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Foreword from the Deputy Governor and Head of the Civil Service



In September 2015, I commissioned the development of a new 5-Year Strategic Plan for the Civil Service. This was embarked on in furtherance of the improvements that had commenced when I assumed the role of Deputy Governor in 2012.

Whilst we spent considerable time during the 2016-17 financial period to advance this reform plan, our work as the Portfolio the Civil Service continued unhindered. Needless to say therefore, it was a very challenging 18 months.

This Annual Report will detail some of our achievements during this period, however I have highlighted some of our key accomplishments below.

Working along with Cabinet we were able to progress some key legislative matters including the following:

- Commencement on 9th September 2016, of the Public Service Pensions (Amendment) Law, 2016 and the Public Service Management (Amendment) Law, 2016 to facilitate an increase in the retirement age within the public service to age 65. This is following on from the passage of the amendments to these Laws in June 2016;
- Commencement of the Anti-Corruption Law (2016 Revision) to enhance the powers and independence of the Anti-Corruption Commission;
- Revision of the Criminal Records (Spent Convictions) Law, 2016, and establishment of a new Expungement Board;
- Enactment of the Public Authorities Law, 2017, to provide a common and best- practice governance framework for Statutory Authorities and Government-Owned Companies;
- Enactment of the Ombudsman Law, 2017, and paving the way for the establishment of a new Office of the Ombudsman;
- Enactment of the Whistle-Blower's Protection Law, 2016. This legislation applies to both the private and public sectors, and is a critical part of our country's anti-corruption strategy.

The Civil Service continued to reduce the number of acting appointments by completing the recruitment process to permanently fill a number of senior posts. In total 9 such posts were filled including key posts such as the Ombudsman, Commissioner of Police, Director of the Department of Children and Family Services and Director of Legal Aid.

Through the Project Future programme, the civil service has matured and many of the structures, practices and processes that the Project Future Programme sought to inculcate into the civil service are positioned to be embedded into normal business operations.

During the 2016-17 period the Elections Office prepared, and delivered a General Election in nineteen single-member electoral districts, a historical first for the Cayman Islands. The General Election was conducted at nineteen electoral districts through 57 polling stations, across the Cayman Islands. The electoral process ran smoothly and the International Observer Mission remarked that the Elections Office had secured the confidence of the public, voters, candidates and the political parties. They also reported that the elections officials performed their duties transparently and impartially, ultimately resulting in a successful General Elections.

In April 2017, we hosted the 4th Annual DG 5K event with 1,800 people participating in the event this year. Raising approximately \$85,000 for the benefit of the YMCA of the Cayman Islands, these funds will support the building of a 'ropes challenge course'. This will provide an alternative to classroom-style learning for our youth. Over the four years since its inception, the DG 5K Challenge event has generated some \$205,000 for worthy charities.

During the 2016-2017 financial period, the Civil Service conducted our first ever employee engagement survey. This survey had a participation rate of 61% with a total of 2,278 people participating. The results were quite pleasing with an impressive engagement score of 67%!

Our 'Happy or Not' customer service pilot programme will be coming on stream early next year and will allow our customers to be involved in the work to improve the delivery of our services.

The past 18 months have seen significant changes and growth in a number of areas within the Civil Service. The work of the Portfolio of the Civil Service has contributed in large part to these accomplishments. It gives me great pleasure to say therefore, that we are now much closer to realizing our vision *"To be a World Class Civil Service"*.

Hon Franz Manderson, Cert Hon, JP
Deputy Governor and the Head of the Civil Service

December 31, 2017

Foreword from the Chief Officer of the Portfolio of the Civil Service



The 2016-17 financial period was a very successful one for the Portfolio of the Civil Service (PoCS). As we pause to reflect on the work done during the past 18 months one word comes to mind readily, *change*! We live in interesting times and the only constant within the Portfolio of the Civil Service is change itself. The staff within the Portfolio had to continuously adapt and respond to the ever changing environment within which the Civil Service operates. Economic and social developments within the Cayman Islands as well as globally, priorities set by our elected Government, customer needs and public sector reform initiatives such as the 5 year Strategic Plan for a World-Class Civil Service are just some of the factors that impacted our work within the Portfolio.

As the Portfolio charged with the transformation of the Cayman Islands Civil Service, we faced a number of challenges. However, we rolled up our sleeves and got it done, even when it meant working longer hours for a number of our staff. I have to also take this opportunity to recognise the efforts and hard work of all the amazing staff within the PoCS!

Looking at all the work we undertook I have to say that we made significant strides on the journey of public sector reform and accomplished much towards the delivery of our first 5 year strategic plan for the Civil Service. We also undertook work aimed at modernising HR policies and practices, as well as improving governance arrangements within the Civil Service.

In regards to the delivery of the first multi-year strategic plan for the Civil Service a number of reform projects were progressed and milestones reached. Some of the key accomplishments included:

- Established baseline information on civil servants' engagement. In November 2017, the PoCS launched the first annual employee engagement survey. The survey was undertaken as part of the pre-launch activities for the Civil Service 5-Year Strategic Plan and saw a 61% response rate from Civil Servants.
- Procured 30 Happy or Not kiosks, which will be placed across key customer touch points within 10 pilot departments. These kiosks will allow our customers to provide immediate feedback after their customer service interaction, and will allow us to track service delivery and customer satisfaction over time. This will be a key metric of our success in achieving our vision.
- Development of a new competency framework for civil servants. This framework will define and communicate to all Civil Servants the expected behaviours that must be demonstrated to support the vision of a world-class Civil Service.

As the entity responsible for providing central HR support and strategies, the PoCS continued to support Civil Servants through the following projects:

- On behalf of the Cabinet, the PoCS continued to implement pay stagnation remedy with additional payments in December 2016 to over 1500 employees. This is further to the pay stagnation paid to teachers and police officers in December 2015.
- Allowing Caymanians to work longer and accumulate savings towards their retirement, we implemented the amendments to the Public Service Management Law and the Personnel Regulations to facilitate an increase in the retirement age for Civil Servants. At the end of the 2016/17 period there were 284 persons employed within the Civil Service who were over 60 years old. In fact there were 2 employees who were over 70 years old; the eldest being 72 years old!
- Established the Hiring Practices Policy, in order to lessening the recruitment moratorium that was introduced in October 2008. This will realign the HR focus from one of strict budgetary compliance to one which emphasises having the right people, possessing the right skills, in the right positions at the right time.

In regards to improving our governance arrangements the PoCS delivered or supported the delivery of the following projects:

- Issued an updated Official Travel Policy in August 2016 to, among other areas, revise the travel rate sheet and incorporate a publication template for travel by senior officials.
- The new Policy for Offering or Receiving Hospitality, Entertainment or Gifts was issued in June 2017. This will create more certainty and transparency, and ensure that Civil Servants continue to uphold the highest standards of propriety and accountability in the giving and receiving of hospitality and gifts.
- Issued a new Anti-Fraud Policy including a Code of Business Conduct, which addresses actions by Civil Servants to prevent, detect and remediate fraud, corruption and dishonesty in and outside of the work place.
- Through its partnership with the UK Government Internal Audit Agency, the Internal Audit Services Unit was able to commence its first ever external quality assessment review.

The PoCS considers it a privilege to be able to expose our young people to jobs within the Civil Service. In keeping with our Paid Student Internship Policy, we therefore provided work experience opportunities to 273 paid student interns who are currently undertaking secondary or tertiary education. This is not only an opportunity for them to gain work experience, but it is also an opportunity for them to perform a public service on behalf of their community.

As Chief Officer of the PoCS I am very pleased to report that once again the Portfolio has obtained an unqualified audit opinion on its financial statements.

As we look forward to the 2018 financial year, the focus of the PoCS will be on launching the 5-Year Strategic Plan. More importantly, however, we will aim to develop systems and capabilities to allow us to track and report on our progress towards World Class Civil Service and on the impact of our work to the Civil Service.

Gloria McField-Nixon, JP
Chief Officer

December 31, 2017

SECTION 1.0

ORGANISATIONAL OVERVIEW



1.1 Structure and Functions of the POCS

The Portfolio of the Civil Service is responsible for supporting the further development of Human Resource Management across the Civil Service, including the provision of educational development through the Civil Service College, the promotion of Human Resources best practice, provision of a range of operational and corporate HR services, and monitoring and evaluating compliance with the Public Service Management Law (PSML) and Personnel Regulations. We also provide policy advice on HR matters to Her Excellency the Governor and the Head of the Civil Service and are also responsible for the implementation and monitoring of Public Sector reform initiatives. Through the various Departments and Units across the wider Portfolio we also facilitate and support good governance and continuous improvement in the management systems and processes across the Civil Service.

During the 2016/17 financial period, the work of the POCS contributed to the government's broad outcome goals as follows:

- A Work-ready and Globally Competitive Workforce
- A More Secure Community;
- A More Efficient, Accessible and Affordable Public Service;
- Modern, Smart Infrastructure;
- A Culture of Good Governance;
- Sustainable Development in Cayman Brac and Little Cayman with Sensitivity to the Islands' Unique Characteristics;
- Equity and Justice in a Society that Values the Contribution of All.

