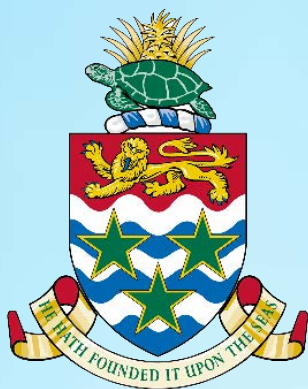
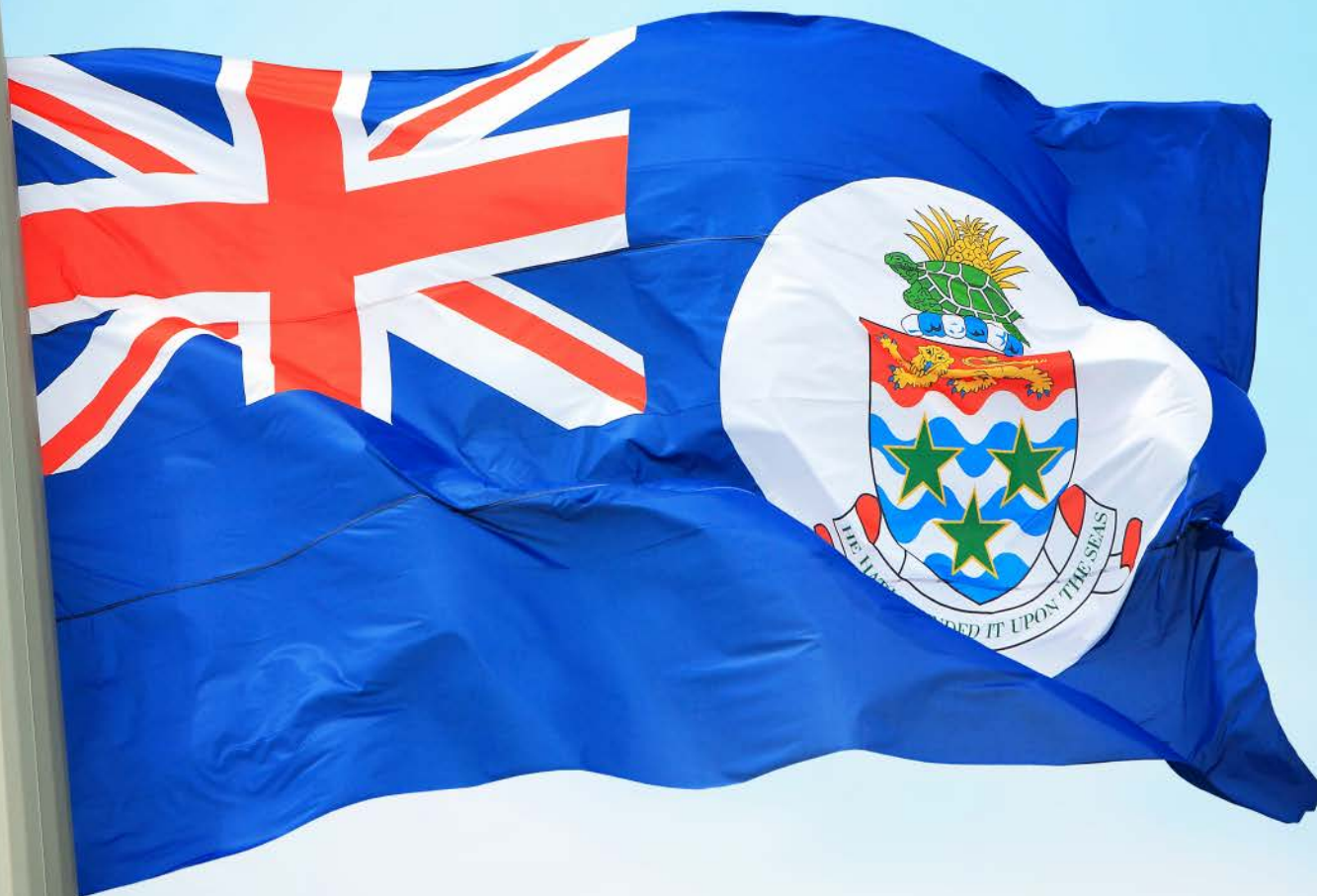




Ministry of Border Control & Labour

Cayman Islands Government



ANNUAL REPORT **2021**



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Message from The Minister

Honourable Chris Saunders, MP

Deputy Premier and Minister for
Finance & Economic Development



I feel honoured to count the men and women of the Ministry of Border Control & Labour and its associated departments, boards, and agencies as members of my own team, as we all strive to improve the lives of the people our work affects on a daily basis.

The Ministry of Border Control & Labour is made up of departments tasked with broad-ranging duties in their respective areas – be it to collect revenues, defend our borders, facilitate employment, determine the right of movement and abode, oversee workplace safety, ensure our workers are paid adequate pensions, or to enforce our Islands' health regulations for incoming travellers. All of these duties and services affect and shape the lives of thousands of people who call the Cayman Islands home.

It's important that we remember that our daily tasks, the decisions we make and the actions we take, all affect the livelihood and wellbeing of people just like us – our fellow countrymen and the residents we have welcomed to our Islands.

During my first year as Minister for Border Control & Labour, I have seen firsthand the responsibility and care with which the wide-ranging duties of this ministry are conducted. Across the separate departments that make up the whole, dedicated teams are guided by leaders who display not only an awareness of the great responsibility their roles entail, but also adhere to the principle of accountability to the public they all serve.



I would like to thank Chief Officer Howell, and the heads of each department – Customs and Border Control (CBC), the Department of Labour and Pensions (DLP), Workforce Opportunities and Residency Cayman (WORC), and Travel Cayman (TC) – as well as their individual senior management teams – for not only doing their duty but also welcoming new leadership and sharing in a common vision.

I am very pleased by the cohesion of the various teams, and with the great achievements and strides that have been made over the past year.

I feel honoured to count the men and women of the Ministry of Border Control & Labour and its associated departments, boards, and agencies as members of my own team, as we all strive to improve the lives of the people our work affects on a daily basis.

There is always more work to be done, and we will always have areas in need of improvement, but if my first year in this role is any indication, I know that the will, the ability and the commitment required to succeed will carry our team through to ongoing success.

My sincere thanks and appreciation go out to each and every member of staff under the remit of the Ministry of Border Control & Labour for your support and dedication to your jobs and to your country.

I look forward to working with you as we grow from strength to strength.

Sincerely,

Hon. Chris Saunders, MP
Deputy Premier and Minister for Border Control & Labour



Message from the Chief Officer

Wesley Howell, JP

Ministry of Border Control & Labour



World Class

Like the rest of the world, the Cayman Islands spent 2021 responding to the health, and socio-economic impacts of Covid-19. Nearly every aspect of our professional and personal lives was affected. Every Cayman Islands Government entity saw unprecedented disruptions and challenges. The Ministry of Border Control and Labour were no exception.

Dedicated, committed, responsive, adaptable and effective are the adjectives that describe the work of the Ministry and its departments, which collectively delivered to make lives better for the people of the Cayman Islands. I am immensely humbled and proud of the significant achievements we delivered during these most challenging times.

COVID-19: The New Normal

In 2021 the Cayman Islands saw the return of community transmission of Covid-19, the spread of the Delta variant placed significant pressure on our schools, business, health sector and front line entities. During this period, the Ministry performed well, delivering on critical projects while we learned to live and work with Covid-19.

While Ministry entities like Customs and Border Control and Travel Cayman were on the front line of the fight against Covid-19, every agency across the Ministry worked hard to keep pace with demand for services while working within protocols that help to mitigate the Covid-19 risk to the health and well-being of our employees, their families and our clients.

New Government

The April 2021 General Election saw significant changes in the Cabinet and Caucus members with the incoming PACT Government. Following the government's swearing-in, the then Ministry of Employment and Border Control transitioned into the Ministry of Border Control and Labour and set about implementing the policies of the Hon. Deputy Premier, Chris Saunders, Minister with Constitutional Responsibility for Border Control and Labour.



Through this transition, the Passport & Corporate Services was transferred to the Office of the Deputy Governor and the Ministry also assumed oversight of The Utility Regulation and Competition Office (OfReg).

Strong collaboration among the agencies that make up our Ministry and robust cross-ministry partnerships helped to ensure that we were able to deliver well beyond what our individual resources would allow.

Moving forward: quality of service

Moving ahead, the Ministry will lead the charge to deliver on the outcomes set out by the PACT Government, continuing the development of an effective and efficient administration, enhanced service delivery, improved compliance and enforcement. Progressing the amendments to labour, pension, immigration and border control legislation. Accelerating the use of technology to automation to streamline border control while forcing resources, including public-private partnerships on employment and workforce development, ensuring that Caymanians have the first option for employment and upward progression.

I extend my heartfelt thanks to every civil and public servant 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



Ministry of Border Control & Labour

Departments Overview

Cayman Islands 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 Act and accompanying Regulations. CBC is also responsible for the management of travel and trade.



Department of Labour 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 and pension compliance within the private sector.

Travel Cayman (TC)

Travel Cayman Department (TC) is the public sector agency responsible for the oversight of inbound vaccinated/unvaccinated travellers into the Cayman Islands.

Workforce Opportunities and Residency Cayman (WORC)

The Department of Workforce Opportunities & Residency Cayman (WORC) 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.



About the Ministry of Border Control & Labour

The Ministry is responsible for providing policy direction on matters relating to law enforcement, border control, labour and pension compliance, workforce development, employment of Caymanians, contributing to national security, economic prosperity and the well-being of the community through effective immigration controls, delivery of workforce readiness programs and enforcement of workplace safety and employment standards.

This is achieved through collaborative working relationships and monitoring the overall performance of all departments, striving 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 and Residency Cayman (WORC)
- Travel Cayman (TC)

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
- Labour Tribunal
- Labour Appeals Tribunal



Cayman Islands Customs & Border Control

ANNUAL REPORT 2021



Message from the Director

Charles Clifford, Mbe, JP

Customs & Border Control

As the Director of the Customs and Border Control Service (CBC), I am pleased to present our 2021 Annual Report.

At the conclusion of the 2021 financial year, CBC was approaching its third birthday on the 1st February 2022. 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.



Central to our change programme was the finalization of our 5 year CBC Strategic Plan 2022 - 2026 which came into effect in January 2022. I am pleased to report that our Strategic Plan was produced in-house to minimize costs and ensure that all staff were actively engaged in establishing the future vision of CBC. It contains three focus areas, nine strategic objectives, 40 projects and five annexes.

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 inclusive of the Cayman Islands Coast Guard, WORC, Her Majesty's Cayman Islands Prison Service, United Kingdom Border Force, Federal Bureau of Investigation and Drug Enforcement Administration in seeking to secure our borders.

As an organisation we continue to enhance our service standards through a number of strategies, including but not limited to, a programme to continuously upgrade our IT infrastructure, the introduction of Self-Service Kiosk at the airport and online declarations and payments. I am also pleased to report that our Customer Support Center, which further facilitates our customer focused approach, is now well established and resourced to deliver world class customer experiences.

The 2021 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 87,779 arriving and departing air passengers and in excess of 295,000 cargo declarations, while effectively managing the associated risks. As a result of COVID-19 related travel restrictions, there was a 32% increase in imports over the previous year and this was effectively managed through the redeployment of some CBC staff from the airport to our Trade and Revenue Portfolio. 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.

However, we remain mindful of constantly changing smuggling methodologies and this was even more pronounced during the COVID-19 pandemic. However, we are committed to advancing our various strategies with the goal of making compliance easy to do and hard to avoid.

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 2021 Annual Report informative and instructive.

Sincerely,
Charles E. Clifford, MBE, JP
Director



About Us

The Customs & Border Control Service primary statutory responsibilities and powers are laid out in the Customs and Border Control Act (2022 Revision), Customs Tarriff Act (2017 Revision) and accompanying Regulations as well as the Misuse of Drugs Act (2017 Revision).

Specially, Section 5 of the Customs and Border Control Act (2022 Revision) 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 Act (2022 Revision) 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:

- Customs & Border Control (Visas, Entry and Landing) Regulations 2019
- Customs and Border Control Act (2022 Revision)
- Customs and Border Control (Money Declarations and Disclosures Regulations, 2019
- Immigration (Transition) Act (2022 Revision)
- Customs Tariff Act (2017 Revision)
- Advance Passenger Information Act, 2018
- Advance Passenger Information (Amendment) Act, 2018
- Animals Act (2015 Revision)
- Health Practice Act, (2021 Revision)
- Pharmacy (Poisons and Restricted Pharmaceuticals) Regulations, (2017 Revision)
- Misuse of Drugs Act, (2017 Revision)
- Proceeds of Crime Act, (2020 Revision)
- Copyright (Cayman Islands) Order, 2015 (SI 2015 No 795);
- Endangered Species (Trade and Transport) Regulations, 2015; and
- Export Duty Act (1998 Revision)
- Control and Management of COVID-19 Regulations

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 Act (2020 Revision)

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 Act (2018 Revision) and the Personnel (Amendment) Regulations, (2022 Revision).

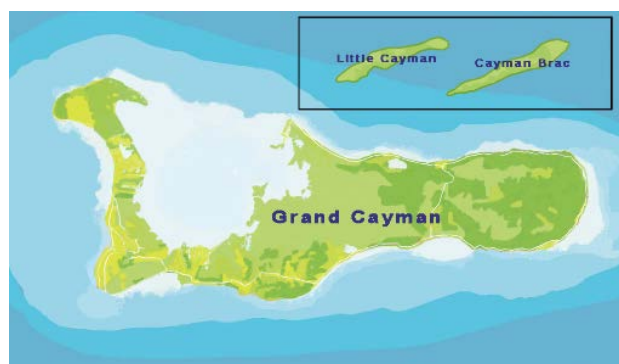


Report Summary

This report is written for the Chief Officer for inclusion in the Ministry of Border Control & Labour Annual Report for tabling in the Parliament. It contains information about Key statistics and trends impacting the Customs and Border Control Service.

This report provides:-

- Information on the demographics of CBC as of 31st December 2021.
- Information on Management Discussion and Analysis, Scrutiny from Parliament and Public, Cross Government Commitments and other associated information for 2021.
- Information on CBC's future plans.





Our People



At the end of the 2021 fiscal year, the Cayman Islands Customs & Border Control Service has 224 employees; with approximately 99% of the number of persons employed being Caymanians.

Leading CBC is Director Charles Clifford who continues to embody the true meaning of leadership. Examples of this include, being the first member of CBC to receive the COVID-19 vaccination and ensuring the completion of CBC's five-year strategic plan for 2022 implementation. His leadership

capabilities contributed to his appointment as a Member of the Most Excellent Order of the British Empire (MBE), an honour bestowed on him by the Governor in June 2021.

Movement of Our People

As at 31st December 2021, CBC had 25 funded vacant posts as a result of vacancies carried forward from 2020; and resignation, retirement and death during 2021.

The summary of 2021's leavers report includes the following:

- 8 Resignation/Retirement/Termination
- 2 Retired
- 5 Resigned
- 1 Deceased

As a result of the continued pandemic and staffing issues within the Human Resource unit, recruitment to fill vacancies did not commence until the last quarter of 2021.





Our Fallen Star

On Friday, 24th September 2021, CBCO Jessus Ebanks was tragically killed in a motorcycle accident in West Bay, minutes away from his home, while still wearing his CBC uniform.

The Cayman Islands Customs & Border Control Service, Ministry of Border Control and Labour and The Cayman Islands Government united to support the family, friends and loved ones of CBCO Ebanks.





Our Super Stars among our Stars

The below stars within 2021 were highlighted for their excellence.

MERITORIOUS SERVICE RENDERED

EZRON ANDERSON
Acting Assistant Director

EMPLOYEE OF THE MONTH & CHIEF OFFICER AWARD

ERIKA BODDEN
*Senior Customs &
Border Control Officer*



EMPLOYEE OF THE MONTH & CHIEF OFFICER AWARD

ESTINA HAMIL
*Customs & Border
Control Officer*

EMPLOYEE OF THE MONTH & CHIEF OFFICER AWARD

SHANETTE RANKIN
*Customs & Border
Control Officer*



Scholastic Accomplishments

KISHANA WHITTAKER, *Customs & Border Control Officer*

Completed her ILM 3 Leadership and Management Programme in one (1) week

YOANIA EBANKS, *Customs & Border Control Officer*

Achieved her Bachelor of Arts with Honours Class II in Business Management from University of Essex

JANNELLE JOHNSTON, *Accounts Officer*

Achieved her Bachelor of Science in Business Administration with a minor in Human Resource from University College of the Cayman Islands. Additionally, she received an award for Academic Excellence from the Cayman Islands Society for Human Resource Professionals





Community Outreach/ Involvement & Employee Wellness and Engagement

The Cayman Islands Customs & Border Control Service is committed to the wellness, engagement and prosperity of our staff and our community.

Within 2021, CBC

- Donated food, clothes and other essential supplies to the individuals affected by the hurricane in Honduras
- Provided financial support to the family of our fallen officer, Jessus Ebanks
- Provided financial support to Mr. Howard, known as Juicy wife's medical expense
- Provided financial support to Cancer Society
- Provided financial support to Hospice
- Provided school goods - Stuff the Bus

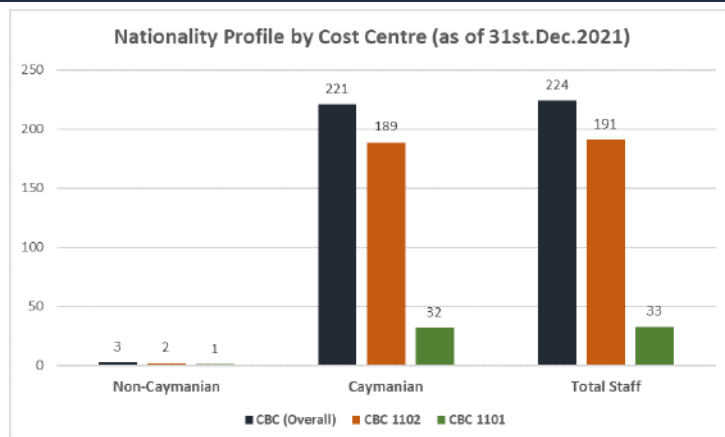


Personnel Profile

The below data tables provide detailed information on CBC's personnel profile by department and is further broken down by cost centers. Personnel profile includes:

- Nationality
- Number by function
- Gender
- Age

	Nationality Demographic (as of 31st Dec. 2021)	
	#	% of Staff
Caymanian	221	98.7%
Honduran	1	0.4%
Jamaican	2	0.9%
Total	224	100



CBC Operated Two Cost Centers

1. Admin operated under cost center 1101
2. Border Security under cost center 1102.

CBC Staff Demographics (as of 31st Dec. 2021)			
	Caymanian	Non-Caymanian	Total
CBC 1101			
Male	12 (92%)	1 (8%)	13 (39%)
Female	20 (100%)	0	20 (61%)
Total	32 (97%)	1 (3%)	33 (100%)
CBC 1102			
Male	100 (99%)	1 (1%)	101 (53%)
Female	89 (99%)	1 (1%)	90 (47%)
Total	189 (99%)	2 (1%)	191 (100%)
CBC (Overall)			
Male	112 (98%)	2 (2%)	114 (51%)
Female	109 (99%)	1 (1%)	110 (49%)
Total	221 (99%)	3 (1%)	224 (100%)

CBC Staff Compliment (as of 31st Dec. 2021)			
	Caymanian	Non-Caymanian	Total
HoD	1 (100%)	0	1 (100%)
Deputy Directors	5 (100%)	0	5 (100%)
Assistant Directors	14 (100%)	0	14 (100%)
Senior CBC Officers	33 (100%)	0	33 (100%)
CBC Officers	116 (98%)	2 (2%)	118 (100%)
Admin/Support Staff	52 (98%)	1 (2%)	53 (100%)
Total	221 (99%)	3 (1%)	224 (100%)

Age Demographic (as of 31st Dec. 2021)		
	#	% Staff
18-24	4	2.0%
25-34	56	25.0%
35-44	59	26.0%
45-54	70	31.0%
55-60	18	8.0%
Over 60	17	8.0%
Total	224	100%



Training Our People

Key Objective

To develop CBC's skill bank – build capability and capacity and strengthen policies and systems that support talent development.

CBC has twenty-one (21) employees who are completing higher academic studies from certificates to MSc. During the period January to December 2021 CBC employees were involved in 70 training initiatives/conferences. A breakdown of the 70 training initiatives shows thirty (30) were face to face with twenty (20) being in-house. Additionally, we learned new ways of delivering/receiving training which saw more than average participation. Consequently, there were twenty (20) virtual/ online classes.

Management Discussion and Analysis

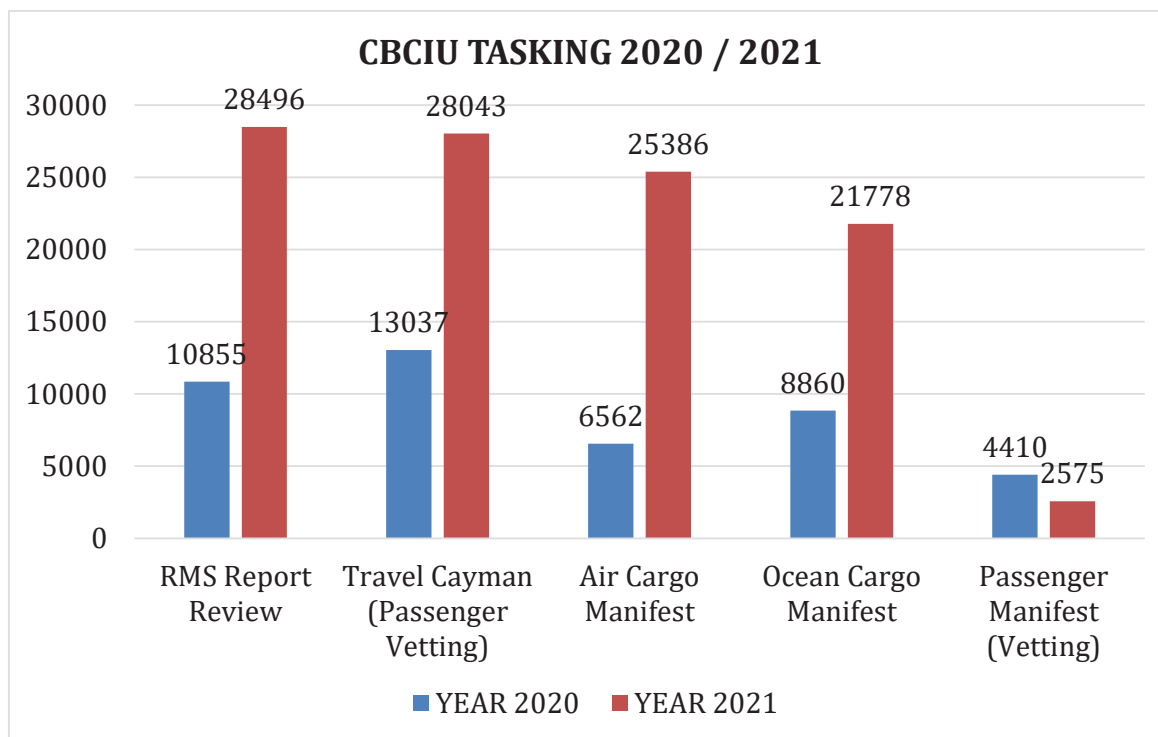
Intelligence Portfolio

Throughout 2021, the CBC Intelligence Unit ("CBCIU") continued to provide seamless support to the various Units / Sections / Offices within CBC including external stakeholders. This was despite and in the face of the restrictions, challenges and overall impact of the global pandemic. As was the task in the past couple of years, CBCIU have continued its course of assisting and enabling as is central to its culture. Support was also sought from and extended to our regional and international Law Enforcement partners.

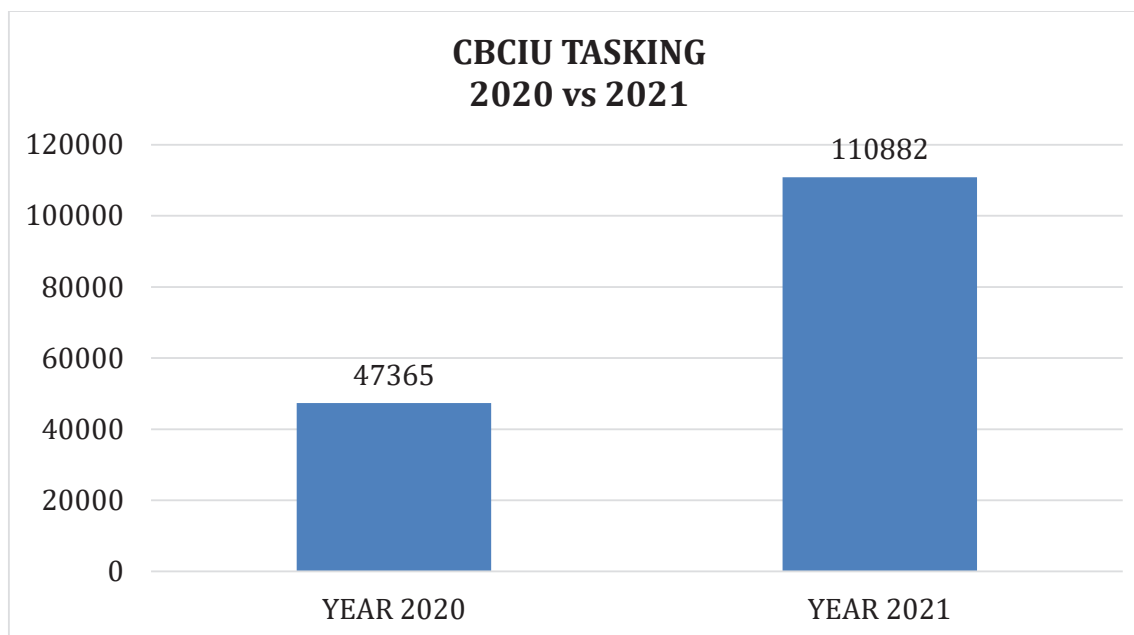
As it relates to tasking, there was a significant increase in travel vetting as travel restrictions decreased and the Cayman Islands entered into the various strategic phases of the border reopening plan. During this period of travel vetting, the CBCIU refused a number of unscrupulous applicants, resulting in travel authorization denial. Without this pre-arrival vetting, these travelers would have arrived in the Islands. There was also an increase in cargo manifest scrubbing due to the increase in imports. CBCIU also detected a number of fraudulent work permit licenses and fraudulent vaccination cards through the pre-vetting process. Overall the Unit continues to function as best as possible in mitigating the many risk posed to our borders despite the various limitations. Analysis as well as intelligence development is and will remain a key CBCIU task. By embracing analysis and understanding it to be an action that transforms raw data into more useable intelligence, CBC's frontline and management cohort will be better served.

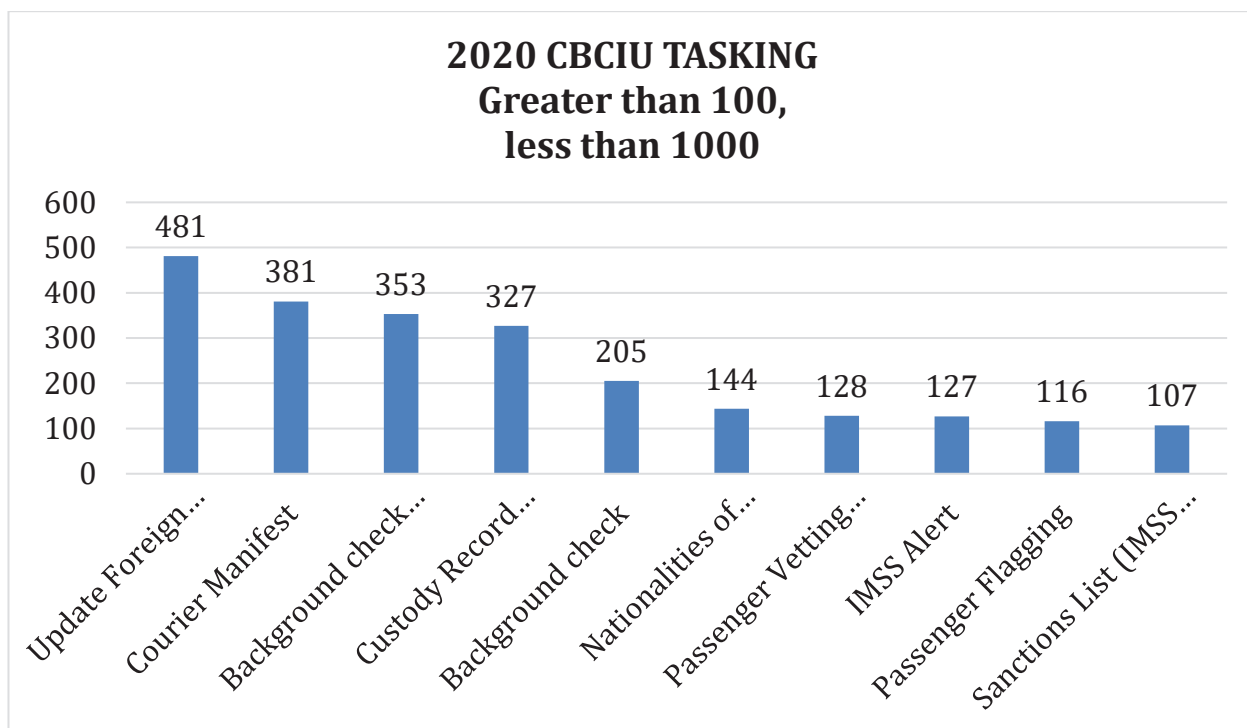
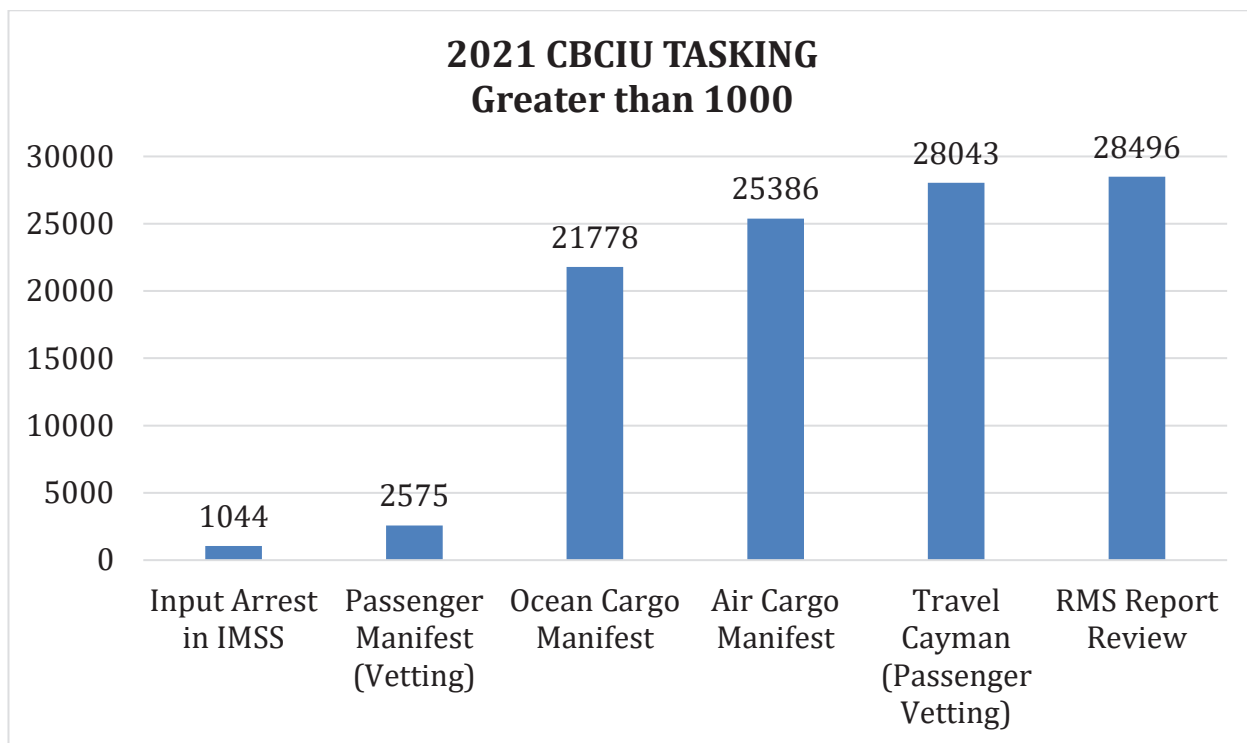


For a two-year comparison, please see top five tasks below that was carried out by CBCIU for 2020/2021:



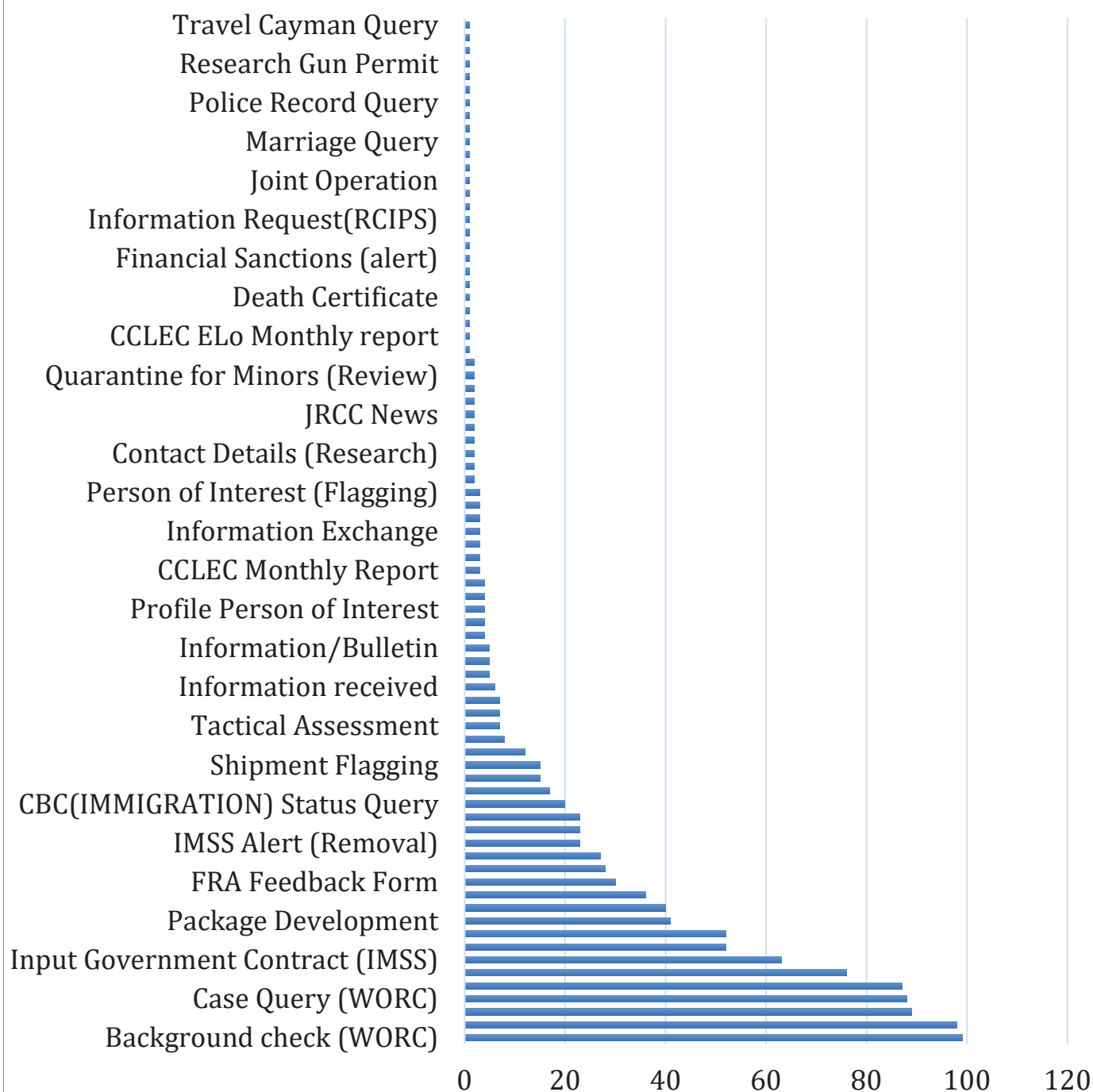
The following depicts that CBCIU saw a 134.101% tasking increase:







2021 CBCIU TASKING 1 to 100





Enforcement Portfolio

The Narcotics Enforcement Team ("NET") is tasked to operationally manage and counter cross border movements of illegal drugs, firearms and other restricted and prohibited commodities including an arrival and post arrival settings. The scope of responsibility also encompasses prevention and detection of other CBC related offences. The unit is charged with managing all such related investigations and court procedures.



In keeping with the organizations mandate, outputs will reflect a focus on the use of intelligence and working within the parameters of sound risk management principles. Coverage and manipulations will include pre and post arrival activities and the coordination of joint operations with local and overseas law enforcement partners.

Statistical Highlights

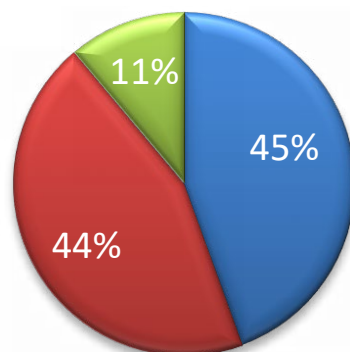
LOOKING BACK - 2021 ACHIEVEMENTS AND CHALLENGES

TOTAL INVESTIGATIONS				TOTAL ARREST			
7				11			
DRUGS	F/ARMS	AMMO	OTHER	CYM	JAM	USA	OTHER
7	0	0	0	5	6	0	0

DRUG ARREST	QTY	WEIGHT GRAMS	WEIGHT LBS
Total Drug Arrest	11	-	-
Drug Arrest for Cocaine	4	658.28	1.45
Drug Arrest for Ganja	4	12.520	27.6
Drug Arrest for MDMA Ecstasy	3	78.81	0.17



Narcotics Identified 2021



■ GANJA
■ COCAINE
■ ECSTASY

GANJA



Cannabis, also known as Marijuana among other names, is a psychoactive drug from the Cannabis plant used for medical or recreational purposes. The main psychoactive part of cannabis is tetrahydrocannabinol (THC), one of 483 known compounds in the plant including at least 65 other cannabinoids.

Washing Machine & Dryer discovered being shipped from Canada to a Caymanian male resident in GCM. Both items were found to contain 27.5 lbs. of ganja. (Matter is still ongoing NOT to be disseminated)

COCAINE

Cocaine also known as Coke is a strong stimulant mostly used as a recreational drug. It is commonly snorted, inhaled as smoke or dissolved and injected into a vein. Cocaine is addictive due to its effects on the reward pathway in the brain. After a short period of use there is a high risk that dependence will occur. Cocaine sold on the street is commonly mixed with local anesthetics, cornstarch, quinine or sugar which can result in additional toxicity.



1.6 lbs. of Cocaine recovered from a Passenger arriving through the ORIA from Jamaica. Cocaine concealed in can of cheese.

ECSTASY MDMA Methylenedioxymethamphetamine (MDMA)

MDMA commonly known as ecstasy or molly is a psychoactive drug primarily used as a recreational drug. The desired effects include altered sensations, increased energy, empathy, and pleasure. When taken by mouth, effects begin in 30 to 45 minutes and last 3 to 6 hours.



