



CAYMAN ISLANDS
GOVERNMENT

PANDEMIC (COVID-19)
CONTINUITY OF OPERATIONS PLAN
for
Tourism Attraction Board (TAB)
(Pedro St. James, Queen Elizabeth II Botanic Park,
Cayman Craft Market & Hell Geological Site)

Date Last Updated:

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1.0. RECORD OF CHANGES

When changes are made to the continuity plan, planners should track and record the changes using a record of changes table. The record of changes will contain, at a minimum, a version number, the date of the change, the name of the person who made the change, and a description of the change.

Version No.	Section Changed	Description of Change	Date of Change	Person who made the Change

2.0. INTRODUCTION

2.1. Background

Community transmission of COVID-19 is now well established within the Cayman Islands. Unlike traditional threats to operations which are characterized by a short duration, single event (e.g. a storm), and assume that employees and customers can return to an office after the threat passes, pandemics such as COVID-19 are characterized by unique challenges which persist for long periods of time.

The Public Service performed exceptionally during 2020, when the national objective was to eliminate the presence of the COVID-19 pandemic within our borders. Due to the valiant effort of many, community transmission of COVID-19 was eliminated. However, this success came with stark costs of unemployment, the cessation of the tourism sector and strict quarantine provisions which made international travel difficult.

In 2020, CIG public bodies developed a pandemic continuity plan when the national strategy was the elimination of COVID-19 within the community. However, in 2021, with added tools to safeguard the local population, including a national vaccination level approaching 80% of the overall population, the public service is entering a new phase of response in our business continuity plans.

As of November 2021, the strategic objective is to ensure the safe and resilient delivery of full public services, during low to moderate levels of community transmission and to ring fence and bolster the delivery of essential services during high to very high levels of community transmission. This shift in approach from isolation to re-integration with the wider world, presents new challenges which need to be contemplated and addressed for each public body in order to:

1. Maintain the performance of essential services
2. Reduce or mitigate disruptions to core business services
3. Reduce health risks to employees
4. Ensure the safety of clients, including citizens, residents and visitors
5. Ensure the order of succession in the event an organization's leadership and essential employees are unable, unavailable, or incapable of assuming and performing their authorities and responsibilities
6. Achieve orderly recovery from emergency operations

It is recognized that both the national strategy and individual entities' responses to mitigating the risk of the pandemic, will need to evolve over time as the nature of the risks evolve e.g. the dominant strain of COVID-19 in circulation and the epidemiological implications, the proportion of the general population and/or workforce that is vaccinated, the levels of community and employee transmission and hospitalization for COVID-19, the public health restriction in place, and the tools available to mitigate these risks.

2.2. Purpose

The purpose of this document is to ensure that the capability exists within the entity to maintain business operations during Community Transmission (CT) Levels 1 to 4 as follows:

1. For **Core Business Services** – *i.e. services which form the basis for which an entity exists:*
 - a. During CT Levels 1 & 2 – Maintain operations with little to no disruption to services where COVID-19 is presenting at manageable levels of community transmission.
 - b. During CT Levels 3 & 4 – Maintain operations to provide these services for as long as reasonably possible where COVID-19 is presenting at high or very high levels of hospitalization rates for COVID-19 cases.

2. For **Essential Services** – *i.e. services which are required to maintain continuity of government, visible leadership, basic essential services, defense, law and order, emergency services, economic stability, as well foster effective relationships with neighboring countries and partners:*
 - a. During CT Levels 1, 2, 3 & 4 – Maintain operations with no disruption to services, even in cases where COVID-19 is presenting high or very high levels of hospitalization rates and where a lockdown may be implemented.

The intention is for each entity's Pandemic CoOp plan to be used in conjunction with HR guidance contained in the [CIG COVID-19 Policy](#)¹ and community transmission levels set out in [Appendix 5.1](#), as appropriate.

