

**Cabinet Office**  
Cayman Islands Government

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# ANNUAL REPORT 2021

J A N U A R Y - D E C E M B E R 2 0 2 1

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# FOREWORD

This Annual Report is for the Cabinet Office of the Cayman Islands Government. The report outlines the Cabinet Office's performance from 1 January 2021 to 31 December 2021, compared to that drafted in the Cabinet Office's budget for the corresponding period.

The requirement for an Annual Report is prescribed under section 44 of the Public Management and Finance Act (2020 Revision) ("PMFA").

In particular, Section 44 (2) states:

(2) The report shall –  
1. State details of the entity's

activities during the year; include a statement reporting all executive financial transactions that the entity administered;

2. Include the entity's financial statements for the year; and
3. Compare the actual performance shown by the financial statements with the performance proposed in the relevant budget statement.

As well as fulfilling our statutory obligations, this Annual Report describes how the Cabinet Office has invested public funds for the benefit of the Cayman Islands.



# MESSAGE FROM THE CABINET SECRETARY

**Samuel Rose, Cert., Hon., JP**



As we reflect on the past year, I am proud to report on the resilience and progress of the Cayman Islands and the Cabinet Office team during a time of unprecedented global challenges.

In 2021, we focused on strengthening our economy, enhancing our public services, and ensuring the health and safety of our people. The past year has challenged our strength and adaptability, yet it has also underscored our unwavering commitment to our community and the resilience of the Caymanian spirit.

The Cabinet Office played a pivotal role during this time, coordinating responses to emerging challenges, implementing policies to support economic recovery, and facilitating communication among government agencies and the public.

Throughout this journey, we have stood firmly in support of the Office of the Premier, working together to navigate the complexities of these unprecedented times.

Through collaborative efforts across all sectors, we have made significant strides in economic recovery while promoting sustainability and innovation. Our initiatives aim not only to restore our economy but to build a more resilient future for generations to come.

A special thank you goes to the dedicated team at the Cabinet Office, whose diverse roles and steadfast dedication has been vital in ensuring our office operates effectively and efficiently. Your hard work was instrumental in navigating these extraordinary and testing times and truly made a difference in our community.

Together, we have demonstrated that by working hand in hand, we can overcome obstacles and emerge stronger.

As we look ahead, let us continue to foster the spirit in which we rose to meet the challenges of the past year. It is in this vein that we will continue to drive positive change and create lasting impact.

I encourage you to read this report to gain insight into our achievements and ongoing initiatives.

# WHO WE ARE

**The Cabinet Office provides support for The Premier and the Cabinet and the National Security Council.**

- support for The Premier and the Cabinet and the National Security Council;
- coordinates the development and implementation of cross-Ministerial policy;
- provides a well-informed populace through the communication of information relating to the activities of Government agencies;
- supports effective internal communication to promote collaboration and engage civil servants to deliver on priorities and support organisational change;
- provides advice and support to Government agencies with responsibility for protocol services;
- provides educational, cultural, entertainment and religious programming for the public of the Cayman Islands; and
- Supports Information Managers and Data Controllers under the Freedom of Information and Data Protection legislation, respectively.

We also provide administrative support to the Hon. Premier on regional and international affairs.

Additionally, we offer secretariat support to the Immigration Appeals Tribunal, the Council for Persons with Disabilities and the Council of Older Persons, the Council for the Order of the Cayman Islands, along with administrative support to the Utility Regulation and Competition Office URCO / OFREG, a statutory authority) in accordance with the Utility Regulation and Competition Act.





## **THE DEPARTMENTS AND UNITS WITHIN ITS REMIT INCLUDE:**

- Office of the Premier
- Cabinet Secretariat & Appeals Secretariat
- Department of Communications
- Strategic Communications
- Government Information Services
- Internal Communications
- Radio Cayman
- Policy Coordination Unit
- Information Rights Unit
- Protocol Office
- Gender Affairs Unit
- Cayman Islands Government Office in the UK
- Celebrate Cayman Project Team

## **THE AUTHORITIES, BOARDS AND COMMITTEES WITHIN ITS REMIT INCLUDE:**

- Immigration Appeals Tribunal
- National Council for Persons with Disabilities
- National Council of Older Persons
- Refugee Protection Appeals Tribunal
- Council for the Order of the Cayman Islands
- Utility Regulation and Competition Office (OfReg)

