established	1	1
	Reengineer licensing processes to deliver more value to the customer	# of processes reviewed	2	0
	Improved effectiveness of compliance and enforcement activities.	# of intelligence driven	188	624
LEARNING & GROWTH	Increase level of skilled and competent staff	# of Staff Trained	100	88
	Invest in effective application of appropriate technology	# of Information Technology solutions implemented	3	1
	Establish a culture of accountability and results based management	# of programmes implemented	1	1

VALUES: INTEGRITY, MASTERY, PROFESSIONALISM, ACCOUNTABILITY, CUSTOMER-FOCUSED, TRANSPARENCY

FINANCIAL PERFORMANCE

The Transport Authority recorded Loss ***before Tax*** of $120M at the end of the 2016/2017 financial year, which represented a 1100% decline when compared to surplus before tax of $12M at the end of the prior year. A surplus before tax of $35M was projected for the year.

Gross Operating Revenue for the year at $1.054B was $24M or 2% above prior year earnings of $1.030B; however this was $9M or 0.9% above budgeted revenue of $1.045B.

Non-operating Income earned on cash invested was $20M which is $7M or 25% below projected earnings of $27M. Income earned on investment during the previous year was $34M which was $14M or 41% above current year. The decrease in interest income when compared with prior year is attributed to the decrease in the amount of cash invested due to capital investment projects undertaken by the Authority during the year under review. Capital expenditure included the purchase of 5 Golden Dragon buses. Even though gross operating income generated during the year compares favorably to prior year, total operating expenses grew by 13%.

Total Operating Expenses for the year was $1.195B, this represented an increase of $142M over the previous year's amount of $1.053B. The current year expenditure was $50M or 4% above projected expenses of $1.145B. Staff costs represented 54% of total costs for the year, which compares favorably with 60% recorded in previous year. There was an overall 3% increase in salaries and wages, staff allowance, statutory deductions and pension contributions. This is largely due to an increase in salaries, wages and allowances effective April 1, 2015 as agreed upon by the Government of Jamaica and the Collective Bargaining Units.

Administrative expenses increased by 28% from $425M for the previous year to $544M. The administrative expenses for the year under review compares unfavorably with budgeted amount of $392M. The areas in which significant increases over prior year were recorded are allowance for doubtful debt, legal damages and claims and Jamintel property deferred expense write-off. Also with capital expenditure of $172M there was a perceptible increase in depreciation and amortization for the year.

Total Assets of the Transport Authority as at March 31, 2017 was $1.161B versus $1.194B at the end of the previous year. It was estimated that at the end of the year under review total assets would be $1.102B, therefore total assets was $59M above projection.

Current Assets decreased by $135M or19% when compared with prior year. The movement from $695M to $560M is mainly due to a decrease in cash and deposits and deposits and prepayments. The amount held by the Authority on short term deposits decreased as a result of a 41% decline in cash generated from operations and interest income received.

Total Liabilities stood at $617M at the end of the 2016/2017 financial year; this compares unfavorably with projection of $441M, also this represented an increase of $79M or 15% when compared with previous year amount of $538M. The increase is attributed to an increase in vacation leave accrued at the end of the period, provision for legal claims and deferred income.

PROJECTIONS

The Authority is projecting to generate operating income of $1.214B and interest income of $34M for the year 2017-2018. Operating expenses are projected to be $1.227B. At the end of the 2017/2018 financial year the Authority is therefore expecting to generate a surplus of $21M.

FINANCIAL STATEMENTS

Independent Auditor's Report

To the Board of Directors of the Transport Authority

Report on the Financial Statements

Opinion
We have audited the financial statements of The Transport Authority (the Authority) which comprise the statement of financial position as at 31 March 2017, the statements of comprehensive income, changes in accumulated funds and cash flows for the year then ended, and notes, comprising significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Authority as at 31 March 2017, and of its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

Basis for Opinion
We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Authority in accordance with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (IESBA Code) and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and the Board of Directors for the Financial Statements
Management is responsible for the preparation of financial statements that give a true and fair view in accordance with IFRS and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is responsible for overseeing the Authority's financial reporting process.

Independent Auditor's Report Continued

To the Board of Directors of the Transport Authority

Report on the Financial Statements (Continued)

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Authority to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that presents a true and fair view.

Independent Auditor's Report Continued

To the Board of Directors of the Transport Authority

Report on the Financial Statements (Continued)

Auditor's Responsibilities for the Audit of the Financial Statements (Continued)

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Additional Requirements of the Transport Authority Act

We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.

In our opinion, proper accounting records have been maintained, so far as appears from our examination of those records and the accompanying financial statements are in agreement therewith, and give the information required by Section 10(1) of the Transport Authority Act in the manner so required.

Kingston, Jamaica

10 August 2017

TRANSPORT AUTHORITY

Statement of Comprehensive Income

Year Ended 31 March 2017

	Notes	2017 $'000	2016 $'000
Revenue:	14(a)		
Processing fees		849,497	791,209
Storage, administrative and wrecker fees		148,803	152,238
Franchise fees		11,832	14,212
Auction proceeds		1,600	43,960
Other income	14(b)	43,038	29,283
		1,054,770	1,030,902
Operating expenses	23	(1,195,341)	(1,053,129)
Interest income		20,809	34,213
(Deficit) Surplus before taxation	15	(119,762)	11,986
Taxation	18	10,338	(8,647)
(Deficit) Surplus, being total comprehensive (loss) income for the year		(109,424)	3,339

TRANSPORT AUTHORITY

Statement of Financial Position

As at 31 March 2017

	Notes	2017 $'000	2016 $'000
CURRENT ASSETS			
Cash and deposits	3	437,609	505,509
Trade and other receivables	5	10,004	39,364
Income tax recoverable		41,216	38,097
Deposits and prepayments	6	8,598	57,817
Loan receivable	7	36,928	31,252
Inventories	2(g)	26,195	23,196
		560,550	695,235
CURRENT LIABILITIES			
Provisions	8	13,818	-
Payable and accruals	9	80,673	60,638
Deferred income	10	522,711	477,884
		617,202	538,522
NET CURRENT (LIABILITIES) ASSETS		(56,652)	156,713
NON- CURRENT ASSETS			
Property, plant and equipment	11	495,961	411,867
Intangible assets	12	16,820	9,312
Loans receivable	7	858	1,845
Investment securities	4	65,164	61,883
Deferred tax asset	13	20,931	13,786
		599,734	498,693
TOTAL NET ASSETS		543,082	655,406
FINANCED BY:			
Accumulated funds	26	543,082	655,406
		543,082	655,406

Approved for issue by the Board of Directors on 10 August 2017 and signed on its behalf:

____________________ Chairman

____________________ Director

TRANSPORT AUTHORITY

Statement of Changes in Accumulated Funds

Year ended 31 March 2017

	Capital Reserve $'000	Accumulated Surplus $'000	Total $'000
Balance at 1 April 2015	13,410	640,128	653,538
Total comprehensive income:			
Surplus for the year	-	3,339	3,339
Transaction with owners recognised directly in accumulated funds:			
Allocation to Government of Jamaica (Note 17)	-	(1,471)	(1,471)
Balance at 31 March 2016	13,410	641,996	655,406
Total comprehensive loss:			
Deficit for the year	-	(109,424)	(109,424)
Transaction with owners recognised directly in accumulated funds:			
Allocation to Government of Jamaica (Note 17)	-	(2,900)	(2,900)
Balance at 31 March 2017	13,410	529,672	543,082

TRANSPORT AUTHORITY

Statement of Cash Flows

Year ended 31 March 2017

	Note	2017 $'000	2016 $'000
Cash Flows from Operating Activities			
(Deficit) Surplus for the year		(109,424)	3,339
Adjustments for:			
Depreciation and amortization		78,190	48,345
Property plant and equipment – adjustment		119	-
Deferred expenses and deposits - impaired		33,157	-
Taxation		(10,338)	8,647
Deferred tax adjustment		-	(2162)
Interest income		(20,809)	(34,213)
Gain on disposal of property, plant and equipment		(3)	-
Provision charge		13,818	-
Impairment loss recognised on receivables		47,153	-
Foreign exchange gains (net)		(5,328)	(3,362)
Operating cash flow before movements in working capital		26,535	20,594
Trade and other receivables		13,459	(5,671)
Deposits and prepayments		16,062	18,025
Inventories		(2,999)	(9,684)
Payable and accruals		20,035	3,813
Deferred income		44,827	49,869
Cash generated from operations		117,919	76,946
Interest received		21,069	35,923
Taxation refund (paid)		74	(65,987)
Net cash provided by operating activities		139,062	46,882
Cash Flows From Investment Activities			
Acquisition of property, plant and equipment		(160,802)	(111,237)
Purchase of software		(11,036)	(5,539)
Proceeds on disposal of property, plant and equipment		1,930	
Loans receivable – non-current portion		987	168
Purchase of investment security		-	(530)
Loan to related party		(36,928)	-
Reduction in deposits/repurchase agreements		28,928	112,525
Net cash used in investing activities		(176,921)	(4,083)
Cash Flows From Financing Activities			
Allocation to the government of Jamaica,		(2,900)	(1,471)
Cash used by financing activity		(2,900)	(1,471)
Net (decrease) increase in cash and cash equivalents		(40,759)	40,798
Effect of changes in exchange rate on cash and cash equivalents		996	-
Cash and cash equivalents at beginning of the year		106,033	65,235
Cash and cash equivalents at the end of the year	3	66,270	106,033

TRANSPORT AUTHORITY

Notes to the Financial Statements

Year ended 31 March 2017

1. The Authority

The Transport Authority (the Authority) is a statutory body established under the Transport Authority Act 1987, and is domiciled in Jamaica with its registered office at 119 Maxfield Avenue, Kingston 10. The Authority as an agency operates under the Ministry of Transportation, Works and Housing.

