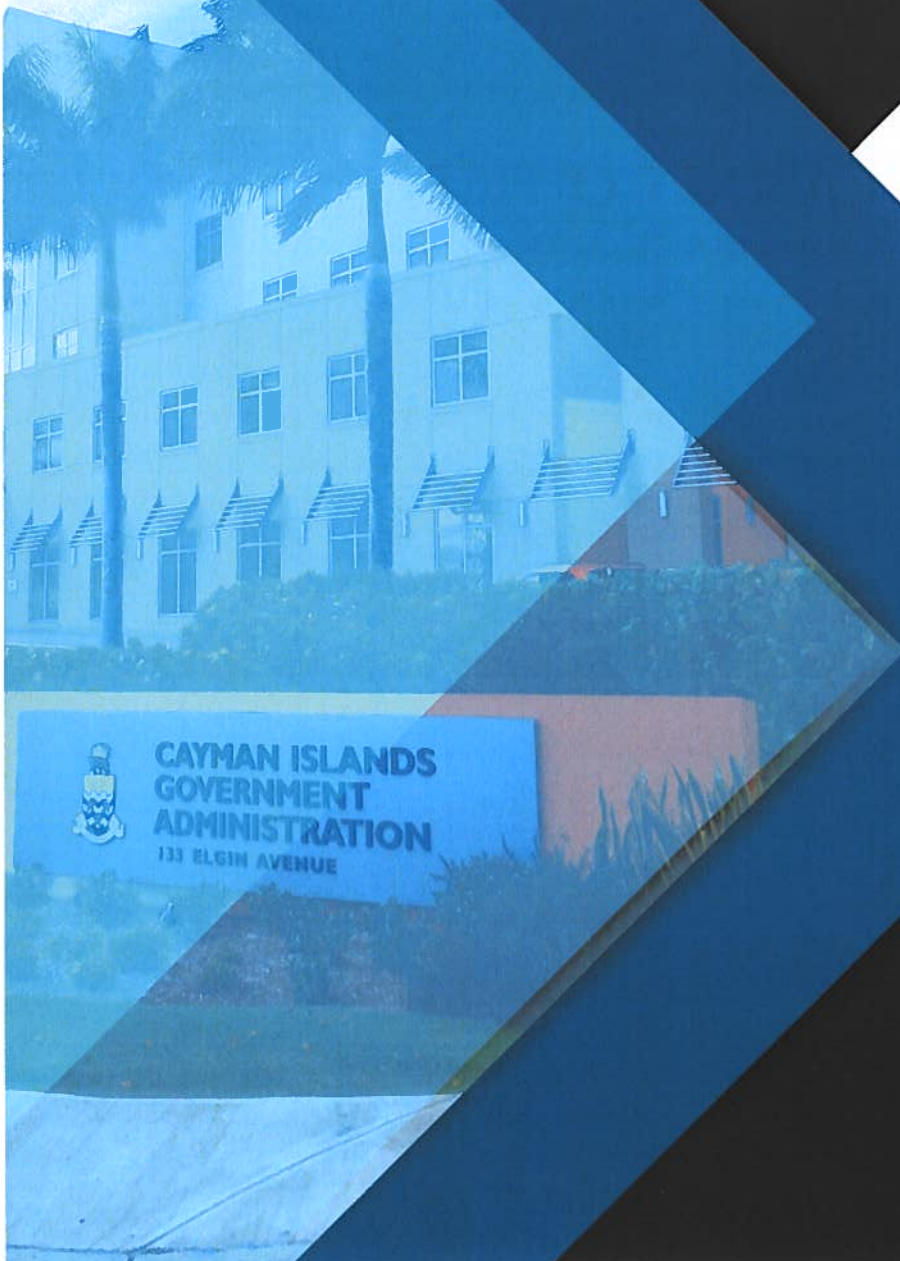




CABINET OFFICE
CAYMAN ISLANDS GOVERNMENT

CABINET OFFICE ANNUAL REPORT 2016-2017 Financial Year





CABINET OFFICE
CAYMAN ISLANDS GOVERNMENT

FOREWORD BY THE PREMIER

FOREWORD BY THE CABINET SECRETARY AND CHIEF OFFICER

WHO WE ARE AND WHAT WE DO

SUMMARY OF SIGNIFICANT EVENTS DURING THE 2016/17 18-MONTH FINANCIAL PERIOD

DEPARTMENTS AND UNITS PROFILES OF

- **OFFICE OF THE PREMIER**
- **CABINET SECRETARIAT & IMMIGRATION APPEALS SECRETARIAT**
- **E-GOVERNMENT**
- **RADIO CAYMAN**
- **GOVERNMENT INFORMATION SERVICES**
- **POLICY COORDINATION UNIT**
- **PROTOCOL OFFICE**
- **FREEDOM OF INFORMATION UNIT**
- **THE CAYMAN ISLANDS GOVERNMENT OFFICE IN THE UK (LONDON OFFICE)**

FINANCIAL PERFORMANCE

APPENDIX 1 - FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31ST DECEMBER 2017

FOREWORD BY THE PREMIER

I am pleased to present the Annual Report of the Cabinet Office for the 2016-2017 (18 month) financial year in accordance with section 44 of the Public Management and Finance Law (2017 Revision). This is the first Annual Report produced by the Cabinet Office and I encourage you to read it in order to gain valuable insight into the important work that is carried out.