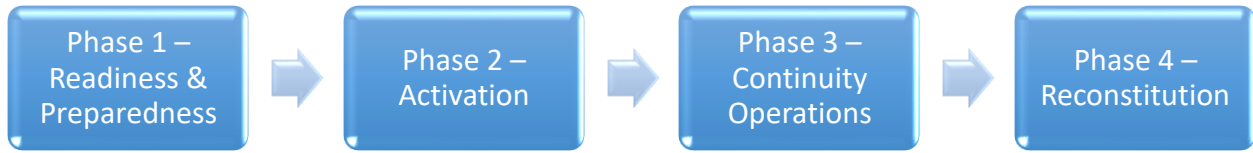
Entities will therefore plan for scenarios which are specific to their entity only (e.g. an employee tests positive) or to threats which are generalized (e.g. the Government announces the Community Transmission Level has been elevated as a result of increased transmission/hospitalizations due to COVID-19).

Although it is the case that the four (4) phases of continuity of operations (illustrated in *Figure 1* below) would typically be used to coordinate an entity's response to a pandemic and documented herein, the extant situation is that entities have been operating with the reality of the COVID-19 pandemic since 2020 and have already activated Phases 1 and 2 of their existing plans.

Accordingly, this document will focus on setting out the formal plans to ensure continuity of operations (i.e. Phase 3):

¹ Although SAGCs are not mandatorily governed by the CIG COVID-19 policy, SAGCs may adopt the CIG COVID-19 policy to support their continuity of operations efforts.

Figure 1: Approach that will be used to coordinate the entity's response to a pandemic



2.3. Risk Assessment

The top risks affecting the services for the entity are listed below:

Table 1: Major risks affecting the continuity of operations for Core Business Services & Essential Services

Risks affecting Core Business Services	Risks affecting Essential Services
<ol style="list-style-type: none"> 1. Potential loss of revenue for admissions and site rentals i.e., potential loss of sponsorship and donations. 2. Potential loss of human resources due to key personnel becoming seriously ill i.e., tour guides, IT services. 3. Potential strain on existing staff complement. 4. Potential for lessened maintenance of properties, leading to the degradation of the physical aspects of each site. 5. Affect partnering entity’s ability to gain revenue, i.e., National Trust - BIC, Crystal Caves, Cayman Spirits Company bar and restaurant. 6. Possibility of increase in business costs due to the risk of infected persons attending our sites i.e., increased screening, signage, thermal testing, staff sick days etc. 7. Inability to procure a constant supply of operational items in a timely manner i.e., PPE, capital resources, inventory. 8. Potential for loss of communication between staff, stakeholders and visitors. 9. Inability to provide HR, finance and payroll services and property maintenance services. 	

The following risks/ threats to its operations arising from a pandemic situation:

Consequence	Extreme	Medium Scenario #:	High Scenario #:	High Scenario #:	Extreme Scenario #:	Extreme Scenario #:
	High	Medium Scenario #:	Medium Scenario #:	High Scenario #: -Potential loss of key personnel (specialized skills – HR, Operations, Finance) -Potential supply chain disruption resulting in little or no inventory, capital resources, PPE -Potential for disruption in communication (among staff and between entity and key stakeholders) due to disruption in IT services	High Scenario #: -Potential loss of revenue (admissions, donations, shop) -Potential strain on existing staff compliment	Extreme Scenario #: -Potential for increased business costs (PPE, cleaning supplies, paid sick days)
	Moderate	Low Scenario #:	Medium Scenario #:	Medium Scenario #:	High Scenario #: -Potential for reduction in property maintenance	High Scenario #:
	Minor	Very Low Scenario #:	Low Scenario #:	Medium Scenario #:	Medium Scenario #:	Medium Scenario #:
	Negligible	Very Low Scenario #:	Very Low Scenario #:	Low Scenario #:	Low Scenario #:	Medium Scenario #:
		Rare	Unlikely	Possible	Likely	Almost Certain
	Likelihood					

2.4. Planning Assumptions

Appendix 5.1 sets out the planning assumptions at the national level, associated with each community transmission category, which were taken into consideration in the preparation of this Pandemic CoOP.

