FOR THE PERIOD ENDING DECEMBER 31, 2018

Portfolio of the Civil Service

Improving Performance Together

2018 ANNUAL REPORT

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FOREWORD BY
THE DEPUTY GOVERNOR AND HEAD OF THE CIVIL SERVICE

Hon. Franz Manderson, MBE Deputy Governor & Head of the Civil Service

As civil servants, our work isn't just reflected in balance sheets but rather it is directly reflected in the welfare of our citizens; from the youth to the elderly, from persons who require social assistance to persons building small businesses, from the millions who briefly visit our shores to the small and intimate community that calls Cayman home.

This year has seen many significant accomplishments for the Civil Service and I am proud to share these with you in the Portfolio of the Civil Service's 2018 Annual Report.

In 2018, we launched our 5 Year Strategic Plan for the Civil Service, and rolled out a range of initiatives to improve customer service and leadership. I am pleased to report that we delivered eight senior leaders events for our top 200 leaders, in critical areas including Employee Engagement, Having Difficult Conversations, Pivoting from Command and Control to Leading with Purpose, Fostering a Customer-centred Culture, and Improving the Performance of Our Teams. We also launched a customer service academy and trained 322 front-line service ambassadors in customer service.

To improve Governance, we established our first ever Audit and Risk Assurance Committee, which will provide important advice and support on matters relating to governance, risk management and internal controls. The Accountant General was appointed the Business Owner for our Anti-Fraud Policy which has been rolled out across the service, supported by an on-line training initiative. During the year, we improved internal capabilities to develop and assess business cases and to effectively manage projects. The Strategic Reforms Implementation Unit delivered training to 100 participants in the Better Business Cases (BBC) Foundation course and the Project Fundamentals Qualification (PFQ) resulting in 34 individuals earning an APMG BBC Foundation certification and 53 individuals earning an APM PFQ certification.

In 2018, the Civil Service also delivered world-class results in some key areas:

We worked with Ministers to deliver a surplus which, subject to audit, stands as the highest surplus ever achieved by the Cayman Islands Government.

We achieved on average a 91% customer satisfaction rating based upon feedback received from 225,682 customers through our Happy or Not Terminals, which were placed in key customer-facing departments in Grand Cayman and Cayman Brac.

We achieved an average Staff Engagement score of 70%, which is a 3% increase over 2017. This score is on par or better than some of the best Civil Services in the world. I was most pleased to see that 87% of civil servants said they were proud to be a civil servant.

The accomplishments of the Service were recognized by the award of a 5% cost of living increase in salaries in 2018. I wish to record sincere thanks to the Honourable Premier and the elected Government for their continuous support of the Civil Service.

Towards the end of 2018, we welcomed a new Governor, HE Mr Martyn Roper. His Excellency comes to the Cayman Islands with many years of experience and expertise, which he has already begun to share with us. I very much look forward to working with and supporting our new Governor.

While we have much to be proud of, the Service must focus on continuous improvement and take the hard decisions necessary to achieve our vision to become a World-Class Civil Service. We must improve the agility and pace with which we deliver the Government's projects. We must also focus on innovation and reducing unnecessary bureaucracy while delivering services in the way our customers want. This will be a key focus for 2019 and I have no doubt that 2019 will be another year of amazing accomplishment for the Civil Service as we move closer to our goal to deliver "World-Class" services.

Franz Manderson

Franz Manderson, MBE, JP

Deputy Governor & Head of the Civil Service

FOREWORD BY

THE CHIEF OFFICER OF THE PORTFOLIO OF THE CIVIL SERVICE

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

In many ways this exciting year kicked off on 23 January 2018 in Cayman Brac, with the launch of our Five Year Strategic Plan and our ambitious Vision "to be a World-Class Civil Service." During the first half of the year, the Portfolio of the Civil Service (PoCS) coordinated town hall meetings across the civil service for the Deputy Governor, Chief Officers, Heads of Department, Supervisors and staff to discuss the strategy and to commit to concrete actions we could all take to achieve our Vision. In the second half of the year, we welcomed the new Director of the Management Support Unit to bolster our leadership team and oversee the change management programme. During Year One, the focus has been on leadership and customer experience, critical areas of development to position the Civil Service to better deliver the Government's strategic outcomes.

The 2018 Annual Report for the Portfolio of the Civil Service highlights some of the significant achievements that have been made to realise this vision in support of the Government's broad outcomes.

During 2018, the Portfolio of the Civil Service undertook a range of activities in the area of reward and remuneration to deliver on the Government's commitment to address cumulative years of inflation. We implemented the 5% cost of living increase and working with the Public Service Pensions Board, implemented the pensions uplift, approved by Cabinet. PoCS also supported the implementation of Teachers' remuneration adjustments and undertook changes to the Personnel Regulations regarding terms and conditions for teaching staff.

The Civil Service College focused on developing talent across the Service. Some 200 senior leaders participated in our continuous professional development programme for leadership, 180 supervisors and first-level managers enrolled in the Institute of Leadership & Management level 3 program and the customer service academy was launched providing training to over 300 front-line Civil Servants.

As part of succession planning, the PoCS continued to invest heavily in the capability of PoCS team members including supporting an eighteen-month secondment to the UK Government Internal Audit Agency for Lauren Knight, a Deputy Director of Internal

Audit and previous Employee of the Month under the Deputy Governor's Award programme. Two other PoCS Employees of the Month, Kimberly Powell and Karen Christian, were also supported through internal secondments to broaden their experience. The PoCS hosts numerous interns and secondments into the Portfolio, in order to grand exposure to working in a Portfolio setting.

The Office of Education Standards (OES) was re-established following a long hiatus, and in 2018 with the support of the Ministry of Education and Education Council, the OES expanded its services to move from a four-year to two-year reporting cycle, thereby halving the amount of time needed to provide schools with critical feedback.

The Second Chances Programme was launched in partnership with the National Workforce Development Agency, aimed at facilitating access to Government employment for five Caymanians who have been successfully rehabilitated following incarceration.

We recognised and celebrated a large number of Civil Servants delivering exemplary service through the Deputy Governors Award Scheme. Additionally, PoCS made lives better by promoting numerous community outreach programmes which have raised funds for notable charities.

With the drive to become a World-Class Civil Service and deliver new and existing services with pace and agility, 2019 will continue to see a growing emphasis on our human capital to ensure that the Civil Service is equipped to deliver on our purpose of **making the lives of those we serve better**.

Gloria McField-Nixon

Gloria McField-Nixon, JP

Chief Officer

Portfolio of the Civil Service

SECTION 1.0
ORGANIZATIONAL OVERVIEW

Table 1. Civil Service Employee Information Summary as at December 2018

EMPLOYEE INFORMATION - SUMMARY [December 2018]

All Employees [Headcount]

	Jun-12	Jun-13	Jun-14	Jun-15	Jun-16 +1	Jun-17 +2	Dec-17 +3	Dec-18 +4
SAG/GOC	2262	2258	2275	2325	2373	2435	2455	2511
CIG	3639	3601	3571	3484	3600	3705	3778	3918
Public Service	5901	5859	5846	5809	5973	6140	6233	6429

Caymanian Employees [Headcount]

	Jun-12	Jun-13	Jun-14	Jun-15	Jun-16	Jun-17	Dec-17	Dec-18
SAG/GOC	1720 (76%)	1713 (75.9%)	1774 (78%)	1780 (76.6%)	1813 (76.4%)	1858 (76.3%)	1849 (75.3%)	1883 (75.0%)
CIG	2640 (72.5%)	2614 (72.6%)	2624 (73.5%)	2583 (74.1%)	2673 (74.3%)	2698 (72.8%)	2743 (72.6%)	2822 (72.0%)
Public Service	4360 (73.9%)	4327 (73.9%)	4398 (75.2%)	4363 (75.1%)	4486 (75.1%)	4556 (74.2%)	4592 (73.7%)	4705 (73.2%)

Salary Grades by Nationality [CIG Dec-18]

	A-B	C-G	H-K	L-O	P-R	GFF-GAA
Caymanian	3 (100%)	118 (70.7%)	639 (53.7%)	1237 (76.1%)	463 (90.4%)	362 (86.0%)
Non-Caymanian	0 (0%)	49 (29.3%)	551 (46.3%)	388 (23.9%)	49 (9.6%)	59 (14.0%)
CIG Total	**3**	**167**	**1190**	**1625**	**512**	**421**

Gender [CIG]

	Jun-12	Jun-13	Jun-14	Jun-15	Jun-16	Jun-17	Dec-17	Dec-18
Female	1899 (52%)	1912 (53%)	1913 (54%)	1861 (53%)	1950 (54.2%)	2021 (54.5%)	2078 (55%)	2138 (55%)
Male	1740 (48%)	1689 (47%)	1658 (46%)	1623 (47%)	1650 (45.8%)	1684 (45.5%)	1700 (45%)	1780 (45%)
CIG Total	**3639**	**3601**	**3571**	**3484**	**3600**	**3705**	**3778**	**3918**

Salary Grades by Nationality [CIG Dec-18]

	A-B	C-G	H-K	L-O	P-R	GFF-GAA
Female	0 (0%)	80 (47.9%)	764 (64.2%)	807 (49.7%)	347 (67.8%)	140 (33.3%)
Male	3 (100%)	87 (52.1%)	426 (35.8%)	818 (50.3%)	165 (32.2%)	281 (66.7%)
CIG Total	**3**	**167**	**1190**	**1625**	**512**	**421**

Age [CIG]

	Jun-12	Jun-13	Jun-14	Jun-15	Jun-16	Jun-17	Dec-17	Dec-18
Average Age	42	42	42	43	43	43	43	43

Salary / Wages [CIG]

Full Time Equivalent

	Jun-12	Jun-13	Jun-14	Jun-15	Jun-16	Jun-17	Dec-17	Dec-18
Average Salary	$43,932	$42,702	$42,511	$45,008	$45,729	$46,884	$46,575	$49,653

*1 Excludes 52 student interns & 3 employees of the London Office based in the UK
*2 Excludes 41 student interns & 2 employees of the London Office based in the UK
*3 Excludes 7 student interns & 2 employees of the London Office based in the UK
*4 Excludes 18 student interns & 2 employees of the London Office based in the UK

Note:
Summary includes revised submissions from SAGCs for Jun-16 and Dec-17 following publication of the 2015/16 and 2016/17 reports.

At the end of 2018, the total number of persons employed in the Civil Service was 3,918, of which 2,822 (72%) were Caymanian. The wider Public Service of the Cayman Islands is comprised of employees from Statutory Authorities, Government Owned Companies and the Civil Service. At the end of 2018, the total number of persons employed in the wider public service was 6,429, of which 4,705 (73%) were Caymanians.

The 2018 Annual HR Report provides an opportunity to reflect on areas of our people management strategy and workforce planning activities and share information about the Civil Service with a wider audience.

The 2018 fiscal period itself has seen a number of important changes.

Both the Civil Service and wider Public Services have increased in size during the year. The greatest Civil Service growth being within the Department of Education Service, the Royal Cayman Islands Police Service and the Prison Service, all priority policy areas in delivering the Government's strategic outcomes.

The implementation of a Cost of Living Increase made strides to negate the cumulative impact of inflation on the Civil Service salary scale. Changes to civil service remuneration levels during the budget period has led to an increase in the average salary for a Civil Servant, rising to $49,653 per annum with the largest percentage (26% of the service) earning between $40,000 to $49,999 in annual salary.

