



Minutes
Deputy Governor and Chief Officers' Meeting
17th July 2017

Attendees: Deputy Governor; Mr. Stran Bodden; Mr. Christen Suckoo; Ms. Jennifer Ahearn; Ms. Dorine Whittaker; Mr. Michael Ebanks; Mrs. Deloris Gordon; Mr. Alan Jones; Mr. Kenneth Jefferson; Ms. Reshma Sharma; Dr. Dax Basdeo; Mr. Samuel Rose

Apologies: Mr. Wesley Howell; Ms. Cheryl Richards; Mrs. Suzanne Bothwell; Mrs. Gloria McField-Nixon

1. Welcome

The Deputy Governor welcomed everyone and prayer was offered.

2. Formal Approval of Minutes

The July 10 meeting minutes were approved by all attendees for circulation.

3. Presentation on the Cayman Islands Older Persons Policy

Members of the Implementation Planning Task Force gave a very informative presentation on the recommended action plans for the implementation of the Older Persons Policy. The Task Force was identified to develop supportive action plans for the implementation of the Older Persons Policy which was approved by Cabinet on 21 October, 2016.

The presentation outlined the five main goals of the policy:

1. To ensure older persons enjoy their highest level of independence and autonomy
2. Provide and promote opportunities for older persons to participate and enjoy full inclusion in society
3. To improve accessibility to and affordability of health and social care for older persons
4. To improve accessibility and engagement of older persons in educational, cultural, spiritual and recreational activities
5. To ensure fair, equitable and respectful treatment of older persons is maintained and preserved

The key recommendations from the Task Force were also briefly discussed, one of which was the identification of the "subject of older persons" and for a Unit to be identified within an existing Ministry to be held accountable and responsible for the operation and management of this proposed "unit".

Mr. Manderson thanked the Task Force for their presentation and agreed that this policy is of great importance and is one that affects everyone. COs echoed their support for the policy and the great work that has been done by all involved.

4. Update on the SPS Presentation

While no final date has been set for SPS submissions, it was noted that the statutory deadline for the SPS to be presented to the Legislative Assembly is 23 August, 2017.

5. Sick Leave Project

The Deputy Governor advised that he was giving priority to a review of sick leave across the civil service to ensure that:-

1. The Civil Service was providing the appropriate support to persons who are sick: and
2. Any abuse of the sick leave policy is adequately addressed.

The SRIU has been tasked with this project and will provide a report to the DG in September.

Format for CO Meetings

The Deputy Governor advised Chief Officers that he would be reviewing the format of CO Meetings, with the view to allowing for greater information sharing between Chief Officers and the enhancement of the overall structure of these meetings.

6. Any Other Business

- The Deputy Governor will be on leave from mid to late August
- COs who visited the UK for the Joint Ministerial Council Meetings thanked the London Office for an outstanding job in organizing a week full of meetings and events for the Cayman Islands delegation. Mr. Eric Bush and his team at the London Office were praised for their promotion of the Cayman Islands in the UK and for the relationships/connections which they have been building for the Islands
- The deadline for the Pre-Qualification Questionnaire for the Cruise Berthing Facility is 28 July, 2017

Meeting adjourned at 3:30 pm



Minutes
Deputy Governor and Chief Officers' Meeting
09th October 2017

Attendees: Deputy Governor, Mr. Wesley Howell; Mrs. Gloria McField-Nixon; Mr. Samuel Rose; Ms. Reshma Sharma; Mr. Alan Jones; Mrs. Suzanne Bothwell; Ms. Teresa Echenique

Apologies: Mr. Christen Suckoo; Ms. Cheryl Richards; Ms. Jennifer Ahearn; Dr. Dax Basdeo; Mr. Stran Bodden; Mr. Kenneth Jefferson

1. Welcome

The Deputy Governor welcomed Ms. Teresa Echenique as the acting Chief Officer in the Ministry of Community Affairs and prayer was offered.