Additionally, the following assumptions specific to the entity were also taken into consideration:

1. The TAB entities' workforce actions for different CT levels are based on the nature of our operations where majority of the properties are "substantially enclosed" (*Section 2.2(b) of the Control & Management of COVID-19 Regulations, dated 23rd September 2021*).

2.5. Pandemic Response Team

This section identifies the persons who comprise the entity's pandemic response team (PRT) and the role they are expected to undertake in planning and executing the Pandemic CoOp Plan. In cases where critical decisions related to the entity need to be taken during a pandemic (e.g. regarding delegation of authority for employees who are unable to undertake responsibilities due to the pandemic), the persons listed below will be the designated point of contact to advise employees on the way forward.

Table 2: Entity's Pandemic Response Team

PRT Position	Person with Decision making authority	Responsibilities
Leadership/ Continuity Leader	Patrick Thompson	Responsible for the overall implementation of the Pandemic CoOp Plan; ensures the entity's response is consistent with current national, government and CIG guidelines and orders.
Continuity Manager	John Lawrus	Coordinates the overall activities of the PRT, provides organization heads summary of planning activities, manages the day-to-day CoOp program, and assists the Continuity Coordinator as requested.
Continuity Planner	Candace Ransome-Grant	Prepares and updates the Pandemic CoOP documentation. In coordination with the Continuity Manager, assists in ensuring the CoOP meets best practices/ standards/ guidance, attends meetings with appropriate partners, incorporates findings from Pandemic CoOp exercises into the updated Pandemic CoOP.
Business Operations Lead	Laurence Robinson	Assists in the development and execution of the Pandemic CoOp, with focus on business operations e.g. identification of normal versus essential business activities, securing resources needed to keep business operational such as laptops, lateral flow kits, etc.

PRT Position	Person with Decision making authority	Responsibilities
Workforce Lead	Adriana Turner – PSJ Amanda Bush - QEIIBP	Assists in the development and execution of the Pandemic CoOp, with focus on workforce considerations e.g. keeping staff informed, infection control, absence monitoring & sickness reporting, etc.
Client Support Lead	Mona Meade	Assists in the development and execution of the Pandemic CoOp Plan, with focus on client considerations e.g. keeping customers informed of changes to services, drafting media notices about alternate ways to access services, etc.

3.0. CONTINUITY OPERATIONS

3.1. Pandemic Response

This section sets out the actions that will be taken by the Entity in response to threats associated with:

1. **Community Transmission Levels at the National level** (*e.g. a lockdown is announced in response to community transmission level 3 being announced or the stricter social distancing measures are adopted reducing density levels within office settings*)
 - a. Appendix 5.2 specifies the actions that will be taken by the entity in response to community transmission levels 1, 2, 3 and 4.
2. **COVID-19 Risks particular to the Entity** (*e.g. an employee test positive or an entity's normal business activities are temporarily banned*)
 - a. Appendix 5.3 specifies the actions that will be taken by the Entity in response to pandemic challenges that will directly impact your operations.

The actions to be taken should include planning for risks to three (3) key areas - Business Operations, Workforce and Client Support.

3.2. Essential Services

The following sets out the list of essential services performed by the entity which will need to be maintained with no disruption during CT Levels 1, 2, 3 and 4, along with the necessary resources.

Table 3: Essential services to be maintained

Priority	Essential Service	Minimum # of workforce	Primary Employee Position	Backup Employee(s) or Position
1	N/A			
2				
3				
4				

3.3. Core Business Services

The core business services of the Tourism Attraction Board (TAB) involve the oversight management and maintenance of tourist attractions which fall under its control. The Tourism Attraction Board discharges its statutory obligations through its administrative office, which oversees the implementation of policies, and provides management assistance, including strategic marketing guidance and accounting expertise, to the staff of the attractions.

Scope of Activities

The scope of the Tourism Attraction Board activities is as follows:

Administrative Office – Development and implementation of marketing strategies, personnel management, general accounting & insurance management; preparation of budgets and financial statements; and the provision of secretarial services for the Board.

