

2019

PORTFOLIO OF THE CIVIL SERVICE

ANNUAL REPORT

FOR THE PERIOD ENDING DECEMBER 31, 2019



PORTFOLIO OF
THE CIVIL SERVICE
CAYMAN ISLANDS GOVERNMENT

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FOREWORD BY THE DEPUTY GOVERNOR AND HEAD OF THE CIVIL SERVICE



*Hon. Franz Manderson, MBE -
Deputy Governor & Head of the
Civil Service*

Since the launch of our 5-Year Strategic Plan, Civil Servants have worked diligently to lay a foundation that will ensure that a world-class culture is embedded across the Civil Service. Similarly, significant work has been undertaken to progress the Government's eight Broad Strategic Outcomes. The important work carried out under both strategic initiatives will benefit Civil Servants, citizens and visitors alike by improving the quality of services and life in the Cayman Islands.

In 2019, we saw many noteworthy accomplishments in this respect and I am proud to share these with you in the Portfolio of the Civil Service's (PoCS) 2019 Annual Report.

To move the Civil Service toward its goal of delivering an outstanding customer experience, we trained 716 Customer Service Ambassadors and 117 Customer Service Champions through our newly established Customer Service Academy.

To measure customer satisfaction, we continued to deploy our "Happy or Not" terminals across the Civil Service, which captured a total of 347,405 responses in 2019 and revealed an overall happiness rating of 94%. These results include responses that were captured in departments where Civil Service priorities, such as protecting our borders, must be balanced with providing outstanding customer service. Yet, despite having to manage this balance daily, our overall rating is 6% shy of 100.

Of equal importance is the engagement and satisfaction of our staff. In 2019, 2,976 (74%) of our staff took the staff engagement survey and we achieved an engagement index of 70%. This is on par or better than some of the best Civil Services in the world. However, the survey result that I am most pleased to see is that 85% of survey participants said they were proud to be a Civil Servant.

In 2019, the Civil Service delivered world-class results in some key areas:

In our effort to improve the delivery of projects, the Strategic Reforms Implementation Unit revised business case templates used by the Welsh Government and throughout Europe to better fit the needs of the Cayman Islands Government (CIG). Our templates were of such high quality that they were adopted by the Better Business Case Programme and are now published on the website of the Welsh Government.

To further the development of exceptional leadership, PoCS' Management Support Unit distilled key concepts into a succinct Leadership Statement, delivered 11 seminars for strategic leaders aimed to raise awareness of key leadership concepts, delivered focused ILM training to managers and supervisors, and improved the performance management process by moving to an online platform, achieving a 93.6% completion rate for performance agreements in 2019.

To further bolster governance, the Commissions Secretariat contributed to the development of Regulations for the Standards in Public Life Law to ensure the Law can commence. They also updated the working policies of the Civil Service Appeals Commission in order to ensure the principles of natural justice are upheld.

Also in 2019, the ODG engaged in delivering a range of cross-ministry projects to enhance our national frameworks and mechanisms for safeguarding our children. This included the development of new governance arrangements for child safeguarding. This project, which is largely complete, has rationalized roles and responsibilities amongst stakeholder agencies and delivered new terms of reference and operating procedures for the National Safeguarding Board.

While I have outlined several of our remarkable achievements from 2019, 2020 will see us undertake additional work that will further embed a world-class culture and will move us even closer to our Vision of becoming a World-Class Civil Service, all while continuing to support the achievement of the Government's Broad Strategic Outcomes. Included in that work will be the introduction of a new strategy to drive innovation and reduce inefficiencies within the Civil Service. To quote a recent case study from the OECD's Observatory on Public Sector Innovation, "it is not enough to implement best practices, when the real need lies in creating the next practice." By building the capacity and starting the conversations around innovation, I believe we can create an environment where public sector innovation becomes "business as usual" and we will start to see positive impacts across the Civil Service.

Franz Manderson

Franz Manderson, MBE, JP

Deputy Governor & Head of the Civil Service

FOREWORD BY THE CHIEF OFFICER OF THE PORTFOLIO OF THE CIVIL SERVICE



*Gloria McField-Nixon, JP -
Chief Officer, Portfolio of the
Civil Service*

As we enter year three of our 5-Year Strategic Plan and continue to pursue our ambitious Vision “to be a World-Class Civil Service”, I take time to reflect on the accomplishments of 2019.

Evidence of our foundational work across the five goals of the 5-Year Strategic Plan exist throughout the Service. Under Goals Two and Four, Develop Exceptional Leadership and Pursue Excellence in Talent Development, the Civil Service College (CSC) worked to expand learning and development offers to supervisors and managers through Institute of Leadership and Management (ILM) programmes. Acknowledging that it is imperative to have a staff complement who are confident, competent and professionally equipped for the task, CSC also facilitated the participation of over 800 employees in various workshops and seminars. Additionally, 290 employees completed, or are currently pursuing leadership and management qualifications through the ILM; 22 employees graduated with an Associates of Arts in Public Administration; another 20 employees earned Certificates in Public Administration; and three Civil Servants, sponsored by the CSC, completed their Bachelor of Arts degree at UCCI.

In addition to classroom based training, it is now common place for Civil Servants to also be exposed to on-the-job training through secondments to other roles, and to informal coaching and mentoring. More broadly, the Civil Service has developed and agreed terms of reference for Heads of Profession, which will support talent development across specific career paths. To date, approximately 50 Civil Servants have taken advantage of secondment opportunities both locally and overseas. This includes the Internal Audit Service’s Caymanian Deputy Director, Lauren Knight, who completed a secondment with the UK Government’s Internal Audit Agency in August 2019 and commenced a second secondment as the Acting Deputy Chief Officer of PoCS in September 2019.

The creation and launch of the Communications Profession and a Communications Strategy, which consistently promotes the Government’s policy priorities across internal and external audiences, advanced the objectives of Goal Four – Foster Effective Communication. Additional work in this area included the introduction of communication cascades, including the distribution of 128 leader toolkits.

To further advance Goal 5 - Demonstrate Excellence in Governance Practices - PoCS delivered a draft Anti-Bullying, Harassment and Discrimination policy, which is currently in the final stages of review and is due to be implemented in early 2020. This policy will set the tone for expected behaviors in the workplace, outline the responsibilities of employees, and provide a framework and guidance to aid in

identifying, handling, reporting and resolving alleged occurrences of bullying, harassment and discrimination in the CIG.

2019 also saw PoCS deliver exceptional results in some key areas, all of which continue to move us toward our Vision of becoming World-Class:

The implementation of Section 47 of the Public Authorities Law (PAL) requires all public authorities to use the same salary scale as determined by Cabinet and that all jobs be evaluated using the same job evaluation methodology. PoCS' Strategic and Corporate HR (SCHR) team spearheaded a project to have approximately 900 unique job descriptions across 25 Statutory Authorities and Government Companies (SAGC) evaluated. While the workload necessitated outsourcing a portion of the evaluations, SCHR, using internal resources, undertook a portion of the evaluations themselves, effectively doubling the annual output targets for the internal job evaluation team.

Brand standards, which reflect the CIG's identity, were developed and launched. Additionally, we achieved 95% awareness of our Vision to be a World-Class Civil Service, surpassing the previous year's score of 94%, further indicating that our efforts to communicate and embed our Vision have been successful.

As it relates to governance, the first ever Audit and Risk Assurance Committee (ARAC) for the Core Government was established and held its first full meeting in September 2019. This fills a critical and long-standing gap in our governance arrangements. The Committee provides an independent challenge to governance, risk management and controls for the Core Government and helps to ensure that the risk and control framework is operating effectively.

As in previous years, we continued to recognise and celebrate, through the Deputy Governors Award scheme, those Civil Servants who deliver exemplary service. Additionally, PoCS made lives better by promoting and participating in numerous community outreach programmes which have raised funds for numerous local charities, including the Alex Panton Foundation, the Cayman Islands Crisis Centre and the Cayman Special Needs Foundation.

While 2019 saw many successes, we are cognizant that there is more work ahead. In 2020, PoCS will continue to progress programmes and projects under the 5-Year Strategic Plan, whilst also focusing on transforming the role of HR and integrated technologies to ensure that the CIG operates a modern HR function, all in an effort to deliver world-class services.

