



Cayman Islands
Government

2021

Portfolio of the Civil Service **Annual Report**

May 2022

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FOREWORD BY THE DEPUTY GOVERNOR AND HEAD OF THE CIVIL SERVICE



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

The Civil Service delivered an exceptional combination of business as usual and pandemic specific results in 2021.

The year began with the Elections Office delivering a free, fair and well-run general election. The election saw 17,387 voters cast their vote and resulted in the Civil Service welcoming a new Government.

The Data Team within the Portfolio of the Civil Service (PoCS) swiftly enacted post-election changes to the organisational structure to ensure a seamless transition and to allow the new Government to deliver its programme of work.

Much of 2021 saw the Civil Service provide normal, unfettered services to the public; however, by the end of the third quarter, the Civil Service was required to swiftly shift priorities to manage the reemergence of COVID-19 in the community, while simultaneously assisting the Government with the safe implementation of the National Border Reopening Plan.

As done in 2020, the Portfolio of the Civil Service (PoCS) again lent its expertise and support to the CIG's Programme Board in order to provide policy advice to the Cabinet and strategic leadership for the Travel Cayman and National Border Reopening Programmes. Through their work with the Programme Board, PoCS also took a leading role in providing support to the Health Services Authority, helping the Authority with process and workflow design, and the recruitment of additional staff to assist with increased demand. Additionally, PoCS contributed to the development of the National Lateral Flow Testing Policy, created and implemented the Guidelines for Deployment of Lateral Flow Tests (LFTs) within Civil Service Workplaces, and played an integral role in the procurement of initial LFT stocks.

To provide sound and clear guidance, PoCS issued the first ever dynamic policy - the COVID-19 Policy - which allowed for online updates in real time. The Policy was published to the CIG's intranet site on 14th September 2021 and provided guidance on COVID-19 related issues. Eight other policies were released by PoCS during the year, including the Civil Service Honorarium Policy, which facilitated the payment of an honorarium to civil servants on Grades E and below in December.

Even though the pandemic diverted resources for the last quarter of the year, PoCS departments and sections still got on with business as usual in many areas. Significant work was done in 2021 to prepare for the 2022 "go-live" of the integrated enterprise-wide human resource management system, which, when fully implemented, will support the streamlining of processes and improve capability to support a modern HR function.

The Civil Service College (CSC) delivered multiple noteworthy programmes, resulting in over 150 civil servants achieving internationally recognised City and Guilds ILM qualifications in leadership and management, 26 civil servants completed the “Skills for Life” programme, and over 5,000 online learning courses were accessed and completed on CSC’s new learning portal – LinkedIn Learning.

In my own office, my capable team led numerous crosscutting and important initiatives on both the business as usual and COVID-19 fronts. Through the services of the SRIU team, I, along with my Senior Leadership Team, were well supported in delivering the Government’s National Border Reopening Programme and the National Critical Readiness, Preparedness and Response Plan. On the business as usual side, the ODG Secretariat Services continued to support the effective operation of a range of Boards and Committees, thus enabling the delivery of key benefits to some of our most vulnerable citizens and the achievement of their good governance objectives.

For the fifth consecutive year, PoCS facilitated the delivery of the annual Employee Engagement Survey, which, in 2021, yielded responses from 3,329 civil servants, or 78% of the Service. The “Engagement Index”, which is a measure of the average level of engagement across all Civil Service entities, held steady at 72%. I am pleased to report that, across the Civil Service, 96% of respondents confirmed that they are aware of the Civil Service vision to be a World-Class Civil Service; 94% said that they are interested in their work; 93% said they have the skills to do their jobs effectively, and 88% of respondents reported that they **are proud to be civil servants**. This level of awareness and pride among civil servants humbles me and makes me proud to lead a group of such engaged and willing employees. As it relates to the lower scoring survey areas, my commitment to take action and make improvements remains, and work in these areas continues.

For its contributions to the Civil Service and the country in managing the various challenges of 2020, the largest being the COVID-19 emergency, PoCS received international recognition when it won the prestigious “People Team of the Year – Public Sector” award. This award forms part of the People Management Awards scheme hosted by the UK-based Chartered Institute of Personnel and Development (CIPD). This victory was a huge accomplishment for the PoCS team and speaks volumes to their capabilities and drive, and for that, I join the CIPD in applauding their efforts.

As 2021 proved, the Civil Service can produce exceptional results both in times of calm and crisis. From business as usual to swift and collaborative working when community transmission was re-established in September, the Civil Service consistently and competently delivered. If in 2022 we commit to building on the lessons learned in 2021 – putting our staff and clients first, caring for each other, breaking down silos, increasing collaboration, embracing innovation, and improving accountability and succession planning – we will undoubtedly continue to progress our collective vision of being a “World-Class 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, Cert. Hon.,
JP – Chief Officer, Portfolio of the
Civil Service*

In 2021, teams across the Portfolio of the Civil Service (PoCS) were resilient and nimble in their response to challenges confronting the Civil Service. Overall, the PoCS made advances on three fronts. Senior leaders and change management experts delivered the Government's policy priority to safely reopen the borders. HR Policy teams tackled threats posed by the resurgence of community transmission of COVID-19 and implemented numerous policies and procedures to keep our employees and customers safe and to ensure the continuity of public services. Finally, operational teams maintained or expanded services in our core business areas of Human Resources, Public Sector Reform and Good Governance.

Chaired by the Deputy Governor and supported by the Strategic Reforms and Implementation Unit, in 2021 the COVID-19 Programme Board spearheaded efforts to both inform and execute the Government's policy decisions guiding the safe resumption of tourism following full border closures in March 2020. During Programme Board meetings, multi-functional teams from across our three Islands convened regularly with their public health counterparts to assess risks, to formulate strategies and to coordinate activities to safely reopen the border. This work culminated in the attainment of the national vaccination rate of 80% of the population, the rollout of a national rapid antigen testing policy, the removal of quarantine requirements for vaccinated travelers and the resumption of tourism by year end.

As the Cayman Islands experienced a second wave of COVID-19, the PoCS policy team and the Management Support Unit (MSU) dedicated themselves to maintaining safe work places across the public sector. The Deputy Governor and PoCS senior leaders hosted Civil Service Town Hall Meetings via Zoom, to answer civil servants' questions and to share details of how we were working across silos to keep civil servants and their customers safe. The PoCS worked collaboratively with other agencies to purchase PPE and lateral flow tests (LFTs). As preparations were advancing to reopen Cayman's borders, the PoCS rolled out a Continuity of Operations Plan specific to the COVID-19 pandemic. This allowed public bodies to better identify and assess business continuity risks ahead of the national border reopening and to prepare mitigation plans in response to various pandemic scenarios. This work culminated in preserving public services throughout the crisis, securing adequate safety equipment even during global shortages, and maintaining high employee productivity and engagement.

During the year, PoCS operational teams focused on innovating ways of working. The Pay and Reward Review was completed. The work identifies three principles underpinning CIG's reward strategy; namely that pay and rewards should be "Transparent, Fair and Enabling". In January 2021, the PoCS facilitated and published amendments to the Personnel Regulations. The amendments introduced a new death-in-

service benefit to support bereaved families by paying three months' salary and health insurance to the family of any civil servant who dies while still in active service. The amendments also increased the minimum vacation entitlements to 18 days per annum (up from 12 days), which benefited more than 300 civil servants who are paid on the hourly scale, by bringing their minimum leave entitlement on par with their counterparts who are paid on the salary scale. The amendment also resulted in the adoption of changes in the salary scale affecting grades A to D, by reducing the extent of overlap within these grades and raising the salary ceiling in preparation for future adjustments to follow in the lower grades. Finally, in December 2021 the data team processed a one-off honorarium for non-executive civil servants on grades E and below, valued at \$500. The honorarium was increased to \$1,000 for civil servants working in uniform services and other emergency operations who demonstrated their commitment to building resiliency by being vaccinated ahead of the border reopening.

Following similar work in 2020 with smaller statutory authorities and government-owned companies (SAGCs), the Job Evaluation team, completed the work to evaluate roles at six of the largest SAGCs, aligned to supporting the implementation of section 47 of the Public Authorities Act.

Work to advance the CIG's 5-Year Strategic Plan continued in 2021. In February, the MSU rolled out the Civil Service Customer Service Pledge to, "DELIVER." This pledge spells out in practical terms what is expected of each civil servant in order to make extraordinary moments of customer service our business as usual. To build leadership capacity now and into the future, the Civil Service College significantly expanded its programmes to offer additional ILM leadership courses, from Level 2 (pre-college level) to Level 7 (post graduate level), as well as developing online courses tied to CIG's core competencies of "Delivering Results", "Working Together" and "Building Capability".

In the area of governance, the Internal Audit Service underwent its first external quality assurance assessment and received the highest rating achievable - "General Compliance". The Office of Education Standards successfully launched the second cycle of the school inspections programme, carrying out 18 full inspections and 10 follow-through inspections. A new Manager was recruited for the Commissions Secretariat that supports the vital work of Cayman's independent, constitutional commissions. Amendments were taken to the schedule of fees for the passport office, to remove local passport fees for persons aged 65 and older, in support of the national Older Persons Policy.

As we look to 2022, PoCS will continue the beneficial work started in 2021, aiming to complete important and transformational projects to enhance the operations of the Civil Service. PoCS will continue to lend support to the Government's pandemic response strategies, for as long as necessary, all in an effort to Make Lives Better for those we serve across these beloved Islands.

Gloria McField-Nixon

Gloria McField-Nixon, Cert. Hon., JP
Chief Officer
Portfolio of the Civil Service

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 Act (PSMA) prescribe the duties and powers of the Portfolio of the Civil Service (PoCS). The role of PoCS is to provide policy advice and support to His Excellency the Governor and the Deputy Governor in overseeing the operation of the Civil Service. The Portfolio also provides strategic HR advice and operational HR functions to Public Authorities. PoCS has a central role in the diagnosis, design, implementation and evaluation of public sector reforms both within the Cayman Islands and, on occasion, in other overseas territories.