Queen Elizabeth II Botanic Park – Operational management for the display and maintenance of the Floral Colour Garden, Heritage Garden, Orchid Garden, Xerophytic Garden, and Palm Walk; maintenance of nature trail; plant sales and maintenance; educational seminars; operation of a gift shop; and the promotion and rental of the site for special events.

Pedro St. James – Operational management and custody of a historic site; operation of a gift shop and the theatre audio-visual show; bar operation; promote rental of the site for special events; generate revenue from onsite activities.

Cayman Craft Market – Organize and manage the activities of artists and vendors; maintenance of building and site; promotion of Caymanian arts and craft.

Hell, Geological Site – Preservation of natural resources; maintenance of buildings and site; collection of monthly rental fees.

Customers And Location of Activities

The customers come from three markets – residents, stay-over tourists, and cruise ship passengers. The services provided by the Tourism Attraction Board are supplied through its attractions located at Pedro St. James, Savannah; the Queen Elizabeth II Botanic Park, Frank Sound Rd, North Side; the Cayman Craft Market, George Town, and the Hell Geological Site in West Bay.

The Tourism Attraction Board Administrative Office is located at the Pedro St. James site in Savannah.

The following sets out the list of core business services performed by the entity which will need to be maintained with little or no disruption during CT Levels 1 and 2 and for as long as reasonably possible during CT Levels 3 and 4.

Table 4: Core business services to be maintained

Priority	Core Business Service	Minimum # of workforce	Primary Employee Position	Backup Employee(s) or Position
Queen Elizabeth II Botanic Park				
1	Garden Maintenance	Two	Horticultural Mgr.	Gardener
2	Capital Projects Management	Two	General Mgr.	TAB Director
3	Fundraising	One	General Mgr.	TAB Director
4	Finance Administration	One	Accounts Officer	TAB Fin. Accountant
5	Customer Service	One	Sales Clerk	Sales Clerk
Pedro St James				
1	Garden Maintenance	Two	Maintenance Mgr.	Maintenance Supervisor
2	Capital Projects Management	Two	TAB Director	General Mgr.
3	Fundraising	One	TAB Director	Administrative Officer
4	Finance Administration	One	Accounts Officer	TAB Fin. Accountant
5	Customer Service	One	Sales Clerk	Sales Clerk
Tourism Attraction Board				
1	Administration & Human Resources	One	TAB Administrative Mgr.	TAB Director
2	Finance Administration	One	TAB Fin. Accountant	TAB Director
3	Communications Management	One	Marketing Coordinator	TAB Administrative Mgr.
Hell Geological Site				
1	General Maintenance	One	TAB Administrative Mgr.	Maintenance Mgr.
2	Administration	One	TAB Administrative Mgr.	TAB Director
Cayman Craft Market				
1	General Maintenance	One	TAB Administrative Mgr.	Maintenance Mgr.
2	Administration	One	TAB Administrative Mgr.	TAB Director

3.4. Orders of Succession

The orders of succession states provisions of leadership responsibilities during an emergency in the event that any of those persons are unavailable or unable to execute their duties.

Entity Name	Lead Staff	Designate
Tourism Attraction Board	Patrick Thompson, Director	Candace Ransome-Grant, Administrative Manager
QE II Botanical Park	John Lawrus, General Manager	Nick Johnson, Horticultural Manager
Pedro St. James	Adrianna Turner, Administrative Officer	Lester Ebanks, Maintenance Manager
Craft Market	Patrick Thompson, Director	Candace Ransome-Grant, Administrative Manager
Hell Attraction	Candace Ransome-Grant, Supervisor of Hell	Lester Ebanks, Maintenance Manager

3.5. Continuity Facilities

- 3.5.1 Home Office (staff working from home where feasible).
- 3.5.2 Provision for the rental of alternative office facilities near site.