Its main objectives are to regulate and monitor public passenger and commercial transport throughout the island. This comprises the processing of applications for, and the granting of, road licenses, franchises to transport operators and other regulatory activities.

2. Significant Accounting Policies

The principal accounting policies applied to the preparation of these financial statements are set out below. These policies have been applied to all the years presented, unless otherwise stated.

Statement of compliance

These financial statements have been prepared in accordance and comply with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB) and the relevant requirements of the Transport Authority Act.

Basis of preparation

These financial statements have been prepared on the historical cost basis. Historical cost is generally based on the fair value of consideration given in exchange for assets.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible to by the company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

TRANSPORT AUTHORITY

Notes to the Financial Statements

Year ended 31 March 2017

2. Significant Accounting Policies (Continued)

Basis of preparation

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Authority determines whether transfers have occurred between Levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

There are no assets or liabilities which are measured at fair value after initial recognition in the financial statements.

Fair values of financial instruments measured at amortised cost are disclosed in Note 25.

Current versus non-current classification

The Authority presents assets and liabilities in the statement of financial position based on current/non-current classification. An asset is classified as current when it is:

- Expected to be realised or intended to sold or consumed in normal operating cycle
- Held primarily for the purpose of trading
- Expected to be realised within twelve months after the reporting period, or
- Cash or cash equivalents unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in the normal operating cycle
- It is held primarily for the purpose of trading
- It is due to be settled within twelve months after the reporting period, or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period

The Authority classifies all other liabilities as non-current.

TRANSPORT AUTHORITY

Notes to the Financial Statements

Year ended 31 March 2017

2. Significant Accounting Policies (Continued)

Accounting pronouncements effective in the current year which are relevant to the Authority's operations

Certain new standards, amendments and interpretations to existing standards have been published that became effective during the current financial year and are relevant to the Authority's operations. The adoption of these new pronouncements has impacted the Authority as discussed below.

There were no standards or Interpretations that were applicable in the current year that affected the presentations or disclosures in the financial statements except as noted below.

The following additional new and revised Standards and Interpretations have been adopted in these financial statements. Their adoption has not had any impact on the amounts reported in these financial statements but may impact the accounting for future transactions or arrangements.

Amendments to Standards		Effective for annual periods beginning on or after
IAS 27	IAS 27 Equity Method in Separate Financial Statements – Amendments to IAS 27	January 1, 2016
IAS 1	Disclosure Initiative – Amendments to IAS 1	January 1, 2016
IAS 16 and 38	IAS 16 and IAS 38 Clarification of Acceptable Methods of Depreciation and Amortisation Amendments to IAS 16 and IAS 38	January 1, 2016
IAS 16 and 41	IAS 16 and IAS 41 Agriculture: Bearer Plants – Amendments to IAS 16 and IAS 41	January 1, 2016
IFRS 10 and IAS 28	IFRS 10 and IAS 28 Sale or Contribution of Assets between an Investor and its Associate or Joint Venture – Amendments to IFRS 10 and IAS 28	January 1, 2016
IFRS 10, 12 and IAS 28	IFRS 10, IFRS 12 and IAS 28 Investment Entities: Applying the Consolidation Exception - Amendments to IFRS 10, IFRS 12 and IAS 28	January 1, 2016
IFRS 11	IFRS 11 Accounting for Acquisitions of Interests in Joint Operations – Amendments to IFRS 11	January 1, 2016
IFRS 14	IFRS 14 Regulatory Deferral Accounts	January 1, 2016
IFRS 5, 7 and IAS 19, 32	Amendments arising from 2012 – 2014 Annual Improvements to IFRS	January 1, 2016

TRANSPORT AUTHORITY

Notes to the Financial Statements

Year ended 31 March 2017

2. Significant Accounting Policies (Continued)

Accounting pronouncements effective in the current year which are relevant to the Authority's operations (continued)

- ***Amendments to IAS 16 and IAS 38: Clarification of Acceptable Methods of Depreciation and Amortisation***

  The amendments clarify the principle in IAS 16 *Property, Plant and Equipment* and IAS 38 *Intangible Assets* that revenue reflects a pattern of economic benefits that are generated from operating a business (of which the asset is a part) rather than the economic benefits that are consumed through use of the asset. As a result, a revenue-based method cannot be used to depreciate property, plant and equipment and may only be used in very limited circumstances to amortise intangible assets. The amendments are applied prospectively and do not have any impact on the financial statements of the Authority as the Authority has not used a revenue-based method to depreciate its non-current assets.

- ***Amendments to IAS 1 Disclosure Initiative***

  The amendments to IAS 1 clarify, rather than significantly change, existing IAS 1 requirements. The amendments clarify:
  - The materiality requirements in IAS 1
  - That specific line items in the statement(s) of profit or loss and OCI and the statement of financial position may be disaggregated
  - That entities have flexibility as to the order in which they present the notes to financial statements
  - That the share of OCI of associates and joint ventures accounted for using the equity method must be presented in aggregate as a single line item, and classified between those items that will or will not be subsequently reclassified to profit or loss.

  Furthermore, the amendments clarify the requirements that apply when additional subtotals are presented in the statement of financial position and the statement(s) of profit or loss and OCI. These amendments do not have any impact on the financial statements of the Authority.

TRANSPORT AUTHORITY

Notes to the Financial Statements

Year ended 31 March 2017

2. Significant Accounting Policies (Continued)

Accounting pronouncements effective in the current year which are relevant to the Authority's operations (continued)

Standards, interpretations and amendments to published standards which are not yet effective

At the date of authorization of these financial statements, certain new standards, amendments and interpretations to existing standards have been issued which were not effective and which the Authority has not early adopted for the financial period being reported on:

New and Revised Standards		Effective for annual periods beginning on or after
IFRS 9	Financial Instruments	January 1, 2018
IFRS 15	Revenue from Contracts with Customers	January 1, 2018
	Clarifications to IFRS 15	January1, 2018
IFRS 16	Leases	January 1, 2019
IFRS 17	Insurance Contracts	January 1, 2021
IFRS 1, 12, 19, 28	Amendments arising from 2014 – 2016 Annual Improvements to IFRS	January 1, 2018
IAS 7	Statement of Cash Flows - Amendments as a result of the Disclosure initiative	January 1. 2017
IAS 12	Income Taxes	
	- Amendments regarding the recognition of deferred tax assets for unrealised losses	January 1, 2017
IAS 39	Financial Instruments: Recognition and Measurement	
	- Amendments to permit an entity to continue to apply hedge accounting requirements	When IFRS 9 is applied
IAS 40	Investment Property – Amends to clarify transfers of property to, or from, investment property	January 1, 2018
IFRS 2	Share-based Payment:	
	- Amendments to clarify the classification and measurement of share-based payment transactions	January 1, 2018
IFRS 7	Financial Instruments: Disclosures	
	- Amendments requiring disclosures about the initial application of IFRS 9	January 1, 2015 (or otherwise when IFRS 9 is first applied)
	- Additional hedge accounting disclosures (and consequential amendments)	When IFRS 9 is applied
IFRS4 and IFRS 9	Amendments regarding the interaction of IFRS 4 Insurance Contracts and IFRS 9 Financial Instruments	
	- Overlay approach applied retrospectively to qualifying financial assets	When IFRS 9 is first applied
	- Deferral approach	January 1, 2018
IFRIC 22	Foreign Currency Transactions and Advance Consideration	January 1, 2018
IFRIC 23	Uncertainty over Income Tax Treatments	January 1, 2019

TRANSPORT AUTHORITY

Notes to the Financial Statements

Year ended 31 March 2017

2. Significant Accounting Policies (Continued):

Basis of preparation (Continued):

The Authority has assessed the relevance of all such new standards, interpretations and amendments and has determined that the following may be relevant to its operations:

IFRS 9, 'Financial Instruments', (effective for annual periods beginning on or after 1 January 2018). In July 2014, the IASB issued IFRS 9 which is the comprehensive standard to replace IAS 39 'Financial Instruments: Recognition and Measurement', and includes requirements for classification and measurement of financial assets and liabilities, impairment of financial assets and hedge accounting.