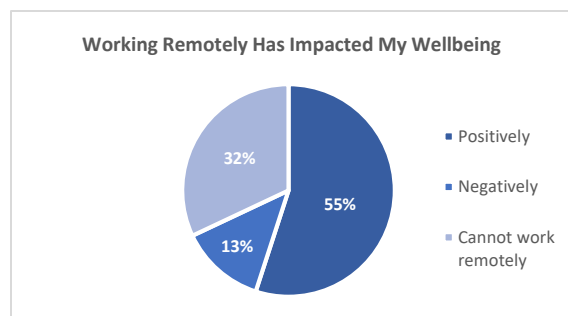
As part of its responsibilities, the Portfolio monitors employee engagement to assess whether the conditions within the Civil Service are conducive to employees giving their best efforts. In 2021, the fifth annual employee engagement survey was conducted and yielded responses from more than three-quarters of the Service (78%, or 3,329 civil servants).

The “Engagement Index”, which is a measure of the average level of engagement across all Civil Service entities, held steady at 72%, as did “Organisational Objectives and Purpose”, “Resources and Workload” and “Inclusion and Fair Treatment”, holding stable at 87%, 75% and 69% respectively. Gains were made in the areas of “My Team”, “Leadership and Managing Change” and “Learning and Development”, which each grew by 2% in 2021.

“Pay and Rewards” still remains the lowest scoring survey category, with a score of 37%, down from 42% the year before. Despite the decline in the score, the CIG did take steps to address remuneration and rewards in 2021 by adjusting salary grades A through D, and through the payment of an honorarium, across the entire Civil Service, in December. The adjustment to the top four salary grades was made to reduce overlap and to ensure that remuneration remains competitive and reflects the gravity of responsibilities for roles, particularly those at the most senior levels.

The review of reward and remuneration will continue in 2022, and will include an assessment of the remaining salary grades (i.e. E through R), and will give consideration to market factors and working conditions.

Given the local resurgence of COVID-19 in September 2021, staff were asked to provide feedback on the CIG's efforts to reduce the risk of transmission, and to ensure continuity of operations. 83% of respondents believed the Civil Service would do its part to maintain a safe working environment to mitigate the threat of COVID-19 in the workplace, while 84% indicated that they were comfortable asking their manager for the support they needed. 71% were confident that they would have the tools and support necessary to perform their jobs should the Civil Service need to transition to remote operations, while 62% reported that they were able to effectively work remotely. According to respondents, remote working has impacted their wellbeing as follows:



Not all Civil Service roles lend themselves to remote working, as was the case for the roles of 32% of respondents. However, of the 68% of civil servants who were able to work remotely, 55% indicated that their wellbeing was positively impacted as a result.

As it relates to individual survey questions/statements, the following generated noteworthy scores:

"I am aware of the Civil Service vision to be a World Class Civil Service" - 96%



"I am interested in my work" - 94%



"I have the skills I need to do my job effectively" - 93%



"I understand how my work contributes to helping us become a World Class Civil Service" - 92%



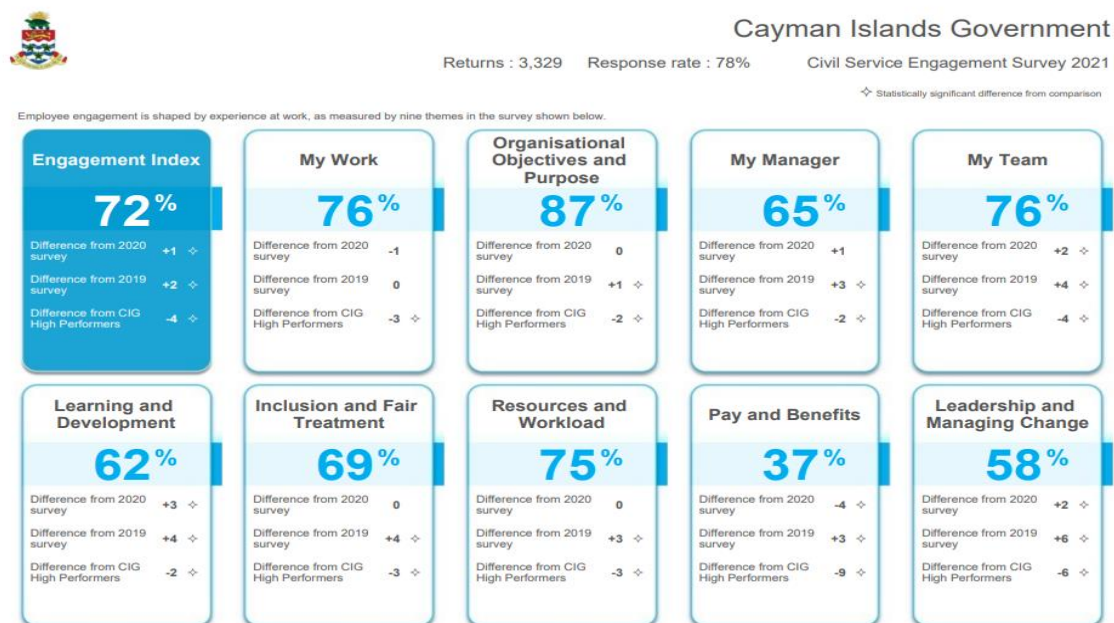
"I am trusted to carry out my job effectively" - 91%



"I am proud to be a civil servant" - 88%



Figure 1. Cayman Islands Civil Service 2021 Employee Engagement Results



The Portfolio's Contributions to the Government's COVID-19 Response

In September 2021, the transmission of COVID-19 was re-established in the community. As done in 2020, PoCS provided leadership, resources and expertise to assist with the Government's response to the resurgence, with the objective of minimising spread, hospitalizations and deaths.

Significant contributions included:

The Development of the CIG's First Ever Dynamic Policy - the COVID-19 Policy

Given the dynamic response required to combat the COVID-19 pandemic, PoCS took the decision to publish the COVID-19 Policy in a dynamic format that allowed for online updates, in real time. The COVID-19 Policy was published to the CIG's intranet site (*theHub*) on 14th September 2021 and provided guidance on COVID-19 related issues such as protocols for employees displaying COVID-19 or flu-like symptoms, COVID-19 sickness and absence reporting, staff welfare and support, remote and flexible working, personal protective equipment, and undertaking official travel, among other topics.

The dynamic, real time format allowed for 10 updates to the Policy between initial publishing and year-end. These policy updates were made to reflect changes to the COVID-19 Regulations, Public Health rules and requirements, national policy and unforeseen events, such as school closures (due to COVID related absences or high infection rates).

Updates included:

- Enhanced COVID-19 cleaning protocols (where positive cases were identified in the workplace);
- Leave provisions due to school closures;
- Protocols for vehicle sharing;
- Procedures for working in other people's homes;
- The introduction of six new / specialized leave categories to capture specific types of COVID-19 related absences;
- Changes to travel procedures for business-critical travel;
- Return to work procedures for employees who tested positive for COVID-19;
- 10-day LFT for all returning civil servant travelers, irrespective of the purpose for travel (i.e. business or personal).

The Development of Guidelines for Deployment of Lateral Flow Tests (LFTs) within Civil Service Workplaces

In November 2021, when community transmission of COVID-19 had become firmly established, the CIG invested in a new tool, namely lateral flow tests, to keep civil servants safe as they delivered public services.

To facilitate this, PoCS issued Guidelines for Deployment of Lateral Flow Tests (LFTs) within Civil Service Workplaces, which provided a framework for LFT use. The Guidelines formed a part of the overall Civil Service COVID-19 Policy.

The aim in implementing the use of LFTs across the Service was threefold:

- To minimise the spread of COVID-19;
- To ensure the continued health and safety of civil servants; and
- To avoid disruption of public services.

Initially, PoCS had responsibility for managing and disbursing LFT stocks to fulfill the requests of departments across the CIG. At times this required staff to attend the office on weekends to prepare department orders for collection. By the end of the year, this process was handed over to Facilities Management, where it remains.

Participation on the Programme Board

In 2021, PoCS continued to lend its expertise and support to CIG's Programme Board, which is comprised of Chief Officers and other Senior Leaders from the wider Public Service, in order to provide policy advice to the Cabinet and strategic leadership for the Travel Cayman / national border reopening programme.

Members of PoCS' senior management team participated in daily Programme Board meetings when COVID-19 community transmission was re-established. In addition to general contributions, PoCS's Management Support Unit took a leading role in providing support to the Health Services Authority (HSA), specifically providing consultancy support in an effort to help strengthen the health system's response to persons impacted by COVID-19. This involved the identification of the root causes of problems giving rise to complaints so as to determine relevant actions that could be enacted by Public Health (PH) and HSA to improve their COVID-19 response.

As an example, one of the high priority issues addressed was that of high call volumes to the Flu Hotline. In order to address the issue of high call volumes, which caused members of the public to experience long wait times, the recommendation was made to PH/HSA to implement an Interactive Voice Recording (IVR) for the Flu Hotline to help screen calls, provide information to customers who do not need to speak with a representative and better route calls to the relevant sections. Work was undertaken to help HSA implement the recommendation, and said work included preparing an IVR document setting out the script for the automated recording, establishing the call routing logic and defining call groups to ensure faster connection with representatives by having calls routed to clinical vs non-clinical personnel based on the nature of the call.

Additional Programme Board work saw PoCS contribute to the development of the National Lateral Flow Testing Policy, and play an integral role in the procurement of initial LFT stocks and the replenishment and management processes associated with personal protective equipment (PPE).

