

Annual Report 2017-2018



MINISTRY OF
HUMAN RESOURCES
& IMMIGRATION
CAYMAN ISLANDS GOVERNMENT

MHRI Mission Overview



Department of Immigration (DOI)

DOI has two central functions – to protect the borders and to manage migration to the islands.

Department of Labours and Pensions (DLP)

The Department of Labour and Pensions (DLP) is a department established to oversee the employer compliance aspects of the work previously undertaken by both the Department of Employment Relations and the National Pensions Office primarily focusing on labour pension compliance within the private sector.

National Workforce Development Agency (NWDA)

The NWDA is a Cayman Islands Government department made up of three units that develop and deliver programmes and services designed to support and guide Caymanians in their development and employment efforts.

Royal Cayman Islands Policy Service (RCIPS)

RCIPS upholds the law fairly and firmly, and in doing so aims to prevent and detect crime in order to pursue and bring to justice those who break the law.

Department of Workforce Opportunity and Residency Cayman (WORC)

WORC's objective is to ensure all Caymanians have the opportunity to successfully attain employment, and that the Cayman Islands continues to function as a well-supplied business community that is globally competitive.

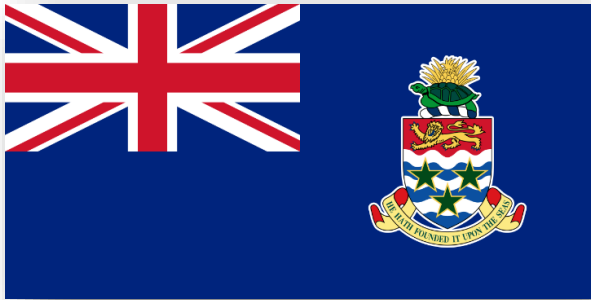
Department of Customs and Border Control (CBC)

The Cayman Islands Customs and Border Control (CBC) Service is responsible for the protection of our borders, the collection of import duties, package tax, and warehouse fees under the Customs and Border Control Law and Regulations. CBC is also responsible for the management of travel and trade.

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The Ministry of Home Affairs/Ministry of Human Resources and Immigration primary mission centres on protecting the country's national security and delivering public safety services. Our key goals include reducing crime, managing migration, national preparedness and resilience, as well as protecting and rehabilitating the vulnerable. —

Hon. Alden McLaughlin, MBE, JP, MLA
Premier of the Cayman Islands and
Ministry of Human Resources & Immigration

Foreword from the Minister

It gives me great pride and honour to present this Annual Report for the Ministry of Human Resources and Immigration.

I am pleased with the work that the men and women in the agencies comprised under this Ministry do each and every day to ensure the safety of all Caymanians, residents and visitors.

As you will see in the report, the work done through the Ministry is vast, from the Department of Immigration through to our new groupings of the Department of Workplace Opportunities and Residency Cayman – or WORC – and our new Department of Customs and Border Control (CBC).

In February we saw the launch of the Cayman Islands Customs and Border Control Service and the latest, modern intelligence-led approach of the service is bearing fruit. One good example is that at the same time that we launched the green customs channel at



the airport and increased personal import duty limits, both customs revenues and successful interdictions by border control officers are up.

WORC will ensure all Caymanians have the opportunity to successfully attain employment and that our country continues to function as a well-supplied, globally competitive business community.

We also take pride in the Department of Immigration, Department of Labour and Pensions, the National Workforce Development Agency and the Royal Cayman Islands Police Service.

I commend the men and women throughout the Ministry who work tirelessly to help us meet our mandate day in and day out. I also thank the wider community for its continued encouragement and support.

We will continue to seek that support as we strive to do all we can to make Cayman better, which is the Ministry's main objective.



At the heart of the MHA/MHRI is a complement of over 1,000 dedicated public servants working across 9 departments. Collectively, our driving purpose is to Make Cayman Better. We believe that Caymanians, residents, and visitors deserve a foundation of security and resilience. Managing constantly-evolving risks related to security and public safety requires us to continuously strengthen capability and capacity. –

Wesley Howell, MBA, JP

Chief Officer

Ministry of Immigration & Human Resources

MHRI – About Us

The 2018 fiscal year was one of consistent accomplishments and achievements for the Ministry of Human Resources and Immigration. Significant gains were made in relation to the enforcement of Cayman Islands laws as the Royal Cayman Islands Police Service, the Department of Labour and Pension, and the Department of Immigration partnered with the Customs Department and other agencies to conduct joint operations resulting in increased arrests and seizure of firearms, drugs and the proceeds of crime.

Border Control officers worked to deliver excellence in national security and public safety services as they processed over one million passengers arriving and departing from our international airports, with record number of arrests, while delivering fast and efficient customer service as was evidenced by consistently high customer survey results.

These improvements are a result of targeted interventions in training along with strategic alignment and supportive leadership with respect to our departments and the business units within those departments, evidenced during 2018 in the high-levels of collaboration, improved customer service and a focus on delivering results.

We recognise that capacity-building requires human resource investments to ensure capability among our workforce and we have delivered that during 2018 with increases in training both on island and overseas along with business process refinements and better

performance monitoring. This allowed our teams to better respond to changing socio-economic forces, competing public policy priorities, shifting security threats and increased demand for services.

The foundational work was completed for the new Customs & Border Control Service (CBC), the new Workforce Opportunities and Residency Cayman (WORC) agency along with the Cayman Islands Coast Guard. I look forward to supporting our professional, agile, capable and accountable workforce as we continue to deliver results at a world class level, ensuring all willing and able Caymanians have an opportunity for employment, and for businesses to have the resources they need to be locally and globally successful and that the Cayman Islands remain safe and secure.



The Ministry is committed to the continuous improvement of our people, processes, and resources. We strive to empower, inspire, and motivate our staff to grow personally and professionally as they develop skills that enable the delivery of world-class public services to Caymanians, residents, and visitors. –

Briana Ebanks, MS-HRM
Chief Human Resources Officer

Ministry of Human Resources & Immigration

Aligning Talent with Organizational Strategy

The Ministry's strategic priorities are key organizational drivers that influence the shape and structure of the workforce within the core Ministry as well as the frontline departments. From this perspective, our HR managers are increasingly faced with the challenge of identifying and adapting strategic talent priorities to meet and align with the new organizational strategy of our new and evolving departments.

Moreover, during the reporting period many of the Ministry's frontline departments have been redefined and optimized so that our workforce can execute new initiatives for an everchanging and growing future. The increased demands on our core business has increased, including criminal justice, public safety, border security, and workforce development. As a result, talent management has been restructured and optimized to meet the new strategic direction of our Ministry.

Moving forward it is clear that continuing to mitigate the connected strategic implications and talent priorities will require HR managers within our frontline departments to execute workforce strategies that go beyond employee satisfaction. Our approach must focus acutely on increasing engagement, improving talent management to drive business outcomes, and simultaneously reinforcing a culture of customer-centric innovation, performance management, and accountability at all levels.

Essentially, our HR managers and teams must continue to enhance engagement strategies by moving beyond traditional approaches. Our goal continues for employee alignment in relation to key outcomes and business priorities while also creating agile workforces that sustain engagement and performance over the long term.



Our mission is broad in scope, consistently challenging, and vital to ensuring that Cayman remains secure, safe, and resilient. We're a team with a clear understanding of our purpose and pride ourselves on acting with a sense of urgency to deliver essential public services to our customers and stakeholders. –

Michael Ebanks, MSCJ

Deputy Chief Officer

Ministry of Human Resources & Immigration

Alignment Via Change Management

During the year, the Ministry developed and implemented strategies and service delivery models in response to key transformational policy changes including the decommissioning of the Immigration Department, the Customs Department, and the National Workforce Development Agency coupled with the establishment of three new agencies – Workforce Opportunities & Residency Cayman, Customs & Border Control, and the Cayman Islands Coast Guard. Such radical change initiatives proved to be dynamic opportunities for the redesign of legislation, governance, business processes, technology, and organizational culture.

Over the course of the reporting period the Ministry leveraged strategic partnerships with public and private sector entities, invested in organizational re-design initiatives, and enhanced cross-agency cooperation and information-sharing – in all cases focusing expertise, resources, and ambition of partners and staff at all levels to execute government policy in ways that reflect our commitment to customer-centricity and continuous improvement.

Recognizing that changes in customer preferences and expectations are constantly evolving, while security threats are advancing in sophistication, we have actively promoted an institutional culture of continuous improvement, talent development, and

collaboration to facilitate transitions from traditional approaches to modern adaptive responses that enhance the quality of customer experiences, demonstrate value-for-money, and mitigate risks.

Notwithstanding that the Ministry's scope of policy and operational responsibilities includes labour and employment, migration management, border control, policing, and maritime security, we nonetheless aim to ensure that all of our service delivery models reflect a strong sense of engagement and relevance and that our strategies evidence the key ingredients of consistency, clarity and transparency.

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IMMIGRATION

C A Y M A N I S L A N D S

Department of Immigration
Annual Report 2017/2018

Department of Immigration

About Us

The Department of Immigration (DOI) is a key component of the national security regime for the Cayman Islands. As such, the DOI contributes to the protection of the Islands' borders and the management of people across those borders.

Under the authority of the Islands' immigration legislation, the DOI is responsible for achieving a broad remit that touches many parts of Caymanian life such as residency, industry, and commerce; law enforcement; national security; security of Cayman's maritime jurisdiction; and collection of revenue.

The Cayman Islands border is considered by the DOI as a national asset; one that holds national security, economic, and strategic value. In turn, effective border management is the catalyst for seamless and legitimate movement of people in and out of the Cayman Islands, which drives employment, travel, and migration.

Notably, the Department's operating environment is becoming increasingly complex with significant risks linked to many aspects of its business. However, close cooperation with partners in the arenas of border management, national security, law enforcement, and intelligence, is allowing the DOI to contribute more effectively to the management of immigration through a collaborative approach.

In carrying out its function, the DOI deploys administrative services and operational responses. Accordingly, the Department aims to intervene only against those persons and corporate entities detected as being unlawfully in breach of Cayman's borders, circumventing immigration controls, or acting contrary to statutory obligations connected to the remit of the DOI.

Key Outcomes of the DOI

Strong national security— increase Cayman's security and safety by managing the borders, including management of the arrival, stay, and departure of all persons.

Sustainable economy— advance Cayman's economic interests through the facilitation of commerce to and from the Cayman Islands and the collection of revenue.

Prosperous and cohesive society— supports a prosperous and diverse society, and advances Cayman's economic interests through the effective management of the visa and residency programmes and the provision of refugee and humanitarian assistance.

Core Activities:

Enforcement, Asylum, & Intelligence

The Department's operational Enforcement & Intelligence Section is responsible for investigations, intelligence analysis, compliance, and immigration detention operations. The Enforcement & Intelligence Section contributes to the national, regional, and international border protection, law enforcement, and national security priorities. This section is also responsible for matters involving irregular migration, refugees, and asylum.

Border Control

The Department's Border Control Section is responsible for the management of travel into and out of the Cayman Islands, through the provision of policy advice, visas, and services to CIG and travellers. In this area, the Department facilitates legitimate travel while remaining vigilant to attempts to circumvent regulations and maintains the capability to intervene where and when needed.

The DOI forms part of the Joint Marine Unit (JMU) in conjunction with the Royal Cayman Islands Police Service (RCIPS) and the Customs Department. The JMU is responsible for the security of Cayman's maritime zones, the delivery of maritime search and rescue services, and the conduct of investigations concerning certain maritime incidents.

Residency, Work Permits, Visas & Passports

The residency, work permits, visas, and passport sections involve management of persons entering and leaving the Cayman Islands. These sections, inclusive of immigration

boards, therefore, support monitoring and resolution of persons' immigration status through applying established laws, public policy, and business processes to deliver services in an effective and efficient manner.

Finance & Customer Service

The revenue collection function is supported by customer service, finance and administrative personnel. Collectively the section ensures that fees are correctly assessed, reported, and paid, and that revenue concessions, exemptions and refunds are properly applied.

Financial Performance and Analysis:

January - December Revenue Comparison for 2017 & 2018.

Executive Revenue Jan-Dec	Category Codes	2018	2017
		in '000	in '000
Temporary & Annual Work Permits	WP	69,530	66,143
Annual Residency Fees	ARF	13,680	13,354
Residency Issue Fees	RES	1,767	3,586
Non-Refundable Repatriation Fee	NRF	1,597	1,479
Business Staffing Plan Fee	BSP	52	33
Provision for Continuation of Work	PCW	1,041	6,531
Specialist Caregiver Fees	SCG	37	32
Special Economic Zone	EZG	411	370
Special Marriage Licenses	PSM	59	54
Right to be Caymanian Fees	CS	627	529
Immigration Fines	CLF/IMF	484	480

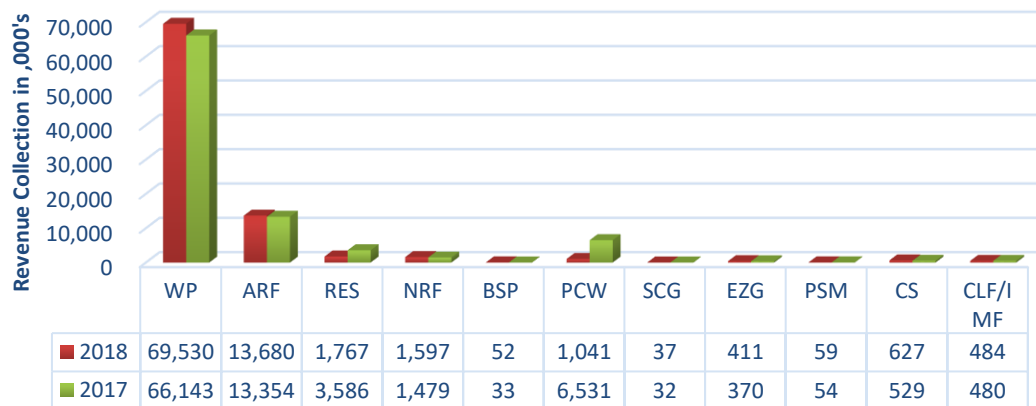
Effective 1st January 2018 the Government transitioned to a 12-month financial year (1 January – 31 December).

The information presented here is a comparison of twelve months for the months of January – December for each year ending December 2017 and 2018.

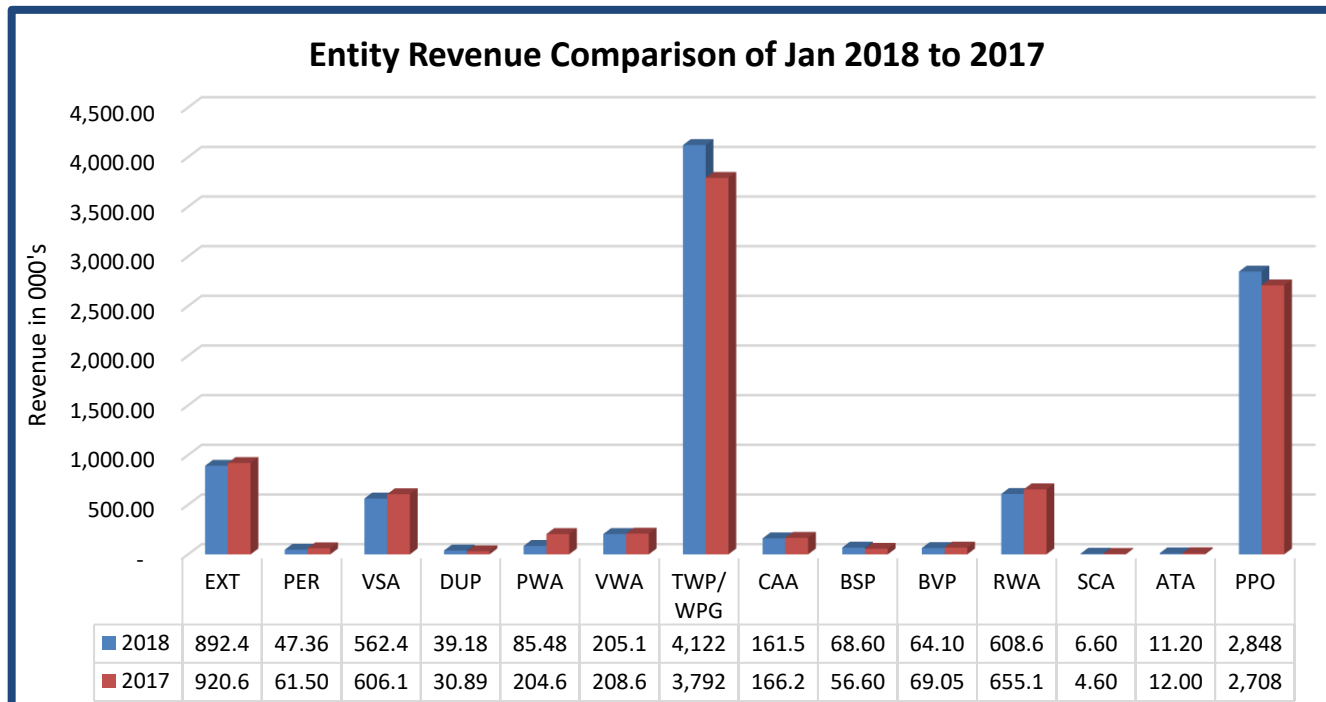
Executive or coercive revenue is that earned by core government.

Entity revenue is earned by the entity from producing outputs, including those purchased by the Governor in Cabinet.

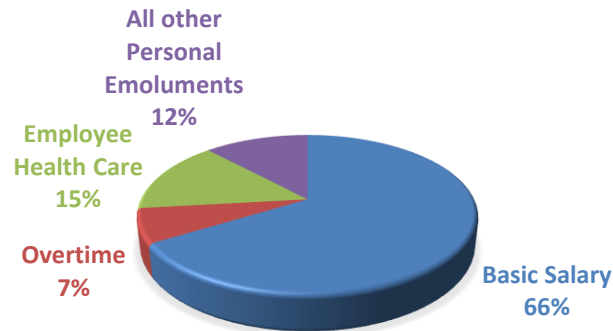
Executive Revenue Comparison of 2018 - 2017



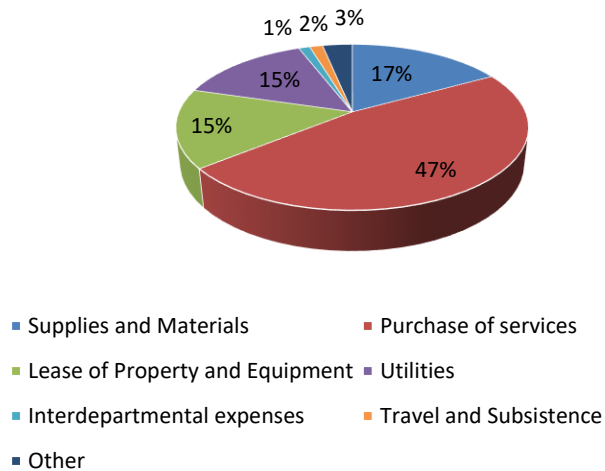
Entity Revenue Jan - Dec	Category Code	2018	2017
		in '000	in '000
Visitor Extension Fees	EXT	892.40	920.65
Re-entry permit or stamp	PER	47.36	61.50
Visa Fees	VSA	562.49	606.10
Copy Document & Duplicate Certificates	DUP	39.18	30.89
Provision for Continuation of Work	PWA	85.48	204.60
Visitors Work Visa	VWA	205.10	208.60
TWP & Annual Fee	TWP/WPG	4,122.37	3,792.03
Right to be Caymanian Fees	CAA	161.51	166.20
Business Staffing Plan Fees	BSP	68.60	56.60
BVP Admin & Express Fees	BVP	64.10	69.05
Residency & Employment Rights Fees	RWA	608.60	655.18
Specialist Caregiver Admin fee	SCA	6.60	4.60
Appeal TWP Refusal/ Revocation	ATA	11.20	12.00
Passport Office Services	PPO	2,848.39	2,708.97



ENTITY EXPENSE -PERSONAL EMOLUMENTS

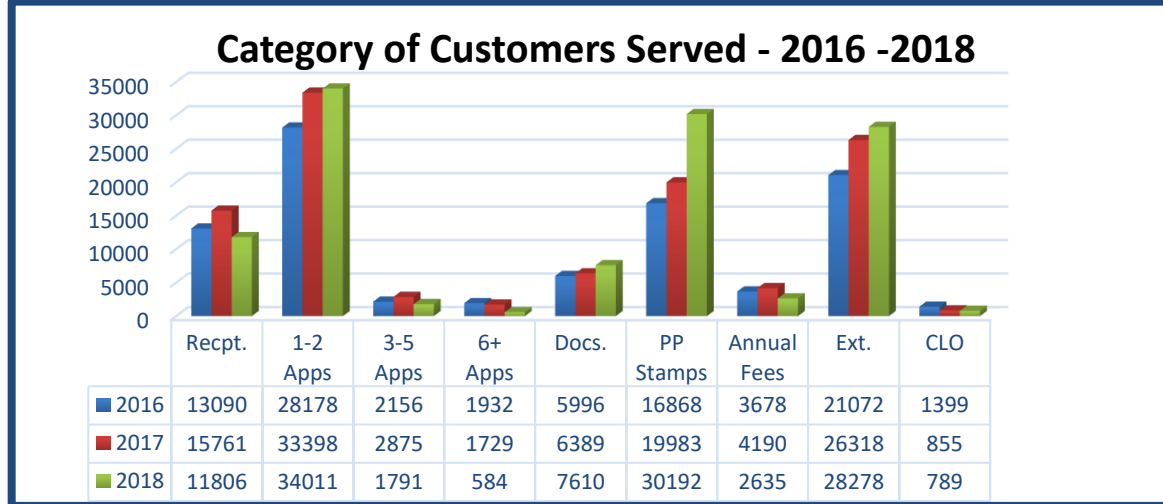


Entity Expense - Supplies & Consumables



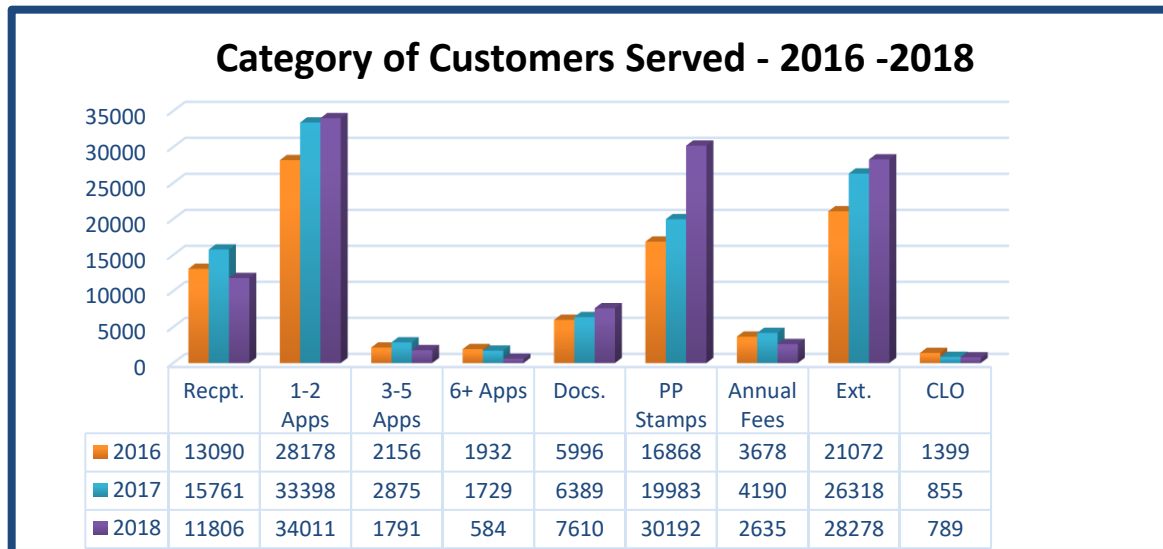
Entity Expenses 2018	
Personal Emoluments	in '000
Basic Salary	7,706
Overtime	811
Employee Health Care	1,729
All other Personal Emoluments	1,388
Supplies and Consumables	
Supplies and Materials	411
Purchase of services	1,140
Lease of Property and Equipment	372
Utilities	351
Interdepartmental expenses	29
Travel and Subsistence	34
Other	79
Total Supplies and Consumables	2,470
Depreciation	284
Total Expenses	<u>14,334</u>
Executive Expenses 2018	
Maintenance of Refugees	1,134
Emergency Relief Payments	74
	1,208

Customer Service Delivery – Head Quarters at the Public Counter



At the department's headquarters, staff served **157,102** customers for the period January – December 2018.

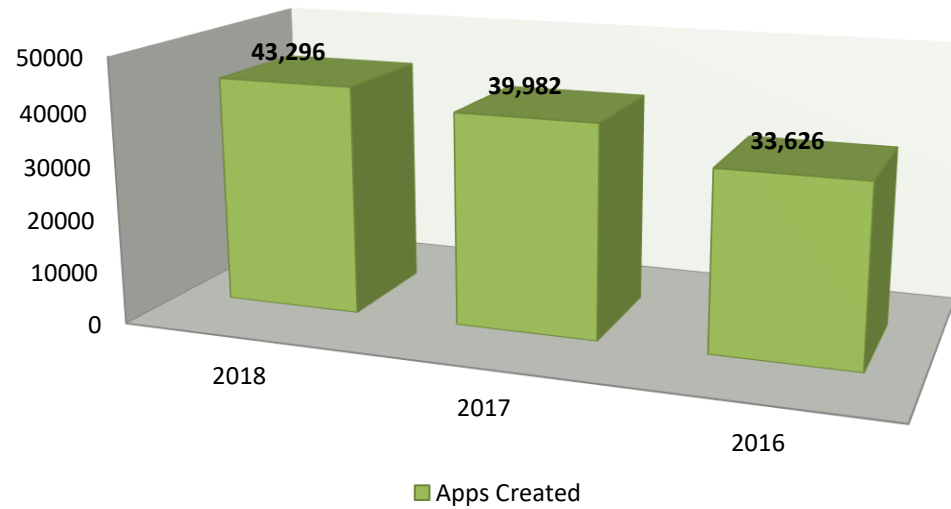
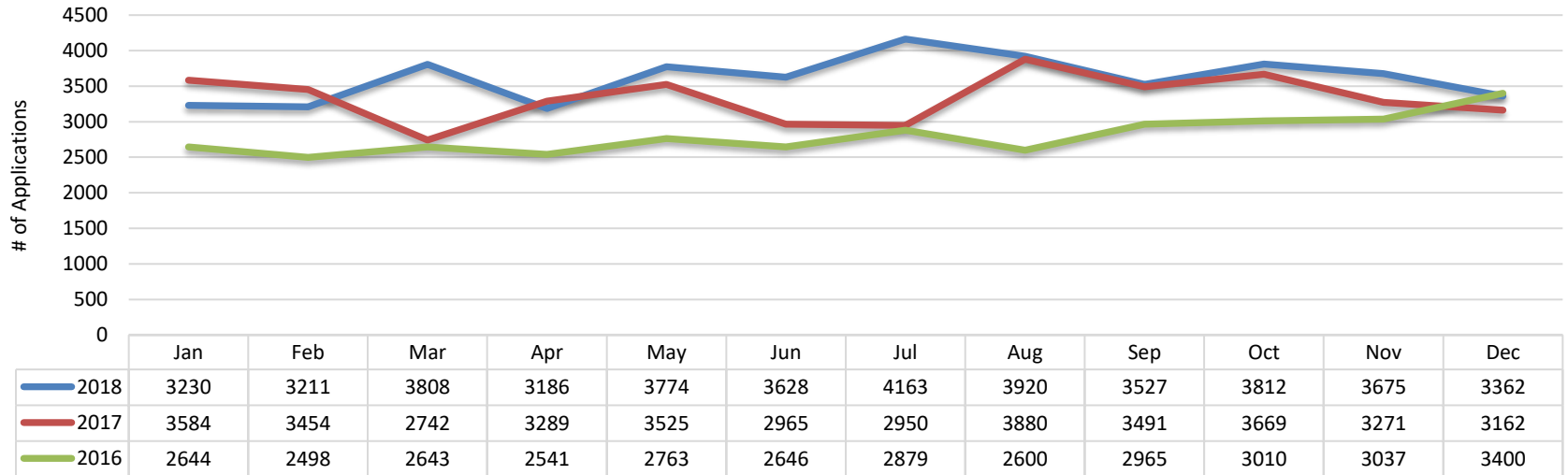
Data was also obtained for the number of applications created. The figures represented are related to the finance and customer service officers (FCSO) who served at the Public counter throughout the period. This data does not include applications and receipts processed by the Filing and Mail section or applications for the Special Economic Zone processed by the Supervisors.

