



**STRICTLY PRIVATE & CONFIDENTIAL**  
**MINUTES OF GENERAL BOARD MEETING**  
**HELD 20 MARCH 2025**

BOARD SECRETARY  
OFFICE



# Utility Regulation and Competition Office

## Board Meeting Minutes – General Board Meeting #03 of 2025

# Minutes

## Meeting Details

<b>Meeting Date:</b>	20 March 2025
<b>Time:</b>	0930 hrs – 1742 hrs
<b>Minute Taker:</b>	Joanne Conolly, Board Secretary
<b>Venue:</b>	Office Conference Room
<b>Invitees:</b>	<div>Board voting Members: Samuel Jackson, Chair Osbert Francis Gavin Baxendale Frank Balderamos Mike Gibbs Wrendon Timothy Natasha Bodden Office non-voting Staff: Sonji Myles, ICEO/EDI Alison Maxwell, AGC McCleary Frederick, EDE for item 3.2 only Dwayne Tucker, ADDE for item 3.2 only</div>

## Agenda Details

AGENDA OVERVIEW	
1. General	1.1 Welcome & Declarations of Interest 1.2 Ratification of Poll on CUC Temp Gen DD
2. Minutes of Previous Meeting	2.1 General BoD Mtg #02-20Feb25 – ratification of Round Robin decision & Poll Results
3. Sector Matters	3.1 Fuels 3.1.1 Dashboard 3.2 Energy 3.2.1 Dashboard 3.2.2 IEL Licence Amendment 3.2.3 CUC CON 3.3 Water 3.3.1 CWC Licence 3.4 ICT 3.4.1 Spectrum Assignment to CIG (Hazard Management CERT Frequencies) 3.4.2 Consultation Paper on Licensing of Satellite Services
4. ICEO Report	
5. Legal Advice	5.1 Legal Dashboard
6. AOB	6.1 Board Directives & Policy for Secretary
7. Adjournment & Date of Next Meeting	4.30pm scheduled finish 10 April 2025

## Meeting Minutes

<b>1</b>	<b>General</b>		<b>1</b>
1.1	Welcome & Declarations of Interest	<ul style="list-style-type: none"> <li>Being quorate, the meeting was called to Order at 0930hrs.</li> <li>There was a mention of reappointments to the Board under s19 of the law. The process involves writing to the Chief Officer ('CO') instead of Cabinet Secretary ('CabSec'). The nominations then go to the nominating committee within 30 days.</li> <li><b>IEL Licence Amendment:</b> The Chairman declared an interest, as it was related to the Dart matter.</li> <li><b>Ratification of Poll on CUC Temp Gen DD:</b> The poll was noted.</li> </ul>	2 3 4 5
<b>2</b>	<b>Minutes of Previous Meetings</b>		<b>6</b>
2.1		<ul style="list-style-type: none"> <li>It was noted Sector Heads should be uniform when wording Board Papers.</li> </ul>	7
	<b>Decision</b>	<b><i>The Board unanimously approved the General BoD Meeting Minutes dated 20 February 2025, as amended.</i></b>	<b>D1</b>
<b>3</b>	<b>Sector Matters</b>		<b>8</b>
<b>3.1</b>	<b>Fuels</b>		<b>9</b>
3.1.1	Dashboard	<ul style="list-style-type: none"> <li>The dashboard for fuel-related updates needs to be more informative and actionable. There are ongoing projects with completion dates that may be outdated or unclear. It was suggested adding columns for the original and revised completion dates. It was also emphasised that outdated dates create confusion about deliverables. There was a discussion about improving the dashboard to include more detailed information to ensure the Board can easily track progress and compliance, with suggestions that quarterly reports could provide more context, especially for long-term regulatory issues like consumer protection.</li> <li><b>Jack's Esso Case:</b> Discussion centred on the suspension of Jack's Esso operations, with concerns about whether the station could restart operations. [REDACTED] The Board will need to supervise decommissioning if the station shuts down permanently. It was explained that tanks would be emptied, and the fuel could be disposed of safely in compliance with regulations.</li> <li><b>RFI (Request for Information):</b> Rubis was sent a statutory RFI, but their response was incomplete, especially regarding operational details (eg, diesel sales to retail operators and CUC). Despite an extension, the resubmitted information still did not meet the required standards. Failure to comply with an RFI triggers a s10 (URCA) notice, and non-compliance with that could lead to enforcement action under s11, with potential fines of up to \$20,000 per contravention. It was clarified that Rubis and other operators must submit accurate data to ensure that costs are properly attributed to fuel operations. The ultimate goal is to protect consumers and ensure that no abuse is taking place, even though the regulatory framework is still in its early stages for fuels.</li> <li><b>Fuel Price Regulation:</b> Concern was raised around regulating fuel prices, given that the government has expressed interest in lowering fuel prices. The Board is cautious about the risk of legal challenges and resistance from fuel retailers, especially if detailed financial information is being gathered. The discussion also touched on the implications of government involvement in regulating fuel prices and the challenges posed by the existing framework. Concerns were raised about the boundaries of regulatory oversight, especially considering the power to regulate fuel prices and protect consumer interests without stepping into anti-competitive practices.</li> <li>The need for legislative changes to delegate certain duties and</li> </ul>	10 11 12 13 14