# WHAT WE DO

1. Support for the Cabinet coordinating the collection and dissemination of information regarding the decisions of the Cabinet.
2. Developing, coordinating, and monitoring the Government's policy initiatives (such as the Cayman Islands Disability Policy and the Cayman Islands Older Persons Policy).
3. Providing secretarial, administrative and policy support for The Premier.
4. Provide for the support of Government agencies in communicating proactively and responsively with the public, utilising the mass media as primary partners.
5. Develop and manage internal communication and engagement campaigns and channels to keep civil servants informed, drive high performance, support organisational change, and help achieve Government and departmental objectives.
6. Provide leaders with high quality, relevant internal communication and engagement advice and interventions based on audience insight.
7. Facilitate training and capacity building for managers across the Civil Service to be confident in communicating with staff.
8. Connect people, promote collaboration and build Civil Service morale by sharing a strong strategic narrative about the Cayman Islands Government and its purpose, embedding values, soliciting feedback, and promoting organisational integrity.
9. Providing advice, training and coordination of services by managing formal and informal Government ceremonial, protocol and diplomatic events and activities.
10. Facilitating the further administration of freedom of information and data protection coordination.
11. Providing on-air broadcasting of government bulletins, commercials, news, public affairs programmes, entertainment and public service announcements, as well as educational, cultural and religious programmes. Radio Cayman plays an integral role in providing full-scale emergency broadcasts during national emergencies such as



earthquakes, storms, hurricanes, and the threat of a storm or hurricane.

- 12. Facilitating policy training for senior and mid-management civil servants, Statutory Authorities and Government Companies.
- 13. Enhancing the reputation of the Cayman Islands through the promotion of Cayman Islands policies and businesses to governments, individuals, international agencies, organisations and the media
- 14. Gathering information about the political and economic environment in the region and internationally to advise the Premier on relevant developments.
- 15. Offer secretariat support to the Immigration Appeals Tribunal and the Refugee Protection Appeals Tribunal pursuant to the Immigration Act and the Customs and Border Control Act.
- 16. Provide secretariat services to the Council of Older Persons, the Council for Persons with Disabilities, and the Gender Affairs Tribunal according to the relevant legislation and policies.
- 17. Administrative support to the Utility Regulation and Competition Office (OFREG) in accordance with the Utility Regulation and Competition Act.
- 18. Develop alliances and relationships in the United Kingdom as well as with the 54 nations of the Commonwealth. Facilitate activities that create unique opportunities for the Cayman Islands Government, people and businesses. Coordinate and support events that celebrate and promote the Cayman Islands in the UK, as well as opportunities for fellowship amongst Caymanians overseas. Promote a better economic, social, cultural and political understanding of the Cayman Islands in order to improve and strengthen the country's relationship with the United Kingdom – culturally, politically, economically, and commercially.
- 19. Gather information about the UK's political and economic environment and advise the Hon. Premier on relevant developments.
- 20. Promote the Cayman Islands in the United Kingdom through targeted projects/events.

# STRATEGIC OVERVIEW

## THE KEY STRATEGIC OWNERSHIP GOALS FOR THE CABINET OFFICE IN THE 2021 FINANCIAL YEAR WERE AS FOLLOWS:

1. The establishment of mechanisms to improve the development, implementation and monitoring of Government Policy, encourage innovation and creativity in policymaking, and identify and oversee policy encompassing several Ministries and Portfolios.
2. Facilitate the completion of any further constitutional review exercises in accordance with the timetable set by the Government.
3. Create greater administrative efficiency to ensure that all services to Government agencies are provided in a timely, quality-oriented, customer-focused, efficient and effective manner.
4. Administer Freedom of Information and Data Protection across Government departments.
5. Improve Radio Cayman's competitiveness in the market and eventually become self-funded.
6. Actively contribute to the community's development by providing opportunities for community members to become more involved and informed. Accordingly, improve market share and financial position by developing and marketing engaging multi-channel content that drives audience growth, sales and sponsorships; increase reporting on all aspects of Government by working in tandem with our partner Government Information Services; enhance community engagement by increasing opportunities for audience interaction at a district level, and increase production of historical and current affairs material.
7. Advance the changes required under the Disabilities (Solomon Webster) Act to improve the lives of people with disabilities.
8. Implement the immediate priorities in the Older Persons' Policy, informed by the Older Persons Act.
9. Improve the effectiveness of Government communication by implementing the Communications Strategy and Plan for the Civil Service, which is informed by and supports agreed policy objectives for the Cayman Islands Government.
10. Actively contribute to the community's development by providing opportunities for community members to become more involved and informed as to public sector policies, programmes and services.
11. Enhancement of internal communication channels and content as a tool to facilitate employee engagement.
12. Support for effective implementation of the 5-Year Strategic Plan for the Civil Service.

