CAYMAN ISLANDS
GOVERNMENT

2020

Portfolio of The Civil Service

ANNUAL REPORT

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FOREWORD BY
THE DEPUTY GOVERNOR AND HEAD OF THE CIVIL SERVICE

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

2020 was no ordinary year. While the Civil Service was faced with a huge challenge in the form of the novel Coronavirus (COVID-19), that challenge provided numerous opportunities for civil servants to be nimble, innovative and resilient. As the Cayman Islands prepared for the inevitable arrival of the disease, the Government's focus rightly pivoted to safeguarding the people of these Islands from the deadly pandemic.

Though the worsening global situation and rapid shifting of plans and priorities had the potential to thwart employee engagement and effectiveness, 2020 actually showcased some of the most rapid, inventive, and collaborative work ever delivered by the Civil Service. Teams across Government had to quickly assemble when the National Emergency Operations Centre (NEOC) was activated in March and, from that point forward, had to establish protocols for managing all aspects of the Country's COVID-19 response. The Portfolio of the Civil Service (PoCS) played an integral role in the response, from providing leadership in NEOC to lending expertise and resources to help facilitate the establishment of the award-winning Emergency Field Hospital. PoCS staff who ordinarily carried out administrative or HR tasks found themselves managing all aspects of Government-run isolation facilities, while others spearheaded 'Operation Bring 'Um Home', the repatriation programme enacted to safely return Caymanians and residents to our shores. Other noteworthy PoCS accomplishments were the swift development of a staff redeployment system, used to match available staff across core Government and Statutory Authorities and Government-Owned Companies (SAGCs) with jobs experiencing increased demand, and the development and dissemination of 13 COVID-19 specific policies, used to guide and direct key staff activities and decisions. In addition to these 13 policies, PoCS delivered an additional eight policies, including the all-important Anti-Bullying, Harassment and Discrimination Policy, which further supports our governance structure and sets a very clear and important tone at the top.

In spite of the unprecedented challenges faced by the Civil Service in 2020, our Employee Engagement Survey yielded the highest response and engagement rates to date, achieving 83% and 72% respectively. Moreover, 89% of respondents reported that they **are proud to be Civil Servants**, which represents a 4% increase over 2019. As an individual entity, core PoCS achieved praiseworthy double-digit increases in eight out of 10 survey categories, with the top three increases being a 31% increase in "Leadership and Managing Change", a 30% increase in "My Team", and a 28% increase in "My Manager". These three increases resulted in overall scores of 79%, 84% and 76% in the respective

categories. These are truly remarkable results, especially amidst the backdrop of local and global uncertainty that we as a Government and country faced.

Even though the pandemic diverted resources for a large part of the year, PoCS departments and sections still got on with business as usual in many areas. Work in the area of compensation continued with the commencement of a review of our pay strategy and an assessment of our readiness to recognise performance through pay and incentives. The procurement process for an integrated enterprise-wide human resource management system, which will support the streamlining of processes and improve capability to support a modern HR function was also completed, and the system is due to come online in 2021.

Despite the disruptions caused by COVID, the Civil Service College (CSC) was still able to deliver 1,520 hours of tutor led events and programmes, representing an investment of 18,544 hours in learning for Civil Servants. Additionally, 38,094 hours of online learning was logged by Civil Servants through the CSC's online learning portal, including for mandatory programmes such as the anti-fraud, cyber security, and anti-bullying, harassment and discrimination training.

On 30th October 2020, the Parliament (Management) Act, 2020 was passed in the Parliament (formerly the Legislative Assembly). This paved the way for the Parliament to become an autonomous entity and resulted in the historic renaming of the iconic building in central George Town.

In my own office, my capable team led the development of a framework for enhancing child safeguarding policies and operations across the British Overseas Territories, working collaboratively with colleagues from across the territories and the Foreign Commonwealth and Development Office. In addition, to improve the customer service experience for British Overseas Territories Citizenship Naturalisation and Registration, a new online application process was launched.

As 2020 proved, we can do exceptional things on behalf of the Government and the community that we serve. From exceptional moments in times of crisis, to business as usual, the Civil Service consistently and competently delivered. If in 2021 we commit to building on the lessons learned in 2020 – caring for each other, breaking down silos, increasing collaboration, and embracing innovation – we will undoubtedly continue to progress our collective vision of being a "World-Class Civil Service".

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

In a year when the Civil Service could have been deeply divided by the challenges of a global pandemic, including "shelter-in-place" orders that drove us from our offices with very little notice, we saw Leaders managing change in creative and flexible ways. We saw individual staff members take personal ownership for delivering results, and we saw the Civil Service demonstrate its commitment to "Make Lives Better" by keeping the community, including our employees, safe throughout the crisis.

To ensure business continuity at the height of the COVID-19 pandemic, the Civil Service adopted remote and flexible working provisions. Those arrangements were introduced within the context of strict shelter-in-place and social distancing requirements, and were underpinned by the assumption that wherever possible, work would be conducted remotely to address health and safety concerns. Once we learned how well the arrangements worked, we sought to make these agile ways of working a permanent feature by enhancing and retaining the Remote and Flexible Hours policies.

Despite our departure from our physical places of employment, our work, which became even more important during COVID, had to continue. Utilising technology that was swiftly stood up, a large portion of the Civil Service successfully delivered their work from home, including new tasks and duties that were borne out of the pandemic. Zoom allowed us to hold larger and more frequent communication events, including Heads of Department (HoD) update meetings and Civil Service Town Halls, where the Deputy Governor delivered updates and fielded questions that were raised from members across the Civil Service.

Training, including Senior Leadership Events, never stopped throughout the crisis; rather, it was moved online. Through Zoom we heard from excellent leaders who explored various facets of leadership with the CIG's senior leaders and, via Degreed, Civil Servants collectively accessed over 38,000 hours of learning content, including important mandatory CIG training on topics such as cyber security and anti-fraud.

The challenges faced in 2020 did not deter us from showing our commitment to providing a safe and inclusive workplace, which we did by adopting an Anti-Bullying, Harassment and Discrimination Policy and requiring mandatory sensitisation training, via Degreed, for all staff. Senior HR staff were trained on how to conduct HR investigations, and leadership training offered to our Chief Officers incorporated discussions on what it means to support inclusion and diversity within our workplace.

Work on pay and reward also began in 2020, starting with the award of a 5% cost of living adjustment in January. PoCS also supported changes to the Personnel Regulations, including an increase in the annual

leave entitlement for staff on grades R, GAA and GBB, to bring those employees in line with staff on the next tier. This was done to ensure that all Civil Servants receive a minimum annual leave entitlement of 18 working days per annum and the change impacted approximately 298 employees, of which 80% were Caymanian. Additionally, the Regulations were amended to provide peace of mind for Civil Servants that, should they have an untimely death while they are actively employed, the CIG will continue their health benefits and salary for a period of 3 months, providing immediate financial support for eligible dependents.

In October 2020, the PoCS Data Team delivered the fourth annual Employee Engagement Survey, which yielded impressive results, including a 9% increase in the response rate, taking the overall score to 83%. Employee engagement also increased by 2%, going from 70% in 2019 to 72% in 2020. Of the 3,428 employees who took the survey, 94% reported that they are aware of the CIG's vision to be a World-Class Civil Service, 92% said that they understand how their work contributes to the CIG becoming World-Class, and 85% said that their work gives them a sense of personal accomplishment. Pay and Reward, which has historically been the lowest scoring area, saw a 7% increase in 2020; however, despite this, it still remains the lowest scoring survey category. Addressing this area remains a priority for the CIG and, in 2021, PoCS intends to conclude the review of our pay strategy and will make recommendations for change, for consideration by the Deputy Governor.

Within my own entity, the survey results showed double-digit increases in eight out of 10 survey categories. "Leadership and Managing Change" increased by 31%, "My Team" saw a 30% increase and "My Manager" went up 28%. These increases brought the overall scores in these categories to 79%, 84% and 76% respectively. Given the challenges presented in 2020, these results demonstrate to me that my team, from the top down, stepped up to do what was necessary to navigate the crisis and to maintain the confidence and morale within the PoCS team.

Despite the changes that were made to our work plans to ensure that we could support the CIG's response to COVID-19, PoCS recorded a huge victory by completing the procurement process for the new Human Resources Management System (HRMS). This new system will improve capability to support a modern HR function and will help to streamline processes. Work to transition to the new system will begin in 2021 and it is expected that the HRMS will be fully operational in January 2022.

In 2020, PoCS and the wider Civil Service most certainly rose to the occasion and successfully delivered an impressive mixture of pandemic-specific results and business as usual outputs. Throughout, we displayed agility, resourcefulness, speed, collaboration and innovation. These results and ways of working were welcomed by the Government and the public at large, and reflect our ability to band together to provide the very best services to the customers we serve.

As we look to 2021, we will continue to build on the lessons of 2020, working to embed the attributes and behaviours that led to the success of our COVID-19 suppression strategy and business as usual initiatives. We will use the 'downtime' from COVID that we worked so tirelessly to achieve to refocus on

the strategic and operational plans that were delayed due to the pandemic but are still critical to ensure our success in 2021. Finally, we will work to embed a culture where our exceptional moments, such as those delivered during the CIG's pandemic response, become our business as usual.

Gloria McField-Nixon

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

Section 1.0

CIVIL SERVICE OVERVIEW

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) in relation to Civil Service human resource matters. Generally, the PoCS advises His Excellency the Governor and the Head of the Civil Service on the effectiveness of the Human Resources framework within the Cayman Islands Government (CIG).

As part of the 5-Year Strategic Plan, the PoCS monitors employee engagement to assess whether the conditions within the Civil Service are conducive to our employees giving their best efforts. In 2020, the fourth annual employee engagement survey was conducted. The survey results revealed a 9% increase in the participation rate, which went from 74% in 2019 to 83%, or 3,428 respondents in 2020. Similarly, the overall engagement index went up two percentage points, from 70% to 72%.

All nine survey themes saw single digit increases, with the largest gains being realised in the "Pay and Benefits" category, which saw a 7% increase, and the "Leadership and Managing Change" category, which increased by 5%. "Organisational Objectives and Purpose", which increased by 2%, returned the highest score of the nine survey themes, with an overall score of 87%. "My Work", "Resources and Workload" and "My Team" also yielded notable overall scores of 76%, 75% and 74% respectively.

Despite the 7% increase, "Pay and Rewards" still remains the lowest scoring survey category, with a score of 42%. A review of reward and remuneration commenced in early 2020; however, progress was significantly slowed due to COVID-19. Some progress was made at the end of the year when amendments to the Personnel Regulations, as recommended by PoCS, were made. Among the changes to employee benefits were:

- An increase in annual leave provisions for employees on the three lowest salary grades which, in some cases, afforded employees up to six days additional leave;
- The addition/expansion of death in service benefits to include three months salary and three months insurance coverage for eligible dependents in the event a Civil Servant dies;
- The introduction of a settlement allowance equal to one month's salary for employees returning from overseas study.

Additionally, Cabinet approved a new salary scale, which was implemented on 1st January 2021. The new salary scale introduced changes to salary Grades A through D. This was done to reduce overlap within those grades and to ensure that remuneration remains competitive and reflects the gravity of responsibilities for roles, particularly those at the most senior levels. A review of the remaining salary grades (i.e. E through R) is planned for 2021.

Given the COVID-19 pandemic, bespoke questions were added to the 2020 survey to gather employee feedback on how well they thought the Government handled the crisis locally. 89% of respondents felt the Government managed the overall COVID-19 response well; 90% reported that they had the necessary communication with their manager and peers to successfully work remotely; 90% felt they contributed fully throughout the pandemic; and 86% reported having the necessary tools to work remotely.

As it relates to individual survey questions/statements, the following generated noteworthy scores:

Figure 1. Cayman Islands Civil Service 2020 Employee Engagement Results

The Portfolio's Contributions to the Government's COVID-19 Response

2020 was an unusual year and one that saw many disruptions to "business as usual". Before the end of the first quarter, CIG's National Emergency Operations Centre (NEOC) was activated, requiring four distinct groups – Support Services, Emergency Response, Infrastructure and Human Concerns – to mobilise to quickly contemplate and enact the Country's strategy to tackle the COVID-19 pandemic.

Deputy Governor, Franz Manderson (left) with PoCS Chief Officer Gloria McField-Nixon (centre) and the Director of Hazard Management, Danielle Coleman in the NEOC command centre in March 2020.

Responsibility for Continuity of Operations, which is a sub-cluster under Support Services, rests with PoCS, necessitating the Portfolio's involvement in NEOC. Additionally, the Chief Officer of PoCS serves on the NEOC Policy Group and is also one of the Deputy Governor's two NEOC Deputy Chairs.

Even before NEOC was activated, planning was beginning and precautions to delay the arrival of COVID were being taken. The Computer Services Department (CSD) was stood up to create and activate tools, such as Share File, corporate Zoom accounts, and imaging of laptops in anticipation of the new way of working that would become necessary in the coming months.

The first COVID-19 related policy – Restrictions on Discretionary Official Business Travel – was released by PoCS at the beginning of March and additional policy needs were contemplated. During NEOC activation, PoCS issued an additional 12 policies directly related to COVID-19, including remote and flexible working policies. The policies released by PoCS hugely supported the CIG's overall response to the COVID-19 pandemic. From restricting discretionary official overseas travel in March, to facilitating leave for parents displaced after the announcement of school closures, to guiding the redeployment process, to getting staff to work just as effectively from home, to rewarding the tireless efforts of CIG's COVID-19 responders, these policies largely assisted with the success of the CIG's COVID-19 suppression strategy.

As the entity responsible for Continuity of Operations (CoO), PoCS expanded its CoO planning to include pandemic-specific considerations. In March, PoCS created the Pandemic Response Plan template, specifically designed to help departments contemplate and document their planned response to COVID-19. The template included detailed instructions and required Heads of Department (HoDs) to think about

five different risk levels, ranging from “Level 1 – Long Range Warning” to “Level 5 – Recovery”. When the template was first released, two training sessions were held jointly by PoCS and HMCI targeting CEOs and HoDs, or their nominees. Approximately 50 Public Servants were guided through the process and exposed to worked examples of the template, which prepared them to create and implement their own robust response plans.

In April, PoCS stood up HR teams, and a dedicated inbox – CIGHRConnect – was created to field COVID related questions. These HR teams subsequently created FAQs and provided general guidance to the entire Public Sector, including making policy documents available to all Statutory Authorities and Government-Owned Companies (SAGCs).

PoCS became the competent authority for the issuance of Curfew Exemptions for essential Civil Servants. Throughout the soft and hard curfews, essential staff and others who were redeployed to assist with providing essential services needed freedom of movement irrespective of restricted hours and days of week. To enable this, the PoCS HR team issued 2,038 curfew exemption letters. These letters were issued in a matter of weeks and, notably, 41% of the letters were vetted and issued in the first 7 days.