		<p>streamline processes was highlighted, as the current framework under the Public Authorities Act ('PAA') and other laws presents challenges to effective regulation.</p> <ul style="list-style-type: none"> <li>• <b>Permitting and Licensing Issues:</b> There were also challenges related to issuing operating permits, especially for residential tanks and vehicles. Discussions focused on whether the process could be streamlined, and how efficiencies could be achieved in permitting, possibly by staggering permit issuance. There was a concern about ensuring proper inspection and oversight of fuel storage tanks, especially residential ones. There were also thoughts on synergies with other entities.</li> <li>• <b>Co-ordination with Other Government Agencies:</b> The discussion included potential co-ordination with other bodies, such as the Planning Department and the Fire Service, regarding fuel storage and safety requirements. A collaborative approach was suggested to ensure safety and compliance with necessary regulations, especially in the context of storing fuel and hazardous materials.</li> <li>• <b>Issues with Fee Collection and Licensing:</b> There was concern over the inadequate fees collected for regulatory activities, and whether there could be a more effective way to charge for licences, especially for gas stations that also operate convenience stores. The idea of combining fees for different types of licences was discussed. A broader look at the current system for licensing and permits was proposed, with the goal of removing cross-subsidies and ensuring the Office is adequately funded for regulatory work done.</li> <li>• <b>Regulatory Framework:</b> The Board noted lack of a modern regulatory framework for fuels, which leaves the Office in a difficult position when trying to ensure compliance without a solid base for enforcing fuel-related obligations. This creates a potential challenge balancing between ensuring consumer protection and venturing into the territory of regulating prices or business operations. Despite the current regulatory challenges, the primary goal is to protect consumers by identifying potential abuses. The Office continues to work towards transparency of fuel costs, which will inform future decisions on regulation and enforcement. The Board discussed whether it could/should delegate certain responsibilities (like data collection and compliance monitoring) to staff, especially given the lack of clear provisions for delegation in the current legislation. It was emphasised that the legislation must allow for appropriate delegation to staff without the Board getting involved in every minute decision. There was a request for legal advice regarding the delegation of authority under existing laws, particularly the URCA framework.</li> <li>• <b>Improved Reporting:</b> There was a strong emphasis on improving the quality of data being collected and reported. The need for the fuels dashboard to be populated with more detailed information was highlighted. DCFI explained that the dashboard is meant to provide a running commentary of progress, but it could also include more substantial updates to avoid ambiguity and ensure the Board can make informed decisions.</li> <li>• <b>Planning and Storage Regulations:</b> The issue of regulating fuel storage containers and ensuring proper planning and safety measures was discussed. It was noted that the Fire Service provides guidance on safety, but there is no formal co-ordination between the Office and the Planning Department regarding storage site requirements. The possibility of requiring certain systems or restrictions for fuel storage was discussed.</li> <li>• The Board emphasised the need for greater clarity, better co-ordination, and more streamlined processes to effectively regulate the fuel sector and ensure compliance, whilst balancing the concerns of consumers, operators, and the Office. There are also calls for legislative changes to grant more flexibility and delegation of authority to improve efficiency and compliance.</li> </ul>	15
			16
			17
			18
			19
			20
			21

	Redacted under FOI Act (2020 Revision) s11(1)(c)	<ul style="list-style-type: none"> <li>Walkers Road Site: There were issues with Sol not applying for a general building permit for the Walkers Road site.</li> <li>Scotts Marine: A report was requested regarding the wet stock from Scotts Marine.</li> </ul>	22 23 24
3.2	Energy		25
3.2.1	Dashboard	<ul style="list-style-type: none"> <li><b>Annual or Quarterly Reporting:</b> IEL has been non-compliant with some reporting regulatory requirements since January 2025 and will likely remain non-compliant for a year until they catch up on missing reports. There were concerns about IEL's ability to report on technical operational aspects, particularly around asset management systems and fuel factor data. The Energy Committee was tasked with reviewing IEL's compliance and licensing conditions, including the possibility of introducing new concerns such as national infrastructure and cybersecurity into the licensing process.</li> <li><b>Performance Audits:</b> The Energy Committee was asked to review both IEL's licence and compliance, particularly comparing IEL's performance audit schedule with that of CUC (Cayman Utilities Company). It should be considered whether IEL requirement for conduct performance audits should match CUC.</li> <li><b>Energy Committee Review:</b> The Energy Committee was expected to review and compare IEL's criteria to CUC's criteria using the most recent dashboard data. There was also a focus on "modernisation" and ensuring that licensing conditions for both IEL and CUC were up to date and comprehensive. The discussions also included exploring new areas for licensing and regulation, including national infrastructure concerns and cybersecurity, suggesting that licensing requirements may need to evolve to address these broader issues.</li> <li><b>Temporary Generation (Temp Gen):</b> Temporary generation was discussed in the context of whether it needs to be licenced under the Transmission &amp; Distribution (T&amp;D) or Generation Licence. The Board highlighted that no amendment to the generation licence schedule has been proposed by CUC to account for temporary generators which CUC imported without the Office's prior approval, which is a concern because the current licence and legal framework does not have provisions for this type of situation.</li> </ul>	26 27 28 29 30 31 32