2. Update on the Strategic Plan (SP)

CO McField-Nixon advised that the rollout of the Civil Service 5 Year Strategic Plan was on target for January 2018. Over the past several months the Portfolio of the Civil Service and Cabinet Office, with the assistance of HR Professionals across the Civil Service, have been developing the framework and action plans required to successfully implement the SP.

CO McField-Nixon and her team provided Chief Officers with a presentation on various pre-launch projects underpinning the SP.

3. Heads of Profession & Curriculum Advisory Groups

POCS gave a presentation on the development of Professional Advisory Committees which would commence with a small list of initial professions/vocations. The role of the Committees is to provide guidance on succession planning and training and development priorities. The groups will be comprised of internal experts in specified fields who can standardize the competencies required for career progression and identify overall skill gaps and training priorities. This initiative will complement succession planning as civil servants will have a better understanding of the knowledge and skills needed to advance in particular professions/vocations regardless of the department/ministry/line management.

4. Employee Engagement Survey

A Civil Service Engagement Survey will be conducted between 30 October to 17 November 2017, to gauge employee engagement and motivation. The survey will not identify the individual staff member taking part in the survey and is being conducted by an independent company. The company that performs a similar survey for the UK Civil Service will be conducting our survey. The survey will be available both electronically and in hard copy.

5. Customer Satisfaction

In order to benchmark the level of customer service delivered across the Civil Service, customer feedback kiosks will be deployed within 5 to 10 key agencies who serve high volumes of customers in face to face transactions. Using an electronic customer satisfaction survey, Happy or Not, customer will be able to provide instantaneous feedback on their recent transactions. The data will become a management tool allowing agencies to adjust their approaches to maximize customer experiences.

6. Any Other Business

- Cayman Law has offered to provide mediation as an alternative dispute resolution.
- The POCS will again sponsor departments' Christmas functions at CI \$30.00 per staff member.
- The Annual HR Trend Reports for 2014/15 and 2015/16 are scheduled to go to Cabinet and the LA prior to being published by the POCS.
- Annual HR Meeting to be held with MLA to provide updates and answer questions on HR matters and trends within the civil service over the past year.
- The Healthcare Conference will be taking place next week and is free to all.

Meeting adjourned at 3:30 pm



Minutes
Deputy Governor and Chief Officers' Meeting
23rd October 2017

Attendees: Deputy Governor, Mr. Wesley Howell; Mr. Samuel Rose; Ms. Reshma Sharma; Mr. Alan Jones; Ms. Cheryl Richards; Perry Powell; Mr. Christen Suckoo; Ms. Jennifer Ahearn; Dr. Dax Basdeo

Apologies: Mr. Stran Bodden; Mr. Kenneth Jefferson; Ms. Suzanne Bothwell; Ms. Teresa Echenique

1. Welcome

The Deputy Governor welcomed everyone and Prayer was offered.

2. Internal Audit

Mr. Andy Bonner, Director of Internal Audit gave a presentation on the Internal Audit Unit (IAU). He emphasized that there are three lines of defense to prevent fraud.

1st Line of Defense – Management Controls & Internal Control Measures.

2nd Line of Defense – Financial Controller, Security, Risk Management, Quality, Inspection & Compliance.

3rd Line of Defense – Internal Audit.

The implementation of IAU recommendations was discussed and it was agreed that Chief Officers would review outstanding recommendations and ensure implementation. It was agreed that the establishment of an Audit and Risk Committee would enhance the work of the IAU.

3. Procurement Law

Mr. Peter Gough gave a presentation on the proposed new Procurement Regulations.

The objectives of the new Law and Regulations are to improve the governance, increase transparency, improve reporting, role clarity, improve value for money, provide difference procurement methods, improve procurement management information, develop procurement code of conduct and develop local business strategy.

The Procurement Law and Regulations will have a significant impact across government. A number of bodies will have to be established and members selected and trained for the Public Procurement Committee, Public Sector Investment Committee and the Entity Procurements Committee.

Policies and procedures will be drafted to govern procurement methods, including prequalification and market research formats. The Procurement Code of Conduct is to be drafted, promulgated and training provided to the civil service, SAGC's and the supplier community.