Facilitation of CIG-wide Pandemic Continuity of Operations Planning

PoCS facilitated the CIG's Pandemic Continuity of Operations Planning activity, which included the development of a bespoke policy and detailed guidelines to direct the process. The policy and substantial accompanying work was done ahead of the planned 20th November reopening of Cayman's borders. Unlike 2020, when the national strategy was the elimination of COVID-19 within the community, as of November 2021, the objective was to reintegrate into the wider world, while ensuring continuity of operations in a pandemic environment. Specifically, the strategic objectives were to ensure:

- The safe and resilient delivery of normal business services whilst community transmission levels of the SARS-CoV-2 virus were elevated but hospitalisation levels were low; and
- The continuity of essential services throughout the crisis.

To maximise the likelihood of achieving the objectives, PoCS developed and deployed a robust Pandemic Continuity of Operation Plans (CoOPs) template for all public bodies (i.e. Ministries/ Portfolios/ Departments/ Sections/ Units/ Statutory Authorities and Government Companies). In addition to the development of the template, PoCS provided a comprehensive guidance document, offered planning advice and support, and conducted three sensitisation sessions with Heads of Department to raise

awareness of the requirements, as well as to introduce the new planning guidelines and resources. Additionally, PoCS contributed to the development of the Cayman Islands National Framework for Critical Preparedness and Response Actions for COVID, by assisting with setting out the expected pandemic response that the Portfolio of the Civil Services will take should varying degrees of the pandemic present itself.

By the deadline for the exercise, 85% of all entities, including ministries, portfolios, departments, units and SAGCs had submitted Pandemic CoOPs.

Facilitation of the Deputy Governor's Town Hall Meetings

PoCS supported the Deputy Governor in the delivery of two COVID-19 specific Town Hall Meetings. The agenda for both meetings was set entirely by civil servants, who were given the opportunity to submit their questions in advance.

The first COVID-19 Town Hall, held via Zoom on 22 September, attracted just under 600 viewers and covered the topics:

- Vaccine mandate and COVID-19 testing;
- Vaccination exemptions;
- Remote and flexible working;
- Home isolation;
- Inter-island travel; and
- Mask wearing, among other topics

The second COVID-19 Town Hall, also held via Zoom, took place on 12 November and addressed the topics of:

- Lateral flow testing;
- The LFT Policy and commitment form;
- Vaccinations;
- Travel and quarantine; and
- The reopening of the border.

Senior Leadership Events

Senior Leadership Events (SLEs) are designed to engage and inform leaders across the Civil Service and are aimed at the CIG's top 200 leaders. The events are meant to provide access to topical events and world-class speakers who will inspire and challenge leaders.

Stable leadership continued to be essential in 2021 as the pandemic re-emerged in the Cayman Islands. While community transmission impacted our ability to safely deliver SLEs in the traditional live format, the Civil Service College delivered two events virtually, offering the same quality content, access to the same inspirational speakers and reaching the same target audience.

Below are the details of the SLEs that were hosted in 2021:

<div style="background-color: #0056b3; color: white; padding: 10px; margin-bottom: 10px;"> <p>Leading our journey to becoming a World-Class Civil Service</p> <p>Speaker: Seema Shah</p> <p>10 February 2021</p> <p>Online attendance: 220</p> </div> <div style="display: flex; justify-content: space-around;">   </div> <div style="display: flex; justify-content: space-around;">   </div>	<div style="background-color: #0056b3; color: white; padding: 10px; margin-bottom: 10px;"> <p>Leadership Reinvented</p> <p>Speaker: John Williams (CEO, ILM)</p> <p>24 November 2021</p> <p>Online attendance: 200</p> </div> 
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Learning, Talent Development and Employee Wellness

During 2021, the Civil Service College supported learning and talent development across the Civil Service. Following are the significant learning and development achievements of civil servants:

<p>150+ civil servants achieved ILM qualifications in leadership and management</p> 	<p>7 civil servants graduated with their Associate Degrees in Public Administration</p> 
<p>26 civil servants completed the "Skills for Life" Programme</p> 	<p>Over 5,000 online learning courses were completed through LinkedIn Learning</p> 

In addition to formal learning and development opportunities, PoCS supported the CIG's Wellness Committee (WC) in hosting numerous webinars throughout the year. Virtual wellness sessions, on topics such as mental health, nutrition, and stress reduction, attracted nearly 1,900 viewers between January and November. Additionally, at least one learning and development session, presented in partnership with KPMG, was delivered monthly, with the most popular sessions being "Managing Conflict" and "How to Cope with Change in Uncertain Times".

Community Outreach Programmes

PoCS hosted several "Dress for a Cause" days in support of Jasmine, Meals on Wheels, Breast Cancer Awareness, the Silent Witness Initiative and "Stood Up" Against Bullying, among other worthy causes. On each occasion, civil servants supported the causes by assisting with fundraising, making donations, and participating in highly visible photo opportunities, often wearing brightly coloured branded shirts, on the front steps of the Government Administration Building on Elgin Avenue.



Deputy Governor, the Honourable Franz Manderson (front row, centre) is joined by Parliamentary Secretary, Mr. Isaac Rankine (front row, second from left), Chief Officer of the Portfolio of the Civil Service, Mrs. Gloria McField-Nixon (front row, second from right), Deputy Chief Officer of the Portfolio of the Civil Service, Lauren Knight (front row, far left) and other CIG colleagues, as they "stood up" against bullying on the front steps of the Government Administration Building.



Deputy Governor, the Honourable Franz Manderson (front row, left of the orange banner) is joined by Minister Andre Ebanks (front row, right of the banner) and civil servants from various ministries and departments to show support for Meals on Wheels, a local charity dedicated to ensuring that vulnerable senior citizens receive hot meals daily.

International Women's Day Tea and Talk

In March 2021, PoCS hosted an afternoon Tea and Talk in celebration of Honouring Women Month, to show appreciation for, and inspire, the women of the Civil Service. In the spirit of high tea, attendees were invited to wear their finest hats.

Deputy Chief Officer, Lauren Knight, served as hostess and delivered a message in line with the 2021 theme, Choose to Challenge. Alongside her was the Director of Communications, Oneisha Richards, who also spoke briefly on the topic. Attendees, including several gentlemen who came to show their support for their female colleagues, were then invited to ask questions and share their insights, which made for lively discussion and fostered camaraderie.



Left: Approximately 40 civil servants attended the Honouring Women Month afternoon Tea & Talk.

Right: Director of Communications, Oneisha Richards (left), Deputy Chief Officer – PoCS, Lauren Knight (centre) and Chief Officer – PoCS, Gloria McField-Nixon hold thematic “Choose to Challenge” posters during the March event.



1.2 STRUCTURE AND FUNCTION OF THE PORTFOLIO

PoCS Structure and Function

PoCS is responsible for supporting His Excellency the Governor and the Deputy Governor in the fulfillment of their obligations for the Civil Service in the areas of HR policies and compliance, public sector management and reform, and good governance practices.

PoCS is comprised of 12 departments, sections and units, outlined below. PoCS also has oversight of one statutory authority, namely the Cayman Islands Public Service Pensions Board (PSPB). PSPB has issued a separate annual report to document their individual entity performance.

Table 1. PoCS Departments and Areas of Strategic Focus

DEPARTMENTS AND AREAS OF STRATEGIC FOCUS 2020/21		
HR Centre of Expertise & Management Practices	Public Sector Reform	Good Governance
<ul style="list-style-type: none">• Strategic and Corporate HR Unit• Finance and Administration Section• Civil Service College• Cayman Islands National Archive	<ul style="list-style-type: none">• Management Support Unit (MSU)	<ul style="list-style-type: none">• Elections Office• Office of HE the Governor• Office of the Deputy Governor• Internal Audit Service• Commissions Secretariat• Office of Education Standards• Passport and Corporate Services Office

Vision and Mission for the Portfolio of the Civil Service

Table 2. Our Vision & Mission

OUR VISION To be a valued partner in achieving performance excellence across the Cayman Islands Government.	OUR MISSION To promote and support democracy and good governance, through efficient and effective Human Resource and General Management practices across the Cayman Islands Government.
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Our People

PoCS experienced continued growth in 2021, including the appointment of two Deputy Chief Officers, who were recruited to assist the Chief Officer, PoCS' Heads of Department and Senior Management Team in delivering against the Deputy Governor's vision to become a World-Class Civil Service.

As at December 2021, the Senior Management Team of the Portfolio comprised of the following:



PoCS Celebrates 2021 People Management Awards Victory

The Portfolio of the Civil Service received international recognition when it won big in the prestigious 2021 People Management Awards hosted by the UK-based Chartered Institute of Personnel and Development (CIPD).



At the CIPD's gala evening, held on 28 September 2021 in England, PoCS was awarded as "People Team of the Year – Public Sector", winning the title from a field of seven finalists in that category. Other shortlisted entities in the category included the UK's National Health Service Blood and Transplant, and Financial Services Compensation Scheme.

PoCS submitted an entry for the awards, citing the range of initiatives it undertook, as a People Team, to help the Civil Service and the country manage the various challenges of 2020, the largest being the COVID-19 emergency.

Its efforts included supporting the National Emergency Operations Centre (NEOC) as the magnitude of the COVID-19 threat grew. It was necessary for the Portfolio to re-prioritise HR work and align with the NEOC to lend support and take on active roles. These ranged from helping organise “Operation Bring ‘em Home” (to get government-sponsored students and other citizens back to the Islands as airports shut down) and piloting the use of isolation facilities, to spearheading business continuity. The latter included issuing more than a dozen new HR policies, such as Remote and Flexible Working Arrangements, for diverse areas of the business.

PoCS also redeployed staff across the CIG, organised the management of quarantine facilities, and project managed the construction of the field hospital. These were done while coordinating and executing staff information and welfare initiatives, continuing professional development programmes, and staff support for the community, among other projects.

Commenting on the Cayman entry, one of the judges noted, “These examples of operational excellence really did blow us away. Overall, we felt that this truly showed an example of an HR team rising to and succeeding above all expectations.”