Vision and Mission for the Portfolio of the Civil Service

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

Our People

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

Chief Officer:	Gloria McField-Nixon, JP
Deputy Chief Officer (Public Sector Reform):	Deloris Gordon
Deputy Chief Officer (HR):	Andrea Fa'amoe (Acting)
Director, Human Capital Development:	Andrea Fa'amoe
Chief Financial Officer:	Nadisha Walters
Senior HR Executive:	Charlene Howell-Litchmore (Acting)
Manager of Strategic & Corporate HR	Cara Anderson-Linwood
HR Audit Manager	Andy Bonner

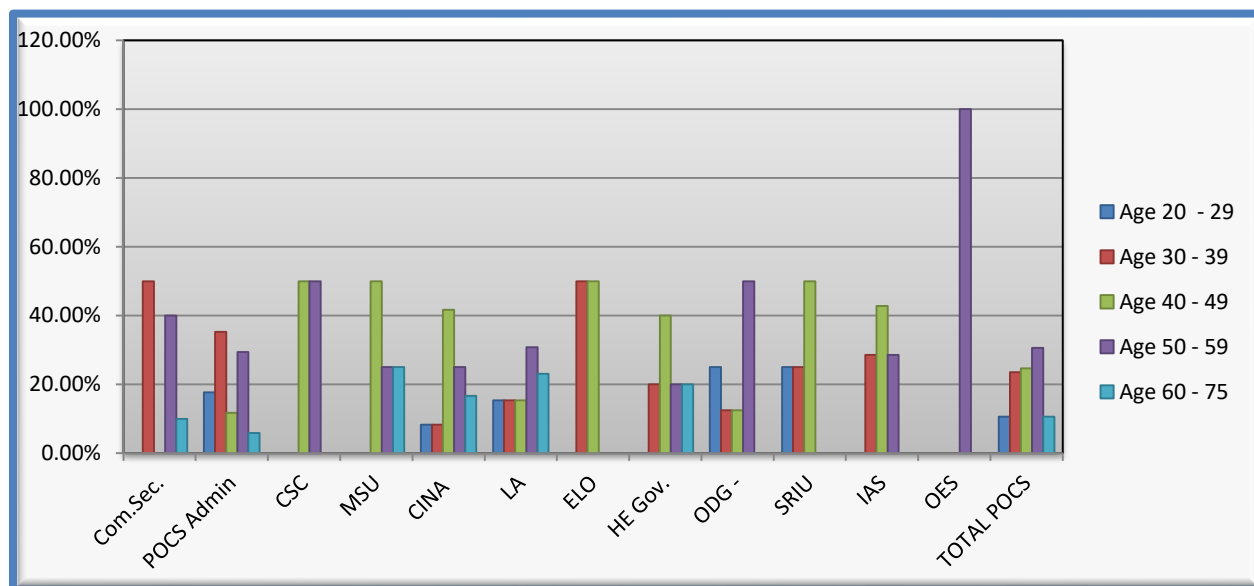
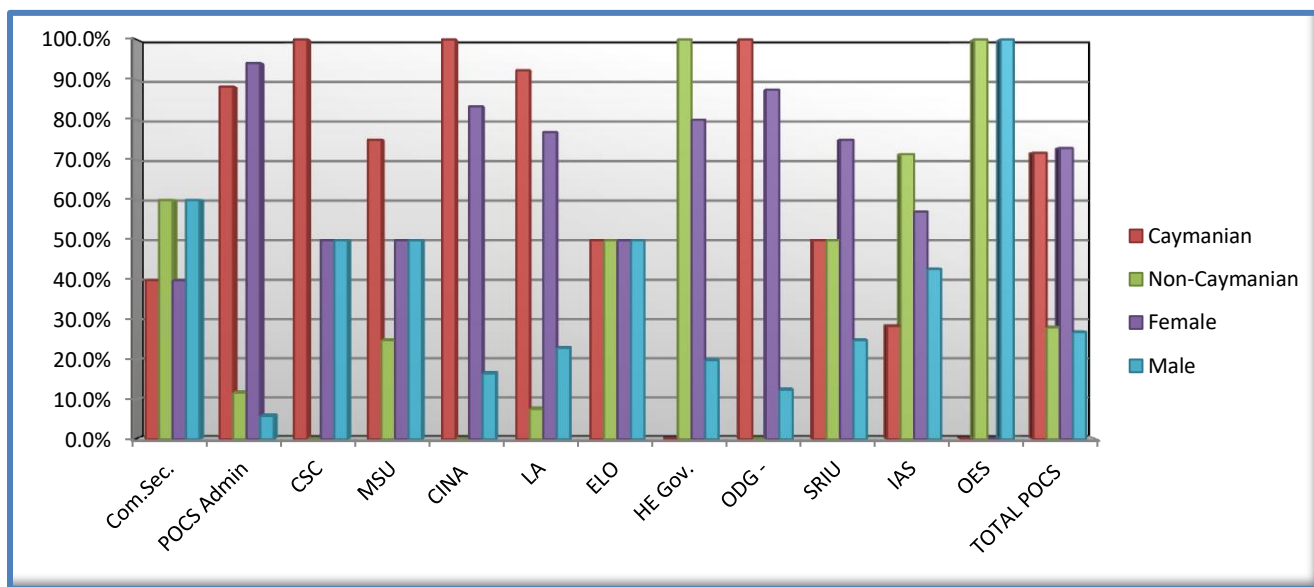
During the 2016/17 financial period there were some organisational changes to the composition of the POCS. Following the 2017 elections, the Office of Education Standards (formerly the Education Quality Assurance Unit – EQAU) was reassigned from the Ministry of Education to the Portfolio of the Civil Service. A new Director/Chief Inspector was also appointed in October 2017. Additionally, in December 2017 the Internal Audit Unit and the HR Audit Services Unit were merged to form the Internal Audit Services Unit. This project was undertaken as part of the government wide Project Future programme of change and rationalisation. The number of entities under the wider PoCS still remained at 13 entities, however, as outlined below.

The PoCS also has oversight of 2 statutory authorities; the Public Service Pensions Board and the Civil Aviation Authority of the Cayman Islands. The statutory authorities have issued separate annual reports to document their individual entity performance.

Global HR & Management Practices	Public Sector Reform	Good Governance
• Policy, Finance and Administration Section • Strategic & Corporate HR Unit • Civil Service College • Cayman Islands National Archive	• Management Support Unit (MSU) • Strategic Reforms Implementation Unit (SRIU)	• Legislative Assembly (LA) • Elections Office • Office of HE the Governor • Office of Deputy Governor • Internal Audit • Commissions Secretariat • Office of Education Standards

The POCS celebrates its people as being our greatest asset and is proud of the inclusive and diverse team of people that are employed across the various departments and units. The below charts graphical depict the demographics of the staff within the Portfolio.

POCS STAFF DEMOGRAPHICS @ DECEMBER 31, 2017



Learning and Talent Development

The PoCS places significant value on staff training and development and aims to establish an environment that supports the growth and development needs of all staff. The Portfolio takes the view that all staff should be fully equipped with the necessary tools and skills to effectively carry out their functions and to reach their individual potentials. Opportunities for training and development are therefore made available to staff each year as part of our operational goals. During the period members of our staff took advantage of numerous learning opportunities and successfully the following:

Degree-level qualifications:

- Bachelor of Science degree in IT with a concentration in Database Administration

Certificate-level qualifications:

- CMI Level 7 Certificate in Strategic Management & Leadership
- eCornell Certificate in Leadership Essentials
- Business Case Development
- ILM Level 3.
- Project Management Certifications
- Advances in Office Administration
- Certified Information Systems
- FIU - Executive Certificate in Global Leadership

Workshop/Seminars/Conference:

- OT Directorate Human Rights Conference
- Freedom of Information
- Online Best Practices Research
- Financial Investigations and Assets Tracing
- 2017 CISHRP Conference
- Hay New or Advanced Level Evaluator Training
- Essential Skills for Managers
- Cybersecurity
- Handling Difficult Customers
- Introduction to UK Parliament
- Introduction to General Data Protection
- Policy Design, Development and Evaluation
- Developing Cultural Intelligence for Leadership
- Introduction to Public Leadership
- Annual CIPD Conference
- Hay Organisational Design



PoCS Employees who have earned additional qualifications with Deputy Governor Franz Manderson and Chief Officer Gloria McField-Nixon

Deputy Governor's Award

The PoCS saw three of its employees being recognised for exemplary service and were all nominated for the Deputy Governor's Employee of the Year Award.

Kimberley Powell-Herrera, Accounts Officer¹ within the PoCS Finance Unit was nominated for being most customer-centric and for anticipating the needs of her internal and external customers even as she delivers on her high demanding obligations.



Kimberley Powell-Herrera receiving her award from Deputy Governor, Franz Manderson and Chief Officer McField-Nixon



Lauren Knight receiving her award from Deputy Governor, Franz Manderson

Lauren Knight, Deputy Director within the Internal Audit Services Unit was nominated for being most energetic and for the enthusiasm and drive that she brings to her work.



Gina Whittaker receiving her award from Deputy Governor, Franz Manderson

Gina Whittaker, of the Elections Office was nominated for being most appreciated and for consistently delivering a high level of customer service to her internal and external clients.

FINANCIAL PERFORMANCE AND ANALYSIS

The table below shows a summary of financial performance for the PoCS over the 18-month period from July 1, 2016 to December 31, 2017. *(It should be noted that the 2016-17 period was an 18-month period and therefore, is not comparable to the previous 12-month period.)*

Statement of Financial Performance Trend Analysis				
	2013-14	2014-15	2015-16	2016-17
Revenue				
Cabinet Revenue	6,922	7,130	8,116	14,270
IAC Revenue	33	8	6	9
3rd Party Revenue	593	469	431	677
TOTAL Revenue	7,548	7,607	8,553	14,956
Expense				
Personnel Cost	4,780	4,982	5,617	10,276
Supplies and Consumables	2,151	2,149	1,809	3,339
Depreciation	111	84	81	163
TOTAL Expenses	7,042	7,214	7,508	13,778
Net Surplus for the period	506	393	1,046	1,178

RISK ANALYSIS AND MANAGEMENT

Risk is inherent in all business activities and we recognise that it is not always possible to eliminate all risks in the delivery of strategic objectives. However, the Portfolio of the Civil Service is committed to identifying and taking steps to manage critical risks to the delivery of our strategic goals and objectives. As part of the general risk management framework operated by the CIG, all entities identify the key risks that they face as well as actions to manage those risks. For the 2016/17 financial period, the PoCS identified and monitored the following risks across its various departments and units.

Risk Description	Actions to mitigate risks
- Inadequate staffing to deliver against expectations. - Loss of Key Personnel - Lack of skills to provide appropriate advice and to effectively deliver programs and services	- Offering staff development through secondments and acting appointments. - Recruitment to fill vacant posts - Provision of training through various means including cross-training informal on-the-job training and supervision.