There will be a development of tools and templates to administer the Cayman Development Preference.

The Public Reporting Requirements will ensure that facilities are in place for entities to meet the new reporting requirements. Drafting and Debriefing protocols are to be used by these entities. A Central Procurement Office will be established in the near future.

The Regulations are currently before Cabinet and once approved will become effective in April 2018.

Meeting adjourned at 3:54pm



Minutes
Deputy Governor and Chief Officers' Meeting
20th November 2017

Attendees: Deputy Governor; Mr. Samuel Rose; Mrs. Gloria McField-Nixon; Ms. Jennifer Ahearn; Mr. Kenneth Jefferson; Dr. Dax Basdeo; Mr. Allan Jones; Ms. Cheryl Richards; Ms. Reshma Sharma; Mr. Wesley Howell; Ms. Teresa Echenique; Mr. Stran Bodden; Mr. Christen Suckoo

Apologies: Mrs. Suzanne Bothwell

1. Welcome

The Deputy Governor welcomed everyone and prayer was offered by CO Howell.

2. Finance Committee

The DG conducted a debrief of Finance Committee and thanked Chief Officers and their teams for their performance at the committee.

3. Strategic Plan – Next Steps

CO McField-Nixon advised that the Strategic Plan will be focusing on Leadership and Customer Service. The Happy or Not Customer kiosk will be deployed in December at the most high volume customer departments. Information obtained from the survey will be disseminated in January.

60% of the Civil Service has completed the Engagement Survey and final updates will be sent at a later date.

There will be extensive training taking place across the Civil Service on leadership and customer service.

4. Performance Agreements & Assessments

A significant amount of Performance Agreements & Assessments have already been received. The deadline is January 2018.

Meeting adjourned at 3:30 pm



Minutes
Deputy Governor and Chief Officers' Meeting
11th December 2017

Attendees: Deputy Governor, Mr. Wesley Howell; Ms. Teresa Echenique; Mr. Christen Suckoo; Mr. Michael Nixon; Mrs. Gloria McField-Nixon; Dr. Dax Basdeo; Ms. Suzanne Bothwell; Ms. Reshma Sharma; Mr. Samuel Rose; Mr. Stran Bodden and Ms. Jennifer Ahearn; Ms. Leyda Nicholson-Makasare

Apologies: Ms. Cheryl Richards; Mr. Alan Jones; Mr. Kenneth Jefferson

1. Welcome

A prayer was offered by Mr. Wesley Howell.

2. Civil Service Engagement Survey

Mr. Graeme Jackson (PoCS) gave a presentation on the results of the employee engagement survey. The survey ran from the 30th October – 17th November 2017.

67% of positive results received from the survey. Departmental results will be provided in January 2018.

The Deputy Governor stated that he was pleased with overall results of the survey and commended chief officers for their success in improving employee engagement.

3. World Class Civil Service

CO McField-Nixon provided an update on the 5 – Year Strategic Plan for a World Class Civil Service.

The launch of the plan will take place in January 2018. The key areas of focus over the next two years will be creating an outstanding customer service experience and developing exceptional leadership.

Meeting adjourned at 4:15pm



Minutes
Deputy Governor and Chief Officers' Meeting
15th January, 2018

Attendees: Deputy Governor; Mr. Wesley Howell; Ms. Teresa Echenique; Mr. Christen Suckoo; Ms. Cheryl Richards; Ms. Reshma Sharma; Mr. Alan Jones; Mr. Samuel Rose; Mr. Stran Bodden; Ms. Jennifer Ahearn; Mrs. Kathryn Dinspel-Powell; Ms. Anne Owens

Apologies: Mrs. Gloria McField-Nixon; Dr. Dax Basdeo; Ms. Suzanne Bothwell; Mr. Alan Jones; Mr. Kenneth Jefferson

1. Welcome

The Deputy Governor welcomed everyone and prayer was offered by CO Suckoo.

2. Formal Approval of Minutes

The December 11 meeting minutes were approved by all attendees for circulation.

3. Matters Arising from the Minutes

There were no matters arising.

