

2018

ANNUAL REPORT



**MINISTRY OF
COMMUNITY AFFAIRS**
CAYMAN ISLANDS GOVERNMENT

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**MINISTRY OF
COMMUNITY AFFAIRS**
CAYMAN ISLANDS GOVERNMENT

FOREWORD BY THE MINISTER

I am pleased to present the Annual Report of the Ministry of Community Affairs for the 2018 financial year in accordance with Section 69 of the Public Management and Finance Law (2017 Revision).



The Government shares the concern that there is a range of social issues faced by Caymanians as the country develops and agrees only through a collaborative approach can these issues be addressed.

In keeping with the Government's broad outcomes, the Ministry in 2018 understood that, although, its day-to-day operational mandate is to administer services to assist or treat the consequences of social issues; greater attention needs be focused on the underlying root causes of social issues. Knowledge and information within and derived from, the Ministry's frontline departments, Department of Children and Family Services (DCFS) and the Needs Assessment Unit (NAU), are therefore a useful starting point in the fight against underlying root causes.

Accordingly in 2018 the Government has approved the formation of a working group between the Ministry of Community Affairs, NAU and DCFS to undertake preparation of updated financial assistance legislation and, correspondingly, enhancement of financial assistance operations. Part of this undertaking involves reform of the way in which the departments use technology to capture and marshal the data submitted to NAU for financial assistance. As recommended by the Auditor General Office in the special report: Workforce Management of the Cayman Islands Government, the Government believes that with improved statistical analysis the clients of NAU can then stratified or categorised into specified groups representing the social issue(s) of which they are primarily affected.

Once such stratification is complete, the Ministry will then be in a position to advise the Government as to the specific social ills suffered by each group, and thereby allow Government to deploy or coordinate resources across Ministries to analyse each group of clients and treat the underlying root causes of their social issues.

It is imperative that the Government remain resolute in its efforts to assist and care for vulnerable members of society, especially older persons, children and youth, persons with disabilities or otherwise vulnerable. A positive future for these Islands depends on it.



FOREWORD BY THE CHIEF OFFICER

Along with the Minister, I am pleased to present the Annual Report of the Ministry of Community Affairs for the year ending 31 December 2018. The objective of this Annual Report is to communicate who we are and what we do as a Ministry to the general public.



The 2018 financial year was a time of significant change for the Ministry. With the confirmation of my permanent appointment as Chief Officer, together with the new appointment of Deputy Chief Officer, Andre Ebanks, the Ministry commenced a thorough review of service provision. The newly promoted Director of Department of Children and Family Services (DCFS), Paulinda Mendoza-Williams, and Director of the Needs Assessment Unit (NAU), Tamara Hurlston, and their teams have played an integral part in this review process.

In 2018, a core working group of Ministry, DCFS and NAU staff was established to conduct a comprehensive evaluation of the financial assistance operations and legislation, while the DCFS underwent an organisational restructuring to improve their service delivery.

2018 also proved to be the year of *collaboration*. Recognising the critical role that private citizens and non-government agencies play in human services and the advancement of our people, the Ministry partnered with and/or supported initiatives with the University College of the Cayman Islands, the Alex Panton Foundation, the Foreign and Commonwealth Office, the Children and Family Court Advisory and Support Service (CAFCASS), the Family Resource Centre, the Cayman Islands Veterans Association, the Cayman Islands Seafarers Association and the Alzheimer's and Dementia Association just to name a few.

Guided by its vision to “**Empower People and Enhance Lives**”, the Ministry will continue its drive to evaluate its strengths and take the necessary steps to further enhance the quality and availability of our services in 2019. Our goal is to ensure that our services are transformational, sustainable and address the range of emerging social needs within our society.

I acknowledge that none of this would be possible without the hard work and dedication of all the staff. Their contribution to the Ministry, its departments and units are invaluable and I am honoured to have such skilled, knowledgeable and productive staff members as part of the Ministry team.



ABOUT US

Nature and Scope of Activities

The vision of the Ministry of Community Affairs (“the Ministry”) is to **“Empower People and Enhance Lives”**. It is the aim of the Ministry to achieve this by establishing social development as a national priority, now and for future generations, by supporting and empowering families and youth, safeguarding children, and strengthening our society. Accordingly, the Ministry’s core values are:



The main activities of the Ministry are to:

- Provide policy advice and administrative support to the Honourable Minister.
- Ensure adequate emergency response capacity.
- Provide advice, governance and monitor the performance of Boards and Government Companies under the Ministry.
- Provide collaboration with key stakeholders on social and gender issues.
- Develop legislation of matters concerning the subjects under the Ministry.
- Administer the Seamen and Ex-Servicemen Ex-gratia Benefits.
- Administer the Housing Repairs Assistance (HRA) Programme.