The Cabinet Office is at the centre of government, providing support to Government Ministers and members of Cabinet and ensuring that government as a whole operates efficiently and effectively for the people we are elected to serve.

Some of the significant highlight from 2016/17 included:

- The appointments of a Director of E-Government and the E-Government Steering Committee to oversee the E-Government programme.
- A very successful visit by Their Royal Highnesses the Earl and Countess of Wessex in March.
- A general election in 2017, which the Cabinet Office subsequently played a pivotal role in the transition to a new political administration.
- A very active hurricane season that affected several of our neighbouring British Overseas Territories. I was very proud with the way the Cabinet Office took the lead on coordinating the government's response, providing hurricane relief and support to the affected territories.
- The organisation of a meeting in Miami in October 2017 of Heads of Government of Caribbean British Overseas Territories to support the disaster recovery. The objective was to discuss disaster recovery, reconstruction and resilience and ensure all the territories showed solidarity when they met with UK Government officials in London in November.
- The passage of the Disabilities (Solomon Webster) Law to promote and protect the rights of persons with disabilities. The Cabinet Office was instrumental in working with the Cayman Islands Disability Policy Steering Committee to develop the law.

I would like to take this opportunity to thank the men and women who work diligently in the Cabinet Office. They are a positive, dedicated, professional team, working together with one main goal and that is to serve the people of this country.

Honourable Alden McLaughlin, MBE, JP
Premier



FOREWORD BY THE CABINET SECRETARY AND CHIEF OFFICER

It is my honour to join the Hon. Premier in presenting the Annual Report of the Cabinet Office for the year ending 31 December 2017. The departments, offices and units within the Cabinet Office play a pivotal role in the effective development, coordination, implementation and communication of the Government's policies.

Throughout the 2016-2017 financial year the Cabinet Office has continued to have a local, regional and global impact. Through the tireless efforts of our dedicated staff, appointed bodies and volunteers, and together with our partners across the public sector, this team has risen to the occasion time and again in the face of numerous challenges, while continuing to deliver on the Government's priorities.

During this financial year we supported the transition to a new political administration post the May 2017 election. We oversaw tremendous social development policy advancements with the coming into force of the National Disabilities (Solomon Webster) Law, 2016 and the Older Persons Law, 2017 along with the establishment of the respective councils to support these laws. The Cayman Islands Government Office in London made tremendous in-roads with promoting the Cayman Islands in the United Kingdom and we provided support to all Ministries and Portfolios and the wider public sector. The E-Government strategy advanced significantly, setting critical foundations for ICT to join up our operations and promote greater efficiency and customer-centric focus. We also established a dedicated internal communication function to further engage staff in delivering the Government's and departmental priorities, and supported development of the 5-Year Strategic Plan for a World-Class Civil Service. We were deeply honoured that our very own Aubrey Bodden was the co-recipient of the Civil Servant of the year award.

However, without doubt the shining moment for our team was coordinating the Cayman Islands response to assist the Caribbean Overseas Territories stricken by Hurricanes Irma and Maria in the summer of 2017. Virtually every team within the Cabinet Office was involved in these efforts and the tireless dedication and commitment showed by our team without doubt touched the lives of many around the world. 2016-2017 has certainly been a fulfilling period of growth and significant impact. I consider myself truly blessed to lead a team of talented individuals who are committed to and passionate about serving the people of the Cayman Islands. I take this opportunity to publicly recognise each of them and their families for their sacrifices and dedication to our beloved isles Cayman.

Samuel Rose, JP
Cabinet Secretary & Chief Officer





The Cabinet Office sits at the heart of Government bridging the gap between the political and official, and connecting central government with the wider public sector. The Cabinet Office is established under Section 48 of the Cayman Islands Constitution and in relation to the Cabinet Secretary having charge of the Cabinet Office, the Constitution states the following:

The responsibilities of the Cabinet Secretary shall include:

- a. providing frank and politically neutral advice to the Governor, the Cabinet and the Premier on matters of policy;
- b. co-ordinating the development and implementation of policy between departments and ministerial portfolios and across the wider Government sector to ensure that Government policy is developed coherently;
- c. providing for administrative and secretarial support for the Cabinet and the Premier in order to allow high-quality and effective government;
- d. arranging the business for, and keeping the minutes of, the meetings of the Cabinet or any Cabinet committee and conveying the conclusions reached at the meetings to the appropriate person or authority;

Policy Development, Communications, E-Government/Cyber Security, External Affairs and facilitating joined up Government are all core functions of the Cabinet Office.

The Cabinet Secretary serves as the Chief Officer for the Cabinet Office Portfolio which includes the following 11 Departments and Units:

- **Office of the Premier**
- **Cabinet Secretariat**
- **Government Information Services**
- **Radio Cayman**
- **Cayman Islands Government London Office**
- **Policy Coordination Unit**
- **E-Government Unit (until June 30th 2017)**
- **Protocol Office**
- **FOI Unit**
- **Cayman Islands Government Office – United Kingdom**
- **Immigration Appeals Secretariat**

SUMMARY OF SIGNIFICANT EVENTS DURING THE 2016/17 18-MONTH FINANCIAL PERIOD

1. After the regional devastation during the 2017 hurricane season, the Cabinet Office coordinated the Government's response providing hurricane relief and support to Anguilla, British Virgin Islands, and Turks & Caicos Islands.



