

**POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED  
ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2014**

**1. CORPORATE INFORMATION**

**REGISTERED OFFICE:**

PLIPDECO House  
Orinoco Drive  
Point Lisas Industrial Estate  
Point Lisas, Couva  
Trinidad, West Indies

**BOARD OF DIRECTORS:**

Mr Ian R. H. Atherly - Chairman  
Mr Haroon Fyzool Awardy – Deputy Chairman  
Mr. Ibn Llama de Leon  
Mrs Janette James-Sebastien  
Mr Charles Percy  
Mr. Prakash Ramnarine  
Dr. Dale Sookoo

**PRESIDENT:**

Mr. Ernest Ashley Taylor

**AUDITORS:**

PRICEWATERHOUSECOOPERS  
19-21 Independence Avenue  
San Fernando  
Trinidad, West Indies

**REGISTRAR**

The Trinidad and Tobago Central Depository  
Limited  
10<sup>th</sup> Floor, Nicholas Tower  
63-65 Independence Square  
Port of Spain  
Trinidad, West Indies

**BANKERS:**

REPUBLIC BANK LIMITED  
Southern Main Road  
Couva  
Trinidad, West Indies

FIRST CITIZENS BANK LIMITED  
Orinoco Drive  
Point Lisas Industrial Estate  
Couva  
Trinidad, West Indies

The Point Lisas Industrial Port Development Corporation Limited (PLIPDECO) was incorporated on September 16<sup>th</sup>, 1966 under the laws of the Republic of Trinidad and Tobago and has a primary listing on the Trinidad and Tobago Stock Exchange.

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The share ownership structure is as follows:

- Government of the Republic of Trinidad and Tobago: 51%
- Private Shareholders: 49%

Major private shareholders include financial institutions and insurance companies. PLIPDECO shares are actively traded on the Trinidad and Tobago Stock Exchange.

PLIPDECO is ISO 9001:2008 certified by the Lloyd's Register Quality Assurance (LRQA), and its Port operations are certified under the International Ship and Port Facility Security Code (ISPS).

### 2. MISSION STATEMENT

To develop, market and operate port, logistics and industrial estate infrastructure for continued economic growth.

### 3. VISION STATEMENT

To be a global player in port and estate management by consistently providing superior, innovative service.

### 4. STRATEGIC PLAN:

The Corporation's Strategic plan is supported by the following pillars:

STRATEGIC PILLAR	SUMMARY INITIATIVES
Position the Port of Point Lisas as the National Port and Regional Hub	Port expansion program. Berths 6 and 7 with all the necessary ancillary facilities including channel and turning basin.
Expand the industrial lines of business	LCL export initiative, demurrage collection services and the creation of a logistics centre
Expand the tenanted estate	Seek to acquire additional lands or have them vested with PLIPDECO.
Strengthen our Health, Safety and Environment capabilities	Ensure HSE compliance by our Estate tenants, Annual HSE Orientation for Port Users and all PLIPDECO employees.
Build a results culture	A refocused performance management system to bridge the gap between employee performance and recognition and reward.

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**5. FINANCIAL OPERATIONS:**

*(a) BUDGET FORMULATION*

PLIPDECO formulates the budget based on a zero based budgeting system.

Revenue estimates are based on past liner activity, discussion with shipping lines agents and assessment of projected economic activity.

Expenditure projections are determined and fine-tuned based on the need and the ability of the revenue and support costs.

Capital expenditure budgets are based on the following three main criteria

- Corporation working capital for internal funded Capital projects
- Debt coverage and gearing where external funding is required
- The Corporation's need for equipment and infrastructural upgrades on acquisitions

*(b) EXPENDITURE VERSUS BUDGET*

The Corporation monitors the budget on a monthly basis. Adherence to budget estimates are woven into the performance management systems by way of various key performance indicators which are specific to various business areas. For the financial year ended December 31<sup>st</sup>, 2014 actual expenditure was \$271M verses a budget of \$263M. The variance was due to increased labour cost due to increased volumes and retroactive payments to unionised employees.

**6. HUMAN RESOURCES**

*(a) CAREER PATH SYSTEMS*

PLIPDECO recognizes the importance of career development and continuously seeks to align this with the Corporation's strategic goals and objectives. In light of this, career path systems are facilitated through mentoring, coaching, scholarships in related fields and training of employees to enable upward mobility and adjustment with operational needs. Education is one of the key components by which alignment with operational requirements are obtained.

