



**Ministry of
Border Control
& Labour**

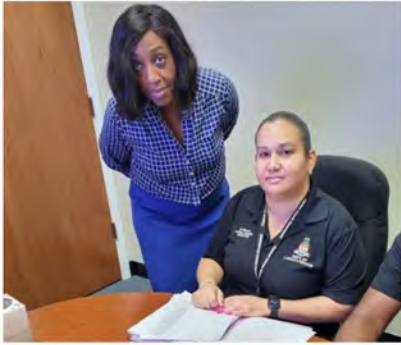
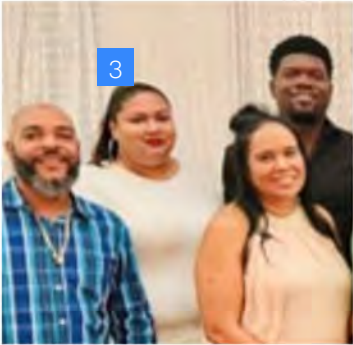
Cayman Islands Government



2022
**ANNUAL
REPORT**

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Message from The Minister of Border Control & Labour



Hon. Chris Saunders, MP

Dear Friends and Family,

I am pleased to share with you the successes of the Ministry of Border Control and Labour and its respective departments during the year 2022. Our collective efforts have resulted in significant achievements that have positively impacted the lives of the people we serve.



Our collective efforts
have resulted in significant
achievements.

The achievements and successes were driven at the Ministry level led by one of the most dedicated and committed Chief Officer who assembled an equally dedicated, committed, and talented team. Our islands are more secure, safer, and in a better position to provide more Caymanians and those that call the Cayman Islands home better opportunities to maximize their potential because of the team at the Ministry of Border Control and Labour.

The Department of Workforce Opportunities and Residency Cayman (WORC) has facilitated employment opportunities and continues to match Caymanian job seekers with employers and has also implemented initiatives to root out unscrupulous employers, and frivolous applications relating to marriages of convenience. Through an informative workshops, marriages officers were informed of what practices to look out for in those that take advantage of this channel to remain in the country. 2022 was a challenging year for the Department and I am extremely proud of the professionalism and dedication of the team at WORC as they managed the increased demands from the islands re-opening while balancing Opportunities for Caymanians.

The Department of Labour and Pensions (DLP) has overseen workplace safety by offering safety and best practices workshops to employers and small businesses. They also implemented an increase to Retirement Savings Arrangement (RSA) by 3.3% which allows retired persons to be able to access more funds to maintain their households. New members of the Labour Tribunal and Labour Appeals Tribunal were appointed which allow for more labour cases to be heard and addressed.

The Department of Customs and Border Control (CBC) has worked tirelessly to secure our borders and safeguard our nation. Their dedication and diligence have resulted in the prevention of illegal activities and the protection of our citizens and visitors. They made significant seizures of illegal firearms, fentanyl, and marijuana made possible through the use of advanced screening technologies and the dedication of CBC officers, demonstrating their intelligence led training. They have also implemented efficient processes that have reduced wait times and improved customer service upon arrival at Owen Roberts International Airport (ORIA).

There was also the successful winding down of Travel Cayman whereby most of those staff members who played an integral role during some of our most challenging times, were able to enhance their skills and experience and have transitioned into full time employment within the public and private sector.

Overall, the Ministry of Border Control and Labour and its respective departments have worked together to achieve great success in 2022. I am proud of the dedication and commitment demonstrated by our teams, and I am confident that we will continue to build on these achievements in the years to come.

Thank you for your continued support.

Chris Saunders

Deputy Premier and Minister for Border Control and Labour

Message from
The Chief Officer,
Ministry of Border
Control & Labour



Wesley Howell,
Cert Hon, MBA,
JP

2022 presented significant challenges for the Ministry of Border Control and Labour. Despite the ongoing COVID-19 pandemic and its impact on our communities, our Ministry remained steadfast in its



Dedication, commitment,
and responsiveness to
our people's needs.

dedication, commitment, and responsiveness to our people's needs.

Our frontline agencies, including Customs and Border Control and Travel Cayman, worked tirelessly to maintain secure borders and ensure the safety of our citizens. Our other agencies, such as the Workforce Opportunities and Residency Cayman (WORC) and the Department of Pensions and Labour (DLP), focused on providing essential services while reducing the risks of COVID-19.

CBC remained diligent in its efforts to prevent illegal activity and safeguard the borders of the Cayman Islands. Through the adoption of advanced technologies and training initiatives, the department was able to effectively intercept guns and drugs, deter smuggling, and apprehend those attempting to bypass border control measures. Moreover, CBC collaborated with other law enforcement agencies, local and regional, to improve intelligence sharing and disrupt illicit activities. CBC's online systems help to ensure that goods entering the country were processed with minimum delays.

In 2022, WORC successfully managed and regulated the employment of local and foreign workers in the Cayman Islands, promoting opportunities for Caymanians and helping to push unemployment numbers to the lowest levels in years. WORC's process improvements led to initiatives that informed decisions and increased employment opportunities. The efforts of the hard-working teams at WORC contributed to the well-being to the social well-being of the Cayman Islands.

DLP achieved key objectives in 2022, including a significant push by the labour tribunals and Labour appeals tribunals to hear matters and clear the backlog of cases. The National Pensions board recommended commencement timelines and worked on reviewing and proposing amendments to the National Labour Act. DLP's staff worked hard enforcing labour laws to protect vulnerable workers, promote compliance, and provide training for safe and lawful working conditions. The DLP played a critical role in advancing the welfare of workers in the Cayman Islands.

In 2022, Travel Cayman facilitated safe travel amid COVID-19 by successfully implementing various public health travel protocols to ensure the safety of passengers and Caymanians. Travel Cayman's effective management enabled safe travel. Travel Cayman contributed to the islands' tourism and economic recovery before being phased out once all cCOVID related travel restrictions were safely lifted.

As we look forward, we remain optimistic about the future, recognizing the challenges that still lie ahead. However, we are confident that our collective strength, resilience, and adaptability will enable us to overcome any possible obstacles. We will continue to work tirelessly to make the lives of the people of the Cayman Islands better.

The Ministry staff administered the displaced tourism stipend in the first half of 2022. The team worked diligently to identify and remove persons who no longer met the criteria for the stipend.

I offer heartfelt and deserving "thank you" to all staff within and across the Ministry for their hard work, dedication, and unwavering commitment to improving the Cayman Islands during 2022. I look forward to another year of working together to achieve our goals.

Wesley Howell

Chief Officer

Ministry of Border Control and Labour



“

We are committed
to the security and
development of the
Cayman Islands.

ABOUT US

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, the delivery of workforce readiness programs, and the 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

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.



CBC

Customs & Border Control

Message from the Department's Director



Charles Clifford, Mbe, JP

I am most pleased, as Director of the Customs and Border Control Service (CBC) to share my remarks and am certainly delighted to present our 2022 Annual Report.

Just a few short weeks ago on 1st February 2023, CBC celebrated its 4th anniversary. Since our inception, we have ably responded to the many issues that confronted us. Amidst these unforeseen and



At CBC, we operate
with a sense of
purpose.

disruptive challenges, we responded with pride and determination and held the course.

Over a year ago as we worked to finalize and introduce our 5-year Strategic Plan 2022 - 2026 we envisioned and prepared ourselves for potential impacts associated with our change program. We understood the significance that negative impacts could have on our mission and that which was most at risk as a new organization.

We resorted by taking an inward look at our staff and indeed our mission by promoting teamwork, and skill building along with the creation of synergies and enhanced inter-agency law enforcement collaboration. This was all purpose-driven with a focus on customer service and the requirements of expanding our law enforcement reach as an intelligence-led risk management organization. Our Strategic Plan will serve as our blueprint and guide us strategically in our decisions, business affairs, and change process.

In 2022, post the COVID-19 pandemic, the Cayman Islands was in full normalcy mode as the main pillars of our economy were well on the way to full recovery. CBC was right in the midst of this and played a key facilitating role. As a consequence, the financial year was a robust and remarkable one overall.

Passenger, trade, and overall border management facilitation sparked considerable activity. CBC processed a total of **428,742 arriving and 413,179 departing air passengers**. CBC issued clearances to 262 cruise ships with **over 1 million cruise passengers arriving and departing** the Cayman Islands.

In terms of cargo, we dealt with over **254,000 cargo declarations** and managed inherent risks to revenue associated with increased cross-border activities. Other cross-border challenges such as smuggling

and its various methodologies created further challenges to CBC's border management regime.

Continuing on the border management front, the challenge of irregular migration exploded where nearly **400 Cuban migrants arrived** in the Islands and were registered and in the custody and care of CBC. This situation presents not only an isolated issue for CBC but, is one that touches on the national security of our beloved Islands.

Irregular migration remains a matter of concern for CBC, the wider Civil Service and other local entities of which CBC is appreciative of the multi-agency support currently in place.

As a great and growing organization, CBC is also a diverse one that is self-sufficient and operates with a sense of purpose. As I will always aim to do in such forums, I am honoured to have this opportunity to recognize the dedicated and committed staff of CBC whom have worked so very hard and continues in the spirit of service.

The work of the CBC staff serves to protect and safeguard our borders, while enhancing the economy through facilitation. With such commitment and with a sense of pride we will continue to make strides to navigate through change – never losing sight of our purpose.

I do hope that as you examine the particulars of our 2022 Annual Report that you will find it to be informative and evidence of CBC's hard work, efficiency and focus.

Sincerely,

Charles E. Clifford

Director

About Us

The Cayman Islands Customs and Border Control Service (CBC) 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. The responsibility also covers the business of travel, trade and as part of the wider border management component, enforcement and services involving Migration and Asylum.

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

(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 (Amendment) Act, 2022
- 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;
- Export Duty Act (1998 Revision); and
- Control and Management of COVID-19 Regulations, 2022.

Note: Currently, there is an internal revision of the Customs and Border Control Act (2022 Revision), and Customs Tariff Act (2017 Revision).

The budgetary and financial activities of CBC are subject to and governed in accordance with the provisions of the Public Management and Finance Act (2020 Revision). The human resources element 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).

Our Vision

To strengthen the security and stability of the Cayman Islands through an intelligence-led risk management approach.

Mission

To collect and protect revenue, and facilitate legitimate travel and trade while providing effective border management for the safety of our environment, citizens, and visitors.

Values

Accountability – we are individually and collectively accountable for our actions.

Passion – we care immensely about the security and safety of the Cayman Islands, its people, and visitors. We value and encourage teamwork, personal development, innovation, and creativity.

Integrity – we commit to acting ethically and professionally while maintaining impartiality, fairness, and consistency.

Excellence – we commit to delivering world-class customer service to our local and international interests.

Report Summary

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

This report provides the following:

- Information on the demographics of CBC as of 31st December 2022.
- Information on Management Discussion and Analysis, Scrutiny from Parliament and the Public, Cross Government Commitments, and other associated information for 2022.
- Information on CBC's future plans

Personnel Profile



At the end of the 2022 fiscal year, CBC employed 248 employees, with 98.8% of persons employed being Caymanian.

The following data provide detail information on CBC's personnel profile by nationality, age, gender and position/job titles.

245

Caymanian
Employees

3

Non-Caymanian
Employees

248

Total
Employees

98.8%

Caymanian
Employees

1.2%

Non-Caymanian
Employees

100%

Total
Employees

123

Caymanian
Male
Employees

2

Non-Caymanian
Male
Employees

125

Total
Male
Employees

98%

Caymanian
Male
Employees

2%

Non-Caymanian
Male
Employees

100%

Total
Male
Employees

122

Caymanian
Female
Employees

1

Non-Caymanian
Female
Employees

123

Total
Female
Employees

99%

Caymanian
Female
Employees

1%

Non-Caymanian
Female
Employees

100%

Total
Female
Employees



As of 31st December 2022, there was a total of 248 staff, of which 189 represented Officers:

- 138 were CBC Officers
- 31 were Senior CBC Officers
- 15 were Assistant Director
- 4 Deputy Directors
- 1 Senior Deputy Director

— Nationality Demographic as of 31st. Dec.2022

Nationality	#	% Staff
Caymanian	245	98.8%
Honduras	1	0.4%
Guyanese	1	0.4%
Jamaica	1	0.4%

— Age Demographic as of 31st. Dec.2022

Age	#	% Staff
18-24	5	2%
25-34	63	25%
35-44	66	27%
45-54	74	30%
55-60	20	8%
Over 60	20	8%

Movement of People



— New Hires

Joiners – 39

- 31 Customs & Border Control Officers
- 3 Accounts Officers
- 1 Financial Administrator
- 2 Human Resources Officer
- 1 Senior Analyst Programmer (Oracle)
- 1 Technical Support Administrator



— Wasteages

Resignation/Retirement/Termination – 10

- 3 Retired
- 3 Terminated
- 4 Resigned



— Secondments

16 Secondees from Travel Cayman with CBC as of 31st December 2022

CBC Basic Training

In 2022, twenty-four (24) new CBC Officers completed 21 weeks of intense Basic training. This is the largest graduate class in the history of CBC.



2022 Promotions

An objective of CBC is the expansion of our talent pool through recruitment, training & development, and succession planning. Evidenced below are the products of such an objective:

- Ezron Anderson – Promoted from Senior CBC Officer to Assistant Director effective 1st Dec 2022.
- Rochelle Hamilton – Promoted from Senior CBC Officer to Assistant Director effective 1st Dec 2022.
- Jannelle Johnston – Promoted from Accounts Officer to Financial Administrator effective 10th Jan 2022.
- Rafael Fadipe – Promoted from Administrative & Customer Service Officer to Accounts Officer effective 10th Jan 2022.
- Graydon Ebanks Jr. – Promoted from Porter to CBC Officer effective 8th Aug 2022.



Our Super Stars among our Stars

The below officers deemed as stars were highlighted for their excellence within 2022.

- Kurt Powell, Senior CBC Officer – Employee of the Month & Chief Officer Award, August 2022.
- Raymond Gayle, Senior CBC Officer – Employee of the Month & Chief Officer Award, October 2022.
- Jannelle Johnston, Financial Administrator – Achieved her Master of Business Administration from Walden University.
- Tamara Reid-Vernon, Assistant Director received her master's degree in Intelligence and Security from the University of Leicester.



Community Outreach, Involvement & Employee Wellness and Engagement

CBC is committed to the wellness, engagement, and prosperity of our staff and our community. Within 2022, CBC actioned the following:

- Provided financial support and contributed volunteer time to **Jasmine**: A specialist in palliative care to people living with debilitating pain.
- Provided financial support and contributed our time to **Meals on Wheels**: An organization that provides free, hot, nutritious meals to seniors, the home-bound, and the disabled throughout the Cayman Islands.
- During the course of the year some employees encountered financial challenges. We are happy to report that staff provided donations and moral support that led to significant recovery and stability for those in distress.
- CBC considers itself an integral part of our community. We pooled together and provided back- to-school supplies for students that encountered challenges – **Stuff the Bus**



Portfolios

1. Port Operations

Port Operations Portfolio is one of the key pillars in safeguarding the national security of our islands. Objectives such as:

- Implementation of the passenger self-check kiosks;
- Transition to a single checkpoint with a single declaration process in concert with an intelligence-led risk management organization;
- Advancement of non-intrusive scanning capabilities;
- Development of a new generation Visa module system; and
- Increase staffing and vigilance at the seaport.

Highlight of Achievements

— Airports

Passport and Baggage Control Sections are responsible for ensuring the ingress and egress of legitimate travellers, trade, conveyances, and the overall security of our borders. This incorporates paying close attention to prohibited, restricted, or otherwise dangerous goods.

— Passport Control

- Delays with the Cayman Airways flights to Jamaica have subsided due to the new in-transiting business process.
- The Kiosk continues to show its worth, processing 26,373 arriving passengers for December.
- In-transit passengers arriving from Cuba on the Cayman Airways flights, who are in-transiting to Jamaica or Nicaragua, are processed and directed straight into Security Screening for onward travel. (December 13, 2022, commencement).
- CBC has resolved the issue surrounding General Declarations submissions (wet stamp or Log#) by Airlines and has issued a directive to both, Airline and

staff. (December 19, 2022).

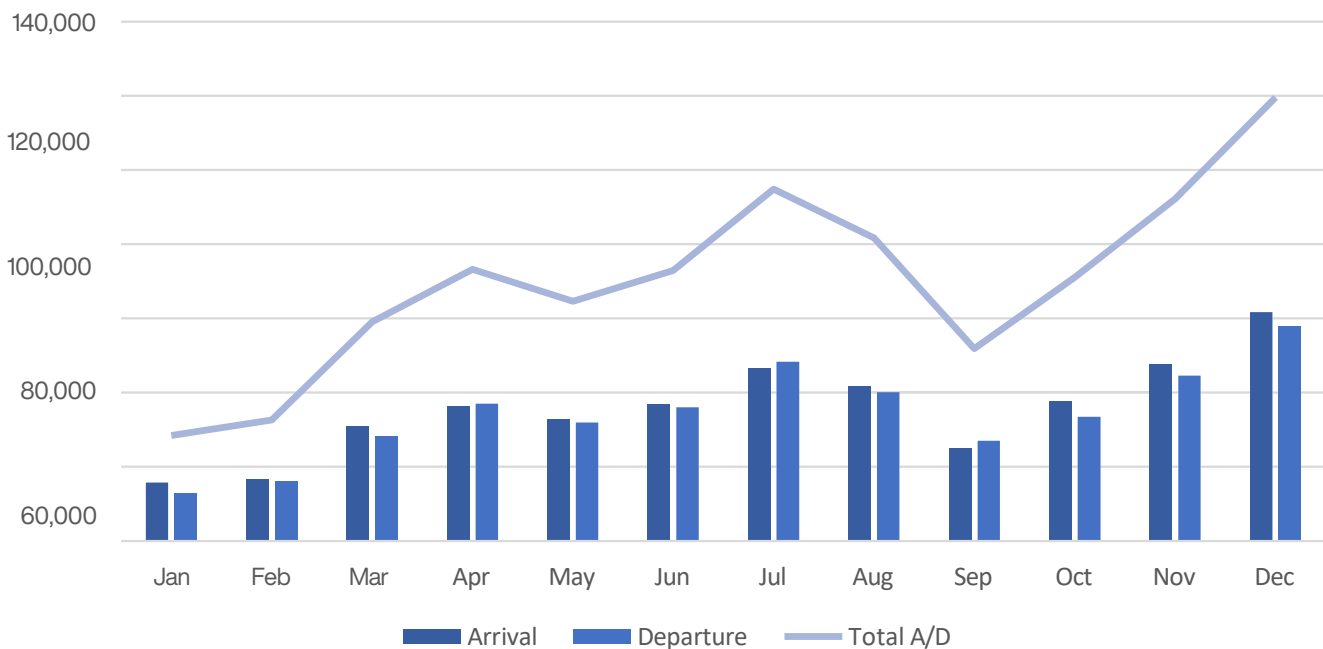
- Processing times per flight averages 14 minutes per 100 passengers using the Kiosk.
- Work Permit Exemptions (WPE) is a major part of the section's daily activities. Currently, there are no provisions in the Act for a chargeable fee, as the current process is merely advisory than an application; however, given the number of requests and the requirement for a CBC Officer to vet and respond, consideration should be given to having this facility attached to a prescribed fee in the CBC Regulations. (Requires Cabinet Paper).
- Noticeable are the omission of names for outward passengers and crew on manifests. This poses a risk and is often times misleading. It is recommended that the Section of the Act that was inadvertently omitted be reinstated so that a fine provision for false or misleading information can be administratively levied. It can mimic the provision stated in Section 86 (3) (b) of the Customs and Border Control Act.
- APIS Law needs to be revised to add the ability to fine for failing to comply with the timeframe to send API data. (Require Cabinet Paper).
- There is a concern about CBC's inability to stipulate conditions for approving a Visitors Work Visa. This needs to be amended in Section 12 of the CBC Regulations.



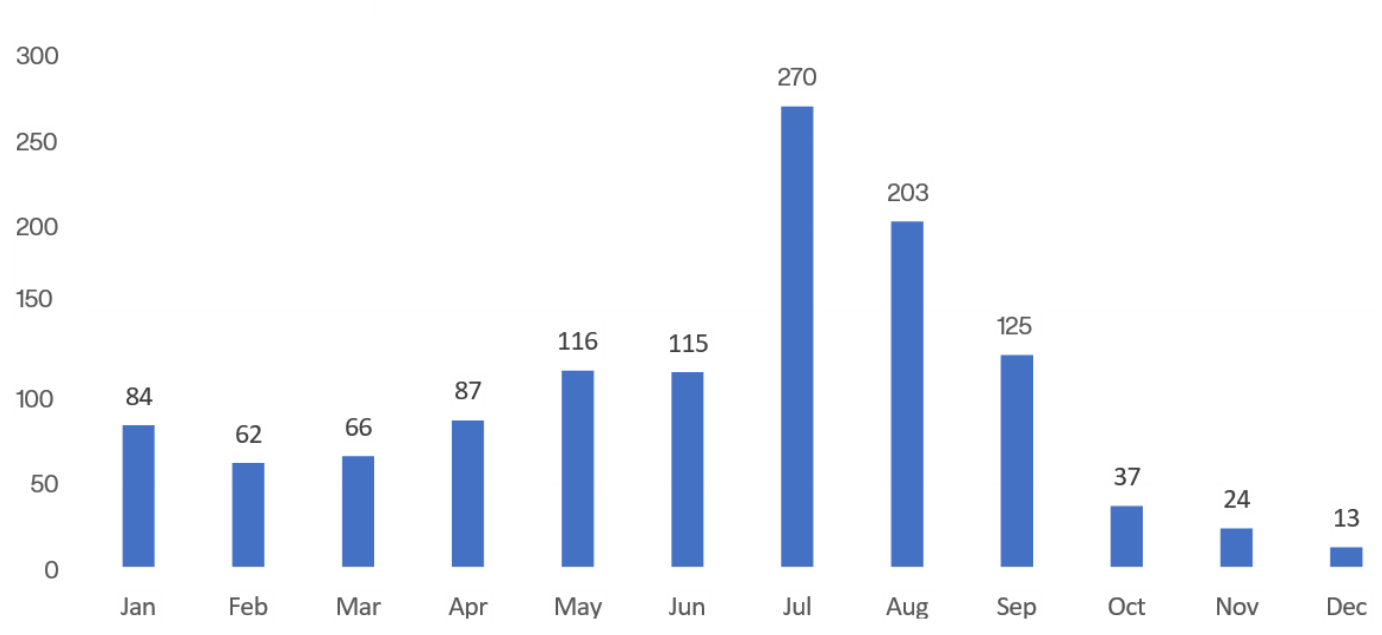
Highlight Statistics

— Passenger Arrival & Departure Totals (ORIA & GAT)

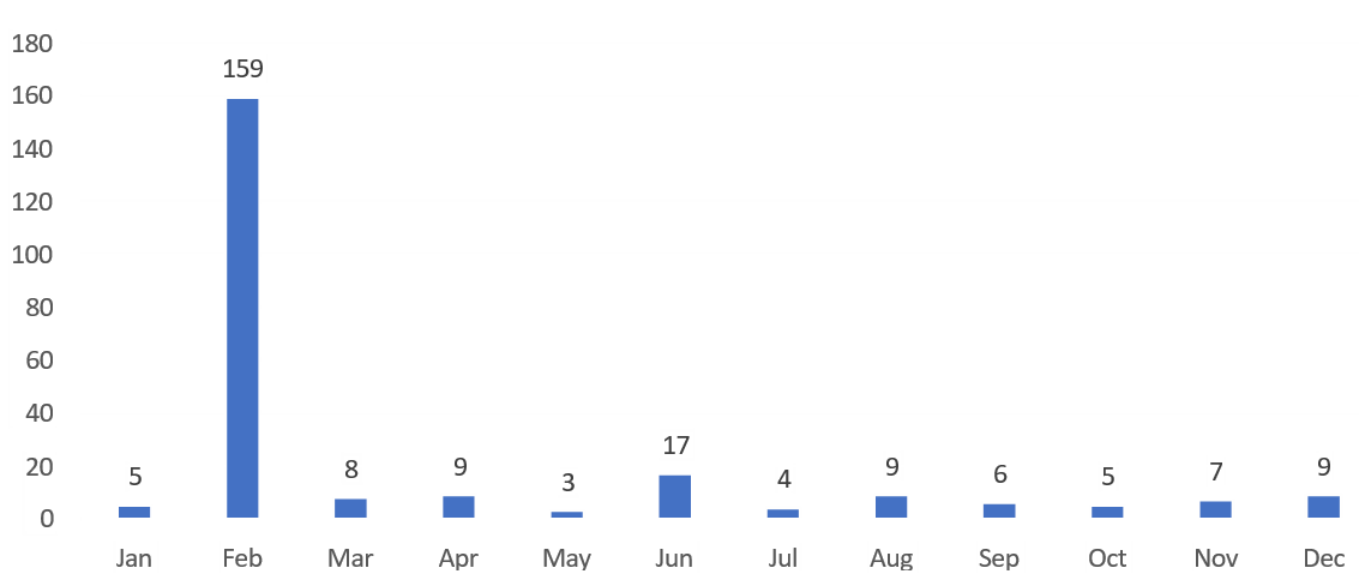
Months	Arrival	Departure	Total A/D
Jan	15,741	12,686	28,427
Feb	16,656	15,981	32,637
Mar	30,816	28,198	59,014
Apr	36,219	36,973	73,192
May	32,663	31,925	64,588
Jun	36,860	36,048	72,908
Jul	46,507	48,323	94,830
Aug	41,584	40,099	81,683
Sep	24,796	27,006	51,802
Oct	37,591	33,482	71,073
Nov	47,588	44,605	92,193
Dec	61,721	57,853	119,574
Year Total	428,742	413,179	841,921



— Persons Temporarily Admitted (2022)



— Persons Refused Entry (2022)

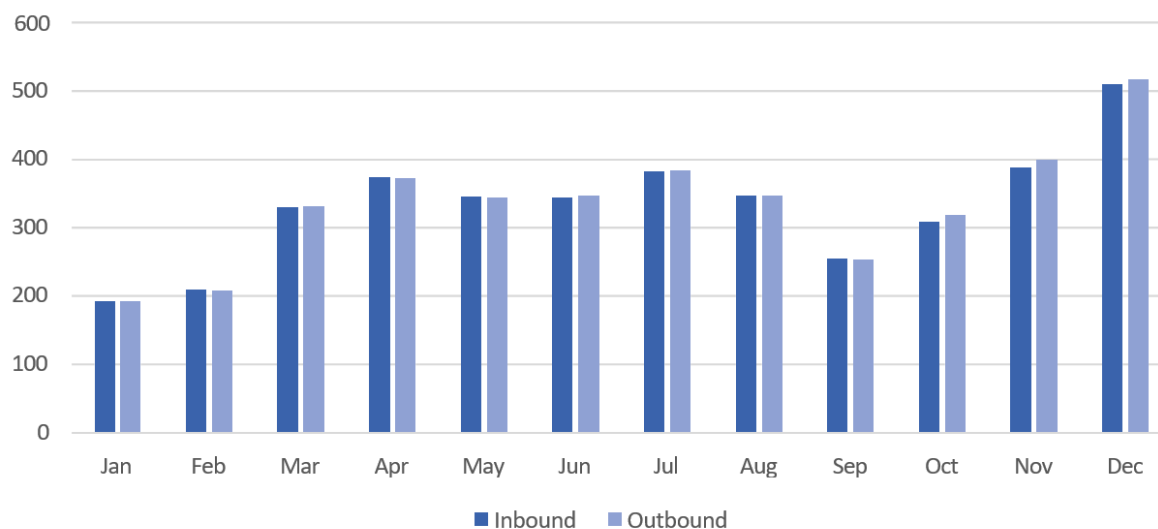


— Passport Control Revenue Collected

Entity Revenue		Executive Revenue	
Visitor Work Visa	\$99,600.00	Airline Fines (Carriers Liability)	\$320,000.00
Abnormal Hours	\$43,569.00	Procedural Fines	\$6,000.00

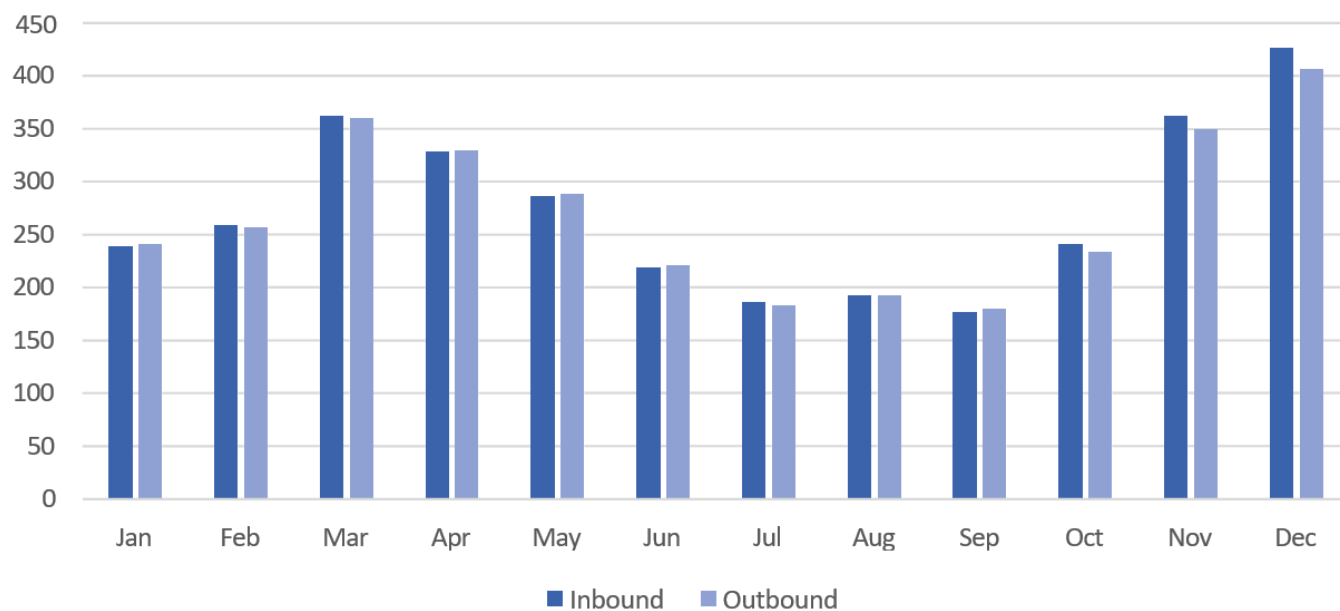
— Total Flights Arrivals and Departures - ORIA (2022)

Months	Inbound	Outbound	Total A/D
Jan	192	193	28,427
Feb	209	208	32,637
Mar	330	331	59,014
Apr	373	372	73,192
May	345	343	64,588
Jun	344	346	72,908
Jul	382	384	94,830
Aug	346	347	81,683
Sep	255	253	51,802
Oct	308	318	71,073
Nov	388	399	92,193
Dec	510	516	119,574
Year Total	3,982	4,010	841,921



— Total Flights Arrivals & Departures - GAT (2022)

Months	Inbound	Outbound	Total A/D
Jan	239	241	28,427
Feb	259	257	32,637
Mar	362	360	59,014
Apr	328	329	73,192
May	286	288	64,588
Jun	219	221	72,908
Jul	186	183	94,830
Aug	193	193	81,683
Sep	177	180	51,802
Oct	241	233	71,073
Nov	362	350	92,193
Dec	426	406	119,574
Year Total	3,278	3,241	841,921



— Recommendations

- Work Permit Exemptions (WPE) is a facility utilized by business travellers which has increased tremendously since its inception a few years ago. This process requires an officer to constantly monitor the email submission folder. Currently, this facility doesn't require an application fee by Act, but given the administrative requirements to process them, it should be considered.
- Visitor Work Visas (VWV) should be placed on an E-Gov platform. Its current process of making payments upon arrival is inefficient and disrupts control operations. Section 12 of the CBC Regulations needs to be amended to allow CBC Officers to place stipulations/limitations on an approved VWV.
- The Outward passenger and crew manifests, a section of the CBC Act, must have a provision to fine for providing false or misleading information (namely, omitting passengers from a manifest). It can mimic the provision as stated in Section 86 (3) (b) of the Customs and Border Control Act for Inward passengers.
- APIS Law needs to be reviewed to add the ability to fine for failing to comply with the timeframe to send API data.

2. Baggage Control

This section of CBC saw its fair share of challenges during the year, which resulted in our overall operational goals needing to be met. Despite these difficulties, it could still carry out objectives of having a robust border service that aligns with the organization's mission.

During the year, nineteen staff were out on extended sick leave at different intervals, resulting in persons having to work extra duties to fill the void. The extended sick leave included COVID sickness, which caused obvious disruptions to operations.

The day-to-day operations at Baggage Control consist of a myriad of services, and no two days are alike. Some of the services provided are:

- Aircraft clearance
- Aircraft boarding and search.
- Ramp observation and cargo transfer
- Registration of Articles Taken Abroad (RATA) verifications
- Anti-money Laundering (AML) screening
- Sister Islands (Inter island) screening
- Free flow line observations
- Verification of declarations (baggage searches)
- Non-intrusive searches (x-ray scanning)
- Import duty assessments
- Offense action (including search of person)
- Unaccompanied baggage search (lost luggage)
- Revenue collection
- Baggage handling and baggage cart delivery

Achievements:

— Training and Development

Staff development is paramount at the Baggage Control Section, but training opportunities often decline during the year due to staffing constraints. It is hoped that once the new recruits are fully deployed, seasoned CBC Officers will be given the opportunity to participate in the training.

— Revenue Protection

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL / OFFENCE
DUTIABLE GOODS	\$112,164.08	\$96,624.03	\$159,099.50	\$174,427.05	\$158,301.44	\$146,601.83	\$154,312.33	\$200,461.80	\$130,516.67	\$215,099.80	\$285,249.36	\$319,700.44	\$2,152,558.33
TOBACCO DUTIES	\$8,039.35	\$9,825.92	\$1,731.87	\$7,232.70	\$3,343.94	\$217.89	\$1,704.10	\$2,121.90	\$2,036.20	\$1,067.28	\$5,609.87	\$2,289.98	\$45,221.00
ALCOHOL DUTIES	\$1,351.63	\$2,402.29	\$1,383.54	\$1,699.58	\$1,251.96	\$714.07	\$961.01	\$967.19	\$972.99	\$1,487.17	\$1,881.92	\$1,296.42	\$16,369.77
PACKAGE TAX	\$3,392.00	\$2,888.00	\$4,206.00	\$5,540.00	\$5,000.00	\$4,300.00	\$5,008.00	\$6,680.00	\$3,852.00	\$5,576.00	\$7,320.00	\$8,700.00	\$62,462.00
SPWH FEE	\$12.00	\$0.00	\$20.00	\$8.00	\$6.00	\$16.00	\$0.00	\$0.00	\$22.00	\$32.00	\$40.00	\$24.00	\$180.00
COMPROMISE PENALTIES	\$0.00	\$4,021.40	\$4,224.85	\$6,228.40	\$1,447.59	\$9,894.78	\$623.89	\$1,103.01	\$647.28	\$4,089.77	\$3,260.05	\$4,107.74	\$39,648.76
PROCEDURAL OFFENCE FINES	\$0.00	\$0.00	\$1,444.15	\$1,246.45	\$1,000.00	\$2,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,690.60
SPECIAL ATTENDANCE	\$6,180.00	\$4,650.00	\$17,860.00	\$39,190.00	\$42,200.00	\$38,210.00	\$20,350.00	\$26,720.00	\$24,340.00	\$24,140.00	\$26,020.00	\$42,560.00	\$312,420.00
TOTAL / MONTH	\$131,139.06	\$120,411.64	\$189,969.91	\$235,572.18	\$212,550.93	\$201,954.57	\$182,959.33	\$238,053.90	\$162,387.14	\$251,492.02	\$329,381.20	\$378,678.58	

— Border Protection

	Non-Intrusive Searches	Body Searches (Males)	Body Searches (Females)	Seizures	Detentions	Firearms Detained
Jan	3,897	10	4	31	36	0
Feb	3,092	9	2	38	39	2
Mar	4,139	5	4	48	66	0
Apr	3,694	7	3	39	82	1
May	2,827	2	2	53	59	1
Jun	3,086	4	3	37	68	2
Jul	3,899	6	6	32	60	0
Aug	3,987	1	2	27	62	2
Sep	2,551	4	2	20	46	1
Oct	4,219	12	7	41	62	0
Nov	2,687	2	7	18	57	2
Dec	4,254	5	3	14	49	0
Year Total	42,332	67	45	398	686	11

— Type and Frequency of Offences | *To 5 Offences

Offences	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total - Offence
Agriculture Goods	1	2		11	5	6	3	7	2	3	4		44
AML Matters		1	1				1						3
AMMO				2	2	2	3	3	4			1	17
CBD/THC Goods			6	1	1	2	3	3	1	6	7	3	33
Disorderly Conduct	1												1
Evading Duty	3	6	6	15	7	12	1			7	2		59
Failing to Declare			3	1		1	1	3	8	1	8	2	28
Goods Depicting Ganja	6	14	13	12	20	16	10	9	6	11	5	2	124
Instruments for Gambling	1	1	2					1		1			6
Items of Obeah	1				3								4
Pharmaceuticals	15	22	12	8	8	8	7	5	3	11	6	2	107
Poss/Imp of a Control Drug										2			2
Poss/Imp of Cocaine				1						3			4
Poss/Imp of Cocaine w/ Intent to Supply										3			3
Poss/Imp of Firearm					1								1
Poss/Imp of Ganja & Utensil		1		2					1			2	6
Poss/Imp of MDMA						1				3			4
Poss/Imp of Mushrooms							1						1
Prohibited Goods			1		3		2	1	1			4	12
Prohibited Weapon	1	2											3
Seizure of Auto Parts								1					1
Seizure of Clothing								1					1
Seizure of Commercial Goods								2					2
Seizure of Liquor						2							2
Seizure of Tobacco Products			4	4	1	1	1		1	3			15
Smuggling							1						1
THC/CBD Items													0
Unknown Substances	4	6	7		1				1	3	4		26
Utensil			3	1	4	1		1	2	3		1	16
TOTAL - MONTH	33	55	58	58	56	52	34	37	30	60	36	17	526

— Agriculture Seizures:

The following stats were provided by the Agricultural Health Inspection Service (AHIS) office, located in the Baggage Control hall at ORIA. While most of these seizures resulted from referrals made by CBC officers, the figures do not indicate our total referrals, as all referred items are not seized.