4. Reverse Auction

Mr. Craig Milley gave a presentation on Reverse Auction and the procurement services software which includes market research, strategic sourcing, RFP development, online reverse auction, bid tabulation reporting and post-bid support and implementation services. Mr. Milley went on to explain the benefits of reverse auction, how the process works and gave a demonstration on accessing the program.

5. Audit

Ms. Sue Winspear spoke to the Chief Officers regarding the 2018-2022 proposed Performance Audit and Public Interest Reports.

6. Any Other Business

- CO Rose advised CO's that an updated template regarding cabinet papers will be disseminated and received feedback from the CO's regarding features that could be implemented in the template.
- The Deputy Governor advised that the 5 Year Strategic Plan will launch next week and will start with Cayman Brac.

Meeting adjourned at 3:40pm



CAYMAN ISLANDS GOVERNMENT
Office of the Deputy Governor

NOTES OF CIG SENIOR LEADERSHIP TEAM MEETING ON THEME: "From Strategy to Delivery"

Date of meeting: 23 April, 2018

In attendance: HE the Governor Choudhury; Deputy Governor, Franz Manderson; Chief Officers: Samuel Rose; Jennifer Ahearn; Stran Bodden; Kenneth Jefferson; Christen Suckoo; Dax Basdeo; Gloria McField-Nixon; Suzanne Bothwell; Teresa Echenique; Wesley Howell; Acting Chief Officers: Patrick Morain; Reshma Sharma; Tamara Ebanks.

Meeting facilitators and internal consultants: Mary Rodrigues and Dr Tasha Ebanks-Garcia, Office of the Deputy Governor

1. Welcome and Overview

- The Deputy Governor welcomed special guest, His Excellency, Governor Choudhury.
- He shared the following meeting objectives:
 - To engage directly with the Governor on the Civil Service vision to become world-class, and to discuss how we can move from a strategy to become world-class to delivering world-class services.
- He explained that the new title of Senior Leadership Team better reflects his expectations for the active and collective leadership role Chief Officers must play.

2. Remarks from HE the Governor

The Governor shared his personal vision:

to provide outstanding Governance for the Cayman Islands, safeguarding its security and prosperity and the rights of our people, whilst making the islands a closer member of the United Kingdom.

Some key messages:

- To achieve outstanding governance, we must deliver strong institutions, an effective civil service and a strong legal framework, the most important of which is an effective civil service.
- The Governor shares our vision to become a world-class civil service, and he is motivated to join this effort.
- As a civil service, we will only be recognized as world-class if we can translate our vision and our civil service values- Passion, Integrity and Professionalism- from words on a page to action and behaviors that lead to better services-i.e. to move from strategy to delivery. The Governor has a passion and interest in helping to empower the civil service to achieve this.

3. The Road to World-Class

- Chief Officers participated in a small group activity to identify key elements of change required in order to become world-class.

4. Living Our Values-HE

The Governor focused on four priority areas for the civil service, if we are to demonstrate that we are living our values:

- **Agility:** this is about flexibility; it's about civil servants making decisions and acting quickly and easily to respond to changes in our customers' needs; it's about delivering services the way our customers want us to and not according to what is convenient for us as the civil service.
- **Pace:** this is the biggest area of complaint; you can't have passion without pace; it means introducing a sense of urgency; it means delivering to a schedule that satisfies the needs of our customers not ourselves;
- **Cutting red-tape:** this is about eliminating guidelines, legislation, policies, processes that are unnecessary, redundant, broken, etc, which, if fixed would enable us to be more customer-centric; it's about removing unnecessary burdens for our customers and ourselves.
- **Delivering value-for-money:** civil servants need to get better at making common-sense judgements and challenging proposals for services, especially with major projects, if we are to ensure the public's money is not being wasted.

The Governor also gave specific examples of where the civil service is falling short in relation to our values.

5. How Agile are We?

- Chief Officers used electronic polling devices to assess CIG's "agility".
- The results: CIG has more in common with organisations that operate like a "Bureaucracy" (102 points) and "Trapped" (99 points), than with a "Start-Up" (63 points) and "Agile" (59 points) organisations.

