

MINUTES

NATIONAL ROADS AUTHORITY

BOARD OF DIRECTORS MEETING #412 THURSDAY, 21 AUGUST 2025

A meeting of the **Board of Directors of the National Roads Authority (NRA)** was called and held at the NRA's Administration Building, Boardroom, 370 North Sound Road, George Town, Grand Cayman, Cayman Islands (CI) (the "**Authority**") on **21 August 2025** at 10:00 AM. The meeting was also held remotely via Zoom (the "**NRA Board Meeting**" or the "**Meeting**").

1. OPENING OF THE MEETING

WELCOME AND CALL TO ORDER

- 1.1 The Chairman welcomed the members of the Board which consist of voting members (the "**NRA Board of Directors**") and non-voting representatives from CI Government (CIG) and the Authority (the "**NRA Board Members**") that were in attendance (with each being a "**Director**" or a "**Member**" respectively, and together, the "**NRA Board**" or the "**Board**"). **The Meeting was called to order at 10:11 AM.**
- 1.2 The Chairman proceeded with the Meeting and confirmed that Ms. LeSanneo McLaughlin, the convening Executive Secretary to the NRA Board (the "**Secretary**"), was present for the purpose of recording the minutes.

2. NOTICE AND QUORUM

ATTENDANCE AND APOLOGIES

- 2.1 With the Meeting now open, it was recognized that ten (10) Members of the NRA Board were present either in-person and/or via Zoom; while two (2) Members tendered their apologies:

Present (Attendees)

1. Mr. Richard Parchment – Chairman
2. Mr. Stanley Panton – Deputy Chairman
3. Mr. Paul 'Andy' Bodden – Director (via Zoom)
4. Mr. Kelvin Dixon – Director (via Zoom)
5. Mr. Peter Campbell – Director
6. Mr. Dominic Williams – Director
7. Mrs. Heidi Hunte-Webster – Director (via Zoom)
8. Mr. Alfred Dane Walton – Director (via Zoom)
9. Mr. Tristan Hydes – Chief Officer's Designate, Ministry of Planning, Lands, Agriculture, Housing and Infrastructure (PLAHI) (non-voting)
10. Mr. Edward Howard – NRA Managing Director (MD) (non-voting)
11. Ms. LeSanneo McLaughlin – Executive Secretary (non-voting)

Apologies (Absentees)

12. Ms. Andrea Fa'amoe – Deputy Chief Officer, PLAHI (non-voting)
13. CIG Ex-Officio – Financial Secretary or Designate (non-voting)

QUORUM ESTABLISHED

2.2 The Chairman confirmed that the NRA Board Meeting was quorate.

2.3 **IT WAS RESOLVED** that in accordance with Section 8 (1) (6) (8) of the National Roads Authority Act (2024 Revision), the Meeting could proceed.

INVITED ATTENDEE(S)

2.4 It was further noted that the following **CIG Departmental Representatives** were invited to attend and present at this Meeting at their allotted time:

- Mr. Uche Obi - Director, Department of Lands and Survey (LSD)
- Ms. Ruth Watson - Chief Valuation Officer (CVO), LSD

3. DISCLOSURE OF CONFLICT OF INTEREST

3.1 The Chairman referred to conflicts of interest and queried whether any Member had a conflict to disclose. The Board unanimously declared that there were none.

3.2 The Chairman advised, should any conflicts arise during the Meeting to declared it at that time.

4. RATIFICATION OF MINUTES: 17 JULY 2025

4.1 The Chairman proceeded and referred to the minutes of the previous meeting which was held on 17 July 2025 (respectively, the “**Prior Minutes**” and the “**Prior Meeting**”).

4.2 The Chairman queried whether there were any amendments to the Prior Minutes to highlight. A Director made recommendations on sections 8 and 9. The Secretary agreed to review and make the suggested changes.

4.3 **IT WAS RESOLVED** that subject to the amendments, the Prior Minutes (17 July 2025) be ratified.