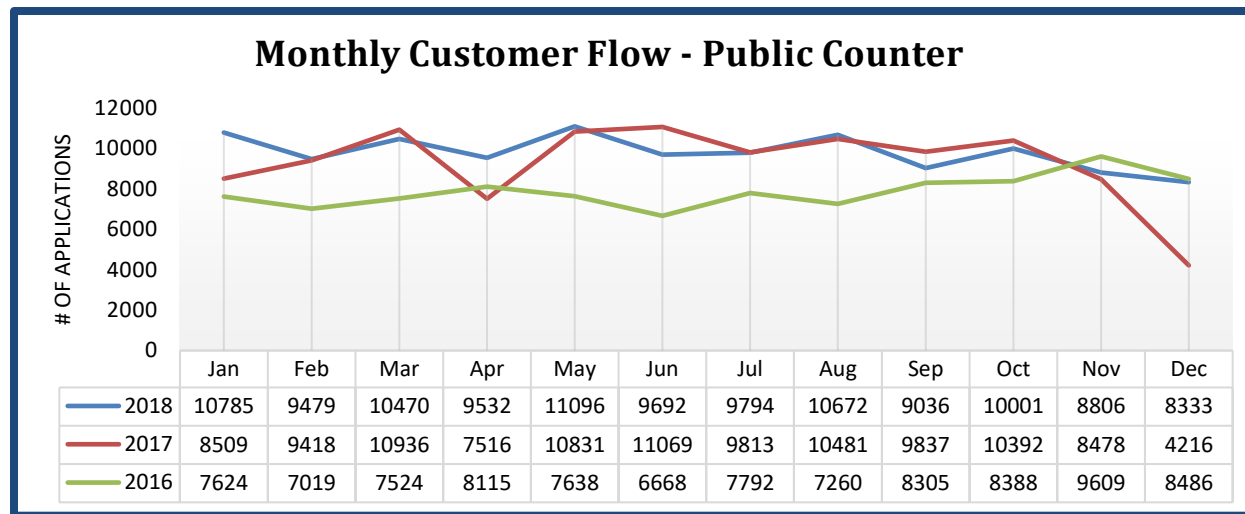


served per year.

*Graph's display total # of customers

Applications created at Counter 2018





The DOI captures and analyses performance data related to service delivery of its finance and customer service officers with respect to core duties (serving customers, creating applications and receipting of the Department's revenue). The monthly customer flow for the period ending 31st December 2018 and previous periods (including Extensions and Receptionist) are shown below and was extracted from the Q-Matic data base.

1. Average Waiting Times for Customers –

- a. Customers who waited less than 30 minutes;
- b. Customers who waited more than 30 minutes but less 45;
- c. Customers who waited more than 45 minutes

3. Annual Ranking- Each FCSO is ranked with his/her peers based on their annual output for:

- a) Customers Served
- b) Transactions Processed
- c) Applications Created

b. Front Counter Time Efficiency Factor

The number of work days in each month was allocated to each officer. From this time any periods of absence for sick, vacation, training, regular and break time taken was deducted. The remaining time was then compared to the total transaction time recorded for each officer by the Q-Matic. Both figures were used to calculate an **"efficiency ratio"** indicating how much of the Officer's available time was actually spent processing transactions. This measure is not fully accurate as periods of time spent away from the counter offering assistance in other areas is not captured by the Q-Matic unless the officer selects the **"Internal Job"** button.

4. Average Transaction Times – Comparison of the average transaction time for each FCSO to determine processing effectiveness –

- a. Was the Officer contributing positively to the average transaction time for each major category of service offered,** six major areas are identified for the Public counter, they are:
- ii. 1-2 Applications
 - iii. 3-5 Applications
 - iv. 6+ Applications
 - v. Other Documents
 - vi. Passports w/o payment
 - vii. Annual WP stamp
- c.** Was the Officer contributing positively to the counter's monthly average transaction time for the combined time for all six service areas; and
- d.** Did the Officer achieve a better than average annual transaction time for any of the six major service areas?

The above questions seek to determine how efficiently the Officer is managing his/her time in carrying out the functions at the counter. It is based on the simple premise that if two officers perform the same transaction (e.g. endorsing a passport without payment) and one officer spends far less time doing the same task, then even though the Q-Matic will calculate an average transaction time, the Officer who took the least minutes to complete the task is evidently being more efficient (assuming all other things remain equal). We seek to have all Officers within 15% of the combined average. *The results are depicted on the following page.*

Comparison Annual Avg. Transaction Time - 2018



	FCSO1	FCSO2	FCSO3	FCSO4	FCSO5	FCSO6	FCSO7	FCSO8	FCSO9	FCSO10	FCSO11
Var. From Counter Avg.	-5.0%	-4.6%	34.7%	8.1%	4%	-11.6%	9.3%	35.5%	-32.0%	34.0%	-10.4%

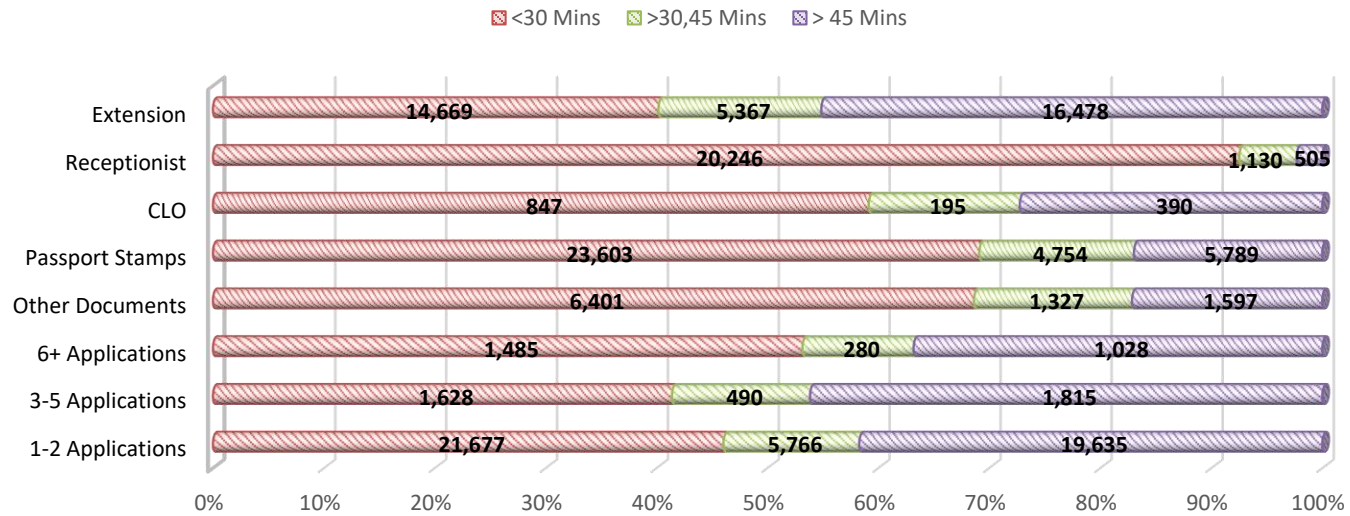
Average Wait Times:

Total customers seen at the public counter were categorized into three groups to present data related to waiting times. The results are shown below for the actual number of customers within each group and the percentage of customers contained within the different groups. Waiting times were impacted throughout the period by:

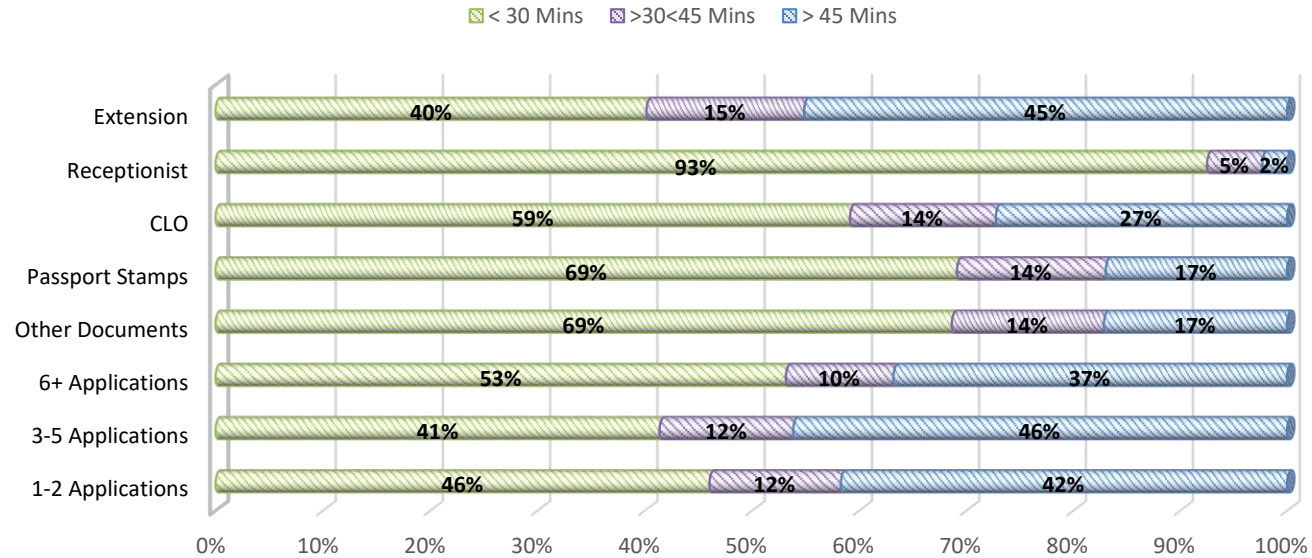
- Unplanned Staff Absence
- Receipt printing and IMSS server issues
- Power supply interruptions

Service Category	Less than 30 Mins	More than 30 but less than 45 Mins	More than 45 Mins	Total
1-2 Applications	13,243	4,314	16,454	34,011
3-5 Applications	553	211	1,027	1,791
6+ Applications	340	61	183	584
Other Documents	4,775	1,137	1,698	7,610
Passport Stamps	21,625	4,700	6,502	32,827
CLO	526	97	166	789
Receptionist	10,544	880	382	11,806
Extensions	16,038	3,202	9,038	28,278
Annual (Customers)	67,644	14,602	35,450	117,696
Annual (Percentage)	57.5%	12.4%	30.1%	100%

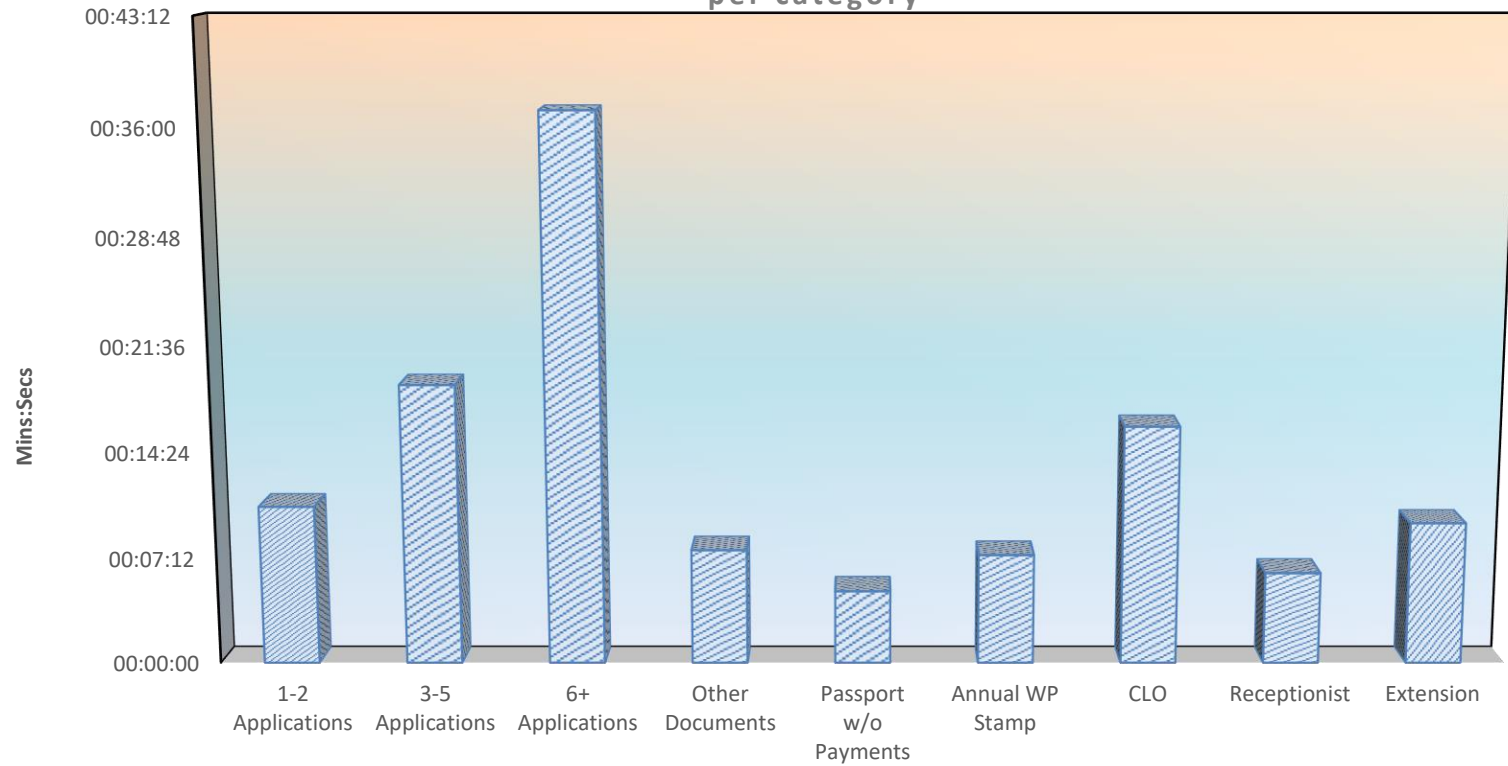
**Average Wait Times by Service Category -
number of customers**



**Average Wait Times by Service Category -
percentage of customers**



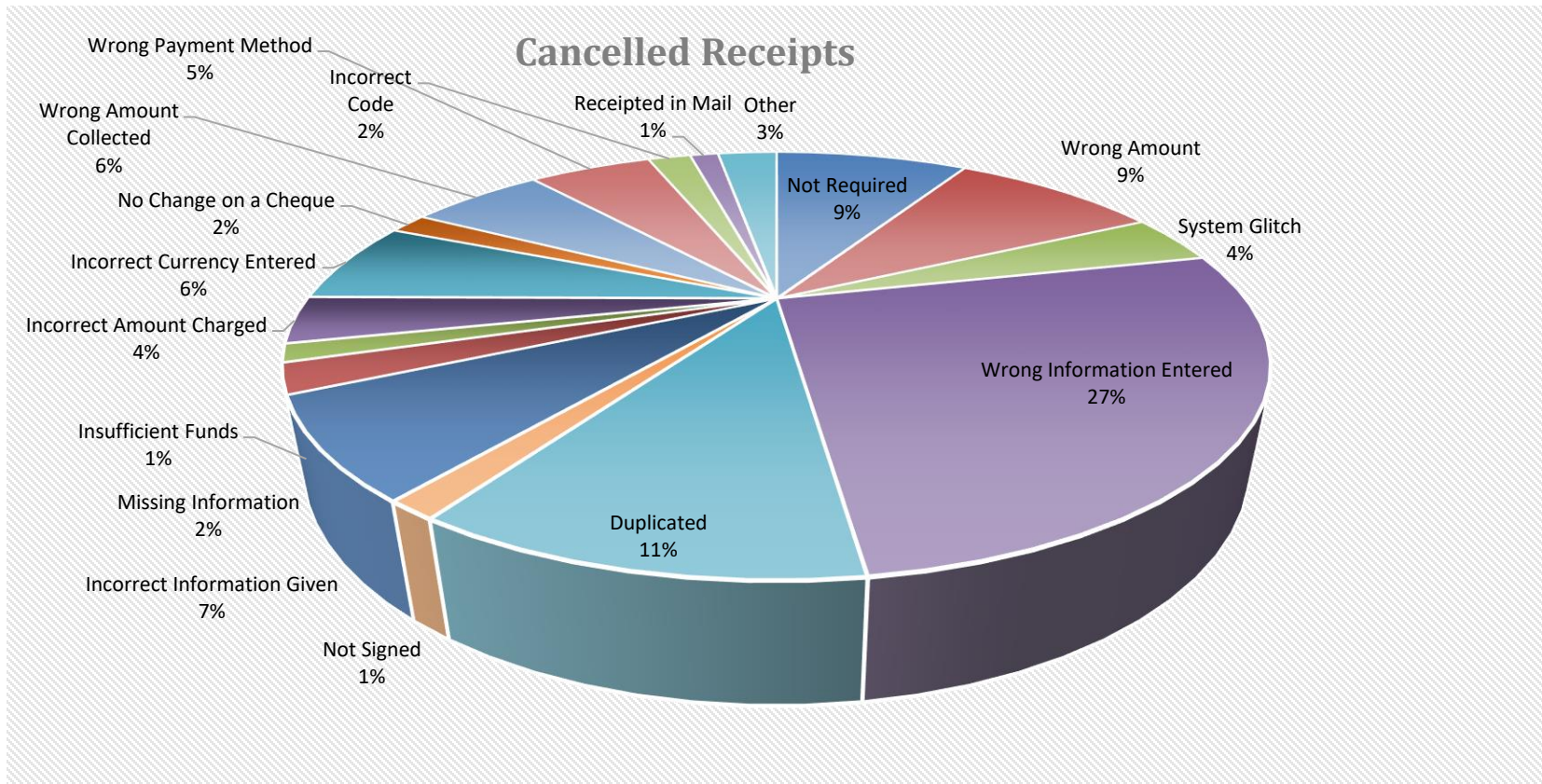
**Average Transaction Times -
per category**



	1-2 Applications	3-5 Applications	6+ Applications	Other Documents	Passport w/o Payments	Annual WP Stamp	CLO	Receptionist	Extension
	00:10:45	00:19:01	00:37:07	00:07:47	00:04:57	00:07:27	00:16:12	00:06:12	00:09:38

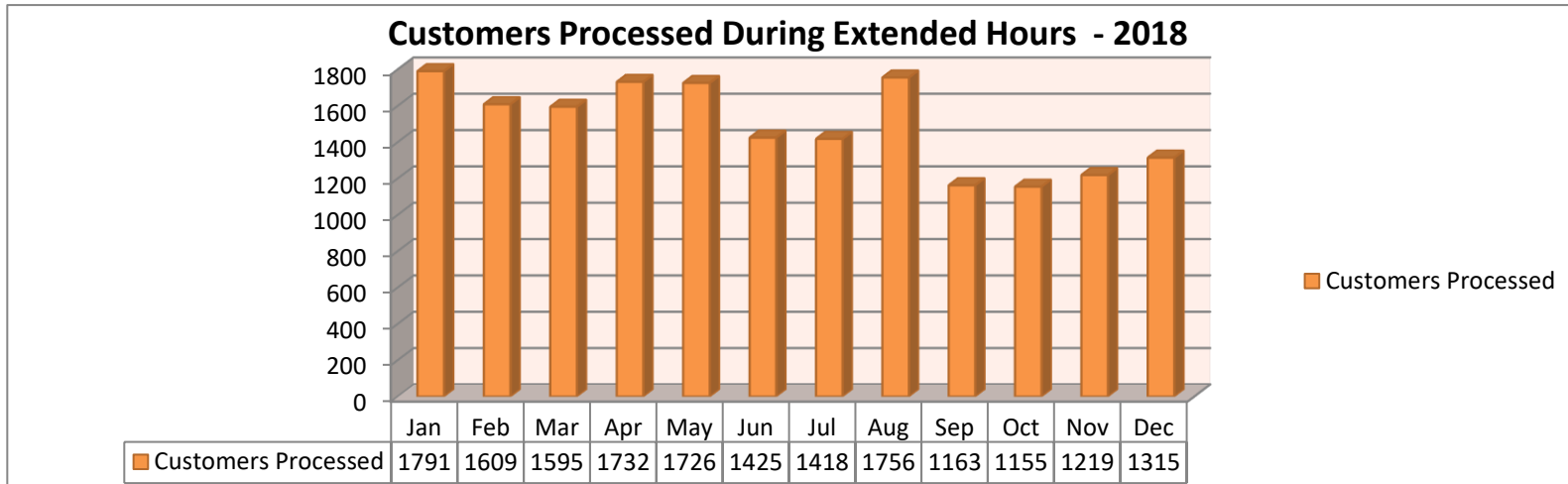
Accuracy:

The DOI uses software to assimilate data to determine the accuracy of counter staff regarding creating applications. The information gathered provides insight to managers and supervisors in relation to employee focus and interaction with customers. The results of the possible sources of these errors are indicated here.



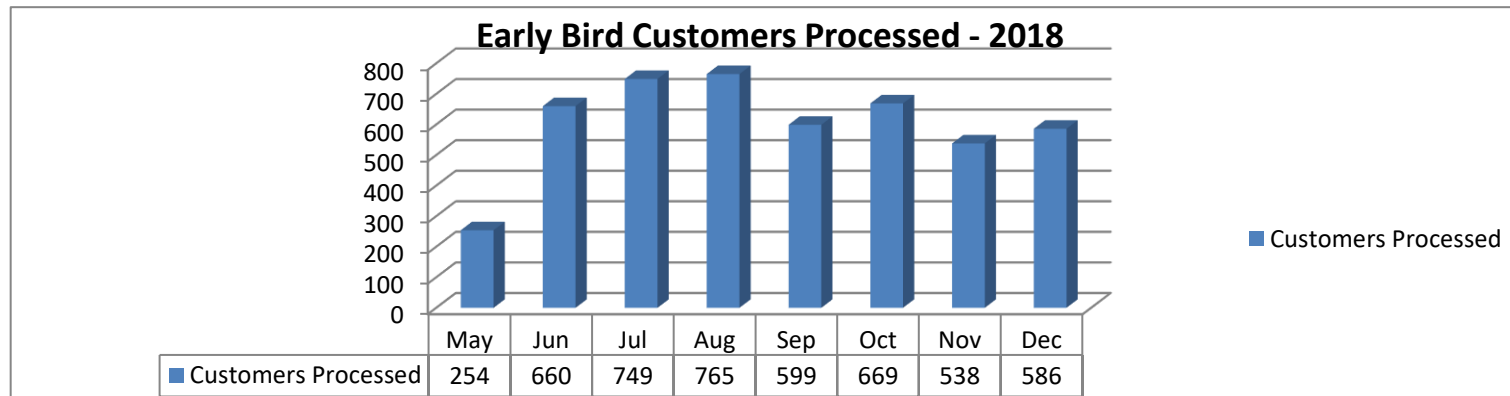
Extended Opening Hours:

During 2015 the Department took the bold step to allow the public counter to remain open for an additional 2 hours on Wednesday of each week. Initially this got off to a slow start in terms of customer volume but has now evolved to a full service being provided during this time. Initial customer flow warranted the operation of three windows for the extended hours; however, this has now been expanded to five to meet the increased customer flow.



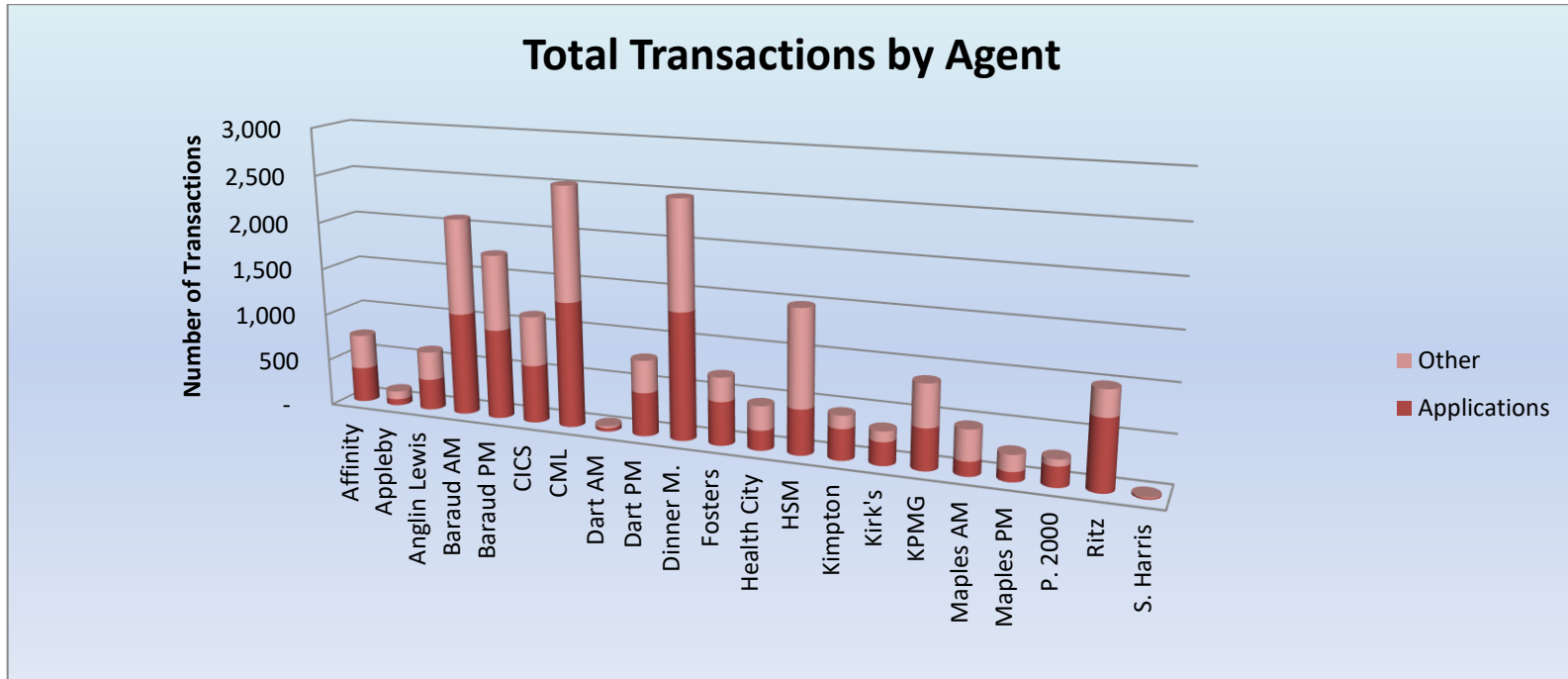
Early Bird Service - Opening Hours 7:30am

Effective May 2018 FCSO's who were consistently arriving early for work, agreed to let the public benefit from their early arrival and opened the doors at 7:30am each morning to our customers. Since its inception with full support of the Portfolio, customers have found this additional service quite beneficial. The results to the end of December 2018 are shown below.



Corporate Services

Since its re-introduction circa July 2017 this has provided the corporate community with a most needed and welcomed service. It has equally benefitted the Department and the public counter by releasing valuable “window time” to the remaining public with fewer applications. The operation continues to be plagued by staff shortage as we currently have to shift staff resources from the main counter to manage that section, which defeats the objective of the entire program. The full year results of the program since its inception is depicted below.



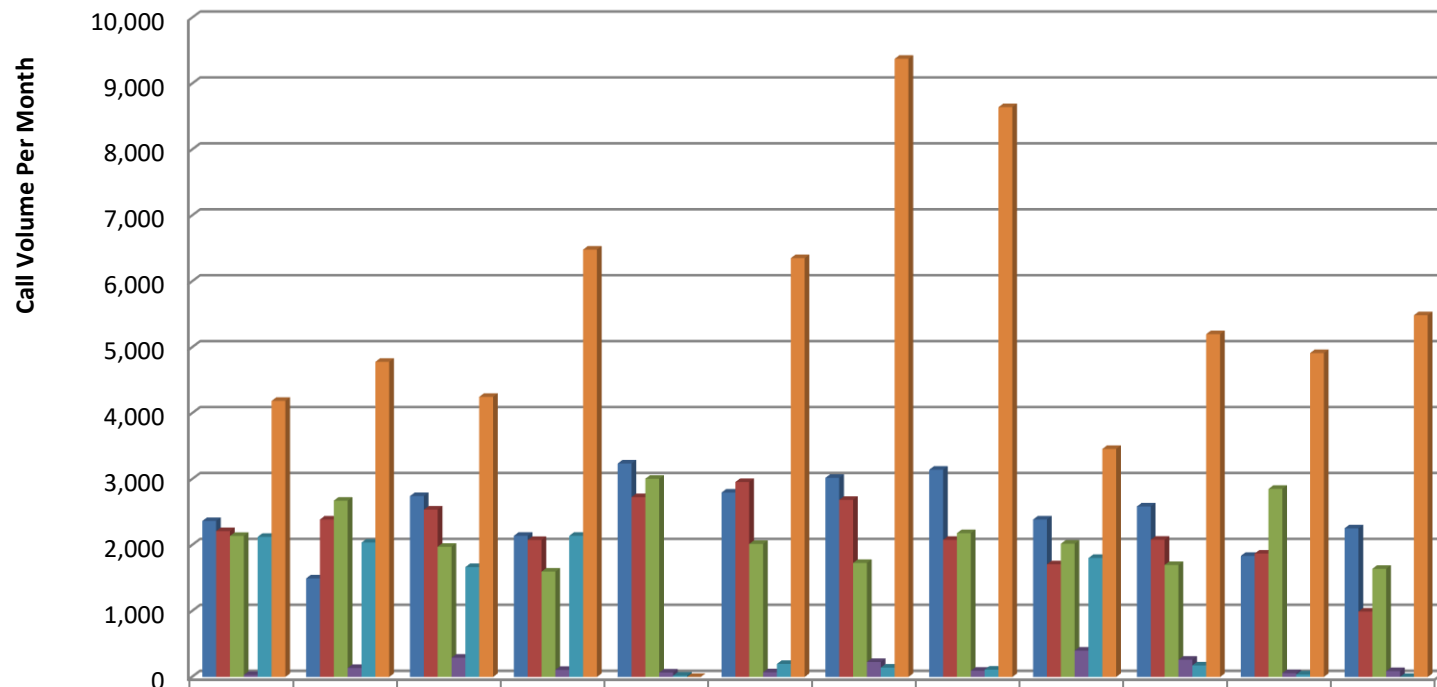
Challenges in Human Resources/Staffing Issues:

A key component of any plan for improvement in customer service is largely dependent on the enthusiasm and number of staff members committed to driving the program. There is a need for additional staff members (at least 2 as identified above under Corporate Services). Additionally, it is planned in the near future to re-introduce a program of rewards and recognition for counter Officers, who work extremely hard at our Public Counters each day.

