

POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED
ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2017
EXECUTIVE SUMMARY

Corporate Information:

The Point Lisas Industrial Port Development Corporation Limited (PLIPDECO) was incorporated on September 16th, 1966 under the laws of the Republic of Trinidad and Tobago and has a primary listing on the Trinidad and Tobago Stock Exchange. The Government of the Republic of Trinidad and Tobago has a 51% shareholding in PLIPDECO.

Mission Statement:

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

Vision Statement:

A Global Leader in port and estate management by consistently providing superior, innovative service.

Strategic Plan:

The Corporation's Strategic Plan covers the period 2015 to 2017. Objectives include:

- Productivity
- Profitability
- Strategic Partnership Programme
- Customer Relationship Management
- R & D/New Business Development
- Asset Management

Financial Operations:

For the financial year ended December 31st, 2017 actual expenditure was \$254M versus a budget of \$243M. Profit Before Tax was \$1.3m.

Human Resources:

Career development is important for both employee and employer. Thus, despite the financial difficulties of the economic climate, the Corporation sought to find creative measures to meet the needs of the employees as well as the organization as a whole.

The Corporation has also developed succession planning strategies in an effort to retain its top performers. The Corporation is of the view that offering continuous learning and training opportunities to staff members is an effective retention tool for employees.

POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED
ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2017
EXECUTIVE SUMMARY

Organisational Structure:

The Corporation consists of 16 departments, the operations of which are overseen by individual Managers. The Executive level consists of the President, 3 Vice Presidents and the Corporate Secretary who provide further oversight to the Corporation and the individual departments.

Procurement of Resources:

Procurement of resources can be done at the level of the Executive, the Management Tenders Committee, Board Tenders Committee or the Board depending on the level of expenditure required. Request for Services or products can be done either through open tender, selective tender or sole source.

Key Reporting Functions and Cross Section of Accomplishments:

Engineering: Two additional Reach Stackers were commissioned into service and major repairs were done on the 280E Mobile Harbour Crane and the Gantry Cranes. The repairs to the Mobile Harbour Crane entailed the change out and modernisation of the drive system. The Gantry Cranes repairs entailed structural repairs according to the corrosion control protocol.

Estate: The Estate team continued with its scheduled programme of maintenance of the infrastructure on the Industrial Estate; this included the drain cleaning and repair programme and general road maintenance inclusive of spot repairs.

The conceptual designs for the construction of 140,000 square feet of warehouse space on the Industrial Estate was completed with the intention that construction work will commence in 2018.

HSE: For the year 2017 the following were the key highlights:

- Developed the Job Hazard Assessment (JHA) procedure for the Port Civil Maintenance Department in an attempt to structure and critically review all jobs being conducted on the Corporation's Facilities
- Acquired a LaMotte Colorimeter water testing kit for the sampling and analysis of water for a suite of parameters. An ongoing program has been initiated for the analysis of potable water at all of the Corporation's Facilities.
- Source Water Certification for the Port Administration Complex was obtained.

POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED
ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2017
EXECUTIVE SUMMARY

Information Technology: The following major projects were undertaken:

- The installation of ten (10) new CCTV Cameras and supporting equipment at the Port In and Out Gates. This project improved the monitoring of the gates from a security and operational perspective.
- The upgrade of the server room at PLIPDECO House was undertaken to ensure better Power Management, positioning of Server Racks and improved cable management.

Internal Audit Services: The 2017 achievement on the Key Performance Indicator for the Internal Audit function was 79%. This measure represented an increase over the prior year's achievement by twelve percent (12%). Fifteen (15) planned audits and one surprise audit were conducted in the year under review.

Legal: In the area of Litigation, the year closed favourably with eleven (11) court matters comprising 4 in the High Court, 3 Appeals and 4 Industrial Court.

Marketing & Business Development: In 2017, the Marketing and Business Development Department continued with its effort to seek new business opportunities and provide value added services for its customers.

- The department launched a Full Container Load (FCL) Service. This service is geared to importers who lack facilities for container unstuffing and require short term storage of cargo
- The department also continued to develop its existing business through targeted marketing efforts together with a focus on customer relationship management.