The CIPD People Management Awards are given annually to honour outstanding work in the human resources field in a range of categories. Organisers said of the 2021 entries, “Some truly amazing projects were submitted this year and deserved to be celebrated!”



Celebrating Our Employee of the Month Winner

In February 2021, Lareta Mack, Strategic HR Officer within PoCS’ HR IRIS Data Team, captured top honours by winning the Employee of the Month (EOM) award for ‘Delivering an Outstanding Customer Experience’.

Amidst a large gathering of PoCS colleagues, Deputy Governor, Franz Manderson described Ms. Mack as a dedicated, reliable, responsible and highly driven civil servant who is always willing to help clients and colleagues. Mr. Manderson also shared some of the words of Lareta’s nominator, saying, “I have not met anyone who has upheld the privacy and integrity of employee data as Lareta does. CIG is fortunate to have such an amazing rising star in its midst.”



The Deputy Governor (right) presents an overjoyed Lareta Mack (second from right) with her plaque, while her nominator, Jo Richards, presents her with her EOM pin. CO McField-Nixon (left) looks on.

1.3 FINANCIAL PERFORMANCE

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

The table below summarizes the financial performance of PoCS over the past five 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, 2021, the Portfolio recognised revenues of \$16.4 million, an increase of 9% over the previous fiscal year. During the year, there was a steady drive to fill vacancies, resulting in additional staff joining the Portfolio. This in turn increased output delivery and, in some cases, led to budgeted targets being exceeded.

Expenses during the same period were \$14.4 million, representing a 11% increase over 2020. The increase in expenses was mainly driven by growth in personnel costs resulting from recruitment activity, including the appointment of two Deputy Chief Officers within core PoCS. This caused increases in basic salary and other related personnel cost accounts, such as pension and health insurance.

Supplies and consumables expenditure increased by 34% compared to 2020, signifying a near return to pre-COVID spending levels for services, and increased utilities costs and interdepartmental expenses. During the height of COVID-19 in 2020, this line item decreased, mainly due to the impact of the virus and the various restrictions that were in place, such as limitations on gatherings. This resulted in a reduction in event planning costs such as venue and equipment rentals, and food and dietary supplies, which would normally be incurred when hosting in-person conferences and gatherings, such as Senior Leadership Events. The return to 'business as usual' for much of 2021 saw a return of some in-person gatherings and events (as examples); hence, resulting in an increase in expenditure in this budget line item.

As shown in Table 3, the Portfolio has ended each of the past five financial years in a surplus position, with the 2021 surplus being \$2 million.

Table 3. Statement of Financial Performance

STATEMENT OF FINANCIAL PERFORMANCE (in thousands)					
Revenue	2016-17	2018	2019	2020	2021
Cabinet Revenue	14,270	10,630	11,203	14,219	16,423
IAC Revenue	9	8	6	84	0
3 rd Party Revenue	677	662	1,011	798	0
Total Revenue	14,956	11,300	12,220	15,101	16,423
Expenses					
Personnel Cost	10,276	7,435	8,282	10,228	10,883
Supplies & Consumables	3,338	2,340	2,842	2,524	3,358
Depreciation	163	140	143	170	159
Total Expenses	13,777	9,915	11,267	12,922	14,400
Net Surplus for the period	1,179	1,385	953	2,179	2,023

Statement of Executive Financial Transactions

Entity Financial Transactions are the financial transactions that result from the conduct of business or the delivery of outputs by a Ministry, Portfolio or Office.

Executive Financial Transactions, unlike Entity Financial Transactions, do not directly relate to the operations of a Ministry, Portfolio or Office. Executive Financial Transactions are any financial transaction relating to executive revenues, executive expenses, executive liabilities and executive assets of the Government. Executive revenue is any coercive revenue for the benefit of Cabinet's use, and includes revenues from import and motor vehicle duties, garbage fees, work permit fees etc. Executive revenue is utilised by the Cabinet to pay executive expenses, such as the purchase of outputs from Ministries, Portfolios and Offices, transfer payments, interest payments or similar finance costs. Executive liabilities of the Cabinet include the unfunded pension liability for civil servants and borrowings. Finally, executive assets comprise assets such as the House of Parliament (physical structure) and the Governor's residence.

Executive Financial Transactions are audited at the level of the entire public sector rather than Portfolio level, and hence, they do not appear in the PoCS's audited Financial Statements. At the request of the Office of the Auditor General, details of executive expenses related to the Portfolio of the Civil Service have been provided. Following is the Statement of Executive Financial Transactions:

STATEMENT OF EXECUTIVE FINANCIAL TRANSACTIONS FOR THE YEAR ENDED DECEMBER 31, 2021				
Executive Expenses (in thousands)	Actuals	Original Budget	Revised Budget	Variance (Actuals vs. Original Budget)
CIV 1 - Policy Advice to the Head of the Civil Service	1,868,383	2,275,944	2,275,944	407,561
CIV 2 - Auditing Compliance with Human Resource and Internal Financial Policies	1,377,835	1,377,840	1,377,840	5
CIV 3 - Management of Public Sector Reform	503,343	885,840	885,840	382,497
CIV 7 - Civil Service College	2,956,893	3,106,896	2,956,896	150,003
CIV 11 - Servicing and Support for His Excellency the Governor	792,770	817,032	817,032	24,262
CIV 12 - Preservation and Management of Records	1,422,420	1,422,420	1,422,420	0
CIV 13 - Maintenance of the Electoral Register	1,761,672	1,761,672	1,761,672	0
CIV 14 - Support for Commissions	1,322,618	1,322,616	1,322,616	(2)
CIV 15 - Policy Advice and Administrative Support Provided to the Deputy Governor	1,463,363	1,463,364	1,463,364	1
CIV 16 - Educational Evaluation Services	928,351	928,356	928,356	5
CIN 2 - Health Insurance for Civil Service Pensioners	32,301,657	30,792,995	32,592,996	(1,508,662)
NGS 20 - Employee Assistance Programme	198,450	198,456	198,456	6
OE 2 - Personal Emoluments for H.E. the Governor and Official Members of Cabinet	777,885	720,000	720,000	(57,885)
OE 19 - Ex-Gratia Recipients Plan Payments	1,612,145	1,354,709	1,642,209	(257,436)
OE 100 - Depreciation of the Portfolio of Civil Service Executive Assets	163,637	20,004	20,004	(143,633)
OE 107 - Project Future	145,423	170,004	170,004	24,581
OE 116 - Pension Uplift	1,797,049	2,617,884	2,617,884	820,835
OE 117 - Civil Service Hospitality Fund	147,875	144,996	144,996	(2,879)
OE 119 - Second Chances Programme	103,069	195,996	195,996	92,927
OE 120 - Repairs and Maintenance of Executive Buildings	0	50,004	50,004	50,004
OE 126 - Anti-Gang and Child Safeguarding Support	0	230,004	230,004	230,004
OE 141 - Emerging Talent Development	69,406	0	400,000	(69,406)
EI 35 - Portfolio of the Civil Service	443,827	650,000	2,007,504	206,173
Totals:	52,158,071	52,507,032	56,202,037	348,961

Discussion of Executive Expense Variances

CIV 1 - Policy Advice to the Head of the Civil Service: Under budget by \$408K. Delivery of this output was impacted in 2021 as, beginning in the third quarter, some PoCS staff were repositioned to lend critical support to the Government's COVID-19 related strategies, such as the National Border Reopening Plan.

CIV 3 - Management of Public Sector Reform: Under budget by \$382K. This was primarily due to reassignment of staff to provide support to other areas of the business, as well as savings in personnel cost.

CIV 7 - Civil Service College: Under budget by \$150K. This was due to the reallocation of a portion of the approved budget (\$150K) to fund the development of the Emerging Talent Programme.

CIN 2 - Health Insurance for Civil Service Pensioners: Over budget by \$1.5M due to an increase in premiums, coupled with coverage being provided to a greater number of persons than originally budgeted (2,347 actual persons vs. 2,279 budgeted).

OE 2 - Personal Emoluments for H.E. the Governor and Official Members of Cabinet: Over budget by \$58K due to increases in health insurance premiums and salaries.

OE 19 - Ex-Gratia Recipients Plan Payments: Over budget by \$258K as a result of an approved increase of \$150 per ex-gratia pension recipient.

OE 100 - Depreciation of the Portfolio of the Civil Service Executive Assets: Over budget by \$144K. This was due to re-valuation of the Governor's residence and the National Archives building, which subsequently resulted in increased depreciation expense.

OE 107 - Project Future: Under budget by \$25K due to a slight decrease in demand for project funding as core departments resumed business as usual activities.

OE 116 - Pension Uplift: Under budget by \$821K due in part to revised billing received from PSPB in 2021.

OE 119 - Second Chances Programme: Under budget by \$93K. This resulted from fewer requests for programme funding in 2021.

OE 120 - Repairs and Maintenance of Executive Buildings: Under budget by \$50K. This was due to a delay in the use of funding as the CIG's focus continued to be on COVID-19 community transmission reduction strategies.

OE 126 - Anti-Gang and Child Safeguarding Support: Under budget by \$230K. Resources for this initiative were diverted to focus on the Government's continued response to the global pandemic.

OE 141 - Emerging Talent Development: Under budget by \$69K. The Emerging Talent Fund was newly developed in 2021 and was not included in the original approved budget. The programme was developed

to fund posts that would provide opportunities for Caymanians to gain work experience within various areas of the Civil Service. To create the Programme, supplementary funding was approved in mid-2021 to reallocate \$150K from the Portfolio's output group CIV 7 and \$250K from the Ministry of CPI.