3.6. Continuity Communications

- 3.6.1 The TAB will ensure that all staff working remotely would have the required connectivity to servers on the TAB sites.
- 3.6.2 TAB would provide the requisite equipment (and set up of same) for staff to work remotely through contracted IT services provider.
- 3.6.3 The TAB will ensure that additional software applications are provided to staff to facilitate team meetings and constant team connectivity.

Table 5: Key contacts/ sources for official updates

Name of Person/ Agency	Nature of Information	Contact Details
Cayman Islands Government	All Government Notices	www.gov.ky
Office of the Deputy Governor/ Portfolio of the Civil Service	Civil Service HR Updates	The HUB, CIGHRCONNECT@GOV.KY
Computer Services Department	Emergency IT contacts	CSHelpdesk@gov.ky
Government Information Services	Entity Communications Officer	
Public Health	Reporting positive cases within the workplace; flu hotline for guidance	quarantine@hsa.ky ; flu@hsa.ky
	Facilities Management/ Landlord	FMHelpdesk@gov.ky
	Entity HR	
EyeCay Ltd.	TAB IT provider	info@eyecay.ky

3.7. Essential Records

Table 6: Essential records and how they will be managed

System/data Type of data – email, spreadsheet, payroll systems	Frequency of backup Daily/weekly/monthly	Backup /location USB/extra hard drive/online – indicate where they can be located	Person Responsible
Accounting Software System	Daily	Online	IT Services Provider
Emails	Daily	Online	IT Services Provider
Server Data	Daily	Online	IT Services Provider
Documents in hard copy		Kept at remote work locations	Staff responsible for related data

3.8. Human Resources

The below table identifies those personnel needed to support continuity of operations in all-hazards scenarios.

Section/Unit	Minimum # of workforce	Employee	Backup Employee(s) or Position
Queen Elizabeth II Botanic Park			
Garden Maintenance	Two	Horticultural Mgr.	Gardener
Capital Projects Management	Two	General Mgr.	TAB Director
Fundraising	One	General Mgr.	TAB Director
Finance Administration	One	Accounts Officer	TAB Fin. Accountant
Customer Service	One	Sales Clerk	Sales Clerk
Pedro St James			
Garden Maintenance	Two	Maintenance Manager	Maintenance Supervisor
Capital Projects Management	Two	TAB Director	General Manager
Fundraising	One	TAB Director	Administrative Officer
Finance Administration	One	Accounts Officer	TAB Financial Accountant
Customer Service	One	Sales Clerk	Sales Clerk
Tourism Attraction Board			
Administration & Human Resources	One	TAB Administrative Mgr.	TAB Director
Finance Administration	One	TAB Financial Accountant	TAB Director

Communications Management	One	Marketing Coordinator	TAB Administrative Mgr.
Hell Geological Site			
General Maintenance	One	TAB Administrative Mgr.	Maintenance Mgr.
Administration	One	TAB Administrative Mgr.	TAB Director
Cayman Craft Market			
General Maintenance	One	TAB Administrative Mgr.	Maintenance Mgr.
Administration	One	TAB Administrative Mgr.	TAB Director

[Appendix 5.4](#) provides a template for identifying essential positions and their respective employees and skills, to facilitate ease of the impact of absences on operations.

3.9. Devolution of Control & Direction

Limited capability exists to transfer statutory authority and responsibility for administrative services but not for specialized technical services.

3.10. Test, Training & Exercises

The measures taken to ensure that TAB’s CoOp plan can support the continued execution of the entity’s operations throughout the duration of a continuity event are as follows:

- 3.10.1 Communication systems – activating remote desktop software to enable work from home and installing software to facilitate team meetings and communication amongst staff.
- 3.10.2 Screening systems – i.e., Temperature checks, sanitization check lists, at each site
- 3.10.3 Checklist for confirming what protocols are working and what areas need to be addressed.
- 3.10.4 Staff training/cross training/training drills

4.0. RECONSTITUTION OF OPERATIONS

This section states the process whereby the TAB has regained the capability and physical resources necessary to return to normal (pre-disaster) operations. The objective during reconstitution is to effectively manage, control, and, with safety in mind, expedite the return to normal operations.