Port Operations: For 2017, Average Gross Productivity for the containerised operations was 17.8 moves per hour while Average Net Productivity was 24.2, giving a Gross to Net Variance of 6.4 moves per hour. The Port also handled 234,487 tonnes of general cargo representing a 23% decline when compared with 2016. For the year, 162,498 teus of containerised cargo were handled representing a decline of 3.7% compared to 2016.

Security Services: Security Management both for the Port and the Estate has seen some improvement despite the security challenges on the national front. The Department continued to partner with various arms of the Ministry of National Security, more importantly the National Operations Centre (NOC), resulting in the integration of a number of Port and Industrial Estate cameras into the national grid.

POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED
ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2017
EXECUTIVE SUMMARY

Security has also been enhanced and supported by the presence of 200 CCTV cameras strategically located throughout the Port and key intersections on the Industrial Estate.

Industrial Relations: In 2017 the Corporation was able to conclude the collective bargaining agreement for the period 2014 - 2017 with the Estate Police Association. The aim in 2018 is to conclude negotiations with the SWWTU for the periods 2017- 2020 and 2018-2021 and the Estate Police Association for 2017 - 2020. Over the last year, Management has intensified its commitment to holding non-crisis meetings with both Unions, with the aim of improving the relationship between Union and management and fostering employee engagement to improve the employees' involvement and dedication to the organization

Key Performance Accomplishments and Milestones:

- CariCRIS Credit Rating: The Corporation's A+ rating was reaffirmed by the Caribbean Information and Credit Rating Services Limited (CariCRIS) for the fourth consecutive year.
- Caribbean Shipping Association (CSA) – Port Awards : At the 47th CSA AGM and Conference held in Barbados during November, the Port of Point Lisas received the Award for Dependability and Flexibility.
- GPS for Port Equipment: GPS was installed on Port Equipment to allow for dynamic tracking and historical review for operational and security purposes.
- Warehouse Services: PLIPDECO expanded its Warehouse Services by launching the Full Container Load Product. This included container unstuffing and temporary storage space for importers who do not have their own warehouses or those that may have spill-over requirements.
- Equipment Acquisition: Two (2) new Reach Stackers were commissioned into service.
- SOLAS Implementation: Commencement of automated Weighbridge process using RFID System was completed. This fulfilled the requirements of the SOLAS Container Verified Gross Mass mandate as well as significantly improving speed of processing and improving security.
- Berth Rehabilitation: Completed rehabilitation of Berth 4.

**POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED
ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2017**

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
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
10th 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 16th, 1966 under the laws of the Republic of Trinidad and Tobago and has a primary listing on the Trinidad and Tobago Stock Exchange.

POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED

ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2017

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 optimal economic growth.

3. VISION STATEMENT

A Global Leader in port and estate management by consistently providing superior, innovative service.

4. STRATEGIC PLAN:

The Corporation's Strategic plan includes the following objectives:

OBJECTIVES	DESCRIPTION
1. Productivity	Optimize our resources across the organization to increase our productive capacity. Ensure that our employees/teams are motivated and optimally deployed to provide the highest level of service in the region
2. Profitability	Manage operating costs to ensure financial controllership, optimal management of PLIPDECO's resources and effective project execution (management) to achieve improved variable cost productivity.
3. Strategic Partnership Programme	Develop strategic relationships with key shipping lines, suppliers and OEMs to align our shared goals and deliver value through engagement and collaboration. PLIPDECO will develop

POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED
ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2017

OBJECTIVES	DESCRIPTION
	partnership agreements and forums to set clear expectations with our partners.
4. Customer Relationship Management	Leverage technology to manage PLIPDECO's interactions with current and future customers for optimized service levels and mutual value creation.
5. R&D/New Business Development	Leverage CRM and increase our R&D capacity to drive the development of value added products and services to enhance our mutual value proposition with our customers.
6. Asset Management	Employ enhanced technology and engineering best practices to optimize both utilization and the useful life of our property, plant and equipment.