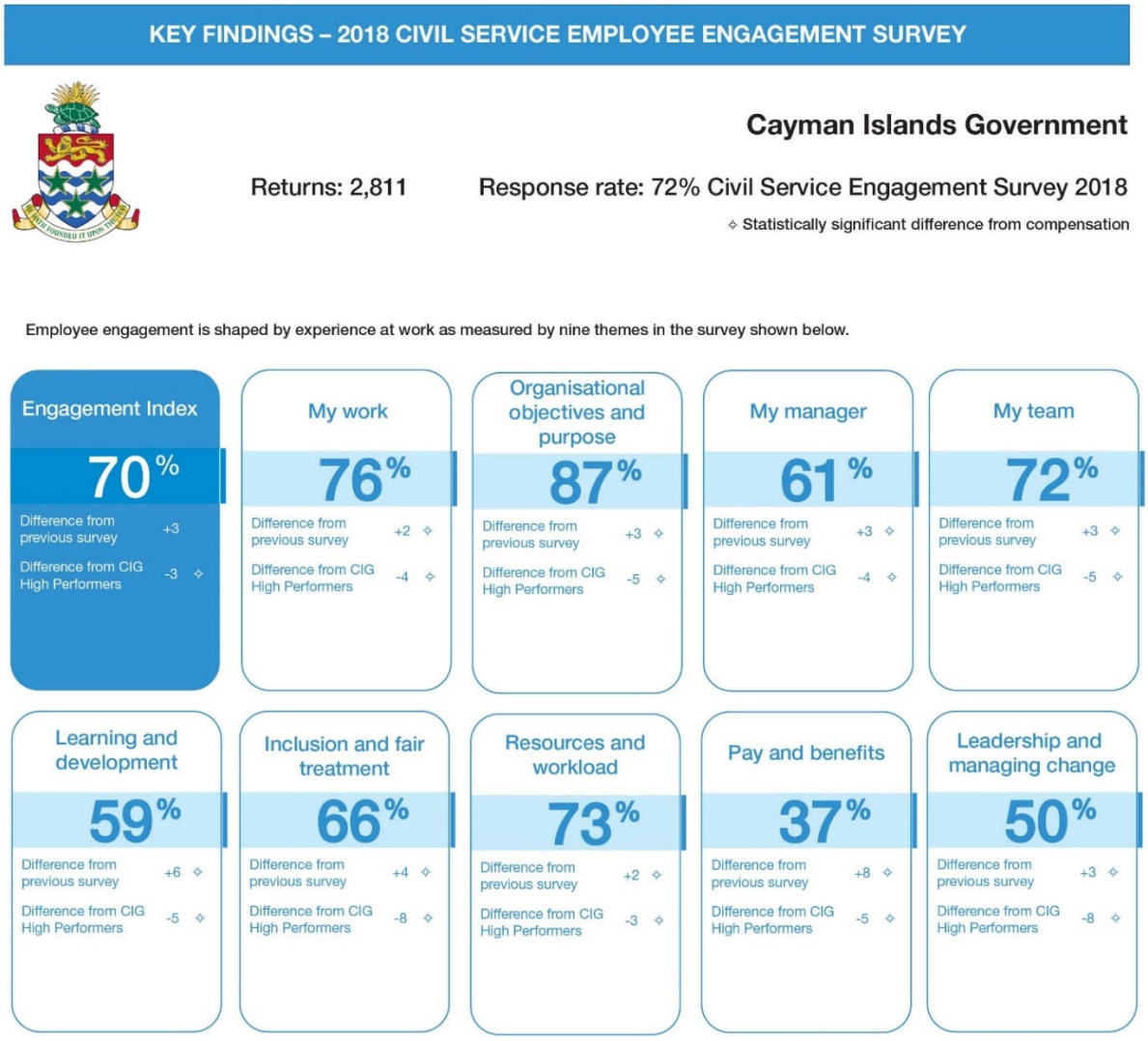
Changes were also made to Teachers' terms and conditions in response to issues that had been impacting recruitment and employee satisfaction. The changes included introducing discretionary paid leave days within the school term, and removing of the requirement to pro-rate payment for summer leave. Over 400 education professionals received salary increases as the Government implemented its phased approach to setting a minimum annual salary for teachers.

1.1 THE PORTFOLIO'S IMPACT ACROSS THE CIVIL SERVICE

Sections 24 and 25 of the Public Service Management Law, prescribe the duties and powers of the PoCS in relation to Civil Service human resource matters. Generally, the PoCS advises His Excellency the Governor and the Head of the Civil Service on the effectiveness of the Human Resources framework within the Cayman Islands Government.

As part of the 5 Year Strategic Plan, the PoCS monitors employee engagement to assess whether the conditions within the Civil Service are conducive to our employees giving their best efforts. In 2018, the Portfolio of the Civil Service conducted the second annual employee engagement survey. Compared to the prior year, in 2018 response rates grew by 11% to 72% (ie. 2,811 participants) and engagement levels rose across all nine themes including an overall increase of 3%, raising the total engagement level to 70%.

Figure 1. Cayman Islands Civil Service 2018 Employee Engagement Results



The Deputy Governor's Employee of the Year Annual Awards Ceremony: 2016-2017

As a result of an 18-month financial year occurring in 2016/17, the Deputy Governor's Award Ceremony honoured 18 nominees who were nominated during the period of July 2016 to December 2017. Additionally, 46 persons received Chief Officer's Choice Awards.

Held at the National Gallery on 7th March 2018, the ceremony highlighted the amazing contributions of diverse Civil Servants. In the end, two stellar employees shared the title, Civil Servant of the Year for 2018. Aubrey Bodden of the Cabinet Office was chosen for being Most Professional and Tristaca Ebanks of the Ministry of Human Resources & Immigration was lauded for her role of being Most Customer Conscious.

Here is the full list of all 18 Finalists:

Table 2. Full List of 18 Nominees. Employees of the Year were Aubrey Bodden and Tristaca Ebanks.

18 Finalists of The Deputy Governor's Employee of the Year Annual Awards				
	Name	**Department**	**Month**	**Category of Nomination**
1	Shiann Palmer	Treasury	Jul-16	Most Helpful
2	Sara Dixon	Vehicle & Drivers' Licensing	Aug-16	Most Concerned about Customer Satisfaction
3	*Aubrey Bodden	Policy Coordination Unit	Sep-16	Most Professional
4	Ernie Pearson	Needs Assessment Unit	Oct-16	Most Vested
5	Ephraime Holgate	HM Prison Service	Nov-16	Most Constructive
6	Donna Ebanks	Facilities Management	Dec-16	Most Helpful and Festive
7	Leanora Wynter-Young	Children & Family Services	Jan-17	Most Committed
8	Tamara Reid Vernon	Immigration	Feb-17	Most Committed
9	*Tristaca Ebanks	Ministry of Home Affairs	Mar-17	Most Customer-Conscious
10	Kimberley Powell-Herrera	Portfolio of the Civil Service	Apr-17	Most Customer-Centric
11	Lauren Knight	Internal Audit Service	May-17	Most Energetic
12	Mervin Manderson	Immigration	Jun-17	Most Thorough
13	Ezron Anderson	Immigration	Jul-17	Most Willing to Lead the Change
14	Karen Rivers	Budget & Mgt. Unit	Aug-17	Most Driven
15	Gina Whittaker	Elections Office	Sep-17	Most Appreciated
16	Leticia Goring	Labour & Pensions	Oct-17	Most Helpful and Efficient
17	Omara Whittaker	General Registry	Nov-17	Most Helpful, Committed & Professional
18	Shelda Seymour	Needs Assessment Unit	Dec-17	Most Devoted

Community Outreach Programmes:

In 2018 on behalf of the wider Civil Service, the Portfolio of the Civil Service facilitated numerous community outreach programmes to benefit local charities. This outreach took the form of participating in coin drives, seven Dress for a Cause Days; and numerous registrations for fundraising events. However, the single largest charitable donation came in the form of the Deputy Governor's Annual 5K Challenge.

Deputy Governor's 5K, 2018

The 2018 Deputy Governor's 5K Challenge raised a total of $89,000 for five charities across the Cayman Islands. In Grand Cayman, three charities who feed Cayman's most vulnerable persons each received $28,000 - Meals on Wheels, Feed Our Future, and the Kiwanis Club of Grand Cayman's Buy a Kid Breakfast programme. In Cayman Brac, $3,000 raised there was donated to the Kirkconnell Community Care Centre for meals, while $2,000 raised in Little Cayman went toward building a "grow box" at that island's school. This was the 5th anniversary of the DG 5K and brings the total charitable donations raised during this event to $296,000.

Civil Servants supported numerous charitable events including: The National Trust - ***Earth Day***, Lions Club of Tropical Gardens – ***Breast Cancer Awareness Month***, Dementia CI - ***World's Alzheimer & Dementia Month***, Feed Our Future - ***Child Month***, Meals on Wheels - ***Senior's Rock,*** and the Family Resources Centre - ***Anti Bullying & Activism Against Gender Violence.***

Cayman Islands Meals on Wheels

Civil Servants from across the Government, including the Fire Department, Department of Commerce and Investment, Portfolio of the Civil Service, Radio Cayman, Prison and the Ministry of Health, among others, helped Meals on Wheels raise over CI $23,000 over the two days for their Annual Coin Drive.

Family Resource Centre - Anti-bullying & Activism Against Gender Violence

Lunch & Learns

PoCS joined efforts with various community partners such as the Alex Panton Foundation and Baptist Health to host four Lunch and Learns. These events focused on generating awareness around Teen Depression, as well as Women's and Men's Cancers.

Race Registrations

Civil Servants participated in numerous race registrations, including Cancer Society Stride against Cancer, Lions Club of Tropical Gardens Breast Cancer Awareness, Lions Club PACCE, Honouring Women's Month, CUC Race in the Republic for Sunrise Adult Centre, Breeze Fusion, the Monetary Authority's 5K to raise funds to assist with literacy and of course the 2018 Deputy Governor's 5K Challenge.

Marathon Training and Sponsorship for Civil Servants

The Portfolio of the Civil Service sponsored 25 Civil Servants to compete in the CI Marathon in December 2018. In addition to the sponsorship, the Portfolio partnered with various groups to assist Civil Servants with their training.

2018 Civil Service Summer Internship Programme

Annually, the PoCS organizes the Government's Summer Internship Programme. In 2018, some 130 interns were celebrated for their hard work. Best Overall Intern went to Maleke Ebanks from the Public Works Department. The winners in the other categories were Channelle Thomas from the Cabinet Office (Teamwork), Alikie Kandler from the Youth Services Unit (Leadership), Lauroya Ebanks from PWD (Commitment), and Ashley White of the Department of Tourism (Customer Service).

1.2 STRUCTURE AND FUNCTION OF THE POCS

PoCS Structure and Function

The Portfolio of the Civil Service is responsible for supporting the Governor and Deputy Governor to fulfil their obligations for the Civil Service in the areas of HR policies and compliance, public sector management and good governance practices.

The PoCS is comprised of 13 departments, sections and units as outlined below. The PoCS also has oversight of 2 statutory authorities; the Cayman Islands Public Service Pensions Board and the Cayman Islands Civil Aviation Authority. The statutory authorities have issued separate annual reports to document their individual entity performance.