13. Support the vision of the Utility Regulation and Competition Office, which is: 'To be a leader in regulatory excellence, demonstrating our commitment to the public, to the companies we regulate, and our colleagues by building an environment of mutual respect, professionalism and diversity, while promoting competition and innovation.'

## OVERVIEW

**The following overview highlights the Cabinet Office's achievements in advancing Government policy outcomes by delivering high-quality support to the Premier and Cabinet.**

The Cabinet Office plays an important role in welcoming Heads of Government and Elected Representatives to Cayman and supporting the Premier's schedule of international visits. Both are vitally important in promoting Cayman's interests internationally and securing understanding and agreements to ensure a safe and prosperous Cayman.

The approved changes will give our citizens greater control over what happens in the Cayman Islands.



## STAFF ACKNOWLEDGEMENTS

Our staff achieved some proud milestones in 2020 and were formally recognised for outstanding contributions and exemplifying a World-Class Civil Service.

The Cabinet Secretary was awarded a Certificate and Badge of Honour for meritorious services rendered during the COVID-19 Pandemic and for services rendered to the Government and people of the Cayman Islands.

The Governor also awarded Kristy Watler (Personal Assistant to the Cabinet Secretary) Roy Tatum a Certificate and Badge of Honour for meritorious Service rendered during the COVID-19 pandemic.

In 2021 the Cabinet Secretary recognised staff members for their long public service. Paulette Larris Connelly-Bailey (Radio Cayman), Norma Rosemary McField (Radio Cayman), Martha Watler (Radio Cayman), and Jarrod Lawrence Coe (Radio Cayman) were all recognised for thirty-plus years of public service. Michelle Ann Connolly-Rivers (Cabinet Secretariat), Kim Ann Bullings (Cabinet Secretariat), and Susan Patricia Watson (Radio Cayman) were recognised for twenty-five-plus years of public service.

Lula Suzette Ebanks (Government Information Services), Donnalee

Elizabeth Walton (Government Information Services), and Joel Wilson (Radio Cayman) were recognised for twenty-plus years of public service. Lastly, Jana Delina Pouchie-Bush (Office of the Premier), Jamie Dionne Stewart (Policy Coordination Unit), Donna Elizabeth Barrett (Cabinet Secretariat), Dionne Coryse Anglin (Radio Cayman), and Bhanumathi (Bina) Mani (Government Information Services) were all recognised for fifteen-plus years of public service.

## DEPARTMENTS AND SECTIONS

The Cabinet Office is responsible for the delivery of some 19 outputs which focus mainly on the development, coordination and implementation of policy; support and advice to the Premier and his Cabinet; support for Tribunals; International tax undertakings; protocol services; marketing and communication; and Freedom of Information and data protection.

Our 10 Departments and Units are primarily responsible for the efficient and timely provisions of administrative and logistic support for the subject matters they cover. The following section highlights some of their achievements in 2021.





# CABINET SECRETARIAT AND APPEALS SECRETARIAT

The Cabinet Secretariat plays a key role in supporting the Cabinet and the National Security Council.

Information produced, recorded, and disseminated by the Secretariat must be timely, accurate and concise.

## Core functions include:

- Preparation and dissemination of Cabinet Agendas, Papers, Minutes and Decisions
- Issuance of Tax Exemption Certificates
- Provides secretarial/ support services for the Appeals Tribunal and the Refugee Protection Appeals Tribunal, receiving and managing appeals lodged, receipting payment, documenting and recording all submissions in support of the appeal, responses, decisions, and any legal matters presented per appeal.
- Processing appeals to Cabinet under the Firearms Act and National Conservation Act.
- The Finance section provides policy

advice, governance and administrative services relating to financial, budgeting and reporting matters of the Portfolio. It also monitors the performance of the departments and units under the Cabinet Office and provides administrative support to the finance personnel across the Portfolio as needed.

