

# **TURKS & CAICOS CIVIL AVIATION DEPARTMENT (TCICAA)**

## **BUSINESS PLAN**

**2017/18 TO 2021/22**



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## CHANGE HISTORY

Changes to this document will be achieved by a re-issue of the entire document rather than by the amendment of individual pages.

<b>Version No</b>	<b>Date</b>	<b>Description</b>	<b>Edited by</b>
0.1 Draft	March 2018	New Draft	MD
1.0	March 2018	Publication	MD

## STATEMENT FROM THE CHAIRMAN

The global economic recession has had far reaching effects on the Turks and Caicos Islands. The Caribbean region in particular is highly dependent on both the travel and financial services industries and is feeling the effects of the “credit crunch” with the associated loss of revenue. Under these circumstances it is even more important that there is continued investment in the safety and regulatory infrastructure, and that we continue to build on the foundations that we have already established. Additionally, as the effects of the economic crisis spreads, it will be increasingly important to ensure best use of TCI CAA’s resources and to identify alternative revenue streams.

Funding for the TCI CAA has not kept up with the expanding scope of regulatory requirements. While the Authority has successfully adjusted their fees in recent years to improve the revenue base, the legal responsibility of the State and Board of Directors is to ensure that the aviation safety regulator is properly funded remains paramount. It is appreciated that during challenging economic times the Government is tasked with making prudent decisions as it relates to budget controls, however special consideration must be afforded to aviation safety and the body that is tasked in regulating same.

The Board of Directors have agreed to implement the aircraft registry program. The TCI CAA has a wealth of experience as it relates to managing an aircraft registry as we are one of very few territories with local commercial carriers and maintenance organizations dating back almost 30 years. It is therefore our desire to expand our registry to include corporate and “white-tail” aircraft. The benefits of this new activity will translate not only into additional revenue for the TCI CAA, but it will also support offshore services industry as aircraft owners will be required to form the requisite companies to enable their aircraft to be placed on our registry.

This program does require further consultation with the Interim Administration and the recent appointment to the Board of Mr. Ian Astwood as Under-Secretary Ministry for the Ministry of Finance, will enable the TCI CAA to more effectively communicate the benefits and required resources for this business model.

An even more important and vital revenue stream is the amendment to the TCI passenger departure tax. By implementing an incremental per passenger fee, the TCI CAA will be in the position to operate their pre-approved budget without the need of a Government Subvention (any excess annual funds are transferred to the Exchequer). It must be noted that this type of cost-recovery method is practiced in similar jurisdictions. With this in mind, the TCI CAA desires to continue dialogue with the Ministry of Finance and Advisory Council to implement a Regulatory Service Fee on the current TC Departure Tax for international travel.

It is important to note that the International Civil Aviation Organization (ICAO) conducted an audit back in February 2010 and the audit results were a clear reflection of the progress which has been made in both Turks & Caicos Islands and the other British Overseas Territories since 2003. There were findings in several areas, which we continue to address; however the findings did not come as a surprise and were known to us as “work in progress”. The TCI CAA is supported by ASSI and the competencies of the local Authority has advanced to the point whereby the TCI CAA has been granted direct oversight of all ICAO Annexes (with exception to Annexes 9 & 13).

We acknowledge there is still a long way to go but with the support and assistance from ASSI, we are striving to implement the processes and procedures necessary to conduct TCI CAA’s business and the regulations are there to build on.

An important contribution to the successful operation of the Civil Aviation Authority staff is to maintain high standards of technical and operational competence. Training plays an important role in this objective and consequently, the Board of the Turks and Caicos Civil Aviation Authority has allocated appropriate funds for this activity.

TCICAA have developed a training policy to ensure that it supports its staff in achieving and maintaining competency levels as prescribed by local, regional and International Aviation Authorities. The Purpose of this policy is to provide guidelines in the management and administration of training opportunities for TCICAA staff. The starting point for any such training shall be the TCICAA Regulatory Competency Profiles. These profiles provide the basis on which performance is assessed and training needs are identified and implemented.

Finally, the safety regulation of TCI's Aviation Sector is not a static requirement, but one that is constantly changing and developing as more research and technical developments introduce new standards, requirements and guidelines. Through the objectives and activities defined in this Business Plan and in the Safety Oversight Plan, TCI CAA can address those critical issues to the point where the TCI CAA constitutes a safe and conducive environment throughout the aviation industry within the Turks & Caicos Islands.