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

**POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED
ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2017**

December 31st, 2017 actual expenditure was \$254M verses a budget of \$243M. The variance was due to increases in Equipment Rentals, Utility Costs and Depreciation. Profit Before Tax was \$1.3m.

6. HUMAN RESOURCES

(a) CAREER PATH SYSTEMS

Career development is important for both employee and employer. Thus, despite the financial difficulties of the economic climate, the need for productivity, job satisfaction and job enrichment still exists. In this regard, the Corporation sought to find creative measures to meet the needs of the employees as well as the organization as a whole.

In addition to training and developmental programs for employees, the Corporation has encouraged self-development by improving competencies. In addition, the Corporation has developed succession planning strategies in an effort to retain its top performers.

The Corporation is of the view that offering continuous learning and training opportunities to staff members is an effective retention tool for employees.

(b) PERFORMANCE MEASUREMENTS TOOLS

The Corporation has had for years a functional performance appraisal system; however in 2012 the Corporation's Performance Management System was revised. Some characteristics of the revised system included reduced subjectivity of assessments and clearer focus on behavioural and goal driven parameters; and the facilitation of quarterly reviews prior to final end of year assessment.

In its thrust for a performance management system that best meets all four requirements of validity, reliability, cost-effectiveness, and felt-fairness, the Corporation has commenced a further review of its performance management system with a view to producing a more reliable and user-friendly instrument. It is the intent of the Corporation to conduct a formally structured roll-out and communication of the revised performance management system and tools commencing in 2018.

**POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED
ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2017**

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

The Corporation's approach to promotion is based on the existence of a vacancy. Once identified, the positions are advertised internally, where internal candidates are provided with an opportunity to vie for the position. Candidates are evaluated based on qualifications, competence, experience and tenure.

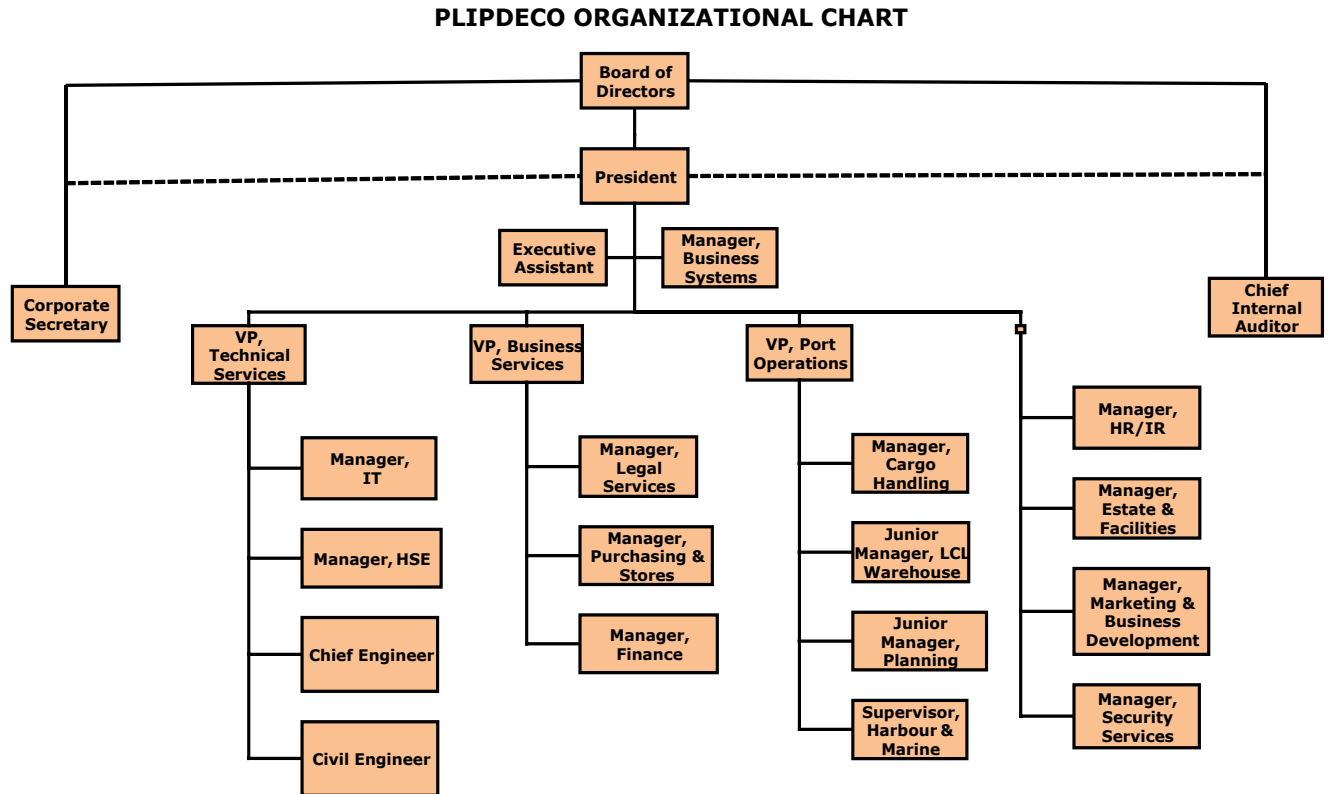
(d) RECRUITMENT AND SELECTION PROCEDURES