Table 3. Areas of Strategic Focus

AREAS OF STRATEGIC FOCUS 2018/2019		
Global HR & Management Practices	**Public Sector Reform**	**Good Governance**
• Policy, Finance and Administration Section • Strategic & Corporate HR Unit • Civil Service College • Cayman Islands National Archive	• Management Support Unit (MSU) • Strategic Reforms Implementation Unit (SRIU)	• Legislative Assembly (LA) • Elections Office • Office of HE the Governor • Office of Deputy Governor • Internal Audit • Commissions Secretariat • Office of Education Standards

Vision and Mission for the Portfolio of the Civil Service

Table 4. Our Vision & Mission

OUR VISION

To be a valued partner in achieving performance excellence across the Cayman Islands Government.

OUR MISSION

To promote and support democracy and good governance, through efficient and effective Human Resource and General Management practices across the Cayman Islands Government.

During the 2017/18 financial period, the work of the PoCS contributed to the government's broad outcome goals as follows:

Table 5: PoCS Links to Broad Strategic Outcomes – Level 1

BROAD STRATEGIC OUTCOMES 2018 & 2019	
Broad Outcome	**PoCS Level 1 - Strategic Projects ("Key" projects as identified in 2018-19 Budget)**
Strong Economy	Increase pensions payments to qualified retired civil servants - Pension Uplift Programme
Full Employment for Caymanians	Support workplace training and lifelong learning to ensure skills keep pace with technology & other demands - Civil Service College
Best Education for our Children	Invest in programmes that support improved attainment of academic disciplines - Office of Education Standards
Reducing Crime and Fear of Crime	Reduce Recidivism by improving rehabilitiation and supprting persons to find suitable employment - Second Changes Programme
Quality & Affordable Healthcare	Improve the focus on prevention & promotion of healthy lifestyles to reduce preventable illness - Wellness Committee
Stronger Communities & Support for Vulnerable	
Healthy Environment	
Stable, Effective & Accountable Government	Implement E-Government Programme to extend access, improve customer service and increase efficiency - 5 Year Strategic Plan Improve effectiveness of Government Communication - 5 YSP Build on Project Future to create and implement cross-government efficiences - SRIU as a centre of excellence in embedding business case and project management capabilities

Our People

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

Chief Officer..... Gloria McField-Nixon, JP
Director, Human Capital Development:.....Andrea Fa'amoe
Chief Financial Officer:..... Nadisha Walters
Senior HR Executive: .....Charlene Howell-Litchmore
Manager of Strategic & Corporate HR:.....Cara Anderson-Linwood
Director, Management Support Unit: ..... Winston Sutherland
Senior Policy Advisor: .....Jo Richards

Learning and Talent Development

Significant attention is placed on staff training and development and POCS is proud to have established an environment that supports the growth and development needs of all staff. Opportunities for training and development are therefore made available to staff each year as part of our operational goals. During the period members of our staff took advantage of numerous learning opportunities including the following:

- Business Process Engineering
- Procurement
- Change Management
- HR Management and Work Force Analysis
- Anti-Fraud Detection and Reporting
- Data Protection
- Board Governance
- Advanced Management
- Customer Experience
- Monitoring Prisons and Places of Detention

PoCS Personnel attained certifications in the following areas:

- Project Management
- Leadership and Management
- Business Case Development/Appraisal
- Certified Internal Auditor
- Certified Fraud Examiner
- Certified Risk Manager
- Certified Information Systems Auditor
- Certified Professional Trainer

PoCS Celebrates its Deputy Governor's Award Recipients

Four PoCS team members were recognised for exemplary service in 2018 and awarded the “Chief Officers Choice Award” as part of the Deputy Governor’s Employee of the Year Award.

Carol BEST-GOULD, Strategic HR Analyst of the Strategic and Corporate HR Unit, was recognised as the EMPLOYEE of the MONTH for June 2018 for her excellent customer services.

Andy Bonner, Director of the Internal Audit, was recognised as the Chief Officer’s Choice for March 2018 for his pursuit of Excellence in Talent Development for the entire team.

Charisse Morrison, Senior Archive & Information Officer / Deputy Information Manager with the Cayman Islands National Archive, was recognised as the Chief Officer's Choice for August 2018 for being a master at communication.

Peter Carpenter, Director of the Office of Education Standards, was recognised as the Chief Officer's Choice for October 2018 for demonstrating excellence in governance practices.

1.3 FINANCIAL PERFORMANCE AND ANALYSIS

The table below shows a summary of financial performance for the PoCS over the 12-month period from January 1, 2018 to December 31, 2018. *(It should be noted that the 2016-17 financial period was an 18-month period and therefore, is not entirely comparable to the other years shown as the other years represent a 12-month financial periods).*

Table 6. Statement of Financial Performance Trend Analysis

STATEMENT OF FINANCIAL PERFORMANCE TREND ANALYSIS				
Revenue	**2014-15**	**2015-16**	**2016-17**	**2018**
Cabinet Revenue	7,130	8,116	14,270	10,630
IAC Revenue	8	6	9	8
3rd Party Revenue	469	431	677	662
TOTAL Revenue	7,607	8,553	14,956	11,300
Expenses				
Personnel Cost	4,982	5,617	10,276	7,435
Supplies & Consumables	2,149	1,809	3,338	2,340
Depreciation	84	81	163	140
TOTAL Expenses	7,215	7,507	13,777	9,915
Net Surplus for the period	**392**	**1,046**	**1,179**	**1,385**

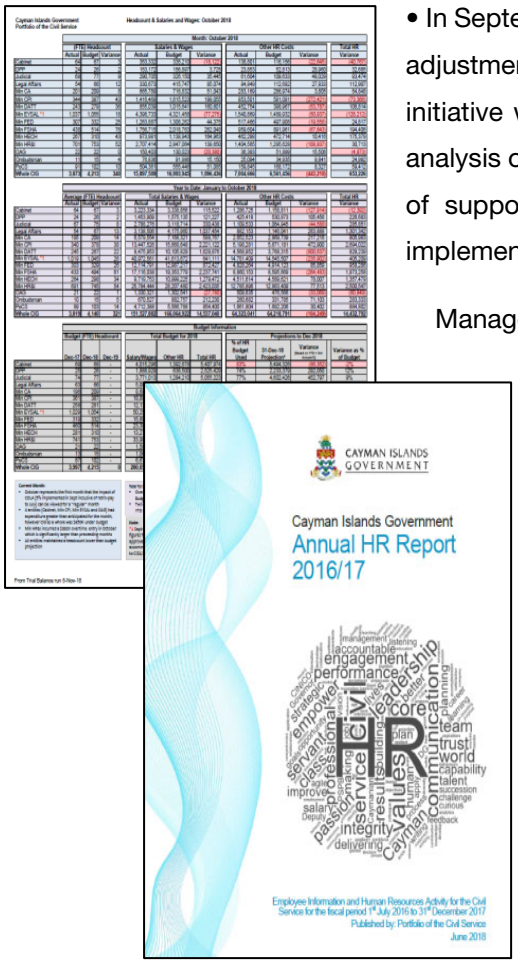
SECTION 2.0
DEPARTMENTAL PERFORMANCE

2.1 POLICY, FINANCE & ADMINISTRATION UNIT

The Unit is responsible for delivering policy advice and support predominantly within the area of Human Resource Management. During 2018, the PoCS supported a number of major initiatives.

- Cabinet approval of the Personnel (Amendment) Regulations 2018, enabled the implementation of changes for Teachers' terms and conditions in response to issues that had been impacting recruitment and employee satisfaction. The changes included the provision for limited discretionary paid leave days, within the school term, and the removal of the requirement to pro-rate payment for summer leave for employees contracted to work for at least one academic year.

- The implementation of the Ex-Gratia Uplift for Public Service Pensioners resulted in over 300 Public Service Pensioners receiving an up-lift to their monthly pension (to a minimum cumulative pension of $650 per month) effective the 1st January 2018, with a further uplift (to a minimum cumulative pension of $750) set to affect some 369 Public Service Pensioners effective January 2019.



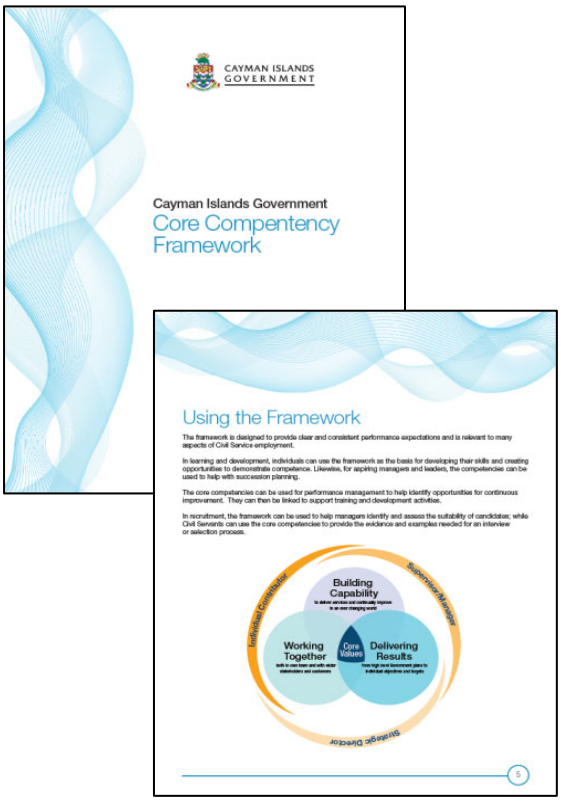
- In September 2018 the Premier announced a 5 per cent Cost of Living adjustment (COLA) for Civil Servants retroactive to 1st July 2018. This initiative was supported by PoCS through advice and support on the analysis of the impact of a variety of COLA proposals, the development of supporting Cabinet Papers and the production and operational implementation of the new salary values for over 3,700 individuals.

Management reporting represents another area of corporate HR responsibility for the Portfolio, including the following:

- The Annual HR report for the 18-month budget period July 2016 to December 2017 was published in June 2018. The report, which provides trend information on a range of key HR metrics plus an end of year snap-shot of the demographic of the Civil Service, can be found at http://www.pocs.gov.ky/portal/pls/portal/docs/1/12672971.PDF

- The production of quarterly HR budget reports enables the Portfolio to monitor personnel expenditure against the budget for Ministries, Portfolios and Independent Offices across the Civil Service, tracking and making projections based on monthly trends.

The Portfolio has responded to the Office of the Auditor General's report on 'Workforce Planning and Management in the Cayman Islands Government', and commenced work with external consultants from the Human Capital Institute to develop the framework and blueprint that will support the roll-out of Strategic Workforce Planning (SWP) across the Service. Consultations on SWP were held throughout the later part of the year, in the form of a Chief Officer Briefing, team meetings, a lunch and learn for Heads of Department and HR forum for HR Managers.



In support of the delivery of the 5 Year Strategic Plan the team has developed and launched the first Core Competency Framework for the Civil Service, which focuses on behaviours around Building Capability, Working Together and Delivering Results, underpinned by the Civil Service Core values.

We have developed and agreed Terms of Reference for Heads of Profession, which will support talent development across the service as career paths and professional competencies are formalised and learning and development opportunities aligned for employees in specific Professional Groups.

We have strengthened our training capability, particularly within our central team, through the delivery of the CIPD Level 3 Foundation Certificate in Learning and Development which was successfully completed by 13 of our colleagues.