The Corporation actively seeks to fill vacancies from within by first advertising internally for the vacant position, thus allowing for lateral or upward mobility for staff.

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*(B) PERFORMANCE MEASUREMENTS TOOLS*

The Corporation has had for years a functional performance appraisal system; however in 2012 a more comprehensive Performance Management System was implemented. Some characteristics of the new system include:-

- Reduced subjectivity of assessments and clearer focus on behavioural and goal driven parameters.
- Clearer identification of training and career development needs.
- Facilitate quarterly reviews prior to final end of year assessment.
- Coverage for all categories of staff.

The Corporation is committed to the continuous review and assessment of its processes. To this end, in 2014 a further review of the performance appraisal tools was conducted, with a view to ensuring that the instruments are as fair, clear, and user friendly as possible. It is the intent of the Corporation to conduct a formally structured roll-out of the revised performance management system and tools in 2015.

*(C) PROMOTION – PERFORMANCE BASED? IF NOT, WHAT ARE THE CRITERIA USED?*

The Corporation's approach to promotion is based on first identifying the existence of a vacancy. Following this candidates are evaluated based on qualifications, competence, experience and tenure.

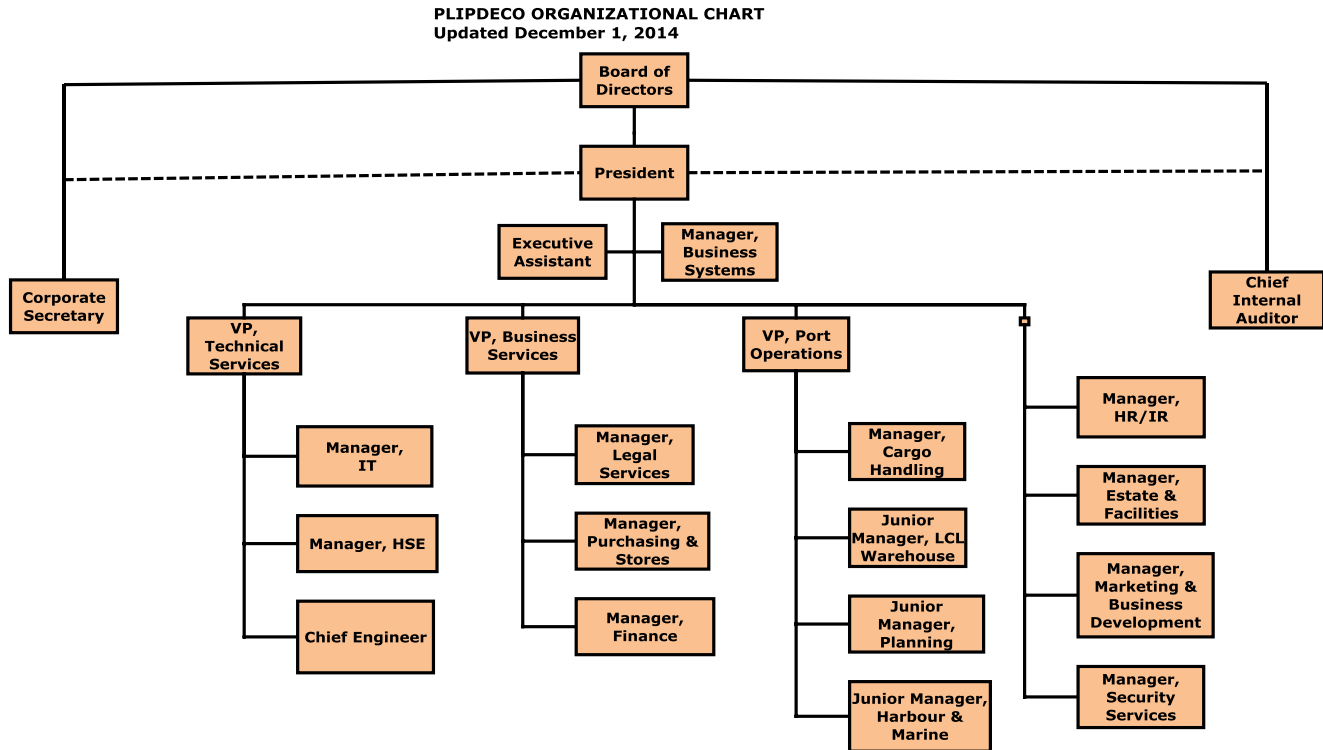
*(d) RECRUITMENT AND SELECTION PROCEDURES*