E J Saunders  
**TCI CAA Board Chairman**

## **SECTION 1: OUR ORGANIZATION**

### **CAA PURPOSE**

The Turks and Caicos Civil Aviation Authority (CAA) was established under the Civil Aviation Authority Ordinance of 2005, as a statutory body. The mission of the CAA is to ensure the highest standard of safety, in the civil aviation industry throughout the Turks and Caicos Islands.

The Government's role in Civil Aviation activities throughout the Turks and Caicos Islands is exercised via the Turks and Caicos Civil Aviation Authority. The CAA is a corporate body, having perpetual succession and a common seal with the power to regulate and to provide oversight of the civil aviation industry. The responsibility for CAA in the Turks and Caicos Islands is shared between the Minister responsible for Aviation, the Governor and the six (6) Board members appointed tri-annually by the Minister responsible for Aviation.

### **CAA CORE FUNCTIONS**

The functions of the Civil Aviation Authority are conferred on the Governor by or under any Air Navigation (Overseas Territories) Order or other regulations of a similar nature made under any United Kingdom Act with respect to the regulation of Civil Aviation in the Turks and Caicos Islands (including the registration of aircraft), the certification of operators of aircraft and the licensing of air crews, the licensing of air transport services, and the certification and licensing of airports.

With consent of the Governor, the CAA will:-

- 1 Provide and control air navigation services
- 2 Enforce the Ordinance and all Ordinances of the United Kingdom relating to civil aviation and having application in the islands other than laws relating to the investigation of accidents
- 3 Ensure that Civil Aviation in the Turks and Caicos Islands conforms to the standards and recommended practices of the AN(OT)O, ICAO, the OTARs and all other relevant Legislative Laws.
- 4 Implement and maintain the aircraft registry program and expand the register to include corporate and "White-tail" aircraft.

### **CAA OPERATING ENVIRONMENT**

The TCICAA's Headquarters are located on the capital island of Grand Turk. This is the center of communications and the focal point for high level correspondence, decision making and the setting of policies and procedures. The core business tasks are conducted here including financial management and meetings etc.

The office in Providenciales was established following the re-structure of the TCICAA, as an extension of the Headquarters, to provide for a permanent CAA presence at TCI's main airport.

We also have a technical sub office situated within Grand Turk Airport. This on-sight location is occupied primarily by technical staff to facilitate and conduct their technical activities at the airport.

## **CAA STAKEHOLDERS**

TCI CAA is a corporate body and has a Board of four (4) Directors including the Chairman, who represent some of the Stakeholders within our organization and therefore receive information from, and provide guidance to the organization. Our commitment will be to dispense our regulatory responsibilities with the highest standards and ethical practices, meeting international mandates of ICAO to the best of our ability as an organization.

We consider our stakeholders to be:

- The UK Government
- The TCI Government
- The Board of Directors
- The Aviation Industry
- Air Safety Support International
- Employees
- The general public

## **SECTION 2: MISSION, VALUES AND GUIDING PRINCIPLES (MVGPs)**

The Turks and Caicos Civil Aviation Authority (CAA) was established under the Civil Aviation Authority Ordinance of 2005, as a statutory body. The mission of the CAA is to

ensure the highest standard of safety, in the civil aviation industry throughout the Turks and Caicos Islands.

The Government's role in civil aviation activities throughout the Turks and Caicos Islands is exercised via the Turks and Caicos Civil Aviation Authority. The CAA is a corporate body, having perpetual succession and a common seal with the power to regulate and to provide oversight of the civil aviation industry. The responsibility for CAA in the Turks and Caicos Islands is shared between the Minister responsible for Aviation, the Governor and the seven (7) Board members appointed triennial by the Minister responsible for aviation.

The TCICAA Board has set objectives for the Civil Aviation Authority through its Business planning process and documented procedures. The TCICAA begin planning their Business Plan in November. The draft Business Plan is presented and discussed with the TCICAA Board at the January Board meeting. All changes are documented and amendments are made to the draft plan and re-submitted to the TCICAA Board for approval, authorization and signature by the Chairman at the April Board meeting as per the Company Operating Procedure prior to publication.

Objectives are set within the Business Plan and the Safety Oversight Plan in order to ensure that TCI's CAA operates in a unique fashion in that the powers for regulation of the aviation industry are directly handed down from the UK Secretary of State to the Governor of the Turks and Caicos Islands and carried out by the Director of Civil Aviation. As such, the CAA reports directly to the Governor of the territory on technical/safety issues. The CAA's primary responsibility is to ensure the safety and security of the aviation industry with focus on technical/safety oversight and regulatory responsibilities.