The Coordinator and the Secretaries of the Appeals Tribunal Secretariat provide administrative and secretarial support to the Immigration Appeals Tribunal (IAT) and the Refugee Protection Appeals Tribunal (RPAT) with the processing of appeals against the decision of the Director of WORC or the Director's designate and the Director of Customs and Border Control or the Director's designate.

This includes receiving and managing appeals lodged, receipting payments, documenting and recording all the submissions in support of appeal, responses, decisions, and any legal matters presented per appeal.

## OVERVIEW OF KEY ACHIEVEMENTS AND HIGHLIGHTS DURING 2021

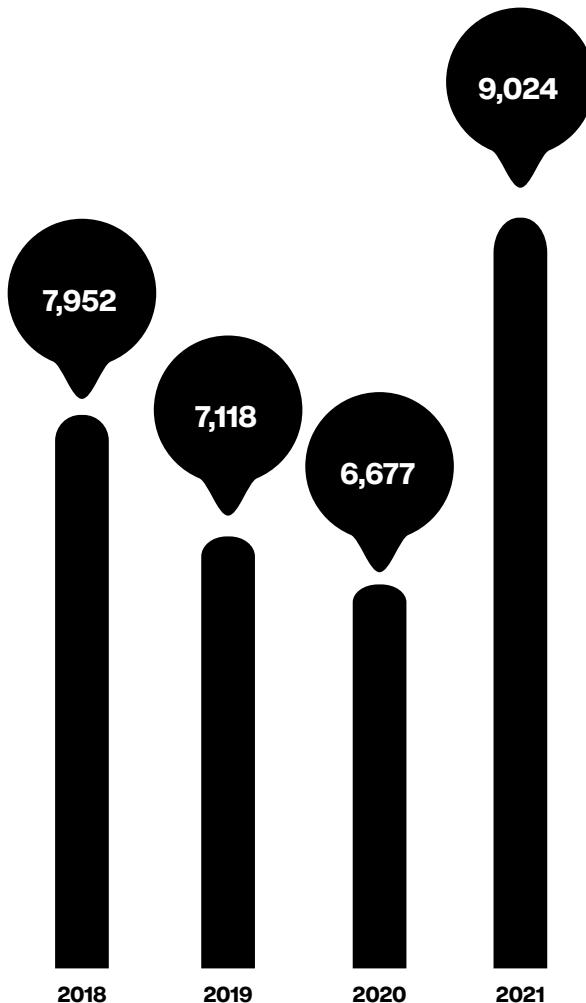
Fifty-one (51) Cabinet meetings and four (4) National Security Council meetings were held in 2021. These meetings included numerous proposals to the Cabinet for their consideration and subsequent decision. Deliberations and subsequent decisions have the potential for a significant impact on our Islands; therefore, any errors in recording and or communicating decisions could potentially have a major consequence. Therefore, the Cabinet Secretariat takes pride in the diligent execution of its work.

On 21 July 2021, for the first time in the history of the Cayman Islands, a summary of Cabinet decisions was made available to the public.

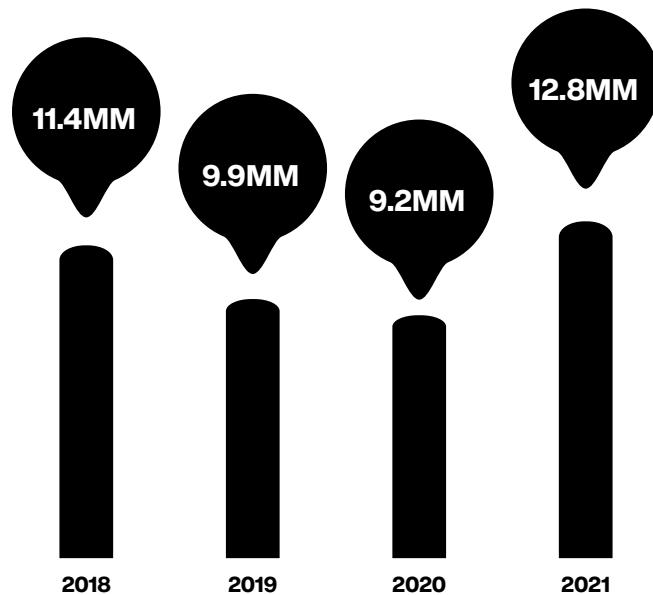
Since that time, publications of post-meeting summaries for both the Cabinet and National Security Council have been made available online following confirmation of the meeting minutes.