		consumers.	
		<ul style="list-style-type: none"> <li>• <b>Power Purchase Agreements (PPA):</b> In order to comply with their T&amp;D Licence, CUC is required to ensure all generators must have a PPA. The concern raised was that there was no proposal or evidence of a PPA being submitted, which should have been approved through the generation solicitation process. This would require reviewing ERA (Electricity Regulatory Authority) records from 2014 and 2016 to confirm whether PPAs were submitted at the time.</li> </ul>	33
		<ul style="list-style-type: none"> <li>• <b>Concerns over Charges:</b> There was significant concern regarding the \$3.5 million charge that CUC is intending to charge back for first tranche of temporary generation. The Board's worry was that these charges, possibly linked to earlier decisions made by a previous Board, could end up being passed onto consumers.</li> </ul>	34
		<ul style="list-style-type: none"> <li>• <b>Z Factor Charges:</b> The Z Factor charge, related to fuel consumption for temporary generation, was discussed. The Board has not approved the fuel pass through under the second tranche of temp gen charges. If the fuel costs related to the second tranche cannot be clearly justified, it may have to be written off, and CUC would need to absorb those costs rather than pass them onto consumers. The first tranche was considered a deferred charge (meaning it was accounted for separately in the rate base as a regulatory asset), but this decision could probably not be reversed, and any losses in that regard were deemed final. The second tranche, however, requires further scrutiny to ensure that no consumer costs have been improperly passed through.</li> </ul>	35
		<b>Application Forms and Templates:</b>	
		<ul style="list-style-type: none"> <li>• <b>Transparency and Structure:</b> It was discussed that there was a need for proper application forms and a structured process for issuing licences, particularly for generation licences. The process should include all necessary documentation and be clear on what is required from the applicants.</li> </ul>	36
		<ul style="list-style-type: none"> <li>• <b>Generation Licence Issuance:</b> It was noted that the generation licence issuance process should be triggered automatically once an application is completed and awarded to a company (ie, Company A instead of CUC). The application forms would ensure that all necessary steps are followed and recorded.</li> </ul>	37
		<ul style="list-style-type: none"> <li>• <b>Emergency Temporary Generation:</b> For temporary generation (eg, for emergencies or disasters), the need for a specific form was discussed, where all factors related to such situations would be condensed. This would make the process clearer for all parties involved.</li> </ul>	38
		<ul style="list-style-type: none"> <li>• <b>Historical Documentation:</b> The team discussed the need to retrieve documents related to generation licences, ERA reportedly noting that some documents were in poor condition due to mould.</li> </ul>	39
		<b>Photovoltaic and REAS (Renewable Energy Auction Scheme):</b>	
		<ul style="list-style-type: none"> <li>• <b>RFP Challenges:</b> The Energy team discussed with the Board, the challenges in aligning the current RFP with the REAs. This contributed to some delay. The concern is that Condition 31 was specific to CUC, and it needs to be updated to ensure it reflects the broader context of renewable energy.</li> </ul>	40
		<ul style="list-style-type: none"> <li>• <b>Consultants Involved:</b> The team is working with consultants to ensure that the process is aligned with the REAS and is ready for final approval.</li> </ul>	41
		<ul style="list-style-type: none"> <li>• <b>Timeline:</b> The target date for the final draft to be presented to the Board is the 10 April 2025 meeting. The team aims to ensure that the</li> </ul>	42



		<p>Board has all the necessary documents and feedback before this date to avoid delays in approval.</p> <p><b>CORE \$250 Application Fee:</b></p> <ul style="list-style-type: none"> <li>• <b>Concerns Over Repeated Fees:</b> The Board discussed the issue of applicants having to pay the \$250 CORE application fee twice. The concern was raised that applicants had already paid once, and now they are being asked to pay again to avail themselves of the new rate.</li> <li>• <b>Reason for Fee Change:</b> The EDE clarified that the fee change was intended to provide a better rate, but the Board acknowledged that it has caused frustration among applicants. There was a suggestion that this fee structure might need to be reconsidered.</li> </ul> <p>Redacted under FOI Act (2020 Revision) s21(1)(b)</p> <p>██</p> <ul style="list-style-type: none"> <li>• <b>Challenges with</b> ██████████ had mentioned that their funding source is now requesting a PPA, which has led ██████████ to put the project on hold.</li> <li>• <b>Next Steps:</b> Until they can demonstrate their technology can work in the Cayman Islands, the Board emphasised that the Office doesn't need to continue meeting with ██████████.</li> </ul> <p><b>IEL Fuel Factor Adjustment:</b></p> <ul style="list-style-type: none"> <li>• <b>Fuel Factor:</b> The Board mentioned that the fuel factor adjustment is the only issue that needs to be pushed for, as it is not in compliance with condition 30.3 of the IEL T&amp;D Licence. The ICEO was advised to push for this adjustment and to ensure that any expected fuel factor changes are properly tracked and indicated on the dashboard, possibly by using a new colour to indicate expected dates for resolution.</li> </ul> <p>Redacted under FOI Act (2020 Revision) s21(1)(b)</p> <p><b>Key Decisions &amp; Next Steps:</b></p> <ul style="list-style-type: none"> <li>• ██████████ will need to demonstrate that the technology is viable elsewhere.</li> <li>• <b>Address CUC Fire Incident:</b> Follow up with CUC regarding the temporary generation fire and ensure any costs related to the fire are appropriately handled in accordance with the licence agreement. If the fire incident did not affect consumers, the Board needs to ensure no undue costs are passed onto them.</li> <li>• <b>L&amp;R Fee Adjustment:</b> Review and determine whether CUC's request for annual fee adjustments is feasible under the current licence terms. Ensure that CUC complies with the terms of their licence regarding fee adjustments.</li> <li>• <b>IEL Fuel Factor Adjustment:</b> EDE needs to push forward on addressing the fuel factor adjustment issue and update the dashboard to reflect progress. Keep track of fuel factor adjustments and ensure that compliance is achieved by the relevant parties.</li> <li>• <b>Retrieve Old Documents:</b> Team tasked with finding old generation ERA licence documents.</li> <li>• <b>Finalisation of Photovoltaic/REAS Alignment:</b> Work with consultants to finalise the RFP process and ensure alignment with the REAS, aiming to present a draft to the Board by 10 April 2025 and released by 22 April 2025.</li> <li>• <b>Reconsider CORE Application Fee:</b> Review the application fee structure to determine if the \$250 fee is justified.</li> </ul>	<p>43</p> <p>44</p> <p>45</p> <p>46</p> <p>47</p> <p>48</p> <p>49</p> <p>50</p> <p>51</p> <p>52</p> <p>53</p> <p>54</p>
3.2.2	IEL Licence Amendment	<p><b>IEL – Renewable Energy:</b></p> <ul style="list-style-type: none"> <li>• <b>Temporary Generation After Storm:</b> The Board clarified that IEL operates a mobile generator that can be moved between Little Cayman</li> </ul>	<p>55</p>