MDMA was initially popular in the nightclub scene and at all-night dance parties ("raves"), but the drug now affects a broader range of people who more commonly call the drug Ecstasy or Molly.

147 Ecstasy Pills were recovered from a passenger arriving through the ORIA from Jamaica concealed in the waistline of several jeans' pants.



Firearm Matters

In 2021, there were no firearms recovered, however several rounds of ammunition were retrieved from a public place. Notwithstanding, firearms remain a major issue for the Cayman Islands as gun crimes continue to be on the rise in the Cayman Islands.

During the year, CBC and RCIPS continued joint efforts focusing on drugs and firearms. These efforts are aimed at minimizing the risk at our points of entry and areas where there are known illicit activities.

FIREARMS/AMMUNITION ARREST	QTY
Arrest for Firearms	0
Arrest for Ammo	0
FIREARMS/AMMUNITION RECOVERED	QTY
Firearms	0
Ammunition	13

Canine (K-9) Unit



In 2021 the K-9 Unit consisted of four (4) handlers, including a CBCO K9 Supervisor each with a canine to meet the needs of CBC's responsibilities at and away from the ports of entry. As such, the K-9's are an essential part of CBC's efforts to facilitate the processing of passengers and their luggage, including cargo, aircrafts, vessels, and containers

that may require inspection. The K-9's are nimble / flexible and are able to be utilized in situations where conveyances and commodities are suspected to conceal contraband including currency. This involves moving in and around items in ways that would be physically challenging for officers. The K-9's also contribute to the nonintrusive inspection culture within CBC thus, reducing man power and hours.





Joint Operations

CBCNET and K-9 have developed a very strong relationship with local law enforcement partners. In 2021 a number of joint operations were conducted in close coordination with the Police. These joint efforts were focused on drugs and firearms and were aimed at minimizing the risk at points of entry and areas where the risks for illicit activities were greatest.

Forensic Unit

Introduced circa six years ago, the Forensic Unit continues to support CBC internal services in the form of Crime Scene processing, fingerprint and DNA identification and forensic imaging.

Summary of activities and tasking of the Forensic Unit includes:

- Collection and handling of evidence;
- Preservation of crime scenes;
- Packaging of evidence and items of investigative interest;
- Transportation of evidence and items of investigative interest;
- Documenting physical evidence recovered from Crime Scenes; and
- Crime scene sketching and mapping.



CBCNET assisting the Asylum and Deportation team with transporting Cubans migrants from Cayman Brac to Grand Cayman with CBC Asylum and Deportation Enforcement Team.



**Cayman Islands
Customs & Border Control**



CBC Fraud Enforcement Division (CBCFED)

CBCFED is CBC's office of commercial fraud investigations. There were various impediments and corresponding human resource challenges that plagued this section in 2021. Consequently, this resulted in a number of tasks not being addressed. Despite the challenging situation, the staff of two continued to push forward by working and responding to various reports of revenue fraud and related declaration discrepancies within CBC. There were no shifts in major undertakings and tasks remained relatively constant when juxtaposed to 2020. CBCFED focused on the following during the year in review:

- Shared import and export transaction monitoring to identify fraudulent activities;
- Joint operation involvement with other CBC units;
- Fraudulent incident and post audit investigations;
- Assists with the recovery of debts owed to CBC;
- Preparation of quarterly reports related to fines, penalties, and money declarations;
- Work closely with other units relative Anti-money Laundering / Terrorist Financing (AML/CFT) and like cross border activities; and
- Assists with inputting and updating of the AML/CFT data related to sanctions list of persons.

Investigations conducted by CBC FED

OFFENCE/INCIDENTS	Total Amount
Undervalued Vehicles	2
Other undervalued commodities –electronics, and misc. items such as clothing, shoes, toiletry, etc.	2
Other miscellaneous Investigations (Jewelry)	1
TOTAL INVESTIGATIONS	5



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: -

- Implementation 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



OWEN ROBERTS INTERNATIONAL AIRPORT (ORIA)/ GENERAL AVIATION TERMINAL (GAT)

Airports are 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.

Enforcement and Asylum

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.

Visas

The Visa Section 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.

GEORGE TOWN SEAPORT

The Seaport Section 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.

Freight Security Initiative (FSI)

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.

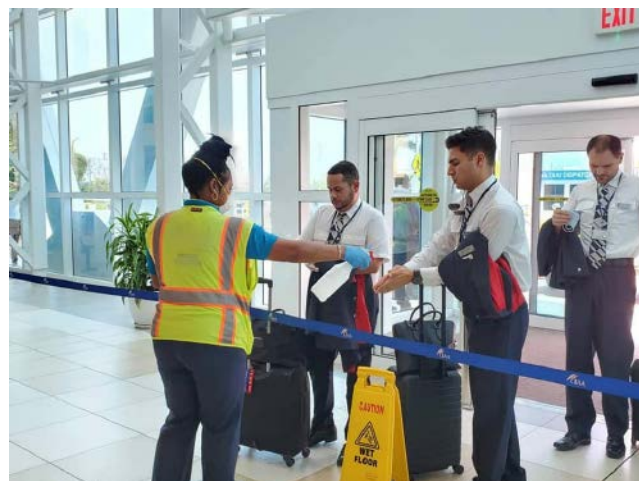




Highlight of Achievements

Owen Roberts International Airport (ORIA)/General Aviation Terminal (GAT)

When reflecting on the past year, 2021 certainly had many challenges for Entry Point 1 at the Airport. Manpower was certainly a challenge the entire year but despite our staffing issues, Entry Point 2 officers were able to maintain a presence at the arrivals and departure halls. Our staffing issues only got worse when we started feeling the effects of the COVID 19 community spread. However, we managed as best we could and maintained vigilance while carrying out our duties. Another challenge we faced was keeping up with our supply of necessary PPE (especially gowns) due to the Island wide demands for such products.



Investigations conducted by CBC FED

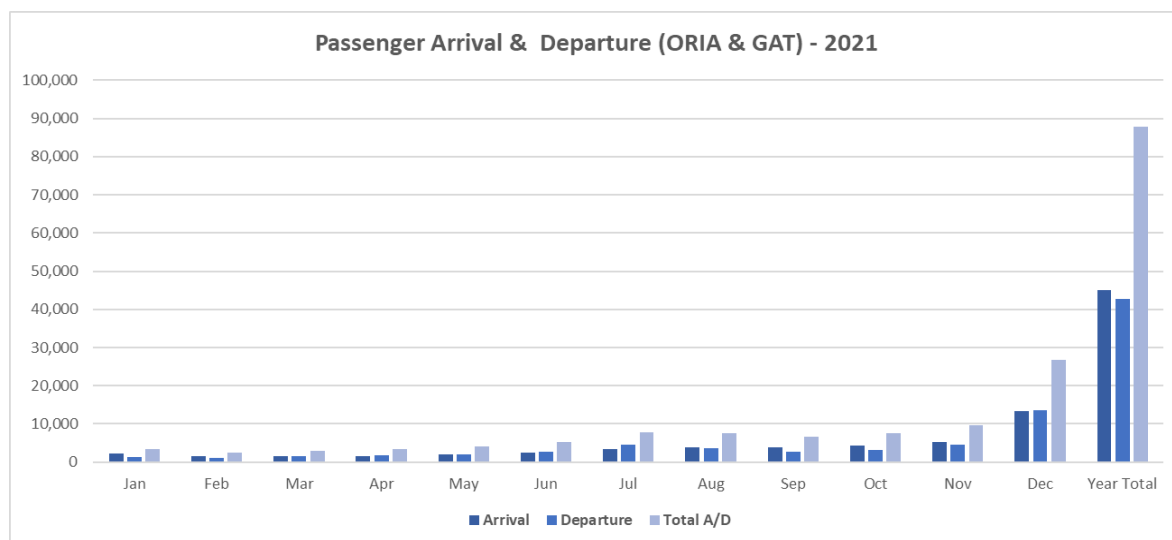
Cash Revenue:	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Alcohol Duties:	648.28	359.94	357.94	485.13	126.09	740.31	149.42	656.75	337.93	464.62	641.26	791.84	5,759.51
Tobacco Duties:	442.48	305.55	553.18	110.45	210.00	84.00	294.00	420.00	617.35	98.43	533.16	2,892.84	6,561.44
Dutiable Goods:	19,737.41	14,243.77	16,178.10	17,323.79	39,913.56	31,332.15	63,457.35	71,708.85	76,593.63	64,151.35	113,001.96	205,900.97	733,542.89
Package Tax:	700.00	508.00	694.00	534.00	1,132.00	890.00	1,484.00	1,854.00	1,908.00	1,860.00	2,984.00	5,544.00	20,092.00
Procedures Fines:	-	-	-	-	-	-	2,000.00	-	1,000.00	-	-	-	3,000.00
Compounded Penalties:	329.10	1,000.00	-	-	-	452.16	901.32	1,456.68	1,272.06	1,361.34	17,479.78	2,308.80	26,561.24
Special Waste Fee:	4.00	-	12.00	2.00	-	8.00	16.00	-	-	-	14.00	2.00	58.00
Special Attendance:	2,310.00	1,050.00	690.00	1,920.00	1,800.00	1,680.00	1,440.00	2,200.00	1,260.00	1,080.00	2,100.00	5,800.00	23,330.00
Airline Fines:	-	-	-	-	-	-	-	-	-	-	-	-	-

Achievements

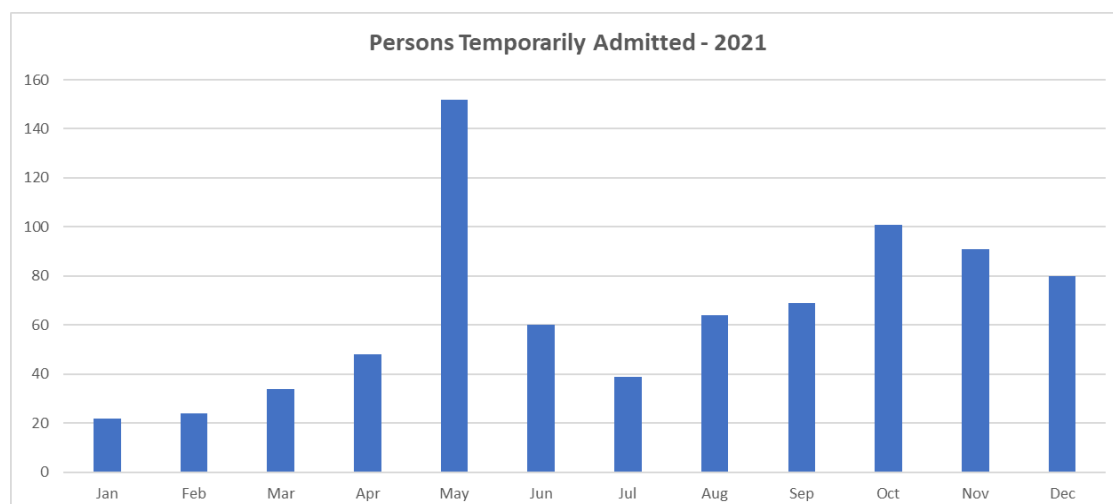


Ministry of
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- Canadian Bank Note Company (CBN) has conducted a train the trainer course on Kiosk operations, resulting in CBC having 4 Kiosk trainers on staff.
- Numerous junior officers have experienced the senior officer duties and has performed well in its role. This has inspired others to work towards said opportunity and has enhanced the efficiency and proficiency of the section.
- 9 Kiosks are now fully operational at ORIA. Eligible users are Caymanians, Visitors, and Permanent Residents with Cayman, US, UK or Canadian passports.



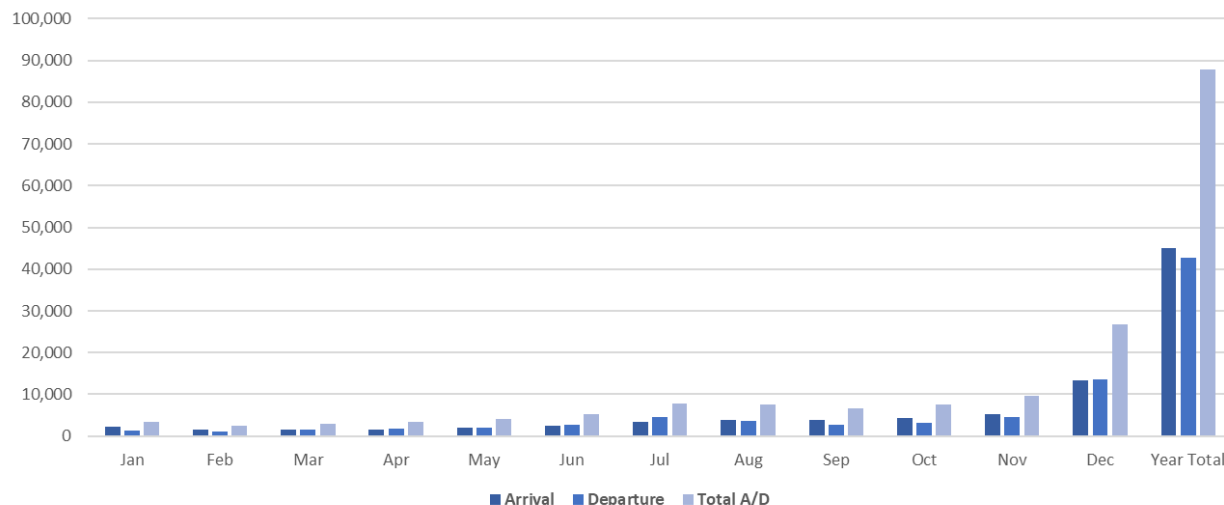
Passenger Arrival & Departure Totals (ORIA & GAT)													
Months	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Arrival	2,158	1,500	1,521	1,509	1,950	2,564	3,348	3,956	3,796	4,223	5,224	13,268	45,017
Departure	1,272	1,041	1,504	1,836	2,113	2,725	4,452	3,660	2,821	3,260	4,494	13,584	42,762
Total A/D	3,430	2,541	3,025	3,345	4,063	5,289	7,800	7,616	6,678	7,483	9,718	26,852	87,840





Achievements

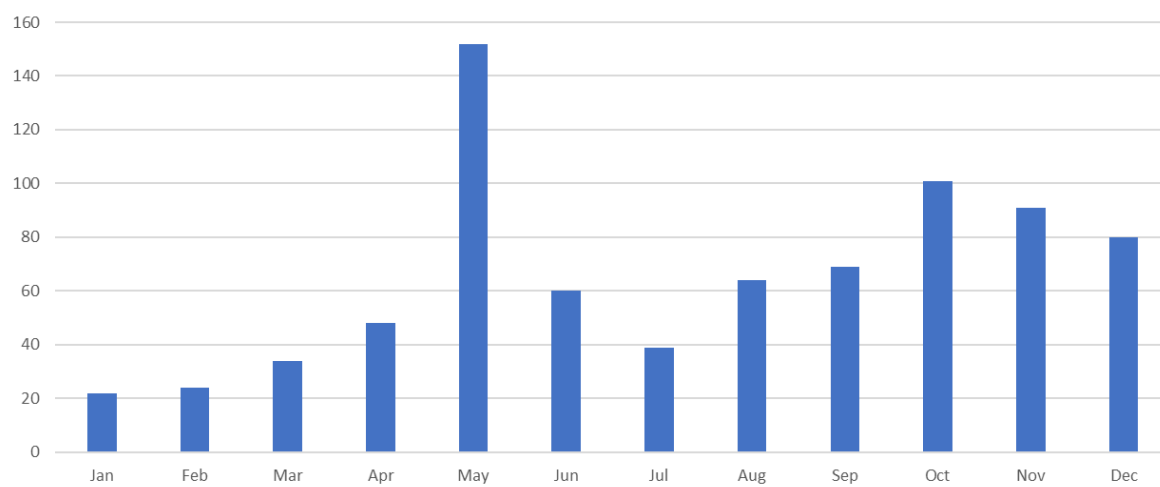
Passenger Arrival & Departure (ORIA & GAT) - 2021



Passenger Arrival & Departure Totals (ORIA & GAT)

Months	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Arrival	2,158	1,500	1,521	1,509	1,950	2,564	3,348	3,956	3,796	4,223	5,224	13,268	45,017
Departure	1,272	1,041	1,504	1,836	2,113	2,725	4,452	3,660	2,821	3,260	4,494	13,584	42,762
Total A/D	3,430	2,541	3,025	3,345	4,063	5,289	7,800	7,616	6,617	7,483	9,718	26,852	87,779

Persons Temporarily Admitted - 2021



Persons Temporarily Admitted

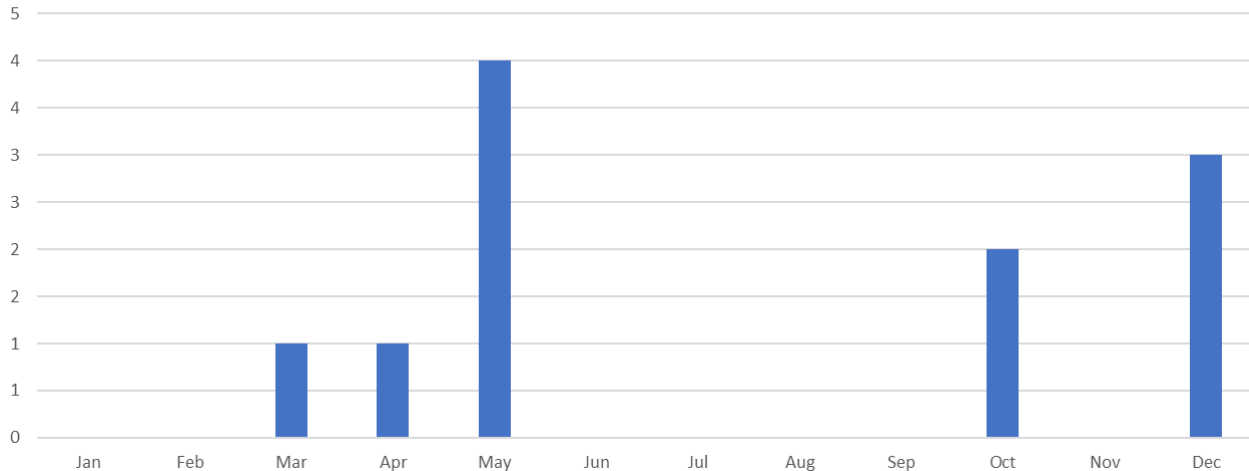
Months	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Amount	22	24	34	48	152	60	39	64	69	101	91	80	784

Achievements



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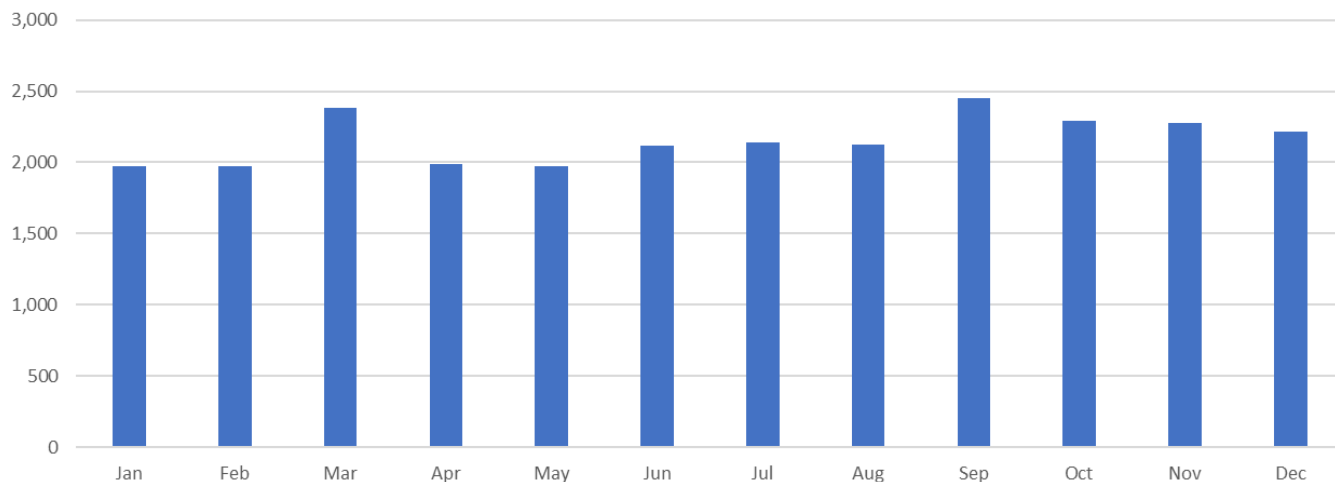
Persons Refused Entry - 2021



Persons Refused Entry

Months	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Amount	0	0	1	1	4	0	0	0	0	2	0	3	11

Visitors Extension Applications Processed - 2021



Visitors Extension Applications Processed

Months	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Amount	1,974	1,973	2,386	1,989	1,970	2,116	2,137	2,122	2,451	2,293	2,276	2,216	25,903



Achievements

Airline Fines (Civil Penalties) - 2021



Airline Fines (Civil Penalties)													
Months	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Amount	0	0	0	0	0	0	0	0	0	2	3	1	6
\$ Value (CI)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000.00	\$ 6,000.00	\$ 2,000.00	\$ 12,000.00

Procedure Fines													
Months	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Amount	0	0	0	0	0	0	0	0	0	0	0	0	0
\$ Value (CI)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Visitors Work Visa Applications Processed - 2021



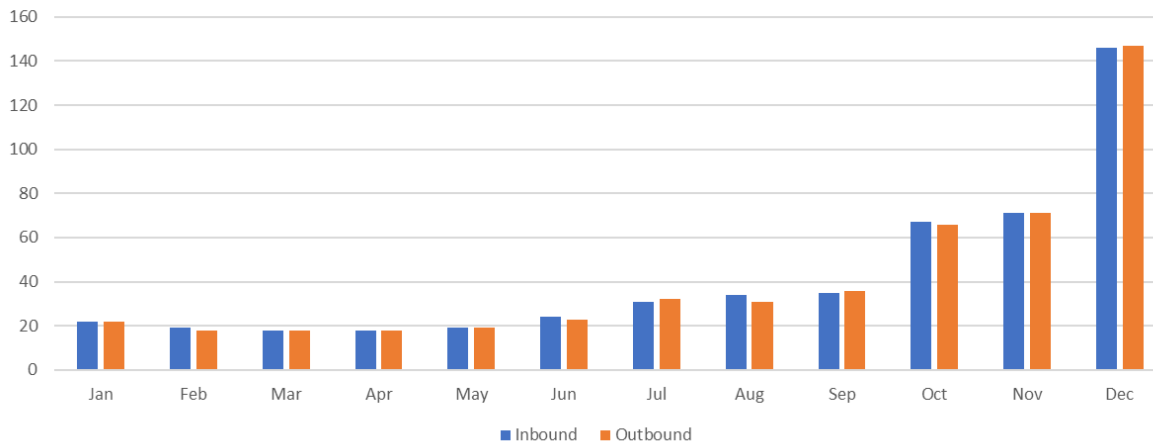
Visitor Work Visa Applications Processed													
Months	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Amount	0	0	0	0	0	0	0	0	0	0	3	18	21
\$ Value (CI)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300.00	\$ 1,800.00	\$ 2,100.00

Achievements



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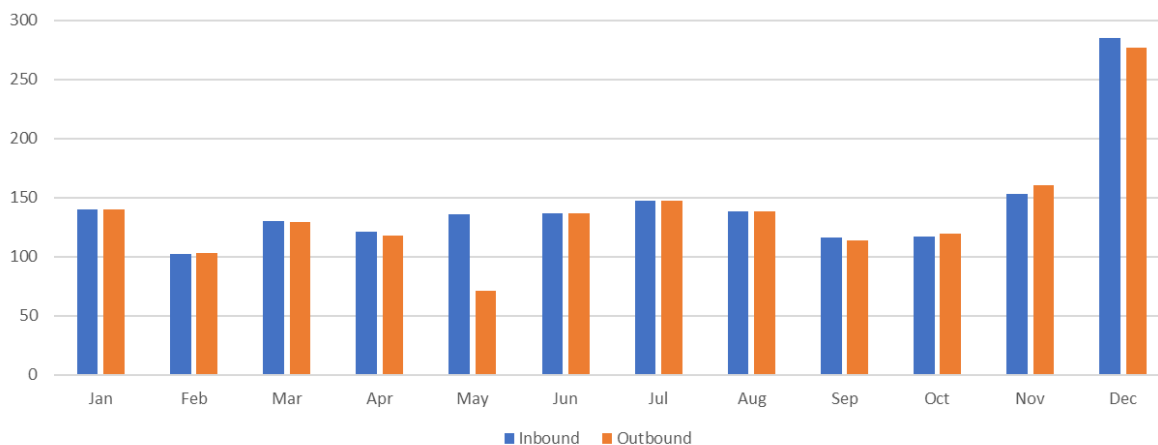
Total Flights Arrivals & Departures at ORIA - 2021



Total Flights Arrivals & Departures at ORIA

Months	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Inbound	22	19	18	18	19	24	31	34	35	67	71	146	504
Outbound	22	18	18	18	19	23	32	31	36	66	71	147	501

Total Flights Arrivals & Departures at GAT - 2021



Total Flights Arrivals & Departures at GAT

Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Inbound	140	102	130	121	136	137	147	138	116	117	153	285	1,722
Outbound	140	103	129	118	71	137	147	138	114	119	160	277	1,653



Enforcement and Asylum

The Enforcement and Asylum Section effected , significantly more arrests for overstaying in 2021, compared with 2020 (818 in 2021 vs 265 in 2020).

More people were arrest in 2021 for:

- Assisting or causing to depart illegally;
- Causing another person to overstay; and
- Causing to overstay, in 2021, just two people were refused to entry the Cayman Islands, compared to 2020, where four people were refused to entry the Islands.

Enforcement and Asylum													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Arrests:													
Assisting or causing to depart illegally	0	0	0	1	0	0	0	0	0	0	0	0	1
Causing another person to overstay	0	0	0	0	0	0	0	1	1	0	0	0	2
Causing to overstay	8	8	1	2	1	0	2	0	0	0	0	0	22
Overstaying	86	45	90	35	57	55	85	73	96	78	67	51	818
Refuse Entry	0	0	0	0	0	0	0	0	2	0	0	0	2

Once again, Jamaican nationals were more prevalent for deportations and Cubans were more prevalent for illegal landing and asylum.



Enforcement and Asylum



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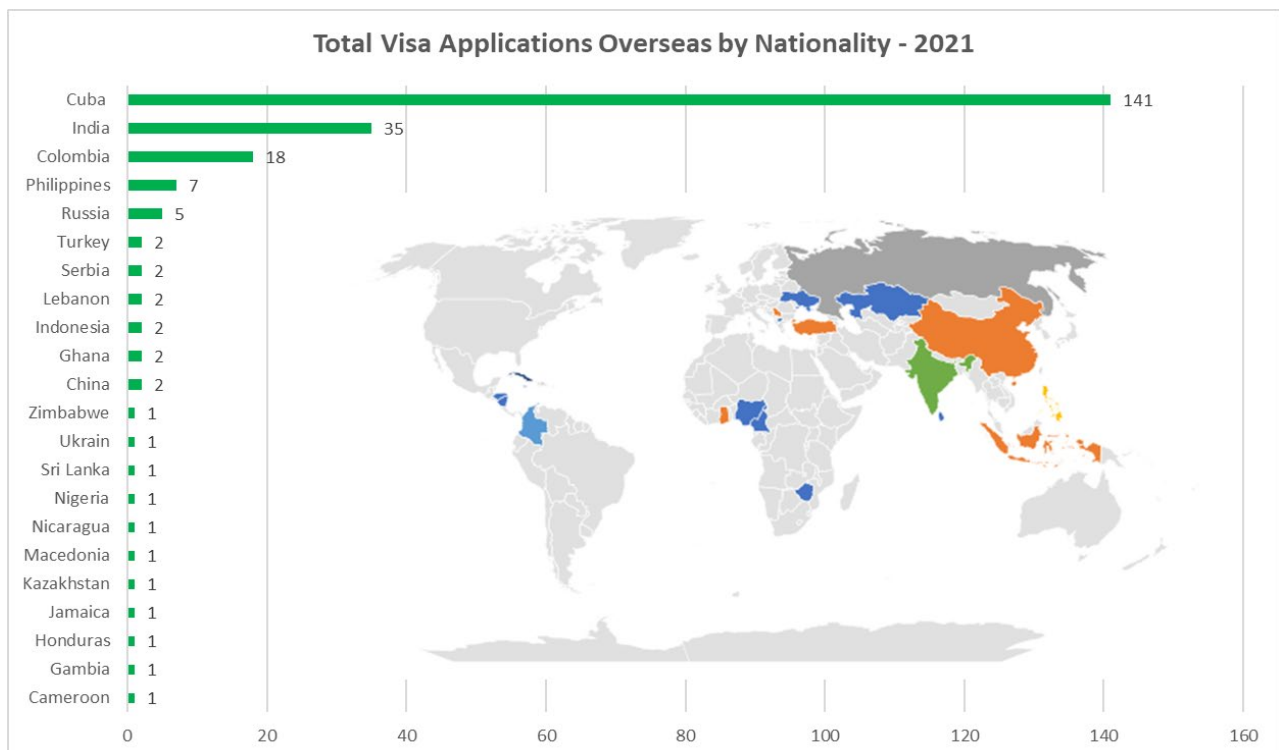
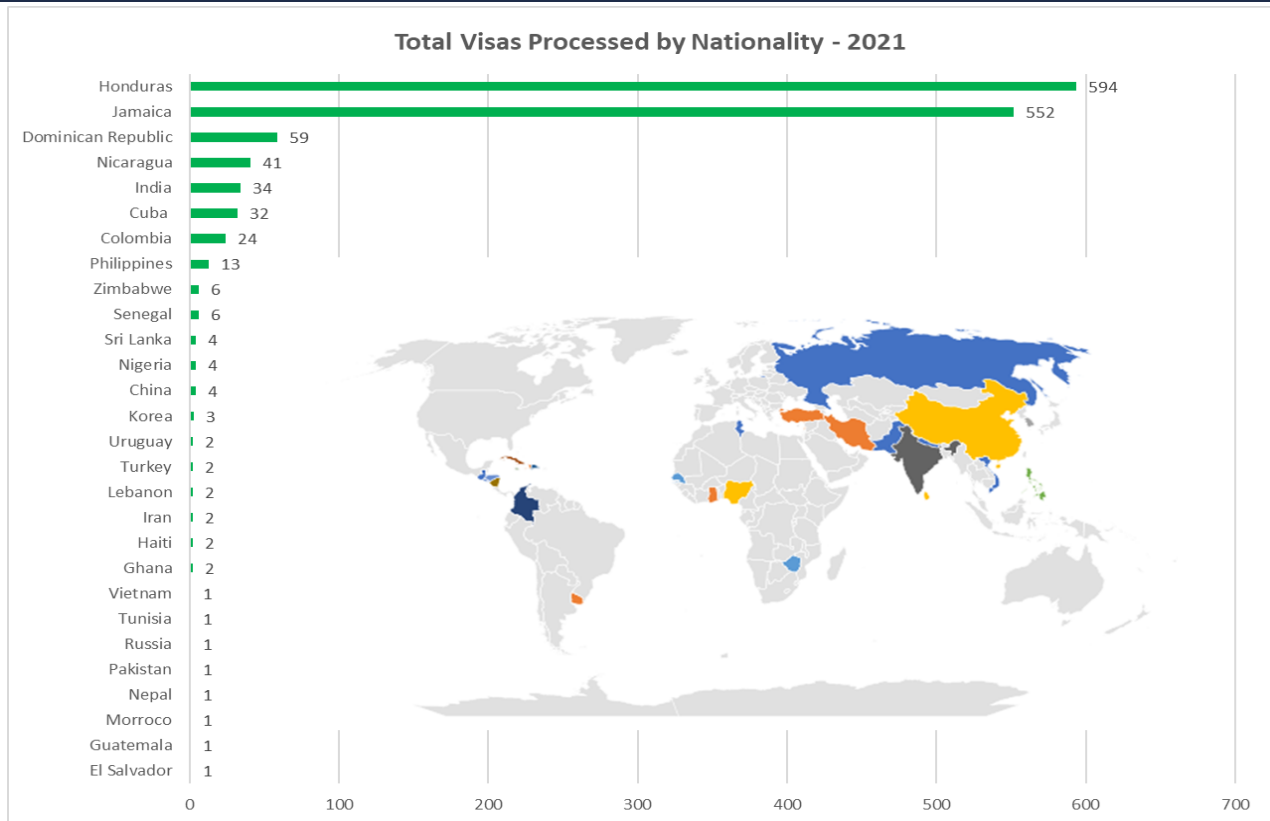
Visas:

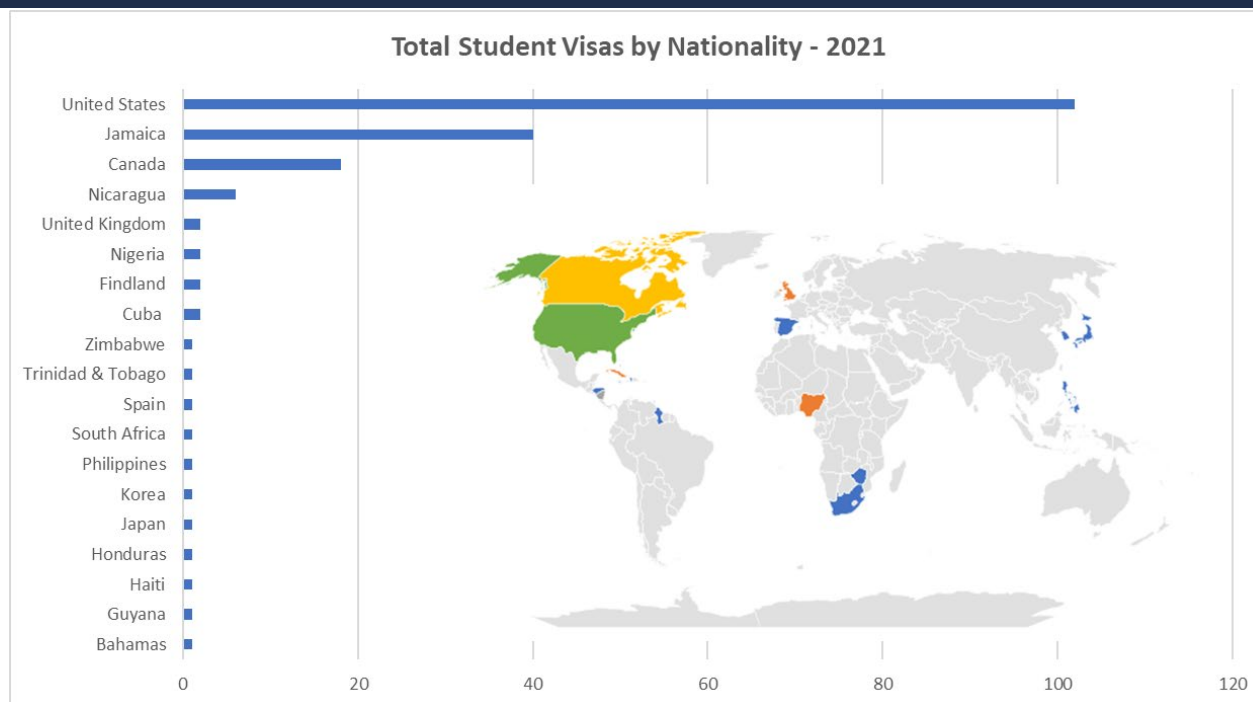
At the Visa Section, the number of applications processed increased compared with 2020. With the gradual opening of the borders, the increase of visitors to the Cayman Islands was noticeable.

Months	Visas												Year Total
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Total Processed	70	38	52	66	123	150	133	95	119	179	203	190	1,418
Application Overseas	4	11	25	24	16	19	7	14	15	16	33	46	230
Visa Waivers	4	0	2	5	1	0	0	2	15	16	0	46	91
Travel Letter	23	27	59	39	83	86	98	46	78	71	180	153	943
Visitor Work Visas	0	0	0	0	0	0	0	0	0	0	0	18	18
Student Visas	9	6	20	16	12	15	24	24	27	11	10	13	187
Visitor Extensions	1,974	1,973	2,386	1,989	2,082	2,116	2,137	2,122	2,541	2,296	2,276	2,216	26,108



Enforcement and Asylum





Seaport

Achievements:

Total import duties collected at Seaport for 2021 from Seafood/Dry goods/Vessels/Special attendance fees for Non-Billable Cargo, Fishing and Private/Special attendance fees for Billable Cargo Vessels and for sale of clearance forms amounted to a grand total of CI\$271,602.07.

Revenue:	
Duties	\$ 187,400.81
CBC Clearance Forms and Other Docs	\$ 604.00
Special Attendance Charges -Billable Cargo Vessels	\$ 74,257.26
Special Attendance Charges -No Billable Cargo Vessels	\$ 9,340.00
TOTAL	\$ 271,602.07

All Cargo Vessels were cleared inward within 20 minutes of berthing, private vessels, fishing and others within 2-3 hours of arrival unless of an emergency.

Clearance:	
Cargo Vessels	20 min.
Private vessels, fishing and other	2-3 hours



Seaport

- **3 temporary import permission were granted to Vessels for 2021**
- **11 verbal warnings were issued to Fishing Vessels and Cargo Vessels for 2021**
- **1 seizure of a Radar Detector found inside of imported vehicle from Japan during search carryout by CBC Seaport Officers.**

A total of 394 inspections were carryout by CBC Seaport Officers for 2021, compared to 345 in 2020 and increase of 49 inspections, these inspections included Cars, Boats/Trailers, Dump Trucks, Excavators, Vans. The bulk of the 394 inspections by CBC Seaport Team were cars/trucks imported from Japan. Vessels searched by CBC Seaport Team and C/NET was a total of 5 and nothing was found during these searches.

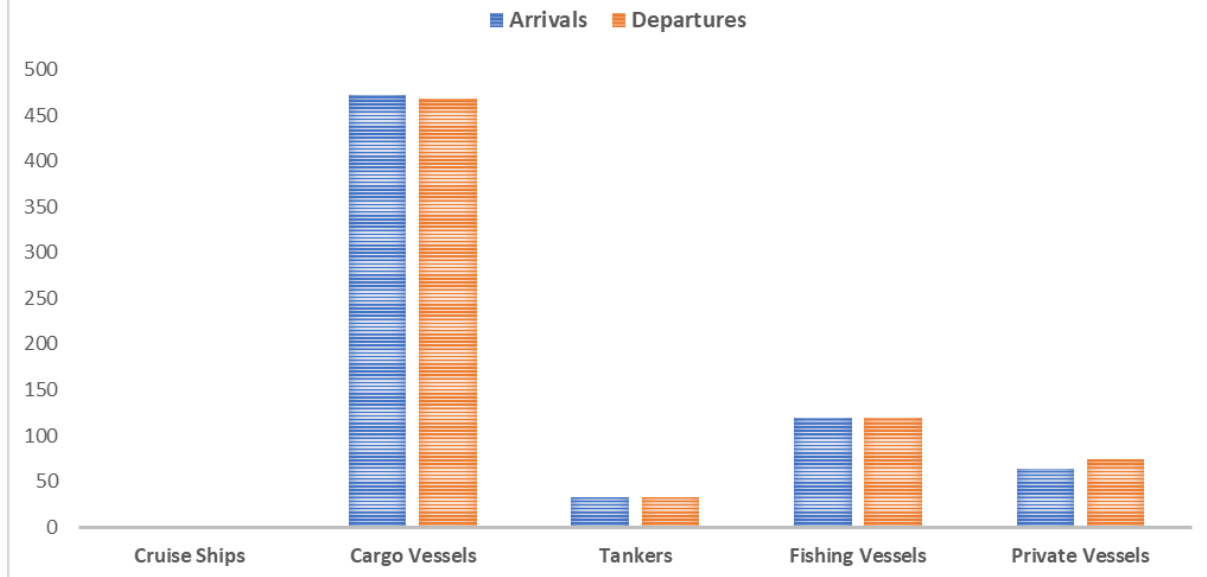
Border Control:	
Searches:	
(#) Passengers	1
(#) Crew Members	8
(#) Verbal Warning	11
Inspections:	
(#) Vehicles	288
(#) Boats & Trailers	31
(#) Other Conveyances	65
(#) Parts and Supplies	10
Seizures:	
Drug Interdiction	0
Other contraband interdiction	0
Weapon and Amm. surrendered	18
Weapon and Amm. returned to owner	12
Other detentions/seizures	3
Number of arrests	0
Intelligence Submissions to Intel Unit	5

Number of Incoming Cargo, Fishing and Private Vessel cleared/processed for 2021 was 687. These numbers are usually higher at CBC Seaport, but were less this year due to our COVID-19 related entry restrictions.

