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**National Roads Authority  
Extra-Ordinary Meeting  
Minutes of the One-Hundred & Eighty-fifth Meeting  
of the Board of Directors  
held in  
NRA Conference Room,  
370 North Sound Road, George Town, Grand Cayman  
Thursday 4<sup>th</sup> February, 2016 at 9:30 a.m.**

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**In attendance were:**

Donovan Ebanks	Chairman
Gary Clarke	Director
Stanley Panton	Director
David Arch	Director
Dane Walton	Director
Kenross Connolly	Director
Paul Parchment	Managing Director – NRA
Julie Campbell	HR Manager (Acting Executive Sec.) – NRA

**Invitees:**

Ronnie Dunn	Fincor
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**Apologies:**

Stanley Panton	Director
Edward Howard	Deputy Managing Director - NRA

**1. Call to Order**

The Chairman called the meeting to order at 9:40am and thank Fincor for attending to give the presentation on the Corporate Strategic Plan.

**2. Corporate Strategic Plan – Presentation – Fincor**

Mr. Dunn introduced the Plan and advised how he proposed to approach the presentation and the MD interjected that he would elaborate if questions arose.

With regards to the 'major Asset improvements over the next five years', members expressed concerns regarding how the schedule and changes to it would be communicated internally and externally. Mr. Dunn suggested internally the document would provide more details when used for the Ownership Agreement as well as its

incorporating into the MD's performance agreement. Externally, to the general public, the time lines would remain in a broader sense (indicating each fiscal year).

The Chairman inquired at what intervals it is proposed to update the 'Major asset improvement' document? Should it be done at yearly intervals to ascertain if they were on track? He further suggested the document show 3 years of history and 5 years of planning.

The Chairman recommended one of the Goals which should be at the front of the document is that of monitoring the functionality of the road network. In order to advise on growth and demand it was necessary to monitor and educate and therefore he recommends this be incorporated in Goal #1.

Another point of interest was that of personnel costs. Director Hydes inquired as to whether there was an organization with which this could be benchmarked. Mr. Dunn and the MD pointed out that since the NRA was a unique Authority it was difficult to find an organization to benchmark it against. Mr. Dunn however reiterated that personnel costs had to be looked at because of its ratio is higher than the works cost.

The Chairman referred to the Forecast Operating Statement and inquired what items were incorporated in the "Interest and other income" figure indicated. Mr. Dunn advised he could not recall; however as soon as he returned to his office he would look at his worksheet and advise.

The Chairman asked the proposed timeline for implementation and when it should be revisited to establish if further improvements were necessary to improve it as a tool. Mr. Dunn suggested it should be revised within 6 months and suggested July 2016 at the end of the fiscal year.

Director Walton suggested the document be updated with the minor revisions proposed by the board and the revised document circulated to Board Members for approval, post haste. All were in agreement and Mr. Dunn advised once he received the adjustments it would take him two days turnaround time. The Chairman suggested that once the Board was in agreement the next step would be how to present it to the Minister and Chief Officer. He suggested a shorter presentation which would be no longer than half hour and the Board and Mr. Dunn agreed.

The Board agreed the document should be made available to Board Members prior to the 18 February meeting for review and approval.

### **3. Operations Manual – Presentation – HRM (Acting Executive Secretary)**

The HRM (Acting Executive Secretary) outlined the presentation and advised the copy of the PowerPoint presentation could be placed at the front of the Operations Manual for ease of reference as to the purpose behind each chapter in the manual.

The presentation was well received by Board Members with questions pertaining to Chapter 5: HR & Office Policies which was written by the HRM (Acting Executive Secretary), Chapter 6: Customer Service Charter, the training of which was delivered recently by the HRM and the Senior Executive Secretary and Chapter 10:


Communication Strategy & Social Media which the MD advise was still a work in progress.

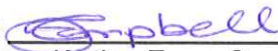
Chapter 5: HR & Office Policies the HRM advised these items would be ready for MD's review by the end of February. The Chairman reiterated that reference be made to the Labour Law within the document and there should be no reference to the Public Service Management Law (PSML). The HRM confirmed the manual indeed has reference to the Labour Law although there were items which were based on the PSML however they were in line with the Labour Law. She further advised the manual had taken some time to compile as it was an amalgamation of the present manual, a manual suggested by Premier Solutions in 2006, taking into consideration the Bill of Rights, the revisions made to the Labour Law in 2011 as well as global occurrences that could adversely affect the Cayman Islands.

Chapter 6: Customer Service – Director Connolly suggested an addition to the summary description to include 'how employee addresses customers'.

Chapter 10: Communication Strategy & Social Media, the MD offered that he was still reviewing this chapter as the communication processes needed to be more pronounced. The Chairman suggested we review our relationship with GIS to establish what they could offer us.

The meeting adjourned at 11:45 pm.

Signature   
Chairman of the Board  
Confirmation of minutes: 18 Feb. 16  
Date: 18 FEB 16

Signature   
HR Manager (Acting Exec. Secretary)  
Seconded: Confirmation of minutes  
Date: 18 FEB 16

