

MINUTES – MEETING # 548

AGENDA ITEMS

A meeting of the Board of Members for the Port Authority of the Cayman Islands was held on January 29th, 2026, at 12:30 p.m., in the Port Authority Boardroom at 113 Seafarer's Way, George Town, Cayman Islands.

1. WELCOME AND CALL TO ORDER

The Chairman, Mr. Cline Glidden, welcomed the attendees and called the meeting to order at 1:25 p.m.

2. QUORUM

IT WAS RESOLVED that in accordance with Section 17(1)(g) of the Public Authorities Act (2020 Revision), a quorum of the Members who are entitled to vote was present, and business could proceed.

3. PRAYER: Mr. Carilee Bolen gave a word of prayer.

4. ATTENDANCE AND APOLOGIES

Members Present:

- i. Mr. Cline Glidden - Chairman
- ii. Paul Hurlston - Port Director
- iii. Mr. Dale Christian - Board Member
- iv. Mr. Carlon Powery - Board Member
- v. Mrs. Carilee Bolen - Board Member
- vi. Ms. Kristen Forbes - Board Member
- vii. Mr. Bruce Smith - Cayman Islands Customs and Border Control
- viii. Ms. Irma Arch, JP - Board Member
- ix. Mr. Michael Nixon - Ministry of Finance
 - i. Ms. Katherine Smith for Mr. Eric Bush - Ministry of Planning, Lands, Agriculture, Housing & Infrastructure (MPLAHI)

Apologies:

Mr. Barry Bodden - Deputy Chairman

Invited Guests:

Mr. Brevan Elliott - Deputy Director of Operations

Mrs. Elkie Rose - Consultant

Mrs. Dania Strachan - Risk and Compliance Advisor (Temporary)

5. REVIEW AND APPROVAL OF PREVIOUS MINUTES

Meeting Minutes #547 were reviewed, a motion was moved by Member Mrs. C. Bolen and seconded by Member Mrs. I. Arch to accept the minutes. **The motion passed unanimously.**

6. MATTERS ARISING FROM PREVIOUS MINUTES

Update on the Letter to the CPO

The Chairman advised the Members that a letter had been dispatched to the Central Procurement Office. He reminded the members of the reasons for sending this correspondence. He also indicated that, as of this date, the Port is still awaiting a response from the Central Procurement Office (CPO).

Update on the progress of Equipment purchases

The Deputy Director of Operations provided a detailed overview of the Head handler's status. He reminded Members of the existing business cases and addressed the submission delay. After a discussion on the matter, The Deputy Director of Operations advised that a resubmission will be made to the Central Procurement Office (CPO) in March.

The Chairman provided a historical overview of the existing truck fleet, outlining the recurring operational challenges the Port has encountered. He detailed the selection process utilized to identify the new models. During the subsequent discussion, a member questioned whether the selected trucks would be capable of operating efficiently on-site and off-site. The Port Director assured the board that the specified models trucks selected by the port were versatile enough to handle all on-site and off-site requirements of the Port.

A Member inquired what would be determined with the existing trucks. The Deputy Director of Operations advised that the strategic intent is to reallocate a portion of the fleet to the Cayman Brac location, while considering the potential sale of the remaining vehicles. **An update will be provided at an upcoming meeting.**

Update on the New Shading Program and on Shore Screening Process

The Deputy Director of Operations provided a detailed update on the shading project. He indicated that contractors have completed the plans, which will be submitted for approval by the planning department once payment is made. the plans will be submitted for approval by planning. The Deputy Director of Operations noted that once the plans are finalized and approved, the project will proceed through the Bonfire process for bidding.

The Port Director further noted that The Public Works Department (PWD) currently developing design options. The Port expects to receive some of the designs by March. He discussed the necessary changes to be considered for the pier in the near future. He noted that the project was moving very well. **An update will be provided at an upcoming meeting.**

7. NEW BUSINESS

Audit and Risk Sub-Committee Updates

- a) The Audit and Risk Sub-Committee Member, Mr. Nixon, provided a detailed update on the meeting that had been held. He advised that two days later, the Committee met with the Auditor's Office to review documentation, address any concerns, and consider matters relating to the 2025 audit. He further reported that both the Committee members and the Auditors engaged in constructive and productive discussions.