		<p>and Cayman Brac. This generator is licenced and owned by IEL. There were no additional details shared beyond this.</p> <p><b>Key Decisions &amp; Next Steps:</b></p> <ul style="list-style-type: none"> <li>• <b>Sending IEL Licence Amendment to Energy Committee:</b> Board Paper was reviewed and decision made to send to Energy Committee who will provide recommendations.</li> </ul>	56
3.2.3	<p>CUC CON</p> <p>Redacted under FOI Act (2020 Revision) s11(c)</p>	<ul style="list-style-type: none"> <li>• <b>Review of CON:</b> The CON document was reviewed, with a focus on distinguishing between firm generation (reliable generation capacity) and thermal generation. The use of "thermal" in the CON was seen as problematic, as the term can be confusing. The concern is that thermal generation is not defined in either of CUC's licences, which creates potential confusion in how terms are used to describe generation capacity.</li> <li>• <b>CUC's Certificate of Need (CON):</b> ADDE presented the CON (Certificate of Need) scenarios. The main point of discussion was changing the wording from thermal to firm generation, to align the terms with what is used in the licence.</li> </ul> <p><b>5-Year Forecast:</b></p> <ul style="list-style-type: none"> <li>• <b>Requirement:</b> It was noted that in breach of condition 6.8 of the T&amp;D Licence, a 5-year forecast has not been provided annually as required since 2019, although ADDE mentioned that one was done in 2019. It was pointed out that CUC had submitted some information in their temp gen application but had not yet provided the required Certificate of Need (CON). The Board emphasised that CUC should submit a Licence-compliant CON.</li> <li>• <b>Enforcement and Compliance:</b> There was a discussion about how the Office could push CUC, as the required submission process had apparently never been enforced. The Board agreed that this is a requirement of the licence and needs to be enforced, especially since CUC has been lagging in providing necessary documentation on load forecasting and generation requirements, thus resulting in the shortfall of reserve generation capacity.</li> </ul> <div style="background-color: black; width: 100%; height: 100px; margin: 10px 0;"></div> <ul style="list-style-type: none"> <li>• <b>Licensing and Legislative Framework:</b> There was a need to ensure that 'thermal' generation – which is firm power - terms align with what is understood in the licensing framework and legislative context. There was concern that the terminology being used by CUC (ie 'thermal'), could lead to confusion or misinterpretation of what is actually allowed.</li> </ul> <p><b>Key Decisions &amp; Next Steps:</b></p> <ul style="list-style-type: none"> <li>• <b>Review of PPA Records:</b> The Board plans to review archive ERA records from 2014 and 2016 to determine if PPAs for temporary generators were submitted, as this was a key issue in confirming compliance with regulatory requirements.</li> <li>• <b>Fuel Cost Review:</b> Further review will be needed to confirm whether any costs for fuel usage under the second tranche of temp gen charges can be justified, as any unjustified costs would need to be absorbed by CUC.</li> </ul>	<p>57</p> <p>58</p> <p>59</p> <p>60</p> <p>61</p> <p>62</p> <p>63</p> <p>64</p>




