



Portfolio of Civil Service
Cayman Islands Government

Annual Report and Financial Statements

for the year ended 31 December 2024

30 April 2025

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FOREWORD BY THE DEPUTY GOVERNOR AND HEAD OF THE CIVIL SERVICE



Hon. Franz Manderson, MBE, JP - Deputy Governor and Head of the Civil Service

In 2024, the Portfolio of the Civil Service (PoCS) continued leading and supporting strands of work and bespoke programmes to modernise the Civil Service and move the needle closer to becoming a World-Class organisation.

To ensure seamless continuation of the Civil Service's 5-Year Strategic Plan, which expired at the end of 2023, the Management Support Unit (MSU) developed and launched the 2024 – 2026 Civil Service Strategic Plan (CSSP). The tagline for the CSSP, "Our Journey to World-Class: Building on a Solid Foundation", acknowledged the tremendous work that was carried out under the preceding 5-Year Strategic Plan, while

simultaneously setting out additional plans and initiatives through to the end of 2026, to further add to the wins achieved by the Civil Service. The CSSP maintained the five previous goals established under the original 5-Year Strategic Plan, but introduced a sixth goal focusing entirely on accountability. The new accountability goal recognises the importance of the Civil Service being accountable to the Government and people of the Cayman Islands; hence, this new goal will ensure that every ministry, portfolio, department and individual demonstrates a firm commitment to delivering world-class results, while consistently upholding the Civil Service's Values and Code of Conduct. Across the Civil Service, every entity and employee will be evaluated on the results delivered and the behaviours related to the deliverables to make certain that the Civil Service is delivering at its best at all times.

For the eighth consecutive year, PoCS conducted the annual Employee Engagement Survey (EES) which yielded responses from 3,969, or 85% of all civil servants. Notably, this was the highest participation rate recorded since the survey was launched in 2017. A score that is near and dear to my heart, "I feel proud to be a civil servant", climbed to 90%, representing a 2% increase compared to the year before: of this, I am very proud. The "Engagement Index", which is a measure of the average level of engagement across all Civil Service entities, held steady at 73% for the third consecutive year. Three survey categories, namely "Organisational Objectives and Purpose", "Inclusion and Fair Treatment", and "Pay and Benefits" also maintained the scores seen in the previous year, with scores of 89%, 72% and 38% respectively. While "Pay and Benefits" remains the lowest scoring survey category, this score has improved since the inception of the survey, when an initial score of 29% was recorded. The steady increase over the years can be attributed to a number of pay and rewards initiatives that have been implemented by PoCS, the most recent of which was the payment of a \$2,000 honorarium to each civil servant in December 2024, and the approval of a 5% Cost of Living Adjustment (COLA) effective 1st January 2025.

Also in 2024, PoCS continued to make lives better by funding the participation of two persons in the Second Chances Programme (SCP), which is a programme designed to provide ex-offenders, who meet certain criteria, access to employment opportunities within the Civil Service. One participant was paired with a job in the Public Works Department (PWD) and the other joined the Department of Agriculture. The addition of the two SCP participants in 2024 brought the total number of SCP candidates who have been successfully matched to jobs in the Civil Service to 16.

Another talent management programme within the CIG is the Emerging Talent Programme, which provides opportunities for persons to gain the practical experience necessary for permanent appointment, as well as facilitates

talent mobility within the Civil Service. In 2024, five Caymanians were recruited or seconded to gain experience in their respective fields, with three participants joining PWD, and one each joining the Cayman Islands National Archive and the Mosquito Research Unit respectively.

Throughout the year, the Civil Service College (CSC) continued to assist with upskilling employees, with over 200 civil servants achieving internationally recognised City and Guilds ILM qualifications in leadership and management, from Level 2 to Level 7. Additionally, civil servants completed 5,000+ individual LinkedIn Learning courses, reflecting over 6,500 hours of online learning.

During the month of April, the Deputy Governor's 5K Challenge was held on all three Islands, drawing high numbers of runners, joggers and walkers of all ages. The 2024 5K Challenge set a new benchmark in community engagement and philanthropy, raising a remarkable \$90,000 for its three beneficiaries: Boyz2Men, the National Council of Voluntary Organisations (NCVO), and the Addison Kelly Memorial Scholarship Fund. I am very pleased to say that, since the event's inception in 2014, \$649,000, benefiting a total of 22 local charities, has been raised.

In my own office, in addition to business as usual activities, my team established a senior leadership committee dedicated to overseeing risk, drafted a comprehensive Enterprise Risk Management Framework, developed and implemented an internal risk register, and completed a cross-government assessment of the top external risks. The Office of the Deputy Governor also continued important work in the areas of sustainability, child safeguarding, support for major Civil Service projects and the provision of citizenship services.

To continue to build competency in the areas of business case development and change management, the Strategic Reforms Implementation Unit (SRIU) facilitated another successful year of the SRIU Professional Certification Programme, with 63 civil servants achieving globally recognised Professional Certifications in APM Project Fundamentals, APM Change Management, APMG Agile Project Management, and APMG Better Business Case Writing.

A very proud moment for the Cayman Islands Civil Service in 2024 was the privilege of hosting the two-day Heads of Public Service Meeting, which was attended by the Heads of Public Service for Anguilla, Bermuda, British Virgin Islands, Montserrat, and the Turks and Caicos Islands. As part of the two-day meeting, various civil servants from across the CIG made presentations on topics of high interest; hence, demonstrating Cayman's readiness to share its strategies and wins with other Overseas Territories (OT), and our desire to strengthen communication, information sharing and working relationships with our OT partners.

As 2024 proved, the Civil Service is more than capable of producing exceptional results. I have no doubt that the embedding of our new Strategic Plan played a significant role in the achievement of many of the Civil Service's successes in 2024, and will lead to additional successes through to the end of 2026. I sincerely look forward to celebrating additional Civil Service wins as we continue in the direction of world-class.

Franz Manderson

Franz Manderson, MBE, JP

Deputy Governor & Head of the Civil Service

FOREWORD BY

THE CHIEF OFFICER OF THE PORTFOLIO OF THE CIVIL SERVICE



Gloria McField-Nixon, Cert. Hon., JP – Chief Officer, Portfolio of the Civil Service

As I reflect on the accomplishments of 2024, it is with immense pride that I acknowledge the strides made by the Portfolio of the Civil Service (PoCS) in shaping a world-class Civil Service. Through innovation, dedication, and a steadfast commitment to excellence, our team has propelled forward critical reforms, strengthened governance, and enhanced human resource solutions to better serve the Cayman Islands.

In 2024, the PoCS made significant strides in modernising CIG's HR systems, including launching within my-VISTA, CIG's payroll functions for the Parliamentary Management Commission and wider Civil Service. Following that same year, was the launch of the new HR Resource Centre within my-VISTA, a repository of HR-specific news, calendar events, laws and policies, to bolster HR's ability to support our customers throughout the Civil Service.

In March 2024, the PoCS Policy Team facilitated legislative reforms that enhanced parental leave benefits, reinforced our commitment to being an employer of choice, and ensured that our workforce is supported in balancing professional obligations and family life. The amendments increased Civil Service maternity leave by 20 working days, doubled the paid portion of maternity leave, and doubled both the time off and the paid portion of leave from male civil servants. The resulting family-leave packages are highly competitive and supportive of our workforce.

Additionally, the work carried out by the newly established Discipline Review Committee, has laid the foundation for modernised policies that strengthen accountability and fairness. The Civil Service is well poised to deliver related legislative reforms in 2025, to ensure more robust disciplinary processes.

The PoCS facilitated the CIG's commitment to recognising and rewarding performance. On behalf of the Government, the PoCS facilitated the payment of a one-off \$2,000 honorarium, which was paid to all civil servants in December 2024. PoCS also implemented, on behalf of the Deputy Governor, the grant of one-day additional leave for high-performing civil servants who achieved all aspects of, or exceeded, their annual performance targets.

Our commitment to employee wellbeing and development was evident through the expansion of learning opportunities. Over 200 civil servants achieved internationally recognised leadership and management qualifications, while the launch of CSC Online has revolutionised access to quality learning. The introduction of the CSC Scholarship Programme and the Foundational Business Communication Programme further demonstrated our dedication to fostering talent and career growth.

In addition to these advancements, PoCS played a pivotal role in community engagement and philanthropy. The 2024 Deputy Governor's 5K Challenge raised an impressive \$90,000 for local charities, marking a decade of

giving back to the Cayman Islands. Our Wellness Committee organised impactful programmes throughout the year, earning the prestigious Oasis Award for Employee Wellness.

To strengthen governance, the Cayman Islands National Archive (CINA) helped to enhance public servants' understanding of records and information management, by completely redesigning the static "Introduction to Records and Information Management (RIM)" training course into a highly interactive and engaging session, available through CSC Online.

Further strengthening good governance, the Internal Audit Service (IAS) embedded a new quality assurance approach across the IAS team, delivered high quality audits and recommendations, concluded eight investigations, and delivered 1,096 hours of advisory support across the Civil Service.

Our colleagues at the Commissions Secretariat recorded the highest return rate for the Register of Interests since the process began in 2020, fostering increased transparency and accountability among public officials. Additionally, the Secretariat supported 10 major public relations campaigns and education initiatives across the six Commissions, which included engagement with schools on human rights issues, a public awareness campaign related to the Register of Interests, and education for civil servants on the Bill of Rights and the role of the Commissions.

The achievements of 2024 reflect the unwavering dedication of our team and the collaborative spirit of the Civil Service. As we look ahead to 2025, PoCS remains committed to delivering solutions that advance the Government's priorities, enhance employee experiences, and contribute to the continued success of the Cayman Islands.

I extend my heartfelt gratitude to every member of the PoCS team for their exceptional contributions and to our partners across the Civil Service for their support. Together, we will continue to make the lives of those we serve better and uphold the values of professionalism, integrity, and excellence.

Gloria McField-Nixon

Gloria McField-Nixon, Cert. Hon., JP
Chief Officer
Portfolio of the Civil Service

Section 1.0

Civil Service Overview



Table 1. Summary of Civil Service Employee Information (as at December 2024)

EMPLOYEE INFORMATION - SUMMARY [December 2024]

ALL Employees [Headcount]

	Jun-16 ^{*1}	Dec-17 ^{*2}	Dec-18 ^{*3}	Dec-19 ^{*4}	Dec-20 ^{*5}	Dec-21 ^{*6}	Dec-22 ^{*7}	Dec-23 ^{*8}	Dec-24 ^{*9}
SAG/GOC	2373	2455	2511	2584	2611	2779	2805	2951	3202
CIG	3600	3778	3918	4084	4208	4397	4470	4657	4813
Public Service	5973	6233	6429	6668	6819	7176	7275	7608	8015

Caymanian Employees [Headcount]

	Jun-16	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21	Dec-22	Dec-23	Dec-24
SAG/GOC	1813 (76.4%)	1849 (75.3%)	1883 (75.0%)	1941 (75.1%)	1929 (73.9%)	2049 (73.6%)	2023 (72.1%)	2021 (68.5%)	2202 (68.8%)
CIG	2673 (74.3%)	2743 (72.6%)	2822 (72.0%)	2896 (70.9%)	2961 (70.8%)	3156 (71.8%)	3174 (71.0%)	3203 (68.8%)	3337 (69.3%)
Public Service	4486 (75.1%)	4592 (73.7%)	4705 (73.2%)	4837 (72.5%)	4910 (72.0%)	5205 (72.5%)	5197 (71.4%)	5224 (68.7%)	5539 (69.1%)

Salary Grades by Nationality [CIG Dec-24]

	A-B	C-G	H-K	L-O	P-R	GFF-GAA
Caymanian	4 (100%)	175 (72.6%)	968 (56.2%)	1673 (73.6%)	514 (90.2%)	3 (100%)
Non-Caymanian	0 (0%)	66 (27.4%)	755 (43.8%)	599 (26.4%)	56 (9.8%)	0 (0%)
CIG Total	4	241	1723	2272	570	3

Gender [CIG]

	Jun-16	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21	Dec-22	Dec-23	Dec-24
Female	1950 (54.2%)	2078 (55.0%)	2138 (54.6%)	2236 (54.8%)	2321 (55.2%)	2447 (55.7%)	2492 (55.7%)	2614 (56.2%)	2703 (56.2%)
Male	1650 (45.8%)	1700 (45.0%)	1780 (45.4%)	1848 (45.2%)	1887 (44.8%)	1950 (44.3%)	1978 (44.3%)	2038 (43.8%)	2110 (43.8%)
CIG Total	3600	3778	3918	4084	4208	4397	4470	4657	4813

Salary Grades by Gender [CIG Dec-24]

	A-B	C-G	H-K	L-O	P-R	GCC
Female	0 (0%)	115 (47.7%)	1133 (65.8%)	1184 (52.1%)	269 (47.2%)	2 (66.7%)
Male	4 (100%)	126 (52.3%)	590 (34.2%)	1088 (47.9%)	301 (52.8%)	1 (33.3%)
CIG Total	4	241	1723	2272	570	3

Age [CIG]

	Jun-16	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21	Dec-22	Dec-23	Dec-24
Average Age	43	43	43	43	44	44	44	43	44

Average Salary/Wages [CIG]

[Full-Time Equivalent]

	Jun-16	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21	Dec-22	Dec-23	Dec-24
Annual Salary	\$45,729	\$46,575	\$49,653	\$50,193	\$53,129	\$53,443	\$56,857	\$58,215	\$58,907
Monthly Salary	\$3,811	\$3,881	\$4,138	\$4,183	\$4,427	\$4,454	\$4,738	\$4,851	\$4,909
Annual Variance	\$2,497	\$846	\$3,078	\$540	\$2,936	\$314	\$3,414	\$1,358	\$692

Notes on Student Interns Excluded:

^{*1} - Excludes 52 student interns

^{*2} - Excludes 7 student interns

^{*3} - Excludes 18 student interns

^{*4} - Excludes 18 student interns

^{*5} - Excludes 58 student interns

^{*6} - Excludes 51 student interns

^{*7} - Excludes 14 student interns

^{*8} - Excludes 8 student interns

^{*9} - Excludes 21 student interns

At the end of 2024, the total number of persons employed in the Civil Service was 4,813, of which 3,337 (69.3%) were Caymanian. The wider Public Service, which includes Statutory Authorities and Government-Owned Companies, had a total of 8,015 employees, of which 5,539 (69.1%) were Caymanians. As compared to December 2023, this represents growth in the Civil Service and Public Service headcount of

156 and 407 employees respectively. The increase in Civil Service headcount was primarily driven by recruitment in the Department of Education Services, the Mosquito Research and Control Unit, and the Poinciana Rehabilitation Centre, which is a newly established inpatient mental health facility located in East End.

As at the end of 2024, the average annual salary for civil servants was \$58,907, which represents an increase of \$692 per year compared to 2023.

Table 2. 2024 Civil Service Gender Statistics

Date	Dec-18	Dec-19	Dec-20	Dec-21	Dec-22	Dec-23	Dec-24
Female	2138	2236	2321	2447	2452	2616	2703
Male	1780	1848	1887	1950	1949	2041	2110
Total	3918	4084	4208	4397	4401	4657	4813
% Female	54.6%	54.8%	55.2%	55.7%	55.7%	56.2%	56.2%
% Male	45.4%	45.2%	44.8%	44.3%	44.3%	43.8%	43.8%

	Female	Male
Total civil servants	2,703 (56.2%)	2,110 (43.8%)
Average Annual Salary	\$59,903	\$57,630
Chief Officers (including Acting)	9 (47%)	10 (53%)
Heads of Department (including COs & Acting)	35 (45%)	42 (55%)
2024 Promotions	193 (58%)	139 (42%)

Of the 4,813 civil servants on staff as at December 2024, 2,703 (56.2%) were female and 2,110 (43.8%) were male. As at the end of the year, women represented 47% of Chief Officers and 45% of Heads of Departments.

Of a total of 332 promotions in 2024, 58% were achieved by women and 42% by men. These results were reflected in the average annual salaries of females, which showed that the salaries of women were \$2,273 higher than that of their male colleagues.

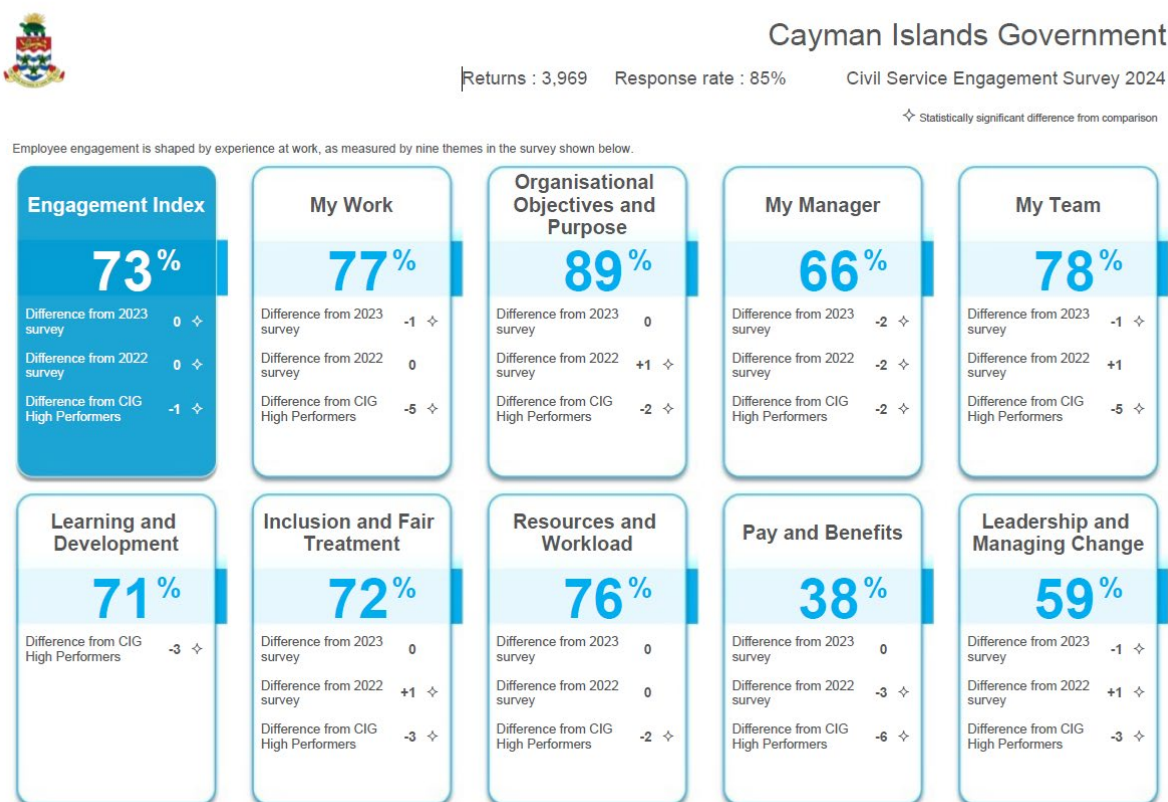
Compared to 2005, when the number of male and female civil servants was almost equal, the statistics demonstrate a shift in the gender distribution across the Civil Service, with the percentage of females in the Service now being 12.4% higher than males. Notwithstanding, there has still been significant growth in the number of male employees within the last two decades, with the Civil Service growing by 553 male employees during that period.