Functions and Activities

- The Departments and Units that fall under the Ministry are:

Department of Children and Family Services (DCFS) protects and promotes the rights and welfare of children and families through the use of interventions, public education, advocacy and community-based programmes that serve to strengthen family bonds and build stronger communities. This is accomplished through the provision of social services to the people of the Cayman Islands including social work services, services to the general adult population, older persons and persons with disabilities, foster care and adoption services, and the placement of vulnerable children in residential homes.

Needs Assessment Unit (NAU) assists citizens that are unable to support their families or themselves financially due to disability, underemployment, unemployment and other hardships.

Gender Affairs Unit (GAU) provides gender mainstreaming through research, policy advice, gender analysis of legislation, policies, operations and programmes within the Ministry and other government entities, as well as public education and sector or issue specific gender training. The Unit also provides administrative support for the Gender Equality Tribunal.

- The Government-Owned Company, Committee, Tribunal, and Statutory Board that fall under the Ministry are:

Children and Youth Services (CAYS) Foundation (Government Company) provides programmes of rehabilitation, education and social development skills for delinquent and at risk children in youth rehabilitation and care facilities owned by the Government.

Adoption Board receives applications for adoption from parents, guardians and prospective adopters and conducts investigations concerning the adoption of children for the consideration of the Court as per section 8 of the Adoption of Children Law (2003 Revision).

Oversight Committee for the Housing Repairs Assistance (HRA) Programme oversees the management of the HRA Programme which is provided to Caymanians who are either elderly and/or disabled or who have children in need that own and/or occupy their residential property and have been assessed by NAU.

Gender Equality Tribunal (GET) deals with discrimination complaints as they are submitted. The GET is made up of five members appointed by Cabinet. The Chairperson is an attorney-at-law and the four other members have experience and qualifications in gender, social development, human rights, labour or related fields.



- The Programmes that are administered by the Ministry are as follows:

Seamen Ex-gratia Benefit whereby the Ministry provides ex-gratia benefits to retired Caymanian Seamen or their surviving spouse, in recognition of their contribution to the Islands. On-going communication is maintained between the Ministry and CISA to ensure a close working relationship.

Ex-Servicemen (Veterans) Ex-gratia Benefit In June 1994 Cabinet (formerly the Executive Council) granted approval for funding to provide financial assistance to Caymanian ex-servicemen who served in the armed forces during war time limited to service during World War I and II, the Trinidad Royal Navy Volunteer Reserve, the Homeguard, the Royal Fleet Auxiliary (supply), the armed forces of Great Britain, and the Merchant Marines.

HRA Programme the HRA Programme provides home repairs to Caymanians who are either elderly and/or disabled or who have children in need that own and/or occupy their residential property and have been assessed by NAU.

GOVERNANCE

Governing Legislation

The statutes that govern the major activities of the Ministry are:

- The Cayman Islands Constitution Order, 2009
- Public Service Management Law (2017 Revision)
- Personnel Regulations (2017 Revision)
- Public Management and Finance Law (2018 Revision)
- Financial Regulations (2013 Revision)
- Anti-Corruption Law, 2008
- Freedom of Information Law (2015 Revision)
- The Freedom of Information (General) Regulations (2008 Revision)
- National Archive and Public Record Law (2010 Revision)

Departments/Units Governing Legislation

The legislation that governs the major activities of the Ministry's Departments and Units, in addition to the aforementioned, are:

- Children Law (2012 Revision)
- Children Law Regulations, (2012)
- Adoption of Children Law (2003 Revision)
- Adoption of Children Regulations (2003 Revision)
- Companies Law (2012 Revision)



- Youth Justice Law (2005 Revision)
- Poor Persons (Relief) Law (1997 Revision)
- Health Insurance Law (2013 Revision), Section 2
- Protection from Domestic Violence Law (2010)
- The Disabilities (Solomon Webster) Law, (2016)
- The Older Persons Law, (2017)
- Gender Equality Law, (2011)

Ministry Policies and Directives

- Ministry of Community Affairs 2017 Hazard Management Plan
- Ministry of Community Affairs 2017 Continuity of Operations Plan
- Overtime, Comp Time/Time-off In-Lieu (TOIL) and Flexible and Additional Hours Policy
- Human Resource Management Policies and Procedures Manual (November 2015)
- Use of Personal Communication Equipment, Internet Media and Personal Radios in the Workplace
- Complaints Handling Procedures
- Workplace Sexual Harassment Policy (WSHP)
- Policy on Internal Controls
- Whistle Blower Policy v2.2
- Code of Business Ethics and Conduct V4
- Fraud Policy v2.6
- Policy Offering or Receiving Hospitality Entertainment of Gifts (May 2017)
- Records and Information Management Standard V1.0 (May 2017)
- Eligibility Criteria for Seamen Ex-Gratia Benefits
- Fixed Asset Management Policy
- Fleet Management Policy
- Finance Policies and Risk Mitigating Controls

Reports Tabled or Filed by Statutory Deadlines

- Review of the Audited Financial Statements for the year ended 31 December 2017 for the Ministry of Community Affairs.
- CAYS Foundation audited Financial Statements for the financial year ended 31 December 2017.