	Redacted under FOI Act (2020) Revision s11(c)	<ul style="list-style-type: none"> <li>• <b>Adjusting Licensing Terms:</b> Need to ensure language is in line with regulatory definitions and avoids confusion in the future.</li> </ul>	65
		<ul style="list-style-type: none"> <li>• [REDACTED]</li> </ul>	66
3.2.5	L&R Fee Adjustment	<p><b>L&amp;R Fees Licence (CUC Request):</b></p> <ul style="list-style-type: none"> <li>• <b>Quarterly vs Annual Adjustments:</b> CUC requested that L&amp;R fees be adjusted annually instead of quarterly as stated in their licence. The Board noted that adjustments annually to the fees can be revisited, but it's important to stick to the original terms.</li> <li>• <b>Licence Terms:</b> The specific terms in the T&amp;D licence (section 21.3.2) currently stipulate quarterly adjustments, but CUC wants these changes to be adjusted on an annual basis.</li> <li>• <b>Board's Perspective:</b> If CUC is not following the licence's quarterly adjustment terms, it believes that if they want to change the fee structure, it can be revisited but it is important to maintain the integrity of the existing framework.</li> <li>• <b>Review Process:</b> ADDE mentioned the paper they received regarding IEL's licence amendment. The Office saw it as an opportunity to include additional conditions to address ongoing challenges with CUC, particularly in terms of generation.</li> <li>• <b>Typo Issue:</b> There was a potential typo on Page 9 regarding a \$100 increase for Caymanians and nothing for non-Caymanians. The team questioned whether this was a mistake.</li> <li>• <b>Cost and Impact:</b> Board raised concerns about the cost implications of the potential amendment and questioned if it would lead to a \$100 increase in everyone's bill. Board reminded the team that they had previously discussed the potential increase and noted that the average increase to a residential consumer would be less than \$20 (5.6% increase). The need to review the details further was emphasised.</li> <li>• <b>Next Steps:</b> ADDE proposed sending the issue to the Energy Committee for review, as the Board would not have time to delve into all the details.</li> </ul>	67 68 69 70 71 72 73
3.3	Water	<p><b>CWC Licence and Water Regulation:</b></p> <ul style="list-style-type: none"> <li>• <b>Concerns with Water Regulation:</b> The Board raised concerns about the royalty fees structure in water regulation, specifically noting that the 7.5% fee for the Water Authority (WAC) is more than the ICT sector. There is worry that while the water sector would receive the bulk of these fees, the regulatory work is still carried out by the Office, creating an imbalance.</li> <li>• <b>WAC Resources:</b> It was questioned whether the Water Authority would be able to share resources with the regulatory body, considering that some of their staff already perform similar tasks. However, the WA has expressed that they cannot share staff, so if the Board takes on this regulatory role, there may be a need to hire additional staff in the short term.</li> <li>• <b>Need for a Regulatory Framework:</b> The Board emphasised the need for a clear framework on how the regulatory regime would operate, especially in terms of staffing and technical expertise. It was noted that under the current legislative regime, it's unclear how the Board would effectively regulate the water sector.</li> <li>• <b>Issues with Concession and Licence:</b> It was pointed out that the WA is not a concessionaire, and as such, would not be subject to a concession under the Water Production and Supply Law. The government would need to make special provisions for the WA in this regard.</li> <li>• <b>Regulation and Efficiency Incentives:</b> A discussion took place about</li> </ul>	74 75 76 77 78


	Redacted under FOI Act (2020 Revision) s23(1)	<p>incorporating fuel efficiency into the regulatory framework for the water sector. The point was raised that if savings from fuel efficiencies (eg, \$100k/year) are realised, they could be split between consumers and the provider. However, the challenge is ensuring there are proper incentives to encourage these efficiencies and ensuring consumers' interests are protected.</p> <p><b>Water Committee and Consultation:</b></p> <ul style="list-style-type: none"> <li>• <b>Progress and Consultation:</b> The Board noted that whilst the Water Committee had been making progress, there was still work to be done. The proposed amendments to the water concession are expected to be reviewed by the committee, and once finalised, will be sent for consultation.</li> <li>• <b>Public Consultation Requirement:</b> The question of whether a wider public consultation is required was raised, as suggested by Section 7 of the relevant legislation, which mandates consultation with any person affected by the regulation. It was noted that this could include the public, CWC, and potentially [REDACTED] who may provide feedback. It was agreed that this process would need to be managed properly to ensure it meets the statutory requirements.</li> <li>• <b>Template Development:</b> The Board considered that a template for the licence would need to be developed first. The Water Committee would work on the current draft of the licence, fine-tuning provisions, particularly the rate-making mechanism, which could be critical to encouraging conservation and ensuring fair pricing. The final draft would then be sent out for consultation with relevant parties.</li> <li>• <b>Public Accessibility:</b> It was stressed that the template licence should be as complete as possible, with only minor adjustments for company-specific details (eg, name and address). The idea is to ensure that the public consultative process is effective and transparent, with the public having a clear understanding of what the licence and rate-making mechanism would look like.</li> <li>• <b>Feedback and Finalisation:</b> The first round of consultation would involve sending out the draft template to stakeholders, with specific considerations based on their circumstances. After the initial feedback, the final document would be refined and circulated for any additional specific feedback.</li> </ul> <p><b>Key Decisions &amp; Next Steps:</b></p> <ul style="list-style-type: none"> <li>• <b>Water Committee:</b> Continue working on finalising the draft licence for the water sector and fine-tuning the rate-making mechanism, preparing it for the public consultation process. The goal is to have a working draft ready by the 31st of March meeting.</li> <li>• <b>Staffing Considerations:</b> Begin assessing whether additional technical staff or resources are needed to manage the regulatory responsibilities effectively, especially considering the WA's reluctance to share resources.</li> <li>• <b>Public Consultation:</b> Begin preparing for the public consultation process, ensuring the draft licence is clear and accessible to all stakeholders, including the public, CWC, and ReWater. This process should meet the requirements of Section 7 of the legislation.</li> <li>• <b>Template Development:</b> Agreement to develop a working draft template for the water sector licence, which will then be reviewed and fine-tuned before being sent out for consultation.</li> <li>• <b>Consultation Process:</b> Confirmation that a wider public consultation is necessary and will be conducted to ensure the licence meets statutory requirements and addresses public concerns.</li> </ul>	<p>79</p> <p>80</p> <p>81</p> <p>82</p> <p>83</p> <p>84</p> <p>85</p> <p>86</p> <p>87</p> <p>88</p>
--	---	---	---