1.1 THE PORTFOLIO'S IMPACT ACROSS THE CIVIL SERVICE

Sections 24 and 25 of the Public Service Management Act (PSMA) prescribe the duties and powers of the Portfolio of the Civil Service (PoCS). The role of PoCS is to provide policy advice and support to Her Excellency the Governor and the Deputy Governor in overseeing the operation of the Civil Service. The Portfolio also provides strategic HR advice and operational HR functions to Public Authorities. PoCS has a central role in the diagnosis, design, implementation and evaluation of public sector reforms both within the Cayman Islands and, on occasion, in other overseas territories.

As part of its responsibilities, the Portfolio monitors employee engagement to assess whether the conditions within the Civil Service are conducive to employees giving their best efforts. In 2024, the eighth annual employee engagement survey was conducted and yielded responses from 3,969 civil servants (85%).

Figure 1. Cayman Islands Civil Service 2024 Employee Engagement Results

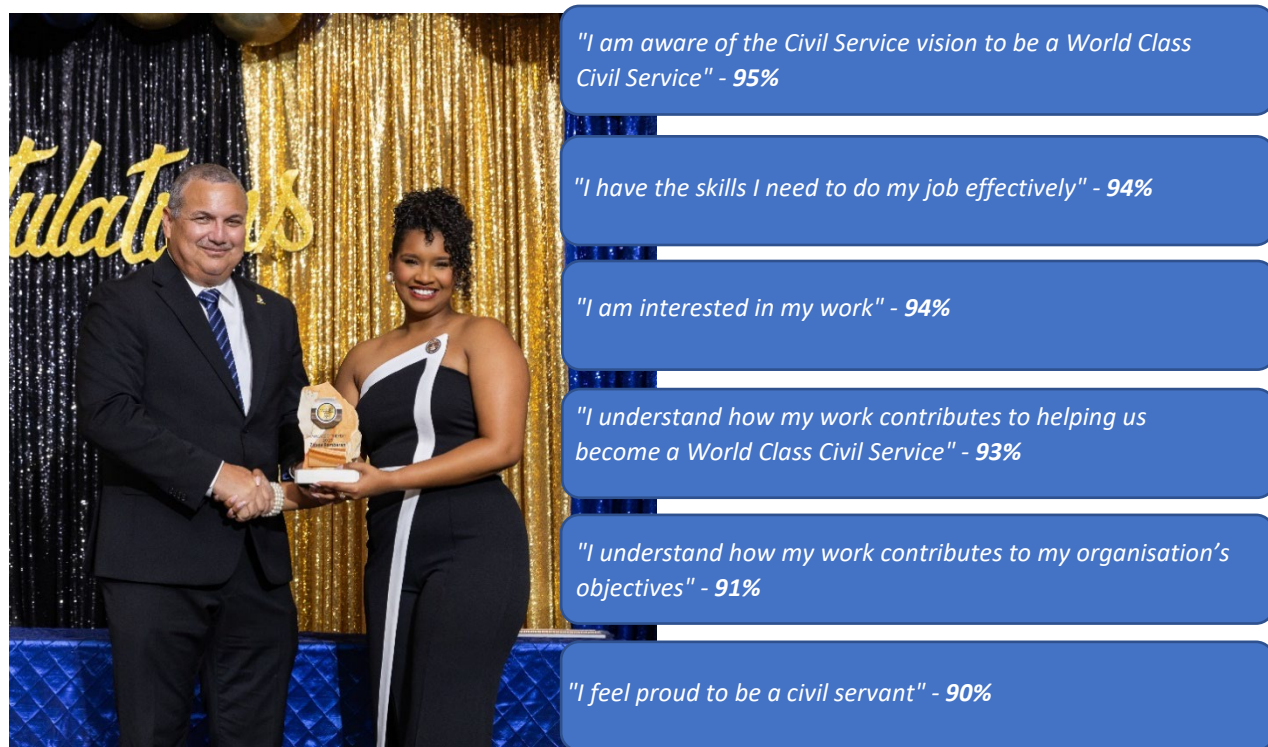


The “Engagement Index”, which is a measure of the average level of engagement across all Civil Service entities, held steady at 73% for the third consecutive year. Three survey categories, namely “Organisational Objectives and Purpose”, “Inclusion and Fair Treatment”, and “Pay and Benefits” also maintained the scores seen in the previous year, with scores of 89%, 72% and 38% respectively. The remaining six survey

categories experienced slight decreases between 1 – 2% when compared to 2023; however, despite the decreases, the overall scores in each of the categories remained at 60% or above.

While “Pay and Benefits” still remains the lowest scoring survey category, with a score of 38%, this score has improved since the inception of the survey in 2017, when an initial score of 29% was recorded in this category. The steady increase over the years can be credited to a number of pay and rewards initiatives that have been implemented by PoCS, the most recent of which was the payment of a \$2,000 honorarium to each civil servant in December 2024, and the approval of a 5% Cost of Living Adjustment (COLA) effective 1st January 2025.

The individual survey questions / statements that yielded the highest scores were:



The Deputy Governor, Hon. Franz Manderson, presents the 2023 Employee of the Year recipient, Ms. Zhané Rambaran, with her Caymanite trophy at the Deputy Governor's Awards Employee of the Year Ceremony, which was held in April 2024.

Deputy Governor's Awards Programme – Employee of the Year

On 25 April 2024, the Employee of the Year Ceremony, hosted by PoCS, was held to celebrate the contributions of 12 extraordinary civil servants. Amidst a large gathering of elected leaders, senior government officials, fellow civil servants and invited guests, Ms. Zhané Rambaran, who is a Financial Administrator in PoCS, was selected as the CIG's 2023 Employee of the Year from an impressive group of

12 Employee of the Month (EOM) finalists, winning under the category “Delivering an Outstanding Customer Experience”.

The 12 finalists who competed for the title of Employee of the Year were:

- Beckie Seymour – January 2023
- George Hurlston – February 2023
- Tanisha James – March 2023
- Zhané Rambaran – April 2023
- Prisca Smith – May 2023
- Anita Veitch-Lee – June 2023
- Audrey Hill – July 2023
- Kiria Bodden – August 2023
- Kim Chin – September 2023
- Jeremy Olynik – October 2023
- Heather Jackson – November 2023
- David Dixon – December 2023



The Deputy Governor, Hon. Franz Manderson, on stage with the 12 Employee of the Year finalists at the 2023 Employee of the Year Ceremony.

Launch of the 2024 – 2026 Strategic Plan

The Cayman Islands Government’s journey to becoming a world-class Civil Service entered a new phase in April 2024, with the launch of the Civil Service Strategic Plan 2024-2026.

Some 90 Chief Officers, Deputy Chief Officers, Heads of Department and other senior leaders representing all ministries and portfolios attended the official launch event at the Compass Vault in George Town.



The tagline for the 2024-2026 Strategic Plan, “Our Journey to World-Class: Building on a Solid Foundation”, acknowledged the tremendous work that was carried out under the preceding 5-Year Strategic Plan, while simultaneously setting out additional plans and initiatives through to the end of 2026, to further add to the wins achieved by the Civil Service.

Guided by PoCS Management Support Unit Director Winston Sutherland and PoCS Chief Officer Gloria McField-Nixon, attendees explored the Plan and how it will help our Civil Service to deliver the

Government's strategic priorities, and fulfil our common purpose of "Making the Lives of Those We Serve Better".

Attendees identified large internal and external accomplishments delivered by civil servants since the original Strategic Plan was launched in 2018. During the event, teams explored ways in which the Civil Service can embed past success factors as our approach to "our everyday business".

One of the aims in bringing senior leaders together at the launch event was to reinforce that they set the tone. The new strategy, in addition to adding a sixth goal, also shifts the implementation approach so that each goal identifies expectations for ministries, departments and individuals.

Refreshed plan highlights accountability

The 2024 - 2026 Strategic Plan represents an updating and expansion of the original 5-Year Strategic Plan for a World-Class Civil Service.

Embracing feedback from consultation with stakeholders inside and outside of the CIG, the refreshed strategy expands upon the original five goals, by introducing a sixth goal, to "Create a Culture of Accountability". During the launch event, Deputy Governor Franz Manderson explained to attendees that this addition recognises that, "Our ability to tackle the complex challenges confronting the Cayman Islands will depend upon all civil servants, at every level of our organisation, being increasingly accountable for our delivery and for our behaviours. When we each do our part, we excel in delivering the Government's priorities and we make lives better for those we serve across the Cayman Islands."

Looking back and to the future

During a session that explored key milestones in the Journey to World-Class, four senior Civil Service thought leaders participated in a panel discussion. Moderated by PoCS Chief Officer Gloria McField-Nixon, attendees heard key insights from Cabinet Secretary Samuel Rose, Chief Officer Dr. Dax Basdeo, Strategic Advisor to the Deputy Governor Mary Rodrigues and Director of Education Services Mark Ray. They each discussed the journey from their unique perspectives.



Chief Officer Dr. Dax Basdeo, Cabinet Secretary Samuel Rose, Director of Education Services Mark Ray, and Chief Advisor to the Deputy Governor Mary Rodrigues participated in a panel discussion at the Strategic Plan Launch.

Mrs. Rodrigues spoke on the monumental task of formulating the original strategy, following the significant Civil Service Reimagined campaign in 2016-17, before the project was handed to PoCS for finalisation and implementation.

Mr. Ray explored the work of the Education Department to leverage the key principles within the Civil Service Strategic Plan in their own departmental strategy. He shared key educational outcomes, demonstrating enhanced employee engagement, strengthening performance of public schools that shifted away from prior inspection ratings of 'Weak' schools into current inspection ratings of 'Satisfactory', and even 'Good', schools.

The Cabinet Secretary discussed the work in the Government's 2024-2026 Strategic Policy Statement, which identified Modernising the Public Sector as one of five Strategic Broad Outcomes. He illustrated significant strides made under the Civil Service Strategic Plan Goal 5, to Foster Effective Communication, as demonstrated by the formation of, and work products produced by, the new Department of Communications within the Cabinet Office.

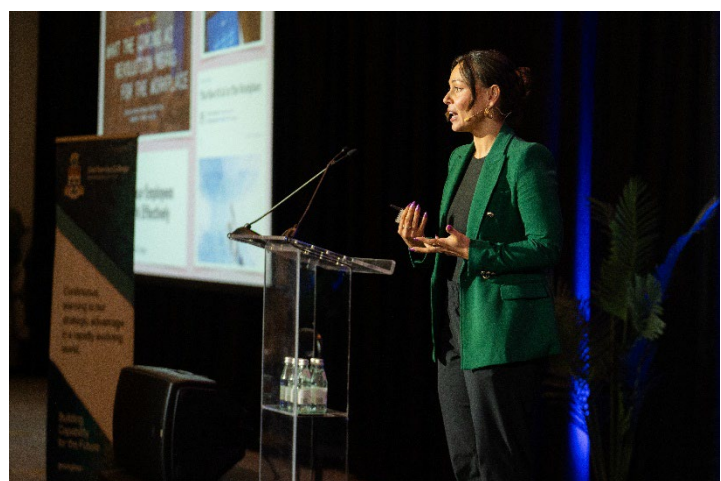
Finally, CO Basdeo shared a glimpse of the CIG's future by referencing work being piloted within his ministry to create ministry-specific strategic plans that reflect the links between the Government's Broad Outcomes and the Civil Service's medium-to-long term policy proposals for ensuring the continued success of the Cayman Islands and our people.

Following the launch of the Plan, senior leaders were tasked with having briefings with their staff to explain the overall strategy, to celebrate past successes and to engage their teams on what is expected at the ministry, department and individual level in the three-year period.

A similar launch was held for senior leaders and other civil servants on Cayman Brac to ensure that the entire Civil Service leadership team was presented with the Plan and given the tools to ensure its implementation across the CIG.

Senior Leadership Events

"Leading Through Technological Change" was the theme of the Civil Service College's (CSC) 2024 Senior Leadership Event. The event focused on exploring practical approaches to effectively navigate ongoing technological change. The conference, held in response to insights gleaned from the annual Employee Engagement Survey, provided a platform for insightful discussions and actionable strategies to enhance leadership in the face of evolving technological landscapes.



Corporate Culture Specialist Lisa Walden presents on "Creating People-First Work Cultures".

The first of two keynotes speakers, Andrew Grill, a futurist and technologist challenged leaders to become “digitally curious” in order to leverage advances in technology. He discussed the rapidly emerging A.I. trend and the opportunities for the public sector when data is used ethically and securely.

Next followed an intimate panel discussion, with three leaders of entities that have carried out technology-focused projects. Senior HR Policy Advisor within PoCS, Jo Richards, spoke about the challenges of leading the implementation of the my-VISTA platform. Registrar of Lands Sophia Williams, talked about the Lands and Survey Department’s project to facilitate online searches of the land registry and providing access to ordinary and certified copies electronically. Finally, Director of Licensing, David Dixon, recounted the project that now allows online scheduling, registrations and license renewals for customers of the Department of Vehicle and Drivers’ Licensing.

The panel discussed the practical elements of leading through technological change, highlighted the importance of engaging with and listening to teams, stakeholders and customers. The panel members also encouraged leaders to be thoughtful and practical about the resources needed to deliver projects.



The final keynote address was delivered by corporate culture specialist Lisa Walden in a presentation entitled “The Future is Human: Creating People-First Work Cultures”. Lisa focused on how to maintain thriving cultures, offered best-practices for mindful communication, and provided tactics for nurturing the single most important component of a healthy work environment - trust.

PoCS Chief Officer Gloria McField-Nixon closed the event, encouraging leaders to embrace this new chapter, agreeing that the pace of change has never been as fast as it is today, and will never again be as slow as it is today. She advised leaders to commit to being curious, leaning into ways to innovate, and finding ways to add value, while holding each other accountable to not slip back into old ways that do not serve us or the people we serve.

Key Learning and Development Outcomes

In 2024, the Civil Service College (CSC) facilitated and expanded learning and development (L&D) opportunities across the Civil Service. All L&D offerings continued to support the CIG's Strategic Plan, specifically the "Leadership" and "Talent Development" pillars.



During the year, civil servants took advantage of the L&D opportunities made available to them, most notably achieving the following:



In addition, in 2024, the CSC launched its scholarship programme, as well as launched *CSC Online* – the new learning management system for the Civil Service.

Detailed information on the full range of 2024 learning and development offerings and outcomes can be found in section 2.2 of this Annual Report.

The 2024 Deputy Governor's 5K Challenge

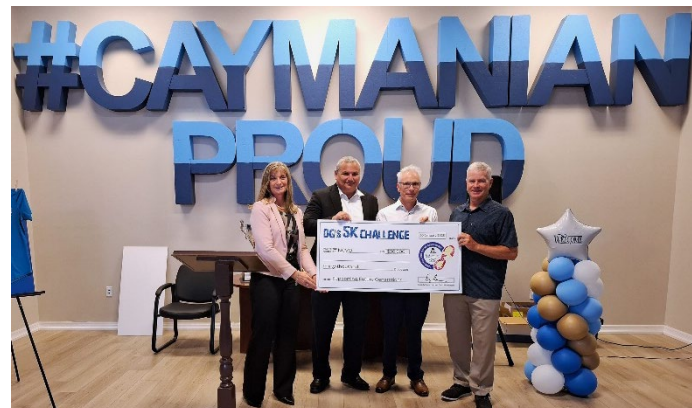
The 2024 Deputy Governor's 5K Challenge set a new benchmark in community engagement and philanthropy, raising a remarkable \$90,000 for its three beneficiaries: Boyz2Men, the National Council of Voluntary Organisations (NCVO), and the Addison Kelly Memorial Scholarship Fund.

Marking the event's 10th anniversary, the DG's 5K challenge attracted more than 2,100 participants while celebrating a decade of promoting fitness and giving back to the community under the unifying theme of "Supporting our future generations".

The funds will be used by Boyz2Men to support their academic assistance and mentoring programme, the Addison Kelly Memorial Scholarship Fund to implement a Mental Health First Aid training programme for community workers, and the NCVO to support their preschool programme, foster care services, and continued family assistance. Among the major sponsors that played a crucial role in this year's challenge were the Platinum Sponsor, Appleby Law firm, and Gold Level Sponsors including EY, Butterfield, Davenport Development, the Cayman Islands Civil Service Association Cooperative Credit Union, and Dart. The backing from these organisations continued to demonstrate a collective dedication towards fostering community spirit through philanthropy.



Representatives from the Addison Kelly Memorial Scholarship Fund receive a cheque for their portion of the funds raised through the 2024 DG's 5K.



Representatives from the NCVO receive their cheque from the Hon. Deputy Governor, Franz Manderson.

Since the event's inception in 2014, the DG's 5K Challenge has raised more than half a million dollars – specifically, \$649,000 – benefiting a total of 22 local charities. The initiative not only enhances health and fitness awareness, but also signals the Deputy Governor's steadfast commitment to encouraging philanthropy across the Cayman Islands.

Employee Wellness

The Wellness Committee demonstrated an impressive commitment to fostering employee wellbeing throughout 2024 by organizing a diverse range of impactful programmes and events. Kicking off the year, the January "Winter Gym Membership Deduction Programme" enabled 271 participants from CIG, as well as employees from several Statutory Authorities and Government-owned Companies (SAGCs) to prioritize their physical health. In February, the committee hosted the "Week

of Kind Regards," followed by two events in March - Neurodiversity Week, which included an educational webinar on Zoom, and Honouring Women Month, which brought the Farmers Market to the Lawn of the Government Administration Building (GAB) to promote health and community connection. April featured a Positive Discipline webinar focusing on managing behavioral responses, along with a lunch-and-learn session on intellectual property and its workplace implications. The Committee also organised Earth Day activities, placing emphasis on sustainability. June's programming addressed emotional wellbeing through a webinar on resilience and radical acceptance, coupled with a Civil Service movie night. The CIG Wellness Survey launched in July, gathering insights to improve future initiatives, while August focused on family wellbeing, including a Back to School Parenting Webinar. The Committee continued to engage employees with a Positive Parenting Programme in September, and recognised International Men's Day in November by hosting a panel discussion via webinar. The year closed with the Wellness Fair at the GAB and a second round of the gym membership deduction programme. In recognition of their efforts, the Committee received the prestigious Oasis Award for Employee Wellness from the Cayman Islands Society of Human Resource Professionals: a testament to the exceptional contributions the Wellness Committee made to workplace wellness within the Civil Service.



A representative from Boyz2Men receives a cheque from Deputy Governor Franz Manderson for their share of the funds raised.



1.2 STRUCTURE AND FUNCTION OF THE PORTFOLIO

PoCS Structure and Function

PoCS is responsible for supporting Her Excellency the Governor and the Deputy Governor in the fulfillment of their obligations for the Civil Service in the areas of HR policies and compliance, public sector management and reform, and good governance practices.

PoCS is comprised of 12 departments, sections and units, outlined below. PoCS also has oversight of one statutory authority, namely the Cayman Islands Public Service Pensions Board (PSPB). PSPB has issued a separate annual report to document their individual entity performance.