OUR PEOPLE

A change in the leadership team of the Ministry has infused a fresh outlook and transformation in priorities. The Ministry placed a strong focus on delivering its mandate and enhancing the quality and availability of its services in order to meet, and even exceed, the standards and expectations of our clients, the public and Cabinet.



The current leadership team of the Ministry is as follows:

Ministry Administration Senior Management Team January 1st - 31st December 2018	
Chief Officer Teresa Echenique	
Deputy Chief Officer André Ebanks	
Chief Human Resources Officer Lilia Conolly	
Chief Financial Officer Joel Burke	

Heads of Department 1 January – 8 September 2018	Heads of Department 11 September – 31 December 2018
Director, Department of Children and Family Services Felicia Robinson	Director, Department of Children and Family Services Paulinda Mendoza-Williams
Director, Needs Assessment Unit Tamara Hurlston	Director, Needs Assessment Unit Tamara Hurlston

Message from the Human Resources Team

The past year has been full of newly defined processes for the Human Resources Team. In its first year of a centralised human resources function, the Ministry has experienced positive outcomes from this restructuring. The centralised approach has allowed for the achievement of cohesive and more accountable human resources operations and improved achievement of targets in line with the Ministry's statutory responsibilities. This in turn



has given way for better service delivery and the ability to expand the human capital needs of the Ministry and its entities, as well as supporting the various government-wide human resources initiatives spearheaded by the Officer of the Deputy Governor and the Portfolio of the Civil Service.

As we focus on the new year ahead, we continue to engage in best practice in all aspects of human resources management, in line with all pertinent legislation. The ultimate goal of HR is to complement the government's overall corporate strategy, via a robust human resources strategy. In order to get to this point, human resources has developed and implemented a human resources business plan that will be revised on an annual basis. This is the human resources team's priority in order to enhance our practices, attract the highest calibre of talent entering and remaining with the Civil Service. With that as a goal, all of the initiatives that the Ministry's Human Resources Team engages in are in alignment with the Government's 5-Year Strategic Plan which the Deputy Governor has as a priority for the entire civil service. This initiative has set a new way of doing business for the Cayman Islands Government. Becoming a world-class Civil Service has taken major adjustments and focus and it is an initiative that remains a top priority for human resources across the entire Government.

Message from the Finance Team

Continued improvement and unwavering commitment to excellence remains the cornerstone of our efforts and focus as we progressed through the 2018 financial year. Fundamentally, we understand that strong financial management and effective internal controls provide the foundation to support effectiveness of our function within the Ministry as we lead and guide Senior Management of the Ministry, Heads of Departments and our finance staff. We will continue to look critically at the value added in our respective roles and re-evaluate where improvements and enhancements can be made. In culmination of another successful year, financial statements for the year ended 31 December 2018 received a unqualified opinion from the Office of the Auditor General and was tabled in the Legislative Assembly in May 2018. We are very pleased with this outcome and will strive to maintain this standard going forward into a new financial year.



As outlined in our action plan for the 2018 financial year, the Ministry's Finance team has implemented additional policies and procedures with the goal of enhancing internal controls, identifying and mitigation of risk and to realise cost savings. A listing of these implemented policies and procedures are shown on page 8 of this Annual Report.



Moving on to the critical area of staff development, finance staff have been supported on various training and development opportunities to increase knowledge, competencies and vital skills required to be an effective member of the team. Further details on the various training initiatives supported and undertaken can be seen on page 15 and 16 of this Annual Report. There was one promotion of a staff member during the year, from Accounts Officer II to Accounts Officer I. We hope to be able to present further positive developments of staff advancement in the years to come in line with our mandate of developing talent from within.

As we look forward into the future, the strategic outlook for the 2019 financial year will be focused around the following key areas:

- Continued investment and development of human capital via training, conferences and other methods;
- Further review and enhancement around the internal controls that guide the control environment of the Ministry;
- Developing and implementing of effective succession plans for key positions within Core Ministry and Departments.

This is truly an exciting time to be within such a critical function of the Ministry.

Message from the Policy Team

In 2018, the Policy Team focused on developing coordinated and effective solutions to advance the Ministry's services through the development of modernised laws and policies, as well as seeking constructive cooperation from all stakeholders, including the public and private sectors.



MANAGEMENT DISCUSSION AND ANALYSIS

HR Analytics

Employees By Nationality

Employees by Nationality 1 Jan – 31 Dec 2018	Children & Family Services	Core Ministry	Needs Assessment Unit	Total Staff
Caymanian	95	14	35	144
Jamaican	47	0	0	47
American	1	0	0	1
British	4	0	0	4
Canadian	1	0	1	2
Dominican (Republic)	1	0	0	1
Dutch	1	0	0	1
Filipino	3	0	0	3
Irish	1	0	0	1
Trinidadian	2	0	0	2
Total	156	14	36	206

Employees by Gender

Gender	Children & Family Services	Core Ministry	Needs Assessment Unit	Total Staff
Female	150	11	25	186
Male	6	3	11	20
Total	156	14	36	206