4.4 Moved by [Redacted - FOI Act S23] and seconded by [Redacted - FOI Act S23]. The decision was unopposed.

5. MATTERS ARISING FROM THE PRIOR MEETING

5.1 The Chairman referred to matters arising from the Prior Meeting. The Board confirmed there were none. The MD proceeded and provide an update on the action items (the “**Action Points**” or “**AP**”). It was noted that there were eight (8) Action Points; and **AP 1, 3 and 8** were completed and closed.

5.2 For **AP 2** on the six (6) NRA’s internal procedures and policies to be presented by the Chief Human Resources Office (CHRO) and the MD, it was noted that this would be deferred to a future meeting. The Chairman recommended that the Consultant who is assisting in drafting the policies attend a separate meeting in advance of the presentation of the finalized policies. AP 2 would therefore, remain open.

5.3 For **AP 4**, regarding supplementary budget, it was noted that the funding was not confirmed and the CI Parliament’s Finance Committee was due to meet in September/October 2025. An update would be provided in due course. AP 4, remain open.

5.4 For **AP 5**, regarding the Board subcommittees, the MD advised that there may be changes to the Board and would revisit who would be serving on the subcommittees when Cabinet confirms the appointed members for the upcoming term. AP 5 would therefore, remain open.

5.5 For **AP 6**, regarding the Guard Rails, the MD confirmed these were placed back. The AP was closed.

- 5.6 For **AP 7**, regarding the uniform design for all pedestrian crossings and signage being placed before all speed-bumps, the MD advised that this was in progress and further updates would be provided in due course. AP 7 remains open.

BROUGHT FORWARD ACTION ITEM

- 5.7 It was noted that there was a brought forward action items from the meeting of 22 May 2025 and 19 June 2025.
- 5.8 **22 May 2025 – AP 4:** The presentation on the Roads Act amendments was again deferred. The AP remains open.
- 5.9 **19 June 2025 – AP 2, 3, 5, and 9** were all in relation to the policy drafts and budget updates which was addressed earlier at the Meeting. The APs would remain open until they were concluded. **AP 6**, regarding the NRA Financial Report update; and **AP 8**, regarding an update on the road access for the Escala development, were both deferred and would remain open.
- 5.10 There were no further matters to bring to the Board's attention.

6. LANDS AND SURVEY - CVO PRESENTATION OF CLAIMS

- 6.1 The Chairman welcomed LSD Director Obi and CVO Watson (together, the **"LSD Team"**) to the Meeting at 10:53 AM. It was noted that the memo(s) indicated the boundary points (BP) that affected the respective properties; due to the road openings in that area. The claims being presented were as follows:

a) LSD re Professional Fees on Claims for Compensation

b) LSD re Solicitor for [Redacted - FOI Act S23]

c) [Redacted - FOI Act S23] [Redacted - FOI Act S23] [Redacted - FOI Act S23]

- 6.2 It was established that a Notice of Intention to make a claim for compensation (a **"Notice"**) is processed via the Schedule Form A of the Roads (Forms for Compensation) Regulations (1998 Revision) of Section 9(1), Roads Law (2005 Revision) (the **"Roads Act"**) (the **"Form A"**).

LANDS AND SURVEY - PROFESSIONAL FEES ON CLAIMS FOR COMPENSATION

- 6.3 The LSD Director Obi referred to the LSD memo dated 1 August 2025, seeking the Board's approval to revise the current policy to allow for the payment of professional fees related to the assessment and submission of the compensation claim form prior to the agreement and settlement of the claim (the **"LSD Claim Policy"**).
- 6.4 The initiative was in effort to streamline the ongoing claims process and to ensure effective representation for claimants. Significant challenges were identified under the current system, where agents are reluctant to represent claimants due to delays in payment of their professional fees; which are typically disbursed only after the claim has been settled.
- 6.5 With the prolonged time it takes for agents to receive payment, it discourages them from accepting new cases. This results in delays which creates a bottleneck, slowing down the entire process and leave claimants without essential professional support to navigate their claims efficiently; potentially infringing on their right to representation.
- 6.6 A discussion ensued amongst the Board.