The Cabinet Secretariat also facilitates the issuance of Tax and Trust undertakings by way of Tax exemption certificates. Tax exemption certificates protect Exempted Companies, Exempted Limited Partnerships, Exempted Trusts, Limited Liability Companies and Limited Liability Partnerships in the event that taxation is introduced to the Cayman Islands. In 2021, 9,024 Tax Undertaking applications were processed, which earned the Government **\$12,842,750 million** in revenue.

### NUMBER OF TAX UNDERTAKINGS PROCESSED BY YEAR



## TOTAL REVENUE COLLECTED BY YEAR



The Coordinator and the Secretaries of the Appeals Tribunal Secretariat provide administrative and secretarial support to the Immigration Appeals Tribunal and the Refugee Protection Appeals Tribunal, with the processing of appeals against the decision of the Director of WORC or the Director's designate or Board and the Director of Customs and Border Control or the Director's designate. This includes receiving and managing appeals lodged, receipting payments, documenting and recording all the submissions in support of an appeal, responding to appellant queries, preparing minutes of meetings,

drafting and disseminating decision letters, and handling any legal matters presented per appeal.

In 2021 the Secretariat processed approximately 326 appeals and provided secretarial support for 69 Immigration Appeals Tribunal meetings and 12 Refugee Protection Appeals Tribunal meetings.

Information about the Tribunals and the various appeals process can be found on the Cabinet Office website at [www.cabinetoffice.gov.ky](http://www.cabinetoffice.gov.ky)

### IMMIGRATION APPEALS TRIBUNAL ACTIVE APPEALS

Awaiting Appeal Statement  
Awaiting Detailed Grounds from Appellant  
Awaiting Change of Circumstance from Appellant  
To be Scheduled  
Deferred awaiting response

**TOTAL  
ACTIVE APPEALS:**

	2018	2019	2020	2021
Awaiting Appeal Statement	93	56	16	3
Awaiting Detailed Grounds from Appellant	97	29	55	36
Awaiting Change of Circumstance from Appellant	26	0	17	12
To be Scheduled	129	167	65	10
Deferred awaiting response	30	28	26	66
<b>TOTAL ACTIVE APPEALS:</b>	<b>375</b>	<b>280</b>	<b>179</b>	<b>127</b>

## IMMIGRATION APPEALS TRIBUNAL MEETING STATISTICS

	2018	2019	2020	2021
Permanent Residency Appeals Approved	71	56	49	43
Permanent Residency Appeals Dismissed/Quashed	43	64	113	116
Right to be Caymanian Appeals Approved	5	7	0	1
Right to be Caymanian Appeals Dismissed/Quashed	6	10	0	1
Business Staffing Plan Appeals Approved	1	3	0	0
Business Staffing Plan Appeals Dismissed/Quashed	1	1	1	2
Work Permit Appeals Approved	7	10	5	5
Work Permit Appeals Dismissed/Quashed	3	9	7	7
<b>TOTAL COMPLETED APPEALS:</b>	<b>143</b>	<b>160</b>	<b>175</b>	<b>175</b>

## REFUGEE PROTECTION APPEALS TRIBUNAL - ACTIVE APPEALS

	2021
Awaiting Appeal Statement	11
Awaiting Detailed Grounds from Appellant	1
Awaiting CBC Defence	1
To be Scheduled	1
<b>TOTAL ACTIVE APPEALS:</b>	<b>14</b>

## REFUGEE PROTECTION APPEALS TRIBUNAL - MEETING STATISTICS

	2021
Asylum Appeals Approved	7
Asylum Appeals Dismissed	3
<b>TOTAL COMPLETED APPEALS:</b>	<b>10</b>

# COMMUNICATIONS

**The Director for Communications within Cabinet Office worked with Chief Officers and Communications Leads across Ministries and Portfolios to develop the Government Communications Plan 2021-2022.**

The Director of Communications for the Cayman Islands Government leads on communications strategy, reputation management, and communications improvement and acts as Head of Profession for all public communicators. The Government Information Service, Internal Communications and the Strategic Communications Unit report to the Director of Communications.