Financial assets are required to be classified into three measurement categories: those to be measured subsequently at amortised cost, those to be measured subsequently at fair value through other comprehensive income (FVOCI) and those to be measured subsequently at fair value through profit or loss (FVPL).

Classification for debt instruments is driven by the entity's business model for managing the financial assets and whether the contractual cash flows represent solely payments of principal and interest (SPPI). If a debt instrument is held to collect, it may be carried at amortised cost if it also meets the SPPI requirement. Debt instruments that meet the SPPI requirement that are held in a portfolio where an entity both holds to collect assets' cash flows and sells assets may be classified as FVOCI. Financial assets that do not contain cash flows that are SPPI must be measured at FVPL (for example, derivatives). Embedded derivatives are no longer separated from financial assets but will be included in assessing the SPPI condition.

Investments in equity instruments are always measured at fair value. However, management can make an irrevocable election to present changes in fair value in other comprehensive income, provided the instrument is not held for trading. If the equity instrument is held for trading, changes in fair value are presented in profit or loss.

Most of the requirements in IAS 39 for classification and measurement of financial liabilities were carried forward unchanged to IFRS 9. The key change is that an entity will be required to present the effects of changes in the Authority's own credit risk of financial liabilities designated at fair value through profit or loss, in other comprehensive income.

IFRS 9 introduces a new model for the recognition of impairment losses – the expected credit losses (ECL) model. There is a 'three stage' approach which is based on the change in credit quality of financial assets since initial recognition. In practice, the new rules mean that entities will have to record an immediate loss equal to the 12-month ECL on initial recognition of financial assets that are not credit impaired (or lifetime ECL for trade receivables). Where there has been a significant increase in credit risk, impairment is measured using lifetime ECL rather than 12-month ECL. The model includes operational simplifications for lease and trade receivables. The classification and measurement of investments in debt securities is driven by the entity's business model for managing the financial assets and the contractual characteristics and will result in one of the following three classifications: amortised cost, fair value through OCI ('FVOCI') or fair value through profit or loss ('FVPL').

TRANSPORT AUTHORITY

Notes to the Financial Statements

Year ended 31 March 2017

2. Significant Accounting Policies (Continued):

Basis of preparation (Continued):

Hedge accounting requirements were amended to align accounting more closely with risk management. The standard provides entities with an accounting policy choice between applying the hedge accounting requirements of IFRS 9 and continuing to apply IAS 39 to all hedges because the standard currently does not address accounting for macro hedging. The amendments in respect of hedge accounting will not apply as the Authority does not apply hedge accounting.

The Authority is still assessing the potential impact of adoption and whether it should consider early adoption but it is not possible at this stage to quantify the potential effect.

IFRS 15, 'Revenue from contracts with customers', (effective for annual periods beginning on or after 1 January 2018). IFRS 15 was issued in May 2014 and establishes a five-step model to account for revenue arising from contracts with customers. Under IFRS 15, revenue is recognised at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods or services to a customer.

The new revenue standard will supersede all current revenue recognition requirements under IFRS. Either a full retrospective application or a modified retrospective application is required for annual periods beginning on or after 1 January 2018. Early adoption is permitted. The Company plans to adopt the new standard on the required effective date using the full retrospective method. The Authority is to perform a preliminary assessment of IFRS 15 and is to consider the clarifications issued by the IASB in an exposure draft in July 2015 for further informing its analysis.

IFRS 16, 'Leases', (effective for annual periods beginning on or after 1 January 2019). This new standard requires lessees to account for all leases under a single on-balance sheet model, subject to certain exemptions in a similar way to finance leases under IAS 17. Lessees recognize a liability to pay rentals with a corresponding asset, and recognize interest expense and depreciation separately. The standard provides guidance on the two recognition exemptions for leases – leases of "low value" assets and short-term leases with a term of 12 months or less. Lessor accounting is substantially the same as IAS 17. Early adoption is permitted but not before the Company applies IFRS 15. The directors and management have not yet assessed the impact of the application of this standard on the Authority's financial statements.

The Authority has concluded that all other standards, interpretations and amendments to existing standards, which are published but not yet effective are either relevant to its operations but will have no material impact on adoption; or are not relevant to its operations and will therefore have no impact on adoption; or contain inconsequential clarifications that will have no material impact when they come into effect. This includes amendments resulting from the IASB's ongoing 'Improvements to IFRS' project.

TRANSPORT AUTHORITY

Notes to the Financial Statements

Year ended 31 March 2017

2. Significant Accounting Policies (Continued):

Summary of accounting policies

The principal accounting policies applied in the presentation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

(a) Foreign currency translation

(i) Functional and presentational currency

The directors consider the Jamaican dollar as the currency that most faithfully represents the economic effects of the underlying transactions, events and conditions of the Authority. The financial statements are presented in Jamaican dollars, which is the functional and presentation currency.

(ii) Transaction and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of transactions. Foreign exchange gains and losses resulting from the settlement of such transaction and from the translation at the period end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in surplus or deficit for the period. At the end of each financial period, monetary assets and liabilities denominated in foreign currency are translated using the closing mid-point rate of exchange. Unrealised foreign exchange differences on unsettled foreign currency monetary assets and liabilities are recognized in surplus or deficit for the period. Non-monetary items that are measured in terms of historical costs in foreign currency are not retranslated.

(b) Investment securities

Investment securities are measured at fair value by reference to quoted market prices when available. If quoted market prices are not available, then fair values are estimated on the basis of pricing models or other recognised valuation techniques.

(c) Revenue recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Authority and the revenue can be reliably measured. The following specific recognition criteria must also be met before revenue is recognised.

Fees

Fees are recognized when payments are received from the clients over the period to which the fees apply.

TRANSPORT AUTHORITY

Notes to the Financial Statements

Year ended 31 March 2017

2. Significant Accounting Policies (Continued):

Summary of accounting policies (Continued)

(c) Revenue recognition (Continued)

Interest income

Interest income is recognised on a time proportion basis, by reference to the principal outstanding and the effective interest rate applicable applying the effective interest method.

Dividend income

Dividend income is recognised when the right to receive payment is established.

(d) Receivables

Receivables are carried at cost which approximates the fair value of those assets.

(e) Expenses

All expenses are recognised in surplus or deficit for the period on the accrual basis. Accrued expenses are recognised initially at fair value and subsequently stated at amortised cost using the effective interest method.

(f) Financial instruments

Financial instruments include transactions that give rise to both financial assets and financial liabilities.

Financial assets and liabilities are recognised on the Authority's statement of financial position when the company becomes a party to the contractual provisions of the instrument. Financial assets and financial liabilities are initially measured at fair value. Transactions costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities are added to or deducted from the fair value of the financial assets or financial liabilities as appropriate, on initial recognition

The fair values of financial instruments are discussed in Note 25. Listed below are the Authority's financial assets and liabilities and the specific accounting policies relating to each:

Financial assets
Financial assets are recognised and derecognised on trade date where the purchase or sale of the instrument is under a contract whose terms require delivery of the instrument within the timeframe established by regulation or convention in the market place.

The Authority's financial assets are classified as financial assets 'held-to- maturity (HTM)' and 'loans and receivables' with the classification being based on the nature and purpose of the financial asset and is determined at the time of initial recognition.

TRANSPORT AUTHORITY

Notes to the Financial Statements

Year ended 31 March 2017

2. Significant Accounting Policies (Continued):

Summary of accounting policies (Continued)

(f) Financial instruments (continued)

(a) Held-to-Maturity
Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturity dates that the authority has the positive intent and ability to hold to maturity. Subsequent to initial recognition, held-to-maturity investments are measured at amortised cost using the effective interest method less any impairment.

(b) Loans and receivables
These are non-derivative financial assets with fixed or determinable payments and are not quoted in an active market. Loans and receivables are measured at amortised cost using the effective interest method less any impairment. Interest income is recognised by applying the effective interest rate, except for short-term receivables when the recognition of interest would be immaterial.

Effective interest method
The effective interest method is a method of calculating the amortised cost of a financial asset or financial liability and of allocating interest income or expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial assets or liability, or where appropriate, a shorter period to the net carrying amount on initial recognition.

Income is recognised on an effective interest basis for debt instruments.

The Authority's portfolio of loans and receivables comprises amounts due from related parties, trade and other receivables and cash and bank balances.

Impairment of financial assets

Financial assets are assessed for indicators of impairment at the end of each reporting period. Financial assets are impaired where there is objective evidence that, as a result of one or more events that have occurred after initial recognition of the financial assets; the estimated future cash flows of the asset have been affected.

