MINISTRY OF
EMPLOYMENT &
BORDER CONTROL
CAYMAN ISLANDS GOVERNMENT

ANNUAL REPORT 2019-2020



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MINISTRY OF EMPLOYMENT & BORDER CONTROL DEPARTMENTS OVERVIEW

Customs and Border Control Service (CBC)

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

Department of Labours and Pensions (DLP)

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

Passport & Corporate Services Office (P&CSO)

The Cayman Islands Passport and Corporate Services Office provide passport services to British Overseas Territory Citizens, U.S. visa waivers and other travel documents to citizens residing in the Cayman Islands. The office is also responsible for the issuance of the Governor's Special Marriage License and legislation of documents.

Workforce Opportunity and Residency Cayman (WORC)

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

Cayman Islands Regiment (CIR)

The Cayman Islands Regiment (CIR) is Cayman's first formal military formation. The role of the CIR is to provide disaster relief and security within the Cayman Islands and the wider Caribbean region.

MESSAGE FROM THE CHIEF OFFICER FOR THE MINISTRY OF EMPLOYMENT & BORDER CONTROL



COVID-19: navigating the pandemic
During the 2020 reporting period, the Ministry performed well, continuing with the implementation of several reorganisation and improvement projects. The COVID-19 pandemic, however, resulted in complex challenges, risks, and opportunities across the Ministry, our Government, the Cayman Islands, and the entire world.

The pandemic has impacted everyone, intensifying and accelerating issues across the country's social and economic fabric, and requiring people, processes, and systems to pivot in new directions with an unprecedented sense of urgency. In response to the crisis, we rapidly embraced remote working solutions to enhance the speed of decision-making, policy discussions, communications, training, and customer engagement.

In tandem with the rest of the Public Service, our teams and services across the Ministry of Employment and Border Control faced unprecedented challenges stemming from the rapid onset of disruption and uncertainty.

Throughout the pandemic, three overarching priorities guided the entire Ministry:

1. Protecting the health and wellbeing of our employees.
2. Maximising the availability of core services.
3. Supporting the National Emergency Operations Centre and related strategies, policies, and operations.

As the government took bold steps to save lives, the Ministry supported those efforts to implement policies explicitly designed in response to COVID-19 and intended to mitigate health, social, economic, and security risks arising from the current circumstances. Along with implementing policies and operational solutions pertaining to pensions, immigration, and employment, the Ministry also pursued several key initiatives to strengthen national security resilience through investments in specialist equipment, infrastructure, technology, and talent development.

I am proud that as a country we have collectively sacrificed and adapted to significant changes, acting in the interest of community welfare and the wellbeing of all persons residing in the Islands. While uncertainty in the outlook remains, I am encouraged that operational leaders across the Ministry's departments have continued to connect, collaborate, and innovate to benefit our customers.

Leadership: building capacity
Developing robust leadership skills in all our people has become more important than ever before. Across our departments, we are proudly investing in a variety of strategies to empower our people to identify potential blind spots and biases, demonstrate empathy, deepen emotional intelligence, and build environments that create value for our internal and external customers.

As part of the overarching mission of the Civil Service to deliver world-class value, we envision that these efforts will continue into FY21 and beyond as part of our ongoing commitment to cultivate a culture of innovation.

Moving forward: quality of service
Focusing on quality in respect of the policy and operational services we deliver is a top priority for the ministry, and indeed this is also a top expectation from our stakeholders, customers, and strategic partners. No longer is the productivity of the Civil Service strictly determined based on revenue generation. While the collection of revenue remains as a necessary aspect of government business, stakeholder expectations are continuing to rise and evolve year-on-year, demanding a deliberate and relentless focus on quality like never before.

We welcome the increased public focus on service quality and the dialogue related to how the Civil Service can work collaboratively to increase confidence in work we deliver for the people of the Cayman Islands. In this regard it will be important to be transparent as to how we are striving to enhance quality; at the same time we must be open about the results and the impact that these efforts are having on the customer experience and the intended policy objectives.

Moving ahead the Ministry will continue to align activities around five key strategies to enhance the quality of all of the services we provide by understanding and value our customers, pulling down silos to lead the way in interoperability, empowering our talent by build capacity to achieve results, delivering value through customer-centric service delivery, and continuously evolving by innovating and implementing at pace.

I offer heartfelt thanks everyone within and across our Ministry for all they have done and continue to do to make the Cayman Islands better.

Sincerely,

Wesley Howell
Chief Officer

ABOUT THE MINISTRY OF EMPLOYMENT & BORDER CONTROL



The Ministry of Employment & Border Control is committed to the country's national security and public safety, as well as workforce development in the Cayman Islands. The intent of the Ministry is to ensure the Cayman Islands remains a safe and secure place to live, visit and invest, with a globally competitive business market that provides durable employment opportunities for Caymanians.

The Ministry is responsible for providing policy direction and monitoring the overall performance of all departments, and strives to provide effective and efficient services to all who reside in the Cayman Islands. Our mission is to empower our leaders and officers to ensure we deliver a model of excellence in all services for the security and development of the Cayman Islands.

Departments and Sections:

- Cayman Islands Customs & Border Control (CBC)
- Department of Labour and Pensions (DLP)
- Workforce Opportunities Residency Cayman (WORC)
- Passport & Corporate Services Office (P&CSO)
- Cayman Islands Regiment (CIR)

Authorities, Boards & Committees:

- Business Staffing Plan Board
- Cayman Brac & Little Cayman Immigration Board
- Caymanian Status & Permanent Residency Board (CSPR)
- Work Permit Board
- National Pensions Board
- Labor Tribunals & Labour Appeals Tribunals

CUSTOMS AND BORDER CONTROL SERVICE ANNUAL REPORT 2019-2020

Cayman Islands
Customs & Border Control

MESSAGE FROM THE DIRECTOR OF CUSTOMS & BORDER CONTROL

CHARLES CLIFFORD



As the Director of the Customs and Border Control Service (CBC), I am pleased to present our 2020 Annual Report.

At the conclusion of the 2020 financial year, CBC was approaching its second birthday on the 1st February 2021. Despite being in its infancy and in the middle of a substantial change process during the COVID-19 pandemic, CBC forged ahead with our change programme to transition the organisation from the traditional gatekeepers ideology to an intelligence-led risk management service.

The COVID-19 pandemic did delay the finalization of our Strategic Plan, but I am happy to report that we are now back on track with finalizing our CBC five year Strategic Plan that will formally establish our policies and guide our further development and operations over the five year period from 2021 - 2025.

CBC continues to strive for excellence in delivering services to our valued customers as we collaborate with allied law enforcement agencies; such as the RCIPS, Coast Guard, Prison, UKBF, FBI and DEA in seeking to secure our borders.

As an organisation we continue to embrace a fresh customer focused culture by continuing to upgrade our IT platform, including the introduction of Self-Service Kiosk at the airport; and improving our management systems in order to provide efficient, timely, accurate and exceptional customer experience. I am also pleased to report that we have now established a fully functional Customer Support Center which further facilitates our customer focused approach.

The 2020 financial year was a stimulating and very productive one for CBC. We responded successfully to increased demands on our resources while also continuing the development of our efforts to advance our service delivery and effectiveness.

We processed 333,548 arriving and departing air passengers; 538,140 cruiseship passengers; and in excess of 224,000 declarations submitted, while effectively managing the associated risks. We understand the importance of tourism to the sustainability of our economy and thus the importance of providing our visitors with a good first impression of the Cayman Islands. At the same time, we remained vigilant for fraudulent documents, counterfeit goods, the smuggling of all forms of contraband, including cash and cash equivalents, and human smuggling. We are also mindful of constantly changing smuggling methodologies and this was even more pronounced during the COVID-19 pandemic. However, we remain committed to advancing our various strategies with the goal of making compliance easy to do and hard to avoid.

Our Canine Unit has been a great tool in these efforts. An indication of our dogs' success is that other law enforcement agencies have sought our help during many of their operations.

During the COVID-19 pandemic CBC was the first agency to redeploy staff to the RCIPS to help manage the pandemic and the associated national security risks. I was pleased to see our efforts recognized by His Excellency the

Governor and the Honourable Premier as this was very encouraging for our staff.

In concluding this Foreword, I wish to again recognise that CBC's most valuable resource continues to be our staff. I want to acknowledge their hard work over the past year, and their continued commitment and dedication to protecting the Cayman Islands and to supporting its economic growth through trade facilitation and border protection.

I hope that you will find our 2020 Annual Report informative and instructive.

Sincerely,

Charles E. Clifford, MBE, JP
Director



ABOUT US

The Customs & Border Control Service primary statutory responsibilies and powers are laid out in the Customs and Border Control Law, 2018 and the Misuse of Drugs (2017 Revision).

Specially, Section 5 of the Customs and Border Control Law, 2018 which states:

"In addition to the duties conferred upon the Director by or under any other law, the Director is responsible for-

(a) the management, supervision and control of the Customs and Border Control;

(b) the administration and implementation of this Law;

(c) the collection of Customs and Border Control revenue and accounting for the same; and

(d) the care of public and other property under the control of Customs and Border Control, but without having to account for loss thereof unless such loss is due to the Director's personal default."

Section 9 of the Customs and Border Control Law, 2018 which states:

"….without prejudice to any other powers conferred upon them by this or any other law, every officer or any person acting under the direction of an officer may-

(a) when acting within the jurisdiction in the course of the officer's duty prevent the evasion or suspected evasion of any provision of this Law relating to the movement of goods and in particular may-

(i) with or without any warrant in that behalf, detain, board and enter any vessel wherever it may be and any place or thing within any Customs and Border Control area, search anything or person found thereon or therein and break open any fastened thing or device capable of being used for the concealment of goods;

(ii) when an officer has reasonable grounds to suspect that an offence has been committed under this Law, exercise like powers to those provided by paragraph

(i) for the purpose of searching any place, premises, person or thing;

(iii) require any person to furnish orally or in such form as such officer may require any information relating to any goods, and to produce and to allow the officer to inspect and take extracts from or make copies of any invoice, bill of lading or other book or document relating to such goods or the movement or custody thereof; and

(iv) require evidence to be produced to his or her satisfaction in support of any information required by or under this Law to be provided in respect of goods imported or exported;

(b) examine and take account of any goods which are for any purpose in the charge of the Customs and Border Control or subject to scrutiny of the Customs and Border Control or in respect of which any drawback or relief is claimed, and may, for that purpose, require any container to be opened or unpacked;

(c) take samples of any goods which the Director is, by paragraph (b), empowered to examine and to retain such samples on payment on behalf of the Director of such sum as reasonably represents the wholesale value thereof, if so required by the person in possession of the goods;

(d) allow remission of duty for losses as provided by section 39;

(e) arrest with or without a warrant any person contravening or suspected of contravening section 54, 55, 56, 57 or 58:

(f) in cases of emergency, permit the discharge of goods and the disembarkation of passengers in places other than those prescribed;

(g) permit the delivery of goods from a vessel's side; and

(h) seize and detain any vessel or goods which the person believes to be liable to forfeiture under this Law and hold the vessel or goods in the Queen's Warehouse subject to the right of appeal conferred by section 76(4) or, in default of such appeal, for disposal under section 31(1) or (4).

Misuse of Drugs Act (2017 Revision)

Specifically Section 5(1) states:
"A constable or customs officer may arrest without warrant a person who has committed, or whom such constable or customs officer reasonably suspects to have committed an offence under this Act."; and

Section 6(1) states:
"If a constable or customs officer has reasonable grounds to suspect that any person is in possession of a controlled drug or scheduled substance in contravention of this Act he may, without warrant, detain and search such person and whether or not any person is detained or searched may, without warrant, break open and search any premises, vessel or thing whatsoever in which he has reasonable grounds to suspect that any such drug or substance may be concealed."

GOVERNANCE

The provisions in the following Acts, Regulations and Orders govern the primary activities of the Customs & Border Control Service :

- The Customs And Border Control (Visas, Entry And Landing) Regulations 2019
- The Customs and Border Control Act, 2018
- The Customs (Money Declarations and Di closures) Regulations, 2019
- The Immigration Transition Act, 2018
- Customs Tariff Act 2017 Revision
- Advance Passenger Information Act, 2018
- Advance Passenger Information (Amendment) Act, 2018
- The Animals Act (2013 Revision)
- Health Practice Act, (2017 Revision)
- Pharmacy (Poisons and Restricted Pharmaceuticals) Regulations, (2017 Revision)
- Misuse of Drugs Act, (2017 Revision)
- The Proceeds of Crime Act, (2019 Revision)
- Copyright (Cayman Islands) Order, 2015 (SI 2015 No 795);
- Endangered Species (Trade and Transport) Regulations, 2015; and
- Export Duty Act (1998 Revision)

The budgetary and financial activities of the Cayman Islands Customs and Border Control Service are subject to and governed in accordance with the provisions of the Public Management and Finance Law (2017 Revision) as amended by the Public Management and Finance (Amendment) Law, 2019.

The human resources management of the Cayman Islands Customs and Border Control Service is subject to and governed in accordance with the provisions of the Public Service Management Law (2018 Revision) and the Personnel Regulations (2017 Revision).



REPORT SUMMARY

This report is written for the Chief Officer for inclusion in the Ministry of Employment and Border Control Annual Report for tabling in the Legislative Assembly. It contains information about key statistics and trends impacting the Customs and Border Control Service.

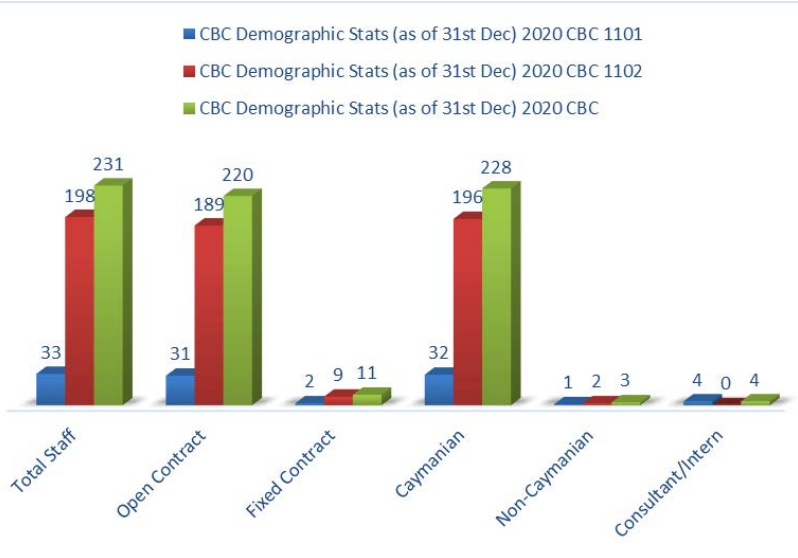
Section one (pages 13) provides information on the demographics of CBC as of 31st December 2020.

Section two (page 15) provides information on Management Discussion and Analysis, Scrutiny from Parliament and Public, Cross Government Commitments and other associated information for 2020.

Section three (page 32) provides information on CBC's future plans.

OUR PEOPLE

At the end of 2020 fiscal year, the Cayman Islands Customs & Border Control Service employed 231 permanent staff, with Caymanians representing 98% of CBC's staff compliment.



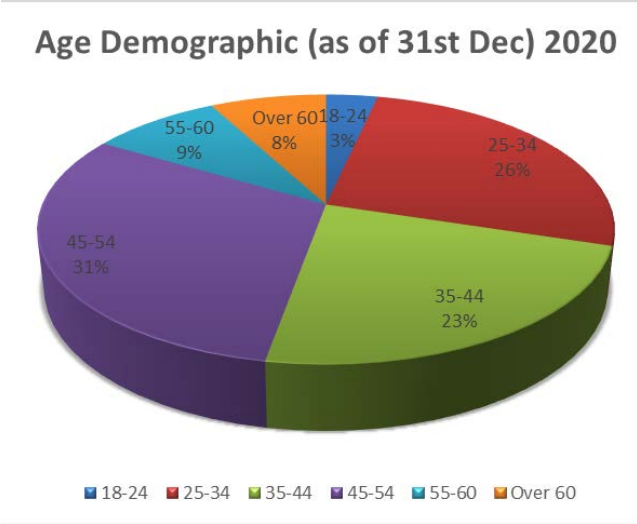
CBC Age Demographic (as of 31st Dec)		
	2020	% of Staff
18-24	8	3%
25-34	61	26%
35-44	53	23%
45-54	71	31%
55-60	20	9%
Over 60	18	8%
Total	231	100%

Personnel Profile

The below data and graphs provides detail information on CBC's personnel profile by cost center and as a Service.

CBC Staff Demographic (as of 31st Dec)						
	2020					
	Number of Employees			% of Employees		
CBC 1101 (Admin)	Caymanian	Non-Caymanian	Total Staff	Caymanian	Non-Caymanian	Total
Staff Count	31	2	33	94%	6%	100%
Male	11	2	13	85%	15%	100%
Female	20	0	20	100%	0%	100%
CBC 1102 (Border Control)	Caymanian	Non-Caymanian	Total	Caymanian	Non-Caymanian	Total
Staff Count	196	2	198	99%	1%	100%
Male	103	1	104	99%	1%	100%
Female	93	1	94	99%	1%	100%
CBC	Caymanian	Non-Caymanian	Total	Caymanian	Non-Caymanian	Total
Staff Count	227	4	231	98%	2%	100%
Male	114	3	117	97%	3%	100%
Female	113	1	114	99%	1%	100%

CBC Staff Compliment (as of 31st Dec)						
2020						
	Caymanian	Non-Caymanian	Total	Caymanian	Non-Caymanian	Total
HOD/Director	1	0	1	100%	0%	100%
Deputy Directors	6	0	6	100%	0%	100%
Assistant Directors	14	0	14	100%	0%	100%
Senior CBC Officers	34	0	34	100%	0%	100%
CBC Officers	121	2	123	98%	2%	100%
Admin/Support Staff	51	2	53	96%	4%	100%
Total	227	4	231	98%	2%	100%



CBC Age Demographic (as of 31st Dec)		
	2020	% of Staff
18-24	8	3%
25-34	61	26%
35-44	53	23%
45-54	71	31%
55-60	20	9%
Over 60	18	8%
Total	231	100%

Community Outreach/Involvement & Employee Wellness and Engagement

CBC is committed to health and wellness of our staff and our connection to our community.