In order to better position the Human Resources profession, to support a "World-Class Civil Service", we have undertaken a number of stakeholder engagement sessions aimed at critical areas such as an HR Modernisation strategy and assessing the HR business needs for our Human Resource Management Systems. This information will be developed into a request for information to inform the process for upgrading our system capability.

In addition to scheduled policy initiatives, such as the issuance of Personnel Circular 1 of 2018, which made the provision for the appointment of paid student internships into a perpetual provision, the Portfolio has responded a range of requests for policy advice including:

Providing responses to Parliamentary Questions on performance pay for the Service, and on the mandating of the post of the Chief Fire Officer and Chief Immigration Officer being held by a Caymanian.

Advice and support were provided on the transitioning of the Immigration and Customs Department to form the Cayman Islands Customs and Border Control (CBC), and the Workforce Opportunities and Residency Cayman (WORC).

Advice and Support were also given on remuneration initiatives such as the salary upgrade for education staff within the Ministry of Education, Youth, Sports, Agriculture and Lands.

Looking Forward – 2019 Strategic Focus

During 2018, a range of preparatory work has been undertaken for projects that are anticipated to be completed in 2019 including changes to the Personnel Regulations which will streamline and make progressive the procedures dealing with disciplinary issues across the Service and preparation to facilitate the procurement of an upgrade or replacement to our current Human Resources Management System.

2.2 CIVIL SERVICE COLLEGE (CSC)

Overview

The Civil Service College's (CSC) vision is to inspire, engage, and realize the potential of Civil Servants in a global market-place through life-long learning opportunities. The 2 person unit, led by Director Andrea Fa'amoe utilizes traditional classroom lessons, workshops, blended learning and online learning. The CSC relies heavily upon external partners for the delivery of training courses. Our partners include the University College of the Cayman Islands (in class accredited training courses), the Institute of Leadership & Management (blended learning courses) and Degreed.com (online learning).

Institute of Leadership Management (ILM)

ILM is the UK's leading provider of leadership, management and coaching qualifications, and a City and Guilds Group Business. ILM works in partnership with approximately 2,000 centers in the UK, Ireland and across the world to provide high quality development opportunities for leaders and managers at all levels in public, private and voluntary organizations from every employment sector. The CSC has been an ILM Certified Centre for the past 7 years and has chosen the ILM Level 3 Award as the mandatory basic management certificate for all supervisors and managers across the Service.

This ILM certification is ideal for individuals who have management responsibilities but may not have any formal training and are serious about developing their management and leadership skills. The ILM Level 3 content also forms part of the Associate's Degree programme. The CSC offers the ILM Level 3 as

1. **Endorsed Certificate** 9 modules with an online multiple choice test
2. **Award** 4 modules with 4 written assignments
3. **Certificate** 9 modules with 9 different written assignments

In 2018, there were more than 100 supervisors/junior managers across the Civil Service enrolled in the ILM Level 3 program. This cohort represents a significant inroad to developing the 600+ Supervisors and managers across the Service in Leadership & Management as prescribed in the 5-Year Strategic Plan.

ILM Endorsed Certificates Awarded (2017-18)

Total: 24 Student Recipients

Roy Bush receives his Level 3 Endorsed Certificate in First Line Management

ILM Certificates Awarded (2017-18)

Total: 18 Student Recipients

Danielle Coleman receives her Level 3 Certificate in Leadership and Management

Degreed

Degreed, our online learning platform, gives all civil servants 24/7 access to learning materials with the ability to track all courses completed and materials read. We experienced significant growth in usage on Degreed with the launch of several bespoke courses targeted for our organisation. We worked with teams such as IRIS and Fraud Managers to create online courses in those respective areas. In 2018, the number of active online learners on Degreed grew to 1,351 civil servants, up from 911 active users in 2017.

Caribbean Development Bank

In 2018, the Caribbean Development Bank (CDB) offered training locally in Public Policy Analysis and Management (PPAM) and Project Cycle Management (PCM) . The Civil Service College partnered with the CDB to deliver 6 weeks of training in Public Policy Analysis and Management for senior public sector decision makers, project management training for middle and senior managers and monitoring and review techniques for all managers. Attended by employees of both core government and Statutory Authorities, over 200 participants took part in the seminars. Various facilitators from throughout the Caribbean, Canada and the United Kingdom delivered the training.

Workshops

Together with various stakeholders in Leadership and Development, the Civil Service College hosted workshops in Grand Cayman and Cayman Brac. We worked hard to develop links with the Sister Islands to promote a wide range of learning opportunities and to provide information, advice and guidance on skills enhancement, based on career and educational pathways.

Hundreds of Civil Servants participated in three, week-long learning and development weeks featuring topics ranging from career development to wellness.

Workshops held in 2018 included:

- Understanding Leadership
- Solving Problems & Making Decisions
- Having Difficult Conversations (40 Managers)
- Excel - Beginners & Intermediate (80 Finance Staff)
- Public Relations
- Developing your Social Media Skills
- Health & Wellness based topics
- Diet & Nutritional based topics
- Communications
- Customer Services

HR Portsmouth

During 2018 the Civil Service College partnered with the University of Portsmouth to facilitate provision of the Professional Certificate in HR Practice. This programme has been delivered in Cayman by the University since 2000 and has been enthusiastically received by students and employers. During 2018, eight candidates undertook the course; four from within Government, two from within Government Agencies and two from the Private Sector, providing a unique opportunity to share information from different sectors.

Associates Degree in Public Administration

An impressive group of 28 Civil Servants earned university-level qualifications during November 2018, amid cheers and accolades from family and friends at the University College of the Cayman Islands (UCCI). This was the eighth group to graduate from the Civil Service College (CSC).

Table 7.

DEGREES AND CERTIFICATES	
Degrees & Certificates Earned	**# of recipients**
Bachelor of Science Degree in Business Administration	2
Bachelors of Science Degree in Social Science	3
Associate of Arts Degree in Public Administration	8
Public Administration Certificate	15

The 2018 Civil Service College Graduating Class: In black, graduates with a Bachelor's degree, in gold, graduates with an Associate's degree in Public Administration, in blue, graduates with a Certificate in Public Administration.

2018 LEADERSHIP CONFERENCE

THE DYNAMIC LEADER: RESPONDING TO AN UNCERTAIN WORLD

The Civil Service Leadership Conference which took place 19 & 20 November 2018, was delivered jointly by the Civil Service College and the Institute of Public Administration Canada (IPAC). The two-day event capped off a series of leadership initiatives rolled out during the first year of our 5-Year Strategic Plan for a World-Class Civil Service.

Designed to address challenges facing the public service under the theme The Dynamic Leader: Responding to an Uncertain World, local and international speakers addressed a wide range of topics to build awareness of the global challenges confronting governments and some of the innovative approaches being adopted around the world.

IPAC CEO Dr. Robert Taylor, retired Permanent Secretary of Education Mrs. Joy Basdeo, Retired Minister of Education Mr. Roy Bodden, Chief Officer of the Portfolio of the Civil Service Mrs. Gloria McField-Nixon.

International presenters were joined by local experts who delved into a wide range of topics aimed at building awareness of global challenges confronting governments and some of the innovative approaches being adopted in response. As a special panel, former Minister Roy Bodden and former Chief Officer Mrs. Joy Basdeo delivered a dynamic session on the challenges that can arise in the working relationships between Ministers and their civil service advisors and offered practical tips for laying a solid foundation

for effective partnerships. This session was moderated by conference co-chairs Mrs. Gloria McField-Nixon Chief Officer of the PoCS and Robert Taylor, CEO of IPAC.

Conference Agenda

Day 1

- Exponential Possibilities: How to Magnify the Impact of Your Team
- Decision Making Under Uncertainty
- Lesson from "Nudge Unit: Managing Uncertainty Through Behavioural Science & Empirical Testing
- Project Oversight: Strategic Leader's Perspective on Project Driven Delivery
- The Authenticity Principle – Unlocking the Power of Differences
- Consistency in Achieving Success

Day 2

- Leadership Lessons from the Formation of the U.S. Department of Homeland Security
- Leading Complex Change in a Dynamic Environment
- Changing the Way You Work – Becoming an Insights – Driven Organisation
- The Brand You Are Selling in You – The Power of Your Personal Brand
- Bridging the Political Divide: Leveraging the Relationship Between the Minister and Senior Civil Servants
- Leadership Imperative in Driven Performance
- Making the Most of your Talent

Looking Forward – 2019 Strategic Focus

Book signing with Ritu Bhasin and Fire Officer John Christian

During the upcoming year, the CSC will continue to support Civil Servants in their quest to grow personally and professionally by building their capabilities in their current roles and capacity to take on future challenges. We will enhance the offerings of the Civil Service College in the following ways:

- Develop additional online learning programmes to make it easier to access required learning
- Offer a wider variety of courses focusing on professional development and leadership and management
- Equip ourselves to meet the growing demand of bespoke training by department and units across the wider service.

2.3 MANAGEMENT SUPPORT UNIT (MSU)

Background Information

The Management Support Unit (MSU) has two primary objectives – to provide internal consultancy to support managers across the CIG and to deliver Public Sector Reform.

In 2018, the MSU focused on the latter to facilitate the launch of the 5-Year Strategic Plan for a World - Class Civil Service.

The 5-Year Strategic Plan is comprised of 5 goals:

- Develop Outstanding Customer Service;
- Develop Exceptional Leadership;
- Pursue Excellence in Talent Development;
- Foster Effective Communications, and
- Demonstrate Excellence in Governance

In undertaking the work in year one, the MSU collaborated with a number of colleagues and Units, including:

- Office of the Deputy Governor – Governance and specifically enhancing the capability of oversight and assurance bodies to perform their roles
- E Government Unit/Ministry of Commerce, Planning & Investment - Customer Service and specifically on streamlining business processes and making strategic use of technology
- The Policy Coordination Unit/ Cabinet Office – providing training in policy development to all Civil Servants
- Communications Team /Cabinet Office – Foster effective communications by aligning and modernizing our communications approaches and building communication capabilities across CIG
- SRIU/Office of the Deputy Governor - providing training in project management and business case development to all Civil Servants
- Civil Service College/Strategic & Corporate HR/Policy Unit/PoCS – Develop a competency framework and talent plan and provide leadership training.

5-Year Strategic Plan

Figure 2.

Five-Year Strategic Plan – 2018 Achievements

Customer Service

- Launched Customer Service Academy and trained 322 employees.
- Deployed 30 “Happy or Not” terminals to measure customer satisfaction, received 225,682 responses and achieved an average satisfaction score of 91%.
- Developed workshops for Customer Service Champions (ie. internal advocates for creating a customer centric culture).
- Driven by the E-Government team, increased self-service options at the Department of Vehicle & Drivers Licensing & the Department of Commerce.

Customer Service Training in Cayman Brac

Management Support Advisor Peter Gough delivering Customer Service Training for Frontline Ambassadors

Leadership

Eight leadership development events were held in 2018 for strategic leaders, aimed to raise awareness of key leadership concepts.