2. A meeting of Heads of Government of Caribbean Overseas Territories in Miami to discuss disaster recovery, reconstruction and resilience was arranged, coordinated and facilitated by the Cabinet Office. This resulted in an invitation for OT leaders to meet with the UK Prime Minister in November 2017.



3. The E-Government Unit designed and implemented the Police Clearance online service and the associated back-end solution for Criminal Records Office resulting in 24% of transactions conducted online. 65% of customers rated the initiative a 9 or 10 on a scale of 0 to 10 as likely to recommend this online service.

4. The London Office successfully oversaw the re-establishment of the Cayman Islands All Party Parliamentary Group including members from four political parties within the House of Commons and House of Lords and recommenced direct engagement with all Parliamentarians.
5. The Cayman Islands Older Persons Law, 2017 was passed in the Legislative Assembly and Council of Older Persons established with supporting Secretariat from the Policy Coordination Unit.

Financial Services Minister, Hon. Roy McTaggart spoke to participants of the Council's penultimate consultation meeting at the Family Life Centre recently.



6. GIS provided wide-ranging strategic communications support and advice to the Elections Office in the approximately yearlong run-up to and during General Elections in May 2017.



7. With support from the United Kingdom's Cabinet Office, including two short-term secondments, the new Internal Communications Unit was developed to coordinate a strategic approach to internal communication and engagement across the Civil Service.
8. Chief Internal Communication Officer Aubrey Bodden was recognized as one of the two 2016/17 Cayman Islands Employees of the Year for the impact that improvements to internal communication had across the organisation as well as her integral role in delivering a number of projects including the 2017 Civil Service Engagement Survey.



Nature and Scope of Activities

The Premier of the Cayman Islands is the political leader and head of Government and is appointed by the Governor in accordance with the Cayman Islands Constitution. The Office of the Premier provides advice, assistance and administrative support to the Premier.

Governance

- The Cayman Islands Constitution Order 2009

Highlights of Key Achievements

- During the 18-month period the Premier lead delegations to the following meetings/events –
- 2016 Pre-Joint Ministerial Council
- 2016 Joint Ministerial Council
- Blackstone Chambers Conference – Current Issues in Rule of Law and International Trade and Development – March 2017
- 2017 Pre-Joint Ministerial Council
- 2017 Joint Ministerial Council – European Negotiations
- Lead the humanitarian relief effort to Anguilla
- 2017 Conservative Party Conference
- Special Meeting of the Caribbean British Overseas Territories (Hurricane Response and recovery meeting)
- 2017 Joint Ministerial Council

Our People/Staff Profile

Roy Tatum

Senior Political Advisor and

Head of the Office of the Premier (Caymanian)

Communication Manager (Caymanian)

Press Secretary to the Premier (Caymanian)

Political Assistant to the Premier (Caymanian)

Personal Assistant to the Premier (Caymanian)





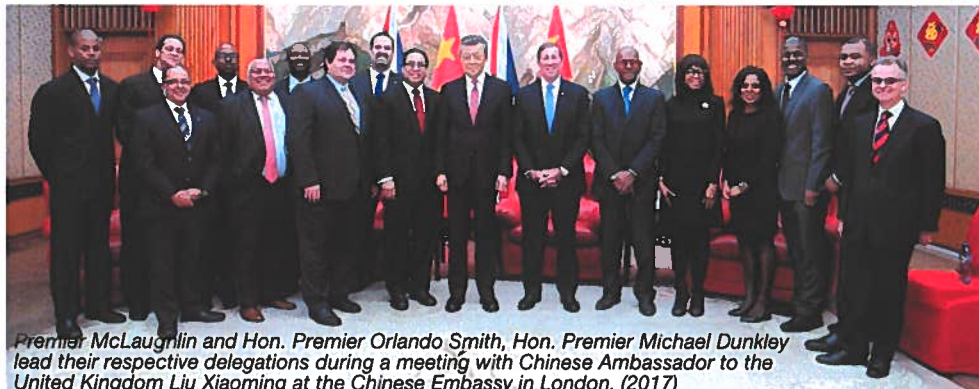
Premier McLaughlin and Cayman Islands relief team upon arrival in Anguilla during the humanitarian relief flight in 2017.



