

National Roads Authority
Minutes of the Ninety-Eighth Meeting of the Board of Directors
held at Public Works Department (PWD) Training/Conference
Room,
370 North Sound Road, George Town, Grand Cayman,
Tuesday, November 09, 2010 at 1:00 p.m.

Present:	Colford Scott	Chairman
	Steve McField	
	Brian Ebanks	
	Ms. Levonne Ryan	
	Justin Bodden	Director Ex-Officio
	Mrs. Pearlina McGaw-Lumsden	
	Mrs. Christine Maltman	
	Ronnie Dunn	Designate Director for Financial Secretary
	David Fawcitt	Designate Director – Min. DAW&GA
	Brian Tomlinson	Managing Director
	Edward Howard	Dep. Managing Director – Admin & Planning
	Paul Parchment	Dep. MD Designate – Eng. & Operations
	Graham Wood	HR Consultant – invited
	Uche Obi	Lands & Survey – invited
	Mrs. Lois A. Hall-Vaughan	Executive Secretary
Apologies:	Troy Whittaker	Deputy Chairman
	Darrel Rankine	
	Barry Martinez	
	Tristan Hydes	Designate Director – Min. DAW&GA

- 1. Call to Order**
The Meeting was called to order at 1:05pm by the Chairman.
- 2. Confirmation of Minutes**
The motion for the acceptance of the Minutes of Meeting held October 12, 2010 was moved by Director Mrs. P. McGaw-Lumsden and seconded by Director Mrs. C. Maltman.

The motion for the acceptance of the minutes was approved and accepted by the Board.

3. **Matters Arising**

Re Section 5a – by Law the NRA is required to be in charge of maintenance and construction of roads in Cayman Brac. As it appears that the government does not want it done this way, the NRA has not designed future roads for Cayman Brac (i.e. the long, medium and short term roads plan). The Roads Section of the Public Works Department (PWD) in the Brac is currently in charge of roads on the Brac.

It was queried if it would be lawful for the NRA to subcontract the PWD – C. Brac to conduct road works in the Brac, however this is not how the NRA Law works and there will be a problem in regards to funding for projects. The Chairman noted that it was good that there was a representative from the Brac on the Board to enlighten the other members on how flights and shipping affects supplies provided to the island. The possible solution to this situation being the stockpiling of goods. The member from the Brac advised that PWD is currently in the process of splitting into separate units e.g. the roads section, the parks/cemetery clean up section etc. and would feel better if PWD were more involved in road planning and improvement.

4. **New Business**

a. **Claims for Compensation**

Blk 19E S. 23(1) of the FOI Law (2015) – GT

The Board accepted and approved payment of CI\$3,265.00 (includes professional fees of CI\$2,394) to S. 23(1) of the FOI Law (2015)

Blk 19E S. 23(1) of the FOI Law (2015)

The Board accepted and approved payment of CI\$949.05 (professional fees of CI\$949.05) to S. 23(1)

Blk 19E S. 23(1) of the FOI Law (2015)

The Board accepted and approved payment of CI\$2,742.00 (includes professional fees of CI\$1,771.00) to S. 23(1)

Blk 25B Redacted under S. 23(1) of the FOI Law (2015)

The Board accepted and approved the recommendation of Lands and Survey for this to be forwarded to the Roads Assessment Committee for decision.

Blk 24D Redacted under S. 23(1) of the FOI Law (2015)

The Board accepted the recommendation of Lands & Survey for this to be forwarded to the Roads Assessment Committee for decision.

Blk 32B Redacted under S. 23(1) of the FOI Law (2015)

This claim for compensation was withdrawn by the claimant.

5. **Other Business**

a. HR Progress Update

The HR Consultant provided the meeting with an update (copies provided to members) of the progress being made in regards to HR matters. He thanked the Board Secretary for assisting him in compiling the various Job Descriptions, Competencies, Policies and Procedures etc. for the NRA. He noted that the NRA currently has technically competent staff, however managerial skills were lacking e.g. in the areas of performance management, absence management and therefore training and coaching are required. This is very important as the NRA is a high profile company in the public's view point and plays a vital role in the development of the Cayman Islands. It is important that middle and lower management adopt the policies and procedures that have recently been formulated for the effective and efficient running of the NRA. Leadership and the vision of the organization need to be better understood and staff needs to be aligned to the organization's objectives. The newly created competency frameworks for all levels of staff will assist in accomplishing this goal.