The Corporation's Policy on Recruitment and Selection outlines procedures for internal and external recruiting. In fact, the current philosophy where applicable, would first give internal candidates the opportunity to fill a vacant position. If the internal candidates do not meet the required criteria, then an external selection procedure is initiated.

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**7. ORGANISATIONAL STRUCTURE:**

*(a) CORPORATE STRUCTURE*



*(b) SERVICES/PRODUCTS PROVIDED:*

Point Lisas Industrial Port Development Corporation Limited (PLIPDECO) and its wholly owned subsidiary Point Lisas Terminals Limited (P.L.T.L.) are engaged in the following activities:-

<b>BUSINESS SEGMENT</b>	<b>CORE OPERATIONS</b>
Industrial Estate Management	Development and maintenance of onshore infrastructure, including a freezone, for the purpose of leasing to tenants engaged in downstream energy sector, manufacturing services and warehousing.
Port Operations	Multi-purpose port facility that handles a mixture of containerised, bulk and break-bulk cargo
LCL Warehouse	Storage and Distribution of LCL cargo to trade and non-trade consignees
Harbour Management	Port of Point Lisas Harbour Masters. Coordinating of vessel activities within the Point Lisas Harbour as well as providing berthing and unberthing services.

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(c) *LEVELS OF AUTHORITY:*

**EXECUTIVE TEAM**

Mr. Ernest Ashley Taylor  
President

Mr. Niegel Subiah  
Vice President, Business Services

Mr. Harold Ragbir  
Vice President, Port Operations

Mr. Averno Pantin  
Vice President, Technical Services

Mr. Michael Phillip  
Corporate Secretary

**MANAGEMENT TEAM**

Ms. Merle Jennifer Dennis  
Manager, Legal Services

Mrs. Judy Beepath-Ramjohn  
Manager, Estate & Facilities

Mr. Ian Murray  
Manager, Purchasing

Mr. Richard Ramcharan  
Manager, IT

Mrs. Susan Clerment-Williams  
Manager, HR/IR

Mrs Subrina Rampersad  
Manager, Financial Services

Mr. Christopher Bharat  
Junior Manager, LCL Warehouse

Mr. Harold Taitt  
Supervisor, Harbour & Marine

Ms. Arlene Wallace Romero  
Manager, Business Systems

Mrs. Linda Nedd-Warrick  
Chief Internal Auditor

Ms. Shelly Balkissoon  
Manager, Marketing & Business Development

Mr. Clint Duncan  
Manager, Cargo Handling

Mr. Gerrel Traboulay  
Manager, HSE

Mr. Huntley James  
Manager, Security Services

Mr. Deoraj Mahase  
Junior Manager, Planning

Mr. Ken Bissoon  
Chief Engineer

*LEVELS OF AUTHORITY (CONTINUED)*

(1) The CEO may invite and consider offers and tenders and make decisions thereon on behalf of the Corporation where it is anticipated that the value of the Goods to be supplied or of the Services or Works to be undertaken does not exceed Fifty Thousand Dollars (\$50,000.00) but the CEO shall not for the purpose of giving himself/herself authority to act under this sub-rule, sub-divide the quantity of Goods to be supplied or of Services or

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Works to be undertaken into two (2) or more portions so that the value of the portions will be Fifty Thousand Dollars (\$50,000.00) or less.

- (2) The Management Tenders Committee may invite and consider offers and tenders and will make decisions thereon where it is anticipated that the value of the Goods to be supplied or of the Services or Works to be undertaken is more than Fifty Thousand Dollars (\$50,000.00) but does not exceed Five Hundred Thousand Dollars (\$500,000.00)
- (3) The Board Tenders Committee may invite and consider offers and tenders and make decisions thereon where the value of the Goods to be undertaken is more than Five Hundred Thousand Dollars (\$500,000.00).
- (4) The Board Tenders Committee shall recommend to the Board the award of contracts for Goods, Services, or Works exceeding in value One Million Dollars (\$1,000,000.00).