*All Countries includes listed countries and other products from Amnesty Bins.

Origin	Meats (lbs)	Plants (lbs)	SF (lbs)	CITES	Live Animal #	Soil (lbs)	TOTAL
Africa		10					10
Australia		10					10
Austria					1		1
Canada		10			1		11
Cuba		101.1	0.5				101.6
Dominican Rep.		1.5					1.5
Dubai		5					5
Guyana	10						10
Honduras	53	5					58
India		30					30
Jamaica	75	694.65					769.65
Kenya		8					8
Mexico		10					10
Morocco		2					2
Nicaragua		0.44					0.44
Philippines	10	7				1.5	18.5
Spain	5						5
Sri Lanka		3					3
Switzerland	10						10
United Kingdom	60	24.5					84.5
United States	50	257.95			3		310.95
ALL COUNTRIES*	815	4250	170				5235
TOTAL	1088						1088

— Recommendations

The success of the Baggage Control Section of CBC depends solely on the efforts of its team members who often operate unsupervised at their assigned posts. Significant investments have been made in their training and development and it is important that the organization can reap the benefits of this.

3. George Town Seaport

TCBC's presence at the George Town Seaport ensures the proper landing and departure of private commercial and domestic movement of ocean-going vessels and persons and the import and export management of manifested goods.

Achievements

Import duties collected at the Seaport for 2022 on Vessels/accessories arriving under their own power amounted to **CI\$341,722.00**

Other additional fees collected at CBC Seaport are as follows:

- CBC Clearance Forms and Other Documents
CI\$1,021.00
- Special Attendance Charges – Billable Cargo Vessels
CI\$11,493.00

— Passport Control Revenue Collected

REVENUE	TOTAL \$
Duties	341,722.12
CBC Clearance Forms and Other	1,020.65
Special Attendance Charges	
Billable Cargo Vessels	11,492.90
Procedure Fines & Penalties:	-
Passengers	-
Crew Members	-
Vessels	-
TOTAL	354,485.67

All Cargo Vessels were cleared inward within twenty (20) minutes of berthing, private vessels, fishing, and others within two to three (2-3) hours of arrival except activities involving an emergency.

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

Twelve verbal warnings were issued to Fishing Vessels and Cargo Vessels for 2022.

A total of 348 inspections were carried out by CBC Seaport Officers for 2022, compared to 394 in 2021 - a decrease of 46 inspections; these inspections included Boats/Trailers, Dump Trucks, Excavators, and Vans. The bulk of the 348 inspections by the CBC Seaport Team were cars/trucks imported from Japan.

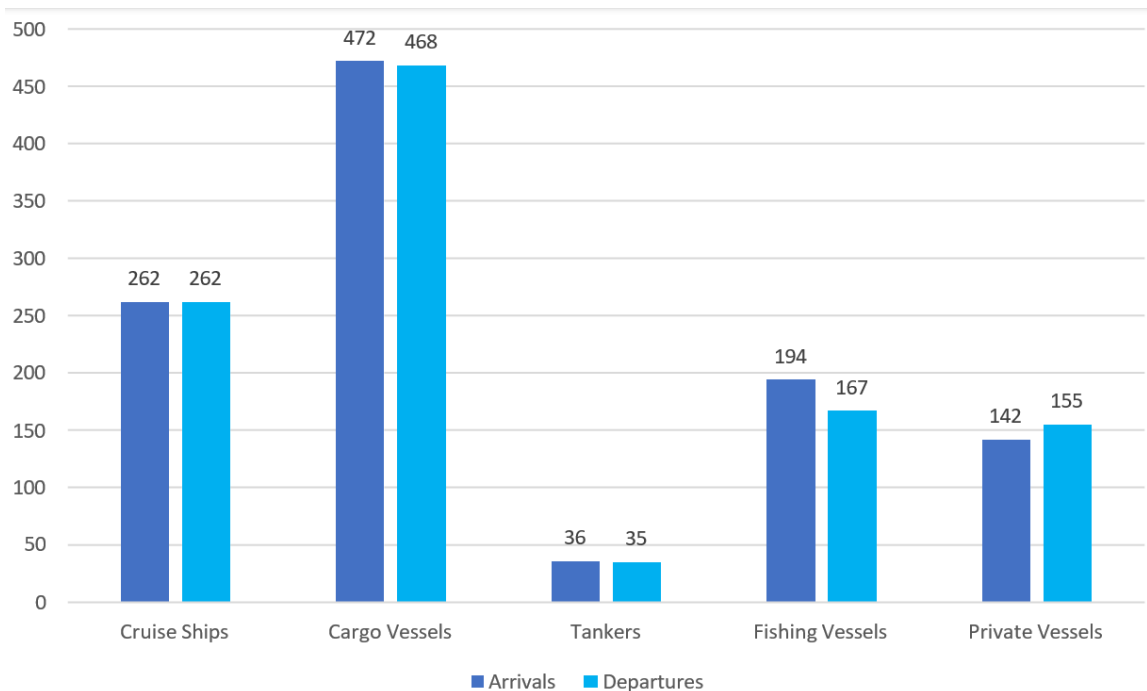
A total of 5 vessels were searched by CBC Seaport Team and the Investigation Unit resulting in no prohibited or restricted goods being found.

SEARCHES	TOTAL
(#) Passengers	4
(#) Crew Members	9
(#) Verbal Warning	12
(#) Vessels	11
INSPECTIONS	TOTAL
(#) Vehicles	170
(#) Boats & Trailers	27
(#) Other Conveyances	79
(#) Parts and Supplies	2
(#) Parts seen on-board	70

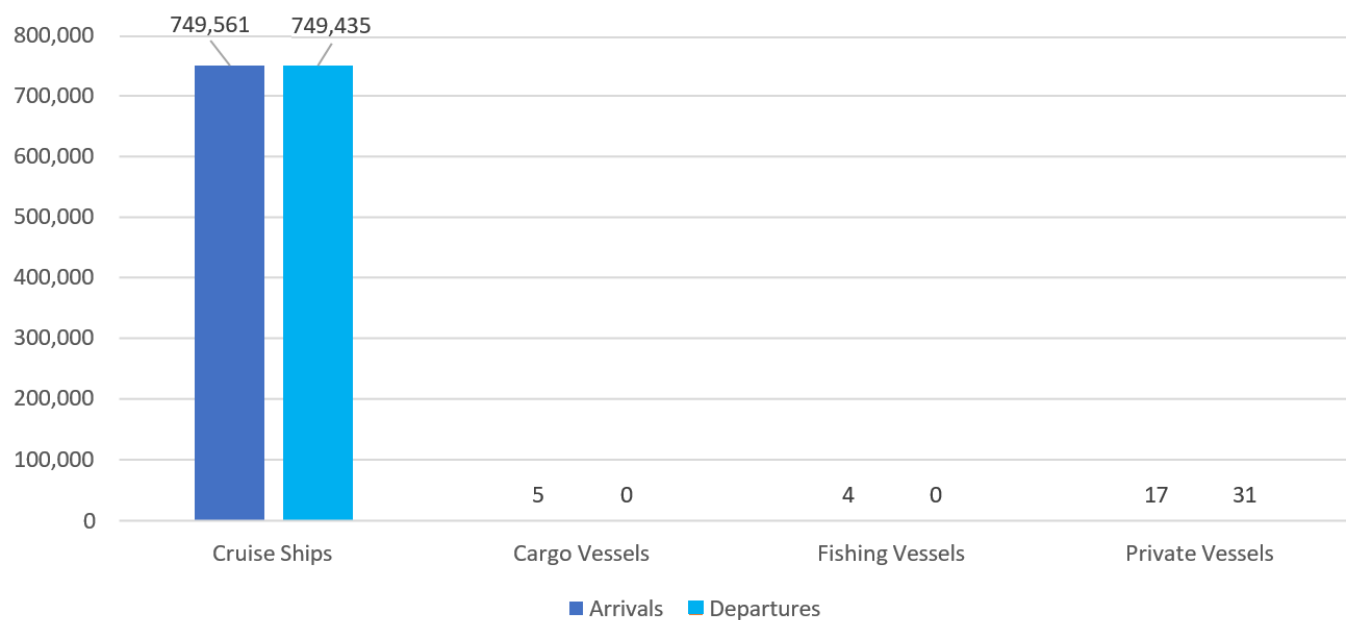
SEIZURES	TOTAL
Drug Interdiction	4 (17 gmrs Marijuana)
Other contraband interdiction	0
Weapon/s and Amm. Surrendered	5
Weapon/s and Ammo. returned to owner	16- Spear guns, poles, Hawaiian slings, hand guns
105 - Ammo.	
Other detention/seizures	0
Other seizures	0
Number of arrests	0
Intelligence Submissions to Intel Unit	5
Container arriving from ship without a seal	1
Container Seal for Inspection	0

The number of Incoming Cruise ships, Cargo, Fishing, and Private vessels cleared/processed for 2022 was 1,106. These numbers increased significantly compared with 2021 (687, due to the reopening of the borders after the Covid19 pandemic. The number of Outgoing Cruise ships, Cargo, Fishing, and Private vessels cleared by the CBC Seaport Team for 2021 was 1,086. Once again, a significant increase compared with 2021 (644), after the reopening of the borders, being the vast majority of passengers from the Cruise ships. The number of passengers arriving and departing increased. In 2022, 749,587 passengers arrived, and 749,466 departed from the Cruise ships, cargo vessels, fishing boats, and private vessels.

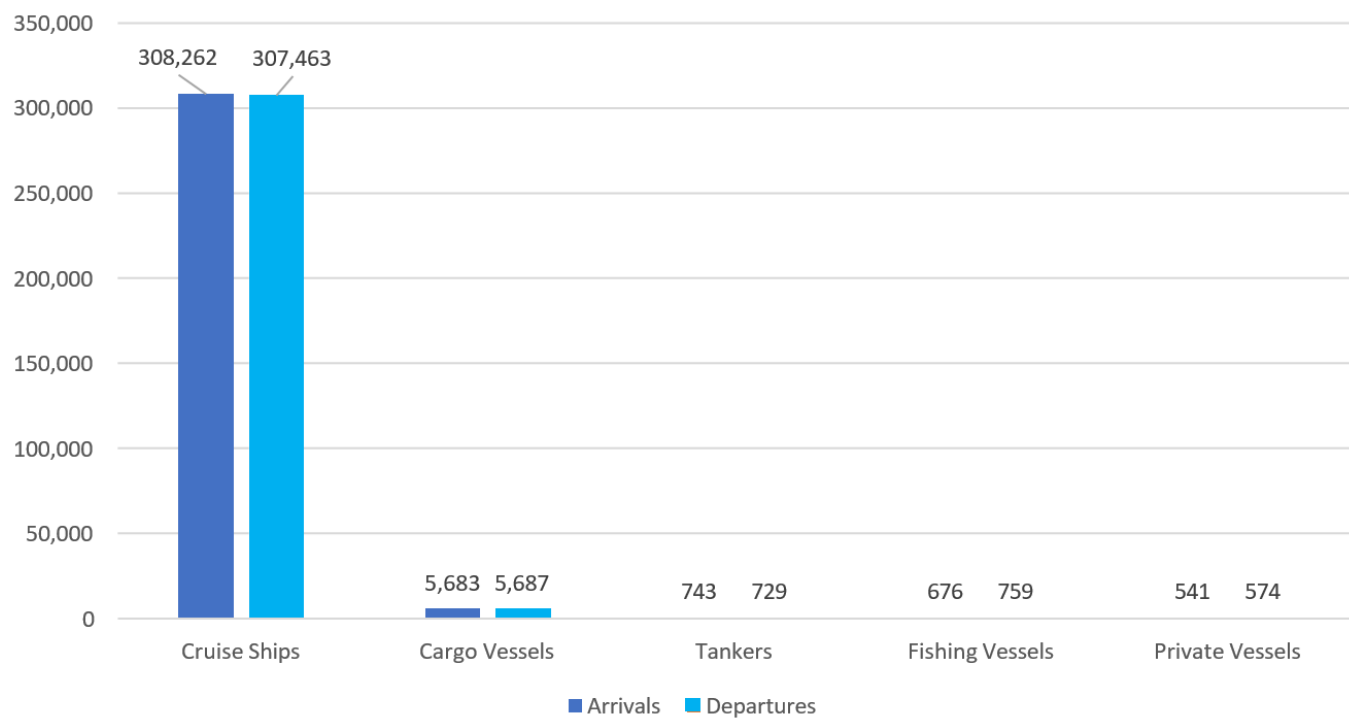
— Arrivals / Departures (Vessels) - 2022



— Arrivals / Departures (Passengers) - 2022



— Arrivals / Departures (Crew Members) - 2022



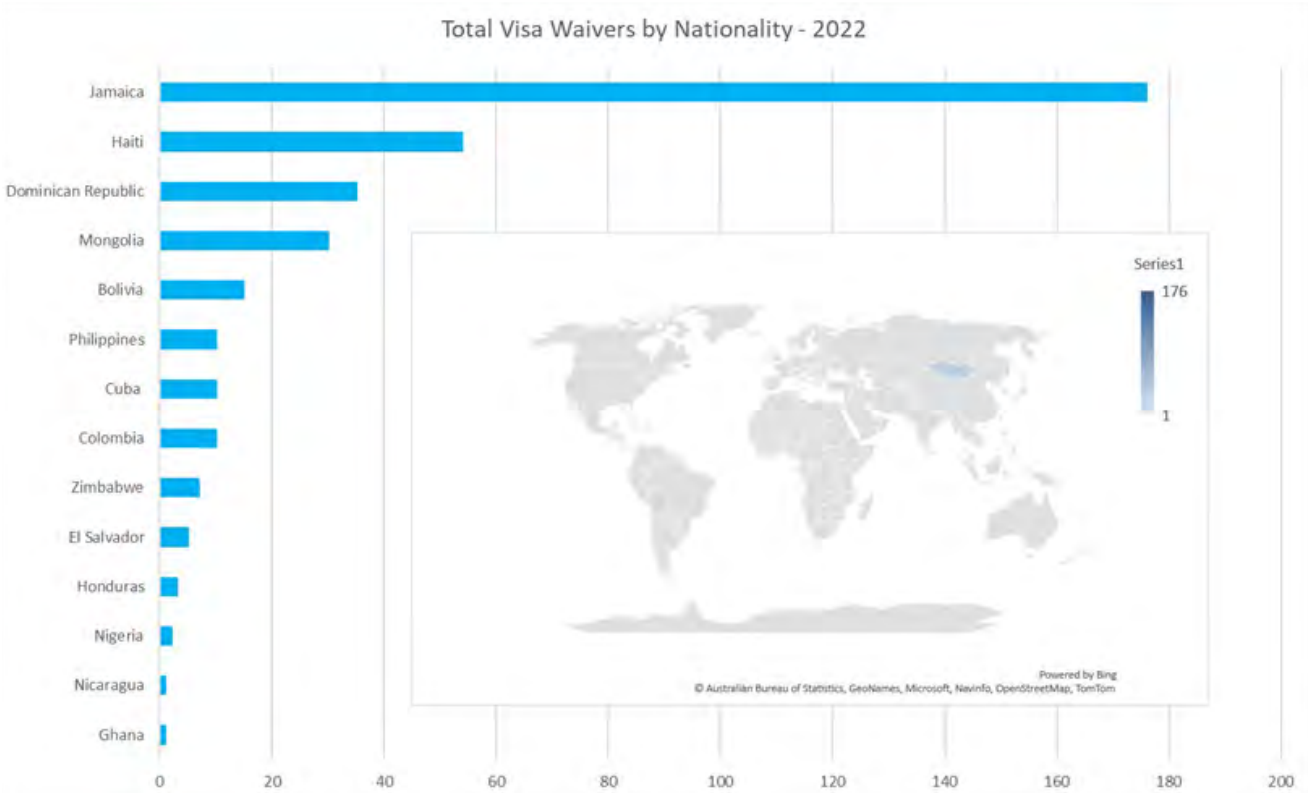
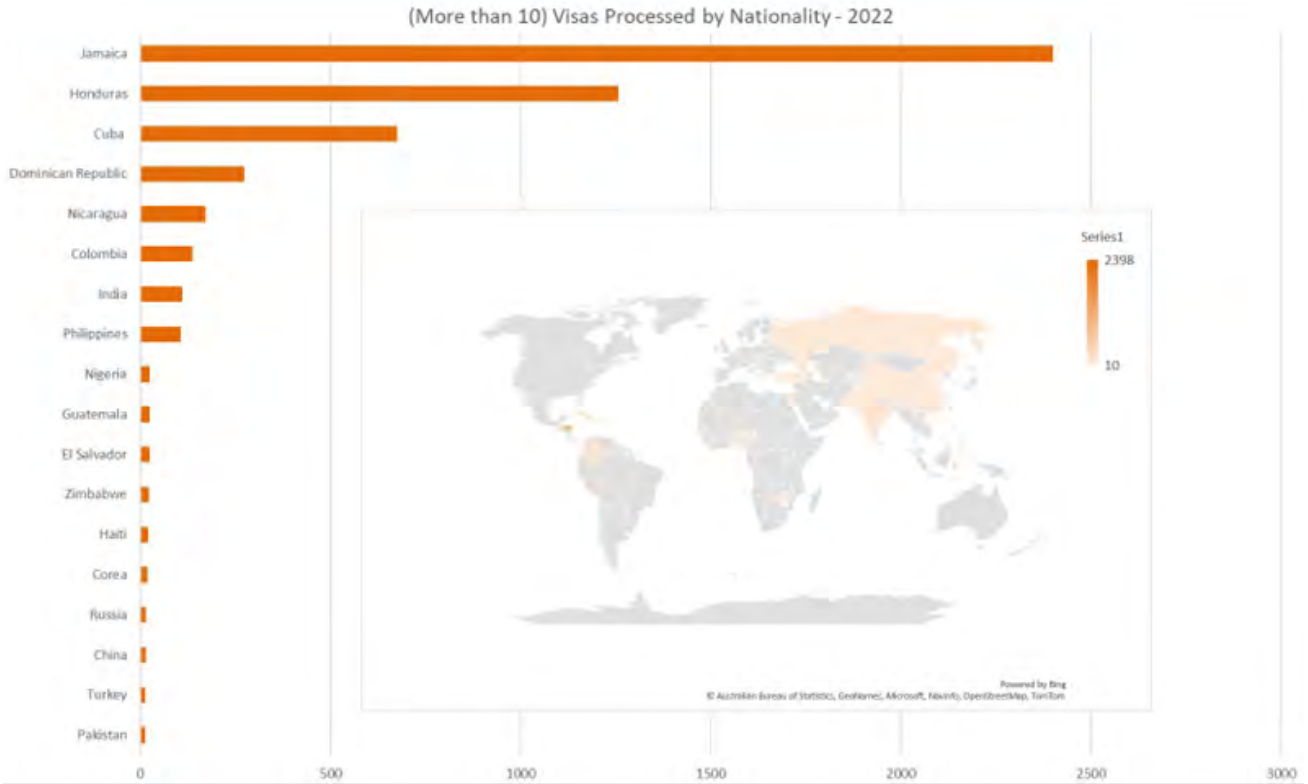
4. Visa & Extensions

The Visa & Visitor's Extension 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.

The number of Visas processes increased compared with 2021. With the opening of the borders, the increase in visitors to the Cayman Islands was noticed.

— Visas

	Total Processed	Application Overseas	Visa Waivers	Travel Letter	Visitor Work Visas	Student Visas	Visitor Extensions
Jan	109	50	0	75	14	16	2,600
Feb	150	33	21	138	30	15	2,370
Mar	290	24	15	118	67	28	2,623
Apr	353	12	60	286	64	33	2,221
May	413	19	41	318	97	7	2,522
Jun	576	27	38	367	122	16	2,507
Jul	590	1	9	541	106	28	2,209
Aug	438	23	23	391	96	38	2,488
Sep	389	10	33	291	115	38	2,713
Oct	481	14	29	333	100	6	2,736
Nov	881	10	120	624	91	12	2,715
Dec	715	15	9	781	61	11	2,320
Year Total	5,385	238	398	4,263	963	248	30,024



5. Migration Management

The former Asylum & Deportation Enforcement Division of CBC has been re-branded and is now known as the Migration Management Division. This unit has three (3) main areas of focus:

- Detection and Prosecution of persons with no legal status in the Islands (Over-stayers, Illegal Landers, etc.).
- Repatriation and removal of certain classes of persons (Persons with no Legal Status, Convicted and Deportable Persons, Destitute Persons, etc.)
- Processing of Asylum Claims and Refugee Care.

In addition, Officers from this Unit also provide operational support roles to other units and agencies as required.

The Migration Management Division is governed by the Customs and Border Control Act (2022 Revision), the Cayman Islands Constitution, the Bill of Rights, and UNHCR Guidelines (1951 Convention & 1967 Protocol relating to the Status of Refugees, Cartagena Declaration, etc.).

In 2022, the Cayman Islands was challenged with a massive influx of Cuban migrants. In 2022, CBC received 382 migrants comprising of 342 males (including one minor) and 40 females. All migrants whom disembarked were processed following CBC's established protocols.

At Migration Management, there was a significant visible increase in arrests for overstaying, assisting in overstaying, and causing to overstay compared with 2021 (852 in 2022 vs.. 818 in 2021).

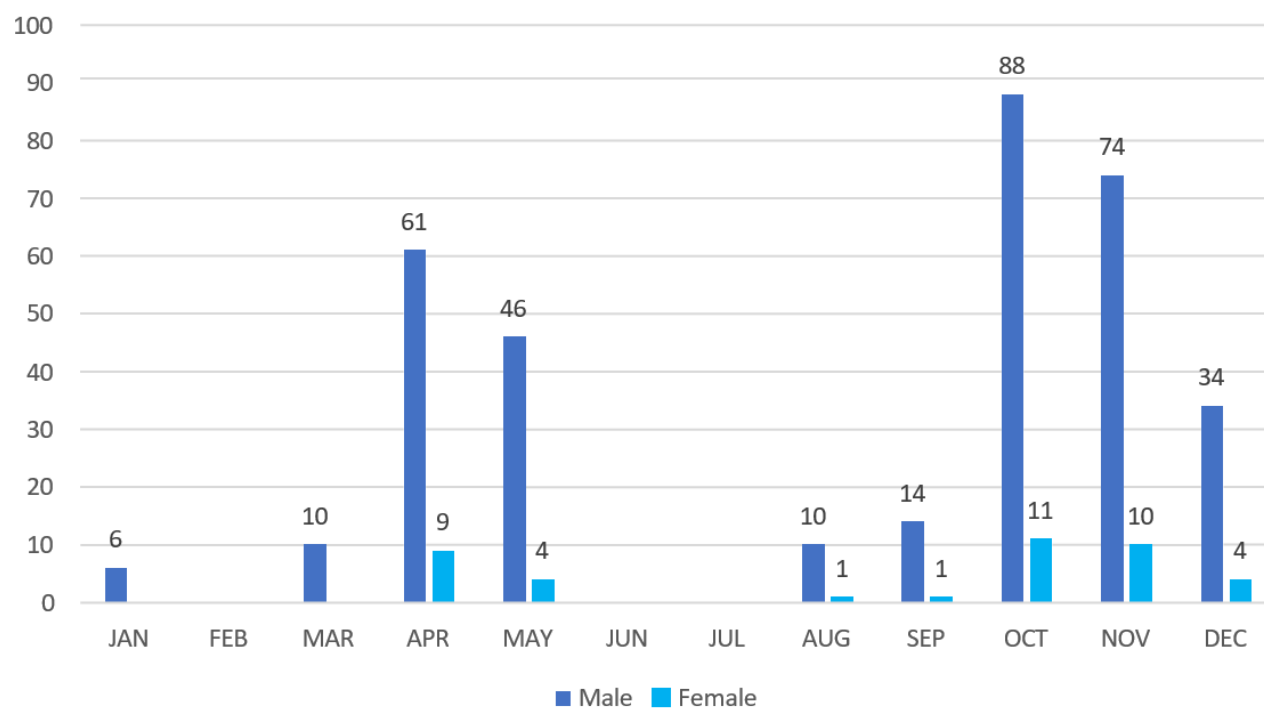
For 2022, five people were refused entry to the Cayman Islands, compared to 2021, where two people were refused entry to the Islands.

	Overstaying	Assisting to Overstay	Causing to Overstay	Refused Entry
JAN	41	3		
FEB	87			
MAR	84	2	1	2
APR	93	1	3	1
MAY	63	4	4	1
JUN	74	1		
JUL	41	5		
AUG	88	7		
SEP	67	3		
OCT	92	1		1
NOV	53	1		
DEC	30	3		
TOTALS	813	31	8	5

Once again, Jamaican nationals were in the higher bracket for deportations and repatriation/removal, while Cuban nationals topped the list for illegal landings and asylum applications.

— Illegal Landing (Cubans) - 2022

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTALS
Male	6		10	61	46			10	14	88	74	34	342
Female				9	4			1	1	11	10	4	40



Due to the unexpected situation with Migrants in 2022, the Cayman Islands Government steered legislation through parliament, to make asylum claims more difficult for irregular migrants and to speed up the process. The Ministry of Border Control and Labour brought an amendment bill to parliament in December 2022, stating that the number of Cubans that arrived was creating a crisis, and changes to the law could reduce the time they remain in the Cayman Islands while serving to deter others from coming.

The increase in arrivals in 2022 was compounded by the fact that all migrants made applications for asylum, which takes an inordinate amount of time to go through that process, despite the Memorandum of Understanding (MOU) with Cuba. The MOU was designed to reduce the time migrants spend in Cayman before being repatriated to Cuba.

Between 2015 and 2021, between one and five migrants landed per year. However, with the economic situation in Cuba deteriorating, since April of 2022, about 380 undocumented migrants have landed in Cayman, 100 in October alone, and arrivals continued in the months to follow. The Government calculated spending close to \$3 million on accommodations and additional security measures for migrants as at the end of 2022.

The amendments to the Customs and Border Control Act, were designed to streamline the asylum process while still adhering to international obligations. The first change is the application of a higher standard by the Director of CBC and the Refugee Protection Appeals Tribunal (RPAT). This applies when determining whether a migrant is actually at risk of persecution based on race, religion, nationality, membership of a particular social group, or political ideology.

The referred amendments will also allow the Director of CBC to delegate decisions to senior officers at the rank of Assistant Directors or above. The Director will also have the power to determine that an application is unfounded based on the information given during the initial interview or after the full asylum interview.

Successful asylum claimants will now initially be granted three years to remain in the Cayman Islands instead of allowing them to remain indefinitely. At that point, the refugee can apply for indefinite leave to remain, but it

also leaves the window open for deportation if their circumstances have changed.

6. Trade and Revenue

Revenue earned at CBC continues to be a major contributor to the overall revenue for the Cayman Islands Government. The objectives of the Portfolio are to:

- facilitate 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 following:

Cargo Processing (CPS) - is responsible for ensuring that the correct application of tariff classification and compliance, collection and protection of the Government's revenue generated from the import duty collected on goods.

Cargo Inspections (CIS) - responsible for containerized and noncontainerized cargo inspections, including the inspection of imported vehicles.

Courier (COUR) - is responsible for ensuring that the correct application of tariff classification and compliance, the inspection of imports and exports, and duty collection of all goods imported via a licensed courier service.

Parcel (PAR) - is responsible for the examination and duty collection of all parcels arriving in the Cayman Islands through the Postal Service.

Post-Audit Unit (PCA) - is responsible for managing the warehousing of imported goods such as Fuel, Tobacco, and Alcohol for local consumption use and exports.

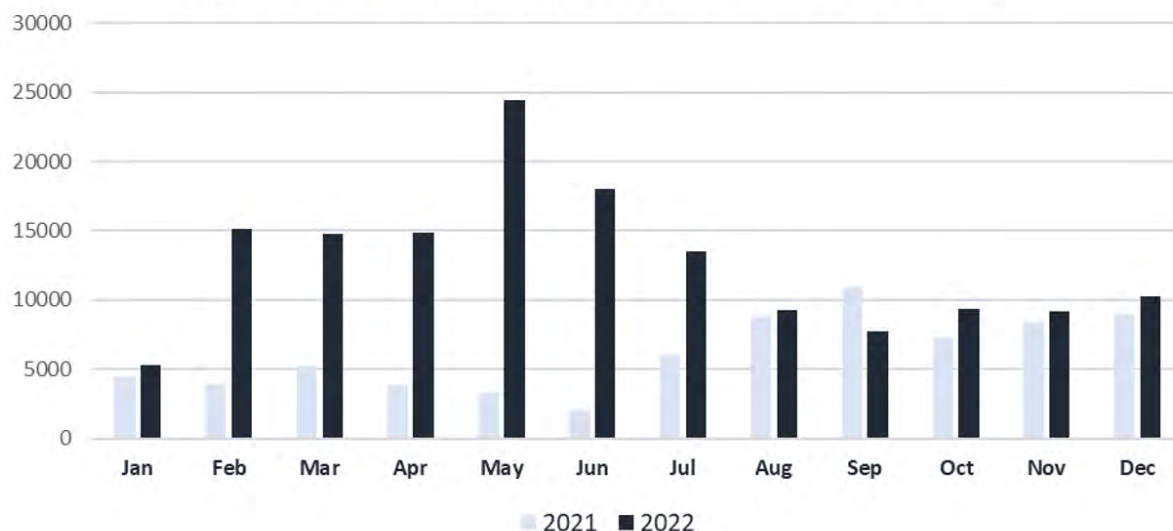
Highlight of Achievements

- The 2022 fiscal year saw the expansion of change, and the continued implementation of a robust and purpose-built IT platform, Customs Information Management System (CIMS).
- There was a noticeable increase in inspections in 2022, compared with 2021. CBC border protection is enhanced with a new high-tech cargo scanner. Since the beginning of 2022, CBC has had a greater capability in intercepting contraband and undeclared items entering the Cayman Islands, thanks to this cargo scanner located at Cargo Inspections.
- The scanner combines high-energy x-ray imaging with integrated equipment identification to help the relevant CBC Officers inspect cargo containers for nuclear material, weapons, hazardous material, contraband, undeclared cargo, and other items of interest.
- At other locations, such as the Airports, Seaport, Courier, Parcel, Cargo Processing, and the Sister Islands, the increase in inspections is also noticeable, which correlates with one of the objectives of the Strategic Plan, referred to the strength of our Borders.



— Inspections

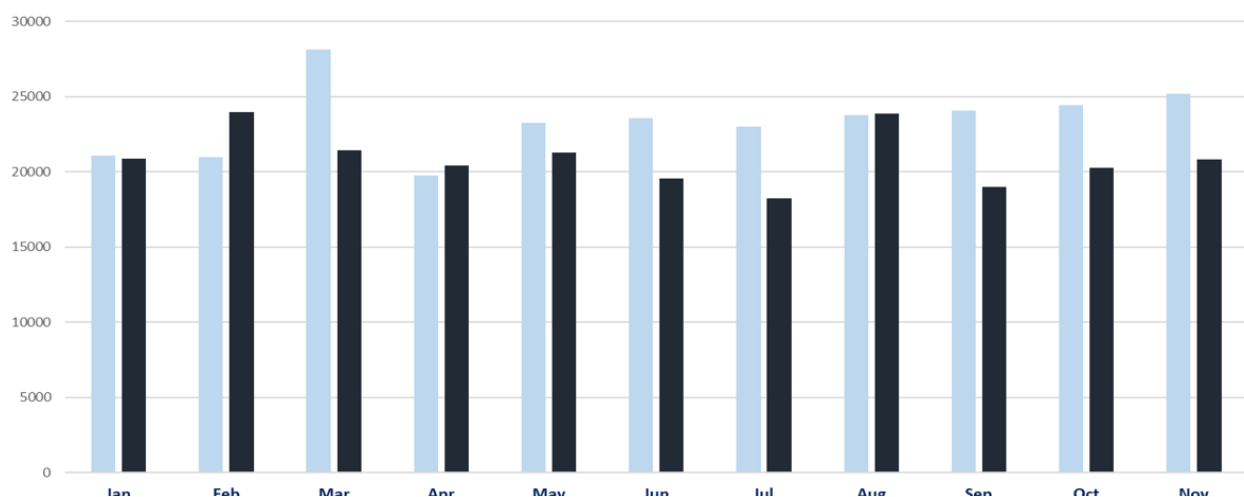
Number of Inspections on Cargo Conducted 2021-2022

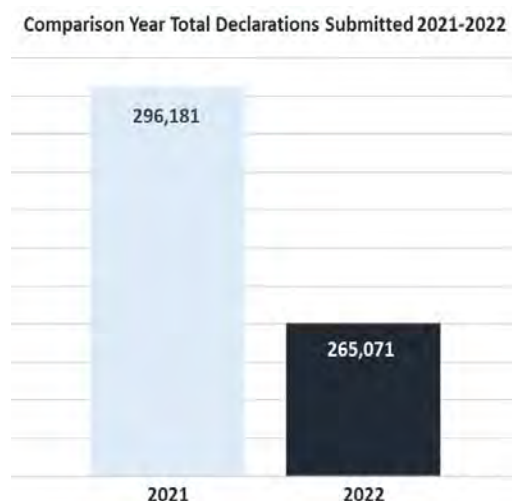


— Import Declarations

Due to travel restrictions being lifted and the resuming of traditional overseas travel for shopping purposes, imports in the Cayman Islands decreased throughout 2022. Overall, there was a 10.50% decrease in import declarations from 296,181 in 2021 to 265,071 in 2022.

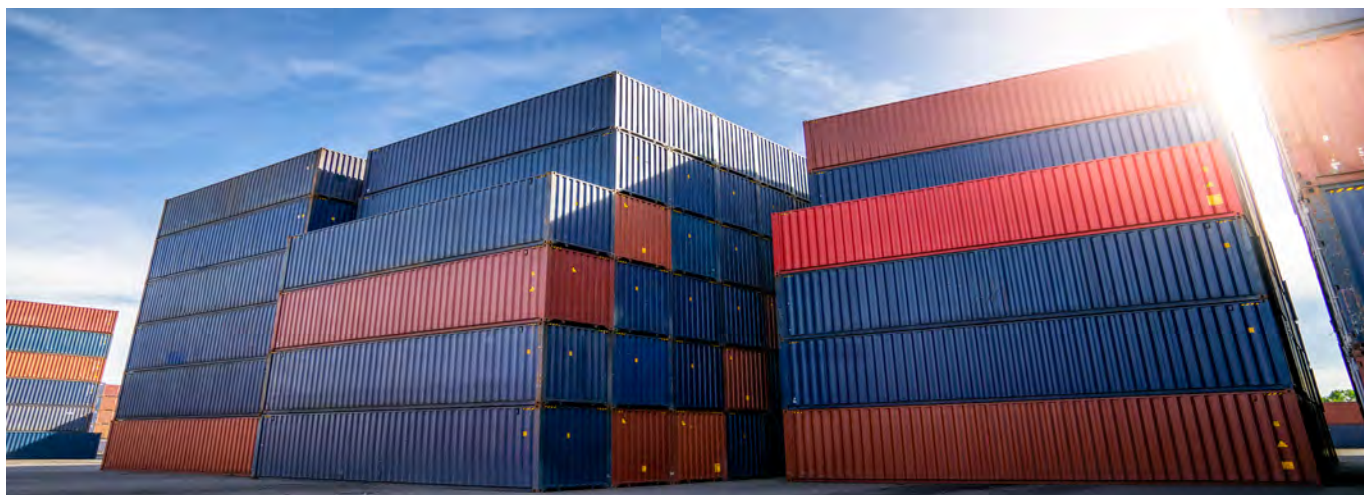
Number of Declations Submitted 2021-2022





— Identified challenges

- Although imports reduced in 2022, CBC has seen the smuggling of non-traditional drugs namely fentanyl and ecstasy via cargo imports. The handling of fentanyl poses a most serious risk to human health and can be life threatening.
- To help mitigate the risk of fentanyl exposure, CBC officers have been trained and protective gear issued for the safe handling of the dangerous drug. Travel-related earnings directly impact these revenue streams as all COVID-related restrictions were lifted. There was a significant decrease in Other Duties and Motor Vehicle Duties. Cabinet Approvals impacted both revenue streams on waivers and supply chain issues, which have continued into 2022, respectively.



Finance - Revenue

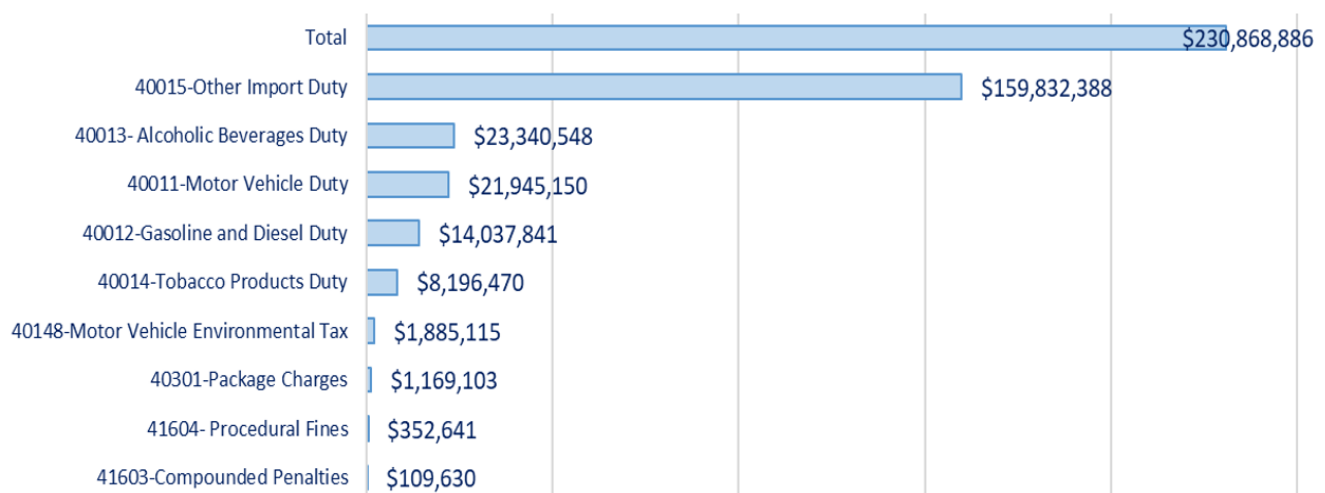
While the Executive Revenue earned and recorded for the 2022 fiscal year increased significantly when compared to the revenue earned for the 2021 fiscal year, the overall actual was less than the forecasted budgeted figure by approximately \$15.9 million dollars.