Table 3. PoCS Departments and Areas of Strategic Focus

DEPARTMENTS AND AREAS OF STRATEGIC FOCUS		
HR Centre of Expertise & Management Practices	Public Sector Reform	Good Governance
• Strategic and Corporate HR Unit • Finance and Administration Section • Civil Service College • Cayman Islands National Archive	• Management Support Unit (MSU)	• Elections Office • Office of HE the Governor • Office of the Deputy Governor • Internal Audit Service • Commissions Secretariat • Office of Education Standards • Passport and Corporate Services Office

Vision and Mission for the Portfolio of the Civil Service

Table 4. Our Vision & Mission

Our Vision	Our Mission
<i>To be a valued partner in achieving performance excellence across the Cayman Islands Government.</i>	<i>To promote democracy, good governance, and the realisation of a World-Class Civil Service, by delivering innovative, efficient and effective Human Resource policies, public sector reform, and management practices across the Cayman Islands Government.</i>

The Portfolio's Senior Management Team



Back row (L – R): Winston Sutherland – Director, Management Support Unit; Katrina Wilson – Human Resources Management Advisor; Sheena Thompson - Human Resources Management Advisor; Monique Malcolm – Director, Human Capital Development; Jo Richards – Senior Human Resources Policy Advisor; Nadisha Walters – Chief Financial Officer; Melanie Ebanks-Jackson - Human Resources Management Advisor; Jerome White – Senior Project Manager.

Front row (L – R): Lauren Knight – Deputy Chief Officer (Strategic Operations & Governance); Gloria McField-Nixon – Chief Officer; and Ryan Rajkumarsingh – Deputy Chief Officer (Engagement, Talent Development & Public Sector Reform)

Missing from Senior Management Team photo:



*Charlene Howell-Litchmore –
Human Resources Management
Advisor*

Celebrating Our Employee of the Year Winner

Zhané Rambaran, Financial Administrator within PoCS, was selected as the 2023 Employee of the Year (EOY) for her exemplary contributions to the strategic goal “Deliver an Outstanding Customer Experience”.

In front of Her Excellency the Governor Jane Owen, Government Ministers, other officials, colleagues, family and friends, Ms. Rambaran received the top Civil Service accolade from Deputy Governor Hon. Franz Manderson.



Zhané Rambaran, Financial Administrator within the Portfolio of the Civil Service, holds her Caymanite Employee of the Year trophy at the Employee of the Year Ceremony on 25th April 2024.



The awards ceremony was the culmination of the 2023 round of the Deputy Governor's Awards Programme. The initiative, created by the Deputy Governor in 2012, seeks to identify and recognise civil servants whose behaviours exemplify the Civil Service's values of passion, integrity and professionalism, and whose performance demonstrates accountability in delivering against the Government's Broad Outcomes, to both external and internal customers. At the time Ms. Rambaran was selected as Employee of the Month for April

2023, Portfolio of the Civil Service Chief Officer Gloria McField-Nixon highlighted her positive impact, describing her as “someone who makes all of our lives better. Her attention to detail, personalised customer service, and infectious smile have earned her a well-deserved reputation as a shining star within the team.” Mrs. McField-Nixon also emphasised Ms Rambaran's crucial role in ensuring timely payments to vendors, upholding government policies and procedures, and ultimately supporting the public, economy, community, and families.



Ms. Rambaran's PoCS colleagues, equipped with banners, photos and high levels of energy, attended the EOY ceremony to show their support for her as she vied for the title of Employee of the Year.

Celebrating Our 2024 Employee of the Month and Chief Officer's Choice Recipients

In 2024, PoCS, through the DG's Awards Programme, recognised the hard work and exemplary performance of several of its employees. For the second time since the inception of the Programme, PoCS secured nominations and wins for each month during the year. Recipients came from core and the wider PoCS, ranging from Internal Audit, to the Passport and Corporate Services Office, to the PoCS Finance Team. Irrespective of the PoCS unit represented, each of the recipients exemplified the Civil Service Values, professionalism, excellence in service delivery and unwavering dedication.

The 2024 PoCS Chief Officer's Choice recipients were:



January 2024
Kuda Chinake
Senior Internal Auditor, Internal Audit Service



February 2024
Tara Bush
Corporate Wellness Officer, PoCS (core)



March 2024
Brenda Ebanks
Finance & Admin Officer, Cayman Islands National Archive



April 2024
Latoya Bush
Accounts Officer I, PoCS (core)

2024 PoCS Chief Officer's Choice recipients (continued)



May 2024

Melanie Ebanks-Jackson
HR Management Advisor, PoCS (core)



June 2024

Kayla Bogle
Corporate Services Officer, Passport &
Corporate Services Office



July 2024

Sarena Whittaker
Accounts Officer I, PoCS (core)



August 2024

Michaela Adams
Management Support Advisor, PoCS (core)

2024 PoCS Chief Officer's Choice recipients (continued)



September 2024

Tammi Selzer

**Senior Research Analyst, Cayman Islands National
Archive**



November 2024

Laura Watler

Management Support Advisor, PoCS (core)



December 2024

Jo Richards

Strategic HR Policy Advisor, PoCS (core)

PoCS's 2024 Employee of the Month



In October 2024, Charla Hobson, Training Facilitator for Formal Education within the Civil Service College, was recognised as the Cayman Islands Government Employee of the Month (EOM). Charla received the EOM designation for consistently Pursuing Excellence in Talent Development; more specifically, she was awarded for her unwavering passion and dedication to providing the best possible learning experience for civil servants. Through her work, Mrs. Hobson forged new connections and partnerships with local educational providers, creating additional pathways for civil servants to pursue career enhancing studies, ultimately contributing to a better-qualified and more highly-skilled Civil Service.

During the ceremony to present Mrs. Hobson with both her Chief Officer's Choice award and her Employee of the Month certificate, Deputy Governor Franz Manderson lauded her remarkable work, expressing how her meticulous attention to detail has enhanced the professional development of civil servants. He also acknowledged many of her notable achievements, such as the enormous task of creating the Foundational Business Communication programme, which received "assured status" from internationally recognised body City & Guilds, and developing a scholarship programme to support civil servants in continuing their studies.

1.3 FINANCIAL PERFORMANCE

The complete financial statements, notes and disclosures are presented in Section 3.0 of this report.

The table below summarises the financial performance of PoCS over the past five fiscal years. For the period ended December 31, 2024, the Portfolio recognised revenues of \$21.5 million, an increase of 8% over the previous fiscal year. During the year, there was a steady drive to fill vacancies, resulting in additional staff joining the Portfolio. This in turn increased output delivery and, in some cases, led to budgeted targets being exceeded. In addition, PoCS recognised another full year of third-party revenues from the Passport Office, further increasing revenues.

Expenses during the same period were \$17.1 million, representing a 4% increase over 2023. The increase in expenses was mainly driven by growth in personnel costs resulting from recruitment activity and increases in health insurance premiums. This caused increases in basic salary and other related personnel cost accounts, such as pension and health insurance.

Supplies and consumables increased slightly compared to the prior year, increasing by 4%.

As shown in Table 5, the Portfolio has ended each of the past five financial years in a surplus position, with the 2024 surplus being \$4.4 million.

Table 5. Statement of Financial Performance

STATEMENT OF FINANCIAL PERFORMANCE (in thousands)					
Revenue	2020	2021	2022	2023	2024
Cabinet Revenue	14,219	14,398	14,962	16,137	18,059
IAC Revenue	84	7	218	263	138
3 rd Party Revenue	798	2,018	3,686	3,458	3,311
Total Revenue	15,101	16,423	18,866	19,858	21,508
Expenses					
Personnel Cost	10,228	10,883	11,424	12,803	13,328
Supplies & Consumables	2,524	3,358	3,390	3,422	3,573
Depreciation	170	159	206	210	236
Total Expenses	12,922	14,400	15,020	16,435	17,137
Net Surplus for the period	2,179	2,023	3,846	3,424	4,371

Statement of Executive Financial Transactions

Entity Financial Transactions are the financial transactions that result from the conduct of business or the delivery of outputs by a Ministry, Portfolio or Office.

Executive Financial Transactions, unlike Entity Financial Transactions, do not directly relate to the operations of a Ministry, Portfolio or Office. Executive Financial Transactions are any financial transaction relating to executive revenues, executive expenses, executive liabilities and executive assets of the Government. Executive revenue is any coercive revenue for the benefit of Cabinet's use, and includes revenues from import and motor vehicle duties, garbage fees, work permit fees etc. Executive revenue is utilised by the Cabinet to pay executive expenses, such as the purchase of outputs from Ministries, Portfolios and Offices, transfer payments, interest payments or similar finance costs. Executive liabilities of the Cabinet include the unfunded pension liability for civil servants and borrowings. Finally, executive assets comprise assets such as the Governor's residence.

Following is the Portfolio's Statement of Executive Financial Transactions:

STATEMENT OF EXECUTIVE FINANCIAL TRANSACTIONS FOR THE YEAR ENDED DECEMBER 31, 2024				
Executive Expenses (in thousands)	Actuals	Original Budget	Final Budget	Variance (Original Budget vs. Actuals)
CIV 1 - Policy Advice to the Head of the Civil Service	2,626	2,626	2,626	-
CIV 2 - Auditing Compliance with Human Resource & Internal Financial Policies	1,624	1,740	1,740	116
CIV 3 - Management of Public Sector Reform	1,152	1,152	1,152	-
CIV 7 - Workforce Development (Civil Service College)	4,280	4,280	4,280	-
CIV 11 - Servicing and Support for H.E. the Governor	786	807	807	21
CIV 12 - Preservation and Management of Records	1,416	1,416	1,416	-
CIV 13 - Maintenance of the Electoral Register	552	759	1,959	207
CIV 14 - Support for Commissions	2,127	2,127	2,127	-
CIV 15 - Policy Advice and Administrative Support provided to the Deputy Governor	2,383	2,383	2,383	-
CIV 16 - Educational Evaluation Services	1,113	1,159	1,159	46
CIN 2 - Health Insurance for Civil Service Pensioners	46,295	43,107	43,107	(3,188)
NGS 20 - Employee Assistance Programme	300	300	300	-
OE 2 - Personal Emoluments for H.E. the Governor and Official Members of Cabinet	774	832	832	58
OE 19 - Ex-Gratia Plan Payments	2,799	1,257	2,539	(1,542)
OE 100 - Executive Depreciation	2	2	2	-
OE 107 - Major Governance Projects	91	170	170	79
OE 116 - Pension Uplift	4,906	4,725	4,725	(181)

**STATEMENT OF EXECUTIVE FINANCIAL TRANSACTIONS
FOR THE YEAR ENDED DECEMBER 31, 2024**

OE 117 - CIG Core Christmas Stipend	240	193	193	47
OE 119 - Second Chances Programme	106	110	110	4
OE 120 - Repairs and Maintenance of Executive Buildings	-	16	16	16
OE 126 - Anti-Gang and Child Safeguarding Support	-	100	100	100
OE 141 - Emerging Talent Development	93	200	200	107

Discussion of Executive Expense Variances

CIV 1 - Policy Advice to the Head of the Civil Service: No variance.

CIV 2 - Auditing Compliance with Human Resource & Internal Financial Policies: Under budget by \$116K due to actual billings being less than budget.

CIV 3 - Management of Public Sector Reform: No variance.

CIV 7 - Workforce Development (Civil Service College): No variance.

CIV 11 - Servicing and Support for H.E. the Governor: Under budget by \$21K, which was the result of less guests being catered to than budgeted.

CIV 12 - Preservation and Management of Records: No variance.

CIV 14 - Support for Commissions: No variance.

CIV 13 - Maintenance of the Electoral Register: Under budget by \$207K - \$207K in savings was realised due to the referendum being moved to 2025 and combined with the General Election, instead of being a standalone referendum in December 2024.

CIV 15 - Policy Advice and Administrative Support Provided to the Deputy Governor: No variance.

CIV 16 - Educational Evaluation Services: Under budget by \$46K – Under budget due to one less output than budgeted being produced.

CIN 2 - Health Insurance for Civil Service Pensioners: Over budget by \$3.2M – Overage due to increased CINICO premiums, as well as an increase in the number of pensioners eligible for this benefit.

NGS 20 - Employee Assistance Programme: No variance.

OE 2 - Personal Emoluments for H.E. the Governor and Official Members of Cabinet: Under budget by \$58K.

OE 19 - Ex-Gratia Recipient Grant Payments: Over budget by \$1.5M - This overage was primarily caused by one-off honourarium payments, totaling \$1.3M, to ex-gratia recipients in December 2024 (as approved by Cabinet), as well as an increase in the number of pensioners eligible for the benefit.

OE 100 - Executive Depreciation: No variance.

OE 107 - Major Governance Projects: Under budget by \$79K due to only one department requesting programme funding in 2024.

OE 116 - Pension Uplift: Over budget by \$181K – Over budget due to an increase in the number of pensioners eligible for the benefit.

OE 117 - CIG Core Christmas Stipend: Over budget by \$47K due to an increase in headcount and an increase in the per person amount for holiday parties.

OE 119 - Second Chances Programme: Under budget by \$4K.

OE 120 - Repairs and Maintenance of Executive Buildings: Under budget by \$16K (or 100%) – Under budget by 100% as there were no transactions in 2024.

OE 126 - Anti-Gang and Child Safeguarding Support: Under budget by \$100K (or 100%) – Under budget by 100% as there were no transactions in 2024.

OE 141 - Emerging Talent Fund: Under budget by \$107K, as only three persons were enrolled in the programme in 2024.

Section 2.0

Departmental Performance



2.1 STRATEGIC AND CORPORATE HR (SCHR)

ENTITY OVERVIEW

The Strategic and Corporate HR Unit provides a variety of HR services and technical HR support to entities across the core Civil Service, as well as to Statutory Authorities and Government-Owned Companies (SAGCs). These services include:

- Implementation of HR reform projects, and the provision of guidance and advice on CIG-wide human resource policies and practices.
- Development and delivery of Civil Service wide programmes that support individuals reaching their potential, such as the Emerging Talent and Second Chances Programmes.
- Monitoring trends and developments in HR matters across the Service, including reports on service-wide trends and data.
- Development and management of the Human Resources Management System (HRMS), as a tool to support the strategic decision-making capability of the CIG, including provision of user support and training.
- Implementation of reward recommendations and management of corporate compensation and benefits, including delivery of job evaluation and job design services, and management of data relating to payroll and medical eligibility of dependents.
- Provision of a variety of HR services and technical HR support, from recruitment and orientation, to employee relations and discipline.

SUMMARY OF 2024 ACHIEVEMENTS AND CONTRIBUTIONS

Continued implementation of the new HR Management System (my-VISTA)

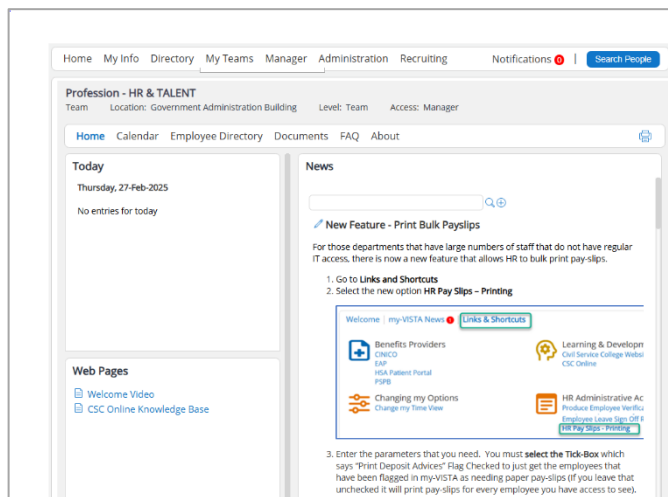
2024 saw the continuation of the multi-year, multiphase, project to implement the new HR Management System, my-VISTA, for the Civil Service. The system, when fully implemented, will support strategic priorities by:

- Streamlining processes
- Improving governance
- Improving the user experience
- Leveraging technology to automate repetitive tasks and standardise workflows
- Delivering enhanced KPI and data forecasting capabilities
- Supporting the talent strategy by promoting CIG as an employer of choice and laying the foundation for workforce planning

During 2024, PoCS took stewardship for delivering payroll functions for the Parliamentary Management Commission and the Civil Service with the migration of payroll processing onto the my-VISTA platform, in

April and May 2024 respectively. As a result of the migration, PoCS effectively assumed responsibility for the on-going delivery of payroll activities for the Civil Service.

In recognition of the increased scope of functionality being delivered through my-VISTA, an additional risk mitigation protocol was implemented via Vista Protect, a cloud based off-island solution which becomes available to deliver HR and payroll functions in the event of a catastrophe.



Additionally, during 2024, the HR Profession saw focus on the delivery of tools to support their function, with the launch of the HR Resource Centre providing access to HR specific:

- News updates and responses to the most frequently asked HR questions;
- Calendar events and key deadlines;
- Contact information for colleagues; and
- Resources, including laws, regulations, policies, procedures and Civil Service forms, all in one easily accessible location.

Remuneration and Reward

During 2024, SCHR facilitated the following outcomes with respect to pay and reward:

- Implementation of an honorarium of \$2,000, paid to civil servants in December 2024.
- Implementation of a performance-based reward of one additional leave day for high performing civil servants achieving their agreed performance in all aspects (or higher) throughout the year.
- Achieved significant traction across the Civil Service on the initiative to migrate employees from bi-weekly pay to monthly terms and conditions to support the Civil Service pay philosophy of being “Transparent, Fair and Enabling”.

Job Evaluation

The Job Evaluation (JE) team plays a critical role in establishing a fair and consistent framework for employees, promoting internal equity, attracting and retaining top talent, and driving organizational success. In 2024, the JE team tested and transferred data to a new IT management system, conducted a comprehensive assessment and evaluation of 574 jobs, as well as presented over five training sessions on demystifying the job evaluation process, leading to enhanced job grading and a more transparent and reliable process.

Policy

PoCS provides advice and implementation support on CIG-wide human resource policies and practices, with the aim of ensuring that the frameworks used to manage its most critical resource, people, are fit for purpose and support the business to deliver the Government's objectives.

In 2024, PoCS delivered 16 policies, providing guidance on HR topics ranging from parental leave to performance management. Additionally, in light of the 2025 General Elections, a bespoke policy was developed and implemented to:

- ensure that all employees are aware of the requirements under the Public Service Management Act (2018 Revision) ("PSMA"), specifically the requirements under the Code of Conduct to be politically neutral and to serve the government of the day in a way that ensures that confidence in public servants/the Public Service can be maintained;
- ensure that employees know how they can exercise their right to be politically informed without compromising their political neutrality;
- explain the extent to which employees may take part in political activities;
- provide practical examples of appropriate and inappropriate involvement in political activities; and
- provide guidance to those public servants who wish to declare and run for political office.

Enhancements to the CIG's Parental Leave Benefits

Notably, in mid-2024 the Policy Team completed the Parental Leave project, which commenced in 2023. Completion of the project, which involved a comprehensive review the existing maternity and paternity leave benefits for civil servants, resulted in amendments to the Personnel Regulations to increase both benefits as follows:

	Maternity Leave		Paternity Leave	
	Previous Benefit	NEW Benefit	Previous Benefit	NEW Benefit
Total Leave Days	90 working days	110 working days	Two working weeks (10 working days)	20 working days
Compensation	30 working days on normal pay and the remainder without pay	60 working days on normal pay and the remainder without pay	One week (5 days) on normal pay and one week without pay	10 working days on normal pay and the remainder without pay

To support the implementation of the enhanced parental leave benefits, which took effect on 5 March 2024, the Policy Team developed a Parental Leave Policy to ensure consistent service-wide standards and guidance for the management of parental leave across the Civil Service.