### (D) CONDITIONS OF EMPLOYMENT (DAILY, MONTHLY, CONTRACTUAL)

To efficiently manage the terms and conditions for a diverse workforce, the Corporation employs three major instruments for informing and guiding employees of their conditions of employment,

- Collective bargaining agreements
- Company policies and procedures
- Employee contracts

The collective bargaining agreements apply to the general terms of union employment for workers assigned to the bargaining units of the Seamen and Waterfront Workers' Trade Union (SWWTU) and the Estate Police Association (EPA). The company is currently revising the collective bargaining agreements to be more consistent with emerging labour trends.

### (E) TRAINING PROGRAMS

Training forms an integral part of the company's strategic plan as gaps in employee skills are dynamically addressed to ensure that the relevant expertise exist in order to support its overall strategic and operational requirements. Training initiatives for the year were undertaken in the following broad areas:-

- The introduction and implementation of an intensive six (6) month in-house Assistant Terminal Operations Supervisor (ATOS) training programme, where the Corporation developed a cadre of trained personnel for the position of ATOS. The programme was developed and administered by internal facilitators, and six (6) individuals completed theory and practical training, as well as on-the-job supervision and assessments.

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- The Corporation, in partnership with the National Energy Skills Centre (NESC), commenced a customized heavy equipment training programme for semi and low skilled maintenance personnel where twenty (20) persons from the Engineering and Maintenance Department were trained over an 18-month period.
- The forging of a partnership with the National Training Agency (NTA), which was engaged to register and assess the skills of personnel from the Civil Maintenance and Estate and Facilities Departments, in areas such as plumbing and welding.

**8. PROCUREMENT OF RESOURCES**

(a) INVENTORY CONTROL

The Corporation operates centralised stores for the control of all spare parts and consumables required for use in operations.

- Non Stock Items – Requisitions are prepared by the requesting department and forwarded to the Purchasing Department for the necessary approvals and quotations.
- Stock Items – The quantity of items in stock are monitored in accordance with established minimum/maximum levels. Re-orders are placed based on these minimum/maximum levels and lead time for delivery of the goods

(b) TENDERING PROCEDURES (PUBLIC, SELECTIVE OR SOLE)

Request for Proposal (RFP) documents including Scope of Works are submitted to the Management Tenders Committee, Board Tenders Committee (BTC) or the Board for approval depending on the estimated value of the goods or services.

Upon Approval, the Request for Proposals (RFP) are issued as follows:-

- Open Tender – a process used where invitations are issued through advertisements or other forms of public notice when the Company's list of pre-qualified suppliers/vendors does not cater to or adequately provide for particular types of goods, Works and/or



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Services. Where the number of Pre-qualified Suppliers/vendors are insufficient to generate competitive bidding.

- Selective Tender - When there is an adequate number of Pre-qualified Suppliers for the required goods/service.
- Sole Tender – When the goods / service can only be supplied by a specific person or entity e.g. The Original Equipment Manufacturer, the Authorised Agent of the Manufacturer, or the Supplier performed same type project & consistency is deemed necessary. In all cases adequate justification must be recorded and approved or where it is deemed that the goods or services are required on a sufficiently urgent basis.

Tender submissions in all instances are opened by a Committee and recorded, evaluated by a Committee which is nominated by the Management Tenders Committee (MTC) or the Board Tenders Committee (BTC).

### 9. KEY REPORTING FUNCTIONS

(a) Departmental Highlights

**Engineering** – Equipment reliability continued to be one of the major challenges affecting the Corporation. This is as a result of a combination of ageing infrastructure and inadequate maintenance. To improve the equipment service levels, the Corporation is entering into specific arrangements with the Original Equipment Manufacturers (OEMs) of the key pieces of equipment to lend onsite maintenance support on an ongoing basis. The OEMs being targeted are Liebherr, Kone, Fantuzzi (includes Gottwald and Terex equipment and Kalmar)

To address the problem of ageing equipment infrastructure, additional port handling equipment is to be procured. This includes one reach stacker, one empty container handler and six trucks.