2020 Accomplishments:

- Donated gift certificates for books and food to NAU
- Provide financial support to two staff for family funeral expense
- Provide school supplies and uniform
- Servicing community during height of COVID-19 pandemic



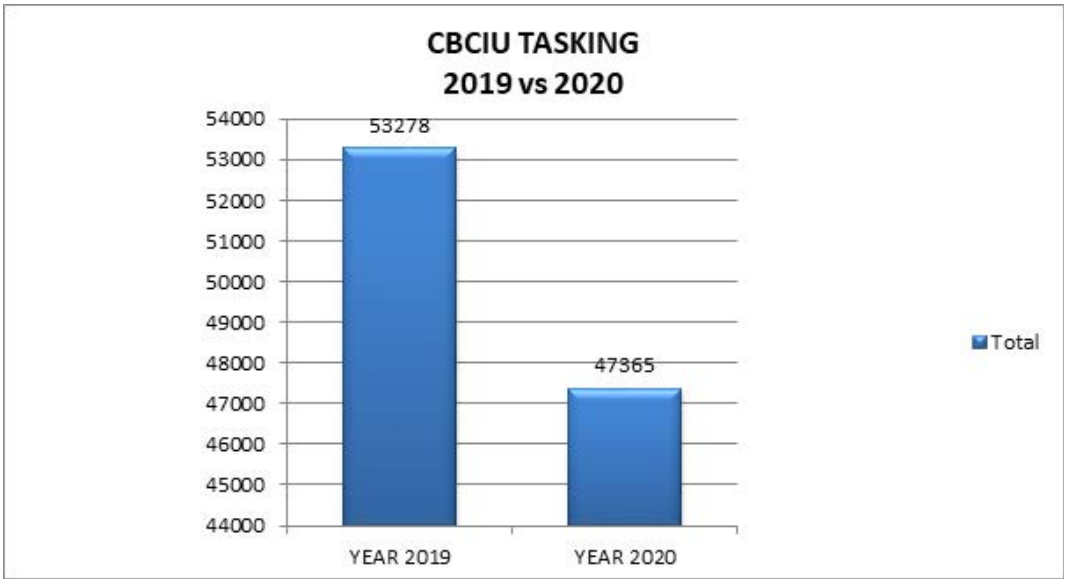
MANAGEMENT DISCUSSION AND ANALYSIS

Highlight of Achievements:

INTELLIGENCE PORTFOLIO:

Intelligence responsibility is the collation, recording, dissemination and analysis of data in relation to ensuring that CBC is consistent with our intelligence led risk management approach to Border Control.

The following graph depicts some of CBCIU contribution to CBC during 2020 and is compared to 2019. Notwithstanding the COVID – 19 pandemic, CBCIU only saw a 6% tasking reduction.



LOOKING BACK - 2020 ACHIEVEMENTS AND CHALLENGES

Goals achieved and continuing:

- Provide usable information for tactical, operational and strategic purposes;
    - Improved cooperation and information sharing between local, regional and international partners.

- Conduct research and analysis related to risks and threats associated with the business of border control;

Identified challenges:

- Receiving feedback on international requests;
- Reduction in specialist training in intelligence and source handling; and
- Increase in demand for intelligence vs limited resources.

ENFORCEMENT PORTFOLIO:

Enforcement is one of the key pillars of safeguarding the national security and safety of the people of The Cayman Islands. The officers work closely with other enforcement agencies such as the RCIPS, HMCIPS and regularly coordinates strategic and operational strategies with regional and international partners and have proved successful in:-

- border control strategies in the prevention of the entry of illegal drugs, weapons, terrorists threats, money laundering, terrorist financing and proliferation financing, and other contraband and illegal immigrants into the Cayman Islands;

- leverage smart border technology to multiply the effect of enforcement personnel; and

- management and automated advanced and enhanced information.

The Units within this portfolio is provided below:

• **Fraud Enforcement Division (CFED)** – is responsible for investigating suspected fraudulent activities which includes questionable documents and financial crimes.

• **Narcotics Enforcement Team (CNET)** - is responsible for investigating narcotic related activities and supports local, regional and international investigations.

• **Asylum and Deportation (Asylum)** - is responsible for administering a fair and proper process as it relates to the care and lawful protection and safe return of immigrants.

• **Canine (K-9 Unit)** – is a resource unit that provides operational support with the use of specialized K-9 partners – trained in detecting cash, narcotics, firearms, etc.

Seizures:	2018	2019	2020
Marijuana	28 lbs.	35.15 lbs.	24.21 lbs.
Cocaine	4.22 lbs.	0.811 lbs.	0.014 lbs.
Other drugs	0.0 lbs.	0.09 lbs.	0.0017 lbs.

Arrests:	2018	2019	2020
Drugs (# persons)	24	34	N/A
Firearms (# persons)	10	5	N/A

Joint Operations (RCIPS, HMPS)	2018	2019	2020
	46	48	N/A



LOOKING BACK - 2020 ACHIEVEMENTS AND CHALLENGES

Goals achieved and continuing:

- A vibrant relationship with other law enforcement partners which has led to pleasing results.

Identified challenges:

- Insufficient resources to properly and effectively manage demand.

PORT OPERATIONS PORTFOLIO:

Port Operations Portfolio is another pillar for the Cayman Islands in safeguarding the national security of our islands. The objectives are to:-

- complete the installation of the passenger self-check kiosks;
- transition to a single check point with a single declaration process in concert with an intelligence-led risk management organization;
- advance our non-intrusive scanning capabilities;
- complete the development of a new generation Visa module system; and
- increase staffing at the seaport.

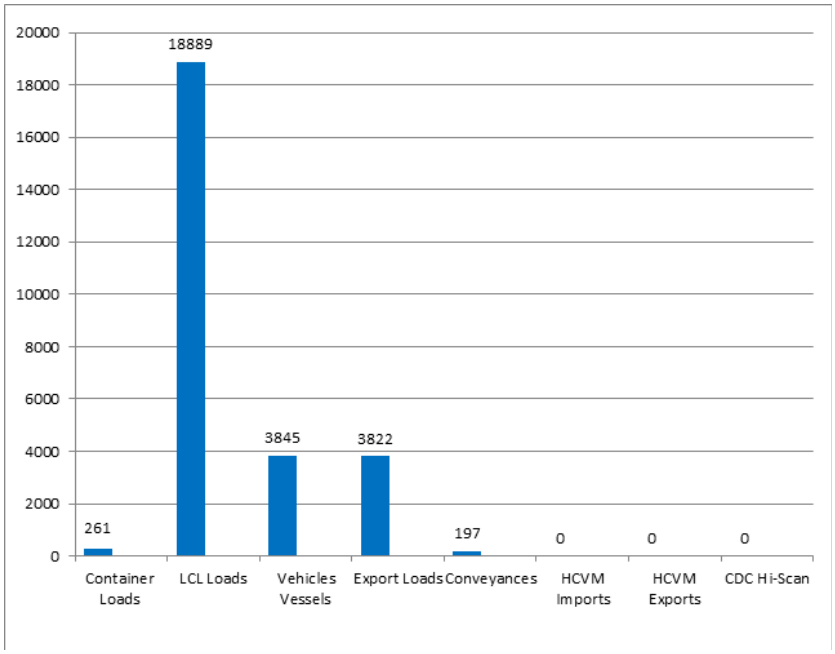
The Units within this portfolio is provided below:

• Airport (AIRP) - is responsible for ensuring the ingress and egress of legitimate travelers, imported air freight and the security of our borders; paying close attention to prohibited, restricted or otherwise dangerous goods.

• Seaport (SEAP) - is responsible for ensuring the proper landing and departure of private commercial and domestic movement of ocean going vessels and persons; and the proper import and export of manifested goods.

Aircraft and Passengers:	2018	2019	2020
Seaport - Arrivals			
Passengers (# - ('000)	1,921	1,831	538
	689	601	191
	321	374	480
Airport - Arrivals			
Passengers (# - ('000)	644.0	686.0	159.3
	5,187	5,868	1,721
	3,289	3,463	1,918

• **Freight Security Initiative (FSI)** – is responsible for conducting cargo inspections and scanning of containerized and consolidated imported and exported goods; and for the security of general cargo before it is released by the Port Authority; paying close attention to prohibited, restricted or otherwise dangerous goods.



• **Visa & Extension Counter (VISA)** – is responsible for administering the process of Entry Visa applications (medical and student) and renewal of applications known as Visitors Extensions according to Policies, Acts and Regulations.

Total Applications													
		2020											Total
		Jan	Feb	Mar	Apr	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
STO	Visitor Visa - Overs	101	143	64	12	-	9	5	-	2	11	10	357
STU	Student Visa	13	5	18	-	-	2	41	8	6	7	10	110
STV	Visitor Visa	295	353	156	1	2	44	133	25	13	30	35	1,087
VWV	Visitors Work Visa	212	213	78	-	-	-	-	-	-	-	-	503
Total		621	714	316	13	2	55	179	33	21	48	55	2,057

LOOKING BACK - 2020 ACHIEVEMENTS AND CHALLENGES

Goals achieved and continuing:

- Mitigated the spread of COVID-19 virus by the safe handling of passengers and imported goods.

Identified challenges:

- Restricted air travel significantly increased demand for inspections;
- Personal contact due to COVID-19 has placed challenges to credibility interviews on each arriving and departing passenger;
- As a result of limited air travel there was a significant increase in ocean freight imports; and
- Insufficient storage due to large and frequent importations.

CBC TRADE AND REVENUE PORTFOLIO:

Trade and Revenue is a major contributor of revenue for the Cayman Islands Government.

The objectives are to:-

- facilitate the legitimate trade and commerce;
- support the safety and security of the import of goods; and
- provide excellent service to our customers, traders, stakeholders, etc.

The Units within this portfolio is provided below:

• Collections (COLL) - is responsible for applying the correct tariff classification collection and protection of Government's revenue generated from the import and export duty collected on goods.

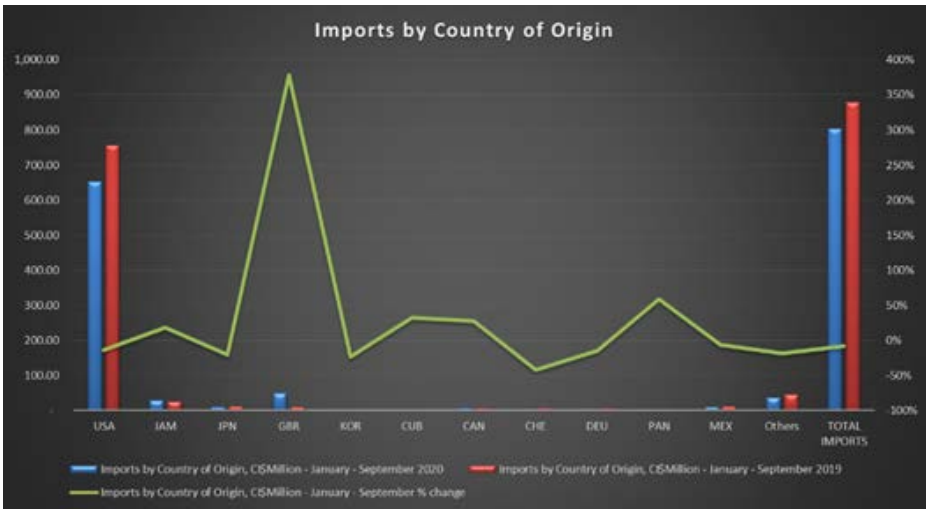
• Courier (COUR) - is responsible for the examination and duty collection on all goods imported via a licensed courier service.

• Parcel (PAR) - is responsible for the examination and duty collection on all parcels arriving in the Cayman Islands.

• InBond (INBD) – is responsible for managing the warehousing of imported goods such as tobacco and alcohol, pending domestic distribution.

It is important to mention that although imports increased in 2020, the value of imports decreased by -8.6% between January to September in 2020, year on year.





LOOKING BACK - 2020 ACHIEVEMENTS AND CHALLENGES

Goals achieved and continuing:

- The 2020 fiscal year saw the expansion of change, and the implementation of a robust and purpose-built IT platform, Customs Information Management System (CIMS).

Identified challenges:

- Due to the global pandemic and restrictions on travel, imports in the Cayman Islands increased exponentially, this called for the redeployment of additional staff in low demand units to units in high demand.
- However, the paradigm shift from the traditional passenger imports to using courier and consolidated services produced severe challenges for service providers.

MANAGEMENT SUPPORT SERVICES PORTFOLIO:
Management Support Services provides strategic, technical, and operational support across the Service. Responsibilities include the development and evaluation of operational policies for compliance and non-compliance strategies; and for quality assurance of operational processes and the identification of emerging risk.

The objectives are to:-

- ensure CBC staff has the skillset and resources necessary to support CBC's strategic plans;
- review and support safety standards within CBC;
- modernize CBC technology environments; and
- mirroring the DG's five year strategic plan within CBC.

1. Deliver an Outstanding Customer Experience
2. Develop Exceptional Leadership
3. Pursue Excellence in Talent Development
4. Foster Effective Communication
5. Demonstrate Excellence in Governance Practices

The Units within this portfolio is provided below:

• Human Resources (HR) – is responsible for HR Management strategies including workforce planning, recruitment, training and capability development. This includes learning and development, compensation and benefits, HR Information Systems and data analytics.

• Training & Development (TD) – is responsible for providing formal ongoing efforts to promote and foster individual and organizational effectiveness. This is achieved by developing and offering innovative and diverse programs for employee development and organizational enrichment.

CROSS TRAINING 2020 AIRPORT

Group Selected	Unit From	Unit To	Months Covered	Duration (# of hours)
Cohort 1 Officers	CBC Checkpoint 1	CBC Checkpoint 2	June - July	1350
Cohort 1 Officers	Officers Checkpoint 2	Checkpoint 1	June - July	900
Cohort 2 Officers	Officers CBC Checkpoint 1	CBC Checkpoint 2	July - August	1200
Cohort 2 Officers	Officers Checkpoint 2	CBC Checkpoint 1	July - August	675
				Subtotal = 4125 person hours

Portfolio	Number of employees trained	Total hours per person	Average hours
Enforcement	76	916.5	12.06
Intelligence	17	388	22.82
Management Support Unit	55	381.5	6.94
Port Operations	259	6056	23.47
Senior Managers	7	134.5	19.21
Sister Islands	7	143.5	20.50
Trade and Revenue	62	664	10.71
Grand Total	483	8,684.00	18.02

• **Information Technology (IT)** - supports efficiency and technological enhancements within CBC.

• **Statistics (STAT)** – serves to strengthen data compilation and our analytical capacity while producing timely, usable and high quality statistical reports.

• **Operations (OP)** – serves to improve the quality of the work environment, while supporting staff members and core business to increase productivity.

• **Professional Standards Unit (PSU)** – handles staffing matters related to ethical conduct and discipline.

The below charts depicts a comparison of 2019 to 2020.

COMPLAINTS	2020
External Complaints	8
Internal Complaints by Department Personnel	4
Other	11
Total of # Complaints	23

INVESTIGATIONS	2019	2020
No. of Investigations	4	7
Active	-	5
Pending resolution by Mgmt.	-	2
Pending resolution by RCIPS	-	2

• Anti-Money Laundering Unit (AML) - assist in tackling crimes that can undermine the integrity of the Cayman Islands financial systems and the reputation of CBC. AMLU monitor compliance with the Customs and Border Control (Money Declarations and Disclosures) Regulations 2019 and report and investigate identified breaches.

The table below demonstrates comparison of 2019-2020 activities.

Money Declaration (2019-2020)

	2019	2020
No. of Declarations	20	13
Amount (USD)	$ 651,749.53	$ 315,022.59

BNIs (2019-2020)

	2019	2020
No. of BNIs	9	1
Amount (USD)	$ 430,074.66	$ 74,277.99

Precious Metals Declarations (2019-2020)

	2019	2020
No. of Declarations	194	131
Amount (USD)	$ 14,674,309.40	$ 27,939,944.79

Cash Seizures (2020)

	2020
No. of Seizures	5
Amount (USD)	$ 95,609.10

LOOKING BACK - 2020 ACHIEVEMENTS AND CHALLENGES

Goals achieved and continuing:

- raise the Anti-Money Laundering profile within CBC;
- continue CBC Sister Island system modernization plan, included in the technical implementation of a new fiber optic data network infrastructure;
- provide operational support to NEOC and RCIPS to assist with matters of national security and crowd monitoring and policing of curfew restrictions, as a result of the COVID-19 pandemic; and
- provide operational support to NAU and Travel Cayman (nee Travel Time) to assist with managing matters as a result of the COVID-19 pandemic.

Identified challenges:

- lack of a workforce plan and/or HR analysis to combat staffing issues in order to successfully and effectively achieve CBC's goals; and
- need for institutional strengthening.

SISTER ISLANDS PORTFOLIO

Key activities are a combination of Trade & Revenue, Port Operations and Enforcement.

The objectives are to:-

- continue the transition from District Admin to CBC with respect to technology infrastructure, facilities, and matters of an associated nature; and
- continue with the harmonization of operations, training and policies with CBC.



LOOKING BACK - 2020 ACHIEVEMENTS AND CHALLENGES

Goals achieved and continuing:

- Due to the restrictions put in place as a result of the COVID-19 global pandemic, some of the Sister Islands CBC staff were redeployed in the early stages, to assist the RCIPS; particularly with the policing of the curfew restrictions which resulted in several people being charged with various offences.

Identified challenges:

- Sister Islands has no administrative support;
- the constant flow and threat of irregular migration;
- lack of fit for purpose migrant detention/quarantine facility;
- delay in the installation and implantation of the CBC IT platform (CIMS) due to COVID-19 public health restrictions;
- significant increase in the number of imports (online shopping) to the Sister Islands due to the restrictions on travel.



FINANCE UNIT

Finance is a standalone unit which reports directly to the Director of CBC, and is responsible for assisting the Director manage the financial health of CBC.