The underperformance was mainly due to delays in the reopening of the border as well as duty exemptions awarded by the Cabinet in the final quarter of 2021 on essential products for children, women, and adults with medical conditions, including diabetic supplies. These items previously attracted a 22% duty rate and were reduced to 0%. Additionally, the Cabinet increased the funding paid to National Roads Authority annually by \$2M per year. This caused the Department's RDF contribution to increase from \$8M annually to \$10M. Revenue streams such as fuel, gasoline, alcohol, procedural fines, and compounded penalties over-performed.

—Summary Statement of Executive Revenue as of Dec 31, 2022

Executive Revenues	YTD Actual 2022	YTD Budget 2022	YTD Variance 2022
Motor Vehicle Duty	21,945,150	25,383,146	3,437,996
Gasoline and Diesel Duty	14,037,841	12,095,982	(1,941,859)
Alcoholic Beverages Duty	23,340,548	21,409,479	(1,931,069)
Tobacco Products Duty	8,196,470	9,248,846	1,052,376
Other Import Duty	159,832,388	174,255,025	14,422,637
Motor Vehicle Environmental Tax	1,885,115	3,107,632	1,222,517
Package Charges	1,169,103	1,254,053	84,950
Compounded Penalties	109,630	25,968	(83,662)
Procedural Fines	352,641	20,000	(332,641)
Total	230,868,886	246,800,131	15,931,245

Executive Financial Transactions as at 31st. Dec.2022

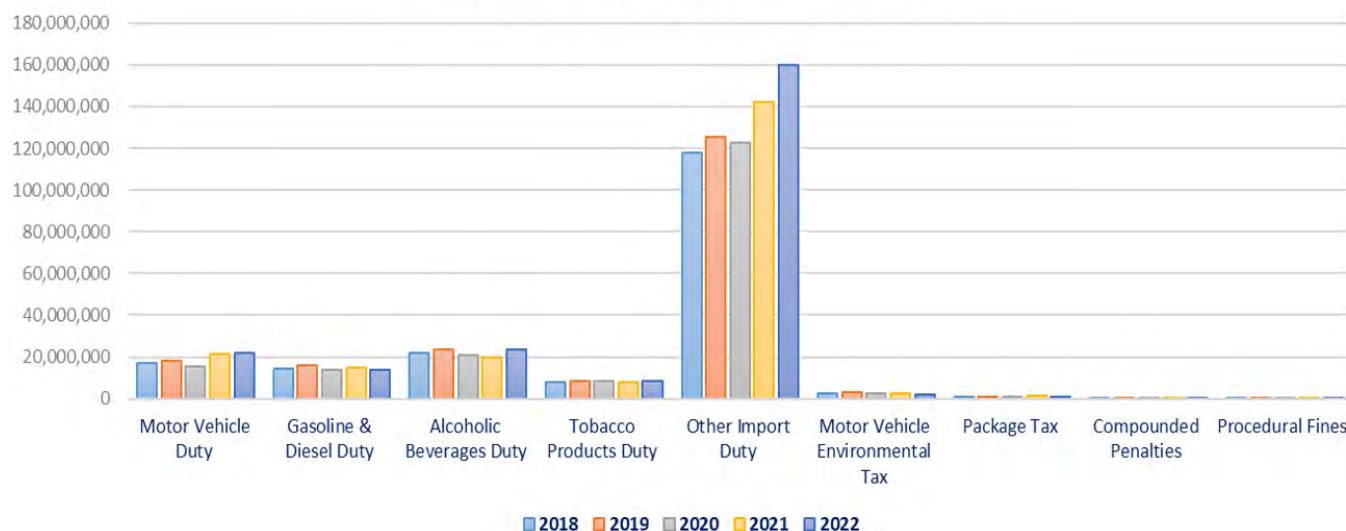


Executive Revenue earned over the past five (5) fiscal years showed a steady increase in all revenue streams, with the exception of the 2020 fiscal year due to the negative impact of the pandemic. The 2019 fiscal year (pre-pandemic period) compared to the 2021 fiscal year shows a 7.26% increase in overall revenue. The trend revealed a further 2.8% increase since the comparison of the 2021 & 2022 fiscal years showed a 9.98% increase in the overall revenue.

— Comparative Year-End Revenue Statements Period Ending 2018-2022

	2018	2019	2020	2021	2022
Motor Vehicle Duty	17,029,932	17,972,368	15,310,598	21,640,832	21,945,150
Gasoline & Diesel Duty	14,485,628	15,797,323	13,687,315	14,921,180	14,037,841
Alcoholic Beverages Duty	22,085,797	23,621,438	21,103,324	19,524,960	23,340,548
Tobacco Products Duty	7,751,536	8,406,581	8,323,132	7,691,900	8,196,470
Other Import Duty	117,861,878	125,444,723	122,900,129	142,263,078	159,832,562
Motor Vehicle Environmental Tax	2,254,705	2,907,084	2,256,737	2,509,088	1,885,115
Package Tax	1,059,513	1,085,402	1,053,029	1,250,163	1,169,103
Compounded Penalties	45,353	51,983	20,377	69,579	109,630
Procedural Fines	38,894	397,871	114,846	37,942	352,641
Total	182,613,236	195,684,773	184,769,487	209,908,722	230,869,060

Comparative Year-End Revenue Statements

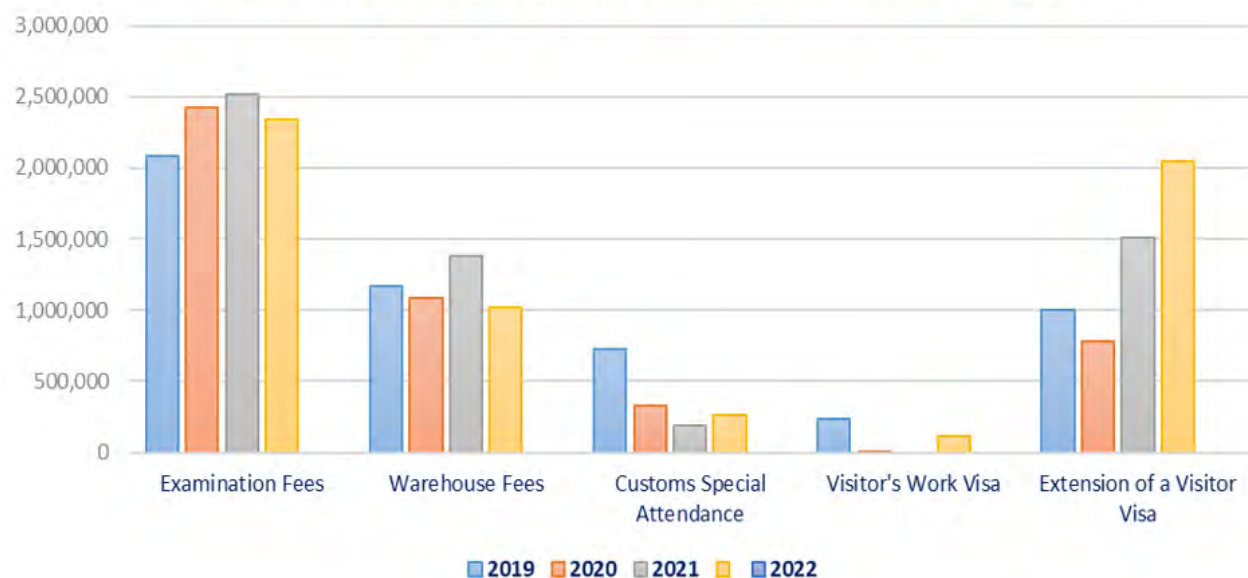


Entity Revenue over the past four (4) fiscal years showed a steady increase except for 2020 in the revenue lines tied to air arrivals. Examination Fees are tied to sea cargo; therefore, in 2020, with the closure of the borders and limitations placed on flights, imports by cargo increased significantly. In 2022, Visitor Work Visas and Visa/ Extensions increased significantly with the reopening of the borders and lifting of COVID- related restrictions. Overall, between 2019-2022 Entity Revenue increased by 10.94%.

— Comparative Year-End Statement of Entity Revenue 2019-2022

Account	Description	2019	2020	2021	2022
42015	Examination Fees	2,079,403	2,424,036	2,515,717	2,342,416
42122	Warehouse Fees	1,165,178	1,081,432	1,377,310	1,017,583
42123	Customs Special Attendance	724,689	323,964	191,057	268,244
42646	Visitor's Work Visa	239,900	6,754	-	113,186
42647	Extension of a Visitor Visa	1,005,484	776,853	1,511,130	2,043,781
	Total	5,216,673	4,615,059	5,597,235	5,787,232

Comparative Year-End Entity Revenue Statement 2019-2022



— Summary of Executive Expenses as of Dec 31, 2022

Executive Expenditure incurred and recorded for the 2022 fiscal year related to the Maintenance of Refugees. There were significant increases in the related line items under the said account. Expenses include but are not limited to housing, food, personal items, security, overtime related to operations, and repatriation expenses. These expenses far exceeded the forecasted budget as the arrival of refugees increased exponentially in the second half of the year.

Executive Expenses	YTD Actual 2022	YTD Budget 2022	YTD Variance
Maintenance of Refugees	2,490,452	768,000	(1,722,452)

7. Investigations Unit

Considering the myriad of offenses within the realm of CBC, the newly named CBC Investigations Unit (CBCINU) was challenged in 2022. The challenges also were mixed with successes regarding the seizure of dangerous drugs such as fentanyl and cocaine hydrochloride. Numerous arrests were evident of the vigilance of CBC Officers at the various sections and wider internal and external collaboration. Future state plans for the CBCINU include an enhanced staffing structure and a dedicated focus on revenue offices.

The Investigations 'TEAM' mainly performs the following Duties:

- Securing the Cayman Islands Borders
- Intelligence and Targeting
- Integrated Operations (Joint Agencies)
- Investigations (Drugs, Firearms, Fraud)
- Court attendance
- Supporting other Sections



— Investigations

In 2022, CBC Investigations Team had a very busy year conducting a total of forty-four (44) Investigations. Of these investigations fifty-one (51) persons were arrested:

- 35 – Males
- 16 – Females

— Drug Offences

In 2022 there was a concerning increase in the seizure and prosecution of various types of controlled substances, some of which are listed in the misuse of Drugs Law. Other drugs are being abused and mixed along with other dangerous drugs.

Drug Offences 2022	
Ganja	45.99 lbs.
THC Vapes	222
THC Products	22
Cocaine	6.90 lbs.
Fentanyl	443 pills
Fentanyl (Pure)	0.09 grams

— Seizures

Oxymorphone - Oxymorphone is a highly potent opioid analgesic indicated for the treatment of severe pain. Oxymorphone is 10 times more potent than morphine.

Fentanyl – Fentanyl is a synthetic opioid that is 50-100 times stronger than morphine. It is a very dangerous substance – highly addictive and deadly in very minuscule amounts.

Acetaminophen - Paracetamol, also known as acetaminophen, is a medication used to treat fever and mild to moderate pain. Common brand names include Tylenol and Panadol.

Ecstasy - Methylenedioxy-Methamphetamine (MDMA) is a synthetic drug that alters mood and perception (awareness of surrounding objects and

conditions). It is chemically similar to both stimulants and hallucinogens, producing feelings of increased energy, pleasure, emotional warmth, and distorted sensory and time perception. 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.

Ketamine - Ketamine is a dissociative anesthetic used medically for induction and maintenance of anesthesia. It is also used as a recreational drug. At anesthetic doses, ketamine induces a state of "dissociative anesthesia", a trance-like state providing pain relief, sedation, and amnesia.

Psilocybin Mushrooms - Psilocybin mushrooms, commonly known as 'magic mushrooms', are a polyphyletic informal group of fungi that contain psilocybin which turns into psilocin upon ingestion.

Benzodiazepines - Benzodiazepines (BZD, BDZ, BZs), sometimes called "benzos", are a class of depressant drugs whose core chemical structure is the fusion of a benzene ring and a diazepine ring. They are prescribed to treat conditions such as anxiety disorders, insomnia, and seizures.



Importation of Ganja



Cultivating Ganja



Importation of Ganja (THC Vapes)



Importation of Fentanyl

— Firearm Offences

Offence(s)	Total Investigations	Total Quantity Seized
Firearms	2	4
Ammunition	4	31

— Fraud Offences

In February of 2022 the Investigations Unit took the leading role investigating matters relating to Fraud. This type of investigation is new to most officers attached to INU however they are enthusiastic about their additional responsibilities. At the close of 2022 one investigation remained ongoing.

Offence(s)	Total Investigations	Fine(S)
Evasion of Customs Duties	2	CI\$3,715.52

— Operations

Joint Operations	Repatriations	Total Court Fines	Court Sentencing
12	9	CI\$31,841.27	11 years - Importation of Cocaine 18 months - Importation of Ganja

— Joint Operations

In 2022 the number of joint operations declined due to shortages of staff and a heavy case load. However, where possible the officers have continued to lend aid to the Police and other border agencies. These joint efforts were focused on INU follow up investigations and also aimed towards drugs and firearms.

— Repatriations

The Investigations Unit continues to support all Units within CBC and this includes providing support with the repatriation of Cubans and deportees.

— Court Fines

In 2022 investigations lead to charges being brought before the Cayman Islands Summary Court. Fines collected totalled thirty-one thousand eight hundred & forty-one dollars and twenty-seven cents CI\$31,841.27.

— K9 Unit

The K9 Unit continues to be an asset/tool in all areas of CBC. In 2022 the unit conducted the following:

- 8,918 Sniffer Dog Searches
- 44 Strategic Operations
- 20 Detection Offenses

— Scenes of Crime (Forensic Support)

The CBC Scenes of Crime Office (SOCO) continues to support the Investigations Unit and the wider CBC; assisting in the Collection and Preservation of Evidence. Providing expertise in the use of digital photography, fingerprints preservations, and DNA collection.



8. Intelligence Unit

The CBC Intelligence Unit (CBCIU) continued to provide seamless support to the various Units / Sections / Offices within CBC including external stakeholders. Emphasis was placed on the understanding/realization of intelligence functions and practices, and this involved CBCIU staff working closely with individual CBC sections.

An increased focus will be placed on the analytical component of CBC intelligence services along with increased staffing and new office accommodations. Analysis as well as intelligence development is and will remain a key CBCIU task.

Overall, the CBCIU continues to function as best as possible in mitigating the many risks posed to the borders despite various limitations.

— Tasks

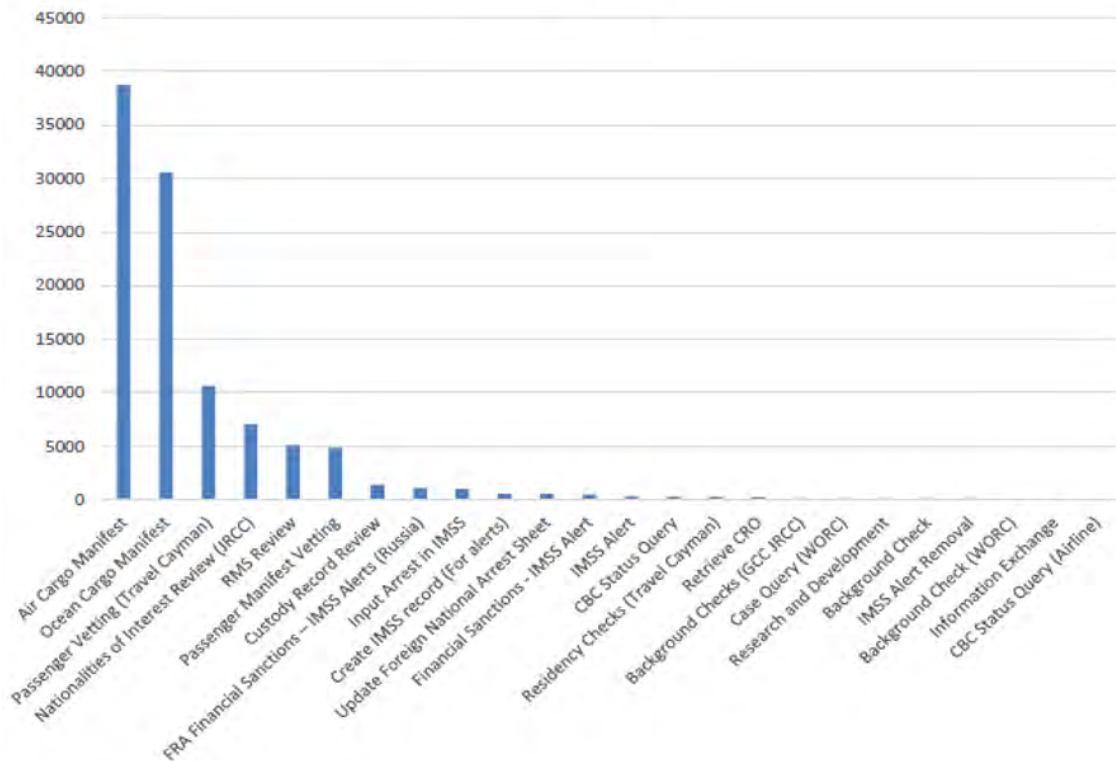
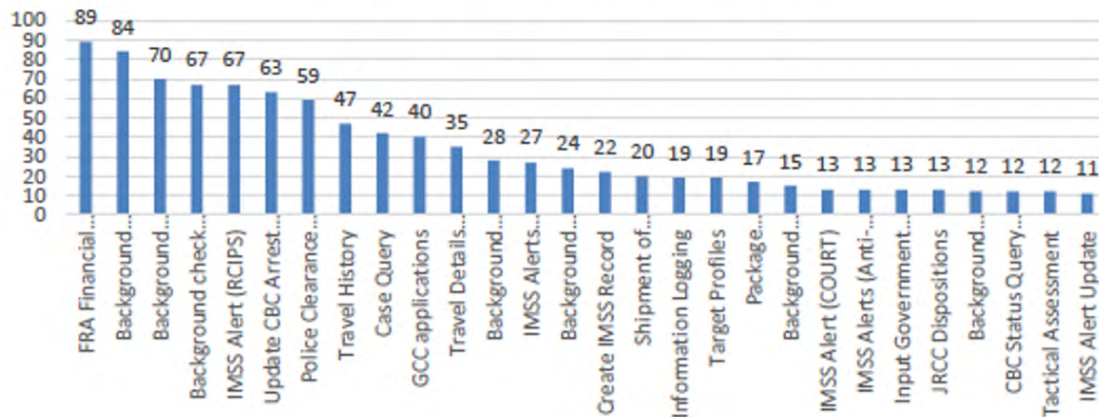
Address Check	1
Air Cargo Manifest	38,759
Background Checks (GCC JRCC)	142
Background Check	128
Background check (GCC world check)	67
Background Check (WORC)	107
Background Checks (Docks)	5
Background Checks (HR)	70
Background Checks (JRCC- VISA)	28
Background Checks (JRCC-Work Permit Exemption)	12
Background Checks (Ministry)	15
Background Checks (Nationalities of Interest)	84
Background Checks (Passport Control)	
Blacklist	1
BOLO	4
Bulletin (TREND ALERT)	2

Case Query	42
Case Query (Visas-CCLEC)	7
Case Query (WORC)	
Case Research	1
CBC Status Query	
CBC Status Query (Airline)	106
CBC Status Query (Conditional Release Board)	12
CBC Status Query (Court)	8
CBC Status Query (MASH)	1
CBC Status Query (Probation)	7
CBC Status Query (RCIPS)	8
CCLEC Monthly Report	3
Consulate Notification	1
Courier Manifest Scrubbing {Targets}	1
Create IMSS Record	22
Create IMSS record (For alerts)	562
Custody Record Review	1414
Death Confirmation	1
Document Authentication (Passport)	1
Duty Exemption Query (GCC)	1
Extension (RCIPS)	1
Financial Sanctions - IMSS Alert	473
FRA Disclosure	4
FRA financial Sanctions- IMSS Alerts (other countries)	89
FRA Financial Sanctions - IMSS Alerts (Russia)	108S
GCC applications	40
12 Charting (Analysis)	1
Import Report	6
Importation Details {WORC Investigations}	5
IMSS Alert	

IMSS Alert (COURT)	13
IMSS Alert (INTERPOL)	3
IMSS Alert (RCIPS)	67
IMSS Alert Removal	112
IMSS Alert Update	11
IMSS Alerts (Anti-corruption)	13
IMSS Alerts (Conditional Release Board)	27
IMSS Alerts (HMP)	4
IMSS Alerts (WORC)	3
IMSS category Change	2
IMSS Query	4
IMSS Record (Update-Mere•)	3
IMSS User (New FRA)	3
Incident Detail Query	1
Information Exchange	107
Information Lounge	19
Information Request	5
Information Request (COLS)	2
Input Arrest in IMSS	1024
Input Government Contract (IMSS)	13
JRCC Dispositions	13
Marriage Check	2
Matters of concern	5
Medication Query	1
Monthly Billing	3
Monthly intelligence Bulletin	10
Nationalities of Interest Review (JRCC)	7062
Naturalization Query	1
Ocean cargo Manifest	30576
Operation	1

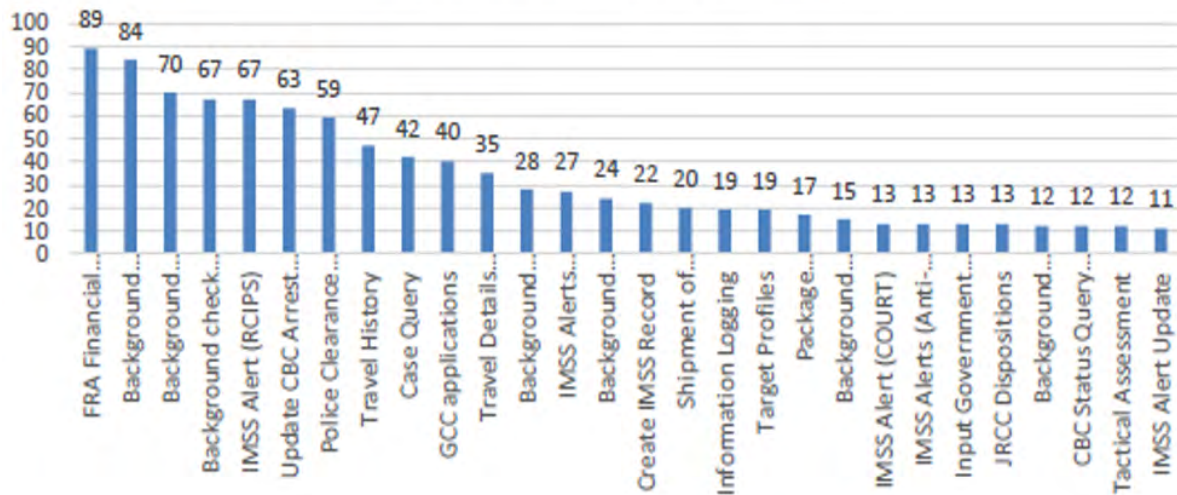
Overseas LEA Query	10
Package Development	17
Passenger Flagging	5
Passenger Manifest Vetting	4856
Passenger Vetting (Travel Cayman)	10632
Passport Verification	1
Photo Request (RCIPS)	1
Police Clearance validation (WORC)	59
Profiles (Ministry)	3
Request to Fast Track Cases	1
Research and Development	132
Residency Checks (Travel Cayman)	269
Retrieve CRO	230
RMS Review	5107
Sex Offender Notice	5
Shipment of interest Flagging	20
Strategic Threat Assessment	1
Tactical Assessment	12
Target Profiles	19
Threat Assessment	2
Top 10 Offenders Research	1
Travel Authorizations	2
Travel Details (Statement) Travel History	35
	47
Update CBC Arrest Sheet	63
Update Foreign National Arrest Sheet	560
Visa Validation	1
Weekly Briefing	2
Total	105,279

2022 TOP TASKING

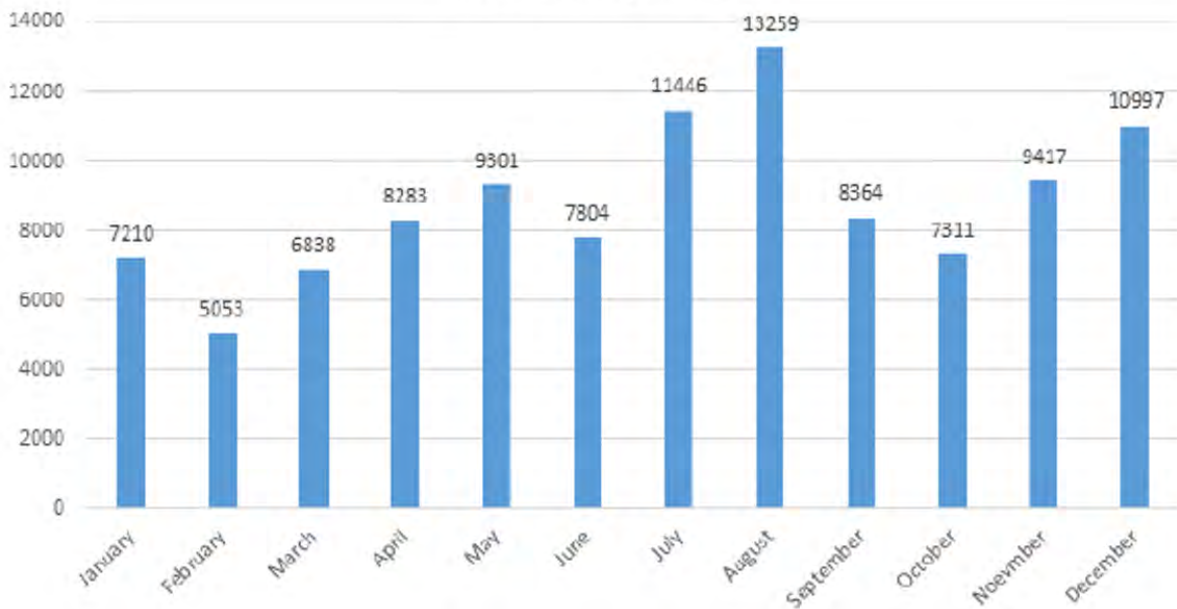
2022 TASKING
10 or more task, less than 100

2022 TASKING

10 or more task, less than 100



2022 Task by Month



9. Management Support Services

The Management Support Services portfolio fosters collaboration and acts like a common thread that runs throughout each strategic, technical, and operational component of the Cayman Islands Customs & Border Control Service (CBC). We primarily develop and evaluate policies for implementation and ensure quality assurance compliance of operational processes and the identification and management of risks.

We continually strive to envision the future and clarify our values to ensure that we have an efficient, sustainable, agile, and engaged Service that is performing maximally. Our focus is attracting, recruiting, and retaining career-driven and talented employees.

Highlight of Achievements

— Human Resources

The HR Unit's responsibility is to work with teams, managers, and key organizational stakeholders to build people capacity, and shape and implement effective people strategies and activities within CBC. This unit handles everything from hiring and benefits to compliance and employee relations, keeping up to date with Acts that may affect CBC and its staff, and effectively addressing change and transformation.

- Supported PCS in the implementation and training of the new Human Resources Information System Management software, myVista.
- Achieved 90% completion of Salary Regularization Initiative
- Engage in job re-evaluation exercise.
- Plan, implement, and execute the task for year one of CBC's 5-year strategic plan.
- Currently reviewing CBC Workforce Plan.
- Reviewed, amend, and created HR-related policies.

— Training and Development Unit

CBC Training and Development Unit responsibility includes designing teams and individual courses, maintaining records of curriculum and materials, and

gathering feedback on quality of training from trainees, instructors and managers for improving the productivity of employees.

The focus of the Unit has always been to cause employees to feel that they are better off because of training. Because facilitators make it easier for all to listen, understand, consider, imagine, take action, and focus.

The year in review saw employees engaged in academic opportunities in order to gain post-secondary/ college/ university qualifications.

Our strategic plan significantly focuses on institutionally strengthening CBC through the training and development of staff.

There are plans to increase the unit with a Training Officer who will teach our staff the skills needed, analyses training needs, develop learning solutions with special focus on new employees.

Table 1: Average hours invested in training by CBC in each employee.

Portfolios	Number of employees trained	Total Person hours	Average hours invested in employee
Finance	20	116.5	6.85
Intelligence	17	105	13.13
Investigations	38	730	19.21
Mgmt. Support Service	64	487.5	9.20
Migration Mgmt.	15	347.5	26.73
Port Operations	245	2388.5	13.57
Sister Islands	26	405	16.88
Trade and Revenue	131	1283	17.34
Grand Total	556	5,863	14.55

The table above highlights the actual number of staff trained in each Portfolio. The figures reflect the numbers

in order from highest to lowest. Although a section may have more staff in training, it does not mean it had more hours. The type and nature of the training dictates that information. Also, it is further highlighted the total number of hours invested in staff training in Finance, Intelligence, Investigation, Mgmt. Support Service, Migration Management, Port Operations, Sister Islands, and Tade and Revenue.

The number of employees trained was 556, person hours were 5,863 and the average hours of training invested in each employee was 14.55 hours during this review period. This report does not include the time spent in academic / post-secondary education; nor the eight months spent in New CBC Officers Basic Training.

Glossary of relevant terms.

- Training hours means the number of hours devoted to lectures, learning activities, small group work sessions, demonstration, evaluations, or hands-on experience.
- Calculating man hours is the basis for being able to measure the cost per project of each type of expert and his contribution to the result. The total man hours per task is obtained by multiplying the number of people assigned to a task by the total time it takes to complete it.
- Average Training Hours means the total training hour divided by hours the total number of employees taking part in the training. Moreover, this helps you know the time invested in training at an individual level.

Highlighted feedback from sections as it relates to closing the skills gap after training.

Meeting employees and section needs were a big priority in 2022. Feedback from sections emphasized that skills transferred to performance after training was quite evident.

- AD Gidget Powell – noted same with the newly acquired scanning machines in Cargo Inspection Unit. CIS is able to do import and export scanning, and this leads to better enforcement, efficiency and effectiveness in inspection of cargo. The addition of new recruits who have now graduated (officially CBC Officers) has really enhanced competency

and effectiveness.

- DD Wong – explained that the comprehensive and ongoing training in Asylum has significantly enhanced the operational effectiveness of the Migration Management team to deal with frequent migrants arriving in the Cayman Islands by sea onboard rustic crafts.
- At the airport the self-serve Kiosks now serve as the norm rather than the exception as the officers have skilfully manoeuvred the hiccups and passengers are able to use the machine effectively and efficiently. Baggage control has been successful in using actionable intelligence to identify passengers who might be considered questionable travellers. The intelligence risk management approach is gradually becoming evident in airport operations.
- The Intelligence Team continues to educate the wider CBC through their visits to the field operation sections within the Department.
- Significant strides were made as CBC managed to have a member of the K9 team, Officer Charles Ebanks, complete two months of intense training with Ventosa Kennel in the USA. He returned as a highly qualified instructor to train present and future dog handlers.
- The Finance Team expressed delight in the training offered through LinkedIn Learning. These Courses fit in their busy schedule as they can be filtered by time. The team aims to do a minimum of one professional and one personal each month. This will assist with skills enhancement while providing motivation and thus creating greater balance.
- A member of the team also lauded the benefits of the face-to-face conference and targeted online training which provides information on accounting procedures and concepts.
- HR Team members spoke to the benefit from the information shared in the Peer to Supervisor Training. This has further sharpened their interaction skills with staff at all levels, especially, Senior Management staff who they support on a day-to-day basis. Other team members also enrolled in some useful LinkedIn Courses.

During the period January to December 2022 CBC employees were involved in 70 training initiatives and conferences. A breakdown of the 70 training initiatives shows thirty-nine (39) were face to face with twenty (20) being in-house. Additionally, they learned new ways of delivering/receiving training which saw more than average participation. Consequently, there were thirty-one (31+) virtual/ online classes.

This figure does not include the Basic Training statistics.

(Limitations to the report) There are employees who may have attended online training or conferences, but they have not provided the details. Equally some employees are currently engaged in academic studies with higher education institutions but have chosen not to disclose any information. These are all self-sponsored.

Finally, a challenge in the Training Unit is the need for an additional qualified and appropriately trained full-time staff.

10. Operations Unit

Operation Unit is responsible for improving the quality of the work environment, while supporting staff members and core business to increase productivity. It achieves this by ensuring that: safety standards are met for our staff, the buildings, and grounds, vehicles have proper upkeep and maintenance; general office supplies are available; uniforms and specialist equipment are issued with sufficient stocks maintained.

Continuing with the implementation of the 2022-2026 Strategic Plan, the Operations Unit continues to establish the upgrade of CBC facilities, warehouses, and irregular migrant accommodations. Also, streamline and rationalize CBC's organizational structure and improve its business processes.

- In October and November 2022, CBC advised the public of the Public Auction of undeclared and seized goods. The actioned goods were electronics, clothing and shoes, office and school supplies, automotive parts, accessories and tools, cosmetics, beauty and fashion accessories, home, health, and fitness. The events were well attended and profitable, clearing the warehouses.

- Further to the Cayman Islands Government Policy, vehicles are replaced on a regular basis to guarantee the best tools to assist CBC Officers with their Operations. Regular maintenance upkeep and road-worthiness of all CBC vehicles are conducted as scheduled.
- The CBC's vessel (Stationed in the Sister islands) was shipped to Grand Cayman for major deck repairs and complete service and upgrade to guarantee operations. The vessel is deployed to Cayman Brac to assist with migrant activity, officer transport, and any search and rescue operations as may be required.

Other Achievements were:

- Completion of the purchase of new uniforms for CBC Officers, Admin Staff, Recruits, and Ceremonial Team.
- Secured new office space for the expansion of the department, warehouse storage units, office, and PPE supplies.
- Completion of review of the Department Disaster Continuity Plan.
- Completion of the review and update of CBC parking lots.
- Completion of the review and approval of vehicles for auction.
- Completion of the review and approval of the following:
 - Cell Phone Policy
 - Vehicles Guidelines
 - Official Notebook Policy
 - Official Vehicle Log Book
- This has had a direct impact on the department's day-to-day operations and asset usage, which resulted in transparency and accountability of the Government assets.
- As a result of the above, there were some challenges that the Unit encountered during the year:
- Delays in receiving supplies due to worldwide supply chain disruptions.
- Delayed distribution of the supplies to the various sections of CBC due to the lack of proper transportation and personnel.
- Difficulties with the lack of storage for Uniforms, PPE supplies, Office Supplies, and Archive files.

Forward-looking:

Goals and Objectives for 2023 / 2024 include the following:

- Acquisition of software to monitor the maintenance schedules, licenses, repositions, and all related matters regarding CBC vehicles.
- To put in place cost-effective solutions and new procedures to resolve and better manage the issues with the supply chain to ensure supplies arrived promptly.
- To improve coordination and distribution of the supplies to all the sections of the department to ensure the items are received in a timely manner.
- To prioritize proper storage facility for the containment and resolution of the storage issue for CBC supplies.
- To identify ways to reduce costs in purchasing of CBC supplies and continue to streamline its purchasing and coordination procedure and distribution of supplies.

11. Information Technology (IT)

IT Unit plays a key role in driving efficiency and quality improvements, while offering opportunities to change how we administer various business processes. Establishing electronic channels as the default way of doing business is a key strategic objective of the Service. Our IT Unit also acts as our liaison with the Computer Services Department.

Key Objective: To Invest in technology to confront emerging threats.

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

- Completion of the additional deployment and installation of another Ten (10) Kiosk Units (Total Of 20 Units) at the airport's arrival area intended for passenger arrival vetting.
- Completion of the review and approval of CBC Information Technology (IT) Policies, including:
 - ICT Acceptable Use Policy
 - ICT Security Policy
 - ICT Service & Change Management Policy

that has directly led the day-to-day IT Section's operations for management and baseline procedures for resource usage, security, and service delivery.

- Completion of a CBC IT Policy and Cybersecurity Awareness Workshop for CBC's New Recruits that directly addressed the incoming CBC IT Policies highlighting their implications from a user access perspective on security, particularly, responsibility for assigned IT equipment, password management, and Internet use.
- Complete the implementation and deployment of the Customs Online System (COLS) rollout for Cayman Brac to facilitate bringing the Courier Services online within a phased approach.
- Unexpected Achievements as a result of the COVID included the following:
 - Completion of the reallocation and deployment of the Cayman Travel Office's IT equipment for relocation to CBC Offices facilitating increased productivity.

As a result of the above, there were some challenges that the Unit encountered during the year:

- Phase II's Key Objective for the CBC Cayman Brac modernization transition plan included the technical implementation of a new fibre-optic data network infrastructure to be installed within the new CBC Brac Office was not possible since the new CBC Brac Building's construction still remains on hold and awaits final completion.
- During the course of completing the CBC's IT Strategy review and approval, including the history and origin of CBC's IT Policies. Unfortunately, excessive COVID illnesses slowed its rollout progress.
- Continued Phase I of the CBC Website and Visa Online transition implementation onto the new Gov. ky platform to strengthen security; although the CBC Website is complete, the accompanying Visa Online Forms component that customers will use for their Visa Submissions is still pending, unfortunately, acute staff shortage continued to impact implementation progress.

12. Statistics Unit

The objective of the statistics unit is to continue strengthening data compilation, and our analytical capacity by producing statistics of the highest quality. The unit provides relevant, timely, comparable and quality CBC statistics, generated by the entire organization. This information is analysed and disseminated through weekly, monthly and annual reports.

For 2022, the unit accomplished:

- Implementation of Ministry Monthly Report with all CBC Statistics, which includes data on:
 - Human Resources
 - Investigations and Intelligence
 - Movement of Passengers (Airports and Seaport), Aircraft and Vessels)
 - Finance
 - Trade and Revenue
 - Professional Standards
 - Anti-Money Laundering
 - FOI
- 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.
- Formulation of management techniques for quality data collection to ensure adequacy, accuracy, and legitimacy of data.
- Design and produce various statistical, analytical, and confidential products (reports, maps, spreadsheets, and other documents) using a variety of computer software.
- Maintain a working knowledge of rules governing records dissemination outside the organization's reporting classification standards.
- Maintain data in a secure confidential manner. Reviews policies in order to ensure compliance with stated guidelines for reporting and disseminating information. Make recommendations when changes are necessary.
- Create and maintain 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 organization.
- 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.

13. Professional Standards

This Unit is responsible for the ethical conduct of the Service and for keeping all employees honest while they undertake to serve the public. All staff must carry out their duties with integrity and without compromising or abusing their position. It is anticipated that in the short to medium term, while the service culture changes, there may be slight increases in complaints of a minor nature.