Employees by Age

Employees by Age	Children & Family Services	Core Ministry	Needs Assessment Unit	Total Staff
Under 35	17	4	18	39
35 - 39	18	1	5	24
40 - 44	16	4	6	26
45 - 49	18	2	3	23
50 - 54	28	0	1	29
55 - 59	28	2	1	31
60 - 65	30	1	2	33
65+	1	0	0	1
Total	156	14	36	206



Cost of Sickness Absence

Core Ministry	Number of Days Absent	Dollar Value	Number of Staff
Yearly Sick Leave Entitlement	67	\$12,272	10
Additional Sick Leave - Full Pay	83	\$22,307	3
Additional Sick Leave - Half Pay	0	\$0	0
Injury on the job	0	\$0	0
Unpaid sick leave	0	\$0	0
DEPARTMENT OF CHILDREN AND FAMILY SERVICES	Number of Days Absent	Dollar Value	Number of Staff
Yearly Sick Leave Entitlement	690	\$95,543	128
Additional Sick Leave - Full Pay	257	\$34,155	5
Additional Sick Leave - Half Pay	33.5	\$6,135	2
Injury on the job	270	\$24,172	2
Unpaid sick leave			
NB: staff on additional sick leave (full and half pay), injury on the job and unpaid leave are included in annual sick leave entitlement.			
NEEDS ASSESSMENT UNIT	Number of Days Absent	Dollar Value	Number of Staff
Yearly Sick Leave Entitlement	250	\$45,219	32
Additional Sick Leave - Full Pay	133	\$24,900	5
Additional Sick Leave - Half Pay	0	\$0	0
Injury on the job	0	\$0	0
Unpaid sick leave	6	\$767	2



Recruitment

The Ministry and its entities have an approved headcount of 220. The recruitment activity for 2018 is as follows:

Resourcing and Retention Activity (Jan 1 – 31 Dec 2018)	Ministry Administration	Needs Assessment Unit	Department of Children and Family Services
New Hires	1	10	22
Leavers	0	5	10
Transfers	0	0	0
Promotions	0	2	4
Upgrades	1	0	0
Vacant Posts	1	8	8

It is worth noting that the foregoing includes NAU's expanded headcount with the recruitment of Needs Assessment Officers, amongst other support staff including temporary hires and student interns to increase its ability to service clients.

Talent Management

As part of its talent management efforts, the Ministry has identified key positions to be placed on career progression paths. Such positions will allow for continuity of business via the engagement and development of critical staff for the medium to long term.



Learning and Development

The Ministry continues in its support of its employees in seeking and pursuing every possible opportunity for training. The breakdown of the total costs of learning and development activities for staff is as follows:



Ministry Administration

Learning and Development

Number of Staff Receiving Training Activity	12
Total training cost	\$18,273
Total training cost <u>per head</u>	\$1,522
Total Conferences Attended (Local)	11
Total Conferences Attended (Overseas)	8
Other Training received (Local)	26
Other Training received (Overseas)	3
Number of Staff Receiving Academic Achievements/Awards (sponsored by the organisation)	5

Due to budget constraints in 2018, the Ministry was unable to secure any paid student internships. The Ministry, however, will revert to providing these learning and development opportunities to students in 2019 (even if the Ministry only has capacity to offer unpaid internships, which provide meaningful work experience).

In regards to the Ministry team, 2018 was a significant year for the further professional development and up-skilling of staff members:

Finance Team

- The Chief Financial Officer successfully graduated from the Executive Course in Global Leadership offered by the University College of the Cayman Islands (UCCI) in partnership with the University of Tampa.
- The Deputy Chief Financial Officer and Financial Administrator are enrolled in the ILM Level 3 Leadership Course, with an estimated completion date of March 2019.



- The Deputy Chief Financial Officer was a selected attendee for the Institute of Public Administration of Canada (IPAC) Leadership Conference held in Toronto in February 2018.
- The Deputy Chief Financial Officer is now an active member of the Civil Service Chapter of Toastmasters.
- The Chief Financial Officer and the Deputy Chief Financial Officer attended a Policy workshop in November put on by the Cabinet Office.
- The Ministry facilitated a secondment of an Accounts Officer from another Ministry into the post of Financial Administrator which ultimately led to the secondee being confirmed to post in another Ministry after a competitive recruitment process.
- The Finance Team from the core Ministry and Departments completed Anti-Fraud training in April 2018.



The Finance Team from the core Ministry and Departments attend an Intermediate Excel training work shop delivered by a local training provider in May, 2018

Policy Team The Senior Policy Officer participated in critical strategic policy development training offered by the International Centre for Parliamentary Studies (ICPS) and official travel, along with the Deputy Chief Officer, to another jurisdiction in order to learn more about their human services model. Other workshops attended were the Gender violence Prevention Leadership Training and a system design workshop on a Multi-Agency Safeguarding Hub (M.A.S.H.) Memorandum of Understanding (MOU) and Information Sharing Agreement, as well as an Anti-Gang Strategy Development Workshop.