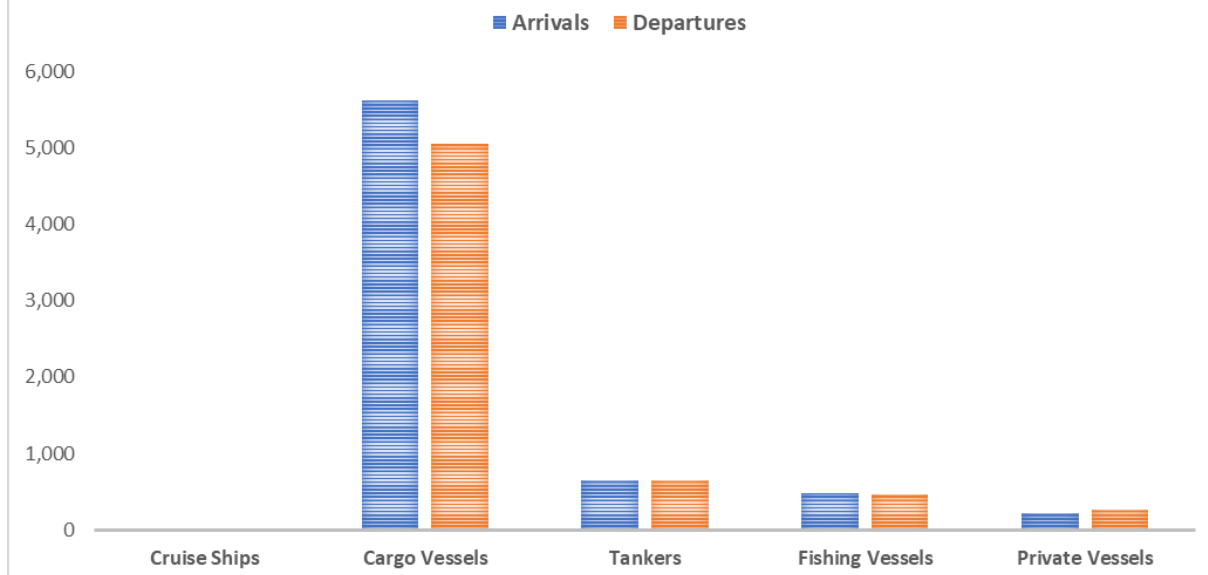
Number of Outgoing Cargo, Fishing and Private Vessel cleared by CBC Seaport Team for 2021 was 661.

No Cruise ship called into Grand Cayman for 2021 due to the ongoing COVID-19 pandemic.

ARRIVALS / DEPARTURES (VESSELS) - 2021



ARRIVALS / DEPARTURES (CREW MEMBERS) - 2021



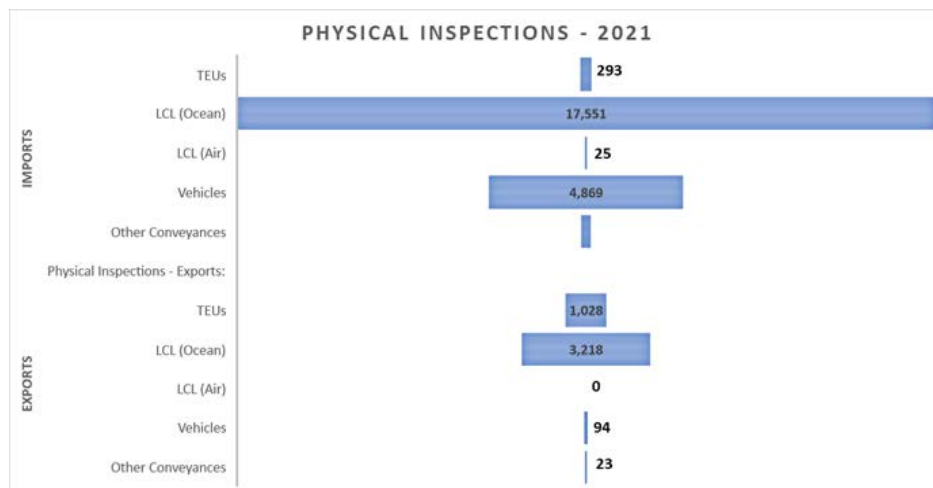


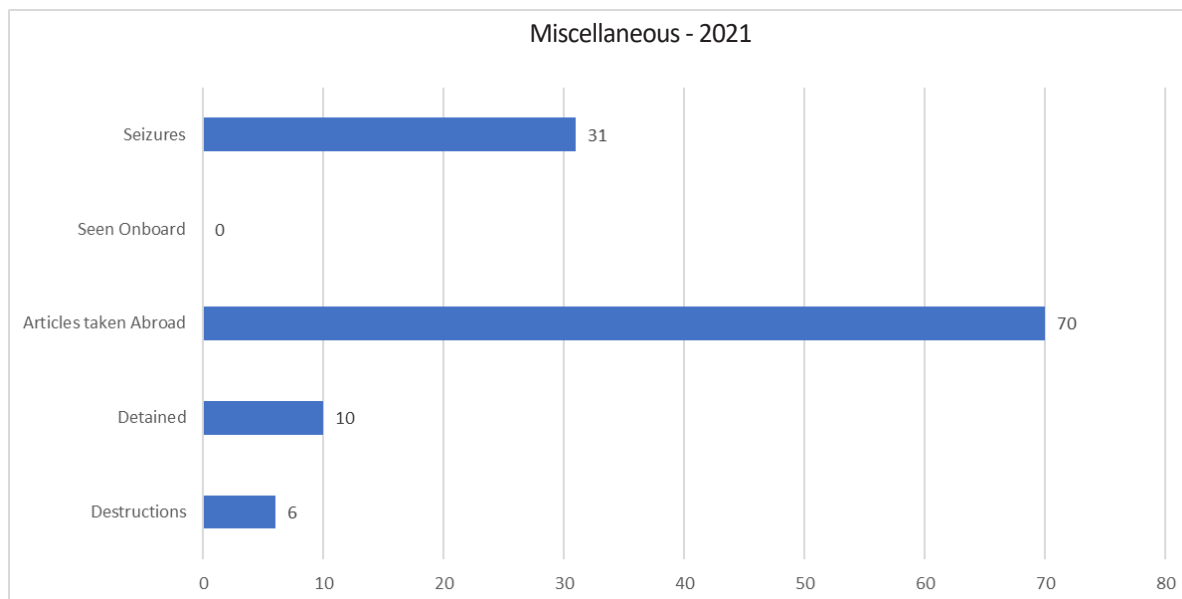
Seaport

Operations (Cargo, Fishing and Private Vessels):	Year Total
Arrivals - Vessels:	
Cruise Ships	0
Cargo Vessels	472
Tankers	32
Fishing Vessels	119
Private Vessels	64
Departures - Vessels:	
Cruise Ships	0
Cargo Vessels	468
Tankers	32
Fishing Vessels	119
Private Vessels	74
Arrivals - Crew Members:	
Cruise Ships	0
Cargo Vessels	5,618
Tankers	649
Fishing Vessels	479
Private Vessels	221
Arrivals - Crew Members:	
Cruise Ships	0
Cargo Vessels	5,051
Tankers	648
Fishing Vessels	460
Private Vessels	264

Freight Security Initiative (FSI):

This section is responsible for containerized and non-containerized cargo inspections, including the inspection of vehicles being imported.





Cash Revenue:	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Additional duties collected - Imports and Exports	\$2,859.36	\$3,587.82	\$ 21,322.21	\$3,190.33	\$5,532.66	\$2,917.88	\$ 4,997.80	\$925.19	\$3,783.06	\$4,136.06	\$1,330.50	\$ 5,669.22	\$ 60,252.09
Special Attendance Fees	\$ -	\$ 678.84	\$ 833.68	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,512.52
Procedure Fines	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Compromise Penalties	\$ -	\$ -	\$ -	\$1,349.83	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$3,059.53	\$15,419.97	\$ 19,829.33

Investigations:	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Written warnings	0	0	0	0	0	0	0	0	0	0	0	0	0
Fraud Unit Referrals	0	0	0	0	0	0	0	0	0	0	0	0	0
C/NET Referrals	0	0	0	0	0	0	1	0	1	0	0	0	2

Searches:	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year Total
Vessels	0	0	0	0	0	0	0	0	0	0	0	0	0
Passengers/Crew Members	0	0	0	0	0	0	0	0	0	0	0	0	0
Import Vehicles	0	0	0	0	0	0	100	0	0	0	0	0	100
Cargo	0	0	0	0	0	0	4	0	0	0	0	0	4



CBC Trade and Revenue Portfolio

Revenue earned at CBC continues to be a major contributor of the overall revenue for the Cayman Islands Government.

The objectives of the Portfolio 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 provide the below:

- Collections (COLL) - is responsible for ensuring that the correct application of tariff classification is done, 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 through the Postal Service.
- InBond (INBD) - is responsible for managing the warehousing of imported goods such as Fuel, Tobacco and Alcohol for local consumption, use and exports.



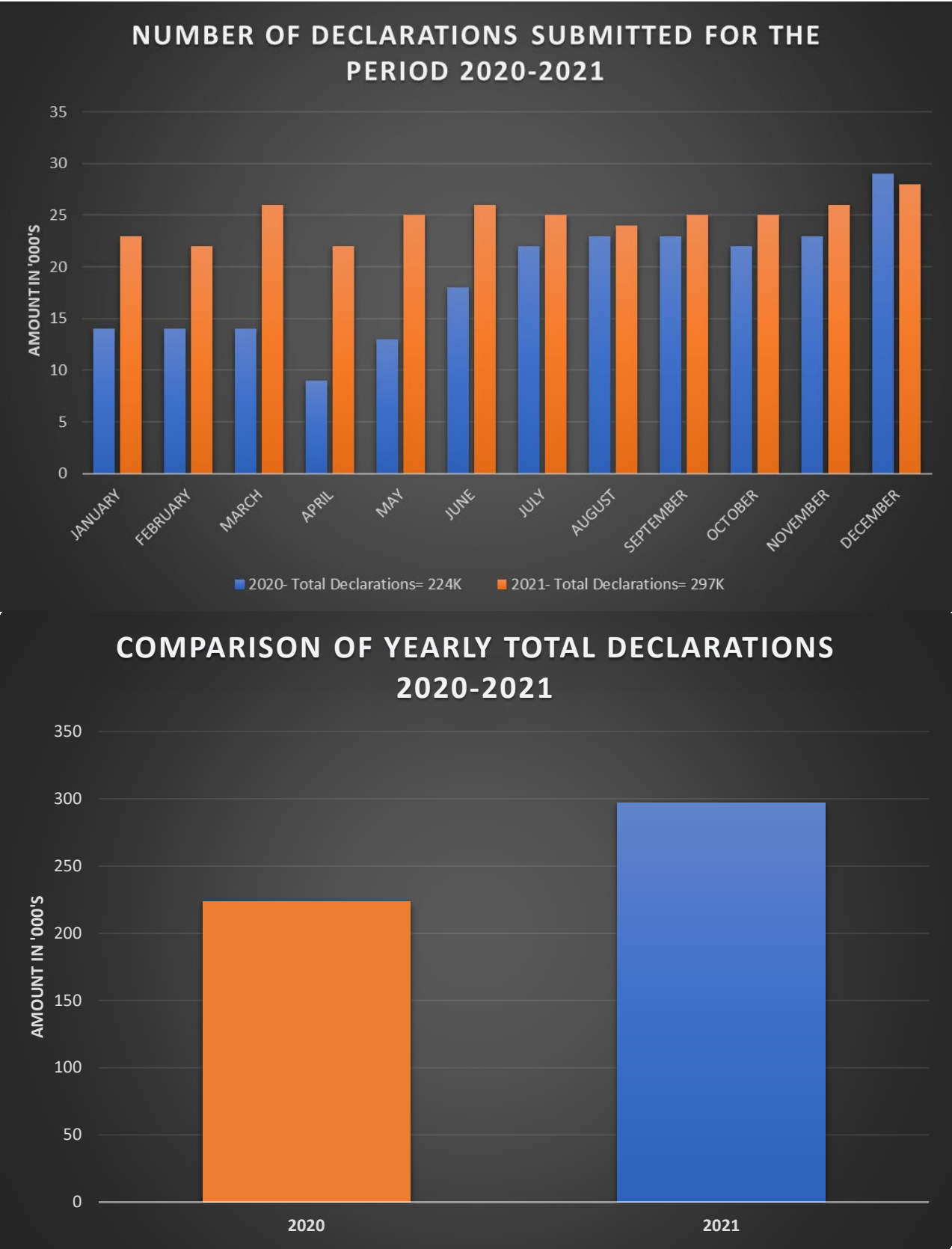
LOOKING BACK

Goals achieved and continuing:

- The 2021 fiscal year saw the expansion of change, and the continued implementation of a robust and purpose-built IT platform, Customs Information Management System (CIMS).

Identified challenges:

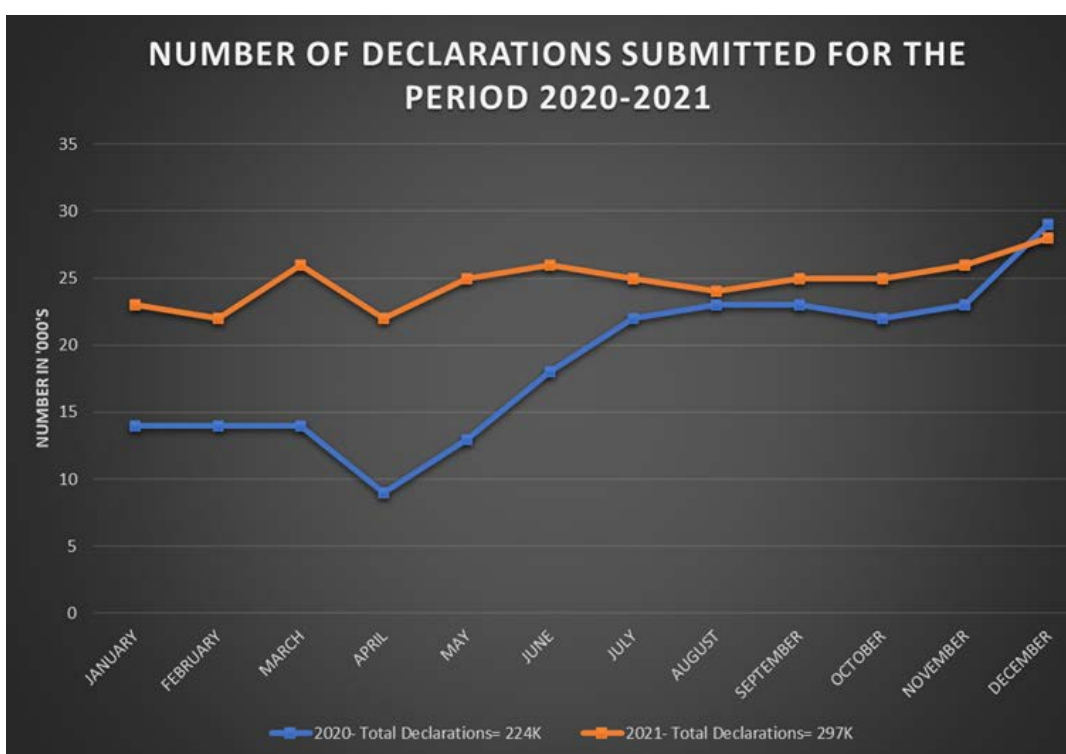
- Due to the global pandemic and restrictions on travel, imports in the Cayman Islands, continued to increase through 2021 but fell slightly in December compared to the same time in 2020. Overall there was a 32.6% increase in import declarations from 224K to 297K over the 2020-2021 period.





CBC Trade and Revenue Portfolio

- The paradigm shift from the traditional passenger imports to using courier and consolidated services produced severe challenges for CBC and the service providers.
- To help mitigate the challenge, resources were redeployed from low demand units to units in high demand, enhancement and use of technology, the streamlining of business processes, and a Customer Support Center were strategies used to manage the increase.



Management Support Services Portfolio

Management Support Services provides strategic, technical, and operational support across the Service. We are responsible for the development and evaluation of operational policy for compliance and non-compliance strategies and for quality assurance of operational processes and the identification of emerging risk.

We continually strive to ensure that there is an efficient, sustainable, agile and engaged Service delivering quality performance. For this we focus on attracting, recruiting and retaining talented employees. Below are the highlights of the achievement within this Portfolio.



Highlight of Achievements

INFORMATION TECHNOLOGY (IT)

KEY OBJECTIVE: Invest in technology to confront emerging threats

Achievements of CBC IT Section's Key Objectives for CBC technology modernization included the following:

- Completed both the Kiosks IT Infrastructure Support plan and Vendor Support Maintenance Agreement, along with the complete deployment and installation of Ten (10) Kiosk Units at the airport's arrival area intended for passenger arrival vetting.
- Completed the Customs & Border Control (CBC) and Computer Services Department (CSD) Customs & Border Information Management System (CIMS) Service Level Agreement (SLA) that established a more robust Information Technology support structure and service standards.
- Completed the relocation and repurposed a number of desktops, desktop phones, laptops, and cell phones for CBC staff for the new Visa Office re-opening to resume normal operations.
- Completed the comprehensive upgrade, installation, and deployment of QMATIC Systems within both the Collections and Visa Offices that restored normal operations and increased customer satisfaction.
- Completed the upgrade of CBC Elgin Avenue Building's network Infrastructure and redundant wireless implementation that greatly enhanced network security and wireless services throughout this CBC location.

Unexpected Achievements as a result of the COVID included the following:

- Completed the IT equipment and infrastructure transition upgrades for significant CBC officer relocations to the Elgin Avenue location, including the relocation of the new Call Center and AML Compliance Office, that facilitate increased CBC internal coordination.
- Completed the IT migration of the Customs Online System (COLS) Sign to e-Services sign-on which effectively integrated this Customs & Border Control (CBC) Service's public-facing COLS System with the Cayman Islands Government's (CIG) central online services platform that facilitated one single sign-on and increased security access to all connected CIG services.



STATISTICS UNIT

KEY OBJECTIVE Improve routine reporting and a centralized data collection system

This objective will achieve with the implementation of regular activity and statistical reporting of activities for all operational units.

During 2021, the following activities were performed at the Unit:

- Customs and Border Control compliance oversight of import and export formalities in Cayman Islands.
- Assignment of National Harmonized Tariff codes for CIMS database system.
- Response to all compliance inquiries from import/export agents, customs brokers, government, national and international organizations, educational bodies and the general public.
- Identifying and assessing international trade compliance risks and exposures and drive necessary controls to adhere to requirements and remediation and prevent trade violations by working closely with importers, traders, customs broker(s), freight forwarders and government authorities.
- Identifying developing and executing best compliance practices, policies, procedures, and processes, along with guidance materials.
- Formulating management techniques for quality data collection to ensure adequacy, accuracy and legitimacy of data.
- Working with various sections within CBC such as Finance, Fraud and IT to identify root-cause analysis through ad-hoc assignments/reports to address customs compliance related issues and takes corrective action where necessary.
- Designs and produces various statistical, analytical and confidential products (reports, maps, spreadsheets, and other documents) using a variety of computer software.
- Maintains a working knowledge of rules governing records dissemination outside the organisation reporting classification standards.
- Maintains data in secure confidential manner. Reviews policies in order to ensure compliance with stated guidelines for reporting and disseminating information. Makes recommendations when changes are necessary.
- Creates and maintains computerized and/or hard copy files of spreadsheets, databases and other reports related to the tactical, strategic, administrative, and intelligence analysis functions.
- Conducts in-depth analysis of all administrative data related to the operation and performance of the organisation.
- Interpret data, analyse results using statistical techniques and provide ongoing reports.
- Develop and implement databases, data collections systems, data analytics and other strategies that optimize statistical efficiency and quality; and improve processes.
- Acquire data from primary or secondary data sources and maintain databases/data systems.
- Identify, analyse, and interpret trends and patterns in complex data sets.
- Filter and "clean" data by reviewing computer reports, printouts, and other performance indicators.
- Aide strategic and or management prioritize business and information needs.
- Attend court when necessary/Testify in court as required.

Data has been centralized and presented in a dashboard format for easy reading and understanding on a monthly basis. Data is accessible and prepared in such a way that facilitates advanced and in-depth analysis, according to management's further needs and requirements.

OPERATIONS UNIT

KEY OBJECTIVES

- Establish new/upgraded CBC facilities, warehouses and irregular migrant accommodations
- Streamline and rationalize CBC's organisational structure and improve its business processes

Analysis of how key objectives were met:

HURRICANE/DISASTER CONTINUITY PLAN:

- Update the existing documents for the department
- Continue to merge Immigration and Customs existing documents
- Research and update the documents
- Meet with Hazard Manager Disaster Officer
- Constant communication with the Deputy Director
- Issuing and collection of personal Data forms from employees
- Ensuring that the Hand-Held Radios are up to date with 911
- Satellite phones are paid up for the year.
- Check the Phone to ensure they are in good working order
- Arrange refresher training on how to use satellite phones for employees.
- Coordinate with the Training Manager on Disaster Training seminars for employees (Defibrillators, First Aid, Fire extinguishers)
- Arrange Inspections & Fire Drills with the Fire Department

UNIFORMS & EPAULETTES

(officers, admin, warehouse, porters):

- Destruction of old uniforms via burning at dump
- Meeting with Deputy Director & Uniform group to discuss Department needs
- Gather personal data i.e. sizes
- Procurement:
 - Obtain samples from suppliers
 - Conduct the selection process for staff/ Management input
 - Obtain quotes
 - Prepare the direct award for sole provider if necessary
 - Prepare the Tender Documents
 - 1) Write the Business Case and get approved
 - 2) Write the RFQ get approved
 - Submit/advertise the Tender via Bonfire
 - Bid acceptance
 - Meet to Discuss, Review, Recommend & Record bids
 - Notify all bidders of the decision
 - Prepare and sign contract
 - Inventory of new uniforms
 - Issue and record new uniforms to staff
 - Follow the Procurement Order



OPERATIONS UNIT *cont.*

VEHICLES

Maintenance:

- Ensure regular Mileage checks by Department of Vehicle Equipment Services (DVES)
- Ensure all vehicles are registered with DVES for 6 month/yearly checks or otherwise – DVES will arrange the appointment to the dealers
- Ensure all incidents/accidents are recorded and reported to the Government the Insurance company and all vehicles taken to DVES for repairs
- Take the vehicles for pre-inspection by DVES prior to the license expiry date
- Obtain a PO for DVDL then take the vehicle to DVDL for Renewal of license

- Return vehicles to users
- Update the fleet list

Guidelines/Policy for Vehicles:

- Continue to update existing information
- Continue to merge Immigration and Customs existing documents
- Research and update the documents
- Constant communication with the Deputy Director
- Continue to create a new document for CBC
- Draft completed submitted for final approval

PROFESSIONAL STANDARDS UNIT

To ensure the public's trust and maintain the Service integrity, as it conducts immediate and objective investigation of all complaints.

Number of PSU investigations dealt with in 2021:

Internal Investigations:	
Total	2
Status	Completed
Reason Investigation was Initiated	Behavioural issues
External Investigations:	
Total	4
Status	3 - Completed 1 - Pending
Reason Investigation was Initiated	2 - reports of unreasonable treatment 2 - unprofessional behavior

ANTI-MONEY LAUNDERING UNIT:

Key Objectives:

- The aim is to detect and address money laundering, Terrorist Financing, and Fraud-related risks.
- Educate all CBC staff on the impact of Money Laundering to the Cayman Islands economy.
- Raise the Anti-Money Laundering profile within CBC.
- Work closer and share information and feedback with local, regional, and international partners.

Money Declarations	
# of Declarations	16
Amount (USD)	\$ 240,229.00

Precious Metals:	
# of Declarations	337
Amount (USD)	\$ 23,335,232.64



SISTER ISLANDS PORTFOLIO

OBJECTIVES



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

Highlights of achievements

- Continued upskilling of Officers – K9 refresher, Performance Management, X-Ray Machine, Safety Management, First Aide, and other training through CARTAC;
- Travel Cayman's QAR team successfully led by CBC for most of the year;
- New X-Ray Machine installed at CKIA (May 2021); and
- Continued work on new office building for CBC.



Challenges

- CBC has no administrative support staff in the Sister Islands and must rely on District Administration for this support;
- The constant flow and threat of irregular migration;
- Lack of fit for purpose migrant detention facility;
- Delay in the completion of new office building; and
- Significant increase in the number of imports (online shopping) to the Sister Islands due to the restrictions on travel.



FINANCE SECTION

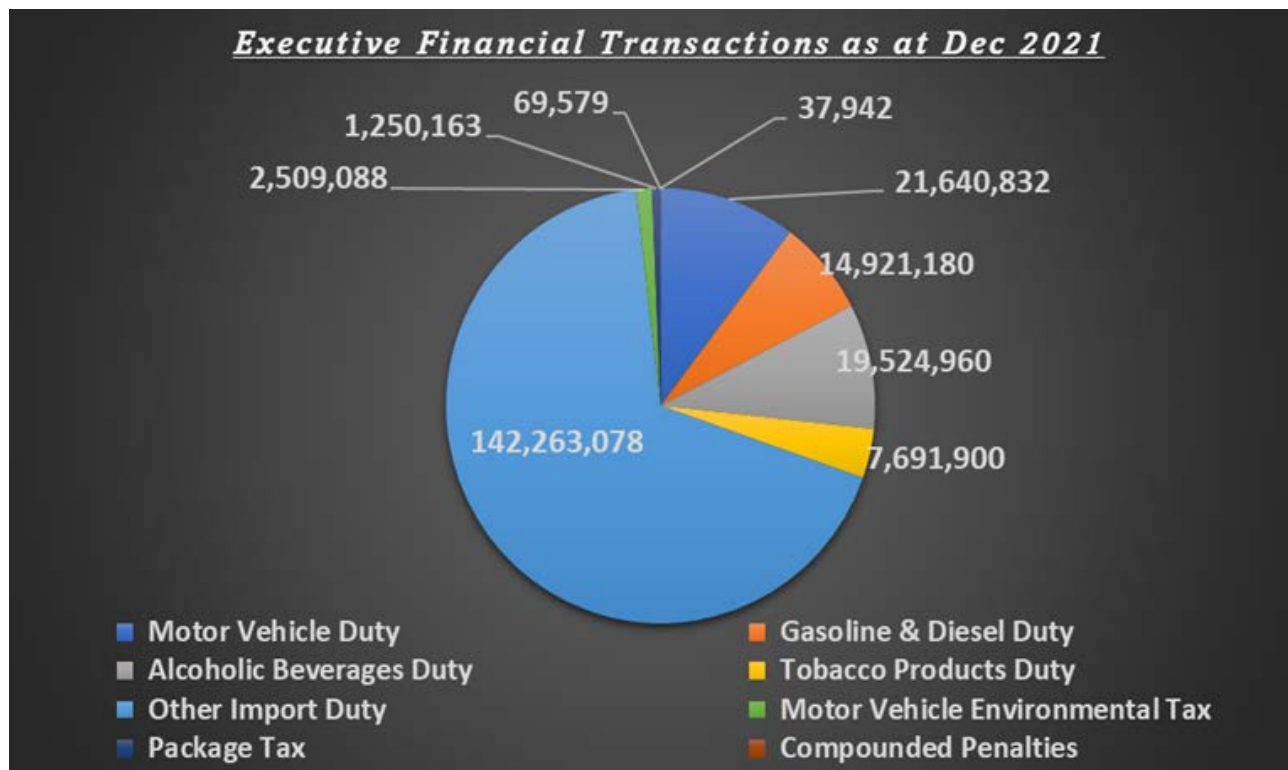
Finance is a standalone Unit which reports directly to the Director of CBC and is responsible for assisting the Director in managing the financial health of the Department.

The objectives are to:-

- continue to collect and protect revenue from trade entering the Cayman Islands through improved intelligence-driven operations and accuracy in recording;
- 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;
- 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; and
- Monitor and mitigate the risks of the loss of revenue and the accurate reporting of revenue according to the accrual basis of accounting with the use of internal controls and appropriate resources.

SUMMARY STATEMENT OF EXECUTIVE REVENUE as at December 31,2021			
Revenue Line Item	Budget	Actual	Variance
Motor Vehicle Duty	20,870,270.00	21,640,832	770,562
Gasoline and Diesel Duty	18,595,653.00	14,921,180	(3,674,473)
Alcoholic Beverages Duty	21,656,344.00	19,524,960	(2,131,384)
Tobacco Products Duty	7,138,774.00	7,691,900	553,126
Other Import Duty	135,295,977.00	142,263,078	6,967,101
Motor Vehicle Environmental Tax	2,295,730.00	2,509,088	213,358
Package Tax	1,083,880.00	1,250,163	166,283
Compounded Penalties	56,000.00	69,579	13,579
Procedural Fines	269,000.00	37,942	(231,058)
Total	207,261,628	209,908,722	2,647,094

FINANCE SECTION



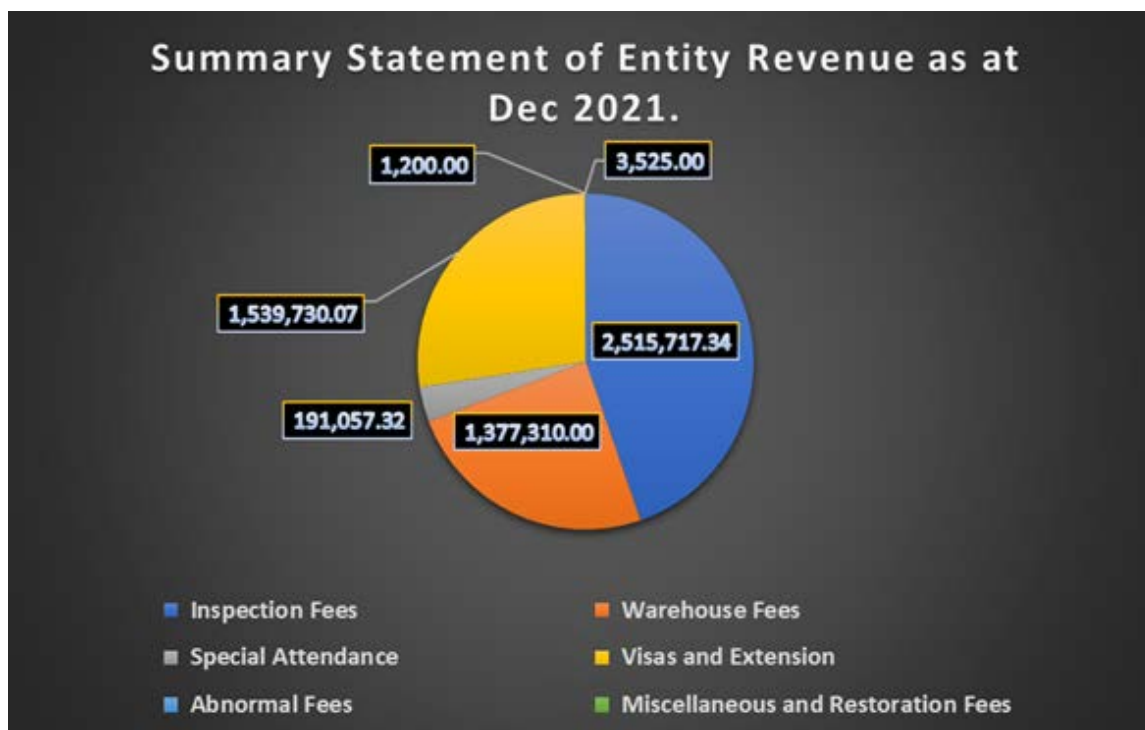
Executive Revenue earned and recorded for the 2021 fiscal year outperformed the forecasted budgeted figure by approximately \$2.6 million dollars. While the revenue streams fuel, gasoline, alcohol, and tobacco underperformed; there was a significant increase in revenue earned in the other duties' category.

Procedural Fines experience nonperformance due to the direct impact on travel related earnings.

Statement of Entity Financial Transactions as at Dec 31 2021			
Revenue Stream	Budget	Actual	Variance
Inspection Fees	2,239,977.00	2,515,717.34	275,740.34
Warehouse Fees	1,045,104.00	1,377,310.00	332,206.00
Special Attendance	834,144.00	191,057.32	(643,086.68)
Visas and Extension	1,918,735.00	1,539,730.07	(379,004.93)
Abnormal Fees	154,147.00	1,200.00	(152,947.00)
Miscellaneous and Restoration Fees	24,000.00	3,525.00	(20,475.00)
Total	6,216,107.00	5,628,539.73	(587,567.27)



FINANCE SECTION



Entity Revenue earned and recorded for the 2021 fiscal year is approximately 91% of the forecasted figure of \$6.2 Million dollars. While the revenue earned from travel has a significant reduction due to the impacts from the pandemic; the revenue earned from trade is a significant increase. The overall budget to actual for the 2021 fiscal year was a net deficit of approximately six hundred thousand dollars at the close of the fiscal year.

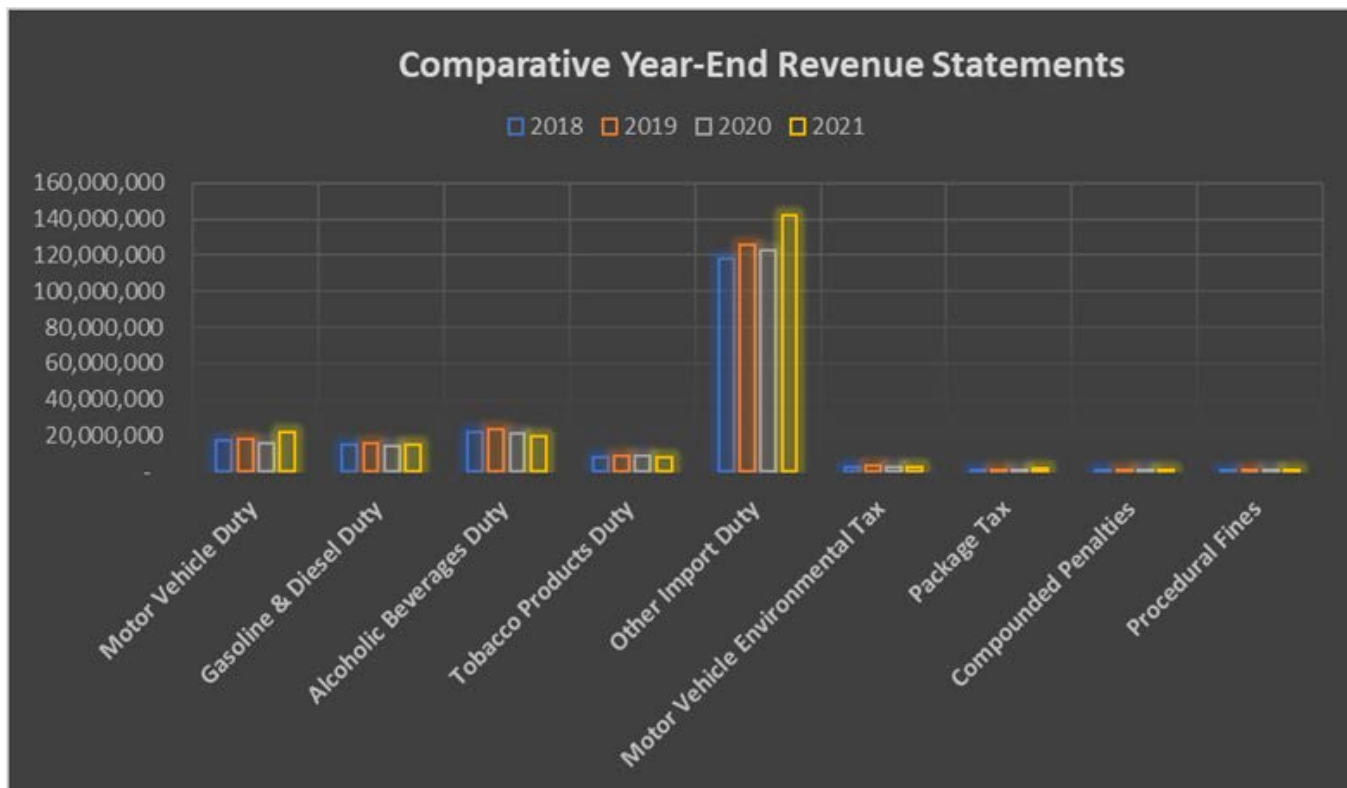
COMPARATIVE YEAR-END REVENUE STATEMENTS for the periods ending 2018-2021				
	2018	2019	2020	2021
Motor Vehicle Duty	17,029,932	17,972,368	15,310,598	21,640,832
Gasoline & Diesel Duty	14,485,628	15,797,323	13,687,315	14,921,180
Alcoholic Beverages Duty	22,085,797	23,621,438	21,103,324	19,524,960
Tobacco Products Duty	7,751,536	8,406,581	8,323,132	7,691,900
Other Import Duty	117,861,878	125,444,723	122,900,129	142,263,078
Motor Vehicle Environmental Tax	2,254,705	2,907,084	2,256,737	2,509,088
Package Tax	1,059,513	1,085,402	1,053,029	1,250,163
Compounded Penalties	45,353	51,983	20,377	69,579
Procedural Fines	38,894	397,871	114,846	37,942
Total	182,613,236	195,684,773	184,769,487	209,908,722



FINANCE SECTION

The Executive Revenue earned over the past four (4) calendar years showed a steady increase in all revenue streams with exception to the 2020 year due to the negative impact from the pandemic. It is vital to note that the revenue stream other duties continue to record a significant increase due to revenues from trade.

Over the four-year period, Executive Revenue increased by 7% in 2019, decreased by 5.6% in 2020 and recorded a significant increase by 14% in the 2021 fiscal year: exceeding the pre-covid earnings.





RISK MANAGEMENT

APPENDIX 1

Scrutiny By Parliament And The Public

PARLIAMENT

There were no Parliamentary Questions in 2021. However, CBC officials attended Finance Committee to support our Chief Officer in defending our 2022/2023 budget submission.



FOI

There was a total of 3 Freedom of Information requests received during the year 2021 as follows:

2021 FOI Requests

Closed Request	2
Open Request	1
Total FOI Requests	3



INTERNAL AND EXTERNAL AUDIT

- An audit was conducted by the Internal Audit Service in 2021 on the performance of the IT system. It was determined that the system was still under development and an audit will be conducted once the system was placed fully in production.
- An IT Audit was conducted by the Office of the Auditor General in 2021 and managed by a team from Price Water House. The report of findings and recommendations concluded that the system was still in the production stage and an audit would not be prudent at this time.
- The 2020 fiscal year's audit was conducted as part of the Ministry's annual audit and achieved a clean audit.