Premier McLaughlin with Minister for the Overseas Territories, Lord Tariq Ahmad of Wimbledon, Sir Graham Brady, Baroness Anelay of St. Johns



Premier McLaughlin in Anguilla with HE the Governor Tim Foy and Hon Victor Banks, Chief Minister



Premier McLaughlin and Hon. Premier Orlando Smith, Hon. Premier Michael Dunkley lead their respective delegations during a meeting with Chinese Ambassador to the United Kingdom Liu Xiaoming at the Chinese Embassy in London. (2017)



Then Minister for the Overseas Territories Baroness Anelay of St. Johns receives a gift from Premier McLaughlin



Then Foreign Secretary Boris Johnson receives a gift from Premier McLaughlin during the 2017 Conservative Party Conference



Hon. Victor Banks - Chief Minister Anguilla, Hon. Tara Rivers, Hon. Donaldson Romeo - Premier Montserrat, Premier McLaughlin, Hon. Sharlene Cartwright-Robinson - Premier TCI, Hon. Orlando Smith - Premier BVI, Hon. David Burt - Premier Bermuda during the Special Meeting of Caribbean Overseas Territories in Miami 2017



Premier McLaughlin, Cabinet Secretary Samuel Rose, and Senior Political Advisor Roy Tatum outside No. 10 Downing Street after a bilateral meeting with Prime Minister Theresa May



Cayman Islands Student reception 2017 - London Office

Nature and Scope of Activities

The Cabinet Secretariat serves at the heart of the Cabinet Office leading the provision of secretarial and support services to the Cabinet and National Security Council:

Core functions include:

- Preparation and dissemination of Cabinet agendas, papers, minutes and decisions.
- Issuance of Tax Exemption Certificates.
- Secretarial/Support services for the Immigration Appeals Tribunal receiving and managing appeals lodged, receipting payment, documenting and recording all submissions in support of the appeal, responses, decisions, and any legal matters presented per appeal.
- Processing appeals under the Firearms Law, Trade & Business Law, National Conservation Law & Education Law.

Governance

The following laws govern the activities of the Cabinet Secretariat and Immigration Appeals Secretariat:

- Immigration Law
- Immigration Regulations
- Tax Concessions Law, Trusts Law, Exempted Limited Partnerships Law and Limited Liability Company Law
- Firearms Law
- Trade & Business Law
- National Conservation Law
- Education Law

Highlights of Key Achievements

- Number of Cabinet Meetings held: 41
- Number of Appeals dealt with by the Immigration Appeals Tribunal

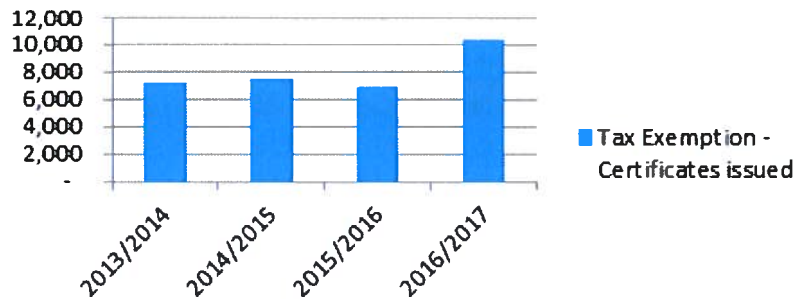
Political Asylum	51
Permanent Residence	94
Right to be Caymanian	10
Work Permit	19
Business Staffing Plans	4

- Number of Appeals to Cabinet

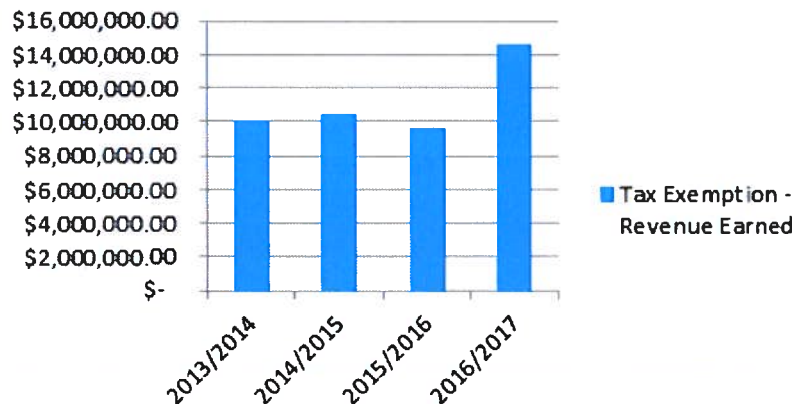
Firearms	2
Education Council	1
National Conservation Council	1

- Number of National Security Council Meetings - 3
- Tax Undertakings

Tax Exemption - Certificates issued



Tax Exemption - Revenue Earned



Our People/Staff Profile

Senior Managers:

Timothy Hubbell, JP, Director of Special Projects (retired September 2016)

Kim Bullings, Clerk of Cabinet



Cabinet Secretariat: 5 staff (all Caymanian)

IATS: 3 staff (all Caymanian)

Nature and Scope of Activities

The E-Government Unit was established in December 2014 with a mandate to develop and implement an e-government strategy for the Cayman Islands Government.

Additionally, it is tasked with coordinating the implementation of plans to address known cyber security issues in CIG including cyber risk awareness throughout the public sector.



Governance

Cabinet appointed an E-Government Steering Committee, to oversee the CIG E-Government Programme. The E-Government Steering Committee is chaired by the Deputy Governor and the Director of E-Government serves as Secretary.

Cabinet also appointed the Director of E-Government to serve as a member of the CIG Cyber team to develop plans to address known cybersecurity issues.