For 2023, it is expected that the unit will increase its staffing complement with two (2) additional staff.

— Professional Standards 2022

External Complaints	22
Internal Complaints	5
Total	27
Closed Investigations	14
Active Cases	13

It is highly noted the increase in external complaints compared with 2021 (22 vs.. 4). The reason for the increase can be attributed to demands from passengers and the public in general who demand a better service from CBC Officers, mainly at the Airport, where complaints are more common.

For Internal Complaints, there was also an increase compared with 2021 (5 vs.. 2).

14. Anti-Money Laundering

This Unit assists in tackling crimes that can undermine the integrity of the Cayman Islands financial systems and the reputation of CBC. We monitor compliance with the CBC (Money Declarations and Disclosures) Regulations 2019 and report and investigate identified breaches.

— Statistics 2021-2022

Total # of passengers	2021	2022		
Airport	87,779	841,921		
Seaport	0	1,499,053		
Cash Reports - Outgoing	2021	2022		
Cash	N/A		14	\$ 168,231.00
BNI				

Seizures - Incoming	2021	2022		
Cash	1	\$ 7,960.00	7	\$ 161,988.73
BNI				
Seizures - Outgoing	2021	2022		
Cash	3	\$ 89,423.08	4	\$ 95,750.00
BNI				

Cash Reports - Incoming	2021	2022		
Cash	11	\$ 160,352.00	13	\$ 232,138.76
BNI	5	\$ 78,932.00		

Precious metals declarations	2021	2022		
Total	337	\$23,335,232.84	344	\$ 26,386,750.66

Undeclared Cash/BNI - Incoming	2021	2022		
Cash	1	\$ 7,960.00	0	\$ -
BNI				

Undisclosed Cash/BNI - Outgoing	2021	2022		
Cash	2	\$ 75,745.00	1	\$ 8,000.00
BNI				

Failure to Declare - Incoming	2021		2022	
Cash	N/A		0	\$ -
BNI				
Failure to Disclose - Outcoming	2021		2022	
Cash	1	13677	3	\$ 55,734.81
BNI				
False Declarations - Incoming	2021		2022	
Cash			0	\$ -
BNI				
False Disclosure - Outgoing	2021		2022	
Cash			0	\$ -
BNI				

Administrative penalties imposed	2021		2022	
Undeclared cash/BNI (seaport and airport)			0	\$ -
False declarations/disclosure (sea	1	\$ 2,941.60	1	3000

Disclosures	2021	2022
CIBFI	-	-
FRA	9	9

Suspicious Activity Reports (SARs)	2021	2022
#		7

Investigations commenced	2021	2022
#	7	17

AML/CFT/CPF staff training received			
2021		2022	
Money Declaration & Disclosure Regulations Topic 1	27	Proliferation Financing	5
Counter Terrorism & Money laundering	4	Forgery & Imposter Detection and Introduction Intel	58
Cash Smuggling	15		
ACAM Certification	3		
Money Declaration & Disclosure Regulations Topic 1	9		

International Requests - Outgoing	2021	2022
#	248	88
International Requests - Incoming	2021	2022
#	7	36
Human Resources at CBC	2021	2022
Total	222	249
of which: AML/CFT	3	2



Sister Islands (Cayman Brac)

Throughout 2022, the CBC Sister Islands Section continued to deal with the many reoccurring operational tasks and inherent challenges.

Starting with new accommodation, particular emphasis was placed on the construction of the new CBC Sister Islands HQ's. This has proved to be a rather slow project, but we are pleased that it is now reaching the final stages in terms of the exterior and interior structural works and outfitting. It is envisioned that completion and occupation by CBC staff will become a reality by Q2 2023.

Attention to systems and technological development remains ongoing and this involves both scoping of system / IT requirements and training. This will bring in line the implementation and consistency in the use of CIMS modules and Trade and Revenue practices. The aforementioned remain ongoing between the various offices.

There were significant human resource and mobilization challenges brought about by an influx of Cuban migrants and overall irregular migration activities. This continued for the greater part of the year with little reprieve.

The outlook for 2023 is that it will be another challenging year. It is envisioned that the new accommodations will be completed, various training, and up skilling of officers will be prioritized along with cross-training and inter-island deployment.

Highlight of Achievements

— Charles Kirkconnell International Airport

Passengers	#
Arriving Local Passengers	34,929
Departing Local Passengers	36,067
Arriving Foreign Passengers (Commercial)	1,521
Departing Foreign Passengers (Commercial)	10
Arriving Foreign Passengers (Private)	62
Departing Foreign Passengers (Private)	56
Cargo (Air)	Lbs.
Arriving Local Cargo (Lbs)	197,409
Departing Local Cargo (Lbs)	21,267
Arriving Foreign Cargo (Lbs)	123,376
Departing Foreign Cargo (Lbs)	59
Aircraft	#
Arriving Commercial Aircraft	2,307
Departing Commercial Aircraft	2,308
Arriving Private Aircraft	36
Departing Private Aircraft	34



— Seaport

Passengers	#
Arriving Local Passengers	8
Departing Local Passengers	6
Arriving Foreign Passengers	24
Departing Foreign Passengers	22
Crew	#
Arriving Local Crew	923
Departing Local Crew	828
Arriving Foreign Crew	200
Departing Foreign Crew	264
Cargo	Tonne
Inward Local Cargo (Tonne)	7,104
Inward Foreign Cargo (Tonne)	14,195
Vessels	#
Arriving Local Pleasure Vessels (by Rotation #)	32
Departing Local Pleasure Vessels (by Rotation #)	36
Arriving Local Pleasure Vessels (by paper clearance)	16
Departing Local Pleasure Vessels (by paper clearance)	12
Arriving Foreign Pleasure Vessels	11
Departing Foreign Pleasure Vessels	5
Arriving Local Commercial Vessels	125
Departing Local Commercial Vessels	124
Arriving Foreign Commercial Vessels	12
Departing Foreign Commercial Vessels	11

— Arrests / Warnings / Fines

Arrests	-
Verbal Warnings	14
Written Warnings	11
Fines & Penalties	1

— Searches and Inspections

X-Ray Scans (# of Passengers)	262
Cargo Inspections (Creek Dock)	77
Cargo Inspections (CKIA)	452
Cargo Inspections (Parcel Post)	63

Seeds, Prescription Medications (birth control, antibiotics, supplements, masculine supplements), products depicting marijuana leaf, fake bullets, and bullets.

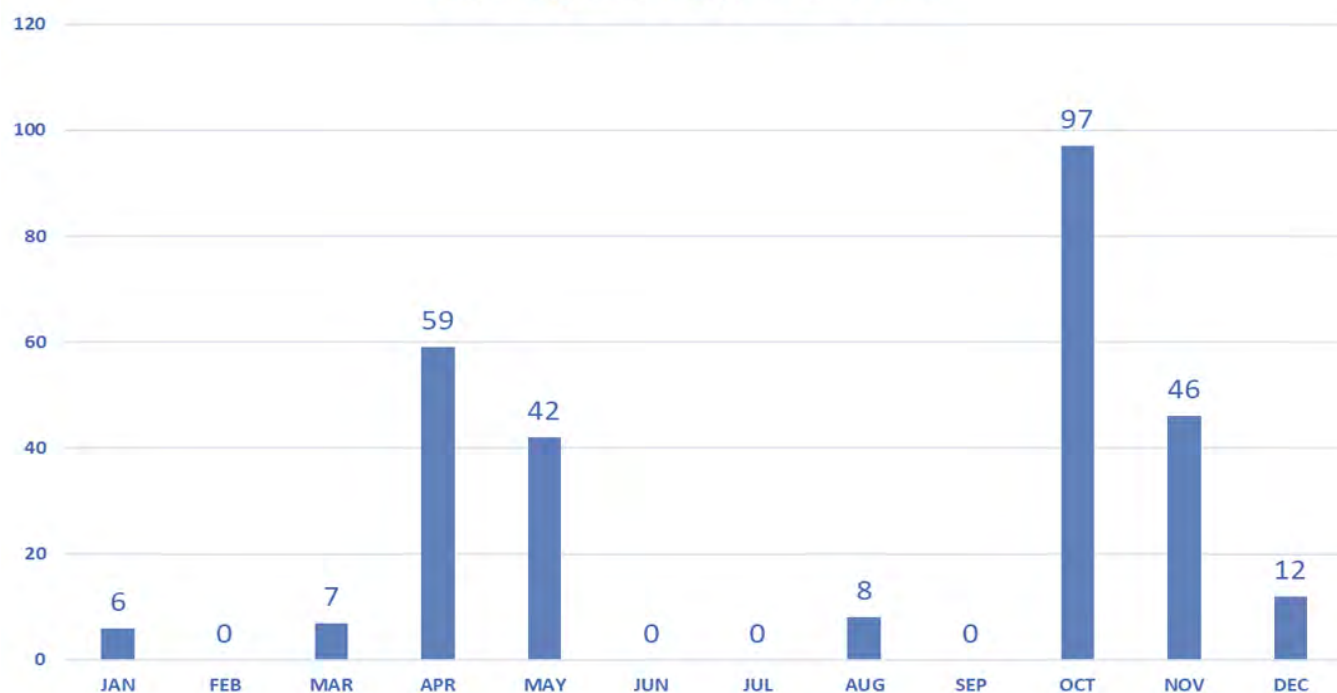
— Visa and Extensions

Visas	#
Visitors Extension Applications	569
Persons Temp. Admitted (PTAs)	2
Over-stayers	16

— Migrant Arrivals

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Totals
Total	6	0	7	59	42	0	0	8	0	97	46	12	277

Cuban Migrants to Cayman Brac 2022



— Accommodation of Cuban Migrants



Risk Management

— Scrutiny by Parliament and the Public

There were no Parliamentary Questions in 2022. However, the Director and select staff attended Finance Committee to support our Chief Officer in defending our 2023/2024 budget submission.

— Freedom of Information (FOI)

There was a total of nine (9) new FOI applications in 2022.

FOI	#
Total of New Applications Received	9
Applications for Personal Information	3
Applications for General Information	6

Cross Government Commitments

The Cayman Islands Customs & Border Control Service continues to be represented on various Cayman Islands Government and Cabinet-sanctioned committees and task forces. Other participation includes but is 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;
- Local Law Enforcement Joint Steering Committee

Additionally, the Cayman Islands Customs and Border Control Service and its predecessor the Customs Department have 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.

Audit

CBC HR did not conduct an external HR audit in the 2022 financial year. However, we did participate in Finance external audit with respect to payroll and overtime. Additionally, we participated in the MEBC HR audit.

CBC HR did not perform an internal audit in the 2022 financial year.

Forwarding Looking

The 2022-2026 Strategic Plan has been instrumental in the direction of CBC. Continuing with the process, CBC must endure the following:

- Implementation of CBC's 5-year Strategic Plan
- IT Platforms that will further reduce waiting times for our customers at our counters, improve trade facilitation and focus our revenue risk management strategies
- Identify and eliminate risks to the government's revenue thereby increasing our revenue collection and exceeding our projections
- 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 up skill our officers and increase efficiency and effectiveness
- Salary regularization exercise to properly compensate all staff
- Implementation of our succession plan to energize and motivate all staff throughout the organization
- Re-engineer business processes throughout CBC's sections/units.



DLP

Department of Labour
& Pensions

Message from the Department's Director



Mr. Bennard Ebanks

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 2022 fiscal year.

This annual report includes the metrics relating to DLP's outputs, and also provides insight into the ongoing Legislative changes and organisational



The Department will
continue to do its part
to put its 'People First'

matters 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.

In the first quarter of the past year, we saw the important appointments of the new Labour Tribunals, Labour Appeals Tribunal, and the National Pensions Board.

Deputy Premier and Minister for Border Control & Labour Christopher Saunders welcomed everyone and thanked them for accepting the appointments by Cabinet to serve. These appointments are crucial to the strategic and operational objectives of DLP, and was welcomed.

Progress was also made in addressing human resource vacancies, and we recruited three new Senior Labour and Pensions Inspectors, two for the Labour Investigations Unit and one for the Inspections Unit. Additionally, one Senior Labour Officer post was converted to the Senior Labour and Pensions Inspector post, thereby: giving the Officer authority under both our Labour & National Pensions Acts.

All three new members having had previous Law enforcement experience will boost enforcement efforts. These included joint initiatives which included Workforce Opportunities and Residency (WORC), Health Insurance Commission (HIC), and Department of Commerce and Investment (DCI) Officers. These joint operations included business inspections, and construction site visits led by the DLP Occupational Safety and Health (OSH) team that resulted in arrests for WORC Offences.

Recruiting specialist, high-quality team members are necessary; however, DLP continues to develop its own talent from within the Department. As a means

of doing this, we have utilised staff who are employed on a temporary basis, or students who have been placed in work experience. These members are given opportunities to fill positions internally, and join DLP permanently, while selecting persons for organisational fit as well. Subsequently, in addition, to the aforementioned Seniors recruited, they were augmented by an Assistant Labour Officer, hired from a student intern; and an Administration team post filled from a temporary staff member.

The Department will continue to do its part to put its 'People First' while dealing with the effects of the ongoing pandemic, and significant cost of living increase for staff. Therefore, the entire DLP Team was very pleased with the cost of living measures that the Government afforded the Civil service, and I am of the view this assisted staff in being able to focus on our clients' needs and attain customer satisfaction average of 96%, above the targeted 90%. It was also an impetus for staff having a 100% Engagement Survey Participation Rate for 2022.

In addition to the measured goals and outputs, progress was made in addressing complex matters with the invaluable advice of the Solicitor General's Office; we have been able to conclude and get resolution to a number of these complexed matters. The advice and assistance of the Office of the Director of Public Prosecutions also progressed an increased number of important enforcement matters and we are grateful to them as well.

Sincerely,

Mr. Bennard Ebanks

Director

About Us

In accordance with the Labour Act (2021 Revision) and the National Pensions (Amendment) Act (2021 Revision), 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 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:

Labour Investigations Unit

Pensions Investigations Unit

Inspections Unit

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 tribunals and/or the Director of Public Prosecutions for legal proceedings in Court.

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.

Mission

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

Values

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

- 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.

Our Goals

The overall strategic direction of the Department of Labour & Pensions encompasses key ownership goals to accomplish within the 2022-23 Financial Year. Its aim is to support its mission in an effort to pave a pathway towards establishing a clear vision of the future for the Department.

Strategic Goals:

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

- To build a stronger community network of Government agencies that are in support of the enforcement of national legislation aimed at achieving the strategic vision of the Department;
- To regularly monitor the employment activities of the private sector, ensuring that the management of the compliance and enforcement on labour and pensions matters are implemented; and
- To promote the passage of improved legislation associated with labour and pensions affairs that is in alignment of its strategic goal.

Strategic Priorities & Objectives:

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

- **Labour & Pensions Compliance**
 - Strengthen Labour and Pensions Compliance amongst Employers and Employees.
 - Foster strong collaborative partnerships with key intergovernmental agencies.
 - Promote a Culture of Compliance through inter-agency enforcement initiatives.
 - Reinforce regulatory compliance and supervision of governance of Pension Plans.
- **Training & Awareness**
 - Conduct Labour and Pensions training sessions in 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 and address proactive and impromptu workplace inspections for Labour and Pensions, and Occupational Safety & Health.
 - Respond immediately to calls and enquiries from the general public regarding unexpected workplace accidents.
- **Customer Service**
 - Continually provide customer-focused, legislative and enforcement training sessions to staff members in the Department.
 - Enhance the service delivery of the Department at the Reception through the Client Pre-Screening and Resolution System.
 - Improve the functionality of the case management systems for all regulatory units.
 - Enhance and distribute marketing collateral and update its website to educate all industry stakeholders and the general public on labour and pension matters.
- **Improve Legislation**
 - Present proposed amendments to improve the Labour Relations Bill, and illustrate the need to bring into force the remaining amendments of the National Pensions (Amendments) Act (2016) & General Regulations.
 - Seek regular feedback from staff, valued clients, and the general public to enhance the Labour and Pensions legislation.
- **Enforcement of Minimum Wage**
 - Through workplace inspections, continue to enforce the legal framework of the Minimum Wage initiative.
 - Educate all industry stakeholders of the importance of adhering to the Minimum Wage compliance.

Governance

In order to ensure that compliance and accountability are followed within the private-sector community, the legislation that governs the primary activities of the Department of Labour & Pensions are as follows:

- National Pensions Act (2012 Revision)
- National Pensions (Amendment) Act, 20162 (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 (2011 Revision)
- National Pensions (General) (Amendment) Regulations, 2017
- Confidential Relationships (Preservation) Act (2015 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)
- The Labour (Occupational Safety and Health) (Construction Industry) Regulations, 2008

In accordance to the provisions of the Public Service Management Act (2018 Revision), Personnel (Amendment) Regulations (2022 Revision), Public Management and Finance Act (2020 Revision), the Department adheres to the legislation in respect to financial and human resources activities.

Our People

Members of the Senior Management Team of the Department of Labour & Pensions ("DLP") hold a wealth of knowledge and relevant managerial experience of close to 75 years in their respective fields, ranging from legal, compliance, labour, pensions, occupational health and safety, strategic operations and business administration. The DLP Team comprises of the following:



Bennard Ebanks

Mr. Bennard Ebanks is the Director of the Department of Labour & Pensions. He has over 30 years' Enforcement experience, and approximately 2 years' experience as Assistant Chief Immigration Officer leading the Enforcement Compliance Unit. Coupled with his experience, he holds a Bachelor of Laws with Honours from the University of Liverpool through the CI Law School.



Loyal Linwood

Mrs. Loyal Linwood is the Deputy Director – Labour at the Department of Labour & Pensions. She has over 15+ years' experience in Labour Enforcement and Inspections. She also holds a Postgraduate Diploma in Humanities and Social Sciences from University of Liverpool and a Bachelor's degree in Business Administration in Management and a minor in HRM from UCCI.



Amy Wolliston

Ms. Amy Wolliston is the Deputy Director – Pensions at the Department of Labour & Pensions. She has over 20+ years' experience in Pensions Regulation, Supervision and Enforcement. She holds a Master's degree in Public Administration, a Bachelor's degree in Information Studies from Syracuse University, and a Certificate in Pensions Law from York University.



Gene Hydes

Mr. Gene Hydes is the Head of Inspections at the Department of Labour & Pensions. He has 20+ years in Labour Enforcement and Inspections coupled with his professional certifications and designations in Occupational Safety & Health ("OSH") as an OSH Specialist. He is also a Mental First Aider and has successfully completed the ILM Level 3 certification.

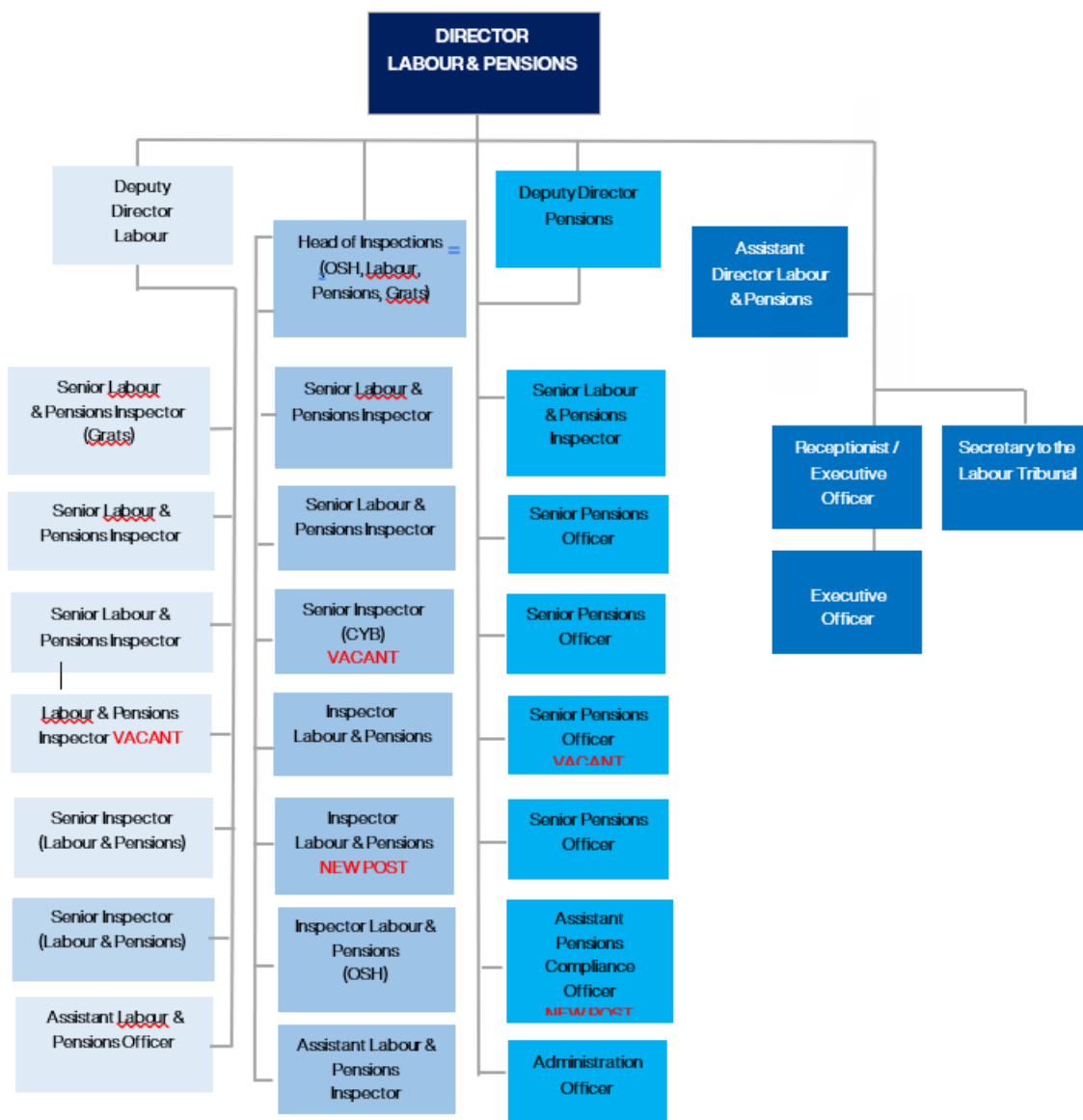


Leticia Goring

Mrs. Leticia Goring is the Assistant Director at the Department of Labour & Pensions. She has 20+ years in Business Administration in the private and public sectors and 7+ years' experience as a senior manager. She holds a MBA from the University of Leicester (UK) and dual Bachelor degrees in Finance and Marketing from Florida International University (USA).

Organisation Chart of The Department of Labour & Pensions

The organisational structure of the Department encompasses four regulatory functional areas that include the Labour Investigations Unit, Inspections Unit, Pensions Investigative Unit and the Administration Unit. Collectively, these units work together to strengthen its education, engagement and enforcement initiatives in its role as a National Regulator.



Employee Demographics



For the period ending 31st December 2022, the staff composition of the Department of Labour & Pensions consists of 24 full-time employees

24

full-time employees

15

females represent 62% of the total

9

males that represent 38%

42%

The largest group are 40 – 49 years with 42%

33%

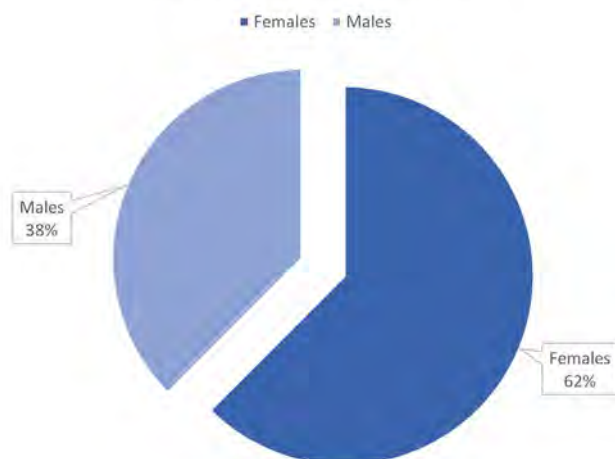
50 – 59 years with 33%.

100%

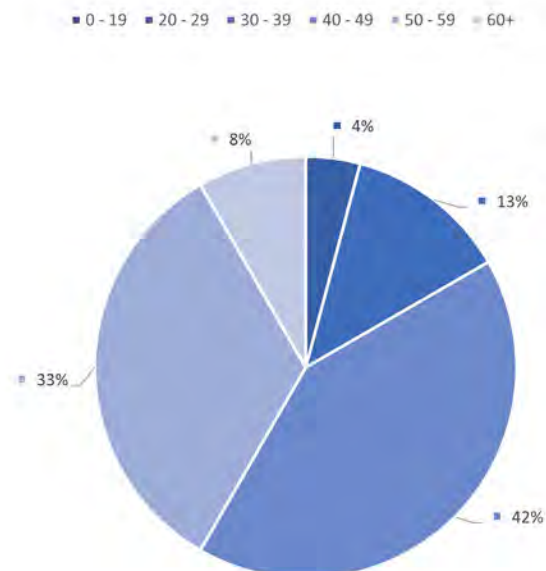
are Caymanians and Caymanian Status Holders

Of the total 24 staff members, the role of Executive Officer was added to the Administration Unit. In addition, there are three (3) vacancies and two (2) new positions for the Department. The vacancies include a Labour & Pensions Inspector within the Labour Investigations Unit, a Senior Pensions Officer within the Pensions Investigations Unit, and a Labour & Pensions Inspector – Cayman Brac within the Inspections Unit. The new positions include the Assistant Pensions Compliance Officer within the Pensions Investigation Unit, and the Labour & Pensions Inspector within the Inspections Unit.

DEMOGRAPHICS BY GENDER



DEMOGRAPHICS BY AGE



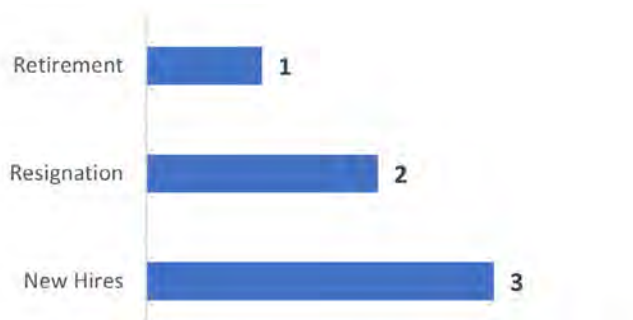
The overall summary of HR activities for full-time permanent staff includes the following:

DESCRIPTION	
Number of Current Positions	24
Number of Vacancies	3
Number of New Positions	3
Number of New Hires	4
Number of Resignations	2
Number of Persons Retired	1

Categories of Posts



Human Resources Activities



Staff Training & Development

In alignment with CIG's Core Competency Framework, the Department made a strong investment in providing training opportunities for its team throughout the year. To help its managers and staff build their capabilities and develop their skillsets to perform effectively in their jobs, participation in facilitated and online courses were greatly welcomed by all.

For the period ending December 2021, DLP employees were engaged in the PEACE Interview and Statement Note taking course conducted by RCIPS (as shown pictured below). External Public Awareness Training and Internal Cross-Training sessions in Labour, Pensions, and Occupational Safety & Health were well-attended. Specialised training sessions on the Service of Summons for DLP's Bailiffs were also undertaken, including their engagement in First Aid/ CPR, Anti-Money Laundering, Customer Service, Freedom of Information, Data Protection, Records Management, Anti-Bullying, and other courses that were made available through the Civil Service College and LinkedIn Learning.



Visits to DLP's Cayman Brac Office



1. Deputy Director – Pensions Amy Wolliston and Senior Inspector Orlando Mason from the Pension Investigations Unit travelled to DLP's Cayman Brac Office to address Pensions inquiries.
2. Deputy Director – Labour Loyal Linwood and Senior Inspector Ava-Marie Parkinson toured the island to educate businesses on the Labour Act (2021 Revision) and address labour inquiries.

DLP Appears on Radio Cayman's Talk Today



Head of Inspections Gene Hydes appeared on Radio Cayman's Talk Today to inform the general public about the importance of the Occupational Safety and Health (OSH).

Summer Intern Recruited & Retiree Highly Recognised

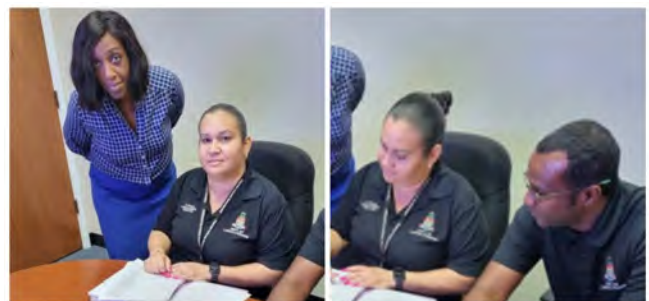


Ms. Krysten Martin, a Student Intern, provided administrative assistance to the DLP Team during the summer. 2. Upon his retirement, DLP bids a honorary farewell to Senior Pensions Officer Brian Connolly for an outstanding contribution to the Department.

Inspections



DLP Inspectors Richard Graham and Carlyle Bulgin conducted Occupational Safety & Health inspections at a construction site.



Inspectors Angela Madourie, Madennys Ebanks and Carlyle Bulgin from the Inspections Unit make preparations for an inspections audit

Management Discussion and Analysis

Highlight of Achievements

During the past year, the Department of Labour & Pensions experienced successes and challenges. To commemorate the wins for this period, the Department is pleased to announce the following achievements in line with its strategic goals and objectives:



Representatives from the Philippine Government through the Philippine Embassy, and the Philippine Overseas Labour Office (POLO-WDC) extended their sincerest gratitude to the Department for the support and assistance provided to Filipino workers who have lived and worked in Cayman throughout the pandemic period.

As a celebratory win, the Department received a legal ruling from the Department of Public Prosecutions ("DPP") on a major case involving a single Director of a company in liquidation. DPP approved the filing of 300+ charges against an individual Director; the largest number of charges filed against a single person by the Pensions Investigations Unit.

Members of the Labour Investigations Unit have successfully conducted a total of two-hundred and ninety-eight (298) Gratuity audits, totalling CI\$4,149,486.79 and US\$1,092,256.54 in collections and distributions respectively by year end. Of these totals, CI\$1,042,553.11 and US\$21,689.72 were reported in total gratuities as of December 2022.

Through joint efforts with WORC and DCI, the Department's Inspections Unit successfully completed a total of nineteen (19) inspections in the Beauty and Construction industries. Both inspections were successful for all agencies, with WORC making two (2) arrests and DCI issuing official warnings for possible prosecution. Due to this success, additional inter-agency operations are planned for the first quarter of 2023.

For a lengthy legal proceeding, the Department was pleased to report that there was compliance on a

Labour Tribunal order for a case that amounted to CI\$130,930.52, which is recorded as one of the biggest tribunal awards in DLP's history.

The Department is pleased to report that following the Minister's approval of the implementation dates for the National Pensions (Amendments), 2016, a new Commencement Order was established. In addition, the template for the RSA Disbursement Schedule and Formula Project were finalized by LifeWorks (formerly Morneau Shepell).

Following the recent release by the Economics and Statistics Office ("ESO"), the Director of the Department officially approved an increase in the annual disbursement amount by 3.3% as per s19(2)(a) (iv) of the National Pensions (General) Regulations that aligns to ESO's 2021 Consumer Price Index Report. This approval will allow persons to receive funds through the Retirement Savings Arrangement (RSA) programme to withdraw funds with the embedded 3.3% annual increase under the specific withdrawal criteria as stipulated under the National Pensions Act.

In an effort to increase the awareness of the Labour and Pensions legislation, the Department partnered with Radio Cayman to offer a series of informational sessions to feature discussion topics to the general public. As it sees this as a great win, the Department is pleased to highlight that its staff will be empowered to attend and participate in these discussions on Radio Cayman's Talk Today.



Deputy Director - Pensions Amy Wolliston appeared on Radio Cayman's Talk Today to highlight and discuss the importance of the National Pensions Act in May 2022.

During this same period, the Department recorded the following challenges experienced:

The significant delays in the passage of the Labour Relations Bill, the National Pensions (Amendment), 2016, and the National Pensions (Pension Fund

Investment) Regulations (1998 Revision) have crippled and prevented the ability for core enforcement functions to be carried out by the Department.

Despite the negative impacts of the pandemic influencing the demands for its service, having limited manpower to facilitate the need to carry out its investigative and enforcement duties played a crucial role in its ability to meet its strategic goals and objectives.

Delays in the official appointments of qualified and experienced adjudicators to the Labour Tribunal, and Labour Appeals Tribunal by Cabinet caused for the Department to fall short in addressing tribunal matters for members of the public and meeting its annual target. Failure to carry out this function over an extended period of time would warrant the Ombudsman to serve warnings of maladministration, a breach against the Labour Act (2021 Revision).

Risk Management

The Department of Labour & Pensions identified, mitigated and adopted risk management processes to safeguard against unforeseeable threats to the Department. By way of reviewing the entire organisation, the Department will continue to address the following in order to meet its strategic goals and objectives:

KEY RISKS	RISK MITIGATION	RESULTS
Loss of Revenue collected from the registered Pension Plan Administrators.	Maintain periodic audits and conduct ongoing monitoring and performance reviews for each pension plan.	The high impact from the Pensions Emergency Withdrawal proved that there is a viable financial risk should there be a loss in revenue from the PPA regime.
Loss of Key Personnel to Other Government Departments	Review job descriptions and performance assessments, complete remuneration reviews, and prepare succession plans to achieve staff retention and engagement.	Based on the implementation of the risk mitigation approach, the operational and financial risks were low.
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.	If there is a loss of key personnel, the operational risk level would increase and be heavily impacted. To date, there have been no adverse effects.
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.	No operational, compliance and reputational risks were reported. However, should the status quo of the advancement of DLP's Disposal Plan and Website remain, there is a high likelihood that these risks could be realized.
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. Minimize access to client data by levels.	Through the joint partnership with CSD, there has been low IT security risks. However, as a result of the Data Protection Act (2021 Revision), the likelihood of a negative consequence occurring is high.
Staff Burnout	Prioritise work outputs by setting realistic targets for staff to achieve work/life balance, and recruit interns and/or temp staff to provide support and administrative duties.	No operational risk was reported. The risk mitigation gained success with the introduction of the flextime and working from home model.
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.	No operational risk was reported due to the fact that the risk mitigation approach gained success.

Performance Results

For the period ending December 2022, DLP recorded the total revenues of CI\$2.8 million over its total expenses of CI\$2.4 million with a surplus that consists of 14.5% of the overall financial performance. Of the total budgetary position, the personnel, supplies and consumables, and depreciation costs were below its annual targets. Please refer to page 23 of this report.

— KPI & Output Performance

The key performance indicators of DLP revealed a promising outlook on the overall performance of the department. As illustrated on page 19, the total number of 288 Labour and Pensions cases investigated were closed by year end. The Customer Satisfaction rating averaged at 96%, well above the target of 90%. Of the total number of cases referred to DPP, there were 17 cases referred in 2022 compared to 13 in 2021. Please refer to the Appendix section to view statistical information.

The number of cases referred from the Labour Investigations Unit to the Labour Tribunal was 23 in 2022. Not pictured is the backlog of 8 appealed cases referred from the Labour Tribunal to the Labour Appeals Tribunal in 2022, which were heard and finalized, leaving only one (1) appealed case remaining to adjudicate by the end of the fiscal year.

In addition, the total number of inspections reported was 179, of which there were 116 Labour & Pensions inspections and 63 OSH inspections conducted by year end. In terms of the completion of annual reports, the DLP's Annual Report was successfully submitted to the Ministry on time, and not pictured are the NPB Annual Reports that were officially approved by the Director and are on route to the NPB for final approval.

— Cabinet Appointments

Following the official appointments to the NPB, LT and LAT by Cabinet, the productivity in NPB meetings increased, and the activity level in the number of Tribunal hearings began to rise immediately following the recruitment of former members to the tribunal.

During the same period, there were 17 NPB meetings, 6 LAT hearings, and 79 LT hearings which was short by 33 as a result of the significant delays in appointing experienced tribunal members to the LT.

FOI, DPA & Internal Complaints: In relation to the number of requests seeking information under the Freedom of

Information (2021 Revision) and Data Protection (2021 Revision), there were five (5) FOI & DPA requests and four (4) internal complaints processed by year end.

— Business Process/IT Projects

DLP successfully completed the testing of the Records Management system, the National Disaster Plan, and the LAT system. The ongoing projects include: 1) Records Management Disposal Schedule, 2) Standard Operating Procedures 3) Website Launch, 3) Pensions Compliance System, 4) Interest Calculator System, and Gratuities System.

— Public Relations and Marketing

DLP is pleased to report that there was an integrated marketing plan that was executed to promote to promote its services and legislation.

— Legal & Audits

Following the Minister's approval of new implementation dates for the 2016 Amendment, the Department received the new Commencement Order. To date, there were no Audit Reports filed.

— Parliamentary Question

In response to a Parliamentary Question on the Government's plans to improve the National Pensions System, DLP was pleased to report that the NPB was appointed to develop policy on the advancement of pensions. In addition, the preparation of a Commencement Order to implement the remaining sections of the National Pensions (Amendment) Act, 2016 was established, including plans to review the Investments Regulations since its implementation in 1998, and examine the Disbursement formula and figures that are used to pay out pension benefits at retirement.

Key Performance Indicators

The overall performance in the key metrics for the Department is illustrated in the table below. The numbers in cases closed and referred, as well as the inspections completed were sporadic in movement but achieved steady results throughout the year. Satisfaction levels ranked by clients averaged at 96% and the ministerial reporting was achieved.