## **MISSION, VALUES AND GUIDING PRINCIPLES**

The mission of the Turks & Caicos Islands Civil Aviation Authority is to ensure the highest standard of safety, in the civil aviation industry throughout the Turks & Caicos Islands.

Values and Guiding Principles

**Sustainability** will be achieved through the Guiding Principles to:

- Ensure the long-term consequences of any actions/recommendations have been given due consideration, are consulted on and the process documented.
- Ensure, through analysis of local issues and setting of realistic timescales for actions/recommendations, that all solutions are practical.
- Ensure the provision of sufficient resources in the TCICAA, in order to achieve sustainability of the regulatory function, whilst providing value for money

**Competence** will be achieved through the Guiding Principles by:

- Fostering the continuous development and improvement in all activity through a learning environment
- Operating in a competent and professional manner in the interest of safety of aviation
- Encouraging staff understanding of the implications of their actions

**Inclusivity** will be achieved through the Guiding Principles by:

- Promoting effective two-way communication, both internally and externally
- Promoting the development and enhancement of local capacity within the TCICAA

- Ensuring processes are in place to enable consultation on policy and procedures at all levels

**Determination** will be achieved through the Guiding Principles by:

- Setting clear, measurable and achievable objectives, aimed at the promotion of aviation safety in its widest sense, for both the organization and its staff
- Providing the fullest support to staff
- Recognizing successes and achievements on an individual and team basis within the TCICAA

## **SECTION 3: TCICAA STRATEGY**

### **TCI CAA STRATEGY**

The TCICAA Board brings together senior managers to set the organization's direction and take the strategic decisions needed to ensure that they possess the capability, resources and skills to deliver its objectives set out within this Business Plan and the State Safety Programme and to also uphold its mission, values and guiding principles.

### **CAA BOARD**

**Mr E J Saunders, Chairman**  
**Mr Algedon Dean, Director**  
**Mr Thomas Swann, Ex-officio Director**

**Capt. Harold Williams, Deputy Chairman**  
**Mr Benson Harvey, Director**  
**Miss Sharone Roberts, Secretary**

The mission of the Turks and Caicos Islands Civil Aviation Authority is to ensure the highest standard of safety in the civil aviation industry throughout the Turks and Caicos Islands.

## **CAA INTENT AND PRIORITIES**

Our strategic intent drives our efforts to move towards data-driven risk-based oversight, in line with the regulatory requirements and legislation. The second part drives the development of competence within our organization and to facilitate this throughout the industry. We have identified key priorities and these have led to the setting of our objectives.

- Develop our organizational capabilities with appropriate and adequate resources, processes and systems
- Develop and transition over to a risk-performance based approach to regulatory oversight within TCI
- Build competence through training, mentoring/coaching and production of supporting documentation
- Produce and maintain our regulatory material and processes that meet our regulators expectations and standards

## **CAA STRATEGIC OBJECTIVES**

In implementing this Business Plan and the State Safety Program, clear benefits will be realized throughout TCICAA and the aviation industry. As a result of their implementation, it shall achieve the stated objectives below.

- Create a better safety awareness and safety culture
- Improve the effectiveness and sustainability of TCICAA's regulatory and oversight programs
- Enhance the performance of safety management systems operated by the aviation industry
- Ensure appropriate competency levels are reached for key personnel
- Ensure all relevant systems and operating procedures are established, appropriate for use, efficient and effective
- Ensure objectives set within this Business Plan are achieved
- Enhance the managerial, technical and administrative capacity of the CAA
- Improve the CAA management system
- Improve MOR reporting
- Implementation of the Port-of-Spain (POS) Declaration
- Fully institutionalize the Turks and Caicos Islands SSP within the TCICAA management system

## **CAA CRITICAL SUCCESS FACTORS**

- a. The following critical success factors have been identified as necessary for TCI CAA to meet its strategic objectives set out within this business plan:

- b. The organization must have adequate staffing and resources to be able to respond to industry demands;
- c. The organization must be able to quickly and accurately identify policy initiatives that will support its purpose for being;
- d. The organization must have the support of the Governor's office and the TCI Government in general for compliance with regulatory requirements;
- e. The organization must have enforcement strategies (implementation strategies for recommendations) to be able to ensure safety of the aviation industry, i.e. clarification of the penalty provisions in the AN(OT)O and process for execution;
- f. The organization must have a Safety Oversight Plan in place;
- g. The Authority must have the support of TCI CAA Board for all key administrative decisions;

## **SAFETY OVERSIGHT**

The Turks and Caicos Islands Civil Aviation Authority is committed to developing and implementing effective strategies, frameworks and processes to ensure that the civil aviation activities under its responsibility achieve the highest practicable level of safety. We have adopted policies and standards that are consistent with the Standards and Recommended Practices and Procedures of the International Civil Aviation Organization.