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;
- The CIG's COVID-19 Programme 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 2022-23 Financial Year are:

- Monitor the 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's revenue thereby increasing our revenue collection and exceeding our projections;
- Make recommendations for amendments to and the modernization 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.



Ministry of
Border Control &
Labour
Cayman Islands Government



DEPARTMENT OF
LABOUR & PENSIONS
CAYMAN ISLANDS GOVERNMENT

**ANNUAL REPORT
2021**



Message from the Director

Bennard Ebanks

Department of Labour & Pensions



As the Director of the Department of Labour & Pensions (DLP) and a member of the Ministry of Border Control & Labour team, I am pleased to present this summary of DLP's activities and achievements for the past 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 personnel changes and development while dealing with the effects of the ongoing pandemic. Like many other organisations, DLP also dealt with effects of the "Great resignation", as we had two employees resign for Human Resource (HR) management related opportunities elsewhere, including a local financial institution. While resignations of trained staff does cause challenges, staff are being developed at DLP are being coveted and it does open up other opportunities externally for our employees since we are a relatively small unit. Despite this, DLP has still progressed our employee upskilling and development opportunities by facilitating secondments to other Government Departments that are in need of HR related skills. Subsequently, we facilitated two secondments this year, one as an acting Deputy Director to Travel Cayman, and another to the Education Department.

Despite the challenges that came as a result of the "Great resignation", DLP was also the benefactor, being able to recruit three qualified Caymanians; one of which is an Occupational Health and Safety (OSH) Officer, which was a part of our strategic plans to address the booming construction industry. These hires were welcomed, and have instantly provided dividends, giving a significant increase in our OSH and Inspections outputs.



Recruiting specialist and high quality team members are necessary; however, team members within the Department continue to receive career development opportunities to fill positions internally, and the Department will continue to do its part to put its 'People First'.

While DLP remains focused on its objectives under our governing legislation, we have also been acknowledging, and providing leadership in the community by taking up the Government's call for people to take the COVID-19 vaccine.

In addition to posting our support for the drive on our Facebook page, we contributed by giving back to the community as a humanitarian effort for those in need by giving to the Meals on Wheels, as well as to other non-profit organisations.

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 complex matters. Of significance, was the Department's ability to provide impartial guidance to the employees and employers of the private sector for the requirements of vaccinations. The advice and assistance of the Office of the Director of Public Prosecutions also progressed a number of important enforcement matters and we are also grateful to them as well.

While the past year had also been challenging, we continued to make progress for the Department on its way to achieving its Vision, Mission and Values.

Sincerely,
Mr. Bennard Ebanks
Director



Nature & Scope of Activities

NATURE & SCOPE OF ACTIVITIES

The primary purpose of the Department of Labour & Pensions ("DLP") is to educate, engage and oversee labour and pension 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 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 Act and respective 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 Acts & Regulations, and the Occupational Safety and Health (Construction Industry) Regulations;
- To promote harmonious labour relations and the adoption of good employment and human resource practices; and
- To provide administrative support to the Labour Tribunal, and Labour Appeals Tribunal.

The primary objective 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 investigations and inspections are instituted. In addition, the Department serves to promote compliance by enforcing the labour and pensions legislation, while minimizing inconveniences to good employers that comply with 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.

Nature & Scope of Activities

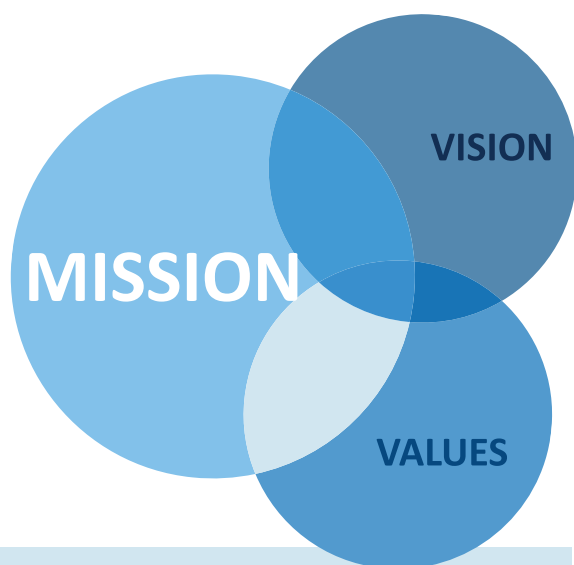


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These units are designed to focus primarily on addressing non-compliance matters in accordance with its current legislation.

The Pensions Investigations Unit is also responsible for the oversight of the supervision of the pension plan administrators to ensure that these administrators are adhering to the pension legislation. 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, and Labour Appeals Tribunal.

Where there is evidence of non-compliance in relation to the Labour and National Pensions Acts and Regulations, files are prepared for action by the respective tribunal and/or the Director of Public Prosecutions for legal proceedings in Court.



OUR 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.

OUR 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.

OUR VALUES

- 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 DLP 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 private sector 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, pensions, and occupational safety & health concerns;
- 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 labour relations legislation, 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 legislation;
- Educate all industry stakeholders of the importance of adhering to the Minimum Wage compliance.



Governance

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

- National Pensions Act (2012 Revision)
- National Pensions (Amendment) Act, 2016 (came into effect in 31 Dec 2016 with phased implementation)
- National Pensions (Actuarial and Fund Management) Regulations (1998 Revision)
- National Pensions (Pension Fund Investments) Regulations (1998 Revision)
- National Pensions (General) Regulations (2018 Revision)
- National Pensions (General) (Amendment Regulations, 2017)
- Confidential Relationships (Preservation) Act (2016 Revision)
- Labour Act (2021 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)
- Labour (Occupational Safety and Health) (Construction Industry) Regulations, 2008



Our People

The staff complement of the Department consists of twenty-four (24) full-time employees that includes two (2) temporary employees. This total staff count excludes the three (3) vacancies, which comprise of a Senior Labour Officer, a Senior Labour & Pensions Inspector, and an Assistant Labour & Pensions Officer within the Labour Investigations Unit. It also excludes the three (3) new positions that were officially approved in the 2022-2023 budget, that is a) Labour & Pensions Inspector, b) Assistant Pensions Compliance Officer, and c) Executive Officer position across the Inspections, Pensions, and Administrative Units respectively.

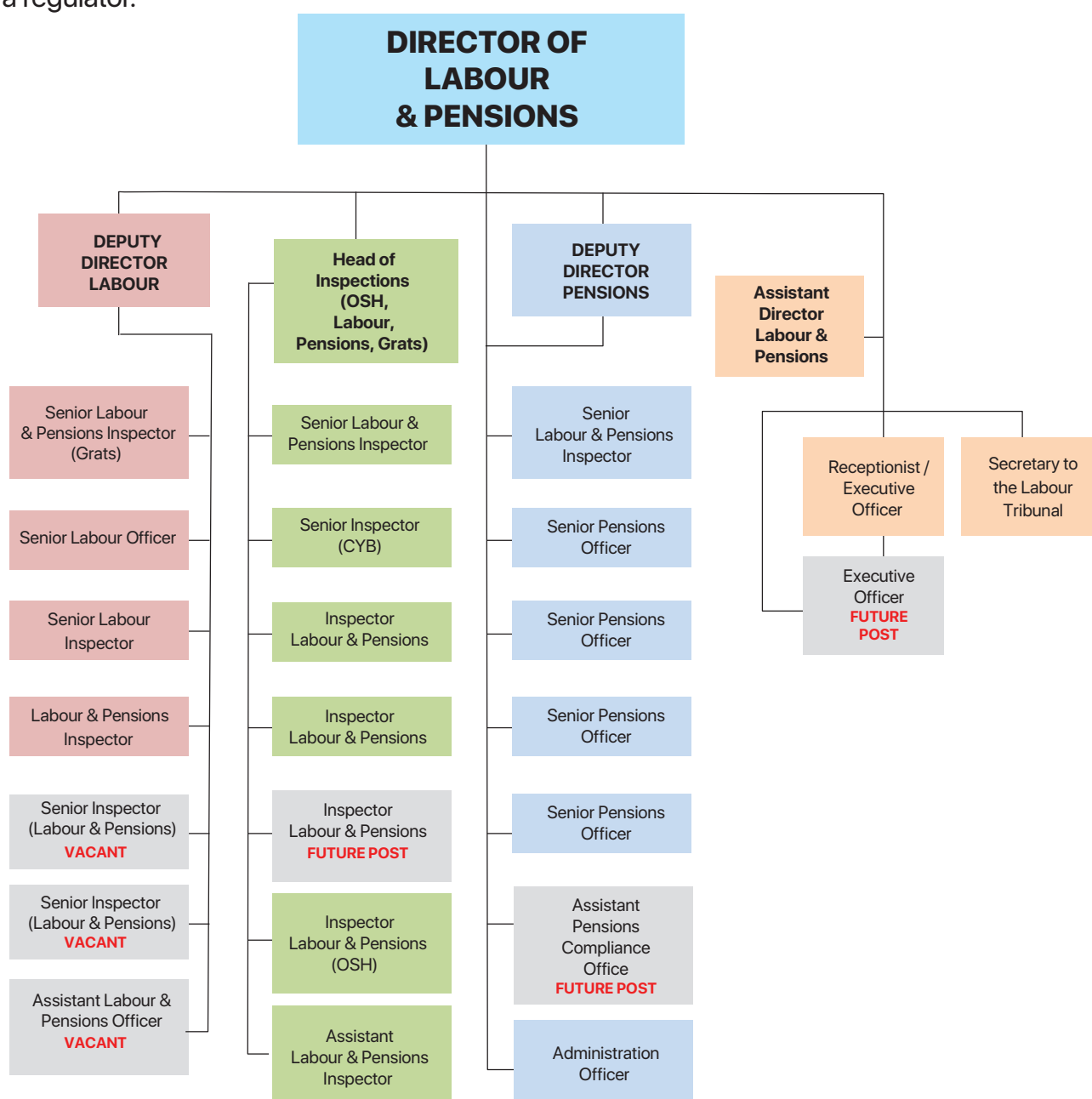
The management structure for the Department consists of five (5) senior managers: Director, Deputy Director – Labour, Deputy Director – Pensions, Head of Inspections, and Assistant Director. Under the leadership of the Director, there are three (3) female managers and a male manager, all of which are Caymanians within the age range from 41 to 56 years. Due to resignations of staff members, the overall composition of the Department consists of seventeen (17) females and seven (7) males, all of which are Caymanians that fall within the age range of 30 to 67 years.



Organisation Chart

The Re-Structuring of the Department of Labour & Pensions:

The Department has re-structured its organisational structure in an effort to broaden its scope across all functional areas as well as strengthen its education, engagement and enforcement initiatives in its role as a regulator.





Secondments

To fulfill its 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, one of the primary goals of the Department is to invest in staff development.

Ms. Ceta Fuentes, Receptionist & Executive Officer within the Department's Administration Unit, is an excellent example of the Department's efforts to provide her with a broader range of learning and development opportunities.



Ms. Fuentes, who was awarded The Deputy Governor's Employee of the Month - Chief Officer's Choice Award in April 2018, accepted a 3-month secondment opportunity to work at the Joanna Clarke Primary School to gain additional business administrative skills and experience to add greater value in her role at the department.

Ms. Simone Whittaker, a Senior Labour & Pensions Inspector within the Inspections Unit, is another great example of the Department's efforts to provide the necessary practical training opportunities to Ms. Whittaker to further develop her skillsets and experience.

Ms. Whittaker recently graduated with a Masters in Human Resources Management with Honours through a partnership with the University College of the Cayman Islands ("UCCI") and its affiliation with Florida International University. She is currently gaining additional work experience via a secondment as Deputy Director at Travel Cayman.

While other team members within the department receive career development opportunities internally, the Department will continue to do its part to put its 'People First' to increase employee engagement, job satisfaction, and productivity.



Staff Training & Development

PROFESSIONAL CERTIFICATE AWARDED TO THE DIRECTOR

Congratulations to Mr. Bennard Ebanks, Director, for receiving a Professional Certificate in Anti-Money Laundering (AML), and Countering the Financing of Terrorism through The Institute of Leadership & Management in September 2021.

He successfully completed this certificate that encompassed a clear analysis of the strategies to be employed to combat money laundering and the financing of terrorism.

This course unpacked a comprehensive analysis of the mechanism of AML initiatives, with subjects including the identification of money laundering channels, the global response to money laundering, the assessment of risks and a risk-based approach, the effective cooperation and coordination strategies, the management of money laundering in designated non-financial business and professions, the development of National Action Plans to tackle money laundering, as well as the identification of effective regulatory frameworks and practices, supported by interagency collaboration and stakeholder engagement.



PENSIONS TEAM RECEIVES SPECIALISED CERTIFICATES

Members of the Pensions Investigations Unit successfully completed The Osgoode Certificate in Pensions Law online in 2020 from the Osgoode Hall Law School of York University based in Toronto, Canada. The certificates were presented to each team member in 2021 in honour of their major accomplishment.



CROSS TRAINING OPPORTUNITIES

Ms. Kara Connor, Labour Tribunal Secretary, was pleased to attend the Occupational Safety & Health training conducted by the Head of Inspections. As part of her development, Ms. Connor also completed all of her assignments for the ILM – Level 3 and awaits her certificate in Management and Leadership.



DIPLOMA PRESENTATIONS

Ms. Sacha Rankine, Senior Labour & Pensions Inspector, successfully completed a Diploma in Interpersonal skills through the online educational institution, Alison.com, which is accredited by the Continuing Professional Development (CPD).



In addition, Ms. Rankine received a Diploma in Human Resources Management through www.alison.com.

PROFESSIONAL DEVELOPMENT PRESENTATION

In its ongoing efforts to further develop the skillsets of its team, the Department is pleased to congratulate Ms. Shaneil-Gay Brown, Senior Pensions Officer, for successfully completing the Anti-Money Laundering (“AML”) Masterclass through the International Centre for Parliamentary Studies in November 2021.

Ms. Brown is devoted to higher learning, coupled with her passion to further her studies in a number of academic courses, she achieved this certificate from an internationally acclaimed educational institution.



This AML course provided a thorough overview of the work of money laundering and terrorism financing. The sectors most vulnerable to exploitation were identified, as well as a look at the current international response and the ever evolving methodologies used to fight these activities were examined. Some of the learning outcomes were: Recognising the need for Effective Enhanced Due Diligence; Understanding the requirements for a greater knowledge of complex structures in an AML environment; Developing a stronger understanding of the risks associated with a number of financial crime areas and achieving greater awareness of the current threats and challenges in the Anti-Money Laundering regime.



OCCUPATIONAL SAFETY & HEALTH & SAFETY COURSE PRESENTATION

Mr. Richard Graham, Labour & Pensions Inspector, successfully completed an online 40 hour HAZWOPER course through the 360 Degree Training based in the United States.

This course was designed to teach clean-up and emergency response workers on how to operate safely during various scenarios, involving hazardous materials. It also covered relevant content on policies, practices, and procedures that reduce worksite injury risk and illness related to harmful exposures.



STAFF TRAINING

As part of its Training and Development Plan, the Department is pleased to announce its commitment with ensuring that its staff receive equal opportunities to professional development courses. In fact, the courses illustrated below were successfully completed during the course of the year, which comprised of in-person and/or online courses.

TRAINING SESSIONS	LOCATION
Anti-Money Laundering, and Countering the Financing of Terrorism	The Institute of Leadership & Management
Anti-Bullying, Harassment & Discrimination Policy Training	Government Administration Building
ILM Leadership & Management Course	Civil Service College
Anti-Money Laundering Masterclass	The Institute of Leadership & Management
Anti-Money Laundering & Financial Crimes Virtual Conference	AMLFC Institute
Masterclass in Policy Implementation & Evaluation	The Institute of Leadership & Management
First Aid/CPR Training	Cayman Islands Red Cross
Diplomas in Interpersonal Skills & Human Resources Management	Degreed.com and Alison.com
Customer Care & Front Desk Procedural Training	Portfolio of the Civil Service, & Department of Labour & Pensions
Data Protection & Cyber Security	Online Course
Public Financial Management	The Institute of Leadership & Management
JADE Training	Government Administration Building
Occupational Safety and Health ("OSH") Training	Department of Labour & Pensions
Mental Health First Aid	Civil Service College
HAZWOPER	360 Degree Training
Process Safety Management	Occupational Safety & Health Administration
Hazard Recognition and Assessment Training	Occupational Safety & Health Administration



GIVING BACK TO THE LOCAL COMMUNITY



Captivated by the immediate need to help the Senior Citizens in our local community, the Department of Labour & Pensions led by Ms. Kimberly Arch, Labour & Pensions Inspector, organised a 'Santa For Seniors' campaign drive for the holiday season.

Gifts, groceries, and gift cards were donated by DLP staff to the Cayman Islands Meals on Wheels organisation to gift our seniors for Christmas.

This campaign drive pulls at the heartstrings of many who are disappointed to learn that hundreds of senior citizens across all districts do not have enough to eat and go hungry on a day-to-day basis. Many thanks to the Cayman Islands Meals on Wheels, a non-profit organisation aimed at giving back to the community by way of providing free hot and nutritious meals to those in need. DLP is ever-so grateful to be a part of this worthy cause in its community.

STAFF RECOGNITION AWARDS

Mr. Richard Graham, Labour & Pensions Inspector, successfully completed an online 40 hour HAZWOPER course through the 360 Degree Training based in the United States.

This course was designed to teach clean-up and emergency response workers on how to operate safely during various scenarios, involving hazardous materials. It also covered relevant content on policies, practices, and procedures that reduce worksite injury risk and illness related to harmful exposures.

HUMANITARIAN EFFORTS TO HELP THOSE IN NEED

Giving back to the local community is a major humanitarian effort for those that are devoted towards focusing on serving others in need. Despite the spread of this pandemic, the Department anticipates that it will continue its philanthropic efforts to the Cayman Islands Meals on Wheels, as well as to other non-profit organisations.

With the support of its staff, managers, and the assistance of the Department's Social Committee, it is believed that despite the challenges of COVID-19, there is still room for giving back to those charitable organisations that are designed to help the less fortunate.

Management Discussion and Analysis

1. DLP Commits to the Customer Service Pledge

In alignment with the "World-Class Civil Service" strategic plan and the "My Civil Service Reimagined" initiative, staff and managers at the Department embraced the 7 Principles of the Customer Service Pledge that read:

We pledge to:

- Do the right thing
- Efficiently address requests
- Listen and respond to feedback
- Innovate to provide solutions
- Value our customers
- Exceed expectations
- Really make a difference



This initiative enforces the concept of service excellence and delivery that falls part of the overarching strategic goal to establish the values that exhibit exemplary customer care. By signing this pledge, DLP is set to DELIVER exceptional service to their valued clients.

2. DLP Partners with WORC to present Labour Act Training

In alignment with its training mandate and as part of its interagency initiative, the Department presented the Labour Act (2021 Revision) training session to the staff of the Workplace Opportunities & Residency Cayman ("WORC") located at the Apollo House on 7th July 2021. The presenters were Senior Inspectors Dwayne Forde and Sacha Rankine from the Labour Investigations Unit.

In response to the training, Mrs. Allison Lovinggood, WORC's Training & Development Manager, commented on the training session and said, "I just wanted to say a heartfelt thank you for facilitating the training. I spoke to a few of the participants and they were raving about the training. Thanks again for your time; it was greatly appreciated."

3. DLP presents at Chamber's "Ready 4 Business"

Webinar Series

Due to the spread of COVID-19 and the plan to re-open the borders of these Islands, the Chamber of Commerce hosted a free, online "Ready 4 Business Webinar Series" on 8th December 2021 geared to prepare private sector Employers on key topics involving labour, immigration, and health matters with a focus on covid public health regulations.





The invited guests to the one-hour webinar included the Department of Labour & Pensions, Health Services Authority, Public Health, WORC, and other relevant Government experts.

Chief Officer Wesley Howell and Deputy Director – Labour Loyal Linwood presented at the webinar alongside other Government agencies to provide insightful guidance to Employers and Human Resources Practitioners on the current legal understanding of the Labour Act (2021 Revision).

In attendance were over 100 participants who were eager to learn more about the HR considerations that are pressing issues impacting the local businesses on island. Featured questions asked by employers prompted this webinar and in anticipation to answering these questions:

- 1) If an employee can work from home, does the employer have to let them?
- 2) If not, can the employee utilise their vacation and sick days?
- 3) Can an employer mandate vaccination?
- 4) Is that legal or against the rights of the employee?
- 5) Who submits the test results to Public Health – the employee or employer?
- 6) Can employers amend duties and roles for work permit holders who are required to be in quarantine?

To view the video presentation of this webinar, please click the hyperlink below:

<https://www.youtube.com/watch?v=9uR2gvKhCbo>

4. DLP Supports Vaccination Initiative

In support of the Cayman Islands Government's Call to Action inviting civil servants and members of the general public in the community to receive their first and second doses of the Pfizer vaccines to combat against the threats of the COVID-19 virus, the Department is pleased to report that approximately 80% of its team are vaccinated as of 31st January 2022, and efforts will be continued to encourage others to vaccinate as well.

In conjunction with the Department's Pandemic Response Plan, several efforts have been made to prevent infection by ensuring that staff members and managers complete Lateral Flow testing twice weekly. This response to mitigate the health risks and protect the lives of all at DLP remains the Number #1 Priority, especially for those that have legitimate reasons to not vaccinate.



5. Release of Subsequent Annual Reports for the National Pensions Board

In compliance with the Ombudsman's Directive (Hearing Decision 75-201900058) under the Freedom of Information Act (2021 Revision), the Department is pleased to announce that the final versions of the Annual Reports for the National Pensions Board prior to 2015-2016 were officially approved and posted onto its website, www.dlp.gov.ky. The draft versions for the 2016-17, 2017-18, 2019-20, and 2020-21 reports were posted onto its website to adhere to the Ombudsman's instructions.

To view these reports, please click the hyperlink below:

<http://www.dlp.gov.ky/portal/page/portal/dlphome/publications/annual-reports>



6. DLP Delivers External Training to UCCI Students

As part of the Department's continued partnership with the University College of the Cayman Islands ("UCCI"), Ms. Sacha Rankine, Senior Labour & Pensions Inspector, accompanied by Mr. Jason Ricketts, Senior Labour & Pensions Inspector, presented the Labour Act (2021 Revision) course to students and guest lecturers in person and online at the university on 11th March 2021.

In response to this course, Ms. Belinda Blessitt, Associate Professor, Business Studies said, "Thanks so much for your very interactive presentation. The feedback from our students and guests (online and in person) were positive. As HR practitioners, having the knowledge and understanding of employment legislations

is important to their job functions. Your detailed overview of the Labour Act (2021 Revision) is an important step in this process. We want to thank the Department of Labour & Pensions for its continued support to our Employment Law Guest Lecture Series and we look forward to other partnerships."

7. The Extension of The Pension Holiday

In accordance with Section 1(3) of the National Pensions (Amendment) Act 2020, the Pensions Holiday was extended by Cabinet for an additional three months through to 31st March 2022.

Deputy Premier and Minister for Labour Hon. Chris Saunders said, "This Government is of the view that the continued suspension of pension contributions is essential to the recovery process and will continue to provide businesses and workers with the financial relief needed as we continue through the phased implementation of our economic recovery plan".

As announced on DLP's website, this means that employers and employees will not be required to pay mandatory pension contributions into their pension plans. However, as with previous pension holidays, Government Owned Companies and Statutory Authorities are excluded from this Cabinet Order, and therefore, must continue to make respective pension contributions. For more information, please visit www.dlp.gov.ky.

8. DLP Presents OSH Certificate to Attendees

Members from Tropical Construction, and Multi-Built attended a 10 hour training session to learn the basic requirements for health and safety on a construction site. The course covered areas such as Fall Protection, PPE, Job Hazard Analysis Recognition, Stairways and Ladders, Electrical and Excavations. There were a total of 54 persons from the two (2) companies in attendance, which generated a reasonable sum from the number of registrations for this training initiative.





9. DLP Staff Gets First Aid/CPR Certified

In meeting the vision of the Cayman Islands Red Cross which says to 'upload the principle of humanity to protect life and health and ensure respect for the human being', the Department made an investment to enable its staff and managers to attend and participate in the First Aid/CPR certification training in April 2021.

This certification is valid for a period of two (2) years. It provides its staff with the skills and knowledge applicable towards helping others in the midst of an emergency. The infusion of the theoretical and practical experience gained will be invaluable towards saving lives.



10. Freedom of Information

In the spirit of transparency and to adhere to the Ombudsman's Directive, the Department has made a major shift towards posting records onto its website for public viewing to help reduce the number of requests seeking information under the Freedom of Information Act (2021 Revision) and the Data Protection Act (2021 Revision). This shift allows members from the general public to gain immediate online access to records for free through www.dlp.gov.ky.

Compared to previous years with close to twenty (20) requests that required processing under the current legislation, of which some were high-volume requests, the Department is pleased to report that a total of seven (7) requests were processed during the course of the period ending 31st December 2021. As such, the Department intends to continue to upload digitised records onto its website for ease of reference.

11. Requirements for Overseas Transfers

In order for a transfer to be considered to a pension plan or retirement product outside of the Cayman Islands, the new retirement account must meet the following requirements:

- The pension benefit must be locked in and fully vested
- It must be protected from seizure and garnishment under personal property or bankruptcy acts.
- The access to the funds must be restricted until, no earlier than 10 years (age 55) before the normal age of pension entitlement. Please also note that a deferred annuity may be permissible for transfer, assuming that the required documentation provided to illustrate complies with the above requirements.



Operational Challenges

12. Pandemic Impacts DLP's Operations

Due to the outbreak of the Delta and Omicron variants of the COVID-19 virus, there have been operational challenges that have forced the Department to change the way it usually operates.

In response to this state of emergency and to adhere to the Government's call to reduce the number of staff working in public sector offices to safeguard the lives of civil servants from getting exposed to this virus, a new work schedule was established. This schedule involves the need to divide the staff complement into two teams where one team works remotely from home for a part of the work day, while the other team reports to the office for the same hours of the work day. This schedule shifts at midday where the work hours for each team rotates shifts for the day. The schedule also changes weekly to ensure that morning and afternoon work shifts at the office are completed to ensure that customers are receiving assistance throughout the day.



In addition to the call for staff members to take their doses of the Pfizer vaccine, wear their face masks and social distance as per standard protocols, staff members are also required to complete Lateral Flow test in accordance with the civil service guidelines.

It is also critical to note that daily cleaning, as well as sanitization and deep cleaning at the main office have been continued to ensure that the safety of its staff and clients remains a number one priority.

Despite these challenges, the Department continues to adapt and rebound quickly to respond to the immediate needs of its valued internal and external stakeholders.

13. National Pensions Board & Tribunals

Due to the hiatus of the National Pensions Board, Labour Tribunal, and Labour Appeals Tribunal, there has been operational challenges that have halted the Department's services provided to its clients.

However, the Department is pleased to report that Cabinet has now appointed the National Pension Board, along with the Labour Tribunal and the Labour Appeals Tribunal. As such, the Department assisted with on-boarding the Board and Tribunals to ensure they can effectively carry out their roles and responsibilities under respective governing legislation.



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 Covid-19 health and safety risks to staff and customers	Prioritise work outputs by setting realistic targets for staff to achieve work/life balance, and recruit interns and/or temporary staff to provide support and administrative duties when needed.
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.

Key Performance Indicator (KPI)

Due to the community spread of the COVID-19 virus that threatened the lives of the people of the Cayman Islands, the labour force shrank significantly from an approximate 49K in 2019 to 44K in 2020, one year later. Among other economic factors that contributed to this sharp decline, it is critical to report that there was a decline in the number of employed persons from 47K to 42K and a rise in the number of unemployed from 1,695 to 2,279 persons during the same period. (Source: Economics & Statistics Office).



With the total population in these Islands declining from an approximate 70K persons in 2019, to 66K in 2020, it is evident that the Department is experiencing the time lagging effects from this pandemic. The Department has experienced operational challenges as a result of the impact of this pandemic. In fact, there were only 634 case closures of the total of 1,205 cases that were mediated, investigated and conciliated for the period ended 31st December 2021, as a result of the triggering impacts occurring in the global economy.

However, despite these operational challenges, the Department is pleased to report that its key performance targets in the number of Labour, Pensions and Occupational Safety and Health inspections exceeded by 120 inspections achieved a grand total of 253 inspections completed in 2021, followed by 125 cases adjudicated by the Labour Tribunal within the same year.

The key performance target for the Department's HappyorNot Customer Service Rating outperformed its target of 90%, with 93% by year end. The Department is also pleased to report that the key performance target for the Annual Report submitted to the Ministry was met.

Although one case in the number of cases referred to the Director of Public Prosecutions was missed to meet its target, the Department is pleased that it referred 12 cases to DPP, a case short from achieving its total target of 13 cases during the same period.



2021 Performance Dashboard for Labour & Pensions Enforcement

101

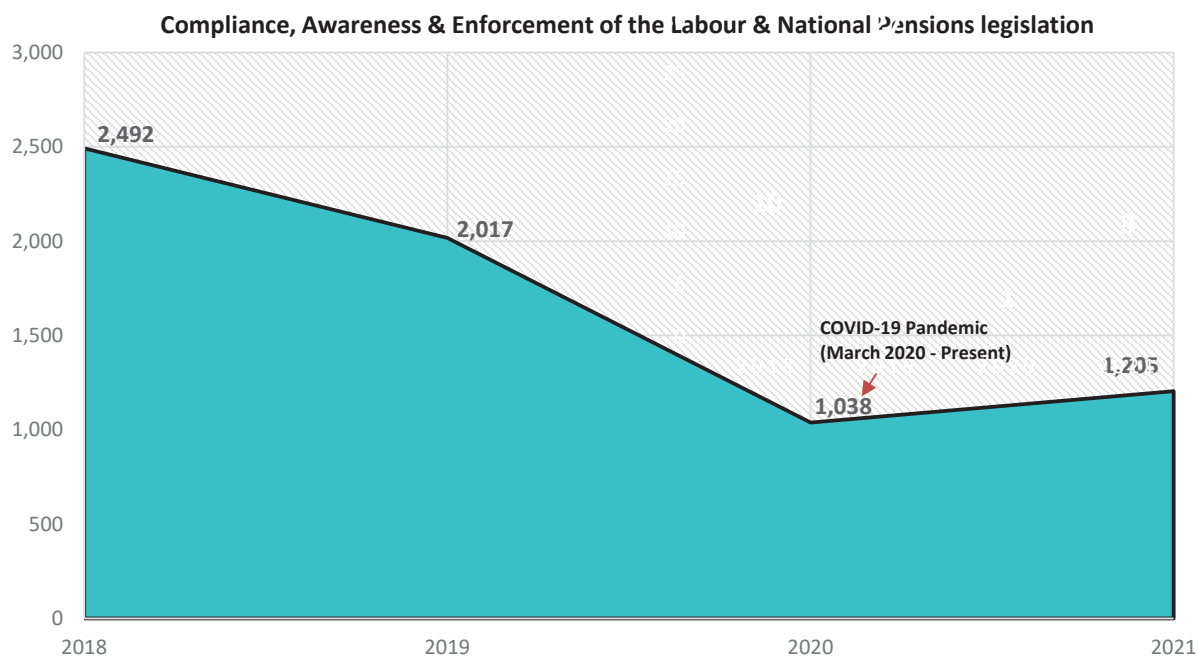
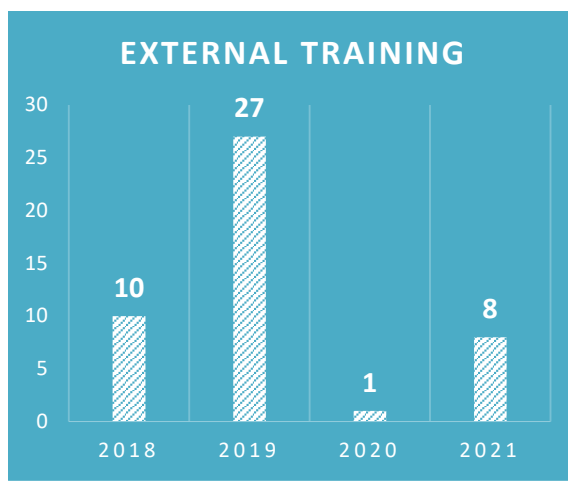
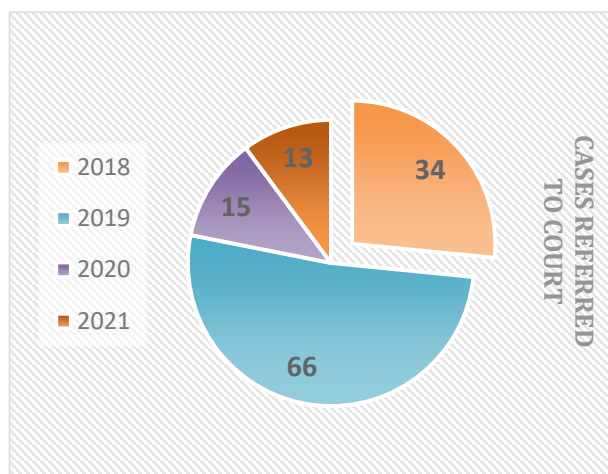
OSH INSPECTIONS

152

LABOUR & PENSIONS INSPECTIONS

125

TRIBUNAL CASES & OT WAIVERS





REVIEW OF THE SUPERVISION OF PENSION PLANS

Table 1: Four-Year Comparison Table

For the year ended 31st December 2021, there were eight (8) external training and education programmes conducted, followed by 1,205 Labour and Pensions cases investigated, mediated or conciliated, 101 Occupational Safety and Health inspections completed, 152 Labour and Pensions inspections reported, 13 cases referred to Court, 60 Pensions Delinquency Reports processed, and 125 Labour Tribunal cases and Overtime Waiver applications finalised.

Compared to previous years however, the results revealed a higher activity performance level in the years 2018 and 2019 respectively. This was largely due to the higher demand for labour and pensions services that occurred prior to the outbreak of the COVID-19 pandemic.

While the number of inspections outperformed in the latter two years as a result of a new recruit in OSH inspections, the number of training programmes, cases investigated, mediated or conciliated, and cases referred to court declined significantly as a result of the impacts of this pandemic.

The results also indicated that the number of Delinquency Reports processed varied year over year with 73 in 2018, followed by 15 in 2019, 41 in 2020 and 60 in 2021. Despite these variations in the number of applications processed, the results show that the output performance closely rebounding to pre-COVID levels.

Compliance, Awareness & Enforcement of the Labour & National Pensions legislation	2018	2019	2020	2021
Number of Labour and Pensions training and education programmes conducted	10	27	1	8
Number of cases of individual disputes of Labour and Pensions rights investigated, mediated, and conciliated	2,492	2,017	1,038	1,205
Number of Occupational Safety and Health inspections	32	9	53	101
Number of Labour & Pensions inspections (Onsite & Offsite)	134	87	86	152
Preparation and referral of investigations and/or matters of concern to the Department of Public Prosecutions ("DPP") for Labour and Pensions	34	66	15	13
Number of Pensions Delinquency Reports processed	73	15	41	60
Number of Labour Tribunal cases and OT waiver applications scheduled, heard and finalized	151	186	112	125
TOTAL ACTIVITY PERFORMANCE	2,926	2,407	1,346	1,664



2021 PERFORMANCE DASHBOARD FOR THE SUPERVISION OF PENSIONS PLANS

7

PPA INSPECTIONS REVIEWS

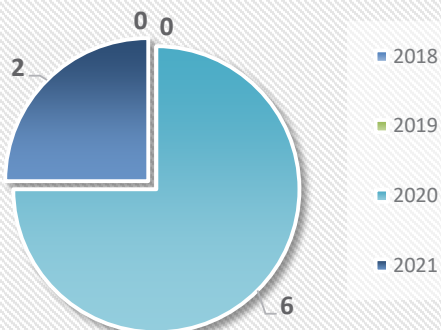
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PPA RENEWAL REGISTRATIONS

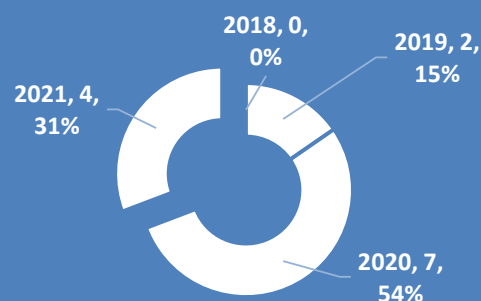
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MEETINGS WITH PPAS

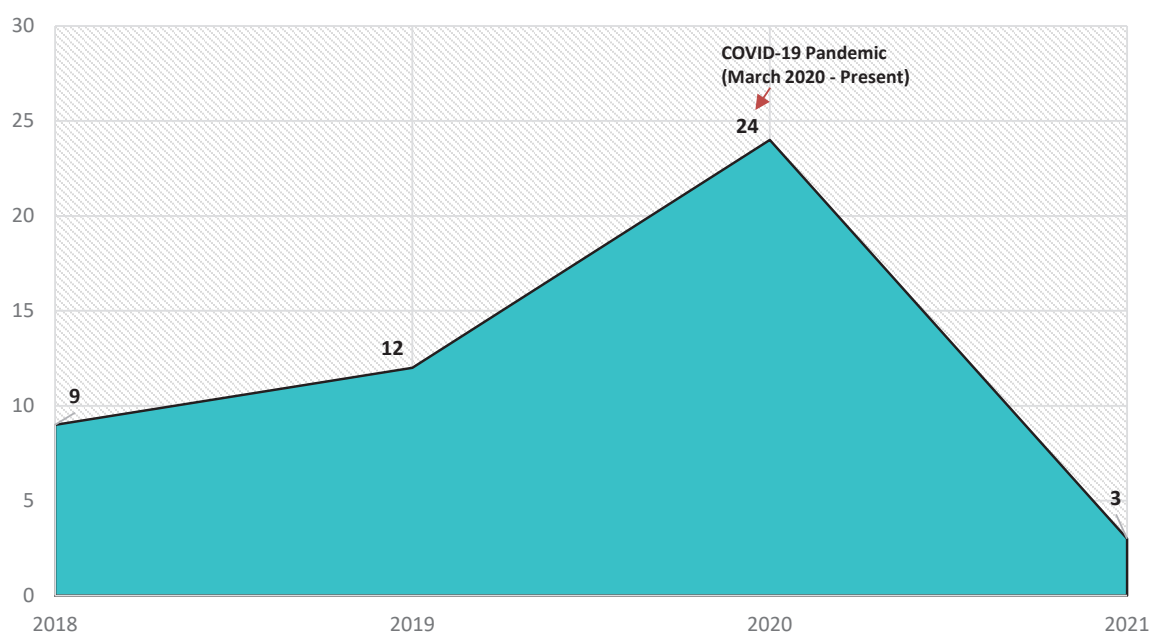
PUBLIC EDUCATION / AWARENESS CONDUCTED



SUPPORT FOR IMPLEMENTATION OF NEW POLICIES, PROCEDURES & INDUSTRY GUIDANCE



Meetings with NPB, PPAs and Other Stakeholders



REVIEW OF THE SUPERVISION OF PENSION PLANS

Table 2: Four-Year Comparison Table

For the year ended 31st December 2021, there were three (3) meetings with Pension Plan Administrators ("PPAs"), followed by 7 supervisory and governance compliance initiatives conducted, 2 public education or awareness events completed, 4 initiatives for the implementation of new policies, procedures and guidance reported, and 15 renewal registrations from PPAs processed.