Highlight of Key Achievements

1. The development of a plan to address known cybersecurity issues for core government.

- The public sector IT community was brought together to share information on current issues/challenges and how they are being addressed.
- A plan was developed for known cybersecurity issues approaching security from the People, Process and Technology perspectives, prioritized based on data/process criticality. A primary outcome was the adoption of the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF) as the standard for the Cayman Islands Government. In this regard the following were produced: current state profile, risk registers, target state profile and action plans to achieve target state profile for core government and large authorities. Note, the NIST espouses five functions – identify, protect, detect, respond and recover. On the people side, the plan focusses on raising cyber risk awareness and how to respond.
- Based on the plan, procurements were conducted for:
 - a) support with the implementation of the NIST CSF;
 - b) tools for cyber risk awareness training; and
 - c) new firewalls and network modernization.
- The primary challenge has been around resources to support the projects.
- The key challenge has been achieving a common understanding of what world-class e-government looked like.

2. The approval of a business case to implement the core infrastructure required for the e-government model chosen as a functional pilot.

- An analysis of 7 options for how the CIG could implement its e-government strategy was conducted in accordance with the business case process resulting in the selection of the Estonian Model as the recommended approach.
- The approval of the business case included the implementation of a pilot project, which would see the implementation of the core infrastructure as a functional pilot to facilitate detailed planning for wide scale rollout.
- The key challenge has been balancing the time between cybersecurity and e-government with considerable effort required on both.

3. The implementation of the E-Government Strategy for CIG.

- Participation in radio talk show programmes and online surveys were used to gather feedback from the public on their desires and concerns for e-government.
- The eGovernance Academy of Estonia was brought in to provide consultancy based on eGovernance and eDemocracy in Estonia and the Estonian Model and to support the implementation of key infrastructure such as the interoperability solution.

4. The design and implementation of e-solutions

- The Police Clearance online service and the associated back-end solution for Criminal Records Office were launched. A short term positive outcome includes 24% of transactions conducted online and 65% of customers rated it a 9 or 10 on a scale of 0 to 10 as likely to recommend this online service.
- The implementation of a shared solution to facilitate access to electronic payment option for online services.
- The eservices.gov.ky portal to provide a catalog of online services from government.

Our People/Staff Profile

Senior Manager: Mr. Ian Tibbetts,
Director of E-Government

Staff:

- 1 Strategic Advisor (Caymanian)
- 1 Project Manager (Caymanian on secondment from Ministry of Education)
- 2 Office Support Assistants (both Caymanian)

(Unit transferred to
Ministry Commerce, Planning & Infrastructure
1st July 2017)



Nature and Scope of Activities

Radio Cayman provides educational, cultural, entertainment and religious programming to the public of the Cayman Islands. Radio Cayman's scope of activities include - broadcasting government bulletins, commercials, news, public affairs programmes, entertainment and public service announcements as well as educational, cultural and religious programmes.

Radio Cayman is also a revenue earning entity. The business objective is to sell commercial time to increase its revenue while also increasing its listenership. The station is also committed to providing continuous high quality service to Cayman Brac and Little Cayman.

Radio Cayman plays an integral role in providing full-scale emergency broadcasts before, during and after times of national emergencies such as storms or hurricanes. Radio Cayman continues to increase its engagement with listeners via social media, live-streaming of all broadcasts, creative programming and community outreach.

Radio Cayman is in its 42nd year of continuous service to the people of the Cayman Islands.

Governance

As a broadcaster, Radio Cayman is regulated by the Cayman Islands Utility and Competition Office (OfReg).

Highlights of Key Achievements

- Radio Cayman's engineer Dean Bremmer, supported by two riggers from Avcom Wireless, was deployed to TCI to repair Radio Turks and Caicos transmitters on three islands post Hurricane Irma and successfully restored radio for the affected areas.
- Radio Cayman hired an additional Reporter, which brought the newsroom staff to full complement, and as a result hourly news bulletins were re-instituted.
- Began live broadcasting of all Legislative Assembly meetings on Breeze 105.3 FM.
- Partnered with some charities and non-profit organizations to promote their events and in turn received promotion for Radio Cayman to help raise its profile.
- The station also continued to provide quality cultural and educational programmes, highlighting significant achievements and milestones.
- Successfully provided extensive coverage throughout the May 2017 General Election and campaign including live broadcasts, interviews, and all-night coverage of final vote tallies.



Dean Bremmer (centre) before boarding helicopter while working on repairing broadcast towers in Turks and Caicos post hurricane.

Our People/Staff Profile

Senior Manager: Norma McField
Director of Broadcasting

19 Members of Staff: 14 Caymanians,
2 Permanent Residents and
3 Non-Caymanians (1 Director, 1 Deputy Director,
1 News Director, 1 Engineer, 4 Reporters,
3 Account Executives,
1 Library/Traffic Officer & FOI Manager,
1 Talk Show Host, 4 Announcers,
1 Accounts Officer, 1 Clerical Officer).



Training

- Seminar – Cybersecurity (Director)
- Seminar/workshop - Internal Complaints (Director)
- Seminar - Understanding Temperament In The Work Place - (Deputy Director).
- Business Case Thinking (Deputy Director).
- Becoming an Engaging Manager (Deputy Director).

Community Outreach

1. Radio Cayman's Community Outreach includes the annual Breeze Fusion Walk/Run, which is held on the first Saturday in November each year.