1. January - Launched 5-Year Strategic Plan in Cayman Brac and then Grand Cayman
2. February – Presented the 2017 Cayman Islands Baseline Engagement Survey Results
3. March – Nita Clarke (Engaging for Success)
4. May – Shep Hyken (Leading a Customer Centric Org.)
5. June – David Marquet (Pivoting from Command and Control to Leading with Purpose) with Steve Fitzgerald of the RCIPS Air Operations Unit

6. September – Ron Clark (Leadership – Move the Bus!)
7. October – Communicating in difficult times
8. November – Two- Day Leadership Conference jointly hosted by IPAC

Key Facts

- Attendance of the events increased from 120 for the first event to 250-300 for the last seven events.
- Engagement scores have improved in the “My Manager” section.

- Conducted the 2nd annual employment engagement survey and increased overall engagement by 3 % to 70% engagement and overall participation by 11% - to 72% participation rates.
- Delivered ILM training resulting in 150 supervisor/ managers obtaining or being in the process of obtaining formal leadership qualifications.
- Through the Wellness Committee and the PoCS, delivered numerous employee health and wellbeing initiatives including lunch and learns, The DG's 5K, the Pedometer Challenge and the Civil Service Sports Day.

Communications

- Through the Cabinet Office, created and launched communication cascades to support the 5-Year Strategic Plan including the distribution of 128 leader toolkits.
- Achieved 94% awareness of the Vision to be a World-Class Civil Service (as measured by the 2018 Engagement Survey).
- Achieved 69% favourability score on ease of navigation of the HUB (the CIG's intranet).
- Launch of the Communications Profession
- Developed professional competencies for the Communications Profession

Talent Development

- Assisted with drafting a Learning and Development Policy for feedback.
- Assisted with the learning and development offer to supervisors and managers through the ILM programme.

Governance

- Over 800 employees completed the online Anti-Fraud and Whistle blower training;
- Induction / Orientation programme for Boards of Statutory Authorities conducted for six statutory authorities;
- 13 training sessions delivered to 140 participants on Policy Development.
- Delivered 20 half day sessions for 500 employees on new Procurement Regulations.
- Issued RFP to develop the Audit and Risk Assurance Committee.
- Conducted independent quality assurance of the Internal Audit Service.

2.4 STRATEGIC & CORPORATE HR (SCHR)

The Strategic and Corporate HR Unit has an all Caymanian, all female staff compliment of 6 employees – inclusive of the head of unit. The team provides a variety of HR services to entities across the core civil service as well as to statutory authorities and government owned companies upon demand. These services include:

Principal services offered; key customers/clients

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

Activities During the Year

- Strategic Objectives

  Continuous efforts to streamline current business processes which impact all outputs and develop standard operating procedures for the delivery of outputs/services. This includes exploring opportunities to deliver more services through digital channels.

Procurement and implementation of a new Job Evaluation system and continued exploration of various automated job description writing tools.

- Both items above contribute towards the 5-Year Strategic Plan's strategic goal 'Deliver an Outstanding Customer Experience'.

Succession planning and rareness of skills for the Strategic HR Analyst (HRIRIS) and Strategic HR Analyst (Job Evaluation) positions has been identified as an area of risk. In response, one Strategic HR Officer demonstrating keen interest in data analysis within HRIRIS has been identified for further training (contributes towards the 5-Year Strategic Plan's strategic goal 'Pursue Excellence in Talent Development).

Looking Forward – 2019 Strategic Focus

1. Continued efforts to streamline current business processes which impact all outputs. This includes exploring opportunities to deliver more services through digital channels.

2. Develop standard operating procedures for the delivery of all outputs/services.

Table. 8 Output Performance

Budget	Year End Actuals	Deliverables
15 - 20	155	Number of HR analytics reports
3	31	Number of HRIRIS projects to be completed
1	1	Number of Employee Engagement surveys
1	-	Number of Annual agreements
2 - 3	8	Number of HR forums
1 - 4	2	Number of advisories on HR best practice documents

2.5 CAYMAN ISLANDS NATIONAL ARCHIVE (CINA)

Under the National Archive and Pubic Records Law (2015 Revision), the Cayman Islands National Archive provides two primary services: one to the public and one to government. For members of the public, the National Archive acquires, preserves and gives access to the historical records of the Cayman Islands. For Government it supports a modern records and information management service.

The work focuses on two major outcomes:

- to enable information management practices public sector wide in support of Government accountability and efficiency; and
- to manage, preserve and provide access to the documentary heritage of the Cayman Islands through its Historical Collections.

Records Centre

The National Archive's Records Centre stores semi-active records on behalf of Government agencies through its automated Records Management System (RMS). A daily delivery and retrieval system is provided along with a 'Help Desk' service. The management of off-site storage facilities is also provided by the National Archive to agencies as required.

Table. 9 Output Performance

OUTPUT PERFORMANCE	
Year	**Government File Requests (2018 Target 600-610)**
2018	922
2017	950
2016 (Jul-Dec)	347

Records and Information Officer, Tyrone Yen with Intern, Brandon Azan

In 2018, the annual target was surpassed by 51.1% with most requests originating from the Office of the Deputy Governor and the Department of Immigration.

Guidance Papers

Standards, policy and guidance are developed by the National Archive as practical tools to support public agencies in meeting their obligations under the Law. They also contribute to the wider goals of Government by ensuring a transparent, accountable, consistent and robust approach is applied across the public service. The National Archive primarily focused on the provision of guidance to assist agencies with disposal schedule development and the management of records and information as a means of addressing problematic areas commonly reported to ensure agencies are compliant with the Law.

Support Training/Engagement Sessions

The National Archive delivered records and information management training and support sessions to promote awareness of agencies obligations under the Law. Sessions are generally undertaken as part of the monthly CIG New Employee Orientation, in addition to bespoke training for agencies based on their individual needs.

The National Archive also provides general advice on records and information management issues across the entire Public Service.

DEVELOPMENT OF DISPOSAL SCHEDULES

Under section 8 of the Law, public agencies are required to "draw up a schedule which identifies the projected administrative life of the public records for which it is responsible" in consultation with the National Archive. These schedules provide a means for agencies to manage their information assets and systematically dispose of any information no longer required for business needs.

In 2018, Postal Services and the Cayman Islands Fire Service produced disposal schedules for their operational records, as supported by the CINA.

RECORDS ADVISORY COMMITTEE

Under the Chairmanship of Mr. Donovan Ebanks, the Records Advisory Committee makes recommendations to Cabinet concerning disposal schedules, any periods of public access restrictions to public records and the disposal of those records. In accordance with Section 3 (1) of the National Archive and Public Records Regulations, (2007), the Records Advisory Committee meets as often as may be required, but not less than twice a year.

The Committee reviewed operational schedules for the Economics and Statistics Office, Department of International Tax Cooperation, University College of the Cayman Islands and Commissions Secretariat.

Reference Services

The Historical Collection of the National Archive consists of materials in various formats that convey the history of the Cayman Islands, its people and their way of life. Archival records include: official Government records, photographs, private records, oral history interviews, moving images and maps. These can be accessed as a walk-in or by appointment in our Reading Room.

The National Archive also has a Reference Library, which includes books, journals, newspapers, magazines, and laws of the Cayman Islands with some reference to the Caribbean. In 2018, there were 412 reference inquiries addressed.

Analysis of Interactions

Table. 10

BROAD STRATEGIC OUTCOMES 2018 & 2019							
Year	New Readers Registered	Total Reference Interactions	Detailed Analysis of Interactions				
			Onsite	Telephone	Written	Email	Visitors
2018	110	786	375	130	1	232	48
2017	98	701	349	136	1	168	47
2016 Jan-Jul	56	336	175	78	1	70	12

Oral History

Interviews are conducted with members of the community on specific subject areas or on their whole life experiences. There were 12 narrators interviewed this year.

Reproduction Services

This is a demand driven service and used by Government, private citizens and organisations. A total of 654 images were reproduced.

Preservation Management

This service is demand led, and as a means of both preserving and providing access to the public, the National Archive continues with the digitisation of records. To ensure long term preservation, other

preservation methodologies are also employed including microfilming and physical conservation to ensure sustainability of these unique records. There were 17,790 master images created in 2018.

Strategic Partnerships: Building Opportunities

The National Archive makes every effort to partner with other organisations to ensure accessibility to the Historical Collection through collaborative projects. Partnerships were forged with the following institutions:-

- **National Gallery – Ella Latter Photographic Exhibition:** "The Photographer is Present: Select photographs from the collection of Ella Latter" displays photographs from the National Archive. As an avid photographer, her images span a range of subjects from portraits, landscapes, architecture and events, illustrating the wide scope of Latter's interests.
- **Celebrate Cayman:** Research was undertaken and resources were provided as a means of supporting the Celebrate Cayman Government initiative, which celebrated the 60th anniversary of the Coat of Arms.
- **Radio Cayman/National Museum: See Wha Ya Sayin':** Access to the Oral History's Collections through excerpts was provided to the National Museum as featured in the monthly special on Radio Cayman entitled, 'See Wha Ya Saying'.
- **Cayman Airways Skies Magazine:** Production of articles for the Flashback series for Skies Magazine is being conducted every two months as a means of generating awareness public awareness of the rich resources of the National Archive.

2.6 COMMISSIONS SECRETARIAT

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

In addition, the Secretariat performs the recruitment functions for His Excellency the Governor for those posts listed in S.106(4) of the Cayman Islands Constitution Order (2009) (Judges of the Court of Appeal and Grand Court, Magistrates, Attorney General, Director of Public Prosecutions and any other legal post as prescribed by law).

The Secretariat will also maintain the Register of Interests in accordance with the Standards in Public Life Law, 2014 when the Law commences.

Mission, Vision and Values Statements

- Vision - Maintain the independence and integrity of each Commission as mandated by the Constitution Order 2009.
- Mission - Provide sound analytical advice and strong administrative support to the Commissions placed under our purview in an effort to ensure that they may fulfill their respective constitutional and legislative mandates.
- Values Statement - Enhancing and maintaining public trust in the institutions supporting democracy is fundamental to the work of the Commissions Secretariat. The Secretariat makes a firm commitment to embracing this challenge by completing our duties in an honest, diligent, organized, and professional manner. Employees are expected at all times to conform to the Public Servants Code of Conduct and hold true to the Public Service Values and also to the Nolan Principles. All employees must ensure their actions and decisions uphold the values of the public service and conform to high ethical standards as expressed by the Portfolio.

Relevant enabling legislation that specifically sites the Commissions Secretariat:

1. Cayman Islands Constitution Order 2009
    a. S.105 and s.106 – Judicial and Legal Services Commission
    b. S.116 – Human Rights Commission
    c. S.117 – Commission for Standards in Public Life
    d. S.118 – Constitutional Commission
2. Part VIII Public Service Management Law — Civil Service Appeals Commission
3. S.4 Anti-Corruption Law (2016 Revision) – Anti-Corruption Commission
4. Part V Standards in Public Life Law (2014) – Commission for Standards in Public Life

Strategic Activities During the Year

a) To continue to enhance the independence of the Anti-Corruption Commission and the strength of its investigatory arm.

b) Facilitate training related to the Commission's mandates for Board Members.

c) Continue to promote the work of each of the Commissions through educational opportunities.

d) Facilitate the Register of Interests (to coincide with the commencement of the SPL).

Comparison of actual performance against budgeted performance

Whilst not all the activities were generally achieved, the Secretariat and its Commissions faced a substantial workload during 2018 with a shortage of staff. All key areas of operations were met. The failure to achieve activity (d) above was due to the delayed commencement of the underpinning law.