Review of the CIG's Disciplinary Provisions

Another significant undertaking of the PoCS Policy Team was the establishment of a bespoke committee charged with the task of reviewing the CIG's existing disciplinary provisions, with the aim of identifying areas for improvement, and developing robust, fit-for-purpose recommendations, in the form of proposed legislative amendments, to correct identified issues, and to streamline and modernise disciplinary processes within the Civil Service. The work of the Committee was specifically commissioned by the Deputy Governor to support the newly established 2024 – 26 Civil Service Strategic Plan, which introduced a sixth goal – 'Create a Culture of Accountability'.

The Discipline Review Committee, which comprised seven members of varying backgrounds ranging from Law to Policy to Human Resources, held 15 meetings over six months, where applicable legislation, Regulations and ancillary components were discussed, including shortfalls, historical impediments and procedural failings.

Through the work of the Committee, it was determined that extensive revisions are required to the Civil Service's disciplinary provisions in order to bolster accountability measures, address performance concerns and to facilitate the modernisation of the Civil Service's disciplinary provisions, bringing them closer in line with current Human Resources policies and the Labour Act, which is the applicable legislation within the private sector in the Cayman Islands.

By the end of 2025, the Discipline Review Committee had completed its assessment, and had prepared proposed amendments to the Personnel Regulations, which will be taken forward to Cabinet in 2025.

Supporting Talent Management / Development

In 2024, two persons were funded to participate in the Second Chances Programme (SCP), which is a programme designed to provide ex-offenders, who meet certain criteria, access to employment opportunities within the Civil Service. One participant was paired with a job in the Public Works Department (PWD) and the other joined the Department of Agriculture. The addition of the two SCP participants in 2024 brought the total number of SCP candidates who have been successfully matched to jobs in the Civil Service to 16.

Another talent management programme within the CIG is the Emerging Talent Programme, which provides opportunities for persons to gain the practical experience necessary for permanent appointment, as well as facilitates talent mobility within the Civil Service. In 2024, five Caymanians were recruited or seconded to gain experience in their respective fields, with three participants joining PWD, and one each joining the Cayman Islands National Archive and the Mosquito Research Unit respectively.

FORWARD LOOK – 2025 STRATEGIC FOCUS

2025 will see the next major phase of the my-VISTA implementation commence, with the focus on delivering solutions that support the Cayman Island Governments priorities around talent management; seeking to improve the candidate experience through the on-boarding process and the employee experience through modules that enable talent tracking and succession planning.

Tools to support the scheduling of work within Government agencies that provide 24/7 services will be rolled out across the Service, and work will commence to achieve efficiencies between the Civil Service and the Public Service Pension Board through integration of IT solutions relating to Civil Service pension contributions.

The focus on IT to deliver business improvements will be recognised by the scope of the current my-VISTA Steering Committee being expanded to have oversight of all talent related technology, and the implementation of Power-BI will provide a means to enhance the organisation's reporting capability on its single largest expenditure: its people.

Also in 2025, the JE team plans to introduce more training initiatives tailored for HR professionals. This programme aims to simplify the job evaluation process, equipping HR practitioners with the necessary knowledge and skills for effective application.

In addition, the team will fully implement the IT system acquired in 2024, which replaces the previous job evaluation platform (JEMS). The advanced system also features additional modules designed to support various HR functions within PoCS. Key enhancements include the introduction of job families, providing a structured approach to workforce organisation. This framework will streamline job classification, facilitate career development, and optimize compensation planning, ensuring more efficient and effective management of the workforce.

2.2 THE CIVIL SERVICE COLLEGE

ENTITY OVERVIEW

The Civil Service College (CSC) provides learning and development (L&D) opportunities that build capabilities for the needs of the organisation today and into the future. The work of the CSC delivers against two of the Government's Strategic Broad Outcomes (SBO), namely "Strengthening Good Governance for More Effective Government" and "Improving Education by Promoting Lifelong Learning".

Under these SBOs, CSC's primary areas of focus are:

- Formal Education for Career Advancement
- Core Competency Development
- Leadership and Management Capability Building

SUMMARY OF 2024 ACHIEVEMENTS AND CONTRIBUTIONS



100+ civil servants participate in the 2024 certificate presentation ceremony at the Harquail Theatre.

During 2024, the CSC continued work within its three areas of primary focus, aligned to the priorities set out in the Government's SBOs and the Civil Service's Strategic Plan.

Significant achievements during the year included:

- Over 200 civil servants achieved internationally recognized City & Guilds ILM qualifications in leadership & management, from Level 2 to 7.
- 23 civil servants completed the newly redeveloped Foundational Business Communication Programme, which also gained the internationally recognised “assured status” from City and Guilds.
- 24 civil servants completed the City & Guilds Level 4 Diploma in Business and Professional Administration, paving the way to gain further higher education qualifications.
- The CSC Scholarship Programme was launched – a framework was developed to provide eligible scholarship applicants with financial support and internal guidance to pursue to the Master's level. 7 civil servants were granted scholarships.
- A pilot of ILM Level 3 Certificate in Effective Coaching was completed, with all candidates passing and achieving certification. This programme empowers managers with the knowledge, skills and tools to plan and organise effective coaching practices within their workplace.
- CSC Online (Learning Management System) was launched, allowing for increased access to quality learning, better reporting and improved insights on skill development opportunities for the future.



The Civil Service College team, along with Deputy Governor Franz Manderson and Chief Officer Gloria McField-Nixon, stand at the staff entrance of the Government Administration Building to promote the launch of CSC Online.

- Online learning continued to thrive with over 6,500 hours dedicated to independent learning on LinkedIn Learning, resulting in the completion of over 5000 courses linked to our core competencies.

The CSC also organised and delivered the annual **Senior Leadership Event**, which attracted 250 Senior Leaders from across CIG. The event focused on the role of technology in the workplace, highlighting the importance of leaders striking a balance between adopting technological innovations and maintaining a human-centered approach. The sessions emphasised how leaders can leverage advancements in tech to enhance productivity and streamline processes, while also recognising and valuing individual strengths and unique contributions. Through keynotes, workshops, and interactive discussions, participants explored strategies for integrating technology in ways that foster engagement, adaptability and a supportive environment that places people at the heart of progress.

SUMMARY OF SPECIAL ACHIEVEMENTS AND CONTRIBUTIONS

Supporting Learning and Development is Making an Impact

In 2024, the work of the CSC team continued to lead to high-growth in the organization wide engagement survey metrics, showing increases of +2 points in all categories. Notably, the statement “Learning and development activities I have completed in the past 12 months have helped improve my performance” saw a +1 increase compared to 2023, and a +6 increase over the last two years. Similarly, “Learning and development activities I have completed while working for my organization are helping me to develop my career” saw a +3 increase compared to 2023, and a +8 increase in the last two years.

FORWARD LOOK – 2025 STRATEGIC FOCUS

In 2025, the CSC intends to focus on:

Integrating CSC Online with my-VISTA – the implementation of CSC Online is testament to the Government’s commitment to modernising the Public Service and elevating it to a world-class standard by integrating and consolidating all crucial learning resources across CIG. The integration with my-VISTA will enhance compliance tracking, skill gap analysis, accelerate talent development, boost overall organisational efficiency, and will help streamline employee development by aligning training programmes with individual career goals and performance data.

Rolling out “Crucial Conversations” - Crucial Conversations is a training programme designed to help individuals and teams effectively navigate high-stakes, emotionally charged or difficult conversations. It focuses on improving communication skills, fostering mutual respect, and creating a safe space for open dialogue. The roll-out of this programme across CIG aligns with Goal 4 of the CIG Strategic Plan to “Foster Effective Communication” and is vital in building trust, reducing misunderstandings and ensuring clarity in decision-making – directly impacting team performance, innovation and the overall success of CIG.

Coaching for Impact - This programme will equip Civil Service managers with essential coaching skills to enhance team performance and adaptability. The programme aligns with Goal 2 of the CIG Strategic Plan to “Develop Exceptional Leadership”. Upon completion, participants will be equipped to implement coaching to support a high-performance work environment within the Civil Service.

2.3 MANAGEMENT SUPPORT UNIT (MSU)

ENTITY OVERVIEW

The Management Support Unit (MSU) is responsible for leading the programme of work to support the Civil Service Strategy, the monitoring of Civil Service reform across all Civil Service entities, and the provision of advice, support and capability development to Ministries and Portfolios to improve overall performance and effectiveness within the Civil Service.

SUMMARY OF 2024 ACHIEVEMENTS AND CONTRIBUTIONS

Under the 5-Year Strategic Plan, which covered the period 2018 – 2023, the Cayman Islands Civil Service made significant strides to create a dynamic, modern, professional and respected Civil Service that supports good governance, serves the community and positively contributes to the ongoing economic and social development of the Cayman Islands. Whilst the Plan yielded significant results in some areas and increased internal and external confidence, the CIG’s Senior Leadership Team agreed that the Strategic Plan needed to be ‘refreshed’ to carry the Civil Service into the future, so as to move the CIG closer to its goal of becoming a World-Class Civil Service.

Between 2023 and early 2024, the MSU concluded the development of the Civil Service Strategic Plan (CSSP), which is the successor strategy to the initial 5-Year Strategic Plan. The CSSP was launched in Grand Cayman on the 17th of April 2024 at an event for senior leaders representing all ministries and portfolios. The official launch of the CSSP for Sister Islands' entities occurred in Cayman Brac the following month, and featured the Honourable Premier, Julianna O'Connor-Connolly.

The tagline for the CSSP, “Our Journey to World-Class: Building on a Solid Foundation”, acknowledged the significant progress made under the preceding 5-Year Strategic Plan, while simultaneously setting out additional plans and initiatives through to the end of 2026, to further add to the wins achieved by the Civil Service. A key feature of the new CSSP is the addition of a sixth goal area which focuses on creating a culture of accountability. Another new feature of the Plan, which stretches across all six goal areas, is the setting of expectations at every level in the organisation, starting at the whole-of-CIG



level (i.e. centrally managed initiatives), to the Ministry/Portfolio level, to the department level, and finally, the individual level. By breaking out expectations at four different levels, every person at every level of the organisation has clear guidance on the requirements of the CSSP.

To support the implementation of the CSSP, the MSU established a bespoke steering committee to provide focused oversight and guidance, as well as developed a Senior Leader Briefing Toolkit, which provided tools to assist senior leaders with introducing the CSSP to their respective teams. The Toolkit provided templates and other materials to aid leaders with initial in-person team briefings, and served as a guide to ensure consistency of the message across the Civil Service.

In addition to the development and launch of the CSSP, the MSU also delivered the following noteworthy initiatives / outcomes during the year:

- The design, development and roll out of the ‘Train the Trainer’ course in strategic planning to build capability across CIG for facilitating the process of developing strategic plans. The course was run over 15 days and saw 25 participants from eight ministries and portfolios take part.
- Developed a bespoke Wellness Strategy for the Civil Service.

- Facilitated the annual 360 feedback and coaching process for Civil Service managers and leaders, which saw over 500 senior employees participate.
- Successfully piloted *VistaTime*, a module within the my-VISTA system that allows shift scheduling and monitoring, particularly for shift workers.
- Provided the tools and guidance for Departments, Sections, and Units to develop their service inventories and define service standards (with a focus on service timeliness), in keeping with Goal 1 of the CSSP.
- Conducted surveys, which engaged Heads of Departments and civil servants, to better assess the potential impact to the organisation should immigration term limits be implemented within the Civil Service.
- Provided support to Workforce Opportunities and Residency Cayman (WORC) to develop and implement a change programme focusing on organisational strategy development and various change initiatives.

FORWARD LOOK – 2025 STRATEGIC FOCUS

In 2025, the MSU will prioritise advancing public sector reform by directing efforts towards ensuring that the Civil Service is equipped with the tools, advice and guidance required to achieve the strategic initiatives outlined in the CSSP. This will ensure that the Cayman Islands civil service progresses on its journey to become a world-class Civil Service and better deliver on Government priorities. Additionally, the MSU will continue to provide advice and support to Ministries, Portfolios, Departments, Sections and Units.

2.4 CAYMAN ISLANDS NATIONAL ARCHIVE (CINA)

ENTITY OVERVIEW

The Cayman Islands National Archive is responsible for establishing the Records and Information Management (RIM) infrastructure for the entire Public Sector to facilitate compliance with the National Archive and Public Records Act (2015 Revision). Additionally, the National Archive preserves, promotes, and facilitates access to the nation's Historical Collections, inclusive of managing an Oral History Programme and coordinating community and educational outreach initiatives.

SUMMARY OF 2024 ACHIEVEMENTS AND CONTRIBUTIONS

In 2024, CINA continued to support good governance by strengthening RIM practices and by providing ongoing support to CIG entities. Specifically, CINA:

- Engaged in person, via telephone and via Zoom with public agencies to provide advice, guidance and bespoke sessions on a multitude of RIM topics, including development of operational disposal

schedules, implementation of administrative disposal schedules, digitisation and disposal of source paper records, and electronic records management.

- Utilised a customer-centric focus to deliver 30 Facebook posts showcasing the treasure trove of recorded heritage within the Historical Collections, whilst paying tribute to historical notable figures, organisations, anniversaries and other milestone events.

SUMMARY OF SPECIAL ACHIEVEMENTS AND CONTRIBUTIONS

During the year, CINA made the following special achievements and contributions to the Civil Service and the wider Cayman community:

- Enhanced the understanding of RIM for all public servants with a complete redesign of the static “Introduction to Records and Information Management (RIM)” training course into a highly interactive and engaging session, available on the Civil Service College Online site. The training includes an explanation of public records and best recordkeeping practices, RIM tools to help manage public records, and highlights how the Archive can assist with agency recordkeeping needs.
- Promoted educational and community outreach programmes via participation at John Gray High School's Career Day and Heritage Day, facilitation of an archival research visit for St. Ignatius High School students, hosting the Savannah United Church Senior's Ministry Group, and participation at the University College of the Cayman Islands' speaker series event, where CINA showcased a West Indies Federation timeline display.
- Created a soft launch of CINA's YouTube channel by providing open access to nine archival videos, covering topics such as traditional Caymanian music, quadrille dancing, and Oral History Interviews.



CINA Staff at John Gray High School's Heritage Day



Savannah United Church Senior's Ministry Group viewing historical records on display

- Created video recordings for the Oral History Programme covering all aspects of the workflow process, which will be edited and developed into topic-specific training for in-house and public usage in the future.

FORWARD LOOK – 2025 STRATEGIC FOCUS

In 2025, CINA plans to:

- Streamline CINA's public reproduction services for greater efficiency and alignment with the Copyright Act.
- Bridge the gap between younger audiences and historical knowledge by fortifying the digital outreach programme via platforms such as YouTube and Instagram.
- Strengthen agency awareness of available RIM tools by creating further training sessions for CSC Online, including the implementation of administrative disposal schedules and developing operational disposal schedules.

2.5 COMMISSIONS SECRETARIAT

ENTITY OVERVIEW

The Commissions Secretariat provides strategic, operational, administrative, public relations, public education, recruitment, research, policy and investigative support to six (6) commissions so that they can fulfill their constitutional and/ or legal mandates in an independent manner. The commissions supported are the:

1. Anti-Corruption Commission (ACC)
2. Civil Service Appeals Commission (CSAC)
3. Commission for Standards in Public Life (CSPL)
4. Constitutional Commission (CC)
5. Human Rights Commission (HRC)
6. Judicial and Legal Services Commission (JLSC)

SUMMARY OF 2024 ACHIEVEMENTS AND CONTRIBUTIONS

In 2024, the Commissions Secretariat continued to deliver critical contributions toward advancing good governance, upholding human rights, and ensuring accountability within the Cayman Islands. Key achievements included:

- **Highest Return Rate for the Register of Interests:** The CSPL achieved the highest return rate since the Register of Interests process began in 2020, fostering increased transparency and accountability among public officials.

- **Judicial Appointments:** The JLSC provided advice to the Governor on judicial appointments (both Acting and Permanent), resulting in the appointment of three Magistrates and six Grand Court Judges. This ensured the continued effective administration of justice.
- **Human Rights Advocacy:** The HRC received and processed 30 human rights complaints, contributing to the protection and promotion of fundamental rights in the Cayman Islands.
- **Anti-Corruption Efforts:** Over the past year, the ACC's work has resulted in the charging of 26 individuals and the arrest of another, reflecting the Commission's resolve to protect the safety, security and reputation of the Cayman Islands.
- **Civil Service Appeals:** The CSAC held four hearings related to various personnel matters, supporting transparency and fairness in Civil Service decision-making processes.
- **Constitutional Education and Consolidation:** The CC made significant contributions to civic education, including participating in events such as the Cayman Islands Youth Parliament. A notable milestone was the publication of an unofficial consolidated version of the Cayman Islands Constitution, simplifying access to this important document for the public and addressing concerns raised by stakeholders.
- **Public Relations and Educational Initiatives:** Across the six Commissions, 10 major public relations and education initiatives were executed. These included engagement with schools on human rights issues, a public awareness campaign related to the Register of Interests, and education for civil servants on the Bill of Rights and the role of the Commissions.

These achievements reflect the Secretariat's ongoing commitment to supporting the effective functioning of the Commissions and promoting good governance within the Cayman Islands.



Human Rights Commission members give a presentation to the pupils of Prospect Primary School

SUMMARY OF SPECIAL ACHIEVEMENTS AND CONTRIBUTIONS

In 2024, the Secretariat successfully developed and rolled out a mandatory Bill of Rights training programme for civil servants, on behalf of the Human Rights Commission. This initiative equips public officials with essential knowledge about their responsibilities under the Bill of Rights, enhancing their ability to uphold and protect fundamental rights. Building on this success, the Human Rights Commission will further expand the programme in 2025 to develop a more comprehensive training offering.

Additionally, the Secretariat prioritised building internal staff capacity through targeted training initiatives. Bespoke sessions were arranged on the Cayman Islands Parliament, the Judiciary, as well as specialised training on Communications and Data Protection. These efforts have strengthened the Secretariat's ability to provide expert and well-informed support to the Commissions.

FORWARD LOOK – 2025 STRATEGIC FOCUS

In 2025, the Commissions Secretariat will prioritise:

- **Supporting the Effective Delivery of Commission Mandates:** Continuing to provide professional, seamless, and high-quality support to all six Commissions to enable them to fulfill their statutory responsibilities.
- **Enhancing Public Awareness and Engagement:** Implementing robust public relations campaigns and educational initiatives to raise awareness about the Commissions' roles and responsibilities, including targeted outreach to schools and the public on governance, human rights, and constitutional matters.
- **Digital Transformation and Process Improvement:** Refining systems and procedures to streamline workflows, ensure service continuity, and adopt best practices for efficient operations.
- **Filling Commission Vacancies:** Proactively identifying and onboarding qualified candidates to fill commission vacancies, ensuring the uninterrupted functioning of the Commissions. Emphasis will be placed on strengthening the robustness of recruitment processes to attract and identify highly skilled and capable talent, supporting the effective and strategic functioning of the Commissions.
- **Training and Capacity Building:** Reintroducing and expanding the revised Bill of Rights training for civil servants and supporting ongoing educational efforts related to the Commissions.

By focusing on these strategic priorities, the Secretariat will continue to strengthen its role as a key enabler of good governance, transparency, and accountability in the Cayman Islands.

2.6 INTERNAL AUDIT SERVICE (IAS)

ENTITY OVERVIEW

The Internal Audit Service (IAS) delivers independent and proactive internal audit services that strengthen governance, improve risk management, and drive operational excellence through effective professional collaboration and continuous improvement.