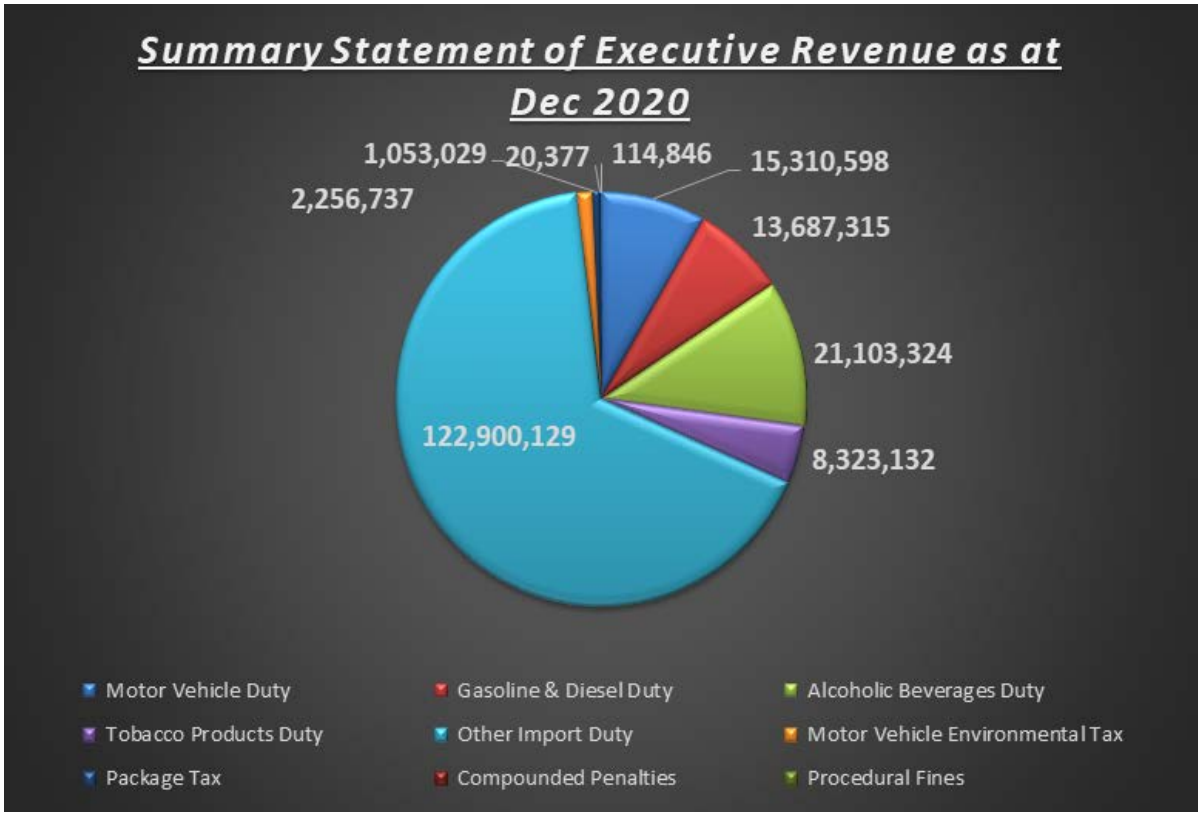
The objectives are to:-

- continue to achieve clean audits by developing methodologies to ensure that the revenue and expenses recorded in the Trial Balance are current and approved by the authorized individuals. Ensuring that procurements are approved and paid for as per the relevant Acts and policies governing the process;

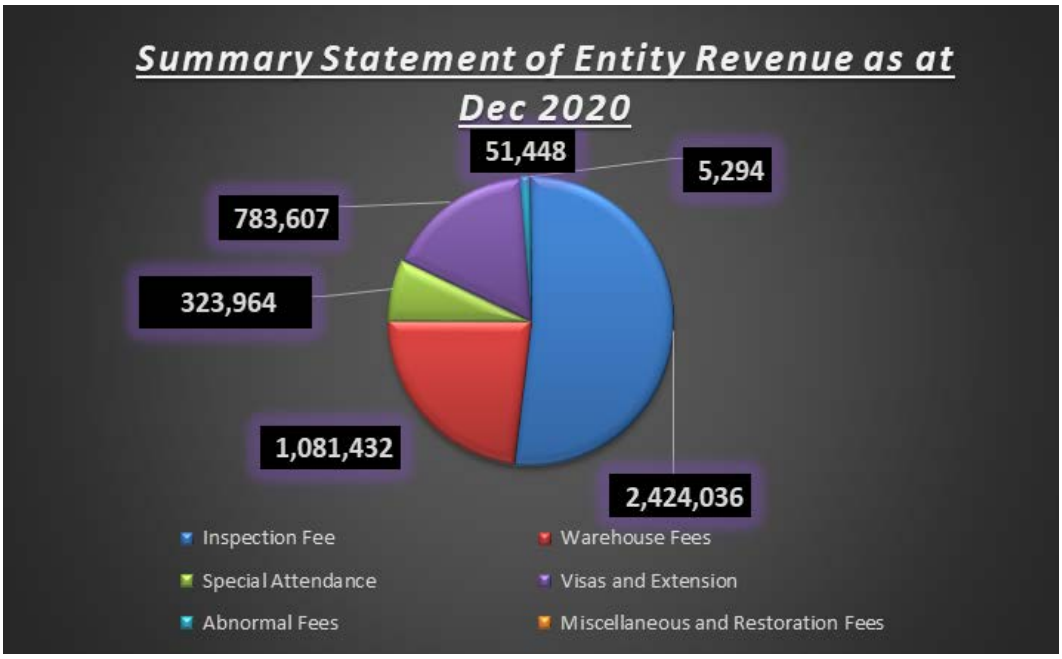
- continue to ensure accurate and complete reporting of revenue (including foregone revenue) by ensuring that the revenues earned are according to the relevant Acts and the timing of its record is in line with the accrual-based method that the government subscribes to; and

- continue to monitor and report expenses against the approved budget by managing the government's financial assets and liabilities prudently and professionally in accordance with the PMFA and other departmental financial policies. Facilitating sound fiscal and budgetary planning and decisions by providing practical and timely financial analysis and advice to the Director for decision making.

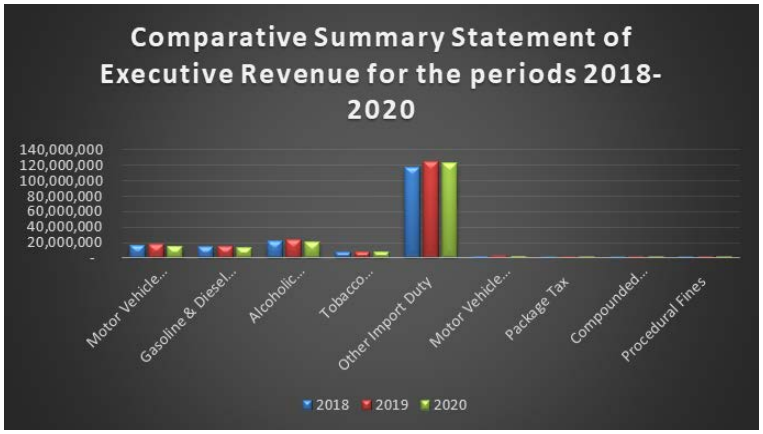
Summary Statement of Executive Revenue as at Dec 31 2020.			
Revenue Line Item	**Budget**	**Actual**	**Variance**
Motor Vehicle Duty	19,666,286	15,310,598	(4,355,688)
Gasoline & Diesel Duty	19,874,339	13,687,315	(6,187,024)
Alcoholic Beverages Duty	21,136,611	21,103,324	(33,287)
Tobacco Products Duty	**7,281,026**	**8,323,132**	**1,042,106**
Other Import Duty	128,866,412	122,900,129	(5,966,283)
Motor Vehicle Environmental Tax	**2,163,291**	**2,256,737**	**93,445**
Package Tax	1,056,704	1,053,029	(3,675)
Compounded Penalties	55,000	20,377	(34,623)
Procedural Fines	296,000	114,846	(181,154)
Total	**200,395,670**	**184,769,487**	**(15,626,183)**



Summary Statement of Entity Revenue as at Dec 31 2020.			
Revenue Line Item	**Budget**	**Actual**	**Variance**
Inspection Fee	***2,196,056***	***2,424,036***	***227,980***
Warehouse Fees	***1,024,612***	***1,081,432***	***56,820***
Special Attendance	*817,788*	*323,964*	*(493,824)*
Visas and Extension	*1,810,743*	*783,607*	*(1,027,136)*
Abnormal Fees	*157,293*	*51,448*	*(105,845)*
Miscellaneous and Restoration Fees	*22,800*	*5,294*	*(17,506)*
Total	**6,029,292**	**4,669,782**	**(1,359,510)**



Comparative Summary Statement of Executive Revenue for the period 2018-2020			
Revenue Line Item	**2018**	**2019**	**2020**
Motor Vehicle Duty	*17,029,932*	*17,972,368*	*15,310,598*
Gasoline & Diesel Duty	*14,485,628*	*15,797,323*	*13,687,315*
Alcoholic Beverages Duty	*22,085,797*	*23,621,438*	*21,103,324*
Tobacco Products Duty	*7,751,536*	*8,406,581*	*8,323,132*
Other Import Duty	*117,861,878*	*125,444,723*	*122,900,129*
Motor Vehicle Environmental Tax	*2,254,705*	*2,907,084*	*2,256,737*
Package Tax	*1,059,513*	*1,085,402*	*1,053,029*
Compounded Penalties	*45,353*	*51,983*	*20,377*
Procedural Fines	*38,894*	*397,871*	*114,846*
Total	***182,613,236***	***195,684,773***	***184,769,487***



APPENDIX 1

SCRUTINY BY PARLIAMENT AND THE PUBLIC

Parliament:

During 2020, there was one parliamentary question asked by the Honourable Deputy Leader of Opposition as follows:

"Can the Honourable Minister state why there continues to be lengthy delays in the clearing and processing of imported items through Customs and Border Control after their arrival in the Cayman Islands, particularly those items shipped via a courier service?"

The Answer:

The delays experienced by customers importing goods are largely related to imports arriving via courier companies. There was a significant increase in the volume of imports since the COVID-19 Pandemic and that is the primary reason for the delays. (Statistics were provided with respect to imports from January to October 19, 2020.

Other reasons for the delay are summarized as follows:

1. There has been a corresponding increase in the number of new importers and they are new to the registration and declaration process which has impacted the timely processing of their imports;

2. A large percentage of imports (approximately 40%) arrive with either no invoice or questionable invoices;

3. Courier companies and Consolidators/Customs Brokers have not staffed up to meet the increased demand for services and have not reengineered their business processes to help meet the demand;

4. Many customers were ordering from suppliers who prior to COVID-19 did not ship internationally and consequently those companies are unfamiliar with international shipping; and

5. As a result in default in revenue payment, CBC had to suspend the release of goods to a particular entity, this created a backlog.

Freedom of Information (FOI)

There was a total of 7 Freedom of Information (FOI) requests received during the year 2020 as follows:

FOI Requests	2020
Personal Information	3
General Information	4
Total FOI Requests	7

INTERNAL AND EXTERNAL AUDIT

• An audit was conducted by the Office of the Auditor General in 2020. However, the report of findings and recommendations was forthcoming to CBC to date.

CROSS GOVERNMENT COMMITMENTS

The Cayman Islands Customs & Border Control Service has been represented on various committees, for example, the Anti Money Laundering Steering Committee and associated Ministerial Sub-Committee.

Other examples of service on boards and committees where we collaborate with other government agencies include but are not limited to:

- The Port Authority of the Cayman Islands;
- The Cayman Islands Airports Authority;
- The Maritime Authority of the Cayman Islands;
- The Special Economic Zone Board; and
- Local Law Enforcement Joint Steering Committee.

Additionally, the Cayman Islands Customs and Border Control Service and its predecessor Customs Department has a long standing relationship with the Caribbean Customs Law Enforcement Council (CCLEC). We are on the CCLEC Executive Council and attend the annual conference and multiple EXCO meetings annually.

FORWARD LOOKING

The Cayman Islands Customs & Border Control Service's primary goals and objectives for the 2020-21 Financial Year are:

- Finalise and commence implementation of CBC's 5 year Strategic Plan;
- Continue enhancements to our IT Platforms which will further reduce waiting times for our customers at our counters, improve trade facilitation and focus our revenue risk management strategies;
- Continue to identify and eliminate risks to government revenue thereby increasing our revenue collection and exceeding our projections;
- Make recommendations for amendments to and the modernisation of the CBC Act in order to enhance government's revenue and improve the functionality and operations of the department;
- Implement a risk management approach at our ports of entry which will expedite passenger flows, increase detection rates and revenue collection and reduce congestion during peak periods;
- Introduce a structured on the job training initiative and increase specialized training to upskill our officers and increase efficiency and effectiveness;
- Continue salary regularization exercise to properly compensate all staff;
- Commence the implementation of our succession plan to energize and motivate all staff throughout the organization; and
- Continue to re-engineer business process through-out CBC's sections/units.

DEPARTMENT OF LABOUR & PENSIONS
ANNUAL REPORT 2019-2020

DEPARTMENT OF
LABOUR & PENSIONS
CAYMAN ISLANDS GOVERNMENT

MESSAGE FROM THE DIRECTOR OF DLP
BENNARD EBANKS



As the Director of the Department of Labour & Pensions (DLP) and a member of the Ministry of Employment & Border Control (MEBC) team, I am pleased to present this summary of DLP's activities and achievements for the past fiscal year.

This annual report includes the metrics relating to DLP's outputs, and also provides insight into the ongoing Legislative and organisational changes that are occurring on the Department's way to becoming a valued and trusted partner in supporting excellence in employee-employer relations with Labour and Pensions legislation for the private sector.

DLP faced a number of challenges in the past year, most notably dealing with the shelter-in-place provisions implemented to combat the COVID-19 pandemic, and implementing correlated legislative changes to facilitate the withdrawal of Pension funds in accordance with the National Pensions (Amendment) Act, 2020. The need to respond to stakeholders, while protecting our staff and observing the necessary restrictions placed an emphasis on our Information Technology (IT) capabilities. As we had already made a number of IT improvements, approximately two weeks after the shelter-in-place requirements were announced, DLP was able to deliver its basic services remotely. While overcoming operational challenges, DLP also dealt with important administrative matters with the Ombudsman's Office. Of note is the release of the National Pensions Board reports from 2008/9 – 2016/17 on direction of the Ombudsman from a Freedom of Information request and a subsequent Public Accounts Committee hearing on the matter, with senior management and industry stakeholders appearing before the committee. Additionally, when a time delay complaint was investigated by the Ombudsman's Office, it resulted in the Labour Appeals Tribunal ("LAT") now being placed directly under the supervision of DLP. The Ombudsman also recommended that the LAT be staffed properly to ensure such a backlog in hearing cases does not occur again. Since the recommendations were received, we have made strides in regularizing the processes, and staffing of the LAT.

The first two months of the year, driven by a (then) robust economy, saw significant increases in the demand for our core services, in particular, our investigations and the number of individual disputes of Labour and Pensions rights which surpassed our anticipated outputs for that period. However, subsequent to the shelter-in-place provisions and closure of the DLP office, with a year on year comparison of 2020 & 2019, there was an approximate 50% decrease in the number of cases of individual disputes of Labour and Pensions rights investigated/mediated/conciliated for 2020.

However, with the passage of the National Pensions (Amendment) Act, 2020; which provided for the temporary suspension of Pension contributions, and enabled specified members of a pension plan to withdraw a single lump sum amount from their account, there was a substantial increase in services required to implement and regulate it, where from the 1st

May 2020 through 31st October 2020; about 53,340 members applied and withdrew almost CI$ 490 million dollars from their accounts.

While meeting the demands for most services was done electronically, as the economy began re-opening DLP carried out a crucial role as a part of a team that conducted a series of Occupational Safety & Health ("OSH") inspections to ensure that businesses were in compliance with the Personal Protection Equipment ("PPE") and Construction equipment requirements. These construction safety equipment requirements remained a focus of the Inspections Unit, and resulted in six (6) matters being sent before the Director of Public Prosecutions ("DPP"), resulting in charges being filed.

In addition to the measured goals and outputs, progress was made in addressing areas of concern for the Department. With the invaluable advice of the Attorney General's Chambers, and Solicitor General's Office, we have been able to conclude and get resolution to a number of complexed matters. One matter included an employer that was in liquidation, however approximately CI$154 thousand dollars in pension contributions was paid between the Joint Liquidators and the company's Directors recovered for the employees. With the advice and assistance of the Office of the Director of prosecutions, we also progressed a number of important enforcement matters. So while the past year has been challenging, we saw a number of milestones for the Department on its way to achieving its Vision, Mission and Values.

Sincerely,

Mr. Bennard Ebanks
Director

Part A
ORGANISATIONAL REVIEW OF THE DEPARTMENT

NATURE & SCOPE OF ACTIVITIES

The composition of the Department of Labour & Pensions ("DLP") is to educate, engage and oversee workplace compliance and enforcement within the private sector that was previously undertaken by both the Department of Employment Relations, and the National Pensions Office.

The Department's primary goals are:

- To oversee the administration, regulation and enforcement of the Labour Act and the National Pensions (Amendment) Act and Regulations;
- To educate the general public through a series of external training and educational programmes in accordance with the Labour and National Pensions Acts & Regulations;
- To investigate, mediate and conciliate cases of individual disputes of Labour and Pensions rights, and refer investigations to the Labour Tribunal and/or Director of Public Prosecutions for legal proceedings through the Courts;
- To conduct proactive and reactive workplace inspections in accordance with the Labour and Pensions Laws & Regulations, and the Occupational Safety and Health (Construction Industry) Regulations;
- To promote harmonious labour relations and the adoption of good employment and human resource practices; and
- To provide administrative support to the Employment Tribunals.

The primary purpose of the Department is to provide an effective one-stop-shop for all labour and pension services to ensure that a fair system of workplace inspections is instituted. In addition, the Department serves to promote compliance by enforcing the Labour and Pensions legislation, while causing minimum inconveniences to good employers that comply with the legislation.

To achieve its strategic goals, the Department accomplishes its objectives through the complement of three (3) core regulatory units; (1) Labour Investigations Unit, (2) Pensions Investigations Unit, and (3) Inspections Unit. There is also an Administrative Unit responsible for providing high level administrative support and coordination to ensure the effective and efficient day-to-day operations and administration of the Department, with oversight of providing excellence in customer service to clients and secretarial services to the Labour Tribunal, Labour Appeals Tribunal, and National Pensions Board.
When there is evidence of non-compliance in relation to the Labour and National Pensions Acts and Regulations, files are prepared for action by the Employment Tribunal and/or the Director of Public Prosecutions for legal proceedings in Court.

VISION, MISSION & VALUES

VISION

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

MISSION

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

VALUES

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

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

STRATEGIC GOALS & OBJECTIVES

The overall strategic direction of the Department of Labour & Pensions encompasses key ownership goals to accomplish within the allotted two-year financial cycle. Its aim is to support its mission in an effort to pave a pathway towards establishing a clear vision of the future for the Department.

Strategic Goals:

Its primary goal is to set clear expectations of its role as a regulator in order to promote and enforce a culture of compliance within the private sector. By way of accomplishing this goal, the union of the following initiatives must be established, and these are:

- To build a stronger community network of Government agencies that are in support of the enforcement of national legislation aimed at achieving the strategic vision of the Department;

• To regularly monitor the employment activities of the private sector, ensuring that the management of the compliance and enforcement on labour and pensions matters are implemented; and

• To promote the passage of improved legislation associated with labour and pensions affairs that is in alignment of its strategic goal.

STRATEGIC PRIORITIES & OBJECTIVES:

The key priorities and objectives for the Department are as follows:

Labour & Pensions Compliance

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

Training & Awareness

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

Proactive & Reactive Inspections

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

Customer Service

- Continually provide customer-focused, legislative and enforcement training sessions to staff members in the Department;
- Enhance the service delivery of the Department at the Reception through the Client Pre-Screening and Resolution System;
- Improve the functionality of the case management systems for all regulatory units;
- Enhance and distribute marketing collateral to educate all industry stakeholders.

Improve Legislation

- Present proposed amendments to improve the Labour Relations Bill, and illustrate the need to bring into force the remaining amendments of the National Pensions (Amendments) Act (2016) & General Regulations;
- Seek regular feedback from staff, valued clients and the general public in order to enhance the Labour and Pensions legislation.