Risk Description	Actions to mitigate risks
• Loss of sensitive data and other vital information. • Data Security. • There was very limited space for the storage of Government agencies semi -active records, and for the country's Historical Collections.	• Maintenance of electronic content management system, use of government mandated servers for storage and restricting access to sensitive data and information. • Working closely with CIG's Cybersecurity team
• Lack of education and public engagement about the roles of the various Commissions supported by the Commissions Secretariat	• Re-development of websites for all 6 Commissions in order to improve visibility and education

1.2 The Portfolio's Impact Across the Civil Service

Sections 24 and 25 of the Public Service Management Law (2013 Revision), prescribes the duties and powers of the Portfolio of the Civil Service (PoCS) in relation to civil service human resource matters. Generally, the PoCS advises Her Excellency the Governor and the Head of the Civil Service on the effectiveness of the Human Resources framework within the Cayman Islands Government. As such, the PoCS monitors global HR matters and reports on the same annually.

During the 2016/17 financial period, through its various departments and units the PoCS delivered a number of significant projects which impacted all civil service entities and in some instances the wider public sector, as well. These are outlined below and are expanded on further in the section on individual department reports:



Civil Servants Attending Training & Development Week 2017 - Sponsored by the PoCS

Legislative matters:

- Commencement of the Anti-Corruption Law (2016 Revision)
- Commencement on 9th September 2016, of the Public Service Pensions (Amendment) Law, 2016 and the Public Service Management (Amendment) Law, 2016 to facilitate increasing the retirement age within the public service to age 65. This is following the passage of the amendments to these Laws in June 2016;
- Revision of the Criminal Records (Spent Convictions) Law, 2016, and establishment of a new Expungement Board.
- Enactment of the Public Authorities Law, 2017
- Enactment of the Ombudsman Law, 2017 to establish a new Office of the Ombudsman.
- Enactment of the Whistle-Blower's Protection Law, 2016.

Annual reports tabled in the Legislative Assembly:

- 2016 Human Rights Commission Annual Report
- Eleventh Report of the Commission for Standards in Public Life (Feb. to July 2016)
- Twelfth Report of the Commission for Standards in Public Life (Aug. 2016 to Jan. 2017)
- Thirteenth Report of the Commission for Standards in Public Life (Feb. to July 2017)
- Anti-Corruption Commission 2016-2017 Annual Report
- 2014/15 and 2015/16 Annual HR Reports

Implementation of Good Governance Policies:

- Anti-Fraud Policy, including a Code of Business Conduct; and Policy for Offering or Receiving Hospitality, Entertainment or Gifts.
- New Hiring policy issued thereby, ending the moratorium that was in place for hiring staff.
- Through services and support provided by the SRIU, a Unit within the Office of the Deputy Governor, work has continued to incorporate the use of business cases and formal project management methodologies into the day-to-day operations of the civil service, as part of an organizational development strategy to improve project delivery.
- The Public Authorities Law, 2017, was passed in the Legislative Assembly, providing a common and best- practice governance framework for Statutory Authorities and Government-Owned Companies.
- Supported the Ministry of Finance with the development of the Procurement Law, 2016, which has now been passed. This Law is an important part of the governance framework that has been delivered, to ensure fairness, efficiency, transparency and value for money in the procurement management system and practices within the civil service. Regulations have been developed and are now being reviewed by Cabinet, with the goal of full implementation of the new legislation in April 2018.
- The Ombudsman Law, 2017, was passed. This paved the way of the establishment of a new Office of the Ombudsman, which combines the functions of the former Office of the Complaints Commissioner and the Information Commissioner's Office, and delivers, for the first time, independent oversight of complaints by the public against the Police.
- The Whistle-Blower's Protection Law, 2016, was passed. This legislation applies to both the private and public sectors, and is a critical part of our country's anti-corruption strategy; it provides protection, by Law, for persons who are often reluctant to report suspected misconduct, because they fear retaliation from those that are engaged in the misconduct.
- A comprehensive Anti-Fraud Policy Framework for the Civil Service was implemented in May 2017, to address the prevention, detection and remediation of fraud, corruption and dishonesty. The Framework also includes a Code of Business Ethics and Conduct; and a Whistle-Blower Policy. The Framework delineates the roles, responsibilities of all civil servants and sets out governing principles for civil servants' conduct inside and outside of the work place. The roll-out of the Policy to all civil servants includes online training via the Civil Service College's degreed application.

Implementation of HR Improvements:

- Further to raising the retirement age for Civil Servants in September 2016, The Civil Service has seen approximately 284 persons returning to employment beyond age 60. Two of these employees are aged over 70 years, with the eldest being 72 years old!
- In December 2016 the PoCS coordinated the implementation of Cabinet approved salary increments to over 1500 employees. This was awarded to address pay stagnation for employees who had seen their salaries frozen for at least three years; the majority of employees' salaries being stagnant for seven or more years. The pay stagnation awards resulted in an increase of the average salary within the civil service by \$721 to \$45,729 per annum.
- The PoCS continued necessary work to improve the tools that are available to civil service leaders to deal with poor performance and misconduct. We commenced drafting instructions to amend the Personnel Regulations underpinning the Public Service Management Law in accordance with Cabinet's approval. These amendments will allow us to streamline the procedural requirements applicable to disciplinary matters. The intention is to enable a more proactive approach to addressing the variety and severity of performance concerns and delays in concluding disciplinary matters throughout the Civil Service. During the period however, we were able to reduce the number of persons on required leave/suspensions from 26 to 16 persons.
- In October/November 2017, the PoCS conducted the first Civil Service Engagement Survey. This was carried out to develop baseline data on civil service leadership, which is a key priority of the 5-Year Strategic Plan. The Engagement Survey was procured, coordinated and administered by the POCS and involved over 3,700 core civil servants using electronic and paper surveys. To ensure confidentiality, the survey was undertaken by ORC International. The net result was that 61% of the Civil Service participated in the survey. The final results of our engagement showed an employee engagement score of 67%. Additionally, our survey results were compared against the UK Civil Service and indicated that we were 6% higher in engagement than the UK Civil Service. A snapshot of the findings is highlighted on the next page.



Key Findings – Civil Service Employee Engagement Survey



Cayman Islands Government

Returns : 2,278

Response rate : 61%

Civil Service Engagement Survey 2017



Strength of association with engagement



Statistically significant difference from comparison

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.

49% Confidence in decisions made by Senior Managers

41% Change is well managed

44% Believe CIG will take action on results

80% Understand how their work contributes to becoming a “World Class Civil Service”



- In December 2017, the PoCS introduced a new Competency Framework for the Civil Service, identifying three core competencies; “Building Capability”, “Working Together” and “Delivering Results”. This Framework is intended to provide clarity around performance expectations for every civil servant, and identifies the core competencies i.e. the essential skills and behaviours, that are required in order for staff to successfully perform in their roles. The Framework will make it easier for entities to establish a clear link between individual performance and organisational success, as it will create a common language to support recruitment, performance management and training and development for all staff.

Our Core Competencies

Building Capability • Working Together • Delivering Results



- The PoCS plays a central role in the filling of senior management posts within the Civil Service. Our work includes coordinating and executing the actual recruitment exercises as well as administering the Assessment Centre Methodology for all candidates. During the year we supported over 15 senior management recruitments including key posts such as the Ombudsman, Commissioner of Police, Director of the Department of Children and Family Services and Director of Legal Aid.
- The Deputy Governor's Award Programme is also managed by the PoCS. The Programme aims to highlight excellence and reward civil servants who have made exceptional contributions to the Cayman Islands Government. During the 2016/17 period, the PoCS ran 18 monthly campaigns, in order to identify exemplary civil servants. A total of 47 phenomenal civil servants were recognised through the monthly Chief Officers choice awards; 18 of these employees were recognized as employees of the month. The PoCS also coordinated the annual Deputy Governor's Award Programme to honour the 18 exemplars and from which the winner of the Deputy Governor's Award for the year is selected.



Engaging with the Community:

The 4th annual DG 5k Challenge was held in April 2017. Over 1,800 people from the local community on Grand Cayman and Cayman Brac, participated. The event raised some CI\$85,000 on behalf of the YMCA of the Cayman Islands.



DG 5K Challenge Co-Chair Chief Officer Jennifer Ahearn, Deputy Governor Franz Manderson, YMCA Deputy Chairman David Watler and YMCA Executive Director Gregory Smith.

Civil Servants also took time to give back to Meals on Wheels Cayman, by not only donating funds which go towards feeding seniors in our community but also by volunteering their time to deliver meals to the elderly.



Civil Servants show support for Meals on Wheels



Deputy Governor hugs Meals on Wheels Client

The PoCS team also hosted the 2017 Graduating Class of the Lighthouse School for a work experience day.

This was geared towards helping the students gain a better understanding of workplace protocols and expectations as they leave school and transition to the world of work.



Lighthouse School Work Experience Students with POCS Team Members

SECTION 2.0

DEPARTMENTAL PERFORMANCE



2.1 Policy, Finance & Administration Section

Structure and Function

The Policy, Finance and Administration Section is led by the Chief Officer and is supported by 9 staff. The senior management team includes 2 Deputy Chief Officers, the Chief Financial Officer and the Senior HR Executive.



POCS' Finance Team

The Policy, Finance and Administration Section is responsible for delivering, but not limited to the following:

- Developing and deploying Strategic HR Policies and initiatives which are applicable across the entire civil service including providing coordination and policy advice on human resource management, pay and benefits, and complex recruitment and disciplinary matters, etc.
- Providing policy advice and administration of the Recruitment Moratorium on behalf of the Deputy Governor to assist in managing and monitoring HR expenditures at the Ministry /Portfolio level.
- Executing strategic projects on behalf of the Deputy Governor
- Providing financial management and reporting services to the Chief Officer of the PoCS and the Cabinet Secretary;

- Providing operational HR services to Her Excellency the Governor and the Deputy Governor in their respective roles as Appointing Officers for the Judiciary, Official Members and Chief Officers, amongst others;
- Providing centralised operational HR services within the PoCS to the Chief Officer and Departments within the wider POCS;
- Facilitating orientation sessions for all new hires across CIG and the Deputy Governor's Employee Recognition and Award Programme
- Serving as the CIG's primary liaison with the Cayman Islands Civil Service Association to foster positive employee engagement.