EI 35 - Portfolio of the Civil Service: Under budget by \$206K. Commencement of the Human Resources Management System project was delayed in 2020, primarily due to the onset of the COVID-19 pandemic. Despite the initial delay, the contract was executed at the end of the 2020 fiscal year. The unused funds from 2020 were transferred into 2021 and work progressed on the project. Savings were realised due to contract negotiations and a decision to phase the implementation of the various modules of the system over a longer period of time.

Section 2.0

Departmental Performance



2.1 STRATEGIC AND 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:

- The provision of advice and implementation support on CIG-wide human resource policies and practices
- The maintenance and management of employee records within the CIG Human Resources system (HR-IRIS)
- Delivery of HR related management information that supports and informs business decisions
- Job evaluation and job design services
- Guidance and advice on HR best practice, the PSMA and the Personnel Regulations
- Maintenance and management of the employee records database (Enterprise Content Management/ECM)
- Recruitment
- Provision of statistical reports, strategic analysis and special HR projects



The services provided mainly contribute to Cabinet's fourth Broad Strategic Outcome – Strengthening Good Governance for More Effective Government.

SUMMARY OF 2021 ACHIEVEMENTS AND CONTRIBUTIONS

During 2021, SCHR made significant strides to advance the CIG's reward agenda. Specifically, SCHR:

- Concluded the review of our pay strategy and delivered a reward framework which promotes the principles of "Transparent", "Fair" and "Enabling", and delivered, for consultation, a blue-print for the future.
- Made legislative changes for the Civil Service, which took effect in January 2021, that introduced death-in-service provisions to support families at their most vulnerable time.

Additionally, changes to CIG's annual leave entitlements were implemented, bringing the minimum annual leave entitlement for all civil servants to 18 working days per year (up from a minimum of 12 days per year).

- In December 2021, following Cabinet approval, SCHR facilitated the processing and payment of a one-off honorarium to recognise the contributions of civil servants during the year.

Implementation of the HR Management System

Throughout 2021, SCHR worked diligently, investing thousands of hours collectively, to prepare for the 2022 “go-live” of key modules of the new HR Management System (HRMS), myVista. In preparation for the rollout of the ‘e-recruitment’ module and an integrated HR/payroll system, the dedicated project team invested thousands of hours combined to ensure the success of the system, with the ultimate goal being to ensure that the CIG fully benefits from the advantages of a modern, integrated IT system. The HRMS will streamline and modernise many HR practices, introduce efficiencies and transform the CIG's recruitment process, among many other benefits. When fully rolled out, myVista will also facilitate leave tracking, time monitoring and performance management.

Talent Management

In the area of talent management, the team:

- Supported the recruitment of a range of capable members to the CIG's Senior Management Team, including confirmation of the Chief Officer of the Ministry of Health and Wellness in September 2021 and multiple acting Deputy Chief Officers within newly formed Ministries.
- Facilitated the recruitment for the first ever cohorts of the Cayman Islands Regiment and the Cayman Islands Coast Guard.
- Continued to deliver the Second Chances programme, which provides opportunities for former inmates meeting certain criteria to rejoin the workforce.
- Expanded talent management programmes, which resulted in returning graduates in the field of Agriculture gaining specialist work experience.

FORWARD LOOK – 2022 STRATEGIC FOCUS

In order to ensure the Civil Service has the right people, with the right skills, in the right role, at the right time, to deliver the Government agenda, the focus for 2022 for the SCHR Team will be to modernise the CIG's HR tools and ways of working. To create "One HR", a coordinated and modern HR profession within the CIG which is focused on 'Making the Lives of Those We Serve Better' SCHR will;

- Implement a customer-centric service delivery model to the HR function, including the delivery of the first Cayman Islands HR competency framework for the profession.
- Expand leadership training which supports new leaders and facilitates succession planning.
- Implement a robust talent management programme to improve the employee experience and internal opportunities for mobility.
- Enhance HR Expertise offered centrally by PoCS.
- Professionalise the HR function across CIG.

As part of our talent acquisition strategy, SCHR will launch our new recruitment portal which will move our current paper-based application process to a fully online experience for all civil service jobs advertised externally. For our internal clients, we will deliver new tools including integrated modules for leave tracking, time monitoring and performance management, which will replace our standalone legacy systems.

2.1.1 THE POLICY SUPPORT UNIT (PSU)

OVERVIEW

PoCS' Policy Support Unit provides advice and implementation 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 2021 ACHIEVEMENTS AND CONTRIBUTIONS

Nine policies were developed and implemented in 2021, including three significant pieces of policy work, namely:

1. The dynamic COVID-19 Policy;

2. Guidelines for Deployment of Lateral Flow Tests (LFTs) Within Civil Service Workplaces; and
3. Pandemic Continuity of Operations Plans (CoOPs)

With COVID-19 community transmission firmly re-established by early September 2021, PoCS took the decision to publish the COVID-19 Policy in a dynamic format that allowed for online updates, in real time. This was the first time a CIG policy was published in this manner. Published on the CIG's intranet site (*theHub*) on 14th September 2021, the dynamic policy provided guidance on COVID-19 related issues such as protocols for employees displaying COVID-19 or flu-like symptoms, COVID-19 sickness and absence reporting, staff welfare and support, remote and flexible working, personal protective equipment, and undertaking official travel, among other topics. By the end of the year, the policy had expanded to include 16 bespoke sections, having been updated 10 times to reflect changes to the COVID-19 Regulations, Public Health rules and requirements, and national policy.

In November 2021, in response to increased community transmission, the CIG invested in a new tool, namely lateral flow tests, to keep civil servants safe as they delivered public services. To facilitate this, PoCS issued [Guidelines for Deployment of Lateral Flow Tests \(LFTs\) within Civil Service Workplaces](#), which provided a framework for LFT use. The Guidelines formed a part of the overall Civil Service COVID-19 Policy.

The aim in implementing the use of LFTs across the Service was threefold:

- to minimise the spread of COVID-19;
- to ensure the continued health and safety of civil servants; and
- to avoid disruption of public services.

Another significant piece of policy work stemming from the pandemic was the Pandemic Continuity of Operations Plans (CoOPs) Policy. This policy and substantial accompanying work was done ahead of the planned 20th November reopening of Cayman's borders. Unlike 2020, when the national strategy was the elimination of COVID-19 within the community, as of November 2021, the strategic objectives were to ensure:

- The safe and resilient delivery of normal business services whilst community transmission levels of the SARS-CoV-2 virus were elevated but hospitalisation levels were low; and
- The continuity of essential services throughout the crisis.

To maximise the likelihood of achieving the objectives, PoCS developed and deployed a robust Pandemic Continuity of Operation Plans (CoOPs) template for all public bodies (i.e. Ministries/ Portfolios/ Departments/ Sections/ Units/ Statutory Authorities and Government Companies). In addition to the development of the template, PoCS provided a comprehensive guidance document, offered support and conducted online webinars to assist Heads of Department with understanding the process and completing the templates.

2.1.2 THE JOB EVALUATION TEAM

OVERVIEW

The Job Evaluation (JE) Team offers job evaluation and job design services to entities across the core Civil Service, as well as to SAGCs. Additionally, since the implementation of Section 47 of the Public Authorities Law (PAL) on 1st June 2019, the JE Team has led the “PAL Project”; a project that requires all SAGC job descriptions to be evaluated using the same job evaluation methodology and graded on a common salary scale (i.e. the CIG’s salary scale as determined and approved by Cabinet).

SUMMARY OF 2021 ACHIEVEMENTS AND CONTRIBUTIONS

The focus for 2021 was the completion of the remaining job evaluations necessary for the implementation of Section 47(1) of the PAL, meeting the annual JE target of 1,000+ SAGC and core government job evaluations, and the development of Team Awards within the Deputy Governor’s Award Scheme. The latter was developed to raise the profile of public service contributions/achievements during 2020, and highlight the impact of those accomplishments on the progress of the Cayman Islands as a country.

FORWARD LOOK – 2022 STRATEGIC FOCUS

“The modernisation of the JE / Pay and Rewards team”

In 2022, the focus will be on increasing visibility of the JE team throughout the organisation, providing access to more information online to promote self-service and reduce admin time, and increase consistency of documentation to promote efficiency and transparency.

Additionally, the JE team intends to expand Hay Methodology Job Evaluation Familiarisation training sessions for public servants, with a focus on core CIG agencies.

Significant activities, that will have huge impact across the Civil Service include:

- The implementation of “Working Conditions” points analysis within the CIG JE process, which will ensure that working conditions, including hazardous conditions, associated with certain jobs are considered as part of the job evaluation process;
- Implementation of a mechanism for Market Factors analysis, including establishing protocols that are fit for purpose across the entire Public Sector. Such protocols will also better inform decisions on s.47 (6) (c) and (d) of the Public Authorities Law.

2.2 THE CIVIL SERVICE COLLEGE

ENTITY OVERVIEW

The Civil Service College (CSC) provides learning and development opportunities with the aim of building capability across the Civil Service. Our delivery is in areas that are common to the whole Civil Service, with training typically provided at no direct charge to individuals or departments. This makes it easily accessible to every civil servant with low bureaucracy and exceptional value for money. Our three areas of primary focus include:



- Leadership and management training to international standards
- Core competency development available to every civil servant on demand
- Education opportunities focused on removing barriers to progression and promotion for Caymanians

SUMMARY OF 2021 ACHIEVEMENTS AND CONTRIBUTIONS

During 2021, CSC continued with the three areas of focus aligned to the priorities set out in the 5-Year Strategic Plan. CSC achieved a significant increase in outputs, making 2021 the highest year of achievement for the College since it was established in 2007. CSC’s significant achievements for 2021 included:

- Over 150 civil servants achieved internationally recognised City and Guilds ILM qualifications in leadership and management
- Seven civil servants graduated with their Associate Degrees in Public Administration

- 26 civil servants completed the “Skills for Life” programme, which can be used as a pathway to access CSC’s academic programmes
- Over 5,000 online learning courses were completed on CSC’s new learning portal
- CSC’s new website - CSC.GOV.KY - was launched and now hosts CIG’s mandatory training
- Launch of the City and Guilds level 4 diploma in Business and Professional Administration. This programme is an equivalent qualification to an Associate’s Degree and provides a work-based vocational development route for those who do not have academic qualifications; hence, helping reduce the barriers to the promotion and advancement of civil servants.
- Commencement of the City and Guilds ILM level 7 certificate programme in leadership and management. The programme targets senior managers and leaders, and those aspiring to be in these positions in the future.