SUMMARY OF 2024 ACHIEVEMENTS AND CONTRIBUTIONS

2024 saw the IAS build upon the work it started in 2023 to better establish the value of the IAS, including investing in the future talent of the service; thus, building a solid foundation for the future. Efforts undertaken during the year to advance plans in this respect include:

- Appointment of two Deputy Directors, and 2 Senior Auditors;
- Development of a clearer succession plan for the IAS leadership;
- A refresh of the audit methodology and IAS reports to align with the changes to the Institute of Internal Auditors (IIA) global standards (Dec 2024);
- The embedding of a new Quality Assurance approach across the IAS team;
- Embedding the use of Career frameworks for all roles within IAS, to maintain a pipeline of Caymanian talent;
- Developing Internal Audit Trainees - 100% Caymanian talent. This included sending the first trainee from the Caribbean region to the IIA Student workshops in Orlando;
- Continued to support professional exam success, with a 95% success rate; and,
- Continued to grow the Caymanian staff compliment, which rose from 65% to 69% following 2024 recruitment activities.

Business as Usual Activities

In 2024, the IAS delivered the following work:

- Audit Reports - 90% delivered to draft report stage as at January 2025;
- Investigations - 8 undertaken, 3 in progress as at January 2025;
- Advisory Support – 1,096 hours of support delivered;
- Annual Report for 2023 completed;
- Audit and Risk Assurance Committee Meetings - organised and supported four meetings during the year, aligning the meeting agendas to a more strategic focus; and
- Regular Action Tracking Updates (2 monthly) provided to Chief Officers and the Hon. Deputy Governor.

Resource Utilisation

Internal Audit's resources were effectively allocated based on risk assessments. Training and development initiatives were pursued to enhance the skills and capabilities of the internal audit team, ensuring they stay abreast of industry best practices.

Technology and Innovation:

The IAS continued to embrace technology to enhance audit efficiency. Automation tools and data analytics were leveraged to streamline audit processes and provide deeper insights.

Stakeholder Communication:

Communication channels were actively used to engage with management. Stakeholder feedback was addressed promptly, fostering collaboration and transparency between internal audit and the CIG.

Quality Assurance and Improvement Programme:

The IAS's robust Quality Assurance and Improvement Programme ensured the reliability and effectiveness of audit processes. Continuous improvement initiatives were implemented based on lessons learned, contributing to the overall effectiveness of the internal audit function. All recommendations from the last External Quality Assessment (EQA) review were implemented, and the majority of activities to embed the new Global Internal Audit Standards were completed. The next EQA is due for completion in late 2026.

FORWARD LOOK – 2025 STRATEGIC FOCUS

Looking ahead to 2025, the Internal Audit team remains committed to being a trusted partner in promoting a culture of accountability and continuous improvement by providing professional guidance to enable the Civil Service to achieve sustainable excellence through innovative governance and collaborative solutions. As part of this, the IAS culture will recognise and reward its people who demonstrate:

- **Collaboration and Teamwork**, by encouraging open communication, cross-functional teamwork, and shared problem-solving.
- **Professionalism and Agility**, by promoting professional excellence and demonstrating professional courage, risk-taking, and rapid adaptation to new changes.
- **Ownership and Accountability**, by fostering a culture where every individual takes responsibility for their work and contributes to the collective success of the IAS team.
- **Customer-Focused**, by embedding customer-first thinking at all levels of IAS delivery.
- **Continuous Learning and Growth**, by prioritize ongoing professional development and knowledge-sharing.

Additionally, the IAS intends to:

- Focus its efforts on refreshing its strategy, to ensure that its strategic priorities and initiatives are reflective of the current strategic landscape of the Civil Service;

- Achieve the Investors in People designation by the end of 2025; and
- Undertake training in a revised approach to managing delivery that is based on agile principles.

2.7 ELECTIONS OFFICE

ENTITY OVERVIEW

The Elections Office upholds the integrity of the democratic process by administering voter registration, conducting accurate and transparent elections and referenda as required, ensuring compliance with legal standards, and offering public education and outreach - all with the goal of fostering trust and high levels of voter participation in every stage of the electoral process.

SUMMARY OF 2024 ACHIEVEMENTS AND CONTRIBUTIONS

In 2024, the Elections Office significantly bolstered its voter registration initiatives, making the process more streamlined and accessible than ever before. Through targeted online and in-person awareness campaigns, the Office successfully registered a significant number of new voters, thereby broadening democratic participation.

The Elections Office team hosted a series of registration drives in community centres, colleges, and at public events, ensuring that individuals in remote areas were also reached. This approach was further supported by an enhanced digital platform where potential voters could verify their eligibility and begin the registration process, reflecting the Office's commitment to continuous innovation.

In addition to the aforementioned initiatives, partnerships with the Ministry of Youth and the Youth Services Unit led to bespoke voter registration drives and initiatives which largely attracted voters from within the young Caymanian demographic.

A key accomplishment in 2024 was the update of technological infrastructure supporting electoral activities; this built upon the successful introduction of online voter registration, which is particularly attractive to younger voters, and allowed for a more efficient voter registration process.

In July 2024, Cabinet approved funding for a Referendum, which was to take place before the end of November 2024; thus, the Elections Office began immediate preparations. Although the Referendum did not materialise in 2024 as anticipated, intensive preparation for the 2025 General Election continued through the year, with priority focus on voter registration.

Also during the year, the Elections Office provided policy advice and guidance to the Government on the recommendations in the Electoral Boundary Commission's report, as well as provided expertise during the drafting of the referendum bill.

SUMMARY OF SPECIAL ACHIEVEMENTS AND CONTRIBUTIONS

Voter registration drives between October 2024 and January 2025 resulted in a total voter registry of 25,687, an increase of over 2,000 voters compared to the number of persons registered to vote during the 2021 General Election.

FORWARD LOOK – 2025 STRATEGIC FOCUS

In 2025, the Elections Office is positioned to deliver a combined General Election and Referendum in April; the primary focus will be on bolstering the electoral process's transparency, integrity, and inclusivity. Additionally, the Office will deliver comprehensive public outreach campaigns, which ensure all eligible citizens know where to cast their votes, their voting rights and mechanisms.

Election officials will work diligently to recruit, train, and manage a robust team of poll workers and volunteers who can uphold strict and professional procedural standards on Election Day. Teams will monitor candidate compliance with campaign regulations, coordinate closely with local authorities to ensure safe and accessible polling locations, deliver precise voting processes, accurately count the votes for candidates and referendum questions alike, and deliver credible returns. These efforts, combined with ongoing assessments and implementation of best practices, will foster trust in the democratic process and help pave the way for a successful and inclusive electoral experience in 2025.

2.8 OFFICE OF EDUCATION STANDARDS (OES)

ENTITY OVERVIEW

The primary mandate of the Office of Education Standards (OES) is to promote the raising of standards of achievement in schools and early childhood care and education centres in the Cayman Islands. This is achieved through rigorous and independent inspections, and through the provision of sound professional advice to the Ministry of Education (MOE) and the Department of Education Services (DES). The work of the OES is critical to the achievement of two of the Government's Strategic Broad Outcomes, namely to 'promote lifelong learning' and to 'futureproof for resiliency'.

SUMMARY OF 2024 ACHIEVEMENTS AND CONTRIBUTIONS

During 2024, the OES continued work to support the raising of educational standards throughout the Islands, specifically achieving the following noteworthy outcomes:

- In January 2024, the OES deployed the newly developed early childhood inspection framework for the first time on the inspections of early childhood settings. Copies of the new inspection framework were distributed to all early childhood centres and schools with Reception/ Kindergarten classes.
- The OES continued refining its inspection methodologies and tools to enhance programme effectiveness and efficiency. In January, a streamlined Word template replaced the previous Word and

Excel formats, improving the clarity, focus, and readability of school inspection reports. In October, a two-page summary report was introduced alongside the full inspection report, providing parents and carers with a concise overview of schools' inspection findings.

- In May 2024, the Office of Education Standards' team, alongside two international inspectors, successfully piloted a risk-based approach to school inspections. The pilot included Layman E. Scott Sr. High School, Hope Academy, Cayman International School, and Little Trotters Farm & Nursery Preschool. This approach prioritises resources and attention on higher-risk institutions based on educational quality, regulatory compliance, and overall performance. Schools performing well undergo less frequent full inspections, while those at higher risk receive increased oversight to drive improvements. The first formal risk-based inspection was completed in October 2024.
- Completed 23 full and follow-through inspections of schools and early childhood centres.
- For its 2024 inspection programme, the OES adopted a direct hire approach for international school inspectors, achieving significant cost savings while maintaining high-quality standards.

SUMMARY OF SPECIAL ACHIEVEMENTS AND CONTRIBUTIONS

The OES delivered the following special projects / made the following special contributions during 2024:

- In April, the Office of Education Standards and the Early Childhood Care and Education Unit within the MOE hosted an inaugural learning event for early childhood practitioners. The event brought together over 140 early childhood educators, centre owners and managers, school principals, and senior government leaders from various ministries and departments. International educators, policymakers, and researchers also participated, sharing innovative ideas, best practices, and the latest research in early childhood education.
- Introduced a tiered approach to its Cayman Associate Inspector (CAI) Programme, offering two pathways: the Certified CAI Pathway and the Knowledge Building Pathway (KBP). These options cater to individuals' specific development goals. The KBP is designed for those seeking a deeper understanding of the inspection framework and processes to apply within their schools without becoming locally deployed inspectors. In December, the OES launched the KBP alongside the established CAI Programme, with 22 participants in the KBP and 15 in the CAI. All expressed positive reviews indicating they found the sessions informative and beneficial.



CAI participants and facilitators at the December 2024 CAI session at Compass Loft.



Over 20 KBP participants attended the December 2024 KBP session at Compass Loft.

FORWARD LOOK – 2025 STRATEGIC FOCUS

During 2025, the OES has plans to:

- Review the Inspection Framework for compulsory education, with a particular focus on students' emotional wellbeing. These revisions aim to help schools create environments that better support mental health and overall wellbeing. To support this process, the OES established a Wellbeing Committee, which includes representatives from Inclusion Cayman, the Alex Panton Foundation, Lighthouse School, the Family Resource Centre, DES, and MOE. This Committee ensures key stakeholders contribute to the upcoming standards revision and the updated inspection framework.
- Develop a bespoke inspection framework for evaluating Post-16 education in the Cayman Islands. This will focus on student achievement, skills development, and readiness for further education, training, or employment. It will also assess the breadth and suitability of academic, vocational, and

technical pathways available to students. To complete this work, the OES will establish a dedicated task force comprising key local stakeholders and international partners.

- Continue to focus on the use of technology to innovate and improve the efficiency and effectiveness of school inspections, including electronic evidence recording on inspections.

Additionally, as the OES expands its staff to meet growing demands, recruitment will focus on inspectors specializing in mathematics, science and Post-16 education to further develop the local team's expertise. Moreover, ongoing training initiatives will be prioritised to promote a self-sufficient and highly skilled workforce. To support these goals, the OES will pursue membership in the Standing International Conference of School Inspectors and forge beneficial links with TVET providers in the region.

2.9 OFFICE OF THE DEPUTY GOVERNOR

ENTITY OVERVIEW

The Office of the Deputy Governor (ODG) provides policy advice and strategic and administrative support to the Deputy Governor in overseeing the Civil Service and supporting Her Excellency the Governor. ODG plays a key role in policy development and implementation, offering training in business case development and project management. It also supports the Deputy Governor's priority initiatives, processes British Overseas Territories Citizenship (BOTC) and British Registration applications, and manages Secretariat Services for multiple Boards and Committees. Additionally, ODG strengthens enterprise risk management, advances Civil Service sustainability initiatives, enhances governance in major government projects, and is establishing a new National Security Vetting Service.

SUMMARY OF 2024 ACHIEVEMENTS AND CONTRIBUTIONS

During 2024, the ODG achieved the following key results, as compared to the Strategic Goals that were set and outlined in the PoCS 2023 Annual Report:

Enterprise Risk Management:

- Established a senior leadership committee dedicated to overseeing risk;
- Drafted a comprehensive Enterprise Risk Management Framework;
- Developed and implemented an internal risk register for CIG;
- Completed a cross-government assessment of the top external risks.

Sustainability Efforts and Initiatives:

- Developed and implemented a Sustainability Champions network across CIG and facilitated three Sustainability Champions Network meetings;

- Delivered, and supported the delivery of, a number of sustainability initiatives across the CIG, including:
 - Laid the groundwork to establish 'Green Teams' across the Civil Service;
 - CIG Earth Week 2024 – a week of activities intended to engage civil servants in thinking and acting more sustainably; and
 - Developed draft proposals for Sustainability Performance Objectives to be cascaded to Chief Officers and Heads of Department as part of the 2025 performance management cycle.

National Security Vetting:

- Recruited a Head of Unit to lead the establishment of a new National Security Vetting Unit within the ODG.

Child safeguarding:

- Provided strategic coordination and operational secretariat services for the Cayman Islands Child Safeguarding Board;
- Facilitated the cross-agency delivery of one Rapid Review, and coordinated the delivery of one Practice Review for serious cases involving a child.

Training Development and Delivery:

- Delivered the Professional Certification Programme, which saw 63 civil servants achieve globally recognised Professional Certifications in APM Project Fundamentals, APM Change Management, APMG Agile Project Management, and APMG Better Business Case Writing. Additionally, 10 civil servants participated in the Better Business Case Advanced workshops.
- Developed and facilitated 'Board Governance – Law and Practice' workshops for 55 members representing 20 different public bodies.



Members of the ODG delivering a Board Governance Law and Practice Training

Legislative Work:

Developed legislative drafting instructions for:

- Regulations under the Immigration (Transition) Act (2021 Revision) as it relates Marriages and Civil Partnerships of Convenience;
- Amendments to the Summary Jurisdiction Act (2023 Revision);
- Amendments to the Public Health Act; and
- A new Standalone Environmental Health Act.

In delivering the aforementioned outcomes / results, the ODG maintained high levels of engagement, as evidenced by a staff engagement index of **86%** in the 2024 Employee Engagement Survey.

SUMMARY OF SPECIAL ACHIEVEMENTS AND CONTRIBUTIONS

In addition to achievements directly related to the strategic goals, the ODG also achieved the following key outcomes during the year:

Provision of Citizenship Services:

- BOTC Naturalisation and Registration applications processed and approved - 631
- British Registration applications processed and approved - 527
- Pledge ceremonies held - 69

Provision of Secretariat Services to support the effective operation of a range of Boards and Committees:

- Expungement Board - 54 Applications processed
- Advisory Committee for the Prerogative of Mercy (ACPM) - 2 applications processed
- Conditional Release Board - 94 applications processed
- Cayman Islands Independent Monitoring Board (CIIMB):
 - 50 visits to the HMCI Prison Service (172.5 hours total)
 - 3 visits to the Customs and Border Control Immigration Detention Centre (12 hours total)
 - 12 board meetings held
 - 3 quarterly Key Stakeholder Meetings
- Audit and Risk Assurance Committee (ARAC) - 5 meetings held
- Child Safeguarding Board:
 - 3 Board meetings held
 - 8 Strategic Partnership Group Meetings held

Anti-Gang Strategy:

- Developed a local **Organised Criminal Network Problem Profile** to gain insights into local gangs and gang activities;

- Developed a **Key Stakeholder Engagement Report**, which identified strengths and opportunities in existing interventions and service delivery.

Major CIG Project Support:

- Supported the delivery of the Poinciana Rehabilitation Centre project.

Heads of Public Service Meeting

- The ODG hosted the two-day Head of Public Service Meeting, which was attended by the Heads of Public Service for Anguilla, Bermuda, British Virgin Islands, Montserrat, and the Turks and Caicos Islands.



The Honorable Deputy Governor, Franz Manderson (third from left), along with the Heads of Public Service for (from left to right) Montserrat, Turks and Caicos, British Virgin Islands, Anguilla, and Bermuda.

FORWARD LOOK – 2025 STRATEGIC FOCUS

In 2025, the ODG will continue to foster a highly engaged and motivated workforce while maintaining excellence in service delivery. This includes ensuring the timely and efficient processing of British Overseas Territories Citizenship (BOTC) and British Registration applications, upholding high standards of accuracy, customer service, and compliance.

The ODG will focus on the following key areas:

1. **Ensure a Smooth and Effective Civil Service Transition** – the ODG will support the Deputy Governor in managing pre and post-election activities, ensuring seamless coordination, operational continuity, and alignment with priorities.
2. **Strengthen Governance and Oversight** – the ODG will expand services on public sector best practices and good governance, strengthen Boards and Committees under ODG oversight, and support the timely preparation of Government Minutes.

3. **Enhance Risk Management and Security** – the ODG will implement the new Enterprise Risk Management framework across the Civil Service and establish a National Security Vetting Unit.
4. **Strengthen Project Management and Governance** – the ODG will deliver certification training in project management and business case development while enhancing oversight and governance of major government projects to improve accountability, transparency, and outcomes.
5. **Advance Sustainability Initiatives** – the ODG will drive the development and implementation of sustainability projects and initiatives across the Civil Service.

2.10 PASSPORT AND CORPORATE SERVICES OFFICE (PCSO)

ENTITY OVERVIEW

The Passport and Corporate Services Office (PCSO) has responsibility for the approval and issuance of British Overseas Territories Citizen (BOTC) Cayman Islands (CI) passports, Refugee Travel Documents, Emergency Passports for British Citizens, issuing US Visa Waivers, and accepting and couriering US Visitor Visa applications to the US Embassy in Jamaica. PCSO also provides Corporate Services, including the legalisation of public documents for companies and individuals. Legalisation includes affixing an apostille, or authenticating the document, and sealing and signing by an authorised signatory on behalf of the Head of the PCSO. Additionally, PCSO manages the Governor's Special Marriage Licenses granted by the Governor's Office for visitors who have decided to make the Cayman Islands the location of their destination wedding.



SUMMARY OF 2024 ACHIEVEMENTS AND CONTRIBUTIONS

During 2024, the key achievements of the PCSO were:

- Development of the Adult Online Passport Renewal Platform for BOTCs, which is expected to go live in late 2025. The launch of the online renewal service will make the Cayman Islands one of the first British Overseas Territories to offer this service online.
- In consultation with the Cayman Islands National Archive, formulated a file management system, and submitted same to Cabinet for approval.

SUMMARY OF SPECIAL ACHIEVEMENTS AND CONTRIBUTIONS

Also in 2024, the PCSO recorded the following special achievements:

- **Legalisation of Documents** – The PCSO took over the process of document legalisation in 2024. The process, which previously required documents to be signed on behalf of the Governor, was adapted so that legalisation is now executed on behalf of the Head of the Passport and Corporate Services Office. The PCSO worked with the Governor's Office and the UK Legalisation Office to

facilitate this significant change. A transition plan was formulated and executed to allow for all stakeholders to be informed and address any queries.

- The PCSO formally established nationality training and actively participated, along with the ODG, in collective discussion groups with the British Overseas Territories, His Majesty's Passport Office and the Home Office, allowing for a wider collective nationality working group.

FORWARD LOOK – 2025 STRATEGIC FOCUS

In 2025, the focus of the PCSO will be to:

- Create e-forms which enable applicants to access and have the ability to complete forms from their electronic devices.
- Complete all the phases of the development and deployment of the Adult Online Passport Renewal Platform for BOTCs.
- Prepare and execute a comprehensive training programme for the staff at the District Administration Office in Cayman Brac with respect to the passport issuing system. This will remove several of the existing manual stages of the passport application process, resulting in improved efficiencies, synergies and timeliness.