Enforcement of Minimum Wage

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

GOVERNANCE

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

- National Pensions Act (2012 Revision) 2
- National Pensions (Amendment) Act, 20162 (came into effect in 31 Dec 2016 with phased implementation)
- National Pensions (Actuarial and Fund Management) Regulations (1998 Revision) 2
- National Pensions (Pension Fund Investments) Regulations (1998 Revision) 2
- National Pensions (General) Regulations (2011 Revision) 2
- National Pensions (General) (Amendment) Regulations, 2017 2
- Confidential Relationships (Preservation) Act (2015 Revision)
- Labour Act (2011 Revision)
- Labour (Gratuities Distribution) Regulations, 1992
- Labour (Gratuities Distribution) Regulations, 1994
- The Labour (National Minimum Basic Wage) Order, 2016
- Labour Tribunal Member Remuneration Regulations 2006
- Labour Tribunal Member Remuneration Regulations (2012 Revision)
- The Labour (Occupational Safety and Health) (Construction Industry) Regulations, 2008

THE ORGANISATION CHART OF THE DEPARTMENT OF LABOUR & PENSIONS

The staff complement of the Department comprises of twenty-three (23) full-time employees and two (2) temporary full-time employees.

Of the total twenty five positions, there remains a vacancy for a Senior Labour Officer position within the Labour Investigations Unit and another vacancy for a Senior Labour & Pensions Inspector position within the Inspections Unit.

The management structure for the Department consists of five (5) senior managers:

- Director,
- Deputy Director – Labour,
- Deputy Director – Pensions,
- Head of Inspections, and
- Assistant Director.

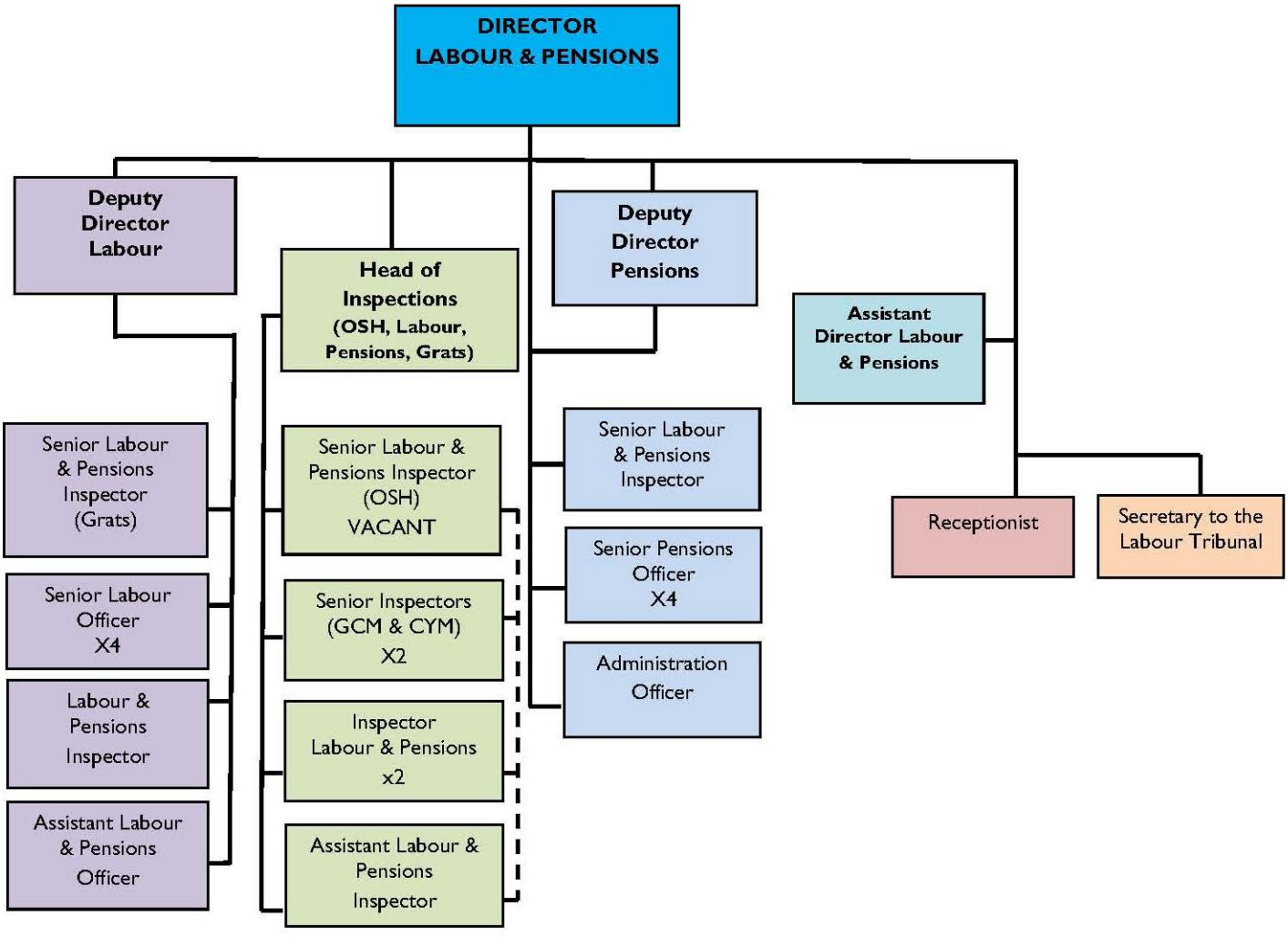
Under the leadership of the Director, there are three (3) female managers and a male manager, all of which are Caymanians within the age range from 40 to 55 years.

The overall composition of the Department consists eighteen (18) females and seven (7) males, all of which are Caymanians and Caymanian Status Holders that fall within the age range of 29 to 65 years.

The Re-Structuring of the Department of Labour & Pensions

In alignment with its strategic vision and mission, the Department will be re-engineering its organisational structure in an effort to broaden its scope across all functional areas in an effort to further strengthen its education, engagement and enforcement initiatives of its role as regulator.

The revised organisational chart will be published in the next report once approval has been granted.



Internal Secondment of Civil Servants

Stemming from the immediate need to re-structure its business operations to meet the growing demands for its services, the Department will be re-engineering its current organisational framework, as well as revamping its internal policies and procedures to ensure that is in alignment with its overarching strategic goal.

In an effort to fulfill its vision, a sound investment in legislative, technical, as well as customer-focused and cross-functional learning and development training, as well as internal secondment opportunities will be offered. Equal opportunities to re-skill and gain invaluable work experience within and outside of the organisation will be the primary focus for the Department.

Of those that were successful in obtaining internal secondments and opportunities to work on special projects within various units, continuous training and development opportunities for other team members within the Department will be highly supported.

We currently have an officer, who serves in the capacity of the Assistant Labour & Pensions Officer within the Labour Investigations Unit, who accepted a secondment opportunity to gain invaluable experience at another agency within the Cayman Islands Government. While other team members will receive career developmental opportunities, the Department will continue to do its part by putting its ‘people first’ to increase employee engagement and attain job satisfaction.

RECRUITMENT

New Positions

The recruitment for the Senior Labour & Pensions Inspector – Gratuities position was presented to Ms. Sacha Rankine in January 2021. As she formerly served in the capacity of Senior Labour Officer at the Department, she naturally transitioned to this new role where she will be overseeing the registrations of gratuities, business applications and charitable organisations.

In addition, interviews for the Senior Labour & Pensions Inspector – OSH position reporting to the Head of Inspections were completed. The successful candidate for this new post will be announced and oriented within the Department in order to respond to proactive and reactive health and safety inspections within the private-sector.

It is envisioned that there will be other positions advertised, particularly within the next 2-year budget cycle.

Staff Training & Development



Due to the impact of the COVID-19 pandemic, the Department closed its doors to safeguard the lives of its staff. This sudden change to working remotely from home prevented staff from attending training sessions in-person; however, the experience opened opportunities to attend online training sessions instead.

Below are some examples of training sessions that were successfully completed by its staff this year:

Training Sessions	Location
Data Protection Act Training	Government Administration Building
Customer Service Training	Government Administration Building
Handling Stress in the Workplace	Innovative Management & Professional Training (IMPT)
Project Management Training	University College of the Cayman Islands (UCCI)
CEO Conference (Leadership Training)	Kimpton Hotel
The Best Way Leaders Can lead People Remotely	Cayman Islands Government
Senior Leadership Event – Leading Remote Workers	Cayman Islands Government
Hazard Management Training	Government Administration Building
Occupational Safety and Health ("OSH") Training	Department of Labour & Pensions
Business Chemistry Training	Deloitte
Fraud Investigation	Civil Service College
Virtual Tribunal Training	Computer Services Department
Rapid Response in Policy Development & Delivery	International Centre for Government Excellence
Mental Health First Aid	Civil Service College
Leading in a Crisis	Harvard
Osgoode Certificate in Pensions Law	Osgoode Law School, York University
Preparing Workplaces for COVID-19 Course	OSHA Academy
Guidance for Cleaning and Disinfecting Course	OSHA Academy
OSH Specialist Re-Cert	OSHA Academy –
Project Management	International Business Management Institute

Staff Recognition Awards



Due to the pandemic impacts that led to the temporary closure of the Department, the Deputy Governor Employee of the Month Awards Programme, and DLP's Rising Stars Peer Nomination Awards were postponed and will resume in the subsequent year.

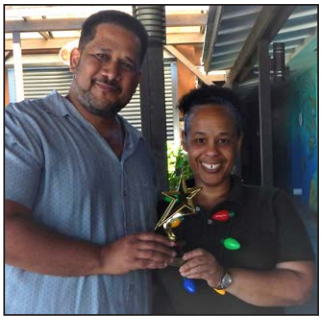
Consequently, following the re-opening of the Department, the Director was pleased to recognise the efforts of staff members who have displayed exemplary team leadership, service and performance.

RISING STARS
Employee of the Quarter Award

Shining Stars Awards

Five Shining Star trophies were presented to the following staff members by the Director in December 2020 at the Department's Annual Christmas Luncheon. Here are photos of just a few.



COMMUNITY OUTREACH

DLP's Community Outreach Initiatives

In an effort to support a worthy cause, members of the Department of Labour & Pensions ("DLP") raised funds to help the Meals on Wheels charity.

Bright orange T-shirts were purchased to increase the awareness of a recurring problem amongst young children and families that lack receiving regular meals in the community. Due to the drive and passion displayed by this charity organisation, many are able to benefit from the donations received for this cause.

MANAGEMENT DISCUSSION AND ANALYSIS

Highlight of Achievements

1. Rapid Response to Pandemic Impacts

The response to the global outbreak of the COVID-19 pandemic caused for the Department to close its doors to the general public to safeguard its staff against this widespread infectious disease.

The immediate need to work remotely from home suddenly became a reality that prompted staff to quickly provide e-services to clients via phone and email following the initial outbreak reported in the local community. The Department was able to address labour and pensions complaints by working remotely within 2 weeks of the shelter-in-place provisions.

During this timeframe and up to July 2020, the Department was pleased to offer 100% of its services to its clients, and launch its first-ever virtual tribunal platform for legal proceedings to be heard before the Labour Tribunal and Labour Appeals Tribunal.

2. Pensions Emergency Withdrawal

In the midst of this pandemic, the National Pensions (Amendment) Act, 2020 was passed to enable persons to withdraw from their pension plan accounts during 1st May 2020 – 31st October 2020 in an effort to provide financial support to those in need.

Records indicate that the Department received a total of 53,340 applications up to October 2020, of which 43,069 applications were approved. The results further revealed that the majority of these applications were received in May 2020 with 36,534 applications received and 28,044 applications approved during the same timeframe. From this initiative, the results during the same period revealed that the pension plan administrators disbursed close to CI$490 million.

It is critical to announce that the ability for persons to withdraw from their pension plan accounts ended on 31st October 2020 and the final statistics for the withdrawals over the six month period will be available in 2021.

3. Extension of Pensions Holiday

Following the impacts of this pandemic, the Department announced through all media channels that a suspension of pension contributions commonly known as the ‘Pension Holiday’ would be offered to further aid in the rebound of its economy and to alleviate the financial strain the pandemic has had on various industries across all three (3) islands.

In accordance to Section 1(3) of the National Pensions (Amendment) Act, 2020 relating to the Pension Holiday, the period was initially granted from 1st April 2020 to 30th September 2020. This timeframe has since been extended for the benefit of both employers and employees alike.

Cabinet granted an approval for a further extension of the Pension Holiday period to 30 June 2021, during a time where all employers and employees will not be required to pay into their pension plan accounts.

4. Release of Annual Reports for the National Pensions Board

Following a directive enforced by the Office of the Ombudsman under the Freedom of Information (Amendment) Act, 2020, the Annual Reports for the National Pensions Board were posted onto the Department's website for the first time ever.

As the reports in question had already been provided to the MEBC, the Director approved the release of these reports for the periods of 2008-09 to 2015-2016, as well as a draft report for 2016-17. This became a major milestone captured in the Department's history books, as these reports were never been published for public access in the past.

5. Changes in Labour and Pensions Legislation

The impacts stemming from this global pandemic crisis led for an immediate response to amend the Labour and Pensions legislation. The improved legislation for the Labour (Amendment) Act, 2020 included the following amendments:

- Amendment of Section 84 of the Labour Law allowing for the service and sending of complaints documents to increase efficiency;
- Insertion of Section 87 – Cabinet's power to grant extension or exemption.

Additionally, the amendments to the legislation for the National Pensions (Amendment) Act, 2020 included the following amendments in aid of the Pensions Emergency Withdrawal:

- Repeal and substitution of Part IA of the National Pensions Law (2012 Revision) – Suspension of Pensions Contributions;
- Amendment of Section 47 – Contribution Rate;
- Amendment of Section 52D – Additional Contributions
- Insertion of Part VIIB – Emergency Withdrawal of Pension Funds
- Amendment of Section 95 – Regulations

6. Public Accounts Committee

Elected representatives from the Public Accounts Committee summoned the Department of Labour & Pensions and the Pension Plan Administrators ("PPAs") to provide sworn testimonies on the account of the Emergency Withdrawal of Pensions Fund initiative and the Annual Reports for the National Pensions Board.

Questions presented by the representatives to the PPAs included seeking information on the number of applications processed by each pension plan administrator, the estimated withdrawal sums to date, and the number of staffers utilised to support this initiative. There were discussions to highlight challenges faced in the brink of this pandemic, as well as recommendations provided to improve the Pensions regime.

In addition, questions were presented by the representatives to better understand the reasons for the delays associated with the release of the Annual Reports for the National Pensions Board. The review of the audited report prepared by the Attorney General's Chambers were discussed, as well as the current pensions framework, legislation, and policies.

7. Parliamentary Questions

Elected members from the House of Parliament presented a series of questions to be answered by the Department. These parliamentary questions were in relation to the following:

Non-Profit Organisations:

Q. Can the Honourable Minister say whether non-profit organisations are subject to the provisions of the Labour (Amendment) Act, 2020 and if not, why not? A. In response to this question, the Department confirmed that non-profit organisations must receive a certificate of registration signed by the Director in order to be considered as a charitable organisation and be exempted from Section 3 of the Labour (Amendment) Act, 2020.

Pensions Complaints:

Q1. How many complaints has the Department of Pensions received from employees regarding pensions deductions not being made to their pension plan?

Q2. How many complaints were received during the 6 month withdrawal period?

Q3. How many employers are being investigated for criminal prosecution as a result of the complaints, and what is the status of those investigations?

A1. In response to the first question, the Department confirmed that there were 225 active pension cases which were derived from employee complaints.

A2. In response to the second question, it was confirmed that during the 6 month emergency pension withdrawal period, there were a total of 27 new cases reported as a result of employee complaints.

A3. In response to the third question, the Department indicated that there were fifteen (15) pension cases in Summary Court and at the time of the question, there were two additional employers with several others in preparatory stages, of which these matters were being investigated. Additionally, the Department reported that three (3) pension court cases were concluded in 2020, which resulted in

the collection of pension contributions for the employees of approximately CI$ 325,000. These cases were charged from 2009, 2013 and 2018, respectively.

In answering these questions, it was concluded that the Department resolved 218 pensions cases without the need for Court action in 2017, and in 2018, a further 341 cases were resolved without prosecution. These cases resulted in the collection of CI$876,000 for the relevant employees.

8. Freedom of Information

For the period of 1st January 2020 – 31st December 2020, the Department processed a total of nine (9) applications pursuant to the Freedom of Information (Amendment) Law, 2020. Of the total, there were applications seeking information on tribunal legal decisions for the Labour Tribunal and the Labour Appeals Tribunal, as well as an application seeking information on the number of official visits conducted by the Department to Cayman Brac, including the purpose of the visit, travel dates for each visit, and any planned travel dates scheduled in the near future.

All requests were successfully processed; however, there were delays in processing the requests within the standard timeframe of thirty days, as a result of the impacts of the pandemic and the closure of the office. Despite the delays in processing the same, all applicants were satisfied with the information that was presented except for one applicant that sought an internal review and wrote the Ombudsman directly to request a FOI Ombudsman Hearing to take place as a result of the information not being readily available.

During the national lockdown and after the re-opening of its office, the Department has been working closely with the Computer Services Department to upload records on its website. Having received success in posting these records onto the website, it is the view of the Department and in the spirit of transparency to showcase information for the general public to access.

OPERATIONAL CHALLENGES

Due to the impacts of this global pandemic, there were operational challenges experienced by the Department. Since the office closure on 24th March 2020, all staff and management were forced to quickly work from home and adjust to merging home and work life simultaneously.

From a HR perspective, the essence of managing the expectations and workflow of others from a distance while keeping the morale, engagement, health and safety of team members at the forefront were ‘real’ challenges faced by Department.

Despite the fact that the Department rebounded quickly to respond to the needs of its valued clients, there were technological challenges, including delays and/or service disruptions in the Wi-Fi technology at homes to gain access to remote applications via phone and computer.

In line with delivering exemplary service to our clients, the Department received various calls and emails requiring about the Emergency Withdrawal of Pensions Fund programme and the Pensions Holiday due to the passage of the National Pensions (Amendment) Law, 2020.

In addition, there were enquiries and complaints filed for labour and pensions non-compliance, which further led for a high number of clients seeking assistance from the Department simultaneously. However, despite these challenges, the Department was able to continue to deliver excellence under the unexpected circumstances as a result of this pandemic.

RISK MANAGEMENT



During the period of this global pandemic that has impacted the Cayman Islands, the Department has identified key operational, financial, technological and reputational risks. The overall approach undertaken to mitigate these threats was to adopt risk management initiatives to safeguard against unforeseeable dangers to the Department.