3.4	ICT		89														
3.4.1	Spectrum Management to CIG (Hazard Management CERT Frequencies)	<ul style="list-style-type: none"><li>• <b>Issue Identified:</b> An unauthorised radio frequency was discovered in use by a church in East End. They had independently established a radio station without approval. The Church's CERT team, via Avcom, procured radio equipment and began using a frequency without formal approval, under the assumption that it was permitted.</li><li>• <b>ICEO Response:</b> Hazard Management confirmed they have not approved or given any permission for the use of spectrum. Proposed solution: Assign frequency officially to Hazard Management instead of the church to ensure continued legitimacy even if the church is no longer involved in CERT. A letter was submitted last Thursday; response drafted promptly. The frequency is not currently assigned elsewhere.</li><li>• <b>Frequency Allocation:</b> Appropriate frequencies and channels have been proposed for CERT use. Additional frequencies can be assigned if needed.</li><li>• <b>Technical Clarification:</b> A repeater is used to extend radio signal range and helps it reach the destination.</li></ul>	90  91  92  93														
	<p><b>Decision:</b></p> <p>Redacted under FOI Act (2020 Revision) s24(b)</p>	<p><b>Board considered the Board Paper submitted (Appendix 'A'), and unanimously approved the assignment of specific UHF Land Mobile Radio frequencies to the Cayman Islands Government for use by the CERT teams of HMCI as follows:</b></p> <table><tr><th rowspan="2">Location</th><th colspan="2">Simplex (MHz)</th><th colspan="2">Repeater (MHz)</th></tr><tr><th>Ch. 1</th><th>Ch. 2 (Common)</th><th>Base Station Transmit</th><th>Mobile Transmit</th></tr><tr><td colspan="5"></td></tr></table>	Location	Simplex (MHz)		Repeater (MHz)		Ch. 1	Ch. 2 (Common)	Base Station Transmit	Mobile Transmit						D2
Location	Simplex (MHz)			Repeater (MHz)													
	Ch. 1	Ch. 2 (Common)	Base Station Transmit	Mobile Transmit													
4	ICEO Report		94														
	Report in folder  Redacted under FOI Act (2020 Revision) s23(1)	<p><b>Rebranding and Strategic Communication:</b></p> <ul style="list-style-type: none"><li>• <b>Story Studio</b> [REDACTED]: The ICEO discussed meeting [REDACTED] from Story Studio for rebranding purposes. [REDACTED] is a strategic communications expert who has worked with the Cabinet and other organisations. [REDACTED] was instrumental in designing the website during a previous attempt, though that design was never published.</li><li>• <b>Phased Approach:</b> [REDACTED] acknowledged that rebranding is a big task, but by tackling it in phases, it is achievable within the limited timeframe. [REDACTED] proposed meeting with the Chair or the Board to understand their expectations.</li><li>• <b>Meeting Date:</b> A meeting with [REDACTED] has been scheduled for Thursday, 27 March at 2:00pm. Anyone else interested in attending can join.</li></ul> <p><b>HR and Staffing Matters:</b></p> <ul style="list-style-type: none"><li>• <b>HR Position:</b> Board discussed hiring another HR person, given the</li></ul>	95  96  97  98														

		original deadline of March. The ICEO mentioned that although the situation isn't perfect, the current staff member could continue until May.	
		<ul style="list-style-type: none"> <li>• <b>Director of Finance Position:</b> The ICEO mentioned that the Director of Finance position had to be re-advertised. Several applicants applied, including some who had previously applied. A shortlist of candidates has been made, and they can re-run the advert if necessary, depending on the applications received.</li> <li>• <b>Promotion of Fuels Inspector:</b> The ICEO confirmed that the Assistant Fuels Inspector was promoted to Fuels Inspector.</li> </ul>	99 100
		<b>Work Permit Fees &amp; Settlement Discussion:</b>	
		■ [REDACTED]	101
		■ [REDACTED]	102
		■ [REDACTED]	103
	Redacted under FOI Act (2020 Revision) s17(1)(a)		
		<b>HR Committee Meeting:</b>	
		<ul style="list-style-type: none"> <li>• <b>Meeting Date:</b> An HR Committee meeting was proposed for Friday, 28th March, at 9:30am. It was requested that the HR policy be emailed to the Committee on this date.</li> </ul>	104
	Redacted under FOI Act (2020 Revision) s23(1)	<b>Key Action Items &amp; Next Steps:</b>	
		<ul style="list-style-type: none"> <li>• <b>Rebranding:</b> The meeting with [REDACTED] is scheduled for 27th March at 2:00pm – anyone can attend if interested. Finalise discussions with [REDACTED] for rebranding and clarify the Board's expectations.</li> <li>• <b>HR Committee Meeting:</b> Friday, 28th March at 9:30am for a HR Committee meeting. Ensure that HR policies are in place and that the upcoming HR Committee meeting addresses all necessary issues.</li> <li>• <b>Director of Finance Recruitment:</b> Continue reviewing applicants and possibly re-advertise the Director of Finance position depending on further applicant interest.</li> </ul>	105 106 107
	Redacted under FOI Act (2020 Revision) s17(1)(a)	■ [REDACTED]	108
		<ul style="list-style-type: none"> <li>• <b>Retirement Age Issue:</b> Review the HR Manual and the issues surrounding fixed-term contracts and retirement age.</li> </ul>	109
		<b>Time Tracking Policy:</b>	
		<ul style="list-style-type: none"> <li>• <b>Board's Inquiry on Time Tracking:</b> the ICEO explained the approach: <ul style="list-style-type: none"> <li>- <b>Main Goal:</b> The policy will focus on tracking output-related work tied to obligations, rather than tracking every minute of the day</li> </ul> </li> </ul>	110