Section 3.0

AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024





GOVERNMENT OF THE CAYMAN ISLANDS

Portfolio of the Civil Service

**AUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 DECEMBER 2024**

Portfolio of the Civil Service

Financial Statements for the year ended 31 December 2024

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STATEMENT OF RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

These financial statements have been prepared by the Portfolio of the Civil Service 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 law, and properly recorded the financial transactions of the Portfolio of the Civil Service.

As Chief Officer and Chief Financial Officer we are responsible for the preparation of the Portfolio of the Civil Service financial statements, representation and judgements made in these statements.

The financial statements fairly present the financial position, financial performance and cash flows of the Portfolio of the Civil Service for the financial year ended 31 December 2024.

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

- (a) completely and reliably reflect the financial transactions of the Portfolio of the Civil Service for the year ended 31 December 2024;
- (b) fairly reflect the financial position as at 31 December 2024 and performance for the year ended 31 December 2024;
- (c) comply with International Public Sector Accounting Standards as set out by the International Public Sector Accounting Standards Board. 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.

Gloria McField-Nixon
Chief Officer
28 April 2025

Nadisha Walters
Chief Financial Officer
28 April 2025

AUDITOR GENERAL'S REPORT

To the Members of Parliament and the Chief Officer of the Portfolio of the Civil Service

Opinion

I have audited the financial statements of the Portfolio of the Civil Service (the "Portfolio"), which comprise the statement of financial position as at 31 December 2024 and the statement of financial performance, statement of changes in net worth and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies as set out on pages 10 to 42.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Portfolio as at 31 December 2024 and its financial performance and its cash flows for the year ended 31 December 2024 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 Portfolio in accordance with the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants (IESBA Code)*, together with the ethical requirements that are relevant to my audit of the financial statements in the Cayman Islands, and I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matter

As outlined in Note 20 of the financial statements, the Cabinet authorised supplementary appropriations for the Portfolio under section 11(5) of the Public Management and Finance Act (2020 Revision) (PMFA), increasing its 2024–2025 operating budget by \$1,200,000. A supplementary Appropriation Bill for the funding was not introduced in Parliament by 31 March 2025 as required by section 11(6) of the PMFA.

My opinion is not qualified with respect to this matter.

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

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

In preparing the financial statements, management is responsible for assessing the Portfolio'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 Portfolio or to cease operations, or has no realistic alternative but to do so.

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

AUDITOR GENERAL'S REPORT (continued)

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Portfolio'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 Portfolio'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 Portfolio 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.



Patrick O. Smith, CPA, CFE
Acting Auditor General

28 April 2025
Cayman Islands

PORTFOLIO OF THE CIVIL SERVICE
STATEMENT OF FINANCIAL POSITION
AS AT 31 December 2024
(Expressed in Cayman Islands Dollars)

Prior Year Actual		Note	Current Year Actual	Original Budget	Final Budget	Variance (Original vs Actual)
CI\$000			CI\$000	CI\$000	CI\$000	CI\$000
	Current Assets					
8,770	Cash and cash equivalents	2	9,843	3,543	3,543	(6,300)
790	Trade Receivables	3	841	1,118	1,118	277
221	Other Receivables	3	99	958	958	859
43	Inventories	4	41	41	41	-
148	Prepayments	5	342	121	121	(221)
9,971	Total Current Assets		11,166	5,781	5,781	(5,385)
	Non-Current Assets					
-	Trade Receivables	3	-	23	23	23
967	Property, plant and equipment	6	775	1,654	1,654	879
1,016	Intangible Assets	6b	1,137	1,199	1,199	62
1,983	Total Non-Current Assets		1,912	2,876	2,876	964
11,954	Total Assets		13,078	8,657	8,657	(4,421)
	Current Liabilities					
5	Trade Payables	7	64	136	136	72
794	Accruals and other liabilities	7	877	675	675	(202)
439	Unearned revenue	8	655	417	417	(238)
295	Employee entitlements	9	347	469	469	122
7,320	Surplus Payable	10	7,829	2,761	2,761	(5,068)
8,853	Total Current Liabilities		9,772	4,458	4,458	(5,314)
8,853	Total Liabilities		9,772	4,458	4,458	(5,314)
3,101	Net Assets		3,306	4,199	4,199	893
	Equity					
439	Revaluation reserve		121	439	439	318
2,662	Contributed Capital		3,185	5,196	5,196	2,011
-	Accumulated surpluses/(deficits)		-	(1,436)	(1,436)	(1,436)
3,101	Total net assets/equity		3,306	4,199	4,199	893

The accounting policies and notes on pages 10-42 form an integral part of these financial statements.

PORTFOLIO OF THE CIVIL SERVICE
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

Prior Year		Note	Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
CI\$000			CI\$000	CI\$000	CI\$000	CI\$000
	Revenue					
19,858	Sales of goods & services	11	21,508	21,854	23,054	346
19,858	Total Revenue		21,508	21,854	23,054	346
	Expenses					
12,803	Personnel costs	12	13,328	15,613	16,194	2,285
2,680	Supplies and consumables	13	2,845	3,923	4,542	1,078
645	Leases	14	669	769	769	100
210	Depreciation and Amortization	6, 6b	236	253	253	17
38	Litigation costs	15	11	54	54	43
16,377	Total Expenses		17,089	20,612	21,812	3,523
	Other Gains/(Losses)					
-	Gains/(losses) on derecognition of financial assets/liabilities	16	(13)	-	-	13
(47)	Gains/ (Loss) on Foreign Exchange	16	(28)	(1)	(1)	27
(11)	Gains/(Loss) on Sale of Assets	16	(7)	-	-	7
(58)	Total Other Gains/(Losses)		(48)	(1)	(1)	47
3,424	Surplus or (Deficit) for the year		4,371	1,241	1,241	(3,130)

The accounting policies and notes on pages 10-42 form an integral part of these financial statements.

PORTFOLIO OF THE CIVIL SERVICE
STATEMENT OF CHANGES IN NET WORTH
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

	Contributed Capital	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total Net worth	Original Budget	Final Budget	Variance (Orig. vs Actual)
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at 31 December 2022	2,180	-	439	-	2,619	2,619	2,619	-
Prior Year Adjustments	-	-	-	44	44	-	-	(44)
Adjusted balance	2,180	-	439	44	2,663	2,619	2,619	(44)
Changes in net worth for 2023								
Equity Investment from Cabinet	539	-	-	-	539	-	-	(539)
Capital withdrawals by Cabinet	(57)	-	-	-	(57)	-	-	57
Repayment of surplus to Cabinet	-	-	-	(3,467)	(3,467)	(1,521)	(1,521)	1,947
Net revenue / expenses recognised directly in net worth	482	-	-	(3,467)	(2,985)	(1,521)	(1,521)	1,464
Surplus/(deficit)for the year 2023	-	-	-	3,424	3,424	1,521	1,521	(1,903)
Total recognised revenues and	482	-	-	(44)	438	-	-	(438)
Balance at 31 December 2023	2,662	-	439	-	3,101	2,619	2,619	(482)
	Contributed Capital	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total Net worth	Original Budget	Final Budget	Variance (Orig. vs Actual)
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at 31 December 2023	2,662	-	439	-	3,101	2,619	2,619	(482)
Prior Year Adjustments	1	-	-	(11)	(10)	-	-	10
Adjusted balance	2,663	-	439	(11)	3,091	2,619	2,619	(472)
Changes in net worth for 2024								
Equity Investment from Cabinet	522	-	-	-	522	1,580	1,580	1,058
Impairment Adjustment	-	-	(318)	-	(318)	-	-	318
Repayment of surplus to Cabinet	-	-	-	(4,360)	(4,360)	(1,240)	(1,240)	3,120
Net revenue / expenses recognised directly in net worth	522	-	(318)	(4,360)	(4,156)	340	340	4,496
Surplus/(deficit)for the year 2024	-	-	-	4,371	4,371	1,240	1,240	(3,131)
Total recognised revenues and expenses for the year	522	-	(318)	11	215	1,580	1,580	1,365
Balance at 31 December 2024	3,185	-	121	-	3,306	4,199	4,199	893

The accounting policies and notes on pages 10-42 form an integral part of these financial statements.

PORTFOLIO OF THE CIVIL SERVICE
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

Prior Year		Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
CI \$'000		CI \$'000	CI \$'000	CI \$'000	CI \$'000
	CASH FLOW FROM OPERATING ACTIVITIES				
	Cash received				
3,285	Sale of goods and services - third party	3,670	3,234	3,234	(436)
17,746	Sales to Cabinet	18,059	18,450	19,650	391
(252)	Other receipts	-	170	170	170
20,779	Total cash received	21,729	21,854	23,054	125
	Cash used				
(12,775)	Personnel costs	(13,136)	(15,613)	(16,194)	(2,477)
(3,152)	Supplies and consumables	(3,652)	(4,692)	(5,311)	(1,040)
(10)	Financing/interest expense	(12)	-	-	12
(111)	Other payments	6	(56)	(56)	(62)
(16,048)	Total cash used	(16,794)	(20,361)	(21,561)	(3,567)
4,731	Net cash flows from (used by) operating activities	4,935	1,493	1,493	(3,442)
	CASH FLOW FROM INVESTING ACTIVITIES				
	Cash received				
2	Proceeds from the sale of investments	-	-	-	-
2	Total cash received	-	-	-	-
	Cash used				
(667)	Purchase of property, plant and equipment	(522)	(1,580)	(1,580)	(1,058)
(667)	Total cash used	(522)	(1,580)	(1,580)	(1,058)
(665)	Net cash flow from (used by) investing activities	(522)	(1,580)	(1,580)	(1,058)
	CASH FLOW FROM FINANCING ACTIVITIES				
	Cash received				
526	Equity injections from Cabinet	522	1,580	1,580	1,058
526	Total cash received	522	1,580	1,580	1,058
	Cash used				
-	Repayment of surplus	(3,862)	(3,863)	(3,863)	(1)
-	Total cash used	(3,862)	(3,863)	(3,863)	(1)
526	Net cash flows from (used by) financing activities	(3,340)	(2,283)	(2,283)	1,057
4,592	Net increase/(decrease) in cash and cash equivalents	1,073	(2,370)	(2,370)	(3,443)
4,178	Cash and cash equivalents at beginning of period	8,770	5,913	5,913	(2,857)
8,770	Cash and cash equivalents at the end of the period	9,843	3,543	3,543	(6,300)

The accounting policies and notes on pages 10-42 form an integral part of these financial statements.

**PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)**

Description and principal activities

The Portfolio of the Civil Service (“the Portfolio”) 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 Deputy Governor as defined in the Plan and Estimates for the Government of the Cayman Islands for the financial year ending 31 December 2024.

The Portfolio has reported the activities and trust monies that it administers on behalf of Cabinet.

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.

(a) Basis of preparation

The financial statements have been prepared on a going concern basis and the accounting policies set out below have been applied consistently to all periods presented. The financial statements are presented in Cayman Islands dollars using the historical cost basis of accounting, except the revaluation method adopted for buildings. The figures used in the presentation have been rounded to the nearest thousand.

New and revised accounting standards issued that are not yet effective for the financial year beginning 1 January 2024 and not early adopted.

IPSAS 43, Leases was issued in January 2024 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 that 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 have a significant impact on the Portfolio’s financial statements, but the impact is currently being assessed.

IPSAS 44, Non-Current Assets Held for Sale and Discontinued Operations (effective for periods beginning on or after January 1, 2025,) specifies the accounting for assets held for sale and the presentation and disclosure of discontinued operations. The standard’s impact is currently being assessed.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

Note 1: Significant Accounting Policies (continued)

(a) Basis of preparation (continued)

IPSAS 45, Property, Plant, And Equipment (effective for periods beginning on or after January 1, 2025) replaces IPSAS 17, Property, Plant, and Equipment by adding current operational value as a measurement basis in the updated current value model for assets within its scope, identifying the characteristics of heritage and infrastructure assets, and adding new guidance on how these important types of public sector assets should be recognized and measured. The standard's impact is currently being assessed.

IPSAS 46, Measurement (effective for periods beginning on or after January 1, 2025) provides new guidance in a single standard addressing how commonly used measurement bases should be applied in practice. The standard's impact is currently being assessed.

IPSAS 47, Revenue (effective for periods beginning on or after January 1, 2026) replaces IPSAS 9, Revenue from Exchange Transactions, IPSAS 11, Construction Contracts, and IPSAS 23, Revenue from Non-Exchange Transactions and is a single source for revenue accounting guidance in the public sector, which presents two accounting models based on the existence of a binding arrangement. The impact will be assessed fully, closer to the effective date of adoption.

IPSAS 48, Transfer Expenses (effective for periods beginning on or after January 1, 2026) provides accounting requirements for transfer expenses, and presents two accounting models based on the existence of a binding arrangement. It is anticipated that IPSAS 48 will not have an impact on the Portfolio's financial statements, but this will be assessed more fully closer to the effective date of adoption.

IPSAS 49, Retirement Benefit Plans (issued in November 2024 and effective for periods beginning on or after January 1, 2026) provides a principle-based approach to accounting for retirement benefit plans offering a completed view of their financial activities, assets, and obligations and establishes comprehensive accounting and reporting requirements for the financial statements of retirement benefit plans. It is anticipated that IPSAS 49 will not have an impact on the Portfolio's financial statements.

IPSAS 50, Exploration for and Evaluation of Mineral Resources, provides guidance related to the costs incurred for exploration for, and evaluation of, mineral resources, as well as the costs of determining the technical feasibility and commercial viability of extracting the mineral resources. Amendments to IPSAS 12, Stripping Costs in the Production Phase of a Surface Mine, provides interpretive guidance on accounting for waste removal costs that are incurred in surface mining activities during the production phase of the mine. IPSAS 50 and Amendments to IPSAS 12 were issued in November 2024 and effective for periods beginning on or after January 1, 2027. It is anticipated that IPSAS 50 and IPSAS 12 amendments will not have an impact on the Portfolio's financial statements.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

Note 1: Significant Accounting Policies (continued)

(a) Basis of preparation (continued)

Changes in Accounting Policies

When presentation or classification of items in the financial statements is amended or accounting policies are changed, corresponding 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) Reporting Period

The 2024 financial statements are being reported for a period of 12 months commencing 1 January 2024 and ending 31 December 2024 per Section 2 of the *Public Management and Finance Act (2020 Revision)*.

(c) Budget amounts

The original budget amounts for the 12-month financial period are as presented in the 2024-2025 Budget Statement and the amounts are rolled up into the Plan and Estimates document which was presented to the Parliament. Any additional changes to the original budget are reflected in the final budget. As required by the PMFA, budgets are presented on the same basis as the annual financial statements.

The budget period is understood to be a two-year period; and in the case of these financials, extends from January 1, 2024 to December 31, 2025. It is understood that any appropriation remaining at the end of fiscal year 2024, can be carried forward to be used in the 2025 financial period. These appropriations will lapse at December 31, 2025. This is in accordance with the Public Management and Finance Act (2020 Revision) ("PMFA"); "an appropriation lapses at the end of budget period to which the law by which the appropriation is granted relates".

The published Budget Statements showed budgeted outputs to Cabinet of \$18,394,961. However, \$18,449,713 was appropriated in the Appropriation (Financial Years 2023 and 2024) Act, 2023. The financial statements reflect the Outputs to Cabinet in the Appropriation Act.

(d) Judgments and Estimates

The preparation of financial statements, in conformity with International Public Sector Accounting Standards 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.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

Note 1: Significant Accounting Policies (continued)

(d) Judgments and Estimates (continued)

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

(e) Cash and Cash Equivalents

Cash and cash equivalents include cash in hand, deposits held on call with banks, other short-term, highly liquid investments with original maturities of three months or less which are subject to an insignificant risk of changes in value. When there is objective evidence that a financial asset or group of financial assets is impaired the losses are recognised in the Statement of Financial Performance.

(f) Prepayments

The portion of recognised expenditure paid in advance of receiving goods and services is recognised as a prepayment.

(g) Property, Plant and Equipment and Intangible Assets

Buildings and structures

Property were revalued as at January 1, 2021 by in-house professionals with the exception of specialized buildings which were contracted to independent evaluators and is stated at revalued amounts less accumulated depreciation. 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 period in which the asset is acquired.

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.

Assets under construction

Assets under construction or development are carried at cost, less any recognized impairment loss. Such assets are classified to the appropriate category of property, plant and equipment when completed and ready for intended use. The depreciation of these assets commences when the assets are ready for their intended uses.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

Note 1: Significant Accounting Policies (continued)

(g) Property, Plant and Equipment and Intangible Assets (continued)

Valuation methods

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

- Fair Value (Market Value) defined in accordance with IFRS 13 Fair Value Measurement as follows: "The price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair Value (Existing Use Value) extends the definition of Fair Value (Market Value) in "assuming that the buyer is granted vacant possession of all parts of the property required by the business and disregarding potential alternative uses and any other characteristics of the property that would cause its market value to differ from that needed to replace the remaining service potential at least cost."
- Specialized Assets: specialized assets are those for which no market exists for the current use. Specialized assets are valued using the Depreciated Replacement Cost method (DRC valuation). The definition of 'Depreciated Replacement Cost', as contained in the Standards, is as follows: "The current cost of replacing an asset with its modern equivalent asset less deductions for physical deterioration and all relevant forms of obsolescence and optimization."

Valuation assumptions

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

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 Cayman, there is no tax on property except for Stamp Duty which is ordinarily required to be paid by a purchaser.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

Note 1: Significant Accounting Policies (continued)

(g) Property, Plant and Equipment and Intangible Assets (continued)

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 \$500,000 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 and/or 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
- Cayman land Info 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.

Land and Buildings were revalued as entire classes of asset.

Depreciation

Depreciation is expensed on a straight-line basis over the estimated useful life stipulated below 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.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

Note 1: Significant Accounting Policies (continued)

(g) Property, Plant and Equipment and Intangible Assets (continued)

<u>Asset Type</u>	<u>Estimated Useful life</u>
• Buildings and structures • Building fit-out (when accounted for separately) • Leasehold Improvement	10 – 60 years 5 – 25 years Over the unexpired period of lease or the useful life of the improvement, whichever is shorter.
• Computer Equipment • Developed software • Office equipment and furniture • Motor vehicles • Construction and other equipment • Telecommunications • Other equipment	3 – 10 years 4 – 10 years 3 – 25 years 3 – 20 years 3 – 25 years 5 – 50 years 5 – 20 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.

(h) Inventory

Inventory 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 realizable 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. The inventory valuation method used is First In First Out (FIFO)

(i) 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 the 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 Portfolio are paid to the Public Service Pension Fund (the "Fund") and administered by the Public Service Pension Board (the "Board"). Contributions of 12% - employer 6% and employee 6% on basic salary, acting allowance and duty allowance are made to the fund by the Portfolio.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

Note 1: Significant Accounting Policies (continued)

(i) Employee Benefits (continued)

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 the employees. Obligations for defined benefit retirement plans are centralized in the government and therefore, reported in the Consolidated Financial Statements for the Entire Public Sector of the Cayman Islands Government.

(j) 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). Trade and Other receivables represent revenue received but not yet earned at the end of the reporting period.

The Portfolio 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.

(k) Expenses

Expenses are recognised in the accounting period in which they are incurred. Trade Payables, accruals and other liabilities represent expenses incurred but not yet paid at the year end.