2016/17 Achievements

The Policy, Finance and Administration Section achieved the following key strategic goals:

- Provided over 1,500 employees with increments to address pay stagnation; this was based upon their lack of pay progression for at least 3 or more years.
- We delivered the first Civil Service Engagement Survey in November 2017. The results reflected a 61% overall response rate and an impressive engagement score of 67%.
- Commenced revisions to the Public Service Management Law (PMSL) in order to streamline the legal process for dealing with poor performance and misconduct.
- Reduced the number of persons on required leave or suspensions from 26 persons to 16 persons; some persons were released from employment, whilst others were returned to work.
- Rolled out a competency framework, starting with Chief Officers and HODs. This framework was developed as one of a number of ways to define and communicate how civil servants across the civil service should work towards achieving the vision of becoming a World-Class Civil Service.
- Implemented the Offering or Receiving Hospitality, Entertainment or Gifts Policy. This policy is intended to provide certainty to employees and safeguard impartiality, integrity and accountability in dealing with hospitality, entertainment and gifts.
- A new Hiring Policy issued in April 2017, ending the moratorium that was in place for hiring staff.
- Delivered the POCS' annual financial statements within the statutory deadlines and obtained an unqualified opinion.
- Supported the recruitment of 2 Chief Officers, 6 Heads of Departments, 9 Deputy Chief Officers/Deputy HoDS/Chief Financial Officers/HR Director.

- Coordinated the engagement of paid student interns in keeping with the Paid Student Internship Policy. Approximately 273 student interns were hosted during the school breaks. The PoCS coordinated orientation session for these interns, geared towards informing them about the work of the Civil Service. In 2017 the PoCS added a Top Intern Awards scheme to the farewell reception. 37 government agencies submitted nominations for interns. The five winners were the



Overall Top Intern Tyleisha Galbraith (Cabinet Officer) receives her award from Chief Officer Gloria McField-Nixon

- Department of Tourism's Shennique Seales for Customer Service; Department of Environmental Health's Simon Watler for Leadership; Judicial Administration's Bryanna Davis for Commitment; and Department of Immigration's Josh Webster for Teamwork. The overall winner who demonstrated excellence in all four areas was the Cabinet Office's Tyleisha Galbraith.
- The Annual HR Report is also produced by the Policy Section within the POCS. This report is published annually by the POCS and contains information about key statistics and trends impacting human resources within the Civil Service and the wider Public Service. The Report reflects data from the Cayman Islands Government's central HR database (HRIRIS) and provides information on Human Resources (HR) practices within the Civil Service. A summary of the employee information from the 2016/17 Annual HR Report is shown below.

EMPLOYEE INFORMATION - SUMMARY

ALL Employees [Headcount]

	Jun-12	Jun-13	Jun-14	Jun-15	Jun-16 ^{*1}	Jun-17 ^{*2}	Dec-17 ^{*3}
SAG/GOC	2262	2258	2275	2325	2373	2451	2472
CIG	3639	3601	3571	3484	3600	3705	3778
Public Service	5901	5859	5846	5809	5973	6156	6250

Caymanian Employees [Headcount]

	Jun-12	Jun-13	Jun-14	Jun-15	Jun-2016	Jun-2017	Dec-2017
SAG/GOC	1720 (76%)	1713 (75.9%)	1774 (78%)	1780 (76.6%)	1811 (76.3%)	1861 (75.9%)	1852 (74.9%)
CIG	2640 (72.5%)	2614 (72.6%)	2624 (73.5%)	2583 (74.1%)	2673 (74.3%)	2698 (72.8%)	2743 (72.6%)
Public Service	4360 (73.9%)	4327 (73.9%)	4398 (75.2%)	4363 (75.1%)	4484 (75.1%)	4559 (74.1%)	4595 (73.5%)

Salary Grades [CIG Dec-17]	A-B	C-G	H-K	L-O	P-R	GFF-GAA
Caymanian	3	111	512	1257	489	371
Non-Caymanian	0	45	273	596	66	55
CIG Total	3	156	785	1853	555	426

Gender [CIG]

	Jun-12	Jun-13	Jun-14	Jun-15	Jun-2016	Jun-2017	Dec-2017
Female	1899 (52%)	1912 (53%)	1913 (54%)	1861 (53%)	1950 (54.2%)	2021 (54.5%)	2078 (55%)
Male	1740 (48%)	1689 (47%)	1658 (46%)	1623 (47%)	1650 (45.8%)	1684 (45.5%)	1700 (45%)
CIG Total	3639	3601	3571	3484	3600	3705	3778

Salary Grades [CIG Dec-17]	A-B	C-G	H-K	L-O	P-R	GFF-GAA
Female	0	76	450	1025	379	148
Male	3	80	335	828	176	278
CIG Total	3	156	785	1853	555	426

Age [CIG]

	Jun-12	Jun-13	Jun-14	Jun-15	Jun-2016	Jun-2017	Dec-2017
Average Age	42	42	42	43	43	43	43

Salary/Wages [CIG]

	Jun-12	Jun-13	Jun-14	Jun-15	Jun-2016	Jun-2017	Dec-2017
Average Salary	\$43,932	\$42,702	\$42,511	\$45,008	\$45,729	\$46,884	\$46,575

[Full-Time Equivalent]

Notes:

*1 - Excludes 52 student interns & 3 employees of the London Office based in the UK

*2 - Excludes 41 student interns & 2 employees of the London Office based in the UK

*3 - Excludes 7 student interns & 2 employees of the London Office based in the UK

Note: June 2016 data includes revised employee numbers submitted by CAL and UCCI during 2017

Looking Forward – 2017/18 Strategic Focus

1. Modernising Civil Service Terms and Conditions

- Continue project to eliminate pay stagnation across the civil service, with the development of a new Pay Policy for the civil service.
- Support the implementation of the Public Authorities Law

2. Civil Service Reform Initiatives

- Launch the 5-Year Strategic Plan for the Civil Service and move to the implementation phase for the Plan.
- Undertake amendments to the Personnel Regulations in order to streamline the disciplinary process within the Civil Service.

2.2 Civil Service College



Overview

The Civil Service College (CSC) is the Cayman Islands Government's primary advisor and facilitator of training and development for Civil Servants. Headed by the Director, Ms. Andrea Fa'amoe and supported by one additional staff, the CSC relies heavily upon external partners for the delivery of training courses. Our partners include the University College of the Cayman Islands (in class accredited training courses), Institute of Leadership & Management (Special/ Blended Learning courses) and Degreed.com (Online learning).

The CSC also partners with the Cayman Islands Institute of Professional Accountants (CIIPA) and the Office of the Auditor General to host the annual professional development week for Civil Servants and deliver seminars and workshops that are relevant to the work of the finance and leadership professional groups across the core Civil Service but also open to the wider public sector. Topics typically include accounting, leadership, governance, human resources, performance management and financial management and reporting.

Additionally, we facilitate access to the United Kingdom's Civil Service Learning (The UK government's online learning platform).

2016/17 Achievements

The Civil Service College team was instrumental in the hosting of the first training and development week in the Government Administration Building. During November 2017, seventeen workshops were held focusing on the key goals of the 5-Year Strategic Plan. The training was designed with civil servants in mind and was geared towards



2017 CSC Graduates



Lance Barnes during T&D Week 2017

supporting civil servants as they balance demanding schedules at work and home. Topics therefore covered subjects such as *Becoming Financially Fit, Doing Things Right or Doing the Right Thing, Effective Customer Service, Diabetes and Nutrition* and *How Successful People Lead*.

Key strategic achievements during the period for the CSC:

1. Associates Degree in Public Administration

16 Civil Servants completed the joint CSC/UCCI Associates Degree in Public Administration, while an additional 10 Civil Servants were awarded the Certificate in Public Administration.

2. Bachelor's Degree Support

The CSC continued to support four students to undertake Bachelor's Degree level programmes at the UCCI, which began in January 2016.

3. Online / Blended Learning

The College also continued its new online learning platform through its partnership with Degreed.com. We also continued to serve as an official centre for The UK's Institute of Leadership & Management.

Key Output Deliverables linked to Cabinet Revenues

Outputs	Budget	Actual	Variance
Number of accredited courses delivered	80 to 110	130	20
Special courses	45 to 65	56	Nil
Number of frameworks	1 to 3	3	Nil

Looking Forward – 2018 Strategic Focus

During the 2018 year, the CSC will embark on the following areas as we continue to support Civil Servants in their quest to grow personally and professionally:

- Enhance the offerings of the Civil Service College.
- Launch and Develop additional online learning programmes in the civil service.

- Support the 5 year strategic plan and in particular the talent development goal; and delivering training to develop leadership and meet customer service standards.

2.3 Strategic & Corporate HR (SCHR)

NATURE AND SCOPE OF ACTIVITIES

General Overview And Scope Of Activities

The Strategic and Corporate HR (SCHR) Unit provides a wide range of HR services to HoDs, Chief Officers and other personnel with HR delegated responsibilities across the civil service as well as to Statutory Authorities and government owned companies on demand. These services include:

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



The SCHR unit is staffed by six officers. During the period staff undertook a variety of learning and development in order to improve their professional competence in delivering services

2016/17 Achievements

The key strategic achievements of the Strategic & Corporate HR Unit during the 2016/17 period are outlined below:

- Commenced procurement of a new Job Evaluation system to be fully implemented during the 2018 financial year, and an automated job description writing tool.
- Commenced a comprehensive review of the current HR IRIS Payroll Module to explore the feasibility of upgrade or replacement options.
- The Unit was able to successfully recruit three Caymanian employees to fill key vacancies.