The Corporation's Policy on Recruitment and Selection is governed by the relevant Collective Bargaining Agreements and the HR Policy. The thrust of the Corporation has been to provide employees with an opportunity to fill vacant positions where applicable, and in instances where the required criteria are not met, the external selection procedure is initiated. The objective is to ensure that the Corporation attracts, recruits and retains the right people with the right skills in a timely manner, in compliance with best practices and legal requirements.

**POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED
ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2017**

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:-

BUSINESS SEGMENT	CORE OPERATIONS
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.

POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED
ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2017

(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. Michael Jackson
Security Operations Manager

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

Ms. Tsai Ann Lawrence
Port Civil Engineer

LEVELS OF AUTHORITY (CONTINUED)

(1) The President 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 President shall not for the purpose of giving himself/herself

POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2017

authority to act under this sub-rule, sub-divide the quantity of Goods to be supplied or of Services or 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 exists in order to support its overall strategic and operational requirements. The following training interventions were completed in the 2017 calendar year:

- (A) **Internal Training interventions:** In its thrust to enhance its existing complement of staff trained to operate equipment, the Corporation completed training for staff members in the areas of Tractor Truck and Rubber Tyre Gantry (RTG). Training commenced in 2017 and is ongoing

POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2017

in the areas of Reach Stacker and Mobile Harbour Crane (MHC). With the purchase of new Reach Stackers and the electrical upgrade of an existing MHC crane, relevant equipment operators were re-oriented to the new equipment. Terminal Clerks also completed training in Data Entry and Inventory.

- Additionally, the Corporation recognized a need to remain compliant with international shipping standards. As a result, a comprehensive exercise was completed where multi-disciplinary staff members were exposed to ISPS Awareness Sessions to update them on the relevant shipping codes and requirements in the port environment.
- Terminal Workers were exposed to Gear Room Operations training as well as Reefer Attendant training. Training in these areas allowed the Corporation to expand its pool of trained personnel in both areas. Defensive Driving recertification was also completed throughout 2017.

(B) **External Training interventions:** Through its partnership with the Caribbean Maritime Institute (CMI), sixty-one (61) Terminal Workers were trained and certified in Stevedoring Foundation Skills and Occupational Health and Safety (OSH). The Corporation also continued its partnership with an external Consultant to update the skills of its Security Services staff in the area of Firearms training. International training included training for recertification on IT-related platforms including UBIQUITI, Checkpoint, and Jantek systems.

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.

POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED

ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2017

(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 Services or 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 can perform 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

1. Engineering

- Two additional Reach Stackers were commissioned into service
- Major repairs were done on the 280E Mobile Harbour Crane and the Gantry Cranes. The repairs to the Mobile Harbour Crane entailed the change out and modernisation of the drive system. The Gantry Cranes repairs entailed structural repairs according to the corrosion control protocol.
- All equipment received certification in 2017.

POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED

ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2017

2. Estate

The Estate team continued with its scheduled programme of maintenance of the infrastructure on the Industrial Estate; this included the drain cleaning and repair programme and general road maintenance inclusive of spot repairs.

During the year, twenty-five tenant rent reviews were completed consistent with the terms of the individual leases. Additionally there were nine lease renewals. Consistent with the lease arrangements with the respective tenants, 28 environmental audits were also completed.

The conceptual designs for the construction of 140,000 square feet of warehouse space on the Industrial Estate was completed with the intention that construction work will commence in 2018.

Electrical related repairs and upgrade work were done in various areas to improve the reliability of supply and these included the following:

- Rehabilitation of the electrical kiosk at the Port
- Electrical upgrade work at Estate Warehouses
- General upgrade of the electrical supply and maintenance of electrical supply on the Port.

3. HSE

- Developed the Job Hazard Assessment (JHA) procedure for the Port Civil Maintenance Department in an attempt to structure and critically review all jobs being conducted on the Corporation's Facilities
- Acquired a LaMotte Colorimeter water testing kit for the sampling and analysis of water for a suite of parameters. An ongoing program has been initiated for the analysis of potable water at all of the Corporation's Facilities.
- Source Water Certification for the Port Administration Complex was obtained.
- The Occupational Safety and Health Authority and Agency hosted a consultation with various stakeholders including HSE representatives of PLIPDECO, on the duty of the employer and the revision of the OSH Act.
- Spearheaded the regulatory requirement to acquire the EMA's Source Water Registration Certification for Port Operations. Sampling has been completed and submitted for the EMA's review.

POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED

ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2017

- There was a 16.7% decrease in major accidents from 2016 to 2017

4. Information Technology

- **CCTV Upgrade - Port Gates**

The implementation of ten (10) new CCTV Cameras and supporting equipment at the Port In and Out Gates. This project improved the monitoring of the gates.

- **CCTV – Port Scanners**

The implementation of six (6) new CCTV Cameras at the in-gate and out-gate mobile scanners enclosure. This will allow the monitoring of activity in this area.

- **CCTV Feed to the National Operations Centre (NOC)**

The supply and installation of three (3) CCTV client computers in the NOC monitoring center in Port of Spain. Access to specific cameras has been provided based on a site assessment by the NOC Team.

- **Dynamics Upgrade & Collections Management**

To ensure core software is current and supported, MS GP Dynamics was upgraded to the latest (2016) version.

- **Server Room Upgrade (PLIPDECO House)**

The upgrade of the server room was undertaken to ensure better Power Management, positioning of Server Racks and improved Cable Management.

- **Checkpoint URL Filtering**

The implementation of this security feature restricts users from browsing unauthorized websites, which has a potential to disrupt the computing network services.

- **Bridgeware Weighbridge System**

Automation of the Weighbridge continued from 2016 and was fully implemented in 2017.

5. Internal Audit Services

Audit Coverage

- The 2017 achievement on the Key Performance Indicator for the Internal Audit function was 79%. This measure represented an increase over the prior year's achievement by twelve percent (12%). Fifteen (15) planned audits and one Surprise Audit were conducted in the review year. The remaining higher risk audits were approved by the Audit Committee for inclusion in the 2018 Annual Audit Plan.

POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED

ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2017

Audit Findings

- A total of forty-two (42) Audit Findings were raised from the 2017 audit engagements. Together with findings brought forward from 2016, the Department pursued planned monitoring of resolution on fifty-five (55) items.

6. Legal

- With regards to Records Management, the department was able to implement the Document Management System ("DMS") in 97% of its Departments and Registry Systems also at 97% of its Departments. This is a work in progress as training continues in each Department in order to ensure that there is full compliance with relevant Registry and DMS Procedures. Scanning of specified permanent records continues via the use of a designated scanner operated by a Scanner/Records Management Clerk to keep the DMS updated.
- For contracts and leases, in 2017:
 - 17 new contracts were executed
 - The department upgraded its lease template during 2017.
- In the area of Litigation, the year closed favourably with eleven (11) court matters comprising 4 in the High Court, 3 Appeals and 4 Industrial Court.