(l) Operating leases

Leases where a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under the operating leases are recognised as expenses on a straight-line basis over the lease term.

(m) Financial Instruments

The Portfolio 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. Financial assets and financial liabilities are recognised in the Portfolio's statement of financial position when the Portfolio becomes a party to the contractual provisions of the instrument.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

Note 1: Significant Accounting Policies (continued)

(m) Financial Instruments (continued)

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, short term deposits and receivables. 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 payables, accruals and other liabilities and surplus payable.

Recognition

Financial assets and liabilities are initially measured at fair value. On initial recognition, transaction costs directly attributable to the acquisition or issue of financial liabilities are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate.

Measurement

IPSAS 41 requires financial assets to be subsequently measured at fair value through surplus or deficit (FVTSD), amortised cost, or fair value through other comprehensive revenue and expense (FVTOCRE). Additionally, IPSAS 41 requires financial liabilities to be measured at either amortised cost or FVTSD.

This classification is based on the business model for managing financial instruments, and whether the payments are for solely payments of principal or interest on the principal amount outstanding. The Portfolio assessed the business model for holding financial assets at the date of initial application. It determined that all of these are held to collect contractual cash flows that are solely payments of principal and interest. Therefore, financial assets are subsequently measured at amortised cost. Financial liabilities are subsequently measured at amortised cost.

Cash and cash equivalents, trade receivables and payables are recorded at amortized cost using the effective interest method less any impairment.

De-recognition

Financial assets are derecognized when the rights to receive cash flows have expired or have been transferred and the Portfolio has transferred substantially all risks and rewards of ownership. A financial liability is de-recognized when it is extinguished, that is when the obligation is discharged, cancelled, or expired.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

Note 1: Significant Accounting Policies (continued)

(n) 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.

(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 used to translate foreign currency balances:-

- Foreign currency monetary items are to be reported in Cayman Islands dollars using the closing rate at period-end date;
- 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) Corresponding Figures

Corresponding figures are restated to ensure consistency with the current period unless it is impracticable to do so.

(q) Revenue from Non-Exchange Transactions

The Portfolio receives various services from other government entities for which payment is made by the Cayman Islands Government. These services include accommodation in the central government building, computer repairs and software maintenance by the computer services department. The Portfolio 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 reliably 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. Where services in-kind offered are directly related to construction or acquisition of a fixed asset, such service in-kind is recognized in the cost of the fixed asset.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

Note 2: Cash and cash equivalents

Cash and cash equivalents include cash on hand and bank accounts in the name of Portfolio maintained at Royal Bank of Canada. Cash and cash equivalents at 31 December 2024 are subject to the expected credit loss requirements of IPSAS 41 but no allowance has been recognised as the estimated allowance is negligible due to the high credit quality of the counterparty banks. As at 31 December 2024, the Portfolio's unrestricted cash balances were as presented below. No restricted cash balances were held by the Portfolio at 31 December 2024.

Prior Year Actual CI\$'000	Description	Current Year Actual CI\$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance CI\$'000
5	Cash on hand /Petty Cash	5	5	5	-
8,673	Operational Current Account - KYD	9,746	4,434	4,434	(5,312)
3	Cash in Transit	2	3	3	1
(4)	Payroll Current Account	-	26	26	26
93	Operational Current Account - USD	90	(925)	(925)	(1,015)
8,770	Cash and cash equivalents (excluding bank overdrafts)	9,843	3,543	3,543	(6,300)
-	less Overdrafts	-	-	-	-
8,770	Cash and cash equivalents	9,843	3,543	3,543	(6,300)

Note 3: Trade receivables and other receivables

Trade receivables and other receivables are amounts due from customers for items sold or services performed in the ordinary course of business.

The simplified approach to providing for expected credit losses, as prescribed by IPSAS 41, is applied to trade and other receivables. The simplified approach involves making a provision equal to lifetime expected credit losses.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

Note 3: Trade receivables and other receivables (continued)

Prior Year Actual CI\$'000	Trade Receivables	Current Year Actual CI \$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance CI\$'000
278	Sale of Good and Services	233	192	192	(41)
660	Outputs to Cabinet	704	940	940	236
22	Outputs to other government agencies	22	9	9	(13)
960	Total Trade receivables	959	1,141	1,141	182
(170)	Less: expected credit losses	(118)	-	-	118
790	Net Trade receivables	841	1,141	1,141	300

Prior Year Actual CI\$'000	Other Receivables	Current Year Actual CI\$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance CI\$'000
148	Advances	15	18	18	3
3	Dishonoured cheques	2	3	3	1
71	Other	82	937	937	855
221	Total Other Receivables	99	958	958	859
-	Less: expected credit losses	-	-	-	-
221	Net Total Other Receivables	99	958	958	859

Prior Year Actual CI\$'000	Maturity Profile	Current Year Actual CI \$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance CI\$'000
	Current				
1,011	Past due 1-30 days	995	2,047	2,047	1,052
-	Past due 31-60 days	-	-	-	-
17	Past due 61-90 days	-	-	-	-
22	Past due 90 and above	1	29	29	28
	Non-Current				
131	Past due 1 year and above	62	23	23	(39)
1,181	Total Trade and Other Receivables	1,058	2,099	2,099	1,041

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

Note 3: Trade receivables and other receivables (continued)

The Portfolio performed an individually specific Expected Credit Loss (ECL) assessment on any related party debtors with qualitative or quantitative factors indicating doubts around collectability. Given the low risk of default on the outputs receivable and receivables due from the Portfolio's Executive, the impact of the expected credit losses on these have been estimated to be negligible. These have a low risk of default due to the Cayman Islands Government's high credit rating, absence of historical losses on amounts due. The Portfolio believes that the amounts outstanding on these related party receivables are recoverable.

In measuring ECLs for receivables due from other Cayman Islands Government entities and third-party receivables, the estimated loss allowance for individually significant or other specific trade and other receivable balances were determined on an individual basis. Thereafter, the remaining other trade receivables have been assessed on a collective basis as they possess a shared credit risk characteristic. The expected credit loss rate(s) for these receivables are based on the Portfolio's historical credit loss over the prior three years. The historical loss rates are then adjusted for current and forward-looking information on macroeconomic factors affecting the Portfolio's customers. Given the short period of credit risk exposure, the impact of macroeconomic factors is not considered significant.

The Portfolio computed an expected credit loss rate of 20% (2023: 7.25%) which was applied to the gross carrying amount of the trade and other receivables outstanding for less than 90 days for the year ended 31 December 2024. The Portfolio's policy is to recognise ECL of 100% for receivables over 90 days past due because historical experience has indicated that these receivables are generally not recoverable. Receivables are written off and or fully provided for when there is no reasonable expectation of recovery.

The movement in the allowance for credit losses is as follows:

Description	2023 CI \$'000	2024 CI\$'000
Allowance for credit losses as at 1 January	53	170
Revision in loss allowance made during the year	117	(52)
Balance at 31 December	170	118

At the end of the year, all overdue receivables have been assessed accordingly. The trade and other receivables that are more than 90 days past due are amounts due from other government agencies. As at 31 December 2024 expected credit losses resulting from balances less than 90 days past due amounts to \$37K (2023: \$17K); and for balances over 90 days past due amounts to \$81K (2023: \$153K).

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

Note 3: Trade receivables and other receivables (continued)

In accordance with IPSAS 41; the Cayman Islands Government calculates the provision for impairment by assessing expected credit losses, taking into account historical credit loss data, prevailing economic circumstances, and a rational and substantiated forecast of forthcoming developments. This provision undergoes regular review at each reporting date and is modified to mirror alterations in credit risk.

There have been no changes during the reporting in the estimation techniques or significant assumptions used in measuring the loss allowance.

Note 4: Inventories

Prior Year Actual CI\$'000	Description	Current Year Actual CI \$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance CI\$'000
11	Raw Materials (including consumable stores)	11	-	-	(11)
32	Inventory held for use in the provision of goods and services	30	41	41	11
43	Total Inventories	41	41	41	-

Note 5: Prepayments

Prior Year Actual CI\$'000	Description	Current Year Actual CI \$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance CI\$'000
148	Other Prepayments	342	121	121	(221)
148	Total Prepayments	342	121	121	(221)

Prepayments include contracts for subscriptions such as LinkedIn Learning; Smartsheets. Also included are deposits for lease costs for several departments.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

Note 6: Property, plant and equipment

<i>Cost or Valuation</i>	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture and Other Equipment</i>	<i>Computer Hardware</i>	<i>Office Equipment</i>	<i>Leasehold Improvements</i>	<i>Infra-structure</i>	<i>Motor Vehicles</i>	<i>Assets under construction or development</i>	<i>Total Property Plant and Equipment</i>	<i>Original Budget</i>	<i>Final Budget</i>	<i>Variance</i>
Balance as at 1 January 2023	484	505	391	484	465	297	22	234	-	2,881	3,066	3,066	185
Additions	6	118	11	40	29	-	-	163	-	367	-	-	(367)
Disposal/ Derecognition	(11)	-	(78)	(91)	(12)	(32)	-	(73)	-	(297)	-	-	297
Adjustments	-	-	-	3	1	32	-	-	-	36	-	-	(36)
Balance as at 31 December 2023	478	623	324	447	473	297	22	324	-	2,987	3,066	3,066	79

<i>Cost or Valuation</i>	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture and Other Equipment</i>	<i>Computer Hardware</i>	<i>Office Equipment</i>	<i>Leasehold Improvements</i>	<i>Infra-structure</i>	<i>Motor Vehicles</i>	<i>Assets under construction or development</i>	<i>Total</i>	<i>Original Budget</i>	<i>Final Budget</i>	<i>Variance</i>
Balance as at 1 January 2024	478	623	324	447	473	297	22	324	-	2,987	3,066	3,066	79
Additions	3	25	97	28	13	168	2	-	-	336	1,013	1,013	677
Disposal/ Derecognition	-	-	(17)	(23)	(1)	(4)	-	-	-	(45)	-	-	45
Adjustments	-	-	1	-	-	4	-	-	-	5	-	-	(5)
Balance as at 31 December 2024	481	648	405	452	485	465	24	324	-	3,283	4,079	4,079	796

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

Note 6: Property, plant and equipment (continued)

<i>Accumulated Depreciation and impairment losses</i>	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture and Other Equipment</i>	<i>Computer Hardware</i>	<i>Office Equipment</i>	<i>Leasehold Improvements</i>	<i>Infra-structure</i>	<i>Motor Vehicles</i>	<i>Total</i>	<i>Original Budget</i>	<i>Final Budget</i>	<i>Variance</i>
Balance as at 1 January 2023	450	55	267	413	425	205	22	221	2,059	2,059	2,059	-
Eliminate on Disposal/Derecognition	(11)	-	(21)	(90)	(12)	(6)	-	(73)	(214)	-	-	214
Depreciation Expense	5	38	20	47	22	16	-	28	176	147	147	(29)
Balance as at 31 December 2023	444	88	265	372	436	217	22	177	2,021	2,206	2,206	185
<i>Accumulated Depreciation and impairment losses</i>	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture and Other Equipment</i>	<i>Computer Hardware</i>	<i>Office Equipment</i>	<i>Leasehold Improvements</i>	<i>Infra-structure</i>	<i>Motor Vehicles</i>	<i>Total</i>	<i>Original Budget</i>	<i>Final Budget</i>	<i>Variance</i>
Balance as at 1 January 2024	444	88	265	372	436	217	22	177	2,021	2,206	2,206	185
Eliminate on Disposal/Derecognition	-	-	(9)	(23)	(1)	-	-	-	(33)	-	-	33
Impairment Adjustment	-	318	-	-	-	-	-	-	318	-	-	(318)
Depreciation Expense	6	39	18	47	17	37	-	39	203	219	219	16
Adjustments	-	(1)	-	-	-	-	-	-	(1)	-	-	1
Balance as at 31 December 2024	450	444	274	396	452	254	22	216	2,508	2,425	2,425	(83)
Net Book value 31 December 2023	34	535	58	76	37	80	-	148	967	860	860	(107)
Net Book value 31 December 2024	31	202	131	56	33	211	2	109	775	1,654	1,654	879

A structural engineering report identified significant deterioration in the Cayman Islands National Archives Building. Based on the assessment, management determined that the building's recoverable service amount was below its carrying amount. As a result, an impairment loss of \$318K was recognized. The entire loss was charged against the revaluation surplus. The recoverable service amount was based on an external assessment reflecting the building's condition.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

Note 6b: Intangible Assets

<i>Cost of Intangible Assets</i>	<i>Computer Software</i>	<i>Other Intangible Assets</i>	<i>Intangible Assets under construction or development</i>	<i>Total</i>	<i>Original Budget</i>	<i>Final Budget</i>	<i>Variance</i>
Balance as at 1 January 2023	317	-	548	865	851	851	(14)
Additions	-	-	350	350	-	-	(350)
Disposal/ Derecognition	(6)	-	-	(6)	-	-	6
Adjustments	-	-	(14)	(14)	-	-	14
Balance as at 31 December 2023	311	-	885	1,196	851	851	(345)
<i>Cost of Intangible Assets</i>	<i>Computer Software</i>	<i>Other Intangible Assets</i>	<i>Intangible Assets under construction or development</i>	<i>Total</i>	<i>Original Budget</i>	<i>Final Budget</i>	<i>Variance</i>
Balance as at 1 January 2024	311	-	885	1,196	851	851	(345)
Additions	-	-	154	154	567	567	413
Disposal/ Derecognition	(2)	-	-	(2)	-	-	2
Balance as at 31 December 2024	309	-	1,039	1,348	1,418	1,418	70
<i>Accumulated Amortization and impairment losses</i>	<i>Computer Software</i>	<i>Other Intangible Assets</i>	<i>Intangible Assets under construction or development</i>	<i>Total</i>	<i>Original Budget</i>	<i>Final Budget</i>	<i>Variance</i>
Balance as at 1 January 2023	151	-	-	151	151	151	-
Eliminate on Disposal/Derecognition	(6)	-	-	(6)	-	-	6
Amortization Expense	34	-	-	34	34	34	-
Balance as at 31 December 2023	180	-	-	180	185	185	6
<i>Accumulated Amortization and impairment losses</i>	<i>Computer Software</i>	<i>Other Intangible Assets</i>	<i>Intangible Assets under construction or development</i>	<i>Total</i>	<i>Original Budget</i>	<i>Final Budget</i>	<i>Variance</i>
Balance as at 1 January 2024	180	-	-	180	185	185	6
Eliminate on Disposal/Derecognition	(2)	-	-	(2)	-	-	2
Amortization Expense	33	-	-	33	34	34	1
Balance as at 31 December 2024	211	-	-	211	219	219	8
Net Book value 31 December 2023	131	-	885	1,016	666	666	(350)
Net Book value 31 December 2024	98	-	1,039	1,137	1,199	1,199	62

The Portfolio has purchased a new software for an HR Management System that is currently under development. It is scheduled to be completed by the end of 2025 but is still currently ongoing.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

Note 7: Trade payables, accruals and other liabilities

Prior Year Actual CI\$'000	Description	Current Year Actual CI \$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance CI\$'000
5	Trade Payables	64	136	136	72
5	Trade Payables	64	136	136	72
794	Accruals and Other Liabilities	877	675	675	(202)
96	Payroll Deductions	104	3	3	(101)
348	Accruals	309	467	467	158
146	Core government trade with other public entities	219	-	-	(219)
203	Other	245	205	205	(40)
799	Total Trade Payables, Accruals and Other Liabilities	941	811	811	(130)

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

Other Payables mainly comprise of funds approved from the Major Governance Committee to fund for courses for professional certifications implemented by the Strategic Reform Initiative Unit with the Deputy Governor's Office. Also included was net funds collected for the annual 2024 DG5K event that was subsequently paid over to the charities in January 2025.

Note 8: Unearned Revenue

Prior Year Actual CI\$'000	Description	Current Year Actual CI \$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance CI\$'000
439	Unearned Revenue	655	417	417	(238)
439	Total unearned revenue	655	417	417	(238)

The Deputy Governor's office collects fees for Naturalization and British Overseas Territories Citizenship Applications that are not recognized as revenue until the application is approved.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

Note 9: Employee entitlements

Prior Year Actual CI\$'000	Details	Current Year Actual CI \$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance CI\$'000
	<i>Employee entitlements are represented by:</i>				
269	Annual leave	328	320	320	(8)
-	Pension	-	88	88	88
26	Comp Time Liability	19	61	61	42
295	Total employee entitlements	347	469	469	122

The annual leave entitlements and comp time liability are calculated based on current salary paid to those employees who are eligible for this benefit.

Note 10: Surplus Payable

The Portfolio budgeted to break even and therefore did not budget for any change in the surplus payable. The Portfolio made a surplus of \$4.4M in 2024 (2023: \$3.4M) and has an accumulated surplus of \$7.8M (2023: \$7.3M). The Portfolio has now paid over the 2023 surplus in February 2025. It will engage the Ministry of Finance to repay the 2024 surplus after the end of the audit cycle.

Note 11: Sale of Goods and Services

Prior Year Actual CI\$'000	Description	Current Year Actual CI \$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance CI\$'000
3,449	<i>Fees and Charges</i>	3,299	3,229	3,229	(70)
2,054	Authentication and Apostille of Documents Fees	2,055	2,100	2,100	45
728	Naturalisation and Registration Fees	641	464	464	(177)
658	Passport Fees	595	655	655	60
8	Special Marriage License Application Fee	7	10	10	3
1	Expungement of Records	1	-	-	(1)
9	<i>General Sales</i>	12	5	5	(7)
9	Miscellaneous Sales	12	5	5	(7)
263	<i>Other Goods & Services Revenue</i>	138	170	170	32
252	Internal Audit Service Fees	117	170	170	53
11	Miscellaneous Receipts	21	-	-	(21)
16,137	<i>Sales of Outputs to Cabinet</i>	18,059	18,450	19,650	391
16,137	Cabinet Outputs	18,059	18,450	19,650	391
19,858	Total Sale of Goods & Services	21,508	21,854	23,054	346

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

Note 11: Sale of Goods and Services (continued)

Prior Year Actual CI\$'000	Description	Current Year Actual CI \$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance CI\$'000
3,449	Fees and charges	3,299	3,229	3,229	(70)
9	General sales	12	5	5	(7)
16,137	Outputs to Cabinet	18,059	18,450	19,650	391
263	Outputs to Other Government Agencies	138	170	170	32
19,858	Total Sale of Goods & Services	21,508	21,854	23,054	346

Outputs to Cabinet comprises goods delivered to and services performed on behalf of the Cayman Islands Government.

Fees & charges and General sales includes administrative fees and user charges levied on the public for the delivery of Government services from Passport Office such as Authentication and Apostille Fees; Passport Fees and Special Marriage Licenses. It also includes Naturalisation and Registration Fees from the Office of the Deputy Governor. Certain respective rates and fee structures are gazetted and governed by the relevant revenue Laws and Regulations.

Outputs to Other Government Agencies includes trade between the Portfolio of the Civil Service and Government bodies. These are arm length transactions governed by Service Level Agreements (SLAs) between the contracting parties.