Key Output Deliverables linked to Cabinet Revenues

Outputs Measures	Budget	Actual	Variance
Number of Strategic HR Reports	22 - 30	84	54
Number of HRIRIS Projects	4	28	24
Number of Surveys implemented/prepared	1	1	0
Number of Annual Agreements	1	0	(1)
Number of HR Forums	3 - 4	18	14
Number of HR Best Practice Documents	2 - 5	5	0
Number of Job Descriptions Evaluated	300 - 315	274	(26)
PCS19 Number of hours of advice on job descriptions	450 - 600	633.5	33.5
PCS19 Number of Hours on Recruitment Services	150 - 300	1167.5	867.5

Looking Forward – 2018 Strategic Focus

The Strategic & Corporate HR Unit will embark on the following strategic projects:

- Improving the delivery of Job Evaluation services.
- Public Authorities salary scale
- 5 Year Strategic Plan – 2018 Employee Engagement Survey
- Cross-training of new team members

2.4 Cayman Islands National Archive (CINA)

NATURE AND SCOPE OF ACTIVITIES

General Overview And Scope Of Activities

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

The overarching goal of the National Archive is to strengthen the management of government's information assets from creation to eventual disposition, and to enhance the current records and information management infrastructure, to address both current and future needs, as public agencies transition towards a more electronic working environment. To accomplish this goal, the National Archive enacted three broad objectives as follows:-

1. Develop and establish policy, guidelines and build capacity to support public entities in the proper management of Government's information assets regardless of media, focusing on the area of electronic recordkeeping.
2. Continuously monitor and evaluate records and information management gaps across the Civil Service and develop practical recordkeeping tools for improvement.
3. As a secondary function, preserve, protect and provide access to key public information, both current and historic.

Governance

The National Archive and Public Records Law (2015 Revision) provides the legislative mandate that supports the National Archive's primary responsibility as the governing authority on records and information management public sector wide.

Sections in other legislation that highlights the recordkeeping remit are:-

- Freedom of Information Law (2015 Revision) - sections 44 (2) (b) and 52 (1) and (3)
- PSML Personnel Regulations (2017 Revision) - section 49 (1), (2) (a), (3)
- PMFL Financial Regulations (2013 Revision) - section 44 (2)
- Electronic Transaction Law (2003 Revision) - part II, Section 6. (a) and (b); 9. (1) (a) and (b), (2) (a) and (b), 3 (a) and (b); and 10 (1) (a), (b) and (c) and (2).

Our People

The National Archive consists of a team of twelve (12) members. We are committed to developing our people and pursuing all avenues for their professional development and training. All staff undergo continued professional development annually through online forums and other learning and development opportunities. One specific area of focus for 2016/17 was ongoing customer service training, as a means of improving service delivery to both internal and external clients. Other training areas were staff specific, in relation to their positions and job descriptions.

2016/17 Achievements

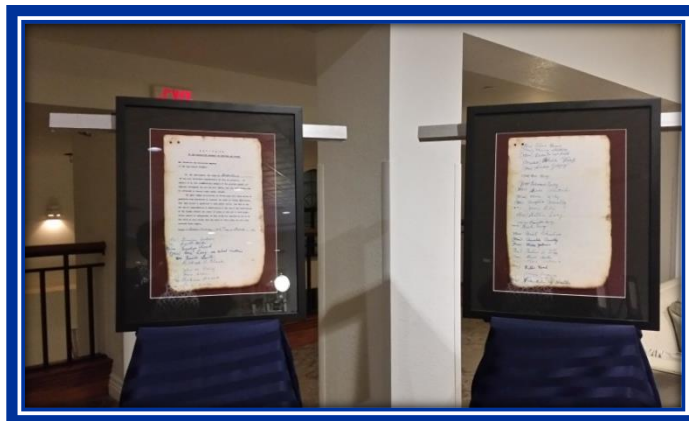
- National Archive team received the Deputy Governor's 5K Challenge trophy (which was shared with two other agencies) for the fourth consecutive year.
- Three (3) volunteers in the local community were trained to conduct interviews for the Oral History Programme. This resulted in the successful acquisition of 23 audio interviews, with the higher end of the target outputs (12) exceeded by 11. Additional digital recorders were obtained so as to enable the capture of the audio oral interviews in a modern electronic format.
- Assistance to the Ministry of Education via provision of information and reproduction of digital images and prints from the Historical Collections. These were utilised within the documentary "Her Story is our History: The Women's Suffrage Movement in the Cayman Islands" and at various promotional events pre and post-release of the documentary. [See photo below].
- The National Archive is one of the few agencies that has 100% Caymanian staff. Recently, three (3) members of our team had their jobs evaluated to support the evolving nature of our business, which resulted in staff being promoted to the following positions: to Senior Conservator, Senior Research Analyst and Senior Archive and Information Officer.
- Towards the provision of records management support sessions to ensure that government agencies have the proper recordkeeping infrastructure in place, a total of 20 sessions were achieved, an increase of 11 over the higher end of the target. These



National Archive Team being presented with the DG 5K trophy

sessions included conducting records and information management training for staff from single or multiple agencies.

- The “*Records and Information Management Standard S2*” was developed as a practical tool to support public agencies in meeting their obligations under the National Archive and Public Records Law (2015 Revision). The Standard provides a governance framework for public agencies to establish internal practices for the creation, management and control of their records (both paper and electronic) and information (including business applications), in addition to outlining staff responsibilities.



Example of petitions reproduced by National Archive for preview of documentary - “Her Story is our History: The Women’s Suffrage Movement in the Cayman Islands”.

The National Archive’s outputs were reduced from three (3) to two (2), with the combining of the outputs of Archives Management and Preservation Management into one output as follows:

CNA25 Records & Information Management

The National Archive continues to meet the demand for records and information management services by government agencies through the provision of training and technical advice. Additionally, the National Archive provides a records delivery and retrieval system for agencies with semi-active records housed in the Government Records Centre.

CNA28 Archives and Preservations Management

The National Archive continues to meet the demand for access to information and archives by researchers, both locally and overseas. This includes actively promoting historical information to enhance public education and awareness. The National Archive also continues to offer microfilming and digitisation (scanning and reproduction) services to government agencies and members of the public.

1. Ownership Performance

Targets were exceeded in most areas due to an increase in demand by government agencies and members of the public for services, as evidenced by the table below.

Key Output Deliverables linked to Cabinet Revenues

Outputs	Budget	Actual	Variance
CNA 25 Records and Information Management			
Number of government file requests	900-915	1297	397
Number of guidance papers produced	2-3	3	-
Number of support sessions	7-9	20	13
Number of disposal schedules completed	4-6	6	-
Number of meetings attended for Records Advisory Committee	3-4	3	-
CNA 28 Archives and Preservation Management			
Number. of research inquiries answered	455-465	557	102
No. of oral history interviews conducted	10-12	23	13
No. of master images produced	28,000-30,000	29,671	-
No. of photographs prints/scans produced	125-135	322	197
No. of presentations delivered	2-3	7	5
No. of meetings attended	2-3	8	6

Key Successes And Challenges Faced During The Period

The major constraints impacting the delivery of services were Additionally, there was a very minimal staff complement throughout the department, especially for records and information management, the main function of the National Archive.

Looking Forward – 2018 Strategic Focus

In the broader scope of our business remit, the National Archive's top three objectives for the 2018 financial year, will be to continue to seek ways to improve service delivery and specifically:-

- Continue to enhance the records and information management infrastructure across the entire public sector to support the management and accessibility of Government's information assets, with a focus on the electronic environment.
- Provide records and information management training and ongoing assistance to public agencies to promote good governance and efficiencies.
- Provide a holistic framework for the expansion and enhancement of digital access and preservation of public records and historical information.

Strategies for accomplishing the above include:

- Streamlining processes, particularly in the area of records and information management;
- Ongoing review of current policies and programmes offered by the Archive with an aim to digitising where feasible;
- Continue to collaboratively engage with agencies which share commonalities, for example, the Computer Services Department, e-Government Department and the cybersecurity team; and
- Continue to improve access to historical collections through varied digital channels.

2.5 Management Support Unit

NATURE AND SCOPE OF ACTIVITIES

General Overview And Scope Of Activities

The goal of the Management Support Unit (MSU) is to facilitate the enhancement of the Government's management systems and develop a culture of high performance and continuous improvement in Civil Service entities. The Unit also provides advice to the Head of the Civil Service and is focused on the following key deliverables:

- Undertake Civil Service-wide reform initiatives across a range of subject areas specifically geared towards achievement the goals of the 5-Year Strategic Plan
- Carry out special projects to achieve the vision of the Head of the Civil Service,
- Work collaboratively with Civil Service entities to generate solutions to management issues that impact the delivery of strategic goals within their entities, these management issues range from customer service and leadership concerns to performance and capability improvements.

The work of the Management Support Unit serves as free internal consultancy advice and capability support to civil service entities and is available as needed, upon request by any civil service entity. The Unit is also responsible for programme management of the 5-Year Strategic Plan.

Our People

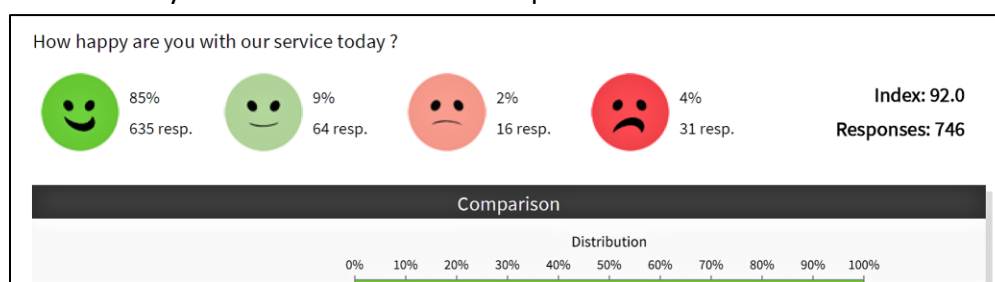
For the 2016/17 financial period, the MSU Unit was supported by four team members. These members were supervised by the Deputy Chief Officer, Public Sector Reform and Governance. The Unit was able to secure funding to hire an additional two staff during the 2018 financial year. This should bring the full complement of staff within the Unit to 5 team members along with a Head of the MSU Unit.

2016/17 Achievements

During the 2016/17 period the MSU Unit spent considerable hours on the development of the 5-Year Strategic Plan. The Unit was also instrumental in the development of strategies for performance improvement.