7. Marketing & Business Development

In 2017, the Marketing and Business Development Department continued with its effort to seek new business opportunities and provide value added services for its customers. The department continued to develop its existing business through targeted marketing efforts together with a focus on customer relationship management. The Corporation maintained its dominant position in relation to market share for domestic (import and export) containerised cargo.

The department launched a Full Container Load (FCL) Service. This service is geared to importers who lack facilities for container unstuffing and require short term storage of cargo. The benefits to be derived by customers include: reduced costs associated with warehouse and the handling of cargo, access of secure facilities for the offloading of valuable cargo and faster turnaround of cargo.

POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED

ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2017

8. Port Operations

- For 2017, Average Gross Productivity for the containerised operations was 17.8 moves per hour while Average Net Productivity was 24.2, giving a Gross to Net Variance of 6.4 moves per hour. The figures represented a slight improvement in gross vessel productivity of 0.6 moves per hour. The improvements seen were attributable to increased equipment deployment and availability as well as better vessel and yard planning consistent with the deployment of the new Navis N4 Terminal Operating System.
- The Port handled 234,487 tonnes of general cargo representing a 23% decline when compared with 2016. The considerable reduction in bulk was due in part to the ongoing work at Berth 3 and the consequent loss of business to other competing entities. For the year, 162,498 teus of containerised cargo were handled representing a decline of 3.7% compared to 2016.

9. Security Services

- Security Management both for the Port and the Estate has seen some improvement despite the challenge confronting Security Service on the national front. The department continues to partner with various arms of the Ministry of National Security, more importantly the National Operations Centre (NOC).
- Security has also been enhanced and supported by the presence of 200 CCTV cameras strategically located throughout the Port and key intersections on the Industrial Estate. Some of these cameras are already integrated into the National Security Infrastructure.

(b) Reports to Ministries, President/Parliament

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

REPORT	MINISTRY/AGENCY/OFFICE
Quarterly Report	Ministry of Works and Transport/Ministry of Finance
Status of Loans	Ministry of Finance
Statement of Cash Flows	Ministry of Finance
Confirmed Minutes of Board Meetings	Ministry of Works and Transport/Ministry of Finance
Annual Report of Board Performance	Ministry of Works and Transport

POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2017

10. INDUSTRIAL RELATIONS

Key instruments that guide the Industrial Relations practices at PLIPDECO includes the HR Policy, Collective Bargaining Agreements between PLIPDECO and the Seamen & Waterfront Workers Trade Union (SWWTU) and the Estate Police Association (EPA), Departmental Standing Orders and relevant Labour Laws. Action taken by Management with respect to employees' terms and conditions of employment, disciplinary matters and the grievance procedure are all guided by the instruments identified hereinabove.

Management and the Union have worked assiduously in evolving the management-union relationship from confrontation to collaboration in order to meet the goals and objectives of the Corporation. Thus, over the period 2013-2017 PLIPDECO has been able to maintain industrial relations stability based on the collaborative union-management relationship established over the years.

In 2017 the Corporation was able to conclude the collective bargaining period for the years 2014 - 2017 with the Estate Police Association. The aim in 2018 is to conclude negotiations with the SWWTU for the period 2017- 2020 and 2018-2021. Over the last year Management has intensified its commitment to holding non-crisis meetings with both Unions, with the aim of improving the relationship between Union and management and fostering employee engagement to improve the employees' involvement and dedication to the organization. Non-Crisis meetings also assist the Corporation in resolving matters internally, thereby reducing the possibility of matters escalating to external bodies.

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

POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2017

addition, the Corporation actively supports its adopted school, the Couva South Government Primary School.