A dedicated team of four within PoCS spearheaded the redeployment process across the Public Service, establishing, with the assistance of CSD, an online tool where re-deployable resources could be matched with areas of the business that were experiencing increased demand due to the pandemic. The team matched Public Servants with appropriate or similar skillsets with tasks where those skillsets were urgently needed. The majority of redeployment tasks related to the Government’s repatriation efforts, primarily managing inbound and outbound flights, and manning at least three separate government-run isolation facilities at a time. PoCS employees largely led on “Operation Bring Um Home” where returning residents were required to go into isolation facilities to isolate for a minimum of 14 days. The team stood up call centres, matched returning residents to isolation hotels, made sure appropriate personal protective equipment (PPE) and safety protocols were in place, arranged transportation for passengers from the airport to the isolation facilities, and managed the day-to-day operations at the various facilities. In addition to the PoCS redeployment tool, PoCS coordinated with the Cayman Islands Red Cross to obtain additional resources and successfully bolstered the CIG teams at the isolation facilities and at the Health Services Authority (HSA).

PoCS staff also assisted with a project to build the COVID-19 Emergency Field Hospital, which is located off Walker’s Road in George Town. In late 2020, the Field Hospital was nominated for the UK Association for Project Management’s Social Project of the Year award and, ultimately, beat out other noteworthy projects to win the coveted prize.

PoCS staff tour the award-winning Field Hospital. Graeme Jackson, right, who played an integral role in the establishment of the hospital, explains the process, including the cooperation that was required across the community, to make the Field Hospital a swift reality.

Throughout the pandemic, PoCS facilitated numerous meetings, webinars and disseminated key information to keep staff informed. Communications initiated / led by PoCS included:

- DG Town Hall meetings;
- Regular HoD meetings (facilitated via Zoom);
- A staff webinar (via Zoom), which provided answers to COVID related queries;
- FAQs and general guidance notes as issued via CIGHRConnect; and
- Weekly meetings with the Chief HR group.

Additionally, PoCS contributed to infographics and communications related to building safety, social distancing, mask wearing, use of PPE, hand hygiene etc.

After NEOC was deactivated, PoCS assisted with the transition back to business as usual by fielding and responding to “return to work” queries, conducting a workplace re-entry survey, providing guidelines for workplace re-entry across the CIG and by broadening the remote and flexible hours policies to make those features permanent within CIG’s new normal.

Finally, the Annual Engagement survey was modified to include questions related to COVID-19, as PoCS felt it important to hear from staff in terms of how they felt about the organisation’s response to the pandemic, including how well the CIG managed and cared for them. The survey results revealed that 89% of respondents felt that the CIG “managed the response to COVID-19 well”, while 85% reported that the “organisation has, so far, taken appropriate action to support my health and wellbeing in response to COVID-19”.

Senior Leadership Events

Senior Leadership Events (SLEs) are designed to engage and inform leaders across the Civil Service and are aimed at the CIG's top 200 leaders. The events are meant to provide access to topical events and world-class speakers who will inspire and challenge leaders.

Nigel Risner presents at the February SLE at Margaritaville

During 2020, the Civil Service College delivered several Senior Leadership events, including one in-person session, which was held at Margaritaville in February. At that session, guest speaker and author Nigel Risner, challenged leaders to become more familiar with their employees, including understanding what motivates them and keeps them engaged. The enthusiastic and interactive session was attended by approximately 200 leaders and was regarded as one of the best SLEs ever hosted by Civil Service College.

Stable leadership was more essential than ever in 2020, so it was imperative that our leaders continued to receive their usual support. As the pandemic encroached on the Cayman Islands, the plans for live delivery of SLEs changed. Like meetings, SLEs were taken online and facilitated via Zoom, offering the same quality content, access to the same inspirational speakers and reaching the same target audience.

Below is a list of the SLEs that were hosted in 2020:

Event Title	Guest Speaker	Date (2020)	Number of Online Attendees
Zookeeper	Nigel Risner	13th February	300 (in person)
Zooming to work….practical advice for leading remote workers	Kate Cooper	13th May	350
Coaching at work – a route to better relationships	Kate Cooper	27th May	280
Turning Limited People Limitless	Nigel Risner	10th June	180
Post COVID-19: Navigating the new normal going forward	Steve Wells	8th July	55
Giving and Receiving Feedback	Joy Maitland	25th August	68
Building Personal Resilience Through Emotional Intelligence	Joy Maitland	23rd September	43
The Journey to World-Class	Kareem Streete-Thompson	8th October	87
The Manager Level-Up	Joy Maitland	19th November	43
Looking Back, Thinking Ahead: Challenges and Lessons in Leadership	DG Franz Manderson, Dani Coleman, Paul Walker, Kurt Walton	9th December	135

Learning and Talent Development During COVID-19

Even though 2020 posed unprecedented challenges on the staff of PoCS and the wider Civil Service, many CIG employees were still able to take advantage of learning opportunities, including informal educational webinars that were hosted via Zoom. As Civil Servants adjusted to shelter-in-place and remote working arrangements during the pandemic, Zoom became the preferred content delivery method.

To assist with the roll-out of relevant topics and content, and to help keep employees generally informed, PoCS supported the CIG's Wellness Committee (WC) in hosting numerous webinars during the lockdown and beyond, many of which were tailored to assist with COVID specific realities. In total, nearly 350 webinars were delivered between March and December, receiving upwards of 4,200 views collectively. Topics ranged from mental and physical health, to art, to early education ideas to assist parents who were adjusting to educating their children at home during the lockdown. Sponsorship by the Civil Service College enabled the WC to attract a high calibre of facilitators, including speakers from KPMG, Deloitte, and Kerage. These bespoke webinars focused on leadership, team development, creating innovative solutions, and soft skills.

Following are examples of the webinars hosted by the WC and sponsored by the Civil Service College/PoCS:

- Conflict Resolution (facilitated by KPMG)
- Conversations Around Mental Health
- Managing Virtual Meetings (facilitated by Deliotte)
- Developing Resilience (hosted by KPMG)
- Unconscious Bias
- Budgeting 101
- Data Protection
- "The Leader in You"
- "Leaders Road to Success" Part 1 (facilitated by Deliotte)
- "Leaders Road to Success" Part 2 (facilitated by Deliotte)

Despite the disruptions caused by COVID, the Civil Service College was still able to deliver 1,520 hours of tutor led events and programmes representing an investment of 18,544 hours in learning for Civil Servants.

The Deputy Governor's Employee of the Year Annual Awards Ceremony: 2020 (honouring 2019 nominees)

2019 Employee of the Year Recipient, Leisa Welcome, receives her award from the Honourable Deputy Governor, Mr. Franz Manderson.

The Deputy Governor's Awards Ceremony honoured 12 exceptional nominees who were nominated during the period of January to December 2019. Additionally, 30 employees received the Chief Officer's Choice Awards.

Although COVID-19 delayed the ceremony by eight months, the event still made for a lovely evening of camaraderie and celebration. Held at the Marriott Beach Resort on 22nd October 2020, the ceremony highlighted the remarkable contributions of a diverse set of Civil Servants. Ranging from a Detective Inspector to a Needs Assessment Officer, the 12 candidates were lauded for their individual contributions to the Cayman Islands Government. At the end of what could only be described as a memorable evening, Leisa Welcome, Personal Assistant and Office Manager within the Ministry of Community Affairs was recognised as the 2019 Employee of the Year.

The Honourable Deputy Governor (front row, 3rd from the right) in the Marriott Beach Resort's ballroom with the 2019 Employee of the Year nominees and winner, Leisa Welcome.

Table 1. Full list of the 2019 Employee of the Year Nominees

Name	Department	Month (2019)	Nomination Category
Collins Oremule	Royal Cayman Islands Police Service	January	*Developing Exceptional Leadership*
Simone Mamby	Customs & Border Control	February	*Delivering an Outstanding Customer Experience*
Joanne Cox	Judicial Administration	March	*Delivering an Outstanding Customer Experience*
Joel Burke	Ministry of Community Affairs	April	*Developing Exceptional Leadership*
Jasmine Myles	Facilities Management	May	*Delivering an Outstanding Customer Experience*
Malcolm Hurlston	Department of Tourism	June	*Delivering an Outstanding Customer Experience*
Nadira Lord	Freedom of Information Unit	July	*Delivering an Outstanding Customer Experience*
Sheneka Moore	Needs Assessment Unit	August	*Delivering an Outstanding Customer Experience*
Leisa Welcome*	Ministry of Community Affairs	September	*Delivering an Outstanding Customer Experience*
Charlene Howell-Litchmore	Portfolio of the Civil Service	October	*Delivering an Outstanding Customer Experience*
Jairia Barton	Judicial Administration	November	*Developing Exceptional Leadership*
Amber Caum	Department of Community Rehabilitation	December	*Delivering an Outstanding Customer Experience*

*** 2019 Employee of the Year**

Community Outreach Programmes

Despite the disruptions caused by COVID-19, PoCS still found ways to get involved in the community and support charities during 2020.

PoCS hosted several "Dress for a Cause" days, including Jasmine's Flag Day. Jasmine is a not-for-profit organisation, dedicated to providing dignified medical, emotional and compassionate care, free of charge, to anyone in the Cayman Islands with life-limiting or end of life illnesses.

CIG employees assembled on the front steps of the Government Administration Building to support Jasmine – February 2020

CIG employees assembled in bright orange shirts in support of Meals on Wheels "Seniors Rock" initiative in October 2020

In October, PoCS and the wider CIG supported the Meals on Wheels "Seniors Rock" initiative and the Crisis Centre's Anti-Bullying Campaign. As a result of the CIG's involvement, just over $5,000 was raised for these two charitable causes.

The CIG's Wellness Committee, with the support of the Department of Environmental Health, organised several community cleanups in June. Each weekend, Civil Servants and members of private sector companies, such as the Ritz Carlton and Sol Petroleum, cleaned up districts in an effort to beautify Cayman while simultaneously encouraging outdoor activity and movement following periods of lockdown and curfews.

1.2 STRUCTURE AND FUNCTION OF THE PORTFOLIO

PoCS Structure and Function

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

PoCS is comprised of 12 departments, sections and units as 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 2. PoCS Departments and Areas of Strategic Focus

DEPARTMENTS AND AREAS OF STRATEGIC FOCUS 2020/21		
Global HR & Management Practices	**Public Sector Reform**	**Good Governance**
• Finance and Administration Section • Strategic and Corporate HR Unit • Civil Service College • Cayman Islands National Archive	• Management Support Unit (MSU)	• Parliament (formerly the Legislative Assembly) • Elections Office • Office of HE the Governor • Office of the Deputy Governor • Internal Audit Service • Commissions Secretariat • Office of Education Standards

Vision and Mission for the Portfolio of the Civil Service

Table 3. Our Vision & Mission

OUR VISION	OUR MISSION
To be a valued partner in achieving performance excellence across the Cayman Islands Government.	To promote and support democracy and good governance, through efficient and effective Human Resource and General Management practices across the Cayman Islands Government.

Our People

Despite the pandemic, PoCS grew in 2020. The Finance section, the Management Support Unit, the Civil Service College, HR and Administration, and Strategic and Corporate HR all welcomed new employees throughout the year. In the wider PoCS, the Internal Audit Service, Parliament and the Office of Education Standards also welcomed new staff.

The Senior Management Team of the Portfolio, also grew by one and is comprised of the following:

Position	Post Holder
Chief Officer	Gloria McField-Nixon, Cert. Hon., JP
Deputy Chief Officer (Acting)	Lauren Knight, Cert. Hon.
Director, Human Capital Development (seconded)	Graeme Jackson, Cert. Hon.
Chief Financial Officer	Nadisha Walters
Senior HR Executive	Charlene Howell-Litchmore
Director, Management Support Unit	Winston Sutherland, Cert. Hon.
Senior HR Policy Advisor	Jo Richards
Policy Advisor	Cara Anderson-Linwood
Senior Project Manager	Amol Pargaonkar

Learning and Talent Development

In spite of the challenges posed by the pandemic, several employees within core and the wider PoCS were able to attain professional certifications in their field of expertise. In the Internal Audit Service, one employee obtained certification as a Certified Financial Crimes Specialist (CFCS). In the Project Management Team, an employee achieved the APM Project Fundamentals Qualification. The Office of the Deputy Governor (ODG) saw four employees attain 11 APM Change Management and Better Business Case qualifications collectively. Finally, two employees of core PoCS, including Chief Officer Gloria McField-Nixon, and one ODG employee attained Fellow status with the Institute of Leadership and Management.

PoCS Celebrates its Certificate and Badge of Honour Award Recipients

2020 was a very unusual year. While PoCS may have set out with many ambitious plans, those plans were largely disrupted by the first quarter due to the onset of COVID-19. As the Cayman Islands prepared for the arrival of the disease, many Government entities, including PoCS, had to shift their focus from their operational and strategic plans. In PoCS, members of the team who managed subject areas such as HR, learning and development, management support and policy, saw their roles drastically change to meet the new demands brought on by COVID. Several team members, including Chief Officer Gloria McField-Nixon and Acting Deputy Chief Officer Lauren Knight, served daily on NEOC, which was activated for more than 100 days. The PoCS Senior Management Team (SMT) had twice daily meetings, seven days per week to ensure enactment of COVID-19 directives and to manage continuity of operations.

Management Support Advisor, Laura Watler, receives her Certificate and Badge of Honour from His Excellency the Governor, Martyn Roper and Premier Alden McLaughlin

PoCS staff, including some who were already serving at the NEOC and SMT level, took on additional responsibilities and tasks necessary to the Government's COVID-19 response. Those additional duties included assisting with the Government's repatriation efforts, managing government-run isolation facilities, issuing essential staff curfew letters, managing the CIG-wide redeployment effort, issuing COVID-specific policies and guidance, standing up additional HR teams and communications channels, and assisting with the establishment of the Emergency Field Hospital, to name a few COVID-19 duties.

These tireless efforts did not go unnoticed, as in October 2020, His Excellency The Governor announced the award of the Certificate and Badge of Honour to individuals in recognition of their meritorious service rendered during the COVID Pandemic. The following PoCS employees were among those awarded at a ceremony held at Government House in February 2021:

- Chief Officer, **Gloria McField-Nixon**
- Acting Deputy Chief Officer, **Lauren Knight**
- Director, Human Capital Development, **Graeme Jackson** (seconded)
- Director, Management Support Unit (MSU), **Winston Sutherland**
- Management Support Advisor, **Laura Watler**
- Assistant Management Support Adviser, **Delia Hydes**

Right: Chief Officer, Gloria McField-Nixon

Immediately Below: Acting Deputy Chief Officer, Lauren Knight

Bottom Right: Director, MSU, Winston Sutherland

1.3 FINANCIAL PERFORMANCE

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

The table below summarizes the financial performance of PoCS over the past five fiscal years (note that the 2016-17 financial results reflect an 18-month transitionary period and are therefore not entirely comparable to the other years shown).

For the period ended December 31, 2020, the Portfolio recognised revenues of $15.1 million, an increase of 24% 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. Internal Audit Service revenue increased due to service level agreements in effect with other government entities for the provision of audit services. On the contrary, third party revenues returned to normal levels after the prior year spike as a result of a change in eligibility requirements for Naturalisation and BOTC applicants.