6. Cutting Red-Tape-Liberating Ourselves and the Citizens of Cayman

- Chief Officers participated in small groups to identify examples of red-tape that could be eliminated within CIG. These will be further investigated and added to for the next meeting.

7. Open Discussion on Pace

- This item was already covered in the preceding discussions.

8. From Strategy to Delivery- next steps

- Chief Officers were asked to identify 10 examples of red-tape within their own ministries/departments that could be immediately cut, to be discussed at the next Senior Leadership Meeting on Monday, 7 May, 2018.
- Target: to be submitted to Deputy Governor by Thursday, 3 May, 2018.



CAYMAN ISLANDS GOVERNMENT
Office of the Deputy Governor

MINUTES OF CIG SENIOR LEADERSHIP TEAM MEETING

Date of meeting: 7 May, 2018

In attendance: HE the Governor Choudhury; Deputy Governor, Franz Manderson; Chief Officers: Samuel Rose; Jennifer Ahearn; Stran Bodden; Christen Suckoo; Dax Basdeo; Gloria McField-Nixon; Teresa Echenique; Wesley Howell; Cheryl Richards; Alan Jones; Acting Chief Officers: Michael Nixon; Reshma Sharma.

Meeting facilitators and internal consultants: Mary Rodrigues and Dr. Tasha Ebanks-Garcia, Office of the Deputy Governor

Apologies: Chief Officers: Kenneth Jefferson; Suzanne Bothwell.

1. Welcome and Prayer

- The Deputy Governor welcomed His Excellency, Governor Choudhury and Chief Officers, and offered prayer.

2. Formal Approval of Minutes

The minutes from the meeting of 23 April 2018 were approved subject to correction of two typos.

3. Matters Arising from Minutes

There were no matters arising from the last meeting's minutes.

4. Review 'Cutting Red Tape Submissions'

- Chief Officers have submitted 'Cutting Red Tape' proposals, and both HE the Governor and the Deputy Governor thanked them for producing at least 10 proposals each to contribute to the goal of 100 proposals across the civil service. Together they will form a programme in which 20 proposals will be rolled out per month, with the target of 100 to be reached by December 2018.
- His Excellency also advised that he has asked the Ministers to submit 3 'cutting red tape' proposals each.

- Chief Officers then worked in 3 small groups to discuss each other's proposals and prioritise a top 20 in each group that would have the greatest impact and could be implemented by June 2018.

For Action:

- ***CO proposals to be collated and distributed by 11 May, for input and identification of final top 20 by HE/DG (M Rodrigues/TE-Garcia).***

5. How Will We Know We are World Class?

- HE the Governor spoke about ways to confirm that we are indeed World Class. He stated that the "people we serve need to be able to assess us."
- The following suggestions were put forward:
 - A Civil Service Assessment Panel – this would be created in order to measure our progress in becoming 'world class.' All MLAs, media representatives, business leaders and other key stakeholders would make up the panel and would rate the civil service, and identify strengths and areas for improvement.
 - A Public Perception Survey – This input would be strictly from the public on how well we are performing, and would take a look at the civil service as a whole (and not be broken down into separate departments).
- COs agreed that both the panel and the survey would provide useful feedback.
- CO McField-Nixon gave an update on the 'Happy or Not' customer kiosks- a 3rd tool for measuring customer satisfaction. This is already in place. There are 30 devices located all over high traffic departments in Grand Cayman and Cayman Brac. As of April 2018, there were 24,189 responses in total. 94% of the responses are positive.

For Action:

- ***A draft proposal for customer/stakeholder assessments, to incorporate an assessment panel, a perception survey and the Happy or Not Kiosks, to be circulated to COs by 16 May, 2018 (M Rodrigues, T Ebanks-Garcia and G M-Nixon)***

6. Any Other Business (AOB)

- HE the Governor will be on duty in London from May 10th-26th, 2018, and the Deputy Governor will act in the interim. CO McField-Nixon will be the Acting Deputy Governor during this period.