Gloria McField-Nixon

Gloria McField-Nixon, JP

Chief Officer

Portfolio of the Civil Service

2019 ANNUAL REPORT

SECTION 1.0

CIVIL SERVICE OVERVIEW

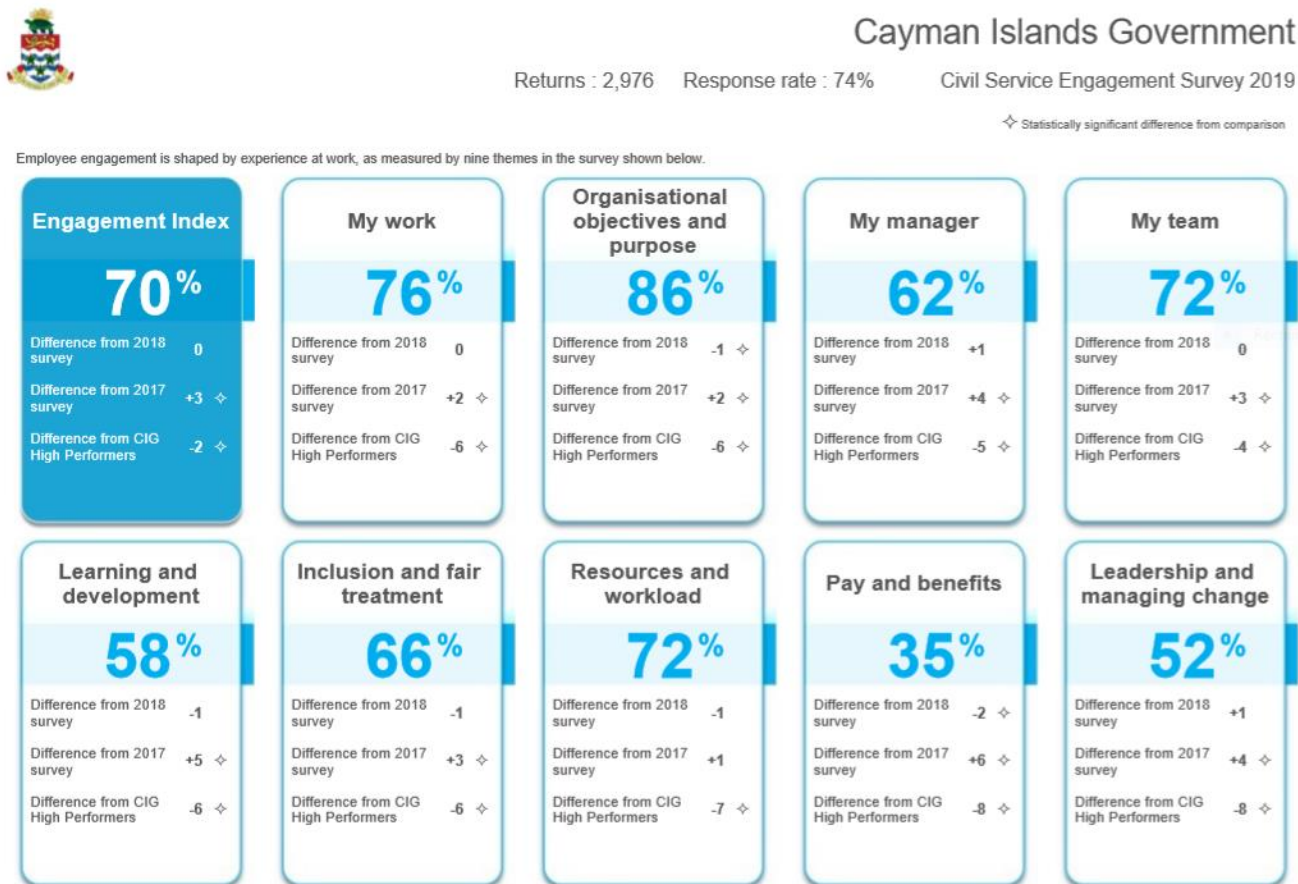


1.1 THE PORTFOLIO'S IMPACT ACROSS THE CIVIL SERVICE

Sections 24 and 25 of the Public Service Management Law prescribe the duties and powers of the PoCS in relation to Civil Service human resource matters. Generally, the PoCS advises His Excellency the Governor and the Head of the Civil Service on the effectiveness of the Human Resources framework within the Cayman Islands Government.

As part of the 5-Year Strategic Plan, the PoCS monitors employee engagement to assess whether the conditions within the Civil Service are conducive to our employees giving their best efforts. In 2019, the third annual employee engagement survey was conducted. Compared to 2018, the participation rate grew by 2% to 74% (i.e. 2,976 participants) and the overall engagement level held steady at 70%. The themes “My Work” and “My Team” maintained scores of 76% and 72% respectively, while “My Manager” and “Leadership and Managing Change” both showed increases of 1%, bringing those themes to 62% and 52% respectively. The remaining five themes showed slight declines of 1 – 2%, with the lowest scoring theme being “Pay and Benefits”, which received a score of 35%. A review of reward and remuneration is scheduled for 2020.

Figure 1. Cayman Islands Civil Service 2019 Employee Engagement Results



The Deputy Governor's Employee of the Year Annual Awards Ceremony: 2019 (honouring 2018 nominees)

The Deputy Governor's Award Ceremony honoured 12 exceptional nominees who were nominated during the period of January to December 2018. Additionally, 33 persons received the Chief Officer's Choice Awards.



2018 Employee of the Year Recipient, Levi Allen, receives his award from the Honourable Deputy Governor Franz Manderson.

Held at the Harquail Theater on March 21st, 2019, the ceremony highlighted the remarkable contributions of a diverse set of Civil Servants. Ranging from a Marine Conversation Officer to a Video Production Specialist, the 12 candidates were lauded for their individual contributions to the Cayman Islands Government. At the end of the evening, Levi Allen, Training Development and Safety Officer at the Public Works Department, was recognised as the 2018 Employee of the Year.



The Honourable Deputy Governor (7th from the right) on stage at the Harquail Theatre with the 2018 Employee of the Year nominees.

Table 1. Full list of the 2018 Employee of the Year Nominees. The Employee of the Year was Levi Allen.

Finalists of The Deputy Governor's Employee of the Year Annual Awards			
Name	Department	Month (2018)	Nomination Category
Levi Allen*	Public Works	January	Pursue Excellence in Talent Development
Shanda Reid	Immigration	February	Deliver an Outstanding Customer Experience
Sacha Rankine	Labour & Pensions	March	Develop Exceptional Leadership
Mitzi Watson-Jervis	Commerce & Investment	April	Foster Effective Communication
Shushan O'Connor	Immigration	May	Deliver an Outstanding Customer Experience
Carol Best-Gould	Strategic HR (PoCS)	June	Deliver an Outstanding Customer Experience
Chadd Bush	Environment	July	Develop Exceptional Leadership
Sophia Wilson-Leslie	Community Rehabilitation	August	Deliver an Outstanding Customer Experience
Ryan Rajkumarsingh	Commerce & Investment	September	Develop Exceptional Leadership
Wesrol Nyack	Tourism	October	Deliver an Outstanding Customer Experience
Stephon Johnson	Government Information Services	November	Deliver an Outstanding Customer Experience
Stafford Millwood	Immigration	December	Develop Exceptional Leadership

* 2018 Employee of the Year

Community Outreach Programmes

In 2019, PoCS facilitated numerous community outreach programmes on behalf of the wider Civil Service. This outreach took the form of beach and community clean-ups (as part of Earth Day), dress for a cause days and assistance with numerous registrations for fundraising events. Of all the events, the single largest charitable contribution made by the CIG was facilitated through participation in the Deputy Governor's (DG's) Annual 5K Challenge.

Deputy Governor's 5K - 2019

The Deputy Governor's 5K Challenge brings together Civil Servants, private sector employees and members of the public in a fitness and fundraising challenge. It is part of the Deputy Governor's vision to have a healthier, more active and more socially engaged Civil Service, while also benefitting charitable organisations and initiatives in the Cayman Islands.



In 2019, its sixth year, the DG's 5K raised a total of \$82,000 for three local charities – The Alex Panton Foundation, the Cayman Islands Crisis Centre and the Cayman Special Needs Foundation. Since its inception in 2014, this well supported event has raised \$378,000 for various charities across the three Islands, including Feed Our Future, Meals on Wheels, the Cayman Heart Foundation and Cayman Hospice Care (now known as Jasmine).