2. Work experience opportunities were given to 4 CIFEC student interns.
3. Radio Cayman's broadcasts, particularly its Talk Shows, are a constant source of community outreach, allowing callers to voice frustrations, give ideas and other feedback on local activities.
4. Radio Cayman's Facebook and Twitter followers continue to increase.

Nature and Scope of Activities

Government Information Services (GIS) uses strategic communications, delivered through a variety of channels, to disseminate information about the work of Government in a manner that helps to maintain Government's relationships with the public.

Governance

The Official Gazette Law (1997 revision) and Gazette Regulations (1995 revision) detail the governance of the Cayman Islands Gazette, which is the official public sector newspaper, and the department's major revenue earner.

Highlight of Key Achievements

1. GIS provided wide-ranging strategic communications support and advice to the Elections Office in the approximately year-long run-up to and during General Elections in May 2017, which led to the office being widely praised for its open style of communication.
2. Working in partnership with Public Health and Department of Tourism, GIS helped to facilitate a national crisis communications response to the arrival of Zika on-island in late 2016.
3. GIS collaborated with the Royal Cayman Islands Police Service and Hazard Management Cayman Islands to complete and gain agreement for a draft major incident communications plan in the aftermath of the Sol incident in summer 2016, when a petrol tank at a coastal refinery caught fire.
4. Immediately following the same incident, GIS was integral to crafting a positive narrative surrounding the response to the crisis by fire and other uniformed services that helped to mitigate criticism of poor outreach to stakeholders at the time that the crisis was ongoing.
5. Year-round GIS provided visual communications and media support to some national events, including Heroes Day, the Queen's Birthday and Remembrance Day, while helping to raise awareness by rebroadcasting on CIGTV and Government's social media channels.
6. Other significant recurring events that also received support included Honouring Women Month, Child Month, Hurricane Season, Older Persons Month and smaller events too numerous to mention.
7. During the financial year GIS, also contributed to more than 100 successful local campaigns focused on key audiences impacted by local policies. Notable audiences included the small business community, the cultural sector, older persons, and potential uniformed services recruits to name a few. These were well received by clients and generated a significant response among local audiences.



8. The DG5K in 2017, for which GIS manages marketing and communications, was the most successful ever, attracting nearly 2,000 registrants and raising \$85,000 for the YMCA Cayman Islands.
9. In addition to working on other inward oriented campaigns like the Civil Service Sports Day, and the development of the Civil Service 5 Year Strategic Plan, GIS has also helped to facilitate the development of a new internal communications team within the Cabinet Office by providing marketing collateral, copywriting and video services, as well as strategic communications support for various events and channels pertaining to that team.
10. On a regional and international level, the GIS team also provided design, media and video support for a number of events that helped to raise the Islands profile on the world stage. These included: Caribbean Week of Agriculture in late 2016; visit by then Overseas Territories Minister Baroness Anelay in the same month; a visit by the Royal Navy in summer 2017; the Cayman Islands' response to the aftermath of Hurricanes Irma and Maria on fellow British Overseas Territories in September 2017 and thereafter; as well as the CARICOM statistics conference in late 2017.
11. The video team also added a new broadband line from Logic to facilitate the addition of a live streaming channel to the CIGTV YouTube page.
12. Among its own social media channels, GIS increased viewership of its YouTube channel by 130%, thanks in part to a brief experimental online advertising campaign. Instagram followers also jumped 50% at no cost, while Facebook and Twitter saw increases of 82% and 30% respectively. While it is inevitable that GIS will need to eventually move to a paid model of promotion for social channels, these numbers suggest that organic reach is not yet exhausted. Accordingly, in 2018 our primary focus will be on (affordable) paid advertising for campaigns rather than for channels, which has the advantageous knock-on effect of promoting the channel at the same time.
13. In late 2017, GIS implemented an industry standard fix involving dark fibre that remedied the lag in the lip synch of Legislative Assembly proceedings broadcast on CIGTV. Accordingly, GIS will be working with relevant Government agencies to implement a solution during the 2018 financial year that offers the best possible value for money given the limitations of current public sector policies and infrastructure.
14. The Gazette team of three helped the department to bring in what is surely one of the highest profits for the publication in recent years, in excess of \$200,000.



Our People/Staff Profile

Senior Manager:

Suzette Ebanks
Chief Information Officer

Staff- including the Chief Information Officer, 3 employees in the administrative/Gazette unit, 3 in graphics, 5 in the content team and 5 in video.



In December 2016, print and broadcast journalist Edlyn Ruiz, who is nearing completion of a distance master's degree in integrated marketing communications from Northwestern University, returned to the team as an Information Officer. Edlyn immediately began putting her television production background to work collaborating with the video team to help publicise CIGTV programming, work that is expected to continue in 2018. Her completion of the degree in summer 2018 should greatly enhance GIS's capacity in the area of formal marketing.

Training:

During the financial year one graphic designer took part in the Chamber of Commerce's leadership programme while another completed an online post-graduate programme in marketing. An Information Officer completed certification in social media and public relations. The Administrative Officer and a video production specialist completed the Institute of Leadership and Management programme Level 3 as offered by the Civil Service College. Meanwhile the Accounts Officer III also completed assorted training courses in HRIRIS.