Expenses during the same period were $12.9 million, representing a 15% increase over 2019. The increase in expenses was mainly from personnel costs, as PoCS departments actively recruited to fill vacancies; hence, increasing basic salary and other related personnel cost accounts, such as Pension and Health Insurance.

In contrast, supplies and consumables expenditure decreased, mainly due to the impact of COVID-19 and the various restrictions that were in place. The majority of staff worked remotely during the height of pandemic restrictions, thereby decreasing the operational overheads of maintaining the office. PoCS' ability to continue delivering services utilising new methods (e.g. Zoom) decreased costs such as professional fees and other event planning costs such as venue and equipment rentals, and food and dietary supplies, which would normally be incurred when hosting in-person conferences and gatherings, such as Senior Leadership Events.

As shown in Table 4, the Portfolio has ended each of the past five financial years in a surplus position, with the 2020 surplus being $2.2 million.

Table 4. Statement of Financial Performance

STATEMENT OF FINANCIAL PERFORMANCE (in thousands)					
Revenue	**2015-16**	**2016-17**	**2018**	**2019**	**2020**
Cabinet Revenue	8,116	14,270	10,630	11,203	14,219
IAC Revenue	6	9	8	6	84
3rd Party Revenue	431	677	662	1,011	798
Total Revenue	**8,553**	**14,956**	**11,300**	**12,220**	**15,101**
Expenses					
Personnel Cost	5,617	10,276	7,435	8,282	10,228
Supplies & Consumables	1,809	3,338	2,340	2,842	2,524
Depreciation	81	163	140	143	170
Total Expenses	**7,507**	**13,777**	**9,915**	**11,267**	**12,922**
Net Surplus for the period	**1,046**	**1,179**	**1,385**	**953**	**2,179**

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 House of Parliament (physical structure) and the Governor's residence.

Executive Financial Transactions are audited at the level of the entire public sector rather than Portfolio level, and hence, they do not appear in the PoCS's audited Financial Statements. At the request of the Office of the Auditor General, details of executive expenses related to the Portfolio of the Civil Service have been provided. Following is the Statement of Executive Financial Transactions:

STATEMENT OF EXECUTIVE FINANCIAL TRANSACTIONS FOR THE YEAR ENDED DECEMBER 31, 2020				
Executive Expenses (in thousands)	Actuals	Budget	Revised Budget	Actual vs. Budget Variance
CIV 1 - Policy Advice to the Head of the Civil Service	1,664	2,196	2,196	532
CIV 2 - Auditing Compliance with Human Resource and Internal Financial Policies	1,369	1,369	1,369	0
CIV 3 - Management of Public Sector Reform	862	862	862	0
CIV 7 - Civil Service College	2,526	2,526	2,526	0
CIV 11 - Servicing and Support for His Excellency the Governor	815	815	815	0
CIV 12 - Preservation and Management of Records	1,370	1,370	1,370	0
CIV 13 - Maintenance of the Electoral Register	613	656	656	43
CIV 14 - Support for Commissions	1,323	1,323	1,323	0
CIV 15 - Policy Advice and Administrative Support Provided to the Deputy Governor	1,373	1,373	1,373	0
CIV 16 - Educational Evaluation Services	718	914	914	196
LEA 1 - Servicing of Parliament and Members of Parliament	1,585	1,880	1,585	295
CIN 2 - Health Insurance for Civil Service Pensioners	29,586	28,742	28,742	(844)
NGS 20 - Employee Assistance Programme	189	189	189	0
OE 2 - Personal Emoluments for H.E. the Governor and Official Members of Cabinet	734	720	740	(14)
OE 19 - Ex-Gratia Recipients Plan Payments	1,290	1,290	1,290	0
OE 100 - Depreciation of the Portfolio of Civil Service Executive Assets	18	20	20	2
OE 107 - Project Future	60	170	170	110
OE 116 - Pension Uplift	1,832	1,865	1,865	33
OE 117 - Civil Service Hospitality Fund	144	145	145	1
OE 119 - Second Chances Programme	196	196	196	0
OE 120 - Repairs and Maintenance of Executive Buildings	0	100	100	100
OE 126 - Anti-Gang and Child Safeguarding Support	0	230	230	230
OE 71 - Commonwealth Parliamentary Association	125	125	125	0
OE 128 - Personal Emoluments for Premier, Deputy Premier, Speaker, Ministers of Cabinet and Members of Parliament	3,597	3,375	3,638	(222)
OE 129 - Executive Depreciation - Parliament	197	153	153	(44)
OE 130 - Administrative and Advisory Support to Members of Parliament	138	130	142	(8)
EA 141 - Upgrades and Repairs to the House of Parliament	10	430	430	420
EI 35 - Portfolio of the Civil Service	83	1,358	1,358	1,275
Total Executive Expenses	**52,417**	**54,522**	**54,522**	**2,105**

Discussion of Executive Expense Variances

CIV 1 - Policy Advice to the Head of the Civil Service: Under budget by $532K. This was due to significant diversion / redeployment of PoCS human resources to support the National Emergency Operations Center (NEOC) and the Government's overall management of and response to the COVID-19 pandemic. During this period, many PoCS employees were redeployed to support pandemic specific initiatives, such as the management of government run isolation facilities, supporting the establishment of the field hospital and spearheading repatriation operations.

CIV 16 - Educational Evaluation Services: Under budget by $196K due to the impact of COVID-19 on schools and subsequent physical closure of school campuses. This resulted in a temporary halt on planned school inspections. Although inspections resumed in the last quarter of 2020, the Office of Education Standards was only able to complete 22 of 28 budgeted inspections.

LEA 1 - Servicing of Parliament and Members of Parliament: Under budget by $295K. This was due to budgeted vacant positions not being filled in 2020. These savings were used to subsidise increases in Other Executive Expenditures.

CIN 2 - Health Insurance for Civil Service Pensioners: Over budget by $844K due to an increase in premium rates coupled with higher numbers of insured persons (2,319 actual persons vs. 2,256 budgeted).

OE 107 - Major Governance: Under budget by $110K due to a decrease in demand of project funding as core departments prioritised work relating to the Government's response to the COVID-19 pandemic.

OE 120 - Repairs and Maintenance of Executive Buildings: Under budget by $100K. This was due to the COVID-19 pandemic and ensuing lockdown restrictions.

OE 126 - Anti-Gang and Child Safeguarding Support: Under budget by $230K. Resources for this initiative were diverted to focus on the Government's response to the global pandemic.

OE 128 - Personal Emoluments for the Premier, Deputy Premier, Speaker of Parliament, Ministers of Cabinet and Members of Parliament: Over budget by $222K due to increases in health insurance premiums and a cost of living adjustment paid in 2020.

OE 129 - Executive Depreciation - Parliament: Under budget by $44K. This was due to re-valuation of the building which subsequently resulted in increased depreciation expense. This was not reflected in the financials at budget time.

EA 141 - Upgrades and Repairs to the House of Parliament: Under budget by $420K due to project delays stemming from the COVID-19 pandemic and lockdown restrictions.

EI 35 - Portfolio of the Civil Service: Under budget by $1,275K due to the delay of the commencement of the Human Resources Management System project. The delay was primarily caused by the COVID-19 pandemic and subsequent refocusing on pandemic response priorities. Despite the initial delay, the contract was executed at the end of the 2020 fiscal year.

Section 2.0

DEPARTMENTAL PERFORMANCE

2.1 STRATEGIC & CORPORATE HR (SCHR)

ENTITY OVERVIEW

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

- The provision of advice and implementation support on CIG-wide human resource policies and practices
- The maintenance and management of employee records within the CIG Human Resources system (HR-IRIS)
- Delivery of HR related management information that supports and informs business decisions
- Job evaluation and job design services
- Guidance and advice on HR best practice, the PSMA and the Personnel Regulations
- Maintenance and management of the employee records database (Enterprise Content Management/ECM)
- Recruitment
- Provision of statistical reports, strategic analysis and special HR projects

SCHR is divided into three distinct sections – the Policy Support Unit, the Data Team and the Job Evaluation (JE) Team – and the services provided mainly contribute to Cabinet's eighth Broad Strategic Outcome – Stable, Effective and Accountable Government.

Following are details of each of the three sections:

2.1.1 THE POLICY SUPPORT UNIT (PSU)

OVERVIEW

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.

SUMMARY OF 2020 ACHIEVEMENTS AND CONTRIBUTIONS

During 2020, the PSU delivered the policy outcomes outlined within the 2020 Annual Budget Statement despite the impact COVID-19 had on the demand for services. Outside of the COVID-19 response, policy work continued to focus on developing frameworks which, when deployed, will enhance the HR capability of the Service. Specifically PSU:

- Continued work in the area of compensation, by commencing a review of our pay strategy and an assessment of our readiness to recognise performance through pay and incentives.
- Concluded the procurement process for an integrated enterprise-wide human resource management system which will support the streamlining of processes and improve capability to support a modern HR function; including establishing a Steering Committee to oversee its implementation.
- Launched the Anti-Bullying, Harassment and Discrimination policy, which sets the tone for expected behaviours in the workplace, and provides a framework and guidance to aid in identifying, handling, reporting and resolving alleged occurrences of bullying, harassment and discrimination within the Civil Service.
- Supported changes to the salary scale for individuals on grades A through D by analysing the impact of a variety of proposals, providing advice and producing and operationally implementing the new salary scale.
- Supported the approval and subsequent implementation of Personnel (Amendment) Regulations 2020 (effective 1st January 2021), which govern Civil Service employment terms, by preparing drafting instructions, approving proposed legislative drafts and writing accompanying Cabinet Papers. The major changes included:
    - An increase in the annual leave entitlement for staff on grades R, GAA and GBB, to bring them in line with staff on the next tier and to ensure all Civil Servants receive a minimum annual leave entitlement of 18 working days per

annum. This impacted an estimated 298 employees in 28 different departments across Government, of whom 80% were Caymanian.

- The extension of medical benefits for 3 months following the death-in-service of the employee and the payment of 3 months salary as part of the "close-out" of employment to provide immediate financial support for eligible dependents.
- The expansion of the settlement loan eligibility criteria to include returning graduates.
- Expansion of the provision to allow the Deputy Governor to appoint, without open competition, student interns on multiple occasions to the Civil Service while they are pursuing their studies.
- Amendments to restrict the accrual of annual leave by Civil Servants who are on suspension for matters of gross misconduct involving criminal activity.

SUMMARY OF SPECIAL ACHIEVEMENTS AND CONTRIBUTIONS – COVID-19

The demand for HR related policy advice for the Civil Service was elevated during the height of the pandemic response, where changing conditions and priorities had an impact for internal staff management. PoCS issued eleven COVID-19 specific Personnel Circulars between March and July 2020 covering topics such as: travel restrictions for Civil Servants, leave and absence management, changes to recruitment and contract renewal processes while borders were closed, redeployment, flexible and remote working, and the policy regarding award of an honorarium for COVID-19 responders.

In addition to Personnel Circulars, the Policy Team developed protocol documents for remote working, video conferencing, making payroll payments for new joiners who commenced their CIG employment whilst still overseas due to border closures, and managing the "CIG HR Connect" channels. Additionally, the PSU created a range of forms to support new processes and deployed a workplace re-entry survey, which was completed by HoDs, to gather data to help centrally plan and coordinate the physical return of Civil Servants to the workplace.

PSU worked closely with cross government colleagues, including Internal Communications, the Deputy Governor's Office and Computer Services to develop and automate processes to enable the rapid production of curfew

exemption letters for Civil Servants and for the launch of both the CIG Cares and Civil Servant redeployment initiatives.

Working with the HR community, the PSU developed and rolled out the Civil Service HR COVID-19 Continuity of Operations Plan, and met weekly with senior HR representatives across Portfolios and Ministries to maximise a coordinated approach, from within the profession, to HR information and staffing needs.

FORWARD LOOK – 2021 STRATEGIC FOCUS

2021 will continue to see streamlining and business reengineering of HR activities as work continues to advance the modernisation of the HR function. PoCS anticipates activities to include:

- Strengthening its role as a centre of expertise and supporting additional HR disciplines.
- Delivering the core competency framework for HR professionals; facilitating development opportunities for the HR profession in areas of priority to support new policies and to improve business outcomes; and developing “CIG HR Connect” as a resource centre for HR professionals.
- Implementing an integrated enterprise-wide human resource management system with improved capability, which will provide a single point of reference for HR related activity and data, and give employees access to their own information through self-service functionality.
- Concluding the review of our pay strategy and making recommendations for change, for consideration by the Deputy Governor.
- Making proposals for ongoing amendments to the Personnel Regulations to bring clarity and consistency in the area of dependent management and to modernise the approach to discipline and how poor performance is addressed within the Service.

2.1.2 THE DATA TEAM

OVERVIEW

The PoCS Data Team is responsible for the maintenance of employee records within the CIG Human Resources system (HR-IRIS), and delivery of HR related management information that supports and informs business decisions. In addition, the team supports and delivers a number of strategic HR services, including the annual engagement survey for the Civil Service.

SUMMARY OF 2020 ACHIEVEMENTS AND CONTRIBUTIONS

During 2020, the Data Team maintained information for over 4,000 employees on the CIG HR/Payroll system, including setting up new employees to ensure government meets its contractual employment obligations, making amendments and end-dating records to ensure compliance with Appointing Officer decisions and relevant legislation.

The 2020 employee engagement survey was successfully undertaken during October and November. Despite the challenges of 2020, the survey received an 83% response rate (an increase of 9% from 2019) and an engagement score of 72% (an increase of 2% from 2019).

Management reporting, that identify data trends within the Civil Service and HR related expenditure against budget predictions, was regularly provided throughout the year.

The Team was a major stakeholder in identifying future system requirements to support the procurement process for a new IT system, as the Portfolio seeks to modernise the HR systems that support the business.

SUMMARY OF SPECIAL ACHIEVEMENTS AND CONTRIBUTIONS – COVID-19

During the COVID-19 response, the Data Team:

- Issued over 2,000 letters to Civil Servants, identifying them as delivering essential services, thereby facilitating delivery of CIG services during the restrictions of the “hard” and “soft” curfews.
- Coordinated responses to meet the immediate data needs about the Civil Service to support the NEOC, including coordinating:

    - weekly absence management reports to allow NEOC to have sight of how absence was impacting the availability of essential service employees;
    - data on Civil Servants overseas when borders closed who would need to be included in the “Bring ‘Um Home” initiative;
    - GAB occupancy information to inform return to work decisions; and
    - Information on employees able to be redeployed, as part of the re-entry phase.
- Audited and updated emergency contact and address information for Civil Servants, as part of the continuity of operations response.
- Managed the information flow throughout the HR community by launching “CIG HR Connect”. The dedicated inbox and share file capability offered a number of new methods of communicating and circulating updates across the HR community, including the SAGCs.
- Responded to the announcement of early payroll deadlines, to ensure that payroll information was correctly entered to permit the date for government payroll to be moved forward in the months of March through May.
- Implemented and managed the “CIG Cares” initiative, launched to enable Civil Servants to automatically make donations from their payroll, to the Needs Assessment Unit and Meals on Wheels, to support the most vulnerable in the community.
- Implemented “COVID-19 responders” honorarium decisions for the Civil Service.