By way of reviewing the entire organisation, the Department aims to address the following in order to meet its strategic goals and objectives:

KEY RISKS	MITIGATION GOALS
Loss of Revenue from Registered Pension Plan as a result of non-collection of fees.	Maintain periodic audits, and conduct ongoing monitoring and performance reviews for each pension plan.
Loss of Key Personnel to Other Competitive Government Departments	Review job descriptions and performance assessments, complete remuneration reviews, prepare succession plans in order to keep staff engaged while staying competitive against other departments.
Lack of Standardized Policies & Procedural Manuals	Review current policies and procedural manuals in an effort to formalise standardised policies and procedural manuals for all units.
Loss of Physical Files and Limited Storage Facilities	Review website upgrades, and utilise state-of-the-art modernisations in order to maximize electronic archiving automation and address storage limitations.
Loss of Data Security, Back-Up and Cyber-Protection	Review IT procedures and policies that outline data security protocols, train staff on records management and periodically check that staff are saving documents onto the Government network.
Staff Burnout	Prioritise work outputs by setting realistic targets for staff to achieve work/life balance, and recruit interns and/or temp staff to provide support and administrative duties.
Health and Safety Risks to Staff and Clients	Continually conduct regular cleaning, maintenance audits and air quality monitoring for the office, and provide health and safety training to staff.

Part B
OUTPUT PERFORMANCE OF THE DEPARTMENT

Output Performance

DLP 000312	Governance Supervision of Pensions Plans & Pensions Promotion	

Description

Provide advice on the National Pensions Law and Regulations to appropriate stakeholders, and effectively supervise compliance by the registered/approved Administrators. Update the Ministry of Education, Labour & Gender Affairs and any other Government Department or organization on the National Pension Law and Regulations.

- Research-based and responsive support to the National Pensions Board and the Ministry;
- Proactive relationships with stakeholders and counterpart regulatory agencies, including information sharing, collaboration, and compliance enforcement;
- Enhanced communications, awareness, and training plans for existing and new legislation, regulations or industry initiatives; and
- Technical support, interpretations, and enforcement of the National Pensions Law & Regulations, including Pension Plan Administrators legislative compliance and governance supervision, and related trouble-shooting.

Measures	YTD Actuals	2020 Budget Ending Dec 2020	Variance Ending Dec 2020
Quantity			
• Number of meetings of National Pensions Board, Pension Administrators, and other industry stakeholders;	24	10-20	4
• Number of inter-agency enforcement initiatives supporting the "culture of compliance" developed or implemented;	0	2-6	-2
• Number of Administrators' supervisory and governance compliance initiatives, including Onsite or Desk-based Inspections/reviews;	3	6-10	-3
• Number of public education or awareness events or initiatives conducted;	6	6-13	0
• Support or coordination for implementation of new policies, procedures, or industry guidance; and	7	2-6	1
• Number of Pension Plans Registered and/or Renewed during the year.	12	16-18	-4
Quality			
• Meetings with the National Pensions Board, Pension Administrators, and other industry stakeholders conducted in accordance with established policies and procedures;		100%	100%
• Inter-agency enforcement initiatives supporting the "culture of compliance" developed or implemented in accordance with departmental guidelines, and in compliance with overall national policy and strategy;		100%	100%
• Administrators' supervisory and governance compliance			

initiatives, including Onsite or Desk-based Inspections/reviews in accordance with established procedures and the National Pensions Law and Regulations, and in compliance with internationally and nationally accepted best practice;		100%	100%
• Public education or awareness events or initiatives delivered following the approval of the Head of Department and the Chief Officer;		100%	100%
• Support or coordination for implementation of new policies, procedures, or industry guidance in accordance with the National Pensions Law & Regulations; and		100%	100%
• Pension Plans Registered or Renewed during year in accordance with industry best practice.		100%	100%
Timeliness			
• Meetings with the National Pensions Board, Pension Administrators, and other industry stakeholders are delivered within an agreed schedule;		100%	100%
• Inter-agency enforcement initiatives supporting the "culture of compliance" are developed or implemented within the agreed timeframes;		100%	100%
• Administrators' supervisory and governance compliance initiatives, including Onsite or Desk-based Inspections/reviews are on-going and inspections/reviews are conducted within the agreed timeframes;		100%	100%
• Public education or awareness events or initiatives are delivered within an agreed schedule;		100%	100%
• Support or coordination for implementation of new policies, procedures, or industry guidance is conducted within the agreed timeframes; and		100%	100%
• Pension Plans Registered and Renewed during the year is conducted in accordance to the National Pensions Law & Regulations.		100%	100%
Location			
Cayman Islands			
Cost		**$**	**$**
Related Broad Outcome:			
2. A Work-Ready and Globally Competitive Workforce			

DLP 000412	Compliance, Awareness & Enforcement of the Labour & National Pensions legislation	

Description

Provision of services to administer the Labour Law to ensure that the Rights and Dignity of employees and employers are protected, and to provide investigative services to employers, employees and related stakeholders in relation to non-compliance of the National Pensions Law and Regulations ("NPL").

- Training and education to facilitate compliance with the Labour Law, Occupational, Safety and Health (Construction Industry) Regulations and the National Pensions Law and Regulations;
- Resolution of individual disputes of Labour and Pension rights;
- Enforcement of the Labour and National Pensions Law regarding non-compliance;
- Labour & Pensions Investigations;
- Labour & Pensions Inspections, including Occupational Safety and Health Inspections (Onsite & Offsite);
- Preparation & Referral of Labour and Pension investigations and/or matters of concern to the Department of Public Prosecutions ("DPP");
- Processing of Pension Delinquency Reports; and
- Labour Tribunal cases and Overtime ("OT") waiver applications scheduled/heard/finalized.

Measures	YTD Actuals	Ending Dec 2020	Variance Ending Dec 2020
Quantity			
• Number of Labour and Pensions training and education programmes conducted;	1	11-17	-10
• Number of cases of individual disputes of Labour and Pensions rights investigated/mediated/conciliated;	1038	1500-1950	-462
• Number of Occupational Safety and Health inspections;	53	28-35	18
• Number of Labour & Pensions inspections (Onsite & Offsite);	45	105-120	-60
• Preparation and referral of investigations and/or matters of concern to the Department of Public Prosecutions ("DPP") for Labour and Pensions;	15	13-19	0
• Number of Pensions Delinquency Reports processed; and	41	72-84	-31
• Number of Labour Tribunal cases and OT waiver applications scheduled/heard/finalized.	112	112-131	0
Quality			
• Training and education programmes are in accordance with certifying bodies and departmental guidelines;	100%	100%	100%
• Individual disputes of rights processed in accordance with	100%	100%	100%

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

FORWARD LOOKING

As an integral part of the MEBC, the Department is pleased to highlight key goals from 2020 to be continued and some new initiatives to be implemented. In this regard, it is expected that there will be progress made in the following initiatives:

The Review and Execution of Key Amendments to the Labour & Pensions legislation

- Partner with our Ministry to present recommendations to further enhance amendments to the legislation of the Labour Relations Bill and enact the remaining provisions of the National Pensions (Amendments) Act, 2016.

The Introduction of new Administrative Fines & Other Fees

- As a result of the passage of the National Pensions (Amendment) Act, 2016, DLP will implement new administrative fines regime in an effort to reduce time for enforcement, and delays in Court proceedings.
- Propose new revenue streams in an effort to cover the costs associated with the implementation of a new regulatory and compliance system for Pension Plans, and redacted decisions ruled by the Labour Tribunal.

Restructuring of DLP

- With the assistance of the Portfolio of the Civil Service (POCS), DLP will be going through a restructuring exercise. It is anticipated that this exercise will provide structured, strategic growth for the immediate and future needs of DLP. It will also address the need for all employees to have valid, role appropriate job descriptions to provide synergies, increase production, and accountability.
- It is envisaged that as a result of this restructuring, there will be a separation of the regulation of the Pension Plan Administrators, and the enforcement of non-compliance of employers (which is similar to a suggestion in the PAC hearing on pensions).

The Implementation of e-Government Strategy

- Partner with the Ministry and the Computer Services Department to roll-out advanced technologies to boost efficiency and productivity amongst its staff.
- Complete the transition from paper-based to electronic filing of documents to support the initiatives of the e-Government Strategy and to obtain cost and time-saving advantages.
- Conduct a review of paper based document storage and facilities to determine where efficiencies and cost savings can be realised while fulfilling the requirements of the National Archives.

The Provision of Specialised Training and Cross-training for DLP staff to ensure resilience and succession planning for key human resources personnel is still ongoing, and this year emphasis will be placed on:

- Leadership training for both senior management and senior officers.
- Talent development for all members of staff - in line with our commitment to develop the DLP team, the Department will continue to develop and review its succession plan and provide equal training and cross-training opportunities to the DLP staff.
- Role specific training to improve performance and skillsets of all staff.

The Recruitment of New Labour & Pensions Inspectors (OSH).

- With the support of the Ministry, the Department has received budget approval for a new (OSH) for monitoring and auditing OSH inspections.

It is concluded that these initiatives will further strengthen the Labour and Pensions regulatory framework for the Cayman Islands. As the Department moves forward to achieve its strategic goals and objectives, it will strive to work towards amalgamating its resources to build upon its strengths and maximise its synergies.

It is envisaged that there will be opportunities to boost production and efficiency levels while improving our reputation as being a valued and trusted partner in supporting excellence in employee-employer relations with Labour and Pensions legislation for the private sector.

PASSPORT & CORPORATE SERVICES OFFICE ANNUAL REPORT 2019-2020

PASSPORT &
CORPORATE SERVICES
CAYMAN ISLANDS GOVERNMENT

MESSAGE FROM THE HEAD OF THE PASSPORT & CORPORATE SERVICES OFFICE

JANICE MCLEAN



The year 2020 was very unusual year due to COVID-19. The staff is commended for their hard work and dedication during this difficult period, the manner that they handled the pandemic is very much appreciated.

Corporate Services proved to be essential as we were called in within a few day of lockdown to implement a provisional service for apostilles as the financial services anticipated having their documents legalised so that they could continue to provide their services to their clients. In order to provide these services while working remotely, we had to ensure that all notary signatories and officers of different Government Entities were in an electronic form. Staff acted immediately and accomplished this task in less than no time and hence the provisional service was implemented so that our corporate companies could still receive their services; payments were done by Electronic Funds Transfer and wire transfer. Even though the provisional service was given, upon return to office some companies required that they receive the paper apostille as well. Whilst working from home we were able to review and approve passport applications thus clearing the back log of applications that were pending to be sent to HMPO in the UK. Staff was called out to issue temporary passports and waivers during lockdown for persons travelling for medical emergencies. Phones were forwarded to staff members working remotely from home, emails were answered, and appointments made for clients to submit their passport applications and corporate documents.

We learnt that services could be carried out by remote working. Once we returned to office a drop box for Passport applications and Corporate documents was put into place to be able to offer easier continuity of services due to social distancing. An appointment system was set up for both Corporate services and Passport services; and a 2 team shift system was implemented during this period which worked quite well. The constraints of being understaffed have put tremendous pressure on everyone; duties continue to overlap with staff performing both corporate and passport duties but staff continues to work diligently to complete their responsibilities along with the extra duties.

As was proven during the lockdown, the importance of this Department to the community should not go unnoticed and should not be undervalued. 2020 was a truly a year of extraordinary challenges and matching accomplishments. We continue our commitment working toward a World Class Civil Service.

Sincerely,

Janice Mclean
Head of Department

ABOUT THE DEPARTMENT



Nature and Scope of Activities

Passport & Corporate Services Office has responsibility for the approval and issuance of British Overseas Territories Citizen (BOTC) passports, accept and courier US visa applications to the US Embassy in Jamaica, US Visa Waivers, Identity/Travel documents, Refugee Travel Documents and Emergency passports for British Citizens.

P&CSO also provide Corporate Services which includes: Legalisation of Public Documents for Companies and individuals - this involves careful review of documents and confirming signatures of Notaries recognised in the Cayman Islands and Officers of different Government Entities. Legalisation includes Affixing an Apostille or authenticating the document, sealing and signing by authorized signatory on behalf of H.E. the Governor.

Special Marriage Licenses are a provision made by the Governor's Office for visitors who have decided to make the Cayman Islands their Wedding Destination.

GOVERNANCE

The issuance of BOTC passports is governed by the British Nationality Acts, Passport Law and the Immigration Laws.

Special Marriage Licenses are governed by the Marriage Law and Legalisation is governed by the Hague Convention.

OUR PEOPLE

The department is not at full staff complement, currently we have 8 staff members. 7 females and 1 male:-

- 3 Passport Officers
- 1 Passport /Corporate Services Officer
- 1 Corporate Services Officer
- 1 Passport Manager
- 1 Administrative Manager, and the Head of Office, all are Caymanian.

Applications Received by Month

		Applications Received												
		2020												Total
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
PAP	Adult Passport (Caymanian)	295	259	126	0	3	23	195	244	196	190	137	133	**1,801**
PBP	British Emergency Passport	0	2	0	0	0	0	0	0	0	1	0	0	**3**
PCP	Child Passport (Caymanian)	108	116	68	1	4	11	95	76	85	57	48	35	**704**
PID	Certificate Of Identity	2	0	0	1	0	0	0	1	0	1	0	0	**5**
PJD	Jamaica Travel Documents	2	8	2	0	0	0	0	1	2	3	1	4	**23**
PFT	Fast Track Service (Express)	1	0	0	0	0	0	0	0	0	0	0	1	**2**
PTC	Temporary Validity Passport - Child	1	5	1	1	3	1	2	0	2	2	0	0	**18**
PRT	Renewal Refugee Travel Document	1	1	0	0	0	0	1	0	0	1	0	0	**4**
PTD	Issue Refugee Travel Document	0	0	1	0	0	0	0	0	0	0	0	0	**1**
PTP	Temporary Validity Passport - Adult	10	13	3	0	1	0	2	3	1	1	4	0	**38**
PUW	Us Visa Waiver (Grand Cayman)	227	273	62	1	4	4	6	6	17	10	20	12	**642**
PCE	Courier Service to US Embassy	3	4	0	0	0	0	0	0	0	0	0	0	**7**
PCO	Call Out - Passports	3	1	0	0	0	0	0	0	0	0	0	0	**4**
PWE	Waiver Express Services	64	70	23	3	5	4	4	8	5	11	11	6	**214**
PAA	Affixing Apostille	636	492	528	24	31	170	1,223	709	817	1,081	804	620	**7,135**
PAS	Affixing Apostille EXPRESS	362	391	251	0	2	154	310	220	320	265	360	461	**3,096**
PAD	Authentication	5	2	5	0	0	1	1	3	0	1	2	1	**21**
PAE	Authentication EXPRESS	0	2	0	0	0	0	1	3	1	0	0	2	**9**
PSM	Special Marriage Licence	29	28	13	0	0	0	0	1	0	0	0	0	**71**
Totals														**13,798**

FORWARD LOOKING

- Focus on ways to improve data entry to allow for passports to return in a more convenient time frame.
- Explore alternatives in relation to the administration of Special Marriage Licenses.
- Conduct review of organisational structure and business processes.
- Continue to expand online e-servces for customers.



WORKFORCE OPPORTUNITIES & RESIDENCY CAYMAN ANNUAL REPORT 2019-2020

WORC

WORKFORCE OPPORTUNITIES & RESIDENCY CAYMAN
CAYMAN ISLANDS GOVERNMENT

MESSAGE FROM THE DIRECTOR OF WORKFORCE OPPORTUNITIES & RESIDENCY CAYMAN

JEREMY SCOTT



I am pleased to present the Annual Report for Workforce Opportunities and Residency Cayman for the financial year ended 31 December 2020.

During the 2020 financial year, despite the challenges caused by the pandemic, the Cayman Islands continued to be a safe place for its citizens and residents alike because of the stringent measures and protocols swiftly enacted by the Government. Through the adaptability and flexibility of our staff, we were able to promote social and economic prosperity for Caymanians. One of which was through the passing of legislation which supported the implementation of the new JobsCayman portal. Phase 1 of this platform was launched in May 2020 and replaced the previous system used by the then National Workforce and Development Agency (NWDA). This initial phase forms part of a larger plan that allows jobs to be advertised, applications to be submitted and paid for online and adjudicated. The benefits have already been realised, one of which is the greater transparency in recruitment by providing a central platform for businesses to advertise available positions and guarantee first priority to Caymanians that are registered on the portal.

I am proud to highlight that the Department has put considerable effort into improving the lives of those we serve better by partnering with other government agencies and private companies to assist Caymanians that were severely affected economically as a result of the impact to the Tourism and service industries. These initiatives are focused on identifying of persons, providing training and matching of Caymanians with employers to preparing them to find and secure alternative employment. This goal was achieved through registration drives, training initiatives and employment partnership programs that strategically targeted these sectors resulting in a high rate of success.

In addition, our various teams have supported the Department's larger mission objectives, core values and vision by ensuring business continuity in an attempt to lessen the impact on businesses by working with Parliament to enact further legislation to provide additional support to the business community. Such provisions addressed limitations in law that impacted employers and workers, remedying to some extent the time lost on work facilities and to also account for the inability for workers to continue employment under the current legislation who were also unable to leave the jurisdiction due to border closures; and minimising the financial impact on the government.

Sincerely,

Jeremy Scott
Interim Director (Acting)

FINANCIAL HIGHLIGHTS



Despite 2020 being an unprecedented year, the finance team responded to the challenges in an adaptive way. The entire Finance team acquired remote access immediately upon lock- down and were able to adapt quickly to a new working environment which contributed to the output numbers herein. In response to the numbers of businesses that were forced to cease trading our Team was able to process over 800 refunds within a two-week span alleviating some of the hardships from suffering businesses. A record number of work permit cancellations (WPC) and withdrawals were processed with totals surpassing 2019 by 2,205 which reflects a 33% increase in WPC and withdrawals for the year 2020.

Also to note an increase in refunds processed due to the ripple effect of increase in WPC and withdrawals. Refunds that were processed in 2020 increased by over 26% which equates to a value of over $1M in comparison to 2019.

Executive revenue reported for the year 2020 amounted to $88M which falls below the 2020 original budgeted forecast of $94M by $5.9M, however, this reflects a remarkable turn-around from the $28.9M shortfall that was forecast in JUN-20.

OPERATIONAL HIGHLIGHTS

Staff were redeployed internally and across the Cayman Islands Government to fill gaps where the demand for service was greatest. Some of our Compliance Officers assisted the Royal Cayman Islands Police Service in patrolling our communities whilst other staff were redeployed to Customer Care and the Employment Services Unit. Others worked remotely to provide continuity of service reviewing work permit applications to ensure that essential businesses had the staff required to operate safely and within the confines of COVID-19 regulations.