6.7 The LSD proposed the following procedure:

- i. As required by the Royal Institution of Chartered Surveyors (RICS), the agent will provide LSD with a copy of the terms of engagement signed with the claimant. This will give LSD an opportunity either to agree with what has been presented or to raise their concerns to be discussed. It will assist in minimizing the potential for disagreement or dispute when fees are claimed.
- ii. LSD will then agree on the estimated cost of undertaking the assessment before the work begins.
- iii. Upon approval and completion of the assessment, LSD will pay the claimant directly, who will in turn pay the agent for the professional services rendered.

6.8 LSD Director Obi advised that this approach ensures transparency, certainty and provides agents with timely payment of their fees creating a strong incentive for them to represent claimants from the onset. He believes this change will benefit both claimants and agents by fostering a smoother, more efficient claims process. The approval will allow LSD to implement the policy change promptly, in effort to improve the overall experience for all stakeholders involved.

6.9 **IT WAS RESOLVED** by the NRA Board that the request to apply the above-noted recommendations to the LSD Claim Policy be **approved**.

6.10 Moved by [Redacted - FOI Act S23] and [Redacted - FOI Act S23]. The decision was unopposed.

LANDS AND SURVEY REQUEST FOR SOLICITOR FOR MATTER: CLAIM FOR COMPENSATION ON

[Redacted - FOI Act S23]

[Redacted - FOI Act S23]

[Redacted - FOI Act S23]

6.11 The LSD sought the Board's approval to instruct [Redacted - FOI Act S23], KC (the "Solicitor [Redacted - FOI Act S23]") to assist with the above-mentioned matter.

6.12 By way of background, at the Board meeting held on [Redacted - FOI Act S23], this claim was approved to be referred to the Roads Assessment Committee (RAC).

6.13 CVO Watson advised that following discussions with the claimant's attorney, several complex legal points have arisen; therefore, LSD wished to seek the assistance from [Redacted - FOI Act S23], a UK-based solicitor with over 50 years of experience in compulsory acquisition and compensation. He has represented the CIG in numerous cases, including the [Redacted - FOI Act S23] and the [Redacted - FOI Act S23] claim. A discussion ensued amongst the Board.

6.14 CVO Watson further advised the Solicitor [Redacted - FOI Act S23] already reviewed the matter and provided a preliminary opinion for a fee of [Redacted - FOI Act S23] (the "Claim") and LSD proceed with the retention of his services.

6.15 **IT WAS RESOLVED** by the NRA Board that the services and payment for the Solicitor [Redacted - FOI Act S23] for the above-named Claim be approved.

6.16 Moved by [Redacted - FOI Act S23] and seconded by [Redacted - FOI Act S23]. The decision was unopposed.

6.17 CVO Watson noted that this was a complex matter and queried whether there was any historical documentation that the NRA may have received over the period. The MD advised that he will review and provide any supporting documents he may find to LSD to assist on the matter.

CLAIM FOR COMPENSATION ON PROPOSED

- 6.18 By way of background, the Roads Act s3 Notice, was published on [Redacted - FOI Act S23] (the declared day), indicating that [Redacted - FOI Act S23] was to be acquired from the above-named property for the proposed Road Scheme (the “Claim”). On the declared day, the parcel comprised [Redacted - FOI Act S23] of undeveloped land, registered in the name of [Redacted - FOI Act S23] (the “Claimant”).
- 6.19 In support of their claim, the claimant commissioned an independent valuation dated [Redacted - FOI Act S23], which concluded a Market Value of [Redacted - FOI Act S23] for the entire parcel. The aggregate compensation assessed under the various heads of the Claim is considered to satisfy the principle of equivalence but exceeds the amount claimed for the entire parcel. The Claimant indicated their willingness to settle on the basis of full parcel acquisition at a market value of [Redacted - FOI Act S23], subject to the NRA Board’s approval.
- 6.20 Given that the NRA has already entered the property, the LSD recommend the approval of the compensation amount [Redacted - FOI Act S23] for the full acquisition of the entire [Redacted - FOI Act S23]. It was further noted that, if approved, the Ministry of PLAHI will proceed to request the Cabinet’s approval for a transfer of the entire parcel to Crown.
- 6.21 **IT WAS RESOLVED** by the NRA Board that the above-mentioned Claim be **approved**.
- 6.22 Moved by [Redacted - FOI Act S23] and seconded by [Redacted - FOI Act S23]. The decision was unopposed.