Additionally, CSC continued to support training sponsors across Government in areas that have included customer service and bespoke team development events, such as the event held by the Legislative Assembly team leading up to their transition to become Parliament.

COVID-19 restrictions continued to cause disruption to learning and created challenges because of the need to lower the density in training rooms and move some learning online to support those isolating or working from home. Despite this challenge, CSC’s output increased, allowing the College to support more students in 2021.

The Civil Service engagement survey is a key measure of the perception of civil servants and the CIG uses the results to get an indication of how well it is performing. There are two categories that CSC monitors closely and the results for 2021 show that the College continued to make steady progress. In both the “Learning and Development” category and the “Leadership and Managing Change” category, the CIG saw increases of 2%, which suggests that the College is having an impact through its provision of high quality, easily accessible development opportunities. These measures further suggest that civil servants believe that there are increasing opportunities for their development and that the development being provided to their managers is having a positive impact on the way they are managed and led.

FORWARD LOOK – 2022 STRATEGIC FOCUS

During 2022, the College will continue to evolve its programmes to align to the needs of civil servants. The College is increasingly viewed by the wider Civil Service as a hub of excellence for all learning and development activities. Demand continues to grow necessitating CSC to look at innovative ways to increase its output.

During 2022, CSC will see the first graduations through the City and Guilds level 4 diploma in Business and Professional Administration, a programme that was launched by CSC in January 2021. We will also see our first graduations in the City and Guilds ILM level 7 certificate programme in Leadership and Management. Graduates from this programme will have the opportunity to advance to a level 7 diploma, which is the equivalent of a Master's Degree.

In addition, CSC intends to launch a new programme aimed at aspiring line managers to complement our current leadership and management offerings. The new “ASPIRE” programme will provide a route to the City and Guilds level 2 award.

The Memorandum of Understanding (MoU) with UCCI to deliver the Civil Service College Public Administration Associate Degree will come to its final year of operation. 35 students remain on a teach-out programme with the aim of completing their studies at certificate or associate level by summer 2022.

To support the government's Skills for Life initiative, our adult learner programmes will be enhanced and transition to pathways leading to the attainment of formally recognised qualifications at City and Guilds level 2 and 3.

And finally, as a community support project to create a pathway to help young adults get excited about opportunities in leadership and management, we have partnered with Clifton Hunter High School to pilot a City and Guilds level 2 award in youth leadership. This is aimed at senior pupils who are in leadership positions (e.g. school prefects).



2.3 MANAGEMENT SUPPORT UNIT (MSU)

ENTITY OVERVIEW

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

SUMMARY OF 2021 ACHIEVEMENTS AND CONTRIBUTIONS

In 2021, work to advance the CIG's 5-Year Strategic Plan continued. In February, the MSU developed and deployed the Customer Service Pledge – DELIVER – across the CIG, inclusive of supporting materials for Heads of Department to assist with uptake and adoption.

To establish a baseline for leadership performance within the CIG, the MSU developed and launched the first ever '360 Lite' feedback instrument, which was deployed to 323 leaders and managers. Direct reports, managers and colleagues of the 323 participants were asked to provide honest feedback,

which was then used as the basis for coaching and learning and development opportunities, where necessary, to enhance leadership and management performance across the organisation. To support this, the MSU developed and launched a

coaching service to provide structured feedback to the leaders and managers who participated in the 360 Lite process. This involved recruiting suitable coaches and managing the process and the contracts. As an extension of coaching, the MSU also trained nine



Deputy Chief Officer, Lauren Knight, proudly holds the Customer Service Pledge, which was signed by all PoCS staff.



action learning facilitators, who trained and conducted several action learning sessions.

During 2021, members of the MSU were deployed to support a number of non-core areas of work to further the objectives of the wider CIG. This involved:

- The secondment of one MSU employee to WORC to serve as Interim Director.
- One MSU staff member supporting the work of DVDL to be a more customer focused entity.
- Leadership, as provided by the MSU Director, of the work of the CIG Innovation Team (IT). Included in the work of the IT was a project to remove derelict and abandoned vehicles from the streets of the Cayman Islands. Over the life of the project, which concluded in June, 600 cars were collected and removed.
- Continued support of the CIG Call Centre, first established in 2020 to address the issue of unanswered or dropped calls. During its life, the Centre achieved and sustained over 90% call acceptance.

FORWARD LOOK – 2022 STRATEGIC FOCUS

In 2022, the focus of the MSU will be to:

- Adopt a continuous improvement strategy to embed a customer-centric culture, by documenting interactions and workflows, and analysing and restructuring processes to make them more streamlined, effective and customer friendly.
- Develop workshops to help departments adopt operational standards and key performance targets and continuously improve upon them.
- Expand the use of 360 feedback and coaching to all formal management and leadership roles, as well as integrate the CIG Leadership Statement.
- Continue to embed the core competences in all learning and development activities.
- Continue the alignment of learning with core competencies.
- Develop and promulgate the Key Performance Indicators that will be used to demonstrate progress against Government's strategic priorities.
- Develop the next Generation / successor to the 5-Year Strategic Plan.

2.4 CAYMAN ISLANDS NATIONAL ARCHIVE (CINA)

ENTITY OVERVIEW

The Cayman Islands National Archive is responsible for establishing the records and information management (RIM) infrastructure for the entire public sector to facilitate compliance with the National Archive and Public Records Act (2015 Revision). Additionally, the National Archive preserves, promotes, and facilitates ease of access to the national historical collections.

SUMMARY OF 2021 ACHIEVEMENTS AND CONTRIBUTIONS

In 2021, CINA:

- Provided public agencies with advice and guidance on general recordkeeping issues, digitisation of records, and disposal schedule development, ensuring compliance with the National Archive and Public Records Act (2015 Revision).
- Developed and launched the '*Introduction to Records and Information Management*' training on the Civil Service College website.
- Assisted various agencies with records management requirements for the IMO Triple I Code compliance audit.
- Audited and witnessed approved disposal of records past retention periods to ensure compliance with the National Archive and Public Records Act (2015 Revision).
- Digitised and microfilmed historical records to provide accessibility and safeguard the long-term sustainability of unique records.
- Acquired historical collections to enhance the corporate memory, with notable donations being:
 - 473 digital images featuring the King of Sweden's 2003 visit to the Cayman Islands as part of the World Scout Foundations' 46th Baden Powell Fellowship event.
 - Personal records of Captain Henry Samuel Parsons (1918-1983).
 - Collection of multimedia items on the development of Cayman National Theatre Company (CNTC), which Geoff Cresswell started as the Inn Theatre, and which eventually led to the creation of the CNCF and Harquail Theatre (1978-1988).
 - Various published items for the Reference Library.
- In response to internal and external inquiries, research on seafarers for National Heroes Day nominations.

- Delivered a series of presentations at Cayman Prep Primary School on various aspects of our Islands' maritime history.
- Developed, on www.cina.gov.ky, a series of articles celebrating historically significant anniversaries and events.

FORWARD LOOK – 2022 STRATEGIC FOCUS

In 2022, CINA's focus will be to:

- Strengthen RIM practices across the public sector, in support of good governance through the increased uptake of records and information management tools and guidance.
- Provide ongoing support and training for public sector agencies on records and information management.
- Promote, provide and make accessible the archival and historical collections, in addition to ongoing expansion of the Oral History and educational and community outreach programmes, via digital platforms.

2.5 COMMISSIONS SECRETARIAT

ENTITY OVERVIEW

The Commissions Secretariat ("the 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) (Judges of the Court of Appeal and Grand Court, Magistrates, Attorney General, Director of Public Prosecutions and any other legal post as prescribed by law).

The Secretariat also maintains the Register of Interests in accordance with the Standards in Public Life Act.

SUMMARY OF 2021 ACHIEVEMENTS AND CONTRIBUTIONS

During 2021, the Secretariat:

- Continued to 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.
- Contributed to the achievement of C-FATF recommendations related to the Anti-Corruption Commission.
- Continued work to modernise relevant legislation (specifically the Anti-Corruption Act and the Standards in Public Life Act) to strengthen the work of the Commissions.
- Facilitated a presentation by the Commission for Standards in Public Life to the Cabinet about the Register of Interests to ensure good governance, promote transparency, and ensure compliance with the Standards in Public Life Act.
- Accepted the first electronically submitted declarations to be entered into the Register of Interests in accordance with the Standards in Public Life Act.
- Received five appeals, and heard and dispensed nine appeals via the Civil Service Appeals Commission (a quasi-judicial tribunal).
- Received 30 new human rights complaints.
- Received 16 new reports/complaints of anti-corruption allegations.
- Undertook recruitment functions for the Judicial and Legal Services Commission for the post of Director of Public Prosecutions.
- Developed a relationship with the International Anti-Corruption Coordination Centre, hosted by UK's National Crime Agency, which brings together specialist law enforcement officers from multiple agencies around the world to tackle allegations of grand corruption.
- Continued the process of identifying suitable new office space for the staff and support services of the Secretariat.
- Held an all-staff interactive team development session to strengthen individual relationships, the overall team dynamic, and bolster a positive work environment.