FORWARD LOOK – 2021 STRATEGIC FOCUS

In addition to delivering business as usual activities to support the Civil Service during 2021, the Data Team will play a critical role in:

- Implementing and supporting a new integrated HR System which was procured for the Civil Service in December 2020.
- Undertaking an audit of HR information and making changes to the way HR data is collected, stored and processed in line with the data protection requirements determined by the Data Protection Act.
- Delivering the 2021 employee engagement survey, which is the key internal performance indicator for the delivery of the outcomes of the 5-Year Strategic Plan.
- Implementing changes to the HR/payroll system to reflect the establishment of an independent Parliamentary Commission.

2.1.3 THE JOB EVALUATION TEAM

OVERVIEW

The Job Evaluation (JE) Team offers job evaluation and job design services to entities across the core Civil Service, as well as to SAGCs. Additionally, since the implementation of Section 47 of the Public Authorities Law (PAL) on 1st June 2019, the JE Team has led the "PAL Project"; a project that requires all SAGC job descriptions to be evaluated using the same job evaluation methodology and graded on a common salary scale (i.e. the CIG's salary scale as determined and approved by Cabinet).

SUMMARY OF 2020 ACHIEVEMENTS AND CONTRIBUTIONS

The focus of 2020 was to continue to advance the "PAL Project" by completing the remaining job evaluations and providing Hay Methodology Job Evaluation Familiarization (JEF) training for SAGCs. The JEF training provided stakeholders with a greater understanding of the CIG job evaluation output process, along with heightened awareness and appreciation for how the job evaluation methodology works. 53 SAGC employees attended the training, including CEOs, Managing Directors, other senior managers and HR staff. The training was delivered virtually via Zoom and the session was recorded for future use.

Regular/scheduled job evaluations (i.e. non-PAL JEs) continued as normal during 2020.

SUMMARY OF SPECIAL ACHIEVEMENTS AND CONTRIBUTIONS – COVID-19

During the height of the CIG's response to the pandemic, two JE team members assisted at isolation facilities. Included in their responsibilities were meal delivery, laundry collection and drop-off, delivery of personal items and responding to special requests and needs of occupants.

FORWARD LOOK – 2021 STRATEGIC FOCUS

For 2021, the JE Team will focus on:

- Providing additional Hay Methodology JEF training sessions for public servants, with a focus on core CIG agencies
- Completion of JEs for the remaining job evaluations necessary for the implementation of Section 47(1) of the PAL
- Meeting the annual JE target of 1,000+ SAGC and core government job evaluations
- Implementation of "Working Conditions" points analysis within the CIG JE process

- Implementation of a mechanism for Market Factors analysis, including establishing protocols that are fit for purpose across the entire Public Sector. Such protocols will also better inform decisions on s.47 (6) (c) and (d) of the Public Authorities Law.
- Implementation of Team Awards within the Deputy Governor's Award Scheme to raise the profile of public service contributions/achievements and their impacts on the progress of the Cayman Islands as a country.

2.2 THE CIVIL SERVICE COLLEGE (CSC)

ENTITY OVERVIEW

The Civil Service College team provides learning and development opportunities with the aim of building capability across the Civil Service. CSC's direct delivery capability is focused on core competency development together with leadership and management skills as prioritized in the CIG's 5-Year Strategic Plan.

SUMMARY OF 2020 ACHIEVEMENTS AND CONTRIBUTIONS

2020 was a year of opportunity for learning and development across the Civil Service. As a result of the global pandemic, some programmes were moved online while others were extended in duration to aid those who found themselves with additional duties. For Civil Servants working from home, some discovered the flexibility gave them capacity to access opportunities. This resulted in requests for increased access to the CSC's online learning platform, including requests for assistance from some statutory authorities.

RCIPS officers receive their ILM certificates

Specifically, the outcomes for 2020 were:

- Delivery of 1,520 hours of tutor led events and programmes representing an investment of 18,544 hours in learning for Civil Servants.
- 38,094 hours of online learning undertaken by Civil Servants through the CSC's online learning portal, including essential programmes such as fraud awareness, cyber security, and bullying, harassment and discrimination awareness.
- The achievement of internationally recognised City and Guilds ILM qualifications by 43 leaders and managers.

- The award of Fellow status of the Institute of Leadership and Management to six senior officials in a pilot assessment programme entered into with the Institute to support the CIG's most senior leaders.
- The attainment of an Associate Degree in Public Administration by 13 Civil Servants, which was made possible through the CSC's partnership with the University College of the Cayman Islands (UCCI).

The Civil Service engagement survey is the CSC's annual barometer and the 2020 survey showed an increase of 2% in the "Learning and Development" category. Across other survey categories, including "My Manager" and "Leadership and Managing Change", the CSC noted statistically significant increases and believes this is directly related to the quality and accessibility of the development opportunities the CSC has been able to provide.

SUMMARY OF SPECIAL ACHIEVEMENTS AND CONTRIBUTIONS – COVID-19

The events of 2020 demonstrated that the Cayman Islands has a truly incredible Civil Service. The CSC's increasing commitment to learning and development over the last three years has helped ensure that the CIG's people were able to respond to the global pandemic with agility. As the global pandemic took hold, the CSC re-rolled programmes to support remote access while supporting those who found themselves unable to study because of the crisis. As role models for leadership and development, the CSC team took on duties directly related to the COVID response, including supporting the NEOC, coordinating repatriation flights, taking on airport reception duties, assisting travel time and lending support to projects, including the field hospital, which was recognised by the UK Association of Project Management as Social Project of the Year.

Multi agency airport reception team celebrate 100 days of operation

FORWARD LOOK – 2021 STRATEGIC FOCUS

During 2021, the CSC will continue to evolve its programmes aligned to the needs of the 5-Year Strategic Plan and strive to support the wider Civil Service by becoming the hub of excellence for all learning and development activities that are common across departments.

City and Guilds has given approval for the CSC to deliver two new programmes in 2021. Aimed at Caymanian Civil Servants, the first is the level 4 diploma in Professional Administration. As an equivalent qualification to an Associate Degree, this will ensure that not having an academic qualification is not a barrier to the progression or advancement of Civil Servants. The second new programme is a City and Guilds ILM level 7 programme (Master's degree level) in leadership and management, and this will commence in April aimed at our senior managers and leaders, and those aspiring to be in these positions in the future.

Following a competitive tender, we will launch a new online learning platform and the transition will take place during March and April 2021.

Our partnership with UCCI to deliver our Public Administration Associate Degree programme is in its penultimate year of the current contract and 45 students are actively studying with the aim of completing their programmes by summer of 2022.

Finally, to support the government's *Skills for Life* initiative, adult learner programmes have been developed to help Civil Servants increase their skill level in communications, English language and numeracy skills. This work will continue in 2021.

2.3 MANAGEMENT SUPPORT UNIT (MSU)

ENTITY OVERVIEW

The Management Support Unit (MSU) is responsible for the facilitation and monitoring of Civil Service reform, based on the priorities of the Deputy Governor, across all Civil Service entities, and provides advice, support and capability development to Ministries and Portfolios to improve overall performance and effectiveness within the Civil Service.

SUMMARY OF 2020 ACHIEVEMENTS AND CONTRIBUTIONS

The 5-Year Strategic Plan for the Civil Service was launched in January 2018 and has now come to the end of year three. The Vision is "To be a World-Class Civil Service". The vision underpins the shared purpose 'To Make the Lives of Those We Serve Better'.

In 2020, the MSU continued to deliver work needed to advance the 5-Year Strategic Plan, while also implementing solutions to ad hoc requests that arose as a result of customer feedback and

the pandemic. In response to an audit on telephone responsiveness, the MSU established and staffed a call-centre to ensure that customer calls were picked up and directed to the correct ministry/department or person. This included the development of “ring groups” which allowed calls to be transferred to additional lines in the event the original line was not answered.

2020 also saw the creation of the Innovation Nudge Team (INT), which is led by MSU’s Director. The INT was created to swiftly contemplate existing or emerging threats to CIG’s brand and service levels, and propose solutions to address the threat before it negatively impacts the CIG brand. Among the issues that were put before the INT were:

- Improper and unsightly abandonment of derelict vehicles; and
- Long lines outside a customer-facing CIG department, including customers queuing in inclement weather.

The MSU also provided support to several CIG departments that required an injection of human resources in order to begin evaluating and re-engineering internal processes. Workforce Opportunities and Residency Cayman (WORC) and the Department of Vehicle and Drivers’ Licensing are two such entities where support was needed and the MSU allocated dedicated resources to assist.

Additional undertakings by the MSU in 2020 were:

- Through the Wellness Committee, delivered employee health and wellbeing initiatives, including lunch and learns
- Assisted with the implementation of the new gov.ky
- Trained 197 employees in Human Rights and Governance
- Revised performance management process for 2020, taking into account the exceptional circumstances faced by the Civil Service and including provision of detailed instructions and guides for completing performance assessments and agreements.

SUMMARY OF SPECIAL ACHIEVEMENTS AND CONTRIBUTIONS – COVID-19

During 2020, members of the MSU team were redeployed to support the work of the NEOC as a way of helping to respond to the COVID-19 Public Health emergency. MSU team members made huge contributions to the Country’s pandemic response, particularly in the areas of repatriation and isolation.

Beginning in March, one team member was redeployed to manage one of the newly stood up government-run isolation facilities, a stint that lasted approximately 4 months. In the redeployed role, the MSU employee had responsibility for the day-to-day operations of the facility, including managing volunteer rosters, arranging meals for occupants, supervising outdoor time, and arranging cleaning and sanitization of rooms. Another member of the MSU team, who had only joined the team weeks before, largely became responsible for repatriation flights, managing inbound and outbound flights end-to-end, including reviewing passenger manifests, arranging personal protective equipment for staff, arranging ground transportation, and organizing sanitization of buses. Another MSU employee stepped in to bolster the operations of NEOC, providing strategic advice and guidance to refine daily processes to improve the efficiency and effectiveness of meetings, including helping to improve the mechanisms for escalating urgent matters.

FORWARD LOOK – 2021 STRATEGIC FOCUS

In 2021, the MSU plans to continue work to advance the CIG's 5-Year Strategic Plan, including:

- Publishing and adopting the CIG's customer pledge;
- Collecting insights from customers to determine demographics, service preferences and priority touchpoints for service enhancements;
- Adopting a continuous improvement strategy to embed a customer-centric culture, by documenting interactions and workflows, and analysing and restructuring processes to make them more streamlined, effective and customer friendly;
- Developing workshops to help departments adopt operational standards and key performance targets and continuously improving upon them;
- Resuming and managing the collection of data to track and publish customer satisfaction levels using the "Happy or Not' kiosks;
- Continuing to increase the convenience of service delivery to our customers by increasing self-service options working in tandem with E-Government;
- Extending the use of 360 feedback to all formal leadership roles;
- Relaunching the leadership academy;
- Integrating team recognition into our employee recognition programme to support the embedding of the "working together" core competency in business as usual behavior;
- Continuing to embed the core competences in all learning and development activities;

- Increasing the pace of work to develop succession planning arrangements for scarce skillsets where Caymanians are historically underrepresented;
- Conducting a review of the alignment of learning with core competencies;
- Completing the roll out of brand standards;
- Supporting cross-cutting efforts to improve communications by way of telephone and e-mail;
- Developing and promulgating key performance indicators that will be used to demonstrate progress against Government's strategic priorities.

2.4 CAYMAN ISLANDS NATIONAL ARCHIVE (CINA)

ENTITY OVERVIEW

The Cayman Islands National Archive (CINA) provides records and information management services across the entire Public Sector for the efficient management of Government's information assets, ensuring compliance with the National Archive and Public Records Act (2015 Revision) ("the Act"). Additionally, the National Archive preserve, promote, and facilitate ease of access to the national historical collections.

SUMMARY OF 2020 ACHIEVEMENTS AND CONTRIBUTIONS

Despite the pandemic, CINA was able to deliver services, namely:

- The provision of records and information management advice and guidance to public agencies to facilitate compliance with the Act, which includes disposal schedule development.
- Audits and witnessing of approved disposition of records past retention periods to ensure compliance with the Act.
- Digitisation and microfilming of historical records to provide accessibility and safeguard the long-term sustainability of unique records.
- Acquisition of historical collections to enhance the corporate memory, with notable donations being:
    - Ship Logs 1971-2008, created by the Port Authority of the Cayman Islands
    - Photograph of HRH Prince Philip, Mr. T.E. McField, and Mr. Arthur H. Ebanks, 3rd April 1962.
    - Ephemeral material from Mr. Bertie Ebanks' Estate.
    - Various published items for the Reference Library.

- Partnered with the Department of Children and Family Services and Government Information Services for Older Persons Month in October 2020.
- Increased access to historical information by the physical expansion of the Archive Management services provided through the Reading Room.

SUMMARY OF SPECIAL ACHIEVEMENTS AND CONTRIBUTIONS – COVID-19

During the pandemic, including periods of lockdown, CINA ensured business continuity of the essential services of the Archive. Ongoing records and information management advice was provided remotely, and access to archival services was facilitated as businesses came online during ongoing COVID-19 challenges.

FORWARD LOOK – 2021 STRATEGIC FOCUS

In 2021, the strategic focus of CINA will be to continue to:

- Enable and encourage information management best practices across the Cayman Islands Public Sector, in support of good governance through the increased uptake of records and information management tools and guidance;
- Increase engagement opportunities through educational outreach and the promotion of historical collections via digital platforms; and
- Preserve and provide access to the documentary heritage and corporate memory of the Cayman Islands.

2.5 COMMISSIONS SECRETARIAT

ENTITY OVERVIEW

The Commissions Secretariat ("the Secretariat") is responsible for providing administrative, research, policy, strategic, operational, and investigative support to the Anti-Corruption Commission, the Civil Service Appeals Commission, the Commission for Standards in Public Life, the Constitutional Commission, the Human Rights Commission and the Judicial and Legal Services Commission in order for each to fulfil their respective constitutional and/or legal mandates in an autonomous manner.

In addition, the Secretariat performs the recruitment functions for His Excellency the Governor for those posts listed in S.106(4) of the Cayman Islands Constitution Order (2009) (Judges of

the Court of Appeal and Grand Court, Magistrates, Attorney General, Director of Public Prosecutions and any other legal post as prescribed by law).

The Secretariat also maintains the Register of Interests in accordance with the Standards in Public Life Act.

SUMMARY OF 2020 ACHIEVEMENTS AND CONTRIBUTIONS

During 2020, the Secretariat:

- Began the enhancement of the public profile of the Constitutional Commission through increased educational publications and the Human Rights Commission through the creation of a formal logo.
- Contributed to the achievement of C-FATF recommendations related to the Anti-Corruption Commission.
- Contributed to the drafting of amendments to the Anti-Corruption Act and the Standards in Public Life Act.
- Accepted the first Declarations to be entered into the Register of Interests in accordance with the Standards in Public Life Act.
- Received eight appeals, and heard and dispensed with 10 appeals via the Civil Service Appeals Commission (a quasi-judicial tribunal).
- Received 16 and closed 19 human rights complaints; of the complaints closed, seven recommendations were made.
- Received nine new reports/complaints of anti-corruption allegations.
- Received approval for Associate Membership in the International Anti-Corruption Coordination Centre, which was established during the 2016 Anti-Corruption Summit with an aim to bring together specialist law enforcement officers from multiple agencies around the world to tackle allegations of grand corruption.
- Gained final approval from Cabinet on the Commissions Secretariat Disposal Plan.