Call Centre Statistics:

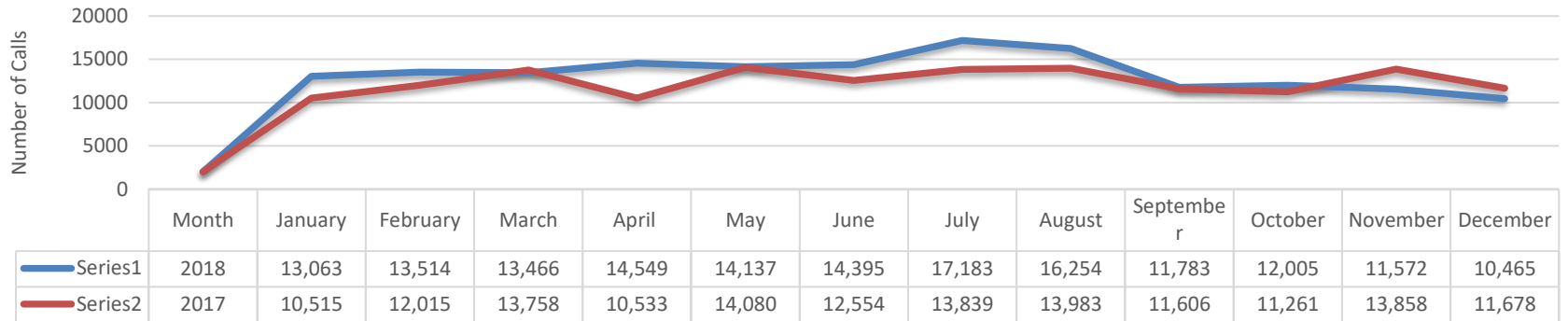
Data used in this report is compiled from the electronically generated Call Summary Report for the **Automatic Call Distribution System (ACD)** – phone lines 949-8344 and 623-4810.

Calls Answered Per Staff Member between Jan-Dec 2018

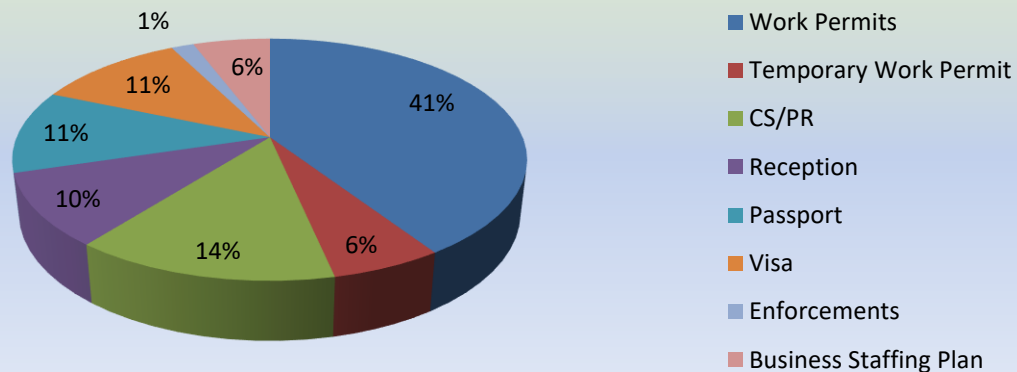


	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
D. Palmer	2,366	1,495	2,744	2,141	3,238	2,798	3,020	3,144	2,389	2,587	1,836	2,255
T. Hutchinson	2,213	2,389	2,539	2,078	2,728	2,957	2,687	2,080	1,710	2,082	1,872	992
M. Prehay-Barrett	2,140	2,674	1,975	1,598	3,007	2,018	1,729	2,181	2,021	1,698	2,853	1,641
J. Whittaker	31	137	292	108	67	71	228	94	399	262	59	89
S. Reid	2,125	2,039	1,667	2,141	20	198	142	111	1,805	175	39	0
Direct or Abandoned Calls	4,188	4,780	4,249	6,483	0	6,353	9,377	8,644	3,459	5,201	4,913	5,488

Incoming Call Comparison of 2018 to 2017



Totals Calls per Section



Calls Received per Section	Totals per Section
Work Permits	61,476
Temporary Work Permit	8,949
CS/PR	21,146
Reception	14,652
Passport	16,752
Visa	16,776
Enforcements	2,561
Business Staffing Plan	8,741
Totals	151,053

Applications Processed per board and by chief Immigration Office:

- Business Staffing Plan (BSP)
- Cayman Status & Permanent Residency Board (CSPR)
- Work Permit Board (WPB)

					Totals				
				Year	2018				Total
				Quarter	Q1	Q2	Q3	Q4	
Board									
Business Staffing Plan Board									
Status Category	Status	Sub Type	Description						
Approved	BPA	BPA	Business Staffing Plan - Amendment			7	265	215	487
		BSP	Business Staffing Plan		2	12	7	4	25
		BSR	Business Staffing Plan Renewal		14	17	29	5	65
		BPA	Business Staffing Plan - Amendment			1			1
	COL	WPA	Work Permit Amendment		14	65	37	31	147
		WPG	Work Permit Grant		161	227	374	315	1,077
		WPR	Work Permit Renewal		143	142	118	169	572
		WSG	Work Permit Grant (Spouses Term Limit)		1	3	4	3	11
		WSR	Work Permit Renewal (Spouses Term Limit)		16	9	4	8	37
		WPA	Work Permit Amendment		3	12	4	5	24
		WPG	Work Permit Grant		6	17	27	18	68
		WPR	Work Permit Renewal		19	19	21	29	88
		WSR	Work Permit Renewal (Spouses Term Limit)		2	1	2	4	9
		LAP	WPA	Work Permit Amendment		32	2	1	1
	WPG		Work Permit Grant			1		2	3
	WPA		Work Permit Amendment			1		3	4
	WPR		Work Permit Renewal					5	5
	LAS	WPA	Work Permit Amendment		1	3	4	8	16
		WPG	Work Permit Grant		1	5	8	2	16
		WPR	Work Permit Renewal			3	4	6	13
		WPA	Work Permit Amendment		1	2	2	1	6
		WPG	Work Permit Grant		1				1
		WPR	Work Permit Renewal				4	3	7
	RLP	WPG	Work Permit Grant		12	49	6	1	68
		WPR	Work Permit Renewal		10	28	5		43
		WPG	Work Permit Grant		1	4	1		6
		WPR	Work Permit Renewal				1		1
						440	630	928	838
Deferred	LDS	WPG	Work Permit Grant				1		1

		WPR	Work Permit Renewal				1		1
		WPA	Work Permit Amendment					2	2
		WPG	Work Permit Grant				2	3	5
		WPR	Work Permit Renewal					5	5
		WSR	Work Permit Renewal (Spouses Term Limit)					1	1
						0	0	4	11
Other	NOP	WPA	Work Permit Amendment				1	1	2
		WPG	Work Permit Grant		1		3		4
		WSR	Work Permit Renewal (Spouses Term Limit)			1			1
	RVW	BPA	Business Staffing Plan - Amendment				7	5	12
		BSP	Business Staffing Plan			2	2		4
		BSR	Business Staffing Plan Renewal		1	4	9	6	20
		WPA	Work Permit Amendment		2	3	1	1	7
		WPG	Work Permit Grant		1	3	1		5
		WPR	Work Permit Renewal			2	1		3
		WSG	Work Permit Grant (Spouses Term Limit)					1	1
		BPA	Business Staffing Plan - Amendment				1		1
		BSR	Business Staffing Plan Renewal			1			1
		WPG	Work Permit Grant		1				1
		WPR	Work Permit Renewal		1				1
		WSG	Work Permit Grant (Spouses Term Limit)				1		1
	WPC	WPG	Work Permit Grant		39	58	36	13	146
		WPR	Work Permit Renewal		24	22	11	2	59
		WSR	Work Permit Renewal (Spouses Term Limit)			1			1
		WPG	Work Permit Grant			3	4		7
		WPR	Work Permit Renewal		3	4	1		8
				73	104	79	29	285	
Refused	LRS	WPA	Work Permit Amendment		2	2	1	2	7
		WPG	Work Permit Grant		6	2	5	6	19
		WPR	Work Permit Renewal		2	2	1	2	7
		SCG	Specialist Care Giver					1	1
		WPA	Work Permit Amendment		2	2	2	1	7
		WPG	Work Permit Grant		1		3	5	9
		WPR	Work Permit Renewal		2	1	2		5
					15	9	14	17	55
Caymanian Status & Permanent Residency Board									

Approved	COL	C14	Declaration from Board (Acknowledgement DNA Req'd)		1				1
		CSE	Right to be Caymanian - Governor in Cabinet		1				1
		CSF	Right to be Caymanian - Grounds of Descent		6	7	3	6	22
		CSG	Right to be Caymanian - Grounds of Naturalisation		67	65	51	37	220
		CSH	Right to be Caymanian - Grounds of Marriage		77	65	94	103	339
		CSI	Right to be Caymanian - Surviving Spouse of a Caymanian		1		1	2	4
		CSJ	Right to be Caymanian - Continuation After Age 18		7	9	8	8	32
		RAS	Residency & Employment Rights (Spouse of Caymanian)		128	104	94	125	451
		RRD	Residency with Right to Work - Dependent of a P.Res		30	79	61	42	212
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		33	23	34	44	134
		RVA	VARIATION OF PERMANENT RESIDENCE		19	25	18	29	91
		RVW	PR variation for an Employment Rights Certificate		34	26	46	20	126
		CSF	Right to be Caymanian - Grounds of Descent		2	2	3	1	8
		CSG	Right to be Caymanian - Grounds of Naturalisation		8	4	1	1	14
		CSH	Right to be Caymanian - Grounds of Marriage		14	5	12	6	37
		CSI	Right to be Caymanian - Surviving Spouse of a Caymanian		2				2
		CSJ	Right to be Caymanian - Continuation After Age 18			3			3
		RAS	Residency & Employment Rights (Spouse of Caymanian)		31	24	28	14	97
		RRD	Residency with Right to Work - Dependant of a P.Res		1	4	4	2	11
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		4	1	3	1	9
		RVA	VARIATION OF PERMANENT RESIDENCE		12	5	6	1	24
		RVW	PR variation for an Employment Rights Certificate		8	5	2		15
	LAP	C14	Declaration from Board (Acknowledgement DNA Req'd)		21	15	41	29	106
		CSG	Right to be Caymanian - Grounds of Naturalisation				1		1
		CSH	Right to be Caymanian - Grounds of Marriage				1		1
		RAS	Residency & Employment Rights (Spouse of Caymanian)			1			1
		RRD	Residency with Right to Work - Dependent of a P.Res		8	5	4	7	24
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		2		3	2	7
		RVA	VARIATION OF PERMANENT RESIDENCE				2	4	6
		RVW	PR variation for an Employment Rights Certificate		1	1		5	7
		C14	Declaration from Board (Acknowledgement DNA Req'd)		1				1
		CSJ	Right to be Caymanian - Continuation After Age 18					1	1
		RAS	Residency & Employment Rights (Spouse of Caymanian)			1	2	2	5
		RRD	Residency with Right to Work - Dependant of a P.Res			1		1	2
	LAS	RVA	VARIATION OF PERMANENT RESIDENCE		2				2
		RVW	PR variation for an Employment Rights Certificate				1		1
		CSG	Right to be Caymanian - Grounds of Naturalisation		1				1

		CSH	Right to be Caymanian - Grounds of Marriage		3	2	1	3	9
		RAS	Residency & Employment Rights (Spouse Of Caymanian)			3	1	1	5
		RRD	Residency with Right to Work - Dependant of a P.Res			3	3	2	8
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)			1		1	2
		RVA	VARIATION OF PERMANENT RESIDENCE					2	2
		RVW	PR variation for an Employment Rights Certificate					1	1
		CSF	Right to be Caymanian - Grounds of Descent				1	2	3
		CSG	Right to be Caymanian - Grounds of Naturalisation				1		1
		CSH	Right to be Caymanian - Grounds of Marriage		4	2		2	8
		RAS	Residency & Employment Rights (Spouse Of Caymanian)		1			3	4
		RRD	Residency with Right to Work - Dependant of a P.Res			1		1	2
	RLP	RRD	Residency with Right to Work - Dependant of a P.Res		8		1		9
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		26	2		1	29
		RRD	Residency with Right to Work - Dependant of a P.Res		2				2
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		2				2
					568	494	532	512	2,106
Deferred	LDP	CSE	Right to be Caymanian - Governor in Cabinet					4	4
		CSH	Right to be Caymanian - Grounds of Marriage					1	1
		RAS	Residency & Employment Rights (Spouse Of Caymanian)				2		2
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)					1	1
	LDS	RAS	Residency & Employment Rights (Spouse Of Caymanian)		1				1
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		1				1
		CSG	Right to be Caymanian - Grounds of Naturalisation					1	1
		CSH	Right to be Caymanian - Grounds of Marriage				3	3	6
		RAS	Residency & Employment Rights (Spouse Of Caymanian)		1	3	3	5	12
		RRD	Residency with Right to Work - Dependant of a P.Res				2	1	3
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)					3	3
		RVA	VARIATION OF PERMANENT RESIDENCE				1		1
					3	3	11	19	36
Other	CTP	RAS	Residency & Employment Rights (Spouse Of Caymanian)		3	1	1	8	13
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)			1			1
		RVA	VARIATION OF PERMANENT RESIDENCE		1	1			2
		RAS	Residency & Employment Rights (Spouse Of Caymanian)				3	3	6
	NOP	CSF	Right to be Caymanian - Grounds of Descent		4	1			5
		CSG	Right to be Caymanian - Grounds of Naturalisation		1	3	2	2	8
		CSH	Right to be Caymanian - Grounds of Marriage		1	1	1	1	4
		CSI	Right to be Caymanian - Surviving Spouse of a Caymanian			1		1	2

		CSJ	Right to be Caymanian - Continuation After Age 18		4	1	1	1	7
		RAS	Residency & Employment Rights (Spouse Of Caymanian)		1	3	1		5
		RRD	Residency with Right to Work - Dependant of a P.Res		2	2	1	1	6
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		1	1	1	6	9
		RVA	VARIATION OF PERMANENT RESIDENCE			2	1	1	4
		RVW	PR variation for an Employment Rights Certificate		1				1
		RAS	Residency & Employment Rights (Spouse Of Caymanian)		1				1
	REV	RAS	Residency & Employment Rights (Spouse Of Caymanian)			1			1
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)			1			1
	RSC	RVA	VARIATION OF PERMANENT RESIDENCE		1				1
		RVA	VARIATION OF PERMANENT RESIDENCE		1				1
	RVW	C14	Declaration from Board (Acknowledgement DNA Req'd)				1		1
		RRD	Residency with Right to Work - Dependant of a P.Res				1		1
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		1	1	1		3
		RVA	VARIATION OF PERMANENT RESIDENCE		1	2	3	2	8
		RVW	PR variation for an Employment Rights Certificate				1		1
		RVA	VARIATION OF PERMANENT RESIDENCE		1		1	1	3
		RVW	PR variation for an Employment Rights Certificate		1		1		2
					26	23	21	27	97
Refused	LRP	CSJ	Right to be Caymanian - Continuation After Age 18		1				1
		RAS	Residency & Employment Rights (Spouse Of Caymanian)				2		2
		RVA	VARIATION OF PERMANENT RESIDENCE			1			1
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)					1	1
	LRS	CSE	Right to be Caymanian - Governor in Cabinet		1		2		3
		CSF	Right to be Caymanian - Grounds of Descent			1	1	1	3
		CSG	Right to be Caymanian - Grounds of Naturalisation		2		1		3
		CSH	Right to be Caymanian - Grounds of Marriage		5	2	2		9
		CSJ	Right to be Caymanian - Continuation After Age 18		2		1		3
		RAS	Residency & Employment Rights (Spouse Of Caymanian)		5	5	9	4	23
		RRD	Residency with Right to Work - Dependant of a P.Res		1	3		2	6
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		14	6	10	11	41
		RVA	VARIATION OF PERMANENT RESIDENCE		5	4	2	2	13
		RVW	PR variation for an Employment Rights Certificate		1			3	4
		CSF	Right to be Caymanian - Grounds of Descent		1	1		1	3
		CSH	Right to be Caymanian - Grounds of Marriage		2				2
		CSJ	Right to be Caymanian - Continuation After Age 18		1	1			2
		RAS	Residency & Employment Rights (Spouse Of Caymanian)		8	4	3	2	17

		RRD	Residency with Right to Work - Dependant of a P.Res		1	1		1	3
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		1	1	2	2	6
		RVA	VARIATION OF PERMANENT RESIDENCE		3	2	3		8
		RVW	PR variation for an Employment Rights Certificate				1	2	3
						54	32	39	32
Chief Immigration Officer									
Approved	COL	BVP	Business Visitors Permit		1	5		5	11
		EZG	SEZ Work Permit Grant		12	29	36	20	97
		EZR	SEZ Work Permit Renewal		6	1	4		11
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		133	45	3	3	184
		TPS	Temporary Work Permit - Seasonal Worker		8	2	8	33	51
		TWE	Temporary Permit Extension		600	492	508	510	2,110
		TWP	Temporary Work Permit		2,810	3,015	3,115	3,560	12,500
		WPA	Work Permit Amendment		104	210	383	329	1,026
		WPG	Work Permit Grant		245	400	682	790	2,117
		WPR	Work Permit Renewal		581	696	1,037	850	3,164
		WSG	Work Permit Grant (Spouses Term Limit)		1		6	6	13
		WSR	Work Permit Renewal (Spouses Term Limit)		34	16	35	23	108
		EZG	SEZ Work Permit Grant		1	2		4	7
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		41	9	1		51
		TPS	Temporary Work Permit - Seasonal Worker					2	2
		TWE	Temporary Permit Extension		38	24	30	27	119
		TWP	Temporary Work Permit		491	527	473	477	1,968
		WPA	Work Permit Amendment		10	13	149	32	204
		WPG	Work Permit Grant		62	47	142	97	348
		WPR	Work Permit Renewal		117	70	260	104	551
		WSG	Work Permit Grant (Spouses Term Limit)				1	1	2
		WSR	Work Permit Renewal (Spouses Term Limit)		10	10	9	3	32
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		1	1			2
		TWE	Temporary Permit Extension			1			1
		TWP	Temporary Work Permit		2	3	1	1	7
		WPA	Work Permit Amendment					1	1
		WPG	Work Permit Grant					3	3
		WPR	Work Permit Renewal					3	3
		WSR	Work Permit Renewal (Spouses Term Limit)					1	1
		LAP	BVP	Business Visitors Permit		200	69	28	67

		EZA	SEZ Work Permit Amendment		3				3
		EZG	SEZ Work Permit Grant					2	2
		EZR	SEZ Work Permit Renewal					1	1
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)					3	3
		RSD	Residency with Right To Work- Spouse of a Deceased Caymanian		2				2
		RVA	VARIATION OF PERMANENT RESIDENCE				1		1
		TWE	Temporary Permit Extension			3			3
		TWP	Temporary Work Permit		3	7	2	1	13
		WPA	Work Permit Amendment		145	104	143	17	409
		WPG	Work Permit Grant		11	147	357	37	552
		WPR	Work Permit Renewal		24	225	355	80	684
		WSG	Work Permit Grant (Spouses Term Limit)			3	1		4
		WSR	Work Permit Renewal (Spouses Term Limit)		1	6	17	2	26
		BVP	Business Visitors Permit		14	4	2		20
		EZG	SEZ Work Permit Grant					1	1
		SCG	Specialist Care Giver				1		1
		TWP	Temporary Work Permit		2	1	1		4
		WPA	Work Permit Amendment		10	5	31	3	49
		WPG	Work Permit Grant			17	55	6	78
		WPR	Work Permit Renewal		7	25	42	13	87
		WSG	Work Permit Grant (Spouses Term Limit)			1	1		2
		WSR	Work Permit Renewal (Spouses Term Limit)			1	3	1	5
		WPR	Work Permit Renewal				1		1
	LAS	EZA	SEZ Work Permit Amendment			14	7	3	24
		EZG	SEZ Work Permit Grant					11	11
		EZR	SEZ Work Permit Renewal					2	2
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		3		1	1	5
		TWE	Temporary Permit Extension		18	4	6	3	31
		TWP	Temporary Work Permit		37	32	39	35	143
		WPA	Work Permit Amendment		3	12	22	29	66
		WPG	Work Permit Grant		2	8	9	12	31
		WPR	Work Permit Renewal			5	30	6	41
		WSR	Work Permit Renewal (Spouses Term Limit)				1	4	5
		EZA	SEZ Work Permit Amendment				1	1	2
		EZG	SEZ Work Permit Grant					1	1
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		2	2			4

		TWE	Temporary Permit Extension		1	1			2
		TWP	Temporary Work Permit		3	3	5	3	14
		WPA	Work Permit Amendment		3		14	7	24
		WPG	Work Permit Grant			1	4		5
		WPR	Work Permit Renewal		1		1	1	3
		WSR	Work Permit Renewal (Spouses Term Limit)		1		1	1	3
	RLP	EZG	SEZ Work Permit Grant		8	1			9
		EZR	SEZ Work Permit Renewal		2				2
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		50	2			52
		WPG	Work Permit Grant		20	75	1	1	97
		WPR	Work Permit Renewal		41	124	9		174
		WSR	Work Permit Renewal (Spouses Term Limit)			2	1		3
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		17				17
		WPG	Work Permit Grant		3	4			7
		WPR	Work Permit Renewal		10	13	1		24
		WSR	Work Permit Renewal (Spouses Term Limit)		1	1			2
					5,956	6,540	8,077	7,240	27,813
Deferred	LDP	BVP	Business Visitors Permit					1	1
		TWP	Temporary Work Permit				1	4	5
		WPG	Work Permit Grant					3	3
		WPR	Work Permit Renewal					1	1
	LDS	EZR	SEZ Work Permit Renewal		1	1			2
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)			4	1		5
		TWP	Temporary Work Permit			1	11	4	16
		WPA	Work Permit Amendment				4	11	15
		WPG	Work Permit Grant				4	6	10
		WPR	Work Permit Renewal				4	7	11
		WSR	Work Permit Renewal (Spouses Term Limit)			1		1	2
					1	7	25	38	71
Other	NOP	BVP	Business Visitors Permit				1		1
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		5	2			7
		TWE	Temporary Permit Extension			3	1	2	6
		TWP	Temporary Work Permit		1	7	8	1	17
		WPA	Work Permit Amendment		4	3	6	57	70
		WPG	Work Permit Grant		1	1	2		4
		WPR	Work Permit Renewal		2	3	2	2	9
		WSR	Work Permit Renewal (Spouses Term Limit)		2	1		1	4

		BVP	Business Visitors Permit				1		1
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		1				1
		TWP	Temporary Work Permit		2	3	2		7
		WPA	Work Permit Amendment		1		5	3	9
		WPG	Work Permit Grant		1		1		2
		WPR	Work Permit Renewal			2	1		3
		WSR	Work Permit Renewal (Spouses Term Limit)			1			1
	REV	TWP	Temporary Work Permit			12	10	3	25
		TWP	Temporary Work Permit			4	1	1	6
	RVW	RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		6	2			8
		TWE	Temporary Permit Extension				1		1
		TWP	Temporary Work Permit			4	5	2	11
		WPA	Work Permit Amendment			1			1
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		1				1
		TWE	Temporary Permit Extension			2			2
		TWP	Temporary Work Permit		2	6	3	3	14
		WPR	Work Permit Renewal				1		1
	WPC	BVP	Business Visitors Permit		3	1	2	1	7
		EZG	SEZ Work Permit Grant		6	1	5		12
		EZR	SEZ Work Permit Renewal		1			1	2
		TPS	Temporary Work Permit - Seasonal Worker		3	1		1	5
		TWE	Temporary Permit Extension		42	36	41	40	159
		TWP	Temporary Work Permit		235	261	288	188	972
		WPA	Work Permit Amendment		2	3	3	2	10
		WPG	Work Permit Grant		66	88	95	35	284
		WPR	Work Permit Renewal		108	121	83	23	335
		WSG	Work Permit Grant (Spouses Term Limit)			1			1
		WSR	Work Permit Renewal (Spouses Term Limit)		4	1	5		10
		TWE	Temporary Permit Extension		2	1		1	4
		TWP	Temporary Work Permit		42	44	40	22	148
		WPG	Work Permit Grant		14	9	11	3	37
		WPR	Work Permit Renewal		14	15	11	4	44
		WSR	Work Permit Renewal (Spouses Term Limit)			1	4		5
					571	641	639	396	2,247
Refused	LRP	RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		5		1		6
		TWE	Temporary Permit Extension		6	5	2		13
		TWP	Temporary Work Permit		132	79	45	52	308

		WPA	Work Permit Amendment		2	4	9	2	17
		WPG	Work Permit Grant		4	2	9	2	17
		WPR	Work Permit Renewal		5	6	3	2	16
		WSR	Work Permit Renewal (Spouses Term Limit)				1		1
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		2	1			3
		TWE	Temporary Permit Extension		3				3
		TWP	Temporary Work Permit		45	8	16	12	81
		WPA	Work Permit Amendment			1	4		5
		WPG	Work Permit Grant		2	2	10		14
		WPR	Work Permit Renewal		7	2	2	2	13
	LRS	EZG	SEZ Work Permit Grant					1	1
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		221	36	1	1	259
		RSD	Residency with Right To Work- Spouse of a Deceased Caymanian				1		1
		TPS	Temporary Work Permit - Seasonal Worker		1				1
		TWE	Temporary Permit Extension		13	6	10	2	31
		TWP	Temporary Work Permit		480	455	393	340	1,668
		WPA	Work Permit Amendment		12	11	10	11	44
		WPG	Work Permit Grant		7	2	16	9	34
		WPR	Work Permit Renewal		6	5	2	7	20
		EZG	SEZ Work Permit Grant					1	1
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		75	7			82
		RSD	Residency with Right To Work- Spouse of a Deceased Caymanian		1	1			2
		TWE	Temporary Permit Extension		4	1	4	1	10
		TWP	Temporary Work Permit		98	142	114	100	454
		WPA	Work Permit Amendment		10	7	15	4	36
		WPG	Work Permit Grant		2	18	11	6	37
		WPR	Work Permit Renewal		7	2	9	6	24
		RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)		1				1
		TWP	Temporary Work Permit		1			1	2
		WPR	Work Permit Renewal					1	1
					1,152	803	688	563	3,206
Work Permit Board									
Approved	COL	SCG	Specialist Care Giver		1	1		2	4
		SCR	Specialist Care Giver - Renewal		3				3

		WPA	Work Permit Amendment		22	64	37	17	140
		WPG	Work Permit Grant		605	694	588	612	2,499
		WPR	Work Permit Renewal		222	103	167	163	655
		WSG	Work Permit Grant (Spouses Term Limit)		4	7	4	4	19
		WSR	Work Permit Renewal (Spouses Term Limit)		6	4	2	10	22
		SCG	Specialist Care Giver					1	1
		WPA	Work Permit Amendment		4	8	5	6	23
		WPG	Work Permit Grant		58	99	76	63	296
		WPR	Work Permit Renewal		16	23	25	22	86
		WSG	Work Permit Grant (Spouses Term Limit)		2	1		3	6
		WSR	Work Permit Renewal (Spouses Term Limit)		3	3	2	6	14
	LAP	SCG	Specialist Care Giver		3	9	14	8	34
		SCR	Specialist Care Giver - Renewal				1	2	3
		WPA	Work Permit Amendment		32	2	2		36
		WPG	Work Permit Grant		1	1			2
		WPR	Work Permit Renewal				1		1
		SCG	Specialist Care Giver			3	3		6
		WPA	Work Permit Amendment			2			2
		WPG	Work Permit Grant			1			1
		WPR	Work Permit Renewal			1			1
	LAS	WPA	Work Permit Amendment		2	3	5	8	18
		WPG	Work Permit Grant		2	3	4	2	11
		WPR	Work Permit Renewal		2			1	3
		WPA	Work Permit Amendment			1		1	2
		WPG	Work Permit Grant			1	1		2
	RLP	SCG	Specialist Care Giver		2				2
		SCR	Specialist Care Giver - Renewal		1				1
		WPG	Work Permit Grant		73	126	1		200
		WPR	Work Permit Renewal		80	51			131
		WSR	Work Permit Renewal (Spouses Term Limit)		1	1			2
		WPG	Work Permit Grant		12	5			17
		WPR	Work Permit Renewal		5	13			18
					1,162	1,230	938	931	4,261
Deferred	LDS	WPA	Work Permit Amendment					1	1
		WPG	Work Permit Grant			1	2		3
		WPR	Work Permit Renewal		2			3	5
					2	1	2	4	9