Staff needs to be better engaged, and have confidence in their supervisors who in turn have to know how to manage and professionally develop their staff. The skills and motivation of staff also needs to be developed. Supervisors/managers need to be able to undertake change and be aligned with the objectives of the NRA. Monthly reports will be required to be done on various issues e.g. training, discipline, promotion etc.

It was noted that the government was now in the process of conducting a strategic plan for the country and does the NRA have any plans of creating its own strategic plan in terms of possible staff reduction/increase based on the economy, so that sufficient staff will be available over a medium to long term plan. The MD responded that the NRA is at a point where a decision will have to be made on whether to hire a HR Manager or retain the services of the HR Consultant whose contract expires in November 2010. It was also noted that there is an element of learning curve with the HR Manager's position, the cost associated with hiring a full term HR Manager e.g. health and pension and it would seem impractical to advertise and acquire an HR Manager by December 2010, hence considering the current services of the consultant cost less, then an extension of the contract would be good. The MD noted that if the consultant's contract is extended then he would need to be able to supervise the HR staff and be given the authority of an HR Manager, as there is a level of indiscipline occurring among the administrative staff.

It was felt that the consultant had not completed what was expected of him when hired, however on further review of the report it was noted that he has done what was requested. It was noted that the directive by the Board to advertise and hire a new HR Manager was not done by management. It was viewed that the consultant is not receiving full cooperation from some members of staff in getting a few issues sorted

out. An extension of the contract was suggested with the advertising and possible hiring of an HR Manager.

A motion was moved by Director P. McGaw-Lumsden and seconded by Director R. Dunn for the extension of the HR Consultant's contract (Amended to include 'for six months') with the directive to assist in the advertising, recruiting and possible hiring of an HR Manager within the first three months with the transition taking place in the latter three months.

Director Mrs. P. McGaw-Lumsden was excused from the meeting as she had another appointment to attend.

b. Private Finance Initiative

The MD informed that there is a proposal (private funding) to construct roads in Grand Cayman, and the Legislation is currently being reviewed for advise to be given on what steps will be required to be put in place for it to happen. The Chief Officer in the Ministry of DAWL&A convened a meeting at which the DMD Designate and Director S. McField attend among others to discuss issues and a mandate was given to move the proposal forward. A report from PriceWaterhous is pending prior to moving forward. The NRA is paying \$10K for the 1st quarter (Amended to exclude "quarter" and include 'phase' instead) (from NRA5).

It was noted that the main hindrance to this initiative is the way in which the NRA finance is currently structured. The NRA receives funds re licensing, road tax, fuel tax which goes into the Road Fund which is part of Government. This Road Fund needs to have its own Board of Directors (independent of the Government) which would manage the Road Fund from which the NRA should be able to access funds. The Road Fund must be made separate from the consolidated funds. The NRA must be able to be its own entity and enter into agreements with the private sector in regards to roads construction/maintenance. For this to happen, the NRA Law/Roads Law would have to be changed. The members are expected to meet again in regards to this proposal.

The MD was thanked for his assistance on behalf of the government.

c. Elgin Avenue expansion project

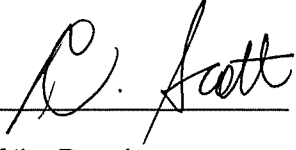
The Board expressed appreciation to the MD and DMD on the work being done.

6. **Next Meeting**

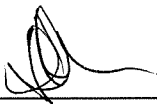
The next meeting is scheduled for December 7, 2010.

7. **Adjournment**

The meeting was adjourned at 4:15pm.



Signature
Chairman of the Board
Confirmation of Minutes – 09.11.10
Date: 07.12.10



Signature
Executive Secretary
Seconded: Confirmation of Minutes
Date: 07.12.10