Key successes and challenges faced during the period

Key Successes:

- Passage of Anti-Corruption (Amendment) 2018 legislation to allow for the provision of protective equipment for Investigators who serve the Anti-Corruption Commission.
- Attendance by a representative group of Board members at the Good Governance for Board Members Conference.
- Recruitment of various judicial posts.

Key Challenges (continue to be):

- Lack of ability to enable the Standards in Public Life Law to commence
- Educating and engaging the public about the Commissions and their remits
- Unknown resources which are become necessity in investigations at a moment's notice
- Insufficient staff to be proactive and discharge all of the constitutional and legislative functions of each of the Commissions to a high degree.

Table. 11

SUMMARY OF 2018 SIGNIFICANT EVENTS COMPLETED			
CIG Broad Outcomes	Strategic Project/Significant Event		
	Output Activity	Strategic Projects	Legislation
Recuding Crime and the Fear of Crime		1. Effective provisions of the AC (Amendment) Law 2018 are met. 2. Conclude court proceedings in largest ACC case to date.	
Stable, Effective and Accountable Government	1. Recruitment of DPP 2. Facilitate the Register of Interests (if SPL commences)	1. Restructure the Comm Sec to better meet the neds of the Commissions 2. Mark the Diamond Anniversary of the 1959 Constitution and the 10 year Anniversary of the 2009 Constiution 3. Host the 5th Annual CCA	1. Commencement of SPL 2. Recommendations for PSML Amendments

Reports tabled or filed by statutory deadlines

- 2017 Human Rights Commission Annual Report (01 01 17 – 31 12 17)
- Fourteenth Report of the Commission for Standards in Public Life (01 08 17 – 31 01 18)
- Fifteenth Report of the Commission for Standards in Public Life (01 02 18 – 31 07 18)
- Anti-Corruption Commission Annual Report 2017-2018

Significant risks, issues, constraints impacting delivery

- Continued protracted and complex reports of corruption and investigations
- Lack of on island resources to assist in the support of the Anti-Corruption Commission
- Retention of trained Investigators
- Security of confidential high-risk electronic documents
- Lack of public awareness and insight into roles of Commissions supported by the Commissions Secretariat
- Delays on the commencement of the SPL and development of SPL Regs.

Lessons learned to be taken forward for improvement

- Each of the Commissions, especially the ACC, CSPL and HRC continue to grow at various rates. This continues to require constant attention to the strategic oversight of each one's remit.
- This continued growth requires a restructuring of the Commissions Secretariat offices which will most likely include the addition of new posts in order to meet the constitutional and legislative mandates of the each of the Commissions.

2.7 INTERNAL AUDIT SERVICE (IAS)

The Internal Audit Service (IAS) exists to enhance and protect the organisational value of the Cayman Islands Government (CIG) by providing risk-based and objective assurance, advice and insight to the Deputy Governor and his Senior Leadership Team.

Working independently from within the Office of the Deputy Governor, IAS provides assurance on governance, risk and control matters in the context of Government's key strategic objectives. An Internal Audit work plan is developed in accordance with the global Institute of Internal Auditor's International Professional Practices Framework.

Future Internal Audit plans and outputs will be discussed, reviewed and approved by Government's Audit & Risk Assurance Committee following its introduction in December 2018.

Attainment of 2018 Cabinet Approved Outputs

The table below shows, after a successful year, how IAS delivered within the target range of all its Cabinet approved outputs.

Table 12. Output Performance

Output	Description	2018 Target	2018 Actual
IAS1	Audit Reports Issued	22 – 27	**24**
IAS1	Advisory Hours	700 – 800	**786**
IAS2	PSML Compliance Reports	12 – 20	**12**
IAS2	PSML HR Investigations	1 - 3	**1**

Other Highlights and Observations

IAS also includes (in no particular order) the following achievements amongst its accomplishments from work undertaken during the 2018 year:

- Identification of a missed revenue opportunity for one client estimated to have the potential to contribute in excess of $1m to CIG annual recurring revenues; and
- In line with IAS's succession planning strategy, the IAS Deputy Director (Audit & Assurance) continued her ongoing developmental secondment with the UK Government Internal Audit Agency (UK GIAA). Other beneficial secondment arrangements continued with 3 persons seconded into IAS

(ie. 1 Deputy Director and 2 Senior Internal Auditors) and a new secondment out from IAS to provide wider operational experience. These opportunities help to identify and develop talent, and one of our secondees was successful through open competition, in securing the Senior Internal Auditor position on a non-secondment contractual basis.

Forward Focus to 2019

Within the context of the guiding framework established by the full risk-based 2018-19 Internal Audit Plan, projects have now been scheduled for the first half of 2019.

The move to a more strategic focus is demonstrated through IAS's involvement in ongoing business development projects (for 2019 H1 this primarily being the introduction of revenue risk management, and the customs and border control online systems development) and through the introduction of multiple 'key business process' reviews.

These 'key business process' reviews ensure a close connection to one or more of Government's broad strategic outcomes by focusing on a Cabinet approved business objective. Working collaboratively with management, IAS will help them produce and / or independently validate their assessment of major risks, documented in the form of a risk register. We will then go on to provide an assessment of the adequacy of their current control framework (both in design and operation) to ensure that they are set for success.

Operational and Administrative Projects

In additional to core projects on the Internal Audit plan, IAS anticipates that the following operational and administrative changes will take place during 2019:

- Development and submission of the 2020-21 IAS financial budget;
- Formalisation of the working relationships with the new Audit & Risk Assurance Committee, including revision of the Internal Audit Charter;
- Office relocation to improve staff ergonomics;
- Viability study for the migration of the IAS IT system from an external hosting environment to an in-house operation and its subsequent development to support CIG's wider Enterprise Risk Management agenda, and
- Development of the risk-based 2020-21 Internal Audit Plan.

2.8 ELECTIONS OFFICE

NATURE AND SCOPE OF ACTIVITIES/OVERVIEW

The Elections Office is committed to promoting democracy through ensuring free and fair electoral processes. This is inline with the Government's policy objective of stable, effective and accountable government.

During 2018, the staff of the Elections Office maintained the Official Register of Electors. The office completed its mandate of processing registrations of new electors, updating requested changes to existing electors and removing electors who were no longer qualified to vote.

The number of persons registered to vote at 2018 year end was 21,141, an overall decrease of 42 from the number of registered voters in January 2018. The decrease is attributed to the removal of deceased persons, coupled with the traditionally slower uptake in new registrations in non-election years.

In accordance with the Elections Law, during 2018, the Elections Office published quarterly revised and official lists of electors as is required by Law.

Plans for the 2019 fiscal year is to submit for Cabinet consideration, recommendations to amend the Elections Law, based on recommendations from the International and Domestic Observers and other operational and logistical improvements.

2.9 OFFICE OF EDUCATION STANDARDS (OES)

NATURE AND SCOPE OF ACTIVITIES

General Overview and Scope of Activities

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

Our aims

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

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

b. To improve school effectiveness through;

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

Structure and Function

The Office of Education Standards is established as a department of Government and its role defined in the Education Law (2016) Part 6, Section 18. OES has responsibility for assessment and monitoring of provision in educational institutions and further requirements regarding the work of OES are defined within The Education Regulations (2017).

The OES was previously named EQAU (Education Quality Assurance Unit) and was, until October 2017, based within the Ministry of Education. The Office was moved to the Portfolio of Civil Service in 2017,

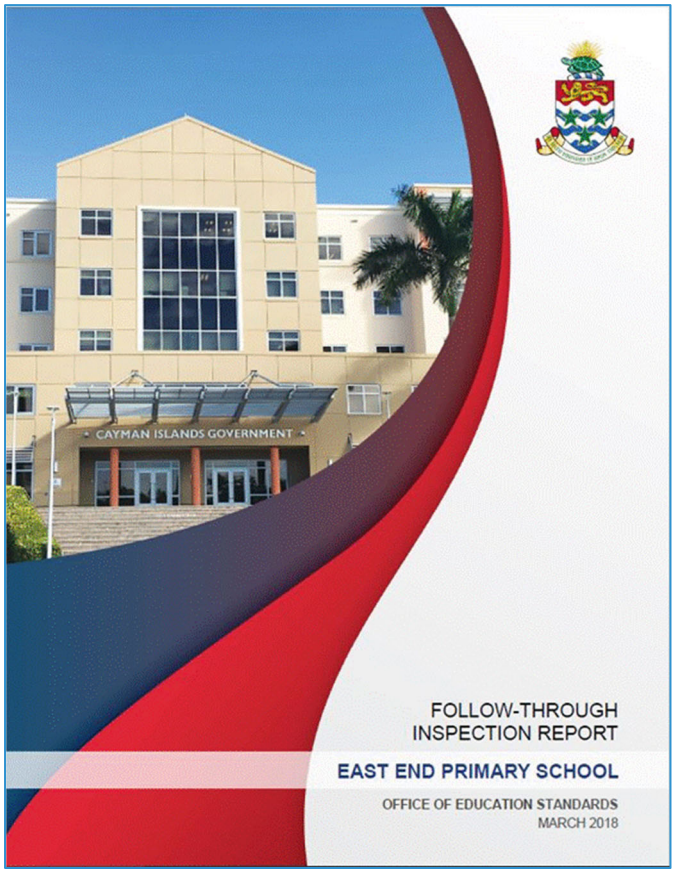
following the 2017 general elections. A new Chief Inspector, Senior Inspector and Executive Officer were appointed between October 2017 and March 2018.

2018 ACHIEVEMENTS

School and Early Years Centre Inspections

OES conducted 20 inspections during 2018. The reports listed in Table 13 below are published on the OES website (www.oes.gov.ky).

Follow-Through Inspections are 'health checks' during which inspectors review the progress that each school has made in addressing the recommendations from the last inspection. A four-point scale is used to determine the effectiveness of each school (excellent/good/satisfactory/weak).



Full inspections are currently conducted once every two years. These inspections involve a review all aspects of school performance, including health, safety, accommodation, leadership, teaching, support for students and academic progress. A four-point scale is used to determine the effectiveness of each school (excellent/good/satisfactory/weak).

Reports are approximately 60 pages long and include data from parent, staff and student surveys.

Over 3,000 stakeholders contributed to the inspections of Government educational institutions in 2018.

Table 13. Inspections conducted by OES in 2018

INSPECTIONS CONDUCTED BY OES IN 2018.			
Follow-Through (FT) Inspections	**OES Judgement**	**Full Inspections**	**OES Judgement**
Bodden Town Primary School	Satisfactory	Bright Start ELC	Weak
Cayman Brac Day Care Centre (FT1)	Weak	Tiffany's EYC	Weak
Cayman Brac Day Care Centre (FT2)	Satisfactory	Grace Christian Academy	Satisfactory
Creek and Spot Bay Primary School	Satisfactory	John Gray High School	Satisfactory
East End Primary School (FT1)	Satisfactory	Clifton Hunter High School	Weak
East End Primary School (FT2)	Satisfactory	Layman E. Scott High School	Satisfactory
Edna Moyle Primary School	Satisfactory	**SUMMARY** 20 inspections 14 follow-through inspections 6 full inspections All government schools were inspected in 2018 7 schools identified as 'weak' will receive six-monthly inspections by OES, until they are judged to perform at least to a satisfactory level.	
George Town Primary School (FT1)	Weak		
George Town Primary School (FT2)	Weak		
Prospect Primary School	Satisfactory		
Red Bay Primary School	Good		
Savannah Primary School	Satisfactory		
Sir John A. Cumber Primary School	Weak		
West End Primary School	Good		

Training of Cayman Associate Inspectors

This photograph shows the first group of CAIs during their training course held in September 2018.