- CO McField-Nixon reminded all CO's about the upcoming Leadership Summit with special guest Shep Hyken being held at the Marriott Beach resort on Wednesday, May 16th, 2018. The theme of the summit is 'Leading a Customer-Centric Organisation. She encouraged all CO's to attend.
- Acting Solicitor General Sharma offered thanks to the Facilities Management for their efforts in quickly resolving a minor health incident within the department. She applauded their efforts and high customer service.
- CO Jones spoke on a Root Cause Analysis workshop that was recently held. He stated that the session was very informative and the attendees were also very engaged.
- Acting CO Nixon reminded CO's that there are Government Minutes outstanding in response to Tabled Reports of the Public Accounts Committee (PAC) over the past year. The Ministry of Finance will be coordinating the preparation of the Government Minutes and will be contacting all Chief Officers who have testified before the PAC on issues captured in the PAC Reports for which there are outstanding Government Minutes, their support and timely responses are requested. As per the Standing Orders of the Legislative Assembly, a Government Minute must be tabled in the Legislative Assembly within 90 days after the tabling of a PAC Report.
- CO Suckoo reminded all CO's about the upcoming graduation season and encouraged all who are invited to attend.
- CO Howell suggested a data protection orientation be held in anticipation of the upcoming Data Protection legislation.
- HE requested monthly snapshots of sick leave across the civil service.

For Action:

- ***COs to submit data in how many "person" days were lost to sick leave within their Ministries and Departments for the month of March. Submissions should be emailed to DG by next Thursday 24 May, 2018.***
- ***COs to make arrangements for collection and reporting to continue on a monthly basis for the near future.***
- HE the Governor thanked CO Howell for his assistance with the monthly National Security Council meetings. He also thanked the DG for taking responsibility for the garbage collection issue.

The next CIG Senior Leadership Team meeting will be held on May 28th, 2018.



CAYMAN ISLANDS GOVERNMENT
Office of the Deputy Governor

MINUTES OF CIG SENIOR LEADERSHIP TEAM MEETING:

Date of meeting: 4 June, 2018

In attendance: HE the Governor Choudhury; Deputy Governor, Franz Manderson; Chief Officers: Samuel Rose; Jennifer Ahearn; Christen Suckoo; Dax Basdeo; Gloria McField-Nixon; Teresa Echenique; Alan Jones; Kenneth Jefferson; Suzanne Bothwell; Acting Chief Officers: Reshma Sharma; Patrick Moran; Michael Ebanks; Jonathan Jackson.

Meeting facilitators and internal consultants: Mary Rodrigues and Dr. Tasha Ebanks-Garcia (TEG), Office of the Deputy Governor.

Apologies: Chief Officers: Stran Bodden; Wesley Howell; Cheryl Richards.

1. Welcome and Prayer

- The Deputy Governor welcomed special guest, His Excellency, Governor Choudhury, and CO Jefferson offered prayer.

2. Formal Approval of Minutes

The minutes from the meeting of 7 May 2018 were approved subject to one change in the AOB (Any Other Business) section.

3. Matters Arising from Minutes

- TEG provided an overview of a proposal for a Stakeholder Assessment Panel for the Civil Service. Chief Officers were asked to review the proposal for discussion at the next meeting.

4. Cutting Red Tape

- All Chief Officers were reminded that any errors or inaccuracies pertaining to the Cutting Red Tape submissions need to be reported to the Chief Advisor by **Wednesday, June 13th, 2018**. They were also asked to ensure that all items on the submission list are completed, as these are firm commitments that must be delivered by or before 30 June 2018.

- A standardized spreadsheet will be circulated to all COs. This will be used to report confirmation of the delivery date and the actual benefits delivered from cutting these 'red tape' items.
- COs were also asked to provide their 'top 5' for July's Red Tape submissions, which will be due by the next meeting to be held on **Monday, June 18th, 2018**.
- HE the Governor proposed inviting the public to offer suggestions on possible Red Tape submissions. He also recommended that a public event be held to announce the 'Cutting Red Tape' campaign.
- Chief Officers agreed to share amongst themselves privately, recommendations for possible submissions for each other's respective ministries/portfolios.
- HE the Governor also challenged the Civil Service to consider offering up a policy to be deleted whenever a new one is introduced, in order to further 'cut red tape' within the Civil Service.