SUMMARY OF SPECIAL ACHIEVEMENTS AND CONTRIBUTIONS – COVID-19

Like many other units/sections within PoCS, employees of the Secretariat were redeployed to assist with different aspects of the Country's COVID-19 response. One staff member was seconded to work in the government-run isolation facilities full-time from March to May 2020,

and part-time from June to July. Another staff member was seconded to work with the isolation hotels on weekends from March to July.

The creation of Travel Time, the competent authority with responsibility for managing repatriation flight reservations, resulted in one staff member being redeployed three days per week from April to June with the primary duty of answering phones and responding to emails remotely.

Additionally, two staff members developed a discussion paper for NEOC regarding the surveillance options for persons in home isolation, when that method of isolation was first being contemplated. Another Secretariat staff member assisted with project and scheduling management of legislative changes required to manage the phased border opening, which was planned for late 2020.

Finally, a staff member assisted Government Information Services with strategic communications development and monitoring during the pandemic including serving on the Rapid Response Team on weekly rotational shifts.

FORWARD LOOK – 2021 STRATEGIC FOCUS

In 2021, the Secretariat will:

- Continue to enhance the public profile of the Commissions through increased education and communication opportunities to ensure compliance with the Constitution, promote good governance, and provide the public with an opportunity to become involved in constitutional matters.
- Continue to modernise relevant legislation, specifically the Anti-Corruption Act and the Standards in Public Life Act, to strengthen the work of the Commissions.
- Improve the facilitation of the Register of Interests to ensure good governance, promote transparency, and ensure compliance with the Standards in Public Life Act.
- Begin to undertake the systemic and strategic review of the Secretariat in order to increase productivity and efficiency to better support the diverse legislative and constitutional remits of the six Commissions supported by the Secretariat.

2.6 INTERNAL AUDIT SERVICE (IAS)

ENTITY OVERVIEW

The Internal Audit Service (IAS) delivers a systematic and disciplined approach to evaluating, safeguarding and improving the effectiveness of the CIG's governance, risk management and control processes. This is accomplished by following internationally recognised standards for the professional practice of internal auditing, thus providing the CIG with independent and objective assurance and advice.

Members of the Internal Audit Service pose with the bicycle they purchased as part of the 2020 Christmas Giving Tree charity drive.

SUMMARY OF 2020 ACHIEVEMENTS AND CONTRIBUTIONS

Although 2020 provided many challenges affecting the delivery of IAS outputs, the agreed Cabinet expectations were met or exceeded with the delivery of the following:

- 977 hours of professional assistance and advisory services;
- 7 completed investigations;
- 4 quarterly ARAC meetings;
- 12 PSMA compliance reports; and
- 2 completed PSMA investigations.

In addition, the IAS completed 20 assurance and advisory projects, including 2 projects dealing directly with operational changes brought on by the COVID-19 pandemic. This demonstrated the ability of the IAS to adapt and put in place an agile audit programme to address emerging risks in a timely manner.

2020 also saw the IAS create a Professional Practices Unit, aimed in part at enhancing quality assurance in an effort to move the IAS towards being a world-class certified internal audit organisation.

The IAS is also proud of the investment staff have made towards their professional development which included a record number of four auditors commencing their studies towards becoming Certified Internal Auditors.

SUMMARY OF SPECIAL ACHIEVEMENTS AND CONTRIBUTIONS – COVID-19

The IAS supported the Government's efforts to address the COVID-19 pandemic in a number of key areas designed to help Caymanians and residents alike. From the onset of the crisis, IAS staff responded to the needs of the Government and provided assistance to the initial isolation facilities established to handle returning students. Additionally, IAS staff were assigned to provide support to Curfew Time, working long extended hours to ensure essential employees had the necessary authorisation to maintain essential services throughout the lockdown period. Other members of the IAS provided their professional skills to support the Small Business Loans and Grant programme initiative, which was aimed at providing financial assistance to those businesses affected by the shutdown of the local economy. Finally, the IAS conducted a special review to provide assurance that security protocols were being addressed due to the high degree of operational changes being introduced by remote working technologies.

FORWARD LOOK – 2021 STRATEGIC FOCUS

The IAS continues to contribute to the advancement of the CIG Civil Service becoming world-class through the delivery of assurance and advisory projects on an ongoing basis. The IAS is also striving to directly support this initiative by itself becoming a Certified Internal Audit organisation. To this end, in 2021 the IAS will undergo an External Quality Assessment, measuring the IAS on 15 criteria over three categories. The outcome of this exercise is to develop an action plan that will allow the IAS to continue to improve, with the ultimate aim of becoming a world-class internal audit service.

The IAS also recognises that the CIG is investing heavily in the use of information technology, which will require the Service to grow their IT audit capabilities. As such, the IAS will utilise a number of strategies to enhance in-house expertise, such as hiring a Certified Internal Systems Auditor and the use of consultants, with the aim of providing knowledge transfer to existing staff.

Finally, in 2021 the IAS will, for the first time, provide professional Internal Audit services on a contractual basis to two SAGCs.

2.7 ELECTIONS OFFICE

ENTITY OVERVIEW

The Elections Office is an independent Government agency which is responsible for the maintenance of the Register of Electors (Voter's List). The Office is charged with delivering General Elections, By-Elections and Referendums in accordance with the Cayman Islands Constitution (2009), Elections and Referendum Laws of the Cayman Islands.

SUMMARY OF 2020 ACHIEVEMENTS AND CONTRIBUTIONS

In 2020, the team of experienced professionals at the Elections Office began preparations for the 2021 General Election, which was originally scheduled for 26th May 2021 *(NB: At the request of, and in consultation with the Premier, His Excellency the Governor issued a proclamation to dissolve the Parliament on Sunday, 14th February 2021, in accordance with Section 84(2) of the Cayman Islands Constitution. By proclamation, Wednesday, 14th April 2021 was set as the date for the next General Election, replacing the May General Election date).*

Voters register during a voter registration drive to ensure that they can cast their vote on Election Day.

The Elections Office commenced voter registration drives in 2020, which resulted in an increase in persons signing up to get on the electors' roll for the 2021 elections. In addition to registering new voters, the Office also processed change of address/name/occupation forms to ensure that the Register of Electors is up to date and that voters are able to cast their vote in the correct catchment.

FORWARD LOOK – 2021 STRATEGIC FOCUS

Given the decision to move the 2021 General Election forward by a month and a half, the Elections Office will expedite the activities required to deliver a fair and transparent General Election on the 14th of April, 2021.

2.8 OFFICE OF EDUCATION STANDARDS (OES)

ENTITY OVERVIEW

The Office of Education Standards (OES) is established as a department of Government and its role is defined in the Education Law (2016). OES has responsibility for assessment and monitoring of provision in educational institutions and further requirements regarding the work of OES are defined within the Education Regulations (2017).

SUMMARY OF 2020 ACHIEVEMENTS AND CONTRIBUTIONS

School and Early Years Inspections

Due to the COVID-19 pandemic, ten inspections were postponed in March 2020. The OES resumed the programme of inspection in October 2020 and completed the outstanding inspections by mid-December. Consequently, 25 'Full' Inspections and 6 'Follow-Through' Inspections were conducted in the period 2019 - 2020. The reports are published on the OES website (www.oes.gov.ky).

At the conclusion of the year, the OES had achieved a significant milestone: The successful completion of the first two-year cycle of inspections (2018-2020), with 80 inspections conducted in total: 53 Full Inspections and 27 Follow-Through Inspections.

'Full' inspections are currently conducted once every two years. These inspections involve a review of all aspects of school performance. A four-point scale is used to determine the effectiveness of each school: excellent/good/satisfactory/weak. Follow-Through Inspections are 'health checks' during which inspectors review the progress that each school has made in addressing the recommendations from the last inspection. If the overall performance of a school is judged to be 'weak' then the OES will revisit and report again approximately six months after the original inspection.

Successful Schools and Achieving Students 2 Framework

In July 2020, the OES published the results of the consultation report on the Successful Schools and Achieving Students Framework. As a consequence of the feedback received from stakeholders, the inspection framework was reviewed, amended and published ahead of the

second cycle of inspections. The new framework was published in September 2020 and is available on the OES website.

Annual Data Analysis – 2020 Report

In December, the OES published a summary analysis of school inspection findings for the period 2018 to 2020.

SUMMARY OF SPECIAL ACHIEVEMENTS AND CONTRIBUTIONS - COVID-19

Following the closure of all schools in the Cayman Islands with effect from Monday 16th March 2020, the OES's planned programme of inspections was impacted as inspections had to be postponed. As a consequence, OES staff became redeployable and initially provided support to other key Government entities during the lockdown, including Curfew Time, The Needs Assessment Unit and government-run isolation facilities.

Review of Home Learning in Public and Private Schools

In April 2020, on the directive of the Minister of Education, the OES began a review of home learning in Government schools, which focused on the strategies developed for home learning as devised by school and Government leaders. This included the arrangements for monitoring and a review of the quality of teaching within the home learning provision. The Minister later directed OES staff to conduct a similar review in private schools. Two home learning reports for Government and private schools were published in June and July respectively. The key findings and recommendations were subsequently used to inform Government policy decisions regarding distance learning in public schools, as well as school reopening priorities and future arrangements for home learning post COVID-19. Notably, the Cayman Islands was one of the first jurisdictions in the world to conduct a review of distance learning during the COVID-19 pandemic.

FORWARD LOOK – 2021 STRATEGIC FOCUS

Staffing

The OES employed an additional Senior Inspector in September 2020, and another was slated to join the team in early 2021. The OES Director resigned from the position in December 2020. Plans for a replacement are in progress. Training to increase the cadre of local Associate Inspectors to support the programme of inspection will commence in September 2021.

New Cycle of Inspections

Plans for the start of the new cycle of inspections were delayed due to exigencies surrounding the COVID-19 pandemic. In the next budget period, OES will begin the second inspection cycle. Every school and Early Years Centre will be inspected again in the next two-year cycle. The proposed start of the full cycle of inspection is April 2021. An estimated fifty three (53) Full Inspections and twenty (20) 'Follow-Through' Inspections will be conducted between 2021 and 2023.

2.9 PARLIAMENT (FORMERLY THE LEGISLATIVE ASSEMBLY)

ENTITY OVERVIEW

The Parliament of the Cayman Islands (formerly the Legislative Assembly) is the Legislative body which consists of 19 elected Members who are responsible for considering and proposing new laws, scrutinizing Government and representing the interests and concerns of the public. Through the Office of the Clerk, the Assistant Clerk, Parliamentary Clerk and Procedural Clerk provide professional and administrative services and advice to the Speaker and Members of Parliament (MP). This is in regards to all Parliament business, the Government Budget, parliamentary policies and procedures, committee work, as well as management of the precinct.

SUMMARY OF 2020 ACHIEVEMENTS AND CONTRIBUTIONS

On 30th October 2020, the Parliament (Management) Act, 2020 (PMA) was passed in the Legislative Assembly. Later, on 11th November, the UK Privy Council formalised the move from Legislative Assembly to Parliament as one of several changes contained in the Constitution (Amendment) Order 2020. These changes resulted in the historic renaming of the Legislative Assembly to the Parliament.

To mark the occasion, the Cayman Islands received congratulatory messages notably from the Prince of Wales, the UK Prime Minister, Boris Johnson, and Lord Ahmad of Wimbledon, as well as a number of heads of regional governments. The Cayman Islands' unicameral legislature is now only the third United Kingdom Overseas Territory (OT), and the first among Caribbean OTs, to be designated as a Parliament, behind Bermuda and Gibraltar.

Marking yet another significant step in the Cayman Islands' democratic progress, the Legislative Assembly's transition to a House of Parliament was celebrated at an historic ceremony on Friday, 4 December 2020.

During 2020, the House handled the following business:

- 64 bills for new legislation and amendments to existing laws
- 144 reports tabled
- 12 Private Member Motions
- 15 Government Motions
- 61 Parliamentary Questions

SUMMARY OF SPECIAL ACHIEVEMENTS AND CONTRIBUTIONS – COVID-19

To ensure business continuity during the COVID-19 lockdown and hard and soft curfews, the Parliament amended its Standing Orders to allow virtual meetings.

FORWARD LOOK – 2021 STRATEGIC FOCUS

In 2021, staff of the Parliament will be engaged in projects to complete the transition to full autonomy, as facilitated by the PMA. This will involve multiple project streams with focus on areas such as legislation, vision and branding, parliamentary procedures and manuals, and HR matters. The staff will also prepare to welcome a new Government following the 14th April General Election.

2.10 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 relation to his responsibilities for ensuring the effective operation of the Civil Service and for providing the highest level of support to the Governor. The Office also processes applications for British Overseas Territories Citizenship (BOTC) Naturalisation and Registration, and for British Registration, and provides Secretariat Services to a number of Boards and Committees, including, but not limited to the Conditional Release Board, the Expungement Board, the National Child Safeguarding Board and the CIG's Audit and Risk Assurance Committee (ARAC). Additionally, the ODG provides strategic support and facilitates training to drive innovation and efficiencies across the Civil Service. Through services provided by its Strategic Reforms Implementation Unit (SRIU), the ODG also coordinates and delivers priority projects and provides training and guidance for Civil Servants in project-related disciplines, such as business case development, project management and change management.

SUMMARY OF 2020 ACHIEVEMENTS AND CONTRIBUTIONS

Despite the redeployment of key staff to support the national COVID-19 response and other tasks, the ODG met or exceeded the majority of its output targets for 2020. It surpassed revenue expectations, largely due to increases in the number of BOTC applications processed. Other key achievements for 2020 included:

- Led the development of a framework for enhancing child safeguarding policies and operations across the British Overseas Territories, working collaboratively with colleagues from across the territories and the Foreign, Commonwealth and Development Office (FCDO). This work supports commitments made by leaders of the Overseas Territories at the 2015 Joint Ministerial Council (JMC).
- Coordinated the preparation and submission of "Government Minute" responses to the Public Accounts Committee and OAG reports.
- Launched a new online application process for BOTC Naturalisation and Registration, which provides an enhanced customer service experience.
- Fully processed 813 applications for British Overseas Territories Citizenship against a target of 500 - 700 applications, and processed 80 applications for British Citizenship (target: 70 - 150).

- Facilitated ODG-sponsored training in innovation and project-related disciplines for Civil Servants from across the organisation, delivering the following results:
    - 10 Public Servants successfully completed the ILM Level 5 Certificate in Leadership and Management – Leading Change and Innovation.
    - 43 Civil Servants successfully completed the SRIU's Professional Certification Programme, with courses in Business Case Development, Project Management, Change Management and Business Analysis (new for 2020), earning a total of 64 individual certifications. 29 certifications were at the highest level – Practitioner.