Other	NOP	WPA	Work Permit Amendment		1	1		1	3
		WPG	Work Permit Grant		1	2		1	4
		WPR	Work Permit Renewal			1		1	2
		WPA	Work Permit Amendment			1		1	2
		WPR	Work Permit Renewal				1		1
	REV	WPG	Work Permit Grant			3	3		6
		WPG	Work Permit Grant			2			2
	RVW	SCG	Specialist Care Giver		1				1
		SCR	Specialist Care Giver - Renewal				1		1
		WPA	Work Permit Amendment			1			1
		WPG	Work Permit Grant		2	2	4	1	9
		WPR	Work Permit Renewal		3	3	2	2	10
		WSR	Work Permit Renewal (Spouses Term Limit)			1			1
		SCG	Specialist Care Giver		2				2
		WPG	Work Permit Grant		1	2	1		4
		WPR	Work Permit Renewal		1	5	2	2	10
		WSR	Work Permit Renewal (Spouses Term Limit)			1			1
	WPC	SCG	Specialist Care Giver		1				1
		SCR	Specialist Care Giver - Renewal			1			1
		WPG	Work Permit Grant		188	176	67	20	451
		WPR	Work Permit Renewal		36	13	8	2	59
		WSG	Work Permit Grant (Spouses Term Limit)		1				1
		WSR	Work Permit Renewal (Spouses Term Limit)			1		1	2
		WPG	Work Permit Grant		20	29	5	1	55
		WPR	Work Permit Renewal		4	2		1	7
					262	247	94	34	637
Refused	LRP	WPA	Work Permit Amendment		1	1	2		4
		WPG	Work Permit Grant			5	1	1	7
		WPR	Work Permit Renewal				1		1
		WPA	Work Permit Amendment				1		1
		WPR	Work Permit Renewal		1	1		1	3
	LRS	SCG	Specialist Care Giver		3	3	1	2	9
		WPA	Work Permit Amendment		24	12	5	7	48
		WPG	Work Permit Grant		153	180	93	86	512
		WPR	Work Permit Renewal		9	9	5	2	25
		WSR	Work Permit Renewal (Spouses Term Limit)			2			2
		WPA	Work Permit Amendment		3	3	1	1	8

		WPG	Work Permit Grant		23	37	16	10	86
		WPR	Work Permit Renewal		14	11	1	3	29
		WSR	Work Permit Renewal (Spouses Term Limit)			2			2
					231	266	127	113	737
Total					10,516	11,030	12,218	10,804	44,568

APPLICATIONS PROCESSED PER ADMINISTRATOR				Totals												
			Year	2018												Total
			Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Administrator 01																
Status Category	Status	Description														
Approved	COL	License Or Permit Collected - Complete		79	90	5	14	12	31	19	30	95	139	178	138	830
	LAP	Application Approved		6	1	2			1	1			2		1	14
	LAS	Letter Of Approval Sent		1		1		11	2	6	4	1	4	1	3	34
	RLP	Reminder Letter Pending		2	4	2	2			1		1				12
	Total Approved			88	95	10	16	23	34	27	34	97	145	179	142	890
Being Processed	SCH	Application Scheduled For Meeting												1		1
	Total Being Processed													1		1
Deferred	LDS	Letter Of Deferment Sent.													3	3
	Total Deferred														3	3
Other	ERR	Application Entered In Error		1	1											2
	NOP	No Power		1			1	1							1	4
	RVW	Reviewed				1			2	2						5
	WPC	Work Permit Cancelled.		19	18	3	8		4	5	2	7	16	7	4	93
	XXX	Application Withdrawn			1											1
	Total Other			21	20	4	9	1	6	7	2	7	16	7	5	105
Refused	LRS	Letter Of Refusal Sent		9			2			3		3	4	4	3	28
	Total Refused			9			2			3		3	4	4	3	28
Administrator 02																

Approved	COL	License Or Permit Collected - Complete		202	100	4	52	69	75	74	95	111	7	7	5	801	
	LAP	Application Approved		37	16	1	19	205	198	282	293	295	12	26	54	1,438	
	LAS	Letter Of Approval Sent						2	2	3		3	1	2		13	
	RLP	Reminder Letter Pending		5	5	3	7	47	38	7		2				114	
	Total Approved				244	121	8	78	323	313	366	388	411	20	35	59	2,366
Deferred	LDP	Letter Of Deferment (Manual) Pending.													1	1	
	Total Deferred														1	1	
Other	ERR	Application Entered In Error						1			1	1				3	
	NOP	No Power						2				1		55		58	
	RVW	Reviewed			2			2		1		1	1			7	
	WPC	Work Permit Cancelled.		34	16		11	42	43	35	31	20	1			233	
	XXX	Application Withdrawn		5	4			68	246	2	99	82		2		508	
	Total Other				39	22		11	115	289	38	131	105	2	57		809
	Refused	LRP	Application Refused		10	6		3	5	5	10	10	15	1	6		71
LRS		Letter Of Refusal Sent						2	2	1	1		1	2		9	
Total Refused				10	6		3	7	7	11	11	15	2	8		80	
Administrator 03																	
Approved	COL	License Or Permit Collected - Complete							1		1	1	26	1		30	
	LAP	Application Approved										2				2	
	LAS	Letter Of Approval Sent											1			1	
	RLP	Reminder Letter Pending					1									1	
	Total Approved						1		1		1	3	27	1		34	
Other	RVW	Reviewed							1							1	
	WPC	Work Permit Cancelled.											2			2	
	XXX	Application Withdrawn										1				1	

	Total Other								1			1	2			4
Refused	LRS	Letter Of Refusal Sent		1		1	1									3
	Total Refused			1		1	1									3
Administrator 04																
Approved	COL	License Or Permit Collected - Complete		217	136	139	104	152	213	235	44	109	66	138	42	1,595
	LAP	Application Approved		5	3				2	31	1	1	14			57
	LAS	Letter Of Approval Sent			1	1	2	4	5	5	1	5	12	5		41
	RLP	Reminder Letter Pending		9	6	11	19	50	24	4			1	1		125
	Total Approved			231	146	151	125	206	244	275	46	115	93	144	42	1,818
Being Processed	SCH	Application Scheduled For Meeting			2											2
	Total Being Processed				2											2
Deferred	LDS	Letter Of Deferment Sent.				1	2							1		4
	Total Deferred					1	2							1		4
Other	ERR	Application Entered In Error								2	1					3
	NOP	No Power		1	2	3		2	1	1	2	2				14
	RVW	Reviewed			1	1		1	2	4	1	2	2			14
	WPC	Work Permit Cancelled.		45	34	24	27	14	26	15	1	7	3	1	1	198
	XXX	Application Withdrawn		1	1	3	3	1	2	2		3		3		19
	Total Other			47	38	31	30	18	31	24	5	14	5	4	1	248
Refused	LRP	Application Refused								2						2
	LRS	Letter Of Refusal Sent		7	7	6	1	4	6	2	1	3	4	4	3	48
	Total Refused			7	7	6	1	4	6	4	1	3	4	4	3	50
Administrator 06																
Approved	COL	License Or Permit Collected - Complete		8	2	2	4	88	60	60	152	47	176	227	177	1,003
	LAP	Application Approved		1	1	9	1	5	3	10	31	1	8	12	9	91

	LAS	Letter Of Approval Sent						2	2		3		14	2	2	25
	RLP	Reminder Letter Pending				4	2	20	13	1	2					42
	Total Approved				9	3	15	7	115	78	71	188	48	198	241	188
Being Processed	ABP	Application Being Processed								1						1
	ACT	Actioned But No Standard Decision Recorded												1		1
	SCH	Application Scheduled For Meeting		1												1
	Total Being Processed				1						1				1	
Deferred	LDS	Letter Of Deferment Sent.									3			1	2	6
	Total Deferred										3			1	2	6
Other	NOP	No Power						1	1	1	3					6
	REV	Revoked			1											1
	RVW	Reviewed			2		1		3		1				1	8
	WPC	Work Permit Cancelled.			1			15	3	6	10	3	9	3	5	55
	XXX	Application Withdrawn								41	294	122		3	2	462
	Total Other					4		1	16	7	48	308	125	9	6	8
Refused	LRP	Application Refused									1					1
	LRS	Letter Of Refusal Sent									5	1		1		7
	Total Refused										6	1		1		8
Administrator 09																
Approved	COL	License Or Permit Collected - Complete		11	2	2	4	248	116	75	116	197	152	58	21	1,002
	LAP	Application Approved		2	1		2	1	2	1	1	5				15
	LAS	Letter Of Approval Sent						1	2		6	1	5	2	1	18
	RLP	Reminder Letter Pending						85	8							93
	Total Approved				13	3	2	6	335	128	76	123	203	157	60	22

Being Processed	SCH	Application Scheduled For Meeting									1		1			2
	Total Being Processed										1		1			2
Deferred	LDP	Letter Of Deferment (Manual) Pending.											1	1	1	3
	LDS	Letter Of Deferment Sent.									1			1		2
	Total Deferred										1		1	2	1	5
Other	NOP	No Power							1		1			1		3
	RSC	Rescinded							1							1
	RVW	Reviewed			1	1										2
	WPC	Work Permit Cancelled.				1		43	9	9	11	12	9	3		97
	XXX	Application Withdrawn							1					1		2
	Total Other				1	2		43	12	9	12	12	9	5		105
Refused	LRS	Letter Of Refusal Sent						1	1		2	3		1		8
	Total Refused							1	1		2	3		1		8
Administrator 11																
Approved	COL	License Or Permit Collected - Complete			46	75	3	47	15	59	117	275	147	256	49	1,089
	LAP	Application Approved			3	3		9					3	7		25
	LAS	Letter Of Approval Sent			1	2	2	1			1	9	1	6	5	28
	RLP	Reminder Letter Pending			4	9	4	27			2	2	1			49
	Total Approved				54	89	9	84	15	59	120	286	152	269	54	1,191
Being Processed	SCH	Application Scheduled For Meeting													3	3
	Total Being Processed														3	3
Deferred	LDS	Letter Of Deferment Sent.										4	3	5		12
	Total Deferred											4	3	5		12
Other	ERR	Application Entered In Error				1		1			1	3	1	1	1	9
	NOP	No Power			1								3		1	5

	RVW	Reviewed						2	1							3
	WPC	Work Permit Cancelled.			7	13		7	1	2	5	11	2	10		58
	XXX	Application Withdrawn			1						1	7	2	3		14
	Total Other				9	14		10	2	2	7	21	8	14	2	89
Refused	LRP	Application Refused			1			2								3
	LRS	Letter Of Refusal Sent			1	5	1	7	7	8	3	7	2	3	2	46
	Total Refused				2	5	1	9	7	8	3	7	2	3	2	49
Business Staffing Plan –Chief Immigration Officer Meeting																
Approved	COL	License Or Permit Collected - Complete								65	393	221	42	31	39	791
	LAP	Application Approved									21	4		1	8	34
	LAS	Letter Of Approval Sent								3	23	14	1	3	3	47
	RLP	Reminder Letter Pending								1						1
	Total Approved									69	437	239	43	35	50	873
Being Processed	SCH	Application Scheduled For Meeting									1		1			2
	Total Being Processed										1		1			2
Deferred	LDS	Letter Of Deferment Sent.									2				2	4
	Total Deferred										2				2	4
Other	ERR	Application Entered In Error									1					1
	NOP	No Power								2	1	1				4
	RVW	Reviewed									1					1
	WPC	Work Permit Cancelled.								5	20	18	1			44
	XXX	Application Withdrawn									1					1
	Total Other									7	24	19	1			51
Refused	LRS	Letter Of Refusal Sent								1	6	8	1	5	2	23
	Total Refused									1	6	8	1	5	2	23

Business Visitor Permit Meeting																
Deferred	LDP	Letter Of Deferment (Manual) Pending.												1		1
	Total Deferred													1		1
Independent Means Meeting																
Approved	COL	License Or Permit Collected - Complete			1				5		1					7
	LAP	Application Approved		7	5	5	10		6	12		8	5		4	62
	LAS	Letter Of Approval Sent					1		3							4
	RLP	Reminder Letter Pending		2		1										3
	Total Approved			9	6	6	11		14	12	1	8	5		4	76
Being Processed	SCH	Application Scheduled For Meeting										2	2	2	3	9
	Total Being Processed											2	2	2	3	9
Deferred	LDP	Letter Of Deferment (Manual) Pending.							1			1				2
	Total Deferred								1			1				2
Other	ERR	Application Entered In Error							2	2						4
	REV	Revoked										1				1
	RVW	Reviewed				9										9
	Total Other					9			2	2		1				14
Refused	LRP	Application Refused				1			1	1		2			1	6
	LRS	Letter Of Refusal Sent				1			1		1					3
	Total Refused					2			2	1	1	2			1	9
Provision For Continuation To Work																
Approved	COL	License Or Permit Collected - Complete			1											1
	LAP	Application Approved		9	26	1										36
	Total Approved			9	27	1										37

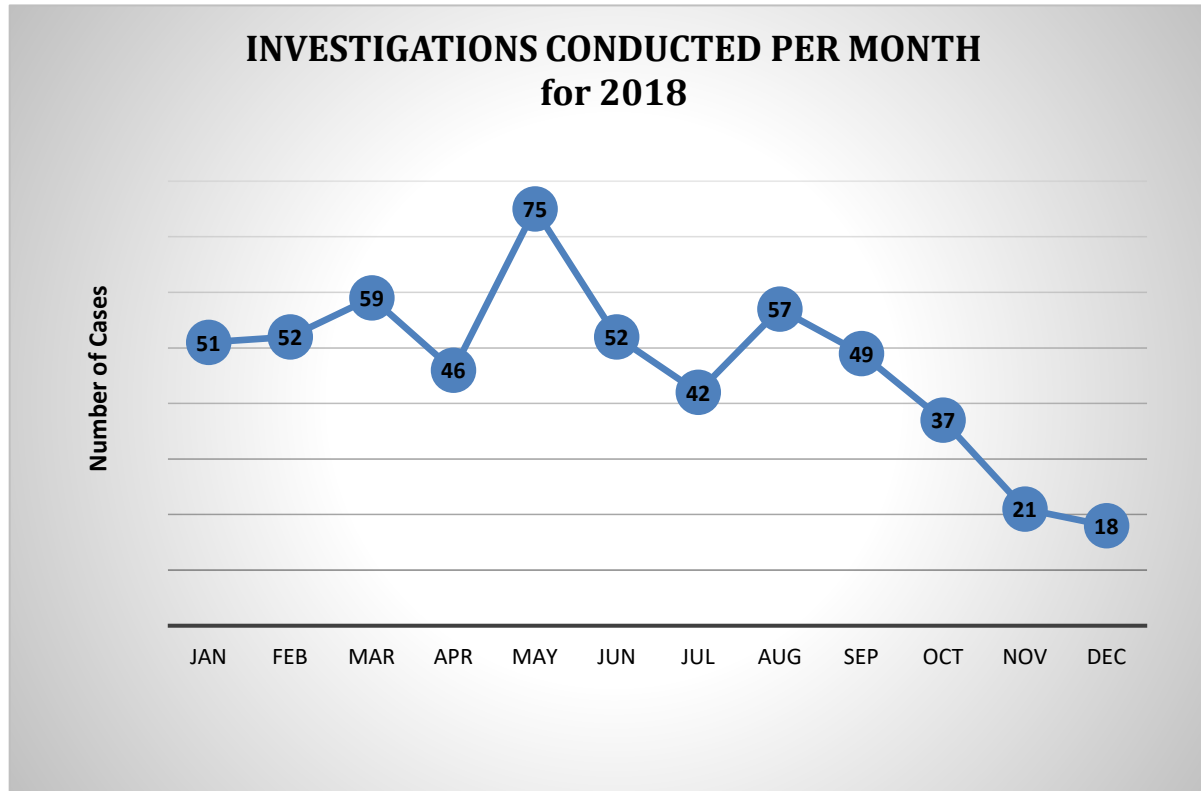
Other	WPC	Work Permit Cancelled.			1											1
	Total Other				1											1
Refused	LRP	Application Refused		7	7											14
	Total Refused			7	7											14
Residency CHIEF IMMIGRATION OFFICER - Administrator																
Approved	COL	License Or Permit Collected - Complete		103	29	58	20	23	6	3	2		1	2		247
	LAP	Application Approved											3			3
	LAS	Letter Of Approval Sent		3										1		4
	RLP	Reminder Letter Pending		15	11	28	10									64
	Total Approved			121	40	86	30	23	6	3	2		4	3		318
Deferred	LDP	Letter Of Deferment (Manual) Pending.								1						1
	LDS	Letter Of Deferment Sent.						3	1		1					5
	Total Deferred							3	1	1	1					6
Other	NOP	No Power		4	1	1	1	1								8
	RVW	Reviewed		7	1	1	1	1		2		1	3	3		20
	XXX	Application Withdrawn		1				1								2
	Total Other			12	2	2	2	3		2		1	3	3		30
Refused	LRP	Application Refused		3	1	3	1			1						9
	LRS	Letter Of Refusal Sent		133	76	88	27	11	5	1				1		342
	Total Refused			136	77	91	28	11	5	2				1		351
Caymanian Status CHIEF IMMIGRATION OFFICER Meeting																
Approved	COL	License Or Permit Collected - Complete				2			2	8	4	10		7		33
	LAP	Application Approved		45	96	100	86	267	193	237	177	103	102	78	89	1,573
	LAS	Letter Of Approval Sent						1	4	9	3	4		1	1	23
	Total Approved			45	96	102	86	268	199	254	184	117	102	86	90	1,629

Being Processed	SCH	Application Scheduled For Meeting									1				5	6
	Total Being Processed										1				5	6
Deferred	LDP	Letter Of Deferment (Manual) Pending.		2	1	1										4
	LDS	Letter Of Deferment Sent.		1							1					2
	Total Deferred			3	1	1					1					6
Other	RVW	Reviewed			2	4							1			7
	VOD	Application Void		2												2
	Total Other			2	2	4							1			9
Refused	LRP	Application Refused		2	1	1		5			1		1		1	12
	Total Refused			2	1	1		5			1		1		1	12
Temporary (Emergency) Work Permit Meeting																
Approved	COL	License Or Permit Collected - Complete			6		1						1	4		12
	Total Approved				6		1						1	4		12
Temporary (1 Month) Work Permit Meeting																
Approved	COL	License Or Permit Collected - Complete		571	533	590	525	657	597	609	650	585	666	764	612	7,359
	LAP	Application Approved		49	17	24	15	21	6	6	6	10	12	4	13	183
	LAS	Letter Of Approval Sent		8	6	12	3	2	4	5	19	5	6	7	12	89
	Total Approved			628	556	626	543	680	607	620	675	600	684	775	637	7,631
Deferred	LDS	Letter Of Deferment Sent.									4				1	5
	Total Deferred										4				1	5
Other	AWD	Application Withdrawn		2			1	1	1		3					8
	ERR	Application Entered In Error				1	1									2
	NOP	No Power		1			1	1	1	2	5	1		1		13
	REV	Revoked		2					1	1	3	1		1		9
	RVW	Reviewed		4		1	1	2	2		1	2	1		4	18

	WPC	Work Permit Cancelled.		50	54	48	26	49	60	54	63	52	36	40	34	566
	XXX	Application Withdrawn		4	1	6	4	1	1	11	7	5	4	2		46
	Total Other			63	55	56	34	54	66	68	82	61	41	44	38	662
Refused	LRP	Application Refused		29	19	10	4	12	9	14	14	8	43	1	4	167
	LRS	Letter Of Refusal Sent		66	76	82	44	53	69	68	98	34	48	62	86	786
	Total Refused			95	95	92	48	65	78	82	112	42	91	63	90	953
Visa Meeting																
Approved	LAP	Application Approved		687	387	244	699	450	626	815	546	359	467	626	889	6,795
	Total Approved			687	387	244	699	450	626	815	546	359	467	626	889	6,795
Being Processed	ABP	Application Being Processed								2						2
	SCH	Application Scheduled For Meeting					2	1	2	2	1	4	1	3	4	20
	Total Being Processed						2	1	2	4	1	4	1	3	4	22
Deferred	LDP	Letter Of Deferment (Manual) Pending.		2	1	1	1	2	4					1	2	14
	Total Deferred			2	1	1	1	2	4					1	2	14
Other	NOP	No Power					2	2			1		1	2	4	12
	REV	Revoked									1					1
	XXX	Application Withdrawn					1									1
	Total Other						3	2			2		1	2	4	14
Refused	LRP	Application Refused		9	14	7	50	15	17	19	25	9	16	12	15	208
	Total Refused			9	14	7	50	15	17	19	25	9	16	12	15	208
Work Permit Administrator 2																
Other	XXX	Application Withdrawn								25						25
	Total Other									25						25
Work Permit Administrator - Temporary																

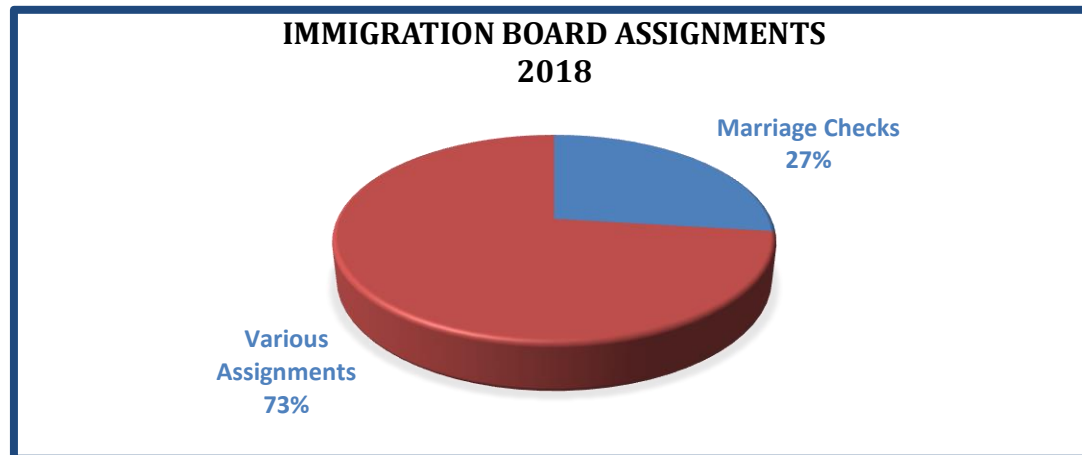
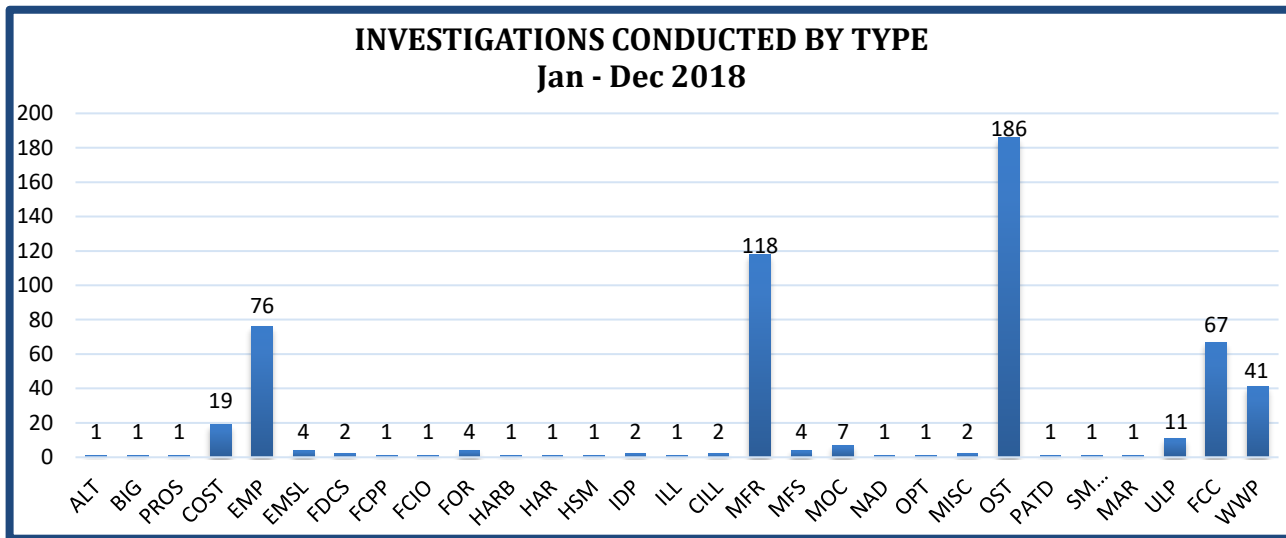
Approved	COL	License Or Permit Collected - Complete		776	779	776	750	836	789	784	874	761	961	890	815	9,791
	LAP	Application Approved		88	85	76	38	30	20	14	9	6	6	7	33	412
	LAS	Letter Of Approval Sent		9	24	3	1	27	3	9	3	7	7	6	4	103
	Total Approved				873	888	855	789	893	812	807	886	774	974	903	852
Being Processed	ABP	Application Being Processed											1			1
	SCH	Application Scheduled For Meeting					1					3	1		2	7
	Total Being Processed						1					3	2		2	8
Deferred	LDP	Letter Of Deferment (Manual) Pending.								1			2	1		4
	LDS	Letter Of Deferment Sent.							1	4		2	1		2	10
	Total Deferred								1	5		2	3	1	2	14
Other	AWD	Application Withdrawn		3	3		2	1	3	4						16
	ERR	Application Entered In Error		2	2		3	5	1					2	1	16
	NOP	No Power			2	3	3	8		3	2	3	2	1	1	28
	REV	Revoked			1		1	11	8	2	7	3		3	1	37
	RVW	Reviewed			1	5	18	8	21	11	12	11	2		8	97
	WPC	Work Permit Cancelled.		55	65	58	73	78	60	89	51	74	87	74	28	792
	XXX	Application Withdrawn		4	11	12	66	132	88	50	83	6	5	10	6	473
	Total Other				64	85	78	166	243	181	159	155	97	96	90	45
Refused	LRP	Application Refused		23	35	73	36	29	4	19	8		3	10	4	244
	LRS	Letter of Refusal Sent		137	131	112	110	190	149	125	105	97	64	92	98	1,410
	Total Refused				160	166	185	146	219	153	144	113	97	67	102	102
Total				3,647	3,046	2,788	2,943	4,247	3,959	4,131	4,656	3,930	3,468	3,816	3,382	44,013

Enforcement Investigation / Assignments / Actions Conducted January - December 2018



NUMBER OF CASES DEALT WITH PER MONTH	
JAN	51
FEB	52
MAR	59
APR	46
MAY	75
JUN	52
JUL	42
AUG	57
SEP	49
OCT	37
NOV	21
DEC	18
TOTALS	559

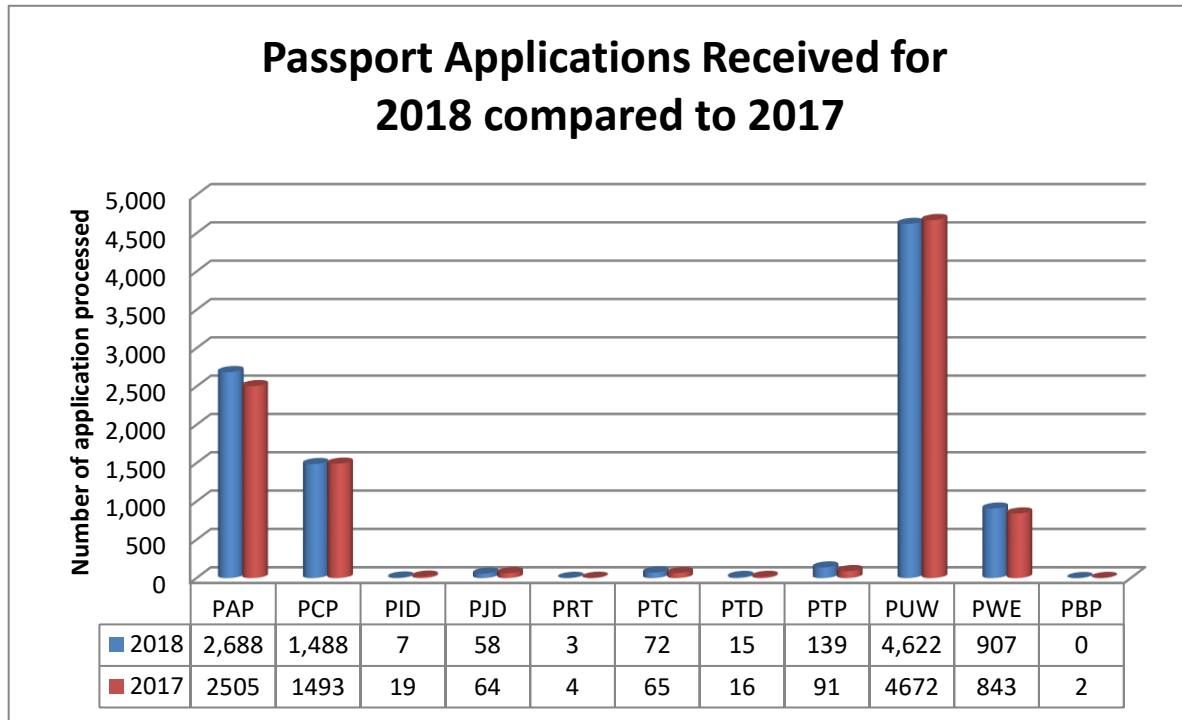
CASES or INESTIGATIONS MADE		
ALT	1	ALTERING A (TEMPORARY) WORK PERMIT STAMP
BIG	1	BIGAMY
PROS	1	BROTEL/PROSTITUTION
COST	19	CAUSING A PERSON TO OVERSTAY HIS TIME
EMP	76	EMPLOYING OUTSIDE TERMS AND CONDITIONS OF WORK PERMIT
EMSL	4	EMPLOYMENT OF A PERSON WITHOUT A SECURITY GUARD LICENSE
FDCS	2	FAILING TO DISCLOSE CAYMANIAN OR SPOUSE OF CAYMANIAN
FCPP	1	FAILING TO MAKE CONTRIBUTIONS TO PENSION PLAN
FCIO	1	FAILING TO NOTIFY THE CIO OF CESSATION OF EMPLOYMENT
FOR	4	FORGERY
HARB	1	HARBORING A DEPORTEE
HAR	1	HARRASMENT ALARM OR DISTRESS
HSM	1	HUMAN SMUGGLING
IDP	2	IDLE AND DISORDERLY PERSON
ILL	1	ILLEGAL LANDING
CILL	2	KNOWINGLY ASSISTS OR CAUSES ANOTHER TO LAND OR DEPART
MFR	118	MAKING A FALSE REPRESENTATION
MFS	4	MAKING A FALSE STATEMENT
MOC	7	MARRIAGE OF CONVENIENCE
NAD	1	NEGLIGENT ACT LIKELY TO SPREAD DISEASE
OPT	1	OPERATING A BUSINESS WITHOUT A TRADE & BUSINESS LICENSE
MISC	2	OTHER
OST	186	OVERSTAYING
PATD	1	POSSESSING AN ALTERED TRAVEL DOCUMENT
SMUG	1	SMUGGLING (DRUGS, OTHER CONTRABAND)
MAR	1	TAKING MARINE LIFE WITHOUT BEING LICENSED
ULP	11	UNLAWFUL PAYMENT OF A PERMIT
FCC	67	WORKING OUTSIDE TERMS AND CONDITIONS OF A WORK PERMIT
WWP	41	WORKING WITHOUT A WORK PERMIT
TOTAL	559	



ENFORCEMENT ASSIGNMENTS / ACTIONS		
REF	21	REFUSED ENTRY MADE ON SUBJECTS
REPT	28	REPATRIATIONS or REMOVALS MADE
MIMB	87	MARRIAGE ASSIGNMENTS RECEIVED FROM IMMIGRATION BOARD
VIMB	236	VARIOUS ASSIGNMENTS RECEIVED FROM IMMIGRATION BOARD
TOTALS	372	

Passport & Corporate Services Statistics

The below information is compiled from the Immigration System Discoverer Reports and is a comparison of applications received per year by application types.