For certain categories of financial assets, such as trade receivables, assets that are assessed not to be impaired individually are, in addition, assessed for impairment on a collective basis.

For financial assets carried at amortised cost, the amount of impairment loss recognised is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate.

TRANSPORT AUTHORITY

Notes to the Financial Statements

Year ended 31 March 2017

2. Significant Accounting Policies (Continued):

Summary of accounting policies (Continued)

(f) Financial instruments (continued)

(b) Loans and receivables (continued)

For financial assets carried at cost, the amount of the impairment loss is measured as the difference between the asset's carrying amount and the present value of the estimated future cash flows discounted at the current market rate of return of a similar financial asset. Such impairment loss will not be reversed in subsequent periods.

The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the exception of trade receivables, where the carrying amount is reduced through the use of an allowance account. When a trade receivable is considered uncollectible, it is written off against the allowance account. Recoveries of amounts previously written off are credited to income. Changes in the carrying amount of the allowance account are recognised in surplus or deficit.

For financial assets measured at amortised cost, if in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment loss was recognised, the previously recognised impairment loss is reversed through surplus or deficit to the extent that the carrying amount of the financial assets at the date the impairment is reversed does not exceed what the amortised cost would have been had the impairment not been recognised.

Derecognition of financial assets
The Authority derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Authority neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Authority recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Authority retains substantially all the risks and rewards of ownership of a transferred financial asset, the Authority continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset in its entirety, the difference between the asset's carrying amount and the sum of the consideration received and receivable and the cumulative gain or loss that had been recognised in other comprehensive income and accumulated in equity is recognised in surplus or deficit.

Financial liabilities
These are classified as "other financial liabilities".

Financial liabilities are initially measured at fair value, net of transaction costs (where applicable). They are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis except for short-term liabilities when the recognition of interest would be immaterial.

TRANSPORT AUTHORITY

Notes to the Financial Statements

Year ended 31 March 2017

2. Significant Accounting Policies (Continued):

Summary of accounting policies (Continued)

(f) Financial instruments (continued)

(b) Loans and receivables (continued)

Financial liabilities (continued)

The Authority's financial liabilities comprise accounts payable and other payables.

(g) Inventories

Inventories, mainly comprise license forms and laminating film, are valued at the lower of cost, determined principally on weighted average method, and the net realizable value.

(h) Cash and cash equivalents

Cash and cash equivalents include cash in hand, demand deposits, other short-term highly liquid investments with original maturities of three months or less from the date of acquisition and are held to meet cash requirements rather than for investment purposes.

(i) Pension Scheme costs

The Authority participates in a defined contribution pension scheme, the assets of which are held separately from those of the Authority. Contributions to the Scheme by the Authority are charged to surplus or deficit when due.

TRANSPORT AUTHORITY

Notes to the Financial Statements

Year ended 31 March 2017

2. Significant Accounting Policies (Continued):

Summary of accounting policies (Continued)

j) Property, plant and equipment:

(i) Items of property, plant and equipment are stated at cost, less accumulated depreciation and Impairment losses.

(ii) Depreciation is recognised so as to write off the cost of assets less their residual values over their estimated useful lives as follows:

Computer hardware	4.4 years
Computer software	5 years
Buildings	40 years
Freehold and leasehold improvements	5 years
Furniture, fixtures and equipment	10 years
Motor vehicles	5 years
Capital projects	40 years

Land is not depreciated and is stated at cost. Depreciation rates, estimated residual values and expected useful lives are re-assessed at the end of each reporting period.

(iii) An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on disposal or retirement of an item of property, plant and equipment is determined as the difference between the sale proceeds and the carrying amount of the asset and is recognised in surplus or deficit.

k) Leases

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risk and rewards of ownership to the lessee. All other leases are classified as operating leases.

The Authority as lessee
Operating lease payments are recognised as an expense on a straight-line basis over the term of the relevant lease except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed. Contingent rentals arising under operating leases are recognised as an expense in the period in which they are incurred.

TRANSPORT AUTHORITY

Notes to the Financial Statements

Year ended 31 March 2017

2. Significant Accounting Policies (Continued):

Summary of accounting policies (Continued)

l) Taxation

Income tax expense represents the current tax payable.

Current tax
The tax currently payable is based on taxable surplus for the year. Taxable surplus differs from surplus as reported in the statement of comprehensive income because of items of income or expense that are never taxable or deductible. The Authority's liabilities for current tax is calculated using tax rates that have been enacted by the end of the reporting period.

Deferred tax
Deferred tax is recognised on the differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax basis used in the computation of taxable surplus. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised for all deductible temporary differences to the extent that it is probable that taxable surpluses will be available against which deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition of assets and liabilities in a transaction that affects neither the taxable surplus nor the accounting surplus.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable surplus will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantially enacted at the end of the reporting period. The measurement of deferred tax liabilities and assets reflect the tax consequences that would follow from the manner in which the Authority expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities on a net basis.

Current and deferred tax for the period
Current and deferred tax are recognised as an expense or income in surplus or deficit, except when they relate to items that are recognised in comprehensive income or equity, in which case the deferred tax is also recognised in other comprehensive income or directly in equity respectively.

General Consumption Tax (GCT)
Expenses and assets are recognised net of the amount of GCT, except when the GCT incurred on a purchase of assets or services is not recoverable from the taxation authority, in which case, the tax is recognised as part of the cost of acquisition of the asset or included in expenses, as applicable.

The amount of GCT recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position, as appropriate.

TRANSPORT AUTHORITY

Notes to the Financial Statements

Year ended 31 March 2017

2. Significant Accounting Policies (Continued):

Summary of accounting policies (Continued)

m) Employees' benefits

Pension obligations
Payments to a defined contribution retirement benefit plan are recognised as an expense when employees have rendered service entitling them to the contributions.

Termination obligations
Termination benefits are payable whenever an employee's employment is terminated before the normal retirement date or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Authority recognises termination benefits when it is demonstrably committed to either terminate the employment of current employees according to a detailed formal plan without the possibility of withdrawal or as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than twelve (12) months after the end of the reporting period are discounted to present value.

Leave entitlements and other short-term benefits
Employee entitlements to annual leave are recognised when they accrue to employees. An accrual is made for the estimated liability for annual leave for services rendered by employees up to the reporting date but not yet taken. The liability is measured at the undiscounted amount of the benefit expected to be paid when the liability is settled and is classified as a current liability, unless there is an unconditional right to defer the settlement of the liability for at least 12 months after the end of the reporting period, in which case it would be classified as a non-current liability. Liabilities for wages and salaries including non-monetary benefits are measured similarly.

n) Provisions

Provisions are recognised when the Authority has a present obligation (legal or constructive) as a result of a past event, it is probable that the Authority will be required to settle that obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (where the effect of the time value of money is material).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

TRANSPORT AUTHORITY

Notes to the Financial Statements

Year ended 31 March 2017

2. Significant Accounting Policies (Continued):

Summary of accounting policies (Continued)

o) Intangible assets

Intangible assets with finite useful lives acquired separately are carried at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised on a straight-line basis over the estimated useful lives of the intangible assets. The estimated useful lives and amortisation method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis.

An intangible asset is derecognised on disposal, or when no future economic benefits are expected from use or disposal. Gains or losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset are recognised in surplus or deficit when the asset is derecognised.

p) Impairment of tangible and intangible assets

At the end of each reporting period, the Authority reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). When it is not possible to estimate the recoverable amount of an individual asset, an estimate the recoverable amount of the cash-generating unit to which the asset belongs is made.

Recoverable amount is the higher of fair value less cost to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash generating unit) is estimated to be less than the carrying amount, the carrying amount of the asset (or cash generating unit) is reduced to its recoverable amount. Impairment losses are recognised immediately in the statement of comprehensive income.

When an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior periods. A reversal of an impairment loss is recognised immediately in surplus or deficit.

TRANSPORT AUTHORITY

Notes to the Financial Statements

Year ended 31 March 2017

2. Significant Accounting Policies (Continued):

Critical accounting judgements and key sources of estimation uncertainty

In the process of applying the Authority's accounting policies, described above, management is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources, based on historical experience, management's best knowledge of current events and actions and other factors that are considered to be relevant. Actual results may differ from those estimates.

Critical accounting judgements
Management believes that apart from those involving estimation (see below) there were no critical judgements made in the process of applying the Authority's accounting policies that would have a significant effect on the amounts recognised in the financial statements except as follows:

Held-to-maturity financial asset
The directors and management have reviewed the Authority's held-to maturity investment security which matures in 2020 in light of liquidity requirements and have confirmed the Authority's positive intention and ability to hold this asset to maturity. The carrying amount of the asset at the end of the reporting period is $65.164 million (2016: $61.883million). See Note 4 for details.