**Estate** – Some of the infrastructural works completed in 2014 included:

- Construction of Master Mix Bridge - Project commenced on December 9<sup>th</sup>, 2013 and completed in March 2014
- Cleaning of North Sea Drive Drains - The scheduled cleaning of the North Sea Drive drain was done in January 2014 and completed in February 2014. Work took approximately four(4) days to complete.

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- Tenant Workshop - The Estate Department together with the HSE Department, Security, Legal Department and Marketing and Business Development conducted a tenant's workshop on March 14<sup>th</sup>, 2014. Each department presented on their roles and responsibilities and explained covenants in the leases that pertain to the tenants. In addition, external parties including the Environmental Management Authority, Methanol Holdings Trinidad Limited, TTEMAS and OSH presented on their roles. The meeting was a resounding success with over 50 tenants in attendance.
- Secondary Roads Project - Work commenced on June 19<sup>th</sup>, 2014 and was completed by July 11<sup>th</sup>, 2014.

**HSE** - For the year 2014 the following highlights were noted:

- There was a continued plateauing of total accidents for the year. This trend has been observed from 2011 to present.
- There was no significant decrease in the total number of body accidents recorded for the period January to December 2014 compared to the same period in 2013.
- There was a 42% decrease in major body accidents resulting in more than 7 days injury leave from 2013.
- There was an increase in equipment accidents for the period January to December 2014.
- HSE efforts for 2015 will be focused on all aspects of equipment movement and handling on port that may lead to accidents.
- Against the RIDDOR benchmark (UK port statistics) the rate of accidents per 1,000 employees was 2.73 times less than the rate of accidents per 1,000 employees at UK ports. Under PLIPDECO's detailed categorization of accidents a total of 56 accidents were recorded. Under RIDDOR categorisation 21 accidents were recorded.

### **Initiatives**

- HSE has reviewed the yearly HSE orientations and has created individual presentations that target hazards and risks of the specific department.
- HSE has reviewed and developed Risk Assessments for each Department. These assessments outline each job task conducted by persons of the department and identify risks associated with each.
- HSE alongside the efforts of Cargo Handling has reinstated the monthly sitting of an HSE Committee Meeting. The committee creates the forum for department safety concerns to be voiced. Through this committee a new safety culture is being developed and

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lessons learnt from accidents can be discussed. The committee has successfully completed health screens and safety competitions.

**Information Technology** – Under Information Technology, the major project being implemented is the upgrade of the Navis Port Terminal Operating System. The original version was implemented in 2006 and is now approaching end –of – life as determined by the software providers. The implementation of the software will require substantial changes to the operating environment including hardware acquisition and training of users. Once completed, port planning personnel as well as external stakeholders will have access to several improved features including reporting and access to data.

In continuation of its thrust aimed at enhancing the level of security at the Port and Estate as well as enhancing operational capabilities, the Corporation has installed a comprehensive CCTV network. At present there are over 150 cameras on the CCTV Network and during the year additional ones were installed to look along the Container Storage Bays, at key intersections on the Industrial Estate, at the Container Examination Station and at the Waterfront.

Other projects implemented included the virtualisation of the Company's servers and the implementation of the Workplace Software. The virtualisation project entailed replacement of existing infrastructure that had become obsolete, with a new infrastructure configuration that optimised usage and provided improved system reliability and security.

The Workplace software replaced the previously installed system and has added capabilities that certainly improve the process of requisitioning and issuing of purchase orders for the provision of goods and services. The programme also facilitates the tracking of performance of suppliers.

**Internal Audit Services** - Internal Audit Services planned and undertook the Annual Audit Plan, inclusive of audits of all the Corporation's value-adding processes. Each engagement assessed the adequacy of controls as well as alignment with the Corporation's strategic objectives for the Review Year 2014.

### Audit Coverage

A total of twenty-two (22) of twenty-four (24) planned audits were undertaken for the year. The Department achieved ninety-two per cent (92%) of its Audit Plan 2014, an eight per

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cent (8%) decrease over the prior year's achievement. Three (3) surprise audits were also conducted within the period.

### Audit Findings

Twenty (20) issues were raised from the above-mentioned audit engagements. Ten (10) of these issues were successfully resolved within the year due to diligent follow-up activities which resulted in a Resolution Rate of fifty per cent (50%).