Compared to previous years however, the results revealed a higher activity performance level of 52 recorded in 2020. This was largely due to the higher demand for questions to be answered, and support to be provided by the general public in connection to the Emergency Pensions Withdrawal initiative that was launched as a result of the outbreak of the COVID-19 pandemic.

While the number of renewal registrations from PPAs remain relatively steady over the course of 4 years, the number of interagency initiatives supporting the culture of compliance halted due to the threats of this global virus. In addition, the number of public education increased in 2020 due to the Emergency Pension Withdrawal, including the support for the implementation of new policies, procedures and guidance as a result of this initiative. Overall, the total activity performance subsided between 2020 and 2021; however, is rebounding to pre-COVID levels.

Governance Supervision of Pensions Plans & Pensions Promotion	2018	2019	2020	2021
Number of meetings with the National Pensions Board, Pension Plan Administrators and other industry stakeholders	9	12	24	3
Number of interagency initiatives supporting the "culture of compliance" developed or implemented	0	2	0	0
Number of Administrators' supervisory and governance compliance initiatives, including onsite or desk-based inspection reviews	12	3	3	7
Number of public education or awareness events or initiatives conducted	0	0	6	2
Support or coordination for implementation of new policies, procedures or industry guidance	0	2	7	4
Number of Pension Plans Registered or Renewed during the year	12	15	12	15
TOTAL ACTIVITY PERFORMANCE	33	34	52	31



OUTPUT PERFORMANCE

DLP 312	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	2021 Budget Ending Dec 2021	Variance Ending Dec 2021
Quantity - Number of meetings of National Pensions Board, Pension Administrators, and other industry stakeholders; - Number of inter-agency enforcement initiatives supporting the “culture of compliance” developed or implemented; - Number of Administrators’ supervisory and governance compliance initiatives, including Onsite or Desk-based Inspections/reviews; - Number of public education or awareness events or initiatives conducted; - Support or coordination for implementation of new policies, procedures, or industry guidance; and - Number of Pension Plans Registered and/or Renewed during the year.	3 0 7 2 4 15	10-20 2-6 6-10 6-13 2-6 16-18	-7 -2 0 -4 0 -1
Quality - Meetings with the National Pensions Board, Pension Administrators, and other industry stakeholders conducted in accordance with established policies and procedures; - 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; - Administrators’ supervisory and governance compliance initiatives, including Onsite or Desk-based Inspections/reviews in accordance with established procedures and the National	100% 100% 100%	100% 100% 100%	100% 100% 100%

Output Performance

Review of the Supervision of Pension Plans



Ministry of
Border Control &
Labour
Cayman Islands Government

Pensions Law and Regulations, and in compliance with internationally and nationally accepted best practice; - Public education or awareness events or initiatives delivered following the approval of the Head of Department and the Chief Officer; - Support or coordination for implementation of new policies, procedures, or industry guidance in accordance with the National Pensions Law & Regulations; and - Pension Plans Registered or Renewed during year in accordance with industry best practice.	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
<u>Timeliness</u>			
Meetings with the National Pensions Board, Pension Administrators, and other industry stakeholders are delivered within an agreed schedule;	100%	100%	100%
Inter-agency enforcement initiatives supporting the “culture of compliance” are developed or implemented within the agreed timeframes;	100%	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%	100%
Public education or awareness events or initiatives are delivered within an agreed schedule;	100%	100%	100%
Support or coordination for implementation of new policies, procedures, or industry guidance is conducted within the agreed timeframes; and	100%	100%	100%
Pension Plans Registered and Renewed during the year is conducted in accordance to the National Pensions Law & Regulations.	100%	100%	100%
Location			
Cayman Islands			
Cost			
		\$	\$
Related Broad Outcomes:			
3. Providing Solutions to Improve the Well-Being of Our People so they can Achieve their Full Potential			
4. Strengthening Good Governance for More Effective Government			
6. Increasing Social Justice in the Workforce			



Output Performance

Review of the Supervision of Pension Plans

DLP 412	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	2019 Budget Ending Dec 2021	Variance Ending Dec 2021
Quantity			
• Number of Labour and Pensions training and education programmes conducted;	8	11-17	-3
• Number of cases of individual disputes of Labour and Pensions rights investigated/mediated/conciliated;	1205	1500-1950	-295
• Number of Occupational Safety and Health inspections;	101	28-35	66
• Number of Labour & Pensions inspections (Onsite & Offsite);	152	105-120	32
• Preparation and referral of investigations and/or matters of concern to the Department of Public Prosecutions ("DPP") for Labour and Pensions;	13	13-19	0
• Number of Pensions Delinquency Reports processed; and	60	72-84	-12
• Number of Labour Tribunal cases and OT waiver applications scheduled/heard/finalized.	125	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 established procedures;	100%	100%	100%
• Inspections are in compliance with internationally and nationally accepted best-practice;	100%	100%	100%

Output Performance

Review of the Supervision of Pension Plans



Ministry of
Border Control &
Labour
Cayman Islands Government

- 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%
Timeliness			
- Training and education programmes are delivered as scheduled; - Individual disputes of rights processed within 30 calendar days; - Inspections are conducted as scheduled, with follow-up reports monitored; - Investigations are thorough and timely; - Notification to complainant of outcome of investigation within 14 working days of completion of investigation; - Delinquency Reports are completed within 30 calendar days of receipt of reports from the Pension Plan Administrators; and - Complaints for Unfair Dismissal/Severance Pay are referred to the Labour Tribunal within 30 working days of collection of evidential material and completion of conciliation efforts; and cases and OT waiver applications are scheduled/heard/finalized within set timelines.	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
Location			
Cayman Islands			
Cost	\$	\$	\$
Related Broad Outcomes: 3. Providing Solutions to Improve the Well-Being of Our People so they can Achieve their Full Potential 4. Strengthening Good Governance for More Effective Government 6. Increasing Social Justice in the Workforce			

Forward Looking

For the future development of the Department, key goals to showcase the following initiatives that it intends to undertake over the next two years include:

THE EXECUTION OF KEY AMENDMENTS TO THE LABOUR & PENSIONS LEGISLATION

- Through the strong partnership with its Ministry, the Department will continue to recommend amendments to the Labour Relations Bill, and enact the remaining provisions of the National Pensions (Amendments) Act, 2016 to strengthen its legislation, as well as activate these amendments in its enforcement efforts against non-compliant employers and pension plan administrators respectively.

THE INTRODUCTION OF NEW ADMINISTRATIVE FINES & OTHER FEES

- The Department anticipates that a new administrative fines regime will be implemented following the enforcement of the National Pensions (Amendment) Act, 2016 in an effort to resolve lengthy delays in legal proceedings in Summary Court.

THE IMPLEMENTATION OF THE DLP'S RESTRUCTURING PLAN

- Through a joint partnership with its Ministry, and the Portfolio of the Civil Service (POCS), the Department anticipates concluding its organisational restructuring.

As a result of the 2022-23 budget allocations, the Department's staff complement has been increased by three new posts for the Pensions, Inspections, and Administration Units. The Department aims to establish and implement its other goals, including the new development of a new Pensions Compliance Unit designed to supervise and regulate the Pension Plan Administrators to further strengthen its enforcement arm of the private sector pensions regime.

THE IMPLEMENTATION OF E-GOVERNMENT STRATEGY

- Through the partnership with Computer Services, the Department seeks to introduce advanced technologies to boost internal productivity and efficiency by:

TRANSITIONING 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.

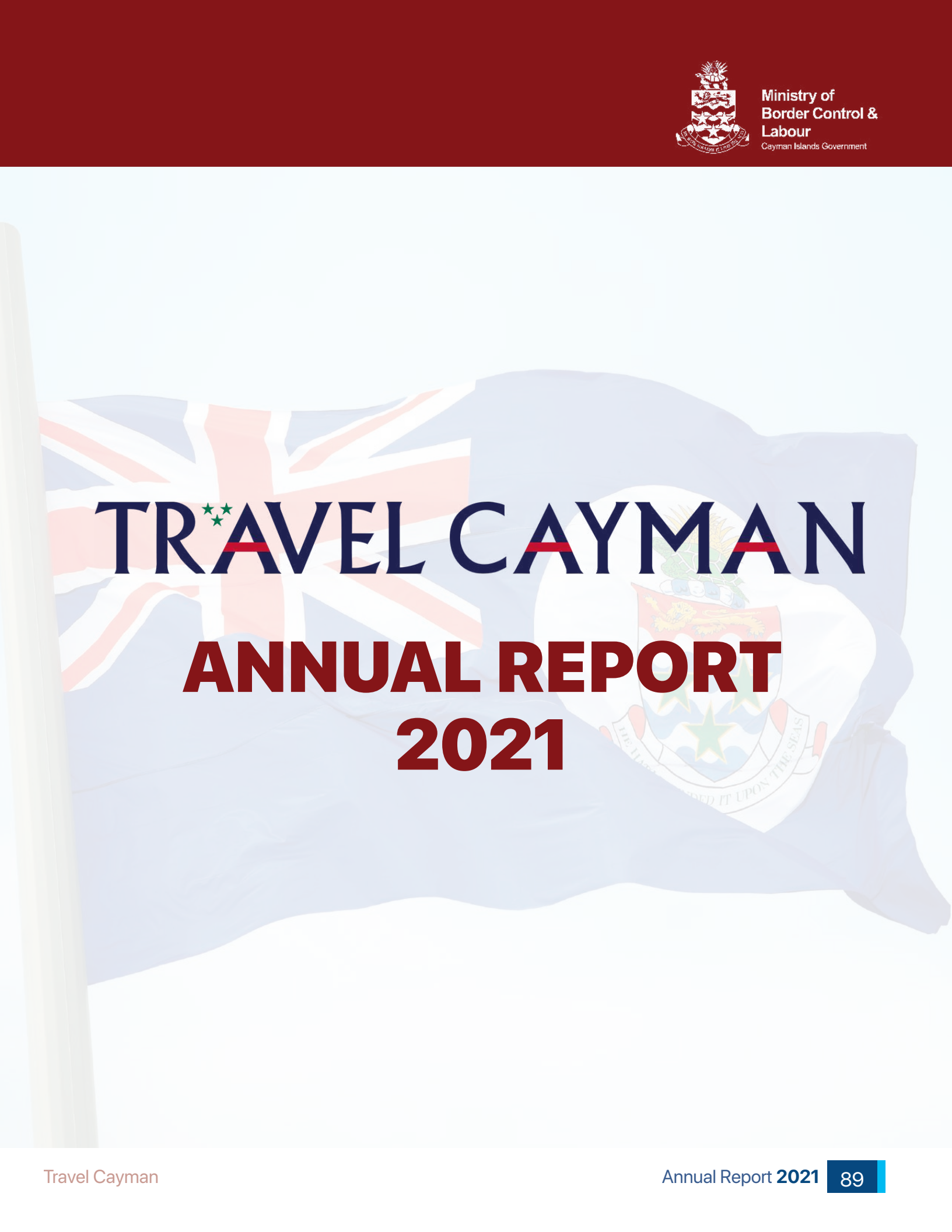
- Conducting a review of records management and data storage capabilities to determine where efficiencies and cost savings can be realised, while fulfilling the requirements of the Cayman Islands National Archive ("CINA").

THE PROVISION OF SPECIALISED TRAINING AND CROSS-TRAINING OPPORTUNITIES FOR DLP STAFF:

- To offer Leadership training for both senior management and senior officers.
- To provide training and cross-training opportunities to staff in order to enhance skill sets and improve performance.

As the Department presses forward to achieve its strategic goals and objectives, it will continue to strive towards amalgamating its resources to build upon its strengths while maximising its opportunities to partner and synergize where possible.

The Department will also continue to monitor and migrate any risks that would prevent these initiatives to further strengthen the labour and pensions legislative framework for the Cayman Islands.



TRAVEL CAYMAN

ANNUAL REPORT

2021



Message from the Director

Ms. Casandra Morris

at Travel Cayman



We have been bestowed the honour of serving our country. Standing in the frontline to ensure the safety of our parents, children, family, friends, and neighbours. With courage, tenacity, and a will to succeed, each member of the Travel Cayman team took up this calling and marched forward. Traveller numbers are now at record levels since the closing of our borders. We have strategically transitioned to now Phase 5 and the team continues to grow and innovate to manage the challenges and opportunities that will be coming. We deepened our relationships with key stakeholders and laid the foundation for new ones.

The team has worked tirelessly to ensure the safety of our Islands and our community. The obstacles we overcame, the struggles we faced, and our many team-driven successes, were areas of growth in 2021.

Overall in 2021, the team processed 45,887 travellers, knocked on 27,278 doors to check on the wellbeing of travellers, made over 183,000 support calls and emails combined, and investigated over 260 breach tips.

We also welcomed two beautiful babies to our TC family and are excited about the little ones to come in 2022. The team embarked on continuous education and training in areas such as PPE, Contact Tracing, Resume Writing, Interviewing, Budgeting and more. Using key platforms such as the Travel Cayman School of Greatness, LinkedIn Learning and the Civil Service College, team members were able to level up their skills and competencies. 2021 was also a time of great introspection for us all. In the times of chaos and the moments when we thought we had nothing left, we found our reason and just kept going.

We don't know what 2022 will bring, but we will continue to focus on the road ahead as we move into the next phases in the National Border Reopening Plan. Let us all remember that we work in a world-class civil service with the purpose of making the lives of those we serve better.

Travel Cayman will witness changes in 2022, but we can take pride in the proven strength of our team, the success we will continue to achieve, and the lives we have saved.

Keep pressing on.

Sincerely,

Casandra Morris
Director



About Travel Cayman

Nature and Scope of Activities

Travel Cayman Department (TC) is the public sector agency responsible for the oversight of travellers arriving in the Cayman Islands. Travel Cayman serves three main functions:

- To assist with safeguarding the community from the potential spread of COVID-19 by arriving travellers
- To provide isolation support to the community for persons who are isolating and non-travellers.
- To ensure compliance of COVID-19 regulations including Lateral Flow Tests (LFTs) as mandated by governing legislation.

To be successful, the Department continues to partner with key vendors to meet its objectives. At all times, the TC team strives to enhance its offerings and promote the importance of people first. 100% Caymanian, TC strives to make the lives of its team members more meaningful through targeted training and professional development all via the TC School of Greatness and other "success" initiatives.

Principal Accountabilities

TRAVEL MANAGEMENT TEAM

Provide support to customers wishing to travel into the Cayman Islands and monitor/coordinate such requests until approval is granted.

TRAVEL VERIFICATION TEAM

Provide support and approval to customers wishing to apply for a Travel Declaration in order to enter into the Cayman Islands without the restrictions of serving a quarantine period.

TRAVEL SUPPORT & MONITORING TEAM

Delivers post-arrival services protecting the country by helping travellers to meet their commitment and responsibility to quarantine regulations.

TRANSPORT AND FACILITIES TEAM

Provide support to customers who qualify to stay in a Government approved quarantine facility.

COMPLIANCE TEAM

Inspect properties for private quarantine and reactively respond to requests from other teams within Travel Cayman including coordinating responses to customers experiencing issues during quarantine and conducting welfare and compliance checks with persons in quarantine.

TRAVELLER FACILITATION TEAM

Manages the airport and onboarding process.

ISOLATION SUPPORT TEAM

Provides customer service excellence to those in the community that needs an extra bit of support for food items.

LATERAL FLOW TEST (LFT) COMPLIANCE TEAM:

Analyzes traveller's compliance with COVID-19 regulations in respects to LFT tests to be taken on Days 2, 5 & 7.

Business Services Team

Provide core operational support to all Travel Cayman teams.



Governance

The Government continues its valiant efforts in focusing on people first whilst maintaining fiscal prudence. With the announcement of the Border Reopening Plan by the Honorable Premier on 8 July 2021, the people-driven approach outlined five different phases to reopening the Cayman Islands borders safely. Travel Cayman is guided by this National Plan and the COVID-19 Regulations as set by the Government.

Any requirements for local community cases or travellers that are placed in quarantine are based on requirements or instructions of the Medical Officer of Health (MOH), as such Travel Cayman are acting on behalf of the MOH as 'a person designated by the Medical Officer of Health' to carry out/enforce these instructions as is stipulated in the Regulations. This is the avenue through which Travel Cayman receives its authority.

Our People

Number of Staff
Employed as of
31 December 2021

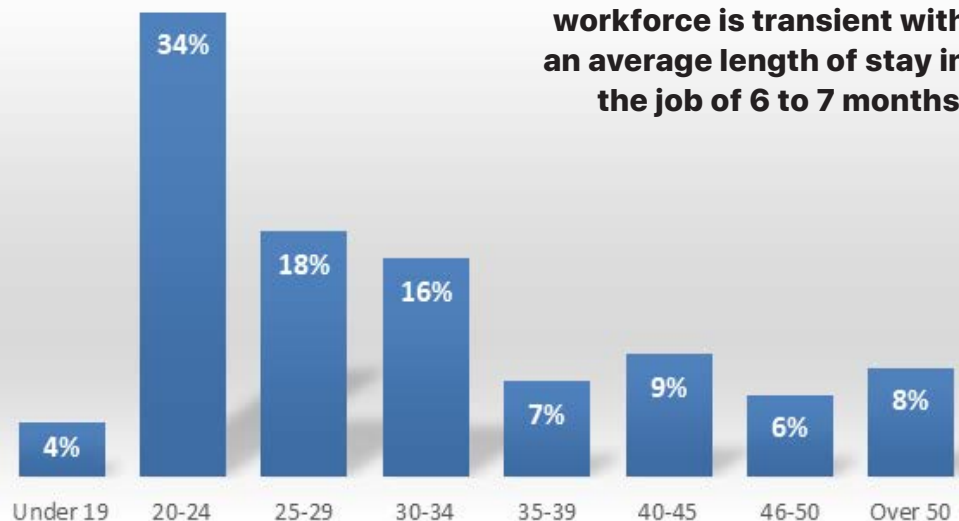
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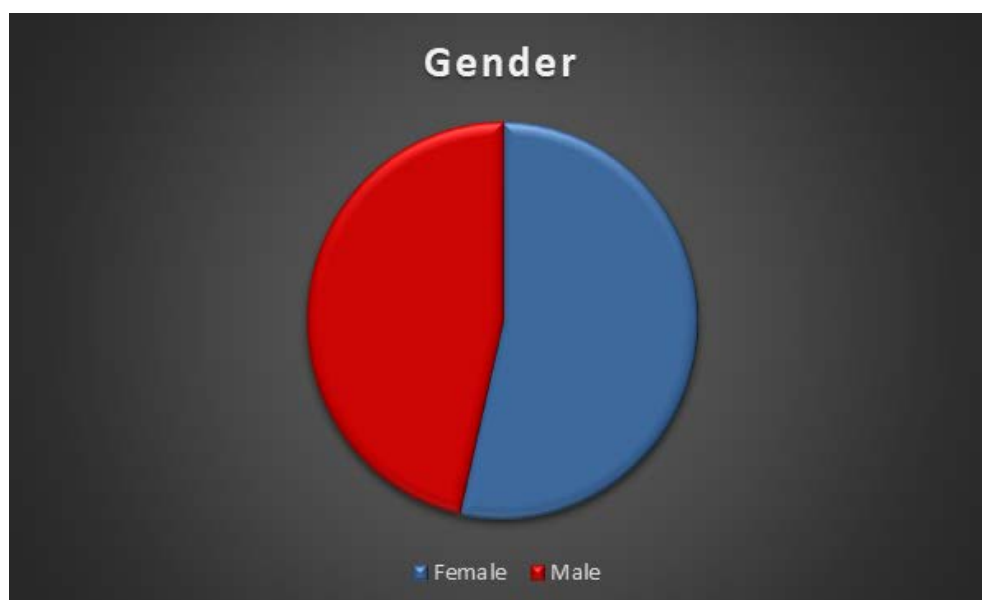
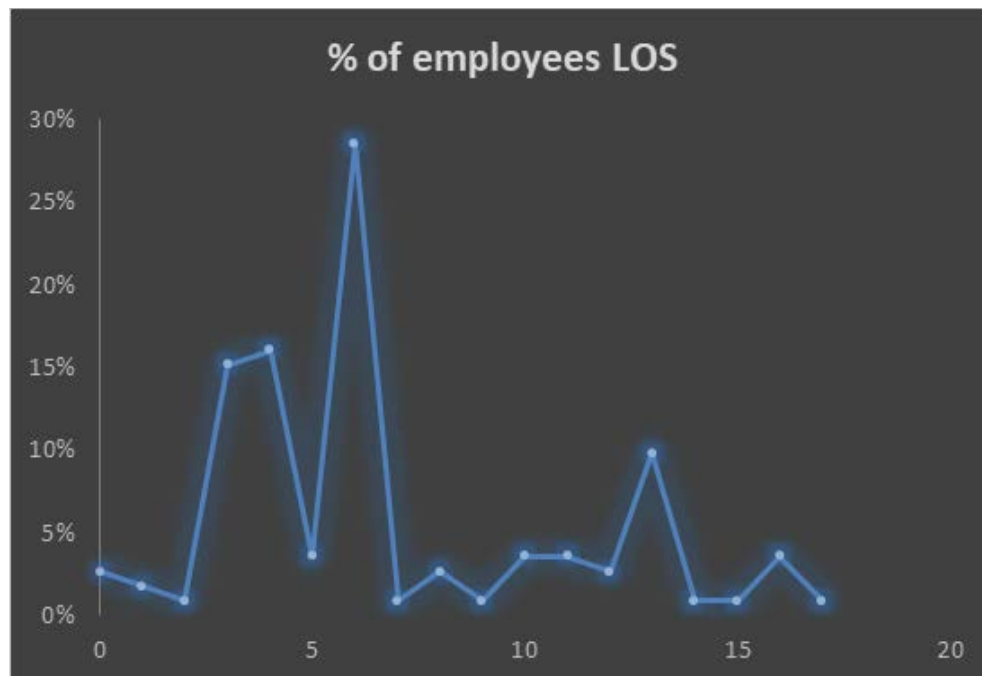
Age Range

72% of
the staffing.

19yrs-
34yrs

A growth of **900%** since its launch September 2020 with only 13 persons. A vibrant, passionate and energetic group, the team comprises largely of persons age 19-34 years old. This age range accounts for 72% of the staffing.



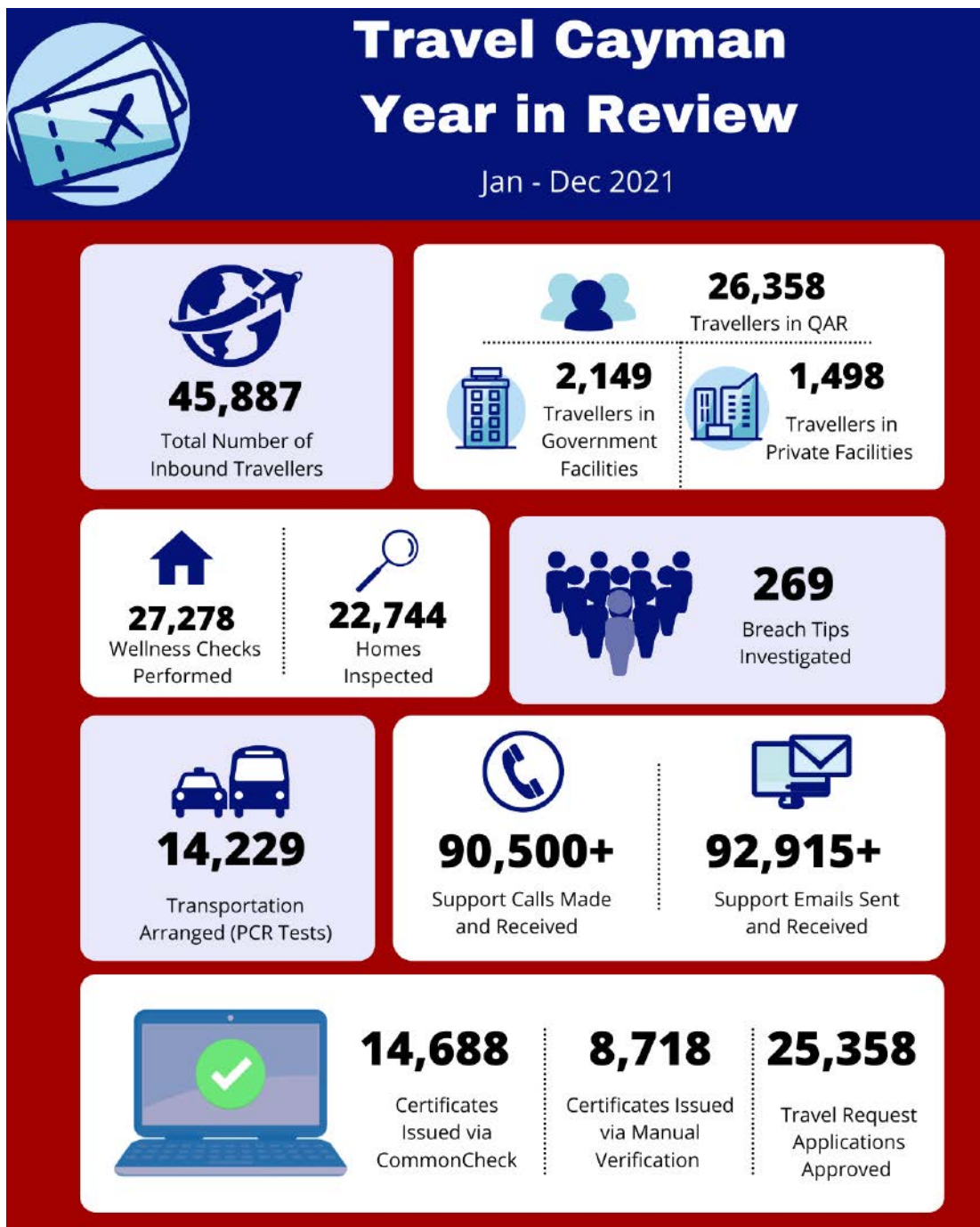


The gender split is predominantly female



Management Discussion and Analysis 2021

Highlight of Achievements
Highlights in Numbers





Risk Management

IDENTIFIED RISKS	RISK MITIGATION	2021 IMPACT/ RESULTS
1. Loss of manpower	• Cross Training of staff members across teams. • Work from home status (limited).	• Even though TC was one of the last agencies to be impacted by isolation due to COVID-19, the agency by the end of 2021 saw numbers up to 30+ staff members out due to the virus. • Cross training proved to be a success and allowed the department to continue providing core essential services.
2. Inability to get space to maintain social distancing (TM team) and separation of Red and Blue teams	• Source an additional office space to ensure proper social distancing.	• Due to budget concerns this did not come to fruition.
3. Quality of workforce (inability to hire the right people with the needed skill sets for the department).	• Director on all interview panels (as much as possible). • Structured hiring process developed. • Training and Development of current workforce.	• Some improvements were seen in the quality of workers hired after the implementation of the new structure. • Continuous training is needed for the team, but the hours and chaotic nature of the business has provided several conflicts for the team.
4. Inability to get PPE or key resources in a timely manner.	• Ordering larger quantities due to supply chain disturbances. • Sourcing other areas to get supplies.	• Installation of ordering from ppe@gov.ky was a key ingredient to minimizing this risk for TC.



Risk Management cont.

5. Inability to get Decontamination supplies	• Ordering larger quantities due to supply chain disturbances. • Sourcing other areas to get supplies.	• Alcohol for the Sister Islands proved to be a continuous challenge – not many suppliers on the island and an item that sold quickly. • Sourced from the only local vendor in GCM, but smaller supply stock.
6. Delayed PCR testing results (increased complaints and chatter on Social Media)	• Refine the internal processes between PH and TC. • Provide any additional support as needed to PH.	• Built stronger relationships within PH which helped both teams work more efficiently and effectively. • TC took the hit many times for PH issues on social media and traditional media, but as one government, we continued to quietly lend as much support as possible.
7. Technological innovation	• Identify improvement areas in each contact point for the traveller. • Assist in portal enhancements: customer-first.	• Great improvements were made in the portal at the onset of Phase 4. More improvements are made to ensure that the portal is “child-friendly”. • There is still a great need for a Customer Relationship management tool within TC as there are too many different systems, worksheets, etc used by different teams and they aren’t connected to each other. There is a strong need for a holistic system.
8. Knowledge Base (a need for an intuitive system that can provide ‘answers’ to the team for complex areas such as the regulations)	• Identify a knowledge base system that will allow the team to provide a deeper level of customer service and minimize TC’s reputational risk.	Project delayed due to competing priorities.



Scrutiny by Parliament and Public

Travel Cayman has received complaints in the following areas in 2021:

Issue: Portal user friendly challenges

Solution: Extensive work was done on revamping the Portal in 2021 to ensure it was easier to navigate for travellers.



Additional features and communications was also added to streamline the process.

Issue: Customer service provided by the team

Solution: Targeted customer service training was provided for the team using LinkedIn Learning, Speaker workshops and other tools

Issue: Understanding of public health regulations

Solution: The public health regulations are a complex document that is interpreted differently by many.

TC focused its efforts on using one channel for any clarification of regulations. Staff training and simple to understand communications were provided for all to grasp the changing regulations.

Issue: Public's confusion and attributing Public Health challenges to Travel Cayman

Solution: Travel Cayman worked tirelessly to assist Public Health in its challenges, providing solutions and resource support where applicable.

Looking Forward

After two years of standing in the front-line, Travel Cayman's original mandate will change. Even though the future is unknown, investing in the staff will always be a priority of the Directors and Ministry. A key challenge for the organization is investing in the future of all staff, ensuring that if it is required for Travel Cayman to downscale or transition to perform another role, staff members who have served diligently over the past two years are not left unemployed and would have gained transferable skills and knowledge.

As such, the following steps are being taken:

- Exploring areas where Travel Cayman staff can still serve the needs of the government in other capacities.
- It is recognized that the world's landscape continues to change rapidly. Ensuring that there is a skeletal operation still in place if we face other disasters may be prudent in our diligence to always be on guard.
- Recruitment Drive.
- Developing a recruitment drive programme to introduce both TC employees and future employers.
- Developing a survey to understand interest areas for each staff member.
- Assist staff members in upgrading their resumes and hosting interview workshops.
- With the assistance of the Ministry and the Hon. Deputy Governor, identify current recruitment efforts where TC staff members can be transferred.
- Meet with HODs, SGA heads to lobby the recruitment of TC staff members in roles.
- Identifying future organizations for TC employees to secure full-time positions.
- Managing relationships to secure agreed roles for TC employees.



Ministry of
Border Control &
Labour
Cayman Islands Government



WORC

WORKFORCE OPPORTUNITIES & RESIDENCY CAYMAN
CAYMAN ISLANDS GOVERNMENT

ANNUAL REPORT 2021



Message from the Acting Interim Director

Ms. Laura Watler

Workforce Opportunities & Residency Cayman



During the 2021 financial year, despite the new challenges from COVID 19 pandemic with variants entering as the borders phased re-opening strategies, the Cayman Islands continued to be a safe place for its citizens and residents alike because of the measured approach and ability to adapt by the Government. As we saw in 2020 through the continued resiliency and commitment from our staff, we were able to ensure the social and economic prosperity for Caymanians and businesses. Our first major accomplishment was reducing the unearned revenue from \$56M at the start of the year to less than \$4.7M at year end. This was mainly as a result of more efficient communication and collaboration across the Department which grew throughout the year within the teams.

Under our Labour Needs & Supply section we were able to collaborate with Cayman Island Tourism Association, Department of Tourism, Ministry of Tourism and other partners to launch the Remobilisation Committee which focused on a joint approach to ensure tourism displaced workers and other JobSeekers were registered; placed into training or in line for interviews and then presented with the opportunity for employment. We saw over 2,300 persons register on our portal which has led to an increased visibility of job opportunities by Caymanians. As such we have experienced success in providing suitable clients for employer's seeking temporary work permits which has resulted in some clients being hired. This was as a result of greater collaboration between Employment Services and the Administrator team.

Honoured to again highlight another year 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 continue to experience difficulties in obtaining gainful employment as our economy starts to rebound and the borders phased re-opening plans. In addition to the above we had several job registration drives, which resulted in going into districts to support registrations, as well as a Job Fair which allowed on the day interviews and job offers being given by CITA partners. Ending the year with a 30% increase from 2020 in JobSeeker referrals and potential placements throughout industries.



Our Compliance unit saw a 40% increase in investigations totalling 560 cases, in which some contributed to the 30% increase in fines collected which totaled over \$325K. The team continued to support revenue collection of over \$1M in Permanent Residency (PR) delinquent fees and saw the revocation of 41 PR Facilities. Increasing throughout the year our own operations and also our cross collaboration with other law enforcement agencies in support of governance and ensuring that our workforce is protected. With that we were able to support four operations which included Royal Cayman Islands Police, Customs and Border Control, Port Authority and Department of Labour and Pensions.

For 2021 the Executive Revenue earned and recorded exceeded the budgeted forecast by \$15.8 million. Residency and Work Permit revenue streams accounted for over 11% of the notable increase (\$15.8 m) in revenue reported for the year. The performance in revenue is attributable to the rebound in the economy due to border remobilization and reopening of businesses that were impacted by the pandemic.

We are continuing to bridge the gaps between our Grand Cayman and Cayman Brac teams in order to streamline and standardise operations and services. We also sought to complete the recruitment of key positions that were identified in our Business Plan which will further aid us in providing support to our customers. With a full year of the JobsCayman we have been able to receive feedback given by our stakeholders. This will assist in the redevelopment of the customer experience to a more robust user interface which will be user-friendly, intuitive, and a holistic approach to serving the public and our staff. The vision is to have an entire system which automates all customer facing services to increase productivity, thereby allowing us to redeploy staff to critical areas that need assistance and create an overall better experience of WORC services. Thereby, enabling forecast job market trends, provide more relevant training and be able to mitigate risks currently impacting efficiencies within the Department.

As we continue to further stabilise and solidify the Department and its mandate under the Government's Strategic Broad Outcomes, we will continue to focus on delivering a World Class Service to all citizens and residents of our Islands.

Sincerely,

Laura Watler
Interim Director (Acting)



Who We Are

Workforce Opportunities and Residency Cayman (WORC) ("the Department") is critical to the employment of Caymanians and the economic success of the Cayman Islands. The department is charged with assessing the labour needs in the market, developing and training Caymanians for these needs, providing Caymanians with work opportunities, supplying the market with the labour resources required and ensuring fair employment practices are in place for Caymanians.

Purpose

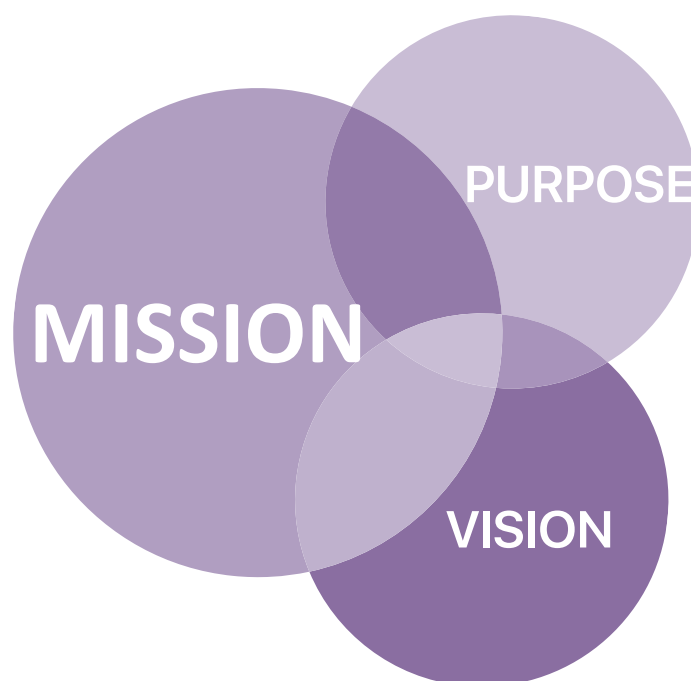
To drive social and economic prosperity for Caymanians and the Cayman Islands through extraordinary service and respect.

Vision

Leading the pursuit of full Caymanian employment and economic prosperity for all through service excellence.

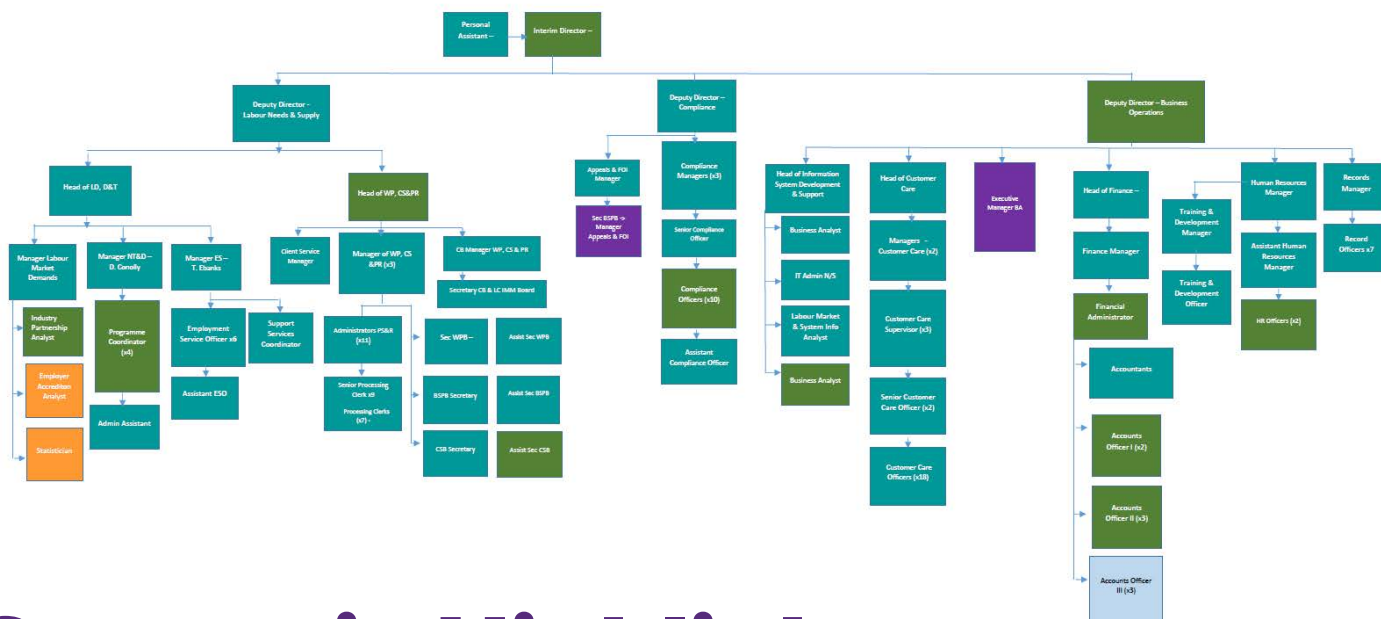
Mission

WORC maximises human capital, strengthening the economy and global competitiveness of the Cayman Islands.





Our Structure & Key Personnel



Strategic Highlights

Researched and offered training specific to the roles of staff within each unit (Employment Services, National Training & Development and Administrators) to increase their capacity to better assist clientele who avail themselves of the services offered and to operate from a professionally recognized best practice and shared perspective of assisting clients.

Collaborated with internal and external stakeholders during community outreach campaigns to ensure that clientele (employers and jobseekers) are aware of services available through WORC and whenever and wherever possible, (e.g. preparing for job fairs, calls from Work Permit Administrators and Board Secretaries) advocate for qualified, trained and experienced Caymanian Jobseekers to be given opportunities to apply for and be meaningfully considered for employment at jobs within their areas of interest. Train and coach JobSeeker Extended clients to ensure that they are equipped and prepared to present themselves most favourably in a bid for employment within areas that they are qualified, trained and experienced.