Key sources of estimation uncertainty
The following are the key assumptions concerning the future or other key sources of estimation uncertainty at the end of the reporting period that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Property, plant and equipment
Management exercises judgement in determining whether the costs incurred can accrue significant future economic benefits to the Authority to enable the value to be treated as a capital expense.
Further, judgement is applied in the annual review of the useful lives of all categories of property, plant and equipment and the resulting depreciation thereon. Details of the estimated useful lives are disclosed in the accounting policy Note 2(j) above.

Amortisation of intangible assets
Amortisation is provided to write down the assets to their residual values over their expected useful lives and as such the selection of the estimated useful lives and residual values require the use of estimates and judgements. The Authority's intangible assets comprise computer software. Details of the estimated useful live is disclosed in Note 2(j).

Provision for impairment of trade and other receivables
The Authority periodically assesses the collectability of its trade and other receivables. Provisions are established or increased as described in the policy Note 2(d). There is, however, no certainty that the company will collect the total remaining unimpaired balance, as some balances that are estimated to be collectible as at the end of the reporting period may subsequently become doubtful. Trade receivables amounted to $ nil at the end of the reporting period (2016: $15.901 million) net of a provision of $50.209 million (2016: $34.308 million). See Note 5. Loan receivable from a related party was also fully impaired during the year. In 2016 the loan balance was $31.252 million after impairment provision of $42.1 million. See Note7.

TRANSPORT AUTHORITY

Notes to the Financial Statements

Year ended 31 March 2017

2. Significant Accounting Policies (Continued):

Critical accounting judgements and key sources of estimation uncertainty (continued)

Income taxes
Estimates are required in determining the provisions for income taxes. There are some transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. The Authority recognises liabilities for possible tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were originally recorded, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made. (Note18).

Deferred tax assets
The financial statements include deferred tax assets of $21.776 million (2016: $15.305 million) representing tax benefits available for set-off against future taxable surpluses. The directors and management believe that based on plans and budget projections, the Authority will return to profitability and therefore the net deferred tax asset recognised is realisable in the near future. (See Notes 13 and 18 (c))

3 Cash and Deposits

	2017 $'000	2016 $'000
Cash	774	699
Bank balances	72,597	114,106
Bank overdraft (Note 3(a))	(7,101)	(8,772)
Cash and cash equivalents	66,270	106,033
Certificate of deposits	127,000	-
Resale agreements	243,365	398,179
	436,635	504,212
Accrued interest	974	1,297
	437,609	505,509

Bank balances include interest bearing accounts totaling $23.287 million (2016: $18.318 million) at a weighted average effective interest rate of 2.08% (2016: 2.5%).The weighted average effective rates for certificates of deposits and resale agreements are 7.02% and 6.75% (2016: 5.78 %) respectively.

(a) The bank overdraft arose as a result of unpresented cheques.

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Notes to the Financial Statements

Year ended 31 March 2017

4. Investment securities

	2017	**2016**
	$'000	**$'000**
Held-to-maturity:		
5.25% Government of Jamaica fixed rate benchmark note (2020) US$500,000	63,870	60,652
Accrued interest	1,294	1,231
	65,164	61,883

The period of the investment security is 11 November 2015 to 11 May 2020. The market value of the investment at March 31, 2017 is $64.12 million (US$501,960)

5. Trade and other receivables

	2017	**2016**
	$'000	**$'000**
Trade receivables	50,209	50,209
Less: Allowance for doubtful debts	(50,209)	(34,308)
	-	15,901
Staff loans (Note 7)	5,637	5,210
Other receivables	4,367	18,253
	10,004	39,364

(i) Trade receivables include related party balances:

	2017	**2016**
	$'000	**$'000**
Jamaica Urban Transit Company Limited	47,993	47,993
Metropolitan Transport Holding Limited	405	405
	48,398	48,398

A doubtful debt allowance has been made for the balance of $48.398 million (2016: $32.497 million).

(ii) Reconciliation of allowance for doubtful debts on trade receivables:

	2017	**2016**
	$'000	**$'000**
Balance at the beginning of the year	34,308	34,308
Impairment losses recognized on trade receivables	15,901	-
Balance at the end of the year	50,209	34,308

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Notes to the Financial Statements

Year ended 31 March 2017

6. Deposits and prepayments

	2017 $'000	**2016 $'000**
Prepaid insurance	-	170
Other prepayments	662	733
Deposit on fixed assets	2,432	5,915
Deferred expenditure - Jamintel Building	205	25,659
Construction of satellite office	-	13,940
Guarantee deposits	157	157
Rent deposits	1,200	1,137
Miscellaneous	3,942	10,106
	8,598	57,817

7. Loans receivable

	2017 $'000	**2016 $'000**
Jamaica Urban Transit Company (JUTC) – (Note 7(a))		
JUTC - Principal	100,000	100,000
Accrued interest	3,457	3,547
Re-measurement loss	(30,195)	(30,195)
	73,352	73,352
Impairment provision	(73,352)	(42,100)
	-	31,252
JUTC Demand Promissory Note (Note 7(b))	36,928	-
Staff loans and advances – (Note 7(c))		
Carrying amount of staff loans	5,527	6,413
Due after one year (long- term portion)	(858)	(1,845)
Current portion included in other receivables (Note 5)	4,669	4,568
Staff advances and other receivables	968	642
	5,637	5,210

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Notes to the Financial Statements

Year ended 31 March 2017

7. Loans receivable (Continued)

(a) The JUTC loan represents an unsecured loan of $100 million to JUTC at an interest rate of 2% per annum on the reducing balance basis with a six months moratorium on the principal. Repayment of principal and interest was due quarterly commencing 1 December 2012 and ended 1 June 2016. No repayments have been made on the loan since the first installment.

(b) The demand promissory note dated 6 October 2016 is for the amount of US$290,500 and represents financing for goods purchased on behalf of JUTC. Interest accrues at a variable rate of 5% per annum. The note is unsecured. No interest has been accrued on the note during the year.

(c) Staff loans are disbursed for periods up to six years with interest charged at 3% to 18% depending on the purpose of the loan.

8. Provisions

	Litigation	
	2017	**2016**
	$'000	**$'000**
Opening balance	-	-
Provision recognised in the year	13,818	-
Closing balance	13,818	-

The provision for legal claims represents management's best estimate of anticipated cost that will be required to settle ongoing litigation proceedings that are assessed, based on their progress are most likely to be resolved against the Authority. The provision covers several separate claims, none of which are expected to have a material adverse impact on the Authority's financial position. The timing of outflows are uncertain as it depends upon the outcome of the proceedings and it is not possible to make assumptions on final outcome beyond the end of the reporting period or shortly thereafter, therefore the provision is not discounted.

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Notes to the Financial Statements

Year ended 31 March 2017

9. Payable and accruals

	2017 $'000	2016 $'000
Accounts payable	17,181	7,556
GOJ distribution (Note 17)	1,417	1,417
Stale dated cheques	11,345	9,275
Other payables	3,196	2,031
Pension refund	1,795	2,261
Accrued vacation leave	26,187	24,472
Accruals	19,552	13,626
	80,673	60,638

10. Deferred income

Deferred income represents processing fees received in advance for licence applications relating to the following year and includes amounts received for road licences not yet collected by licensees.

	2017 $'000	2016 $'000
Balance, beginning of the year	477,884	428,015
Amortised during the year	(386,027)	(331,996)
Transfer to other income expired fees (Note 14(b))	(23,847)	(9,682)
Additions	454,701	391,547
Balance, end of the year	522,711	477,884

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Notes to the Financial Statements

Year ended 31 March 2017

11. Property, plant and equipment

	Land and building $'000	Freehold and leasehold improvements $'000	Furniture, fixtures and equipment $'000	Motor vehicles and motor cycles $'000	Computer hardware $'000	Signs $'000	Total $'000
At cost:							
1 April 2015	197,935	98,932	120,378	104,943	45,822	1,030	569,040
Additions	-	84,544	10,521	2,800	12,823	549	111,237
31 March 2016	197,935	183,476	130,899	107,743	58,645	1,579	680,277
Additions	-	19,879	12,774	122,365	5,784	-	160,802
Disposals	-	-	(78)	(4,904)	-	-	(4,982)
Write-off to expense	-	-	(45)	-	(74)	-	(119)
31 March 2017	197,935	203,355	143,550	225,204	64,355	1,579	835,978
Depreciation:							
1 April 2015	12,042	49,296	62,856	66,890	32,464	211	223,759
Charge for the year	4,815	12,835	9,418	12,418	5,076	99	44,651
31 March 2016	16,857	62,121	72,274	79,308	37,540	310	268,410
Charge for the year	4,257	31,443	9,885	22,338	6,589	150	74,662
Eliminated on disposals	-	-	-	(2,991)	(64)	-	(3,055)
31 March 2017	21,114	93,564	82,159	98,655	44,065	460	340,017
Carrying amount:							
31 March 2017	176,821	109,791	61,391	126,549	20,290	1,119	495,961
31 March 2016	181,078	121,345	58,625	28,4345	21,105	1,269	411,867

Land and buildings include land at a cost of $35.709 million (2016: $35.709 million).