Civil servants who earned Practitioner level qualifications or special recognition in the SRIU's 2020 Professional Certification Programme, pose for a photo with the Deputy Governor, Chief Advisor and Deputy Chief Advisor at the Practitioner Awards Ceremony.

- Assisted all ODG-supported Boards and Committees throughout the pandemic, enabling them to continue to operate and deliver services to some of our most vulnerable populations, with highlights as follows:
    - **The Cayman Islands Independent Monitoring Board (CIIMB)** delivered its first Annual Report based on its monitoring activities at our prisons during 2019, completed 366.5 hours of visits and handled 27 applications for support from prisoners.
    - **The Conditional Release Board** held 12 Regular Hearings and 11 Non-Compliance/Suspension Review Hearings; considered 55 new applications and 21 review cases; reviewed 21 suspended licence cases and 16 non-compliance cases and granted Conditional Release to 39 inmates.

- **The Advisory Committee for the Prerogative of Mercy** (ACPM) considered 33 applications.
- The newly established **Audit and Risk Assurance Committee** for the Core Government met quarterly, as expected, and will deliver its first annual report to the Deputy Governor in early 2021.
- **The National Child Safeguarding Board** held 3 meetings, continuing its work to ensure a coordinated and effective response to child safeguarding activities.

- Launched, with the support of the PoCS Data Team, the CIG Cares community support programme in July 2020, creating the opportunity for Civil Servants to make voluntary donations from their payroll to support community programmes.
- Expanded the second annual CIG Giving Tree initiative to include the clients of the Needs Assessment Unit. Over 150 gifts were received and distributed to the clients of the Family Resource Centre, the Department of Children and Family Services, and the Needs Assessment Unit.

SUMMARY OF SPECIAL ACHIEVEMENTS AND CONTRIBUTIONS – COVID-19

The ODG team made the following contributions to the CIG's COVID-19 pandemic response:

- Assisted the Deputy Governor in his role as Chair of the National Hazard Management Council and supported the NEOC Infrastructure Cluster.
- Coordinated the development and implementation of a national strategy and governance structure to support Cabinet's priorities for a safe, phased reopening of the Cayman Islands borders, and provided advice and administrative support to the Programme Board chaired by the Deputy Governor.
- Redeployed the SRIU to provide programme management services, advice and internal consultancy support to develop, staff and manage the Travel Cayman Programme, on behalf of Cabinet, which has made travel possible and safe during the phased reopening period. This involved the implementation of a multi-layered solution, which:
    - Provides travellers with access to the Cayman Islands while ensuring that the safety of the community remains the top priority.
    - Delivers a programme of support that helps travellers to meet their commitment and responsibility to quarantine.
    - Protects the Cayman Islands through innovative technology and enhanced safety protocols.

- Developed national guidance for the re-introduction of child care provision, for Camps, Vacation Bible School and Tutoring Centres.
- Redesigned business processes and partnered with the Postal Services to provide safe ways, using technology, for the public to continue to receive services in relation to the Expungement Board, BOTC and British Registration applications and Pledge Ceremonies.

SRIU employee, Sarah Murphy, was redeployed to support the Mobile Compliance Team at Travel Cayman.

- Developed 16 Administrative Circulars to assist the Deputy Governor to keep the Civil Service informed about the country's response to the COVID pandemic, as well as other important initiatives such as the Anti-Bullying and Harassment Policy launch.
- Supported the Deputy Governor to host online meetings with Heads of Department (HoDs) and to prepare a "Key Messages" cascade brief to assist the Chief Officers and HoDs with sharing the information with their teams.
- Seamlessly transitioned to a remote-working environment, maintaining high levels of productivity, effective support for the Deputy Governor and good team morale.

FORWARD LOOK – 2021 STRATEGIC FOCUS

In 2021, the ODG will pursue the following strategic initiatives:

- Transition the Travel Cayman Programme from ownership by the SRIU project team to Business as Usual operations as a standalone agency, with the necessary leadership and governance, resources, policies and processes for continued success.
- Support the Deputy Governor to prepare the Civil Service for the transitions that occur in an Election year and to ensure that the government of the day is effectively supported.
- Commence a second cohort of the ILM training on Leading Innovation and Change.
- Facilitate training for new cohorts of Civil Servants in Business Case Development, Project Management and Change Management, through the SRIU's Professional Certification Programme.
- Develop policy proposals and drafting instructions to update the Marriage Law.
- Develop policy advice and proposals to guide the Deputy Governor and Cabinet on the remuneration of Boards and Committees.
- Support FCDO initiatives for the British Overseas Territories for sharing best practice in relation to child-safeguarding policies and operations, and establishing monitoring boards for prisons.

- Recommence work deferred in part or as a whole in 2020, due to staff redeployment or other COVID-related developments, including:
    - Provision of programme management services to support the effective implementation of the National Anti-Gang and National Child Safeguarding strategies and plans.
    - Legislative amendments to the Public Authorities Law, the Criminal Records (Spent Convictions) Law, and to provide a statutory basis for the work of the CIIMB.
    - Facilitating a “train the trainer” workshop in creative facilitation, to build internal capacity within the Civil Service to facilitate innovation across entities.
    - Continuing the roll out of sensitisation training for Board Members of SAGCs on the Public Authorities Law and the Procurement Law.

Section 3.0

FINANCIAL STATEMENTS

AT 31 DEC 2020

GOVERNMENT OF THE CAYMAN ISLANDS

Portfolio of the Civil Service

FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 DECEMBER 2020

Portfolio of the Civil Service

Financial Statements for the year ended 31 December 2020

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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 2020.

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 2020;
(b) fairly reflect the financial position as at 31 December 2020 and performance for the year ended 31 December 2020;
(c) comply with International Public Sector Accounting Standards as set out by International Public Sector Accounting Standards Board. Where guidance is not available, the financial statements comply with International Accounting Standards issued by the International Accounting Standards Committee or accounting practice that is generally accepted in the United Kingdom as appropriate for reporting in the public sector.

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
26th April 2021

Nadisha Walters
Chief Financial Officer
26th April 2021

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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 2020 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 37.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Portfolio as at 31 December 2020 and its financial performance and its cash flows for the year ended 31 December 2020 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.

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'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.

Sue Winspear, CPFA
Auditor General

26 April 2021
Cayman Islands

PORTFOLIO OF THE CIVIL SERVICE
STATEMENT OF FINANCIAL POSITION
AS AT 31 December 2020
(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					
7,919	Cash and cash equivalents	**2**	6,853	2,947	2,947	(3,906)
1,491	Trade Receivables	**3**	4,677	1,584	1,584	(3,093)
309	Other Receivables	**3**	887	239	239	(648)
-	Inventories	**4**	-	1	1	1
35	Prepayments	**5**	61	34	34	(27)
9,754	**Total Current Assets**		**12,478**	**4,805**	**4,805**	**(7,673)**
	Non-Current Assets					
-	Trade Receivables	**3**	11	32	32	21
1,027	Property, plant and equipment	**6**	934	1,138	1,138	204
1	Intangible Assets	**6b**	181	1,482	1,482	1,301
1,028	**Total Non-Current Assets**		**1,126**	**2,652**	**2,652**	**1,526**
10,782	**Total Assets**		**13,604**	**7,457**	**7,457**	**(6,147)**
	Current Liabilities					
2	Trade Payables	**7**	9	33	33	24
712	Accruals and other liabilities	**7**	919	445	445	(474)
232	Unearned revenue	**8**	220	238	238	18
204	Employee entitlements	**9**	370	267	267	(103)
7,000	Repayment of surplus	**10**	9,139	2,346	2,346	(6,793)
8,150	**Total Current Liabilities**		**10,657**	**3,330**	**3,330**	**(7,327)**
8,150	**Total Liabilities**		**10,657**	**3,330**	**3,330**	**(7,327)**
2,632	**Net Assets**		**2,947**	**4,127**	**4,127**	**1,180**
	Equity					
398	Revaluation reserve		398	398	398	-
2,285	Contributed capital		2,549	4,460	4,460	1,911
(51)	Accumulated surpluses/(deficits)		-	(731)	(731)	(731)
2,632	**Total net assets/equity**		**2,947**	**4,127**	**4,127**	**1,180**

The accounting policies and notes on pages 10-37 form an integral part of these financial statements.

PORTFOLIO OF THE CIVIL SERVICE
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 31 December 2020
(Expressed in Cayman Islands Dollars)

Prior Year Actual CI$000		Note	Current Year Actual CI$000	Original Budget CI$000	Final Budget (Note 1c) CI$000	Variance (Original vs Actual) CI$000
	Revenue					
12,217	Sales of goods and services	**11**	15,100	15,919	15,624	819
3	Investment revenue	**11**	1	3	3	2
12,220	**Total Revenue**		**15,101**	**15,922**	**15,627**	**821**
	Expenses					
8,282	Personnel costs	**12**	10,228	12,329	12,034	2,101
2,598	Supplies and consumables	**13**	2,176	2,982	2,982	806
204	Leases	**14**	335	468	468	133
143	Depreciation	**6**	170	111	111	(59)
43	Litigation costs	**15**	17	31	31	14
11,270	**Total Expenses**		**12,926**	**15,921**	**15,626**	**2,995**
	Other Gains/(Losses)					
2	Gains on non-financial instruments	**16**	(2)	-	-	2
(1)	Loss on derecognition of financial assets		-	-	-	-
2	Gains on foreign exchange transactions	**16**	6	(1)	(1)	(7)
3	**Total Other Gains/(Losses)**		**4**	**(1)**	**(1)**	**(6)**
953	**Surplus for the year**		**2,179**	**0**	**0**	**(2,179)**

The accounting policies and notes on pages 10-37 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 2020
(Expressed in Cayman Islands Dollars)

	Contributed Capital	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total Net worth	Original Budget	Final Budget	Variance (Orig. vs Actual)
	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Balance at 31 December 2018	1,990	398	(164)	2,224	2,224	2,224	(0)
Prior Year Adjustments	-	-	113	113	-	-	(113)
Restated balance	1,990	398	(51)	2,337	2,224	2,224	(113)
Changes in net worth for 2019							
Equity Investment from Cabinet	295	-	-	295	546	546	251
Repayment of surplus to Cabinet	-	-	(954)	(954)	-	-	954
Net revenue / expenses recognised directly in net worth	295	-	(954)	(659)	546	546	1,205
Surplus/(deficit)for the year 2019	-	-	953	953	-	-	(953)
Total recognised revenues and expenses for the year	295	-	-	295	546	546	251
Balance at 31 December 2019	**2,285**	**398**	**(51)**	**2,632**	**2,770**	**2,770**	**138**

	Contributed Capital	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total Net worth	Original Budget	Final Budget	Variance (Orig. vs Actual)
	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Balance at 31 December 2019	2,285	398	(51)	2,632	2,770	2,770	138
Prior Year Adjustments	-	-	12	12	-	-	(12)
Restated balance	2,285	398	(39)	2,644	2,770	2,770	126
Changes in net worth for 2020							
Equity Investment from Cabinet	83	-	-	83	1,526	1,526	1,442
Transfer from departments	181	-	-	181	-	-	(181)
Capital withdrawals by Cabinet	-	-	-	-	(168)	(168)	(168)
Repayment of surplus to Cabinet	-	-	(2,140)	(2,140)	-	-	2,140
Net revenue / expenses recognised directly in net worth	264	-	(2,140)	(1,876)	1,358	1,358	3,233
Surplus/(deficit)for the year 2020	-	-	2,179	2,179	-	-	(2,179)
Total recognised revenues and expenses for the year	264	-	38	303	1,358	1,358	1,055
Balance at 31 December 2020	**2,549**	**398**	-	**2,947**	**4,127**	**4,127**	**1,180**

The accounting policies and notes on pages 10-37 form an integral part of these financial statements.

PORTFOLIO OF THE CIVIL SERVICE
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 December 2020
(Expressed in Cayman Islands Dollars)

Prior Period Actual		Current Year Actual	Original Budget	Final Budget	Variance
CI $'000		CI $'000	CI $'000	CI $'000	CI $'000
	CASH FLOW FROM OPERATING ACTIVITIES				
	Cash received				
1,626	Sale of goods and services - third party	724	462	462	(261)
11,652	Sales to Cabinet	10,603	15,286	15,286	4,683
-	Other receipts	-	1,175	1,175	-
13,278	**Total cash received**	**11,327**	**16,923**	**16,923**	**5,596**
	Cash used				
(8,204)	Personnel costs	(10,051)	(12,328)	(12,328)	(2,277)
(2,599)	Supplies and consumables	(2,344)	(3,450)	(3,450)	(1,106)
--	Financing/interest expense	(9)	-	-	9
(43)	Other payments	(8)	(32)	(32)	(25)
(10,846)	**Total cash used**	**(12,412)**	**(15,810)**	**(15,810)**	**(3,398)**
2,432	**Net cash flows used by operating activities (Note 18)**	**(1,085)**	**1,113**	**1,113**	**2,198**
	CASH FLOW FROM INVESTING ACTIVITIES				
	Cash used				
(295)	Purchase of property, plant and equipment	(64)	(1,358)	(1,358)	(1,294)
-	Payment of Surplus/Dividends or Capital withdrawal	-	(300)	(300)	(300)
(295)	**Total cash used**	**(64)**	**(1,658)**	**(1,658)**	**(1,594)**
(295)	**Net cash flow used by investing activities**	(64)	(1,658)	(1,658)	(1,594)
	CASH FLOW FROM FINANCING ACTIVITIES				
-	Cash received				
295	Equity injections from Cabinet	83	1,658	1,658	1,575
295	Total cash received	83	1,658	1,658	1,575
295	**Net cash flows from financing activities**	**83**	**1,658**	**1,658**	**1,575**
2,432	**Net increase/(decrease) in cash and cash equivalents**	(1,066)	1,113	1,113	2,179
5,487	Cash and cash equivalents at beginning of year	7,919	1,835	1,835	(6,084)
7,919	**Cash and cash equivalents at the end of the year**	**6,853**	**2,947**	**2,947**	**(3,905)**

The accounting policies and notes on pages 10-37 form an integral part of these financial statements.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 December 2020
(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 ended 31 December 2020.

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

(a) Basis of Preparation
The financial statements 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 has been rounded to the nearest thousand.

<u>New and revised accounting standards issued that are not yet effective for the financial year beginning 1 January 2020 and not early adopted.</u>

Certain new accounting standards have been published that are not mandatory for the 31 December 2020 reporting period and have not been early adopted by the Portfolio. The assessment of the impact of these new standards are set out below.

IPSAS 41, Financial Instruments was issued in August 2018 and shall be applied for financial statements covering periods beginning on or after 1 January 2023. IPSAS 41 establishes new requirements for classifying, recognizing and measuring financial instruments to replace those in *IPSAS 29, Financial Instruments: Recognition and Measurement.*

Note 1: Significant Accounting Policies (continued)

(a) Basis of Preparation (continued)

It is anticipated that IPSAS 41 will not have a significant impact on the Portfolio's financial statements. This will be assessed more fully closer to the effective date of adoption.