Strategic Highlights *cont.*

Analysed data from 2020 Work Permit Grants and feedback from Training and Development surveys to inform new training needs such as the offer of GED, QuickBooks, Office Administrator and Introduction to Craft Skills courses and the continuation of favourite courses such as Colour Accounting.

Administrators & Operations

WHAT WE DO

The Administrators deal with various work permits such as, Temporary Work Permits, Express Temporary Work Permits, (BVP) Business Visitor Permits, (SEZ) Special Economic Zone, Work Permit Amendments, C.I. Film Commission and Work Permit Annual Applications for the Work Permit Board and Business Staffing Plan Board. Currently 2 administrators have been reviewing PR (8+ years) applications, RIMS and variations on a trial basis.

Administrators can grant an applications up to (3) three years and (5) five years for certain positions such as, Pastors, Domestic Helpers, Teachers and Medical Personnel.

The Operations Team is to provide ample support to the Administration Team by ensuring each application is thoroughly vetted for completeness and then schedules the applications for the Administrators review. This also encompasses deferral applications in which a deferral response has been complied and the application is to be relisted and a decision rendered.

Achievements

- The Administrators and delegated managers have reviewed approximately 40,193 applications (i.e. Temps, Grants, Renewals, Amendments, SEZ's, PCW's, CYB & LC Temps & PCW's, Rims, Residency's, and Variations).



Key Accomplishments

March 24th, 2021

The administrators and processing clerks completed the Conflict Management training.

July – September 2021

An Administrator assisted with completing CSPR with reviewing variations once per week.

August 1st, 2021

Permission to Continue Working (PCW) transitioned from Customer Care to Administrator's to review. Applications are currently being reviewed by a Manager &/or Acting, Interim Director until full training can be completed for all administrators to take over.

August 2021

2 Processing Clerks from Operations started assisting CSPR section, with processing of applications for a 6 months basis, with the possibility of being extended if necessary.

September 17th, 2021

The Administrators and Processing Clerks completed the Civil Partner Change of Employer training.

September 21st, 2021

"BIG 4" Project started where applications for KPMG, EY, Deloitte and PricewaterhouseCoopers were reviewed by an administrator within five (5) days (i.e. TWP's, WPG's, WPA's and WPR's). This new process included the administrator(s) to review a risk register checklist.

October 18th, 2021

Administrators were involved in a sprint project to assist with clearing a backlog for Work Permit Board Annual work permits over a 2 weeks period. The goal was 1,730 and target mark 1,185 and completed 1,089.

December 2021

Administrators assisted with a PR project to review variations.



WORK PERMIT BOARD SECRETARIAT AND BUSINESS STAFFING PLAN BOARD SECRETARIAT

WHAT WE DO

Under the Immigration (Transition) Act 2021 Revision, the Work Permit Board and the Business Staffing Plan Board ("the Boards"), were established to review work permit applications in Grand Cayman. The Work Permit Board is responsible for applications from businesses employing less than 15 work permit holders and for individual employers. In comparison, the Business Staffing Plan Board reviews applications from companies employing 15 or more work permit holders, inclusive of applications relating to Business Staffing Plans.

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.

In addition to reviewing new application submissions, the Boards also have the responsibility of hearing appeals with respect to the decisions of an officer of WORC. The Work Permit Board and Business Staffing Plan Board Secretariats ("the Secretariats") are designed to provide full administrative support to the Boards. The Secretariats process applications to ensure completeness in accordance with standard requirements and subsequently schedules applications to The Boards for review and consideration.

During meetings, the Secretary and Assistant Secretary are charged with providing support and advice to the Boards to ensure applications are reviewed in accordance with the Immigration (Transition) Act 2021 Revision, Directions and Regulations.

KEY TRAINING INITIATIVES

- **24th March 2021**
Conflict Management Training
- **29th June to 1st July 2021**
New Manager/Supervisor Journey Training
- **17th September 2021**
Civil Partnerships/Change of Employer Training
- **6th October 2021**
Business Writing Principles Training
- **9th November 2021**
Data Protection Training
(included newly appointed members of the Boards)
- **10th November 2021**
Communications Training
- **18th November 2021**
Cyber Security Training
(included newly appointed members of the Boards)



WORK PERMIT BOARD SECRETARIAT AND BUSINESS STAFFING PLAN BOARD SECRETARIAT *cont.*

ACHIEVEMENTS

Overall, 2021 was a successful year for the Work Permit Board and Business Staffing Plan Board Secretariat. Continuing from the changes in processes brought about from the previous year, the Secretariats have embraced and mastered the paperless method of processing applications. They now rely solely on the system to create quotas and track the movement of applications.

The Boards appointed in 2017 held their last meetings on 20th September 2021 and 30th September 2021 respectively. The Secretariats wish to formally recognize their dedication and contribution to WORC's Vision and the entire community of the Cayman Islands. During their tenure, and with the support of the Secretariat, they reviewed a total of 6,739 applications (from the period of 1st January 2021 to 30th September 2021).

Newly appointed Boards came into effect on 1st October 2021. The Secretariat partnered with key stakeholders within the WORC Department and the Ministry of Border Control & Labour to organize and prepare the Induction of the Boards. The Induction included gathering contact information for all Board Members, ratifying guidelines pertinent to the operation of meetings (such as the Standing Orders), and participating in essential training sessions.

The newly appointed Boards successfully held their first meetings on 23rd November 2021 and 24th November 2021.

Since commencing meetings, and with the support of the Secretariat, the Boards have reviewed a total of approximately 355 applications.

CAYMAN BRAC & LITTLE CAYMAN OFFICE AND BOARD SECRETARIAT

The Cayman Brac and Little Cayman Board processes Work Permit Grants, Renewals and Specialist Care Giver Certificates. During the financial year 2021, this section collected \$643,169.36 in Revenue, which was an increase of \$85,843 as compared to 2020 Revenue and processed 992 Work Permits. The Board meets in person and via Zoom 2-4 times a month.





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.

The CS & PR Secretariat provides full administrative support to the Board by ensuring that all applications are processed and meet the necessary criteria with respect to evidence and documentation required to satisfy the requirements of the relevant section of governing legislation or circumstances tabled for consideration. In addition to reviewing application submissions, the CS&PR Board also has the responsibility of hearing appeals with respect to the refusal decisions of Independence Means applications which are considered by an assigned Administrator. The CS&PR also reviews applications for Acknowledgment of the Right to be Caymanian and the confirmation of such status for various purposes.

The Secretary and the Assistant Secretary are tasked with providing support and advice to the Board, thus ensuring that the applications are reviewed in accordance with the Immigration (Transition) Act (2021 Revision), Directions and Regulations. Due to the many application types (approximately 17) and complexity of matters being considered, these roles are key in providing the Board with guidance and support.

Each deciding authority is tasked with applying immigration legislation to ensure the eligibility requirements under the relevant Act have been met.

Each deciding authority is tasked with applying immigration legislation to ensure the eligibility requirements under the relevant Acts 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, completed applications are generally processed in accordance with the provisions of the Immigration (Transition) Act (2021 Revision), Directions and accompanying Regulations. However, depending upon an individual's circumstances, research and reference to earlier immigration legislation may be required.



CAYMANIAN STATUS & PERMANENT RESIDENCY *cont.*

KEY EVENTS

- **24th March 2021**
Conflict Management Training
- **17th September 2021**
Civil Partnership Training
- **30th September 2021;**
Last Meeting of the previous CS & PR Board
- **1st October 2021**
Appointment of new Board Members
- **6th October 2021**
Business Writing Principles Training
- **25th November 2021**
Communications Training

ACHIEVEMENTS

The Caymanian Status & Permanent Residency Secretariat worked hand in hand with the outgoing Board in a cohesive and respectful manner. During the period of 1 January 2021 – 30 September 2021, all of 1,940 applications being reviewed.

The new Board appointed by Cabinet in October 2021 and held its first meeting on 25th November 2021.

NATIONAL TRAINING & DEVELOPMENT

WHAT WE DO

The mandate of the Training & Development Unit is 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 WORC develop local capacity to meet the current and future workforce requirements of these Islands.

Additionally the Unit seeks to connect job seekers with training and development opportunities; scholarship opportunities to pursue specific certifications; support job seekers and employers during job placement and provide job seekers with employment skills training and guidance.



KEY EVENTS

- WORC re-established the relationship with the Cayman Islands Drug Rehabilitation Court
- Collaborated with CITA and Department of Tourism for Tourism Registration Drive
- National Training and Development team enrolled and commenced
Workforce180 Re-Entry Services Certificate course
- Outreach included the Chamber Career Expo, JGHS Fair and several other institutions via Zoom
- Continued to support various projects such as the Government's NICE initiative



Achievements

R2WKY / EMPLOYABILITY 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 in access and maintain long-term employment.

Ready2Work commenced in February and closed off in early December 2021, with the last set of Group Support sessions taking place in a mix modality of Zoom and in-person. There were two cohort cancellations for the year however were still able to surpass the number of participants compared to both 2019 and 2020. Overall, there were 168 applications, 97 persons commenced and 79 completed. Of the 18 that did not complete, reasons for non-completion ranged from securing employment to being required to quarantine due to COVID-19.

There were five employer partners throughout the year (Ritz Carlton Grand Cayman, Christian Lifestyle Magazine, CaribbeanMGT, Grand Old House and the Marriott Grand Cayman). In 2022, a renewed focus will be placed on increasing employer partners to connect participants with initial short-term employment and a goal of securing long-term employment.

- **2021: 9 cohorts, 79 Participants; 20 employed, 3 job offers, 39 actively seeking.**
- **2020: 6 cohorts, 55 participants;**
- **2019: 9 cohorts, 57 participants.**

There were both challenges and learning opportunities in facilitating Ready2WorkKY this year, especially as a result of an increase in community spread of COVID-19 cases which began to rise in the last quarter of 2021 and adjustments to the location of training had to be made.

- Offsite training is possible but requires more frequent contact between the Programme Coordinator and Facilitators.
- If training is offsite but in a more central location, it will be easier to access for participants who utilise public transportation and team members who frequently visit to check-in and setup.
- Supplies were relocated to the offsite location for ease of setup for training as well as dietary needs. Storage and safety of equipment and food will always be key so that only authorised personnel can access items.
- Childcare was difficult to coordinate due to the pandemic, pre-school closures and reduced capacity due to spacing requirements. On-site childcare hosting was more feasible to coordinate and would be the recommendation moving forward until the space restrictions are adjusted.
- We were able to host two (2) Group Support sessions via Zoom in December. This seemed more convenient for some participants but reduced engagement with other participants.



PASSPORT2SUCCESS

WHAT WE DO

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. This year, due to COVID and lack of facilities to host the programme, we had two cohorts for the Passport2Success Programme, one catered to ages 17 – 24 years old and the second cohort for young parents.

Passport2Success

- Cohort #33: May 6 – June 28 (16 weeks 17-24 years old)
- Cohort #34: Oct 4 – Dec. 17 (11 weeks Young Single Parents)

Of the 25 persons started, 22 participants or 88% successfully completed the programmes for this period. Job Shadowing and Internship opportunities in areas such as Food and Beverage, Customer Service, Office Administration, Hospitality and Customer Service were offered during the programme.

The programme experienced much challenges and learning opportunities during this time
These included:

- A move from the UCCI campus due to renovations.
- The loss of newly gained location in November due to the rise in local cases and the Family Life center being identified as HSA's standby hospital extension.
- Participants unable to fully participate due to closures of pre-schools and lack of childcare. WORC added an on-site childcare area to accommodate and mitigate this barrier.
- Isolation mandates and infections rates due to COVID. A zoom option was offered to participants unable to attend in person.
- Timely stipends payments: However payments were requested ahead of agreed payout dates to mitigate against this risk.
- Site visits were placed on hold due to public health restrictions, however guest speakers were invited to join the group via Zoom.
- Generally, there seemed to be a lack of discipline from some participants and commitment to the duration of the programme. This seems to be a combination of a new venue, facilitator and external factors. New accountability directions were implemented.





INTERNSHIPS

- BLU Energy Ltd. – one (1) client was selected to start as an Electrical Administrative Intern for January 2022 for six (6) months
- The Catalyst Group – The Catalyst Group, in collaboration with the WORC, are looking for three (3) interns who are genuinely interested in working as Interns in Client Services and Investor Services. The deadline for submission is Friday, January 14, 2022, as interns should ideally start in February 2022. Discussions started in November 2021, and the agreement was finalised in December 2021.

APPRENTICESHIPS

- AndroGroup Ltd. – AndroGroup Ltd., in collaboration with the WORC, are looking for three (3) apprentices. One apprentice will be placed in each department: service plumbing in the plumbing division, sheet metal in the contracts division and HVAC in the service department. Ideally, the apprentices will start in February 2022, as discussions started in December 2021.
- The Grow Group Ltd. - collaborated with WORC in October 2021 to find suitable clients for the Trainee Journalist post; one (1) apprentice took the offer and is doing very well in the post. This apprenticeship will be for 2-3 years.

GED

WORC partnered with the International College of the Cayman Islands (ICCI) to restart the GED programme for job seekers who are marginalised by not having their high school diploma. WORC was able to identify five (5) Caymanians as potential candidates for this programme. Following an assessment, one (1) person enrolled in the 2021 Fall and another will be joining the Winter 2022 cohort.

Five (5) sittings of the GED pre-testing assessment were offered on September 24, November 9, 10, 23 and 24, 2021, as broken down below:

- **9th November 2021** – one (1) client attended the assessment for Mathematics and Science
- **November 9** – three (3) clients attended the assessment for Language Arts and Social Studies
- **November 10** – six (6) clients attended the assessment for Language Arts and Social Studies
- **November 23** – two (2) clients attended the assessment for Language Arts and Social Studies
- **November 24** – three (3) clients attended the assessment for Language Arts and Social Studies

A total of fifteen (15) clients sat the assessments; based on the results, one (1) opted out of continuing, and fourteen (14) were accepted into the pre-GED programme at ICCI for February 2022. Further information is forthcoming from ICCI for the clients.



TVET TRAINING

In December 2021, the agreement was finalised with Inspire Cayman Training Ltd. to offer two (2) seminars in Events Planning and Entrepreneurship for 10-40 clients:

- Day 1 – all participants attend regardless of seminar stream
- Day 2 – Events Planning only
- Day 3 – Entrepreneurship only

INTERNSHIPS

In October 2021, three (3) apprentices were selected for the Trainee Journalist apprenticeship at The Grow Group Ltd. All three (3) accepted the offer, but only one (1) continued and is doing very well in the post. This client started on November 10, 2021.

In November 2021, there were fifteen (15) successful applicants, for the new Construction Technology Level 1 course at UCCI. The course will start on January 17, 2022.

CAREER FAIRS/ DRIVES

Outreach included attendance at the Lighthouse School Career Day on June 4, 2021. Approximately 55 students between 11-17 years old attended. WORC was responsible for the coordination of six presenters for the day inclusive of WORC.

Other presenters included Marriott Beach Resort's Housekeeping Director, Foster's Food Fair's Deli & Bakery Senior Manager, RCIPS Community Officers, Department of Agriculture Plant Protection Officers and the Cayman Career Academy team.

CAYMAN BRAC

Visits resumed in 2021 with a 3-day visit during 28-30 April 2021 to facilitate in-person JobsCayman registration and host three (3) training workshops (Social Media in the Workplace, Employer Expectations and Leadership Skills). We were also able to facilitate four Zoom training sessions for staff of the Department of Children and Family Services:

- **November 3** – Active Listening (approx. 17 attendees)
- **November 8** – Building Positive Relationships (approx. 6 attendees)
- **November 9** – Overcoming Communication Barriers (approx. 6 attendees)
- **November 10** – Getting Along in the Workplace (approx. 16 attendees)



COURTS

WORC re-established the relationship with the Cayman Islands Drug Rehabilitation Court where ten (10) persons were referred and eight (8) persons attended meetings for guidance on JobsCayman registration, training opportunities, guidance on seeking full-time employment and resume improvement.

- Work needs to be undertaken to form relationships with prospective employers who are willing to engage in hosting placements for individuals who are unemployed and enrolled in the Drug Court. Three (3) referrals were made through the Mental Health Court; two (2) individuals attended scheduled appointments.

Assistance with starting the JobsCayman registration process was undertaken. Advice was provided on how to prepare their resume in order to complete the registration process.

- For future Mental Health Court referrals, requests will be made to have their diagnoses disclosed prior to meeting as there was concern noted after the fact when their conditions were released. Dependent upon the individual's condition, it should be assessed as to whether full-time employment, apprenticeship/internship, etc. are realistic options compared to accessing other Government agency support services.

SECOND CHANCES

Two (2) persons were assisted with applying for the Second Chances Programme in the latter part of 2021.

- Individual 1 had tentatively secured a position with a Government Department but was unable to qualify due to ongoing work with the CI Drug Court. The application can be revisited upon successful graduation from the Court's programme.
- Individual 2 interviewed and secured a post with a Government Department. The Second Chances application was submitted and administrative processes were ongoing to finalise the placement.

PRISONS

Work began on re-connecting with the Her Majesty's Cayman Islands Prison Service. In 2022, we will be able to meet with the Throughcare Support team to discuss how HMCIPS and WORC can partner to achieve positive outcomes for persons returning to the community. Persons eligible for this voluntary scheme are those serving a custodial sentence of 12 months or less and who therefore would not normally qualify for post release support from the Department of Community Rehabilitation.



Employment Services Unit

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 an additional Assistant Employment Services Officer (AESO) in February 2021, doubling the number to complement the existing employment team. This allowed the unit to form two teams of Employment Services Officers, supported by one AESO each.
- Recruitment for the newly created post of a Support Services Coordinator (SSC). This role whilst carrying some ESO responsibilities, is dedicated to support client cases escalated from the Employment Services Officers where additional services are an identified need such as financial assistance, counselling, requiring liaison with the various external support services agencies such as the Needs Assessment, the Counselling Center, amongst others. This post was filled by an internal promotion of an Employment Services Officer.
- ESU implemented its Support Services facility in February 2021 on recruitment of the SSC on February 1st, which saw favorable uptake by clients that could be supported more effectively having this in place. This facility has grown beyond the financial and counselling referrals relationship and is now offering significant supports to clients especially in the area of persons with barriers, working along with both governmental as well as private sector agencies.

Employment Services

KEY EVENTS *cont.*

- ESU travelled to Cayman Brac in Q1 of 2021 to strengthen relationships by offering support to WORC representatives by both the Manager of Employment Services and National Training & Development in an initial meet & greet session, ESU again was represented as part of the larger WORC delegation that travelled shortly after for a more formal strategic exercise and team building.
- 2021 presented with multiple incidents of business interruption for the team due to facility issues as well as impact from storms. Having provisions in place for virtual business continuity via remote working, the team was able to move seamlessly to deliver services online where possible, when presented with these challenges.
- ESU was not immune from the impact of COVID-19. Acting on the directive from POCS, a remote working contingency plan was prepared by ESU and approved by WORC senior leadership and implemented. This contingency plan helped to mitigate loss of productivity that would have been experienced, as well as the ability to safeguard other team members, thereby reducing the impact on service delivery.
- Mid to end of 2021 saw the ramping up of the goal to assist the Displaced Tourism Stipend Recipients in securing employment. ESU was tasked with the significant challenge of assisting the recipients to register with WORC, this took place in the form of district registrations as local libraries, forming part of teams from Customer Care, National Training & Development, and collaboration with the Needs Assessment Unit by joining them on their district outreaches as well.

Several after-hours events at WORC office, as well as Camana Bay and the Westin Hotel were held. In addition, ESU was also tasked with collecting biographical information following the creation and implementation of the mechanism to capture this information, and have since been seeking to match and refer to Tourism job roles as posted by the Cayman Islands Tourism Association membership (CITA). The year closed with a joint partnership with the Department of Tourism (DoT) and CITA, in hosting the first of several proposed Tourism Job Fairs, targeting recruitment for specific roles as deemed necessary by that Industry.





ACHIEVEMENTS

How key objectives were met:

WOC -1 –EMPLOYMENT SERVICES AND SUPPORT	2021-PROJECTED	2021-ACTUAL
Number of job seeker encounters –regular data stream being tracked	1,500-2,000	1,013*
Support Services Encounters/Orientations	n/a	204**
Actual Encounters at YE	n/a	1,217

As of 2019 ESU moved away from client encounters via multiple means such as job seeker registrations once the responsibility for this was assumed by the Customer Care Unit. At present, this activity is measured primarily by clients coming in for intake assessments, career action planning as well as follow up meetings.

The year proved especially challenging in the area of actual job seeker encounter. Despite implementing an agreed shared use of limited facilities at WORC, ESU was still faced with the challenges of client commitment to the job search process, which impacted this target. During the year, in addition to working on the residual backlog of 270 clients from 2020, 370 new Job Seeker Extended clients were assigned to Employment Services Officers as follows:

Job Seeker Client Intake Activity 2021

384	# successfully reached and agreed to attend for intake
200	# attended and completed the intake process
266	# unresponsive to intake requests
161	# did not attend the scheduled intake

This continued pattern of activity by clientele, resulted in under-utilization of rooms that are in high demand. However in most instances, this could not be mitigated as the client's non-attendance is not known until the day of their appointment, and did not leave sufficient time to reallocate this resources to other internal parties.

ESU's internal procedure address's inactive/unresponsive clients off of caseload after attempts to engage with them; however there is room for consideration of stricter measures as well as seeking other supports to the clients where it comes to resources that are impacted in this manner that could have gone to other clients waiting for employment services. This is an opportunity to review this area in 2022.

Whilst the above may speak to that level of regular encounters less the former responsibilities now assumed by Customer Care, granular areas of engagement are relevant and representative and were recorded throughout the year as part of that overall number which are as follows:

ACHIEVEMENTS *cont.*

New Job Seeker Extended (JSE) Orientation and Support Services Encounter Activity 2021**

104	# of new JSE clients who completed orientation
100	# of client encounters for support services
204	# of clients completing orientation /accessed support services

The new area of dedicated support for clients needing the support of additional services not offered by WORC as coordinated by the Support Services Coordinator, returned a fair amount of activity in the first year of operations from clients identified by Employment Service Officers needing this assistance, and who agreed to have this support facilitated through referral and follow-up as follows:

Job Seeker Extended (JSE) – Support Services Activity 2021**

15	Financial Assistance
20	Counselling Support
1	Complex Mental Health Support
3	Rehabilitation Support
6	Private Sector Partnership-Job Support
3	Private Sector Partnership-Support for Adults with Differences
48*	Total # of clients that received dedicated support

It is to be noted that in addition to tracking of support services referrals, significant follow-up is required in these matters, and in the first year that amounted to 307 instances of follow-up, which equates to 15 instances of follow-up in relation to each case, on average to ensure they are both receiving, participating and benefiting from the services connected to.

Where challenges to these areas of support include inconsistency in attendance, legislative limitations, lack of government infrastructure to name a few, there has been encouraging movement such as implementation of online facility for financial assistance applications, and movement towards financial regulations focus groups, more clients becoming amenable to being referred for services, as well as successful support in seeking applications processed in favour of the client.

New Job Seeker Extended (JSE) Orientation and Support Services Activity 2021**

104	# of new JSE clients who completed orientation
100	# of clients engaged with for support services
204	# of clients completing orientation /accessed support services



ACHIEVEMENTS *cont.*



Furthermore, subjected to a depressed economy that although robust in some areas, the apparent appetite for hiring is not yet to the level as would be desired, having tapered off a bit where it comes to placements through WORC. Impacted by both job seeker commitment, as well as employer reception and inconsistency in feedback, the Employment Services Unit pressed on and was able to support job seekers in obtaining employment, where at the end of 2021, ****129 Caymanians were placed in employment.**

This represents a ratio of 8% of the job seeker referrals (1,544) sent, were actually placed. The goal is to increase this placement number target to 15-20% of referrals in 2022. Currently ESU is limited to waiting on feedback from employers which is grossly lacking as there are no mandatory requirement currently in place. Strategies to address these concerns will be developed and implemented during the 2022-23 financial years.

Employment	2021 - Actual***
Number of Caymanians placed	129

KEY ITEMS TO MENTION:

- ESU was able to clear the 2020 backlog of clients due to COVID-19's influx of clients just prior to end of Q2. The original target set was the first part of Q2, however this was extended due to some logistics of client health as well as Cayman Brac client participation.
- Ongoing professional development being key at all times, ESU sought continuation of the professional development, where Levels 1 and 2 of the Workforce 180 Case Management training was completed by the entire team in 2020; all team members were re-enrolled in and commenced the Case Management Level 3 training in September 2020. At the year 2021, 77% of the team had successfully completed, with the remaining anticipated to be completed by early January, 2022.



KEY ITEMS TO MENTION *cont.*

- With a goal of supporting the development of staff members as outlined in employee performance management plans (EPM), as well as to the Cayman Islands Government goals, three ESU team members who had a goal to prepare for senior level responsibilities, were offered several opportunities to lead the unit in supporting the team during the absence of the Manager.
- Two team members pursued and successfully completed Project Management Certification as coordinated by the Civil Service College in collaboration with the SRIU.
- Two team members garnered the prestigious Employee of the Month Award with one also gaining the Deputy Governor's award for their innovation of a QR code for direct link to WORC's website.
- ESU hosted its first intern, which was a resounding success as reported by the participant and the team. They are now attending University, with legal pursuits in the realm of employment law in an effort to support future clientele who are marginalized by deficits in this area. This exposure was valuable to the participant and helped to fuel their passion for the field of choice.
- Although conservative activity for now, ESU has experienced success in recommending and placement of suitable clients for employers seeking temporary work permits

Wrapping up Q4, 2021, ESU had 1,544 job seeker referrals, reflected an increase of just over 30% as compared to 2020. Where the unit experienced a positive placement activity time in 2020, that was directly attributed to the surge from job seekers returning to work based on the staggered return of the key industries during the lifting of restrictions from COVID-19 shelter-at-home requirements which had impacted the majority of industries. However, 2022 is viewed as holding the opportunity to increase the likelihood of enhanced success in this area through improved stakeholder engagement.



Compliance

STRATEGIC HIGHLIGHTS

The year 2021 in review was a very engaging and productive year for the Compliance Section. Aligning with Government's objectives in managing compliance of our immigration legislations as well as supporting the development and improvement of the Department's services, were key objectives, setting the tone for projects and initiatives through the course of the year.

The following were key accomplishments during the reporting period:

- specialized training focused on enhancing and developing staff competencies, supporting effectiveness and quality of key deliverables
- Increased resources deployed to the Section supporting improved operational effectiveness
- Implementation and management of special projects identified as risks supporting effective governance departmentally
- Creation and modification of policies, guidelines and forms improving service delivery, whilst reducing forecasted risks

The Compliance Team continues to look forward to 2022, with a continued focus on improving regulatory measures which bring about public compliance to our legislation, as well as improving quality and efficiency of service of which our department is charged.

WHAT WE DO

The purpose of the WORC Compliance Team is to:

- Reduce illegal, unethical and improper conduct whilst ensuring compliance with Immigration Acts, Regulations, policies and established guidelines;
- Serve as a focal point for compliance activities, ensuring reports ascertained and recommendations of change are actioned in aid of eliminating or reducing risks.

KEY EVENTS

- Recruited three (3) additional Compliance Officers
- Provided training and development focused on specialized skills and knowledge surrounding Law Enforcement as follows:-
 - Data Protection
 - Bill of Rights
 - Officer Safety Training (OST)
 - Radio Etiquette
 - Sensitization of Compliance Guidelines (Internal Training)
- Managed and/or participated in a total of five (5) internal projects supporting overall governance measures collaborating with internal and external stakeholders detailed below in sections key events/Achievements
- Vetting of residents legal status (Department of Tourism Stipend Recipients Project)
- Review of delinquent fees for annual payments due by Permanent Residency Holders
- Audit of Internal procedures and decisions
- Participated with reconciliation project(s) lead by Finance Team
- Managed external compliance by residents of new vaccination requirements



Compliance *cont.*

ACHIEVEMENTS

The Compliance Section strategically focused on the below areas of improvement and support where we celebrated the said achievements.

- Provision of new written policies and guidelines (Investigations Policies, Ballistic Vests Policy, Marriage Investigations Guideline)
- Finalizing drafting of Memorandum of Understanding between Royal Cayman Islands Police (RCIPS) and WORC for the use of RCIPS Detention Center and equipment
- 40% increase in investigations actioned totaling 560 cases
- 30% increase in fines collected totaling \$325,604
- Streamlined and increased compliance measures around marriage suspected fraudulent or representations that are false or inaccurate investigations
- Procured Ballistic Vests supporting safety of staff in the field
- Supported revenue collection of \$1,069,844.77 in permanent residency (PR) delinquent fees and revocation of 41 PR facilities
- Participated in four (4) joint law enforcement operations involving Royal Cayman Islands Police, Customs and Border Control, Port Authority and Department of Labour and Pensions
- Created and implemented new reporting measure consolidating key performance activities aiding in the centralization of efficient and accurate reporting

Risk Management

WHAT WE DO

Oversight of Departmental operations, investigations, internal decisions while conforming to legal obligations and best practices. Provision of internal audits, reviews supported by remedial reporting e.g. procedural and legal changes etc.

Enforcement

WHAT WE DO

Investigate identified breaches of all legal instruments associated with the Immigration Act, facilitated through criminal investigative procedures. These cases are disposed of by punitive measures inclusive of administrative fines and prosecutions through the judicial courts. Frequently the team collaboratively networks and supports other local Law Enforcement Agencies operationally.



Complaints

WHAT WE DO

The central depository for receiving all complaints alleging criminal misconduct or associated with administrative or procedural grievances. This Unit also manages and investigates complaints that are associated with marriages which are suspected fraudulent or representations that are false or inaccurate, contained within applications permitting spouses or civil partners to immigration facilities.

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.

A decision of the Information Manager to withhold documents on the basis that to release them would reveal lawful methods or procedures for preventing, detecting or investigating matters arising out of breaches or evasions of the Act. The applicant was dissatisfied with the decision and appealed to the Ombudsman. On appeal the Ombudsman upheld the decision of the Information Manager. The Ombudsman's decision reaffirmed the Information Manager's decision and set a precedent for the Department to withhold a certain class of document from the general public .

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 Act 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.





Appeals & Freedom of Information (FOI) *cont.*

ACHIEVEMENTS

Appeals – In 2021 the section drafted and submitted 237 appeal statements to the Work Permit Board and the Immigration Appeals Tribunal, within the timelines submitted by the Act. This is almost twice the number of appeals processed in 2020, when the section processed 125 appeal statements within that year. The lower than average number of appeals in 2020 and 2021 was due to the interruption of business caused by COVID-19.

FOI – In 2021, the section responded to 125 requests for information, 6 internal reviews which upheld the initial decision of the Information Manager, and an appeal from the decision of an internal review which escalated to the Ombudsman's office.

Business Operations

STRATEGIC HIGHLIGHTS

- Providing World Class Customer Service in a fair and transparent way.
- Continue to achieve clean audits and ensure that the financial accounts fairly represent the financial position.
- Support WORC staff in providing assistance in review and streamlining of business processes and automated solutions.
- Provides comprehensive Human Resource services for the organization.
- Foster a learning culture and assist in the creation of a World Class Civil Service.

CUSTOMER CARE

To deliver World Class Customer Service as per the Customer Service Charter; to continually improve the Customer Service experience for all WORC customers, staff and stakeholders. The Customer Care Team caters to various stakeholders, including employers, perspective job seekers, persons wishing to relocate, work permit travelling, etc. To ensure we offer optimum services that align with the vision, the Customer Care Team offers services through an online portal to process payment for applications, in person services for persons who wish to pay via cash, cheque, or debit/credit card, persons wishing to get stamps, or persons needing assistance with seeking jobs.

Other mediums which we offer support/services are our **JobsCayman portal**, **Call Center**, **online ChatBot**, **worc@gov.ky** and **jobscaymanhelp@gov.ky** emails.



Business Operations *cont.*

From the Deputy's Perspective

I am pleased to present this summary of Business Operations activities and achievements for the year ended December 31st, 2021.

The past year was quite challenging and the Department's business operations were heavily affected by the pandemic as a result of staff absences. This led to a disruption in the Department's ability to deliver timely service to our valued clients. Despite this, efforts were made to improve service delivery to customers through its adaptive business processes and operational efficiency. Technology facilitated by our stellar team also played a vital role in our progress.

Throughout the reporting period it was prudent that the Department continued to develop and build capabilities to ensure that staff possess the requisite skill sets to perform their duties effectively and meet the talent management needs.

Therefore, steps were taken to improve our operational capabilities and as such staff completed training in Cyber Security, Anti-Bullying, Customer Service, Leadership and New Manager and Supervisor training.

In undertaking the responsibilities for collecting government revenue and recording of expenditures, this duty is carried out with a degree of accuracy to ensure the accounts are relevant, understandable and faithfully represented. Within the year the team worked assiduously and made immense stride in clearing the backlog of revenue and bank reconciliation.

Looking ahead, we will continue to build our brand, upgrade our IT platforms and improve our management systems to deliver an efficient, effective and customer centric experience to our clients.

Thoywell Facey
Acting Deputy Director – Business Operations, WORC

KEY EVENTS

- Customer Service for Customer Care Team
- Stipend Project; registered 1,035 persons from July-October 2021
- Reconciliation Project – Unearned Revenue for period 2020-2021
- Able to continue business operations though we were heavily impacted by COVID-19 while operating at 33% on some days
- Removed the query line in efforts to streamline the flow of customers and maintain social distancing
- Launched the ChatBot in efforts to minimize wait times in Call Center
- Able to implement and test remobilization of the call center to function remotely
- Completed refresher customer service training for all staff
- Implemented Teams in which addressed the hierarchy structure for reporting purposes
- Implemented an accountability system which rewarded staff for exceeding expectations and assigning infractions to those who fail to meet set expectations

ACHIEVEMENTS

- Registered 2,551 JobSeekers on JobsCayman portal
- Registered 4,799 Employers on JobsCayman portal
- Job Post reviewed 12,948 / average time to review 5 days on JobsCayman portal
- Processed 41,943 applications in 2021 versus 31,154 in 2020; 35% increase
- Established a medium to accept applications with payments on the JobsCayman portal
- Streamlined the front of house operations by focusing solely on revenue generating services; increased productivity of staff minimizing wait times



Information Systems

WHAT WE DO

Support WORC staff in providing assistance in review and streamlining of business processes, automated solutions that provide more efficient and effective completion of labour related activities, provide specialized reporting and support Customer Care in assisting customers with technical questions or issues.

KEY EVENTS

- Deliver an online solution for a job clearing house
- Provide information that allows labour related decisions to be made based on facts
- Streamline the support model
- Identify collaborative projects that will provide efficiency

ACHIEVEMENTS

- Established a stable system to support job posting and documentation of recruitment efforts through and online portal
- Established and continuously improved the online payment solution for customers
- Established a support model to allow escalation of technical issues to the IT team
- Cross training to ensure systems are maintained and supported even with an inadequate staffing complement

Operations

WHAT WE DO

Support the Deputy Director – Business Operations in providing 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, improving results and minimizing costs to ensure the needs of the organization and its employees are met.

KEY EVENTS

- Distribution of Safety & Emergency Kits
- Designation of Crisis Marshalls
- Allocation of Radios
- Hurricane Preparedness & Building Readiness
- Installation of enhanced sewer system

ACHIEVEMENTS

- Crosswalk
- Additional parking
- Conference room for Boards
- Cayman Centre handover to Travel Cayman
- Updated asset register
- Air quality check
- Ordering of uniforms
- Procurement of additional capital assets
- Enhanced security measures



Records Management

WHAT WE DO

This unit manages the entire workflow of all documents and records for the Department. This involves the planning, controlling, directing, organizing, training, promoting of best practices for content management and other managerial activities involve in record creation, maintenance and use, and disposition to achieve adequate documentation of policies. Records management plays an integral role in ensuring policies are adhered to and that the department remains compliant with the Data Protection Act.

KEY EVENTS

- 164,826 Documents scanned
- 6,787 New File Numbers assigned
- 8,105 Email Submission Applications sent

ACHIEVEMENTS

- The relocation and organizing of the old files from the warehouse at CFR to the new warehouse by High Groove.
- Our Team took on the job of sorting the PR Certificates that were not collected by the applicants and created a spreadsheet stating whether they were paid or not paid. Also separating them by the type of certificates. After completing the project the certificates were sent back down to CS/PR for collection and the ones not collected were sent back to filing to place on file. These are filed away and now very easy to locate when needed for a Customer.
- Trained the intern who almost completed a banker's box of deferral documents that was not saved, but scanned when ECM was giving problems.
- Able to clean up almost all files off the floor from File Cabinets when the move was made to Apollo.



Human Resources

WHAT WE DO

This section provides comprehensive Human Resource services for the organization, of approximately 130 staff, with due regard for the structure, its policies and for the sensitivity and confidential nature of its business. Essentially, the HR team is responsible for providing strategic HR advice to the Director and Deputy Directors, including matters in relation to HR policies for the Department; identifying staff training and capability development needs and succession planning within the Department [in conjunction with the Training & Development Manager]; providing guidance, assistance and support to Senior Management; overseeing and administering performance agreements and performance assessments within the Department; review of payroll and allowances; and, leave and recruitment administration for Department staff.

Overall, the responsibilities of the WORC Human Resources section fall into 5 major areas:

- Staff Welfare
- Compensation and Benefits
- Training & Development
- Recruitment
- Performance Management

KEY EVENTS

- Facilitated an internal workshop of Take the Lead for WORC Managers & Supervisors.
- WORC Innovative Challenge to solve pain points in workflows, processes and day to day operations. Successful WORC Innovators are the Finance team, Employment Services unit and the Records Management team.
- Employee Engagement and Social Responsibility Activities.
- Implemented an annual WORC Cultural Day to celebrate and promote diversity and inclusion on a social level given our diverse cultures and heritage. This event will be held in May.
- Implemented an annual Cayman Thanksgiving Celebration. This event will be held in December.
- WORC 30 Day Step & Fitness Challenge.
- Launched the WORC Rewards & Recognition Programme: WORC Employee of the Month and Weekly Shout-Outs.



Achievements

HR COMMUNICATION:

- Introduced WORC's Employee Handbook of Policies & Procedures
- Introduced monthly HR Staff Notices

PEOPLE MANAGEMENT & HUMAN CAPITAL:

- Recruitment of 17 new employees [inclusive of permanent and temporary staff]
- Promotion of 6 employees
- 2 Appointments from temporary to open-term employment
- 1 transition from secondment
- Summer Internship: 5 recruits
- Cayman Islands Further Education Centre "CIFEC" Internship: 4 students for the period September 2021 – April 2022
- 5 Secondments, internal and external WORC
- 5 Internal recruitment/staff changes

Financial Summary

WHAT WE DO

The Finance Team has oversight of the revenue collections of the Department. It is charged with monitoring and reporting of revenue and expenses against approved budgets and ensure that the department is compliant with the Public Management and Finance Act (PMFA), Financial Regulations and the requisite department policies. The overarching objective of the unit is to continue to achieve unmodified audit opinions and ensure the financial accounts fairly represent the financial position of the department. To achieve this, we ensure the relevant controls are employed and revenue and expenses recorded are current, accurate, complete and duly approved. Collectively, the Finance unit ensures all fees are correctly assessed, reported, and paid into government revenue and that revenue concessions, exemptions and refunds are properly applied.



Executive revenue is earned by the core government using coercive power of the state and for which no direct exchange of service occurs.