GIS also worked with the Immigration Department to provide a part-time secondment to Compliance Officer Rosa Ritch for three months in the summer of 2017.

Community Outreach

GIS continued its partnership with the CIFEC work experience programme throughout the financial year. The department also took on two returning interns over the summer.

Nature and Scope of Activities

The Policy Coordination Unit (PCU):

1. Develop independent and alternative policy advice for the Premier and Cabinet.
2. Coordinate inter-sectoral policy development.
3. Monitor the implementation of policy.
4. Collect data, or where appropriate coordinates the collection of data by other agencies, to measure the change in key outcome state over time.
5. Monitor the achievement of the Government's priority outcomes and reporting to Cabinet, accordingly.
6. Conducts policy development, coordination and renders advice.
7. Provides coordination and monitoring of policy development.
8. Offers administrative support to the Cabinet.

The PCU contributes significantly to the development and implementation of public policy and provides objective and politically neutral advice to the Cabinet and the Honorable Premier. The PCU is also tasked with coordinating the development and implementation of policy between ministries and portfolios and across the wider public sector toward ensuring that public policy is developed coherently and effectively. The PCU also monitors and measures the achievement of priority outcomes.

The International Affairs Secretariat is also housed within the PCU. The key purpose of the secretariat is to assist in analyzing international issues, treaties, multilateral agreements, and maintaining current knowledge of procedures and developments, for example within the Caribbean community, the Association of Caribbean states, and the United Nations Economic Commission for Latin America and the Caribbean. In this regard the Premier of the Cayman Islands (via Section 55 (a) of the Constitution) has a key role to play, and as such the International Affairs Secretariat provides the necessary support.



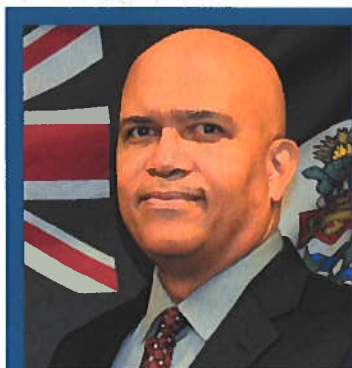
Governance

Pursuant to sections 48 and 55(4) of the Constitution, the PCU supports the Cabinet Secretary in the coordination, development and implementation of policy within the civil service and the wider public sector, as well as supporting the conduct of external affairs delegated to the Premier.

Key Achievements

- During 2017, the PCU was successful in the continued implementation of the Cayman Islands Disability Policy 2014-33 with the enactment of the Disabilities (Solomon Webster) Law, 2016 and the appointment of the Cayman Islands Council for Persons with Disabilities.
- In addition, with relevant support, the Cayman Islands Older Persons Law, 2017 was enacted and the Council of Older Persons established.
- Due to regional challenges during the 2017 hurricane season, the PCU was actively involved with coordination efforts of the Cayman Islands Government to provide hurricane relief support to impacted British Overseas Territories in the region.
- With support from the United Kingdom's Cabinet Office, including two short-term secondments into our local team, a new internal communication function was developed to coordinate a strategic approach to internal communication and engagement across the Civil Service.
- A new intranet with greatly improved functionality was launched, with 3/4 of civil servants reporting they liked the changes and almost 200,000 page views recorded each month. New guidelines were also issued to ensure communication across broad internal channels is strategic and effective, engaging employees to deliver on Government's broad outcomes and departmental priorities.
- Contributions to the 5-Year Strategic Plan for a World-Class Civil Service developed for Goal 4: Foster Effective Communication, internal communication and engagement campaigns, and pre-launch activities to ensure the launch in January 2018 would be a success.
- Appointment of the Cabinet Secretary as the Special Representative to the CARICOM Committee of Ambassadors.
- Provided coordination and support as Sherpa for the Cayman Islands delegation to the Pre-Joint Ministerial Council, Joint Ministerial Council and Joint Ministerial Council - European Negotiations meetings.

Our People/Staff Profile



Senior Manager:

Robert Lewis
Director PCU (until Nov 2016),
Acting Director, Special projects (Nov 2016- Dec 2017)



Senior Manager:

Deborah Webb-Sibbles
Acting Director (Dec 2016 - Dec 2017)

Staff:

3 Policy Analysts,
1 International Affairs Analyst
and 1 Administrative Assistant.

Nature and Scope of Activities

The Protocol Office has responsibility for an extensive range of protocol matters including:

- planning, organising and facilitating official diplomatic visits to the Cayman Islands;
- facilitating visits by Heads of State, Heads of Government and senior Ministers;
- administering the Cayman Islands Flag Scheme; organising various official occasions and ceremonies;
- administering honours and awards within the Cayman Islands honours system; and
- organising official funerals.

The Protocol Office also provides expert protocol related advice to the Premier, Cabinet, Government departments and members of the community.

Governance

The Protocol Office is guided by and advises on the Coat of Arms, Flag and National Song Law (2005 Revision) as well as the Order of Precedence.