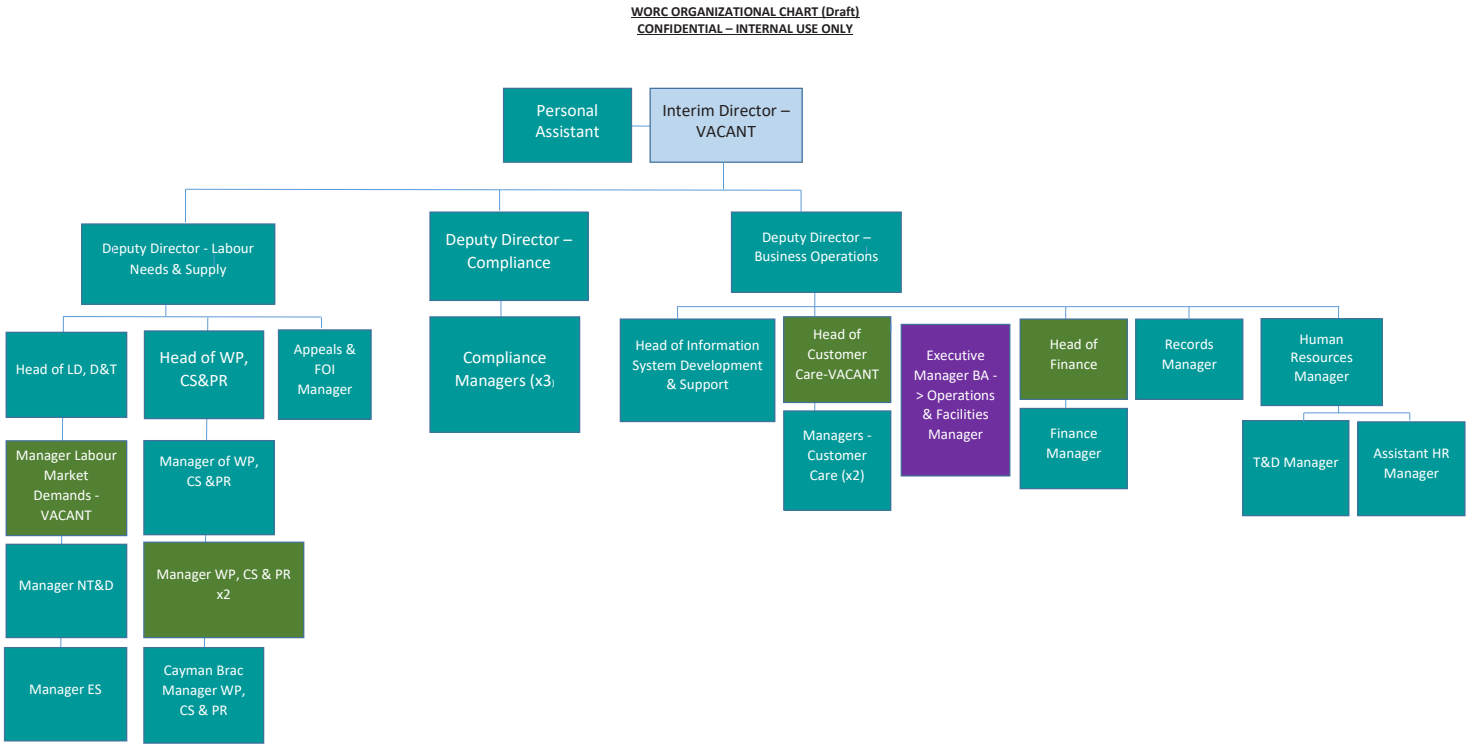
This included the Boards being trained on and transitioned to ZOOM where possible. Technology was deployed to assist those that needed it. And our Records Management team were able to adapt their work processes to accommodate the new way of scanning and keeping track of our records electronically.

Looking Ahead

We are continuing to actively recruit to fill key positions identified in our Business Plan which will further aid us in providing additional services to our customers. Although we are still in the infancy of JobsCayman, we have taken feedback given by our stakeholders and made the user interface more user-friendly and intuitive, providing a better experience for the public and our staff. As the system continues to be built out in phases as we progress to a fully online platform we will be better positioned to forecast job market trends, provide more relevant training and be better able to mitigate risks currently impacting efficiencies within the Department.

As we continue to navigate the new normal, the Department continues to focus on delivering World Class Service to all citizens and residents of our Islands.

OUR STRUCTURE & KEY PERSONNEL



LABOUT NEEDS & SUPPLY

Strategic Highlights

- Boards were able to be transitioned online and conducted remotely during COVID-19 restrictions to ensure that business continued.
- Training & Development likewise was transitioned to ensure minimal impact.
- Over 200 Caymanians were employed during lockdown and COVID-19 restrictions.

WORK PERMITS

What We Do

Under the law there are the Cayman Brac & Little Cayman Immigration Board, the Work Permit Board and the Business Staffing Plan Board ("the Boards"), the to deal with work permit applications in the Cayman Islands. The Work Permit Board is responsible for applications from businesses employing less than 15 work permit holders or for individual employers, while the Business Staffing Plan Board deals with applications from companies employing 15 or more expatriate workers.

The boards may grant work permits for up to three years, generally, or for up to five years in the case of domestics, teachers, doctors and ministers of religion. Five-year permits can also be granted to holders of certain positions that have been approved under a business staffing plan, which the board now requires from firms employing 15 or more foreigners.

The Work Permit Board and Business Staffing Plan Board Secretariats are designed to provide full administrative support to the Boards. The Secretariats process applications ensuring completeness in accordance with standard requirements, and schedules applications to The Boards for review and consideration.

During board meetings, the Secretary and Assistant Secretary are charged with providing support and advice to the Boards in order to ensure applications are processed in accordance with the provisions of the Immigration (Transition) Law, Directions and Regulations.

Key Events

- June 4th 2020 – ZOOM Training for all Secretariats;
- June 17th 2020 – First meeting of the Work Permit Board held via ZOOM;
- July 14th 2020 – First meeting of the Business Staffing Plan Board held via ZOOM;
- August 1st 2020 – JobsCayman Portal refresher training.

Work Permits Achievements

As with all sections within the WORC Department, the Secretariats were faced with interruptions to business operations relating to the pandemic, shelter-in-place restrictions, and technological limitations. Historically, the sections used paper-based processing methods, however, the team had to quickly transition to remote paper-less processing of applications.

Additionally, during this time, the JobsCayman portal became mandatory for employers to utilize prior to submitting work permit applications, and as such, the team was faced with having to become familiar with navigating the portal to ensure the Boards were provided with information for consideration under the relevant sections in the law.

- The Secretariat transitioned from processing physical applications to relying solely on scanned applications in IMSS;
- Processing staff were trained on providing assistance during Board meetings;
- As a result of the processing of applications by the Secretariats, the Boards were able to review 5,817 applications. This is an achievement considering the Boards were unable to meet for approximately three (3) months due to shelter-in-place restrictions and technological limitations.

CAYMANIAN STATUS & PERMANENT RESIDENCY

What We Do

The main function of the Caymanian Status & Permanent Residency (CS&PR) Board is the processing of applications for grants of Caymanian status, permanent residence and other types of residence. The applications and other relevant matters are reviewed by the CS & PR Board, the Director of WORC or such persons as the Director may delegate any of his powers and duties to.

Each deciding authority is tasked with applying the Immigration Law to ensure the eligibility requirements under the relevant Law have been met. Such criteria may include factors such as length or legal and ordinary residence, marital condition, Caymanian or other familial connections, character & conduct, financial assets and investments in the Islands etc. Currently received applications are generally processed in accordance with the provisions of the Immigration (Transition) Law, Directions and Regulations. However, depending upon an individual's circumstances, research and reference to earlier Immigration Laws may be required.

Key Events

- Resuming of the processing of applications by staff following the mandatory lockdown due to the COVID-19 Pandemic when staff were able to return to work in May 2020;
- Resuming the weekly Board meetings in June 2020 following the lifting of lockdown restrictions;
- The training of staff in the use of Zoom;

• Implementation of remote Board meetings via Zoom due to the Pandemic;

• Key staff were able to provide support to customers during the COVID-19 pandemic by responding to email queries remotely from home;

• Started the recruitment process for 2 additional Processing Clerks.

CSPR Achievements

Being under staffed for some time prior to the COVID-19 Pandemic, the Caymanian Status & Permanent Residency Secretariat were then severely strained by the limited human resources, however, despite these challenges, we were able to process and schedule for the Board's to review - 1,657 applications during 2020, even whilst not being able to meet for approximately three (3) months due to the island wide lockdown and movement restrictions.

NATIONAL TRAINING & DEVELOPMENT

What We Do

As part of the mandate to prepare and protect Caymanians so they can partake in the economic opportunities that exist in, and are to be attracted to, the Cayman Islands, the Workforce Opportunities & Residency Cayman (WORC) seeks to develop local capacity to meet the anticipated future workforce requirements of these Islands.



The National Training and Development Unit seeks to connect job seekers with training and development opportunities; provides scholarship opportunities to pursue specific certifications; supports job seekers and employers during job placement and provides job seekers with employment skills training and guidance.

Key Events

- Collaborated in delivering a NAU WORC Registration Drive conducted in May 2020 (243 persons attended);
- Training and Development provided support to Customer Care during the COVID-19 pandemic assisting with calls and queries;
- Continuation of support to various projects such as the NICE campaign;
- Outreach included the Chamber Career Expo, JGHS Fair and several other institutions a via Zoom;
- In collaboration with the Ministry of Tourism, delivered a 2 day job registration fair;

- Developed and delivered a two day JobsCayman registration drive for Graduates and College Students in November 2020. 80 persons attended with 68 persons registered on site;

- Partnered with ICCI to introduce the GED programme to jobseekers who are marginalised by not having their high school diploma. 7 Caymanians are currently undertaking this programme;

- The approval to develop and implement an online application management system specifically geared for the training unit to improve the process involved in managing expressions of interest and course participation;

- Started the recruitment process for 3 Programme Coordinators;

- National Training and Development team enrolled and commenced Workforce 180 Case Ma agement Training, Level 1 and Level 2;

- Launched a new Ready2Network event to provide an avenue to connect Employers to those seeking employment in a more social and engaging environment;

- Built additional resources with service providers such as LINK and IMPT to provide new training opportunities such as QuickBooks Certification and Office Administration Series;

- Nurtured new training partnerships to better target specific labour markets related to tourism and Health Care: Marriot Front Office / Ritz Engineering and Home Care Aide Certification through The Pines.

BACK2WORK

In partnership with Tourism, this was an abridged version of the Ready2Work Employability 101 training, this 5 day employability course was created for tourism workers who were displaced due to the COVID 19 pandemic ran from September 14th to November 6th.

- 91 persons signed up for the training, with 77 attending over the 8 weeks of training. 95% of those who attended this training were not registered with JobsCayman and were assisted with registration as part of the programme.

Achievements

The National Training and Development Unit was faced with the COVID-19 Pandemic, an earthquake, the loss of an allocated training space very early in the year, was short-staffed with only 3 staff members to assist with the vast number of programmes and projects under our remit. We resumed full training capabilities in July 2020 and still met our objectives and in some places exceeded expectations.

Job Readiness Training



For the period of January to December 2020, these includes topics such as Customer Service, Interview Skills, Resume Writing, Financial Management, Communication Skills, Conflict Resolution, Computer Skills, and Administrative Office Skills to name a few. Compared to 2019, we see an increase in the number of participants in the training being offered.

- Job Readiness Training 2020: 209 session with 2125 participants – (2019 figures were 208 sessions and 1393 participants).

Ready2Work KY - Employment 101

Ready2Work KY is a pathway to employment and a public/private initiative, which addresses both the direct and indirect barriers to employment through support services for job seekers as they seek to access and maintain employment. Provides training and development opportunities for those who require tooling and upskilling, the development of employability skills and soft skills training focused on accessing and maintaining long-term employment. Due to the lack of training facilities, we were not able to start our Ready2Work programme until June 2020. Despite this setback, we were able to deliver 7 cohorts. Compared to 2019, we achieved more in a 6 month period.

- Ready2Work KY 2020 stats: 6 cohorts, 55 Participants with 26 employed by the end of the year. (2019 stats: 9 cohorts, 57 Participants with 18 employed by the end of the year)

Passport2Success

Launched in 2010, The Passport2Success programme seeks to develop work place readiness skills and address psycho-social-emotional issues. The workplace readiness skills include the development of skills to access employment (interview skills, resume writing skills, etc.) and soft skills (communication skills, conflict resolution, teamwork, building positive relationships, etc.). The psycho-social-emotional issues addressed range from addiction, parenting education, poverty, homelessness, grief/loss issues, challenges with anger, history of violence, history of abuse, ongoing domestic abuse, and mental illness.

Due to the pandemic, we were only able to accommodate 3 cohorts instead of 4. We therefore removed the cohort geared towards Special Needs who were the most vulnerable.

- Cohort#30 took place from Jan 28 – May 29: (18 weeks – delivered via zoom) 63% graduated with 50% employed at Graduation.
- Cohort#31 took place from June 22 –Sept 25: (16 weeks) 100% graduated with 50% employed at Graduation.
- Cohort#32 took place from October 5 – December: 18 (11 weeks) 90% graduated with 90% employed at Graduation.

There were challenges faced and learning opportunities in facilitating the Passport2Success programme during the COVID Pandemic such as:

- Site visits, field trips (e.g. PRIDE training with Dept. of Tourism) and of course Internship elements of the programme were put on hold. This has meant that Facilitators were able to spend more time going through key areas in greater depth than is usually possible;
- Learning to use Zoom for training and learning purposes (both facilitates and participants);
- Parent and Individual support was provided through telehealth services with The Wellness Centre clinical team;
- Assignments were increased in the absence of face-to-face, however it provided the opportunity to set tasks such as vision boards, Video Bios, visual tours, use of YouTube clips and inter reflection activities;
- Cohort 30 became our first cohort to graduate via Zoom.

Internships:

- MUFG Junior Fund Administrators (3 completed and transitioned to apprentices);
- National Concrete - Operations Support (2 persons - ongoing).



Apprenticeships:

- MUFG Fund Administration (4) – one has been promoted to Associate Fund Administrator;
- National Concrete - Diesel Mechanic (1 persons - ongoing);
- National Concrete - Junior Mechanic / Driver (2 persons - ongoing).



EMPLOYMENT SERVICES

What we do

The role of WORC's Employment Services Unit (ESU) is the delivery of Employment Services to Caymanian Job Seekers within the Cayman Islands.

This includes:

- To improve access to employment for Caymanian Job Seekers to include assisting Job Seekers through assessing, and providing career guidance and counselling, identification of job opportunities, job referrals, referrals for training and other partnering agencies

- To assist employers with identifying suitably qualified Caymanians for employment through review of job listings and referrals

- Career Counselling, workforce readiness assessment, training, and other employment initiatives and by supporting targeted groups whereby identifying barriers to employment and providing training and development opportunities which support Caymanians in accessing employment.

Key Events

- Recruitment of a new Assistant Employment Services Officer in January 2021, to replace the former who was promoted to an Employment Services Officer post the previous year.

- Forecasted staffing needs for the growth of the unit under regular circumstances was able to be fast tracked to address the significant need arising out of the COVID-19 (CVD-19) pandemic crisis. This resulted in the successful recruitment of three (3) employment services officers, doubling the number available, which occurred in September 2020

- For every incident that affected the ability to be out of office, the team were able return from home with seamless transition. This included the storm warning and one team member who was required to shelter at home as a precaution only.

- All of the ESU team were enrolled in and commenced.

Employment Services Support	2020 Projected	2020 Actual
Number of job seeker encounters	1,500 - 2,000	9,191

Despite challenges with staffing, technological limitations and barriers resulting from (COVID- 19), the projected activity for number of job seeker encounters was exceeded, with 9,191 job seekers encounters for the year, against a projection of 1,500-2,000. This number reflects not only the uptick in job seekers reaching out for regular registration, it also reflects the increased use of various methods of contact, replacing face to face encounters and which the ESU team had to rely on during the period of shelter-at home.

Furthermore, in the face of almost insurmountable challenges in the job market, the Employment Services Unit was able to support job seekers in obtaining employment, where at the end of 2020, 337 Caymanians were placed in employment.

Employment	2020 Actual
Number of Caymanians placed in employment	337

Achievements

January 2020 commenced with Employment Services Unit (ESU) facing residual transition activity in the form of moving to WORC's new JobsCayman portal which involved great efforts to re-register existing clients on caseload from the legacy National Workforce Development Agency (NWDA) to reduce interruption in services there were already receiving. Working along with this challenging process, and being met with the additional challenge of COVID-19 and the shelter at home requirement at the end of the first quarter for 2021, the Employment Services Team was able to quickly mobilize and began to work remotely one week in advance of the full island lockdown.

During that period, the team was able to support continuity of services involving modification of processes that normally required face to face activities, utilizing teleconferencing technology. During this process, a project was undertaken to mitigate barriers faced by clients who lacked in some capacity the ability to take advantage of this process. This resulted in reengineering of the former NWDA database and re-institute it for the purpose of manual data capture. In support of this, the ESU team were able to pivot and take on additional responsibilities of forming a manual frontline registration team along with other redeployed WORC staff who were trained by ESU to assist in this effort in assurance that newly unemployed Caymanians were supported in registering for employment.

Simultaneously, ESU were able to form part of a team that went to the front line during the height of the pandemic in May 2020, specifically at the Needs Assessment Unit to bring registration services to those persons accessing financial assistance, to ensure as many as possible were able to gain access to employment opportunities.

As the island began to lessen restriction on movement, ESU was able to strategically provide staggered man power for scheduled in office client appointments, which ensured the safety of team members and clients being served, reducing the number that would come in contact, yet commencing delivery of services in July 2020. The team was able to fully return to office in September 2020.

ESU also formed part of teams that were able to facilitate access to registration and employment support for the Tourism Sector through the registration drive at the Marriot Hotel and through presentations at the Back2WORC employability sessions at Canon Place as well as to college and university graduates facilitated at the Marriott Hotel.

APPEALS & FREEDOM OF INFORMATION (FOI)

What we do

The Appeals Section is responsible for processing Appeal Statements which detail the considerations of a decision maker for the purposes of an Appeal, either to the IAT or to the Work Permit Board. The Freedom of Information Section provides public access to information held within our department as a public authority.

It does this in two ways:

- members of the public are entitled to request information from public authorities; and
- public authorities are obliged to publish certain information about their activities

The FOI Law covers any recorded information that is held by a public authority in the Cayman Islands.

Recorded information includes printed documents, computer files, letters, emails, photographs, and sound or video recordings.

Achievements

The section was able to continue some work during the CoViD-19 lockdown, however, due to working limitations the section was able to offer assistance to our Customer Care Team. After the lockdown period we were able to resume the processing of FOI request and accomplished to close 67 request, to begin the 2021 period with only 1 outstanding request.

The year 2020 was quite unprecedented in many respects and brought about many adjustments in order to safely continue to serve the public. This in itself was not without its challenges and whilst the section was relatively equipped to continue operation obstacles and resulting delays were unavoidable; namely, the barrier to information flow when the filing Department was not operational. Otherwise, most work was able to continue. It is of course noted that the influx of Appeals and FOI became somewhat stagnant at a point, outside of everyone's control. At this point one staff member was redeployed to assist the customer care unit whilst in was inundated with customer queries due to so many changes in a short space of time. All in all, the section continued to perform at its best under the circumstances of the pandemic.

COMPLIANCE



Strategic Highlights

- Re-deployment of officers to assist the Royal Cayman Islands Police Service (RCIPS).
- Building strong partnerships with other local law enforcement agencies.
- 914 reports received between 01-JAN-20 to 31-DEC-20 for review of suspected breaches and number of letters served due to refusals, revocations or forfeitures.