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

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

Segment reporting has been included in accordance with IPSAS 18.

(b) Reporting Period

The 2020 financial statements are being reported for a period of 12 months commencing 1 January 2020 and ending 31 December 2020 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 2020 Budget Statement and the amounts are rolled up into the Plan and Estimates document which was presented to the Legislative Assembly (now Parliament). The budget of the Portfolio of the Civil Service and the Legislative Assembly (now Parliament) were combined since the Parliament had not yet become autonomous for the entire fiscal year. Any changes to the original budget are reflected in the final budget and have been approved by Cabinet, including those through Section 11(5) of the PMFA. As required by the PMFA, budgets are presented on the same basis as the annual financial statements.

The original budget is lower than the final budget due to the fact that Cabinet approved a transfer of funds between appropriations. Additional funding in the amount of $295K was required to assist with additional costs for the Executive Salaries. Savings from within Legislative Department entity outputs subsidized the increased for a net zero effect within the Portfolio. This was approved by Cabinet in accordance with section 11(5) and 12 of the Public Management and Finance Act (2020 Revision). The final revised output revenue budget in 2020 during the 12 month period ended 31 December 2020 was $14.99M. The supplementary appropriations will be ratified by the Parliament (formerly the Legislative Assembly) post year end.

Note 1: Significant Accounting Policies (continued)

(c) Budget Amounts (continued)

The budget period is understood to be a two-year period; and in the case of these financials statements, extends from January 1, 2020 to December 31, 2021. It is understood that any appropriation remaining at the end of financial year 2020, will be carried forward to be used as available in the 2021 financial year. These appropriations will lapse at December 31, 2021.

This is in accordance with the Public Management and Finance Act (2020 Revision) ("PMFA") Section 9(5); "an appropriation lapses at the end of budget period to which the law by which the appropriation is granted relates".

(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.

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

(f) Prepayments

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

Note 1: Significant Accounting Policies (continued)

(g) Property, Plant and Equipment

Buildings and structures
Property were revalued as at July 1, 2016 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.

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."

Note 1: Significant Accounting Policies (continued)

(g) Property, Plant and Equipment (continued)

Valuation assumptions

Plant and machinery have only been included in the valuation of building assets where these form an integral part of the fabric of the building (e.g. lifts or air conditioning equipment) or where it performs 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.

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 2001 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:

Note 1: Significant Accounting Policies (continued)

(g) Property, Plant and Equipment (continued)

- 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.

Asset Type	***Estimated Useful life***
• Buildings and structures	10 – 60 years
• Building fit-out (when accounted for separately)	5 – 25 years
• Leasehold improvement	Over the unexpired period of lease or the useful life of the improvement
• Computer equipment	3 – 10 years
• Developed software	4 – 10 years
• Office equipment and furniture	3 – 25 years
• Motor vehicles	3 – 20 years
• Boats and marine equipment	3 – 25 years
• Cleaning, refuse and recycling equipment	3 – 15 years
• Construction and other equipment	3 – 25 years
• Telecommunications	5 – 50 years
• Books, music, manuscripts and works of art	2 – 10 years
• Clothing	0 – 4 years
• Aeroplanes and airport/aviation equipment	8 – 33 years
• Fire fighting plant and equipment	10 – 12 years
• Other equipment	5 - 20 years
• Medical and medical laboratory equipment	1 – 25 years
• Library assets	5 – 10 years
• Scientific and laboratory equipment	4 – 25 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.

Note 1: Significant Accounting Policies (continued)

(h) 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 or duty allowance are made to the Fund by the Portfolio.

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 and therefore, reported in the Consolidated Financial Statements for the Entire Public Sector of the Cayman Islands Government.

(i) Revenue

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

The 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.

(j) Expenses

Expenses are recognised in the accounting period in which they are incurred.

(k) 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.

(l) 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.

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.

Note 1: Significant Accounting Policies (continued)

(l) 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 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 accounts payables, accrued expenses, employee entitlements and surplus repayments.

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

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

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

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

(m) Contingent Liabilities and Assets (including guarantees)
Contingent liabilities 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.

(n) 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.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2020
(Expressed in Cayman Islands Dollars)

Note 1: Significant Accounting Policies (continued)

(n) Foreign Currency (continued)

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

- Foreign currency monetary items are to be reported in Cayman Islands dollars using the closing rate 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.

(o) Comparative Figures

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

(p) 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.

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. As at 31 December 2020, the Portfolio's unrestricted cash balances were as presented below. No restricted cash balances were held by the Portfolio at 31 December 2020.

Prior Year Actual CI$'000	Description	Current Year Actual CI$'000	Budget CI$'000	Variance CI$'000
8,692	Operational Current Account - KYD	6,459	2,899	(3,560)
6	Cash in Transit	30	24	(6)
(779)	Payroll Current Account	40	24	(16)
-	Operational Current Account - USD	324	-	(324)
7,919	**Cash and cash equivalents**	**6,853**	**2,946**	**(3,906)**

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2020
(Expressed in Cayman Islands Dollars)

Note 3: Trade receivables and other receivables

Prior Year Actual CI $'000	Trade Receivables	Current Year Actual CI $'000	Budget CI$'000	Variance CI$'000
43	Sale of Good and Services	130	57	(72)
1,099	Outputs to Cabinet	4,525	1,559	(2,966)
349	Reimbursable Expenditure from Exec	33	-	(33)
1,491	**Total Trade receivables**	**4,688**	**1,617**	**(3,071)**
-	Less: provision for doubtful debts	-	(0)	(0)
1,491	**Net Trade receivables**	**4,688**	**1,617**	**(3,071)**
Prior Year Actual CI $'000	**Maturity Profile**	**Current Year Actual CI $'000**	**Budget CI$'000**	**Variance CI$'000**
1,443	**Current**	**4,677**	**1,584**	**(3,093)**
	Past due 1-30 days	2,035	1,544	(491)
-	Past due 31-60 days	1,535	-	(1,535)
-	Past due 61-90 days	1,082	-	(1,082)
48	Past due 90 and above	25	40	15
	Non-Current	**11**	**32**	**21**
	Past due 1 year and above	11	32	21
1,491	**Total Trade Receivables**	**4,688**	**1,617**	**(3,072)**
		0		
Prior Year Actual CI $'000	**Other Receivables**	**Current Year Actual CI $'000**	**Budget CI$'000**	**Variance CI$'000**
214	Advances	763	-	(763)
2	Dishonoured cheques	2	1	(1)
93	Other	122	238	116
309	**Total Other Receivables**	**887**	**239**	**(648)**
Prior Year Actual CI $'000	**Maturity Profile**	**Current Year Actual CI $'000**	**Budget CI$'000**	**Variance CI$'000**
309	Trade Receipts due in one year	887	239	(648)
-	Trade Receipts due after one year	-	-	-
309	**Net Total Other Receivables**	887	239	(648)

At the end of the year, all overdue receivables have been assessed and appropriate provisions made.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2020
(Expressed in Cayman Islands Dollars)

Note 4: Inventories

Prior Year Acutal CI $'000	Description	Current Year Actual CI $'000	Budget CI$'000	Variance CI$'000
-	Raw Materials (includes consumable stores)	-	1	1
-	**Total Inventories**	**-**	**1**	**1**

Note 5: Prepayments

Prior Year Actual CI$'000	Description	Current Year Actual CI$'000	Budget CI$'000	Variance CI$'000
35	Other Prepayments	61	34	(27)
35	**Total Prepayments**	**61**	**34**	**(27)**

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2020
(Expressed in Cayman Islands Dollars)

Note 6: Property, plant and equipment

Cost of Property, plant & equipment	*Plant and equipment*	*Buildings*	*Furniture and Other Equipment*	*Computer Hardware*	*Office Equip-ment*	*Leasehold Improve-ments*	*Infra-structure*	*Motor Vehicles*	*Assets under construction or Development*	*Total PP&E*	*Budget CI$'000*	*Variance CI$'000*
Balance as at 1 January 2019	616	595	331	321	483	140	36	230	9	**2,761**	2,781	20
Additions	8	-	119	50	62	32	-	33	(9)	**295**	266	(29)
Balance as at 31 December 2019	624	595	450	371	545	172	36	263	-	***3,056***	3,047	(9)

Cost of Property, plant & equipment	*Plant and equipment*	*Buildings*	*Furniture and Other Equipment*	*Computer Hardware*	*Office Equip-ment*	*Leasehold Improve-ments*	*Infra-structure*	*Motor Vehicles*	*Assets under construction or Development*	*Total PP&E*	*Budget CI$'000*	*Variance CI$'000*
Balance as at 1 January 2020	624	595	450	371	545	172	36	263	-	**3,056**	3,047	(9)
Additions	10	-	-	36	35	2	-	-	4	**87**	157	70
Disposal/ Derecognition	(5)	-	(5)	(48)	(25)	(131)	-	(21)	(3)	**(238)**	-	238
Adjustments	-	30	2	2	-	(32)	-	-	3	**5**	-	(5)
Transfers	-	(32)	-	-	-	32	-	-	-	**-**	-	-
Balance as at 31 December 2020	628	593	447	361	555	43	36	242	4	**2,909**	3,204	295

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2020
(Expressed in Cayman Islands Dollars)

Note 6: Property, plant and equipment (continued)

Accumulated Depreciation and impairment losses	*Plant and equipment*	*Buildings*	*Furniture and Other Equipment*	*Computer Hardware*	*Office Equip-ment*	*Leasehold Improve-ments*	*Infra-structure*	*Motor Vehicles*	*Assets under construction or Development*	*Total PP&E*	*Budget CI$'000*	*Variance CI$'000*
Balance as at 1 January 2019	556	70	272	275	436	131	27	139	-	**1,906**	1,907	1
Eliminate on Disposal/Derecognition	-	1	-	(16)	-	-	(4)	-	-	**(20)**	-	20
Depreciation Expense	12	31	13	36	13	3	2	33	-	**143**	48	(95)
Balance as at 31 December 2019	568	101	284	295	449	134	25	172	-	**2,029**	1,955	(74)

Accumulated Depreciation and impairment losses	*Plant and equipment*	*Buildings*	*Furniture and Other Equipment*	*Computer Hardware*	*Office Equip-ment*	*Leasehold Improve-ments*	*Infra-structure*	*Motor Vehicles*	*Assets under construction or Development*	*Total PP&E*	*Budget CI$'000*	*Variance CI$'000*
Balance as at 1 January 2020	568	101	284	295	449	134	25	172	-	**2,029**	1,955	(74)
Eliminate on Disposal/Derecognition	(5)	-	(3)	(48)	(25)	(131)	-	(21)	-	**(233)**	-	233
Adjustment	1	-	1	5	1	-	-	2	-	**10**	-	(10)
Depreciation Expense	13	31	20	37	29	4	3	33	-	**170**	111	(59)
Balance as at 31 December 2020	577	132	302	289	454	7	28	186	-	**1,975**	2,066	91
Net Book value 31 December 2019	56	494	165	76	96	38	11	91	-	**1,027**	1,092	65
Net Book value 31 December 2020	52	461	146	71	100	36	8	57	4	**935**	1,138	203

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2020
(Expressed in Cayman Islands Dollars)

Note 6b: Intangible assets

Cost of Intangible Asset	*Computer Software*	*Total*	*Budget CI$'000*	*Variance CI$'000*
Balance as at 1 January 2019	53	**53**	53	-
Additions	-	**-**	280	280
Balance as at 31 December 2019	53	***53***	333	280

Cost of Intangible Asset	*Computer Software*	*Total*	*Budget CI$'000*	*Variance CI$'000*
Balance as at 1 January 2020	53	**53**	333	280
Additions	-	**-**	1,200	1,200
Transfers	181	**181**		(181)
Balance as at 31 December 2020	234	**234**	1,533	1,299

Accumulated Depreciation and impairment losses	*Computer Software*	*Total*	*Budget CI$'000*	*Variance CI$'000*
Balance as at 1 January 2019	51	**51**	51	-
Amortization Expense	1	**1**	-	(1)
Balance as at 31 December 2019	52	**52**	51	(1)

Accumulated Depreciation and impairment losses	*Computer Software*	*Total*	*Budget CI$'000*	*Variance CI$'000*
Balance as at 1 January 2020	52	**52**	51	(1)
Amortization Expense	2	**2**	-	-
Balance as at 31 December 2020	54	**54**	51	(3)
Net Book value 01 January 2018	2	2	2	(0)
Net Book value 31 December 2019	1	1	282	281
Net Book value 31 December 2020	181	181	1,482	1,301

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2020
(Expressed in Cayman Islands Dollars)

Note 7: Trade payables, accruals and other liabilities

Prior Year Actual CI$'000	Description	Current Year Actual CI$'000	Budget CI$'000	Variance CI$'000
2	Trade Payables	9	33	24
96	Payroll Deductions	114	-	(114)
533	Accruals	716	339	(377)
(1)	Transfers payable	(1)	-	1
32	Core government trade with other public entities	35	-	(35)
51	Other	55	105	50
714	**Total Trade Payables, Accruals and Other Liabilities**	**927**	**477**	**(450)**

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

Note 8: Unearned revenue

Prior Year Actual CI$'000	Description	Current Year Actual CI$'000	Budget CI$'000	Variance CI$'000
232	Other Deposits Held	220	238	18
232	**Total unearned revenue**	**220**	**238**	**18**

The Deputy Governor's Office collects fees for Naturalization and British Overseas Territory Citizen Applications that are not recognized as revenue until the application is approved. This balance pertains to those deferred revenues.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2020
(Expressed in Cayman Islands Dollars)

Note 9: Employee entitlements

Prior Year Actual CI$'000	Details	Current Year Actual CI$'000	Budget CI$'000	Variance CI$'000
	Employee entitlements are represented by:			
161	Annual leave	335	135	(201)
-	Pension	-	92	92
43	Comp Time Liability	35	41	6
204	**Total employee entitlements**	**370**	**267**	**(103)**

The retirement and long-service leave entitlements 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 $2.2M and now has a cumulative surplus payable to the Cayman Islands Government in the amount of $9.1M as at 31 December 2020. The Portfolio intends to engage the Ministry of Finance during the 2021 fiscal year to repay the surplus.

Note 11: Revenue

Prior Year Actual CI$'000	Description	Current Year Actual CI$'000	Original Budget CI$'000	Final Budget CI$'000	Variance CI$'000
986	Fees and charges	784	453	453	(330)
21	General sales	12	9	9	(3)
11,203	Outputs to Cabinet	14,219	15,285	14,990	1,066
6	Outputs to Other Government Agencies	84	-	-	(84)
-	Other	-	172	172	171
12,217	**Total Sale of Goods & Services**	15,100	15,919	15,624	819

Prior Year Actual CI$'000	Description	Current Year Actual CI$'000	Original Budget CI$'000	Variance CI$'000
3	Investment Revenue	1	3	2
3	**Total Investment Revenue**	1	3	2

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2020
(Expressed in Cayman Islands Dollars)

Note 11: Revenue (continued)

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

Outputs to other government agencies comprise 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.