Passport & Travel Documents:

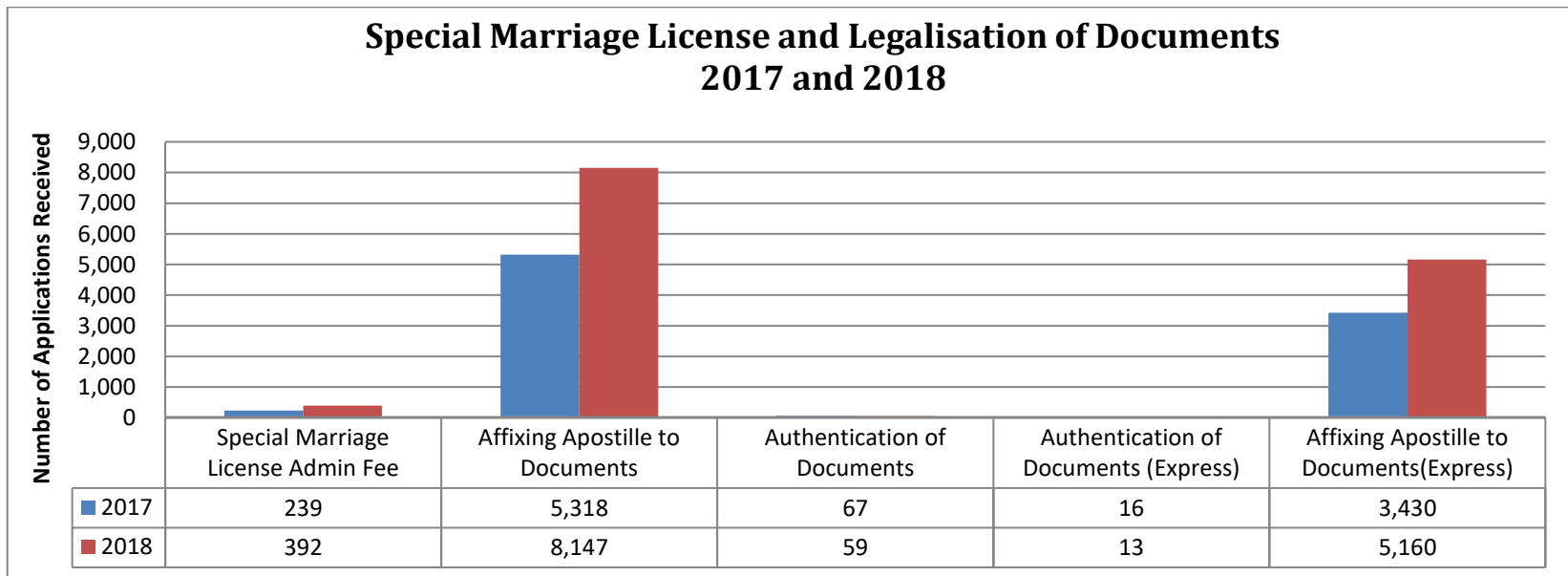
PAP	Adult Passport (Caymanian)
PCP	Child Passport (Caymanian)
PID	Certificate Of Identity
PJD	Jamaica Travel Documents
PRT	Renewal Of Refugee Travel Documents
PTC	Temporary Validity Passport - Child
PTD	Issue Refugee Travel Documents
PTP	Temporary Validity Passport - Adult
PUW	Us Visa Waiver (Grand Cayman)
PWE	Waiver Express Services
PBP	British Emergency Passport

Special Marriage Licenses

Visitors who choose the Cayman Islands for their destination wedding must apply for a Special Marriage License. Applications must be submitted in person by the couple or a local agent. Once the license has been collected by the individual or agent responsible, the ceremony may then be conducted by a registered marriage officer in and for the Cayman Islands.

Legalisation of Documents

A public document originating in the Cayman Islands cannot be recognised abroad until it has been legalised by a member of staff who has been duly authorised by His Excellency the Governor to sign documents on his behalf. These public documents are legalised by the process of affixing of an Apostille or Authentication.



Challenges:

The DOI is aiming to reduce customer wait time such that 75% of customers visiting the Department will experience a wait time of less than 30 minutes. As such, the Department introduced the Corporate Appointment system, which diverts customers with multi transactions away from the main counter. This measure is expected to expand the available time of frontline customer service officers to deliver services to customers not engaging in transactions at a corporate level. To support this service delivery model, two additional staff members will be required to avoid current counter staff being utilized to facilitate corporate customers.

Currently the customer service area at the DOI Headquarters accommodates 65 persons safely, forcing overflow of customers to have to wait outside the building until they can be accommodated. Going forward it is anticipated that the newly formed Workforce Opportunities and Residency Cayman Department will undergo significant business process re-engineering to drive efficiencies through reduction in the collection of customer information and the introduction of systems and technologies that deliver online and digital solutions.

Risk Management:

- **Unannounced Cash Audit:**

In November 2015 the CIG Internal Audit Unit conducted an unannounced cash audit. Auditors compared total cash on hand to the relevant receipts and system-generated reports. While the audit included the use of enquiry and observation to assess internal controls, those measures were limited to specific cash counts and did not involve audit sample. The results of the cash count did not identify any variances between the cash on hand and the cash collection reports.

- **PR Application Back Log cleared in Nov 2017 – Jan 2018:**

In August 2015 the Chief Justice delivered a judgment concerning the Permanent Residency ‘points system’, in which he cited “immediate and obvious concerns” regarding use of

the system to award PR applicants points in relation to their occupation and points if their job was considered a “priority occupation”. The Chief Justice’s judgment also clarified that applicants cannot be disadvantaged by a version (amendment) of the Immigration Law if they applied under an earlier version of the Law. As such, the Law under which the person applied for PR must be the same Law used to determine his or her appeal, if one is lodged.

Although the law firm Ritch & Conolly delivered a review of the matter as contracted by the Honourable Premier, the Government has not since issued a policy steer on which the Cayman Status & Permanent Residence Board and the Department can be guided in terms of process and procedure. Currently, there are around 450 PR applications pending resolution.

The firm's report has not been released publicly.

The prolonged delay carries potential legal implications which have been voiced publicly by various local law firms representing the interests of their clients.

- **Detention of Irregular Migrants:**

CIG incurred approximately \$3.6M in expenses for detainment, accommodation, and repatriation of illegal migrants. Although the Cayman Islands and Cuba signed a

Memorandum of Understanding (MoU) regarding the repatriation process, that process is often delayed due to a high volume of legal proceedings, which in turn places a burden on the Immigration Appeals Tribunal to hear cases where the Chief Immigration Officer has refused an asylum application.

Repatriation delays drive expense increases and place CIG at risk of non-compliance with the MoU and may also raise issues regarding the UN declaration on Human Rights of which CIG is a signatory.

Passport & Corporate Services Office:

The Passport & Corporate Services Office is responsible for the issuance of British Overseas Territories Citizen (BOTC) Cayman Islands Passports, Courier of US Visa Applications, US Visa Waivers, Identity/Travel Certificates, Refugee Travel Documents, Emergency Passports for British Citizens. Additionally, the following corporate services are also provided by the P&CSO.

- Legalisation of Public Documents for Companies and individuals – this involves careful review of documents confirming signatures of Notaries Public recognised in the Cayman Islands and of Officers of the Registrar of Companies. Legislation includes Affixing an Apostille or Authenticating the document, sealing and signing the same on behalf of his Excellency the Governor.
- Special marriage Licenses – are a provision made by the Governor's Office for visitors who have decided to make the Cayman Islands their Destination Wedding.

CHALLENGES:

- **Opening Hours – 8:30am – 4pm Mon-Fri** – even after filling the Passport Officer post and temporarily filling the Executive Officer II post which became vacant on 11th Feb, 2018; we are still not in a position to get applications forwarded to the United Kingdom in a timely manner. The amount of hours staff is required to function at the Front Counter dealing with customers has in turn added to the lack of time to complete data entry of the said applications.

- **Her Majesty's Passport Office** – with the One Name for ALL Official Purposes Policy being enforced in August 2018, our customers and staff are extremely frustrated with the number of visits a customer has to make to the P&CSO and the amount of time spent to resolve each application being submitted. Customers, in some cases have to travel back to their country of origin to replace or renew their National Passport. Some of these customers have resided in the Islands for over 40 years and therefore are no longer familiar with their home countries and requirements, etc. that would be needed to complete that process.
- **Online payment method** - for Corporate Services in particular – overseas clients are at an inconvenience with not being able to pay for legalisation services offered. Clients have to wire funds or wait for a draft/money order to arrive from overseas; then and only then, are we able to process the application which could possibly have been in our possession for weeks and in some cases months. Cheques can be lost in the mail or wire transfers can have the incorrect information and thus the transaction is delayed or must be processed a second time.
- **Underpaid Staff/Outdated Job Descriptions** – with outdated job descriptions and the major increase in duties to complete a passport application, staff is underpaid and is in desperate need of re-grading.

SUCSESSESS

- 3rd October 2018 we were successful in filling the vacant post of Passport Officer.
- 28th October 2018 we were successful in securing a Temporary Executive Officer II.

STRATEGIES

- **Opening Hours** – we suggest that opening hours be changed to what it used to be in years past open at 9am and close at 3pm. This way, staff will have more time to complete data entry and we are able to provide more efficient service and allow for passports to return in a more convenient time frame.
- **HMPO One Name Policy** – due to this Policy being one from the UK, the P&CSO are not in a position to make any changes, we can only continue to do our very best to accommodate our customers and enlighten them of the options available for ensuring their passport align.
- **Online payment method** – we are of the hope that the Ministry will have an online portal available within 2019 or early 2020 to allow for such transactions to take place and for the efficient processing of Legalisation.

- *Underpaid Staff/Outdated Job Descriptions* – ensure that JDs are updated with the duties being performed by all to allow for upgrading/re-grading of the same – which should encourage and stabilise staff members.

Passport & Corporate Services – Statistics Calendar 2018:

Passport & Corporate Services Office Statistics 2018 Calendar Year														
		Applications Received												
		2018												Total
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
PAP	Adult Passport (Caymanian)	236	220	221	251	277	254	235	249	190	236	183	125	2,677
PBP	British Emergency Passport	0	0	0	0	0	0	0	0	0	0	0	0	0
PCP	Child Passport (Caymanian)	120	115	118	137	180	171	173	111	83	112	106	58	1,484
PID	Certificate Of Identity	0	1	3	0	0	0	0	0	0	2	0	1	7
PJD	Jamaica Travel Documents	3	3	2	2	7	9	8	5	8	1	3	5	56
PTC	Temporary Validity Passport - Child	6	4	1	6	3	6	12	11	4	4	7	8	72
PRT	Renewal Refugee Travel Document	0	0	0	0	0	0	0	0	0	3	0	0	3
PTD	Issue Refugee Travel Document	1	3	4	3	0	1	1	1	0	0	1	1	16
PTP	Temporary Validity Passport - Adult	7	6	11	9	9	8	17	21	11	17	13	10	139
PUW	Us Visa Waiver (Grand Cayman)	215	216	307	268	346	451	878	561	263	356	394	360	4,615
PWE	Waiver Express Services	59	66	61	48	71	92	87	88	69	88	79	85	893
PAA	Affixing Apostille	671	695	681	625	697	751	805	765	582	708	651	565	8,196
PAS	Affixing Apostille EXPRESS	431	374	524	429	439	497	436	360	380	346	510	413	5,139
PAD	Authentication	11	10	11	3	2	7	11	2	2	1	2	4	66
PAE	Authentication EXPRESS	1	0	1	1	0	1	2	0	0	0	3	2	11
PSM	Special Marriage Licence	26	21	23	38	50	43	40	29	19	32	36	32	389
Totals														23,763

Passport & Corporate Services Office Statistics 2017 Calendar Year														
		Applications Received												
		2017												Total
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
PAP	Adult Passport (Caymanian)	211	228	234	199	287	261	225	211	152	201	180	116	2,505
PBP	British Emergency Passport	0	0	0	0	0	0	0	0	0	0	0	2	2
PCP	Child Passport (Caymanian)	91	110	128	124	200	224	151	121	90	99	107	48	1,493
PID	Certificate Of Identity	4	3	1	2	0	1	3	2	0	2	1	0	19
PJD	Jamaica Travel Documents	4	2	3	4	10	5	12	6	2	6	3	7	64
PTC	Temporary Validity Passport - Child	4	4	3	7	4	7	12	4	1	6	6	7	65
PRT	Renewal Refugee Travel Document	0	2	0	0	1	1	0	0	0	0	0	0	4
PTD	Issue Refugee Travel Document	7	0	1	0	0	0	3	0	4	0	1	0	16
PTP	Temporary Validity Passport - Adult	13	7	10	9	6	11	4	10	6	6	4	6	92
PUW	Us Visa Waiver (Grand Cayman)	209	214	257	284	335	509	902	673	295	348	338	308	4,672
PWE	Waiver Express Services	54	56	50	51	73	92	108	99	50	58	52	97	840
PAA	Affixing Apostille	583	684	750	659	702	639	618	764	538	682	715	542	7,876
PAS	Affixing Apostille EXPRESS	379	225	511	356	367	371	362	840	371	412	507	534	5,235
PAD	Authentication	1	7	3	4	5	0	6	15	2	37	17	23	120
PAE	Authentication EXPRESS	0	0	1	1	1	0	3	1	1	0	6	5	19
PSM	Special Marriage Licence	28	20	20	36	38	35	23	30	12	29	53	45	369
Totals														23,391



DEPARTMENT OF LABOUR & PENSIONS

CAYMAN ISLANDS GOVERNMENT

Department of Labour and Pensions Annual Report 2017/2018

Foreword from Director of Department of Labours & Pensions



Bennard Ebanks
Director of DLP

As the Director of the Department of Labour & Pensions (DLP), I am pleased to present this summary of the Department's activities and achievements for the past fiscal year as a Department of the Ministry of Human Resources & Immigration (MHRI).

This annual report includes the metrics relative to DLP's outputs, and it also provides insight into the ongoing Legislative and organisational changes assisting the Department towards overcoming its challenges to become a valued and trusted partner in supporting excellence in employee-employer relations with Labour and Pensions legislation for the private sector.

While DLP continues to go through many new and exciting changes, our focus continues to provide public education with quality information on our Labour and Pensions Laws; enhancing compliance while supporting best practices and workplace Occupational Safety and, reducing incidents of non-compliance. Our approach to achieving this remains the use of and leveraging of Information Technology (IT) to provide effective educational, and case management systems to be used in equitable solutions to complaints, disputes, and provision of data; while being utilized by customer centric, well trained staff, through continuous personal and professional development opportunities.

While change is a factor in many of the accomplishments in our activities, we experienced a significant increase in the demand for our core services to clients, which is likely based on a more robust economy. In meeting these demands which surpassed our anticipated outputs in most areas, we exceeded the number of individual disputes of Labour and Pensions rights resolved, as well as in the number of Labour and Pensions inspections, referrals to the Labour Tribunal and the Department of Public Prosecutions.

As we focused on meeting the demands for investigative services, we also successfully conducted a series of external training programmes for the Labour Law, National Pensions Law, and Occupational Safety & Health ("OSH") in the private sector to provide public awareness and compliance with labour, pensions and OSH legislation. While DLP has been challenged in clearing a significant number of investigative activities due to unfilled vacancies, secondments to and from DLP as a temporary human resource strategy was of great assistance in accomplishing our investigative goals, staff development and outputs for the past fiscal year.

From our investigations, there has been an increase in the amount of matters that has been placed before the Courts, which resulted in several notable results being featured in the media. These accomplishments reflect the emphasis that the DLP Senior Management Team has been placing on staff development and changes to our operational procedures. It is through the efforts of the Office of the Director of Public Prosecutions and Courts that these matters involving non-compliance are being dealt with in a timely manner.

In addition to the measured goals that have been fulfilled, progress is also being made to rectify several areas that have been an ongoing concern for the Department. In addition to dealing with the ongoing operational challenges, we are pleased to report that with the invaluable advice of the

Attorney General's Chambers, we have been able to comply with the requirements of the Ombudsman's Office and conclude a longstanding complaint of a technical nature that had been made by a private citizen. Resolving this matter was a milestone

Mr. Bennard Ebanks
Director of DLP



Department of Labours & Pension

Nature & Scope of Activities

The Department of Labour & Pensions (“DLP”) is a core Department of the Cayman Islands Government established to oversee the workplace compliance and enforcement in the private sector that was previously undertaken by both the Department of Employment Relations, and the National Pensions Office.

The Department’s primary goals are:

- To oversee the administration and enforcement of the Labour Law and the National Pensions (Amendment) Law and Regulations;
- To educate the general public through a series of external training and educational programmes in accordance with the Labour and National Pensions Laws & Regulations;
- To investigate, mediate and conciliate cases of individual disputes of labour and pensions rights, and refer investigations to the Labour Tribunal and/or Director of Public Prosecutions for legal proceedings through the Courts;
- To conduct periodic workplace inspections in accordance with the Labour and Pensions Laws & Regulations, and the Occupational Safety and Health (Construction Industry) Regulations;

- To promote harmonious labour relations and the adoption of good employment and human resource practices; and
- To provide administrative support to the Labour Tribunals.

The DLP’s purpose is to provide an effective one-stop-shop for all labour and pension services and enable a fair system of proactive workplace inspections to be instituted. It serves to promote compliance through the Labour and Pensions legislation, while causing minimum inconveniences to good employers.

To achieve its strategic goals, the Department accomplishes its objectives through the complement of three (3) core regulatory units; (1) Labour Investigations Unit, (2) Pensions Investigations Unit, and (3) Inspections Unit. There is also an Administrative Unit responsible for providing high level administrative support and coordination to ensure the effective and efficient day-to-day operations and administration of the Department, with oversight of providing excellence in customer service to clients and secretarial services to the Labour Tribunal, Labour Appeals Tribunal, and National Pensions Board.

When there is non-compliance with the Labour Law, National Pensions Law and relevant Regulations, and further actions are required, files are prepared for the review and action by the Labour Tribunal and/or the Director of Public Prosecutions for legal proceedings in Court.

Vision, Mission & Values

Vision:

To be a valued and trusted partner in supporting excellence in employee-employer relations and compliance with labour and pensions legislations for the private sector in the Cayman Islands.

Mission:

To provide through education, engagement and the enforcement of labour and pensions legislation, a one-stop shop for private sector labour and pensions services and support, delivered by competent and caring staff, operations in a prompt, fair and impartial manner and with the highest integrity.

Values:

The key values of the Department of Labour & Pensions are as follows:

- Professional, proactive and ethical
- Fair, consistent and impartial in our decision-making
- Research and fact-driven
- Resourced with well-trained, dedicated, honest and attentive staff.
- Client-focused, communicates well and delivers timely and thorough services.

Strategic Goals & Objectives

The key strategic ownership goals for the Department of Labour & Pensions are as follows:

Strategic Goal:

The overall goal of the Department of Labour & Pensions is to promote a Culture of Compliance by fostering stronger relationships with other government inter-agencies and providing more effective and efficient mechanisms for managing compliance and enforcement of private sector pension and labour matters, while promoting the advancement of the Labour and Pensions regimes through improving new legislation.

Strategic Priorities & Objectives:

The key priorities and objectives for the Department of Labour & Pensions are as follows:

➤ **Labour & Pensions Compliance**

- Strengthen Labour and Pensions Compliance amongst Employers and Employees.
- Foster strong collaborative partnerships with key intergovernmental agencies.
- Promote a Culture of Compliance through inter-agency enforcement initiatives.
- Reinforce regulatory compliance and supervision of governance of Pension Plans.

➤ Training & Awareness

- Conduct Labour and Pensions training sessions within the private sector.
- Promote external training programmes and public awareness via website, Facebook and the Media.
- Partner with outsourced providers to enforce the messaging of Labour and Pensions compliance, including in the area of Occupational Safety & Health.

➤ Proactive & Reactive Inspections

- Regularly schedule proactive workplace inspections for Labour and Pensions, and Occupational Safety & Health.
- Respond immediately to calls and enquiries from the general public regarding unexpected workplace accidents.

➤ Customer Service

- Provide Customer Service training sessions to staff members in the Department.
- Enhance the service delivery of the Department at the Reception through the Client Pre-Screening and Resolution System.
- Launch the new case management system for the Pensions Investigative Unit.
- Enhance and distribute marketing collateral such FAQ brochures to assist valued clients.

➤ Improve Legislation

- Present proposed amendments to the Labour Relations Bill and the National Pensions (Amendments) Law (2016) & General Regulations.

- Seek regular feedback from staff, valued clients and the general public on the enhancement of the Labour and Pensions legislation.

➤ Enforcement of Minimum Wage

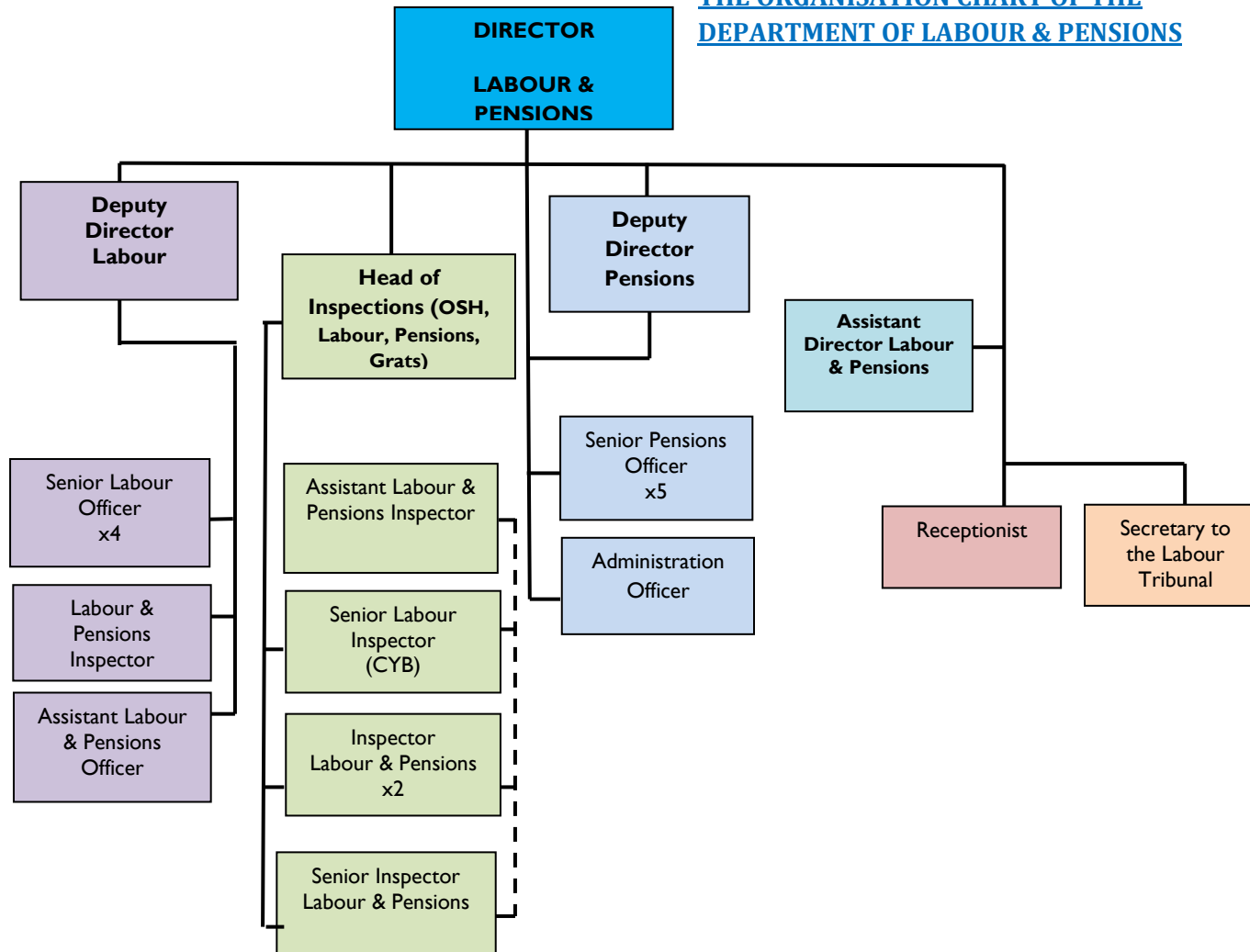
- Through workplace inspections, continue to enforce the legal framework of the Minimum Wage initiative.
- Educate all industry stakeholders of the importance of the Minimum Wage compliance.

Governance:

The laws which govern the key activities of the **Department of Labour & Pensions** include:

- National Pensions Law (2012 Revision)
- National Pensions (Amendment) Law, 2016 (come into effect in 31 Dec 2016 with phased implementation)
- National Pensions (Actuarial and Fund Management) Regulations (1998 Revision)
- National Pensions (Pension Fund Investments) regulations (1998 revision)
- National Pensions (General) Regulations, 2017.
- National Pensions (General)(Amendment) Regulations, 2017.
- Confidential Relationships (Preservation) Law (2015 Revision).
- Labour Law (2011 Revision)
- Labour (Gratuities Distribution) Regulations, 1992.
- Labour (Gratuities Distribution) Regulations, 1994.

THE ORGANISATION CHART OF THE DEPARTMENT OF LABOUR & PENSIONS



Our People:

The establishment for the Department of Labour & Pensions comprises of twenty-Four (24) employees, of which twenty-one (21) are Caymanian and one (1) is married to a Caymanian. Of the total staff complement, there are sixteen (16) females and six (6) males within the age range from 35 to 64 years. There are two (2) vacancies, consisting of the Senior Labour & Pensions Inspector (Labour), and Senior Pensions Officer.