Human Resources Team had a member achieve a new certification in Learning and Development from the CIPD in the UK and, along with a member of the Finance team, both officers completed the Executive Certificate in Global Leadership.



GAU In an effort to establish and maintain regional and global professional connections as well to be updated on occurrences in the area of the gender equality promotion and development field, members of the policy team attended the following regional workshops: Gender Equality Policy and Operational Strategy Workshop hosted by the Caribbean Development Bank (CDB) in Barbados; Women's Entrepreneurship Day Summit at The United Nations in New York; as well as the Accessible Americas V: Information & Communication Technologies for ALL, hosted by the International Telecommunication Union (ITU) & the Government of Jamaica Ministry of Science, Energy & Technology.

Additionally, team members also attended local conferences such as the UCCI STEM Carib Conference; the Ministry of Health's Cayman Islands Healthcare Conference; the Civil Service College and IPAC Leadership Conference; and the Cayman Islands Society of Human Resource Professionals (CISHRP) Conference.

Continued professional development and training was undertaken in Strategic Gender Equity Planning through the ICPS; Public Policy Analysis & Management, and Project Cycle Management Training Programme through the CDB in partnership with the Portfolio of the Civil Service; the Business Case Reviewers Workshop through the Strategic Reforms Implementation Unit (SRIU); and a Social Work Master Class by UCCI.

NAU

Learning and Development	
Number of Staff Receiving Training Activity	36
Total training cost	\$15,945
Total training cost <u>per head</u>	\$443
Total Conferences Attended (Local)	1
Total Conferences Attended (Overseas)	1
Other Training received (Local)	16
Other Training received (Overseas)	0
Number of Staff Receiving Academic Achievements/Awards (sponsored by the organisation)	4

In 2018, the NAU continued to place an emphasis on staff development to ensure that all staff members are properly equipped with the necessary tools to effectively carry out their duties. It is important that all staff members are up to date on good customer service practices, safety protocols and professional resources/skills needed to best serve the public



in an efficient and customer-centered manner. During the 2018 reporting period, there was a variety of training arranged for staff including attendance to the IPAC National Leadership Conference held in Canada and the CISHRP conference held locally. Staff also participated in local workshops on customer service, supervisory management, mental health disorders, First Aid and CPR training. In addition, a number of staff members are pursuing university-level degrees funded by the NAU and the UCCI.

DCFS In 2018, significant focus was placed on child safeguarding and enhancing social work best practices. These trainings were funded by the Foreign and Commonwealth Office (FCO) in collaboration with CAFCASS. Child safeguarding training focused on a multi-agency approach, engaging children and families, social work supervision, the Assessment Triangle and tools, child sexual exploitation, coaching - child and family assessment, supervisory and leadership transformation, supporting children with complex emotional and behavioral needs, case analysis and reflective group supervision, youth diversion and forensic interviewing.

The CAFCASS Child Safeguarding and Child Sexual Exploitation Training included over 10 public and private partner agencies (approximately 80 individuals) including DCSF staff, Justices of the Peace, health professionals, educators and the police.



DCFS representatives also attended the Caribbean Meeting on International Child Protection: Implementing and Operating the Hague Child Protection Conventions which was held in Kingston, Jamaica.



Rewards and Recognition

Ministry Administration the Ministry is proud to acknowledge the exemplary members of its team. In 2018, a “Traveling Award” was established in the Ministry, acknowledging and moving from staff to staff on a weekly basis allowing colleagues to appreciate and recognise each other’s achievements and contributions.

NAU Since the NAU was established, it has consistently nominated staff to recognise their efforts and commitment to their roles and the team as a whole. To date, therefore, 6 employees have received the Deputy Governor’s Award and 9 have received the Chief Officer’s Choice Award. In 2018, 2 recipients received the Chief Officer’s Choice Award:



NAU staff also participated in special days of recognition and events during the year to give back to the community and help vulnerable people.



NAU staff dress down for Feed Our Future





NAU staff participate in the Deputy Governor's 5K Challenge



NAU staff for the 'ROCK YOUR SOCKS' World Down Syndrome Day

DCFS recognised the international United Nations Children's Day by hosting a games night for children and their parents. Schools were encouraged to embrace the UN theme of "*Our children taking over and colouring the world blue*" by having children wear something blue to school. The DCFS also launched the first Older Person's Spirituality and Wellness Event in October 2018.