1. Janitorial staff to assist with full sanitization of the sites
2. Skeleton crew to review sites and commence clean up in preparation for reopening.
3. Phased staff return i.e.,
 - Phase 1 – Management and Maintenance teams
 - Phase 2 – IT to review capabilities and return all systems to normal
 - Phase 3 – All employees return to work.

5.0. APPENDICES

5.1. Critical Preparedness and Response Actions for Each Sector or Activity Depending on the Transmission Category

	Community transmission – level 1 (CT1)	Community transmission – level 2 (CT2)	Community transmission – level 3 (CT3)	Community transmission – level 4 (CT4)
Transmission scenario	<p>Low incidence of locally acquired, widely dispersed cases detected in the past 14 days, with many of the cases not linked to specific clusters; transmission may be focused in certain population sub-groups. Low risk of infection for the general population.</p> <p>Hospitalisations are minimal, majority of positives are asymptomatic or presenting with mild symptoms.</p> <p>Most cases are recovering without medical intervention.</p> <p>No impact on availability of healthcare staff</p>	<p>Moderate incidence of locally acquired, widely dispersed cases detected in the past 14 days; transmission less focused in certain population sub-groups. Moderate risk of infection for the general population.</p> <p>Hospitalisations are moderate. Limited cases require ventilation and ICU beds. Hospital wards have a number of patients requiring some oxygen therapy.</p> <p>Limited mortality.</p> <p>Limited absence of healthcare staff (under 15%)</p>	<p>High incidence of locally acquired, widely dispersed cases in the past 14 days; transmission widespread and not focused in population sub-groups. High risk of infection for the general population.</p> <p>Healthcare system is challenged by more than 50% of ventilators and 50% of ICU beds being available.</p> <p>Increased mortality</p> <p>Loss of 15%-40% of healthcare staff due to illness.</p> <p>Field hospital opened</p>	<p>Very high incidence of locally acquired, widely dispersed cases in the past 14 days. Very high risk of infection for the general population.</p> <p>Healthcare system is under severe pressure due to availability of ventilators not meeting demand and limited/no availability of ICU beds.</p> <p>High mortality</p> <p>Loss of over 40% of healthcare staff. Asymptomatic staff required to work. Volunteers/lay people sought to assist to meet healthcare demands</p> <p>Field Hospital at/close to capacity.</p>
Aim²	Slow transmission, and limit hospitalisation.	Reduce incidence of severe illness requiring intubation and or ICU care.	Reduce the mortality rate	Prevent the collapse of the healthcare system

NATIONAL EMERGENCY OPERATIONS CENTRE (NEOC)³				
	Community transmission – level 1 (CT1)	Community transmission – level 2 (CT2)	Community transmission – level 3 (CT3)	Community transmission – level 4 (CT4)
Emergency response mechanisms triggered	<p>HMCI will support Lead Agency (Health Sector) and if required will (with the permission of NHM Council Chair-DG) activate relevant Emergency Support Teams under NEOC. HMCI will review and maintain emergency response mechanisms. HMCI will clearly communicate Government's / Public Health priorities and objectives through Gov website/ HMCI website and social media pages. Remote working will be planned for. Given the lead time for Emergency Field Hospital, precautionary planning will commence for potential action.</p>	<p>NEOC will be partially activated with agreement from NHM Council Chair-needs from Health Sector will be discussed and surge capacity will be arranged. If the system is overwhelmed, assistance can be utilized from 17 Emergency Support Teams if required. Level 2 ESTs that are potentially needed are likely to be: Operations Cluster (HMCI), Resource Support, Joint Communications Services and Continuity of Operations but structure is scalable depending on Lead Agency requirements.</p>	<p>NEOC Activated</p> <p>-Regiment activated</p> <p>NEOC activated and meeting 3 times per week for 1 hour per day.</p> <p>All ESTs in Human Concerns Cluster</p> <p>All ESTs in Support Services Cluster</p> <p>Policy Group</p> <p>Hazard Management Executive Security and Law Enforcement EST</p> <p>Economic Impact Assessment EST</p> <p>With Addition of Ministry of Education Rep, Travel Cayman Rep and Immigration Rep, Airports Authority Rep</p>	<p>NEOC Activated</p> <p>-Regiment activated</p> <p>NEOC Activated and Meeting Daily for at least 1 hour per day</p> <p>All ESTs in Human Concerns Cluster</p> <p>All ESTs in Support Services Cluster</p> <p>Policy Group</p> <p>Hazard Management Executive Security and Law Enforcement EST</p> <p>Economic Impact Assessment EST</p> <p>With Addition of Ministry of Education Rep, Travel Cayman Rep and Immigration Rep, Airports Authority Rep</p>