The Department has five (5) senior managers consisting of the Director, Deputy Director – Labour, Deputy Director – Pensions, Head of Inspections, and Assistant Director – Labour & Pensions. Under the leadership of the Director, there are three (3) female managers and one (1) male manager, all of which are Caymanians within the age range from 38 to 53 years.

- **Internal Secondment of Civil Servants:** In an effort to support the overall employee development strategy launched by the Ministry of Human Resources & Immigration (the “Ministry”), the Department welcomed the idea for staff members to temporarily work within its office and at its Ministry.

We are pleased to announce the temporary secondments of the following persons who have been successful in receiving and completing internal secondments:

- **Mr. Mervin Manderson** who served formally as a Senior Immigration Officer within the Compliance Division of the Immigration Department accepted an internal secondment post as a Senior Pensions Officer at our Department for a fixed period of three (3) months, ending 30 July 2018. His contributions to the Pensions Investigations Unit were greatly appreciated by the DLP.
- **Ms. Janelle Muttou**, a Senior Labour Officer at our Department, recently accepted an internal secondment opportunity to work within the Ministry for a fixed period of three (3) months, ending on 31 January 2019. Her contribution to the WORC Department was also greatly appreciated by the Ministry

Both civil servants of the internal secondment programme was given the opportunity to gain invaluable experience in a different work surrounding, enabling them to broaden their skill base, gain exposure to varying projects, and receive mentoring and guiding support as they work to meet their commitment to employee learning and development.

- **Recruitment:** In line with the overall recruitment strategy of the Cayman Islands Government to hire promising

Caymanians, the Department is pleased to announce the recruitment of **Ms. Shaneil-Gay Brown** as the Senior Pensions Officer on 1st May 2018.

Ms. Brown has work experience with the Director of Public Prosecutions (DPP), Lands & Survey Department, and Ministry of Health, Environment, Culture & Housing during the last 7+ years where she had finance duties. From her work at the DPP, she has attained knowledge of case file management, and a close working relationship with the DPP. Ms. Brown has a Bachelor of Science in Business Administration with an Accounting concentration from UCCI and is pursuing a master’s degree in Forensic Accounting. Other recruitment efforts to fill the vacancies for a Senior Labour and Pensions Inspector (“SLPI”) and a Senior Pensions Officer (“SPO”) are being progressed. The Labour & Pensions Inspector post became vacant when LPI Sean Vasquez successfully attained the post of Assistant Director in the Public Safety Division. We congratulate him on his achievement and thank him for his contributions to DLP.

Subsequent to his departure, an Assistant Labour and Pensions Inspector and Assistant Labour Officer were provided with the opportunity to carry out the duties of this post for their development, and succession planning.

The Labour & Pensions Inspector was advertised in the fourth quarter of 2018 and is underway, with interviews to be anticipated to begin before the end of the first quarter of 2019 when it is likely that the Senior Pensions Officer post will be advertised as well. Having these critical positions will assist the Department to meet the demands of labour and pensions compliance.

Training:



Through strong partnerships with various educational institutions locally, the Department continues to pave a way towards making a direct investment in training and development opportunities for its staff and senior managers.

Among the series of training sessions that were successfully attended by its staff this year, the key development areas included the following:

Staff Training:

TRAINING SESSIONS	LOCATION
Data Protection Law	The Office of Ombudsman
Anti-Money Laundering	GCS Advisory
CIG Engagement Survey Workshop	Cayman Islands Government
World Class Civil Service Leadership Seminars	Civil Service College
Occupational Safety and Health ("OSH")	Department of Labour & Pensions
Labour & Pensions Cross-Training	Department of Labour & Pensions
Essentials in Human Resources Management	CISHRP
Gender Violence Presentation Leadership	Cayman Islands Government
ILM Leadership & Management Programmes	Civil Service College
Business Case and Project Management	Cayman Islands Government
Dealing with Difficult People	Employee Assistance Programme
Managing Anger in Healthy Ways	Cayman Islands Government
Understanding Workplace Anxiety	Cayman Islands Government
Microsoft Excel	IMPT
Pensions Refresher	Department of Labour & Pensions
Situational Leadership	Chamber of Commerce
Change Management	Cayman Islands Government

External Training:

As part of its strategic objectives, the Department continues to provide Labour and Pensions training sessions within the private sector, and partners with outsourced providers to enforce Labour and Pensions compliance, including Occupational Safety & health.

Various venues to facilitate these training sessions are being utilized. The training locations at the University College of the Cayman Islands ("UCCI") and the George Town Public Library are widely-used, as well as other venues requested by private-sector companies across the Islands.

Staff Recognition Awards

Deputy Governor's Employee of the Month Award

In recognition of the outstanding contribution, dedication, hardwork and commitment to the Department and the Cayman Islands Government on a whole, two prestigious awards were presented by our Ministry for The Deputy Governor's Award in March 2018 and April 2018.



**Ms. Sacha
Rankine**
March 2018



**Ms. Ceta
Fuentes**
April 2018

Ms. Sacha Rankine, Senior Labour Officer, was presented with The Deputy Governor's Award for the Chief Officer's Choice and Employee of the Month in March 2018. As a recipient of this prestigious award, Ms. Rankine was recognized as being a highly motivated individual who seeks to conduct the Government's business efficiently and effectively and with enthusiasm and integrity. She strives for excellence and consistently seeks to improve herself, often sharing ideas on how to improve current Department functions and inter-Department relations. She continues to display a willingness to assist team members, as they work together towards one common goal – providing World Class Civil Service to the people of the Cayman Islands.

Ms. Ceta Fuentes, Receptionist and Executive Officer, was awarded The Deputy Governor's Award – Chief Officer's Choice in April 2018. As an honorary awardee of this highly respected award, Ms. Ceta was recognized for being the shining example of delivering excellence in customer care to our valued clients. She is the Face and Ambassador for the Department, "making the lives of those we serve better" in an effort to achieve a World Class Civil Service status. As a highly valued civil servant, she continues to exert passion, dedication and professionalism through her demonstration of her strong work ethic to get things done. Coupled with her willingness to serve and go the extra mile to assist her clients, she will continue to exceed the expectations of both our internal and external clients respectively.

Rising Stars Employee of the Quarter Award



Through the support of its Ministry, the Department launched *"Rising Stars"*, its first Employee Recognition Awards programme in the early part of the year to recognize the efforts of those that have mirrored the core values of its organisational culture and that have demonstrated a strong commitment towards delivering exemplary service to our valued clients through the demonstration of hard work and persistence.

Throughout the year, staff members are invited to nominate their colleagues for the quarterly award. All nominations are tallied and measured against key competency objectives by members of senior management. At the end of their review, the winners for the award are announced to all staff and the awards are presented to each awardee for the period in which they were nominated.

The Department is pleased to announce the following recipients of the Rising Stars Employee of the Quarter Award. Despite not having a candidate awarded for April 2018 – June 2018, the following awardees were praised for their hard work and dedication through peer nominations:

- Mr. Brian Connolly
- Mr. Dwayne Forde
- Mrs. Angela Madourie

January – March 2018

July – September 2018

October – December 2018



Mr. Brian Connolly

January 2018 - March 2018



Mr. Dwayne Forde

July 2018 - September 2018

Community Outreach:

DLP's Community Outreach Initiatives

Due to a strong desire to help those in need, members of the Department gave their time and made financial contributions to support several charities, including the Alzheimer's and Dementia association, National Council of Voluntary Organisations ("NCVO"), and Meals on Wheels.

The support of these worth causes was initiated primarily from staff members who were eager to give back to those in the local community. The funds and items donated were personal contributions from the DLP staff who took great pride in doing so.

Pictured above; The Department of Labour and Pensions participated in the island-wide Dress-Down-Day to support the Alzheimer's, Dementia Association of the Cayman Islands, National Council of Voluntary Organisations and Meals on Wheels. What an awesome opportunity to raise awareness of this important cause!



Pictured above: The Department of Labour and Pensions participated in the island-wide Dress-Down-Day to support the Alzheimer's and Dementia Association of the Cayman Islands. What an awesome opportunity to raise awareness of this important cause!



Pictured above: DLP continuous to give back to the community by supporting the Meals on Wheels Organisation.



Pictured above: DLP continuous to give back to the community by partners with the World Imperial Beauties Letesha Ebanks to assist the NVCO Children Services Programmes.

Our Systems:

The overall IT strategy associated with providing the latest state-of-the-art technology remains a top priority for the Department in an effort to achieve optimal efficiency and productivity. Through the support from its Ministry, the Department accomplished major milestones in terms of system testing, upgrades and replacements this year, including:

- The new replacements of fifteen (15) computer workstations for managers and staff, with the need to procure an additional six (6) to upgrade its entire pool of workstations for the Department.
- A replacement of a computer workstation for an outdated server, which reached its end of life. With a new server component, the Department is now able to deliver its work outputs faster than ever before.
- Four (4) tablets were procured in anticipating they will facilitate the need for the Inspections Team to complete required reporting at offsite locations.
- A review of the call routing for our Telephone system was tested and maintained, with the help from CIG's Facilities Management Team.
- An upgrade of the software for our security system, coupled with remote access functionality that provides an improved level of security for its staff and managers.
- A software upgrade for the Conciliation & Mediation case management system was successfully completed by the Computer Services Department, adding new functionality to generate reports faster and easier.
- For the first-time ever, the Department replaced a 15-year old Pensions case management system on 11 September 2018 with a newly developed web-based Oracle application database for the Pensions Investigative Unit. Many thanks to the Computer Services Department who worked diligently to deploy a new database to meet the investigative needs for the Department.

In conjunction with the Ministry, the DLP was the first Department being used in the launch of KRONOS, a new, automated human capital and workforce management solution. This integrated time tracking system has amalgamated "TRS" and "Leave Tracking" into one system, with anticipated efficiencies.

Management Discussion and Analysis

1. Strengthen Labour & Pension Compliance:

The Department of Labour & Pensions partners with the Department of Commerce and Investment (DCI) to facilitate the reporting of employers; and pension compliance as a part of their trade and business licensing renewal process. Its partnership with the Health Insurance Commission (“HIC”) to support the Certificate of Compliance – Pensions Enrolment programme and continue its relationships with other intergovernmental agencies like the Immigration Department to further strengthen regulatory compliance remains a primary goal to promote labour and pensions compliance.

Having established the National Minimum Basic Wage Regime in the Cayman Islands, which came into effect on 1st March 2016 to conduct workplace inspections and audits, the Department will continue working with its Ministry to finalize amendments to existing legislation to strengthen our enforcement capacity and reinforce the compliance of the Labour legislation within the private sector.

The Department will continue its dialogue with the General Registry of the Cayman Islands to ensure that a temporary restriction is placed on the registrations of incorporated companies who aim to avoid non-compliance breaches against the Labour Law (2011 Revision) and the National Pensions (Amendment) Law, 2016.

2. Expansion of General Training & Awareness:

Due to limited staff resources to focus on conducting external training and awareness, the Department re-branded and launched its website, and its Facebook page to boost awareness of Labour and Pensions legislation.

While the focus has always been to conduct training sessions in the private sector to educate the general public about the importance of the labour and pension compliance, the use of advanced technology and through strategic partnerships within the Civil Service and other educational institutions will be embraced in order to meet its strategic goals and objectives.

For External Training Programmes, the Department conducted a total of ten (10) training sessions, inclusive of Labour & Pensions training sessions and Occupational Safety & Health. Training sessions are usually held at the University College of the Cayman Islands (“UCCI”), George Town Public Library and other venues requested by clients in the private sector.

3. Implement a World-Class Civil Service Customer Service Centre:

As the Cayman Islands Government embraces a new vision to be a World-Class Civil Service, the Department’s leaders are committed towards educating its staff about the importance of delivering outstanding service to its valued clients and stakeholders.

Through attending World-Class Customer Service training sessions and seminars, members of senior management will be working closely with the Ministry to implement an integrated marketing strategy, coupled with the core principles of service delivery.

Having invested time in ensuring that staff are fully trained in customer service, developing marketing materials, and upgrading and replacing case management systems, the Department will be strengthening the areas that require improvement in order to foster a customer-centered culture to meet its overall strategic goals and objectives.

4. New National Pensions Board:

In accordance with Section 72(1) of the National Pensions Law (2012 Revision) and the National Pensions (Amendment) Law, 2016, the Department received the Gazette in November 2018, announcing the appointments of the following persons to the National Pensions Board to serve for a period of 1st May 2018 – 30th April 2019:

- Mr. Leon Buckeridge, Member

- Ms. Decia M. Foster, Member

As a result, the National Pensions Board is now properly constituted with the members listed below:

- Mr. John Bryan Bothwell, Chairperson
- Mr. Cline Glidden, Deputy Chairperson
- Ms. Debra Humphreys, Member
- Ms. Simone Proctor, Member
- Mr. Richard Lewis, Member
- Mr. Leon Buckeridge, Member
- Ms. Decia M. Foster, Member

1. [New Multiple Employer Pensions Plan:](#)

The Island Heritage Retirement Pension Plan was formally registered as a new pension plan by the Department on the 8th June 2018, pursuant to Section 9 of National Pensions Law (2012 Revision) and following invaluable legal consultation and advice from the Attorney's General Chambers.

In November 2018, the Island Heritage Retirement Pension Plan held their first reception to introduce themselves and commence their marketing campaign to secure the membership of employers and employees to their new pension plan.

2. [Strengthen Pensions Plan Supervision & Governance:](#)

Through strategic inter-agency alliances with the Immigration Department, Health Insurance Commission, and the Department of Commerce and Investment, the Department continues to foster the culture of compliance in an effort to ensure the adherence with labour and pensions legislation remain a top priority within the Government licensing and approval process for employers.

Extensive efforts have been made to improve current legislation with the passage of the National Pensions (Amendment) Law, 2016 ("the Amendment Law") and there are ongoing efforts to complete the commencement and

implementation of the remaining provisions within the Amendment Law. Furthermore, the revision of the National Pensions (Pension Fund Investments) Regulations remains an ongoing project with a view to modernise these regulations, following advice from Morneau Shepell, a Canadian consulting firm with expertise in the subject area. This modernisation will enhance the pension regime by providing pension plan administrators with greater latitude in their investment options balanced against increased regulatory reporting requirements which will strengthen the Department's oversight of pension plans.

Additionally, in an effort to strengthen its supervision of pension plans, the Department conducts inspections of, and attempts to meet and maintain open communication with pension plan administrators. Furthermore, the Department attends the Annual Conference for the Caribbean Association of Pensions Supervisors ("CAPS"), which facilitates regional communication on the subject and enhances staff development in the area.

3. [The Facilitation of the effective implantation of new Amendments to the Labour Law, the National Pensions Law, The Pensions Investment Regulations and General Regulations:](#)

In partnership with its Ministry, the Department has successfully presented amendments to the National Pensions Law and National Pensions General Regulations to the Members of the Legislative Assembly, which were passed in May 2016 and March 2017 respectively.

The roll-out of the remainder of the National Pensions (Amendment) Law, 2016 and the revisions to the National Pensions Funds Investment Regulations are being reviewed by the Ministry and plans for implementation as it relates to both will be presented in due course.

4. The Closure of the Office of Complaints Commissioner Reports:

The Department is pleased to report that further to our previous report on compliance with the recommendations by the Office of the Complaints Commissioner (now Office of the Ombudsman)'s *Penny Pinching Pensions* (2010) and *Danger, Construction at Work* (2012) Reports; progress was also made in being able to close another longstanding private citizens Pensions complaint.

The closure of these types of longstanding matters is a priority and is a major milestone for improving the Department's image. Through the commitment of DLP's Staff and Management, it is anticipated that the Department will continue to achieve success in meeting its strategic goals and objectives while eliminating/minimizing the occurrence of such matters.

Risk Management:

The overall approach undertaken to mitigate legal, financial, operational, human capital, and technological threats was to adopt risk management initiatives to safeguard against unforeseeable dangers to the Department.

By reviewing the entire organisation, the Department's goal continues to regularly:

- improve administrative frameworks to boost operational efficiencies;
- enhance policies and procedures to standardize processes;
- educate and reinforce the enhancements of better communication vehicles;
- increase staffing levels of well-trained, seasoned individuals;
- build stronger alliances to advance and upgrade our IT platform solutions; and
- create equal opportunities for staff training and promotions to retain its staff complement.

As it is an on-going task to monitor the Department's activities, it is vitally important that we continue to implement risk mitigation strategies with an effort to prevent future incidents that pose as threats or potentially harm the Department's reputation as a regulator.

• Number of public education or awareness events or initiatives conducted; • Support or coordination for implementation of new policies, procedures, or industry guidance; and • Number of Pension Plans Registered and/or Renewed during the year.	0	2-6	0
	12	16-18	-3
<u>Quality</u>			
• Meetings with the National Pensions Board, Pension Administrators, and other industry stakeholders conducted in accordance with established policies and procedures;		100%	100%
• Inter-agency enforcement initiatives supporting the “culture of compliance” developed or implemented in accordance with departmental guidelines, and in compliance with overall national policy and strategy;		100%	100%
• Administrators’ supervisory and governance compliance initiatives, including Onsite or Desk-based Inspections/reviews in accordance with established procedures and the National Pensions Law and Regulations, and in compliance with internationally and nationally accepted best practice;		100%	100%
• Public education or awareness events or initiatives delivered following the approval of the Head of Department and the Chief Officer;		100%	100%
• Support or coordination for implementation of new policies, procedures, or industry guidance in accordance with the National Pensions Law & Regulations; and		100%	100%
• Pension Plans Registered or Renewed during year in accordance with industry best practice.		100%	100%
<u>Timeliness</u>			
• Meetings with the National Pensions Board, Pension Administrators, and other industry stakeholders are delivered within an agreed schedule;		100%	100%
• Inter-agency enforcement initiatives supporting the “culture of compliance” are developed or implemented within the agreed timeframes;		100%	100%

- Administrators' supervisory and governance compliance initiatives, including Onsite or Desk-based Inspections/reviews are on-going and inspections/reviews are conducted within the agreed timeframes; - Public education or awareness events or initiatives are delivered within an agreed schedule; - Support or coordination for implementation of new policies, procedures, or industry guidance is conducted within the agreed timeframes; and - Pension Plans Registered and Renewed during the year is conducted in accordance to the National Pensions Law & Regulations.		100%	100%
		100%	100%
		100%	100%
		100%	100%
Location			
Cayman Islands			
Cost		\$	\$
Related Broad Outcome:			
2. A Work-Ready and Globally Competitive Workforce			

DLP 000412	Compliance, Awareness & Enforcement of the Labour & National Pensions legislation	
<u>Description</u> Provision of services to administer the Labour Law to ensure that the Rights and Dignity of employees and employers are protected, and to provide investigative services to employers, employees and related stakeholders in relation to non-compliance of the National Pensions Law and Regulations ("NPL"). - Training and education to facilitate compliance with the Labour Law, Occupational, Safety and Health (Construction Industry) Regulations and the National Pensions Law and Regulations; - Resolution of individual disputes of Labour and Pension rights; - Enforcement of the Labour and National Pensions Law regarding non-compliance; - Labour & Pensions Investigations; - Labour & Pensions Inspections, including Occupational Safety and Health Inspections (Onsite & Offsite);		

• Preparation & Referral of Labour and Pension investigations and/or matters of concern to the Department of Public Prosecutions (“DPP”); • Processing of Pension Delinquency Reports; and • Labour Tribunal cases and Overtime (“OT”) waiver applications scheduled/heard/finalized.			
Measures	YTD Actuals	2018 Budget Ending Dec 2018	Variance Ending Dec 2018
Quantity			
• Number of Labour and Pensions training and education programmes conducted;	10	11-17	-1
• Number of cases of individual disputes of Labour and Pensions rights investigated/mediated/conciliated;	2492	1500-1950	542
• Number of Occupational Safety and Health inspections;	32	28-35	0
• Number of Labour & Pensions inspections (Onsite & Offsite);	134	105-120	14
• Preparation and referral of investigations and/or matters of concern to the Department of Public Prosecutions (“DPP”) for Labour and Pensions;	33	13-19	14
• Number of Pensions Delinquency Reports processed; and	73	72-84	0
• Number of Labour Tribunal cases and OT waiver applications scheduled/heard/finalized.	151	112-131	20
Quality			
• Training and education programmes are in accordance with certifying bodies and departmental guidelines;	100%	100%	100%
• Individual disputes of rights processed in accordance with established procedures;	100%	100%	100%
• Inspections are in compliance with internationally and nationally accepted best-practice;	100%	100%	100%
• Investigations are in compliance with internationally and nationally accepted best-practice and in accordance to the Labour and National Pension Laws & Regulations;	100%	100%	100%

- Delinquency Reports are completed in accordance with internal procedures and the National Pensions Law & Regulations; and - Tribunal cases and OT waiver applications scheduled/heard/finalized in accordance with set procedures and ruling received on time or follow-up vigorously.	100%	100%	100%
	100%	100%	100%
Timeliness			
- Training and education programmes are delivered as scheduled; - Individual disputes of rights processed within 30 calendar days; - Inspections are conducted as scheduled, with follow-up reports monitored; - Investigations are thorough and timely; - Notification to complainant of outcome of investigation within 14 working days of completion of investigation; - Delinquency Reports are completed within 30 calendar days of receipt of reports from the Pension Plan Administrators; and - Complaints for Unfair Dismissal/Severance Pay are referred to the Labour Tribunal within 30 working days of collection of evidential material and completion of conciliation efforts; and cases and OT waiver applications are scheduled/heard/finalized within set timelines.	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
Location			
Cayman Islands			
Cost			
	\$	\$	\$
Related Broad Outcome:			
2. A Work-Ready and Globally Competitive Workforce			

Forward Looking:

The Department is a part of the Ministry of Human Resources & Immigration, and there are key goals from 2018 that will be continued, and some new initiatives will be implemented. In this regard, it is expected that there will be progress in the following initiatives:

- **The Review and Execution of Key Amendments to the Labour & Pensions legislation**
 - Continue to partner with our Ministry to present recommendations to further enhance amendments to the legislation of the Labour Relations Bill and the National Pensions (Amendments) Law, 2016.
- **The Introduction of new Administrative Fines & Other Fees**
 - Due to the passage of the National Pensions (Amendment) Law, 2016, DLP will implement new administrative fines regime in an effort to reduce time for enforcement, and delays in Court proceedings.
 - Propose new revenue streams in an effort to cover the costs associated with the implementation of a new regulatory and compliance system for Pension Plans, and redacted decisions ruled by the Labour Tribunal.
 - Recommend fees for services that are currently free to the general public.
- **The Implementation of e-Government Strategy**
 - Partner with the Ministry and the Computer Services Department to roll-out advanced technologies to boost efficiency and productivity amongst its staff.
 - Complete the transition from paper-based to electronic filing of documents to support the initiatives of the e-Government Strategy and to obtain cost and time-saving advantages.
 - Conduct a review of paper-based document storage and facilities to determine where efficiencies and cost savings can be realized while fulfilling the requirements of the National Archives.
 - The Department has sought technical assistance through the Computer Services Department to design a new case management system for the Pensions Investigations Unit. This system will be under the existing Conciliation & Mediation electronic platform and will soon be amalgamated with the new case management system used by the Labour Investigations, Inspections and Labour Tribunal Units. Upon completion, the Department will house all systems under one electronic case management platform to further enhance greater efficiency of tracking cases, and maintaining accurate data filed with the Department.

➤ Review and improve the DLP facilities

- Upgrade the Cayman Brac office by sourcing a more central and modern accommodation. This will assist in being more accessible and accommodating to the Cayman Brac public when utilising DLP resources.
- With the support of the Ministry, the Department will be seeking budget approval for additional accommodation as it becomes available. This will ensure that DLP can accommodate the future growth to deal with the continued demands that is anticipated.
- The Provision of Training and Cross-training for DLP staff to ensure resilience and succession planning for key Human Resources personnel is still ongoing, and this year emphasis will be placed on:
 - Leadership training for both senior management and senior officers.
 - Talent development for all members of staff - in line with our commitment to develop the DLP team, the Department will continue to review its succession plan and provide equal training and cross-training opportunities to the DLP staff.
- The Recruitment of a new Senior Pensions Officer and a Senior Labour & Pensions Inspector to fill the existing vacancies.
 - Recruitment of a new Senior Labour & Pension's Inspector. With the support of the Ministry, the Department will be seeking budget approval for a new Senior Labour & Pension's Inspector. The new post will be primarily for monitoring and auditing of all Gratuity schemes for compliance with the Gratuity Regulations, which is extremely important as gratuities are also tied to the National Minimum Wage.

These initiatives will build on the foundation towards a stronger labour and pensions regulatory framework for the Cayman Islands. As the Department moves forward to achieve its goals and objectives, we will strive to work towards amalgamating the Department's resources to build on our strengths and synergies. It is envisaged that there will be opportunities to boost production and efficiency levels while improving our reputation as being a valued and trusted partner in supporting excellence in employee-employer relations with Labour and Pensions legislation for the private sector.



NATIONAL WORKFORCE DEVELOPMENT AGENCY

CAYMAN ISLANDS GOVERNMENT

National Workforce Development Agency Annual Report 2017/2018

Foreword from Director of NWDA



Lois Kellyman Acting
Director of NWDA

I am pleased to present this report which summarizes the activities of the National Workforce Development Agency's (NWDA) activities, successes and challenges during the period of 1st January 2018 to 31st December 2018.

Never a dull moment at the NWDA, our usual hive of activity was heightened by Employee Engagement Survey action planning and implementation, World Class Civil Service activities and contributing to the progression of the 5year Strategic Plan. The year 2018 also brought a lot of promise and new experiences as the staff engaged in the process to establish a new Agency, - Workforce, Opportunities Residency, Cayman (WORC) - whilst continuing with business as usual.

During 2018, we interacted with employers and job seekers, providing employment, training and development opportunities for job seekers of all ages. We also walked the journey from unemployment, or sometimes under employment, to employment with our clients whilst listening to their concerns and assisting them to work through their challenges as we shared their disappointments and celebrated their successes.

I am proud to have been a part of the NWDA and its evolution from a newly established department a few years ago, to its transition stages into WORC. I wish to take this

opportunity to thank the staff for their dedication and commitment to the NWDA's goals which have contributed to the achievements of the department. Their hard work, passion and drive to ensure the training, development and employment of Caymanians is worthy of hearty applause.

The support and partnership of the Ministry of Human Resources & Immigration, other Government Ministries and Departments, Statutory Authorities & Boards are always appreciated.

Many thanks to the Employers and private sector partners who have worked along with us, answered our calls, provided jobs, internships, apprenticeships, facilitated our training sessions, made the necessary accommodations for persons who are ably challenged, hired our clients, and provided various sponsorships.

And finally, thanks to the public who have supported us through the years, and the persons who have registered with us, trusting us to partner with them in their job search. Your achievements no matter how minute are a true measure of our success.

As we move forward into a new era and the National Workforce Development Agency ceases to exist, I encourage all of us to continue to work together to realize WORC's Vision of leading the pursuit of full Caymanian Employment and economic prosperity for all through service excellence.

Mrs. Lois Kellyman
Acting Director

About Us:

Nature & Scope of Activities

The NWDA's mandate is a Cayman Islands Government department that sets up mechanisms to facilitate persons becoming self-sufficient in the process of accessing, maintaining and progressing in employment.

The NWDA accomplishes its objectives by;

- (1) The provision of Employment Services including skills and aptitude assessment for job-seekers, job search and placement assistance, and career counselling and the delivery of basic training in job search skills such as resume writing and interviewing skills;
- (2) The coordination/oversight and quality control of government-led workforce training and development initiatives such as Passport2Success, including Technical and Vocational Education and Training (TVET) programmes; and
- (3) The provision of Labour Market Research and Statistics and the maintenance and promotion of the job link portal used to connect employers with jobseekers for employment opportunities

Vision:

To be a valued partner and facilitator in the training, development and employment of Caymanians.

Mission:

To provide effective human capital development and employment services to:

- Support the work readiness of Caymanians through skills assessments and a range of education, training and development opportunities;
- Align Caymanians actively seeking employment or career progression with the needs of employers; and

advance a national workforce development and training agenda, informed by relevant and meaningful research and data.

Values:

The NWDA is committed to be a Department which is:

- client-focused and accessible;
- proactive and responsive;
- respectful of confidentiality;
- research and data driven;
- results-oriented; and
- resourced with professional, well-trained, caring and courteous staff.

Governance:

Legislation which supports the work and activities of the NWDA are;

- ❖ Labour Law (2011, Revision)
- ❖ Immigration Law (2015 Revision)
- ❖ Immigration Regulations (2018 Revision)
- ❖ Special Economic Zone Law, (2017 Revision)
- ❖ Education Law, 2016 Part 8 section 20 and Part 9 section 21 (2)
- ❖ Public Service Management Law (2013 Revision)
- ❖ Freedom of Information Law (2018 Revision)
- ❖ Complaints (Maladministration) Law (2018 Revision)



Our People

For the year 2018, the NWDA had a total staff complement of 12 persons, comprising of 11 Caymanians and 1 non-Caymanian. Two posts remained unfilled during this period.

Additionally, one staff member was seconded for the greater part of the year to the Ministry of Human Resources & Immigration to assist with the project to establish the new department, WORC.

Fifty percent of the current staff complement have a master's degree in various subject areas including Human Resources Management, Management Studies, Education, and Public Policy and Management. One staff member has a Bachelor's degree, and two have professional certifications.