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Notes to the Financial Statements

Year ended 31 March 2017

12. Intangible assets

	Computer Software $'000
At cost:	
1 April 2015	28,327
Additions	5,539
31 March 2016	33,866
Additions	11,036
31 March 2017	44,902
Amortisation:	
1 April 2015	20,860
Charge for the year	3,694
31 March 2016	24,554
Charge for the year	3,528
31 March 2017	28,082
Carrying amount:	
31 March 2017	16,820
31 March 2016	9,312

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Notes to the Financial Statements

Year ended 31 March 2017

13. Deferred tax assets (liabilities)

The following is the analysis of the deferred tax balance:

	2017 $'000	2016 $'000
Deferred tax assets	21,776	15,305
Deferred tax liabilities	(845)	(1,519)
	20,931	13,786

The movement during the period in the Authority's deferred tax position was as follows:

	2017 $'000	2016 $'000
Opening balance	13,786	11,953
Credit to income for the period (Note 18(a))	7,145	1,833
Closing balance	20,931	13,786

The following are the major deferred tax assets and liabilities recognised by the Authority and the movements, thereon during the current and prior period:

Deferred tax assets

	Depreciation changes in excess of capital allowances $'000	Provision $'000	Accrued vacation $'000	Total $'000
Balance, 1 April 2015	7,996	-	5,120	13,116
Credit to income for the year	1,191	-	998	2,189
Balance 31 March 2016	9,187	-	6,118	15,305
Credit to income for year	2,588	3,454	429	1,902
Balance, 31 March 2017	11,775	3,454	6,547	21,776

TRANSPORT AUTHORITY

Notes to the Financial Statements

Year ended 31 March 2017

13. Deferred tax asset (liabilities) (continued)

Deferred tax liabilities

	Interest receivable $'000	Unrealised Foreign exchange gain $'000	Total $'000
Balance, 1 April 2015	1,163	-	1,163
Charge to income for the year	356	-	356
Balance 31 March 2016	1,519	-	1,519
Charge (credit) to income for year	(951)	277	(674)
Balance, 31 March 2017	568	277	845

14. Revenue

(a) Revenue comprise processing fees for road license applications, franchise fees received from franchise operators, and storage and administrative fees from the impounding of motor vehicles, as well as miscellaneous income.

(b) Other income includes:

	2017 $'000	2016 $'000
Foreign exchange gains (net)	4,329	4,351
Transfer from deferred income – expired vouchers	23,848	9,682

15. (Deficit) Surplus before taxation is stated after charging:

	2017 $'000	2016 $'000
Depreciation and amortization	74,662	48,345
Auditors' remuneration	1,600	1,495
Staff cost, excluding staff welfare	634,722	607,708
Staff welfare	16,644	20,582
Foreign exchange gains	(4,329)	(4,351)

16. Capital reserve

This represents realised surplus on disposal of property, plant and equipment.

TRANSPORT AUTHORITY

Notes to the Financial Statements

Year ended 31 March 2017

17. Allocation to Government of Jamaica

At the request of the Ministry of Finance and Planning, a financial distribution of $2.9 million was made out of the surplus for the year ended 31 March 2015 to the Government of Jamaica. The distribution was approved by the Board of Directors and paid to the Accountant General on 28 September 2016. The distribution approved for the financial year ended 31 March 2016 of $1.471 million was accrued (Note 9)

18. Taxation

Income tax is based on surplus for the year, adjusted for tax purposes. Current and deferred taxes have been calculated using the tax rate of 25% (2016: 25%).

	2017 $'000	2016 $'000
(a) Recognised in surplus or deficit		
The total tax (credit) charge for the year comprises:		
Current tax	-	8,318
Prior year (over)/under provision	(3,193)	2,162
Deferred tax adjustment (Note 13)	(7,145)	(1,833)
	(10,338)	8,647
(b) Reconciliation of expected tax (credit) charge		
(Deficit) Surplus before taxation	(119,762)	11,986
Tax at domestic income tax rate of 25%	(29,941)	2,997
Tax effect of current tax losses	19,585	-
Tax overprovision prior year	(1,032)	
Tax effect of income or gains that are not chargeable in determining taxable surplus	(805)	-
Tax effect of expenses that are not deductible in determining taxable surplus	2,875	15
Other	(1,020)	5,635
Tax (credit) expense for the year	(10,338)	8,647

(c) Tax losses of approximately $78.34 million (subject to the agreement of the Commissioner General, Tax Administration Jamaica) is available for set-off against future taxable surpluses. No deferred tax asset has been recognised in respect of these losses due to the uncertainty of the timing of surpluses to utilise these losses.

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Notes to the Financial Statements

Year ended 31 March 2017

19. Commitments

(i) Lease commitments:

At March 31, the Authority as lessee had lease commitments under operating leases expiring up to 2029. Operating leases relate to rental of several premises for carrying outs its operation and are negotiated for an average of five or ten years. At the end of the reporting period the company had outstanding commitments under operating leases which fall due as follows:

	2017	**2016**
	$'000	**$'000**
Not later than one year	6,889	8,222
Later than one year and not later than five years	15,104	14,310
Later than five years	5,774	28,228
	27,767	50,760

(ii) Capital commitments:

As at 31 March 2017, the Authority capital contracts that were still open amounted to $ 20.5 million (2016: $45.5 million), in respect of which deposits amounting to $ 4.7 million (2016: $19.8 million) have been made.

20. Pension scheme

A defined-contribution pension scheme is administered by Guardian Life Limited for all employees of the Authority who have satisfied certain minimum service requirements. The scheme is funded by employer's contribution of 7½ % and employees' contributions of 5% pensionable salaries, plus an option for employees to contribute an additional 5%. Based on last audited financial statements provided by the scheme's administrators, net assets available for benefits as at 31 May 2016 amounted to $452.788 million (31 May 2015: $431.650 million).

The Authority's contributions for the year amounted to $20.690 million (2016: $17.825 million).

21. Contingent liabilities

In the normal course of business, the Authority is liable to claims for damages for tortuous actions allegedly committed by its servants and/or agents. Provision is made in cases where, in the opinion of management and its legal counsel, it is highly likely that the Authority will be called upon to pay compensation to the claimant (Note 8).

At the end of the reporting period, the Authority had a number of claims for damages pending in the Supreme Court and Resident Magistrate's Courts in Jamaica amounting to

TRANSPORT AUTHORITY

Notes to the Financial Statements

Year ended 31 March 2017

21. Contingent liabilities (Continued)

approximately $127 million (2016: $199 million) of which $13.80 million (2016 $ nil) was provided for.

With respect to the pending claims, the Authority is of the opinion that the matters can either be successfully defended or are not yet at a stage where a reasonable estimate of the likely outcome can be assessed, therefore, no provision has been recognised in the financial statements for these matters.

22. Related party balances and transactions

(a) At the end of the reporting period the following receivable balances were recognized for related parties:

	2017	**2016**
	$'000	**$'000**
Jamaica Urban Transit Company Limited	158,273	121,345
Metropolitan Transport Holdings Limited	405	405

An allowance for doubtful debt has been made against these balances amounting to $121.75 million (2016: $32.497 million). This includes bad debt provisions made during the year of $47.153 million (2016: nil). See Notes 5 and 7.

(b) The remuneration of directors and other members of key management during the year were as follows:

	2017	**2016**
	$'000	**$'000**
Key management personnel compensation:		
Directors' emoluments - fees	2,513	2,323
- expenses	257	-
Short-term benefits (included in staff costs):		
Managing Directors' remuneration	9,021	12,292
Other key management personnel	34,790	22,992
	43,811	35,284

The remuneration of directors and key executives is determined by the Board of Directors having considered the recommendations and guidelines of the Government of Jamaica.