		<p>(eg, breaks).</p> <ul style="list-style-type: none"> <li>- <b>HR Platform:</b> The current HR platform has the functionality to track work done on reportable tasks each day.</li> <li>- <b>Team Consideration:</b> Teams will have flexibility in deciding how to track additional time for performance management purposes.</li> </ul> <p><b>Budget and Operational Forecasting:</b></p> <ul style="list-style-type: none"> <li>• <b>Budget Cycle:</b> The current budget cycle will end this year, and the ICEO mentioned that they will begin forecasting for the next cycle around June.</li> <li>• <b>Capital and Recurring Expenses:</b> <ul style="list-style-type: none"> <li>- Capital expenses (eg, rebranding, filling posts, new Office space) will require funding but are not recurring costs.</li> <li>- Staff expenses and rent will be recurring costs.</li> </ul> </li> <li>• <b>Staff Expenses:</b> There were discussions about the importance of managing staff expenses and planning for these in the next budget cycle.</li> </ul> <p><b>Financial Concerns and Office Space:</b></p> <ul style="list-style-type: none"> <li>• <b>Potential \$500k Requirement:</b> The ICEO mentioned that there may be a need for \$500k for certain operational expenses, likely related to ongoing projects.</li> <li>• <b>Income and Recurring Costs:</b> The ICEO highlighted that the organisation's \$9m income needs to cover ongoing accommodation and recurring costs, which remain the biggest financial challenge.</li> <li>• <b>Architect for Office Space:</b> To address Office space concerns, the ICEO suggested bringing in an architect to assess whether the current space could comfortably accommodate the staff complement or whether a new Office might be necessary.</li> <li>• <b>Budget Forecasting:</b> Begin preparing for the next budget cycle in June, considering both capital and recurring expenses.</li> </ul>	<p>111</p> <p>112</p> <p>113</p> <p>114</p> <p>115</p> <p>116</p> <p>117</p>
5	<b>Legal Advice</b>		118
5.1	Legal Dashboard	Included in the Board folder for viewing.	119
6	<b>AOB</b>		120
	Output fees set-off (update)	Verbal update provided.	121
	Enterprise Risk Management – Report, Policy & Register	In Board folder FYI	122
	Finance Report	In Board folder FYI.	123
	Board Directives & Policy for Secretary	In Board folder FYI.	124
7	<b>Adjournment</b>	Meeting was brought to a close at 1724hrs. Next meeting is Thursday 10 April 2025.	125

Signed:   
Samuel Jackson, Chairman

Signed:   
Joanne Conolly, Secretary

**CONFIDENTIAL**

**THIS DOCUMENT IS THE PROPERTY OF OFREG  
PAPER BY THE EXECUTIVE DIRECTOR - INFORMATION**

**SECTOR: ICT**

**Proposal re: Assignment of Frequencies for HMCI CERT Teams**

**DATE: 20 March 2025**

- 1. Proposal**
- 2. Background / Timeline**
- 3. Relevant Legislation and Discussion**
- 4. General Observations**
- 5. Financial Implications**
- 6. Legal Implications**
- 7. Strategy Implications**
- 8. Other Consultation/Implications**
- 9. Assigned Person(s)**
- 10. Assigned Sector(s)**
- 11. Target Response/Completion Date**
- 12. Recommendation to Board**
- 13. Attachments**



## **Board Paper Submissions - Explanatory Notes**

### **1. Proposal**

The Board is hereby requested to consider and if in agreement to approve, the assignment of Land Mobile Radio channels to be added to the Government ICT licence for the use of Community Emergency Response Teams (CERT) by Hazard Management Cayman Islands (HMCI) as follows:



Redacted under  
FOI Act (2020  
Revision)  
s24(B)

The ICT Team supports this the proposal on the grounds that:

- It provides dedicated frequencies for CERT team radio usage ensuring that interference to and from other users is effectively managed.
- It does not conflict with any other frequency usage on the Islands.

### **2. Background / Timeline**

On 10 February 2025, the Office met with members of HMCI to discuss the use of radio frequencies by CERT teams, as a result of the Office having identified that the East End CERT team had installed equipment without being assigned frequencies.

On 14 March 2025, the Office received a written request from HMCI to assign dedicated Land Mobile Radio (e.g. 'walkie talkie') frequencies for use by CERT teams.

HMCI does not have a licence to operate ICT services in the Cayman Islands, however as a Government department, the necessary frequencies could be added to the Government ICT licence.

### **3. Relevant Legislation and Discussion**

Section 9(2) of the Information and Communications Technology Act ('the ICT Act') states:

For the purposes of this section, the Office shall —

- (a) allocate the electromagnetic spectrum for facilities and specified services within the Islands, or between the Islands and elsewhere;
- (b) determine methods for assigning the electromagnetic spectrum;
- (c) issue licences authorising the use of specified portions of the electromagnetic spectrum, including those used on any ship, aircraft, vessel or other floating or airborne contrivance or spacecraft registered in the Islands; and
- (d) institute procedures for ensuring the compliance by licensees with any obligations regarding the use of the electromagnetic spectrum, imposed by or under the licence, this Law or any regulations made hereunder.