Night Staff

He provided the Members with a detailed overview of the matters that had been identified as issues for the Port. He advised that the Auditors were seeking a formal resolution in respect of the issue concerning the night staff rate. He outlined the historical background of the issue, explaining that it originated during the period of Hurricane Ivan. He further provided the Members with a comprehensive and detailed account of the matter.

Inventory

He advised that a policy adjustment was implemented in 2025 to formally recognise the payment as an established Ports policy for staff. However, he noted that additional issues subsequently arose. He highlighted that inventory control was a concern and would need to be reviewed and strengthened accordingly. He advised that management is working on resolving the issues.

Human Resources

He informed the Members that the Auditors had indicated there were ongoing issues within the Human Resources Unit, particularly in relation to the timely provision of data required for audit testing. He further advised that the Auditors continue to flag the functions of the Human Resources Unit as an area of concern. A discussion followed. The Board requested that the Port Director identify and implement appropriate measures to resolve the ongoing issues.

In response to a Member's question regarding tenure at the Port Authority, the Chairman advised that the Port Director's tenure had not yet concluded. He emphasized the importance of succession planning and explained to the Members that one of the Deputy Directors should be prepared to potentially succeed the Port Director, noting that the Port Authority is a unique and specialized organization in which to work.

In response to a member's question regarding the opening Deputy of Administration position if there was anyone currently acting in the capacity. The Port Director advised that advised the Members that recruitment was in progress.

Wilfred Container

The Audit and Risk Sub-Committee Member, Mr. Nixon, raised the ongoing issue concerning the Wilfred Container at the CDC location, which has remained at the Port for several years. He noted that this matter had been discussed in previous meetings, including concerns regarding storage fees. The Board requested that the Consultant be briefed on the situation to provide the Members with further insight. Following the discussion, the Consultant confirmed that she would investigate the matter and advised the Members of a solution. **An update will be provided at an upcoming meeting.**

The Audit and Risk Sub-Committee Member, Mr. Nixon advised that overall, the quality of the Port's report was very high and the Port was still on its way to an unqualified opinion.

b) Update of the Emergency Repairs to the Dock

The Deputy Director of Operations informed the Members that, although certain repairs to the dock had been completed, ongoing operational challenges and safety hazards persist. He therefore sought approval to get quotes undertake additional necessary repairs to ensure the continued safety and functionality of the facility.

The Chairman advised that the Port Director had informed him of the ongoing issues the port continues to experience with the dock. A discussion followed. He clarified that, at this stage, the Port Director and his team are to proceed with obtaining quotations for the required works.



c) Discussion on Records Management and Storage

The Chairman advised that he had been invited to visit the Port's storage facilities and was surprised to learn that the Port maintained several locations for document storage. He noted that the existing storage facilities were inadequate to meet the requirements of the Port's documentation system. The Chairman advised that he had spoken with the Deputy Director of Finance regarding the maintenance of the document management system and had been briefed on its operations. The Consultant advised the Members on the appropriate framework for archiving the documentation and outlined the assessment that needs to be completed. A discussion ensued. **A motion was moved by Member Mrs. C. Bolen and seconded by Member Mrs. K. Forbes for the Members authorizing the Port Director to proceed with an assessment to find a solution to the existing records management and storage system and a policy to going forward. The motion passed unanimously.**

d) Governance Manual Updates

The Consultant reminded the Members of the discussions from the previous meeting and provided a detailed review of various items, including responsibilities and strategic oversight. She advised that a soft launch would be implemented for a period of six months and gave the Members a comprehensive overview of the process moving forward. She advised that there would be opportunities for adjustments during the six-month period of testing. A discussion then ensued.

e) Travel Policy

The Chairman advised that the conference and training sheets were sent out by the Board Secretary. He gave a detailed review of the past procedures. The Consultant advised the Members that the travel policy was being revamped for the Port. She illustrated the proposed layout of the SharePoint and explained how it would enhance efficiency for the Members. The Consultant provided a detailed overview of the policy and advised that Port staff were in the process of creating a Board SharePoint, which would be accessible to all Board Members. A discussion then ensued, during which various concerns regarding the policy were addressed. It was discussed and agreed that the Port Director will have oversight and final approval authority in relation to conference bookings.