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

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 the years ended 2019 to 2021.

KEY EVENTS:

- Tara Hurlston was nominated as Employee of the month for March 2021.
- Olsie Jackson was nominated as Employee of the month for December 2021.



ACHIEVEMENTS

GRAND CAYMAN & CAYMAN BRAC	CATEGORY CODES	2019	2020	2021
EXECUTIVE REVENUE JAN - DEC		IN \$,000	IN \$,000	IN \$,000
Temporary & Annual Work Permits	WP	77,921	65,052	78,271
Non-Refundable Repatriation Fee	NRF	1,777	1,196	1,631
Residency Issue & Annual Residency Fees	ARF /RES	19,967	21,488	27,272
Business Staffing Plan Fee	BSP	67	32	57
Provision for Continuation of Work & Working by Operation of Law	PCW /WOL	1,209	1,582	1,938
Specialist Caregiver Fees	SCG	46	42	52
Special Economic Zone	EZG	444	380	581
Right to be Caymanian Fees	CS	478	313	425
Immigration Fines	CLF/IMF	303	133	293
Total		102,212	90,218	110,520



Analysis of Executive Revenue earned over the last three (3) years reflects overall growth in revenue, however, there was a notable 13% decrease in revenue for the year 2020 due to the adverse impact of the pandemic.

Financial Summary

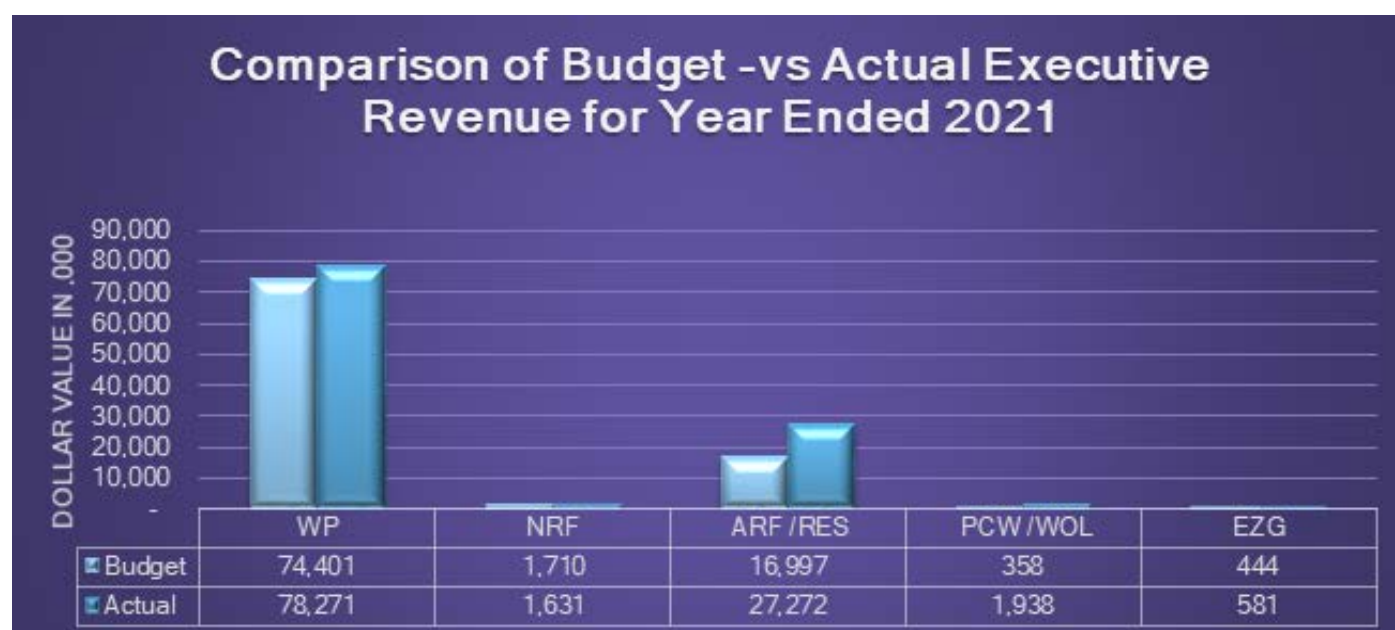


Ministry of
Border Control &
Labour
Cayman Islands Government

The Executive Revenue earned in 2021 significantly increased by 23% in comparison to 2020 revenue earned and also exceeded 2019 pre-COVID revenue earned by 8%. The notable increase in revenue for year 2021 is in tandem with border remobilization measures and the reopening of businesses that were severely impacted by the pandemic.

Comparison of Budget to Actual of Executive Revenue for Year Ended 2021

GRAND CAYMAN & CAYMAN BRAC EXECUTIVE REVENUE JAN - DEC	CATEGORY CODES	BUDGET IN ,000	ACTUAL IN ,000	VARIANCE IN ,000
Temporary & Annual Work Permits	WP	74,401	78,271	(3,870)
Non-Refundable Repatriation Fee	NRF	1,710	1,631	79
Residency Issue & Annual Residency Fees	ARF /RES	16,997	27,272	(10,275)
Business Staffing Plan Fee	BSP	56	57	(1)
Provision for Continuation of Work & Working by Operation of Law	PCW /WOL	358	1,938	(1,580)
Specialist Caregiver Fees	SCG	43	52	(9)
Special Economic Zone	EZG	444	581	(137)
Right to be Caymanian Fees	CS	676	425	251
Immigration Fines	CLF/IMF	-	293	(293)
TOTAL		94,685	110,520	(15,835)

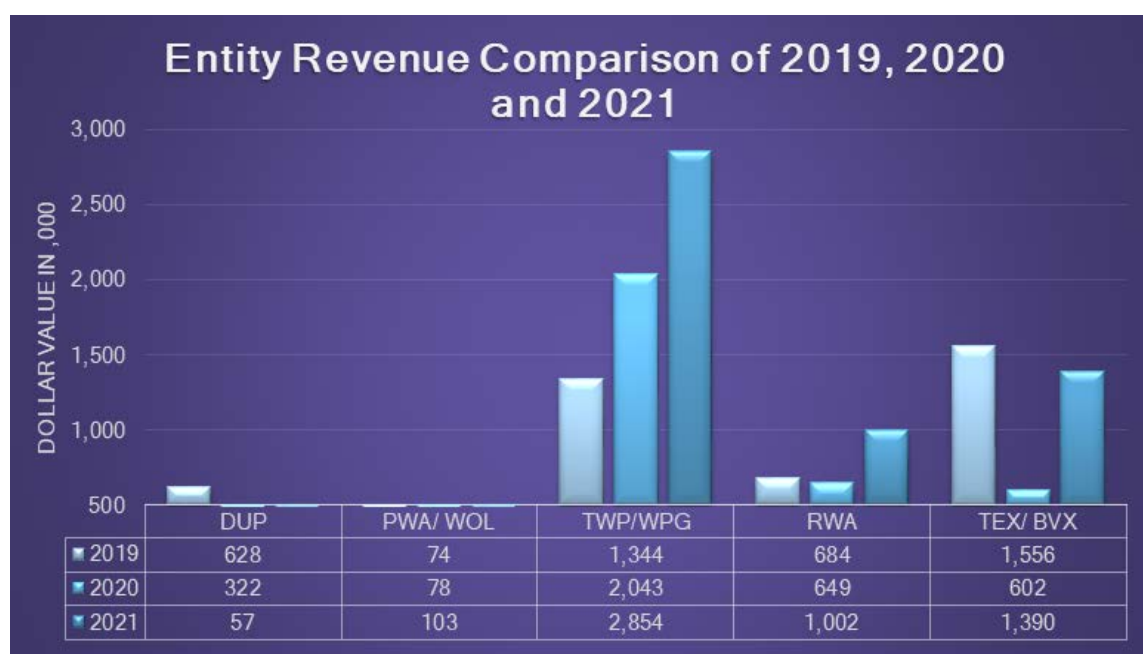




Financial Summary

In year 2021 Executive Revenue earned and recorded exceeded the budgeted forecast by \$15.8 million. Residency and Work Permit revenue streams accounted for over 24% of the notable increase (\$15.8 m) in revenue reported for the year. The performance in revenue is attributable to the rebound in the economy due to border remobilization and reopening of businesses that were impacted by the pandemic.

GRAND CAYMAN & CAYMAN BRAC ENTITY REVENUE JAN - DEC	CATEGORY CODE	2019 IN ,000	2020 IN ,000	2021 IN ,000
Copy of Document & Duplicate Certificates & Re-Entry	DUP	628	322	58
Provision for Continuation of Work &	PWA/ WOL	74	78	104
Temporary & Annual Work Permits	TWP/WPG	1,344	2,043	2,854
Right to be Caymanian Fees	CAA	143	136	176
Business Staffing Plan Fees	BSA	15	47	60
Business Visitor Permit Fees	BVA	16	8	2
Residency & Employment Rights Fees	RWA	684	649	1,005
Specialist Caregiver Fees	SCA	4	5	11
Appeal TWP Refusal/Revocation	ATA	14	4	11
Express Fees	TEX/ BVX	1,556	602	1,390
TOTAL		4,478	3,894	5,671



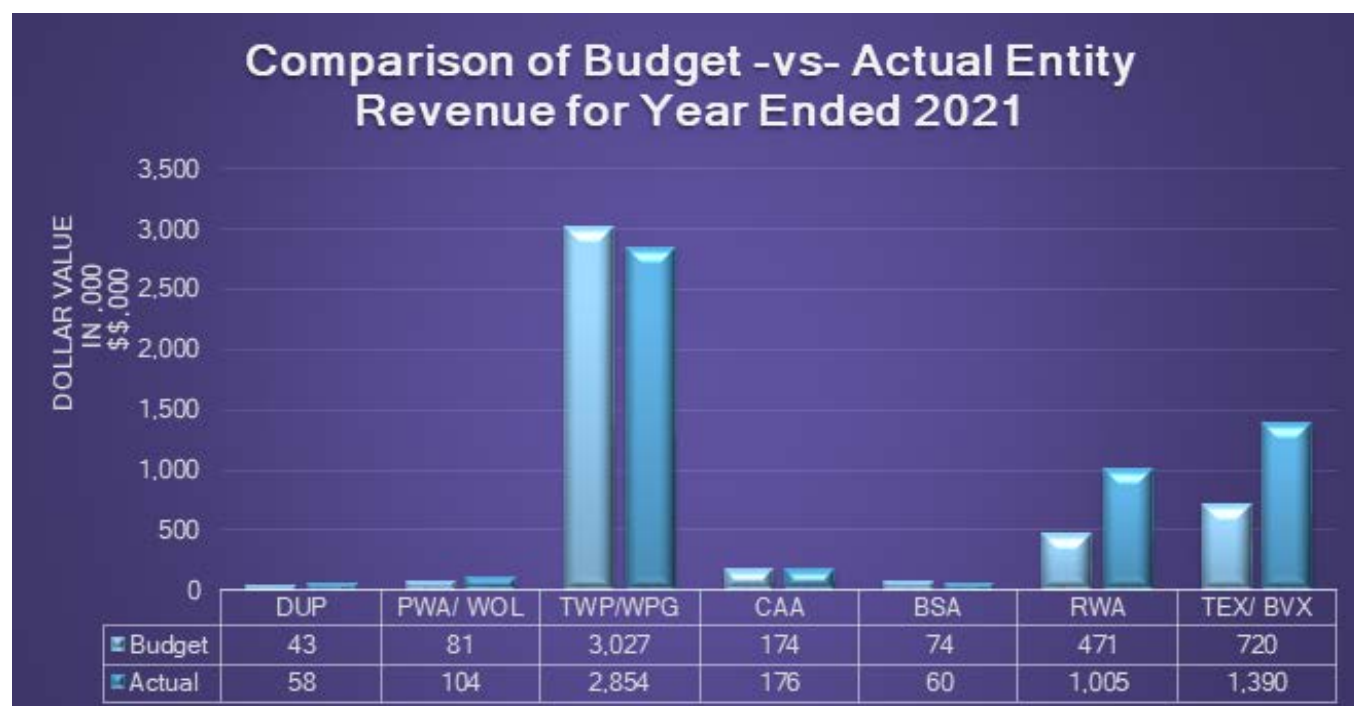
Financial Summary



Ministry of
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Comparison of Budget to Actual of Entity Revenue for Year Ended 2021

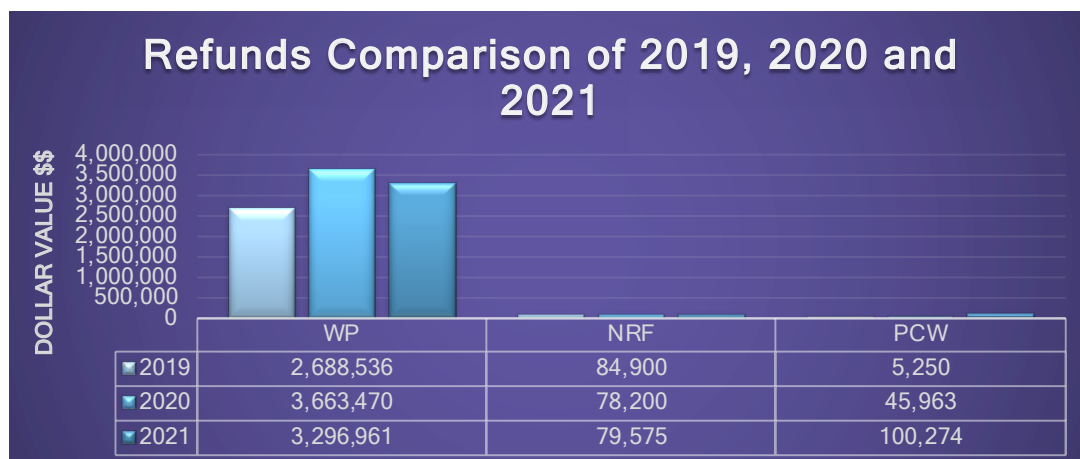
GRAND CAYMAN & CAYMAN BRAC ENTITY REVENUE JAN - DEC	CATEGORY CODE	BUDGET IN ,000	ACTUAL IN ,000	VARIANCE IN ,000
Copy of Document & Duplicate Certificates & Re-Entry	DUP	43	58	(15)
Provision for Continuation of Work & Working by Operation of Law	PWA/ WOL	81	104	(23)
Temporary & Annual Work Permits	TWP/WPG	3,027	2,854	173
Right to be Caymanian Fees	CAA	174	176	(1)
Business Staffing Plan Fees	BSA	74	60	(60)
Business Visitor Permit Fees	BVA	-	2	(2)
Residency & Employment Rights Fees	RWA	471	1,005	(1,002)
Specialist Caregiver Fees	SCA	7	11	(8)
Appeal TWP Refusal/Revocation	ATA	-	11	(9)
Express Fees	TEX/ BVX	720	1390	(670)





Financial Summary

Account Number	Description	Code	\$\$ Refunds Processed	Volume of Refunds Processed	\$\$ Refunds Processed	Volume of Refunds Processed	\$\$ Refunds Processed	Volume of Refunds Processed
			2019	2019	2020	2020	2021	2021
40227	Annual Work Permits	WP	2,688,536	2,932	3,663,470	3,395	3,296,961	3,492
40234	Annual Residency Fees	ARF	500	1			13,650	191
40250	Right to be Caymanian - Grounds of Marriage	CSH	0				1,000	1
40273	Residency 8 YRS	RRW	500	0			1,050	1
40274	Residency Issue Fees	RES	2,500	2	2,500	1	9,400	1
40701	Non-Refundable Repatriation Fee	NRF	84,900	441	78,200	397	79,575	389
40506	Final Work Permit	FPW					1,050	1
40507	Provision of Continuation of Work	PCW	5,250	3	45,963	22	100,274	53
40290	Specialist Caregiver Fees	SCG	125	1			2,000	9
40294	Special Economic Zone	EZG	2,460	2	4,560	5		
41605	Immigration Fines	CLF/IMF	0	0	200	1		
40260	Working by Operation of Law	WOL	8,125	1	3,638	1		
40266	Temp Work Permits -Seasonal	TPS	0	0	330	1		
42609	Residency Spouse of Caymanian	RAS	300	1				
	TOTAL		\$2,793,196	3,384	\$3,798,861	3,823	\$3,504,960	4,138



Financial Summary



Ministry of
Border Control &
Labour
Cayman Islands Government

Refunds Processed in 2019, 2020 & 2021

Cancellations and Withdrawals		Status Totals		Status Totals		Status Totals	
		2019		2020		2021	
		WPC	XXX	WPC	XXX	WPC	XXX
ATW	Appeal TWP Refusal or Revocation				3		15
BPA	Business Staffing Plan - Amendment		2		1		10
BSP	Business Staffing Plan		4		2		4
BSR	Business Staffing Plan Renewal		3				2
BVP	Business Visitors Permit	2	13	12	2	9	1
CS1	Section 22(1) - of the Immigration Law (2003, R)		1				
CSA	Right to be Caymanian - Acknowledgement		4				7
CSC	Right to be Caymanian - Continuation At Age 18		2				8
CSH	Right to be Caymanian - Grounds of Marriage				1		1
CSR	Confirmation of Caymanian as of Right						7
EZA	SEZ Work Permit Amendment	1		4	1	3	
EZG	SEZ Work Permit Grant	40		73	1	40	3
EZR	SEZ Work Permit Renewal	2		2		2	1
FPW	Final WP Non-renewal (90days)			1		1	
GCT	Government Contract	45		11		8	
GRW	Global Remote Worker					2	
PCW	Provision for Continuation to Work	44		23	12	17	6
RAS	Residency & Employment Rights (Spouse Of Caymanian)		1	1			
RIM	Residency - Independent Means		2				
RPV	Indefinite PR - Person of Ind. Means - Variation	1					



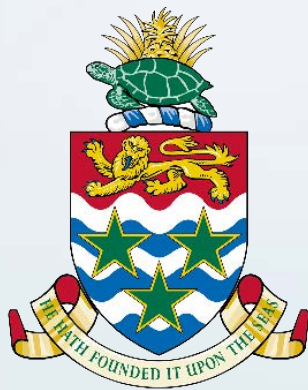
Financial Summary

Cancellations and Withdrawals		Status Totals		Status Totals		Status Totals	
		2019		2020		2021	
		WPC	XXX	WPC	XXX	WPC	XXX
RMO	Residency (Miscellaneous) - Other				2		
RPI	Indefinite PR - Person of Independent Means			1			
RRW	Residency & Employment Rights Certificate (Res. 8+ yrs)				3		1
RVA	VARIATION OF PERMANENT RESIDENCE		1		4		2
RVW	PR variation for an Employment Rights Certificate				1		1
SCG	Specialist Care Giver	2		9	1	6	1
SCR	Specialist Care Giver - Renewal	3		3		1	
TPS	Temporary Work Permit - Seasonal Worker	11		24			
TWE	Temporary Permit Extension	138	10	109	27	87	12
TWP	Temporary Work Permit	940	98	1,051	295	854	202
WMO	Work Permit (Miscellaneous) - Other		4		3		1
WOL	Working By Operation of the Law	3		1	2		
WPA	Work Permit Amendment	14	15	28	45	32	45
WPG	Work Permit Grant	1,933	36	2,758	117	1,684	83
WPR	Work Permit Renewal	974	15	1,749	80	1,473	39
WSG	Work Permit Grant (Spouses Term Limit)	3		6	1	3	2
WSR	Work Permit Renewal (Spouses Term Limit)	17		26	1	16	1
TOTAL		4,173	211	5,892	605	4,238	455

The volume of work permit cancellations processed in 2021 compared to 2020 has started to reduce as the island starts to stabilize and recover and businesses reopen their doors now that the effects of the COVID-19 pandemic become less stifling to our economy.

**Cancellations increased by 41% from 2019 to 2020 and reduced by 28% from 2020 to 2021

**Withdrawals increased by 186% from 2019 to 2020 and reduced by 25% from 2020 to 2021



Ministry of Border Control & Labour

Cayman Islands Government

**Government Administration Building
133 Elgin Avenue, Box 111
Grand Cayman KY1-9000
Cayman Islands**



GOVERNMENT OF THE CAYMAN ISLANDS

MINISTRY OF BORDER CONTROL AND LABOUR

(Formerly Ministry of Employment and Border Control)

FINANCIAL STATEMENTS

FOR THE PERIOD 1 JAN 2021 TO 31 DECEMBER 2021

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STATEMENT OF RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

These financial statements have been prepared by the Ministry of Border Control and Labour in accordance with the provisions of the *Public Management and Finance Act (2020 Revision)*.

We accept responsibility for the accuracy and integrity of the financial information in these financial statements and their compliance with the *Public Management and Finance Act (2020 Revision)*.

As Chief Officer I am responsible for establishing; and have established and maintained a system of internal controls designed to provide reasonable assurance that the transactions recorded in the financial statements are authorised by Act, and properly record the financial transactions of the Ministry of Border Control and Labour.

As Chief Officer and Chief Financial Officer we are responsible for the preparation of the Ministry of Border Control and Labour financial statements, representation and judgements made in these statements.

The financial statements fairly present the financial position, financial performance and cash flows of the Ministry of Border Control and Labour for the financial year ended 31 December 2021.

To the best of our knowledge, we represent that these financial statements:

- (a) Completely and reliably reflect the financial transactions of the Ministry of Border Control and Labour for the year ended 31 December 2021;
- (b) fairly reflect the financial position as at 31 December 2021 and performance for the year ended 31 December 2021;
- (c) Comply with International Public Sector Accounting Standards as set out by International Public Sector Accounting Standards Board under the responsibility of the International Federation of Accountants. These financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) issued by the International Federation of Accountants and its International Public Sector Accounting Standards Board using the accrual basis of accounting. Where additional guidance is required, International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board are used.

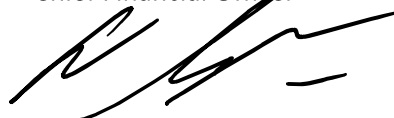
The Office of the Auditor General conducts an independent audit and expresses an opinion on the accompanying financial statements. The Office of the Auditor General has been provided access to all the information necessary to conduct an audit in accordance with International Standards on Auditing.

Wesley Howell
Chief Officer



April 20, 2022

Vinton Chinsee
Chief Financial Officer



April 20, 2022

AUDITOR GENERAL'S REPORT

To the Members of Parliament and the Chief Officer of the Ministry of Border Control and Labour.

Opinion

I have audited the financial statements of the Ministry of Border Control and Labour (the "Ministry"), which comprise the statement of financial position as at 31 December 2021 and the statement of financial performance, statement of changes in net worth and cash flow statement for the year ended 31 December 2021, and notes to the financial statements, including a summary of significant accounting policies as set out on pages 8 to 37.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Ministry as at 31 December 2021 and its financial performance and its cash flows for the year ended 31 December 2021 in accordance with International Public Sector Accounting Standards.

Basis for Opinion

I conducted my audit in accordance with International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Ministry in accordance with the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants (IESBA Code)*, together with the ethical requirements that are relevant to my audit of the financial statements in the Cayman Islands, and I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matter

As outlined in note 28 of the financial statements, the Cabinet authorized additional funding of \$400,000 for the Ministry for exceptional circumstances in accordance with section 11 (5) of the Public Management and Finance Act (2020 Revision) ("PMFA"). A supplementary Appropriation Bill for the funding was not introduced in Parliament by 31 March 2022 as required by section 11(6) of the PMFA. My opinion is not qualified with respect to this matter.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with International Public Sector Accounting Standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Ministry's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Ministry or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Ministry's financial reporting process.

AUDITOR GENERAL'S REPORT (continued)

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Ministry's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Ministry's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Ministry to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I have undertaken the audit in accordance with the provisions of Section 60(1)(a) of the *Public Management and Finance Act (2020 Revision)*. I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Sue Winspear, CPFA
Auditor General

20 April 2022
Cayman Islands

MINISTRY OF BORDER CONTROL AND LABOUR STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2021

Prior Year Actual \$'000		Note	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
Current Assets						
14,767	Cash and cash equivalents	2	20,744	37,119	37,119	16,375
42,385	Short-Term Investments	3	32,505	41,781	41,781	9,276
10,239	Trade receivables	4	14,112	10,465	10,465	(3,647)
2,751	Other receivables	4	3,548	2,145	2,145	(1,403)
37	Inventories	5	-	39	39	39
280	Prepayments	6	373	455	455	82
70,459	Total Current Assets		71,282	92,004	92,004	20,722
Non-Current Assets						
446	Other receivables	4	390	214	214	(176)
3,487	Intangible assets	8	2,920	2,768	2,486	(152)
10,715	Property, plant and equipment	7	15,306	16,822	16,843	1,516
14,648	Total Non-Current Assets		18,616	19,804	19,543	1,188
85,107	Total Assets		89,898	111,808	111,547	21,910
Current Liabilities						
209	Trade payables	9	575	116	116	(459)
7,355	Other payables and accruals	9	2,006	6,015	6,015	4,009
1,254	Provision for legal and other	9, 22	100	-	-	(100)
-	Unearned revenue	11	-	855	855	855
1,120	Employee entitlements	10	3,382	1,481	1,481	(1,901)
23,582	Surplus payable	29	24,353	17,066	17,066	(7,287)
33,520	Total Current Liabilities		30,416	25,533	25,533	(4,883)
51,587	Net Assets		59,482	86,275	86,014	26,793
NET WORTH						
29,977	Contributed capital		34,987	56,594	56,594	21,607
21,167	Revaluation reserve		24,052	23,301	23,301	(751)
443	Accumulated surpluses		443	6,380	6,119	5,937
51,587	Total Net Worth		59,482	86,275	86,014	26,793

The Notes to the Financial Statements on pages 8 to 37 form part of these financial statements.

MINISTRY OF BORDER CONTROL AND LABOUR STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 31 DECEMBER 2021

Prior Year Actual \$'000	Note	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
Revenue					
43,356 Sale of goods and services	12	46,539	49,012	50,378	2,473
252 Investment revenue	13	69	-	-	(69)
1 Other revenue		11	-	-	(11)
43,609	Total Revenue	46,619	49,012	50,378	2,393
Expenses					
32,642 Personnel costs	15	35,843	32,930	33,673	(2,913)
5,802 Supplies and consumables	16	7,164	11,437	16,807	4,273
1,383 Depreciation	7	1,453	1,335	1,314	(118)
109 Amortisation of intangible assets	8	601	391	673	(210)
- Impairment of non-current assets	7	1,079	-	-	(1,079)
- Litigation costs	18	83	-	-	(83)
393 Revaluation legal liability provisions	18	100	-	(393)	(100)
(20) Other Gains	19	(17)	6	32	23
73 Losses on disposal/revaluation of property, plant and equipment	19	8	-	(73)	(8)
- Losses from derecognition of liabilities	19	(338)	-	-	338
40,382	Total Expenses	45,976	46,099	52,033	123
3,227	Surplus for the year	643	2,913	(1,655)	2,270

The Notes to the Financial Statements on pages 8 to 37 form part of these financial statements.

MINISTRY OF BORDER CONTROL AND LABOUR
STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 31 DECEMBER 2021

	Contributed Capital \$'000	Revaluation Reserve \$'000	Accumulated Surplus/ (deficits) \$'000	Total Net worth \$'000	Original Budget \$'000	Final Budget \$'000	Variance (Orig. vs. Actual) \$'000
Balance at 31 December 2019 brought forward	73,018	23,301	443	96,762	121,604	121,604	24,842
Prior Year Adjustments	-	-	-	-	-	-	-
Changes in accounting policy	-	-	-	-	-	-	-
Accounting Errors	-	-	167	167	-	-	(167)
Restated balance 31 December 2019	73,018	23,301	610	96,929	121,604	121,604	24,675
Changes in net worth for 2020							
Gain/(loss) on property revaluation	-	-	-	-	-	-	-
Ministry Reorganisation	(44,245)	(2,134)	-	(46,379)	-	-	46,379
Transfer of Land out of the Ministry	-	-	-	-	-	-	-
Equity investment from Cabinet	1,204	-	-	1,204	6,028	6,028	4,824
Capital withdrawals by Cabinet	-	-	-	-	(45,618)	(45,618)	(45,618)
Repayment of Surplus to Cabinet	-	-	(3,394)	(3,394)	(2,811)	(2,811)	583
Net revenue / expenses recognised directly in net worth	(43,041)	(2,134)	(3,394)	(48,569)	(42,401)	(42,401)	6,168
Surplus/(deficit) for the year	-	-	3,227	3,227	2,811	2,811	(416)
Total recognised revenues and expenses for the year	(43,041)	(2,134)	(167)	(45,342)	(39,590)	(39,590)	5,752
Balance at 31 December 2020 carried forward	29,977	21,167	443	51,587	82,014	82,014	30,427
Balance at 31 December 2020 brought forward	29,977	21,167	443	51,587	82,014	82,014	30,427
Prior Year Adjustments	-	-	-	-	-	-	-
Accounting Errors	-	-	128	128	-	-	(128)
Restated balance 31 December 2020	29,977	21,167	571	51,715	82,014	82,014	30,299
Changes in net worth for 2021							
Gain/(loss) on property revaluation	-	2,885	-	2,885	-	-	(2,885)
Ministry Reorganisation	(792)	-	-	(792)	-	-	792
Equity Investment from Cabinet	5,802	-	-	5,802	4,261	4,261	(1,541)
Repayment of Surplus to Cabinet	-	-	(771)	(771)	(2,913)	(2,913)	(2,142)
Net revenue / expenses recognised directly in net worth	5,010	2,885	(771)	7,124	1,348	1,348	(5,776)
Surplus for the year	-	-	643	643	2,913	2,652	2,270
Total recognised revenues and expenses for the year	5,010	2,885	(128)	7,767	4,261	4,000	(3,506)
Balance at 31 December 2021 carried forward	34,987	24,052	443	59,482	86,275	86,014	26,793

Surplus for the year of the final budget includes the results of adjustments to the original budget to take into consideration the transfer of the Passport and Corporate Services Office and the regiment.

The Notes to the Financial Statements on pages 8 to 37 form part of these financial statements.

MINISTRY OF BORDER CONTROL AND LABOUR CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2021
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Prior Year Actual \$'000		Note	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
CASH FLOWS FROM OPERATING ACTIVITIES						
<i>Receipts</i>						
36,188	Outputs to Cabinet		34,562	33,736	32,861	(826)
11,172	Sale of goods and services - third party		8,202	15,264	15,264	7,062
518	Interest received		134	-	-	(134)
1	Other receipts		-	12	12	12
<i>Payments</i>						
(33,069)	Personnel costs		(33,568)	(32,930)	(32,463)	638
(7,156)	Supplies and consumables		(8,586)	(11,437)	(11,029)	(2,851)
(3,092)	Other payments		(4,053)	(6)	(6)	4,047
4,562	Net cash flows from operating activities	21	(3,309)	4,639	4,639	7,948
CASH FLOWS FROM INVESTING ACTIVITIES						
(2,574)	Purchase of property, plant and equipment		(5,029)	(4,261)	(4,261)	768
(42,385)	Investments in Term Deposits		9,879	-	-	(9,879)
1	Proceeds from sale of property, plant and equipment		11	-	-	(11)
(44,958)	Net cash flows from investing activities		4,861	(4,261)	(4,261)	(9,122)
CASH FLOWS FROM FINANCING ACTIVITIES						
16,421	Equity investment from Org 40		4,427	4,261	4,261	(166)
(7,977)	Ministry Reorganisation		(2)	-	-	2
8,444	Net cash flows from financing activities		4,425	4,261	4,261	(164)
(31,950)	Net increase/(decrease) in cash and cash equivalents		5,977	4,639	4,639	(1,338)
46,717	Cash and cash equivalents at beginning of year		14,767	74,261	74,261	59,494
14,767	Cash and cash equivalents at end of year		20,744	78,900	78,900	58,156

The Notes to the Financial Statements on pages 8 to 37 form part of these financial statements.

Description and principal activities

The Ministry of Border Control and Labour (the “Ministry”) is a Government owned entity as defined by section 2 of the *Public Management and Finance Act (2020 Revision) (PMFA)* and it is domiciled in the Cayman Islands.

Its principal activities and operations include all activities carried out in terms of the outputs purchased by the Minister as defined in the Annual Plan and Estimates for the Government of Cayman Islands for the financial year ended 31 December 2021.

After the Elections in April, the new government made changes to the structure of the Ministry by transferring out the Cayman Islands Regiment and the Passport and Corporate Services effective 1st July 2021. The Ministry continues to transform with WORC department in the management of the labour force. The Ministry continues to improve border security through the Customs and Border Control Department (CBC). A new temporary department called Travel Cayman was established to manage the quarantine requirements of the COVID 19 response, however, expenses related to this department in 2021 is the responsibility of the Ministry of Finance as a part of its pandemic response funding.

As a part of the 2020-2021 budget exercise, the Royal Cayman Islands Police Service was separated as its own entity as the Office of The Commissioner of Police. The Ministry of Border Control and Labour’s new composition is the Workforce Opportunities and Residency Cayman, The Department of Labour and Pensions, the Customs and Border Control Department and Travel Cayman.

Note 1: Significant Accounting Policies

These financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) issued by the International Federation of Accountants and its International Public Sector Accounting Standards Board using the accrual basis of accounting. Where additional guidance is required, International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board are used.

There are no known accounting standards that have been adopted by the IPSAS Board for use in future years that will impact these financial statements.

(a) Basis of preparation

The financial statements are presented in Cayman Islands dollars and are prepared on the accrual basis of accounting, except the land and buildings which have been measured using the revaluation method. The measurement base applied to these financial statements is the historical cost basis.

Certain new accounting standards have been published that are not mandatory for the 31 December 2021 reporting year and have not been adopted by the Ministry. The Ministry's assessments of the impact of these new standards are set out below.

Note 1: Significant Accounting Policies (continued)**(a) Basis of preparation (continued)**

IPSAS 41, Financial Instruments was issued in August 2018 and shall be applied for financial statements covering periods beginning on or after 1 January 2023. IPSAS 41 establishes new requirements for classifying, recognizing and measuring financial instruments to replace those in *IPSAS 29, Financial Instruments: Recognition and Measurement*. It is anticipated that IPSAS 41 will not have a significant impact on the Ministry's financial statements. This will be assessed more fully closer to the effective date of adoption.

IPSAS 42, Social Benefits was issued in December 2018 and shall be applied for financial statements covering periods beginning on or after 1 January 2023. IPSAS 42 defines social benefits and determines when expenses and liabilities for social benefits are recognized and how they are measured. It is anticipated that IPSAS 42 will not have an impact on the Ministry's financial statements, but this will be assessed more fully closer to the effective date of adoption.

Changes in Accounting Policies

When presentation or classification of items in the financial statements is amended or accounting policies are changed, comparative figures are restated to ensure consistency with the current period unless it is impracticable to do so.

Segment reporting has been included in accordance with IPSAS 18.

(b) Budget amounts

The original budget amounts for the financial year are as presented in the 2020/21 Budget Statement and approved by the Parliament for the Ministry and adjusted for the funding related to the establishment of the Cayman Islands Regiment.

(c) Judgments and estimates

The preparation of financial statements is in conformity with IPSAS that requires judgments, estimates, and assumptions affecting the application of policies and reported amounts of assets and liabilities, revenue and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the reporting period and in any future periods that are affected by those revisions.

Note 1: Significant Accounting Policies (continued)**(d) Revenue**

Revenue is recognised in the accounting period in which it is earned. Revenue received but not yet earned at the end of the reporting period is recognised as a liability (unearned revenue).

The Ministry derives its revenue through the provision of services to Cabinet, to other agencies in government and to third parties. Revenue is recognised at fair value of services provided.

(e) Expenses

Expenses are recognised in the accounting period in which they are incurred. Non-coercive Interagency costs are not recognised in the expenses of the accounts.

(f) Operating leases

Operating lease payments are recognised as an expense on a straight-line basis over the lease term, where this is representative of the pattern of benefits to be derived from the leased property. Lease payments under operating lease, net of lease incentives received, are recognised as expenses on a straight-line basis over the lease term. Lease incentives received are recognised evenly over the term of the lease as a reduction in rental expense.

(g) Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash in-transit and bank accounts with a maturity of no more than three months from the date of acquisition.

(h) Prepayments

The portion of recognised expenditure paid in advance of receiving services has been recognised as a prepayment and is classified as accounts receivable in these financial statements.

(i) Inventories

Inventories held for distribution, or consumption in the provision of services, that are not issued on a commercial basis are measured at the lower of cost and net realisable value. Where inventories are acquired at no cost, or for nominal consideration, the amount reported is the current replacement cost at the date of acquisition.

The amount reported for inventory held for distribution reflects management's estimates for obsolescence or other impairments.

Inventories held for sale or use in the production of goods and services on a commercial basis are valued at the lower of cost and net realisable value.

Costs are assigned to inventories using first in first out method.

The write-down from cost to current replacement cost or net realisable value is recognised in the statement of financial performance in the period when the write-down occurs.

Note 1: Significant Accounting Policies (continued)**(j) Property, plant and equipment**

Property, plant and equipment, is stated at historical cost less accumulated depreciation. Items of property, plant and equipment are initially recorded at cost. Where an asset is acquired for nil or nominal consideration, the asset is recognized initially at fair value, where fair value can be reliably determined, and as revenue in the Statement of Financial Performance in the year in which the asset is acquired.

Asset Revaluation

Properties (buildings and structures) were revalued as at the 1st January 2021 by in-house professionals with the exception of specialized buildings which were contracted to independent evaluators and are stated at revalued amounts less accumulated depreciation.

In accordance with IPSAS 17, when an item of property, plant, and equipment is revalued, any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset.

Valuation methods

The valuations contained within this report have been prepared in accordance with the aforementioned Standards and the guidance notes provided by the Royal Institute of Chartered Surveyors (RICS). Particular regard should be paid to the following definitions and methodology having been adopted in the assessment of value:

Fair Value (Market Value) defined in accordance with IFRS 13 Fair Value Measurement as follows: "The price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date."

Fair Value (Existing Use Value) extends the definition of Fair Value (Market Value) in "assuming that the buyer is granted vacant possession of all parts of the property required by the business and disregarding potential alternative uses and any other characteristics of the property that would cause its market value to differ from that needed to replace the remaining service potential at least cost."

Specialized Assets: specialized assets are those for which no market exists for the current use. Specialized assets are valued using the Depreciated Replacement Cost method (DRC valuation). The definition of 'Depreciated Replacement Cost', as contained in The Standards, is as follows: "The current cost of replacing an asset with its modern equivalent asset less deductions for physical deterioration and all relevant forms of obsolescence and optimization."

Valuation assumptions

Plant and machinery have only been included in the valuation of building assets where these form an integral part of the fabric of the building (e.g. lifts or air conditioning equipment) or where they perform a task crucial to the continuation of the existing use (e.g. swimming pools). Unless specifically stated otherwise, it is assumed that such items are reflected in the unit building cost.

Note 1: Significant Accounting Policies (continued)

(j) Property, plant and equipment (continued)

Valuation assumptions (Continued)

It is assumed that all properties have the required planning consents and certificates for use and construction. Where Fair Value (or land value in a DRC valuation) relies on obtaining an alternative planning consent the alternative use has been derived from consideration of prevailing land uses in the immediate area and Local Planning Policies and practice.

Where an asset has been valued by Depreciated Replacement Cost (DRC) it is subject to the prospect and viability of the asset continuing to be used for the existing use. These valuations do not take into account any form of selling or purchase costs, tax (including Stamp Duty), inflation or finance costs. In the Cayman Islands, there is no tax on property except for Stamp Duty which is ordinarily required to be paid by a purchaser.

