

**POINT LISAS INDUSTRIAL PORT DEVELOPMENT CORPORATION LIMITED  
ANNUAL ADMINISTRATIVE REPORT FOR THE PERIOD JANUARY TO DECEMBER 2016**

**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  
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 optimal economic growth.

### 3. VISION STATEMENT

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

### 4. STRATEGIC PLAN:

The Corporation's Strategic plan includes the following objectives:

| OBJECTIVES                                | DESCRIPTION  |
|---|--|
| 1. <b>Productivity</b>                    | 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. <b>Profitability</b>                   | 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. <b>Strategic Partnership Programme</b> | 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                            |

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| <b>OBJECTIVES</b>                          | <b>DESCRIPTION</b>   |
|--|--|
|  | partnership agreements and forums to set clear expectations with our partners.   |
| <b>4. Customer Relationship Management</b> | Leverage technology to manage PLIPDECO's interactions with current and future customers for optimized service levels and mutual value creation.                      |
| <b>5. R&amp;D/New Business Development</b> | 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. |
| <b>6. Asset Management</b>                 | 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

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indicators which are specific to various business areas. For the financial year ended December 31<sup>st</sup>, 2016 actual expenditure was \$262M versus a budget of \$266M. The variance was due to a reduction in overtime, repair and maintenance as well as depreciation.

### **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 assisted employees through scholarship arrangements with the Arthur Lok Jack Graduate School of Business to attain their Master in fields related to the operations of the Corporation in an attempt to encourage self-development, increase competencies and improve organizational efficiency. 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 commenced a further review of its performance management system. The Corporation is presently in discussions with a Consultant, with a defined plan towards: 1) a further review of the existing system in order to identify all areas for improvement; 2) setting clearly defined performance objectives; and 3) developing performance evaluation methods. It is the intent of the Corporation to

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conduct a formally structured roll-out and communication of the revised performance management system and tools over the period 2017-2018.

*(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*

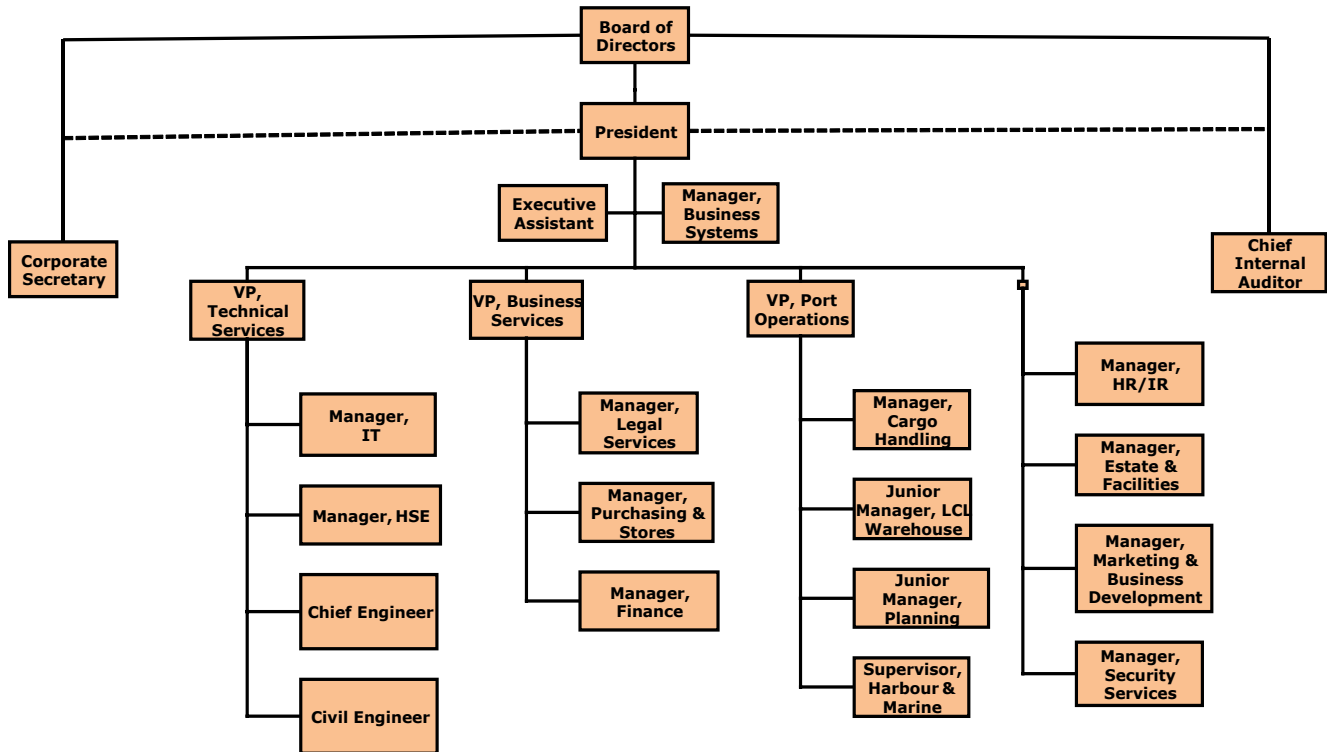
The Corporation's Policy on Recruitment and Selection is administered through the relevant Collective Bargaining Agreement and the HR Policy. The thrust of the Corporation has been to provide employees with an opportunity to fill vacant positions where applicable and in instances where the required criteria are not met, then an external selection procedure is initiated.