Twenty- two (22) audits are projected to be undertaken in Review Year 2015 with the achievement of improved Audit Coverage and Resolution results.

**Legal** – The Legal Department now manages to handle a higher volume of matters in-house that resulted in only 56.6% of the budgetary allocation for Legal Fees being utilized. One Hundred Percent (100%) KPIs was achieved in the areas of litigation as a result of no defaults in meeting court deadlines, and timely preparation of leases and consents for grant of sub-leases. Sixty Two Percent (62%) of the contracts was prepared in a timely manner due to protracted negotiations involving large projects.

Overall, it was a good year for the Legal Department, especially in the area litigation against PLIPDECO that has reduced drastically both in the High Court and Industrial Court. Claims handling fell below KPI standards but this is a work in progress that management is constantly striving to improve firstly by further refining the claims process.

The Records Department that is in the Legal Department managed to introduce a Filing System and Document Management System (electronic) in most Departments in the Company. Both systems assist in faster retrieval of and proper storage of records. The next step is to construct a Records Facility for archiving of company records and to serve as a central records facility for the company."

**Marketing & Business Development** – In 2014, the Corporation formally launched an LCL Export Initiative which will allow increased intra-regional trade between Trinidad and Tobago and other countries. A new warehouse was commissioned to facilitate this service. The Marketing and Business Development Department made several presentations to exporters through ExporTT Cottage Meetings at Cara Suites and also in Tobago.

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A Demurrage and Detention Collection system was also launched in 2014 and went "live" in January 2015. This initiative allows more effective management of container equipment by shipping lines and businesses. A state of the art software system has been developed internally to seamlessly manage the process.

The department organised and executed the following corporate events; Inter-Faith Service, Carnival Celebrations, Administrative Professionals Week, Sports and Family Day, Vacation Internship Programme, Annual Vacation Camp, Educational Grant Ceremony, Christmas Dinner & Staff Party, Customer Cocktail Reception and a Children's Christmas Party for employees' children.

PLIPDECO, under the patronage of the Member of Parliament for Couva South Constituency, the Honourable Rudranath Indarsingh hosted an annual recognition ceremony for the students within the Couva and surrounding communities, who have excelled at the SEA and CAPE Examinations.

In an effort to foster camaraderie with the fence line community, the employees engaged in external social activities. We participated in the Couva/Point Lisas Chamber of Commerce Annual Cookout and Family Day, as well as the Chamber's Sugar and Energy Festival.

**Port Operations** - The Port continued to make significant strides in positioning Point Lisas as a transshipment centre for the Eastern Caribbean. The throughput in containerised cargo of 208,972 teus was a record performance for the Port and the passing of the 200,000 teus threshold was an extremely symbolic threshold for the Corporation as it has in principle moved the Port into another realm of operation. The 8.3% increase over 2013 was achieved as a result of a 27% increase in transshipment, a 3.32% increase in imports and a 5.36% increase in exports.

The gross vessel productivity for handling containerised cargo for 2014 was 17 moves per hour representing a minor increase of 0.3 moves per hour over 2013. The performance for 2014 would have been better were it not for the efficiency challenges faced in the last three months of the year, which traditionally is the busiest period for the Port. These challenges alluded to were a direct result of the congestion issues faced in relation to the receipt, storage and delivery of cargo. The Productivity during these last three months was 14.6 moves per hour compared with 17.8 for the first nine months of the year.

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**Security Services** – Security Management will always be a challenge for ports locally, regionally and internationally. While we have been experiencing difficulties in addressing certain security issues, significant strides have been made in improving the overall level of security. At some of the key access points, additional personnel have been stationed, more monitoring is being done from a supervisory perspective and better use is being made of the CCTV System. It must be noted that discussions have reached an advanced stage with the National Operations Centre (NOC) with a view to having key cameras at the Port and Industrial Estate integrated within the national network.

