



**CAYMAN ISLANDS AIRPORTS AUTHORITY (CIAA) BOARD MEETING MINTES HELD AT OWEN ROBERTS INTERNATIONAL AIRPORT, CIAA CONFERENCE ROOM, ON 17<sup>th</sup> DAY OF MARCH 2016**

**BOARD MEMBERS**

**Present were:**

- Chairman: Mr. Kirkland Nixon
- Director: Mr. Joel Jefferson
- Director: Ms. Vanessa Banks
- Director: Mr. John Meghoo
- Director: Mr. Nathaniel Tibbetts

**Apologies**

- Deputy Chairman: Mr. Thom Guyton
- Director: Mr. Stran Bodden
- Director: Mr. Bruce Smith

**Others Present**

- CEO: Mr. Albert Anderson
- Secretary: Ms. Nadine Ramsay

**Presenters**

- CFO: Ms. Sheila Thomas

**1. WELCOME & APOLOGIES**

1.1. A quorum being present, the Chairman called the meeting to order at 12:45pm and extended a warm welcome to the Directors.

**2. REVIEW & CONFIRMATION OF MINUTES**

The minutes of meeting of February 26, 2016 were approved.

**3. MATTERS ARISING FROM MINUTES**


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**4. CEO's OPERATIONAL UPDATE**

- 4.1. Dallas Trip** – The CEO provided an update on his attendance at the CIDOT Global Meeting where he also gave a presentation. He advised that all the developments within the industry supports the need for the airport development. He highlighted the Commercial Officer and Business Development Manger's experience at the recent route conference. Their performance there was impressive, so much so that expressed interest <sup>5.21</sup> in coming to Cayman. This also supports the CIAA's need for Apron expansion so that airlines would have gates to park. He quickly ran through the Dallas presentation and focused on the floor plan completion slides which the audience was impressed with. He was invited to give the same presentation at the CITA meeting in April.
- 4.2. Parking System** - The parking system's revenue is being impacted by the Parking issues. The CEO had several meetings with the Amano representatives to address these issues. They have made a commitment to have these issues resolved quickly.
- 4.3.**  <sup>5.21</sup>
- 4.4. Recertification** - A plan to address the RESA issue was presented to CAA. They responded positively to the proposal and even added an additional 30 days to CIAA's timeline to address this issue.
- 4.5. Fire Service Boat House.** – This has to be moved as instructed by the CAA. The CEO's preference is to move the Boat House to the north of CIAA's property, however an update on the final relocation plan will be presented to the Board.
- 4.6. CAPS** – Action plans to address the CAPS were in place and are being steadily worked on to ensure that the target dates are met. The CNS RFP was outlined along with the overall cost benefit to the CIAA.
- 4.7. CIFS** – A new letter was sent to the new Fire Chief for his review.
- 4.8. Recruitment** – The current recruitment efforts were discussed, with concerns raised about salaries, salary scales and the related job descriptions. The CHRO is working to address these issues.
- 4.9. Performance Management** – This process has been revised to make it more consistent and clear. The Chairman advised that the perception that pay increases are automatic, should be countered. There should be a clear policy for e.g. the Company will review salaries every x years for inflation etc. Once this is enforced, staff will not be inclined to insist on pay increases.

Historically there were random increases which were not linked to performance and resulted in salaries falling over the pay scales making the situation difficult to manage.

- 4.10. CAOO Succession Exercise** - The Board ask CEO to consider selecting two persons as potential successors, however, both candidates do not have to be trained at the same time.

**THE BOARD BREAKS FOR 5 MINUTES.**

## **5. FINANCIAL REPORT**

The CFO presented the 8-months (July to February 2016) financials update that is attached as Appendix B. Highlights of the presentation are below:-

- 5.1. Key Performance Indicators** – KPI's are showing positive trends and the numbers suggests that 'somethings' are going right. The revenue shortfall in the budget was because the security tax approval did not materialise in the anticipated period, however measures were in place to contain costs. Now that Cabinet has approved the security tax, the CIAA was waiting on it to be gazetted.
- 5.2. Finance Staffing** – The CFO advised that the team needs someone who is at a Manager level. This person needs to have a 1<sup>st</sup> degree and should have more than just data entry experience. At least three persons of this calibre are needed. In addition to this, some of the finance system needs to be automated. The Board agreed that overall, some of CIAA functions/processes needs to be automated to improve efficiencies.
- 5.3. Aircraft Movements** – Shortening of the runway could affect aircraft loads. All Airlines were given notice of the impending RESA implementation on March 16, 2016.
- 5.4. Operating Expenses.** All expense categories were under budget with the exception of legal fees. The increase was due to an outgoing lawyer at R&C billing the CIAA for all outstanding invoices. Although the savings in personnel remuneration was due to some posts not being filled, it was explained that the CIAA engaged temporary staffs to assist with the workload. Overall savings here were still realised as we do not pay, pension, insurance etc.
- 5.5. Forecast to June 2016** – The full year projection forecast vs the original full year budget variances was mainly due to not receiving the security terminal fees.
- 5.6. Capital Expenditure listings** – Sourcing the required three quotes for some of the expenditure was an issue for at least two of the projects. A case will be made for Sole Source. The Chairman advised that the CIAA should 'thread' carefully regarding sole source as this is one of the issues discussed in his meeting with the Auditors.

## **6. AOB**

6.1. **ORJA Terminal Update:** - An update was provide on the airport development project. The CEO advised that the project manager had tendered her resignation. He outlined the status of the recruitment drive currently in progress to find a suitable replacement.

6.2. **CISSA Gun Club** – It was now time to start the discussion on moving this facility. The CISSA gun club now has an alternate site in East End however, the distance may be an issue for them. In recent times the gunfire can be heard all the way at Cayman Airways Headquarters. The gun club’s proximity to the airport is a serious security concern and needs to be tabled at the next National Civil Aviation Security Committee meeting, which is a good place to start.

6.3. [Redacted]

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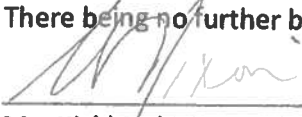
6.4. **Chairman’s Update** – The Chairman updated the Board on his meeting with Auditors from the OAG’s Office in relation to their ongoing governance audits. The following was discussed: -

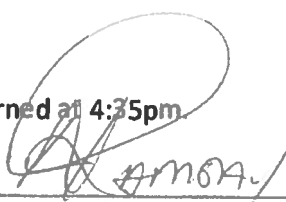
- 6.4.1. Safety & Security – how does the Board oversee this? The Board should understand what they are accountable for.
- 6.4.2. Terminal Expansion Project – was it a Sole Source contract and is there a Steering Group setup that reports to the Board.
- 6.4.3. How are decisions made by the Board? - Do they get sufficient information to make informed decisions?
- 6.4.4. Is there a Strategic Plan and are the Corporate Values outlined?
- 6.4.5. Risks.
- 6.4.6. Board Training.

6.5. **Confirmation of flight details for April’s Board Meeting in Little Cayman** – The Board Secretary presented the flight options, however since three Board Members were absent, she was advised to circulate the options by email asking all members to re-confirm their availability and flight preference.

**7. ADJOURNMENT**

There being no further business, the meeting was adjourned at 4:35pm.

  
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Mr. Kirkland Nixon, Chairman CIAA Board

  
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Ms. Nadine Ramsay (Secretary)