## KEY ACHIEVEMENTS AND HIGHLIGHTS DURING 2021

The Department of Communications team's expertise was recognised at the 2021 Cayman Islands Marketing Professionals awards, winning the Community Impact of the Year Award, Website of the Year Award, Rising Star of the Year Award, and People's Choice Award.

## THE INTERNAL COMMUNICATION & ENGAGEMENT (IC&E) UNIT

partners with leaders and business teams to engage staff in delivering on priorities and supporting organisational and cultural change. Its remit includes

- developing and managing campaigns, channels and content;
- providing relevant advice and interventions; and
- building capacity for effective internal communication across the entire Civil Service.

IC&E also leads and supports the professional development of public communicators across the Government Communications Service.

Throughout 2021, the IC&E team provided regular updates to the Civil Service on various government priorities through multiple channels and collaborated with the Deputy Governor on senior leadership meetings and all-staff Town Halls.

The Unit supported COVID-19 initiatives impacting the Service, such as HR policy communications and organising special vaccination clinics for the Civil Service.

Helped the Deputy Governor, Portfolio of the Civil Service and Wellness Committee, to engage staff in various internal and external events and initiatives relating to health and wellness, the annual engagement survey, and the preparation for the launch of my-VISTA, CIG's new HR platform.

Thought leadership development continued through a specialist presentation, led by the Channels & Evaluation Coordinator, on internal communication to the Cayman Islands Marketing Professionals Association. Ongoing professional development of government communicators through monthly forums organised by the unit and team training through the UK Government Communication Services.

IC&E comprises the Chief Internal Communications Officer, Channels & Evaluation Coordinator, and the Internal Communications Assistant.

## GOVERNMENT INFORMATION SERVICES (GIS)

**GOVERNMENT INFORMATION SERVICES (GIS)** supports reputation management for the Cayman Islands Government and disseminates information about the work of the Government to promote engagement with Government priorities and maintain the Government's relationships with its various audiences. GIS also manages the Gazette.

The Official Gazette Law (1997 revision) and Gazette Regulations (1995 revision) detail the governance of the Cayman Islands Gazette, which is the official public sector newspaper, and the department's major revenue earner.

In 2021, Government Information Services continued to provide media, graphics and video support to CIG and the SAGCs across a range of priority projects. Highlights included carefully planned live broadcasts and reporting from the arrival and rollout of the COVID-19 vaccine beginning in early January. Later that month, the team again demonstrated its flexibility by pivoting to provide a multi-day, multi-site coverage on media, social media and cable TV.

GIS also supported the April 2022 General Election process after the Progressive Government moved forward by Election Day by more than a month to the eventual transition to the current PACT government. During this time and for some months thereafter, all teams in GIS contributed to the development of engaging multi-media communications products that aimed to reassure the public of the continuity and stability of Government.

Over the summer, the team provided round the clock support to the National Weather Service, Hazard Management Cayman Islands and the National Emergency Operations Centre during the passage of and recovery from Tropical Storms Elsa, Ida and Grace.

This work and much more were conducted in tandem with ongoing support by all teams across multiple channels for the Caymanian community's response to COVID-19, including live press briefings, reportage and public information graphics. The video team also expanded the venues and format in which it offered live broadcasts.

### **THE STRATEGIC COMMUNICATIONS UNIT (SCU)**

leads and delivers on cross-government priority campaigns identified in the Cayman Islands Government Communications Plan.

It manages the improvement of government channels, provides best practice digital guidance and supports government communication by developing strategic frameworks, reporting and insights.

COVID-19 Stay Safe, vaccine drive and Living with COVID-19 were all supported by SCU. Dynamic, targeted communication tactics and private sector partnerships were developed

to engage a varied demographic with important safety messaging and changing regulations, focusing on what matters most to the public. Primary quantitative and qualitative research conducted with the Cayman community continues to inform the COVID communication strategy. The award-winning website, GOV.KY/coronavirus continues to be a valuable resource for the community as the country progresses through its pandemic response. A brand refresh was done in the last quarter of 2021, and improvements to information architecture will be made in 2022.