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**7. ORGANISATIONAL STRUCTURE:**

(a) CORPORATE STRUCTURE

**PLIPDECO ORGANIZATIONAL CHART**



(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   |
|-------------------------------------|---|
| <b>Industrial Estate Management</b> | 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. |
| <b>Port Operations</b>              | Multi-purpose port facility that handles a mixture of containerised, bulk and break-bulk cargo.   |
| <b>LCL Warehouse</b>                | Storage and Distribution of LCL cargo to trade and non-trade consignees.  |
| <b>Harbour Management</b>           | 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. 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

\*commenced duties November 2016

*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

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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. 34 internal and 46 external training initiatives were implemented covering 889 staff members. A cross section is outlined below:



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**Internal Training interventions included:**

- Forklift Operations;
- Out-Turn Procedures for General Cargo operations;
- Invoicing and Timekeeping functions;
- Cash Receipt Management;
- Depot Management.
- The Upgrade of the Corporation's Navis Terminal Operating System led to company-wide training sessions for personnel who are required to utilize the system.
- Foremen training;
- Mobile Harbour Crane Operators;
- Rigging;
- Banksman.
- Transportation of Hazardous Materials.
- The purchase of 1 new Empty Container Handler and 6 new Trucks also resulted in training to both operators and personnel from the Engineering Department with respect to the operations of these new pieces of equipment.
- Recertification training in the areas of First Aid/CPR and Defensive Driving were also addressed during 2016.
- The Corporation also engaged in the development of a Promotional Programme for Estate Corporals in its employ.

**External Training interventions included:**

- Axis Boot Camp – an IT related training;
- Efficient and Safe Operations – Mobile Harbour Crane Operations (Florida);
- Jantek Recertification Training (USA);
- Port Navigation, Planning, and Management for Developing Countries Seminar (China)
- Port Development and Competitiveness Course (Singapore).

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**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 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).

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### 9. KEY REPORTING FUNCTIONS

(a) Departmental Highlights

#### 1. 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 Maintenance Team continued its work with technical personnel from the Original Equipment Manufacturers (OEMs) to effectively restore equipment to acceptable levels of performance and prolong asset life. Support from the OEMs also entailed ongoing maintenance support and training of staff.
- To address the problem of ageing equipment infrastructure, additional port handling equipment which included one empty container handler and six terminal tractor trucks were procured and commissioned into service.

#### 2. Estate

The stable tenant base collectively makes the Industrial Estate a consistent and predictable revenue stream for the Corporation. For the year, 9 lease renewals were executed and 14 rent reviews were completed. Some of the infrastructural works completed in 2016 included:

- **Street Lighting:** The third phase of the street lighting on Caspian Drive entailed the installation of 28 poles and 31 lights.
- **Port Electrical Upgrade:** Upgrade of the Port's electrical supply saw an increase of the load bearing capacity as well as improvement of overall infrastructure.
- **Upgrade of Estate's Drainage:** Continued rehabilitation of earthen drains and maintenance of damaged sections of box drains took place within the Industrial Estate.
- PLIPDECO's Estate Department in collaboration with the Point Lisas Energy Association of CEOs Health, Safety, Environment and Community (PLEA HSEC) also hosted a tenant work shop on August 5<sup>th</sup>, 2016 at PLIPDECO House which was well attended.

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### **3. HSE**

- The Ministry of Planning and Development in conjunction with the HSE Department hosted a Low Emission Capacity Building Workshop with Estate tenants and other stakeholders for the identification of mutually beneficial greenhouse gas mitigation options for industrial On PLIE.
- In conformance with 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.
- In the area of Health and Welfare, Indoor Air Quality Monitoring took place. This initiative represents an important first step towards continuous improvement, in keeping with the guiding principles as a Corporation, to provide a safe and healthy work environment for employees.
- Recognising the importance of safety in the complex Port and Estate Operations, drug and alcohol testing is an integral part of on boarding and general operations. Through the computerised Labour Allocation and Management System, a randomising feature has now been added that not only streamlines the selection of persons for testing, but also makes the process more efficient.
- Annual health, safety and environment orientation was undertaken for 714 staff and 582 Port tenants.