Valuations of each 'specialized building' state their total asset value and the (depreciated) value of the respective building. Those with a depreciated building value greater than \$0.5m also state figures for their 'component' parts. Buildings valued by the investment or comparison methods of valuation also state figures for their respective land values. These do not compute to reflect actual building values but indicate the inherent value attributing to the land only.

Where applicable, the remaining economic life of the building / building components has been indicated. This is the period during which the building element is anticipated to have a future useful economic life for its existing purpose.

In preparing the valuations, information has been obtained from the following sources:

- Cayman Islands Government 2020 Asset Register.
- Cayman Islands Government Land Registry Database
- Caymanlandinfo System (Mapping, aerial photography, evidence of comparable sales and lettings).
- Copies of and extracts from leases.
- Architect scaled floor plans.
- Ministries and users / occupiers of operational property assets.

Land areas (where stated) are provided for guidance only and are quoted from the Land Registers or otherwise from Caymanlandinfo database. Any building floor areas supplied have been obtained from one of the following sources:

- Measurements taken on site.
- Measurements extracted from Cayman Islands Government property records.

Buildings were revalued as an entire class of asset.

Note 1: Significant Accounting Policies (continued)

(j) Property, plant and equipment (continued)

Depreciation

Depreciation is expensed on a straight-line basis at rates calculated to allocate the cost or valuation of an item of property, plant and equipment (other than land); less any estimated residual value, over its estimated useful life.

Leasehold improvements are depreciated either over the unexpired period of the lease or the estimated useful lives of the improvements, whichever is shorter.

<u>Asset Type</u>	<u>Estimated Useful life</u>
• Buildings and structures	10 – 60 years
• Building fit-out (when accounted for separately)	5 – 25 years
• Leasehold Improvement	Over the unexpired period of lease or the useful life of the improvement
• Computer equipment	3 – 10 years
• Developed software	4 – 10 years
• Office equipment and furniture	3 – 25 years
• Motor vehicles	3 – 20 years
• Boats and marine equipment	3 – 25 years
• Cleaning, refuse and recycling equipment	3 – 15 years
• Construction and other equipment	3 – 25 years
• Telecommunications	5 - 50 years
• Books, Music, manuscripts and works of art	2 – 10 years
• Clothing	0 - 4 years
• Other equipment	5 – 20 years
• Library assets	5 – 10 years
• Scientific and laboratory equipment	4 – 25 years
• Canine	6 – 8 years

Disposals

Gains and losses on disposals of property, plant and equipment are determined by comparing the sale proceeds with the carrying amount of the asset. Gains and losses on disposals during the period are included in the Statement of Financial Performance.

(k) Intangible assets

Acquired computer software licenses lasting over a year are capitalized on the basis of the costs incurred to acquire and bring to use the specific software.

The carrying value of an intangible asset with a finite life is amortized on a straight-line basis over its useful life. Amortization begins when the asset is available for use and ceases at the date that the asset is derecognized. Amortization charge for each period is recognized in the statement of financial performance.

Note 1: Significant Accounting Policies (continued)**(l) Employee benefits**

Employee entitlements to salaries and wages, annual leave, long service leave, retiring leave and other similar benefits are recognised in the Statement of Financial Performance when they are earned by employees. Employee entitlements to be settled within one year following the year-end are reported as current liabilities at the amount expected to be paid.

Pension contributions for employees of the Ministry are paid to the Public Service Pension Fund and administered by the Public Service Pension Board (the "Board"). Contributions of 12% - employer 6% and employee 6% are made to the fund by the Ministry.

Prior to 1 January 2000, the Board operated a defined benefit scheme. With effect from 1 January 2000, the Board continued to operate a defined benefit scheme for existing employees and a defined contribution scheme for all new employees. Obligations for contribution to defined contribution retirement plans are recognised in the Statement of Financial Performance as they are earned by employees. Obligations for defined benefit retirement plans are reported in the Consolidated Financial Statements for the Entire Public Sector of the Cayman Islands Government.

(m) Financial instruments

The Ministry is party to financial instruments as part of its normal operations. These financial instruments include bank accounts, short term deposits, trade and accounts receivables and trade and accounts payable, all of which are recognised in the Statement of Financial Position.

When there is objective evidence that a financial asset or group of financial assets is impaired the losses are recognised as an expense in the Statement of Financial Performance.

Classification

A financial asset is classified as any asset that is cash, a contractual right to receive cash or another financial asset, exchange financial instruments under conditions that are potentially favourable. Financial assets comprise of cash and cash equivalents, trade and other receivables and prepayments.

A financial liability is any liability that is a contractual obligation to deliver cash or another financial instrument or to exchange financial instruments with another enterprise under conditions that are potentially unfavourable. Financial liabilities comprise of trade and other payables, accrued expenses and employee entitlements.

Recognition

The Ministry recognises financial assets and financial liabilities on the date it becomes party to the contractual provisions of the instrument. From this date, any gains and losses arising from changes in fair value of the assets and liabilities are recognised in the statements of financial performance.

Measurement

Financial instruments are measured initially at cost which is the fair value of the consideration given or received. Subsequent to initial recognition all financial assets are recorded at historical cost, which is considered to approximate fair value due to the short-term or immediate nature of these instruments.

Note 1: Significant Accounting Policies (continued)

(m) Financial instruments (continued)

Measurement (continued)

Financial liabilities are subsequently measured at amortised cost, being the amount at which the liability was initially recognised less any payment plus any accrued interest of the difference between that initial amount and the maturity amount.

De-recognition

A financial asset is de-recognised when the Ministry realises the rights to the benefits specified in the contract or loses control over any right that comprise that asset. A financial liability is derecognised when it is extinguished, that is when the obligation is discharged, cancelled, or expired.

(n) Provisions, Contingent liabilities and assets (including guarantees)

Contingent liabilities and assets are reported at the point the contingency becomes evident. Contingent liabilities are disclosed when there is a possible obligation or present obligations that may, but probably will not, require an outflow of resources. Contingent assets are disclosed if it is probable that the benefits will be realised. Provisions are recognised when it becomes probable that an outflow of cash or other economic resources will be required to settle a liability of uncertain timing and amount. If an outflow is not probable, the item is treated as a contingent liability.

(o) Foreign currency

Foreign currency transactions are recorded in Cayman Islands dollars using the exchange rate in effect at the date of the transaction. Foreign currency gains or losses resulting from settlement of such transactions are recognised in the Statement of Financial Performance.

At the end of the reporting period the following exchange rates are to be used to translate foreign currency balances:

- Foreign currency monetary items are to be reported in Cayman Islands dollars using the closing rate;
- Non-monetary items which are carried in terms of historical cost denominated in a foreign currency are reported in Cayman Islands dollars using the exchange rate at the date of the transaction; and
- Non-monetary items that are carried at fair value denominated in a foreign currency are reported using the exchange rates that existed when the fair values were determined.

(p) Comparative figures

Comparative figures are restated to ensure consistency with the current period unless it is impracticable to do so. Current year balances and amounts includes those pertaining to the Customs Department moved from the Ministry of Finance and Economic Development (now called as Customs and Border Control department) but prior year corresponding information have not been updated, in keeping with IPSAS.

Note 1: Significant Accounting Policies (continued)

(q) Revenue from non-exchange transactions

The Ministry receives various services from other government entities for which payment is made by the Cayman Islands Government. These services include but are not limited to accommodations in the Government Administration Building, maintenance and project management by the Public Works Department, fuel and vehicle maintenance from the Department of Vehicles and Equipment Services, and supplies, exemption of duties and charges from Customs and Border Control and human resource management from the Portfolio of the Civil Service. The Ministry has designated these non-exchange transactions as services in kind as defined under IPSAS 23 – Revenue from Non-Exchange Transactions. When fair values of such services can be readily estimated then the non-exchange transaction is recorded as an expense and an equal amount is recorded in other income as a service in kind. Since they cannot be readily estimated, they were not recognised in the financial statements. Where services in kind offered are directly related to construction of fixed assets, such service in kind is recognised in the cost of the asset.

MINISTRY OF BORDER CONTROL AND LABOUR
Notes to the Financial Statements
Year Ended 31 DECEMBER 2021

Note 2: Cash and cash equivalents

Cash and cash equivalents include cash on hand; bank accounts in the name Ministry of Border Control and Labour are maintained at Royal Bank of Canada. No restricted cash balances were held by the Ministry at 31 December 2021.

Prior Year Actual	Description	Foreign Currency December 31, 2021	Exchange Rate	Current Year Actual	Original Budget	Final Budget	Current vs Original
\$'000	Note	\$'000		\$'000	\$'000	\$'000	\$'000
8	Cash on hand (IRIS Confirmation Account/Petty Cash)	6	1.0000	6	(6)	(6)	(12)
1,059	Cash in transit (IRIS Remittance Account)	376	1.0000	376	1,367	1,367	991
14,989	CI\$ Operational Current Account held at Royal Bank of Canada	10,260	1.0000	10,260	35,391	35,391	25,131
315	US\$ Operational Current Account held at Royal Bank of Canada	129	0.8375	108	296	296	188
(1,604)	Payroll Current Account held at Royal Bank of Canada	(24)	1.0000	(24)	2	2	26
-	Bank Accounts held at other financial institutions	4	1.0000	4	69	69	65
-	Fixed Deposits held with Treasury (less than 90 days)	10,014	1.0000	10,014	-	-	(10,014)
14,767	Total			20,744	37,119	37,119	16,375

Note 3: Short-term Investments

The Ministry places short-term deposits invested with the Cayman Islands Government Treasury. The interest rates for 2021 ranges between 0.02% and 0.25% compared to 0.02% to 2.5% in 2020. The Ministry's unrestricted cash balances as at 31 December 2020 and 31 December 2021 are presented below.

Prior Year Actual	Description	Current Year Actual	Original Budget	Final Budget	Current vs Original
\$'000		\$'000	\$'000	\$'000	\$'000
42,385	Fixed Deposits held with Treasury (more than 90 days)	32,505	41,781	41,781	9,276
42,385	Total Investments	32,505	41,781	41,781	9,276

Note 4: Trade receivables and other receivables

At period end all overdue receivables have been assessed and appropriate provisions made. The provision for doubtful debts has been calculated based on expected losses for the Ministry and review of specific debtors. Expected losses have been determined based on an analysis of the Ministry losses in previous periods.

Prior Year Actual \$'000	Description	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
2,748	Sale of goods and services	8,318	514	514	(7,804)
6,291	Outputs to Cabinet	4,397	11,069	11,069	6,672
1,629	Outputs to other government agencies	1,714	-	-	(1,714)
(429)	Less: provision for doubtful debts	(317)	(1,118)	(1,118)	(801)
10,239	Total trade receivables	14,112	10,465	10,465	(3,647)

Note 4: Trade receivables and other receivables (continued)

Prior Year Actual \$'000	Other Receivables	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
2	Dishonoured cheques	2	-	-	(2)
75	Interest receivable	9	-	-	(9)
3,537	Other	4,401	2,145	2,145	(2,256)
(863)	Less: provision for doubtful debts	(864)	-	-	864
2,751	Total other receivables	3,548	2,145	2,145	(1,403)

Prior Year Actual \$'000	Other Non-current Receivables	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
446	Total other receivables	390	214	214	(176)
446	Total other non-current receivables	390	214	214	(176)

Changes in the provision of doubtful debts:

Prior Year Actual \$'000	Description	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
(1,721)	Balance at December 31	(1,292)	(1,118)	(1,118)	174
429	Additional (recovery of) provisions made during the year	111	-	-	(111)
(1,292)	Total	(1,181)	(1,118)	(1,118)	63

Most of the provisions were made to cover abnormal fees owed by Cayman Airways. The fees accumulated over a number of years and have never been paid by the airline.

Note 5: Inventories

The carrying amount for inventories held for distribution as at 31 December 2021 was nil and \$37k for 31 December 2020 representing unused passports.

There was no write down to net realisable value at the year end.

Prior Year Actual \$'000	Description	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
37	Inventory held for use in the provision of goods and services	-	39	39	39
37	Total inventories	-	39	39	39

Note 6: Prepayments

Prior Year Actual \$'000	Description	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
280	Accrued Prepayments	373	455	455	82
280	Total Prepayments	373	455	455	82

MINISTRY OF BORDER CONTROL AND LABOUR

Notes to the Financial Statements

Year Ended 31 DECEMBER 2021

Note 7: Property, plant and equipment

COST or OPENING VALUATION	Land	Plant & Equipment	Buildings & Leasehold	Furniture & Office Equipment	Computers Hardware	Motor Vehicles	Marine Vessels	Aircraft	Assets under construction/development	Total	Original Budget	Final Budget	Current vs Original
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance as at 1 January 2020	6,434	2,578	21,220	1,471	3,311	8,175	3,815	15,420	4,046	66,470	72,002	72,002	5,532
Reclassification	-	-	-	-	-	-	-	-	(2,157)	(2,157)	-	-	2,157
Additions	-	278	1,481	16	317	224	-	-	(796)	1,520	4,278	4,278	2,758
Disposals	-	(760)	-	(526)	(121)	-	-	-	-	(1,407)	-	-	1,407
Transfers	(4,109)	(1,334)	(13,232)	(581)	(1,736)	(4,890)	(3,671)	(15,420)	(409)	(45,382)	(52,219)	(52,219)	(6,837)
Balance as at 31 December 2020	2,325	762	9,469	380	1,771	3,509	144	-	684	19,044	24,061	24,061	5,017
Balance as at 1 January 2021	2,325	762	9,469	380	1,771	3,509	144	-	684	19,044	24,061	24,061	5,017
Revaluation	3,187	-	(1,651)	-	-	-	-	-	-	1,536	-	-	(1,536)
Additions	-	4	-	28	648	243	-	-	3,680	4,603	3,011	3,011	(1,592)
Disposals	-	(38)	-	(50)	(78)	(128)	-	-	-	(294)	-	-	294
Reclass	-	-	-	-	-	-	-	-	(684)	(684)	-	-	684
Transfers	-	(6)	(183)	(13)	(80)	(29)	-	-	(714)	(1,025)	-	-	1,025
Balance as at 31 December 2021	5,512	722	7,635	345	2,261	3,595	144	-	2,966	23,180	27,072	27,072	3,892

MINISTRY OF BORDER CONTROL AND LABOUR

Notes to the Financial Statements

Year Ended 31 DECEMBER 2021

Note 7: Property, plant and equipment (continued)

ACCUMULATED DEPRECIATION	Land	Plant & Equipment	Buildings & Leasehold	Furniture & Office Equipment	Computers Hardware	Motor Vehicles	Marine Vessels	Aircraft	Assets under construction/development	Total	Original Budget	Final Budget	Current vs Original
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance as at 1 January 2020	-	1,681	5,839	1,171	1,916	5,997	2,210	476	-	19,290	19,775	19,775	485
Addition	-	(23)	-	8	19	-	-	-	-	4	-	-	(4)
Transfers	-	(662)	(3,015)	(458)	(1,106)	(3,169)	(2,164)	(476)	-	(11,050)	(12,217)	(12,217)	(1,167)
Depreciation Expense 2020	-	85	674	52	418	150	4	-	-	1,383	1,356	1,356	(27)
Eliminate on Disposal or Derecognition 2020	-	(675)	-	(505)	(118)	-	-	-	-	(1,298)	-	-	1,298
Balance as at 31 December 2020	-	406	3,498	268	1,129	2,978	50	-	-	8,329	8,914	8,914	585
Balance as at 1 January 2021	-	406	3,498	268	1,129	2,978	50	-	-	8,329	8,914	8,914	585
Revaluation	-	-	(1,350)	-	-	-	-	-	-	(1,350)	-	-	1,350
Disposals	-	(31)	-	(50)	(78)	(128)	-	-	-	(287)	-	-	287
Transfers	-	(6)	(178)	(13)	(52)	(22)	-	-	-	(271)	-	-	271
Reclassifying	-	(21)	-	-	22	-	-	-	-	1	-	-	(1)
Depreciation Expense 2021	-	70	637	50	506	178	12	-	-	1,453	1,335	1,314	(118)
Balance as at 31 December 2021	-	418	2,607	255	1,527	3,006	62	-	-	7,875	10,249	10,228	2,374
Net Book value 31 December 2020	2,325	356	5,971	112	642	531	94	-	684	10,715	15,147	15,147	4,432
Net Book value 31 December 2021	5,512	304	5,028	90	734	589	82	-	2,966	15,305	16,823	16,844	1,518

Government revalues its buildings and structures every 3-5 years, 1st January 2022 revaluations returned resulted in a revaluation loss of \$0.3M on buildings and a revaluation gain of \$3.2M on land. The revaluation loss of \$0.3M on buildings was debited directly to the revaluation reserve in net worth to reverse previously recognized revaluation gains in the same class of assets.

MINISTRY OF BORDER CONTROL AND LABOUR
Notes to the Financial Statements
Year Ended 31 DECEMBER 2021

Note 8: Intangible assets

COST or OPENING VALUATION	Computer Software	Assets under construction/development	Total	Original Budget	Final Budget	Current vs Original
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance as at 1 January 2020	1,499	-	1,499	2,023	2,023	524
Additions	4	1,056	1,060	758	758	(302)
Disposals/Transfers	(494)	-	(494)	496	496	990
Reclassification	-	2,157	2,157	-	-	(2,157)
Balance as at 31 December 2020	1,009	3,213	4,222	3,277	3,277	(945)
Balance as at 1 January 2021	1,009	3,213	4,222	3,277	3,277	(945)
Additions	2,799	309	3,108	1,250	1,250	(1,858)
Disposals/Transfers	(263)	-	(263)	-	-	263
Reclass	(38)	(2,107)	(2,145)	-	-	2,145
Balance as at 31 December 2021	3,507	1,415	4,922	4,527	4,527	(395)
ACCUMULATED DEPRECIATION	Computer Software	Assets under construction/development	Total	Original Budget	Final Budget	Current vs Original
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance as at 1 January 2020	977	-	977	1,311	1,311	334
Depreciation Expense 2020	109	-	109	391	391	282
Disposals/Transfers	(351)	-	(351)	(334)	(334)	17
Balance as at 31 December 2020	735	-	735	1,368	1,368	633
Balance as at 1 January 2021	735	-	735	1,368	1,368	633
Impairment charge 2021	967	-	967	-	-	(967)
Depreciation Expense 2021	601	-	601	391	673	(210)
Disposals / Transfers	(301)	-	(301)	-	-	301
Balance as at 31 December 2021	2,002	-	2,002	1,759	2,041	(243)
Net Book value 31 December 2020	274	3,213	3,487	1,909	1,909	(1,578)
Net Book value 31 December 2021	1,505	1,415	2,920	2,768	2,486	(152)

IPSAS 21 requires the Ministry to assess whether there is any indication that an asset may be impaired at the end of each reporting period. Significant changes with an adverse effect on the entity will take place in the near future in the technological, market in which the WORC management System is dedicated; as such, the Government has acquired Liferay which is a more complete product capable of addressing the middleware development as well as the customer facing component. The option represents newer technology which is cheaper to maintain and will be used in the primary system of interface with WORC. This will reduce future costs and maintenance. With this in mind, the Ministry has impaired the middleware component of the WORC management system to the tune of \$0.97M.

MINISTRY OF BORDER CONTROL AND LABOUR
Notes to the Financial Statements
Year Ended 31 DECEMBER 2021

Note 9: Trade payables, other payables and accruals

Prior Year Actual \$'000	Description	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
209	Creditors	96	116	116	20
-	Creditors Ministries/Portfolios	479	-	-	(479)
209	Total Trade Payables	575	116	116	(459)

Prior Year Actual \$'000	Description	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
224	Payroll Deductions	259	-	-	(259)
1,701	Accrued Expenses	1,452	5,963	5,963	4,511
53	Accrued Expenses Ministries/Portfolios	242	-	-	(242)
237	Accrued Expenses other government agencies	12	-	-	(12)
1,254	Provisions for legal liabilities	100	-	-	(100)
5,140	Other payables	41	52	52	11
8,609	Total Other Payables and accruals	2,106	6,015	6,015	3,909

Trade and other payables are non-interest bearing and are normally settled on 30-day terms.

Note 10: Employee entitlements

Prior Year Actual \$'000	Description	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
<i>Current employee entitlements are represented by:</i>					
848	Annual Leave	922	652	652	(270)
-	Retirement and long service leave	-	120	120	120
272	Accrued salaries	2,460	302	302	(2,158)
-	Pension	-	407	407	407
1,120	Total current portion	3,382	1,481	1,481	(1,901)

Note 11: Unearned revenue

There are no unearned revenues managed by the Ministry at the end of the fiscal year.

MINISTRY OF BORDER CONTROL AND LABOUR
Notes to the Financial Statements
Year Ended 31 DECEMBER 2021

Note 12: Sales of goods and service (Revenue)

Prior Year Actual \$'000	Revenue type	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
31,813	Outputs to Cabinet	32,754	33,736	36,862	982
11,537	Fees and charges	13,779	15,260	13,500	1,481
-	General sales	2	4	4	2
6	Other	4	12	12	8
43,356	Total sales of goods and services	46,539	49,012	50,378	2,473

Outputs to Cabinet comprise goods delivered to and services performed on behalf of the Cayman Islands Government. During the year ended 31 December 2021 and 31 December 2020, there are no revenue concessions that were granted and off-set against the relevant revenue type.

Note 13: Investment revenue

Prior Year Actual \$'000	Source	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
<i>Interest on cash balances</i>					
252	Interest on deposits held with cabinet	69	-	-	(69)
252	Total Investment Revenues	69	-	-	(69)

During 2021 rates offered by the Treasury was significantly reduced on average. In addition, for part of the year the Ministry liquidated \$10M in deposits.

Note 14: Donations

There were no donations to account for during the 2020 and 2021 fiscal year.

MINISTRY OF BORDER CONTROL AND LABOUR
Notes to the Financial Statements
Year Ended 31 DECEMBER 2021

Note 15: Personnel costs

Prior Year Actual \$'000	Description	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
25,675	Salaries, wages and allowances	28,288	25,537	26,029	(2,751)
5,422	Health care	5,836	5,945	6,334	109
1,306	Pension	1,438	1,427	1,506	(11)
197	Leave	166	3	(191)	(163)
42	Other personnel related costs	115	18	(4)	(97)
32,642	Total Personnel Costs	35,843	32,930	33,674	(2,913)

Note 16: Supplies and consumables

Prior Year Actual \$'000	Description	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
457	Supplies and materials	757	816	1,527	59
3,049	Purchase of services	3,894	5,787	6,725	1,893
1,029	Lease of property and pquipment	876	1,329	1,589	453
761	Utilities	765	781	761	16
109	Interdepartmental expenses	152	128	149	(24)
39	Travel and subsistence	46	202	339	156
218	Recruitment and training	292	855	1,451	563
(429)	Provision for (recovery of) doubtful debts	(110)	-	429	110
548	Programme services	390	1,539	2,320	1,149
21	Other	102	-	1,517	(102)
5,802	Total Supplies & consumables	7,164	11,437	16,807	4,273

During the year, the Ministry was successful in renegotiating and cancelling a commitment for \$179K which was a management estimate of a contractual liability in 2020.

Note 17: Finance costs (Bank overdraft)

During the period the Ministry had no finance cost on the overdraft balance charged to the accounts.

MINISTRY OF BORDER CONTROL AND LABOUR
Notes to the Financial Statements
Year Ended 31 DECEMBER 2021

Note 18: Litigation costs

The Attorney General's Office provides litigation services to the Ministry of Border Control and Labour at no charge, as they are considered as services in-kind received. However, during the year ended 31 December 2021 the use of legal services from outside of the Government was not undertaken. The costs of these services were nil in 2021. Provisions for legal cost and settlements are evaluated periodically based on the latest information. This resulted in a net overall increase in the provision for 2021. During 2021 all remaining provisions related to the RCIPS originated matters was transferred to the Office of the Commissioner of Police.

Prior Year Actual \$'000	Description	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
-	Legal Fees	83	-	-	(83)
393	Revaluation of Legal Liabilities	100	-	(393)	(100)
393	Total litigation costs	183	-	(393)	(183)

Note 19: (Gains) / Losses

Prior Year Actual \$'000	Description	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
73	Net loss on disposal of property, plant and equipment, revaluation	8	-	-	(8)
-	Net gain on Derecognition of Liabilities	(338)	-	-	338
(20)	Net gain on foreign exchange Transactions	(17)	6	32	23
53	Total gain/ (losses)	(347)	6	32	353

Note 20: Revenue from non-exchange transactions

During the year ended 31 December 2021, the Ministry received services in-kind from other government departments. The fair value of these services cannot be determined and therefore no expense has been recognized in these financial statements.

MINISTRY OF BORDER CONTROL AND LABOUR
Notes to the Financial Statements
Year Ended 31 DECEMBER 2021

Note 21: Reconciliation of cash flows from operating activities to surplus

Prior Year Actual \$'000	Note	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
3,227	Surplus from ordinary activities	643	2,913	2,913	2,270
	Non-cash movements				
1,383	Depreciation expense	1,453	1,726	1,725	273
109	Amortisation of Intangible Assets	601	-	-	(601)
-	Gain/Loss on Derecognition of Liabilities	(338)	-	-	338
-	Impairment of property, plant and Equipment	1,079	-	-	(1,079)
(429)	Provision for Doubtful Debt	(110)	-	-	110
(20)	Exchange (Gain)/Loss	(17)	-	-	17
73	(Gain)/losses on sale of property, plant and equipment	(3)	-	-	3
	Changes in current assets and liabilities:				
5,608	(Increase)/decrease trade receivables	(3,775)	-	-	3,775
(927)	(Increase)/decrease in other current assets	536	-	-	(536)
(1,354)	Increase/(decrease) trade payables	266	-	-	(266)
(2,984)	Increase/(decrease) other payables and accruals	(6,000)	-	-	6,000
(427)	Increase/(decrease) in provisions relating to employee costs	2,256	-	-	(2,256)
305	Increase/(decrease in provisions for legal & other liabilities	100	-	-	(100)
4,564	Net cash flows from operating activities	(3,309)	4,639	4,638	7,948

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Notes to the Financial Statements
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Note 22: Contingent and legal liabilities and assets

While the Ministry has several potential legal disputes pending, these will be reviewed on a continuous basis to establish if provisions are necessary. There are \$40K in contingent liabilities not included in the current provisions.

Changes in provisions to legal liabilities:

	Beginning Balance \$'000	Additions \$'000	Disbursements \$'000	Adjustments \$'000	Ending Balance \$'000
Potential ongoing Legal claims	1,254	100	(610)	(644)	100
Total other contingent liabilities	1,254	100	(610)	(644)	100

NOTE 23: Commitments

Prior Year Actual \$'000	Type	One year or less \$'000	Two to five Years \$'000	Over five Years \$'000	Total \$'000
	Operating Commitments				
2,092	Non-cancellable accommodation leases	603	767	-	1,370
2,092	Total Operating Commitments	603	767	-	1,370
2,092	Total Commitments	603	767	-	1,370

NOTE 24: Related party and key management personnel disclosures

Related party disclosure

The Ministry is a wholly owned entity of the government from which it derives a major source of its revenue. The Ministry and its key management personnel transact with other government entities on a regular basis. These transactions were provided free of cost during the financial year ended 31 December 2021 and were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

Key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the Ministry.

Actual 2020 \$'000	Number of persons	Description	Actual 2021 \$'000	Number of Persons \$'000
1,323	10	Salaries and other short term related benefits	1,363	10
1,323	10	Total	1,363	10

There were no loans granted to key management personnel and or their close relatives.

NOTE 25: Financial instrument risks

The Ministry is party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash and bank balances, advances, accounts receivable, debtor-Cabinet and creditors and other payables. The fair value of financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

Credit risk

In the normal course of its business the Ministry is subject to credit risk from debtors other than the Cabinet and other government entities. The Ministry does not have significant concentrations of credit risk for its other financial instruments. The Ministry only conducts business with reputable financial institutions in the Cayman Islands.

Currency and interest rate risk

The Ministry has no significant exposure to currency exchange loss risk and interest rate risk.

Liquidity risk

In meeting its liquidity requirements, the Ministry closely monitors its forecast cash requirements with expected cash drawdowns from Cabinet and receipts from third parties. The Ministry maintains a target level of available cash to meet liquidity requirements.

All of the Ministry's financial liabilities (creditors and payables), except the provision for legal and other liabilities, will be settled in less than six months from the date of these financial statements.

Note 26: Financial instruments – fair values

As at 31 December 2021 and 31 December 2020, the carrying values of cash and cash equivalents, accounts receivable, accounts payable and employee entitlements approximate their fair values due to their relative short-term maturities.

Fair values are determined at a specific point in time, based on market conditions and information about the financial instrument. These estimates are subjective in nature and involve uncertainties and matters of significant judgment and therefore cannot be determined with precision. Changes in assumptions, economic conditions and other factors could cause significant changes in fair value estimates.

NOTE 27: Segment reporting

The Ministry of Border Control and Labour has two segments, the first; National Security and Border Control (“Security”) and the second, Labour supply management and Good Governance (“Labour Management”). The National Security and Border control sector includes the Travel Cayman and the Customs and Border Control Department. The labour supply management and Good Governance consists of Workforce Opportunities and Residency Cayman and the Department of Labour and Pensions.

Segmented Statement of financial position

Actual Labour Management Prior Year	Actual Security Prior year	Prior Year Actual		Actual Labour Management Current Year	Actual Security Current Year	Current Year Actual
\$'000	\$'000	\$'000		Note	\$'000	\$'000
57,295	13,164	70,459	Total Current Assets		61,776	71,282
8,530	6,118	14,648	Total Non-Current Assets		3,924	18,616
65,825	19,282	85,107	Total Assets		65,700	89,898
21,658	11,862	33,520	Total Current Liabilities		26,066	30,416
21,658	11,862	33,520	Total Liabilities		26,066	30,416
44,167	7,420	51,587	Net Assets		39,634	59,482
44,167	7,420	51,587	Total Net Worth		39,634	59,482

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NOTE 27: Segment reporting (continued)

Segmented income statement

Actual Labour Management Prior Year	Actual Security Prior Year	Prior Year Actual		Actual Labour Management Current Year	Actual Security Current Year	Current Year Actual
\$'000	\$'000	\$'000		Note	\$'000	\$'000
Revenue						
17,149	26,207	43,356	Sale of goods and services	12	22,465	24,074
252	-	252	Investment revenue	13	69	-
1	-	1	Other revenue		11	-
17,402	26,207	43,609	Total Revenue		22,545	24,074
Expenses						
13,623	19,019	32,642	Personnel costs	15	14,880	20,963
3,675	2,127	5,802	Supplies and consumables	16	4,285	2,879
866	517	1,383	Depreciation	7	855	598
103	6	109	Amortisation of intangible assets		509	92
-	-	-	Impairment of property, plant and equipment		1,079	-
-	-	-	Litigation costs	18	83	-
1,477	(1,084)	393	Revaluation legal liability provisions	18	-	100
(20)	-	(20)	Other Gains	19	(17)	-
108	(35)	73	Losses on disposal/revaluation of property, plant and equipment	19	8	-
-	-	-	Losses from derecognition of assets	19	(159)	(179)
19,832	20,550	40,382	Total Expenses		21,523	24,453
(2,430)	5,657	3,227	Surplus for the year		1,022	(379)

NOTE 28: Explanation of variances to budget**Changes to the budget**

The Finance Committee of the Parliament has approved changes to the budget through section 11.5 of the PMFA totalling \$0.4m to meet the operating costs of continued development of the Cayman Islands Regiment. \$0.178M was transferred to the Ministry of Home Affairs. A supplementary appropriations bill for the budget changes was not introduced in Parliament by 31 March 2022 as required by section 11(6)(b) of the PMFA.

SARS COVID19 General impact

The pandemic had a significant impact on the operations of the Ministry. Much of the revenue generating products were delayed or reduced as these were primarily fees and from goods imported, travel and work permits. With the decimation of the hospitality industry, many organisations reduced their workforce or closed their doors. This had an impact on the number of work permits, projects and imports.

Statement of financial position

Cash and short-term investments were significantly below budget due primarily to the separation of the RCIPS upon which a total of \$12.6m was transferred in working capital as well as the fall in revenues due to the impact of COVID. Cash and short-term investments were, however, only \$4M below the 2020 amount due mainly to delays in planned activities and projects and the receipt of significant EI injection owing from Cabinet at the end of 2020. Significant outputs owing from other government agencies included an unexpected \$7.9m from the Ministry of Finance in recoverable pandemic expenses processed on behalf of the Financial Secretary. This is factored in the Trade Receivables.

Revaluation gains on land totalling \$3.2M was offset by losses totalling \$0.3M on buildings to net \$2.9M increase in property valuations. This partially offset an underspend carry forward from 2020 of \$4M. This included projects such as the automated Border Clearance machines and systems such as the refresh of the Border Control and WORC systems.

NOTE 28: Explanation of variances to budget (continued)

Trade payables above budget primarily because the executive portion of revenue for December 2021 was not transferred \$0.48M.

Other payables and accruals inclusive of legal provisions was \$4m below budget primarily due to \$5m owing to the executive accounts for working capital transferred to the Office of The Commissioner of Police on their exit from the Ministry.

Employee entitlements are \$1.9m above budgeted, CBC has an accrued for \$2m for proposed salary regrading due. Staff in the varying departments were unable to take leave resulting in \$166K in additional leave outstanding.

Surplus payable is materially below budget by \$7.3m primarily because as at December 31, 2021 the Ministry had not paid over the surplus payable to Cabinet of \$23.6m for the prior fiscal years.

Statement of financial performance*Revenues*

Sales of Goods and Services were lower than the original budgeted by \$2.5M. The variance with the revised budget was primarily due to the transferring out of Passport and Corporate Services Office which included third party revenue budgets transferred \$1.7M and in delivering outputs as a result of the disruptions caused by the pandemic. Cabinet billing was down by \$1M.

Investment revenue of \$70K was earned by depositing cash balances with the Treasury as fixed deposits. This is lower than the previous period due to lower interest rates being offered as well as the need to not renew \$10M of the deposits for part of the year.

Expenses

The significant change in personnel costs when compared to 2020 was due to exit of Passport Office and Regiment from the Ministry. In addition, an accrual made by CBC regrading and regularization of salaries \$2M. Also, WORC has filled key post saw an increase of \$0.97M.

Purchases of services showed a negative variance with the original budget by \$1.9M mostly due to an underspend in professional fees and from the implementation of the WORC Management System and some aspects of the CBC Border Control system when compared to the original budget. As a result of interruptions in operations, service agreements and training and development caused by the pandemic, programme services was lower than expected by \$1.1M. Other significant variances to budget for the same reason included recruitment and training \$0.6M, Travel \$0.2M and lease of property and equipment \$0.5M. Total savings compared to budget for supplies and consumables was \$4.3M.

The unbudgeted impairment of property, plant and equipment of \$1.1M was as a result of the impairment of the middle ware component of the WORC Management System. Plans are afoot to replace that component with a more suitable application acquired by the Egov department.

NOTE 28: Explanation of variances to budget (continued)**Statement of Changes in net worth**

The transfer of the assets and certain liabilities of the Regiment to the Ministry of Home Affairs, as well as the transfer of the Passport and Corporate Services to the Portfolio of the Civil Service resulted in a reduction of \$0.8M in net worth. Equity investment for the Ministry of \$5.8M vs a 2021 budget of \$4.3M resulted in a net reduction vs budget of \$3.3M over the two years as there were savings of \$4.8M coming from 2020.

The transfer of the Police in 2020 explains the remainder of the \$27M.

Cash Flow

Net Cashflow from operating activities was below of budget by \$7.9M. Delays in payments from the MoF for Travel Cayman COVID 19 expenses of over \$7M was the main reason. Reductions in the third-party outputs of \$7M had a material impact and was more than enough to offset the \$2.8M shortfall on supplies and consumables.

NOTE 29: Surplus repayment

Pursuant to Section 39 (3) (f) of the PMFA any net surplus is transferred to surplus repayable. Accumulated surpluses for the prior years was still outstanding to Cabinet during the fiscal year totalling \$23.6M. The surplus payable for the 2021 fiscal period is \$0.6M.

NOTE 30: Events occurring after reporting date

There were no material events to report after the balance sheet date.

NOTE 31: COVID 19 Pandemic

In December 2019, a novel strain of coronavirus was reported to have surfaced in China. The global efforts to contain the spread of the coronavirus began to cause significant disruption in the global and local economies from January 2020 to date. While the disruption is currently expected to be temporary, there is considerable uncertainty around the duration. Therefore, while the Ministry expects this matter to negatively impact its operating results, the related financial impact and duration cannot be fully estimated at this time.

At the beginning of the 2021 fiscal year, the borders remained closed and a number of staff at CBC was deployed to the mobile compliance unit to support Travel Cayman. Most staff are already back to their usual place of work although some still remain flexible in a work from home arrangement.

NOTE 31: COVID 19 Pandemic (continued)**Projects and Capital Acquisitions:**

The Ministries capital expenditures are unlikely to be significantly impacted as most projects are already committed and continue to be in full implementation while we are impacted by COVID.

Going Concern:

The Ministry is a public entity and is 100% owned by the Cayman Islands Government. The organization derives approximately 80% of its annual income from the provision of output services to the Government. The central-Government remains in a strong financial position and has given no indications that it will have difficulty funding the Ministry for ongoing operations.

The Ministry closed the 2021 fiscal year with significant unrestricted cash and cash equivalents to operate the organization for up to six months if all other sources of revenue ceased. This placed the Government in a strong position to successfully traverse the global impacts of COVID-19 until conditions ease and operations return to normal.

Given these circumstances, management does not consider the present COVID-19 restrictions to impact the Ministry's ability to operate as a going concern.

In making this assessment, management considered all available information concerning the next twelve-month period from the balance sheet date that was available at the time these financial statements were issued.

NOTE 32: Muti-year Budgets

The government operates a two-year budget appropriation cycle. Budgets unused in the first of the two years is allowed to be moved forward and execute the deliverables in the second year in addition to those of the second year. That budget transferred is added to the budget allocation to the second year to form the new original budget.

In fiscal year 2020, \$6.586M in unused expense budgets was carried forward to 2021 and added to the \$46.099M of 2021 to form the new original budget of \$52.685M in expenses for the 2021 fiscal year. There was further savings in 2021 of \$2.3m. The budget appropriations expired 31 December 2021.

The revised budget impact is demonstrated below.

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Year Ended 31 DECEMBER 2021

NOTE 32: Muti-year Budgets (continued)

	Original Budget \$'000	Carry over from 2020 \$'000	Budget 2020-21 \$'000	Regiment S11.5 \$'000	Regiment Transfrred \$'000	Transferred PPO \$'000	Revised Budget \$'000
Revenue							
Sale of goods and services	49,012	2,904	51,916	400	(178)	-	52,138
Other revenue	-	-	-	-	-	(1,760)	(1,760)
Total Revenue	49,012	2,904	51,916	400	(178)	(1,760)	50,378
Expenses							
Personnel costs	32,930	995	33,925	390	(175)	(467)	33,673
Supplies and consumables	11,437	5,777	17,214	-	-	(407)	16,807
Depreciation & Amortisation	1,726	254	1,980	10	(3)	(1)	1,986
Loss on Disposal of property	-	(73)	(73)	-	-	-	(73)
Revaluation of legal liability	-	(393)	(393)	-	-	-	(393)
Other expenses	-	-	-	-	-	-	-
Other Gains and Losses	6	26	32	-	-	-	32
Total Expenses	46,099	6,586	52,685	400	(178)	(875)	52,032
Surplus or (Deficit) for the year	2,913	(3,682)	(769)	-	-	(885)	(1,654)