The Corporation focuses on the “human element” in all its endeavours. In 2017, PLIPDECO collaborated with and supported various organisations for a number of activities. These included:

- Southern Games Organizing Committee.
- Partnered with Tropical Trinidad Agency Unlimited and the Office of Disaster Preparedness and Management (ODPM) to assist in the regional response and relief efforts by the receipt and shipment of items to our Caribbean neighbours who were affected by Hurricanes Irma and Maria in 2017. PLIPDECO facilitated the receipt of these items from participating companies at our Warehouse Services Compound on Amazon Drive.
- Donated to Caribbean Shipping Association Disaster Relief Fund for Caribbean countries affected by Hurricane Irma and Maria.
- Collaborated with the University of the West Indies Engineering Department, sponsoring prize for Best 1st year student, MSc Project Management.
- Hosted a Christmas Treat for a Children's Home in the area, where staff volunteers brought Christmas cheer to the children and staff at the home.

13. AUDIT COMMITTEES OR INTERNAL AUDIT PROCEDURES

The annual Risk Assessment considered the strategic intentions that influenced the respective operational objectives for all processes in the Corporation's Value Chain.

Annual Risk-based Audit Plan

The final risk-based Audit Plan 2017 comprised a list of processes, prioritized based on Risk Scores determined from analyses of:

1. Changes to the internal and external business environment;
2. Current and proposed changes to operations;
3. Prior years' Audit Findings from Internal & External sources;
4. Regulatory & Statutory requirements.

The Annual Audit Plan comprising nineteen (19) audits, was approved by the Audit Committee on October 25th, 2016. Each engagement was planned to assess the efficacy of combined financial, operational and/or compliance controls.

POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED
ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2017

14. PERFORMANCE ACCOMPLISHMENTS:

CROSS SECTION OF KEY ACCOMPLISHMENTS AND MILESTONES FOR 2017

- **Labour Review:**

Due to the significant decline in container volumes and the consequent reduced demand for labour, management commenced discussions with the Union in making the necessary adjustments on how staff is allocated. A number of meetings were held during which the Corporation laid out the scenario of the considerable reduction in volumes and revenue. Details were also provided to the Union on the recommended methodologies for reassignment of labour.

- **Caribbean Shipping Association (CSA) – Port Awards:**

At the 47th CSA AGM and Conference held in Barbados during November, the Port of Point Lisas received the Award for Dependability and Flexibility.

- **CariCRIS Credit Rating:**

The Corporation's A+ rating was reaffirmed by the Caribbean Information and Credit Rating Services Limited (CariCRIS) for the third consecutive year

- **GPS for Port Equipment:**

GPS was installed on Port Equipment to allow for dynamic tracking and historical review for operational and security purposes. A dedicated screen has been installed in the Planning Office to allow constant monitoring during vessel and yard operations.

- **Warehouse Services:**

PLIPDECO expanded its Warehouse Services by launching the Full Container Load Product. This included container unstuffing and temporary storage space for importers who do not have their own warehouses or those that may have spill-over requirements. This represents PLIPDECO's further foray into logistics.

- **Training and Performance Management:**

The training for additional foremen and equipment operators commenced during the year and should be completed during 2018.

**POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED
ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2017**

- **Equipment Acquisition:**

Two (2) new Reach Stackers were commissioned into service.

- **CCTV System:**

The further upgrade of the Estate CCTV System including the replacement of defective cameras was completed, resulting in the installation of ten (10) new cameras.

- **Implementation of Weighbridge System (Bridgeware):**

Commencement of automated Weighbridge process using RFID System was completed. This fulfilled the requirements of the SOLAS Container Verified Gross Mass mandate as well as significantly improving speed of processing and improving security.

- **Warehousing Conceptual Design and Construction:**

As per initial plans, the conceptual designs for Phases 1 and 2 for the construction of 140,000 square feet of additional warehouse space were completed.

- **Rehabilitation of Berth 4:**

Completion of the rehabilitation of Berth 4.

- **Upgrade of Estate's Drainage:**

Continued rehabilitation of earthen drains and maintenance of damaged sections of box drains to place within the Industrial Estate.

- **Upgrade to Port Electrical Supply:**

Upgrade of the Port's electrical supply saw an increase of the load bearing capacity as well as improvement of overall infrastructure.