### **4. Information Technology**

- The implementation and use of enabling technology and systems has increasingly been at the forefront of the Corporation's efforts of improving efficiency and driving positive and sustainable change. After ten years, the Navis Sparcs/Express Terminal operating system that was initially commissioned in 2006 was upgraded to the Navis N4 Terminal Operating System. The new N4 System provides a considerable improvement in operational capabilities. These include better reporting, invoicing, data access and planning functionalities. The system also functions on a wireless network that was designed and implemented by the Corporation's IT Team.
- Having a safe, secure data back-up system is the backbone of effective and timely accessibility to data in times of emergency or when immediate recovery is required. In furtherance of this, in 2016 management moved away from the outdated methodology of utilising back-up tapes to an advanced system through online back-up services provided by the Fujitsu Tier III facility. In doing this the Corporation is

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engaging in international best practice as is done by major companies locally, regionally and extra – regionally.

### 5. Internal Audit Services

- Internal Audit Services executed the Approved Annual Audit Plan of the Corporation's value-add processes. Each engagement assessed the adequacy of a combination of financial, operational and/or compliance controls and processes as applicable to mitigate the achievement of Operational objectives.

#### Audit Coverage

- Fourteen (14) audits were conducted in the period under review. This comprised eight (8) planned audits, one surprise audit and five (5) consultancy engagements. A total of twenty (20) issues were raised from the above-mentioned audit engagements.

#### Audit Findings

- In addition, the Department pursued its planned follow-up schedule on forty-six (46) and in the end; seventy-four percent (74%) of issues available for close-out were resolved within the review year.

### 6. Legal

- With regards to Records Management, the department was able to implement the Document Management System ("DMS") in 86% of its Departments and Registry Systems in 83% 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 2016:
  - 20 new contracts were executed and 4 renewed.
  - 9 leases were renewed, 5 subleased and 3 assigned.

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- In the area of Litigation, the year closed favourably with ten (10) court matters pending and closed.

### **7. Marketing & Business Development**

- In 2016, the Marketing and Business Development Department continued with its effort to seek new business opportunities and provide value added services for its customers.
- In May 2016, PLIPDECO implemented an Express Processing Service (EPS) for its Voluntary Compliance Programme (VCP) customers at the Port of Point Lisas. This value added service aims to improve the ease of doing business at the Port and will reduce documentation processing time for VCP import customers and hauliers.
- The VCP programme was developed by the Customs and Excise Division as a path towards trade facilitation and for importers that comply with all Tax Laws and accurately meet their obligations.
- Presentations on the LCL Export Service were made to exporters at exportTT seminars. The overall aim of the promotion of the LCL Export Service is to increase intra-regional trade between Trinidad and Tobago and other countries and facilitating those exporters who are unable to fill a full container load to explore business opportunities regionally.
- The department commenced the development of 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.
- The department continues to explore opportunities in the provision of value added services for customers of the Industrial Estate.

In commemoration of its 50<sup>th</sup> Anniversary which was celebrated on September 16<sup>th</sup>, 2016, the Corporation embarked on a series of initiatives to commemorate this milestone. This included:

- The publication of a 50<sup>th</sup> Anniversary supplement in one of the daily newspapers on the anniversary date.
- Hosting an Interfaith Thanksgiving Service for the success of the Corporation.

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- Hosting a Long Service Award and Dinner to recognise the dedication and commitment of our employees.

The following corporate events were also organised and executed during the year:

- Inter-Faith Service,
- Administrative Professionals Week,
- Vacation Internship Programme,
- Annual Vacation Camp,
- Educational Grant Ceremony
- Children's Christmas Party for employees' children.

### **8. Port Operations**

- The Port continued to make significant strides in positioning Point Lisas as a transshipment centre for the Eastern Caribbean. Overall vessel productivity remained fairly constant throughout the year with the highest levels being experienced during the first quarter. The middle to latter part of the year saw some additional challenges brought on by equipment reliability issues. Average gross productivity for the year was 17.3 moves per hour, while the net was 25.7 moves per hour.
- General Cargo throughput recorded a reduction of 3% in 2016 compared with 2015. The falloff in general cargo can be traced back to the considerable reduction in imports of bulk cargo of 8%. The reduced amount in bulk cargo imports was due to unavailability of Berth 4 and the subsequent usage of the National Energy Dock to facilitate discharge operations. As with containerised cargo, this situation should be reversed with the completion of the repair works to the Berth.

### **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).
- There continues to be intelligence sharing with Customs and Excise Division of Trinidad and Tobago regarding the containerized cargo operations.