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Notes to the Financial Statements

Year ended 31 March 2017

23. Expense by nature

	2017 $'000	2016 $'000
Staff cost (Note 24)	651,114	628,290
Electricity, telephone and water	35,831	35,389
Repairs and maintenance – buildings & roadways	8,240	11,287
Repairs and maintenance- furniture & equipment	5,131	6,689
Motor vehicle repairs and maintenance	25,357	27,506
Computer expenses	25	106
Depreciation and amortisation	78,189	48,345
Support Fees/ Internet Charges	11,586	11,895
Insurance	9,392	21,065
Security	86,110	82,584
Printing, stationery and lamination	31,398	27,545
Postage/Courier Services	970	1,112
Office expenses	10,384	8,246
Public relations and advertising	11,998	15,496
Property tax	622	604
Audit and accounting	1,396	1,510
Legal and other professional fees	12,152	6,039
Legal damages and claims	31,322	1,795
Directors' fees	2,297	2,323
Travelling and subsistence	31,544	26,607
Meeting expenses	8,365	7,459
Rental expenses	20,803	23,371
Donation and subscription expenses	5,832	8,511
Surveys and investigations	113	1,263
Disposal of seized vehicles	886	7,536
Liaison cost	-	1,673
School bus program	-	1,203
Sector outreach expenses	184	377
Bank charges	5,229	4,778
Allowance for doubtful debt	47,153	-
Jamintel deferred expenses	27,243	-
Other property cost write-off	5,915	-
Miscellaneous	3,076	1,270
Irrecoverable G.C.T.	25,484	31,255
	1,195,341	1,053,129

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Notes to the Financial Statements

Year ended 31 March 2017

24. Staff cost

	2017 **$'000**	**2016** **$'000**
Salaries and wages	404,064	386,630
Statutory deductions	40,393	38,995
Pension contributions	20,690	17,825
Staff allowance	167,457	157,562
Staff welfare	16,644	20,582
Training	1,866	6,696
	651,114	628,290

25. Fair value estimation

The following methods and assumptions have been used in determining the fair values of financial assets and financial liabilities:
:

(1) The fair value of held-to-maturity investment securities are determined by reference to quoted market prices where available.

(2) The carrying amounts included in the financial statements for financial assets and financial liabilities that are classified as current assets and current liabilities reflect the approximate fair values because of the short-term maturity of these instruments.

(3) The fair value of variable rate financial instruments is assumed to approximate their carrying amounts.

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Notes to the Financial Statements

Year ended 31 March 2017

25. Fair value estimation (Continued)

The estimated fair values of the following financial instruments differ from their carrying values:

	2017		2016	
	Carrying Amount	Fair Value	Carrying Amount	Fair Value
	$'000	$'000	$'000	$'000
Investment securities -				
Held to maturity	65,164	64,120	61,883	60,937

At the end of the financial year, there were no financial instruments that were measured subsequent to initial recognition at fair value in the statement of financial position. The estimated fair value of the investment security is assessed as Level 2 of the fair value hierarchy.

26. Financial Instruments and financial risk management

Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument are disclosed in Note 2 to the financial statements.

Categories of financial instruments

The following table sets out the financial instruments as at the end of each reporting period:

	2017	2016
	$'000	$'000
Financial Assets		
Cash, bank and short-term deposits	437,609	505,509
Investment securities (Held-to-maturity)	65,164	61,883
Loans and receivables (at amortised cost)		
Trade and other receivables	10,004	39,364
Loans receivable	37,786	33,097
Deposits	7,650	17,315
	558,213	657,168
Financial Liabilities (at amortised cost)		
Payables	33,139	20,279

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Notes to the Financial Statements

Year ended 31 March 2017

26. Financial Instruments and financial risk management (Continued)

The Authority's activities expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk, cash flow interest rate risk and price risk), credit risk and liquidity risk. The Authority's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Authority's financial performance.

The Ministry of Finance is ultimately responsible for the establishment and oversight of the Authority's risk management framework. The Managers provide guidelines for overall risk management and areas, such as foreign exchange risk, interest rate risk and credit risk, and investment of excess liquidity. The Managers manage and monitoring risks, as follows:

There has been no change during the year to the Authority's exposure to these financial risks or the manner in which it manages and measures the risk.

The Authority does not hold or issue derivative financial instruments.

Exposures are measured using sensitivity analyses indicated below.

(a) Market risk

The Authority takes on exposure to market risks, which is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risks mainly arise from changes in foreign currency exchange rates ((i) below), interest rates ((ii) below) and market price ((iii) below).

The market risk of the Authority's investment portfolio is reviewed regularly using quantitative and qualitative risk measures and analyses.

(i) Currency risk

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Authority is exposed to currency risk due to fluctuation in the exchange rates on balances that are denominated in currencies other than the Jamaican Dollar. Management ensures that the net exposure is kept to an acceptable level by monitoring all currency positions and ensuring adherence to predetermined limits.

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Notes to the Financial Statements

Year ended 31 March 2017

26. Financial instruments and financial risk management (Continued)

(a) Market risk (Continued)

(i) Currency risk (Continued)

The carrying amounts of the Authority's foreign currency denominated monetary assets at the end of the reporting date are as follows:

	2017		2016	
	US$'000	**J$'000 Equivalent**	**US$**	**J$'000 Equivalent**
US$	681	88,322	651	78,965

There were no foreign currency related liabilities at the reporting date.

Foreign currency sensitivity

The following table indicates the currency to which the Authority had significant exposure on its monetary assets. The change in currency rate below represents the Finance Director's assessment of the possible change in foreign exchange rates. The sensitivity analysis represents outstanding foreign currency denominated monetary items and adjusts their translation at the year end for a revaluation of 1% and devaluation of 10% in foreign currency rates. The sensitivity analysis includes cash and short term investments and investment securities. The correlation of variables will have a significant effect in determining the ultimate impact on market risk, but to demonstrate the impact due to changes in variable, variables had to be analysed on an individual basis:

	Change in Currency %	**Effect on Surplus 2017**	**Change in Currency %**	**Effect on Surplus 2016**
United States Dollar		$'000		$'000
Revaluation	1	(883)	1	(790)
Devaluation	6	5,299	6	4,738

TRANSPORT AUTHORITY

Notes to the Financial Statements

Year ended 31 March 2017

26. Financial instruments and financial risk management (Continued)

(a) Market risk (Continued)

(ii) Interest rate risk

Interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Floating rate instruments exposes the Authority to cash flow interest risk whereas fixed interest rate instruments expose the Authority to fair value interest risk.

The Authority's exposure to interest rate risk is affected by its holding in cash and bank deposits. In respect of liabilities, the Authority does not enter into transactions involving interest costs and is therefore not affected by interest rate risk on liabilities.

The following tables indicate the level of interest rate exposure of the Authority for Jamaican dollar and United States Dollar denominated securities at the end of the reporting period:

	2017 $'000	2016 $'000
J$ Denominated securities	371,368	398,208
USD Denominated securities	88,322	78,965
Total	459,690	477,173

The following table indicates the sensitivity to a reasonable possible change in interest rates, with all other variables held constant, on the income statement.

The sensitivity of net surplus is the effect of the assumed changes in interest rates on surplus for the year based on the floating rate non-trading financial assets and financial liabilities. The correlation of variables will have a significant effect in determining the ultimate impact on market risk, but to demonstrate the impact due to changes in variables, variables had to be analysed on an individual basis.

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Notes to the Financial Statements

Year ended 31 March 2017

26. Financial instruments and financial risk management (Continued)

(a) Market risk (Continued)

(ii) Interest rate risk (Continued)

	Effect on surplus 2017 $'000	Effect on surplus 2016 $'000
Change in interest rates on J$ Securities		
-1% (2016: -1%)	(3,714)	(3,982)
+1% (2016: +1%)	3714	3,982

	Effect on surplus 2017 $'000	Effect on surplus 2016 $'000
Change in interest rates on USD Securities		
-0.5% (2016: -0.5%)	(442)	(395)
+1% (2016: +1%)	883	790

The following tables summarise the company's exposure to interest rate risk at the end of the reporting period. It includes financial instruments at carrying amounts, categorised by the earlier of contractual repricing or maturity dates.

	2017					
	Within 1 Month or on Demand $'000	**1 to 3 Months $'000**	**3 to 12 $'000**	**1 to 5 years $'000**	**Non-Interest Bearing $'000**	**Total $'000**
Cash and bank deposits	23,288	371,339	-	-	42,982	437,609
Investment securities	-	1,294	-	63,870	-	65,164
Trade and other receivables	-	-	-	-	10,004	10,004
Deposits	-	-	-	-	7,650	7,650
Loans receivable	36,928	-	-	858	-	37,786
	60,216	372,633	-	64,728	60,636	558,213
Financial Liabilities						
Accounts payable	-	-	-	-	(33,139)	(33,139)
Total financial liabilities	-	-	-	-	(33,139)	(33,139)
Total interest re-pricing gap	60,216	372,633	-	64,728	27,497	525,074

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Notes to the Financial Statements

Year ended 31 March 2017

26. Financial instruments and financial risk management (Continued)

(a) Market risk (Continued)

(ii) Interest rate risk (Continued)

	2016					
	Within 1 Month	**1 to 3 Months**	**3 to 12**	**1 to 5 years**	**Non-Interest Bearing**	**Total**
	$'000	**$'000**	**$'000**	**$'000**	**$'000**	**$'000**
Cash and deposit	18,318	305,753	93,722	-	87,716	505,509
Investment securities	-	1,231	-	60,652	-	61,883
Trade and other receivables	-	-	-	-	39,364	39,364
Deposits	-	-	-	-	17,315	17,315
Loans receivable	31,252	-	-	1,845	-	33,097
	49,570	306,984	93,722	62,497	144,395	657,168
Financial Liabilities						
Accounts payable	-	-	-	-	(20,279)	(20,279)
Total financial liabilities	-	-	-	-	(20,279)	(20,279)
Total interest re-pricing gap	49,570	306,984	93,722	62,497	124,116	636,889

(iii) Price risk

Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market price, other than those arising from currency or interest rate risk, whether those changes are caused by factors specific to the instrument or affecting all similar instruments in the market.