(b) Reports to Ministries, President/Parliament

Requested reports as follows were submitted to the various Ministries, copies of which can be provided upon request:

<b>REPORT</b>	<b>MINISTRY/AGENCY/OFFICE</b>
Quarterly Report	Ministry of Trade/Finance
Status of Loans	Ministry of Finance
Statement of Cash Flows	Ministry of Finance
Confirmed Minutes of Board Meetings	Ministry of Transport/Ministry of Finance
Annual Report of Board Performance	Ministry of Transport

**10. INDUSTRIAL RELATIONS**

The general industrial relations programme at PLIPDECO is based on the Corporation's HR Policy and the collective bargaining between Management and workers, via their recognised majority unions (The Seamen and Waterfront Workers Trade Union [SWWTU] and the Estate Police Association [EPA]). This covers disciplinary matters and terms and conditions of employment.

The industrial relations climate within the Corporation is stable at this time. Management is in the process of initiating negotiations for the new collective period 2013- 2015. Management continues to hold monthly non crisis meetings with the two unions with the aim towards improving communication between parties and to address issues before they become grievances.

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### **11. ENVIRONMENT POLICY**

The Corporation takes very seriously its responsibility in maintaining a sustainable environment. It is also mindful of the effect of non-compliance on the community at large and in this regard more emphasis has been placed on monitoring and reporting. To this end the Corporation has undertaken independent environmental testing on the estate to ensure that environmental standards are aligned to international standards.

### **12. COMMUNITY SERVICE PROGRAMME OR POLICIES**

The Corporation remains mindful of its corporate social responsibility in the Couva/Point Lisas region as well as nationally. A number of charitable contributions were made to assist sporting, educational and cultural programs undertaken by various organisations. In addition, the Corporation actively supports its adopted School, the Couva Government Primary School

The Corporation focuses on the "human element" in all its endeavours. In 2014, PLIPDECO collaborated with various organisations for a number of activities. These included:

- The Couva Public Library for the Vacation Reading Camp.
- Mc Bean Presbyterian School by donating six whiteboards to improve their learning environment.
- Southern Games.

### **13. AUDIT COMMITTEES OR INTERNAL AUDIT PROCEDURES**

Internal Audit maintains an Annual Audit Plan which encompasses financial, operational and process audits and internal audit reviews. This Plan is developed based upon an annual Internal Audit risk assessment as well as consideration for the requirements of the Corporation's business objectives. The risk assessment process involves the systematic application of professional judgment to the likelihood and the impact of risks as well as the mitigation strategies for addressing the risks.

The Annual Audit Plan for 2014 was approved by the Audit Committee and is reviewed at quarterly intervals during the year. Some elements of the areas for review extracted from the Audit Plan are as follows:

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- To assess accuracy and completeness of liabilities recorded in the financial statements;
- To assess integrity of data used to record Accounts Receivable balances accurately;
- To determine adequacy of Security operations to safeguard assets and satisfy compliance with International Ship and Port Security code;
- To assess adequacy of controls over customer property & accuracy of related Revenue recognition;
- To evaluate the accuracy of the cash and cash equivalents balance recorded in the financial statements;
- To evaluate adequacy of controls to ensure accuracy of salaries and wages, other employee benefits and deductions;
- To determine effectiveness in the process to record and address customer feedback including claims;
- To determine effectiveness in the Quality Assurance/Quality Control process to identify non-conformity and timeliness of corrective actions to facilitate the availability and reliability of Port Equipment;
- To determine effectiveness of Health, Safety and Environment processes to meet requirements of regulatory bodies & Corporate policies;
- To verify proper planning to ensure satisfactory controls over information security to support Corporation's needs;
- To evaluate the adequacy of controls over the usage of Equipment Spares, the validity and completeness of the system balance and physical inventory;
- To assess the effectiveness of the Leave Management process and the integrity of data;
- To assess controls over the handling of Customer property during load and discharge of cargo operations;
- To evaluate the content & timely completion of employees' appraisals in the improvement of competence of personnel;
- To assess the efficiency in the monitoring and completion of working plans by the Planning Department;
- To evaluate adequacy of controls to ensure efficiency in approval, receipt & payment for purchases, as well as evaluation of suppliers consistent with the Purchasing Policy & Procedure;



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- To assess conformance of the Corporation's Quality Management System with the ISO 9001:2008;
- To verify the adequacy of documentation to support receipt and delivery of cargo, & to support accuracy of revenue recognition;
- To assess the completeness and accuracy of the lease rental revenue recognized in the financial statements;
- To assess controls to ensure accuracy & completeness of port revenue and the effectiveness of the revenue recognition process to ensure integrity of revenue recognized;
- To assess the effective management of leave with the Security Department to protect asset misappropriation; and
- To assess the integrity of the recruitment process for PLIPDECO and PLTL personnel.