Highlights of Services, Community Projects and Partnerships

During the 2018 financial year, the Ministry and its agencies were able to engage in several highly, and mutually beneficial services, community projects and partnerships. Some of these include:

- ❖ Throughout the year, up to 856 Seamen or their spouse received the Ex-gratia Benefit. 40 applications were received and processed, with 28 approved and 12 denied or deferred. Unfortunately, 34 recipients passed away in 2018, leaving 853 persons receiving the Ex-gratia Benefits at the end of the year.
- ❖ Up to 119 Ex-servicemen or their spouse received benefits in 2018 and 2 applications for spouses were processed. Regretfully, 13 recipients passed away. Hence, at the end of 2018, 104 recipients were being provided with monthly benefits.
- ❖ The NAU provided 1,051 persons with permanent financial assistance, 1,192 families with temporary financial assistance and conducted 566 financial assessments for indigent medical coverage.
- ❖ The Ministry engaged the Computer Services Department, along with an external IT consultant, to expand and enhance the capability of the current NAU database, to create a more user-friendly platform for staff day-to-day and to deliver improved statistical information and reporting (and thereby enable better monitoring and measurements of desired outcome).
- ❖ The NAU implemented direct deposit payments to landlords for rental service between September and October 2018.
- ❖ The M.A.S.H. MOU was signed by lead stakeholders the Royal Cayman Islands Police Service (RCIPS), the Department of Education Services, the Health Services Authority and DCFS.
- ❖ The Manager of M.A.S.H. was appointed and the M.A.S.H. Desk was established which is comprised of 2 RCIPS officers and 2 Social Workers to investigate child abuse referrals.
- ❖ The M.A.S.H. Procedural and Information Sharing Agreement which guides the best practice of child abuse investigations was developed and implemented.



- ❖ DCFS submitted in excess of 114 reports to the Courts. Several cases involved protracted court hearings and a total of 6 international reports were completed regarding matters of parental access and custody involving minor children.
- ❖ DCFS also provided a report to the Supreme Court of Jamaica following a request from the Department of Correctional Services made via the Ministry of Foreign Affairs and Foreign Trade, and the Jamaican Consulate Office in the Cayman Islands.
- ❖ In 2018, the DCFS embarked on an organisational restructuring to transform the service delivery model and acquired additional resources to deliver preventive interventions, youth diversion programming and introduce gerontology case management. Teams, therefore, have been established to oversee M.A.S.H.; Family Services; Adoption, Foster and After Care Services; Youth Justice Services; Community Development; and Elderly Services/Adult Special Needs.



M.A.S.H. - Child Protection Team



Family Services Team

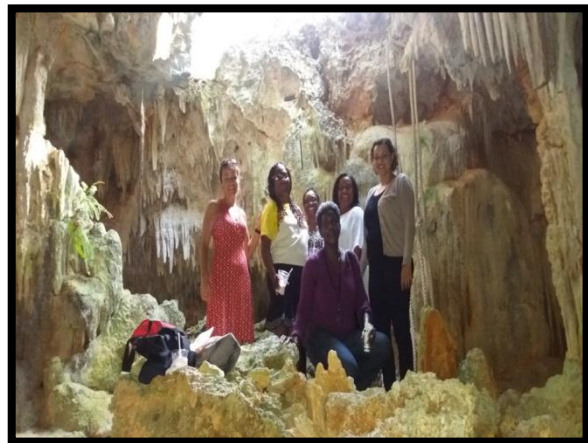




Adoption, Foster & After Care Team



Youth Justice Services Team



Elderly Services/Adult Special Needs Team

- ❖ For the period June to December 2018, the Youth Services Team of the DCFS held a caseload of 84 clients whose ages ranged from 13 -17 years old. The Team produced 26 reports for the Youth Courts and had 1,271 intervention contacts for the six-month period.



- ❖ The Ministry facilitated a secondment of an officer from DCFS to assist with the HRA Programme. As a result, the HRA Programme has made tremendous strides to organise and coordinate this mandate. The Ministry undertook 6 Housing Repairs Assistance projects with all substantially completed in 2018, with only minor adjustments and finishing in progress.
- ❖ The Ministry commenced with a phased completion of some renovations at the property acquired in Northward to create a separate residential facility for children with disabilities.
- ❖ The Finance Team of the Ministry completed and implemented general finance policies and risk mitigating controls, a Fixed Asset Management Policy and a Fleet Management Policy.
- ❖ A joint working relationship was established with the University College of the Cayman Islands (UCCI) for the provision of Social Work training programmes from Certificate to Bachelor degree levels.
- ❖ The DCFS, in partnership with UCCI, launched a lecture series on the Sociology and Psychology of Ageing.
- ❖ In an effort to strengthen the partnership between the Ministry and the Cayman Islands Seafarer's Association (CISA), representatives from the Ministry attended the CISA monthly general meeting in August 2018 and gave a presentation to the members.

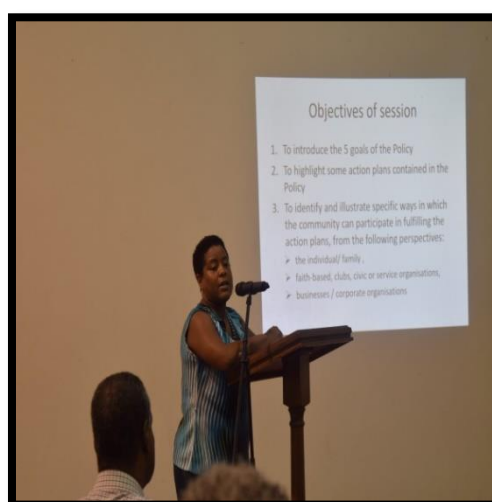


- ❖ The Ministry collaborated with the Alex Panton Foundation to host a series of community meetings in the five districts of Grand Cayman and one in Cayman Brac on identifying self-harm and suicidal thoughts.