Staff received training and development in a variety of areas including Customer Service, Project Management, Procurement, IT, Leadership, Data Protection, Anti-fraud,

Gender Violence, and Client Engagement and Intervention, as well as other core function related areas. Staff members attended local Human Resources Conferences and for the first time, had the opportunity to attend overseas conferences on the topics of Workforce Development and Beyond Prisons – the Way Forward.

Staff also engaged in a number of familiarization sessions where they were given an overview of services offered by various partner agencies and organizations. Visits to employer organizations allowed staff the opportunity to become familiar with some employment environments which proved beneficial in the referral and placement of job seekers.

Taking on board the concept of holistic training and development, staff also had the opportunity to participate in wellness and personal development workshop sessions

Job Title	Filled Positions	Vacant Positions
Director	0	1
Manager Employment Services	1	0
Manager Labour Market Information Systems	1	0
Manager Training & Development	1	0
Employment Development Outreach Coordinator	1	0
Programme Coordinator	1	0
TVET Coordinator	1	0
Employment Services Officer	3	1
Assistant Employment Services Officer	1	0
Administrative Assistant Training	1	0
EO/Receptionist	1	0
TOTAL	12	2

Management Discussion and Analysis:

Highlight of Achievements

- Assisted average of 1360 active job seekers per month with employment related services, including:
 - access to job listings and opportunities for training
 - administration of comprehensive intake assessments
 - development of individual action plans
 - resume writing
 - interview preparation
 - career counselling
 - referrals for support services from another agency/department
- Processed 7900 job postings for the year.
- Partnered with the Public Works Department, Department of Environmental Health and National Roads Authority to coordinate and deliver two sessions, summer and Christmas, of the NICE project during a year.
- Partnered with employers to supply labour on short –term ad hoc projects which led to longer term employment.
- Enhanced Employability Skills 101 training to include two additional sessions. One session was a targeted approach to address the fallout and residual affects often experienced with job loss and assist jobseekers in recovering for what can sometimes be a traumatic experience. The other session addresses the use and value of social media in the workplace and promotes responsible social media presence.
- Delivered and/or coordinated 115 training workshops and sessions with duration from a half day to 10 days. This included topics such as:
 - Customer Service
 - Interview Skills
 - Resume Writing
 - Financial Management
 - Building Positive Relationships
 - Active Listening
 - Overcoming Communication Barriers
 - Creating a Positive First Impression
 - Getting Along in the Workplace Part 1&2
 - Positioning Yourself for Success Part 1&2
 - Weekly Recap and Processing
 - Colour Accounting
 - QuickBooks
 - Surviving and Thriving Through Career Change
 - Social Media
- Supported in the administration and coordination of the 25th Cohort for the Passport2Success Programme. Ten participants completed the 16-week programme with 2 participants gaining full time employment and 2 participants being offered extended internships by the end of the programme.

- Continued coordination of the Prison Outreach services in conjunction with Her Majesty's Cayman Islands Prison Services by attending Release On Temporary License Board (ROTL) and Conditional Release Board meetings and liaising with inmates as they transitioned back into the community.
- The Agency continues to work with the Drug Court, securing placement opportunities and assisting with intervention needs to address barriers to employment.

Internships & Apprenticeships:

In November 2018 eight persons proudly participated in the drug court's graduation ceremony. This group was one of the largest to graduate from Drug Court. As a reward for completing the programme, any drug related criminal activity that was before the court which resulted in their commitment to drug court will not be recorded. All eight graduates are now gainfully employed and doing well in the community.

- Partnered with the Portfolio of the Civil Service to pilot the Second Chances programme. This programme seeks to assist persons with convictions to re-join the

workforce and gain employment within the civil service. Three persons were placed during 2018.

- Engaged employer partners in the development and execution of internship and apprenticeship programmes;
- Conducted monthly orientation sessions for new Agency registrants. One hundred and Sixty-nine clients availed themselves of the opportunity to learn more about the Agency, the programmes offered and how to get the most value out of their interaction with the Agency.
- Participated as a sponsor of the Chamber of Commerce Career Expo and participated in job fairs at John Gray High School, Clifton Hunter High School, Layman Scott High School, ICCI, and CIFEC.
- Made 3 visits to Cayman Brac to deliver employment services and training workshops.
- Partnered with the Ministry of Education and the Ministry of Tourism to host an Inter-ministerial Town Hall meeting in Cayman Brac to provide information on scholarships and training and development opportunities post High School. The event was well attended and received by those in attendance.

Internships:

Company	Job Description	# Participants
GoPro Cayman	Water Sports Basics Level 1 Boating & Crew Level 2	Five (5) persons successfully completed the programme which began in the latter part of 2017. All participants are employed in the industry.
Prosperity Capital Management	Finance & Accounting	Two (2) participants completed their six-month internship in 2018, whilst another is on-going.
Department of Agriculture	Kennel Attendant	One (1) intern completed a three-month internship which began late 2017.
WineSchool3	WSET levels 1 & 2	Five (5) interns received training and internship opportunities at various facilities. All have completed the programme with three persons receiving their certification.
Maitland Administration Ltd.	Junior Fund Administrators	Two (2) persons began their six-month internship in late 2018. Upon completion one intern will be given the opportunity to pursue a two-year internship where they will gain more in-depth experience.

Apprenticeships:

Company	Job Description	# Participants
Health City	Medical Administration	Of the three (3) participants who began the apprenticeship programme in October 2016, one (1) gained employment in another field and the other two (2) are expected to complete the programme with a diploma in Medical Administration in early 2019.
Cayman ABA	Registered Behaviour Technicians (RBT)	One (1) person completed a five-month apprenticeship programme with certification.

Challenges

The work involved in the project to establish Workforce Opportunities Residency Cayman (WORC) contributed to other challenges. The project was a mammoth task which impacted the Ministry and the NWDA in a number of ways. For instance, one staff member was seconded full time to the Ministry as part of the project, leaving their substantive role unfilled. The duties of the substantive role were then divided between remaining staff, some of whom were already performing dual roles. On other occasions staff participated in other project tasks and activities related to the establishment of the new department initiating the juggling of duties and workloads.

Additionally, as a result of the pending changes, some activities such as resourcing of staff and implementation/delivery of programmes were placed on hold.

Other challenges experienced included;

- Maintenance issues with office facilities in Cayman, resulting in decreased number of visits
- Lack of dedicated PR and Marketing resources to promote the various programmes.
- Lack of discipline from some participants and or the drive to commit to the duration of the programmes.
- The formal training demands proved onerous for some participants resulting in inability to take certification exams.
- More participants seeking placements than were readily available in some instances.
- Some Host Organisations did not have the mechanisms in place to support the sustainability of internship/apprenticeship participants as initially agreed.

FOI Requests & Complaints:

During the period of 1st January 2018 – 31st December 2018, the NWDA received three FOI requests. All three requests were processed within thirty days and have been closed.

There were no official complaints lodged against the NWDA during this reporting period.

Risk Management:

KEY RISK FACED BY THE DEPARTMENT	RISK MITIGATION
Lower number of persons participating in agency orientation or training and development programmes than those who indicated interest and registered. Persons often cited financial difficulties/ lack of food/ inaccessibility to child care as reasons for not attending. Some however did not attend because they had obtained employment, whether temporary or long term, and the opportunity to earn some money was their greater priority.	Liaise with partner agencies such as Needs Assessment Unit (NAU) to assist client with accessing funding not available through NWDA
Programme participant no shows with no short or no notice result in small number of participants and sometimes of courses being cancelled resulting in loss of value for money as facilitation costs can remain the same based on contractual agreements.	Closely monitor proposed attendance level and cancel training if proposed attendance does not justify cost of training facilitators
Low awareness of programmes and services provided by Agency	Increased use of social media and exploration of other low-cost ways to promote Agency services
Insufficient private sector partners with ability to offer structured internship/apprenticeship opportunities	• Promote partnership opportunities with business community • Initiate discussion with industry businesses

Cross Government Commitments:

❖ Immigration Boards

The Immigration Law (2017 Revision) Sec 4 (2) (g) provides for the Director of Employment Relations or his deputy or other designate to be appointed to the Work Permit Board. The Immigration Law (2015 Revision) Sec 4 (4) (e) provides for the Director of Employment Relations or his deputy or other designate to be appointed to the Business Staffing Plan Board. Following the reorganization of Labour and Pensions this appointment is taken up by the Director or other designate of NWDA.

The Immigration Regulations (2017 Revision) stipulates that where the Director of the NWDA is satisfied that there is insufficient Caymanians, or persons legally and ordinarily resident in the Islands, to meet an expected demand for persons to fill jobs in any

profession, trade or industry or in relation to a particular project or enterprise, it may, in consultation with the Board or the Chief Immigration Officer, establish arrangements with authorities outside the Islands for the selection there of persons ready, willing and able to fill those jobs for the purpose of recommending their recruitment to prospective employers within the Islands.

❖ [The Special Economic Zone](#)

The Special Economic Zone Law 2017 Sec 3 (2) (b) (v) states that the Director of Labour or his designate shall hold office by virtue of his public service appointment. Following the reorganization of Labour and Pensions this appointment was to be taken up by the Director or other designate of NWDA as the issues to be dealt with involved employment.

❖ [The National Training Council](#)

The National Training Council (NTC) was established through Cabinet in 2016, The Council's purpose is to advise on, participate in, and support the development, coordination and management of Technical and Vocational Education and Training (TVET) in the Cayman Islands. The long-term vision of the council is to ensure that training programmes are closely aligned to final employment. The Director or designate and the TVET Coordinator are members of the NTC.

❖ [HMCIPS, Drug Court, Community Rehabilitation](#)

Through the Agency's Community Outreach services, the Agency partners with the HMCIPS, the Drug Court and the Department of Community Rehabilitation. The Agency's Employment Outreach Development Coordinator is a member of the Release on Temporary License (ROTL) Board and the Drug Court's Rehabilitation Committee.

Forward Looking:

- Continue to support the transition to WORC (Workforce Opportunities and Cayman Residency)
- Continue to deliver Ready2 Work programme
- Partner with Ministry responsible for business development to provide resources for businesses relating to employer-employee relationships (e.g. sensitivity training for employers of differently-abled and aging populations).
- Continue to deliver Passport2Success programme
- Continue to assess Job Seekers' workforce readiness competences
- Continue to develop public-private partnerships to address shortfalls in Job Seekers' workforce readiness competencies (e.g. completion of High School Diploma or equivalent GED and Literacy and Numeracy programmes for adults).
- Continue to develop public-private partnerships for employment opportunities for Caymanians
- Expand Agency's Career Guidance Services and Career Planning Services (e.g. to include population groups such as the differently-abled and aging).
- Expand the Agency's coordination with other CIG entities to provide referrals for counselling and other supportive services needed to address barriers faced by job seekers in accessing the labour market.
- Partner with other CIG entities such as FRC to provide employment support services for their programme participants
- Continue to develop public-private partnerships in the development of crucial life skills for employees (e.g. budgeting, financial planning etc.).
- Further enhance website to include additional tools and information to assist job seekers with their job search.
- Enhance agency services provided to sister islands
- Heighten services and programmes offered through robust PR campaign



RCIPS

**Royal Cayman Islands Police Service
Annual Report 2017/2018**

Foreword from Commissioner of Police



Derek Byrne
Commissioner of Police

2018 was the first year of the RCIPS' three-year strategic plan to secure the Cayman Islands, ensure safe communities, and deliver a professional Policing Service. The focus of 2018 was to build organisational competence, capacity and capability in all areas of policing operations and services. The main strategy for securing the Cayman Islands for 2018 was an emphasis on

intelligence and enforcement collaboration with local, regional and international law enforcement agencies to improve border control, resulting in successes locally and internationally.

To ensure safe communities, a new focus on reduction of serious crimes, community policing and traffic enforcement was pursued. The National Security Council (NSC) approved anti-crime initiatives to address serious crimes, including burglary, robbery, drugs, firearms, gangs, and gambling. In response, the RCIPS formed the Crime Task Force (CTF) in April of 2018, which concentrates on investigations and proactive operations directed at persons engaged in serious and violent crime, such as burglars, handlers of stolen goods, importers of controlled

drugs and firearms. In partnership with the Immigration Department and Department of Commerce and Investment, the CTF also targets persons in breach of the immigration law, enforcement of business licence laws, and illegal gambling.

Community policing was redeveloped and expanded. Community Beat Officers (CBO) were assigned to all fourteen beats and two CBOs were dedicated to the areas surrounding the busy cruise ports. The North Side and East End police stations were re-opened and staffed with a Sergeant and eight Officers to police both districts. We increased foot, bicycle and beach patrols, partnered with communities to revive existing Neighbourhood Watches and form an additional 13 new ones. One of the outcomes of these strategies is a 34% reduction in burglary, which is the lowest burglary rate in five years, and a modest 3% reduction in total crimes. There were increased arrests for unlawful gaming such as cock fights and illegal lottery.

We also prioritized the improvement of road safety in 2018. The Traffic Department was strengthened to 13 officers in addition to administrative personnel and equipped with new vehicles and equipment. There was significant increase in enforcement efforts. Officers conducted 328 DUI arrests, a 30% increase over 2017; 2,128 speeding tickets compared with 652 in 2017; and, 613 tickets for cell phone use. This increased enforcement drove a reduction of 14% in traffic accidents over 2017; however, despite our efforts, there was a significant increase in traffic fatalities in 2018 (8), in comparison with

3 in 2017. These fatal accident numbers along with a slight increase of serious accident figures for 2018 (35) compared with 2017 (31) mean we will revise our strategy of traffic enforcement in 2019 with the goal of reducing serious and fatal accidents on our roads.

The RCIPS also focused on increasing personnel numbers, training, acquired new vehicles and equipment, and re-organised to deliver a more professional service to the community. We hired 53 new staff in 2018, including 28 Caymanians, and our staff benefited from 547 training opportunities. These numbers include nine (9) new local recruits, 17 Auxiliary Constables and thirteen (13) experienced officers who were recruited, trained and deployed in 2018. We also processed 424 local applications from which 48 recruits have been selected for training in two batches of 24 each in 2019. To deliver a more professional service to the community we partnered with the Ombudsman to train officers on the new Data Protection Law and will develop a new discipline and complaints process.

The Cyber Forensic Unit which was formed in 2018 will be enhanced in 2019. The goal is to provide digital forensic examinations, cyber-crime intelligence gathering and analysis, pro-active cyber-crime deterrence and disruption measures, and generally improve the investigation of serious and organised crime, cyber-enabled and cyber-dependent crimes, and improved cyber security.

As we enter the second year of our three-year strategic plan, we expect to reap even bigger gains from our investments in 2019 as new approaches mature and we continue to broaden and improve our services to the Cayman Islands community to achieve our vision of making the Cayman Islands safer.

Mr. Derek Byrne
Commissioner of Police



Royal Cayman Islands Police Service (RCIPS)

ABOUT US

Nature and Scope of Activities:

Section 5 of the Police Law (2017) sets out the functions of the Service as '*...the maintenance and enforcement of law and order, the preservation of the peace, the protection of life and property, the prevention and detection of crime and the apprehension of offenders...*' The RCIPS is responsible for policing the three Cayman Islands of 100 square miles with a population of 64,420 in 2018. Cruise and air visitors increase the population significantly, sometimes by as many as 10,000 or more per day and amounting to about 2.14 million visitors 2017. The RCIPS responded to 28,227 calls for service in 2018 in addition to 7,333 vehicle stops and completed 775,672 hours of patrols and services.

Governance:

- The main laws governing the activities of the RCIPS are:
 - ✓ CI Constitution
 - ✓ Police Law
 - ✓ Firearms Law
 - ✓ Misuse of Drugs Law
 - ✓ Town and Communities Law
 - ✓ Evidence Law
 - ✓ Bail Law
 - ✓ Various other laws and regulations



Our People:

There are 461 personnel in the RCIPS, made up of 389 police officers and 72 civilian support staff.

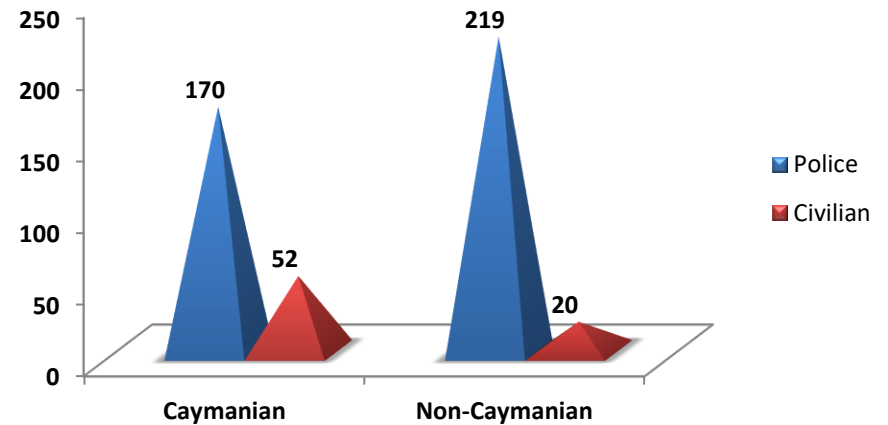
○ Personnel Profile:

Age range

Age Range	Police Officers	Civilian Staff	Totals
18 – 28	31	15	46
29 – 39	114	20	134
40 – 49	126	20	146
50 – 59	106	12	118
60+	12	5	17
Total	389	72	461

○ Status:

RCIPS personnel are comprised of 48% (222) Caymanians and 52% (239) non-Caymanians.



○ Local Hires & Recruitment – 2018:

Fifty-three (53) new staff were hired and recruited in 2018; however, there were thirty-eight (38) departures.

Nationality	Hired & Recruited	Number
Caymanian	○ 11 Police Constables ○ 7 Auxiliary Constables ○ 3 HR Officers ○ 1 Junior Network Administrator ○ 5 Admin. Secretaries ○ 1 Receptionist	28
Barbadian	● Police Constables	5
British	● 1 Trainer	8

	• 7 Police Constables	
Guyanese	• Police Constable	1
Jamaican	• 4 Police Constables • 5 Auxiliary Constables • 1 Administrative Secretary	10
Trinidadian	• Police Constable	1
Total		53

○ Nationality:

Among the non-Caymanian staff, there are 136 Jamaicans (29.5%), 43 British (9.3%), 26 Barbadians (5.6%), 10 Vincentians (2.1%), Five Filipinos (1%), and nine other nationalities making up the remaining 19 personnel.

Nationality	Police	Civilian	Total
American (US)	0	1	1
Barbadian	26	0	26
Brazilian	0	1	1
British (UK)	34	9	43
Canadian	3	0	3
Caymanian	170	52	222
Costa Rican	1	0	1
Dominican	2	0	2
Filipino	5	0	5
Guyanese	2	1	3
Honduran	1	0	1
Indian	2	0	2
Irish	1	0	1
Jamaican	132	4	136
Nigerian	0	1	1
St. Lucian	1	0	1
St. Vincentian	8	2	10
Trinidadian	1	1	2
TOTAL	389	72	461

- [Training:](#)

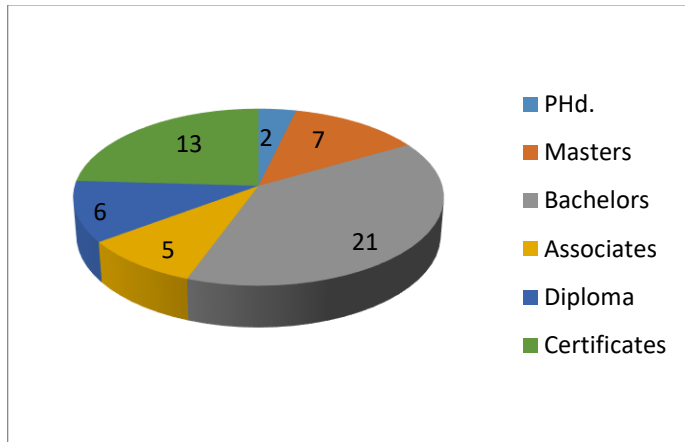
The Training and Development Unit (TDU) conducted and arranged 547 training opportunities in 2018. The TDU also conducted recruitment which included the processing of 424 individual assessments, from which 48 recruits have been selected and who will be trained in two batches of 24 each in 2019.

TDU Training Activities - 2018	
Courses	Number of Attendees
RMS/JMS	29
RMS Supervisor one day workshop	31
Bill of Rights	31
Experienced Officers – Overseas	13
2018 Auxiliary Constables	17
2018 Recruit Class	9
Mental Health First Aid Training	2
Tutor Constable	11
CCTV	45
Data Protection	21
Adult Caution	219
Train the Trainer Officer Safety	4
Annual Crew Resource Management	8
SUA/UAV	5
Total	445

Other Training by Type	
Leadership	18
Employee Orientation	36
Domestic Violence Intervention Training Program (DVITP)	12
Intelligence Gathering & Analysis	2
Imposter & Forgery Training	4
Child Sexual Exploitation Train the Trainer	1
Exclusive Economic Zone Protection	1
Intelligence Gathering & Analysis	1
Annual Crew Resource Management	8
SUA/UAV	5
APMG Better Business Case	6
APM Project Fundamentals	5
Strategic Change Management	1
Post Incident Management	2
Total	102

- Qualifications:

There were approximately nine (9) employees with graduate degrees, and twenty-six (26) employees with first degrees in the organisation in 2018.



- Employee of the Month:

Three employees were selected for the award of Employee of the Month in 2018.

Employees of the Month - 2018	
February	Fabian O'Connor
August	Anderson Taylor
October	Anthony Hill

MANAGEMENT DISCUSSION AND ANALYSIS

Highlight of Achievements

Analysis of how key objectives were met:

- Improved local and international collaboration with Law Enforcement Agencies through managed liaisons. The Crime Task Force (CTF) has established and continues to develop real time communication links with agencies such as: US Drug Enforcement Agency (DEA), Federal Bureau of Investigation (FBI), Department of Homeland Security (DHS), UK National Crime Agency (NCA), as well as with our national partners, Customs and Border Control Agency (CBCA; previously HM Customs and Cayman Islands Immigration Department) and HM Prison. Locally, the CTF works closely with the CBCA Enforcement Team to identify foreign nationals involved in crime and investigate marriages-of-convenience that drives local crime. A joint operation between CTF and CBCA Enforcement Team on the 14th June recovered a .38 revolver and ammunition and made two arrests. On the 28th June Uniformed Officers and HM Customs conducted a joint operation which resulted in the seizure of a quantity of ganja and cocaine, CI\$10,000 cash, drug utensils, and the arrest of two persons. The following day on 29th June the officers conducted a further operation which recovered an additional amount of ganja, CI\$187,000 and US\$28,220 in cash and arrested another individual, all three of whom have now been charged with various crimes.
- The RCIPS was mandated by the National Security Counsel to focus on Firearm Crimes, Robbery, Burglary, Gangs and Gambling. In response, the Serious Crimes Task Force was

formed and given the mandate to focus on serious crimes. The CTF has since recovered and seized 2,290 lbs. of ganja, 2.85 kilos of cocaine, 110 MDMA (Ecstasy) tablets and 200 Xanax tablets, six firearms, CI\$233,414 and US\$32,876 cash, and arrested 110 persons for various serious crimes, including drugs, human smuggling, firearms, Immigration, robbery, burglary, handling stolen goods, and gambling. These strategies have coincided with a reduction of 35% in burglary rates in 2018 when compared with 2017, representing a five-year low.

- Police Firearms Response: An important initiative to improve the management of the RCIPS firearms response capacity and capability was the establishment of a Police Working Group (PWG), which will meet regularly to review and recommend action on firearm concerns.
- Community Policing was re-organised with increased resources. The re-organisation included more neighborhood watches, the use of group chats using social media, presentations to community groups to raise awareness and improve police/community cooperation to reduce crime. The Crime Stop donated cell phones for use in Community Policing, significantly which ensured that all our CBO's were equipped with cellular phones.

- Increased focus on Customer Service, National Decision Model, and police processes, to raise the levels of professionalism.
- In 2018 the RCIPS contracted a private firm to conduct focus groups to identify main issues of public concern from a wide representation of communities (Domestic Violence Victims, Business Community, Youth Groups (2), Bodden Town, George Town, West Bay, Cayman Brac, North Side/East End, and Little Cayman.) Eleven (11) concerns were identified for action.

Description of successes and challenges:

- Establishment of a Cyber Forensic Unit to investigate crime through the use of digital forensics. Two staff members supported 72 criminal investigations and responded or completed 348 requests for services in 2018. The Unit will be enhanced in 2019.
- In 2018 the Media and Communications Unit launched the **new RCIPS website** in May, with over one hundred pages of detailed information about the Service including the organizational mandate, the remit, staffing, management, direct contact information and current priorities of all police departments, current corporate strategic plans and organizational chart, crime statistics from 2011 forward and 2018 monthly burglary statistics, comprehensive community policing beat pages with interactive map, administrative forms for traffic and police records (submitted online) and all police media releases. A **mobile app** distilling information from the website most pertinent to mobile users in an easy format for phones was launched in late November for both Android and iPhone. The app is designed to prominently feature emergency alerts, police press releases, beat officer contact information, and recruitment outreach, as well as a Submit a Tip button designed to elicit more confidential information from the community. The Unit also maintains **Social Media** platforms such as Facebook, Instagram and Twitter.
- Introduction of static lighting to increase police visibility for public reassurance. Most marked police vehicles are equipped with blue running lights on the roofs to enhance visibility and reassure the public.
- The RCIPS proposed a national anti-gang initiative to the NSC which was adapted. Implementation has commenced in 2018, with the SRIU tasked to develop a plan to achieve the objectives.
- Early in 2018 a crime wave occurred during which two murders and a number of armed robberies were committed by a small group of criminals. Following one of these robberies, suspects shot at armed officers pursuing them. A few days later the second murder occurred, causing public alarm in the Prospect area and the wider community. Officers of the Firearms Response Unit (FRU) worked long and exhausting shifts for four days to flush out one of the main suspects, who was known to be armed and dangerous. We believe that the unrelenting pursuit by the FRU is what convinced him to surrender peacefully on 8 March 2018. The surrender, arrests and charges of suspects brought the wave of violence to an end and earned the gratitude of the public. Significant credit goes to the FRU

and frontline police officers whose perseverance led to charges and the remand of the main suspect.

- Forfeiture of KYD \$23,700 under a Proceeds of Crime Law believed to be the proceeds from illegal gambling. This is the first time that a civil power of recovery has been used to forfeit assets suspected to be the profit from crime without a criminal conviction.
- The formal charging of a prolific burglar, who was charged under the proceeds of crime law with possession of criminal property in relation to the proceeds of domestic burglaries. This was the first time in this jurisdiction that The Proceeds of Crime Law has been used for a non-financial crime offence.
- The FCIU has been a key partner in wider CI Government projects to meet international standards of anti-money laundering compliance. The FCIU formed part of the delegation from the Cayman Islands participating in the CFATF Plenary in Barbados in November 2018. Work on both of these projects will continue into 2019.

- Improved Statistics: In 2018 the RCIPS acquired Crime Analysis Plus, a new module for its incident and crime recording system (RMS) and partnered with the ESO to improve statistics outputs. Work will continue on this initiative in 2019.

[Risk management:](#)

Data Protection Law: The new Data Protection Law requirements will impact the RCIPS significantly. Training and advice are being delivered in conjunction with the Ombudsman's Office, which is producing global policies and procedures. 66 police officers and staff have been trained to date. The 2019 Police Plan will address processes to mitigate risks relating to the DPL.

Discipline: The RCIPS disciplinary processes are being reviewed to address the gaps in the disciplinary code which is based on an outdated Police Regulation. Detective Chief Inspector Wright visited the UK in 2018 to benchmark and develop a disciplinary process for the RCIPS.