PLAHI CLAIM - LEGOLAND

- 6.23 **PLAHI CLAIM** – Deputy Chief Officer (DCO) Hydes advised that he had an urgent claim to bring forward for the Board’s review and consideration. It was noted that this item was not on the Agenda. The Chairman granted permission for DCO Hydes to bring the matter before the Board.

CLAIM FOR COMPENSATION ON

- 6.24 DCO Hydes proceeded with the above-mentioned claim of [Redacted - FOI Act S23] (the “**Claim**”). It was noted that due to failed negotiations, this matter was previously approved to be referred to the RAC by the former Board in [Redacted - FOI Act S23].
- 6.25 It was further noted in a Form B was received from [Redacted - FOI Act S23] on the [Redacted - FOI Act S23] with the claim amount of [Redacted - FOI Act S23].
- 6.26 [Redacted - FOI Act S23] subsequently updated and re-submitted another claim on the [Redacted - FOI Act S23] with the updated amount of [Redacted - FOI Act S23].
- 6.27 DCO Hydes advised that a proposed Deed of Compromise (the “**Deed**”) was provided to PLAHI for consideration and to put forward for the NRA Board’s review and approval. The Deed outlined the proposed settlement for land swap (i.e., The Crown to vest Legoland the entirety of those areas of the Residual Crown Land highlighted and identified to be of interest to Legoland) in lieu of financial compensation.

6.28 It was noted that the estimated compensation in relation to this property is circa; as [Redacted - FOI Act S23] to their claim of [Redacted - FOI Act S23] far exceeds what they are entitled to.

6.29 **NRA FINDINGS AND ADVICE:** The National Roads Authority (NRA) has reviewed [Redacted - FOI Act S23] proposed Deal of Compromise, which seeks to close and vest a section of the existing road network to minimize their compensation claim for parcel [Redacted - FOI Act S23]. After careful consideration, the NRA cannot endorse this request for the following key reasons:

i. **Impact on Parcel [Redacted - FOI Act S23] (Commercial Development)**

- Planning permission was granted on [Redacted - FOI Act S23], for a [Redacted - FOI Act S23] [Redacted - FOI Act S23], with access to [Redacted - FOI Act S23] via [Redacted - FOI Act S23]—the same section [Redacted - FOI Act S23] proposes to close and vest.
- As per the Central Planning Authority (CPA) approval letter and Storm Water Management Plan (SWMP), direct access from [Redacted - FOI Act S23] to [Redacted - FOI Act S23] is not permitted. Closing this road section would disrupt the approved access route for this development.

ii. **Drainage Infrastructure Concerns**

- The section of Prospect Point Road leading to the roundabout at [Redacted - FOI Act S23] lacks dedicated drainage infrastructure. Instead, surface runoff is managed by swales along the roadside, which also support regional drainage capacity along [Redacted - FOI Act S23]. Vesting this section could compromise drainage functionality.

iii. **Future Road Reservation Needs**

- The area along [Redacted - FOI Act S23] abutting [Redacted - FOI Act S23] and [Redacted - FOI Act S23] is critical for:
 - a. Drainage conveyance (as outlined above).
 - b. Potential future infrastructure, including the introduction of a bus stop within the road reservation.

6.30 The CPA approval letter and approved SWMP for the development on [Redacted - FOI Act S23] was presented to the Board for additional information.

6.31 The Board ensued into a deliberation on the matter and considered all contributions. It was noted that it was requested that this matter be put forward to the RAC by the previous NRA Board. The current Board agreement for this to proceed.