The MSU team was instrumental in the work of the POCS. Some of the key achievements of the Unit include:

- Worked with a number of entities to improve staff performance, including the development of performance improvement plans for staff who were performing below expected standards;
- Undertook work to streamline the disciplinary process and to improve poor performance across the civil service;
- Facilitated training sessions on “Making the Most of Performance Management” and “Having Difficult Conversations” for approximately 180 civil service managers and supervisors;
- Procured and coordinated the execution of the first annual CIG Employee Engagement Survey
- Procured 30 “Happy or Not” kiosks which were placed in 10 key departments in early 2018 as a key element of our work to improve customer service.



- Undertook work to develop a new competency framework for the civil service and to roll the new competencies out for senior leaders including chief officers and heads of departments in the 2018 financial year.
- Contributed significantly to the development of the leadership and customer service goal areas of the 5-Year Strategic Plan

Key Output Deliverables linked to Cabinet Revenues

Outputs	Budget	Actual	Variance
Hours providing management of Public Sector Reform	1350 - 1650	3978	2328
Hours providing Management Advice & Support	2850 - 3150	1611	(1239)



Looking Forward – 2018 Strategic Focus

During the 2018 financial year the Management Support Unit will aim to:

- Fully staff the Unit so as to effectively support the implementation of the 5-Year Strategic Plan.
- Establish suitable tools, templates and reporting and tracking mechanisms to measure and assess achievements and assure consistency in the delivery of the goals of the 5-Year Strategic Plan.

2.6 Strategic Reform Implementation Unit (SRIU)

Strategic Reforms Implementation Unit (SRIU)

General Overview And Scope Of Activities

The SRIU provides services to a range of internal customers at both the Ministry and Department level. Services are delivered within the Cayman Islands. Strategic leadership for the SRIU is provided by the Chief Advisor to the Deputy Governor.

Over the financial reporting period 2016/17, the Strategic Reforms Implementation Unit (SRIU) provided strategic oversight and support for public sector reforms to the Deputy Governor, Chief Officers and their project teams, with the aim of promoting a consistent, best-practice approach to strategic change within the Civil Service. The Unit's main focus during 2016/17 was the implementation of the "Project Future" programme.

Scope of activities within the SRIU includes:

1. Policy advice to the Deputy Governor on public sector reform initiatives.
2. Developing and maintaining an implementation strategy, framework, tools and templates for Project Future.
3. Advising and supporting Chief Officers and their project teams.
4. Facilitating training in the areas of project management and business case development.
5. Providing secretariat support to the Project Future Steering Committee, the Chief Officer Transformation Leadership Team, and the Business Case Review Panel.
6. Monitoring and reporting on progress to Cabinet and Project Future Steering Committees.
7. Providing support to the Deputy Governor on key strategic projects.



Deputy Chief Advisor, SRIU - Dr. Tasha Ebanks-Garcia at work

Our People

For the majority of the 2016/17 financial year the SRIU operated with two full-time staff members supported by a part-time seconded team member. In early 2017 the Unit secured three full-time team members. At the end of 2017 an additional post was secured through the budget process and in 2018 the SRIU will be staffed with a full staffing complement of four persons. The below organization chart depicts the reporting structure within the SRIU.

2016/17 Achievements

Summary of Significant Events

Project Future Implemented

As at December 2017, 2-years into implementation of a five-year Project Future Programme, significant value has been added to the Cayman Islands Government. Project Future has laid the groundwork for the internal infrastructure needed to enable the civil service to be efficient and effective in the delivery of Government's priorities, by introducing tools, templates, methodologies and by building the capabilities of the civil service in the area of business case development and formal project management. Through Project Future the civil service has matured and many of the structures, practices and processes that the Project Future Programme sought to inculcate into the civil service are positioned to be embedded into normal business operations.

SRIU Enters into Corporate Partnership with APM

To further develop the Project Management capability within the CIG, and to ensure that Project Management methodology, tools and practices within the CIG remains aligned to the latest available research and industry best practices, in late 2017 the SRIU entered into a corporate partnership with the Association of Project Management (APM), the chartered body for the project profession. Through this partnership the CIG will be positioned to develop competence and professionalism within its project management community and civil servants will have access to internationally recognised certifications.

Business Case and Project Management Tools and Templates Evaluated

When the SRIU was established one of their first tasks was to develop a methodology, tools and templates for decision making and for project delivery. Drawing from best practice and based on the UK Treasury's 5-Case Methodology, the SRIU developed, in collaboration with key stakeholders and through testing, a template for both a Strategic Assessment and an Outline



Chief Advisor, Mary Rodrigues speaks on Development of Business Cases

Business Case as well as project management tools and templates which were externally validated and released in 2015. In 2017 the SRIU commenced a review of the methodology, tools and templates. Various stakeholders were engaged in this review including: Government Minister's, Chief Officers,

subject matter experts, members of governance boards/steering committees, and civil servants with experience using the tools and templates. Drawing on the knowledge, expertise and experience of those consulted, the SRIU has refined and enhanced the methodology, tools and templates for release in 2018.

"Project Future" programme was advanced with:

- Business case templates and guidance documents, and standard project management methodology, tools, templates and guidance being used for decision making and to deliver projects.
- 19/23 of the Strategic Assessments and Business Case documents prepared for Project Future were completed by Civil Servants.
- Ongoing training of civil servants delivered through one-on-one and small group support to business case writers and Ministry project teams.
- Provision of secretariat services to the Business Case Review Panel, which provides quality reviews and feedback to Chief Officers and writers of Outline Business Cases.
- Provision of secretariat services to the Project Future Steering Committees who provide programme oversight.
- Monitoring, tracking and reporting of the "Project Future" programme through the preparation of programme level progress reports, update reports and maintenance of the Project Future website.

Key Output Deliverables linked to cabinet revenues.

Outputs	Budget	Actual	Variance
SRI 1 – Project Future Oversight			
Number of hours monitoring and supporting Project Future reforms	900 to 1,050	2,610	1560
Number of policy papers or reports to Deputy Governor	1 to 3	4	1
Number of programme level progress reports	15 to 18	12	(3)
Number of Steering Committee meetings supported	7 to 12	11	-
Number of Training courses facilitated	1 to 3	5	2

Looking Forward – 2018 Strategic Focus

The key strategies and goals for the 2018 financial year are as follows:

The SRIU will continue to complement and support (1) broader whole-of-government reforms to improve performance, and (2) the effective delivery of Government priority projects, by providing a range of services, at an enterprise level, through:

- Promoting the use of best practice approaches for business case development and project management techniques to support the delivery of Government priority projects.
- Providing advice, training and internal consultancy support to government Ministries on business case development, project management, and project delivery.
- Providing policy advice and portfolio, programme and project management services to the Deputy Governor.

Anticipated Benefits:

- Drive the effective delivery of the Government's priority projects.
- Enhance the effectiveness of the day to day operations of the Civil Service.
- Improve the quality of advice provided for decision-making.
- Increase the capabilities of the civil service.

2.7 Office of HE The Governor

NATURE AND SCOPE OF ACTIVITIES

General Overview And Scope Of Activities

The Office of the Governor is responsible for servicing and supporting Her Excellency the Governor including managing Government House and the staff, coordinating engagement programmes, official functions, travel arrangements and providing finance HR and administrative support.

The Office of the Governor employs 5 civil servants. The Accountable Officer in charge of administrative, HR and financial matters within that office is Executive Manager, Mrs. Renee Daly. Ms. Jacqueline Hennings, the former Executive Manager, retired in August 2017. The current Governor will end her term and a new Governor will start commence in office in March 2018.

Key Output Deliverables linked to Cabinet Revenues

Outputs	Budget	Actual	Variance
GOV 1 – Management and Maintenance of Government House			
Numbers of guests served/catered to	3,500 to 4,000	5150	1150
Days of upkeep of house and grounds	365	549	184
GOV 2 – Coordination of Engagement Programme and Support for Governor			
Number of invitations prepared and issued	6,000 to 8,500	7769	-
Local/overseas events attended	150 to 250	738	488
Travel itineraries/plans	7 to 10	10	-

2.8 Office of the Deputy Governor

NATURE AND SCOPE OF ACTIVITIES

General Overview And Scope Of Activities

The Office of the Deputy Governor provides policy advice and strategic and administrative support to the Deputy Governor on public administration and other matters including support to Her Excellency the Governor.

Activities undertaken by the Office include:

- Strategic advice and support to the Deputy Governor, including oversight and delivery of strategic initiatives and projects.
- Coordination of official visits and ceremonial occasions.
- Administrative services and advice to the Parole Commissioner's Board, the Prison's Inspection Board, the Advisory Committee of the Prerogative of Mercy Board (ACPM) and the Expungement Board.
- Delivery of a range of services on behalf of the Cayman Islands Government, including:
 - ❖ Processing applications for British Overseas Territories Citizenship and for Registration as British Citizens,
 - ❖ Issuance of Deportation and Exclusion orders, and
 - ❖ Repatriation of Cuban Migrants and Repatriation of Caymanians stranded overseas.



The following laws govern major activities of the Office of the Deputy Governor:

- The Cayman Islands Constitution Order 2009
- Public Service Management Law – Part V of this law sets out the duties, responsibilities and powers of the Head of the Civil Service
- Public Management and Finance Law
- The Criminal Records (Spent Convictions) Law, 2016
- British Nationality Act, 1981
- Section 34 of the Cayman Islands Constitution Order 2009

Our People

The Office of the Deputy Governor consists of 8 staff including the Deputy Governor. During the 2016/2017 period, staff of the Office of the Deputy Governor successfully undertook various

training programs to increase their learning and professional development, some of these are outlined below:

- ❖ Certificate in Leadership Essentials through eCornell
- ❖ Advances in Office Administration
- ❖ Policy Design, Development and Evaluation
- ❖ Cybersecurity
- ❖ Business Case Development
- ❖ Introduction to UK Parliament

Additionally, one member of staff was afforded a secondment opportunity in another agency



2016/17 Achievements

The Office of the Deputy Governor achieved the following key strategic goals:

- Processed approximately 840 BOTC Naturalisation and British Registration applications.
- The Office of the Deputy Governor has managed to significantly reduce the processing time for BOTC Naturalisation and Registration applications, from up to three months to one month or less whilst maintaining affordable fees.