Earth Day

In April 2019, in recognition of Earth Day, Civil Servants on Grand Cayman collected over 100 bags of trash, while Civil Servants on Cayman Brac choose to beautify the Kirkconnell Community Care Centre. In addition, the "Proud to be a Civil Servant" clean-up effort, also held in April, attracted volunteers from PoCS, Computer Services, General Registry, the Department of Commerce and Investment, the Ministry of Health, the Lighthouse School, the Legislative Assembly and the Public Works Department. Divided into two teams, Powell Smith Drive, West Bay and a stretch of Bodden Town Coastline were cleaned and beautified.



Left: Department of Planning employees and family members collect trash along the coastline near the Lighthouse Restaurant. In just a few hours, the dedicated crew of 10 collected over 25 bags of garbage.



Above: Civil Servants on Cayman Brac undertook a beautification project at the Kirkconnell Community Care Centre, which included replanting the gardens and cleaning up the surrounding areas for the senior citizens that reside at the home.

Corporate League Sponsorships

In 2019, PoCS sponsored the very first CIG rugby team to participate in the Cayman Rugby Football Union Corporate League. The funding, which came from the CIG Wellness Fund, allowed 25 Civil Servants, representing every Government Ministry to participate. Computer Services Director Simon Spiers and Cadet Corps Commandant Bobeth O’Garro co-coached the team for their debut.



Race Registrations

Civil Servants contributed to numerous charitable causes through race registrations and participation, including the Cancer Society Stride against Cancer, Lions Club of Tropical Gardens Breast Cancer Awareness, Honouring Women’s Month, the CUC “Race in the Republic” for Government’s own Sunrise Adult Training Centre, Breeze Fusion, the Monetary Authority’s 5K and the 2019 Deputy Governor’s 5K Challenge.



Dress for a Cause Days

Throughout 2019, PoCS facilitated numerous Dress for a Cause days to raise funds for and awareness of various charities and causes in the Cayman Islands. Some of the causes supported by Civil Servants during the year were Earth Day, Alzheimer’s Awareness, Anti-bullying and, as pictured, Breast Cancer Awareness.

2019 Civil Service Summer Internship Programme

The Government’s Summer Internship Programme, organised annually by PoCS, attracted nearly 200 bright and ambitious interns in 2019. Over the summer, the interns worked and gained exposure in various disciplines across multiple Civil Service entities. At the end of their stint, the interns participated in an awards ceremony where the top interns - Rhimar Williams (RCIPS) and Minelli Tibbetts (Judicial) – were named. Awards in the categories of “Teamwork”, “Commitment”, “Customer Service” and “Leadership” were also awarded as follows:

- **Teamwork** – Monique Duarte (Ministry of Commerce, Planning & Infrastructure)
- **Commitment** – Rhiana Williams (Department of Planning)
- **Customer Service** – Tarran Ebanks (Department of Labour and Pensions)
- **Leadership** – Ben Ebanks-Morales (Public Works Department)



The Honourable Deputy Governor, Franz Manderson (far left), and the Chief Officer of the Portfolio of the Civil Service, Gloria McField-Nixon (right), with four of the 2019 CIG summer interns.

1.2 STRUCTURE AND FUNCTION OF THE PORTFOLIO

PoCS Structure and Function

The Portfolio of the Civil Service is responsible for supporting the Governor and Deputy Governor to fulfil their obligations for the Civil Service in the areas of HR policies and compliance, public sector management and good governance practices.

The PoCS is comprised of 13 departments, sections and unit as outlined below. The PoCS also has oversight of 2 statutory authorities; the Cayman Islands Public Service Pensions Board and the Cayman Islands Civil Aviation Authority. The statutory authorities have issued separate annual reports to document their individual entity performance.

Table 2. Areas of Strategic Focus

AREAS OF STRATEGIC FOCUS 2019/2020		
Global HR & Management Practices	Public Sector Reform	Good Governance
<ul style="list-style-type: none"> • Policy, Finance and Administration Section • Strategic & Corporate HR Unit • Civil Service College • Cayman Islands National Archive 	<ul style="list-style-type: none"> • Management Support Unit (MSU) 	<ul style="list-style-type: none"> • Legislative Assembly (LA) • Elections Office • Office of HE the Governor • Office of the Deputy Governor • Internal Audit Service • Commissions Secretariat • Office of Education Standards

Vision and Mission for the Portfolio of the Civil Service

Table 3. Our Vision & Mission

<p>OUR VISION</p> <p>To be a valued partner in achieving performance excellence across the Cayman Islands Government.</p>	<p>OUR MISSION</p> <p>To promote and support democracy and good governance, through efficient and effective Human Resource and General Management practices across the Cayman Islands Government.</p>
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During the 2019 financial period, the work of the PoCS contributed to the government's broad strategic outcomes as follows:

Table 4: PoCS Links to Broad Strategic Outcomes – Level 1

BROAD STRATEGIC OUTCOMES 2018 & 2019	
Broad Outcome	PoCS Level 1 - Strategic Projects ("Key" projects as identified in 2018-19 Budget)
Strong Economy	Increase pensions payments to qualified retired civil servants - Pension Uplift Programme
Full Employment for Caymanians	Support workplace training and lifelong learning to ensure skills keep pace with technology & other demands - Civil Service College
Best Education for our Children	Invest in programmes that support improved attainment of academic disciplines - Office of Education Standards
Reducing Crime and Fear of Crime	Reduce Recidivism by improving rehabilitation and supporting persons to find suitable employment - Second Changes Programme
Quality & Affordable Healthcare	Improve the focus on prevention & promotion of healthy lifestyles to reduce preventable illness - Wellness Committee
Stronger Communities & Support for Vulnerable	
Healthy Environment	
Stable, Effective & Accountable Government	<p>Implement E-Government Programme to extend access, improve customer service and increase efficiency - 5 Year Strategic Plan</p> <p>Improve effectiveness of Government Communication - 5 YSP</p> <p>Build on Project Future to create and implement cross-government efficiencies - SRIU as a centre of excellence in embedding business case and project management capabilities</p>

Our People

The Senior Management Team of the Portfolio is comprised of the following:

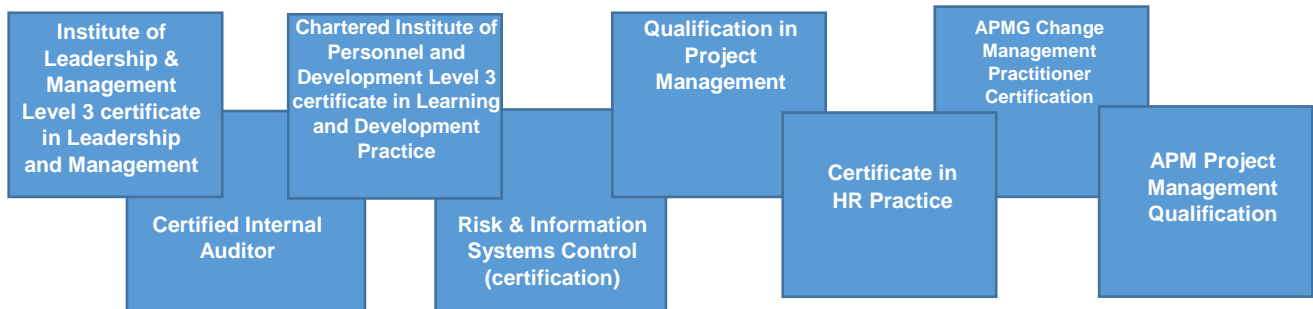
Position	Post Holder
Chief Officer	Gloria McField-Nixon, JP
Deputy Chief Officer (Acting)	Lauren Knight
Director, Human Capital Development (seconded)	Graeme Jackson
Chief Financial Officer	Nadisha Walters
Senior HR Executive	Charlene Howell-Litchmore
Director, Management Support Unit	Winston Sutherland
Senior HR Policy Advisor	Jo Richards
Manager of Strategic & Corporate HR	Cara Anderson-Linwood

Learning and Talent Development

PoCS is proud to have created an environment that supports the continuous learning and professional development of staff. In 2019, our staff took advantage of numerous learning opportunities including the following:

- Benefits Management Master Class
- Customer Service Workshop
- Leadership Workshop
- Cayman Islands Digital Economy Conference
- Performance Management
- Bonfire Best Practice (*NB: Bonfire is a procurement tool*)
- Data Protection Training
- Risk Management
- Programme and Project Management

Following are examples of some of the diverse professional certifications/qualifications that were obtained by personnel across the 13 PoCS entities in 2019:



PoCS Celebrates its Deputy Governor's Award Recipients

Three members of the PoCS team were recognised for exemplary service in 2019 and awarded under the Deputy Governor's Award scheme. One employee received the top honour of Employee of the Month, while two others received the Chief Officer's Choice award.