What We Do

The purpose of the WORC Compliance Team is to:

- Reduce illegal, unethical and improper conduct and ensure compliance with Immigration Laws, Regulations, policies and established guidelines ensuring these standards are communicated internally and externally; and

- Serve as a focal point for compliance activities, ensuring reports ascertained and recommendations made to improve trends, identified areas of weaknesses, gaps and loopholes are communicated to stakeholders and continuous improvements being made; utilizing the highest standards of customer service, effective communication, fairness, transparency and innovative information technology.

In 2020 the Unit was impacted by the global Covid-19 pandemic. This resulted in the team having to re-organize to assist in various sections of the organization and sectors within the Civil Service:

- Re-deployment of officers to assist the Royal Cayman Islands Police Service (RCIPS).
- Assistance rendered to the Boards - review work permit applications and cancellations.
- Assisted Ministry of Tourism with status verification of persons who applied for the Tourism Industry Government stipend.
- Seconded officers to the Compliance Mobile Travel Cayman (CMTC).

The team's organizational structure was also impacted when our Deputy Director was appointed as Acting Director. This then rippled to a Compliance Manager being appointed as the Acting Deputy Director and a Compliance Officer designated to act as Compliance Manager.

Governance

The main laws governing the activities of the Unit are:

- Immigration (Transition) Law, 2018
- Immigration Regulations (2019 Revision)

Achievements

Training

Courses completed by team members in 2020 are:

Online Cyber Awareness	**March**
Use of Personal Protective Equipment (PPE	**June**
Monadnoc Baton	**September**
Sabre Pepper Spray	**September**
Records Management System Training	**October/November**

Community Involvement

Community involvement events for the team did not occur, due to the Covid-19 pandemic.

Statistics

Number of reports received between 01-JAN-20 to 31-DEC-20 for review of suspected breaches and number of letters served due to refusals, revocations or forfeitures: 914

BREACH DESCRIPTION	Number of Reports in 2020
BIGAMY	1
CHARACTER COMPLAINTS	78
COMPLAINT CUSTOMER CARE	1
COMPLIANCE REVIEW/INQUIRY	139
COMPLAINTS JOBS PORTAL	1
EMPLOYED SECURITY GUARD W/O LICENSED	1
EMPLOYER COMPLAINT	5
EMPLOYMENT OF A PERSON OUTSIDE THE CONDITIONS/ LIMITATIONS CO	71
EMPLOYMENT OF ANOTHER PERSON WITHOUT A SECURITY GUARD LICENSE	6
FAILING TO ANSWER FULLY AND TRUTHFULLY WHEN QUESTIONED BY AN OFFICER	1
FAILING TO DISCLOSE CAYMANIAN/ SPOUSE OF CAYMANIAN	1

FAILING TO GIVE WRITTEN NOTICE TO THE CHIEF IMMIGRATION OFFICER	2
FAILING TO NOTIFY CHANGE OF EMPLOYMENT	2
FAILING TO NOTIFY CIO OF CESSATION OF EMPLOYMENT	5
FALSE INFORMATION TO A PUBLIC OFFICER	2
FORGERY	4
MAKING A FALSE DOCUMENT	3
MAKING A FALSE REPRESENTATION	69
MAKING A FALSE STATEMENT	9
MARRIAGE CHECK	132
MARRIAGE CHECK BOARDS	7
MARRIAGE CHECK EXTERNAL	3
MARRIAGE OF CONVENIENCE	24
PROCESS COMPLAINT	1
RECEIVING PAYMENT FOR FEES FROM AN EMPLOYEE FOR WORK PERMIT	2
REFUND COMPLAINTS	7
SERVICE OF LETTER (MINDFUL)	15
SERVICE OF LETTER (REFUSAL)	1
SERVICE OF LETTER (REVOCATION)	12
SERVICE OF LETTERS	110
UNLAWFUL PAYMENT OF A PERMIT	15
UTTERING A FALSE DOCUMENT	1
WORKING AS A SECURITY OFFICER W/O LICENSED	1
WORKING OUTSIDE THE TERMS AND CONDITIONS CONTAINED IN A WORK	106
WORKING WITHOUT A WORK PERMIT	76
Grand Total	**914**

Administrative Fines

Persons in breach of the Law may opt to have their matter disposed of administratively, opposed to having the matter addressed in court. A summary of the administrative fines is as follows:

• Number of cases with administrative fines for 2020..... 72

• Total amount of administrative fines levied for 2020..... $273,472.50

• Total amount of administrative fines collected for 2020..... $132,724.50

• Total administrative fines outstanding for 2020..... $119,598.00

• Total administrative fines Stayed/Statue Barred/Court Ruling for 2020..... $21,150.00

Successes and Challenges

The largest administrative fine levied from a single case during this period was CI$78,000. This resulted from a breach of employment outside terms and conditions of a work permit. While our Unit did not meet the written expectations of the budget statements, a review of the statement gave the realization that it is not accurately and effectively capturing our outputs.

For example, the budget statement indicates the team should have prepared a minimum of 50 requests for legal rulings. Each year this minimum was not met, primarily because the need for legal rulings have decreased significantly due to persons opting to have their matter dealt with administratively. Based on the above it would be prudent to revisit this figure for legal rulings as this is no longer practical. There were 20 cases prepared for legal ruling in 2020. An estimation of the cases to be presented to Legal would be in the range of 30-35 annually.

The minimum of 350 fines to be levied annually was also not achieved because not all cases are disposed of by way of a legal ruling request or administratively. Cases were also disposed of as a warning or no further action. It is expected that the amount of fines levied will increase due to the hiring of additional officers.

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Cross Government Commitments

We continue to partner with other local law enforcement agencies, as follows, to conduct multi-agency operations and to receive or offer assistance with investigations:

- Customs and Border Control
- Royal Cayman Islands Police Service
- Department of Labour and Pension
- Department of Commerce and Investment

These partnerships continue to be beneficial and have led to the execution of successful operations.

Identified Risks

- Heavy workload and limited resources.
- Lack of effective reporting processes and resources to more accurately measure the output of the Unit.

BUSINESS OPERATIONS

Strategic Highlights



- Successful transition of the Board Secretariats, Administrators and support staff from our offices at Cayman Centre to Apollo house.

- New processes were introduced because of COVID of managing and scanning applications and all documents sent to WORC.

- Successful in assisting PoCS and Senior Leadership with collecting the relevant data to continue business operations and redeploy employees internally and externally. Thus enabling us to make strong partnerships for future.

- JobsCayman officially launched and over 2000 employers and over 1000 job seekers registered.

CUSTOMER CARE

What We Do

Customer Care is the 'lifeblood' of every service organization and with WORC being a customer-centric department, it was imperative that we maintain that standard despite the challenges of 2020 providing effective support for Caymanians, collaborating with the business community utilizing information and technology.

We believe in treating everyone with dignity and respect, providing high quality customer service in a fair and transparent way to all internal and external customers.

Key Events

- The Customer Care team, along with the Employment Service Unit, traveled to Cayman Brac on the 12-13th of March, 2020 to promote JobsCayman portal and highlighting registration with JobsCayman and its benefits for both JobsSeekers and Employers.

- Provided Employment Services Unit support during NAU Registration Drive

Achievements

- We officially closed our doors to the public on the 24th of March, the next day 25th of March, two staff members from the Call Center were able to start working remotely, from 9am to 4pm, and by the 28th of March we had the full Call Center team working remotely.

- Customer Care also adapted to the unprecedented changes and to ensure continuity of business by creating new processes and setting up an online submission of applications, and contactless payments of EFT's that commenced on the 18th of April and Stand Alone payments started on the 6th of July.

- WORC Customer Care Officers were available for employers and job seekers needing hands on assistance in navigating the JobsCayman portal by end of March. Additionally, customers also had the option to email worcqueries@gov.ky with their concerns.

JobsCayman Registrations 2020

Employer Registration - 2,918	During lockdown - 740
JobSeeker Registration - 1,752	During lockdown - 641
Job Posts - 8,546	During lockdown - 1,666
Total Applications received in 2020 - 31,600	During the lockdown - 3,668

INFORMATION SYSTEMS

What we do

Lead development efforts to improve processes by providing online user-friendly interfaces to allow customers to interact with us remotely. We work to automate tasks to decrease impact on resources. Working on business processes to go paperless. And lastly we support internal and external stakeholders in system related activities.

Key Events

We continued development of processes that will be presented to stakeholders to provide improvements listed above.

Achievements

Our team remained cohesive and productive during the entire lockdown, we did not experience interruptions to job roles and activities. Through this we were able to upkeep improvements to the initial phase I of the Bizagi interface that allowed customers to view additional information while we were developing the new user interface. We delivered the Stand-alone payment process that allowed our customers to make credit and debit card payments during the COVID-19 restrictions. And provided support and training to the Customer Care team.

OPERATIONS

What We Do

Business Operations provides comprehensive administrative services to the Department including coordination of day-to-day operational activities, facilities management, security oversight, fleet management, and procurement all with a focus on the delivery of high standards of customer service. Thereby improving results and minimizing costs to ensure the needs of the organization and its employees are met.

Achievements

- Successful transition of the Board Secretariats, Administrators and support staff from our offices at Cayman Center to Apollo house;
- Successful negotiations with Appleby to secure additional parking for staff which included permission for access through the chain link fence for staff to walk thru at the back of the car park;
- Installation of JUNK recycling bins in our Kitchenette, In an effort to do our part to help preserve and protect our environment;
- Balancing of air flow and air quality on the 3rd floor and commencement of works for the 1st Floor.

RECORDS MANAGEMENT

What we do

The Records Department oversees the accurate, secure, and effective management of information and records. We ensure that records are managed throughout their lifecycle (creation, preservation, and disposal) utilizing the highest standards of customer service, effective communication, and innovative information technology. We oversee the planning, organizing, and directing of the activities of the Records section to ensure that the recording, indexing, copying, filing, preserving, scanning, retrieving and archiving of documents are processed in accordance with established guidelines.

Achievements

March 2020 – a complete new process was introduced because of COVID of managing and scanning applications and all documents sent to WORC. Staff had to be completely retrained on new procedures and processes. They were given Laptops and once trained on new process, this allowed them to work from home and assist Customer Service Team and The Boards to process applications on a timely basis.

HUMAN RESOURCES

What We Do

The Human Resources Unit at Workforce Opportunities and Residency Cayman (WORC) is responsible for Recruitment and Selection, Onboarding, Performance Management, updating and creating Policies, maintain employee records, supporting health and wellness, Training and Development, administering Benefits and Payroll.



Key Events

- Christmas Staff Party
- End of Year Celebration

Achievements

2020 was an unprecedented year; however, we were successful in assisting PoCS and Senior Management with collecting the relevant data to continue business operations and redeploy employees internally and externally. The unit collaborated with Operations Unit to ensure all staff were trained in the Use of Personal Protective Equipment (PPE) prior to returning to the office and the Computer Services Department to ensure employees returning computers were re-set and connected prior their return. Employee's welfare was of optimum importance; therefore, HR conducted welfare checks on employees and provided information for resources and agencies that are able to assist with the various concerns.

The Human Resources Unit worked remotely during the Covid-19 lockdown, which comprises of the following:

- Human Resources Manager
- Assistant Human Resources Manager
- Human Resources Officer (2)

As our department continues to transition, recruitment has been HR's priority to ensure that we have adequate staffing. Please see HR's accomplishments as outlined below for the period of 1 January – 31 December, 2020.

- 14 New Employees
- 3 Leavers
- 2 Staff Changes
- 4 Promotions
- 5 Transitions from Temporary to Open Term Contracts
- 7 Secondments
- 13 On-going Recruitment Exercises as at 31 December, 2020

The HR Unit assisted with organizing the following training:

Dates	Training	Comments
May 2020	Use of Personal Protective Equipment (PPE)	All staff
May 2020	Leading in Turbulent Times	Managers and above
August 2020	First 90 Days as a Manager	Managers and above
October 2020	Managing the Impact of Transition & Change Training Seminar	WORC All Staff Meeting
October 2020	Essentials of Supervision - Developing Your Leadership Styles	Managers and above

FINANCIAL SUMMARY

The Finance Team has oversight of collections of revenue for the Department. Collectively the Finance section ensures that all fees are correctly assessed, reported, and paid and that revenue concessions, exemptions and refunds are properly applied.



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

The information presented here is a comparison of twelve months for the months of January – December for each years ending December 2019 and 2020.

Executive or coercive revenue is that earned by core government. The Cayman Brac Offices were acquired in January 2020 and are now overseen as part of our daily operations. The same controls and measures are now in place to ensure all revenue is collected
accurately and in a timely manner for the Brac location as in our Grand Cayman Offices.

The volume of refunds significantly increased in 2020 compared to 2019 as a result of the COVID-19 lockdown causing numerous businesses to either cease, downsize or temporarily shut down operations resulting in a significantly higher number of applications being cancelled or withdrawn.

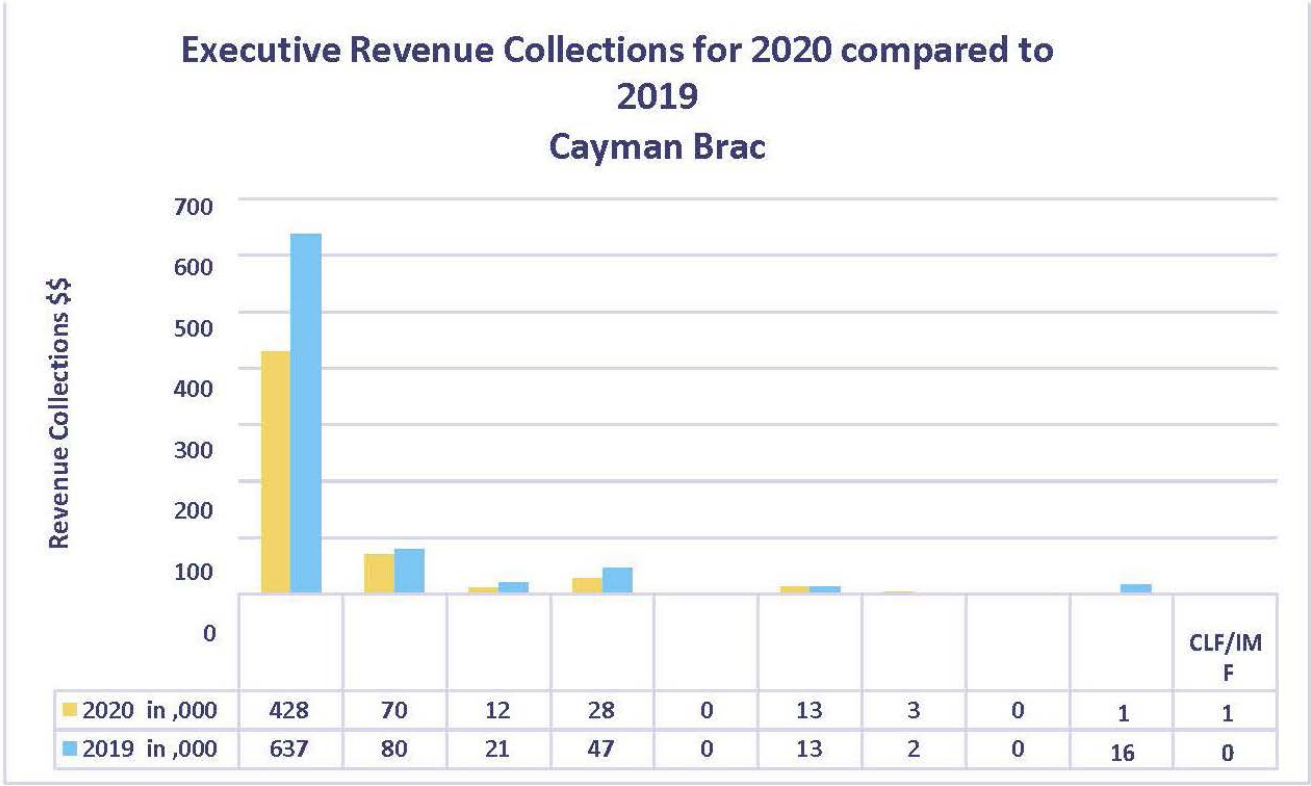
EXECUTIVE REVENUE JAN - DEC	CATEGORY CODES	2020 in ,000	2019 in ,000
Temporary & Annual Work Permits	WP	68,757	80,676
Annual Residency Fees	ARF	17,525	18,332
Residency Issue Fees	RES	3,981	5,086
Non-Refundable Repatriation Fee	NRF	1,196	1,861
Business Staffing Plan Fee	BSP	32	67
Provision for Continuation of Work	PCW	1,526	1,184
Specialist Caregiver Fees	SCG	42	46
Special Economic Zone	EZG	380	446
Right to be Caymanian Fees	CS	313	477
Immigration Fines	CLF/IMF	133	375