- The Criminal Records (Spent Convictions) Law, 2016, was revised, to make provision for the expungement of cautions and to clarify the application process in relation to certain convictions.
- A new Expungement Board was established and members appointed.
- The Conditional Release Board issued its first Annual Report which highlighted the following:
 - ❖ Over the past year the Board interviewed 54 offenders. These hearings cover parole issues, recall applications, the imposition of finalized licence conditions and progress hearings
 - ❖ The Board also met with 12 victims of crime
 - ❖ The percentage of offender applicants granted conditional release was 84% of the total that applied (a total of 45 prisoners). The total number of those refused was 16%, which is 9 prisoners. Of all those prisoners released, there were no recalls for not complying with their license

Key Output Deliverables linked to Cabinet Revenues

Outputs	Budget	Actual	Variance
Hours of providing policy advice	1,600-2,000	2,558	558
Applications for British Overseas Territories Citizenship (adults and minors) and Registration as a British Citizen	470-600	840	240

The number of applications for British Overseas Territories Citizenship (adults and minors) and Registration as a British Citizen exceeded the budgeted amount for this period. The Office of the Deputy Governor saw a greater than usual number of applications for British Overseas Territories Citizenship; evidently resulting from the reduction in the backlog of Permanent Residency (PR) applications as well as the waiving of the one year wait period for those applicants who were affected by the delay in the processing of their PR applications. This trend is expected to continue for a short period while the backlog continues to be cleared.

Looking Forward – 2018 Strategic Focus

The key areas of focus for the Office of the Deputy Governor for the upcoming year include:

- Continued education on the Public Authorities Law, 2017.
- Introduce a new online system which will simplify the BOTC Naturalisation/Registration application process and make it more efficient.
- Launch and begin implementation of the 5 Year Strategic Plan
- Introduce new policies and procedures to improve delivery of the elected Government's priorities
- Provide services and support to establish and operationalize the new Expungement Board, created under the Criminal Records (Spent Convictions) Law, 2016.
- Amend the Marriage Law
- Update the prison inspection process, to focus on evaluating prisoner outcomes, and develop a new Prisons Inspections Law to underpin the work of the Prisons Inspections Board.

2.9 Legislative Assembly

NATURE AND SCOPE OF ACTIVITIES

General Overview And Scope Of Activities

The Legislative Department provides overall management and administrative support to the House and House Committees. It is responsible for recording and the custody of the votes, bills, motions and other documents laid before the House. The Department is an archive for all laws passed in the House and is charged with the sale of all Cayman Islands Laws and Regulations. It is also responsible for the productions of Hansards of the meetings of the House and Committees.

The Legislative Assembly is one of the three arms of the Government – the Executive, the Judiciary and the Parliament. Through the Office of the Clerk, the Procedural Clerks provide professional and administrative services and impartial advice to the Speaker and Members of the Legislative Assembly in regard to all House business, including legislation, regulations, the Government's budget and policies, motions, questions, papers and reports and Committee work as well as a range of services and facilities for Members of Parliament. The Office fosters parliamentary democracy and promotes the aims and objectives of the Commonwealth Parliamentary Association. Key undertakings of the Department involve:

Servicing the Legislative Assembly and the Members of the Legislative Assembly including:

- Sale of Cayman Laws to the Public;
- Servicing and supporting sittings of the House and Committees;
- Administrative support and research for the Speaker and MLAs and the local branch of the Commonwealth Parliamentary Association; and
- Managing the Legislative Assembly Building

Governance arrangements:

The proceedings of the Legislative Assembly are governed by the Legislative Assembly Standing Orders, the Cayman Islands Constitution Order and the Legislative Assembly (Immunities, Powers and Privileges) Law. The other laws which relate directly to the Members of the Legislative Assembly are the Register of Interest Law and the Parliamentary Pensions Law.

Our People

The Legislative Assembly is managed by the Clerk with the assistance of a Deputy Clerk and Assistant Clerk. The other staff members consist of a Messenger, Parliamentary Procedural Clerk, Hansard Editor, Hansard Officer, Recording Technician, Sergeant at Arms, Parliamentary Officer, Clerical Officer and Finance & Administrative Officer. Provisions have been made to fill two of our vacant posts in the upcoming financial period.

2016/17 Achievements

The Legislative Assembly achieved the following key strategic goals:

Establishment of a Library

- Commenced the process of identifying any and all Legislative Assembly documents to be included in the library and are undergoing an archiving project which will work in concert with the E-Library to downsize existing filing and ensure proper recording of all necessary documents.
- Currently working through the costing to repurpose the identified space to make it suitable for housing all existing laws, Gazettes, motions & other legal documents for the LA.
- Developing proper bound volume of all Hansards for posterity;

Enhance the Hansard Office

- Hired two new members of staff who will be cross-trained in all aspects of the Hansard Production, with the goal to hire a third in the coming fiscal year 2018;
- With the addition of the two new staff members and the former Senior Hansard Editor assisting where necessary we have begun to improve on the timeline of the publication of the Hansards by working on existing sessions and the existing back log simultaneously.
- Upgraded the recording equipment, including the replacement of microphones and cameras, and upgraded the mixing board from an analogue setup to a digital environment;
- Through the purchase of new technology for recording and transcribing, we have upgraded the software and hardware in the office to assist with streamlining the recording of the House and Committee meetings so that the transcribing and editing are more efficient; and

Upgrade Security System

- Acquired a DVS system and increased the number of security cameras on site as well as replaced existing ones with higher resolution lenses. We have also created the posts of Parliamentary Security Officers in order to enhance the security of the Legislative Assembly

Key Output Deliverables linked to Cabinet Revenues

Outputs Measures	Budget	Actual	Variance
Number of Laws sold	900 -1050	563	(337)
Number of sitting days for House	45 -60	67	7
Number of Committee meetings scheduled	37 - 45	26	(11)
Number of Hansards produced	75 - 110	121	11
Number of order papers, daily journals, agendas and minutes of proceedings prepared	225 - 300	126	99
Number of reports from Committees prepared	30 - 55	17	13
Number of hours spent on admin support and research for House and Committees	7500 - 9000	7474	(26)
Number of hours spent on administrative support and research	2250 - 3200	4879	1679
Number of tours conducted	45 - 75	140	65
Number of CPA meetings organized	18 - 23	6	(12)
Number of overseas meeting, conferences, seminars, visits organized for CPA	12 - 15	20	5
Number of working days that the Legislative Building is operative	400 - 410	375	(25)

Looking Forward – 2018 Strategic Focus

We have identified key projects which will need to be completed within the 2018/2019 budget years to increase the efficiency of the Legislative Assembly as well as improving the LA building itself. This will bring our processes, staff and work environment up to an appropriate standard to allow us to serve our customers now and in future years to come.

Key Projects:

- Continue the project to consider the autonomy of the legislature.

- Finalise the creation of a Library, E-Library & Data Management System and hire suitable staff to maintain it. This will allow for easy dissemination of standing orders, files, documents to members of LA or during assembly of the House.
- Undertake an archiving project - a plan is being formulated to work in concert with National Archive to assist with the archiving of older documents which will pair with the establishment of a library and E-library for all legal documents housed within the Legislative Assembly Building.
- Carry out further enhancements to ensure adequate security equipment is in place to assist security officers & Sergeant at Arms with ensuring the safety and security of the Legislative Assembly Building, Members of the LA as well as staff of the LA.
- Enhance the Hansard Office with the hiring of an additional Hansard Officer to assist with the transcribing of House business.
- Provide adequate training and development to all staff to increase their capacity to deliver in their roles.

2.10 Commissions Secretariat

Vision, Mission, Values for the Commissions Secretariat

Vision:

Maintain the independence and integrity of each Commission as mandated by the Cayman Islands Constitution Order 2009.

Mission:

Provide sound analytical advice and strong administrative support to the Commissions placed under our purview in an effort to ensure that they may fulfil their respective constitutional and legislative mandates

VALUES

Enhancing and maintaining public trust in the institutions supporting democracy is fundamental to the work of the Commissions Secretariat. The Secretariat makes a firm commitment to embracing this challenge by completing our duties in an honest, diligent, organized, and professional manner. Employees are expected at all times to conform to the Public Servants Code of Conduct and hold true to the Public Service Values and also to the Nolan Principles. All employees' actions and decisions must uphold the values of the public service and conform to high ethical standards as expressed by the Portfolio.

Structure and Function

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

In addition, the Secretariat performs the recruitment functions for Her 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 will also maintain the Register of Interests in accordance with the Standards in Public Life Law, 2014 when the Law commences.

The following legislations governs and enables the Secretariat to carry out its work effectively:

- Cayman Islands Constitution Order 2009:
 - ❖ Sections 105 and 106 – Judicial and Legal Services Commission
 - ❖ S.116 – Human Rights Commission
 - ❖ S.117 – Commission for Standards in Public Life
 - ❖ S.118 – Constitutional Commission
- Public Service Management Law — Part VIII - Civil Service Appeals Commission
- Anti-Corruption Law (2016 Revision) – Section 4 - Anti-Corruption Commission
- Standards in Public Life Law (2014) and Standards in Public Life (Amendment) Law 2016 – Part V - Commission for Standards in Public Life

2016/17 Achievements

The following key strategic goals were achieved

- Introduction of succession planning to the Anti-Corruption Commission through the facilitation of a Trainee Investigator (Caymanian) post within the Anti-Corruption Unit. This achievement ensured that Caymanians are given the opportunity to receive training in this specialised field.
- Enhanced the public awareness for all 6 Commissions through website development in order to improve visibility and education.

Additionally, the Secretariat was also able to deliver significant operational achievements outside of the specified 2016/17 strategic goals including the following:

- Hosted a conference for all board members in order to educate persons about responsibilities which the Secretariat oversees (anti-corruption, human rights, standards in public life)
- Facilitated the commencement of the Standards in Public Life (Amendment) Law 2016
- Facilitated the transcription of the Cayman Islands Constitution Order 2009 into both braille and audio formats
- Created numerous opportunities for public awareness of various Commissions
- Recruitment of three new posts of Investigator in order to better support the Anti-Corruption Commission

Key Output Deliverables linked to Cabinet Revenues

Outputs	Budget	Actual	Variance
Number of Constitutional Commissions supported	6	6	-
Number of Anti-Corruption Commissions supported	1	1	-

Looking Forward – 2017/18 Strategic Focus

- Enhance the independence of the Anti-Corruption Commission and the strength of its investigatory arm.
- Host a conference for all board members in order to educate persons about responsibilities which the Secretariat oversees (anti-corruption, human rights, standards in public life).
- Continue to promote each of the Commissions through educational opportunities.
- Facilitate the Register of Interests (when the SPL commences).