Employee of the Month – October 2019

The core PoCS team celebrate with October 2019 Employee of the Month recipient Charlene Howell-Litchmore (pictured front centre). Charlene was nominated under the category “Deliver an Outstanding Customer Experience” and was recognised for, among other noteworthy achievements, being the driving force behind the establishment of the CIG’s Second Chances Programme.



Chief Officer's Choice – September 2019

Chief Officer Gloria McField-Nixon presents Office of the Deputy Governor (ODG) employee Leni Tatum with the Chief Officer's Choice award for September 2019. Also nominated under the category "Deliver an Outstanding Customer Experience", Leni was recognised for keeping customers at the heart of ODG processes.



Chief Officer's Choice – November 2019

Chief Officer Gloria McField-Nixon presents Office of Education Standards (OES) employee Althea Edwards-Boothe with the Chief Officer's Choice award for November 2019. Althea was nominated under the category "Foster Effective Communication", and was recognised for her excellence in providing comprehensive, well-reasoned and evidence-based feedback to OES clients.

1.3 FINANCIAL PERFORMANCE

PoCS achieved another unqualified opinion from the Auditor General's Office for its 2019 Annual Financial Statements, marking seven fiscal years of unqualified opinions. This year's audit was completed several days in advance of the statutory deadline (30th April 2020), even as the team contended with the restrictions imposed as a result of COVID-19 (Coronavirus), which included shelter in place orders.

The complete financial statements, notes and disclosures are presented in Section 3.0 of this document.

The table below summarizes the financial performance of PoCS over the past four fiscal years (*note that the 2016-17 financial results reflect an 18-month transitional period and are therefore not entirely comparable to the other years shown*).

For the period ended December 31, 2019, the Portfolio recognized revenues of \$12.2 million, an increase of 8% over the previous fiscal year. Cabinet billing moderately increased over prior years due to a slow but steady drive to fill vacancies, which in turn increased output delivery and, in some cases, led to budgeted targets being exceeded. Additionally, third party revenues almost doubled the prior years' revenues as a result of a change in eligibility requirements for Naturalization and BOTC applicants.

Expenses during the same period were \$11.3 million, representing a 14% increase over 2018. The increase in expenses was mainly from personnel costs, as PoCS departments actively recruited to fill vacancies; hence, increasing basic salary. In addition, temporary relief increased due to registering officer's stipends and due to temporary staff being employed by the Elections Office to assist with managing the cruise port referendum, including the signature verification exercise and registration of new voters.

Health insurance expenditure also increased primarily due to a change in insurance premiums. Additionally, supplies and consumables expenditure increased, mainly driven by increases in training costs, food and dietary supplies, electricity, attendance allowance, professional fees and special conferences hosted by PoCS.

As shown in Table 5, the Portfolio has ended each of the past four financial years in a surplus position, with the 2019 surplus being \$0.953 million.

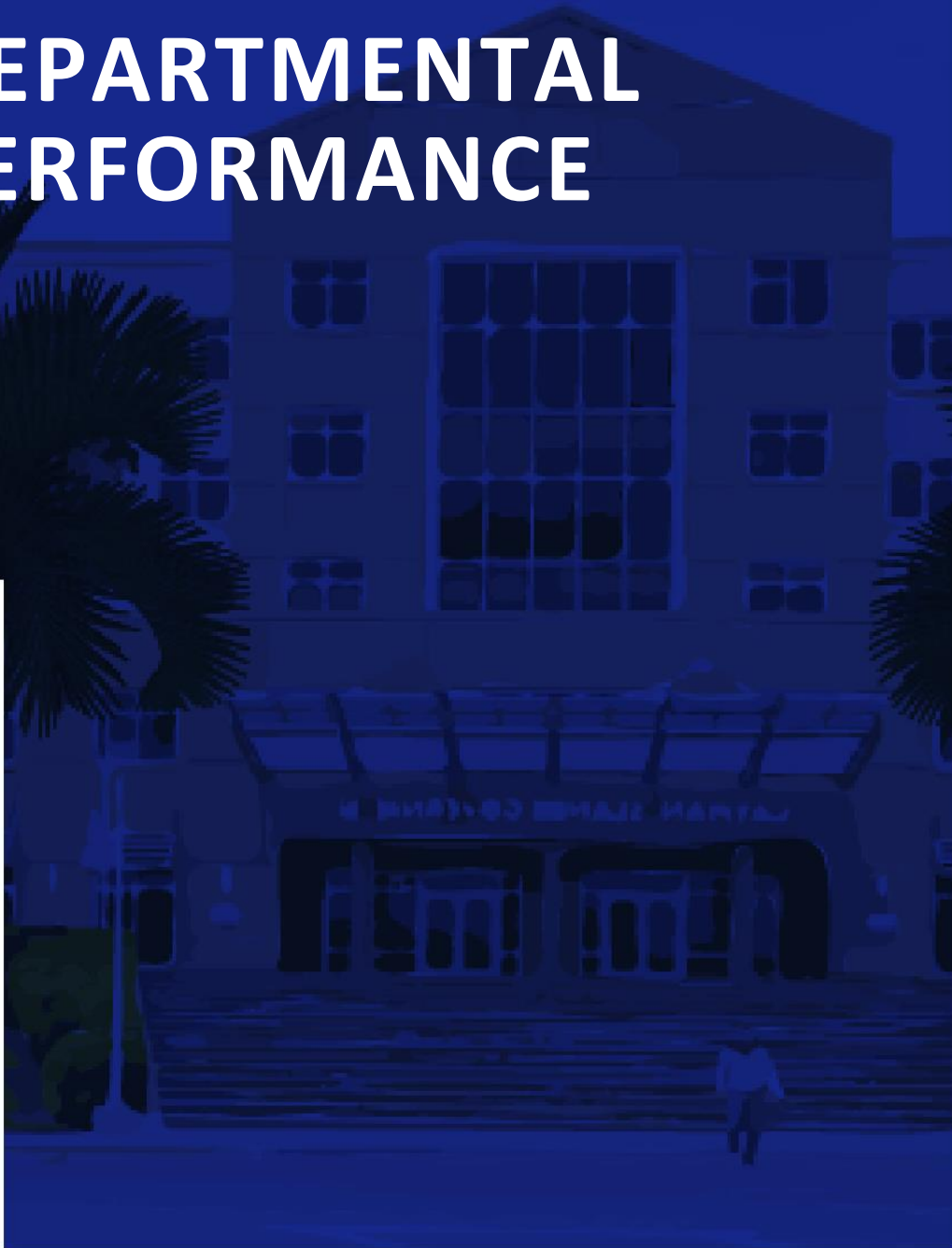
Table 5. Statement of Financial Performance

STATEMENT OF FINANCIAL PERFORMANCE (in thousands)				
Revenue	2015-16	2016-17	2018	2019
Cabinet Revenue	8,116	14,270	10,630	11,203
IAC Revenue	6	9	8	6
3rd Party Revenue	431	677	662	1,011
Total Revenue	8,553	14,956	11,300	12,220
Expenses				
Personnel Cost	5,617	10,276	7,435	8,282
Supplies & Consumables	1,809	3,338	2,340	2,842
Depreciation	81	163	140	143
Total Expenses	7,507	13,777	9,915	11,267
Net Surplus for the period	1,046	1,179	1,385	953

2019 ANNUAL REPORT

SECTION 2.0

DEPARTMENTAL PERFORMANCE



2.1 POLICY SUPPORT UNIT (PSU)

ENTITY OVERVIEW

PoCS provides advice and support on CIG-wide human resource policies and practices with the aim of ensuring that the frameworks used to manage its most critical resource - people - are fit for purpose and support the business to deliver the Government's objectives.