The IMAGINE and Skills4Life campaigns highlighted various government initiatives on key government priorities. IMAGINE showcased investments, raised awareness, and encouraged participation in initiatives that continuously help make the Cayman Islands the best it can be. Departments supported included DEH, RCIPS, NRA and DoE.

Skills4Life showcased government initiatives that encourage lifelong education and skills to support employment opportunities for Caymanians. Departments that supported Skills4Life included WORC, DoT and UCCI.

GOV. KY's position as the centre for government information was enhanced



**Cayman Islands**  
Government

# GOV.KY

The Official Source  
of Government  
News & Information



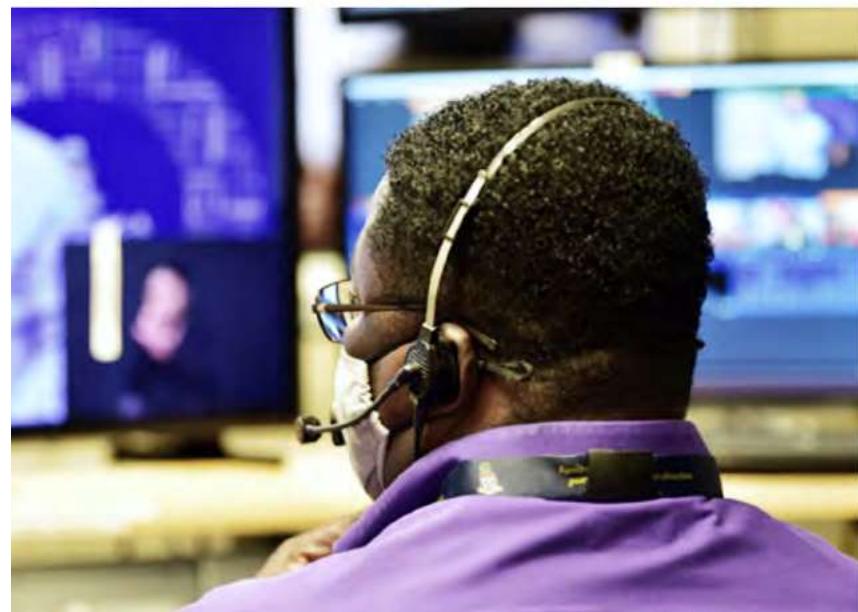
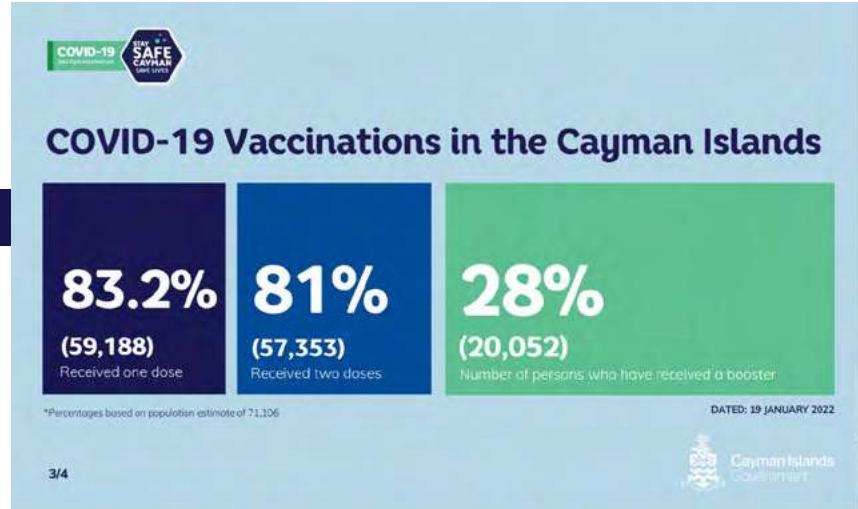
with further improvements. Landing pages were created to provide a 24/7 one-stop information centre during storms and hurricanes. A tribute page to honour HRH Duke of Edinburgh was created, which included a calendar of activities and a digital condolence book.