5. PACE

- HE the Governor provided his perspective on pace. He stated that "it simply comes down to setting a deadline, and also expecting one as well. It is a demonstration of passion."
- COs worked in small groups to agree on a common definition of pace to guide changes in behaviours within the Civil Service.

6. Sick Leave

- COs were instructed to use the new template that was distributed in regards to sick leave statistics and produce monthly statistics going forward. **The figures for March-May 2018 are due by Friday, June 15th, 2018.**

7. Any Other Business (AOB)

- HE the Governor will be on duty in London from June 11th-17th, 2018, and the Deputy Governor will act in the interim. CO Bodden will be the Acting Deputy Governor during this period.
- CO McField-Nixon reminded all COs about the upcoming Leadership Summit with special guest David Marquet being held at the Marriott Beach resort on Friday, June 8th, 2018. The theme of the summit is 'Turning Your Ship Around.' She encouraged all CO's to attend.
- CO Jefferson reported that of the 16 audits that have taken place, 10 of these were 'clean, 2 of the audits received a qualified opinion, and 4 audits are left to complete. He also reminded all COs that annual reports should be tabled in June.

- CO Rose thanked those who attended, were involved and allowed volunteers for the Celebrate Cayman event that was held on Monday, June 4th, 2018. He also reminded all COs that a presentation on disaster communications will be scheduled in the near future.
- The DG stated that there were two pending requests for meetings with the COs: The Anti-Corruption Commission and the Ombudsman. These will be arranged at a later CIG Senior Leadership Team meeting.
- HE the Governor asked for suggestions on the next topic to discuss at the next CIG Senior Leadership Team meeting. 'Agility' was approved.

The next CIG Senior Leadership Team meeting will be held on Monday, June 18th, 2018.



CAYMAN ISLANDS GOVERNMENT
Office of the Deputy Governor

MINUTES OF CIG SENIOR LEADERSHIP TEAM MEETING:

Date of meeting: 18 June, 2018

In attendance: Acting Deputy Governor, Stran Bodden; Chief Officers: Samuel Rose; Jennifer Ahearn; Dax Basdeo; Gloria McField-Nixon; Wesley Howell; Kenneth Jefferson; Acting Chief Officers: Reshma Sharma; Tammy Ebanks

Meeting facilitators and internal consultants: Mary Rodrigues and Dr. Tasha Ebanks-Garcia, Office of the Deputy Governor

Apologies: Chief Officers: Suzanne Bothwell; Christen Suckoo; Teresa Echenique; Cheryl Richards; Alan Jones

1. Welcome and Prayer

- The Acting Deputy Governor (ADG) Stran Bodden welcomed COs and CO Howell offered prayer.

2. Formal Approval of Minutes

- The minutes from the meeting of 4 June 2018 were approved, subject to a few minor typos and an amendment to the second bullet in agenda item #5, to read as follows:
COs to provide feedback and input for a common definition of PACE that could be used to guide changes in behavior within the Civil Service.

3. Matters Arising from Minutes

- The deadline for submitting sick leave statistics was extended to **Thursday, June 22nd, 2018**. It was confirmed that the intention is to provide a snapshot that will enable COs to answer the question: "Do we have a problem with sick leave?" Once the data is available, COs will be engaged to consider and propose next steps.
- Tasha Ebanks-Garcia gave an update and invited feedback on the proposal for a Stakeholder Assessment Panel. COs have submitted additional names as requested. It was suggested that stakeholders should be asked to identify what entities they have interacted with, when giving their feedback.

4. New Director of Communications: Introduction and Overview of Role and Responsibilities

- CO Rose introduced Dee Cotgrove as the new Director of Communications in the Cabinet Office. She will serve as the head of communications for the entire Civil Service, and her work will

include streamlining processes, and developing and training staff involved in communications work. She can also provide advice and support to COs on communication priorities.