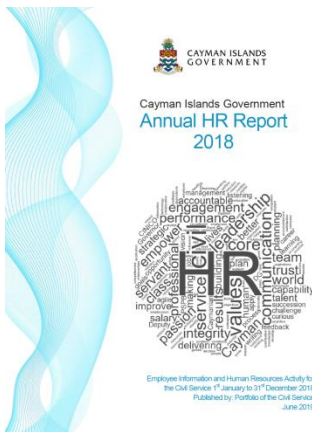
SUMMARY OF 2019 ACHIEVEMENTS AND CONTRIBUTIONS

During 2019, policy work focused on developing frameworks which, when deployed, will enhance the human resource management capability within the Civil Service. Specific undertakings of the PSU included:

- The delivery of a framework and blueprint to roll-out, and embed the practice of, Strategic Workforce Planning across the Service over the next 3-5 years;
- The drafting of an Anti-Bullying, Harassment and Discrimination policy which will set the tone for expected behaviors in the workplace, outline the responsibilities of employees, and provide a framework and guidance to aid in identifying, handling, reporting and resolving alleged occurrences of bullying, harassment and discrimination within the Civil Service.

In November 2019, the Premier announced a 5 percent Cost of Living Adjustment (COLA) for Civil Servants, effective 1st January 2020. PoCS supported this initiative by analysing the impact of a variety of COLA proposals, providing advice, preparing the necessary Cabinet Papers, and producing and operationally implementing the new salary values for nearly 4,000 employees.

Management reporting represents another area of corporate HR responsibility for PoCS, with a variety of publications informing HR decision making. In 2019, the PSU produced the following management reports:



The Annual HR report for the period January to December 2018 (published June 2019). This report provides trend information on a range of key HR metrics plus an end-of-year snap-shot of the demographic of the Civil Service.

Quarterly HR budget reports, which enable the Portfolio to monitor personnel expenditure for Ministries, Portfolios and Independent Offices across the Civil Service against the budget, tracking and making projections based on monthly trends.

FORWARD LOOK – 2020 STRATEGIC FOCUS

2020 will see work undertaken to advance the modernisation of the HR function, with PoCS strengthening its role as a centre of expertise and supporting additional HR disciplines. Key HR processes will be revisited and updated to improve efficiency, and our repertoire for employee well-being and engagement activities will be expanded, both of which are critical factors impacting organisational productivity.

PoCS will deliver the core competency framework for HR professionals, and facilitate development opportunities for the profession in the areas of dealing with mental health, undertaking internal investigations and delivering HR through a business partner model, all of which are priorities to support new policies and to improve business outcomes.

In the first half of the new budget cycle, our work in the area of compensation will continue with a review of our pay strategy and an assessment of our readiness to recognise performance through pay and incentives.

Whilst committed to maintaining a remuneration and reward offering that can attract and retain a Civil Service capable of delivering world-class services, in 2020, PoCS will also undertake a review and make recommendations on the provision for pension and post-pension benefits for new staff, to ensure that benefits offered are sustainable within the public purse for future generations. This exercise will also be carried out for healthcare premiums.

During 2020 we will also commence the procurement process for an integrated enterprise-wide human resource management system which supports streamlining of processes and improves capability to support a modern HR function.

2.2 THE CIVIL SERVICE COLLEGE (CSC)

ENTITY OVERVIEW

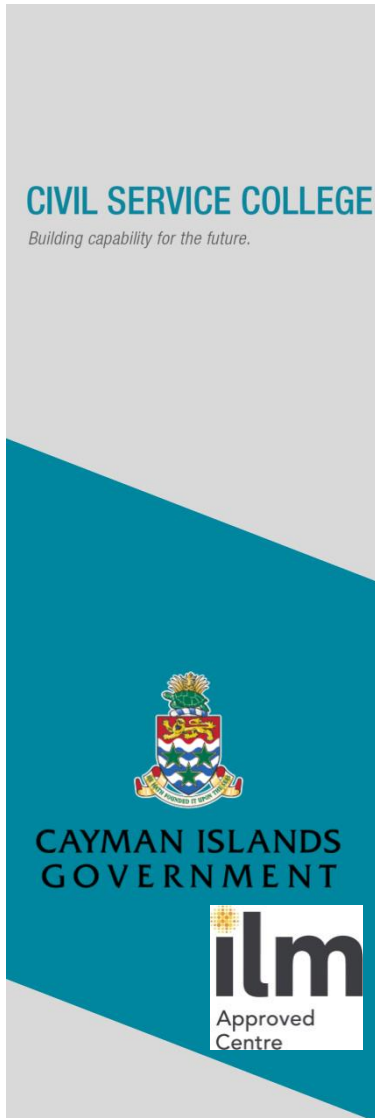
The Civil Service College ('CSC' or 'the College') was established to provide learning and development opportunities, with the main focus being to support Civil Servants achieve academic qualifications to allow them to advance and progress. This has been done in partnership with the University College of the Cayman Islands (UCCI) and there are currently 200 students enrolled in various programs.

SUMMARY OF 2019 ACHIEVEMENTS AND CONTRIBUTIONS

In the last year, 22 employees graduated with an Associates of Arts in Public Administration; another 20 employees earned Certificates in Public Administration; and 3 civil servants completed their Bachelor of Arts degree.

The College is continuing to align its programmes to the core competency framework launched in 2018. Following some pilot programmes in 2019, the College is currently increasing capacity and will provide a greater range of learning opportunities to a wider group of Civil Servants beginning in the spring of 2020.

In response to the results of the Civil Service engagement survey, the College has been developing a range of learning and development programmes to support managers and leaders. The College is an approved ILM City & Guilds centre and offers accredited programmes at level 3, 5 and 7. These programmes now provide a clear development and progression path for our leaders and managers, and the results of the engagement survey in 2019 showed that the early work is having an impact. So far, 290 employees have completed, or are currently pursuing leadership and management qualifications through this route.



A new ILM level 5 leadership programme was developed and commenced in 2019 aimed at senior managers who were responsible for leading innovation. This programme provides the skills to help participants deliver real improvements and innovation aligned to our mission of making lives better.



Also in 2019, the College was awarded approval to run ILM programmes at level 7. This approval signifies the calibre of the in-house team who can now deliver learning and development equivalent to a university master's degree. The development work was undertaken in 2019 and the first cohort will commence in 2020.

In partnership with the Chartered Institute of Personnel and Development, 10 people were awarded professional development certificates in learning and development practice allowing them to provide professional learning opportunities in their own departments and as trainers within the College.



Online learning, through the online learning platform Degreed.com, continued to be an option available to Civil Servants and employees of statutory authorities in 2019. Through Degreed, 3,924 hours of development activity was undertaken resulting in 2,610 learning activities being completed.

Throughout the year, over 800 employees participated in various workshops and seminars covering topical issues and professional development.

Partial financial support was provided by the College to 13 employees who undertook the Global Executive Leadership Certificate course, which was offered in partnership with UCCI and Florida International University. Additionally, partial funding was provided to seven Civil Servants who participated in the Chamber of Commerce Leadership Cayman programme. Lastly, in partnership with the Caribbean Development Bank, 42 people achieved certificates in Public Policy Analysis through to Project Cycle Management training.

2.3 MANAGEMENT SUPPORT UNIT (MSU)

ENTITY OVERVIEW

The Management Support Unit is responsible for the facilitation and monitoring of Civil Service reform, across all Civil Service entities, based on the priorities of the Deputy Governor. Additionally, the MSU is responsible for providing advice, support and capability development to Ministries and Portfolios to improve overall performance and effectiveness to the Civil Service.

SUMMARY OF 2019 ACHIEVEMENTS AND CONTRIBUTIONS

The 5-Year Strategic Plan for the Civil Service was launched in January 2018 and has now come to the end of the first two years. The Vision is “To be a World-Class Civil Service”. The vision underpins the shared purpose ‘To Make the Lives of Those We Serve Better’. In 2019, the MSU achieved the following, all of which supported wider activities to move the CIG toward its vision of becoming world-class.

Goal 1: Foster a customer-centred culture within the Civil Service

- The Customer Service Academy trained 716 Customer Service Ambassadors;
- 117 Customer Service Champions were trained;
- Through the E-Government team, various self-service options were introduced.



Goal 2: Develop Exceptional Leadership

- Improved the performance management process by moving to an online platform. In 2019, the CIG achieved a completion rate of 93.6% for performance agreements;
- Developed a succinct Leadership Statement for the Civil Service;
- Facilitated three Senior Leadership events for strategic leaders aimed at raising awareness of key leadership concepts;
- Conducted the third annual employment engagement survey, which showed that engagement increased by 3% and overall participation increased by 2%;
- Facilitated ILM training for 182 supervisors/managers, resulting in them obtaining or being in the process of obtaining formal leadership qualifications.