The Chief Officer, Teresa Echenique, with representatives from the Alex Panton Foundation

- ❖ The Ministry partnered with the Alzheimer's and Dementia Association to conduct a presentation on caring for persons with Alzheimer's and Dementia. The presentation was attended by Community Care Workers from Kirkconnell's Community Care Centre, Faith Hospital and individuals from the general public who live and care for persons with dementia.
- ❖ Ministry policy staff continued to play an active role in the implementation of the Cayman Islands Older Persons Policy 2016-2035 and promotion of the Older Persons Law, 2017, both through the work of the departments and involvement on the Older Persons Council through public education sessions.



Karlene Bramwell, Policy Officer (Gender Affairs) & Member of Council of Older Persons presenting at a Lecture on "Sustaining Older Persons" during Older Persons Month, 17 October 2018



- ❖ In support of our Veterans, the Ministry was a Platinum Sponsor and attended the Cayman Islands Veterans Association Annual Fundraising Gala in October 2018.
- ❖ With the support and assistance from the Pearl of Cayman #2 (a local fraternity), the Ministry conducted a community clean-up project in December 2018 for one of our veterans.
- ❖ The GAU participated in the Celebrate Cayman Summer Festival to raise the awareness of the community on the role of women in the political sphere, and the women's suffrage movement in the Cayman Islands.



Celebrate Cayman Summer Festival June 2018 - The Gender Affairs Unit Booth – Karlene Bramwell, Lilia Conolly and Christine Solly [Source : Caymanian Times Issue No 240, Wednesday, June 27, 2018]

- ❖ A Gender Affairs Partners Working Group of civic organisations, non-government and other government agencies was established and meets regularly to discuss and examine policy matters, current affairs in the gender and development space, and plan joint advocacy initiatives.
- ❖ The GAU conducted 4 presentations on the Gender Equality Law and/or Sexual Harassment to new recruits of the HM Prison Services, Border Control Agency, and students of Employment Law courses at UCCI, and staff & faculty of UCCI.





Activists from the Gender Affairs Unit, Business and Professional Women's Club, Family Resource Centre & Cayman Islands Crisis Centre join the 16 Days of Activism Against Gender –based Violence , with the 2018 theme Orange the World #HearMeToo: End Violence Against Women and Girls ; November 25 – December 10, 2019

- ❖ The GAU partnered with several local Not-for-Profit Organisations and other government agencies to support programmes, services or initiatives which promote and facilitate gender equality or empowerment , such as Gender Equality Cayman (GEC); Women's Fellowship of John Gray Memorial United Church: Young Family Outreach Programme; Business and Professional Women's Club; Cayman Islands Athletic Association; and the Family Resource Centre.



The Deputy Chief Officer, Andre Ebanks, presenting a cheque to the Women's Fellowship of John Gray Memorial United Church



- ❖ The NAU received gifts thanks to corporate sponsors which provided over 50 families with gifts for the Christmas Season.



NAU staff with Christmas donations from NCI



FINANCIAL PERFORMANCE AND ANALYSIS

This section provides a summary and a trend analysis of our use of financial and capital resources. The unaudited accounts of the Ministry are in Appendix I.

Financial Statement Trend Analysis and Discussion

	<u>2018</u>	<u>2016/17</u>	<u>2015/16</u>	<u>2014/15</u>	<u>2013/14</u>
	<u>Actuals</u>	<u>Actuals*</u>	<u>Actuals</u>	<u>Actuals</u>	<u>Actuals</u>
Revenue					
Sale of goods and services	13,071,783	27,138,710	19,368,626	15,392,479	13,688,085
Donations and other revenue	70,285	233,172	269,007	198,579	191,593
Donations and other revenue	13,142,068	27,371,882	19,637,633	15,591,058	13,879,678
Expenses					
Personnel costs	11,032,182	19,215,668	13,278,132	11,363,821	10,541,444
Supplies and Consumables	1,564,226	4,302,390	3,522,129	2,927,823	2,129,840
Depreciation	265,579	1,467,970	1,382,246	775,544	215,444
Total Expenses	12,861,987	24,986,028	18,182,507	15,067,188	12,886,673
(Gain)/loss on sale of assets	678	(13,282)	(2,600)	-	-
(Gain)/loss on foreign exchange	(742)	(595)	(1,233)	106	(55)
Surplus for the period	280,145	2,399,731	1,458,959	523,764	993,005

The five year Statement of Financial Performance:

*Figures presented for 2016/17 are for an 18 month period

Revenue Analysis: The Ministry's revenue from Cabinet has been steadily increasing with the expansion of outputs produced to meet client demands.