6.32 **IT WAS RESOLVED** by the NRA Board that the proposed Deed of Comprise for land swap as settlement for the [Redacted - FOI Act S23] Claim was **declined**.

6.33 Moved by [Redacted - FOI Act S23] and seconded by [Redacted - FOI Act S23]. The decision was unopposed.

6.34 The MD confirmed that the respective approved claim letters will be provided to CVO Watson following the Meeting.

6.35 As there were no further matters for consideration the Chairman thanked the LSD Team for their presentations and they left the Meeting at 11:32 AM.

7. CHAIRMAN UPDATES

7.1 The Chairman provided an update on matters related to the Beautification Project. A discussion ensued amongst the Board and the various beautification requests were noted.

- 7.2 Independently, a further discussion ensued regarding remuneration and the procedures of the Board.

8. NRA MD PROJECT UPDATES

- 8.1 The Chairman referred to the general updates and road projects of NRA (the “**Road Projects**”) and welcomed the NRA MD to provide an update. It was noted that supporting documentation and/or road maps were provided and outlined at the Meeting.

PROJECT FUNDING

- 8.2 **Project Funding** – As mentioned under matters arising, the NRA supplement funding has not been confirmed and this will delay any current road works. An update will be provided once the approved funding is announced.

CROSSWALKS/PEDESTRIANS

- 8.3 **Crosswalk Specifications and Standards** – The MD presented a detailed report on the on crosswalks/pedestrians. A discussion ensued amongst the Board regarding the specifications. It was recommended that the final designs be presented to the Board for consideration and final agreement prior to its implementation.

NRA POLICY AND PROCEDURAL MODULES

- 8.4 **Internal Policy Update** – The MD provided an update under the matters arising from the Prior Meeting. The presentations of the following internal policies were deferred:

- **Policy 1:** Drug Use Policy
- **Policy 2:** Employee Allowance Policy
- **Policy 3:** Employee Education/Learning and Development Policy + Forms
- **Policy 4:** Compensation and Benefits Policy

- 8.5 The MD advised that there were two (2) policies that were added to the list and already drafted. Further updates would be provided in due course.

- **Policy 5:** Community Policy and Sponsorship
- **Policy 6:** Internship Policy and Orientation Pack

DRAIN CLEANING

- 8.6 **Drain Cleaning Schedule** – The MD provided an update on the draining schedule for the upcoming months. A discussion ensued amongst the Board.

GENERAL ROAD WORKS

- 8.7 **Road Works** – A discussion ensued amongst the Board regarding current road works. The MD highlighted the following road projects:

- **Crewe Road Roundabout** – CUC works commenced in the King’s Way and First Assembly Area.

- 8.8 There were no further MD matters to bring to the Board’s attention.

9. ANY OTHER BUSINESS

- 9.1 The Chairman referred to any other business and queried as to whether there were any further matters to bring to the Board’s attention.

- 9.2 **Smith Cove** – A Director raised a concern regarding the roadside and parking considerations at Smith Cove. Repaving and additional designated parking was recommended.

- 9.3 **Countryside** – A Director raised a concern regarding the number of accidents that have occurred by Countryside corner.

9.4 **Appeal Processes** – A Director raised a concern regarding the appeal process between the Planning Department, PLAHI, and NRA. It was recommended that the appropriate mechanisms are put in place so all stakeholders are on the same accord.

9.5 The MD advised that he would have the above-mentioned concerns reviewed and addressed.

10. DATE OF NEXT MEETING

10.1 The next monthly meeting of the Board is scheduled for **Thursday, 18 September 2025 at 10:00 AM**, as Directors' schedules permit.

11. CLOSE OF THE MEETING

11.1 With there being no further business, the Meeting ended at 1:22 PM.



CHAIRMAN

Mr. Richard Parchment



EXECUTIVE SECRETARY

Ms. LeSanneo McLaughlin

RATIFICATION DATE: 16 OCTOBER 2025