In 2018, applications were invited from experienced education professionals to join OES as Cayman Associate Inspectors (CAI). Priority was given to Caymanian applicants because OES is aiming to build capacity across the Islands. The first cohort of 10 commenced training in September 2018. All successfully completed the assessments and will be deployed to their first inspections in 2019. A second cohort was invited to apply and OES received a further 20 applicants, of which a further 10 were selected. The second cycle of CAI's will commence training in May 2019.

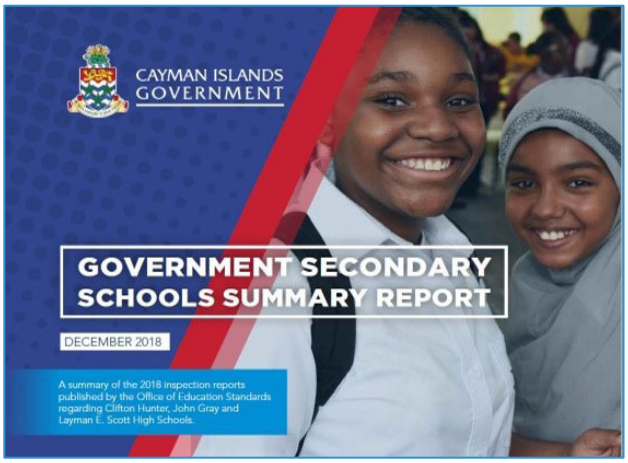
Training for Senior School and Early Years Leaders

OES conducted training for school leaders regarding 'Successful Schools and Achieving Students' throughout 2018. In total, six sessions were delivered, one of which focussed particularly upon support for leaders of Cayman Early Childhood Care and Education Centres.

This photograph shows the training session for school Principals held in December 2018.

Publications by the OES:

In addition to the 20 individual school reports, OES published a number of sector reports, identifying strengths and weaknesses in provision in our government high schools and government primary schools.



SURVEY RESPONSES IN 2018 OES INSPECTIONS	
Parents	812
Staff	376
Students	2,098

Table 14: Survey Responses 2018

School self-evaluation and inspection framework

'Successful Schools and Achieving Students' was published in 2017 and has been used throughout 2018 to ensure consistency and rigour in the inspection process.

There are seven performance standards which relate to students' academic achievement, their personal and social development, teaching quality, the curriculum, health, safety and support and leadership.

How Well Are We Doing?

A key purpose of our inspections is to support school improvement. At the end of each inspection we request the Principal of the school to complete a survey about the work of the inspectorate. The following questions are used as some of our key performance indicators.

Table 15. Principal Survey 2018

PRINCIPAL SURVEY 2018	
Question	**% Strongly Agree / Agree**
The inspection will help the school to make improvements.	100%
The inspection judgements were fair and accurate.	100%
The inspection process was sufficiently comprehensive to see all of the major strengths and areas for development in the school.	95%

All twenty reports in 2018 were published within the target of 20 days following the final day of the school inspection.

LOOKING FORWARD TO 2019

More Inspections

In 2019, OES will complete a further 26 'full' inspections, commencing with a programme of 18 Government primary schools, Early Years Centres and private schools between January and June 2019.

OES will continue to undertake 'Follow-Through' Inspections for those schools and Early Years Centres judged as 'weak' in their previous inspection.

Our first group of Cayman Associate Inspectors will be deployed from January to June 2019 and our second group will complete training in summer 2019. The team of full-time OES inspectors will be increased to meet the requirement of Government to complete the inspection of all educational institutions in the Cayman Islands by the end of academic year 2019-2020. We will recruit two further Senior Inspectors; an Early Years Specialist and a High School/Secondary Specialist.

2.10 LEGISLATIVE ASSEMBLY

Overview

The Legislative Assembly is one of the three arms of the Government – namely the Legislature. Through the Office of Clerk, the Assistant Clerk, Parliamentary Clerk and Procedural Clerk, the Legislative Assembly provides professional and administrative services and advice to the Honourable Speaker and Members of the Legislative Assembly. This is in regards to all House business, the Government Budget, parliamentary policies and procedures and Committee functions as well as management of the precinct. The Clerk's Office fosters parliamentary democracy, promotes the aims and objectives of the Commonwealth Parliamentary Association (CPA) and provides services for the furtherance of the CPA's work.

Scope of Activities:

- Servicing the Legislative Assembly and its Members
- Sale of Cayman laws to the Public
- Servicing and supporting sittings of the House and Committees
- Administrative support and research for the Speaker and MLAs and the local branch of the CPA
- Managing the Legislative Assembly Building and premises

Our Team:

The Legislative Assembly now has 14 members of staff and is managed by the Clerk of the Legislative Assembly, Zena Merren-Chin with the assistance of a Deputy Clerk and two Assistant Clerks. The Legislative Assembly staff complement has increased with the hiring of the first Parliamentary Page, Mr. Christopher Clarke, and the return of Mrs. DaVina Ramoutar from her secondment with the Attorney General's Chambers to the position of Assistant Clerk.

Highlights of 2018

The Hansard Office almost has a full complement with the hiring of an Editor and an Officer in December 2017. The production time of the Hansard Reports has improved with the additional staff under the guidance of the Assistant Clerk Debra Broderick. The microphone system in the Chamber was replaced and upgraded to a digital system. The Sergeant at Arms attended an extensive Protocol training course in Washington DC and is now certified to teach protocol standards.

The Cayman Islands Branch of the Commonwealth Parliamentary Association hosted the 43rd Caribbean, Americas and Atlantic Regional CPA Conference in June 2018. There were approximately 100 attendees

from 15 CAA Branches along with special guest presenters from Isle of Man, UK and Canadian parliaments.

The 1st Meeting of the 2018-2019 Legislative Assembly Session took place in Cayman Brac. This Session included the presentation of the Throne Speech by the Acting Governor Mr Franz Manderson and the Budget Address by the Minister of Finance and Economic Development, the Honourable Roy McTaggart. This coincided with a celebration of 100 years of legislative meetings being held in Cayman Brac.

Looking Ahead to 2019 Goals and Objectives

The Legislative Assembly will implement the following:

- Training protocols will be established for all Legislative Assembly staff.
- Arrangements for Security Bollards to be installed in front of the LA building and the hiring of security officers.
- The further development of the Hansard Office with an expansion of the office space

Table 16.

LEGISLATIVE DEPARTMENT	
Legislative Department: Cabinet Billing Statistics - 2018	**Annual Totals**
Number of Laws sold (LGL 1)	208
Number of sitting days for the House (LGL 2)	17
Number of Committee meetings scheduled (LGL 2)	28
Number of reports from Committees prepared (LGL 2)	33
Number of Hansards produced (LGL 2)	53
Number of order papers, daily journals, agendas and minutes of proceedings prepared (LGL 2)	71
Number of hours spent on House and Committees (LGL 2)	8910.25
Number of hours spent on administrative support and research (LGL 3)	5100.5
Number of tours conducted (LGL 3)	39
Number of CPA meetings organized (LGL 3)	14
Number of overseas meeting, conferences, seminars, visits organized for CPA (LGL 3)	16

2.11 OFFICE OF THE DEPUTY GOVERNOR

Scope of Activities

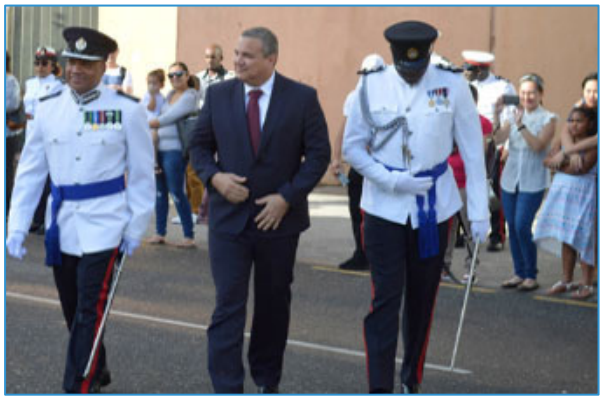
Activities undertaken by the Office of the Deputy Governor include:

- The delivery of strategic initiatives and projects,
- Office administrative support,
- Secretariat services to the Conditional Release Board; the Advisory Committee on the Prerogative of Mercy Board (ACPM); the Expungement Board; the new Monitoring Board for Prisons and Places of Detention; and the new Audit and Risk Assurance Committee for Core Government,
- Strategic oversight of the Strategic Reforms Implementation Unit (SRIU), and
- Processing applications for British Overseas Territories Citizenship and for registration as British Citizens,
- Issuance of Deportation and Exclusion orders, and
- Repatriation of Cuban migrants and repatriation of Caymanians stranded overseas.

Governance

The following Laws govern the activities of the Office of the Deputy Governor:

- The Cayman Islands Constitution Order 2009
- The Public Service Management Law (2017 Revision), including Part V, which speaks directly to the duties, responsibilities and powers of the Head of the Civil Service
- The Public Management and Finance Law (2013 Revision)
- The Criminal Records (Spent Convictions) Law (2018 Revision)
- The Conditional Release Law, 2014
- The British Nationality Act, 1981



OUR TEAM

Organisational Structure

The core Office of the Deputy Governor consists of the following members:

- Deputy Governor and Head of the Civil Service
- Chief Advisor
- Administrative Manager
- Administrative Officer (Consular Matters, IMB and Prerogative of Mercy Boards)
- Administrative Officer (Expungement Board and Policy Support) (Secondment)
- Administrator to the Conditional Release Board
- Administrative Assistant (Citizenship and Finance)
- Personal Assistant to the Deputy Governor

The Administrative Manager is responsible for the operations of the Office. The Chief Advisor is also responsible for the operations of the Strategic Reforms Implementation Unit (SRIU).

A new Administrative Officer position was created in April 2018, to provide Secretariat services to the new Expungement Board as well as policy support.

The Deputy Governor was honoured with an MBE award in 2018 for his service to the community.

SUMMARY OF SIGNIFICANT EVENTS

- Some 819 applications for British Overseas Territories Citizenship (BOTC) were processed, exceeding the 2018 budget target by 240 applications.

- The new Expungement Board was operationalised, commenced its regular meetings and the processing of applications for expungement. Of the total of six (6) applications received in 2018, four (4) of the six applicants were deemed ineligible for expungement. One (1) application for Automatic Expungement (for convictions not exceeding five years) was approved. One (1) application did not require Expungement. The Office developed and published detailed guidance for applicants seeking expungements. The Board will publish its first Annual Report in early 2019.

- A new Monitoring Board for prisons and places of detention was established in 2018, with the development of a new monitoring framework and the Governor's appointment of eleven (11) Board Members in December 2018. The role of the Board is to monitor the conditions and treatment of prisoners or detainees in the police lock-ups and the Immigration Detention Centre (IDC), to satisfy itself that they are humane and fair, that prisoners and detainees have access to sufficient purposeful activity and are prepared for release. Members completed a 4-day intensive training programme facilitated by overseas providers, which was funded by the Office of the Governor. Additional training is planned in early 2019. Board visits are expected to begin during the first quarter of 2019.