Key Achievements

- National Heroes Day- honouring contributions in Tourism
- Queen's Birthday Celebrations
- Remembrance Day Celebrations
- Memorial Service for former Governor of the Cayman Islands Thomas Russell
- Fly A Flag for Commonwealth
- Swearing In Ceremony – New Government



Community Outreach

- Etiquette Training to Miss Cayman Islands Contestants

Training Sessions for:

- Education Conference
- Civil Servants
- Immigration Board
- Protocol Drivers
- Government School Principals

Permission to use Heroes Square granted to:

- Business and Professional Women's Club for the Silent Witness March
- Rotary Club of Grand Cayman for the Annual Christmas Tree Lighting
- Cayman AIDS Foundation for World AIDS Day Celebration
- Brain Tumour Foundation for "Walk for Hope" 5K Walk/Run
- Cayman Islands Democratic Party for George Town Nomination Day Launch and Mother's Day Concert "In Praise of Mother's"
- Progressives for Public Meeting
- Pirates Week Festival for Combined District Day
- Rotary Club of Grand Cayman – New Generation Committee for Expansion of Annual Christmas Tree Lighting

Our People/Staff Profile

Senior Manager:

Meloney Syms
Chief of Protocol

Staff:

1 Protocol Officer (Caymanian)



Nature and Scope of Activities

The Freedom of Information Unit (FOI Unit) leads and coordinates the adherence to the Freedom of Information Law (2015 Revision) and the Freedom of Information General Regulations, 2008. This encompasses raising awareness in the public sector, developing tools and procedures for effective implementation of relevant legislation and policies, and organizing and conducting training for all staff in public entities. The FOI Unit falls under the Policy Coordination Unit within the Cabinet Office.

Governance

All public entities are required to comply with the Freedom of Information Law (2015 Revision) and the Freedom of Information General Regulations, 2008, ensuring accountability and transparency in Government and public participation in national decision making.

Key Achievements

- During the 18-month period the FOI Unit provided assistance to public entities on 309 recorded occasions and delivered 25 FOI training sessions.

Staff Profile

Nadira Lord
FOI Analyst



Nature and Scope of Activities

The Cayman Islands Government Office in the United Kingdom supports the extension of CIG activities in the United Kingdom (UK) and Europe. The office provides a contact point for Caymanian stakeholders, promotes economic, social, cultural and political understanding of the Cayman Islands, and provides consular and other general governmental services to Caymanians in the UK and Europe.

The Office also provides advice and information to the CIG on events, policies and developments in the UK and Europe based on press and media reports, parliamentary reports, European Union reports, trade reviews, financial publications, statistical data, etc.

- UKO 11 - Provision of guidance and information to foreign stakeholders and other business/economic development activities. Provision of written and verbal information on the Cayman Islands to companies, organizations, and the public in the United Kingdom (UK) and Europe. This includes periodic updating of information on the Cayman Islands in UK and European publications and providing current advisory information, documents/reports, and publications from Cayman Islands Government departments and financial services industry to key stakeholders. Business Development: in conjunction with other Ministries and departments, participate determining frameworks and action plans for developing new niche markets; identify and attend conferences/seminars; and recognize opportunities for CIG events to promote the jurisdiction.
- UKO 12 - Consular Services. Provision of assistance to Caymanians residing, studying or visiting the United Kingdom and Europe; provision of visa, work permit and other immigration assistance to persons visiting or relocating to the Cayman Islands; provision of support and coordination of disaster response efforts. Provision of assistance within our capability to Caymanians experiencing distress in the UK and Europe.
- UKO13 - Representational Duties and International Relations. This includes: liaising with Her Majesty's Government and International Organizations; participating in and arranging meetings, conferences, functions and official visits; entertainment of official guests; attending ceremonial and official functions; administration and support for the All Party Parliamentary Group (APPG) and for the Cayman Islands Participation in the United Kingdom Overseas Territory Association (UKOTA); participation in Commonwealth Organizations; and participation in the EU Overseas Countries and Territories Association (OCTA).





Key Achievements

During the 18 month financial year the office supported the Premier and CI delegation during the following events –

- 2016 Joint Ministerial Council meeting
- Anti-Corruption Summit in May 2017
- 2017 Pre-Joint Ministerial Council meeting
- 2017 Joint Ministerial Council – European Negotiations
- Conservative Party Conference – October 2017
- 2017 Joint Ministerial Council
- Represented the Cayman Islands at Remembrance Day Services
- Participated in OCTA Conference in Brussels
- Identified and relocated to new Office Accommodations at 34 Dover Street
- Reconstituted the All Party Parliamentary Group for the Cayman Islands
- Coordinated a visit to the Cayman Islands by a three starred Michelin chef for a pop-up style restaurant
- Coordinated visits to the Cayman Islands for three different Ministers for the Overseas Territories within the Foreign and Commonwealth Office

Our People/Staff Profile

Senior Manager:

Eric Bush, JP

UK Representative and Director took up post in June 2016.

Total of 4 Staff (All Caymanian)



Training:

Assistant Representative, obtained certificate in Modern Diplomacy.

FINANCIAL PERFORMANCE

The Cabinet Office ended the 2016/17 financial year with a surplus of \$1.1M. The unqualified financial statement report forms an appendix to this document and provides additional details on the entities results for the 18 month period.