The right to grant the Government permission to use the frequencies they have requested therefore falls within the permissions granted to the Office by section 9(2)(a) of the ICT Act.

#### **4. General Observations**

There are no specific observations related to this request.

#### **5. Financial Implications**

Note that the Government does not currently pay the Office for the use of the radio spectrum and as such, the use of these frequencies would not attract a licence fee.

#### **6. Legal Implications**

There are no foreseen legal implications in relation to this request.

#### **7. Strategy Implications**

There are no foreseen negative strategic implications to the Office.

#### **8. Other Consultation/Implications**

The impacted and interested parties in this matter are the requesters of the assignment. Therefore, there is no need for further consultation. There are no foreseen consultation implications to the Office.

#### **9. Assigned Person(s)**

Executive Director Information.

#### **10. Assigned Sector(s)**

ICT.

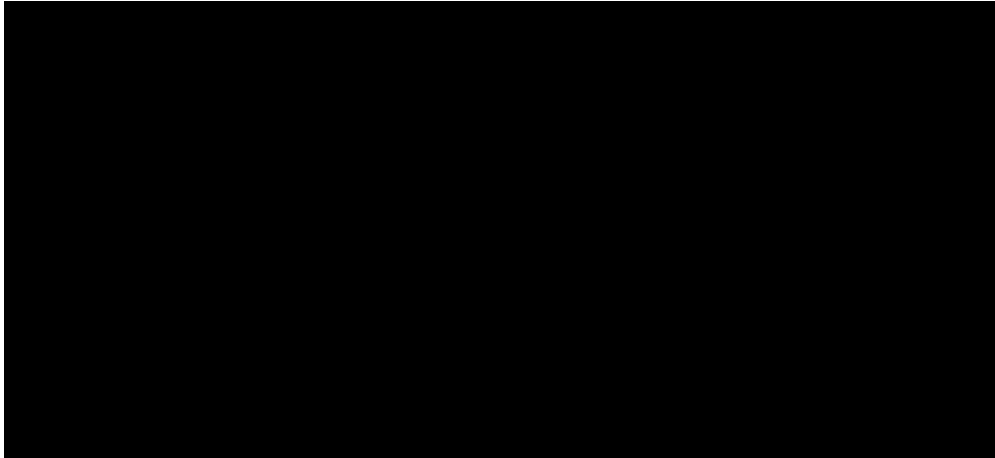
#### **11. Target Response/Completion Date**

March 2025.

## **12. Recommendations to Board**

Accordingly, the Board is hereby requested to consider the above and in particular to:

- Approve the assignment of specific UHF Land Mobile Radio frequencies to the Cayman Islands Government for use by the CERT teams of HMCI as follows:



## **13. Attachments**

Letter from HMCI requesting frequencies dated 13 March 2025.

Ph: (345) 244-3143  
(345) 916-4082  
(345) 925-4397

Email:  
Danielle.Coleman@gov.ky  
[www.caymanprepared.ky](http://www.caymanprepared.ky)



P.O. Box 118  
Grand Cayman KY1-9000  
Cayman Islands

133 Elgin Avenue  
Government Administration Building  
Grand Cayman, CAYMAN ISLANDS

13 March, 2025

Interim CEO & Executive Director of ICT  
Utility Regulation and Competition Office (OfReg)  
Monaco Towers II  
11 Dr. Roy's Drive, George Town  
Grand Cayman, CAYMAN ISLANDS

Dear Mr. Myles

**Re: Radio Frequency Assignment and Waiver of Associated Fees**

---

Pursuant to our meeting 10 February, 2025 Hazard Management Cayman Islands (HMCI) would like to formally request the assignment of a few radio frequencies and/or channels to be used by Community Emergency Response Teams (CERT). Additionally, we ask that the associated license fees be waived.

Consider that usage will be limited to developing national emergency preparedness and response strategies, HMCI would manage the administrative records, renewal processing and CERT assignments across the islands. We plan to use these frequencies for CERTs who would use their respective network during training exercises or monthly testing. If otherwise used, will be in a manner surrounding disaster management activities such as a response to an activation.

This initiative aligns with our shared commitment to safeguarding communities and ensuring robust emergency preparedness. These channels would serve as vital communication modes, enabling CERTs to coordinate effectively among themselves in addition to HMCI and/or the National Emergency Operations Centre (NEOC).

The importance of reliable communication during emergencies cannot be overstated and by granting HMCI access to these frequencies, OfReg would be directly contributing to the resilience of our communities and the effectiveness of emergency response efforts. Waiving the licensing fees would further support this public service initiative, ensuring that limited resources are directed toward preparedness and response activities rather than administrative costs.

We kindly request that this matter be presented to the Board for their consideration and approval. Thank you for your attention to this important matter. We would be happy to provide any additional information or documentation required to facilitate the Board's review.

We look forward to your positive response and appreciate your continued support for initiatives that strengthen community safety and resilience.

Yours Sincerely,

A handwritten signature in blue ink, appearing to read "Danielle Coleman", followed by a long horizontal flourish.

Danielle Coleman  
Director HMCI

Cc. Manager Logistics & Telecommunications HMCI  
Spectrum Manager OfReg