Fees and charges, general sales, rentals and others includes administrative fees and user charges levied on the public for the delivery of government services. Certain respective rates and fee structures are gazetted and governed by the relevant revenue laws and regulations.

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
6,745	Salaries, wages and allowances	8,275	10,096	9,875	1,820
1,150	Health care	1,328	1,613	1,563	286
337	Pension	426	523	499	97
29	Leave	166	13	13	(153)
21	Other Personnel related costs	33	82	82	49
8,282	**Total Personnel Cost**	**10,228**	**12,329**	**12,032**	**2,100**

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
391	Supplies and Materials	316	344	344	27
1,520	Purchase of services	1,352	1,875	1,875	522
326	Utilities	314	316	316	2
-	General Insurance	-	2	2	2
148	Travel and Subsistence	48	155	155	107
131	Recruitment & Training	87	234	234	147
66	Interdepartmental expenses	54	54	54	-
16	Other	5	2	2	(2)
2,598	**Total Supplies & Consumables**	**2,176**	**2,982**	**2,982**	**806**

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2020
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Note 14: Leases

Prior Year Actual CI$'000	Type of Lease	Current Year Actual CI$'000	Original Budget CI$'000	Variance CI$'000
204	Lease and Rent of Property and Sites	335	468	132
204	**Total Leases**	**335**	**468**	**132**

Note 15: Litigation costs

Prior Year Actual CI$'000	Description	Current Year Actual CI$'000	Original Budget CI$'000	Variance CI$'000
43	Legal Fees	17	31	14
43	**Total Litigation costs**	**17**	**31**	**14**

Note 16: Gains and losses on disposal and foreign exchange transactions

Prior Year Actual CI$'000	Description	Current Year Actual CI$'000	Original Budget CI$'000	Variance CI$'000
2	Gains on Foreign Exchange Transactions	6	1	(5)
2	Gains on Sale of Assets	(2)	-	2
(1)	Loss on derecognition of financial assets	-	-	-
3		**4**	**1**	**(3)**

Note 17: Revenue from non- exchange transactions

During the year ended 31 December 2020, 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.

PORTFOLIO OF THE CIVIL SERVICE
NOTES TO THE FINANCIAL STATEMENTS (continued)
FOR THE YEAR ENDED 31 December 2020
(Expressed in Cayman Islands Dollars)

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

Prior Year Actual		Current Year Actual	Original Budget	Final Budget	Variance
CI $'000		CI $'000	CI $'000	CI $'000	CI $'000
953	**Surplus/(deficit) from ordinary activities**	2,179	-	-	(2,179)
113	Prior Period Adjustment	12	-	-	(12)
	Non-cash movements			-	
143	Depreciation	170	112	112	(57)
3	(Gain)/losses on Foreign Exchange	6	-	-	(6)
(2)	(Gain)/losses on revaluation/disposal of property plant and equipment	(2)	-	-	2
-	(Gain)/losses on derognition of Assets	(1)	-	-	1
1,056	(Increase)/decrease in receivable	(3,791)	1,001	1,001	4,792
1	(Increase)/decrease in inventories	-	-	-	-
(1)	(Increase)/decrease in prepayments	(26)	-	-	26
143	(Increase)/decrease in payables and other accruals	213	-	-	(213)
(6)	(Increase)/decrease in other current liabilities	(12)	-	-	12
29	(Increase)/decrease in provisions relating to employee costs	167	-	-	(167)
2,432	**Net cash flows from operating activities**	(1,085)	1,113	1,113	2,197

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 2020 and were consistent with normal operating relationships between entities and were undertaken on terms and conditions that are normal for such transactions.

Note 19: Related party and key management personnel disclosures (continued)

Key management personnel
Key management personnel, are also considered to be related parties.

Prior Year Actual CI$'000	Description	Current Year Actual CI$'000
1,748	Salaries & other short term employee benefits	2,428
1,748	**Total Remuneration**	**2,428**
13	**Number of Key Management Personnel**	**17**

No loans were granted to key management personnel or their close relatives during the financial year.

Note 20: Explanation of major variances against budget

Explanations for major variances for the Portfolio of the Civil Service performance against the original budget are as follows. The figures referenced are the combined budget and combined actuals for the Portfolio of the Civil Services and the Legislative Assembly (now Parliament):

Revenues

Total Revenues were $800K below budget. Outputs to Cabinet is the primary revenue for the Portfolio making up 96% of our revenue budget. Even with the restrictions of Covid-19 pandemic the Portfolio performed well against budget targets with 93% billed as at the end of the year. The unbilled 8% totals $1.07M which is the main contributor of the revenues not meeting budget targets. All departments, with the exception of three, met or exceeded their original budget targets. Two of the three departments had still billed 95% of their allocation. Third party revenues from Naturalization Fees also met and exceeded budgeted targets despite delays in revenue collections in the first half of the year. The departments commenced two new collection methods via a partnership with the Post Office and launching their new online application process that allowed for receiving credit card transactions. Therefore their revenue collections in the last quarter improved significantly. Even with revenues being below budget, the Portfolio still reported a profit position as there were also significant savings within the Portfolio's budgeted expenditure.

Personnel Costs

Personnel Costs were $2.1M below budget. These savings were largely driven by $1.8M savings in Salaries, Wages and Allowances; $286K savings in Health Care and $97K savings in Pension. This was mainly due to delays in the recruitment timelines. These savings were offset by a $154K increase in the annual leave expense incurred from the lockdown and travel restrictions in place.

Note 20: Explanation of major variances against budget (continued)

Personnel Costs (continued)

The Covid-19 pandemic has played a significant role in the recruitment delays and increased the liability for annual leave. This is due to the Portfolio's need to prioritize their focus on the integral role played in National Emergency Operations Center (NEOC) and the overall government's management and response to the pandemic.

Supplies and consumables

Supplies and consumables were also below budget by $806K. Purchase of services was the primary driver with $522K in savings. The way the Portfolio delivered senior leadership events services and offerings of the Civil Service College changed drastically as they moved away from in-person conferences and events to primarily online meeting spaces. The change in delivery method materialized in reduced costs in several areas from not having the related services and fees associated with hosting in-person events. There was also $107K in Travel and Subsistence due to the lockdown and travel restrictions that were in place. The restrictions all impacted recruitment and training costs which also had $147K in savings.

Cash and cash equivalents

The year end cash balance was $3.9M above budget. The material variance in cash above budget is primarily due an opening cash balance that was $6M above budget. Cash inflows (gross) from operating activities came in under budget by $5M. This was due to delays in collection efforts on Cabinet Billings and reimbursement from Executive Salaries as other tasks were prioritized due to the low risk associated with its collection and the healthy cash balance in place. This was also netted against decreased spending in both operational costs of $2.8M from both Personnel Costs and Supplies and consumables being underspent. In addition, there was a $1.4 million in reduced spending as our major capital project from the HRMS system did not go to contract until the very end of the year.

Trade payables, accruals and other liabilities

Trade Payables, Accruals and Other Liabilities were $450K above budget. The general accruals make up $376K of this amount. This can be attributed to a number of factors. A more comprehensive accrual process to improve completeness and accuracy of the accounts payables is implemented during the final year-end process. Like other government entities, the Portfolio experienced reduced staff complements during the holiday season which can affect both the approval and processing of some year-end invoices. There is also $114K for December 2021 pension contributions not paid to the PSPB until January 2021, as is the normal procedure.

Note 20: Explanation of major variances against budget (continued)

Cash from operating activities

At the end of the year, cash flow from operating activities was $2.2M below budget. Cash inflows from operating activities came in under budget by $5.1M. This was due to delays in collection efforts on Cabinet Billings and reimbursement from Executive Salaries as other tasks were prioritized due to the low risk associated with its collection and the healthy cash balance in place. This was also however netted by decreased spending in operational costs of $2.8M from both Personnel Costs and Supplies and consumables underspend. The underspend came from delays in recruitment due to the restriction of Covid and to focus on other priorities as POCS played a very integral role in the government's response and management of the pandemic and serving on NEOC. Supplies and Consumable decreased due to changes in the way our core objectives were delivered and also because some projects were delayed.

Cash from investing activities

The actual cash used for the purchase of property, plant and equipment was $1.6M below budget. The main reason is that although much work and progress was made on our major capital project to procure a new HR Management Software (HRMS) system, it did not incur any capital expenditure by year-end. However the contract with the winning bidder is now executed and was signed just before year-end.

Cash from financing activities

The Portfolio did not draw down on the full equity injection for 2021 required to purchase assets before the year end for the same reason described above. There was only $83K in capital purchase during 2020 that would be funded by the Equity Injection. These purchases were required by the need for the departments to allow staff to work remotely during the pandemic with lock down restrictions in effect; as well as continued flexibility even after the restrictions were lifted.

Note 20: Explanation of major variances against budget (continued)

Property, Plant & Equipment

At the end of the year, Property, Plant & Equipment was $204K below budget. The opening budget did not reflect the updated position of the entity. In addition, the amount budgeted for the depreciation of assets was below actual depreciation by $59K.

Intangibles

The purchase of Intangibles were $1.3M below budget as a result of the delay in purchasing a new HR Management system during 2020. There was much progress made to procure a new HR Management Software (HRMS) system, however, it did not incur any capital expenditure by year-end. It should be noted that winning bidder was selected and a contract executed just before year-end. In addition, the Ministry of Commerce, Planning and Investment transferred an asset valued $181K that they were developing on behalf of the Deputy Governor's Office for the BOTC Online Application System.

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 fair value of financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

Credit risk
In the normal course of its business the Portfolio is subject to credit risk from debtors other than the Cabinet. The Portfolio does not have significant concentrations of credit risk for its other financial instruments.

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
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Note 22: Commitments

Type	One Year or Less CI$000	One to Five Years CI$000	Over Five Years CI$000	31 December 2020 CI$000
Capital Commitments				
Software: Human Resources Management System	349	154	-	503
Software: Civil Service College Website	10	-	-	10
				-
Total Capital Commitment	**359**	**154**	**-**	**513**
Operating Commitments				
Non-Cancellable Accommodation Leases				
Accommodation leases (5)	281	655	-	936
Other Operating Commitments				
Landscaping Services	64	11	-	75
Training Services	55	118	-	173
				-
Total Operating Commitment	**400**	**784**	**-**	**1,184**
Total Commitment	**759**	**938**	**-**	**1,697**

Note 23: Segment reporting

Policy Advice and Support for the Governor and the Deputy Governor
This includes services provided by the Governor's Office, the Deputy Governor's Office and the core Portfolio of the Civil Service.

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 His 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.

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 Education Council.

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.

Note 23: Segment reporting (continued)

Legislative Assembly (now Parliament)

Servicing the Legislative Assembly and the Members of the Legislative Assembly including:

- Sale of Cayman Laws to the Public
- Servicing and supporting sittings of the House
- Administrative support and research for the Speaker and MLAs and the local branch of the Commonwealth Parliamentary Association
- Managing the Legislative Assembly Building

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 and PR 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		Legislative Assembly		Internal Audit		Cayman National Archives		Civil Service College		GRAND TOTAL	
	2019 Actual	2020 Actual	2019 Actual	2020 Actual	2019 Actual	2020 Actual	2019 Actual	2020 Actual	2019 Actual	2020 Actual	2019 Actual	2020 Actual	2019 Actual	2020 Actual	2019 Actual	2020 Actual
Total Revenue	**6,084**	**7,996**	**741**	**615**	**1,208**	**1,323**	**1,330**	**1,586**	**1,154**	**1,453**	**1,139**	**1,380**	**564**	**749**	**12,220**	**15,101**
Outputs to Cabinet	5,094	7,211	740	613	1,208	1,323	1,327	1,585	1,148	1,369	1,121	1,370	564	748	11,203	14,219
Sale of Goods and Services	990	785	1	1	-	-	2	1	6	84	18	10	-	1	1,017	882
Total Gain/(Losses) on Financial and Non-Financial Instruments	**(4)**	**(6)**	**-**	**-**	**1**	**-**	**-**	**0**	**-**	**2**	**-**	**-**	**-**	**-**	**(3)**	**(4)**
Gain/Losses on non-financial instruments	(4)	(6)	-	-	1	-	-	0	-	2	-	-	-	-	(3)	**(4)**
Total Expenses	**5,284**	**6,696**	**743**	**612**	**1,145**	**1,177**	**1,415**	**1,463**	**1,141**	**1,277**	**1,040**	**1,058**	**502**	**641**	**11,270**	**12,926**
Personnel Costs	3,830	5,480	373	192	858	1,024	1,067	1,160	1,049	1,108	861	913	244	351	8,283	10,228
Supplies and Consumables	1,415	1,177	356	411	273	138	315	266	89	152	139	98	258	287	2,845	2,529
Depreciation	39	39	14	9	14	15	33	38	3	17	40	47	0	5	143	170
Surplus/(Deficit)	**796**	**1,295**	**(2)**	**2**	**65**	**146**	**(86)**	**123**	**13**	**177**	**99**	**322**	**62**	**107**	**953**	**2,179**
Total Assets	**9,994**	**12,485**	**341**	**149**	**19**	**54**	**246**	**647**	**156**	**233**	**23**	**23**	**3**	**12**	**10,782**	**13,604**
Current Assets	9,152	11,565	343	150	3	38	228	625	23	100	3	3	3	7	9,754	12,489
Non-current Assets	842	920	(2)	(2)	16	16	18	22	133	133	20	20	-	5	1,028	1,115
Total Liabilities	**7,738**	**10,080**	**65**	**57**	**82**	**94**	**96**	**203**	**79**	**65**	**72**	**71**	**19**	**87**	**8,150**	**10,657**

	Policy Advice and Support for the Governor & Deputy Governor		Elections Office		Commissions Secretariat		Legislative Assembly		Internal Audit		Cayman National Archives		Civil Service College		GRAND TOTAL	
	2019 Actual	2020 Actual	2019 Actual	2020 Actual	2019 Actual	2020 Actual	2019 Actual	2020 Actual	2019 Actual	2020 Actual	2019 Actual	2020 Actual	2019 Actual	2020 Actual	2019 Actual	2020 Actual
Capital Purchases	**59**	**38**	**-**	**26**	**14**	**-**	**29**	**8**	**141**	**-**	**44**	**8**	**8**	**7**	**295**	**87**
Entity Assets	59	38	-	26	14	-	29	8	141	-	44	8	8	7	295	87

Note 24: Financial instruments – Fair Values

As at 31 December 2020, 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 2020, 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

While there has been a relaxation of some of the measures enacted by the Government to minimise the impact of the global COVID-19 outbreak in the Cayman Islands; overall restrictions are still in pace regarding travel. With the introduction of the vaccine and its increased availability to residents across these Islands, it is anticipated that the economy will soon return to a “new normal” and that particularly travel will become more accessible.

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 2020.

Note 27: Going concern disclosure note

As explained in Note 26, the coronavirus outbreak has caused significant disruption in both global and local economies. However, on the basis of management assessment and forecasts, management believes that the risk that the Portfolio would not be able to meet its obligation as they become due is low and that the Portfolio will continue as going concern for the foreseeable future.