2022 Key Performance Indicators	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Number of Labour & Pensions Cases Closed	18	28	21	27	11	31	27	40	15	20	32	18	288
Percentage of Customer Satisfaction Rating Achieved	88%	94%	100%	99%	99%	96%	97%	98%	99%	95%	96%	90%	96% (Average)
Number of Referrals from DLP to DPP	3	0*	0	3	1	2	2	2	1	3	0	0*	17*
Number of Referrals from Labour Unit to Labour Tribunal	0	0	4	0	0	6	4	3	4	0	2	0	23
Number of Inspections Completed	6	21	8	11	17	18	9	12	9	29	32	7	179
Number of NPB Annual Reports Completed	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of DLP Annual Reports to the Ministry Completed	0	1	0	0	0	0	0	0	0	0	1	0	1

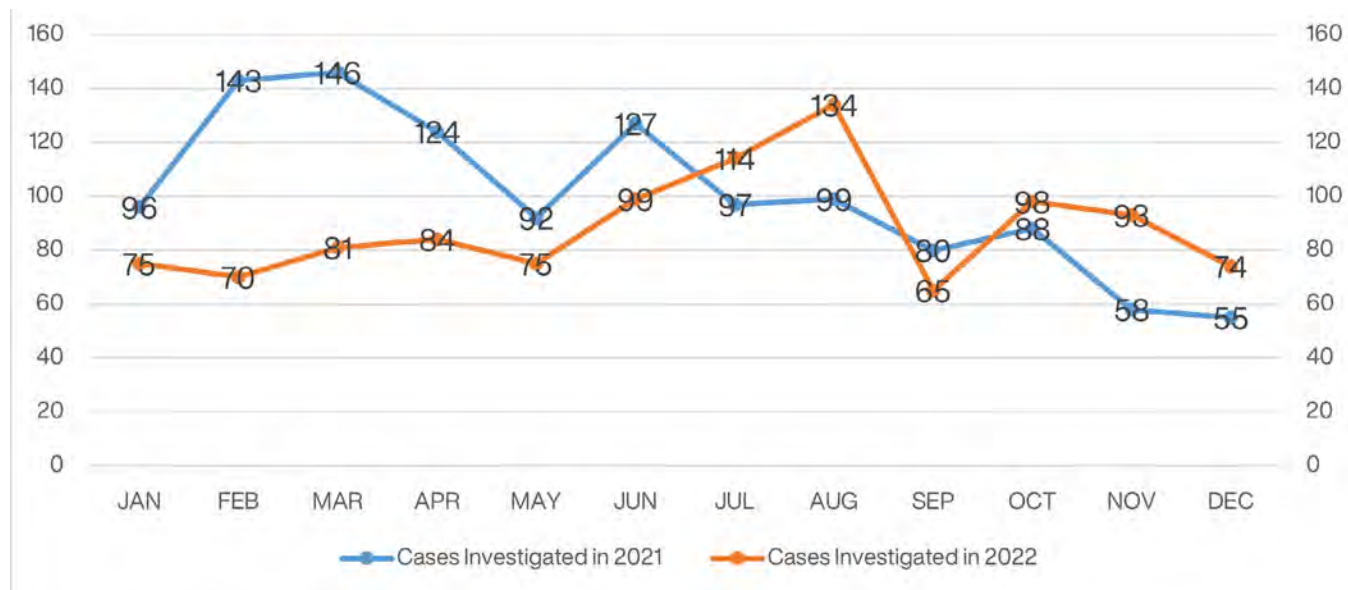
*Due to human error, the results were modified based on the output reporting for 2022.

In the number of cases of individual disputes of Labour and Pensions rights investigated, the highest number of 134 cases were addressed in August 2022, followed by 114 in July 2022. Compared to 2021, the highest number of cases investigated was 146 in March 2021, followed by 143 in February 2021, which shows a sporadic trend.

The results indicated that over one-third (34.5%) accounted for a rise in the number of cases investigated in August 2022 compared to the same period one year ago. More than fifteen percent (17.5%) represented an increase in the number of cases investigated in July 2022 and July 2021. Overall, the total results in 2021 outperformed by 11.9% with 1205 compared to the results in 2022 with 1,062 case investigations.

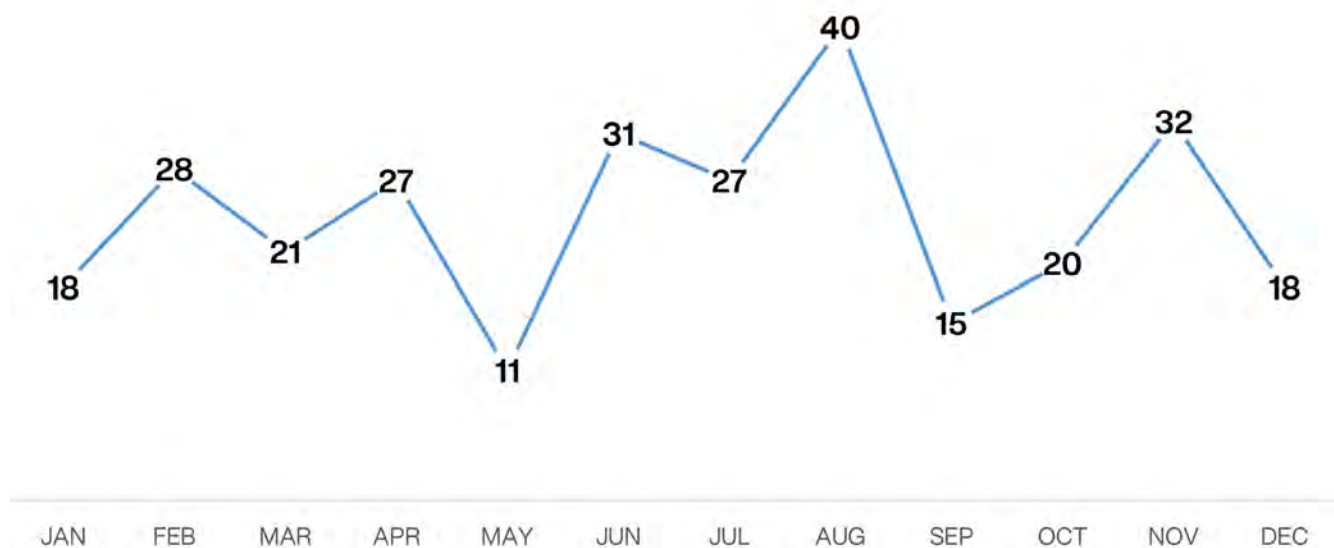
Of the total number of cases investigated last year and the ongoing cases recorded from previous years that were rolled into last year's figures, the records show that the Department addressed and closed a total of 288 cases. These cases consist of Labour and Pensions investigations that were closed, of which the majority of cases (40) were closed in August 2022, followed by 32 cases closed in November 2022.

— Case Investigations



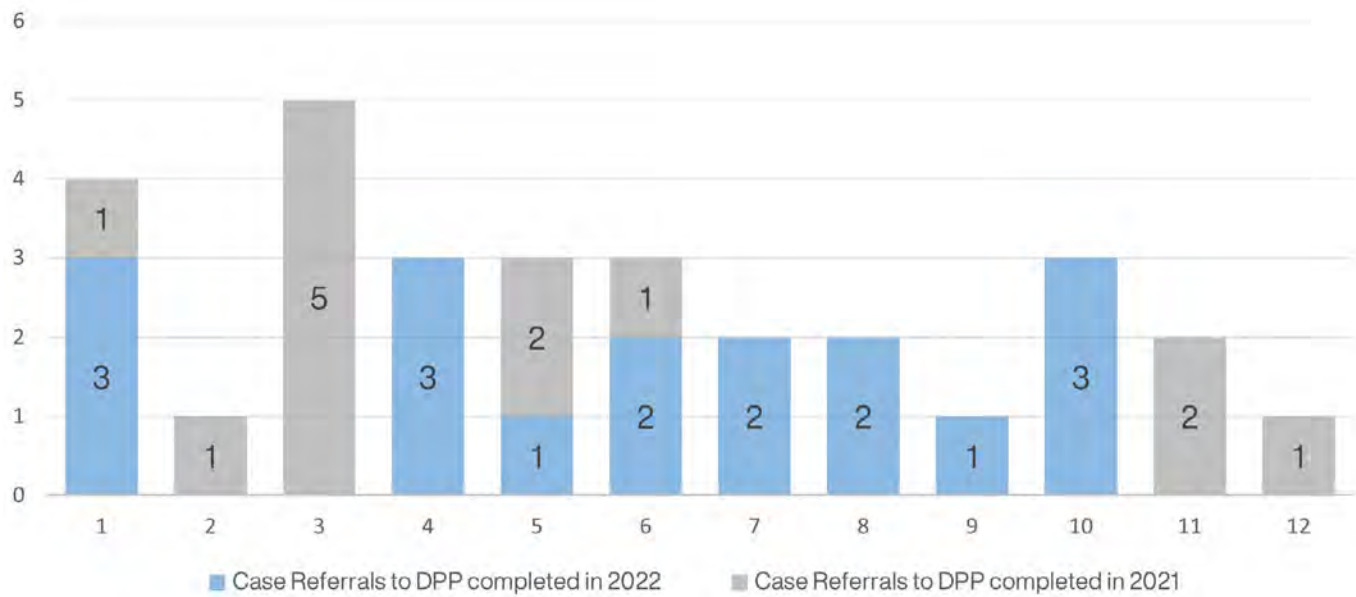
— Cases Closed

The total number of cases referred to the Director of Public Prosecutions (“DPP”) for Summary Court was 17 in 2022 whereas only 13 cases were referred to DPP in 2021, a 30.8% increase year-over-year. The results also revealed that of eight months, there was at least one case referred compared to the same in seven months in 2021. In fact, the cases referred were periodically in 2021 in comparison to one year ago despite the pandemic period.



— Case Referrals for Prosecutions

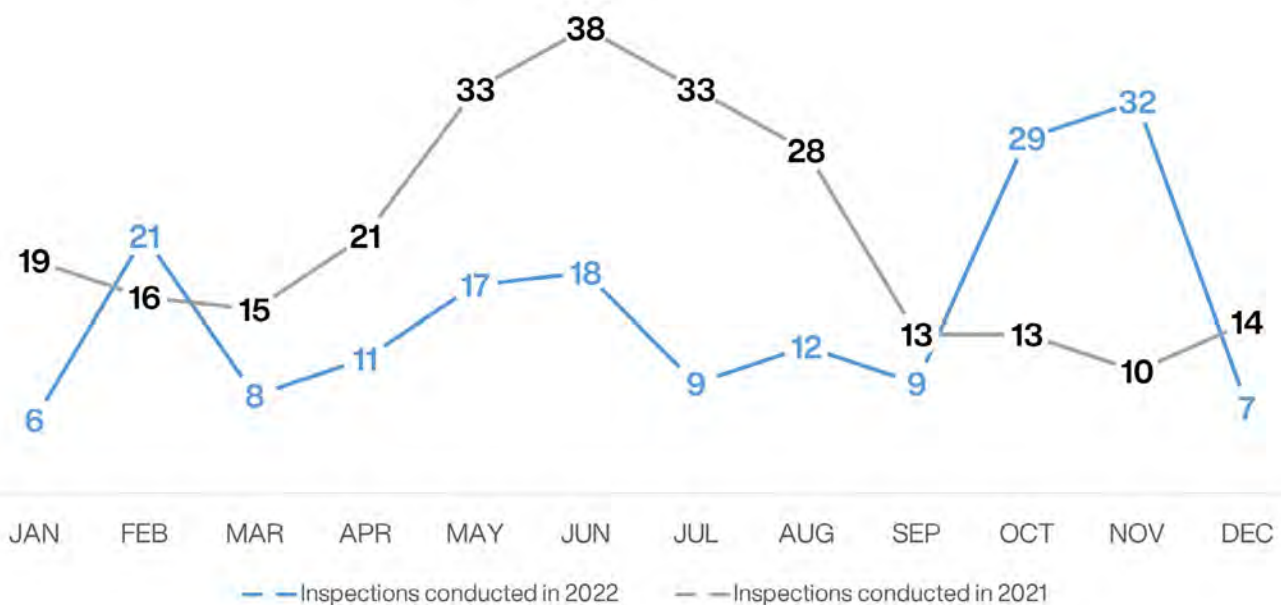
The total number of cases referred to the Director of Public Prosecutions (“DPP”) for Summary Court was 17 in 2022 whereas only 13 cases were referred to DPP in 2021, a 30.8% increase year-over-year. The results also revealed that of eight months, there was at least one case referred compared to the same in seven months in 2021. In fact, the cases referred were periodically in 2021 in comparison to one year ago despite the pandemic period.



— Inspections Conducted

The results revealed that the total number of inspections conducted was 179 in 2022 compared to 253 one year earlier, a 29.2% decline year-over-year as a result of staff shortages. These inspections consists of Occupational Safety and Health and Labour & Pensions audits and reviews undertaken onsite and offsite private-sector businesses and construction sites. Of the total in 2022, the largest number of inspections conducted was 32 in November 2022, a difference of 22 inspections conducted within the same month a year before.

The results further revealed that of the total 179 inspections conducted, 116 Labour and Pensions inspections were conducted and 63 Occupational Health & Safety inspections were completed during the same year. The majority of the Labour and Pensions inspections were conducted in November 2022, followed by 17 the month before.



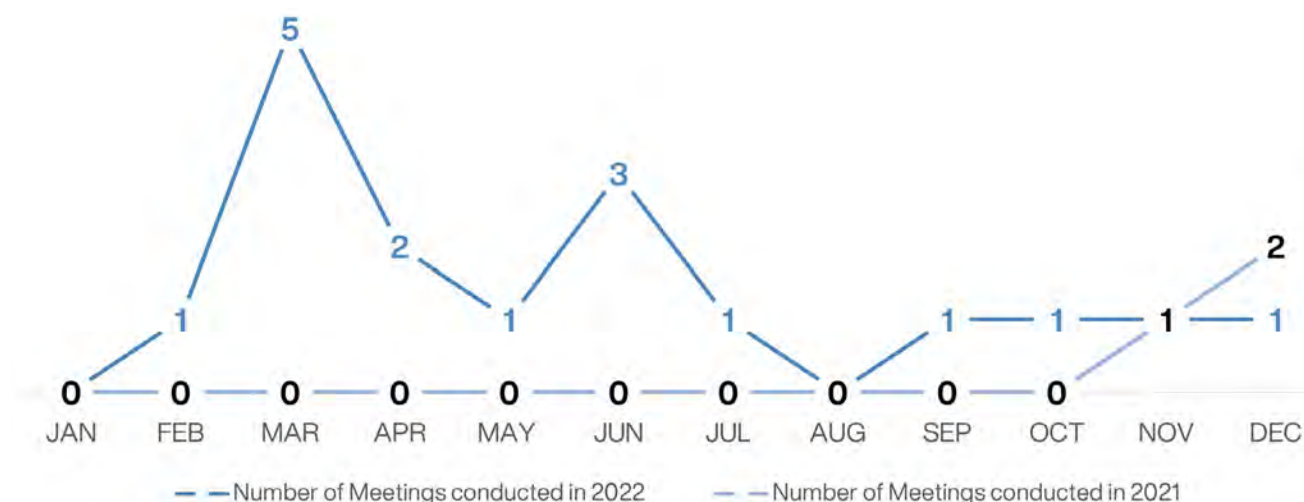
— OSH and Labour & Pensions Inspections Conducted

The results further revealed that of the total 179 inspections conducted, 116 Labour and Pensions inspections were conducted and 63 Occupational Health & Safety inspections were completed during the same year. The majority of the Labour and Pensions inspections were conducted in November 2022, followed by 17 the month before.



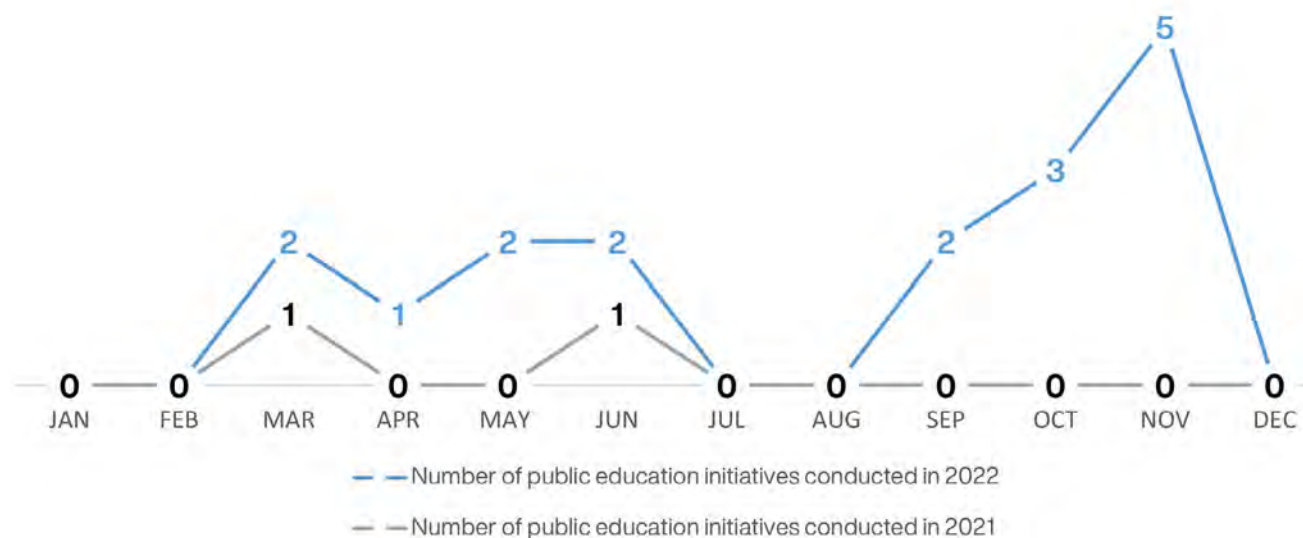
— Meetings with NPB, PPAs & Other Industry Stakeholders

For the governance and supervision of the Pension Plan Administrators, the data reflects that a total of seventeen (17) meetings was conducted with the National Pension Plans, PPAs and other industry stakeholders in 2022 compared to 3 in 2021. The results further indicated that five meetings were conducted in March 2022, the highest record for the year, followed by three (3) meetings held in June 2021 due to board appointments.



— Pensions Public Education Initiatives conducted

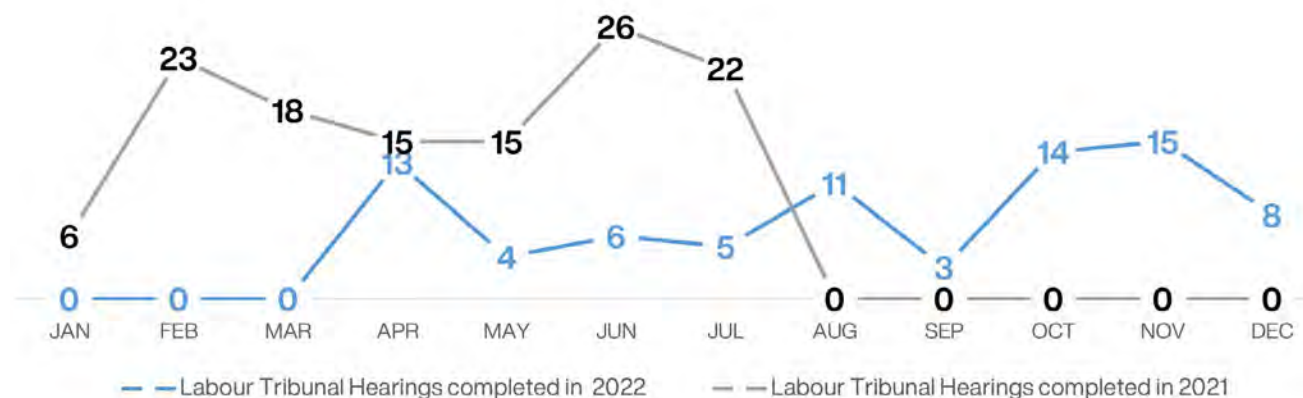
In the same category of PPA governance and supervision, the results revealed that a total of seventeen (17) public education initiatives was conducted by year end. In reviewing the data, there were five (5) public education initiatives conducted in November 2022, the highest record for the year due to the new appointment of the board.



Labour Tribunal

The number of hearings adjudicated by the Labour Tribunal was 79 in 2022 compared to 125 hearings in 2021. The results revealed that the LT hearings did not commence until April 2022 as a result of a significant delay in appointing experienced members to the LT. Whereas in 2021, tribunal hearings commenced from January 2021 until the expiration of the Cabinet appointments on 31st July 2021. There were no tribunal hearings that took place from August 2021 to March 2022, an approximate 8-month hiatus where cases remained at a standstill until members were appointed.

— LT Hearings adjudicated



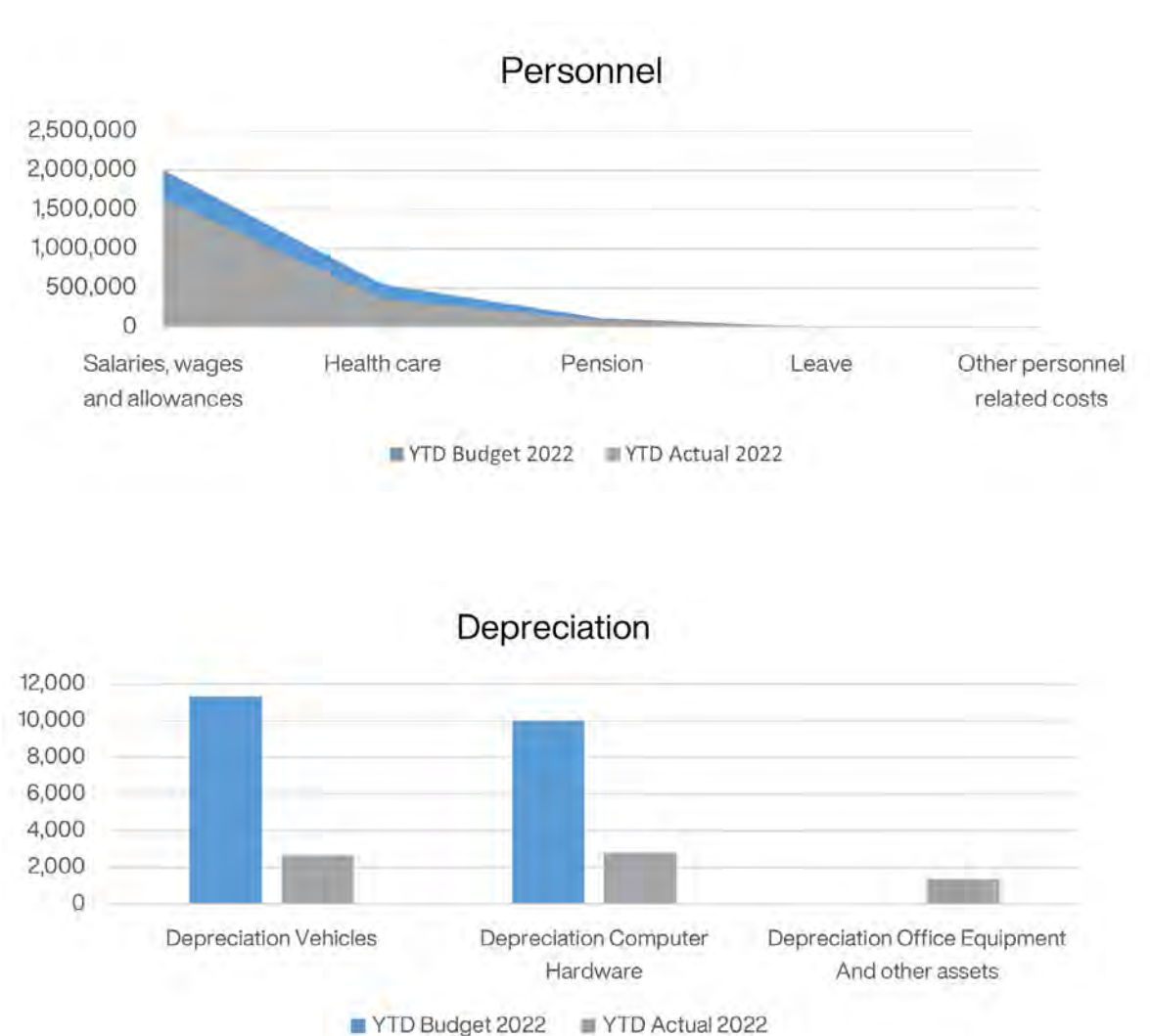
— Labour Appeals Tribunal

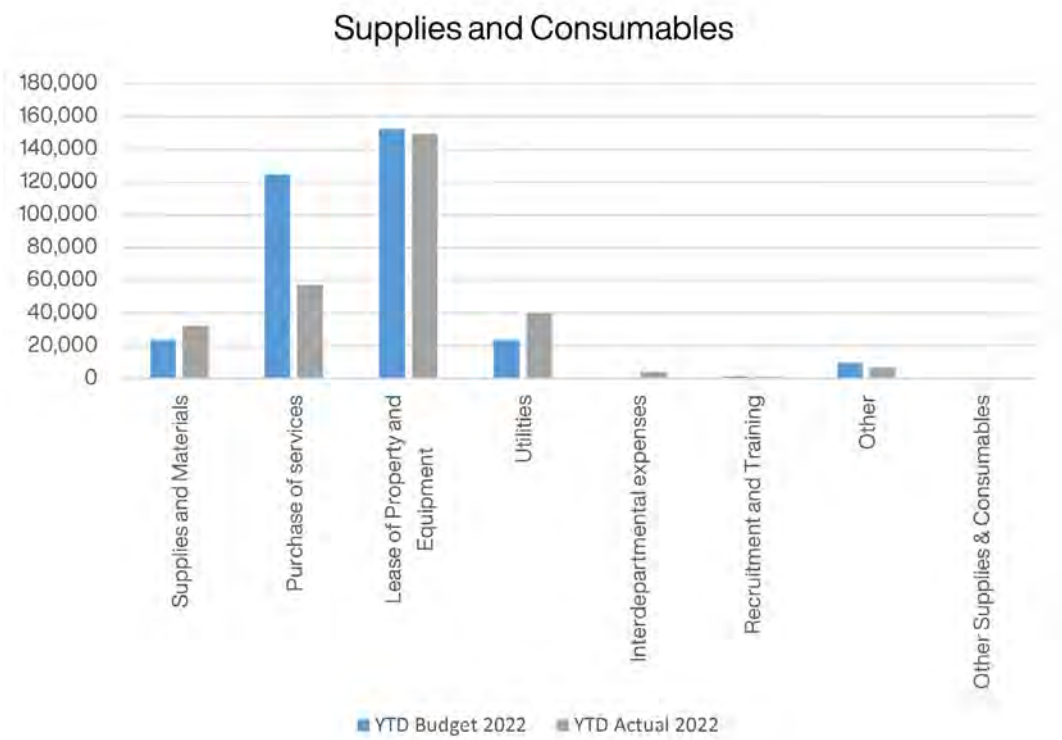
On 1st February 2021, the Ministry transferred a total of 15 cases to DLP for the LAT. Since then, the LAT adjudicated seven (7) cases in 2021, leaving eight (8) cases to adjudicate. Of the remaining 8 cases, 7 cases were adjudicated of which 1 case was settled between parties and another case was withdrawn. At the end of December 2022, there was only one (1) pending case to adjudicate, which was rolled over to 2023

HEARING DESCRIPTION	# CASES ADJUDICATED	COMMENTS
Number of LAT Hearings adjudicated in 2022	7	In 2022, 7 cases were adjudicated by the LAT, leaving only 1 case remaining to adjudicate in 2023.
Number of LAT Hearings adjudicated in 2021	7	There was a backlog of 15 cases that were transferred to DLP in Feb 2021. Of the 15 cases transferred, 7 cases were adjudicated in 2021.

Financials

The YTD financial position for the Department for the period ended 31st December 2022 is as follows:





DLP 312 Governance Supervision of Pensions Plans & Pensions Promotion

Description

Provide advice on the National Pensions Act and Regulations to appropriate stakeholders, and effectively supervise compliance by the registered/approved Administrators. Update the Ministry of Border Control & Labour and any other Government Department or organization on the National Pension Act 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;
- 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 Actual	2022 Budget Ending Dec 2022	Variance Ending Dec 2022
Quantity			
Number of meetings of National Pensions Board, Pension Administrators, and other industry stakeholders;	17	10-20	0
Number of inter-agency enforcement initiatives supporting the “culture of compliance” developed or implemented;	4	2-6	0
Number of Administrators’ supervisory and governance compliance initiatives, including Onsite or Desk-based Inspections/reviews;	5	6-10	-1
Number of public education or awareness events or initiatives conducted;	17	6-13	4
Support or coordination for implementation of new policies, procedures, or industry guidance;	4	2-6	0
Number of Pension Plans Registered and/or Renewed during the year.	14	16-18	-2
Quality			
Meetings with the National Pensions Board, Pension Administrators, and other industry stakeholders conducted in accordance with established policies and procedures;	100%	100%	100%
Inter-agency enforcement initiatives supporting the “culture of compliance” developed or implemented in accordance with departmental guidelines, and in compliance with overall national policy and strategy;	100%	100%	100%
Administrators’ supervisory and governance compliance initiatives, including Onsite or Desk-based Inspections/reviews in accordance with established procedures and the National Pensions Law and Regulations, and in compliance with internationally and nationally accepted best practice;	100%	100%	100%
Public education or awareness events or initiatives delivered following the approval of the Head of Department and the Chief Officer;	100%	100%	100%
Support or coordination for implementation of new policies, procedures, or industry guidance in accordance with the National Pensions Law & Regulations; and	100%	100%	100%
Pension Plans Registered or Renewed during year in accordance with industry best practice.	100%	100%	100%
Timeliness			

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	100%	100%	100%
Cost			
	100%	100%	100%
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			

DLP 412 Compliance, Awareness & Enforcement of the Labour & National Pensions legislation

Description

Provision of services to administer the Labour Act 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 Act 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 Actual	2022 Budget Ending Dec 2022	Variance Ending Dec 2022
Quantity			
Number of Labour and Pensions training and education programmes conducted;	7	11-17	-4
Number of cases of individual disputes of Labour and Pensions rights investigated/mediated/conciliated;	1062	1500-1950	-438
Number of Occupational Safety and Health inspections;	63	72-84	28
Number of Labour & Pensions inspections (Onsite & Offsite);	116	112-131	0
Preparation and referral of investigations and/or matters of concern to the Department of Public Prosecutions ("DPP") for Labour and Pensions;	17	28-35	0
Number of Pensions Delinquency Reports processed	68	105-120	-4
Number of Labour Tribunal cases and OT waiver applications scheduled/heard/finalized.	79	13-19	-33
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%
Investigations are in compliance with internationally and nationally accepted best-practice and in accordance to the Labour and National Pension Laws & Regulations;	100%	100%	100%
Delinquency Reports are completed in accordance with internal procedures and the National Pensions Law & Regulations;	100%	100%	100%
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%
Timeliness			
Training and education programmes are delivered as scheduled;	100%	100%	100%
Individual disputes of rights processed within 30 calendar days;	100%	100%	100%
Inspections are conducted as scheduled, with follow-up reports monitored;	100%	100%	100%
Investigations are thorough and timely;	100%	100%	100%
Notification to complainant of outcome of investigation within 14 working days of completion of investigation;	100%	100%	100%
Delinquency Reports are completed within 30 calendar days of receipt of reports from the Pension Plan Administrators;	100%	100%	100%
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%

Location			
Cayman Islands	100%	100%	100%
Cost			
	100%	100%	100%
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			

Future Plans

The primary goals and objectives of the Department of Labour & Pensions for the 2022-23 Financial Year are as follows:

— The Advancement of Key Amendments to the Labour & Pensions legislation

To continue to advocate for the passage of the Labour Relations Bill, the National Pensions (Amendment), 2016, and the National Pensions (Pension Fund Investment) Regulations (1998 Revision) in order to strengthen its national legislation and activate the enforcement efforts against non-compliant employers and pension plan administrators respectively.

— The Introduction of Administrative Fines Regime

To introduce a new Administrative Fines regime following the passage of key legislation in an effort to expedite legal proceedings filed by DLP.

— The Implementation of the DLP's Restructuring Plan

To continue working closely with the Ministry and the Portfolio of the Civil Service (POCS) to complete DLP's Restructuring Plan.

— The Implementation of e-Government Strategy & Records Management System

Through the joint partnership with CSD, 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") under the National Archive and Public Records Act.

In an effort to meet its strategic goals and objectives, the Department will continue build upon its strengths while maximizing the 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 regulatory framework for the Cayman Islands.

Appendix

— SECTION 1. Spotlight on Statistics

2022	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Number of Labour & Pensions Training & Development programmes conducted	0	0	0	2	2	0	0	2	0	0	0	1	7
Number of cases of individual disputes of Labour and Pensions rights investigated, mediated and/or conciliated	75	70	81	84	75	99	114	134	65	98	93	74	1062
Number of Occupational Safety and Health Inspections	2	10	3	4	9	9	3	2	1	12	6	2	63
Number of Labour & Pensions inspections (Onsite & Offsite)	4	11	5	7	8	9	6	10	8	17	26	5	116
Preparation and referral of investigations and/or matters of concern to the Department of Public Prosecutions	3	0	0	3	1	2	2	2	1	3	0	0	17
Number of Pensions Delinquency Reports processed	2	7	1	1	16	0	1	6	2	4	9	19	68
Number of Labour Tribunal cases and overtime waiver scheduled, heard and finalized	Tribunal Expired	Tribunal Appointed	Tribunal Appointed	13	4	6	5	11	3	14	15	8	79
Number of Labour Appeals Tribunal cases and overtime waiver scheduled, heard and finalized	Tribunal Expired	Tribunal Appointed	Tribunal Appointed	0	1	0	0	0	3	0	0	0	4
Number of meetings of National Pensions Board, Pensions Administrators and other industry stakeholders	0	1	5	2	1	3	1	0	1	1	1	1	17
Number of inter-agency enforcement initiatives supporting the culture of compliance developed or implemented	0	1	0	0	1	0	0	1	0	1	0	0	4
Number of Administrators' supervisory and governance compliance initiatives including Onsite or Desk-based inspections/ reviews	1	2	0	0	0	0	1	0	0	1	0	0	5
Number of public education events or initiatives conducted	0	0	2	1	2	2	0	0	2	3	5	0	17
Support or coordination for implementation of new policies, procedures or industry guidance	0	0	0	2	0	0	0	0	0	1	0	1	4
Number of Pension Plans Registered or Renewed during the year	2	1	3	0	1	0	0	1	2	2	1	1	14



Travel Cayman

Message from the Department's Director



**Ms. Casandra
Morris**



Thank you for your hard work and commitment

After two and a half long and challenging years in a pandemic, the expiration of the COVID-19 travel regulations on 23 August was the beginning of a full return to normalcy for the people in the Cayman Islands. While the lifting of the regulations may have been a welcome relief to some, to many on the front lines it was a bittersweet moment.

Our normal had now ended.

Serving as the Director of Travel Cayman for 19 months was an opportunity that will never be forgotten. While it was challenging in many ways, it created pathways to view the resilience and strength of our country and people – even during the toughest times.

Overall in 2021 and 2022, the team processed a total of 310,376 travellers, knocked on 59,502 doors to check on the wellbeing of travellers, made over 285,000 support calls and emails combined and investigated over 300 breach tips.

Culminating at a peak number of over 140 staff members, the Travel Cayman team were truly heroes who displayed tenacity, courage and a willing spirit to grow and learn as new challenges were faced daily. They responded and showed tremendous dedication to providing excellent care to all travellers.

We can be proud of the fact that the efforts made by the team protected our families, friends, visitors and the country. The reliability

and quality of the service provided defined the culture and character of the team. They rose to meet every challenge, many times at the sacrifice of their own families.

To every staff member that served in Travel Cayman since its inception, I thank you. I hope that when you look back on this moment in time, it will be with a great sense of accomplishment and pride.

To our key stakeholders, Public Health, CBC, RCIPS, DPSC, CIAA, CAA, SRIU, Policy Makers, Airline partners, Medical facilities, Accommodation partners and the Programme Board, I thank you for your hard work and commitment – it is our combined strength that made this programme successful.

To the many citizens that reported breaches, made our team accountable, or sent warm wishes and prayers to the team, we thank you. Your unwavering support and feedback were greatly appreciated.

Our doors are now closed, but the legacy of this team and the work done will live on.

Sincerely,

Ms. Casandra Morris

Director

About Us

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 with COVID-19 regulations including Lateral Flow Tests (LFTs) as mandated by law.

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, the TC department 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 support for food items.
- **Lateral Flow Test (LFT) Compliance Team**
Analyses 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 Honourable 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

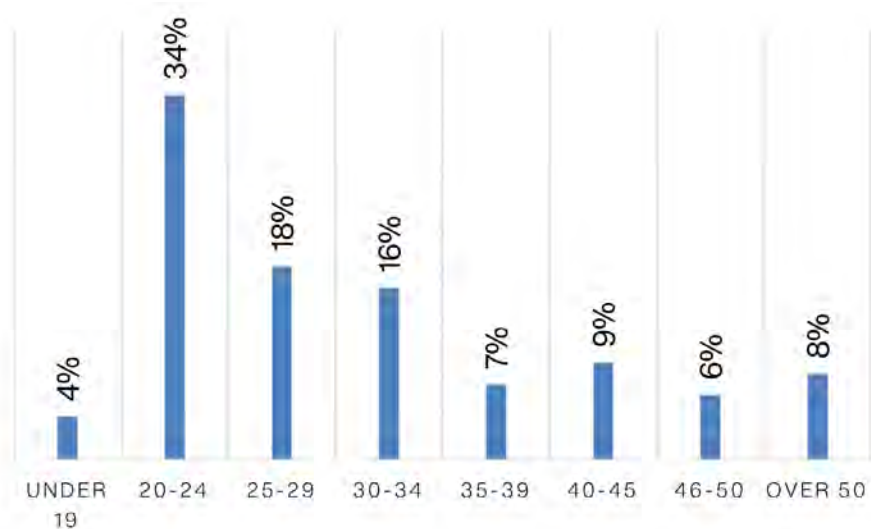
set by the Government.

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/Min BCL 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.