5.2 Continuity of Operations Actions: Pandemic at the National Level

5.2.1 Continuity Operations for Community Transmission LEVEL 1

COMMUNITY TRANSMISSION Level 1			
Low incidence of locally acquired, widely dispersed cases detected in the past 14 days, with many of the cases not linked to specific clusters; transmission may be focused in certain population sub-groups. Low risk of infection for the general population.			
Category	No.	Actions	Responsible Person
Business Operations		Adopt mandatory use of masks, hand sanitization and social distancing within the workplace.	Site Manager
		Increase cleaning measures.	Site Manager
		Increase onsite COVID-19 health and safety signage.	Marketing Coordinator
		Preparation of IT systems for potential remote working.	Site Manager
Workforce		Monitor absences.	HR/Site Manager
		Notify employees of process for reporting positive cases including any close contacts to a positive case.	HR/Site Manager
Client Support		Require masks, hand sanitization and social distancing for all clients physically attending site.	Site Manager
		Ensure temperature checks are done for all clients/visitors on arrival.	Site Manager
		Communicate operational changes at sites via print/digital collateral on current COVID-19 suppression regulations.	Marketing coordinator

5.2.2 Continuity Operations for Community Transmission LEVEL 2

COMMUNITY TRANSMISSION Level 2			
Moderate incidence of locally acquired, widely dispersed cases detected in the past 14 days; transmission less focused in certain population sub- groups. Moderate risk of infection for the general population.			
Category	No.	Actions	Responsible Person
Business Operations		Ensure a minimum of 90 days' supply of masks, face shields and hand sanitizers are readily available.	Site Manager
		Ensure a minimum of 30 days' supply of Lateral Flow Tests are readily available.	Site Manager
		Improve online business activities such as facilitating online payments from vendors and receiving online payments from customers.	Site Manager

COMMUNITY TRANSMISSION Level 2			
Moderate incidence of locally acquired, widely dispersed cases detected in the past 14 days; transmission less focused in certain population sub- groups. Moderate risk of infection for the general population.			
Category	No.	Actions	Responsible Person
Workforce		Implement workspace control by reducing density of offices by up to 50% or greater as required.	Director
		Activate option of remote working where feasible.	Director
		Ensure all staff are trained to relay pertinent information to clients.	HR/Site Manager
		Limited in-office meetings with staff, customers, and vendors.	Site Manager
Client Support		Limit number of clients on site based on the 36 square feet social distancing requirement (per person/family bubble) based on square footage of each allocated area (theatre, visitors' centres, and Great House).	Site Manager

5.2.3 Continuity Operations for Community Transmission LEVEL 3

COMMUNITY TRANSMISSION Level 3			
High incidence of locally acquired, widely dispersed cases in the past 14 days; transmission widespread and not focused in population sub-groups. High risk of infection for the general population.			
Category	No.	Actions	Responsible Person
Business Operations		Implement steam cleaning in offices, restrooms, theatre, and visitors centres/gift shops.	Site Manager
		Mandatory remote working where feasible.	Director
Workforce		Ensure all staff temperatures are checked on arrival.	Site Manager
		No in-office/indoor meetings with customers and vendors.	Site Manager
		Implement Lateral Flow Testing for staff.	Site Manager
Client Support		Communicate updated operational changes at sites via print/digital collateral on current COVID-19 suppression regulations.	Marketing Coordinator