Goal 3: Pursue Excellence in Talent Development

- Completed a Learning and Development roadmap;
- Expanded the learning and development offerings to supervisors and managers through the ILM programme;

- Worked to develop and deploy a common framework for strategic workforce planning and the strategies for acquiring, developing and promoting talent.

Goal 4: Foster Effective Communications

- Maintained 95% awareness of the Vision to be a World-Class Civil Service (as measured by the 2019 Engagement Survey);
- Developed professional competencies for the Communications Profession, which was launched in 2019.
- Developed and implemented a Communications Strategy which consistently promotes the Government's policy priorities across internal and external audiences;
- Developed and launched brand standards to reflect the identity of the Cayman Islands Government.

Goal 5: Demonstrate Excellence in Governance Practices

- Trained 225 employees in Human Rights and Governance;
- Delivered two training sessions on Policy Development to 30 participants;
- Assisted with the operationalisation of the Audit and Risk Committee.

FORWARD LOOK – 2020 STRATEGIC FOCUS

In 2020, work on the five goals under the 5-Year Strategic Plan will continue and will be underpinned by three cross cutting themes:

- The Government's priorities
- Innovation
- Culture

In 2020, the MSU will work to embed a culture of putting our customers at the heart of all we do by contextualising our purpose – 'Making Lives Better'. This will be done by linking our work with the Government's eight Broad Strategic Outcomes.

The MSU, in consultation with Deloitte, will provide support in developing service standards for four Government departments and will assist with better aligning the processes and structures within those departments to deliver on Government's priorities.

The MSU will continue to develop exceptional leadership by, among other initiatives, administering an updated 360 feedback instrument to all strategic leaders. This will be supported by offering coaching support to respond to the feedback, as well as offering ongoing general support.

To continue to support talent development across the Civil Service, the MSU will roll out a learning and development framework, which will set out the development path for all civil servants. Additionally, a competency framework for human resource activities such as learning and development, performance management, recruitment, induction and 360 feedback will be embedded across the Service.

2.4 STRATEGIC & CORPORATE HR (SCHR)

ENTITY OVERVIEW

The Strategic and Corporate HR Unit provides a variety of HR services to entities across the core Civil Service, as well as to Statutory Authorities and Government Owned Companies (SAGCs). These services include:

- Maintenance and management of the HR database (HRIRIS)
- Job evaluation and job design services
- Guidance and advice on HR best practice, the PSML and Regulations
- Maintenance and management of the employee records database (Enterprise Content Management/ECM)
- Recruitment
- Provision of statistical reports, strategic analysis and special HR projects

These services mainly contribute to Cabinet's eighth Strategic Broad Outcome – Stable, Effective and Accountable Government.

SUMMARY OF 2019 ACHIEVEMENTS AND CONTRIBUTIONS

On 1st June 2019, Section 47 of the Public Authorities Law came into effect. This section requires all public authorities to use the same salary scale as determined by Cabinet and that all jobs be evaluated using the same job evaluation methodology.

As a result of the implementation of Section 47, the Strategic and Corporate HR unit within the PoCS spearheaded a project to have approximately 900 unique job descriptions across the 25 SAGCs evaluated. While the workload necessitated outsourcing a portion of the evaluations, SCHR, using internal resources, undertook a portion of the evaluations, effectively doubling the 2019 annual output

targets for the internal job evaluation team. Of the 25 SAGCs, the internal PoCS job evaluation team completed job evaluations for 14, while still managing job evaluation requests for their core Government client base. Following are the 14 SAGCs for which job evaluations were completed during 2019:

- Auditors Oversight Authority
- National Housing Development Trust
- Civil Aviation Authority
- The Utility Regulation and Competition Office (OfReg)
- Cayman Islands National Insurance Company
- Maritime Authority of the Cayman Islands
- Tourism Attractions Board
- Cayman Islands National Museum
- Cayman Islands Stock Exchange
- National Drug Council
- Cayman Islands Development Bank
- Cayman National Cultural Foundation
- Children and Youth Services Foundation
- National Gallery of the Cayman Islands

The evaluation work carried out in 2019, coupled with additional work that will take place in 2020, will ensure compliance with Section 47 of the Public Authorities Law and introduce consistency across the Public Sector.

FORWARD LOOK – 2020 STRATEGIC FOCUS

During the first quarter of 2020, the core PoCS job evaluation team will conclude job evaluations for both the Public Service Pensions Board and the University College of the Cayman Islands, bringing the total count of SAGCs completed to 16 (of 25). Following the completion of a successful tendering process, a contract will be awarded to provide job evaluations for all roles within the remaining SAGCs.

As only one aspect of compensation, namely salaries, is being regularised as a result of the implementation of Section 47, additional work will be required to review and adjust benefits such as health insurance and retirement benefits within the SAGCs. This work is necessary to further harmonize terms and conditions amongst all SAGCs as is contemplated in section 47 (2) and (3) of the Public Authorities Law. Assessments are currently being conducted to determine how further work will be incorporated into future phases of this multi-phase project to address wider compensation matters not resolved by the adoption of a common salary scale.

Additionally, Section 47 (6) of the Public Authorities law allows SAGCs to equally rely upon other factors when considering the value of a role. To provide a consistent approach to resolving this type of anticipated conflict for some roles, SCHR will assist with developing a “market factors analysis” methodology that will identify the circumstances where external market values may be applicable. This work is due to be completed in the first quarter of 2020.

2.5 CAYMAN ISLANDS NATIONAL ARCHIVE (CINA)

ENTITY OVERVIEW

The Cayman Islands National Archive provides two primary functions as mandated by the National Archive and Public Records Law (2015 Revision). The first service is to internal CIG customers in the provision of a records and information management framework across the Public Service to address information management needs. The second service is to members of the public through the provision of access to historical information and archives.

SUMMARY OF 2019 ACHIEVEMENTS AND CONTRIBUTIONS

During 2019, the Cayman Islands National Archive successfully delivered and/or contributed to the following:

- The provision of records and information management (RIM) training at new employee orientation, and one-on-one RIM support sessions (advice, guidance and meetings) for Government agencies, including SACGs. Included in the training is information on the development of operational disposal schedules, implementation of administrative disposal schedules, retention, destruction and digitisation of public records, and information on general recordkeeping matters.
- The acquisition and preservation of archival records for the historical collections, including publications, private papers and government records, photographic items and oral history interviews.
- The provision of reference services through onsite research visits, emails and telephone calls for a variety of research topics.
- The development and delivery of educational outreach presentations for various schools in the public and private sector.

FORWARD LOOK – 2020 STRATEGIC FOCUS

In 2020, CINA will continue to provide public sector wide records and information management services to enhance the management of Government's information assets, facilitate good governance and enhance ease of access to information. Additionally, through improved research services, CINA will provide wider access to historical information and archives to members of the public, both locally and overseas.

2.6 COMMISSIONS SECRETARIAT

ENTITY OVERVIEW

The Commissions Secretariat is responsible for providing administrative, research, policy, strategic, operational, and investigative support to the Anti-Corruption Commission, the Civil Service Appeals Commission, the Commission for Standards in Public Life, the Constitutional Commission, the Human Rights Commission and the Judicial and Legal Services Commission in order for each to fulfil their respective constitutional and/or legal mandates in an autonomous manner.

In addition, the Secretariat performs the recruitment functions for His Excellency the Governor for those posts listed in S.106(4) of the Cayman Islands Constitution Order (2009). The Secretariat will also maintain the Register of Interests in accordance with the Standards in Public Life Law (SPL) when the Law commences.

SUMMARY OF 2019 ACHIEVEMENTS AND CONTRIBUTIONS

In 2019, the Commissions Secretariat:

1. Conducted numerous complex and protracted investigations in accordance with the Anti-Corruption Law with numerous successful outcomes ensuring good governance.
2. Contributed to the development of Regulations for the Standards in Public Life Law to ensure the Law can commence.
3. Updated the working policies of the Civil Service Appeals Commission in order to ensure the principles of natural justice are upheld.
4. Created a new post of Public Relations and Education Coordinator in order to ensure the enhancement of the public profile of the Commissions.