2.11 Internal Audit Services (IAS)

NATURE AND SCOPE OF ACTIVITIES

General Overview And Scope Of Activities

Internal Auditing is an independent, objective assurance and consulting activity designed to add value and improve the operations of the Cayman Islands Government. It helps the Government accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.



Mission:

To enhance and protect organizational value by providing risk-based and objective assurance, advice and insight

Our People

The Internal Audit Services is comprised of 7 staff. During 2016/17 there were a number of internal staff promotions and all staff undertook significant opportunities for learning and development.

- Appointment of Director and Deputy Director of Internal Audit Services from internal promotions.
- Deputy Director successfully achieved the Certified Internal Auditor (CIA) qualification.
- All staff within the Unit undertook training in Fraud Detection And Investigation Techniques

2016/17 Achievements

During 2016/17 the Internal Audit Services achieved the following strategic objectives

- Completion of the Project Future project to merge the Internal Audit Unit and the HR Audit Service,
- Updated the TeamMate Audit Management System to take advantage of the latest available technology for audit process management.

- The IAS also entered into a formal memorandum of understanding with the Office of the Auditor General in March 2017 to boost collaboration between the offices
- Entered into a Service Provisioning Agreement with the Health Services Authority to provide a full service internal audit function to the HSA.
- Through its partnership with the UK Government Internal Audit Agency the IAS was able to commence its first ever external quality assessment review, and also secure a secondment training opportunity in the UK to further develop our staff.
- The IAS also took on a central role within the government's Anti-Fraud Policy.

Key Output Deliverables linked to Cabinet Revenues

Outputs	Budget	Actual	Variance
Reports on Internal Auditing & Review Services	24 to 30	29	nil
Hours of Advisory & Assistance Services	1125 to 1200	1136	nil
Reports on HR Audits	67 to 75	68	nil
Number of HR Investigations	2 to 15	3	nil

Looking Forward – 2017/18 Strategic Focus

During the 2018 year the Internal Audit Services Unit will focus on performing an internal quality assurance assessment in preparation for an external quality assessment in the near future as required by International Standards for the Professional Practice of Internal Auditing.

2.12 Elections Office (ELO)

NATURE AND SCOPE OF ACTIVITIES

General Overview And Scope Of Activities

The Elections Office is committed to promoting democracy through ensuring free and fair electoral processes.



In 2016-2017, the staff of the Elections Office prepared, and delivered a General Election in nineteen single-member electoral districts, a historical first for the Cayman Islands.

Following the LA acceptance of the 2015 Electoral Boundary Commission report, the recommendation for 19 Single-Member Electoral Districts was gazetted into law on the 25th November 2015 by way of the Nineteen Single-Member Electoral Districts Boundaries Order, 2015.

The 19 Single Member Electoral District Order and the Elections (Amendment) Law, 2016 provided for a change to the electoral system for the Legislative Assembly. The principle of “one person, one vote” was introduced with 19 electoral districts in place, each represented in the Legislative Assembly by a single elected member. The "one person, one vote" system marked a significant alteration from the previous arrangement, of diverse multi-member constituencies, with voters having different numbers of votes to cast.



The Elections Office conducted comprehensive voter education and voter registration programme, which include promotion and communication over traditional media (newspaper, radio, and television) as well as social media platforms as well as door to door registration and voter registration at local universities and colleges. As a result, voter registration figures increased to 21,228 for the 2017 election, a significant increase from the 18,492 voters registered for the election in 2013.



Krysten Martin registers to vote

Extensive training of elections staff was conducted in months leading up to the General Elections to allow personnel to become fully versed in the new procedures for the single-member electoral districts and to allow new elections staff members to become comfortable and confident in performing their duties.

The General Election was conducted at nineteen electoral districts through 57 polling stations, across the Cayman Islands. The Elections Office introduced a new ballot paper, with high quality, including colour photographs of candidates and their party logos or an indication if they are independent, as well as the list of names in alphabetical order. With the voter education and the redesigned ballot, very few ballot papers were spoilt despite the switch from multi-member to single-member electoral districts.



The voter turnout was just below 75%, with 15,866 voters out of 21,228 registered voters voting in the General Election. After the close of the polls, votes were counted in twenty-five counting stations, one or two per electoral district, results were recorded at a command centre and web updates provided near real-time results as each ballot box was counted. All results were officially declared before midnight on polling day.

The International Observer Mission remarked that the Elections Office had secured the confidence of the public, voters, candidates and the political parties. The electoral process ran smoothly. The observer mission officials also reported that the Elections Officials performed their duties transparently and impartially, this resulted in good technical preparations for the General elections, and ultimately a successful General Election.

Key Output Deliverables linked to Cabinet Revenues

Outputs	Budget	Actual	Variance
Number of electoral registers provided	6	6	-
Number of General Elections held	1	1	-
Number of Monthly training exercises held	12	0	(12)
Monthly plans executed	12	0	(12)

2.13 Office of Education Standards

NATURE AND SCOPE OF ACTIVITIES

General Overview And Scope Of Activities

The remit of the Office of Education Standards (OES) within the Portfolio of the Civil Service is to promote the raising of standards of achievement in schools and early childhood care and education centres in the Cayman Islands through rigorous and independent inspections and by provision of sound professional advice to the Ministry of Education (MoE) and the Department of Education Services (DES).



Team Members - Office of Education Standards

Our aims

a) To raise standards of achievement across all educational institutions through;

- A regular programme of inspections of public and private schools, which identify strengths in provision and make recommendations for improvement;
- Evaluating progress after inspections;
- Open, well evidenced and robust communication with school leaders and senior school improvement officers to support improved provision;
- Regular collaborative tasks with the Ministry of Education to advise and review key documentation, including data, in advance of publication.

b) To improve school effectiveness through;

- The publication and use of a framework for school evaluation which assists school leaders to review the effectiveness of their school and understand what is required to improve further;
- Building capacity within education professionals in the Cayman Islands to facilitate more effective self-evaluation in schools and collaborative approaches to inspection, using appropriately qualified, skilled inspectors.

Structure and Function

The Office of Education Standards is established as a department of Government and its role defined in the Education law (2016) Part 6, Section 18. 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).

OES was previously named EQAU (Education Quality Assurance Unit) and was based within the Ministry of Education. The Office was moved to the Portfolio of Civil Service (PoCS) in July 2017, following the 2017 general elections. A new Chief Inspector/Director was appointed in October 2017.

2016/17 Achievements

Significant Events From Between October 2017 and December 2017.

October 2017:

- OES Unit re-established within the Portfolio of Civil Service with the appointment of the Chief Inspector.
- Completion of a draft framework for school self-evaluation and inspection. Consultation undertaken with the Ministry of Education and Department of Education Services.
- Development of on-line surveys for use during school inspections seeking the views of key stakeholders about each institution.

November to December 2017:

- Ms. Katherine Whittaker seconded to the OES as an Associate Inspector. Ms. Whittaker is currently Head of the Cayman Islands Government's Youth Services Unit and was previously Deputy Director of the Department of Youth and Sports.
- Follow-through Inspections of public primary schools commenced. Inspections conducted in Savannah Primary School and Bodden Town Primary School.
- Framework for school self-evaluation and inspection, entitled 'Successful Schools and Achieving Students', was published for consultation and distributed to Principals, School PTA's, teachers and all representative schools from the Private Schools Association.
- Interviews were conducted for a Senior Inspector and an Executive Officer to the Office of Education Standards. Appointments were made for each position and the successful candidates are slated to commence duties in March 2018.

Strategic objectives and achievements for 2017.

The strategic objectives that were achieved for the three months of 2017 following the re-establishment of the OES were:

- Development of a framework for school self-evaluation and inspection and commence consultation on this with key stakeholders.
- Completion of two Follow-through Inspections of government public schools. Reports are slated to be published for each school within four working weeks of the completion of the inspection.
- Introduction of arrangements by which key stakeholders (parents, pupils and staff) contribute to the process of inspection via the use of on-line surveys.
- Establishment of evaluation of inspection to ensure high quality performance and impact of school inspection.
- Development of a schedule of inspections for 2018 to 2021 to ensure a programme of regular review is in place meeting the Education Law (2016) requirement for all institutions to be inspected at least once every four years.

Feedback on Follow-through Inspections by School Principals

After each inspection, the Principal of the school is requested to offer feedback regarding the inspection commenting upon a range of aspects, including the conduct of the inspectors and the reliability and impact of the inspection.

Looking Forward – 2018 Strategic Focus

The main strategic events for 2018 include:

- The completion of all government primary school Follow-Through Inspections and publication of reports for the following schools; Prospect Primary (published January 2018), George Town Primary School (published February 2018), Red Bay Primary School, East End Primary School, Sir John A. Cumber Primary School, Edna Moyle Primary School, Creek and Spot Primary School and West End Primary School.
- Publication of the framework for school self-evaluation and inspection, entitled 'Successful Schools and Achieving Students'.
- Commencement of 'full' inspections using the revised framework. Completion of inspections and publication of reports for three public schools, two Early Childhood and Education Centres and one private school.

- Agreement of the cycle of inspections for 2018 to 2021 by Education Council and Ministry of Education.
- Completion of RFP for inspection services and training and appointment of the successful proponent to support the implementation of the first six inspections in 2018.
- Appointment of six 'Associate Inspectors' from island schools to serve on school inspection teams in 2018 and 2019, following their successful completion of accredited inspector training in June and September 2018.

SECTION 3.0

FINANCIAL STATEMENTS AT 31 DECEMBER 2017



3.1 Audited Financial Statements for 18 months ended 31 December 2017