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(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 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                     |

## **10. INDUSTRIAL RELATIONS**

Industrial Relations at PLIPDECO is guided by the HR Policy and the relevant Collective Bargaining Agreements between PLIPDECO and the Seamen & Waterfront Workers Trade Union (SWWTU) and the Estate Police Association (EPA). These documents provide guidance for treating with grievance issues, disciplinary matters and terms and conditions of employment.

Over the past five (5) years the industrial relations climate within the Corporation has been relatively stable as Management and the Unions have developed a collaborative approach to managing the affairs of PLIPDECO.

While the Corporation has been able to conclude the current collective bargaining period with the SWWTU (2014 – 2017 and 2015 – 2018), Management and the Estate Police Association are currently in the process of concluding negotiations for the period 2014 – 2017. Non-crisis meetings with both Unions continue to play a pivotal role in improving the relationship between Union and management as well as acting as a tool to address issues before they become grievances.

## **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.



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### **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 2016, PLIPDECO collaborated with and supported various organisations for a number of activities. These included:

- Southern Games Organizing Committee.
- Brazil High School in Arima - following on from our support of the school in 2015 for the Global Learning and Observations to Benefit the Environment (GLOBE) Expedition, the school went on to win the prestigious environmental challenge by beating over 40,000 schools in 115 countries in 2016.

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

The Internal Audit Services function is intent on fostering the Corporation's risk management and compliance processes in business operations. This is in keeping with the Department's mission to undertake risk-based assessments that provide stakeholders with results that add value and facilitate achievement of effective & efficient operational objectives.

The potential risks to the objectives of each process are assessed annually, as both external and internal business environmental factors change. Internal Audit Services performed its assessment and estimated a risk score, when utilized with data from the following sources:

1. Current and proposed changes to operations;
2. Prior years' Audit Findings from Internal & External sources;
3. Regulatory & Statutory requirements.

Processes were prioritized according to the risk scores, which formed the basis for the development of the proposed Audit Plan.

The Annual Audit Plan for 2016 was approved by the Audit Committee on March 15<sup>th</sup>, 2016.

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**14. PERFORMANCE ACCOMPLISHMENTS:**

**CROSS SECTION OF ACCOMPLISHMENTS FOR 2016**

- **Company 50<sup>th</sup> Anniversary:**

On September 16<sup>th</sup>, 2016, the Corporation celebrated its 50<sup>th</sup> Anniversary. This milestone was commemorated with a number of activities that included the following:

- Interfaith Service
- Anniversary Newspaper Supplement
- Luncheon for former Presidents
- Radios and TV Ads
- Long Service Awards and Christmas Dinner

- **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

- **Completion of Negotiations with the EPA:**

Negotiations were completed with the Estate Police Association and a Collective Bargaining Agreement was signed for the period July 2011 to June 2014.

- **Navis N4 Terminal Operating System & Wireless Data Transmission:**

Implementation of Navis N4 Terminal Operating System in September 2016 and also Implementation of a new wireless data transmission system to support Navis.

- **SOLAS System Infrastructure:**

Basic system infrastructure was designed to facilitate the automation of the Weighbridge process and to be compliant with the SOLAS Container Verified Gross Mass requirements.

- **IT Backup Services:**

Implementation of Data Backup Services using Fujitsu Trinidad, who has a Tier III Certified facility in Trinidad. This has replaced the manual type process where tape drives were backed up and stored at an offsite location.

- **IT Policies Implementation:**

IT Department has been working with the individual departments to implement the various policies as well as address some of the findings of the IT Audit.

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- **Labour Management System:**

Development of Scope for implementation of enhanced Labour Management System to manage the rolls using the SMS System.

- **Automated Randomised Drug Testing:**

The Process of random drug testing has been automated whereby the persons are selected via the employee attendance software.

- **Express Processing Service:**

There is now an Express Processing Service for customers who fall under the Customs Voluntary Compliance Programme.

- **LCL Export Initiative:**

There has been continued development of the LCL Export Service through increased market penetration and collaboration.

- **Phased Equipment Programme:**

1 new Terex Empty Container Handler & 6 new Kalmar Port Trucks were commissioned into service.

- **Equipment Maintenance:**

Worked with OEMs on rehabilitation of set pieces of equipment to assist in preserving asset life and improving reliability.

Additional tools were purchased to assist with testing and troubleshooting.

- **Estate Street Lighting Project:**

The Third Phase of the Estate Street Lighting Project was completed with the installation of 28 poles and 31 lights along Caspian Drive.

- **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.

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- **Upgrade to HSE Offices:**

There is now additional office space, an improved and expanded employee processing area, a training and orientation room and covered parking area for the company ambulance.

- **Rehabilitation of Berths 3 and 4:**

Work on rehabilitation of Berths 3 and 4 continued with the project expected to be completed in 2017.