The Authority is no measurable exposure to price risk.

(b) Credit risk

Credit risk is the risk that a party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss.

Investments are allowed principally in secure liquid instruments and with counterparties that management believe do not offer any significant credit risk. Based on their assessment, management does not expect any counterparties to fail to meet their obligations. The managers manage credit risk by having an investment policy which includes written authority levels and prior approval by the Ministry of Finance of any investment transaction.

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Notes to the Financial Statements

Year ended 31 March 2017

26. Financial instruments and risk management (Continued)

(b) Credit risk (Continued)

At the end of the financial year, there were significant concentrations of credit risk in two financial institution which held approximately 36.8% and 32.5% of total bank and deposit balances (2016: three financial institutions holding 26.1%, 22.8% and 20%). There are no off-balance-sheet investments and, therefore, the maximum exposure to credit risk is represented by the total carrying amount of financial assets as disclosed in the 'categories of financial instruments' above.

The carrying amounts of financial assets in respect of trade and other receivables and loans receivable are net of impairment of $123.561 million (2016: $76.408 million) representing the Authority's maximum exposure to these classes of financial assets. Significant concentration of credit risk in these classes relate to balances with a related entity for which substantial impairment adjustments have been recognised.

(c) Liquidity risk

Liquidity risk, also referred to as funding risk, is the risk that the authority will encounter difficulty in raising funds to meet commitments associated with financial instruments. Liquidity risk may result from an inability to sell a financial asset quickly at, or close to, its fair value. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, and the availability of funding through an adequate amount of committed facilities. Due to the nature of the authority, which accumulates and invests funds to pay liabilities which crystallise principally in the short term and in a measured predictable manner, the managers believe that liquidity risk for the Authority is negligible.

The maturity of all financial instruments is shown in the following tables:

	2017 $'000	**2016 $'000**
Financial assets maturing in one year or less or on demand:		
Cash and deposits	437,609	505,509
Trade and other receivables	10,004	39,364
Deposits	7,650	17,315
Loans receivable	36,928	31,252
	492,191	593,440
In more than one year:		
Staff loans	858	1,845
Loans receivable	-	-
Investments	65,164	61,883
	66,022	63,728
Financial liabilities maturing In one year or less or on demand:		
Accounts payable	33,139	20,279

SENIOR EXECUTIVES COMPENSATION TABLE

Senior Executive	Salary $	Gratuity of Performance Incentive $	Travelling Allowance or Value of Assignment of Motor Vehicle $	Pension or Other Retirement Benefits $	Other Allowance $	Non- Cash Benefit $	Total $
Managing Director - Donald Foster*	1,284,398.85	1,708,344.37	-	-	15,000.00	-	3,007,743.22
Senior Legal Officer - Lance Rose ***	702,486.46	-	-	-	118,235.01	-	820,721.47
Managing Director - Cecil Morgan**	5,863,560.00	-	-	-	150,000.00	-	6,013,560.00
General Manager - Finance & Planning - Rushen Anderson	3,400,749.96	1,666,193.96	1,491,696.00	-	180,000.00	-	6,738,639.92
General Manager - Human Resources - Zonia Foster-Maynard *****	7,494,104.23	1,306,847.53	2,237,544.00	-	1,812,140.22	-	12,850,635.98
General Manager - Operations - Audley Carter	3,773,492.50	1,714,891.38	1,524,316.88	-	520,074.96	-	7,532,775.72
Senior Legal Officer - Ewan Simpson ****	2,357,496.72	-	1,118,772.00	-	621,367.11	-	4,097,635.83
General Manager - Human Resources (Acting) -Petra-Kene Williams******	1,723,482.25	-	741,953.81	-	284,374.41	-	2,749,810.47
	26,599,770.97	**6,396,277.24**	**7,114,282.69**	**-**	**3,701,191.71**	**-**	**43,811,522.61**

*Tenure ended 30th April 2016
**Tenure started 1st June 2016
***Tenure ended May 30th ,2016
**** Tenure started 1st July 2016
*****Tenure ended 10 October 2016
******Acting started 11th October 2016

NOTES TO SENIOR EXECUTIVES EMOLUMENTS TABLE

Emoluments Annually	Donald Foster* $	Cecil Morgan** $	Zonia Foster-Maynard***** $	Lance Rose*** $	Audley Carter $	Rushen Anderson $	Ewan Simpson**** $	Petra-Kene Williams****** $
Gratuity	1,708,344.37	-	1,306,847.53	-	1,714,891.38	1,666,193.96	-	-
Basic Salary	586,356.00	5,863,560.00	6,376,406.98	523,888.22	3,570,788.04	3,400,749.96	2,357,496.72	1,135,343.68
Special Allowance	-	-	732,289.96	-	-	-	-	118,854.60
Lunch	15,000.00	150,000.00	270,000.00	30,000.00	180,000.00	180,000.00	135,000.00	90,000.00
Uniform Allowance	-	-	322,566.26	-	-	-	-	-
Sub Total	**2,309,700.37**	**6,013,560.00**	**9,008,110.73**	**553,888.22**	**5,465,679.42**	**5,246,943.92**	**2,492,496.72**	**1,344,198.28**
Motor Car Allowance	-	-	2,237,544.00	-	1,524,316.88	1,491,696.00	1,118,772.00	741,953.81
Duty	-	-	-	-	340,074.96	-	210,490.83	-
Accommodation Benefit	-	-	260,568.00	-	-	-	-	-
Notice Pay	-	-	-	-	-	-	-	-
Vacation leave	698,042.85	-	765,536.79	178,598.24	-	-	-	-
Retro Salary	-	-	352,160.46	-	-	-	-	75,519.81
Retro Duty	-	-	-	-	-	-	-	-
Seniority	-	-	226,716.00	-	-	-	-	-
Acting Pay	-	-	-	-	202,704.46	-	-	588,138.57
Library/Robing	-	-	-	75,610.01	-	-	245,876.31	-
Laundry Allowance	-	-	-	12,625.00	-	-	29,999.97	-
Grand Total	**3,007,743.22**	**6,013,560.00**	**12,850,635.98**	**820,721.47**	**7,532,775.72**	**6,738,639.92**	**4,097,635.83**	**2,749,810.47**

*Tenure ended 30th April 2016
**Tenure started 1st June 2016
***Tenure ended May 30th ,2016
**** Tenure started 1st July 2016
*****Tenure ended 10 October 2016
******Acting started 11th October 2016

BOARD FEES FOR THE PERIOD APRIL 2016 TO MARCH 2017

DIRECTOR'S COMPENSATION TABLE					
Position of Director	Fees	Motor vehicle Upkeep/ Travelling	Honoraria	All Other Compensation including Non-cash Benefits as applicable	Total
	$	$	$	$	$
CHAIRMAN					
JOSEPH SHOUCAIR	598,250.00	0.00	0.00	0.00	598,250.00
NON-EXECUTIVE MEMBERS					
CECIL MORGAN	49,750.00	41,360.00	0.00	0.00	91,110.00
DENNIS MEADOWS	173,000.00	0.00	0.00	0.00	173,000.00
EVERTON G. HUNTER	189,250.00	0.00	0.00	0.00	189,250.00
JOAN WYNTER	217,000.00	8,488.20	0.00	0.00	225,488.20
JOEL WILLIAMS	359,450.00	188,987.00	0.00	0.00	548,437.00
MELANIE GILCHRIST	143,100.00	8,836.00	0.00	0.00	151,936.00
CO-OPTED SUB-COMMITTEE MEMBERS					
RICHARD DEPASS	192,950.00	8,836.00	0.00	0.00	201,786.00
SALEEM LAZARUS	121,200.00	0.00	0.00	0.00	121,200.00
BINDLEY SANGSTER	237,350.00	0.00	0.00	0.00	237,350.00
JOAN FLETCHER	165,700.00	0.00	0.00	0.00	165,700.00
WARREN CLARKE	66,000.00	0.00	0.00	0.00	66,000.00
TOTAL	**2,513,000.00**	**256,507.20**	**0.00**	**0.00**	**2,769,507.20**

Notes:

TOTAL BOARD FEES	*2,296,700.00*
LESS AMT PAID TO SECRETARIES TO RECORD AUDIT COMMITTEE MINUTES	*(32,200.00)*
PLUS AMT PAID TO BOARD MEMBERS FOR RETO BOARD FEES AND CHAIRMAN MEETING THAT IS IN THE OTHER SECTION	*248,500.00*
	2,513,000.00

Transport Authority
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