We are working towards implementing a data-driven and risk/performance based strategy to address areas of greater safety concerns. We are monitoring and assessing safety performance to identify, address and mitigate aviation safety risks. We collaborate and consult with industry to address safety matters, promote good safety practices and continue to build a strong and proactive safety culture based on safety management principles. TCICAA encourage the reporting, analysis and exchange of safety data and information throughout industry and empower its staff with the requisite skills and competencies to discharge their safety oversight responsibilities efficiently. As the regulator, we are the enabler to industry in the effort of achieving mutual safety objectives.

## **SUCCESSION PLANNING**

Succession Planning is a process designed to ensure TCICAA identifies and develops a talent pool of employees through mentoring, training and job rotation to replace key employees within the organization in the event those key individuals leave their positions.

TCICAA is prepared with a succession plan to ensure and support service continuity when the Managing Director, senior managers or other key personnel leave the organization. The plan also ensures suitable, qualified and motivated replacement employees are identified for key incumbents in executive, management, technical, and professional positions within the organization. The Succession Planning Policy covers key leadership roles, middle management positions and technical positions within the Turks and Caicos Civil Aviation Authority.

### **Responsibilities**

Both TCICAA's Board and the Managing Director have pivotal roles to play in succession Planning. The Board is responsible for succession planning for the Managing Director

position and overseeing the identification and development of all top executive talent, i.e. other Board Members. The Board hires the Managing Director to ensure it has a skilled Manager at the helm to implement the organization's mission and vision. The Board should either internally promote or externally hire the new Managing Director, when the existing Managing Director leaves.

The Board, with the assistance of the MD and the HR Officer, oversees executive officer development and succession plans for the MD and other executive officers to provide for continuity within the senior management team.

The Board must ensure a new Managing Director has the required skills to implement the Organization's mission and vision. This will be achieved through the implementation of a documented procedure and meeting criteria. The Board shall prepare themselves with an interim solution for when the Managing Director leaves until the suitable candidate is ready to fulfill the role. A succession planning contingency plan is under development which will be reviewed by the Board on a regular basis.

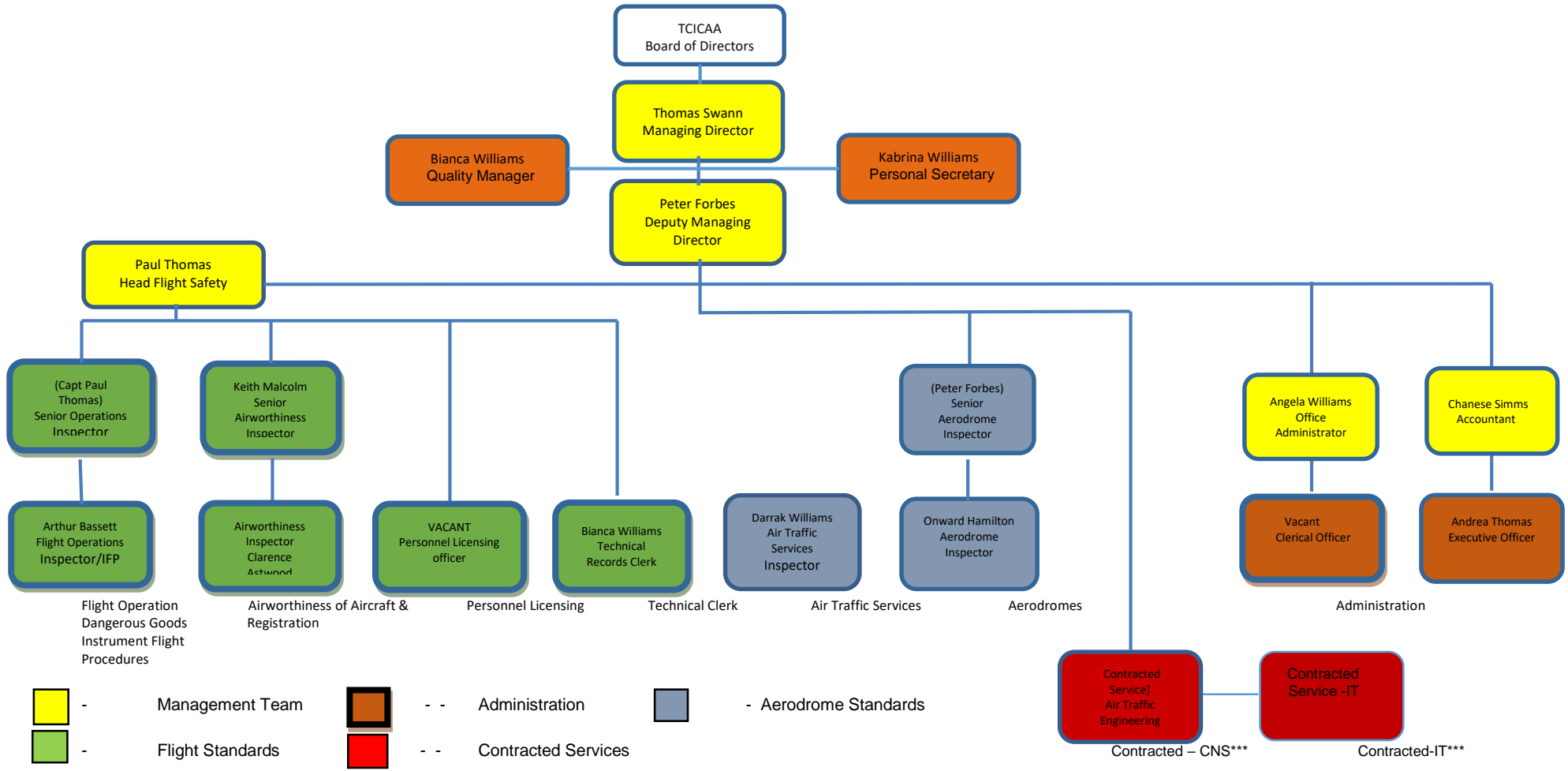
The Managing Director is responsible for succession planning for the Deputy Managing Director position and all other key positions within the organization. The Managing Director, with the assistance of the Deputy Managing Director and the HR Officer, oversees the development and succession planning of all non executive staff but who hold key positions within the organization.