One initiative pursued during the year was the improved resolution of audit issues. As at December 31<sup>st</sup>, 2014, the accomplishments were as follows:

- 77% of Corrective Action Plans were received within the agreed timeframe of seven (7) days of Closing Meetings;
- 51% of issues were resolved within agreed target dates; and
- 82% of all active issues in 2014 were resolved by December 31<sup>st</sup>, 2014.

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**14. PERFORMANCE ACCOMPLISHMENTS:**

ITEM	ACHIEVEMENTS 2014	DATE ACHIEVED
1	<b>Commissioning of Gottwald (GHMK 6507) Mobile Harbour Crane</b> Procurement of 120 tonne Mobile Harbour Crane form part of phased equipment replacement programme.	Jan-2014
2	<b>Waterside Cameras</b> Installation of CCTV cameras at waterfront to improve safety, security and operational control of the harbour.	Jan-2014
3	<b>Virtualisation of Servers</b> Replacement of existing servers that have reached the end of their useful life. With new servers, virtualisation will ensure optimised usage, provide improved data security and improve reliability.	Mar-2014
4	<b>Cameras for RTG Lanes</b> Installation of CCTV cameras at RTGS lanes to improve safety, security and operational control.	Mar-2014
5	<b>Workplace Software</b> Workplace Software will replace already existing Business Portal and will provide an enhanced system for generation of purchase requisitions and orders.	Mar-2014
6	<b>Fibre Optic Cabling</b> Installation of fibre optic link between Port and PLIPDECO House to facilitate reliability in data transfer and to reduce communications costs.	Jun-2014
7	<b>Cameras for Crane</b> Will allow improved angles for crane operators thereby facilitating improved productivity. Four additional cameras to be procured.	Jun-2014
8	<b>LCL Ramp</b> New ramp with four container positons to significantly improve efficiency of container unstuffing.	Jul-2014
9	<b>Cameras for Industrial Estate:</b> Installation of CCTV cameras at key intersections and points on the Estate to improve safety and security.	Aug-2014
10	<b>Completion of Negotiations with Unions:</b> Completion of negotiations with the two major unions for expired agreements.	Aug-2014
11	<b>Achievement of A+ Rating:</b> The Corporation was awarded a final rating of A+ following a rating assessment conducted by the Caribbean Rating Services Limited (CariCRIS)	Aug-2014
12	<b>Estate Roadway Repairs</b> Rehabilitation and repairs of roadways: Orinoco Drive, Mediterranean Drive and Pacific Avenue.	Sept-2014
13	<b>Repairs to Truck Lay-By:</b> Rehabilitation on lay-by and upgrade of adjacent drainage for improved facility for hauliers.	Sept-2014
14	<b>Improved Security System at Port Car Park:</b> Additional measures in place to improve security of assets and monitoring.	Sept-2014
15	<b>Launch of Demurrage and Detention System:</b> to allow for more effective management of container equipment by shipping lines and businesses	Oct-2014

**POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED**  
**ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2014**

ITEM	ACHIEVEMENTS 2014	DATE ACHIEVED
16	<b>Maintenance Training Programme:</b> This 18-month programme was developed jointly with the NESCC and will train 20 maintenance technicians in all aspects of equipment maintenance, includes hydraulics, electrical and mechanical systems.	<b>Oct-2014</b>
17	<b>Implementation of new Tariff structure:</b> Implementation of new tariff rates.	<b>Oct- 2014</b>
18	<b>LCL Export Warehouse.</b> Warehouse for export of local cargo to Caricom territories in less than container load quantities.	<b>Oct-2014</b>
19	<b>Guidelines for Ebola.</b> Documented guidelines established in conjunction with other ports.	<b>Nov-2014</b>
20	<b>LCL Warehouse Auction:</b> Auction of items that have been unclaimed on the Port.	<b>Nov-2014</b>
21	<b>Installation of Cameras at CES:</b> Seven (7) Cameras have been installed to further improve operational and security coverage.	<b>Nov-2014</b>
22	Record performance in throughput in containerised cargo of 208,972 TEUs	<b>Dec-2014</b>