FORWARD LOOK – 2022 STRATEGIC FOCUS

In 2022, the Secretariat has plans to:

- Continue to enhance the public profile of the Commissions through increased education and communication opportunities.
- Continue to modernise relevant legislation to strengthen the work of the Commissions.
- Improve the facilitation of the electronic portal for the Register of Interests.
- Undertake recruitment functions for the Judicial and Legal Services Commission for several vacancies.
- Begin to undertake the systemic and strategic review of the Secretariat in order to increase productivity and efficiency to better support the diverse legislative and constitutional remits of the six Commissions supported by the Secretariat.

2.6 INTERNAL AUDIT SERVICE (IAS)

ENTITY OVERVIEW

The Internal Audit Service (IAS) delivers a systematic and disciplined approach to evaluating, safeguarding and improving the effectiveness of the CIG's governance, risk management and control processes. This is accomplished by following internationally recognised standards for the professional practice of internal auditing, thus providing the CIG with independent and objective assurance and advice.

SUMMARY OF 2021 ACHIEVEMENTS AND CONTRIBUTIONS

In 2021, the IAS delivered:

- 969 hours of advisory services;
- 10 Internal Audit Reports;
- 12 PSMA compliance reports;
- One specialised investigation;
- Three PSMA investigations; and
- Four Audit and Risk Assurance Committee (ARAC) meetings

Other notable achievements during the year included:

- Completion of a Quality Assurance Improvement Plan (QAIP) assessment of the entire spectrum of audit and consulting work performed by Internal Audit. A score of "General Compliance" was obtained.

- Collaboration with St. Helena on an audit assignment.
- The revision of the 'Basic Risk Assessment and Control Evaluation' (BRACE) for CIG and SAGC's.
- The appointment of high potential Caymanians to Internal Auditor positions in preparation for future leadership responsibilities / roles.
- An update to the Internal Audit Manual.
- Active participation in the IIA Cayman Chapter, including the appointment of two IAS staff members to the board.
- Completion of the COVID Financial Assistance Programmes audit across the CIG. This audit assessed whether or not the objectives of the programmes were successfully met, and also facilitated the identification of best practices to leverage across the CIG in the future.

FORWARD LOOK – 2022 STRATEGIC FOCUS

In addition to the delivery of the agreed number of internal audits, investigations and advisory services, the IAS has the following strategic initiatives planned for 2022:

- The recruitment of a Director;
- The recruitment of two Senior Internal Auditors; and
- Continuity to unlock the potential of audit management.

2.7 ELECTIONS OFFICE

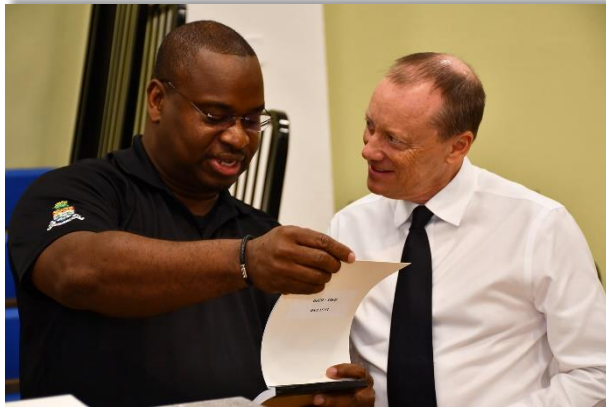
ENTITY OVERVIEW

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, and relevant laws of the Cayman Islands.

SUMMARY OF 2021 ACHIEVEMENTS AND CONTRIBUTIONS

The Cayman Islands 2021 General Election, initially slated for 26 May 2021, was called early and was held on 14 April 2021. The Elections Office adjusted to the new date and delivered a free, fair and well-run General Election. The proceedings were observed by independent local

observers and were remotely monitored by a Commonwealth Parliamentary Association international observer mission team.



The number of voters registered for the 2021 election was 23,609, an increase of 2,382 voters since the 2017 election. The increase followed voter registration drives by the Elections Office, including social media promotions, events in schools and colleges, and information aimed at younger voters.

Voter turnout in the April 2021 General Election was 17,387. While this number is higher than the 15,867 electors who voted in 2017, as a percentage of registered voters it was slightly lower, at 73.7% compared to 74.8% in 2017.

SUMMARY OF SPECIAL ACHIEVEMENTS AND CONTRIBUTIONS – COVID-19

In 2021, Public Health Regulations mandated quarantine for all persons arriving in the Cayman Islands. The quarantine requirement led to a number of voters being unable to attend a polling station on Election Day. The Elections Office worked with Public Health and dispatched polling teams trained in the proper use of Personal Protective Equipment to conduct a mobile voting system for voters in quarantine and isolation.



The Elections Office also utilised commercial couriers for postal ballots to facilitate fast and effective transportation of ballots as several international mail routes were negatively impacted by COVID-19.

FORWARD LOOK – 2022 STRATEGIC FOCUS

Constitutionally the Cayman Islands are due for an Electoral Boundary Commission to review boundaries by 2023. The Elections Office will provide administrative and technical support to the Independent Boundary Commission.

The Elections Office will provide technical advice to the Deputy Governor to facilitate the advancement of Elections and Referendum Legislation modernisation, to adopt the 2021 International and Local General Election Observers recommendations, among other tasks.

2.8 OFFICE OF EDUCATION STANDARDS (OES)

ENTITY OVERVIEW

The Office of Education Standards (OES) is established as a department of Government and its role is 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).

SUMMARY OF 2021 ACHIEVEMENTS AND CONTRIBUTIONS

School and Early Years Inspections

The OES began the programme of 'cycle 2' full inspections in April 2021, although COVID-19 delayed the onboarding of international inspectors. Despite this, the OES did carryout the 18 planned 'Full' school inspections and 10 'follow-through' inspections. All school reports were published on the OES website (www.oes.gov.ky).

Due to the new Omicron variant of COVID-19, eight Early Years centers were postponed until April 2022. A completion of cycle 2 inspections is still on track to be completed by December 2022.

An early data analysis of the 18 new inspections against their 2018-2020 (Cycle 1) inspections was provided for the key stakeholders.

Staffing

During 2021, the OES increased to five permanent staff, including the appointment of a new Director in April. The team now comprises a Director/Chief Inspector, three Senior Inspectors and an Admin Executive. The OES is supported annually by approximately 10 - 15 International overseas inspectors who bolster the team during the inspection periods. Additionally, a small

number of local associate inspectors are trained each year to help support the inspection process and to transfer knowledge back into schools.

SUMMARY OF SPECIAL ACHIEVEMENTS AND CONTRIBUTIONS – COVID-19

Cayman Associate Inspector Training

An additional 10 local trainee inspectors began their training journey towards becoming a Cayman Associate Inspector. These trainees returned to their schools to practice and build self-confidence ahead of 'shadowing' an international overseas inspector, which is due to occur during the next round of inspections in October 2022.

Thematic Visit Development

The rise of the Omicron variant in late 2021 prompted the OES to consider how it could help to limit community transmission within schools. With stakeholder support, the OES decided to move the planned full inspections from January 2022 to September 2022, giving schools time to concentrate on the wellbeing and safety of staff and students. In the interim, the OES developed a new shorter, safer and less stressful 'Thematic Visit', which will be carried out at 31 schools. Thematic Visits will consider how schools are being led through this pandemic period, what adaptations have been made and what they are doing to safeguard staff and students.

International School Inspection Achievement

All three Senior Inspectors completed the 'Tribal' International School inspector's course, passing the final examination with ease.

FORWARD LOOK – 2022 STRATEGIC FOCUS

In 2022, OES has agreed the following plan:

- 31 schools will have a thematic visit between January and April 2022, producing short school reports contributing towards a national report by the summer of 2022.
- Undertake a review and create a new bespoke Early Years Inspection Framework, planned for roll-out by January 2023. The OES has already canvassed support from interested parties and work will begin on 4th February 2022.
- 21 'Full' school inspections and 14 Early Years inspections, marking the completion of all cycle 2 inspections.

- The delivery of three Annual Reports - the Thematic Visit report on Leadership and Wellbeing (summer 2022), a cycle 2 review and a Cycle 1/2 progress report (December 2022).

2.9 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 His Excellency, the Governor. The Office also processes applications for British Overseas Territories Citizenship (BOTC) Naturalisation and Registration, and for British Registration, and provides comprehensive Secretariat Services to a number of Boards and Committees. Additionally, the ODG provides strategic support and facilitates training to drive innovation and efficiencies across the Civil Service. Through services provided by its Strategic Reforms Implementation Unit (SRIU), the ODG also coordinates and delivers priority projects and provides training and guidance for civil servants in project-related disciplines, such as business case development, project management and change management.



The Senior Management Team of the ODG (L to R): Mark Harrison (HR Management Advisor), Mary Rodrigues (Chief Advisor to the DG), Matthew Hylton (Deputy Chief Advisor), Jodie Whittaker (Administrative Manager)

SUMMARY OF 2021 ACHIEVEMENTS AND CONTRIBUTIONS

2021 was another productive year for the ODG. The ODG team took effective measures to ensure business continuity, despite the escalated threat of the COVID-19 pandemic, and performance targets for key administrative services were either met or exceeded. Through the services of the SRIU team, the ODG also maintained its critical role in supporting the Deputy Governor and other Senior Leaders to deliver the Government's national border reopening programme and the National Critical Readiness, Preparedness and Response Plan.