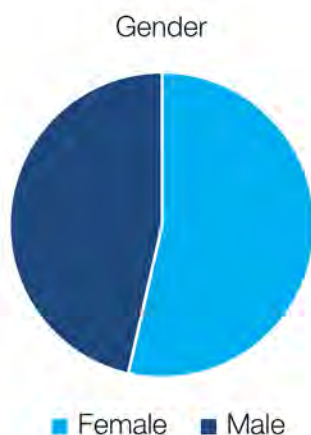


Personnel Profile

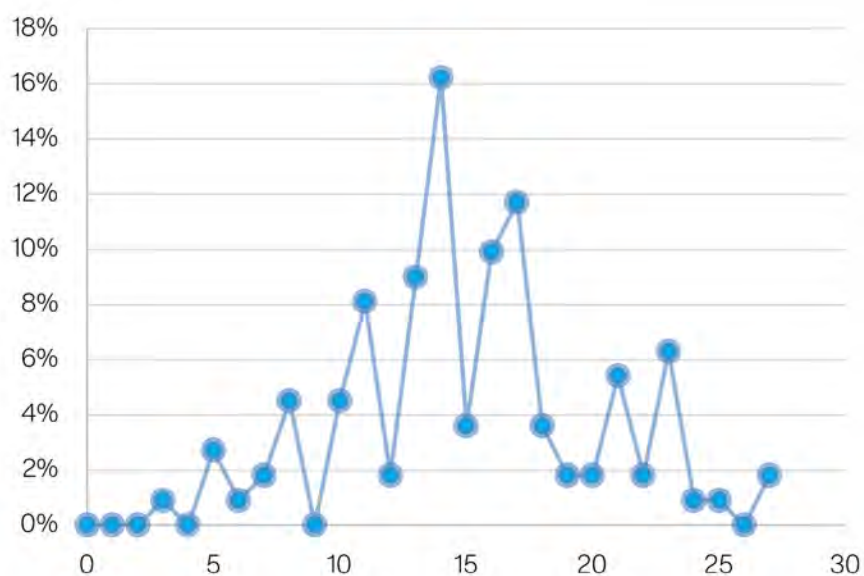
In 2022, the Travel Cayman team was very transient. A vibrant, passionate and energetic group, the team comprised largely of persons age 19-34 years old. This age range accounts for 72% of the staffing.



The gender split is predominantly females:



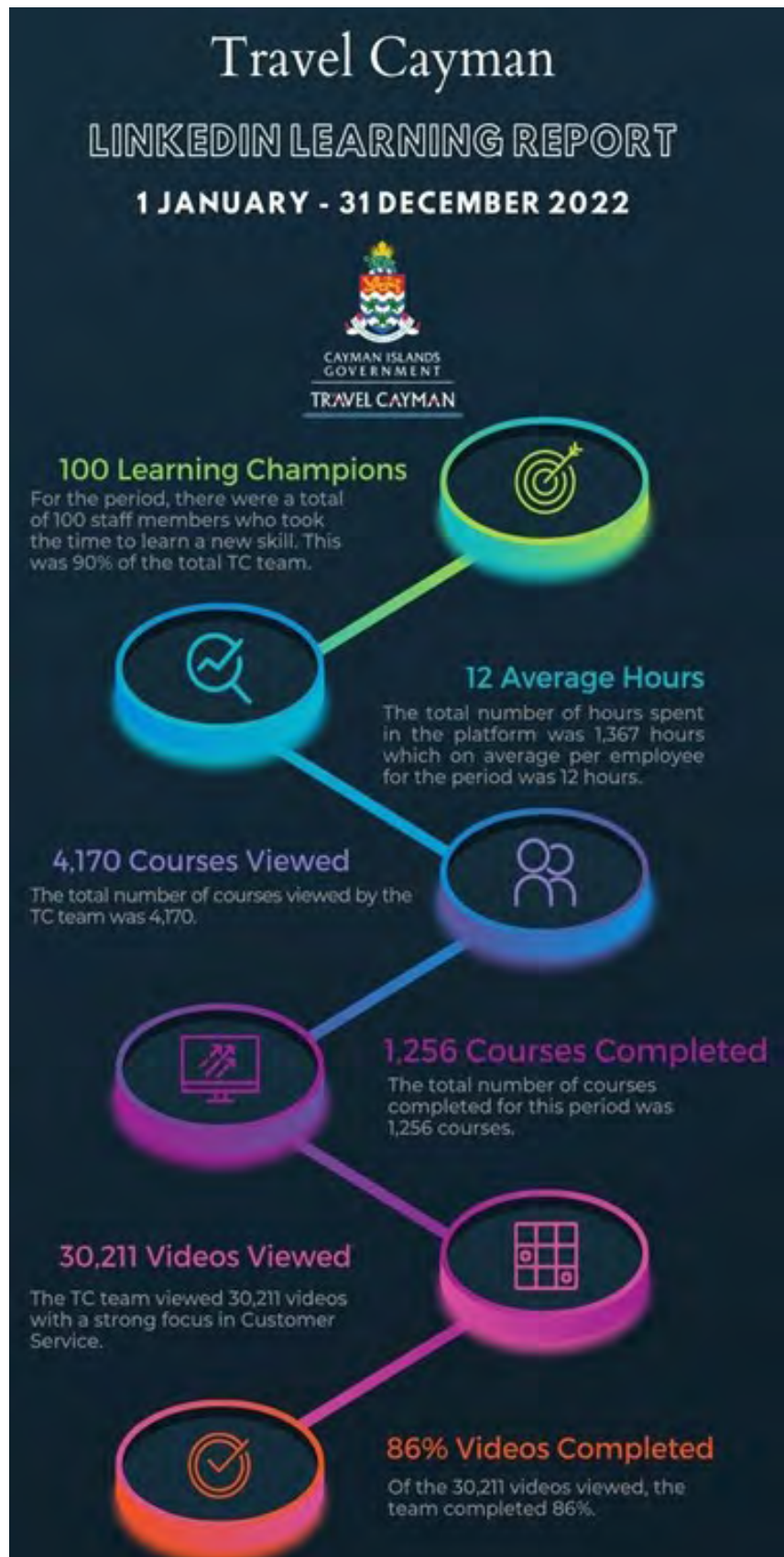
Due to the temporary status of the organization, the workforce is mainly transient with an average length of stay in the job of 15.1 months.



Staff Training



Continuous training was a key component for all Travel Cayman staff members. Staff participated in various workshops throughout the year. Below is a snapshot report of training done within LinkedIn Learning



Highlight of Achievements

SUPERHEROES



During the lifetime of the programme, there were over 150 team members serving the country.



TRAVELLERS

310,376

Total Number of Inbound Travellers



COMMUNICATIONS



There were a total of over 285,000 calls and emails during the programme.



WELLNESS CHECKS



The team knocked on over 60,000 doors during the period.



INSPECTIONS



28,697 homes were inspected.



BREACHES

291

2021 saw 269 breaches with September and August being the largest at 60 and 52 breaches respectively.



LFT RECORDS



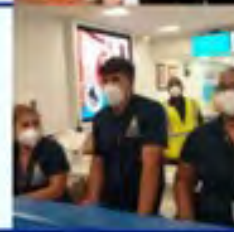
79,837 Lateral Flow Test (LFT) records were processed.



QAR



There were 31,351 travellers that were required to quarantine at residence (QAR).





WORC

Workforce Opportunities &
Residency Cayman

Message from the Department's Director



Mr. Jeremy Scott

Our year in review for 2022, reflected exponential growth on labour demand needs within the country, comparative to estimations projected as targets for the year. As at the ending of December 2022, total executive revenues earned and recorded surpassed the budgeted forecast by \$25.1 million.

Highest revenue earners were fuelled by demands of work permits as this category yielded \$20.1 million



We ensure that
Caymanians are provided
with equal opportunities

of the outpaced performance of actual revenue for the period. Comparatively, over the previous years (2020-2021), a fifty two percent (52%) increase in job postings were recorded for 2022, returning evidence that as a result of full opening of our borders, leading and emerging industries within the labour market sought employment of workers in key industries such as Construction, Accommodations and Food Service Activities, Administrative Support Services, Wholesale and Retail Trade & Repair of Motor Vehicles and Financial and Insurance Activities.

With much growth in the labour market, and as envisioned with the creation of WORC, our Department introduced a pivotal role within the organization, namely the role of Manager of Labour Market Demands.

Key responsibilities of this role are to provide labour market information for educational and training needs of Caymanians, identify and assess labour demands driven by work permits as well as build and maintain key stakeholder relationships with government, private sector and other entities.

Qualified Labour Market Reports were produced and shared with key stake holders within Government as well as private sector entities, enabling public private partnerships and communications around key indicators within the market, providing a greater understanding of labour market trends and issues occurring in the Cayman Islands.

Our diverse training's, programs and support services offered to Caymanian job seekers, provided through our National Training and Development Unit and our Employment Services Unit, recognized successes in many areas. Some of these examples are seen where year to date, four (4) young Caymanians gained their Preparation General

Education Development passes (PRE-GED) where they're now on course to sit the GED examination in 2023 in search of their diploma. Additionally, 140 Caymanians were successfully placed in job placements across a broad spectrum of industries accounting for a slight increase from 2021. Eighteen (18) apprenticeships were successfully partnered with in fields relating to medical, electrical and mass communication, identifying continued growth with industry partner leaders.

Further enhancing awareness of each job opportunity available in the Cayman Islands, the Department introduced a jobs search tool within the departments website enabling the general public accessibility to view all job advertised within our JobsCayman Portal, without requiring Caymanians to register as users or clients. For the year, approximately fifteen hundred (1,500) jobs on average per month are advertised and visible to Caymanians and the general public with merely a push of a button.

With continued focus on improvement of regulatory measures in the labour market as well as protection of the public generally, our Compliance Team continued its focus on risks, warranting strategic and operational measures resulting in administration of fines totalling three hundred and fourteen thousand three hundred and twenty dollars (314,320 KYD). These fines were as a result of four hundred and fifty three (453) investigations completed for the year. Inclusive of governance measures, the department collaboratively worked with other law enforcement and Government Departments participating and leading eleven (11) joint operations.

These are but a few examples of the Departments successes ensuring social justice is provided within our workforce and Caymanians are provided with equal opportunities within a flourishing economy.

Sincerely,

Mr. Jeremy Scott

Director

About Us

The Public Management and Finance Law requires an entity (a Ministry, Portfolio or Office) to prepare and Table in Parliament, an Annual Report. Annual Reports should include: details of an entity's activities during the year; a statement reporting all executive financial transactions that the entity administered on behalf of Cabinet; and financial statements that compare the entity's actual performance with the performance specified in budget documents.

This Annual Report is provided to assist our Ministry for their Annual Report. The report highlights the achievements of the department and demonstrates how the department achieved its promises in leading the pursuit of full Caymanian employment and economic prosperity for all through service excellence. It also provides a comprehensive review of performance during the 12-month period from 1st January 2022 to 31st December 2022. The financial statements, which are included in this Annual Report and comply with International Public Sector Accounting Standards, detail the Performance of the Department of WORC

during the financial period noted above and, provide explanations for variances between actual and budgeted performance.

Labour Needs & Supply Strategic Highlights

Promoted continued professional development of staff within each of the respective Units (Employment Services, Labour Demands, National Training & Development and Work Permit Administrators) to equip the teams in meeting the varied and increased demands of each role to ensure agility in doing so. This included in-house online and cross training within the units to gain a better understanding of the functions and impact in the cycle of each unit's processes.

Enhanced internal and external collaboration through partnering in support of Caymanian Jobseekers in initiatives in the areas of sustainable careers, promoting careers in specific and underserved sectors, as well as internal to WORC units for the monitoring and compliance of employment practices.

Completed streamlining of key activities to improve efficiency and effectiveness in various units including



paperless initiatives, revision of existing documentation along with creation of new features to bring about time savings in preparation for system enhancements. Through this, there is expected to be an increase in job seeker accountability and overall compliance with the Data Protection Act.

Launching of the Labour Demands Unit brought about value add of dedicated labour market analysis through the production of specialised reports providing the ability to track the trending of key indicators and associated statistics in the Country.

1. Administrators & Operations

Section 7 of the Immigration (Transition) Act (2022 Revision) provides the Director of WORC with authority to delegate any of his powers and duties to any officer of the Department. In accordance with Section 7 of said Act, the Director has issued delegations to team members with authority to render decisions on various applications submitted to the Department for consideration. The group of delegated team members (11 in total) hold the title of “Administrator”.

The Administrators review and render decisions on applications which authorise workers to engage in gainful occupation within the Islands. These applications include, but are not limited to:

- Temporary Work Permits (inclusive of Express Temporary Work Permits);
- Business Visitor Permits;
- Special Economic Zone Certificates;
- Work Permit Amendments; and
- Annual Applications for the Work Permit Board and Business Staffing Plan Board

Additionally, the Administrators also review and render decisions on various Permanent Residence and Cayman Status applications, such as:

- Permanent Residence (under the grounds of being legal and ordinarily resident for 8+ years);
- Permanent Residence as the Spouse of a Caymanian and PR Holder;
- Residency for persons of Independent Means;
- Certificates of Direct Investment; and
- Residence for Substantial Business Presence

The Operations Team consists of Processing Clerks whose predominant focus is providing administrative support to the Administrators by processing and scheduling applications on agendas for the Administrators’ review and rendering of a decision. A key part of their responsibilities includes:

- Inputting information into the system on a daily basis in order to produce agendas for consideration in a timely and efficient manner.
- Consulting and liaising with internal sections in order to retrieve full and proper documentation for processing.
- Assisting with customer queries and providing appropriate information and advice to ensure proper procedures are followed.

Key Events

- **March** – Refresher training on processing requirements to Processing Clerks
- **March** – Team member awarded Employee of the Month
- **April** – Administrators carried out a project focused on decreasing backlogs completing 1,713
- **April** – Team member awarded Chief Officer’s Choice
- **May** – Team member awarded Employee of the Month
- **May** – Team member awarded Chief Officer’s Choice
- **August** – Administrators trained on the review of special application types (PCW and WOL)
- **August** – Administrators shadowed/ cross-trained with Employment Services Unit
- **August** – Team member awarded Employer of the Month
- **September** – Administrators selected to undergo Critical Thinking training
- **October** – Team members attended a Mental Health Workshop
- **October** – Two Administrators received delegations from the Acting Director

WORK ORGANIZATIONAL CHART (WOC)
CONFIDENTIAL - INTERNAL USE ONLY

WOC is a hierarchical chart showing the organizational structure of the organization. It is used to define the reporting relationships between different levels of the organization. The chart is organized into boxes representing different levels of the organization, with lines indicating the reporting relationships. The chart is organized into three main sections: **Organizational Structure**, **Organizational Chart**, and **Organizational Chart**. The **Organizational Structure** section shows the overall structure of the organization, including the reporting relationships between different levels. The **Organizational Chart** section shows the reporting relationships between different levels of the organization, including the reporting relationships between different levels. The **Organizational Chart** section shows the reporting relationships between different levels of the organization, including the reporting relationships between different levels.

Annual reports give us the opportunity and allows us to set out our accomplishments especially the past years of adapting to the global pandemic of COVID-19. Since 2020 the staff have been cooperative and adapted to the ever-evolving changes tremendously.

The Administrators and delegated managers have reviewed approximately 63,800 applications (i.e. Temps, Grants, Renewals, Amendments, SEZ's, PCW's, CYB & LC Temps & PCW's, Rims, Residency's, and Variations).

Applications



The breakdown of the reviewed applications are as follows:

Total overall applications reviewed for 2022 were 63,800

63.8K

Total applications reviewed for 2022

23.6K

Annual Work permits reviewed

30.7K

Temporary work permits reviewed

893

Work permits refused

4.3K

Temporary work permits refused

Cayman Status and Permanent Residency figures

+2.9K

Total CSPR approved

320

Total CSPR refused

+24.1K

Total of applications were received for 2022



2. Work Permit Board Secretariat and Business Staffing Plan Board Secretariat

Under the Immigration (Transition) Act (2022 Revision), the Work Permit Board and the Business Staffing Plan Board ("the Boards"), are established to review work permit applications. The Work Permit Boards are responsible for applications from employers (business or personal) who employ less than 15 work permit holders. 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 Administrator/officer of WORC.

The Work Permit Boards 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 schedule applications to The Boards for review and consideration.

During board meetings, the Secretary and Assistant Secretaries are charged with providing support and advice to the Boards to ensure applications are reviewed following the Immigration (Transition) Act (2022 Revision and established Regulations and policies.

— Cayman Brac & Little Cayman Office & Board Secretariat

This section processed 992 Work Permits, during 2022. The Cayman Brac and Little Cayman Board processes Work Permit Grants, Renewals and Specialist Care Giver Certificates. The Board meets in person and via Zoom 2-4 times a month depending on the Chairman's discretion.

Key Events

January– "Leading Teams" Workshop held for Secretariats

February– "Leading Teams" Workshop (Pt 2) held for Secretariats

February "Good Governance" Training for Board Members and Secretariats

February– "Good Governance" Training (Pt 2) for Board Members and Secretariats

February – Team member recognized as Employee of the Month

March – Refresher training on processing requirements (Senior Processing Clerks)

August 26th – Board Members and Secretariat attended the WORC Boards Luncheon

September – Refresher training on processing requirements (Senior Processing Clerks)

November – Team member recognized as Employee of the Month

December – staff from the Sister Islands office crossed trained in Grand Cayman

Highlight of Achievements

Overall, 2022 was a successful year for the Work Permit Boards and Business Staffing Plan Board Secretariat. Continuing changes in processes brought about from the previous years, 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.

Newly appointed Boards came into effect on 1st October 2021. The appointed Boards for 2022 (January to December), with the support of the Secretariat, the Boards have reviewed a total of approximately 9,377 applications.

- During the stated period, the Business Staffing Plan Board held 79 meetings and heard a total of 4809 applications
- The Work Permit Boards held 61 meetings and heard a total of 4568 applications.

3. Caymanian Status & Permanent Residency

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 with respect to evidence and documentation required to satisfy the requirements of the relevant section of the law 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 Secretariat also reviews applications for Acknowledgment of the right to be Caymanian and the confirmation of such status for various reasons. These applications have increased in number due to the many employers now requiring the confirmation of Caymanian status as well as students needing confirmation for scholarship purposes.

Banks and financial lenders also require confirmation of Caymanian status for loan or mortgage applications in some instances.

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 2022 Revision, Directions and Regulations.

Due to the many application types (approximately 17) being considered, these roles are key in providing the Board with guidance for the varying types and complexities.

Each deciding authority is tasked with applying the Immigration Law to ensure the eligibility requirements under the relevant Law have been met. Such criteria may include factors such as length or legal and ordinary residence, marital condition, Caymanian or other familial connections, character & conduct, financial assets and investments in the Islands etc.

Currently received applications are generally

processed in accordance with the provisions of the Immigration (Transition) Law, Directions and Regulations. However, depending upon an individual's circumstances, research and reference to earlier Immigration Laws may be required.

Key Events

February - Promotion of Acting Secretary to permanent post of Secretary, CS & PR Board;

March – June - Two (2) Team members selected to participate in the Institute of Leadership and Management (ILM) conducted by the Cayman Islands Civil Service College;

June - Promotion of acting Assistant Secretary to permanent post of Assistant Secretary CS & PR Board;

July - Training of team member with Customs and Border Control (CBC) in respect of passport fraud;

August - Permanent appointment of temporary team member to post of Processing Clerk for CS & PR Last;

October - Appointment of Administrators to train with members of CS & PR team in the consideration and scoring of permanent residence applications. Also, the commencement of the first meeting of the PR sub-committee team;

October – November - Team member selected to attend Introduction to leadership Workshop series;

Highlight of Achievements

The Caymanian Status & Permanent Residency Secretariat worked diligently throughout the year to reduce the backlog of applications and respond to customer queries.

The Secretariat continues to partner and work closely with CBC and WORC's Compliance Section as it relates to information and fact finding in respect of applicants who may be under investigation or suspected of unlawful activities in the Islands or abroad.

This partnership enables the Secretariat to obtain and relay pertinent information to the Board providing valuable intel leading to more informed decisions on persons desiring to reside and work in the Islands.

Special projects focused on business process modification and standardization of processes supported by modified policy guidelines specific to varying applications, enabling improved efficiencies

and mitigation of risks identified throughout the previous year in review as a result of decisions made by overseeing bodies i.e. Immigration Appeals Tribunal and Grand Court. Total applications approved for 2022 was 2,996 where 320 were refused.

4. National Training & Development

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

The National Training and Development Unit seeks to connect job seekers with training and development opportunities; provide 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

Being a critical member of the University College of the Cayman Islands working group we secured 50 participants directly from the WORC database and assisted in designing of a standardized guide for employers based on resources already available. The areas of study offered to the 50 participants were: Tourism, ICT, Solar and Sustainable Construction.

The Unit was charged with assisting the Ministry of Border Control and Labour to prepare an RFI and then an RFP to outsource training programmes offered by the Unit in an effort to maximize the department's resources to offer training to Caymanians. At the end of December 2022, the Passport2Success had been successful in receiving 3 bids.

Ready2Network event was launched on 15 September 2022. At the first event, 97 employers or their representatives attended and 18 companies pledged their willingness to take on Caymanian interns/apprentices. The second event was held 29 November 2022. This was for employees (clients registered for Training and Development at WORC) to set up small booths and have employers visit to hear the job experience and interests of said employee. It offered opportunity for a number of quick interviews.

The event was attended by 14 employers or their representatives and 12 WORC clients.

Highlight of Achievements

— Ready2WorkKY (R2WKY) E101

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 up skilling, the development of employability skills and soft skills training in access and maintain long-term employment.

2021

9 cohorts, 79 participants; 20 employed, 3 job offers, 39 actively seeking

2022

9 cohorts, 86 Participants; 46 employed, 2 engaged in further studies, 38 actively seeking

In 2022, Ready2Work engaged the following two (2) Employer Partners through the Salary Subsidy component of the Programme: Grand Old House and The Marriott Grand Cayman.

The Salary Subsidy component is the third phase of the of the Ready2Work programme which offers participants 6-months temporary employment with a company in an industry they have interest and/or experience.

During this phase Cayman Islands Government subsidizes a portion of the participant's salary/wages for 6 months of employment.

A portion of the salary/wages, all of the health insurance and pension are paid by the employer.

Phase 4 is the final phase which has the participant becoming a full-time employee of the company they worked for in phase 3.

— Passport2Success

Passport2Success is a developmental programme which provides training, skills development and therapeutic/mental health support to unemployed persons. The main targeted groups include: single parents, young adults aged 17 – 24 years old, school leavers ages 15 – 17 years and individuals with Special

Needs. As part of the programme participants develop work place readiness skills and are supported if needed with any psycho-social-emotional issues.

Two cohorts (#35 and #36) were offered in 2022. Lack of a dedicated venue and sufficient time to offer the third cohort was the reason for not being able to offer cohort #37. Seven young people completed the programme. Again, lack of space and timing were contributing factors. Not being able to settle on a specified time due to not having a venue made it difficult for would-be participants to work it into their schedule and then the delivery partner to have sufficient calendar time to run the programme.

— Internships

There was one 6-month internship opportunity with a local company in 2022. Unfortunately, the participant was terminated due to lack of communication with WORC and the employer.

An after-the-fact conversation was had between the 3 parties (jobseeker, WORC and employer). The pathway for the jobseeker was left open by the employer until a mutually agreed time to resume the internship.

— Apprenticeships

There were 18 clients employed by 5 employers as apprentices. There were three start dates: May, July and September. The fields of employ included the medical, electrical and mass communication. The apprenticeships are for 2 years, 1 year and 6 months.

— Pre-GED

This course is a pre-cursor to the GED. It designed to offer students the opportunity to master skills needed to successful test into the GED programme. Two cohorts were offered in 2022. In the first cohort, nine started the programme: 2 passed, 2 withdrew and 5 did not pass. In the second cohort 10 started: 2 passed, 2 withdrew and 6 did not pass.

— GED

Two students from the two Pre-GED cohorts started their GED studies in the Fall (September) of 2022. They are continuing in the Winter (January) of 2023.

— TVET Training

This training portfolio offers a number of hands-on skills programmes from a number of vendors. 2022 saw the following offers: Manual Facial, Beauty & Spa Management; Manicure & Pedicure and Waxing with Cayman Career Academy (CCA). Event Planning and Entrepreneurship Seminar, Soft Skills training, Budgeting, PADI, Yachting, and other online TVET qualifications offered by Inspire Cayman Ltd. UCCI offered Craft Skills. These institutions offer training certificate form international training institutions.

— Other Training

While the Unit struggled to find a venue to offer training, the following training was still possible. These are mainly courses in administration occupations where many Caymanians still aspire towards: Administrative Office Suite (6 mini workshops in a week); QuickBooks; Microsoft Office Suite of software applications; Supervisory Management (room for growth for Caymanians who are willing to learn to manage others); National Trust Tour Guide course; Customer Service and Waiter Workshop.

The learning centres offering these courses are able to award certificates from regional and international learning and training institutions to those participants who demonstrate mastery of the material.

— Outreach

Career Fairs/Drives, Outreach to schools and local communities offer an opportunity to promote the role of the department, the clients served, upcoming training opportunities and answers questions persons might have about career or education and training plans. The unit visited CIFEC, The Lighthouse School, Clifton Hunter High School and the Tourism Job Fair.

— Cayman Brac

Visits to Cayman Brac are to inform jobseekers and employers about the services offered by WORC. These visits provide opportunities for jobseekers to register on the JobsCayman portal, meet with representatives, and undertake the Intake Assessment and have follow up meetings, participate in training workshops, participate in Career Fairs and to meet and establish relationships with Employers and other partner agencies and stakeholders.

Unit Staff made three trips to Cayman Brac in 2022:

March, July and September. Fifty Caymanians attended the training offered.

— Courts

One (1) individual, currently in Drug Rehabilitation Court and enrolled with Caribbean Haven Residential Centre, was assisted with WORC registration in order to access future training and to connect with an Employment Services Officer.

— Second Chances

Five (5) persons were assisted with application or information regarding the Second Chances Programme in 2022. These persons are in varying stages of collating the supporting components of the application before being referred.

— Placing Caymanians in Employment

In 2022 National Training & Development Unit successfully placed thirty-two (32) Caymanians in employment.



5. Employment Services

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, recommended training and development, and other employment initiatives and by supporting targeted groups identifying barriers to employment and referring for training and development opportunities which support Caymanians in accessing employment.

Strategic Highlights

In preparation for the new iteration of the Jobs Cayman Portal, to improve Customer Service delivery, ESU drafted several key process enhancements inclusive of requisite documentation to improve on its Unit's deliverable.

Job Seeker targets continues to be impacted by client engagement in the job search process as well as a need for improved governance over employer reception and feedback to job seeker application. Strategies to address this where some require extensive research and legal review are listed in the achievements below:

Successful revision and reformatting of the current client Intake Assessment tool approved for implementation in new LifeRay platform for the JobsCayman portal. This will result in significant reduction in time needed to assess each client, and brings this process in compliance with the Data Protection Act.

Key Events

In the first month of Q1, 2022, ESU was able to immediately respond to a request from the East End Community in partnership with DCFS in relation to Health City who were seeking to hire for several positions within the Hospital who were targeting residents of the district for their ease of access to the location for work, as lack of reliable public transport still presents a barrier for many and traditionally affects

employment at that end of the island. As a result, ESU was able to go out to the district, provide resume advice as well as provide interviewing tips to assist in preparing the identified candidates for the upcoming interviews, on request of the East End Community Development Leads. This was well received.

Mid Q1, 2022 saw the departure of one (1) of two (2) Assistant Employment Services Officers where recruitment for same did not yield immediate replacement. This will be addressed in 2023.

At the beginning of Q2, 2022, ESU form part of the joint teams from the Department of Tourism, a Cayman Islands Tourism Association and WORC to host a Tourism Job Fair for the community in preparation for the phased reopening of the island targeting specific roles in the industry which was based on the industry advised demands based on occupancy rates and visitor activity.

Mid Q2, 2022 saw ESU significantly impacted by the effects of COVID 19 where the majority of the team and various intervals, were impacted due to the virus, significantly depleting staffing resources. This followed the return to office fulltime on cessation of the alternating remote working schedule at the end of Q1, 2022. These events took place over the span of more than one work month and had an effect on the ability to serve clientele at the time.

Since mid Q2, 2022 ESU has been participating in the efforts towards the new JobsCayman iteration for the migration project to the LifeRay platform. Three key members have been offering significant involvement in the project, including on the project team.

End of Q2, 2022 ESU partnered with UCCI in the RESEMBID Programme to assist in interviewing over 80 candidates for one of 50 spots for Caymanians seeking training in 4 key sustainable careers, and again at the end of Q3, 2022 for candidates from the Sister Islands. ESU also attended the orientation session as well as the Programme launch in support of these candidates which was well received.

ESU travelled to Cayman Brac at the end of Q3, 2022 as part of the WORC team, including to present at the Annual Scholarships Secretariat community presentation at the Brac Reef Hotel.

ESU supported the 1st Ready2Network evening at the Westin Hotel in presenting to employers in attendance supporting the efforts of the Ready2Work Programme for Caymanians seeking employment through that Programme where those employers received the information to make connections to those seeking.

Throughout the year, ESU joined various teams in support of all public high school career fairs, including the Chamber of Commerce Business fair. Additionally, ESU also provided WORC representation at UCCI's first annual METAVERSE event at the beginning of Q4, 2022, where they showcased their programme offerings and linking to the world of employment.

One Employment Services Officer embarked on a professional Development Opportunity through a three (3) month Secondment opportunity at the beginning of Q4, 2022.

Highlight of Achievements

- Creation of a new Privacy Statement for the Job Seeker Assistance Programme (former Job Seeker Extended).
- Creation of a Job Seeker Expectations Agreement which outlines the requirements of a job seeker who chooses to enlist the support of Employment Services and the associated accountability of parties.
- Creation of a Client Consent form which will replace the former usage of a Release of Information document.
- Creation of an Employment Services Officer client management Standard Operating Procedure

— How key objectives were met:

WORC -1 –Employment Services and support	2022 Projected	2022 Actual
Number of job seeker encounters	1,500-2,000	1116*
Support Services Encounters/ Orientations	n/a	166*
Actual Encounters at YE	n/a	1282

Client encounters are measured primarily by interactions for main activity such as intake assessments, career action planning as well as follow up meetings.

Due to a significant glitch identified on the job's portal by ESU with client profiles where it was discovered that the field for mobile numbers was returning blank entries, ESU could only rely upon an email address to reach out to invite newly registering clients seeking employment support. This presented a major challenge as clients were often unresponsive to the

emails, which meant they were not able to be served by the Unit. This is pending remediation and may be addressed by the new portal iteration.

The numbers shown below represents clients who newly registered, had contact numbers where they could be reached and ESU made attempts to do so. This does not represent all clients who requested support, where in fact 393 clients registered for ESU support, however, who were not able to be reached, due to lack of telephone contact or lack of response to email contact by ESU.

— New Job Seeker Extended (JSE) Orientation and Support Services Encounter Activity 2022

393	# of job seekers who requested ESU Support
132	# of new JSE clients who completed orientation
34	# of client encounters for support services
166	# of clients completing orientation / accessed support services

Following this challenge, clients that were then assigned to be given the ESO assistance, again presented challenges of non-responsiveness to contact, no shows to appointments or otherwise presented with barriers that affect consistent support to their job search. This is evidenced as below.

— Job Seeker Client Intake Activity 2022

393	# of job seekers who requested ESU Support
157	# successfully reached and agreed to attend for intake
79	# attended and completed the intake process
45	# unresponsive to intake requests
33	# did not attend the scheduled intake

In order to address the continued negative pattern of attendance activity by clientele, an enhanced version of the general services agreement, was revised to a job seeker expectations procedure by ESU in 2022

and has been approved to be executed early in 2023.

Despite these challenges, ESU was able to offer support to those parties that could be reached, and additionally, 2022 also continued to see several clients requiring extra support facilitated by the Support Services Coordinator who provides dedicated support for clients needing additional services not offered by WORC.

This need is primarily identified by Employment Service Officers or may be by client self-report and who agree to have this support facilitated through referral and follow-up as follows:

— Job Seeker Extended Support Services Activity 2022

Financial Assistance Offered	13
Financial Assistance Received	12
Counselling Support Offered	9
Counselling Support Received	8
Complex Mental Health Offered	2
Complex Mental Health Received	2
Rehabilitation Support Offered	3
Rehabilitation Support Received	3
Private Sector Partnership-Job Support-Offered	3
Private Sector Partnership-Job Support-Received	1
Private Sector Partnership-Support for Adults with Differences-Offered	3
Private Sector Partnership-Support for Adults with Differences Received	2
Other Supports (Food supplies, etc.) Offered	4
Other Supports (Food supplies, etc.) Received	4
Total Services # Clients who received dedicated Sup-port	32

2022 saw ESU began to track activity of assigned clients who are supported with services from resume writing, interview preparation, training and development recommendations, career counselling, who ultimately may go on and obtain employment.

As a result of this occurring following their consultation and support by Employment Service Officers, it is ESU's position that support did benefit the clients, and would have an impact on their success in gaining employment.

This correlates to best practice in the Workforce Development field where it is the role of WORC to partner with the job seeker, work with their motivations and move them to a state of self-sufficiency.

Ultimately, WORC cannot mandate who specifically an Employer hires, thus ESU's focus is to help prepare the job seeker to meet the requirements, empower them to take charge of the process, offering appropriate supports where relevant, up to and including referrals.

With many clients being self-sufficient, having the infrastructure to do so, those clients may desire to self-refer, requiring only guidance with key aspects of the job search.

Accordingly, activity in relation to how many of those clients went on to gain employment following this support is shown below (this number may be greater, as again, this can only be reported based on being able to reach the job seeker, who often break contact as there is no mechanism to force feedback, whether policy wise or system features to do so).

As a result, ESU was able to support 108 Caymanians into obtaining employment, by the end of 2022.

Employment	2022 Actual**
Number of self-referrals by Caymanians directly placed by ESU	77*
Number of Caymanians who obtained employment following support of the ESU	31
Total Number of Caymanians who gained employment in partnership with WORC	108

The following is graphical representation of Unit Client activity from January to December 2022.

1a. Displays activity of referrals by ESO's and self-referrals as reported by clients

— Number of Clients Referred



1b. Displays activity of employment obtained through support by WORC ESU

— Number of Clients Hired

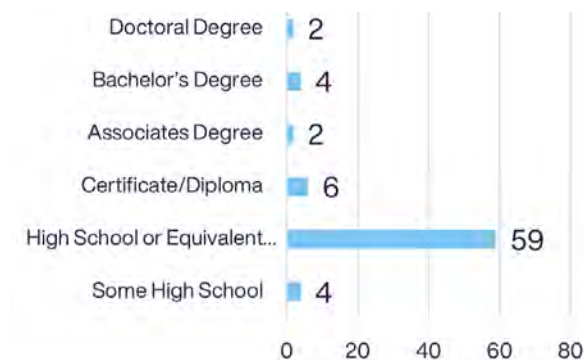


2a. Displays the rate of placement by ESU

— ESU's Placement Rate (%)



3a. Displays placements by Education Level — Job Placements by Education Level - 2022



3b. Displays placements by Industry — Top Industries for Job Placements - 2022



Key Highlights

ESU continued on its professional development track in 2022, through the pursuit of the Re-Entry Certification by Workforce 180 Case Management training completed by the entire team in 2022. In addition, the majority of team members enrolled in and successfully completed the Workforce 180 Motivational Interviewing Certification Training, by the end of 2022.

- In order to continue to enhance the knowledge and skill sets of the unit, additional training was sought out and materialized in the form of a requested specialized insight into Generational Gaps. This training has assisted the staff in gaining a better understanding into the different aspects of the job seeker client which can be impacted

by the generation they were born in. E.g. Baby Boomer, Gen X, Millennial, Gen Z where their life perspective, experience and motivations have a significant impact on the supports they may need and the best approach to be taken.

- Three (3) team members are being supported on senior level professional development track, including acting duties and introductory leadership training.
- One (1) team member successfully completed the ILM Level 2 Aspire training with one (1) other who also embarked on the same training in the last quarter of 2022.
- ESU hosted its second intern as a WORC unit, who with this guidance was able to produce a project that demonstrated their learning and growth during the summer opportunity. They have now returned to local University and feedback received was that they are considering possibly embarking upon enhancement to their present studies where it relates to human capital and the legal approach.

Closing out Q4, 2022, job seeker referrals were at 1120 and although down 28% from 2021, directly correlates to skills inventory onboard as well as jobs matching those skills, an uncontrollable variable. It is to be noted that in addition to the job's portal, ESU tracked three additional streams of job opportunities, including the CIG Careers Portal, local media and company websites, and also has a standing arrangement with WORC's work permits team seeking to ensure any available Caymanians for temporary opportunities before approving temporary work permits, as they are not currently required to be advertised.

In closing, 2023 holds much promise for a shift in the job seeker support efforts. One specific area is the correlation to welfare services, namely through the new Department of Financial Assistance (formerly Needs Assessment Unit).

With the proposed changes in the new Financial Assistance Bill, there will be stricter measures of requirements to access this support, which extends to the need for those who meet criteria to register for employment, participate in training with WORC and sharing of information on that relationship.

These measures will alleviate some of the current concerns where job seekers could reduce or eliminate their reliance on financial support, by gaining employment. However, there is still more work to be done in the form of the Financial Assistance Regulations which are slated to come before focus groups in early 2023, as efforts in the area of Mental Health and Disabilities matters need to be factored into these

new policies and impacts the work of several support agencies, including WORC. ESU will participate in those panels to assist in informing the process from an employment and job readiness perspective.

Finally, efforts to mandate that all temporary work permits be advertised, will provide more opportunities for Caymanians to consider that can possibly evolve into full time employment. This is a feasible assumption as it is likely that historically, many temporary work permits move into applications for annual work permit grants and on that basis, this presents an opportunity for Caymanians to avail themselves, as these jobs will be directly in their view and can be applied for.

As a result, it is ESU's recommendation that there be a new round of strong promotions for Caymanian job seekers to register to see these advertisements, even as an independent client in order to apply. A consideration is that there is a renewal of confidence in the means to do so by WORC continuing its efforts towards implementing the new iteration of the jobs portal to increase confidence in using it for this purpose, based on challenges experienced by the public to date.

the specific labour needs of the Cayman Islands in the short term. The monthly editions of each report were sent to key stakeholders within government and the private sector.

- Produce the department's first Labour Market Report in September 2022. This report examines some of the key indicators of the labour market on an annual basis to gain a deeper understanding of trends and issues occurring in the Cayman Islands.
- Developed labour market statistics database for key indicators. Database is to be updated annually going forward. Data is sourced from the Economics and Statistics Office.
- Attained professional development goals by completing eight courses through LinkedIn Learning. The courses were: (1) Using Tableau to Discover Powerful Business Insights; (2) From Excel to Tableau; (3) Data Visualization: Best Practices; (4) Business Analysis Foundations: Strategy Analysis; (5) Developing a Critical Thinking Mindset; (6) Critical Thinking; (7) Critical Thinking for More Effective Communication; and (8) Critical Thinking and Problem Solving.

6. Employment Services

We provide labour market information for the educational and training needs of Caymanians:

- Identify and assess labour demand that needs to be filled through work permits
- Build and maintain key stakeholder relationships with government, private sector and other entities

Key Events

Critical member of working group with overseas consultant, WORC, UCCI, Chamber of Commerce and Scholarship Secretariat on RESEMBID Project to conduct assessment of the Cayman Islands labour market.