Expense Analysis: The increase in 2018 actual personnel and other operational costs of over prior year 2016/17 operating expenses is primarily due to the increase of staff and associated costs to match the expansion of outputs.

Surplus / (deficit) analysis: The Ministry was able to realise operating surpluses over the last 5 years due mainly to austerity measures adopted to contain costs and maximize revenues. In the latest fiscal period ended 31 December 2018, the Ministry's reported operating surplus was \$280,145.



SCRUTINY BY PARLIAMENT AND PUBLIC

Parliamentary Questions

During the 2018 financial period, the Ministry received no Parliamentary Questions and 1 Private Members Motion regarding the necessity of a social mobility study. The Ministry provided the requested information within the timeframe required, which assisted Councillor Austin Harris to frame the Government's lead response to the motion.

Freedom of Information (FOI) Requests

During the financial year, the Ministry received and processed a total of 4 FOI requests.

Complaints

The Ministry received no complaints regarding its activities during the financial year. Any complaints received in regards to its Departments or Units were forwarded to the relevant agency and processed through their own internal complaints procedures.

CROSS-GOVERNMENT COMMITMENTS

Cayman Islands Council for Older Persons Representatives from the GAU and Community Affairs subject area serve on this Council.

Cayman Islands Disability Policy (CIDP) 2014-2033 The Ministry applied and was granted supplementary funding from the Cabinet Office to assist with the implementation of the CIDP. More specifically, funding was requested to support the vital completion of structural fixtures and provision of suitable furnishing for the new Maple House facility located in Northward.

Cayman Islands Older Persons Policy (CIOPP) 2016-2035 The Ministry, in partnership with the DCFS, applied and were granted supplementary funding from the Cabinet Office to assist with the implementation of the CIOPP. Between October and December 2018, the funding was used to develop presentations on "Advanced Care Planning for Older Persons" and "Financial Fraud and Protection for Older Persons". In addition, funding was also approved to provide Therapeutic Art Classes for elderly residents of DCFS Homes, their families and older persons in the community in partnership with ArtNest.

Multi-Agency Safeguarding Hub (M.A.S.H.) Currently, the MASH is comprised of the Department of Children and Family Services Intake Team, the Family Support Unit of the Royal Cayman Islands Police Service and a Mental Health Practitioner from the Health Services Authority (H.S.A.).



2018 SIGNIFICANT ORGANISATIONAL AND POLICY DRIVEN EVENTS



Ministry Administration Guided by its vision, to “*Empower People and Enhance Lives*”, the Ministry continued to evaluate its strengths and take steps to enhance quality and availability of all services. Hence, various changes were implemented across the Ministry and its entities in 2018.

To spark fresh ideas and initiatives, the first ever Ministry-wide retreat for all staff was held in April 2018. The day included staff engagements and dynamic presentations on change management (including from His Excellency the Governor, the Deputy Governor and the Councillor of the Ministry).

DCFS embarked on an organisational and service delivery model restructuring. DCFS implemented specialised teams for M.A.S.H., Family Services, Adoption/Foster and Aftercare Services, Youth Justice Services, Community Development and Elderly Services.



NAU In an effort to provide sustainable and transformational financial assistance services, Cabinet approved the establishment of a working group chaired by the NAU Director and comprised of core representatives from the Ministry, NAU and DCFS to review financial assistance operations and the Poor Persons (Relief) Law, in order to develop holistic strategic reforms.

GAU In partnership with Law Reform Commission, the Attorney General and various civic organisations (notably the Business and Professional Women’s Club), GAU advocated for and supported reactivation of the legislative process to enact stalking legislation.



LOOKING FORWARD



In 2019, the Ministry will focus on the following areas:

1. *Maximise capacity and resources:*

- a. Finalise amendments to the Children Law (2012 Revision), the Adoption of Children Law (2003 Revision) and their accompanying Regulations.
- b. Complete new financial assistance legislation to replace and repeal the Poor Persons (Relief) Law (1997 Revision).
- c. Enhance the compliance capacity of the NAU.
- d. Continue to develop national cost of living standards (for shelter and other basic needs) and criteria for financial assistance services.
- e. Review Community Development Services to build community capacity to support safety and well-being.

2. *Manage partnerships and engagement:*

- a. Continue to promote child safeguarding processes and protocols in order to create and maintain a safe environment that supports the development and welfare of children.

3. *Ensure focus on vulnerable groups:*

- b. Develop a case management approach in financial assistance services to guide and empower persons in need.
- c. Facilitate programmes geared at educating and empowering persons to manage their own finances and lead a more self-sufficient lifestyle.
- d. Promote the use of evidence-based and trauma-informed practices that will effectively address the needs of children and families and encourage achievement of timely permanency for children placed in the care of the DCFS.



- e. Establish an aftercare programme that will support the success of youth and young adults in foster care transition to adulthood through policies and programs that effectively support their development of independence/self-sufficiency.
- f. Complete the new residential facility for children with disabilities and expand the service to include respite care.