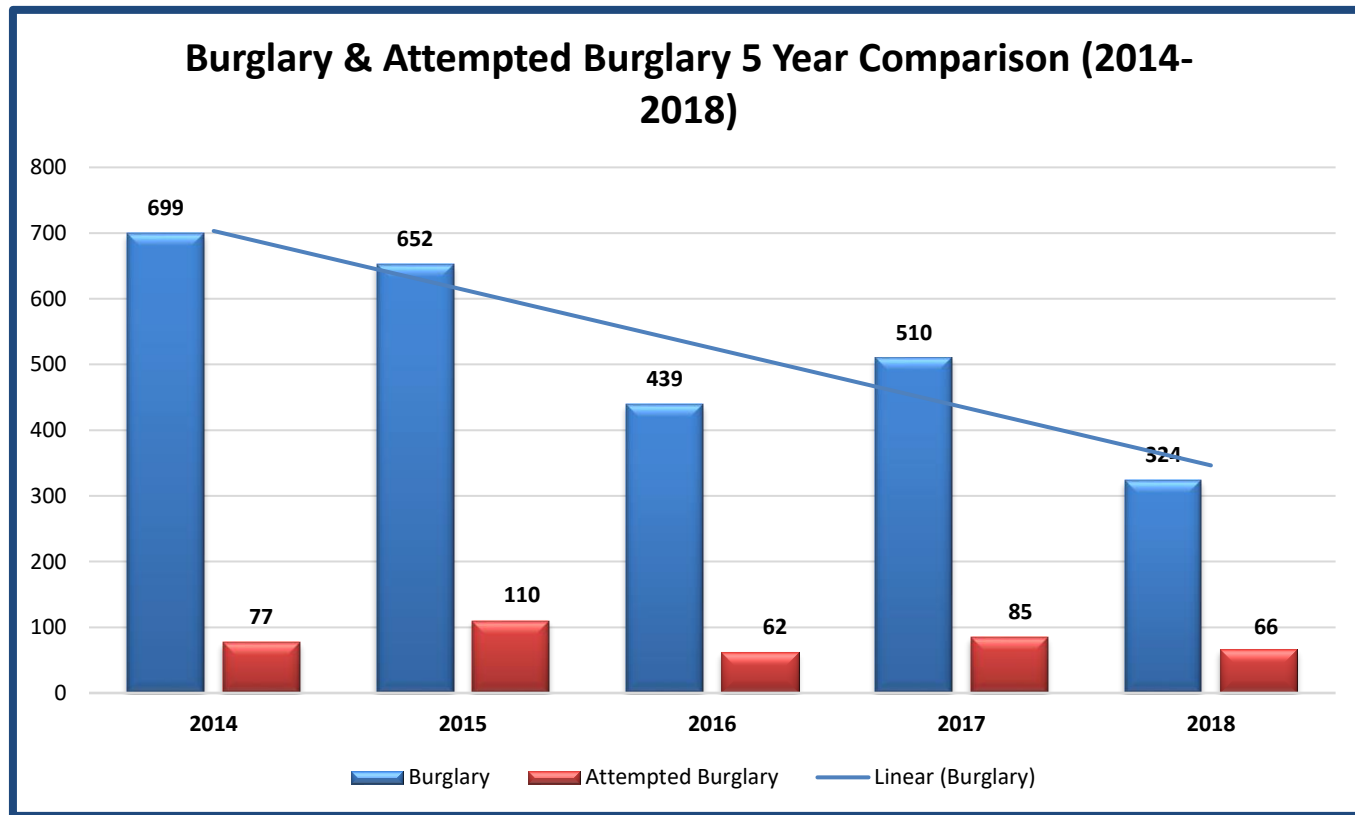
2018 Crime Statistics			
Crime Statistics for Cumulative Period January 01-31 December 2018 vs 01 - 31 December 2017			
CRIMES	2018 Crimes	2017 Crimes	Rate of Change 17-18
Serious Crimes			
Murder	4	2	2
Attempted Murder	9	4	5
Manslaughter	0	0	0
Rape	17	17	0
Attempted Rape	3	1	2
Robbery	40	30	10
Attempted Robbery	9	5	4
Assault GBH/Wounding	41	45	-4
Firearm	10	26	-16
Drugs	196	172	24
Aggravated Burglary	4	5	-1
Burglary with intent to Rape	0	2	-2
Burglary	324	510	-186
Attempted Burglary	66	85	-19
Aggravated Criminal Trespass	0	1	-1
Criminal Trespass (Damage/Non-Damage)	111	149	-38
Abduction/Kidnapping/Wrongful Confinement	3	0	3
Human Smuggling	0	1	-1
Arson	16	13	3
Defilement	9	7	2
Assault Police	10	2	8
Assault ABH	448	379	69
Indecent Assaults	25	35	-10
Other sexual Offences (Pornography/exposure/gross indecency/incest)	19	10	9
Child Cruelty & Neglect	11	16	-5
Financial (Deception/Money Laundering/Forgery etc)	87	59	28
Serious Crimes TOTAL	1462	1576	-114
Common Assault	265	186	79

Carrying restricted/Offensive Weapons	12	13	-1
Damage to Property	400	420	-20
Use ICT to Harass, Annoy, Threaten or Defraud	85	71	14
Motor Vehicle Theft	68	51	17
Other Theft Offences	617	702	-85
Public Order Offences	671	672	-1
Volume Crimes TOTAL	2118	2115	3
All Other Crimes (Type Not Recorded Above)	120	135	-15
OVERALL TOTAL	3700	3826	-126

CONTROL DRUGS CRIME STATISTICS	2018 Crimes	2017 Crimes	Rate of Change 17 - 18
Drugs	RP	RP	
CONTROL DRUG CRIMES TOTAL	196	172	24
Importation of Ganja	3	4	-1
Importation of Cocaine	0	1	-1
Being Concern with the Importation of Ganja	3	0	3
Conspiracy to Import Controlled Drugs	0	1	-1
Exportation of a Control Drug	0	0	0
Smuggling (Drugs Other Contraband)	0	4	-4
Cultivating Ganja	2	2	0
Being Concern with Cultivating Ganja	0	1	-1
Possession of Control Drug Total	120	93	27
Possession of Ganja	102	83	19
Being Concern in the Possession of Ganja	5	3	2
Being Concern in the Possession of Cocaine	1	0	1
Possession of Cocaine	12	7	5
Possession of a control Drug (Not Cocaine or Ganja)	0	0	0
Consumption Total	39	24	15
Consumption of Ganja	35	20	15
Consumption of Cocaine	4	4	0
Consumption of a Controlled Drug (Not Cocaine or Ganja)	0	0	0
Possession of Control Drug for sale or Supply Total	25	35	-10
Possession of Ganja with Intent to or Attempt to Supply	17	25	-8
Possession of Cocaine with intent to or Attempt to Supply	6	7	-1
Being Concerned in the Possession of Ganja with intent to Supply	1	2	-1
Being Concerned in the Possession of Cocaine with intent to Supply	1	0	1
Dealing in Cocaine or Ganja	0	1	-1
Possession of Drug Paraphernalia	4	6	-2
Failing to Provide Specimen of Urine	0	1	-1

BURGLARY/ATT - NATIONAL	2018 Crimes	2017 Crimes	Rate of Change 17-18
Burglary/Att	RP	RP	
Overall Total	390	595	-205
<i>Residential</i>	<i>267</i>	<i>418</i>	<i>-151</i>
<i>Non-Residential</i>	<i>123</i>	<i>177</i>	<i>-54</i>
George Town	207	283	-76
West Bay	59	85	-26
Bodden Town	67	157	-90
East End	16	17	-1
Northside	28	36	-8
Cayman Brac	12	15	-3
Little Cayman	1	2	-1

TRAFFIC - NATIONAL	2018					2017					Year-on-Year Comparison		
	Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4		2018 YTD	2017 YTD	Rate of Change 17-18
Traffic Accidents													
Fatal	3	3	1	1		0	1	1	1		8	3	5
Serious Injuries	11	5	10	9		10	4	7	10		35	31	4
Slight/Possible Injuries	64	38	45	51		81	75	62	54		198	272	-74
Damage Only	627	609	410	466		593	579	599	655		2112	2426	-314
TOTAL	705	655	466	527		684	659	669	720		2353	2732	-379
Traffic Enforcement													
Driving Under the Influence	90	88	75	75		48	49	66	90		328	253	75
Using Mobile Phone Whilst Driving	178	199	143	93		160	79	187	168		613	594	19
Speeding	636	774	432	286		199	113	145	195		2128	652	1476
Driving Without Been Licensed	27	47	38	27		33	23	29	33		139	118	21
Driving Without Insurance	102	112	73	44		51	47	66	67		331	231	100
Failing to Wear Seat Belt	46	78	23	42		35	45	94	57		189	231	-42
Careless Driving	47	33	24	20		63	56	43	38		124	200	-76
Dangerous Driving	7	3	2	2		3	6	6	8		14	23	-9
Causing Death by Dangerous Driving	0	0	0	0		0	0	1	0		0	1	-1
All Other Traffic Offences	742	998	990	841		767	391	765	754		3571	2677	894
Traffic Offences Total	1875	2332	1800	1430		1359	809	1402	1410		7437	4980	2457

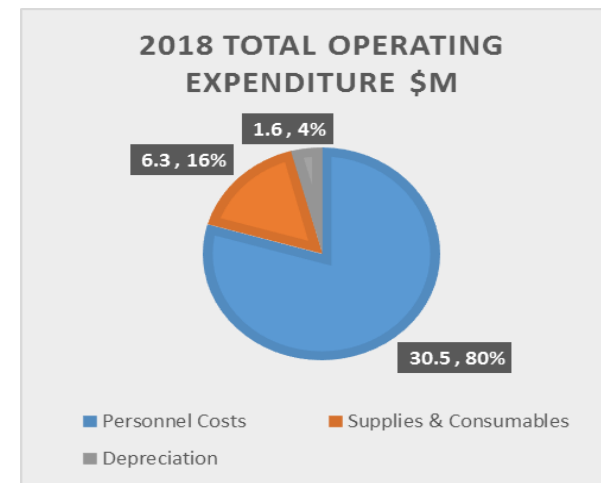
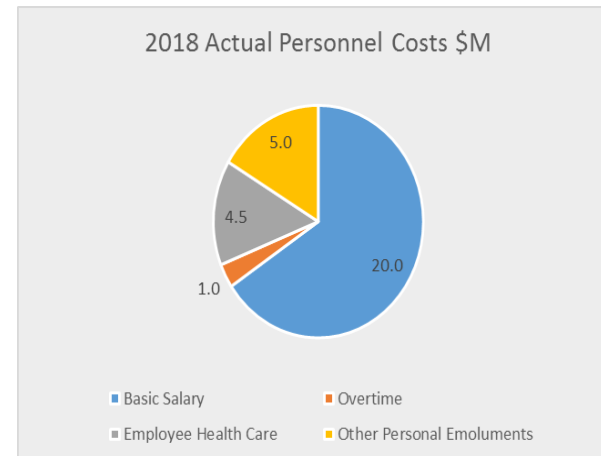
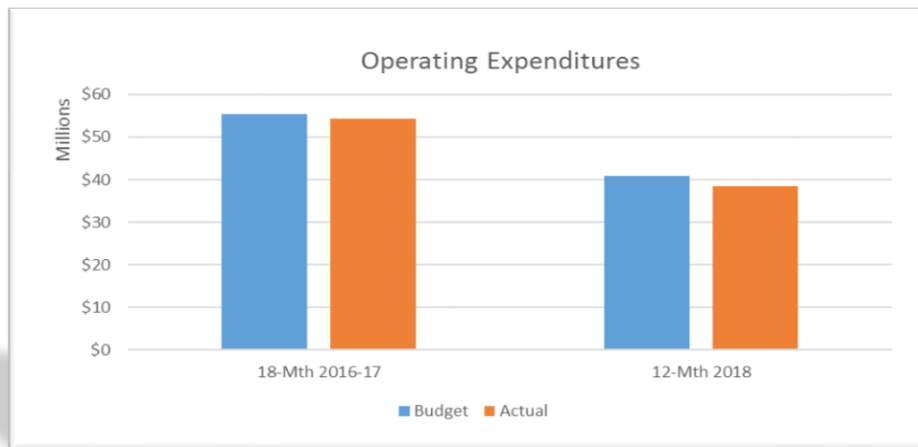


Financial Performance and analysis

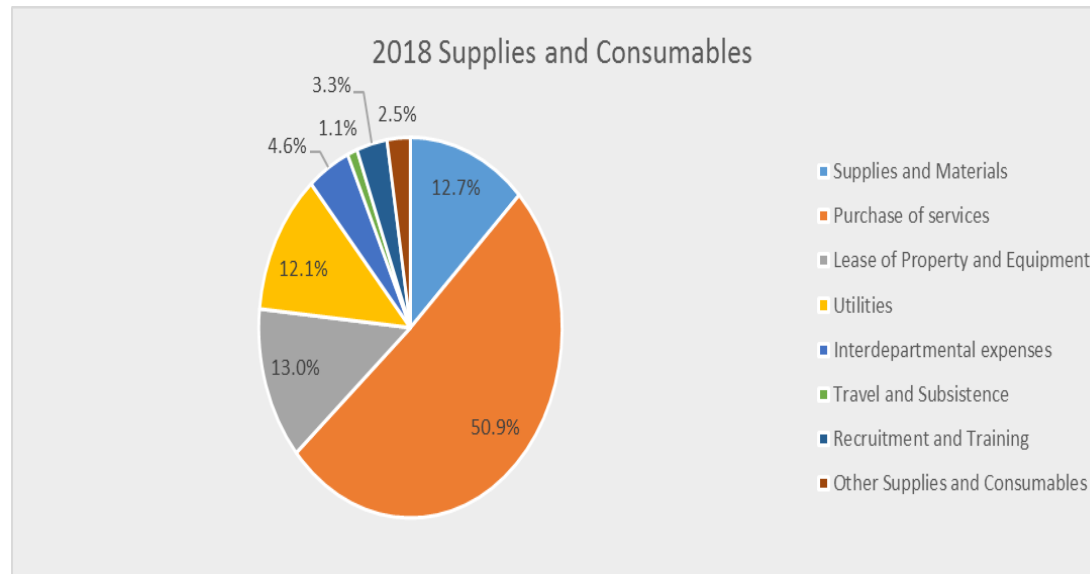
2018 Report of Financial Activities

Finance:

- **Actual Expenditure for 2018** was \$38.4M compared to a revised budget of \$40.9M resulting in a favourable variance of \$2.5M, personnel costs accounted for \$2.4M or roughly 95% of this variance. The original budget was adjusted by \$0.4M as a result of increased CINICO health care rates.
- Similar trends were observed for the 18-month period ending December 31, 2017. Actual expenditures were \$54.4M compared a budget of \$55.4M. Savings in personnel costs accounted for \$2.2M or 218% of the variance. This positive personnel costs variance was offset by negative variances of \$0.5M in supplies and consumables, and \$0.6M in depreciation.
- **Preliminary overtime expenses** are \$1.0M, this amount includes an accrual of \$0.5M relating to 2017 and 2018. This amount is to ensure compliance with the Personnel Regulations relating to rates paid for overtime duties. Personnel Costs accounts for 80% or \$30.5M of total 2018 operating expenditures.

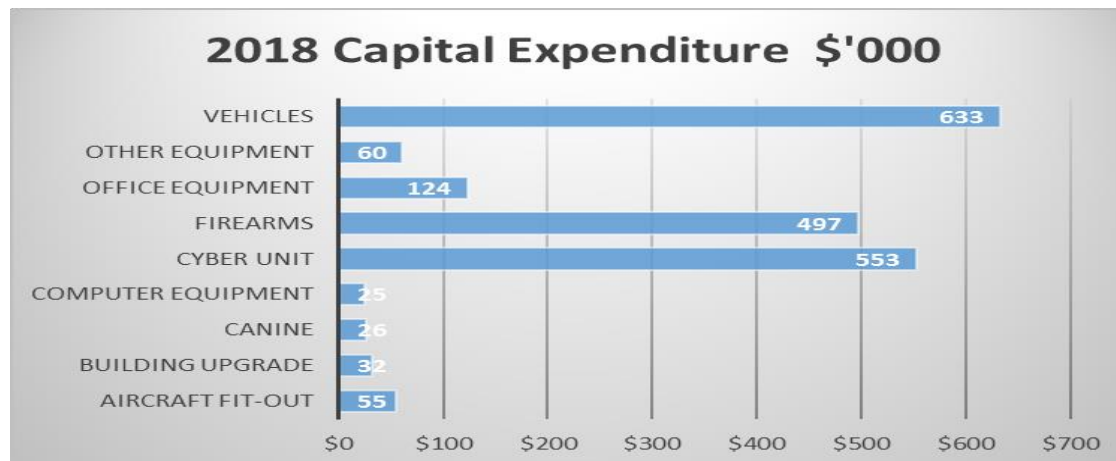


- Supplies and Consumables are \$6.3M or 16% and depreciation is \$1.6M or 4% of total operating expenditure. Funding for depreciation is used to replace non-current assets used in the delivery of services.



Capital:

Capital injection for major new items was budgeted at \$3.5M and \$2.9M for 2018 and 2019 respectively. This was mainly for building upgrades, vehicles, firearms and the Cyber Unit. This does not include expected capital expenditure for asset replacements. Capital expenditure for 2018 amounted to \$2.0M. West Bay police station and the Police headquarters projects are expected to commence in 2011.

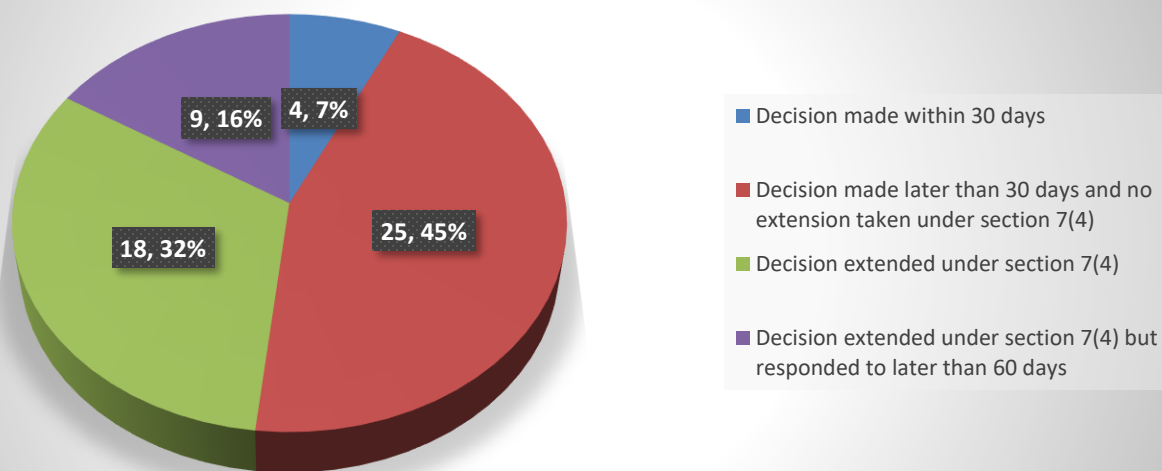


Scrutiny by Parliament and Public (FOI)

FOI Requests:

Category / Detail	Number
Total Applications Received	45
Total Applications Open	4
Total Applications Closed	46
Applications for Personal Information (Applicant's own)	4
Application for General Information	41
Duplicate Requests	3
Excluded: S. 3(7) Another Law Takes Precedence	1
Exempt: S. 23(1) Unreasonable disclosure of personal information of any person, whether living or dead	15
Granted in Full	20
Granted in Part	10
No Records Found	1

FOI Timelines:



Number of complaints received in 2018:

Complainants	Number
Police Officers	3
Supervisors	16
Civilian Staff	0
DPP	7
Members of the Public	94
Total	120

Summary of how 2018 complaints were handled:

Complaints	Charges Pending	Closed	Open	Pending Hearing	Pending resolution	Pending Ruling	TOTAL
Unprofessional Conduct	0	19	24	0	0	0	43
Conduct Prejudicial to good discipline	0	5	2	0	0	0	7
Failure to Comply	0	0	0	7	0	0	7
Statute-barred files	0	2	4	2	0	1	9
Abuse of Authority	0	3	7	1	1	0	12
Assault	0	1	1	0	0	1	3
Branding of Firearm	0	0	0	0	0	0	0
Discriminatory Disrespectful Conduct	0	1	1	0	1	0	3
Improper response by Police	0	10	5	0	0	0	15
Incurs debt beyond means	0	0	0	0	0	0	0
Negligently allows prisoners to escape	0	0	0	0	0	0	0
Damage to property	0	1	1	0	0	0	2
Failing to investigate an offense	0	3	3	0	0	0	6
All other offenses	0	4	8	1	0	0	13
TOTAL	0	49	56	11	2	2	120

Internal and External Audit updates

- **Audit of the Police Welfare Fund:** An internal audit of the Police Welfare Fund was completed in December 2018. Recommendations were made and are to be implemented.
- **Audit of the Expenditure Controls Process:** The Internal Audit Service examined the expenditure process controls within the RCIPS. The audit was completed, and 14 control weaknesses were identified, of which the recommendations for 10 were classified as high priority. These recommendations are being implemented.

Deloitte Engagement, 2018: The RCIPS engaged Deloitte to conduct a Human Resources and Personnel Development Review in 2018. The Deloitte review was completed and made recommendations in seven categories, including leadership, communications, strategic focus, Human Resources & Personal Development Officer (HRPD) duty alignment, technology, and remuneration. These recommendations will inform HR strategies in 2019.

Forward looking:

The 2019 Policing Plan will be aligned to the RCIPS' Strategic Statement 2018-2020. The goals, objectives and initiatives for the 2019 Policing Plan are:

1) Securing the Cayman Islands:

The Coast Guard will be developed, a new helicopter is being purchased, and the Government has also funded a new weapons platform for the RCIPS. These new capabilities will have significant positive impacts on the Border Security and Search & Rescue programmes for the Islands. The RCIPS will continue to combat the threat of drug, firearm, and human smuggling, as well as to deliver effective Search & Rescue services in 2019.

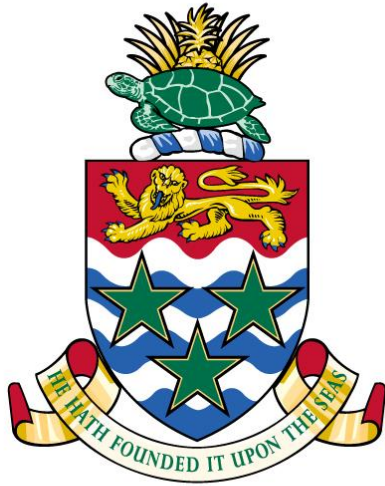
2) Ensuring Safe Communities:

A number of initiatives were proposed by the RCIPS through the NSC to deal with crime impacting our communities. These include anti-crime initiatives for robbery, burglary, firearms, and gangs, as well as enforcing the law against illegal gambling. The RCIPS will continue to enhance and develop its capacity to prevent and respond to these serious crimes. Cybercrime monitoring and response, Community Policing, intelligence,

investigation, victim care, and response times are critical areas of focus for improvement in 2019. We will also work with other stakeholders to continue to develop and implement the national anti-gang plan.

3) Delivering a Professional Service:

In 2018 the RCIPS focused on improving customer service and victim care. This will continue in 2019, as we seek to respond to the concerns identified in the 2018 focus groups. At the same time, we will address internal issues to improve staff morale and working conditions in 2019 by conducting an internal survey in April and responding to those issues which are identified. The RCIPS will continue to partner with the Ombudsman and the Cayman Islands Government in 2019 to develop and implement a robust complaints and discipline process and new Police Regulations to ensure compliance, improve professionalism and contribute to the government's initiative to achieve a world-class Civil Service.



WORC

WORKFORCE OPPORTUNITIES & RESIDENCY CAYMAN
CAYMAN ISLANDS GOVERNMENT

Foreword from Director of WORC



Sharon Roulstone
Director of WORC

WORC is a brand-new department of the Cayman Islands Government as of February 1, 2019. WORC is committed to delivering excellence and aspiring to be a World Class service provider. It will be a year of growth and new

opportunities for all customers we serve.

WORC is a radical rethink of the planning and management of Cayman's labour force and residency; advancing Caymanians in job market while ensuring that businesses have sufficient and appropriate labour to be competitive globally and to sustainably grow the Cayman economy.

Why Do We Need WORC?

Extensive primary research has shown that both internal and external stakeholders expressed frustration regarding the current labour and residency status quo in the Cayman Islands.

Caymanians feel overlooked and disenfranchised during the pursuit of employment and believe they are being treated unfairly. Additionally, businesses do not have sufficient access to Caymanians in the workforce in order to secure the resources they need to function effectively. To put it simply, despite the best efforts of employers, employees – everyone involved – people feel that the system

is not working. When the systems currently in use were put in place, the Department of Immigration was processing hundreds of work permits a year. Now they are processing tens of thousands. The system is overburdened, inefficient, subjective and not very transparent.

WORC will radically reshape the way the national labour force and residency are managed. We are striving for better communication, better information, and better service for everyone. Our goal is to build a system that manages labour and immigration in a way that is transparent, fair and efficient. Most importantly, we are driven by a desire to deliver excellent customer service.

What Does WORC Look Like? How Does it Work?

WORC will be the department responsible for Caymanian employment, as well as the department responsible for the processing of applications for work permits, permanent residency and Caymanian status. With everything being under one roof, the department will be better equipped to provide job seekers with well-designed processes and better services to produce better results.

Each part of WORC will serve a specific need of workers, employers, and those seeking to enter the country for work. Let us look at the main functions of WORC.

The department will be equipped with assessing the labour market and using that information to better understand job demand in the country, in order to determine what skills, education and experience the business community is seeking. We will be able to process and analyse data that will help inform educational institutions and job seekers on what skills

local business need, both now and in the future. In addition, there will be established a training and development unit to assist those who are unemployed and/or in need of assistance with bridging skills gaps needed to secure employment in the relevant industries and fields. Perhaps, the most important component and the backbone of WORC will be the online clearing house, which will be tasked with matching local workers to available jobs.

Connected to this program, there is a division that will be concerned with processing work permits. Shared information between this division and other areas of the department will help to ensure that the award of work permits is informed, up-to-date and relevant to labour market data, bringing fairness and balance to the labour aspect of residency. Further, there will be a section to oversee compliance by all stakeholders and an appeal system available for persons aggrieved.

Another large and important area of WORC being Business Operations, will handle the administrative aspects of the department. Under this unit, Customer Care, Financial Systems, and Human resources will be functional.

One of the best features of the new department will be the use of cutting-edge technology. Because all our information will be gathered and stored electronically, users will be able to access this information directly from the internet, from anywhere, at any time. It also means eventually connecting digitally with other government departments, removing a need to ask our clients for information that government already has on file. By seeking simplicity and efficiency, we can deliver excellence.

[Mission: For Caymanians and Business to benefit from Economic Success](#)

Now more than ever, the Cayman Islands are competing in a global economy. We need to ensure that our businesses have the quality labour they need to be able to compete effectively and grow.

Training and up-skilling programmes and internships are vital to the success of Caymanians who want to enter the workforce. WORC will be the repository for all information about the excellent programmes already in place and will help people who need then to find them.

By gathering and analysing data and making it available, we can help young Caymanians to make informed career choices based on the needs of the market.

Ultimately, the No.1 goal of the department will be creating sustainable economic growth for the Cayman Islands and ensuring that Caymanians benefit from that economic growth.

[The Takeaway – What You Should Remember](#)

WORC is based on a customer-centric approach, making information, training, and connections between employers and all job seekers – wherever they are from – easier to obtain. This is a ground-up change: management policies, strategic planning is all revamped for simplicity and effectiveness whilst fostering a new culture of change and continuous improvement in pursuit of Customer Service Excellence.

The department will monitor, analyse, and anticipate labour needs and trends, and as a result, more Caymanians will be able to work because it will be easier for employers to find them. Thanks to labour assessments and readily available information, young people will have a better idea of what to study, what to know, and where to look, to make their job searches more fruitful – in short, they will be ready for employment.

The system will be more transparent. We will be able to deal with anyone who does not comply and there will be an appeal system for Caymanians. Employers who are fair and transparent will be accredited and enjoy the benefits fitting their efforts.

This is a necessary radical shift for the country – training and developing Caymanians to be competitive in the job market and providing an efficient, fair, transparent work permit and residency regime.

What You can Do

But the most important part of making it work is YOU. This is an opportunity for Caymanians to be part of what is the most significant undertaking of a government department in the history of the Cayman Islands.

Mrs. Sharon Roulstone
Director of WORC



Cayman Islands Customs & Border Control

Foreword from Director of CBC



Charles Clifford
Director of CBC

I am pleased to give comments for the Ministry's Annual Report for 2018.

2018 was a very rewarding year for both the legacy Customs Department and Department of Immigration; and we have made a number of particularly notable achievements since the merger of these two respective departments on 1st February 2019 to form a single border law enforcement agency now called the Cayman Islands Customs and Border Control Service (CBC).

The one thing that makes me most proud is that as we embarked on this most significant period of change in the history of these two organisations; faced with many complexities and challenges, our performance improved in virtually every measurable category. The seizure of contraband, detection of immigration offences and breaches of the law were all up compared to previous years. These are excellent examples of the outstanding work by our CBC officers.

As the new CBC organisation, we will build on the achievements and successes of 2018 by continually refining our intelligence and risk-based strategy that provides CBC officers with the best means of identifying and addressing threats at the earliest possible point, while also facilitating

legitimate travel and trade. This will be achieved through innovation, technology, and continued training and development of our human resources to ensure they are equipped for the challenges they face.

I am also taking further steps to make integrity, accountability and professional standards hallmarks of our CBC organization, to continue to emphasize the need for personal responsibility by every employee for ethical behavior, on and off duty. The public's trust in us depends on it and the vast majority of CBC employees do the right thing, every day. They are truly dedicated public servants, committed to the CBC mission.

In line with our performance culture and focus on cooperation and collaboration, we will continue to work closely with our local, regional and international law enforcement partner agencies. We will also continue to be responsive to the needs of the Cayman Islands Government and seek to be an example of best practice in both the public and private sectors.

In closing, I would like to thank all staff for their ongoing efforts and achievements. Their dedication, from top to bottom, is extraordinary. CBC's continued focus, commitment and efforts in 2019 to maintaining border security and facilitating legitimate trade while also ensuring increased transparency and accountability that is vital to our economic prosperity.

I look forward to a challenging and exciting year ahead.