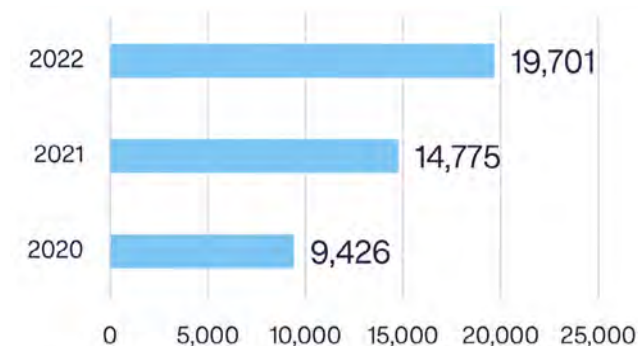
Highlights of Achievements

- Produce the department's first Job Postings Report. This report analyses all job postings through WORC's Jobs Cayman portal on a monthly basis. Job postings are disaggregated by industry, occupation, required education and years of experience to attain

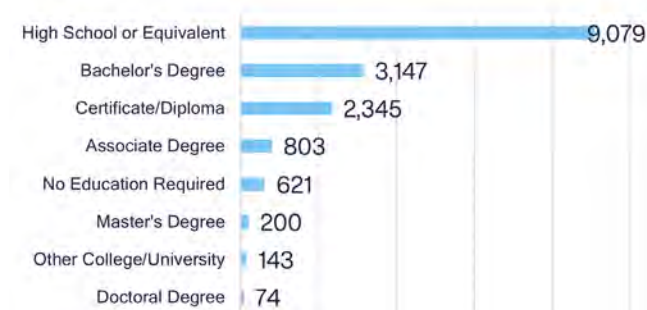


Job Postings Highlights

— Total Job Postings



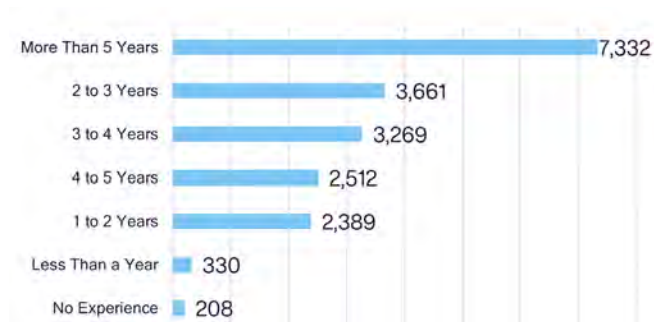
— Job Postings by Required Education - 2022



— Job Postings by Industry - 2022



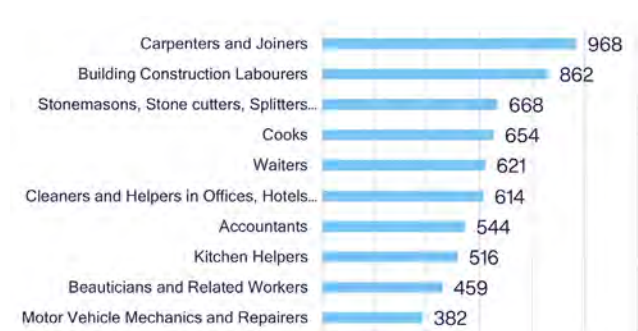
— Job Postings by Years of Experience - 2022



— Highest-Paying Occupations (CIS) - 2022



— Job Postings by Occupation - 2022



7. Compliance

The year 2022 in review was a very engaging and productive year for the Compliance Section. Aligning with Governments objectives in managing compliance of our Immigration Laws 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 below training, human capital injection, project implementation and governance measures were launched and successfully managed and/or completed. This result is a true testament to the leadership, dedication and resilience of the team overall.

- 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 forecast of risks

The Compliance Team continues to look forward to 2023, with a continued focus on improving regulatory measures which bring about public compliance to our Laws, as well improving quality and efficiency of service of which our department is charged.

The purpose of the WORC Compliance Team is to:

- Reduce illegal, unethical and improper conduct whilst ensuring compliance with Immigration Laws, 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

- Filled two (2) vacant Compliance Officer posts and one (1) Assistant Compliance Officer posts.
- Provided training and development focused on specialized skills and knowledge surrounding Law Enforcement as follows:

- Data Protection
- Self Defence Training
- Officer Safety Training (OST)
- Sensitization of Compliance Guidelines (Internal Training)
- Conducted a workshop for marriage officers
- Managed and/or participated in five (3) internal projects supporting overall governance measures collaborating with internal and external stakeholders detailed below in sections key events/Achievements.
- Assisted another government department with an internal investigation
- Reviewed delinquent fees due by Permanent Residency holders
- Audit of Internal procedures and decisions

Highlights of Achievements

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

- Conducted internal sensitizations sessions about the functions of the Unit.
- Conducted a workshop for marriage officers.
- Investigations completed totalled 453 cases
- Collected fines totalling \$314,320.00
- Participated in eleven (11) joint law enforcement operations involving Royal Cayman Islands Police, Customs and Border Control and Department of Labour and Pensions.

8. Risk Management

Our mandate is to 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.

9. Enforcement

Our mandate is to investigate identified breaches of all legal instruments associated with the Immigration Law, 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.

10. Complaints

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 obtain permanent residency.

11. Appeals & Freedom of Information (FOI)

The Appeals Section is responsible for processing Appeal Statements which detail the considerations of a decision maker for the purposes of an Appeal, either to the IAT or to the Work Permit Board.

The Freedom of Information Section provides public access to information held within our department as a public authority. It does this in two ways:

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

The FOI Law covers any recorded information that is held by a public authority in the Cayman Islands. Recorded information includes printed documents, computer files, letters, emails, photographs, and sound or video recordings.

Key Events

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 Law. 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 re-affirmed the Information Manager's decision and set a precedent for the Department to withhold a certain class of document from the general public.

Highlights of Achievements

— Appeals

In 2022 the section drafted and submitted 439 appeal statements to the Work Permit Board and the Immigration Appeals Tribunal, within the timelines submitted by Law. This is almost twice the number of appeals processed in 2021 and approximately four times the amount since 2020.

— FOI

In 2022, the section responded to 138 requests for information. Requests increased by 10% since 2021.



Our mandate is to support WORC's 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.

Highlights of Achievements

- Established a more robust online job directory, that allows for greater transparency in the public's ability to view job posts without the requirement of registering with JobsCayman. It should be noted that to apply for jobs posted, a person would be required to register, which allows us greater ability to ensure Caymanians have first chance to apply for available jobs.
- Continued to provide a stable system with multiple levels of support. We have expanded system training to allow for improved front line support from Customer Care and have seen and increase in customer satisfaction related to JobsCayman.
- Delivery of an Online Payment system that has allowed customers to streamline the process of submitting applications and making payments online. This has decreased the need for our customers' requirement to attend WORC offices and experience long delays.

Cross Government Commitments

- Establishment of systems which allow critical information to be shared with other Government Agencies. These would include projects such as our ability to automate confirmation of Needs Assessment Unit customers registration with WORC.
- Establishment of projects to share key infrastructure with e-Gov. This will allow us to deliver a new online system that will enable us to provide consistent look and feel across government. It will also allow us to decrease cost and deliver a more user-friendly and intuitive online system. The first stage of this new system is expected to be made public in 2023.

Forward Looking

- Continue LifeRay system to deliver JobsCayman 2.0 which will revise the current online system to provide

a more intuitive and user-friendly online system.

- Expand the ability to track performance through support tools that allow us to identify gaps and points of improvement.
- Expansion and delivery of data provided for use in decision making. This will begin with the delivery of Management Dashboards to allow easier tracking of team KPI's and decision based information.

13. Operations

Our mandate is to support WORC's staff in providing comprehensive administrative services including coordination of day-to-day operational activities, facilities management, security oversight, fleet management, and procurement. The Operations section focuses on the delivery of high standards of customer service, improving results and minimizing costs to ensure the needs of the organization and its employees are met.

Key Events

- Hurricane Preparedness & Building Readiness
- Allocation of Computer Equipment

Highlights of Achievements

- Air Quality Check
- Distribution of Uniforms
- Procurement of additional Capital Assets
- Enhanced Security Measures

Risks

The risks of financial loss and undesirable performance related to the occurrence of external events that are typically outside of our control. This includes natural disasters such as hurricanes, flooding, earthquakes, and fires, as well as man-made events such as social conflicts, robberies, arson, road blockades, among other issues.

Forward Looking

The Operation Section objectives naturally places

emphasis on reliability, safety and security, incident management, and work zone management, among other issues. Ensuring that quality, speed, dependability, flexibility and cost are at the forefront.

In order to ensure the needs of WORC staff are met, the following are the 2023 Operations objectives:

- Improve communication with key stakeholders
- Improve awareness of Standing Operation Procedures
- Provide a safe & secure working environment

14. Human Resources

This section provides comprehensive Human Resource services for the organization, of approximately 134 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:

1. Staff Welfare
2. Compensation and Benefits
3. Training & Development
4. Recruitment
5. Performance Management

Key Events

- Facilitated an internal Performance Management workshop for WORC Managers & Supervisors.
- Employee Engagement and Social Responsibility Activities
- Implemented HR Summer Fridays in July, August and September as an element of camaraderie at WORC. Held on the last Friday of each month.
- WORC Rewards & Recognition Programme: Launched Quarterly Shout-Outs "Spot Bonus Award" programme as an element of the Weekly Shout initiative.
- WORC Rewards & Recognition Programme: Launched WORC Employee of the Year programme

Highlights of Achievements

— People Management & Human Capital

7

Recruitment of new employees [inclusive of permanent and temporary staff]

7

Promotion of employees [internal WORC recruitment only]

6

Appointments from temporary to open-term employment

2

Transition as permanent employees from secondment

6

Summer Internship recruits

10

Secondment none WORC Employee

15. 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, international persons wishing to relocate, work permit persons traveling, 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 Centre, worc@gov.ky and jobscaymanhelp@gov.ky emails.

Key Events

- Customer Service for Customer Care Team
- Removed the query line in efforts to streamline the flow of customers and maintain social distancing
- Launched 5 new work stations in training room to minimize crowding and wait times
- Cross trained Call Centre in JobsCayman
- Implemented Supervisor cross training schedule; have presence at all service points
- Established a medium to accept applications with payments on the JobsCayman portal which minimized risk of unearned revenue and delayed revenue recognition (WPPs)
- Streamlined Call Centre with established KPIs to improve performance and productivity; designated 4 CCOs (average 3 due to ESL, COVID 19, Vacation, etc.)
- Implemented a concierge system to support operational flow as well as to ensure clients with special needs / impairments are prioritised.

Highlights of Achievements

2,257

Registered Persons
on JobsCayman
portal

534

Registered
JobSeekers on
JobsCayman
portal

1,463

Registered Employers
on JobsCayman portal

11,300

Processed online
payment items (WPPs)
on JobsCayman portal

19,727

Job Post reviewed
/ average time to
review 3.5 days on
JobsCayman portal

+29%

Processed 54,154
applications in
2022 versus 41,943
applications in 2021

50%

Improved call handle
rate from averaging
50% (Call Received:
47,326 versus Calls
Handled 23,711) in the
first six months to
averaging 88% (Call
Received: 42,548
versus Calls Handled
37,441) in the last six
months

93%

Achieved a 93%
HappyOrNot
Satisfaction Rate for
IN PERSON services
in 2022 versus 87% in
2021

73%

Improved online HappyOrNot
Satisfaction Rate for WORC Website
to 73% in 2022 versus 69% in 2021
and for JobsCayman Inbox to 65% in
2022 versus 54% in 2021

16. Records Management

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.

Highlights of Achievements

Temp Staff from Travel Cayman have been trained and started prepping and scanning the Historical Files and documents. We have begun the project with Cayman Centre location from the lowest number and working our way up.

- ILM L 2 successful completion by seven participants
- Leading Teams
- Case file Prep
- Basic Narcotics Investigation
- Use of Force Training
- Intelligence Gathering & Analysis
- Canadian, US, & UK, Fraudulent documents detection
- Coaching & Feedback Workshops
- 'Elevate' Internship Training Series

17. Training & Development

We connect learning to the strategy of the Department and Government as a whole, and in particular Broad Outcome #3 – “Providing Solutions to Improve the Well-Being of our People so they can Achieve their Full Potential” (Gov.ky, 2021). Sub-section 6 “Create Greater Employment Opportunities for Caymanians” (b) “increase training and development opportunities” (Gov.ky, 2021).

- Produce positive change in the functioning of WORC by increasing team member’s knowledge, skills and/or behaviours in their areas of expertise as a result of their attendance / participation of various training programs.
- We foster a learning culture and assist in the creation of a World Class Civil Service.

Key Events

- Leadership Training (2 Cohorts of “The Leader in You”)
- Includes Executive Coaching (takes place outside training)
- Introduction to Leadership

Highlights of Achievements

- Quarterly Newsletters
- LinkedIn Learning Engagement
- Monthly Management Tips

27

Courses

1,804

Average number of training hours

150

Average number of training hours per month

106

Team members participated in training

9

Average team members attending training per month

17

Average of hours of training hours per person per month

It is anticipated that team members will demonstrate to their Performance Manager the return on investment the Department has made in them by providing work based evidence of the value the learning has created.

18. Finance

Nature and Scope of Activities

The Finance Team has oversight of the revenue collections of the Department. The Finance unit 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.

Key Events

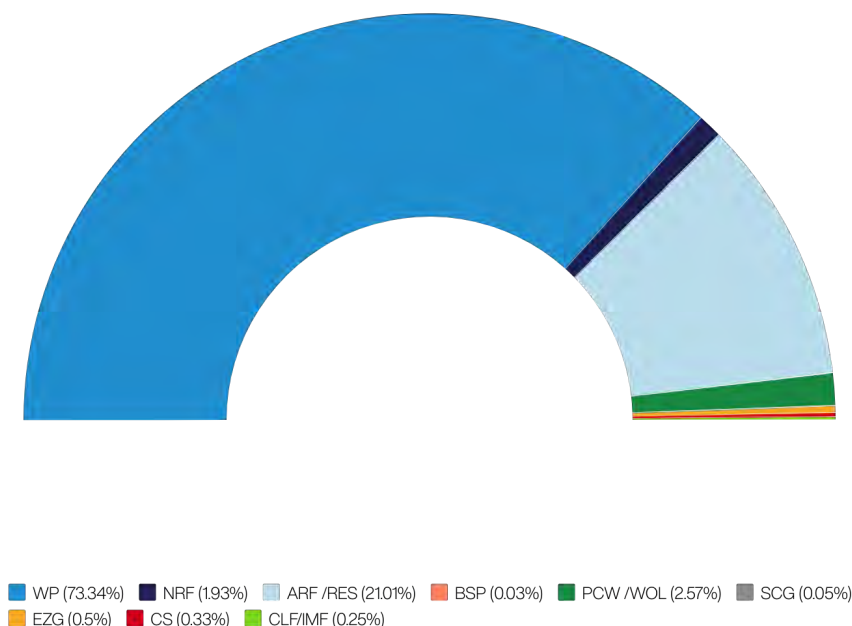
- Ms. Olsie Jackson was nominated for Employee of the month for Dec 2021 and was additionally selected for Chief Officer's Choice for her hard work and dedication going above and beyond for the success of the department. Ms. Olsie received her awards on 1st Nov 2022 in an awards ceremony celebration at the Kempton Sea fire Resort.
- Mr. Everton Allen completed his Associate Degree in Accounting in June 2022 and has now commenced his Bachelor's degree and hopes to graduate in 2024.
- The Finance Team received an Unqualified Audit opinion based on the audited financials for the year ended 2021, as it was deemed that the financials were presented fairly, in all material respects.
- The Refunds Unit was restructured in October 2022 to improve focus and effectiveness with a view to enhancing output and reducing turn-around times on the refunds process. Additionally, we are now able to refund portal payments where required by the next business day via a return through PNP system. This has reduced wait time for those payment types to almost zero.

Financial Performance and analysis

— Executive Revenue Actual Vs. Budget Comparative

EXECUTIVE REVENUE JAN - DEC (\$'000)	CATEGORY CODES	ACTUAL	BUDGET	VARIANCE
Work Permits	WP	90,766	70,648	-20,118
Non-Refundable Repatriation Fee	NRF	2,384	1,179	-1,205
Residency Fees	ARF /RES	26,000	24,248	-1,752
Business Staffing Plan Fee	BSP	36	57	21
Continuation of Work	PCW /WOL	3,178	1,622	-1,556
Specialist Caregiver Fees	SCG	60	46	-14
Special Economic Zone	EZG	620	386	-234
Right to be Caymanian Fees	CS	409	321	-88
Immigration Fines	CLF/IMF	314	137	-177
Total		123,768	98,644	-25,124

As at DEC-22 total Executive Revenues earned and recorded surpassed the budgeted forecast by \$25.1 million. The out performance was fuelled by the Work Permit Revenue as this category yielded \$20.1 million of the outpaced performance of actual Revenue for the period.



Analysis of the Executive Revenue earned and recorded shows that the Work Permit revenue stream accounted for 73.3% of the \$123.7 million earned as at year ended DEC-22. This performance is attributable to the overwhelming rebound of the economy and indicates that the economy is doing better than forecast.

— Executive Revenue Yearly Comparative

EXECUTIVE REVENUE JAN - DEC (\$'000)	CATEGORY CODES	2019	2020	2021	2022
Work Permits	WP	77,921	65,052	78,271	90,766
Non-Refundable Repatriation Fee	NRF	1,777	1,196	1,631	2,384
Residency Fees	ARF /RES	19,967	21,488	27,272	26,000
Business Staffing Plan Fee	BSP	67	32	57	36
Continuation of Work	PCW /WOL	1,209	1,582	1,938	3,178
Specialist Caregiver Fees	SCG	46	42	52	60
Special Economic Zone	EZG	444	380	581	620
Right to be Caymanian Fees	CS	478	313	425	409
Immigration Fines	CLF/IMF	303	133	293	314
Total		102,212	90,218	110,520	123,768

Analysis of Executive Revenue earned over the last four (4) years reflects overall growth in revenue. The 2022 Executive Revenue movement reflects a much smoother month to month growth and thereby outpaced the previous comparative years significantly. Executive Revenue for 2022 yielded a 12% growth when compared to the \$110M earned in 2021. The growth comparison between 2022 and 2020 Pandemic year was far more excessive as 2022 Executive Revenue increase by 37%.

REVENUE OVERVIEW OF 2022

February 7, 2023



The charted data below displays the following story for 2022

- 2022 Revenue Movement can be observed as much more smooth month to month as a gradual increase is observed
- A sample can be observed from Nov - Dec '22 versus Nov - Dec '21 sharp increase from the graphical analysis
- Total Revenue accumulated up to **November 2022** has surpassed the **Total Revenue of 2021**
- Total Revenue as of **September 2022** has already matched **Total Revenue of 2020**
- Total Revenue as of **October 2022** has already matched **Total Revenue of 2019**
- Revenue Collection for 2022 (124M) has outpaced 2019 (88M), 2020 (100M), 2021 (110M)
- Each month the revenue has continued to trend higher when compared to previous 36 months

When compared to the 110M Revenue Totals of 2021

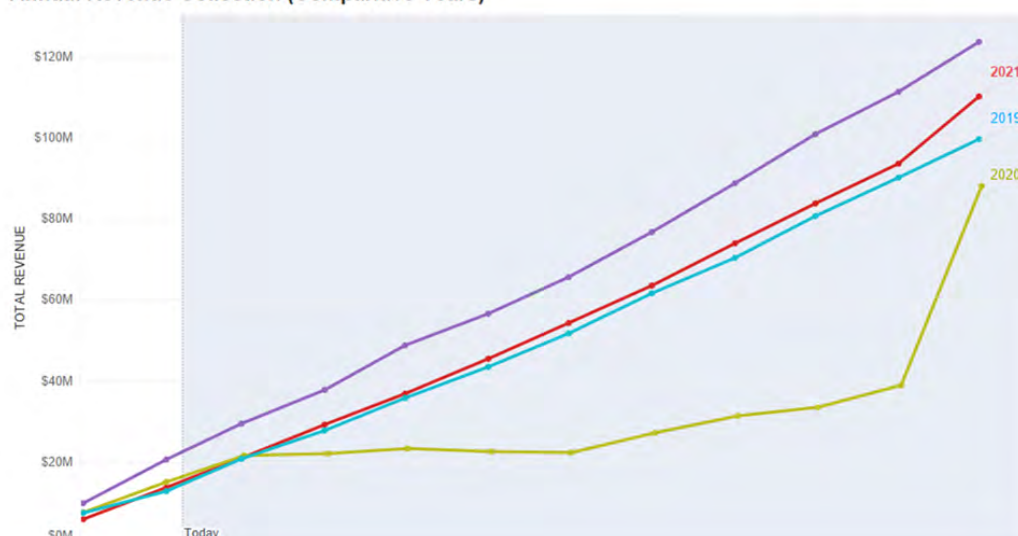
2022 SCORED

12.21%

ABOVE THAT FIGURE

\$123,766,206.77 Final Totals (\$CI)

Annual Revenue Collection (Comparative Years)

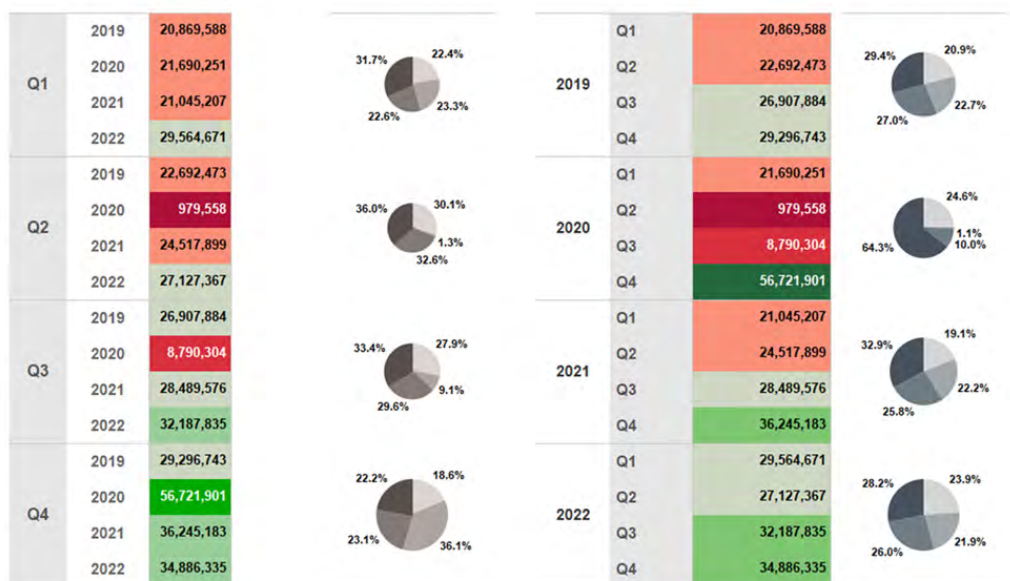


REVENUE RECAP / Quarter Spanning Q1 2019 - 2022 Q4

Revenue
979,558 56,721,901

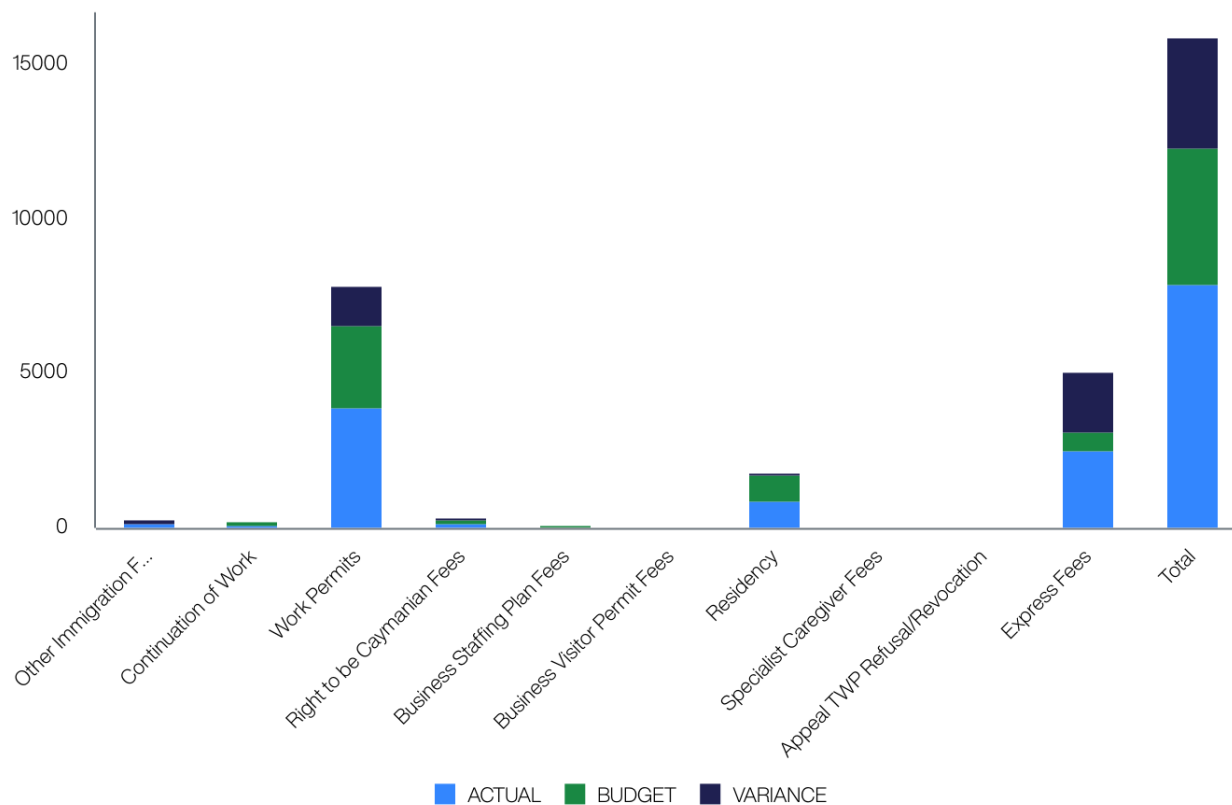


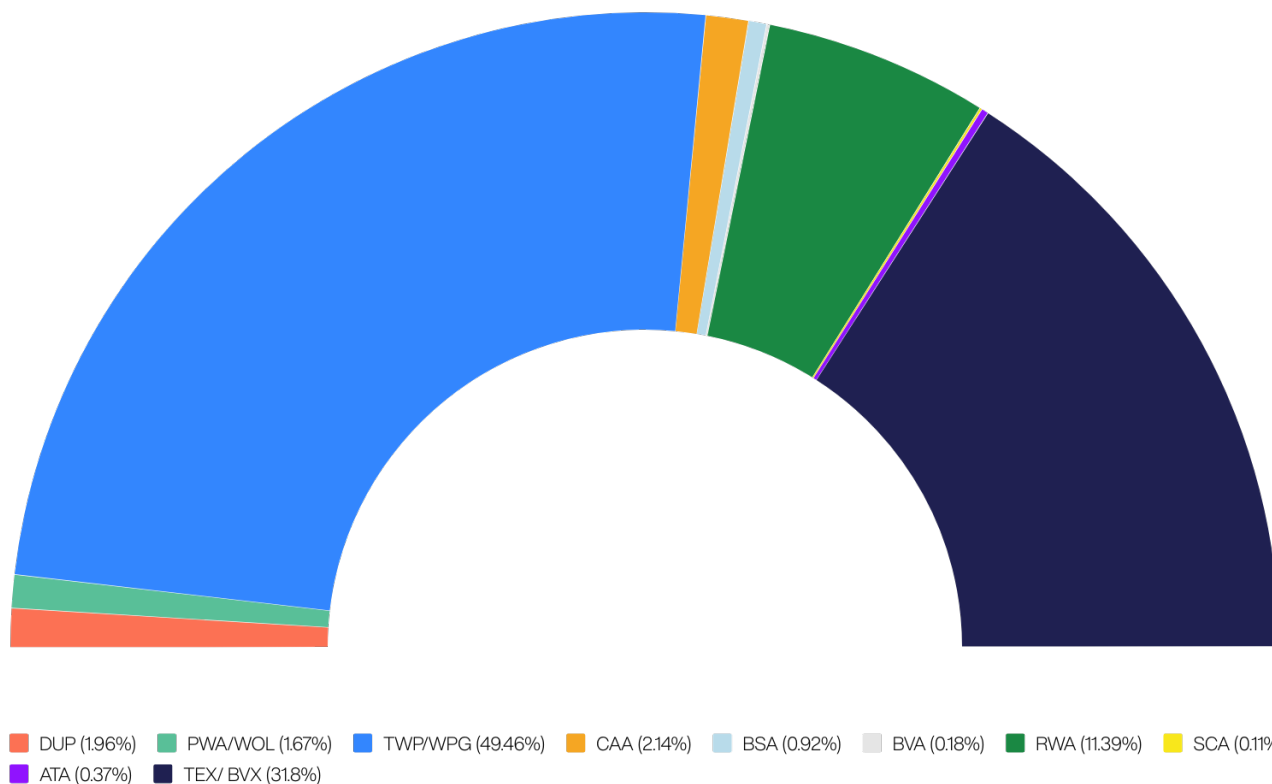
~Highlight tables and pie charts showing revenue performance across quarters.



— Entity Revenue Actual Vs. Budget Comparative

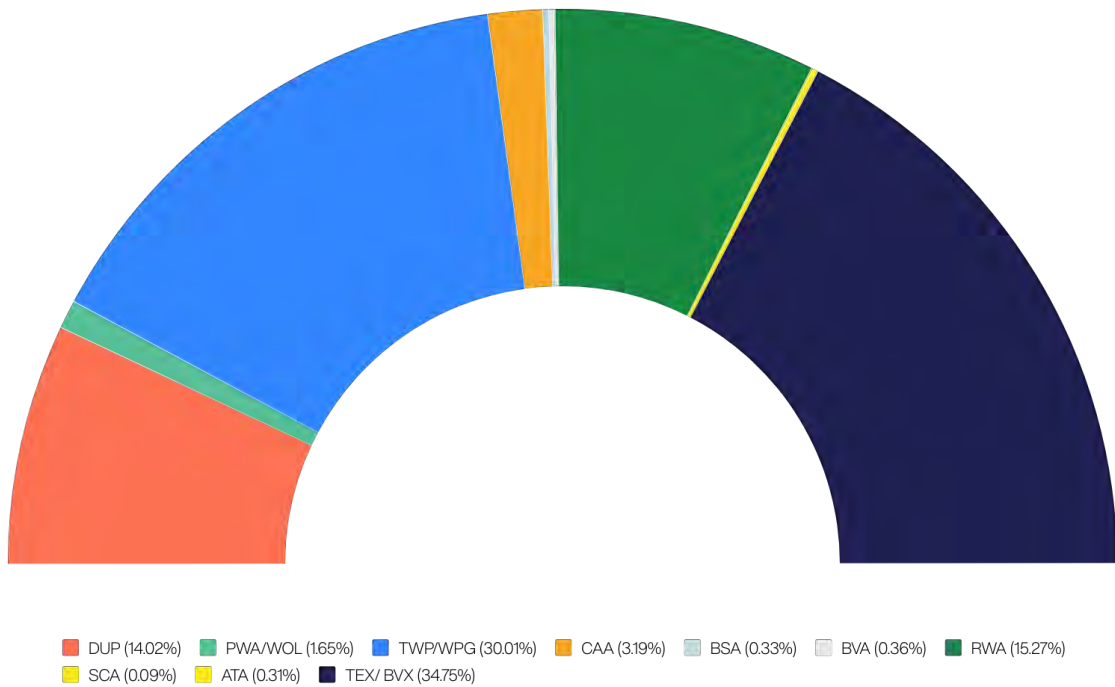
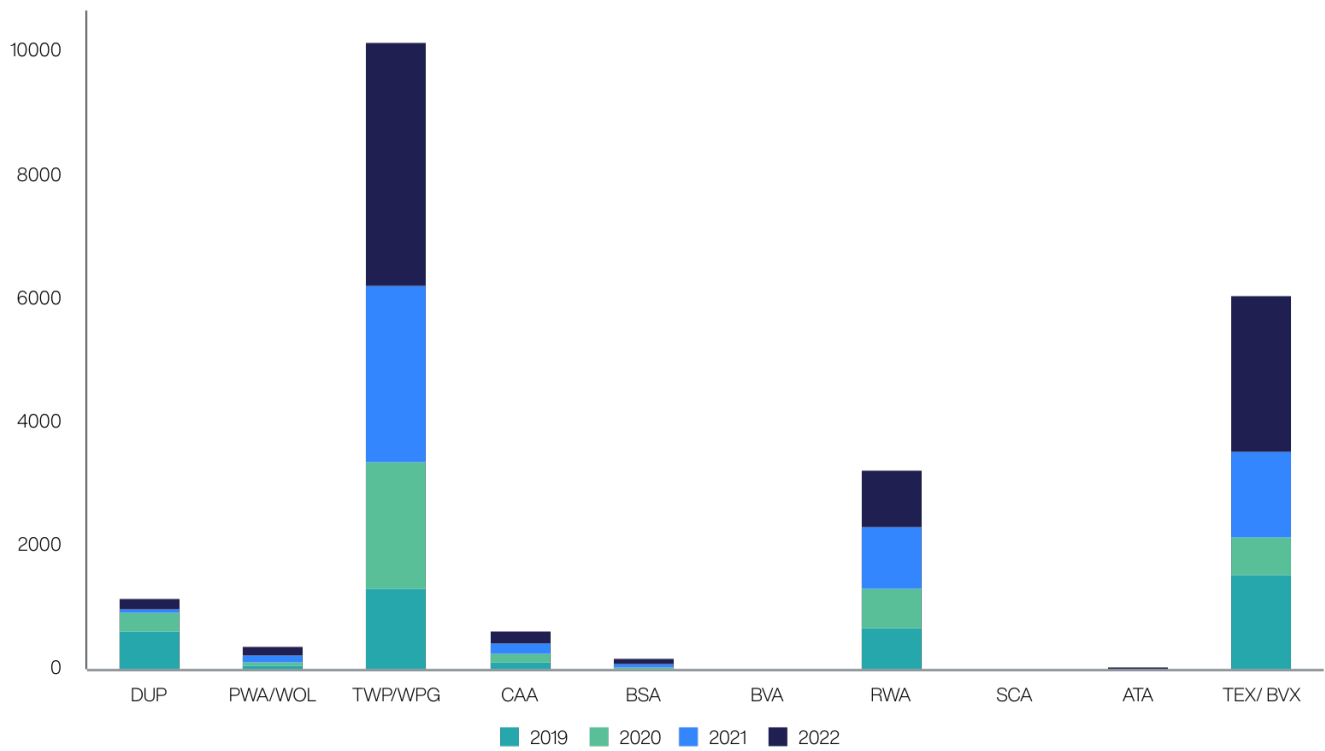
EXECUTIVE REVENUE JAN - DEC (\$'000)	CATEGORY CODES	ACTUAL	BUDGET	VARIANCE
Other Immigration Fees	DUP	156	26	(130)
Continuation of Work	PWA/WOL	133	83	(50)
Work Permits	TWP/WPG	3,929	2,637	(1,292)
Right to be Caymanian Fees	CAA	170	144	(25)
Business Staffing Plan Fees	BSA	73	48	(25)
Business Visitor Permit Fees	BVA	14	9	(6)
Residency	RWA	905	824	(81)
Specialist Caregiver Fees	SCA	9	7	(2)
Appeal TWP Refusal/Revocation	ATA	29	5	(24)
Express Fees	TEX/ BVX	2,526	611	(1,915)
Total		7,943	4,393	(3,550)





— Entity Revenue Yearly Comparative

ENTITY REVENUE OVERVIEW (\$'000)	CATEGORY CODES	2019	2020	2021	2022
Other Immigration Fees	DUP	628	322	58	156
Continuation of Work	PWA/WOL	74	78	104	133
Work Permits	TWP/WPG	1,344	2,043	2,854	3,929
Right to be Caymanian Fees	CAA	143	136	176	170
Business Staffing Plan Fees	BSA	15	47	60	73
Business Visitor Permit Fees	BVA	16	8	2	14
Residency	RWA	684	649	1,005	905
Specialist Caregiver Fees	SCA	4	5	11	9
Appeal TWP Refusal/Revocation	ATA	14	4	11	29
Express Fees	TEX/ BVX	1,556	602	1,390	2,526
Total		4,478	3,894	5,671	7,943



REVENUE (ETTY) RECAP / Quarter Spanning Q1 2019 - 2022 Q4

Revenue
38,189 2,309,558



~Highlight tables and pie charts showing entity revenue performance across quarters.