Note 12: Personnel costs

Prior Year Actual CI\$'000	Description	Current Year Actual CI \$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance CI\$'000
10,222	Salaries, wages and allowances	10,504	12,098	12,679	1,594
1,993	Health care	2,170	2,787	2,787	617
519	Pension	541	641	641	100
(82)	Leave	56	11	11	(45)
152	Other Personnel related costs	57	76	76	19
12,803	Total Personnel Cost	13,328	15,613	16,194	2,285

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
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Note 13: Supplies and consumables

Prior Year Actual CI\$'000	Description	Current Year Actual CI \$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance CI\$'000
363	Supplies and Materials	385	410	410	25
1,441	Purchase of services	1,711	2,605	3,224	894
348	Utilities	360	316	316	(44)
-	- General Insurance	-	2	2	2
96	Travel and Subsistence	80	108	108	28
232	Recruitment & Training	288	326	326	38
77	Interdepartmental expenses	73	94	94	21
123	Other	(52)	62	62	114
2,680	Total Supplies & Consumables	2,845	3,923	4,542	1,078

Note 14: Leases

Prior Year Actual CI\$'000	Type of Lease	Current Year Actual CI \$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance CI\$'000
645	Lease and Rent of Property and Sites	669	769	769	100
645		669	769	769	100

Note 15: Litigation Costs

Prior Year Actual CI\$'000	Description	Current Year Actual CI \$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance CI\$'000
38	Legal Fees	11	54	54	43
38		11	54	54	43

PORTFOLIO OF THE CIVIL SERVICE
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Note 16: Other Gains/(Losses)

Prior Year Actual CI\$'000	Description	Current Year Actual CI \$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance CI\$'000
(47)	Gains/ (Loss) on Foreign Exchange Transactions	(28)	(1)	(1)	27
(11)	Gains/(Loss) on Sale of Assets	(7)	-	-	7
-	Loss on derecognition of financial assets	(13)	-	-	13
(58)		(48)	(1)	(1)	47

Note 17: Revenue from Non- Exchange Transactions

During the year ended 31 December 2024, the Portfolio received services in-kind in the form of accommodation in the central Government building, computer repairs and software maintenance by the Computer Services Department. The fair value of these services cannot be determined and therefore no expense has been recognized in these financial statements.

Note 18: Reconciliation of net cash flows from operating activities to surplus

Prior Year Actual CI \$'000	Reconciliation of Surplus to Net Operating Cash	Current Year Actual CI \$'000	Original Budget CI \$'000	Final Budget CI \$'000	Variance CI \$'000
3,424	Surplus/(deficit) from ordinary activities	4,371	1,241	1,241	(3,130)
44	Prior Period Adjustment	11	-	-	(11)
	Non-cash movements				
210	Depreciation and amortization	236	253	253	17
-	(Gain)/losses on revaluation/disposal of property plant and equipment	13	-	-	(13)
47	(Gain)/losses on Foreign Exchange	28	(1)	(1)	(29)
11	(Gain)/losses on derognition of Assets	7	-	-	(7)
(117)	Increase/(decrease) in provision for bad debt	(52)	-	-	52
	Changes in current assets and liabilities:				
1,104	(Increase)/decrease in receivable	71	-	-	(71)
(1)	(Increase)/decrease in inventories	2	-	-	(2)
157	(Increase)/decrease in prepayments	(162)	-	-	162
(88)	Increase/(decrease) in payables and other accruals	142	-	-	(142)
22	Increase/(decrease) in other current liabilities	216	-	-	(216)
(82)	Increase/(decrease) in provisions relating to employee costs	52	-	-	(52)
4,731	Net cash flows from operating activities	4,935	1,493	1,493	(3,442)

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
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Note 19: Related party and key management personnel disclosures

Related party

The Portfolio is a wholly owned entity of the Government of the Cayman Islands from which it derives a major source of its revenue. The Portfolio 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 2024 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 also considered to be related parties. No loans were granted to key management personnel or their close relatives during the financial year.

Prior Year Actual CI\$'000	Description	Current Year Actual CI\$'000
3,057	Salaries & other short term employee benefits	3,390
48	Severance Pay	-
3,105	Total Remuneration	3,390
20	Number of Key Management Personnel	22

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
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Note 20: Explanation of major variances against budget

Original Budget compared to Final Budget

Financial Statements Captions	Notes	2024 Original Budget	2024 Supplementary Budget	2024 Final Budget
		\$'000	\$'000	\$'000
Statement of Financial Performance				
Sale of Good & Services	11	21,854	1,200	23,054
Total Revenue	11	21,854	1,200	23,054
Personnel costs	12	15,613	581	16,194
Supplies and consumables	13	3,923	619	4,542
Total Expenses		20,612	1,200	21,812

There were changes between the original and final budget of \$1.2M, which were the Supplementary Appropriations approved in 2024 for the Elections Office to host a referendum. The changes were approved by Cabinet under Section 11(5) of the Public Management and Finance Act (2020 Revision). *The Supplementary Appropriation Bill was not introduced in Parliament by 31 March 2025 as required by Section 11(6)(b) of the Act.*

Explanations for major variances for the Portfolio of the Civil Service performance against the original budget are as follows:

Sale of Goods & Services

Total Revenues were \$346K (2%) below budget. The major contributor is the Cabinet Billings which came in \$391K under budget. Outputs to Cabinet are the primary revenue source for the Portfolio making up 84% of the budget. The Portfolio performed well against budget targets with 98% billed out by end of the year. Contributing factors includes staff members going on secondments to other departments; or diverted to new projects and/or initiatives that reduced the department's ability to meet, and therefore bill, for all of its original budget targets.

The Passport Office is not funded by Cabinet and ended the year with significant profit. Still it trailed behind third party revenue targets for Authentication/Apostille of documents by \$45K (2%) and Passport Fees by \$60K (9%).

In addition, Internal Audit Service trailed behind budget target by \$53K (31%). These are revenues from audit engagements with Statutory Authorities.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
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Note 20: Explanation of major variances against budget (continued)

However, the reductions were offset by third party revenues the Deputy Governor's Office collects for Naturalization and Registration Fees which surpassed budget expectation by \$177K (38%). This is aided by their online application process that also allowed for receiving credit card transactions as well as their continued partnership with the Post Offices as collection agents.

Personnel Costs

Personnel Costs were \$2.3M (15%) below budget. These savings were largely driven by \$1.57M savings in Salaries, Wages and Allowances. This followed into savings in Health Care of \$599K and \$100K savings in Pension. This was mainly due to delays in the recruitment timelines and posts remained vacant longer than budgeted.

Supplies and Consumables

Supplies and Consumables were under budget by \$1.1M (27%). This stems from limited staffing resources, from unfilled vacancies and various secondments to other departments that delayed a number of projects moving forward as planned reducing overall spend.

Leases

Leases were under budget by \$100K (13%). Three departments had savings of \$20K-30K. This is mainly due to an overly generous budget estimates as well as delays in which additional office space was obtained.

Cash and cash equivalents

The year-end cash balance was net \$6.3M above budget. To begin with the opening cash balance was \$2.9M more than budgeted. As well, there were material variances in various categories of the cash flow. The primary reason was in the "Cash Flow from Operating Activities" where there was underspend of \$3.4M against a budget of \$1.5M of inflows yet \$4.9M was realized. This was due mainly from underspend in Personnel Costs of \$2.5M and Supplies and Consumables of \$1M.

There was another \$1M of savings within "Cash Flow from Investing Activities - Purchase of Property, Plant and Equipment as the fit-outs for new office space and related technology needs for the Deputy Governor's Office was delayed along with cost savings from the ongoing my-Vista project.

However this was an offset by \$1M shortfall within "Cash Flow from Financing Activities" as the Portfolio does not draw down on its Equity Injection unless the funds are expensed.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
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Note 20: Explanation of major variances against budget (continued)

Trade Receivable and Other Receivables

Trade and Other Receivables was \$1.2M lower than budget. There was a concerted effort in collections that significantly reduced outstanding collecting and enforced stricter collection practices on the current year invoices, especially as it relates to the Portfolio's Cabinet Revenue invoices.

Prepayments

Prepayments were over budget by \$221K as several departments entered into subscription contracts such as LinkedIn Learning; Smartsheets. Also included are deposits for departments with leasehold properties.

Property, Plant and Equipment

Property, Plant and Equipment came in under budget \$879K. This is mainly due from the delays in leasehold improvements as office space for DGO's National Security Directorate had not been secured in 2024. As well, after an external assessment of the Cayman Islands National Archives building, the Portfolio recognized an impairment loss of \$318K that accelerated the accumulated depreciation recognized.

Accruals and Other Liabilities

Accruals and Other Liabilities were \$202K above budget expectations. Payroll deductions contributed to \$101K of this balance as it is customary to pay over Pension Deductions in the subsequent month. As well, Other Payables was \$40K over budget. There was no budget for "Payables to core government" in which \$219K payables was incurred mainly relates to funds to be transferred to POCS Executive Org. These were netted by the "business as usual" accruals that came in \$158K under budget due to continued efforts to ensure invoices are settled timely with our vendors.

Unearned Revenue

Unearned revenues were \$238K greater than the amount budgeted. This is from the Deputy Governor's office Naturalization and British Overseas Territory applications increase in demand and increase in options for customers to now complete and submit their applications online and to also pay via credit card transaction that was not previously available. As well, customers have more access to payment locations as the office has partnered with the various district post offices for application fees to be paid at more convenient locations. Application and fees are being submitted with more ease and frequency.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
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Employee Entitlements

Employee Entitlements were under budget by \$122K as departments increase efforts to reduce the liability owed to staff and decrease carry-forward amounts.

Repayment of Surplus/Surplus Payable

Surplus payable of \$7.8M was \$5.1M above budget expectations. It includes two years of surpluses for 2023 (\$3.4M) and 2024 (\$4.4M). The departments under the Portfolio normally prepare their budget on a breakeven basis each year. This has been the case historically, with an exception of the Passport Office that is fully funded by third party revenues and have a budgeted surplus. The 2022 Surplus was paid over in 2024 to the Ministry of Finance. The 2023 surplus has now been repaid in February 2025. The 2024 Surplus will be paid over after the audit is finalized.

Total Net Assets/Equity (Contributed Capital and Accumulated Surplus)

Total Net Assets/Equity is \$893K below budget. This comes from the \$1M savings against Equity Investments during the year. This was netted by the opening net worth balance also being \$482K more than budget. As well, after an external assessment of the Cayman Islands National Archives building, the Portfolio recognized an impairment loss of \$318K that was charged against the revaluation surplus.

Cash from operating activities

Variance explanations are included under the “Cash and Cash Equivalents” section above.

Cash from investing activities

The actual cash used for the purchase of property, plant and equipment was \$1M under budget. This was primarily due to delays in securing office space for the National Security Directorate under DGO. As well, there has been decreased expenditure in the my-Vista project as improved procedures to monitor and control vendor costs and delays in the purchase of other assets as other options are explored.

Cash from financing activities

“Cash Flow from Finance Activities” was also \$1M under budget. The Portfolio only draws down on what is needed to fund actual capital purchases during the year.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
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Note 21: Financial instrument risks

The Portfolio 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 Portfolio seeks to minimise exposure from financial instruments and does not enter into speculative financial instrument transactions. The fair value of financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

Credit risk

Credit risk is the risk that the counter party to a transaction with the Portfolio will fail to discharge its obligations, causing the Portfolio to incur a financial loss. The Portfolio is exposed to credit risk through the normal trade credit cycle and advances to third parties.

Financial assets that potentially subject the Portfolio to credit risk consist of Cash and Cash Equivalents, term deposits, trade receivables, and other receivables.

The Portfolio manages its credit risk by limiting the counter parties it transacts business with to counterparties it believes to be capable of performing their contractual obligations. Generally, the Portfolio does not require collateral. Ongoing credit risk is managed through review of ageing analysis, together with credit limits per customer.

Maximum exposures to credit risk as at year end are the carrying value of financial assets in the statement of financial position.

Expected credit losses (ECL)

ECLs are calculated on a lifetime basis for Trade Receivables. Please see trade receivables note for more information on credit risk disclosures for ECL on Trade Receivables.

Concentrations of credit risk

The Portfolio does not have any significant credit risk exposure. The credit risk on cash and cash equivalents and short-term investments is limited. The Portfolio's main bank is Royal Bank of Canada (RBC) which has a S&P Global Ratings of AA-.

Currency and interest rate risk

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

Liquidity risk

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

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
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Note 22: Commitments

31 December 2023 CI\$000	Type	One Year or Less CI\$000	One to Five Years CI\$000	Over Five Years CI\$000	31 December 2024 CI\$000
	Capital Commitments				
40	Software: Human Resources Management System	225	-	-	225
40	Total Capital Commitment	225	-	-	225
	Operating Commitments				
	<i>Non-Cancellable Accommodation Leases</i>				
1,859	Accommodation leases (6)	685	1,634	-	2,319
	<i>Other Operating Commitments</i>				
5	Gardening Services	10	-	-	10
9	Consultancy Services	11	-	-	11
-	Software Subscription	64	160	-	224
-	Event Space Rental	18	-	-	18
2	Air-Conditioning Maintenance	-	-	-	-
7	Training Services	-	-	-	-
2	Terminal Subscription	-	-	-	-
1,885	Total Operating Commitment	788	1,794	-	2,582
1,925	Total Commitment	1,013	1,794	-	2,807

Note 23: Segment reporting

Policy Advice and Support for the Governor and the Deputy Governor

- Includes services provided by the Governor's Office, the Deputy Governor's Office and the PoCS.

Operational Human Resource Services

- Technical and administrative support to the Head of Civil Service (and where relevant the Governor) in relation to the Chief Officer. Human Resources services for the Ministries and Portfolio as required including recruitment, job analysis and the preparation of job descriptions, records management, succession planning and advice on specific HR matters.

H.E. Governor's Office

- The office is responsible for servicing and supporting Her Excellency the Governor including managing the Government House; coordinating engagement programmes and providing support including administrative and accommodations, for the Foreign and Commonwealth Office (FCO) staff in the Governor's Office.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
(Expressed in Cayman Islands Dollars)

Note 23: Segment reporting (continued)

Deputy Governor's Office

- The office is responsible for servicing and supporting the Deputy Governor including the provision of policy advice on public administration, naturalization and other matters.

Strategic Human Resource Services

- Policy advice and support relating to service-wide, human resource policies and practices for the civil service and the personnel functions of the Governor and the Head of the Civil Service.

Management Support of Civil Service Agencies

- Provision of free internal consultancy support to Government Agencies to enhance and improve performance in their strategic, financial or HR management functions.

Public Sector Reform

- Monitor and support the effective implementation of the 5 Year Strategic Plan, Project Future and other public sector management reform initiatives.

Office of Educational Standards

- Complete inspections and monitor performance of all educational institutions in accordance with the law and directives from the Minister of Education and the Educational council.

Passport Office

- Approves and issues British Overseas Territories Citizen Cayman Islands passports, issues US visa Waivers, and provides a range of corporate services including the legalisation of public documents.

Elections Office

The office maintains the electoral register involving addition of eligible voters and deletion of deceased or ineligible voters. Also, it is responsible for administering and holding general elections as well as the planning and execution of referendums.

Commission Secretariat

Provision of research, analytical, operational, policy, strategic and administrative support services to the Human Rights Commission, the Constitutional Commission, the Commission for Standards in Public Life, the Judicial and Legal Services Commission, the Civil Service Appeals Commission and the Anti-Corruption Commission.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2024
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Note 23: Segment reporting (continued)

Internal Audit Services

- Evaluation of management systems in order to determine whether financial and operating information is accurate and reliable; risks to government agencies are being identified and minimized; regulations, policies and procedures are followed; assets are adequately safeguarded; resources are used efficiently and economically; agencies are operating efficiently and effectively.
- Audits of Civil Service entity HR systems, to establish the extent of compliance with the Public Service Management Act; Personnel Regulations and relevant legislative requirements.

Cayman National Archives

- Identification and acquisition of archives and historical records and access to archives and Historical information of various media through the Reading Room service. Preservation and recovery of historical archives and government records.
- Monitor and evaluate records and information management gaps within the public service and develop practical recordkeeping tools for improvement.
- Policy development, advice and guidance on records and information management to promote efficient administration, ease of access to information, accountability and transparency.
- Promotion of the historical and cultural holdings through outreach programmes.

Civil Service College

Learning and Development Opportunities within the Civil Service

- Identification of priorities for human capital development within the civil service.
- Implementation of learning and development interventions to meet the identified needs.
- Strategic development and management of a Civil Service College, to provide learning and development opportunities for all civil servants.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
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Note 23: Segment reporting (continued)

	Policy Advice and Support for the Governor & Deputy Governor		Elections Office		Commissions Secretariat		Internal Audit		Cayman National Archives		Civil Service College		GRAND TOTAL	
	2023 Actual	2024 Actual	2023 Actual	2024 Actual	2023 Actual	2024 Actual	2023 Actual	2024 Actual	2023 Actual	2024 Actual	2023 Actual	2024 Actual	2023 Actual	2024 Actual
Total Revenue	13,018	14,237	555	555	1,849	2,127	1,719	1,741	1,578	1,426	1,140	1,422	19,858	21,508
Outputs to Cabinet	9,564	10,937	555	552	1,843	2,127	1,467	1,624	1,569	1,416	1,139	1,403	16,137	18,059
Sale of Goods and Services	3,454	3,300	-	3	6	-	252	117	9	10	1	19	3,721	3,449
Total Gain/(Losses) on Financial and Non-Financial Instruments	51	37	-	1	1	1	3	2	-	-	3	7	58	48
Gain/Losses on financial instruments	43	21	-	1	1	1	-	2	-	-	3	3	47	28
Gain/Losses on non-financial instruments	8	16	-	-	-	-	3	-	-	-	-	4	11	20
Total Expenses	10,352	10,789	651	685	1,596	1,592	1,664	1,606	985	1,047	1,128	1,370	16,378	17,089
Personnel Costs	8,391	8,826	277	270	1,137	1,212	1,478	1,336	807	863	712	821	12,803	13,328
Supplies and Consumables	1,867	1,836	365	413	418	340	173	252	130	137	413	547	3,364	3,525
Depreciation	94	127	9	2	41	40	13	18	48	47	4	2	210	236
Surplus/(Deficit)	2,614	3,411	(96)	(131)	253	534	52	133	592	379	9	44	3,424	4,371
Total Assets	11,183	12,570	11	38	36	29	168	135	477	204	80	102	11,954	13,078
Current Assets	9,669	10,809	11	38	36	29	168	135	7	53	80	102	9,971	11,166
Non-current Assets	1,514	1,761	-	-	-	-	-	-	470	151	-	-	1,983	1,912
Total Liabilities	8,638	9,538	18	54	94	59	36	52	29	33	37	36	8,853	9,772
Capital Purchases	457	381	-	1	15	7	44	90	22	36	2	7	540	522
Entity Assets	457	381	-	1	15	7	44	90	22	36	2	7	540	522

PORTFOLIO OF THE CIVIL SERVICE
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Note 24: Financial Instruments – Fair Values

As at 31 December 2024, the forecasted carrying value of cash and cash equivalents, trade and other receivable, trade and other payable and employee entitlements approximate their fair values due to their relative short-term maturities. Fair values estimates are made at a specific point in time, based on market conditions and the 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 25: Contingent Liabilities

As at 31 December 2024, there are no quantifiable and non-quantifiable contingent liabilities and therefore no contingent liabilities have been provided for within these financial statements.

Note 26: Events Occurring After Reporting Date

The Cayman Islands Government implemented a 5% cost of living adjustment that became effective 1 January 2025. Management is not aware of any other occurrences subsequent to the reporting date which will have an impact on the financial statements at 31 December 2024.