5.2.4 Continuity Operations for Community Transmission LEVEL 4

COMMUNITY TRANSMISSION Level 4			
Very high incidence of locally acquired, widely dispersed cases in the past 14 days. Very high risk of infection for the general population.			
Category	No.	Actions	Responsible Person
Business Operations		All sites closed	Director
Workforce		Essential staff are dispatched periodically.	Site Manager
		Select staff to be redeployed within public service.	Director
Client Support		Communicate closure of sites to public/stakeholders /staff	Marketing Coordinator

5.3 Continuity of Operations Actions: Pandemic within the Entity

5.3.1 Continuity Operations for Entity Scenario #1 [Employee Tests Positive Within the Workplace]

ENTITY ALERT #1 – Employee Tests Positive Within a Traditional Office Setting and has attended the office within the past 72 hours.			
Category	No.	Actions	Responsible Person
Business Operations		Activate Specialized Sanitization Service, including temporary closure to facilitate cleaning.	Site Manager [person designated by entity outside of TAB]
Workforce		Notify persons within the department and all managers that a staff member has tested positive, and the proper protocols have been activated including the internal Lateral Flow Testing for primary contacts.	Director/HR
		In coordination with Public Health, notify close contacts and/or support them in taking appropriate measures.	Public Health/Director/HR
		Activate remote working if possible or outsource services as needed.	Director
Client Support		If office is closed, notify public of temporary closure and of reopening date and any alternative ways to access services in the interim.	Marketing Coordinator

5.3.2 Continuity Operations for Entity Scenario #2 [Employee’s Family Member Tests Positive]

ENTITY ALERT #2 – Employee’s Family Member Tests Positive [A Vaccinated Employee has a member of their household that has tested positive for COVID-19]			
Category	No.	Actions	Responsible Person
Business Operations		Sanitize affected workstations with the appropriate cleaning materials.	Site Manager
Workforce		Require employee take Lateral Flow tests for 10 consecutive days immediately following	Site Manager
		Notify persons within the department and all managers that a staff member has tested positive, and the proper protocols have been activated including the internal Lateral Flow Testing for primary contacts.	Director/HR
		Affected staff should remain at home and continue with remote working where feasible.	Director/HR
Client Support		N/A	

5.3.3 Continuity Operations for Entity Scenario #3 [An Unvaccinated Employee’s Family Member Tests Positive]

ENTITY ALERT #3 – [An Unvaccinated Employee’s Family Member Tests Positive] [An Unvaccinated Employee has a member of their household that has tested positive for COVID-19]			
Category	No.	Actions	Responsible Person
Business Operations		Sanitize affected workstations with the appropriate cleaning materials.	Site Manager
Workforce		Require employee to take Lateral Flow tests for 10 consecutive days immediately following confirmation.	Site Manager
		Notify persons within the department and all managers that a staff member has tested positive, and the proper protocols have been activated including the internal Lateral Flow Testing for primary contacts.	Director/HR
		Affected staff should remain at home and continue with remote working where feasible.	Director/HR
Client Support		N/A	

5.4 List of Employees with Essential Positions & Skills

Position	Employee	Skills/ Qualifications
Director	Patrick Thompson	Administration
TAB Office Manager	Candace Ransome-Grant	Administration
TAB Marketing Coordinator	Mona Meade	Public Relations
TAB Financial Accountant	Laurence Robinson	Accounting
Botanic Park General Mgr.	John Lawrus	Administration, Practical Horticulture
Botanic Park Horticultural Mgr.	Nicholas Johnson	Practical Horticulture & Grounds Maintenance
Pedro St. James Administrative Officer	Adriana Turner	Administration
Pedro St. James Maintenance Mgr.	Vernon Ebanks	Grounds Maintenance