Upon receiving the Port Director's approval, the Board Secretary will proceed with arranging the flights and seating, which will then be subject to the Port Director's final confirmation. The Consultant addressed the procedures relating to documentation requirements both prior to and following travel, outlining the necessary steps to ensure compliance and proper record keeping. She addressed the matter of personal travel extensions and companion travel, advising that any associated costs are to be borne by the traveler.

The Consultant addressed the post travel briefing aspect of the policy. The Consultant advised of the suggested new per diem rate and gave a brief overview. A discussion ensued. It was agreed that the per diem rate would be increased from CI\$200.00 to CI\$225.00, with all Members in support of the adjustment. The Consultant will update the Travel Policy to reflect the Board's recommendations. **An update will be provided at an upcoming meeting.**

White Paper – Safe Haven

The Chairman reminded the Members that this agenda item had previously been raised at the Governance Meeting held in November 2025. He advised that Member Ms. I. Arch had assumed leadership of the project, which had remained an outstanding issue for many years. He further noted that Member Ms. I. Arch proposed to work collaboratively with the Consultant on the ongoing project to identify and implement a viable solution. The Chairman thank the team for the work so far on the project.



Member Ms. I. Arch provided a detailed overview of the walkthrough conducted at the Safe Haven location. She presented the Members with a comprehensive account of the issues identified during the visit, including matters relating to maintenance and the financial responsibilities currently being borne by the Port and the Risk aspect for the Port. She proposed potential solutions, and suggested a policy for consideration, which was subsequently discussed by the Members.

The Consultant advised that the purpose of the project was to identify the issues and develop appropriate solutions for submission to the Ministry, emphasizing that it is a collaborative approach. She also addressed the associated safety risk factors and liability, providing examples to the Members. The Consultant reviewed with the Members the summary details of the document that had been prepared to date. The Consultant reviewed the proposed items of recommendations which were signage and leases with Members. She advised the members that the existing policy and regulatory terms were already in place and were not being adhered to. A discussion ensued.

Ms. Katherine Smith, the MPLAHI representative, provided a recommendation to be added asset governance and audit to the document for auditing and compliance purposes. **The Members unanimously agreed.**

In conclusion, the members identified key factors for consideration in the White Paper Safe Haven Project first draft and agreed that all recommendations submitted should be duly considered. **A suggested monthly amount of was discussed to be added to a section of the White Paper Safe Haven Project. All Members agreed. The Consultant is to set a meeting to review the document with Ms. Katherine Smith, the MPLAHI representative and to send a drafted copy to the Members for review. An update will be provided at an upcoming meeting.**

The Chairman highlighted the historical nature of the project and expressed his satisfaction that there were now documented recommendations to advance the matter, to be submitted to the Ministry. **All Members agreed.**

Board Evaluations

This item on the agenda was differed to the next Board meeting.

Key Responsibilities

This item on the agenda was differed to the next Board meeting.

8. PORT DIRECTOR'S UPDATES

Land Interest

The Port Director provided the Members with information on land availability that could be beneficial to the Port. He advised the Members of two properties one located in Grand Cayman and the other located in Cayman Brac that were of potential interest and sought the Members' approval to further explore these opportunities. **All Members unanimously agreed that the Port Director should proceed with exploring the potential land interests.**

OTHER BUSINESS

Nil.



There being no further business, the meeting concluded and was adjourned at 4:15pm.

Cline Glidden

Mr. Cline Glidden – Chairman

Joanna Shaw

Ms. Joanna Shaw - Recording Secretary

Date: 02 March 2026

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