- The first Audit and Risk Assurance Committee (ARAC) was established by the Deputy Governor in 2018, to provide him with independent and objective advice on the comprehensiveness, reliability and integrity of assurances on governance, risk management and internal control for the Cayman Islands Government. The Committee consists of 3 non-executive members. It is expected to hold its first meeting in January, 2019.

- The ODG delivered a significant legislative agenda which exceeded budget expectations, and included:

- Commencement by Cabinet of sections of the Criminal Records (Spent Convictions) Law (2018 Revision) relating to the Expungement Board in February 2018;

- Cabinet approval of the first set of Regulations for the Criminal Records (Spent Convictions) Law, to deal with applications for Expungement in June 2018.

- Legislative Assembly (LA) approval of The Public Authorities (Amendment) Bill, 2018, to address provisions for liability in negligence for public authorities with regulatory functions and duties, in June, 2018.
- LA approval of the following Amendment Bills, primarily to address issues of non-compliance with PAL, in June 2018:
    - The Utility Regulatory and Competition (Amendment) Bill, 2018
    - The Water Authority (Amendment) Bill, 2018
    - The Water Sector (Amendment) Bill, 2018
    - The Information and Communications Technology (Amendment) Bill, 2018
    - The Electricity Sector Regulation (Amendment) Bill, 2018

- LA approval of The Freedom of Information (Amendment Bill), 2018, the first comprehensive review of the Law since its inception in 2007, in November, 2017.
- The Procurement Law, 2016, is an important part of the governance framework that has been delivered, to ensure fairness, efficiency, transparency and value for money in the procurement management system and practices within the civil service. In 2018, Regulations were approved by Cabinet, the new Public Procurement Committee was established, and the new procurement regime commenced.
- There have been continued improvements in the quality and timeliness of the annual financial reporting for Entire Public Sector (EPS) and all government entities including core government and SAGCs.
- Under the executive sponsorship and leadership of the Deputy Governor, the Civil Service has continued to promote exercise and personal fitness. The DG's 5K promotes community involvement as well as fitness, and raises funds for local charities. In 2018, approximately 2,000 people participated and $89,000 was raised for (four) 4 local charities whose work focuses on feeding the most vulnerable persons in our Cayman Islands community.
- Through services provided by the Strategic Reforms Implementation Unit, the Deputy Governor is working to ensure that all civil servants engaged in preparing and approving business cases and in managing projects are appropriately trained and certified. In 2018, 34 individuals earned an APMG BBC Foundation certification and 53 individuals earned an APM PFQ certification. Members of the elected government and senior leaders from within the Civil Service also participated in a business

case reviewers' course by adviser Joe Flanagan, architect of the UK's 5 Case Model and Better Business Case Templates.

- Continuing his commitment to safeguarding the welfare of the Civil Service, the Deputy Governor was successful in securing Cabinet's approval for a 5% payment of COLA in 2018, retroactive to 1 July, 2018.

DETAILS OF ENTITY ACTIVITIES DURING THE YEAR

Key Output Deliverables linked to Cabinet Revenues

Table 17.

KEY OUTPUT DELIVERABLES LINKED TO CABINET REVENUES		
Outputs	**Budgets**	**Actuals**
Number of hours spent on providing policy advice	1200-1400	1437.75
Number of applications for British Overseas Territories Citizenship applications processed (adults and minors)	420-500	740
Number of applications for Registration as a British Citizen processed	50-100	79

As the table above shows, the key output deliverables for the ODG that are linked to Cabinet revenue were met (in relation to the number of applications processed for registration as British Citizen) and in some cases exceeded (policy advice hours and the number of BOTC applications processed).

The Office of the Deputy Governor has managed to take steps to simplify the application process for BOTC Naturalisation applications, by removing requirements which made it necessary for applicants to visit multiple Government agencies when submitting an application, through enhanced inter-agency communication. The procurement process for an online application system also commenced in 2018.

LOOKING FORWARD – 2019 STRATEGIC FOCUS

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

- Consultations and review of the Public Authorities Law
- Operationalisation of the Monitoring Board for prisons and places of detention
- Development of legislation to underpin the work of the Monitoring Board

- Operationalisation of the Audit and Risk Assurance Committee (ARAC)
- Additional Regulations for the Criminal Records (Spent Convictions) Law, to support the work of the Expungement Board Implementation of a new online system which will simplify the BOTC Naturalisation/Registration application process and make it more efficient.
- Strategic direction and support by the Deputy Governor for the continued implementation of the 5-Year Strategic Plan for the Civil Service
- Design and development of a National Anti-Gang strategy and plan

2.12 STRATEGIC REFORM IMPLEMENTATION UNIT (SRIU)

SCOPE OF ACTIVITIES

Over the financial reporting period 2018, The Strategic Reforms Implementation Unit (SRIU) provided a range of support services, at an enterprise level, to help the Civil Service effectively manage projects and programmes. This centralised business function, which operates at a strategic level and reports directly to the Deputy Governor, complemented and supported broader whole-of-government reforms to improve performance and support the effective delivery of Government priority projects.

SRIU activities included:

1. Promoting the use of business case development and project management techniques on Government projects.
2. Providing advice and internal consultancy support to government Ministries on business case development, project management, and project delivery.
3. Providing policy advice and portfolio, programme and project management services to the Deputy Governor.

SUMMARY OF SIGNIFICANT EVENTS

Training and Development Pilot Programme Delivered

The Strategic Reforms Implementation Unit (SRIU) successfully delivered a Pilot Training Programme, designed to develop and enhance skills in the areas of business case development and project management. Through the pilot programme the 40 persons enrolled in the Better Business Cases (BBC) Foundation course and the 60 persons enrolled in the Project Fundamentals Qualification (PFQ) had the opportunity to gain internally recognised qualifications from the Association for Project Management, the UK chartered body for the project profession and APMG (APM Group) International, a global accreditation and examination institute.

Embedding business case development and project management skills into the way we work and operate as a civil service is a very important part of our strategy to become a World-Class Civil Service. By professionalising the service in these two critical areas, we will be better positioned to translate the policy goals and aims of our elected officials into successful projects and programmes that deliver products, outcomes and ultimately, benefits that our public need and want, and in a way that delivers value for money.

Of the 100 persons who started the programme, 93 sat exams. Among those 93, there were 87 passes in total – 34 individuals earned an APMG BBC Foundation certification and 53 individuals earned an APM PFQ certification.

Civil Servants preparing for the Better Business Case. Foundation Exam (November 2018)

Chief Advisor Mary Rodrigues shares insights with trainees on the 5-Case Model for the development of business cases

Strategic Leaders participate in Business Case Reviewers Course

In November 2018, Joe Flanagan, the architect of the 'Five Case Model' and co-author of 'Making Sense of Public Sector Investment: The Five Case Model in Decision Making', facilitated a master class for senior leaders responsible for reviewing and approving business cases. Seventeen persons attended the course including Councilors Austin Harris and Barbara Conolly, the Cabinet Secretary, the Commissioner of Police, the Director of Prisons, and other CIG leaders.

Attendees of the November 2018 Business Case Reviewers Course with trainer Joe Flanagan (front left), developer of the 5 Case Model and Better Business Case Templates.

When asked what he thought of the opportunity the Cabinet Secretary noted that, "The training was an excellent investment of time into an area of growing importance in the civil service…the real world examples and the presenter's incomparable experiences brought the training to life in an engaging and challenging manner". The Cabinet Secretary further noted that he "encourages all leaders within the public service to avail themselves of similar training".

Business Case and Project Management Tools and Templates Evaluated

When the SRIU was established, one of their first tasks was to develop a methodology, tools and templates for decision making and for project delivery. Drawing from best practice and based on the UK Treasury's Five Case Methodology, the SRIU developed, in collaboration with key stakeholders and through testing, tools and templates for business case development and project management. In 2018, the SRIU reviewed its tools and templates to ensure they remained fit for purpose, aligned to international best practice and met the requirements of the CIG Procurement Law. In addition to providing tools and templates for business case development and project management, the SRIU provided consultancy support to a variety of functional areas across the government in the development of business cases and project management plans.

Activities During the Year

During the 2018 financial year, the SRIU supported broader whole-of-government reforms to improve performance and support the effective delivery of Government priority projects by:

- Providing internal consulting and project support services to Ministries and the Deputy Governor.
- Delivering strategic priority projects, on behalf of the Deputy Governor.
- Preparing reports on designated portfolios, programmes and projects.
- Developing best practice methodologies, tools and templates.
- Developing quality assurance and governance frameworks for Business Cases and Project Management and Delivery.

Key Deliverables Over 2018 Include:

Workforce Opportunities & Residency Cayman Agency (WORC) Project

SRIU provided strategic programme and project management advice and guidance, as well as hands-on support to the Ministry of Human Resources and Immigration to implement the establishment of WORC.

Adoptions Project

The Ministry of Community Affairs is advancing work to ensure a comprehensive, modern, robust and appropriate framework is in place for the regulation of both domestic and intercountry adoptions. SRIU was engaged to support in scoping project options for taking this work forward. In December 2018, the SRIU provided the Ministry with a report that provides project options for taking forward this work.

Child Safeguarding Project

The Office of Governor seeks to ensure that a comprehensive, modern, robust and appropriate child protection structure is in place for the Cayman Islands. The SRIU was engaged to deliver a project that focused on reviewing and making recommendations for improving the governance structure and decision-making framework of the Cayman Islands Child Safeguarding Board ("CICSB"). Through the engagement of key stakeholders and subject matter experts, in December 2018 the SRIU submitted the agreed deliverables to the Project Steering Committee.

Strategic Workforce Planning Project

SRIU is providing hands-on project management services to the Portfolio of the Civil Service, to procure consultancy services and oversee the Strategic Workforce Planning project, which is scheduled to deliver a framework, recommendations for organisational restructure and blueprints to implement Strategic Workforce Planning across the Cayman Islands Government.

Project to Develop a Tenanted Case Management Solution

SRIU led the project to procure a tenanted case management solution for use by the Office of the Deputy Governor (ODG) and the Department of Commerce and Investment (DCI). ODG will use this solution to automate the Naturalisation application process and DCI will use it for the Know Your Customer Anti-Money Laundering threat investigations.

Project to Establish a Monitoring Board for Prisons and Places of Detention

The SRIU was engaged to provide support to the Office of the Deputy Governor, which is managing the establishment of an Independent Monitoring Board for Prisons and places of Detention. Through this engagement the SRIU supported with the recruitment, induction and training of Board members and conducting research to inform policy development.

Key Output Deliverables linked to Cabinet revenues.

As a result of the need for more hands-on consulting and project management support, given the introduction of the Procurement Law and the new requirements for business cases, the SRIU diverted resources away from research/report writing and focused on supporting agencies across the government with advice/support/delivery of programmes and projects. This shift in the focus of the activities of the SRIU is reflected in the outputs below.

Table 18.

KEY OUTPUT DELIVERABLES LINKED TO CABINET REVENUES		
Outputs	**Budgets**	**Actuals**
SRI 1 – Project Support Services		
PM Advice/Support/Delivery (Hours)	3,000-3,500	3,514.25
Number of policy papers or reports to Deputy Governor	2-5	1
Number of Training courses facilitated	7-8	9
Number of Reports Prepared	34-40	30

Looking ahead to 2019 Goals & Objectives

The 2019 Goals and Key Strategies are as follows:

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

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

SECTION 3.0
FINANCIAL STATEMENTS AT 31 DECEMBER 2018