REVENUE (ETTY) OVERVIEW OF 2022

February 7, 2023



The charted data below displays the following story for 2022

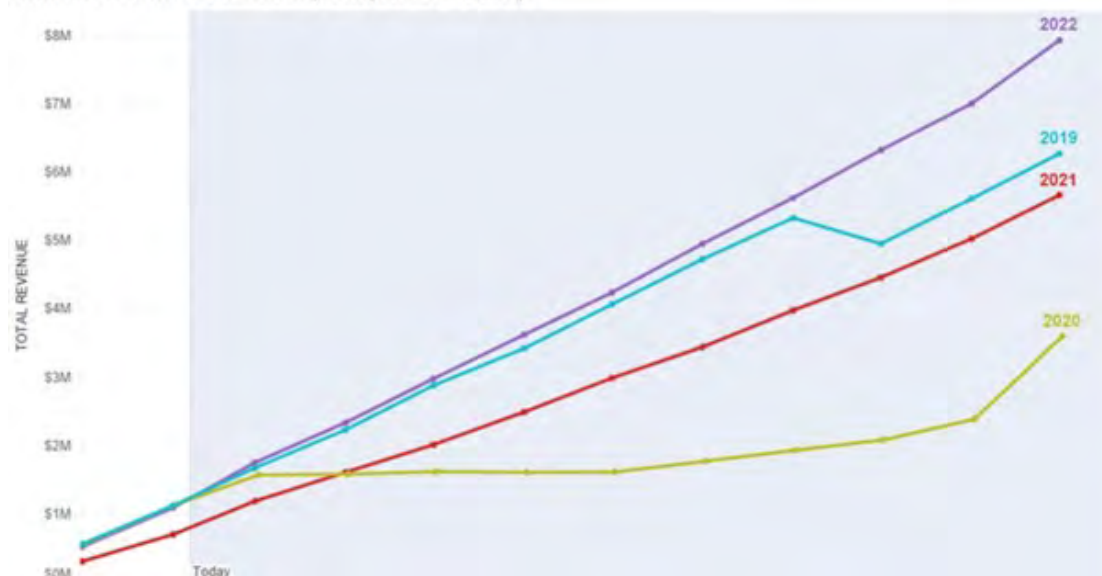
- 2022 Revenue Movement can be observed as much more smooth month to month as a gradual increase is observed
- Graphical analysis shows that 2021 and 2022 is more closely matched which helps predictability ratio for 2023
- Total Revenue as of June 2022 has already matched Total Revenue of 2020
- Total Revenue as of October 2022 has already matched Total Revenue of 2019 and Total of 2021
- Revenue Collection for 2022 (8M) has outpaced 2019 (6M), 2020 (4M), 2021 (6M)
- Each month the revenue has continued to trend higher when compared to previous 36 months

When compared to the 6M Revenue Totals of 2021

2022 SCORED **39.96%** ABOVE THAT FIGURE

\$7,942,847.19 Final Totals (\$C)

Annual Revenue Collection (Comparative Years)



— Refunds

Cancellations and Withdrawals		2019		2020		2021		2022	
		WPC	XXX	WPC	XXX	WPC	XXX	WPC	XXX
ATW	Appeal TWP Refusal or Revocation				3		15		69
BPA	Business Staffing Plan - Amendment		2		1		10		5
BSP	Business Staffing Plan		4		2		4		1
BSR	Business Staffing Plan Renewal		3				2		1
BVP	Business Visitors Permit	2	13	12	2	9	1	1	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		6	
EZG	SEZ Work Permit Grant	40		73	1	40	3	36	
EZR	SEZ Work Permit Renewal	2		2		2	1	2	
FPW	Final WP Non-renewal (90days)			1		1			1
GCT	Government Contract	45		11		8		1	
GRW	Global Remote Worker					2		1	
PCA	Provision for Continuation to Work - Amendment								5
PCW	Provision for Continuation to Work	44		23	12	17	6	14	16
RAS	Residency & Employment Rights (Spouse Of Caymanian)		1	1					
RIM	Residency - Independent Means		2						1
RPV	Indefinite PR - Person of Ind. Means - Variation	1							
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		2
RVW	PR variation for an Employment Rights Certificate				1		1		3
SCG	Specialist Care Giver	2		9	1	6	1	4	2
SCR	Specialist Care Giver - Renewal	3		3		1			
TPS	Temporary Work Permit - Seasonal Worker	11		24				5	
TWE	Temporary Permit Extension	138	10	109	27	87	12	113	12
TWP	Temporary Work Permit	940	98	1,051	295	854	202	1,092	138
WMO	Work Permit (Miscellaneous) - Other		4		3		1		1
WOL	Working By Operation of the Law	3		1	2			1	
WPA	Work Permit Amendment	14	15	28	45	32	45	35	50
WPG	Work Permit Grant	1,933	36	2,758	117	1,684	83	1,621	110
WPR	Work Permit Renewal	974	15	1,749	80	1,473	39	1,318	47
WSG	Work Permit Grant (Spouses Term Limit)	3		6	1	3	2	4	1
WSR	Work Permit Renewal (Spouses Term Limit)	17		26	1	16	1	15	1
WTG	Term Limit Exemption Permit							1	
TOTAL		4,173	211	5,892	605	4,238	455	4,270	467

Account Number	Description	Code	\$\$ Refunds Processed	Volume of Refunds Processed	\$\$ Refunds Processed	Volume of Refunds Processed	\$\$ Refunds Processed	Volume of Refunds Processed	\$\$ Refunds Processed	Volume of Refunds Processed
			2019		2020		2021		2022	
40227	Annual Work Permits	WP	2,688,536	2,932	3,663,470	3,395	3,296,961.00	3,492	3,080,959	3958
40234	Annual Residency Fees	ARF	500	1			13,650.00	191	244,750	19
40250	Right to be Caymanian - Grounds of Marriage	CSH	0				1,000.00	1	-	0
40273	Residency 8 YRS	RRW	500	0			1,050.00	1	-	0
40274	Residency Issue Fees	RES	2,500	2	2,500	1	9,400.00	1	-	0
40701	Non-Refundable Repatriation Fee	NRF	84,900	441	78,200	397	79,575.00	389	85,600	439
40500	Certificate of Permanent Residence for Persons of Independent Means								3,000	3
40506	Final Work Permit	FPW					1,050.00	1	-	0
40507	Provision of Continuation of Work	PCW	5,250	3	45,963	22	100,274.00	53	72,743	54
40290	Specialist Caregiver Fees	SCG	125	1			2,000.00	9	1,250	8
40294	Special Economic Zone	EZG	2,460	2	4,560	5			2,460	2
40295	Special Economic Zone Renewal	EZR							1,230	1
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			1,386	1
20383	Refunds Reissued from Stale Dated						16,462.50	58	25,735	23
21400	Refunds processed from Unearned Rev						765,655.00	479	504,898.00	239
TOTALS			2,792,896	3,383	2792896		2,792,896.00	4,675	2,792,896	4,747

The volume of work permit cancellations and withdrawals processed in 2022 compared to 2021 has not shown any significant change. The COVID-19 pandemic is for the most part under control and businesses are rebounding as well as many new SMEs (small and mid- size entities) opening their doors.

***Cancellations decreased by 28% from 2020 to 2021 and increased less than 1% from 2021 to 2022*

***Withdrawals decreased by 25% from 2020 to 2021 and increased by 2.7% from 2021 to 2022*

REFUNDS PROCESSED JAN-DEC 2022



— COMMENTARY ON REFUNDS

STALE DATED	Refunds processed from the stale dated account are normally due to persons who have lost/ misplaced their initial payment or who have simply allowed the initial refund payment to become older than six months rendering it as stale and require a new refund cheque be re-issued.
UNEARNED REVENUE	Per Regulations: In the event that an application for permanent residence is refused, all fees submitted with the application other than the application fee shall be refunded to the applicant.
WORK PERMITS	Per the Regulations: Where a work permit is granted or renewed for six months or less, fifty percent of the relevant annual fee is payable. Where a work permit ceases to be effective for whatever cause and the employee has worked for six months or less, a refund of no more than one half of the annual fee is to be made. If the employee has worked for more than six months no refund will be made.
PERMISSION TO CONTINUE	Will be refunded only when the applicant employee has not worked any part of the application and has either withdrawn or applicant has been granted another facility prior to the start date of the PCW.
SPECIALIST CAREGIVER	"Will be refunded when a Work Permit Grant has been refused and the applicant employee has lost the right to continue working. Per Regulations: All refund requests for Certificate for Specialist Caregivers are subject to the same conditions as specified in section 56 of the Immigration Law"
ANNUAL RESIDENCY FEES	Refunds based on overpayments in Annual Residency Fees

Forward Looking

Under the theme “Kaizen” (continuous improvement) the Finance team key objective is to

- Improve internal controls and develop a robust control environment to mitigate risk.
- Continue 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.
- Improve Business Process
- Manage Expectations
- Implement a Performance Management System





**Ministry of
Border Control
& Labour**
Cayman Islands Government

Apendix 1



GOVERNMENT OF THE CAYMAN ISLANDS

MINISTRY OF BORDER CONTROL AND LABOUR

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2022

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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 2022.

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 2022;
- (b) fairly reflect the financial position as at 31 December 2022 and performance for the year ended 31 December 2022;
- (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

30 April 2023

Vinton Chinsee
Chief Financial Officer

30 April 2023

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 2022 and the statement of financial performance, statement of changes in net worth and cash flow statement for the year ended 31 December 2022, and notes to the financial statements, including a summary of significant accounting policies as set out on pages 8 to 36.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Ministry as at 31 December 2022 and its financial performance and its cash flows for the year ended 31 December 2022 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.

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's Responsibilities for the Audit of the Financial Statements

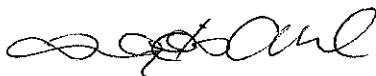
My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that 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.

AUDITOR GENERAL'S REPORT (continued)

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.



Angela Cullen
Acting Auditor General

30 April 2022
Cayman Islands

MINISTRY OF BORDER CONTROL AND LABOUR
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2022

Prior Year Actual		Current Year	Original	Final Budget	Current vs
\$'000	Note	Actual \$'000	Budget \$'000	\$'000	Original \$'000
Current Assets					
20,744		10,901	20,787	20,787	9,886
Cash and cash equivalents	2				
32,505		32,957	42,384	42,384	9,427
Short-Term Investments	3				
14,112		15,511	22,070	22,070	6,559
Trade receivables	4				
3,548		1,601	3,782	3,782	2,181
Other receivables	4				
- Inventories	5	-	37	37	37
373		741	280	280	(461)
Prepayments	6				
71,282		61,711	89,340	89,340	27,629
Total Current Assets					
Non-Current Assets					
390		334	-	-	(334)
Other receivables	4				
2,920		3,406	3,329	3,329	(77)
Intangible assets	8				
15,306		14,532	13,677	13,677	(855)
Property, plant and equipment	7				
18,616		18,272	17,006	17,006	(1,266)
Total Non-Current Assets					
89,898		79,983	106,346	106,346	26,363
Total Assets					
Current Liabilities					
575		152	209	209	57
Trade payables	9				
2,006		1,657	8,384	8,384	6,727
Other payables and accruals	9				
100		402	-	-	(402)
Provision for legal and other	9, 21				
3,382		1,827	1,344	1,344	(483)
Employee entitlements	10				
24,353		15,341	40,186	40,186	24,845
Surplus payable	28				
30,416		19,379	50,123	50,123	30,744
Total Current Liabilities					
Non-Current Liabilities					
-		191	-	-	(191)
Other payables and accruals	7				
-		191	-	-	(191)
Total Non-Current Liabilities					
30,416		19,570	50,123	50,123	30,553
Total Liabilities					
59,482		60,413	56,223	56,223	(4,190)
Net Assets					
NET WORTH					
34,987		35,918	35,894	35,894	(24)
Contributed capital					
24,052		24,052	21,167	21,167	(2,885)
Revaluation reserve					
443		443	(838)	(838)	(1,281)
Accumulated surpluses					
59,482		60,413	56,223	56,223	(4,190)
Total Net Worth					

The Notes to the Financial Statements on pages 8 to 36 form part of these financial statements.

MINISTRY OF BORDER CONTROL AND LABOUR
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 31 DECEMBER 2022

Prior Year Actual \$'000		Note	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
Revenue						
46,539	Sale of goods and services	12	65,656	62,432	62,432	(3,224)
69	Investment revenue	13	177	-	-	(177)
11	Other revenue		-	-	-	-
46,619	Total Revenue		65,833	62,432	62,432	(3,401)
Expenses						
35,843	Personnel costs	15	38,273	42,090	42,090	3,817
7,164	Supplies and consumables	16	9,545	12,866	12,866	3,321
1,453	Depreciation	7	1,533	1,754	1,754	221
601	Amortisation of intangible assets	8	425	659	659	234
1,079	Impairment of non-current assets	7	-	-	-	-
83	Litigation costs	18	3	-	-	(3)
100	Revaluation legal liability provisions	18	504	-	-	(504)
(17)	Other Gains	19	(14)	-	-	14
8	Losses on disposal/revaluation of property, plant and equipment	19	28	-	-	(28)
(338)	Losses from derecognition of liabilities	19	(9)	-	-	9
45,976	Total Expenses		50,288	57,369	57,369	7,081
643	Surplus for the year		15,545	5,063	5,063	(10,482)

The Notes to the Financial Statements on pages 8 to 36 form part of these financial statements.

MINISTRY OF BORDER CONTROL AND LABOUR
STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 31 DECEMBER 2022

	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 2020 brought forward	29,977	21,167	443	51,587	51,587	51,587	-
Accounting Errors	-	-	128	128	802	802	674
Restated balance 31 December 2020	29,977	21,167	571	51,715	52,389	52,389	674
Changes in net worth for 2021							
Gain/(loss) on property revaluation	-	2,885	-	2,885	-	-	(2,885)
Ministry Reorganisation	(792)	-	-	(792)	(2,280)	(2,280)	(1,488)
Transfer of Land out of the Ministry	-	-	-	-	(26)	(26)	(26)
Equity investment from Cabinet	5,802	-	-	5,802	2,511	2,511	(3,291)
Repayment of Surplus to Cabinet	-	-	(771)	(771)	(399)	(399)	372
Net revenue / expenses recognised directly in net worth	5,010	2,885	(771)	7,124	(194)	(194)	(7,318)
Surplus/(deficit) for the year	-	-	643	643	399	399	(244)
Total recognised revenues and expenses for the year	5,010	2,885	(128)	7,767	205	205	(7,562)
Balance at 31 December 2021 carried forward	34,987	24,052	443	59,482	52,594	52,594	(6,888)
Balance at 31 December 2021 brought forward	34,987	24,052	443	59,482	52,596	52,596	(6,886)
Accounting Errors	-	-	(204)	(204)	-	-	204
Restated balance 31 December 2021	34,987	24,052	239	59,278	52,596	52,596	(6,682)
Changes in net worth for 2021							
Equity Investment from Cabinet	931	-	-	931	3,628	3,628	2,697
Repayment of Surplus to Cabinet	-	-	(15,341)	(15,341)	(5,064)	(5,064)	10,277
Net revenue / expenses recognised directly in net worth	931	-	(15,341)	(14,410)	(1,436)	(1,436)	12,974
Surplus for the year	-	-	15,545	15,545	5,064	5,064	(10,481)
Total recognised revenues and expenses for the year	931	-	204	1,135	3,628	3,628	2,493
Balance at 31 December 2022 carried forward	35,918	24,052	443	60,413	56,224	56,224	(4,189)

The Notes to the Financial Statements on pages 8 to 36 form part of these financial statements.

MINISTRY OF BORDER CONTROL AND LABOUR CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2022
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Prior Year Actual		Current Year Actual	Original Budget	Final Budget	Current vs Original
\$'000	Note	\$'000	\$'000	\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES					
<i>Receipts</i>					
34,562	Outputs to Cabinet	46,223	51,106	51,106	4,883
8,202	Sale of goods and services - third party	17,440	11,324	11,324	(6,116)
134	Interest received	94	-	-	(94)
-	Other receipts	-	3	3	3
<i>Payments</i>					
(33,568)	Personnel costs	(39,641)	(42,090)	(42,090)	(2,449)
(8,586)	Supplies and consumables	(10,518)	(12,866)	(12,866)	(2,348)
(4,053)	Other payments	796	-	-	(796)
(3,309)	Net cash flows from operating activities	14,394	7,477	7,477	(6,917)
CASH FLOWS FROM INVESTING ACTIVITIES					
(5,029)	Purchase of property, plant and equipment	(1,738)	(3,628)	(3,628)	(1,890)
9,879	Investments in Term Deposits	(452)	-	-	452
11	Proceeds from sale of property, plant and equipment	-	-	-	-
4,861	Net cash flows from investing activities	(2,190)	(3,628)	(3,628)	(1,438)
CASH FLOWS FROM FINANCING ACTIVITIES					
4,427	Equity investment from Org 40	2,306	3,628	3,628	1,322
(2)	Ministry Reorganisation	-	-	-	-
-	Surplus paid	(24,353)	-	-	24,353
4,425	Net cash flows from financing activities	(22,047)	3,628	3,628	25,675
5,977	Net increase/(decrease) in cash and cash equivalents	(9,843)	7,477	7,477	17,320
14,767	Cash and cash equivalents at beginning of year	20,744	55,694	55,694	34,950
20,744	Cash and cash equivalents at end of year	10,901	63,171	63,171	52,270

The Notes to the Financial Statements on pages 8 to 36 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 Plan and Estimates for the Government of Cayman Islands for the financial year ended 31 December 2022.

The Ministry of Border Control and Labour’s composition is the Workforce Opportunities and Residency Cayman (WORC), the Department of Labour and Pensions (DLP), the Customs and Border Control Department (CBC) and Travel Cayman. The Ministry continues to transform the WORC and DLP department in the management of the labour force. The Ministry continues to improve border security through the Customs and Border Control Department. The temporary department called Travel Cayman was established to manage the quarantine requirements of the COVID 19 response. This department was dissolved, and staff released as at December 31, 2022 as a part of the society and government’s return to normal post pandemic.

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 2022 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 in the next financial year.

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 in the next financial year.

IPSAS 43, Leases was issued in January 2022 and shall be applied for financial statements covering periods beginning on or after 1 January 2025. Inter alia, IPSAS 43 requires lessees to measure and account for the right-of-use asset and the lease liability; exemptions apply to short-term leases what will continue to be accounted for in the same manner that operating leases are accounted for under IPSAS 13. It is anticipated that IPSAS 43 will not have a significant impact on the Ministry's financial statements, but this will be assessed more fully closer to the effective date of adoption.

IPSAS 44, Non-current Assets Held for Sale and Discontinued Operations was issued in May 2022 and shall be applied for financial statements covering periods beginning on or after 1 January 2025. IPSAS 44 provides guidance on how to account for non-current assets when they are made available for sale on commercial terms; no such guidance existed prior to IPSAS 44. It is anticipated that IPSAS 44 will not have a significant 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 2022/23 Budget Statement and approved by the Parliament for the Ministry. There were no supplementary appropriations in 2022.

(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.

Note 1: Significant Accounting Policies (continued)

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.

(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."

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

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. Prior year amounts not entirely comparable because the Passport Office was transferred to another Ministry effective 1 July 2021.

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 2022

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 2022.

Prior Year Actual	Description	Foreign Currency December 31, 2022	Exchange Rate	Current Year Actual	Original Budget	Final Budget	Current vs Original
\$'000	Note	\$'000		\$'000	\$'000	\$'000	\$'000
6	Cash on hand (IRIS Confirmation Account/Petty Cash)	6	1.0000	6	8	8	2
376	Cash in transit (IRIS Remittance Account)	355	1.0000	355	1,059	1,059	704
10,260	CI\$ Operational Current Account held at Royal Bank of Canada	9,401	1.0000	9,401	19,719	19,719	10,318
108	US\$ Operational Current Account held at Royal Bank of Canada	607	0.8375	508	-	-	(508)
(24)	Payroll Current Account held at Royal Bank of Canada	624	1.0000	624	-	-	(624)
4	Bank Accounts held at other financial institutions	6	1.0000	6	-	-	(6)
10,014	Fixed Deposits held with Treasury (less than 90 days)	-	1.0000	-	-	-	-
20,744	Total			10,900	20,786	20,786	9,886

Note 3: Short-term Investments

The Ministry places short-term deposits invested with the Cayman Islands Government Treasury. The interest rates for 2022 ranges between 1.23% and 3.65% compared to 0.02% to 0.25% in 2021. The Ministry's unrestricted cash balances as at 31 December 2021 and 31 December 2022 are presented below.

Prior Year Actual \$'000	Description	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
32,505	Fixed Deposits held with Treasury (more than 90 days)	32,957	42,384	42,384	9,427
32,505	Total Investments	32,957	42,384	42,384	9,427

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
8,318	Sale of goods and services	6,458	3,185	3,185	(3,273)
4,397	Outputs to Cabinet	7,349	18,271	18,271	10,922
1,714	Outputs to other government agencies	3,185	1,906	1,906	(1,279)
(317)	Less: provision for doubtful debts	(1,481)	(1,292)	(1,292)	189
14,112	Total trade receivables	15,511	22,070	22,070	6,559

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	2	-
9	Interest receivable	92	75	75	(17)
4,401	Other	1,874	3,537	3,537	1,663
(864)	Less: provision for doubtful debts	(367)	-	-	367
3,548	Total other receivables	1,601	3,614	3,614	2,013

Prior Year Actual \$'000	Other Non-current Receivables	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
390	Total other receivables	334	169	169	(165)
390	Total other non-current receivables	334	169	169	(165)

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
(1,292)	Balance at December 31	(1,182)	(1,292)	(1,292)	(110)
111	Additional (recovery of) provisions made during the year	(667)	-	-	667
(1,181)	Total	(1,849)	(1,292)	(1,292)	557

Most of the provisions were made to cover abnormal hour fines owed by Cayman Airways. The fees accumulated over a number of years and have never been paid by the airline. Provisions were also made for warehouse and examination fees.

MINISTRY OF BORDER CONTROL AND LABOUR
Notes to the Financial Statements
Year Ended 31 DECEMBER 2022

Note 5: Inventories

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

There was no recorded inventory in the Ministry for the 2022 or 2021 fiscal years.

Note 6: Prepayments

Prior Year Actual \$'000	Description	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
373	Accrued Prepayments	741	280	280	(461)
373	Total Prepayments	741	280	280	(461)

Most of the prepayments relate to additional equipment for Customs and Border Control.

MINISTRY OF BORDER CONTROL AND LABOUR
Notes to the Financial Statements
Year Ended 31 DECEMBER 2022

Note 7: Property, plant and equipment

COST or OPENING VALUATION	Land	Plant & Equipment	Buildings & Leasehold	Furniture & Office Equipment	Computers Hardware	Motor Vehicles	Marine Vessels	Assets under construction/development	Total	Original Budget	Final Budget	Current vs Original
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance as at 1 January 2021	2,325	762	9,469	380	1,771	3,509	144	684	19,044	22,260	22,260	3,216
Reclassification	3,187	-	(1,651)	-	-	-	-	-	1,536	-	-	(1,536)
Additions	-	4	-	28	648	243	-	3,680	4,603	718	718	(3,885)
Disposals	-	(38)	-	(50)	(78)	(128)	-	-	(294)	-	-	294
Reclass	-	-	-	-	-	-	-	(684)	(684)	-	-	684
Transfers	-	(6)	(183)	(13)	(80)	(29)	-	(714)	(1,025)	(273)	(273)	752
Balance as at 31 December 2021	5,512	722	7,635	345	2,261	3,595	144	2,966	23,180	22,705	22,705	(475)
Balance as at 1 January 2022	5,512	722	7,635	345	2,261	3,595	144	2,966	23,180	22,705	22,705	(475)
Additions	-	3,036	-	-	576	133	-	(2,962)	783	1,875	1,875	1,092
Disposals	-	(110)	(16)	(27)	(268)	(205)	-	-	(626)	-	-	626
Reclass	-	-	-	(7)	7	-	-	-	-	-	-	-
Transfers	-	-	-	-	(5)	-	-	-	(5)	-	-	5
Balance as at 31 December 2022	5,512	3,648	7,619	311	2,571	3,523	144	4	23,332	24,580	24,580	1,248

MINISTRY OF BORDER CONTROL AND LABOUR
Notes to the Financial Statements
Year Ended 31 DECEMBER 2022

Note 7: Property, plant and equipment (continued)

ACCUMULATED DEPRECIATION	Land	Plant & Equipment	Buildings & Leasehold	Furniture & Office Equipment	Computers Hardware	Motor Vehicles	Marine Vessels	Assets under construction/development	Total	Original Budget	Final Budget	Current vs Original
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance as at 1 January 2021	-	406	3,498	268	1,129	2,978	50	-	8,329	7,925	7,925	(404)
Revaluation	-	-	(1,350)	-	-	-	-	-	(1,350)	-	-	1,350
Disposals	-	(31)	-	(50)	(78)	(128)	-	-	(287)	-	-	287
Transfers	-	(6)	(178)	(13)	(52)	(22)	-	-	(271)	(242)	(242)	29
Reclassifying	-	(21)	-	-	22	-	-	-	1	-	-	(1)
Impairment charge 2021	-	-	-	-	-	-	-	-	-	647	647	647
Depreciation Expense 2021	-	70	637	50	507	178	12	-	1,454	819	819	(635)
Balance as at 31 December 2021	-	418	2,607	255	1,528	3,006	62	-	7,876	9,149	9,149	1,273
Balance as at 1 January 2022	-	418	2,607	255	1,528	3,006	62	-	7,876	9,149	9,149	1,273
Disposals	-	(102)	(16)	(27)	(267)	(205)	-	-	(617)	-	-	617
Transfers	-	-	-	-	(5)	-	-	-	(5)	-	-	5
Reclassifying	-	-	(17)	(7)	22	-	-	-	(2)	-	-	2
Depreciation Expense 2022	-	343	621	40	333	184	12	-	1,533	1,754	1,754	221
Balance as at 31 December 2022	-	659	3,200	261	1,611	2,985	74	-	8,790	10,903	10,903	2,113
Net Book value 31 December 2021	5,512	304	5,028	90	733	589	82	2,966	15,304	13,556	13,556	(1,748)
Net Book value 31 December 2022	5,512	2,989	4,419	50	960	538	70	4	14,542	13,677	13,677	(865)

Government revalues its buildings and structures every 3 -5 years, 1st January 2021 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 2022

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 2021	1,009	3,213	4,222	1,009	1,009	(3,213)
Additions	2,799	309	3,108	2,066	2,066	(1,042)
Disposals/Transfers	(263)	-	(263)	-	-	263
Reclassification	(38)	(2,107)	(2,145)	-	-	2,145
Balance as at 31 December 2021	3,507	1,415	4,922	3,075	3,075	(1,847)
Balance as at 1 January 2022	3,507	1,415	4,922	3,075	3,075	(1,847)
Additions	304	602	906	1,753	1,753	847
Disposals/Transfers	(166)	-	(166)	-	-	166
Balance as at 31 December 2022	3,645	2,017	5,662	4,828	4,828	(834)
ACCUMULATED AMORTISATION	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 2021	735	-	735	735	1,311	-
Impairment Reserve 2021	967	-	967	-	-	(967)
Amortisation Expense 2021	601	-	601	104	104	(497)
Disposals/Transfers	(301)	-	(301)	-	-	301
Balance as at 31 December 2021	2,002	-	2,002	839	1,415	(1,163)
Balance as at 1 January 2022	2,002	-	2,002	839	1,415	(1,163)
Amortisation Expense 2022	425	-	425	659	659	234
Disposals / Transfers	(171)	-	(171)	-	-	171
Balance as at 31 December 2022	2,256	-	2,256	1,498	2,074	(758)
Net Book value 31 December 2021	1,505	1,415	2,920	2,236	1,660	(684)
Net Book value 31 December 2022	1,389	2,017	3,406	3,330	2,754	(76)

IPSAS 21 requires the Ministry to undertake an impairment assessment each reporting period; The Ministry carried out an assessment and noted that WORC system was impaired due to acquisition of Liferay (its replacement). This resulted in an impairment of WORC Bizagi system of \$0.9M.

MINISTRY OF BORDER CONTROL AND LABOUR
Notes to the Financial Statements
Year Ended 31 DECEMBER 2022

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
96	Creditors	124	209	209	85
479	Creditors Ministries/Portfolios	28	-	-	(28)
575	Total Trade Payables	152	209	209	57

Prior Year Actual \$'000	Description	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
259	Payroll Deductions	261	-	-	(261)
1,452	Accrued Expenses	931	3,245	3,245	2,314
242	Accrued Expenses Ministries/Portfolios	134	-	-	(134)
12	Accrued Expenses other government agencies	25	-	-	(25)
100	Provisions for legal liabilities	402	-	-	(402)
41	Other payables	307	5,139	5,139	4,832
2,106	Total Other Payables and accruals	2,060	8,384	8,384	6,324

Prior Year Actual \$'000	Description	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
-	Non current Accounts payable	191	-	-	(191)
-	Non-current Accounts Payables	191	-	-	(191)

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>					
922	Annual Leave	759	848	848	89
2,460	Accrued salaries	1,068	272	273	(796)
-	Pension	-	224	224	224
3,382	Total current portion	1,827	1,344	1,345	(483)

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 2022

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
32,754	Outputs to Cabinet	50,646	51,106	51,105	460
13,779	Fees and charges	14,939	11,314	11,314	(3,625)
2	General sales	69	10	10	(59)
4	Other	2	3	3	1
46,539	Total sales of goods and services	65,656	62,433	62,432	(3,223)

Outputs to Cabinet comprise goods delivered to and services performed on behalf of the Cayman Islands Government. During the year ended 31 December 2022 and 31 December 2021, 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>				
69	Interest on deposits held with cabinet	177	-	-	(177)
69	Total Investment Revenues	177	-	-	(177)

During 2022 rates offered by the Treasury was increased to reflect fluctuations in the market.. In addition, for part of the year the Ministry liquidated over \$20M in deposits and paid surplus payable to the Treasury.

Note 14: Donations

There were no donations to account for during the 2021 and 2022 fiscal year.

MINISTRY OF BORDER CONTROL AND LABOUR
Notes to the Financial Statements
Year Ended 31 DECEMBER 2022

Note 15: Personnel costs

Prior Year Actual \$'000	Description	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
28,288	Salaries, wages and allowances	29,046	32,049	32,049	3,003
5,836	Health care	7,503	8,367	8,367	864
1,438	Pension	1,477	1,666	1,666	189
166	Leave	144	-	-	(144)
115	Other personnel related costs	103	7	7	(96)
35,843	Total Personnel Costs	38,273	42,089	42,089	3,816

Note 16: Supplies and consumables

Prior Year Actual \$'000	Description	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
757	Supplies and materials	638	796	796	158
3,894	Purchase of services	4,598	7,473	7,473	2,875
876	Lease of property and equipment	1,171	837	837	(334)
765	Utilities	944	869	869	(75)
152	Interdepartmental expenses	177	108	108	(69)
46	Travel and subsistence	226	171	171	(55)
292	Recruitment and training	252	1,088	1,088	836
(110)	Provision for (recovery of) doubtful debts	667	-	-	(667)
390	Programme services	841	-	-	(841)
102	Other	31	1,525	1,525	1,494
7,164	Total Supplies & consumables	9,545	12,867	12,867	3,322

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 2022

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. During the year ended 31 December 2022 the use of legal services from outside of the Government was not undertaken. The costs of these services were nil in 2022. 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 2022.

Prior Year Actual \$'000	Description	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
83	Legal Fees	3	-	-	(3)
100	Revaluation of Legal Liabilities	504	-	-	(504)
183	Total litigation costs	507	-	-	(507)

Note 19: (Gains) / Losses

Prior Year Actual \$'000	Description	Current Year Actual \$'000	Original Budget \$'000	Final Budget \$'000	Current vs Original \$'000
8	Net loss on disposal of property, plant and equipment, revaluation	28	-	-	(28)
(338)	Net gain on Derecognition of Liabilities	(9)	-	-	9
(17)	Net gain on foreign exchange Transactions	(14)	-	-	14
(347)	Total gain/ (losses)	5	-	-	(5)

Note 20: Revenue from non-exchange transactions

During the year ended 31 December 2022, 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 2022

Note 21: 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.

Changes in provisions to legal liabilities:

	Beginning Balance \$'000	Additions \$'000	Disbursements \$'000	Adjustments \$'000	Ending Balance \$'000
Potential ongoing Legal claims	100	302	-	-	402
Total other contingent liabilities	100	302	-	-	402

NOTE 22: Commitments

Prior Year Actual \$'000	Type	One year or less \$'000	Two to five Years \$'000	Over five Years \$'000	Total \$'000
	Operating Commitments				
1,370	Non-cancellable accommodation leases	713	314	-	1,027
-	Non-cancellable contracts for the supply of goods and services	69	206	-	275
1,370	Total Operating Commitments	782	520	-	1,302

NOTE 23: 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 2022 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 2021 \$'000	Number of persons	Description	Actual 2022 \$'000	Number of Persons \$'000
1,363	10	Salaries and other short term related benefits	1,606	9
1,363	10	Total	1,606	9

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

NOTE 24: 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 25: Financial instruments – fair values

As at 31 December 2022 and 31 December 2021, 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 26: 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		Note	Actual Labour Management Current Year	Actual Security Current Year	Current Year Actual
		\$'000	\$'000				
61,776	9,506	71,282	Total Current Assets		52,633	9,079	61,712
3,924	14,692	18,616	Total Non-Current Assets		5,268	13,013	18,281
65,700	24,198	89,898	Total Assets		57,901	22,092	79,993
26,066	4,350	30,416	Total Current Liabilities		16,897	2,482	19,379
-	-	-	Total Non-Current Liabilities		-	191	191
26,066	4,350	30,416	Total Liabilities		16,897	2,673	19,570
39,634	19,848	59,482	Net Assets		41,004	19,419	60,423
39,634	19,848	59,482	Total Net Worth		41,004	19,419	60,423

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Year Ended 31 DECEMBER 2022

NOTE 26: 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						
22,465	24,074	46,539	Sale of goods and services	12	33,269	32,388
69	-	69	Investment revenue	13	177	-
11	-	11	Other revenue		-	-
22,545	24,074	46,619	Total Revenue		33,446	32,388
Expenses						
14,880	20,963	35,843	Personnel costs	15	14,913	23,360
4,285	2,879	7,164	Supplies and consumables	16	4,758	4,787
855	598	1,453	Depreciation	7	551	982
509	92	601	Amortisation of intangible assets		263	162
1,079	-	1,079	Impairment of property, plant and equipment		-	-
83	-	83	Litigation costs	18	3	-
-	100	100	Revaluation legal liability provisions	18	47	457
(17)	-	(17)	Other Gains	19	(15)	1
8	-	8	Losses on disposal/revaluation of property, plant and equipment	19	(1)	29
(159)	(179)	(338)	Losses from derecognition of assets	19	(9)	-
21,523	24,453	45,976	Total Expenses		20,510	29,778
1,022	(379)	643	Surplus for the year		12,936	2,610

NOTE 27: Explanation of variances to budget**Changes to the budget**

There were no changes to the appropriated budget for the Ministry.

SARS COVID19 General impact

The pandemic had a significant impact on the operations of the Ministry. There was a significant increase in third party revenues as the tourism sector resumes normal operations. Travel Cayman Operations was disbanded at the end of the fiscal year and the staff contracts ended.

Statement of financial position

Cash and short-term investments were significantly below budget as the Ministry paid over a total of \$24.3M to the Ministry of Finance for accumulated surpluses. This was partially countered by significant surplus and lower than expected expenses actually paid out. Outputs owing by Cabinet and other organisations was lower than anticipated budgets by a net of \$4.9m as payments were earlier than anticipated.

Despite an increase in the provision for legal liabilities by \$0.4m, total payables was \$0.4m lower than the prior year and \$0.5k lower than budgeted. This is mostly a timing difference as the Ministry is current with its obligations. Other payables and accruals \$6.7m below budget primarily due to the backlog in the processing of permanent residency application.

Employee entitlements was materially over budget by \$0.4m primarily due to the provisions of potential liabilities to staff for retroactive salaries.

The unbudgeted non-current accounts payable was generated as a special arrangement to pay for a part of the cost of new automated clearing machines over a five-year period

Due to the delays in various projects, such as phase 3 CIMS expansion which the control and streamline and automating import and export processing and WORC management information system, Fixed Assets are below budget.

Other receivables below budget primarily due to the onboarding of Travel Cayman as a department negating the need to recover expenses from Executive Ministry of Finance.

Surplus payable is materially below budget by \$24m primarily because the Ministry has paid over the surplus payable to Cabinet for the prior fiscal years.

NOTE 27: Explanation of variances to budget (continued)**Statement of financial performance***Revenues*

Sales of Goods and Services was higher than the originally budgeted sales by \$3.2m and higher than the prior year by \$19.2m. This is primarily due to increased revenues from work permit application fees and other related third-party revenues. The ministry earned \$0.2m in interest revenues from its deposits with the Treasury. This is higher than the previous period due to higher interest rates being offered.

Expenses

Health care and Salaries, wages and allowance are the primary drivers of personnel costs which in total are \$3.8m lower than budgeted. This saving was primarily driven by savings due to vacancies in CBC and DLP and a \$2m reversal in total accrued potential salary increases. Extension of the staffing for Travel Cayman partially offset the total savings.

Leases are reflecting an overspend due the Travel Cayman having to lease vehicles to facilitate it quarantine operations.

Purchases of services showed a negative variance with the original budget by \$2.8M mostly due to an underspend in computer software maintenance and special projects. The delay in the development and implementation of the CIMS/COLS systems and as a result of the change in quarantine requirements for Travel Cayman.

Other significant variances to budget as a result of interruptions in operations, service agreements and training and development caused by the pandemic, includes programme services was lower than expected by \$0.7M, recruitment and training \$0.8M, Utilities \$0.1M and lease of property and equipment \$0.2M. Total savings compared to budget for supplies and consumables was \$3.9m. Included in the purchase of services is an overspend of \$0.3M in credit card charges as a result of increased usage of online platforms at WORC.

Provisions for doubtful debts an unbudgeted expense shows a negative variance as a result of provisions made for CBC warehouse, examination and inspections fees.

NOTE 27: Explanation of variances to budget (continued)**Statement of Changes in net worth**

Equity investment for the Ministry of \$0.9M vs a 2022 budget of \$3.6M resulted in a net reduction vs budget of \$2.7M. This is due mostly to timing as the prior year saw \$3.3m more being spent than budgeted. The slippage of some major projects in WORC and CBC contributed materially to the low usage of equity injection.

Cash Flow

Net Cashflow from operating activities was below of budget by \$4.0M. Delays in payments from the MoF for Travel Cayman COVID 19 expenses of over \$4M was the main reason. Significant third-party outputs of \$5.3M had a material impact and was more than enough to offset the \$4.9M in revenues. Shortfall on supplies and consumables was \$3.0m.

NOTE 28: 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 2021 totalling \$23.6M. This was paid in full during the 2022 fiscal year. The surplus payable for the 2022 fiscal period is \$15.3M.

NOTE 29: Events occurring after reporting date

CBC Salary regularization initiative was approved and implemented in March 2023, and the adjustments are retroactive to 1 January 2022 with funds being allocated from within current year's budget.

NOTE 30: COVID 19 Pandemic

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.

The Ministry paid \$218K in quarantine cost for the year.

NOTE 30: 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.

Travel Cayman Operations was disbanded at the end of the year and the staff contracts ended.

NOTE 31: Muti-year Budgets

The government operates a two-year budget appropriation cycle under the PMFA. 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.

MINISTRY OF BORDER CONTROL AND LABOUR Notes to the Financial Statements Year Ended 31 DECEMBER 2022
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Revenue	Budget CF to 2023 (\$000)
Output to Cabinet	460
Total Revenue	460
Expenses	
Personnel costs	3,816
Supplies and consumables	3,322
Depreciation	221
Amortisation of Intangible Assets	234
Total Expenses	7,593
Plant, Property & Equipment	1,092
Intangible assets	847
Total Equity injection	2,697