- She described her role as the following:
 1. Managing issues and building trust, both locally and globally.
 2. Transforming communications to enable us to deliver a communications strategy (which she plans to develop) that is sustainable.
- The Director advised that she has already surveyed staff with communications responsibilities in the various Ministries, and the results showed that all agencies were interested in establishing a sense of community. She plans to set up a weekly grid meeting and monthly public communicator's forum, in order to share best practice.

5. Cutting Red-Tape: Updates and Follow Up

- Acting DG stated that the 20 measures for June were approved as presented during the last meeting, following an invite to COs to advise the DG of any issues with delivery. The target is 100 by the end of December 2018.
- COs are required to confirm completion by the end of the month and to report on actual benefits delivered, using the spreadsheet provided by SRIU. Submissions can be emailed to sriu@gov.ky.
- The following updates were reported:
 1. Item #10 on the list is in progress, and will be fully implemented by the end of June.
 2. Item #17 has been implemented.
 3. Item #19 has been implemented.
- A request was made for communications on the Cutting Red-Tape initiative to make clear that many of the items on the list for June are part of the ongoing work by the Civil Service to create efficiencies.
- It was also agreed that where COs identify unnecessary red-tape in another Ministry, they will share these informally with their colleagues.
- A tentative date of **Thursday, July 5th, 2018 at 9:00am** was suggested for a press conference, to be confirmed. All COs, HODs and government representatives with items on the June list will be invited to attend.
- The deadline for submitting proposals for July was extended to **Thursday, June 21st, 2018**. Each CO is requested to submit 5 suggestions using the spreadsheet distributed, to sriu@gov.ky.

6. PACE

- COs provided input on an updated statement on PACE, which drew on points raised by COs at the last meeting. COs suggested further updates to include references to the importance of context and prioritization. It was agreed that the final version should also have an introduction that tied this back to the Civil Service Values from the Civil Service 5-Year Strategic plan.
- Chief Advisor Rodrigues advised that, as a tangible outcome of the CO discussions on PACE, the DG has requested that some general customer service etiquettes be adopted across the civil

service, which demonstrate a commitment to PACE. A sample was distributed for discussion at the next meeting.

7. Presentations on the Public Authorities Law to Statutory Authorities

Acting DG advised the COs that the ODG can arrange (on behalf of the COs) for a presentation on the Public Authorities Law for boards of statutory authorities. COs were asked to advise their board chairs and submit any requests to Chief Advisor Rodrigues.

8. AOB (Any Other Business)

- Deputy Chief Advisor Ebanks-Garcia provided an update on the business case and project management training for the Civil Service. Over 100 people have been selected for the pilot programmes, with the input of COs. Learning modules will commence on July 3rd, 2018, with externally-facilitated courses and exams occurring in November 2018. She advised that project management professionals from within the Civil Service are working with SRIU to establish a Community of Practice for project management. Good progress is being made.
- The Acting DG reminded COs of the DG's message to the Civil Service on the outcome of the PAC charge against CO Ahearn, which he dismissed. The statement included:

I would like to emphasise that I hold only the utmost respect for the work of the PAC and expect all civil servants to demonstrate the same in their dealings with PAC.

To help facilitate this ... all civil servants must inform the Committee if they have an imperfect recollection of matters when appearing as witnesses. They should request an opportunity to familiarize themselves with the matter or to provide an answer in writing.

- CO Rose invited all COs to attend the Celebrate Cayman event on the waterfront this Saturday, June 23rd, 2018.
- CO McField-Nixon reminded all COs about the upcoming CPA (Commonwealth Parliamentary Association) events taking place this week and encouraged all invited to attend.
- CO Jefferson asked all COs to be on standby, along with Chief Financial Officers, for a possible meeting of Finance Committee in late June 2018.
- Acting DG advised that the Ombudsman is scheduled to give a presentation on Data Protection at the next Senior Leadership team meeting.

The next CIG Senior Leadership Team meeting will be held on July 9th, 2018.