FORWARD LOOK – 2020 STRATEGIC FOCUS

In 2020, the strategic focus of the Commissions Secretariat will be to:

1. Enhance the public profile of the Commissions through increased education and communication opportunities to ensure compliance with the Constitution, promote good governance, and provide the public with an opportunity to become involved in constitutional matters.
2. Modernise relevant legislation to strengthen the work of the Commissions.

3. Facilitate the Register of Interests (when the SPL commences) to ensure good governance, promote transparency, and ensure compliance with the Standards in Public Life Law.

2.7 INTERNAL AUDIT SERVICE (IAS)

ENTITY OVERVIEW

The Internal Audit Service (IAS) follows internationally recognized standards for the professional practice of internal auditing. This provides the Cayman Islands Government with independent and objective assurance, advice and insight to enhance and protect government operations.

SUMMARY OF 2019 ACHIEVEMENTS AND CONTRIBUTIONS

As per agreed Cabinet outputs, IAS was expected to deliver 22 - 27 internal audit reports, provide 700 to 800 hours of advisory services, deliver 12 - 20 reports relating to CIG's compliance with the Public Service Management Law (PSML), and undertake 1 - 3 HR-based investigations.

IAS met, or exceeded these expectations in 2019 by delivering:

- 26 internal audit reports;
- 844 hours of advisory services;
- 12 PSML compliance reports; *and*
- 2 PSML related investigations.

Other notable achievements during the year included:

- Evolving IAS management and reporting processes to facilitate the newly introduced Audit and Risk Assurance Committee (ARAC). IAS now attends quarterly ARAC meetings to discuss governance, risk and control matters. This marked a major step forward on the governance agenda;
- Delivering on succession planning investments including:
 - IAS's Caymanian Deputy Director completing a 17 month developmental secondment with the UK Government Internal Audit Agency, and then beginning a final developmental secondment as Deputy Chief Officer with the Portfolio of the Civil Service;
 - Preparing long term for future leaders by appointing high potential Caymanians to "Internal Auditor" and "Senior Internal Auditor" positions; *and*



- Hosting new and returning interns to help inform their consideration of internal audit with government as a career choice;
- Advising the Ministry of Finance and Economic Development (FED) on the new Risk and Control framework documents for all CIG operations, and aligning IAS working practices to these frameworks ahead of their implementation;
- Active participation in the Cayman Chapter of the Institute of Internal Auditors with four IAS staff members taking Committee positions, including Chair of the Membership Committee; *and*
- Completion of a move to new office accommodation, providing for greater independence and an improved work environment.

FORWARD LOOK – 2020 STRATEGIC FOCUS

IAS has the following strategic initiatives planned for the 2020 year:

- Updating the risk assessment methodology to include the confirmed 2020-21 budget and the results of senior stakeholder consultations in Q1;
- Preparing for an “External Quality Assessment” which is required by the International Standards for Internal Auditing at least once every 5 years. This will provide independent confirmation of the extent to which the IAS complies with internationally expected standards and provide a road-map for any identified improvements;
- Continuing to unlock the potential of the Audit Management system, TeamMate+, including the rollout to clients providing them with secure access to their audit reports and recommendations. IAS will also work with FED and any incoming Chief Risk Officer to test the system’s suitability to serve as the technical infrastructure for recording and reporting on risks across the Cayman Islands Government;
- Introducing regular reporting to, and information exchange with, Chief Officers; *and*
- Preparing for a change in IAS leadership with the return from secondment of IAS’s Caymanian Deputy Director.

2.8 ELECTIONS OFFICE

ENTITY OVERVIEW

The Elections Office is an independent Government agency which is responsible for the maintenance of the Register of Electors (Voter's List). The Office is charged with delivering General Elections, By-Elections and Referendums in accordance with the Cayman Islands Constitution (2009), Elections and Referendum Laws of the Cayman Islands.

SUMMARY OF 2019 ACHIEVEMENTS AND CONTRIBUTIONS

In 2019, the team of experienced professionals at the Elections Office completed the petition signature verification on the country's first people's-initiated referendum, to be brought pursuant to section 70 of the Cayman Islands Constitution (2009). The Office was advanced in the execution of its plans to deliver on the historic December 19th People's Initiated Referendum when the Grand Court ordered a stay in order to hear a Judicial Review.

Also in 2019, the Elections Office completed a move to its new office accommodation in Bay Town Office Suites on West Bay Road.

FORWARD LOOK – 2020 STRATEGIC FOCUS

The February 19, 2020 Grand Court judgment on the People's Initiated Referendum Law Judicial Review, found the Referendum Law to be incompatible with the Cayman Islands Constitution. As a result, the Elections Office continues to stand ready to deliver a referendum if called to do so by future Law.

For 2020 the Elections Office will begin the work necessary to plan and deliver the May 2021 General Elections. The team at the Elections Office will continue to deliver high quality General Elections which are in keeping with international standards, for which the Cayman Islands are regarded, ensuring that voters are able to execute their democratic right to vote.

2.9 OFFICE OF EDUCATION STANDARDS (OES)

ENTITY OVERVIEW

The Office of Education Standards (OES) is established as a department of Government and its role defined in the Education Law (2016). OES has responsibility for assessment and monitoring of provision in educational institutions and further requirements regarding the work of OES are defined within the Education Regulations (2017).

School Self-Evaluation and Inspection Framework

'Successful Schools and Achieving Students' was published in 2017 following consultation in five districts and after discussion with the Principals, Cayman Private Schools Association and the Ministry of



Education. This framework has been used throughout the last two years to ensure consistency and rigour in the inspection process. There are seven performance standards which relate to students' academic achievement, their personal and social development, teaching quality, the curriculum, health, safety, support and leadership.

SUMMARY OF 2019 ACHIEVEMENTS AND CONTRIBUTIONS

School and Early Years Centre Inspections

OES conducted 28 full inspections and 21 follow-through inspections in 2018-19. Full inspections are currently conducted once every two years and involve a review of all aspects of school performance, including health, safety, accommodation, leadership, teaching, support for students and academic progress. A four-point scale is used to determine the effectiveness of each school (excellent/good/satisfactory/weak).

Follow-through inspections are 'health checks' during which inspectors review the progress that each school has made in addressing the recommendations from the last inspection. If the overall performance of a school is judged to be 'weak' then the OES will revisit and report again approximately six months after the original inspection.

Training of Cayman Associate Inspectors

In 2018-19, applications were invited from experienced education professionals to join OES as Cayman Associate Inspectors (CAI). Priority was given to Caymanian applicants because OES is aiming to build capacity across the islands. The first cohort commenced training in September 2018 and the second cohort completed their training in September 2019, bringing the total number of CAIs to 28. Almost all CAIs successfully completed assessments and were deployed to their first inspections during 2019.

Training for Senior School and Early Years Leaders

In 2019, OES conducted the 'Successful Schools and Achieving Students' training for school leaders. In total, six sessions were delivered, one of which focused particularly upon support for leaders of Cayman Early Childhood Care and Education Centres.

Publications by OES

In addition to the 28 full inspection school reports and the 21 follow-through reports, OES published a number of sector reports, identifying strengths and weaknesses in provision in our Government primary and high schools. Additionally, the OES compiled a stakeholder report which gathered together the main opinions shared by parents, staff and students during inspection surveys.

Following are the number of survey responses received during full inspections in 2019:

Survey Responses - Full OES Inspections	
Parents	1,965
Staff	677
Students	2,553
Totals	5,195

Annual Report 2019



The 2019 OES Annual Report was published in the summer of 2019. This report, entitled 'Every School a Good School', offers an overview of all inspection findings to date. The report was distributed in hard copy to all MLAs, all schools and Early Years Centres, and relevant Ministry of Education colleagues. The report provides recommendations to the Minister and to the Ministry of Education regarding future policy and practices to help support ongoing improvement across education sectors.

How Well Are We Doing?

A key purpose of our inspections is to support school improvement. At the end of each inspection we request the Principal/Head of the school to complete a survey about the work of the inspectorate. The following questions are used as some of our key performance indicators.

Principal Survey

Question	% Strongly Agree/Agree
The inspection will help the school to make improvements.	100%
The inspectors were professional in their conduct and behaviour.	100%
The inspection judgements were fair and accurate.	95%

All reports in 2019 were published within the target of 20 days following the final day of the school inspection.