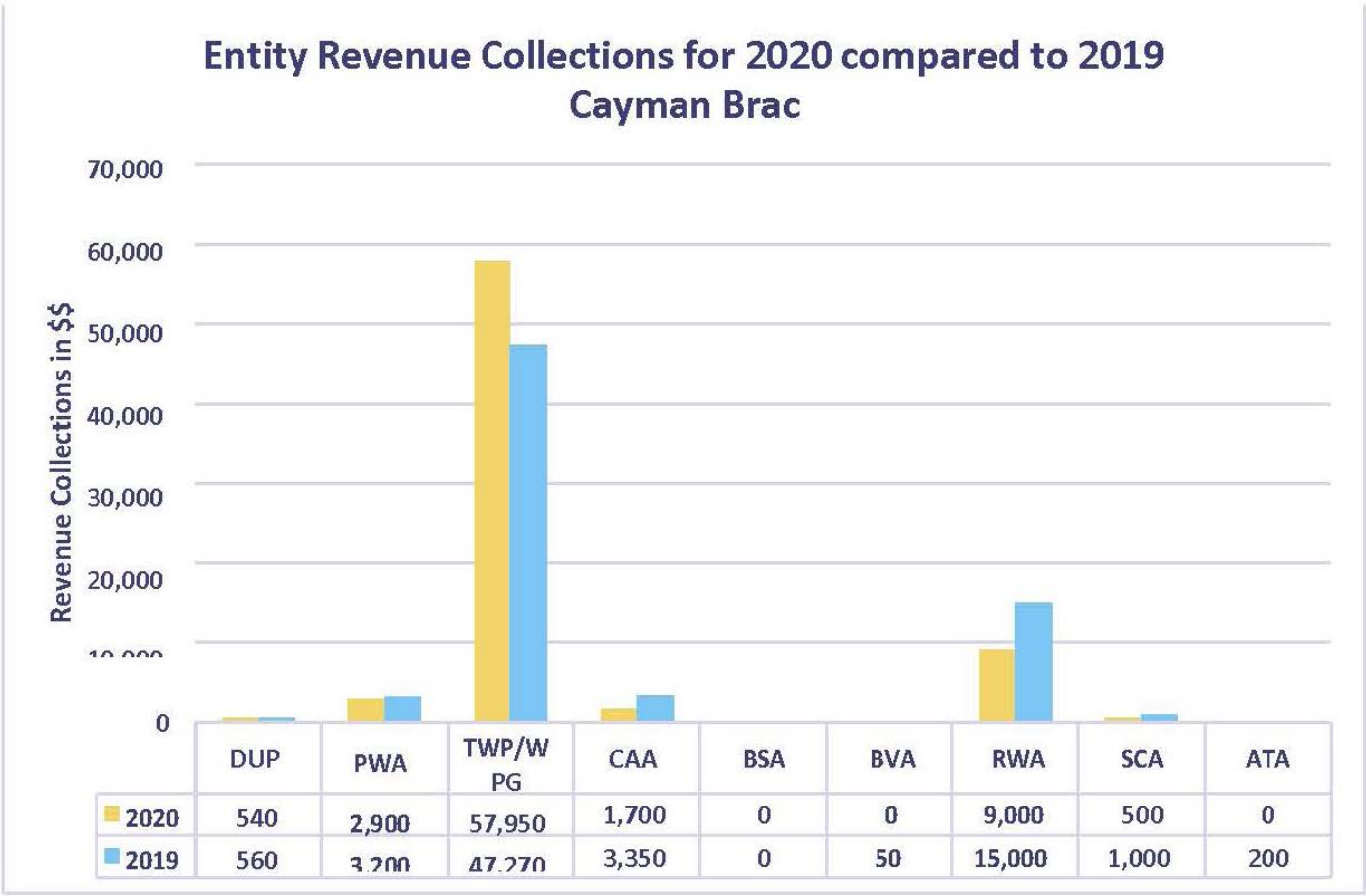
ENTITY REVENUE JAN - DEC	CATEGORY CODE	2020 IN ,000	2019 IN ,000
Copy of a Document & Duplicate Certificates	DUP	14	34
Provision for Continuation of Work	PWA	75	71
Temporary & Annual Work Permits	TWP/WPG	2,634	4,410
Right to be Caymanian Fees	CAA	136	143
Business Staffing Plan Fees	BSA	47	70
Business Visitor Permit Fees	BVA	25	54
Residency & Employment Rights Fees	RWA	671	684
Specialist Caregiver Fees	SCA	6	5
Appeal TWP Refusal/Revocation	ATA	4	14



CAYMAN BRAC EXECUTIVE REVENUE JAN - DEC	CATEGORY CODES	2020	2019
Temporary & Annual Work Permits	WP	428,402.25	637,772
Annual Residency Fees	ARF	70,393.13	80,312
Residency Issue Fees	RES	12,100.00	21,700
Non-Refundable Repatriation Fee	NRF	28,575.00	47,400
Business Staffing Plan Fee	BSP	0	0
Provision for Continuation of Work	PCW	13,175.02	13,753
Specialist Caregiver Fees	SCG	3,081.25	2,850
Special Economic Zone	EZG	0	0
Right to be Caymanian Fees	CS	1,000.00	16,000
Immigration Fines	CLF/IMF	600.00	0



ENTITY REVENUE JAN - DEC	CATEGORY CODE	2020	2019
Copy of a Document & Duplicate Certificates	DUP	540	560
Provision for Continuation of Work	PWA	2,900	3,200
Temporary & Annual Work Permits	TWP/WPG	57,950	47,270
Right to be Caymanian Fees	CAA	1,700	3,350
Business Staffing Plan Fees	BSA	0	0
Business Visitor Permit Fees	BVA	0	50
Residency & Employment Rights Fees	RWA	9,000	15,000
Specialist Caregiver Fees	SCA	500	1,000
Appeal TWP Refusal/Revocation	ATA	0	200



	DUP	PWA	TWP/WPG	CAA	BSA	BVA	RWA	SCA	ATA
2020	540	2,900	57,950	1,700	0	0	9,000	500	0
2019	560	3,200	47,270	3,350	0	50	15,000	1,000	200

REFUNDS PROCESSED in 2020 & 2019

Account Number	Description	Code	$$ Refunds Processed	$$ Refunds Processed	Volume of Refunds Processed	Volume of Refunds Processed
			2020	2019	2020	2019
40227	Temporary & Annual Work Permits	WP	3,663,595.53	2,688,536.13	3395	2932
40234	Annual Residency Fees	ARF		500.00		1
40274	Residency Issue Fees	RES	2,500.00	2,500.00	1	2
40701	Non-Refundable Repatriation Fee	NRF	78,200.00	84,900.00	397	441
40507	Provision for Continuation of Work	PCW	45,962.50	5,250.00	22	3
40290	Specialist Caregiver Fees	SCG		125.00		1
40294	Special Economic Zone	EZG	4,560.00	2,460.00	5	2
41605	Immigration Fines	CLF/IMF	200.00		1	
40260	Working by Operation of Law	WOL	3,637.50	8,125.00	1	1
40266	Temporary Work Permits - Seasonal	TPS	330.00		1	
42609	Residency Spouse of Caymanian	RSC		300.00		1
			$ 3,798,985.53	**$ 2,792,696.13**	**3,823**	**3,384**



	Code		WP	ARF	RES	NRF	PCW	SCG	EZG	CLF/IMF	WOL	TPS	RSC
2020	-	2020	3,66		2,50	78,2	45,9		4,56	200.	3,63	330.	
2019		2019	2,68	500.	2,50	84,9	5,25	125.	2,46		8,12		300.

CANCELLATIONS & WITHDRWALS		Status Totals 2019		2020	
		Work Permit Cancellations	Work Permit Withdrawals	Work Permit Cancellations	Work Permit Withdrawals
ATW	Appeal TWP Refusal or Revocation				3
BPA	Business Staffing Plan - Amendment		2		1
BSP	Business Staffing Plan		4		2
BSR	Business Staffing Plan Renewal		3		
BVP	Business Visitors Permit	2	13	12	2
CSA	Right to be Caymanian - Acknowledgement		4		
CSC	Right to be Caymanian - Continuation At Age 18		2		
CSH	Right to be Caymanian - Grounds of Marriage				1
EZA	SEZ Work Permit Amendment	1		4	1
EZG	SEZ Work Permit Grant	40		73	1
EZR	SEZ Work Permit Renewal	2		2	
FPW	Final WP Non-renewal (90days)			1	
GCT	Government Contract	45		11	
MTX	Misc Temporary Extension			2	
PCW	Provision for Continuation to Work	44		24	13
RAS	Residency & Employment Rights (Spouse Of Caymanian)		1	1	
RIM	Residency - Independent Means		2		
RMO	Residency (Miscellaneous) - Other				2
RPI	Indefinite PR - Person of Independent Means			1	
RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)				3
RPV	Indefinite PR - Person of Ind. Means - Variation	1			
RVA	VARIATION OF PERMANENT RESIDENCE		1		4
RVW	PR variation for an Employment Rights Certificate				1
SCG	Specialist Care Giver	2		9	1
SCR	Specialist Care Giver - Renewal	3		3	
TPS	Temporary Work Permit - Seasonal Worker	11		24	
TWE	Temporary Permit Extension	138	10	110	27
TWP	Temporary Work Permit	940	98	1,064	296
WMO	Work Permit (Miscellaneous) - Other				3
WOL	Working By Operation of the Law	3		1	2
WPA	Work Permit Amendment	14	15	28	45
WPG	Work Permit Grant	1,935	36	2,813	121
WPR	Work Permit Renewal	974	15	1,785	81
WSG	Work Permit Grant (Spouses Term Limit)	3		7	1
WSR	Work Permit Renewal (Spouses Term Limit)	17		27	1
Total		4,176	233	6,002	612

CAYMAN ISLANDS REGIMENT ANNUAL REPORT 2019-2020

MESSAGE FROM THE LT. COL. OF THE CAYMAN ISLANDS REGIMENT

SIMON WATSON



2020 was a year that will remain etched in our minds for a great many reasons. The main one of course will be the devasting COVID-19 pandemic that ravished the world affecting millions of people. In Cayman, in addition to the pandemic, we were also impacted by a magnitude 7.7 earthquake, a major fire at the George Town landfill, and Tropical Storm Eta downing powerlines, uprooting trees and bringing widespread flooding. This provided a glimpse of how deadly these disasters can potentially be and how we need to be prepared to deal with such situations.

With the inception of the Cayman Islands Regiment there rises a new dawn in our ability to prepare and react to major incidents in whatever form they occur. Being able to deploy up to 175 dedicated men and women who are safely trained, suitably equipped and properly led will enable the Regiment to protect and support the people of the Cayman Islands for the future.

Sincerly,

Simon Watson
Lieutenant Colonel

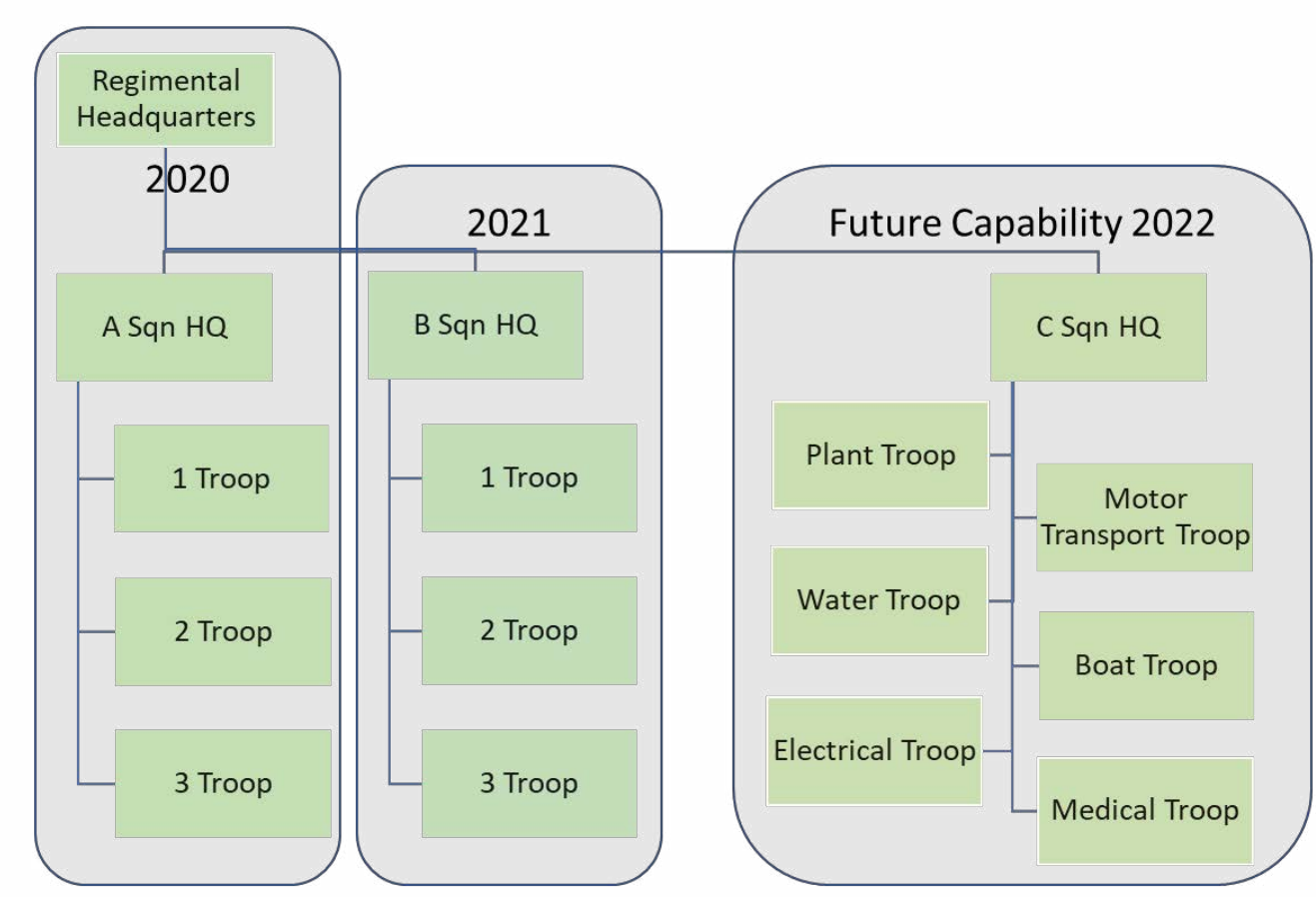
ABOUT THE CAYMAN ISLANDS REGIMENT

Nature and Scope of Activities

The Cayman Islands Regiment (CIR) is Cayman's first formal military formation.The role of the CIR is to provide disaster relief and security within the Cayman Islands and the wider Caribbean region.

Mission

Our mission is to recruit, train and develop soldiers and officers within the Cayman Islands in order to fulfill the role of the CIR.



Building Cayman's Resiliency

Natural hazards are threatening events capable of producing damage to the physical and social space where they take place not only at the moment of their occurrence, but on a long-term basis due to their associated consequences. When these consequences have a major impact on our community and/or infrastructure, they become disasters.

Resilience refers to the ability of the country to recover from a national shock and to withstand disasters and significant adversity; and it is therefore the buffer capacity of the country to absorb and positively respond to different forms of shock – be it a pandemic, earthquake, tsunami, hurricane, or some other potential mass-casualty or security event.

The policy to establish and develop a Regiment for the Cayman Islands, therefore, centres primarily on building operational capacity and capability to advance key national disaster management and national security objectives including –

a. Reduce, and to the extent possible avoid losses resulting from disasters and catastrophic events;

b. Assure prompt humanitarian relief, emergency medical aid, rescue, and security for vulnerable victims and communities; and

c. Achieve rapid and effective recovery following a disastrous event.

The main hazards to the Cayman Islands are –

- Natural hazard
    a. Hurricane (flooding, storm surge, damaged and destroyed infrastructure)
    b. Earthquake (building and critical infrastructure collapse, mass casualty)

- Man-made hazard
    a. Fuel and gas terminal (fire, explosion, mass casualty)



Governance

The CIR is governed by the Cayman Islands Defense Act and Governor's Orders. The Regiment reports directly to HE the Governor and is administered by the Ministry of Employment and Border Control.

Our People

As at the beginning of 2021 the CIR has a diverse range of 105 soldiers, broken down as follows:-

- Ages 18 to 50,
- 10 female soldiers and 1 female officer
- 87 male soldiers, 7 male officers
- 72 Caymanian, 30 Permanent Residents and 3 persons with exemptions (non Caymanian and non-PR holders).

The primary training for the Regiment in 2020 was focused on Disaster Relief and soldiers have been trained in a variety of areas such as:-

- First Aid
- Basic Water Rescue
- Navigation
- Communication
- Teamwork
- Humanitarian Assistance & Disaster Relief (HADR) - specific skills
- Basic Military Skills

MANAGEMENT DISCUSSION AND ANALYSIS

Highlight of Achievements

The CIR was established in August 2020 following an expedited fast-track 3 month recruitment and training program. This saw 51 recruits pass out of basic training in August 16 2020.





This urgency was to ensure that the CIR was able to support Cayman during peak hurricane season from September to November. On 7 November 2020 Tropical Storm Eta hit Cayman downing trees and power-lines and causing widespread flooding.









The CIR deployed seven teams of soldiers across Grand Cayman in support of Hazard Management Cayman Islands, to rescue individuals from flooded homes, carry out welfare checks, transport vital supplies and conduct infrastructure reconnaissance. This was the first deployment of the CIR and it performed all tasks exceptionally well in adverse and challenging conditions.

Scrutiny by Parliament and Public

The Defence Bill was debated in the (then) Legislative Assembly in September 2020 and was subsequently passed.

There was one FOI request that was relating to any business case for the formation of the CIR – this was handled by the MEBC as the CIR is in the process of setting up its own FOI team.

There were no complaints regarding the CIR.

Operational Development

In October 2019, the Government in conjunction with His Excellency the Governor announced the policy to form a Regiment for the Cayman Islands. This key policy was firmly endorsed and supported by the UK Minister for the Armed Forces and by extension the UK Ministry of Defence.

Following the announcement of the policy, the Governor swiftly issued various appointments commissioning senior ranks as an initial key step in the establishment of the Regiment; those appointments were –

- Officer Lieutenant Colonel Simon Watson
- Operations Adviser Lieutenant Colonel Simon Spiers
- Legal Adviser Major Andre Mon Desir
- Regimental Sergeant Major Warrant Officer 1 David Shelton

Subsequently, six Junior Officers were recruited and appointed to the Regiment. In furtherance of the Officers' programme of training and professional development, they were hosted by the Royal Bermuda Regiment as participants in a scheduled basic training course. Subsequently, the Officers were invited to attend (and successfully completed) a 9-week course at the U.K.'s Royal Military Academy Sandhurst wherein the focus was on officership, command, and leadership.

Notwithstanding the constraints resulting from COVID-19, the Commanding Officer successfully recruited an initial cohort of fifty (50) volunteer reservists from a cross-section of Cayman's community. Through the partnership with the UK Ministry of Defence, a team of marines from 45 Commando and British Army soldiers from across the Household Division were deployed to Cayman to train the new recruits. The training team – which included the marines but also troops from the 1st Battalion The Welsh Guards, the Household Cavalry, Mounted Regiment and 1st Battalion The Grenadier Guards – provided the recruits with the basic infantry skills required to be qualified soldiers. Training was delivered in collaboration with other security, public safety, and disaster response agencies including the Police Service, Fire Service, Coast Guard, Hazard Management, and the Red Cross among others. The reservists are now equipped with basic skills in relation humanitarian assistance and disaster relief, casualty evacuation, medical and first aid response, water rescue, navigation, communications, drill, and weapons handling.

In August 2020, after completing the Regiment's basic training course Cayman's first platoon of 51 reservists formally graduated, marking the start of their volunteer service.

In tandem with the on-going work to build operational capability through recruitment, training, and procurement of specialist equipment, significant effort has also been focused to develop a fit-for-purpose legal framework. As such specific legislation was drafted to underpin the establishment and functioning of the Cayman Islands Regiment. Accordingly, the Defence Bill, 2020 was drafted and enacted by the Legislative Assembly.

Looking Ahead

In furtherance of the Regiment's establishment and building on the activities undertaken in FY2020, key activities envisioned for the next year will entail:-

- Recruitment of 'B' Squadron platoon of approximately 50 volunteer reservists
- Facilitation of basic and specialist training for reservists in collaboration with the UK Ministry of Defence and local partner agencies
- Procurement and deployment of general purpose vehicles and specialised equipment necessary to facilitate humanitarian aid and disaster relief operations
- New roles for Junior Officers to enhance training and operational functioning
- Recruitment of additional personnel to enhance organizational efficiency



MINISTRY OF
EMPLOYMENT &
BORDER CONTROL
CAYMAN ISLANDS GOVERNMENT

Ministry of Employment & Border Control Annual Report
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