Some key achievements in the delivery of ODG administrative services were:

- The public is now able to submit applications for Naturalisation and Registration as a British Overseas Territories Citizen (BOTC) on a new BOTC online system;
- The number of applications processed met budgeted targets for BOTC Naturalisation and Registration, and exceeded the targets for British Registration.
- The ODG Secretariat Services continued to support the effective operation of a range of Boards and Committees, thus enabling the delivery of key benefits to some of our most vulnerable citizens and the achievement of their good governance objectives, as follows:
 - The Expungement Board: 38 persons were afforded a fresh start through the expungement of their criminal records. The Board processed 52 applications, which far exceeds the budgeted estimate of 20-25 and the 23 applications processed in 2020;
 - The Advisory Committee for the Prerogative of Mercy (ACPM): The ACPM held 3 meetings and dealt with applications from 13 persons, 6 of which were approved for COVID-19 related circumstances;
 - The Conditional Release Board: The Board maintained its regular schedule of meetings, successfully adapting to remote-working in order to fulfil its remit of making decisions regarding the conditional release of prisoners on licence.
 - The CI Independent Monitoring Board (CIIMB): The CIIMB continued to operate as the eyes and ears of the community by conducting monitoring visits and responding to prisoners' applications for support. Zoom meetings were implemented during times when in-person visits were limited, and COVID-19 protocols were implemented for the safe recommencement of monitoring visits. The CIIMB published its 2020 Annual Report, sharing the outcomes of its monitoring activities for the year;
 - The Child Safeguarding Board: The Board's deliberations included considerations of challenges faced by the Multi-Agency Safeguarding Hub (MASH), including the impact of COVID-19 on child-safeguarding referrals to the unit. While only 2 of 4 planned meetings were held due to COVID-19 and ODG resources were redeployed to support the phased border reopening programme, the secretariat support included:
 - Stakeholder input to the Ministry of Investment, Innovation & Social Development, to develop a TOR for a time critical review into the safety and security protocols at Francis Bodden Children's Home;

- Coordinating (on behalf of the Governor's Office) Ministry and Department stakeholders' response to a data request from the UN on the Convention Rights of the Child;
- Attending monthly meetings with the Governor's Office and Foreign and Commonwealth Development Office (FCDO) in order to remain abreast of key UK support to the UKOT's and to act as the local point of contact and liaison with the Governor's Office and FCDO in this area; and
- Attending a Children and Young People's Mental Health Webinar, hosted by the UK and coordinating attendance from the Cayman Islands key departments in order to ensure sharing and learning of best practice;
- The Audit and Risk Assurance Committee (ARAC): The ARAC held 4 meetings, in furtherance of its role to provide the DG with independent and objective advice on governance, risk management and controls across the Core Government. The Committee delivered its first annual report (2020) to the Deputy Governor.

As part of the strategic support provided to the Deputy Governor for good governance initiatives, the ODG team also:

- Coordinated the development of management responses by Civil Services Ministries and Departments to recommendations made on a range of reports by the Auditor General (OAG) and the Public Accounts Committee (PAC);
- Continued the roll out of sensitisation training for Board Members on the Public Authorities and Procurement Acts;
- Commenced a second cohort of ILM training on Leading Innovation and Change.
- Delivered the 2020 SRIU Professional Certification programme, which aims to build Civil Service capabilities to develop robust business cases and to plan and deliver successful projects. In 2021, civil servants achieved the following results:
 - 50 persons achieved a total of 55 Foundation Level qualifications in Project Management Fundamentals, Change Management and Better Business Cases;
 - 17 persons achieved a total of 18 advanced Practitioner Level qualifications in Change Management and Better Business Cases;
 - 27 persons attended 2 SRIU-facilitated business case workshops;
 - 24 persons attended a Strategic Masterclass on "The Role of Leaders in the Context of Projects";
 - 22 persons attended a Strategic Masterclass on "Delivery of Value and Benefit - Its Impact on Projects"; and
 - 22 persons attended a Strategic Masterclass on "Risk and its Impact on Project Leadership".



Deputy Governor with 2021 Professional Certificate Awardees from the SRIU Professional Certification Programme, at Award Ceremony held on 3 December 2021.

SUMMARY OF SPECIAL ACHIEVEMENTS AND CONTRIBUTIONS – COVID-19

In a year which saw most offices return to business-as-usual activities, in 2021 the ODG's SRIU remained largely redeployed to support a safe and successful phased opening of the Cayman Islands borders during the COVID-19 pandemic. The SRIU provided policy advice and secretariat services to the Programme Board, as well as project and programme level services to the Deputy Governor, sponsors and project teams from across the Civil Service and wider Public Service.

Since August 2020, the SRIU's key areas of support have included:

- Assisting the Deputy Governor to establish and maintain a Programme Board of Chief Officers and other Senior Leaders from the wider Public Service, in order to provide policy advice to the Cabinet and strategic leadership for the Travel Cayman / national border reopening programme.
- Collaboration with Senior Leaders and their teams across the Civil Service and wider Public Service:
- Development of an initial strategy and plan to guide Phase 1 of the border reopening programme;
- Establishment of a new Travel Cayman Department and provision of strategic and day-to-day operational leadership for the department until July 2021;
- The successful transition of the Travel Cayman Department to operate as a standalone agency under the Ministry of Border Control & Labour;

- Leadership and facilitation of the development of the Phased National Border Reopening Programme and provide programme management services to support its effective implementation;
- Leadership and facilitation relating to the development and implementation of the COVID-19 Critical Preparedness, Readiness and Response Plan, to support decision-making and preparations for the management of the spread of COVID within the community and the transition to Phases 4 and 5 of the border reopening programme;
- Policy development in a wide range of priority areas, including the strategic deployment of LFTs nationally, in schools and within the tourism sector; Quarantine Facility Operations; Protocols for unaccompanied minors travelling to Cayman, and managing breaches in quarantine.
- Development of local capacity for COVID-19 modelling and forecasting, in order to evaluate existing data on COVID-19 infections and vaccinations, and use the information to support data-driven policy decisions on reopening.

In recognition of the SRIU's meritorious service during the COVID Pandemic, His Excellency the Governor announced in December 2021 that all members of the SRIU team had been awarded the Certificate and Badge of Honour.



The SRIU 2021 Certificate and Badge of Honour recipients (L to R): Matthew Hylton (Deputy Chief Advisor), Kara Coe (Project Manager), Tiffani Straker (Senior Advisor), Sarah Murphy (Senior Advisor), and Mary Rodrigues (Chief Advisor to the DG)

FORWARD LOOK – 2022 STRATEGIC FOCUS

In 2022, the ODG will continue to provide policy advice, secretariat and programme management services for the National Border Reopening Programme, and, in time, will lead and coordinate the close-out phase of the programme.

The ODG will facilitate a range of training programmes, including:

- The SRIU Professional Certification Programme;
- A “train the trainer” workshop in creative facilitation, to build internal capacity within the Civil Service to facilitate innovation across entities;
- Sensitisation training for Board Members of SAGCs on the Public Authorities Act and the Procurement Act.

Additionally, the Office intends to develop a new service to provide strategic leadership on the development and implementation of effective systems of Enterprise Risk Management across the CIG, which will commence with the appointment of a newly-created Chief Risk Officer role.

Other significant undertakings will include:

- The delivery of a broad range of strategic projects over the next two financial years, including projects carried forward from the previous year (subject to the nature and level of the support required for initiatives for national border reopening and the management of COVID). This will include:
 - Policy advice and proposals to guide the Deputy Governor and Cabinet on the remuneration of Boards and Committees;
 - Support for a project to evaluate and recommend any necessary improvement in our Workers Compensation provisions within the Civil Service;
 - Updates to the Marriage Act;
 - Amendments to the Criminal Records (Spent Convictions) Act, in order to ensure that the Expungement process functions effectively and delivers the fresh start envisioned by policymakers, and to address some key areas of inconsistency;
 - Programme management services to update and oversee the implementation of the national Anti-Gang and National Child Safeguarding strategies and plans;
 - Sharing best practices in relation to child-safeguarding policies and operations and in establishing monitoring boards for prisons, in support of FCDO initiatives for the British Overseas Territories.

Finally, the ODG plans to continue to deliver and improve the full range of administrative services and support provided to or on behalf of the Deputy Governor, including:

- PA and Office administration;
- Secretariat Services; and
- Processing of applications for BOTC Naturalisation and Registration and British Registration.

2.10 PASSPORT AND CORPORATE SERVICES OFFICE

ENTITY OVERVIEW

The Passport and Corporate Services Office (PCSO) joined PoCS after the April 2021 general elections, as it was determined that there was synergy between that Office and certain tasks performed by the Office of the Deputy Governor, namely the processing of applications for BOTC Naturalisation and Registration, and for British Registrations.

PCSO has responsibility for the approval and issuance of British Overseas Territories Citizen (BOTC) Cayman Islands (CI) passports, accepting and couriering US Visitor Visa applications to the US Embassy in Jamaica, and issuing US Visa Waivers, identity/travel documents, refugee travel documents and emergency passports for British Citizens.

PCSO also provides Corporate Services including the legalisation of public documents for companies and individuals. Legalisation includes affixing an apostille or authenticating the document, and sealing and signing by an authorised signatory on behalf of His Excellency the Governor.

Additionally, PCSO manages special marriage licenses granted by the Governor's Office for visitors who have decided to make the Cayman Islands the location of their destination wedding.

SUMMARY OF 2021 ACHIEVEMENTS AND CONTRIBUTIONS

2021 saw an amendment to the Passport Law (2004 Revision) to remove all passport related fees for persons aged 65 and older. This resulted in the removal of all fees relating to British Overseas Territory Citizen Passport services, including fees for any US Visa Waivers that may need to be issued along with said passports.

Also during the year, PCSO developed a system to allow for BOTC CI passports to be dispatched through the Postal Service. This new service eliminates the need for customers on Grand Cayman to visit the office and wait in line. Instead, arrangements can be made for passports to be delivered to any post office on the Island or, for a small fee, delivered to the applicant's home or office.

Additionally, to better serve Corporate Services clients and reduce wait times, PCSO opened a new section specifically for these clients.

Finally, work on a new file management system began and continues into 2022.

FORWARD LOOK – 2022 STRATEGIC FOCUS

In 2022, PCSO plans to:

- Introduce additional efficiencies and customer conveniences, namely an online passport renewal process;
- Complete the implementation of the file management system; and
- Introduce a new format for affixing apostilles.

Section 3.0

Financial Statements

AT 31 DEC 2021