Details of the whole process are documented in the Organization's Quality Management System and the Staff Policies and Procedures Manual. The Board, Managing Director and Senior Management Team fully support the succession planning process. This gives all employees an understanding and emphasis on the importance of succession planning within the organization. Adequate time will be provided to the selected candidates for development and mentoring when filling a new role.

## **Measurement**

The succession plan shall be reviewed regularly and updated by the MD and the Deputy MD to ensure the organization has reassessed the hiring needs and to minimize risks and to determine whether the development process of selected candidates is effective and efficient. The Succession Planning Policy shall be reviewed by the Board annually but the Board may review succession planning more frequently as it deems necessary.

# SECTION 4: TCICAA ORGANIZATIONAL CHART



## SECTION 5: RESOURCES

### PEOPLE

An important contribution to the successful operation of the CAA is its staff. Training plays an important role in this objective and consequently, the Board of the TCI CAA shall allocate appropriate funds to this activity. The CAA shall develop and implement policies that will demonstrate a clear commitment to attract and retain qualified and competent technical and administrative staff. It is the intent of the CAA that training will help all staff remain current up-to-date with regulatory standards.

In conjunction with the HR policy, the recruitment policy provides for the recruitment against known competencies for technical and administrative posts as criteria and standards against which staff performance is evaluated and against which training programs are developed. In conjunction also is the corporate image that the CAA must portray to the external publics so that it amplifies in order to attract qualified and experienced personnel to job postings within the CAA.

### FINANCE

TCICAA 5 year budget and forecasts for 2017/2018 through to 2021/2022

	Budget 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22
<b>Revenue</b>					
Air Traffic Control Aerodromes and General	206,322	353,141	353,141	353,141	360,203
Flight Operations	218,600	222,300	222,300	222,300	226,746
Flight Crew Licences	10,825	12,100	12,100	12,100	12,342
Airworthiness	63,026	117,960	117,960	117,960	120,319
<b>Total Revenue</b>	<b>498,773</b>	<b>705,501</b>	<b>705,501</b>	<b>705,501</b>	<b>719,610</b>
Employment Costs:					
Established Staff Costs	1,036,755	1,036,755	1,036,755	1,036,755	1,057,490
Waged Staff Costs	16,544	16,544	16,544	16,544	16,874
Operating Costs:	723,308	774,548	774,548	774,548	790,038
<b>Total Expenses</b>	<b>1,776,607</b>	<b>1,827,847</b>	<b>1,827,847</b>	<b>1,827,847</b>	<b>1,864,402</b>