FORWARD LOOK – 2020 STRATEGIC FOCUS

More Inspections

In the next budget period, OES will complete the first inspection cycle and start the next. Every school and Early Years Centre will be inspected again in the second two-year cycle. 56 full inspections and an estimated 24 follow-through inspections will be conducted in 2020-21.

OES will continue to undertake follow-through inspections for those schools and Early Years Centres judged as 'weak' in their previous inspection.

Training and Building a Local Inspectorate

From January 2020, our Cayman Associate Inspectors will continue to be deployed and a third training course will be delivered in September 2020.

The team of full-time OES inspectors will be increased to meet the requirement of Government to complete the second inspection cycle by the end of June 2022. We will recruit two further Senior Inspectors to support this programme of delivery and reduce our dependency on international contracted inspectors.

2.10 LEGISLATIVE ASSEMBLY (LA)

ENTITY OVERVIEW

The Legislative Assembly (LA) is one of the three arms of the Government – namely the Legislature. Through the Office of Clerk, the Assistant Clerk, Parliamentary Clerk, and Procedural Clerk, the LA provides professional and administrative services and advice to the Honourable Speaker and Members of the Legislative Assembly. This is in regards to all House business, the Government Budget, parliamentary policies and procedures, Committee functions, as well as management of the precinct. The Clerk's Office fosters parliamentary democracy, promotes the aims and objectives of the Commonwealth Parliamentary Association (CPA) and provides services for the furtherance of the CPA's work.

SUMMARY OF 2019 ACHIEVEMENTS AND CONTRIBUTIONS

In 2019, the LA participated in the process of creating a legislative workflow for primary and secondary legislation, which included integrating iLAW. Additionally, the bill drafting process, including the management of amendments at Committee Stage, was re-engineered resulting in improved production time.

To improve the security of Members, staff and the premises of the Legislative Assembly, two full-time security officers were hired, replacing the police officers who were previously being utilized during Sittings of the House. A Parliamentary Page was also hired to assist the Serjeant-at-Arms with the overall responsibilities in the Chamber during House Sittings.

Also in 2019, Assistant Clerk, Debra Broderick attended the Westminster Seminar on Effective Parliaments. The Seminar provided a unique platform for participants to network and engage with counterparts and explored approaches to parliamentary democracy, practices and procedures in the context of the Westminster System. The programme drew on the perspectives of contributors and participants to stimulate discussion and learning on the role of Parliamentarians and Clerks.

On March 13th, 2019, 27 students from private and Government high schools participated in the annual sitting of Youth Parliament. During the sitting, the topics of implementing a ban on single use plastics and the introduction of a juvenile and rehabilitation centre were debated by the Youth Parliamentarians.



2019 Youth Parliament

As it relates to upskilling, Assistant Clerks, Debra Broderick and Davina Ramoutar successfully completed the Institute of Leadership and Management's Level Three Course. Additionally, a number of staff members undertook a minute taking and report writing course to enhance the services provided by the LA.

FORWARD LOOK – 2020 STRATEGIC FOCUS

In 2020, the LA will undertake the following projects/initiatives:

- The enhancement of the Hansard Office to include voice recognition software, which will dramatically reduce the production time for Hansard Reports;
- Extensive renovations to the exterior of the premises;
- Research into the creation of an electronic library; and
- The implementation of a Document Management System (DMS), including devising strategies to reduce the amount of paper currently being used.

2.11 OFFICE OF THE DEPUTY GOVERNOR

ENTITY OVERVIEW

The Office of the Deputy Governor (ODG) provides policy advice and strategic and administrative support to the Deputy Governor in relation to his responsibilities for ensuring the effective operation of the Civil Service and for providing the highest level of support to the Governor.

The Office also delivers a range of services to the general public, including the processing of applications for British Overseas Territories Citizenship and British Registration, as well as Secretariat Services to the Conditional Release Board, the Expungement Board, the Advisory Committee on the Prerogative of Mercy, the CI Independent Monitoring Board for prisons and other places of detention, and the CIG's Audit and Risk Assurance Committee (ARAC). Through its Strategic Reforms Implementation Unit (SRIU), the ODG delivers a range of strategic project support services to the Deputy Governor and across the Civil Service.



Staff of the Deputy Governor's Office supported the 2019 CIG 'Giving Tree', an initiative that facilitated gift giving to some of Cayman's most vulnerable citizens.

SUMMARY OF 2019 ACHIEVEMENTS AND CONTRIBUTIONS

In 2019, the work of the ODG contributed to the following Broad Strategic Outcomes as set by the Government:

Broad Strategic Outcome Eight - A Stable, Effective and Accountable Government

- The ODG successfully processed 1,196 applications for British Overseas Territories Citizenship, a 62% increase compared to last year, without compromising turnaround times.
- The ODG helped the Deputy Governor to establish the first ever ARAC for the Core Government, which held its first full meeting in September 2019.
- CIG's new standard business case templates, developed by SRIU in partnership with the UK's Better Business Case Programme, gained international recognition when they were included as part of the revised standard templates by the Welsh Government.
- Through SRIU's Professional Certification programme, 41 Civil Servants achieved one or more practitioner-level certifications in Business Case Development, Change Management and Project

Management. Additional Civil Servants earned Foundation-level certifications, bringing the total number of certified employees to 147 since the programme began in 2018. This programme supports improvements in governance by building Civil Service capabilities in areas related to advising, developing and managing successful projects.

- In late 2019, 18 Civil Service leaders embarked on the first ILM Level 5 Certificate in Leading Innovation and Change. The six-month course covered a range of topics in innovation, general leadership, and change management and encouraged participants to think innovatively within their agency as part of their work. A second cohort of this training will commence in September 2020.
- The ODG introduced new services to help the Deputy Governor drive innovation and operational efficiencies across the CIG.

Broad Strategic Outcome Six - Stronger Communities and Support for the Most Vulnerable

- The ODG helped the Deputy Governor to operationalise a new volunteer, Cayman Islands Independent Monitoring Board (CIIMB) for prisons and places of detention, to monitor the treatment and conditions of prisoners, against the basic norms of humanity and dignity expected by our Constitutional Order and international human rights expectations.
- Through the work of the Expungement Board, 29 persons met the legal requirements and were successful in their applications to have convictions removed from their criminal records, gaining an opportunity for a fresh start.
- Through the work of the Conditional Release Board, 46 inmates were processed for release.
- The ODG helped to advance our country's frameworks and mechanisms to safeguard our children. Through project services delivered by the SRIU, the Office delivered projects to improve the effectiveness of the National Child-Safeguarding Board, to develop a National Child Safeguarding Strategy and Policy, and to identify ways in which child safeguarding case reviews can be improved.
- December 2019 saw the first CIG Giving Tree initiative launched, encouraging Civil Servants to come together to support the Christmas gift drives for the Department of Children and Family Services and the Family Resource Centre. The initiative resulted in nearly 400 gifts being donated, brightening the holiday season for a number of local families.

Broad Strategic Outcome Four - Reducing Crime and the Fear of Crime

- Through project services provided by the SRIU, the ODG successfully facilitated and coordinated the development of the first National Anti-Gang Strategy and Plan, which has been approved by the National Security Council for implementation in 2020.

FORWARD LOOK – 2020 STRATEGIC FOCUS

- The ODG will launch a new online application process for British Overseas Territories Citizenship, for an enhanced customer service experience.
- Programme and project management services will be provided for the effective implementation of the new multi-agency National Anti-Gang and National Child Safeguarding strategies and plans.
- The CIIMB will publish its first Annual Report, to provide an independent, community-based perspective on treatment and conditions in our prisons.
- The ODG will coordinate a programme of overview training for SAGCs on the Public Authorities Law, and the Procurement Law.
- The SRIU's Professional Certification Programme will be expanded to include Business Analysis.
- A second cohort of the ILM training on Leading Innovation and Change will commence in September 2020. The ODG will also sponsor a “train the trainer” workshop in creative facilitation, to build our internal capacity to facilitate innovation across CIG agencies. This will include a half-day Senior Leadership Event to introduce the trained facilitators and launch the innovation initiative across the CIG.
- Legislative amendments will be pursued for the Public Authorities Law, the Criminal Records (Spent Convictions) Law, and to provide a statutory basis for the work of the CIIMB.

2019

SECTION 3.0

FINANCIAL STATEMENTS AT 31 DEC 2019



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