A strategic approach to creating a more stable

and secure environment for the GOV. KY web estate is underway, which also aligns with the new brand and paves the way for all Portal sites to be migrated onto the new platform in 2022. With the launch of each new site and the introduction of enhancements, an ongoing promotional campaign on social media helps raise awareness and increase web traffic.

The weekly GOV. KY newsletter delivers essential news and information directly to subscribers' inboxes. This was redesigned following the rollout of the new brand guidelines to improve overall engagement rates. A re-engagement campaign was created for inactive subscribers, and a promotional campaign on social media continues.

By providing channel reports and growth strategies, SCU helps improve video content and the use of the CIG YouTube channel. Implementation of tactics such as titles and descriptions optimised for SEO, updating landing pages, and promoting content on other channels helps increase viewership and engagement. SCU also produced a number of social media first videos for the COVID campaign and other projects.





## Guidance for Tourism Accommodations

Advice and guidance on reducing the risks from the COVID-19 virus to you, your business and our community



## Vaccines Are Working

Current vaccines are expected to protect against severe illness, hospitalisations, and deaths.

[→ gov.ky/booster](http://gov.ky/booster)



# RADIO CAYMAN

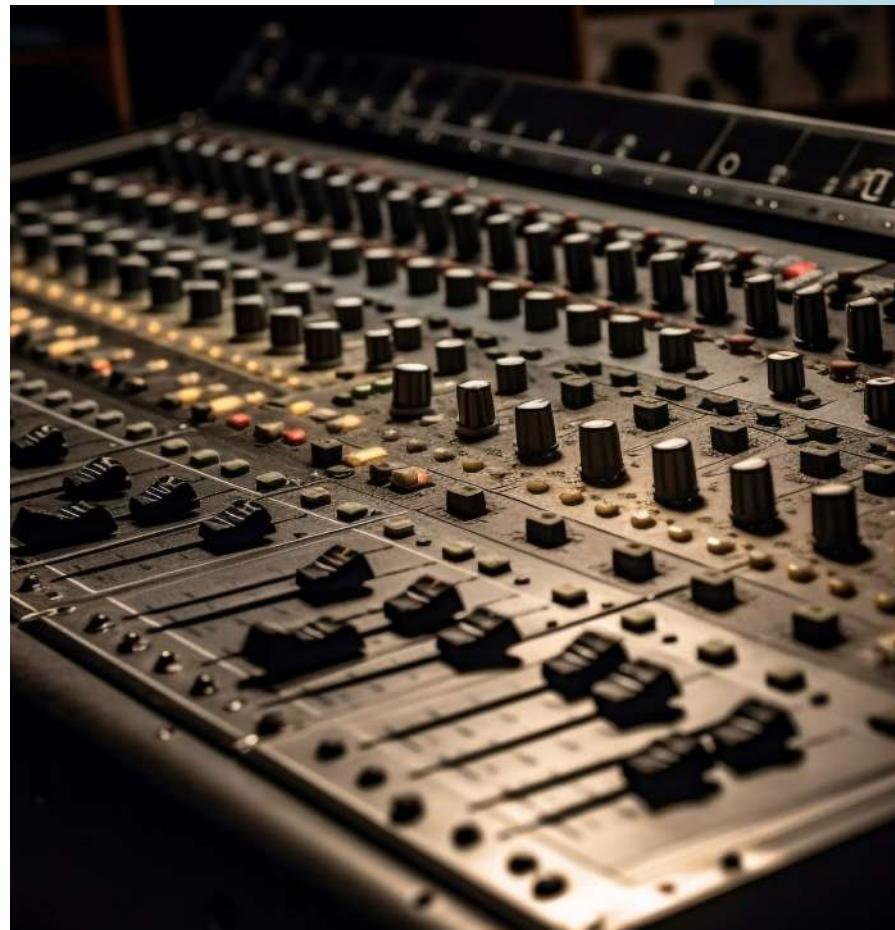
**Radio Cayman provides educational, cultural, entertainment and religious programming to the public of the Cayman Islands. Its scope of activities include, the broadcasting of government bulletins, commercials, news, public affairs programmes, entertainment and public service announcements as well as educational, cultural and religious programmes.**

Radio Cayman is also a revenue earning entity. The business objective is to sell commercial time to increase its revenue while increasing its listenership. The station is also committed to providing continuous, high-quality Service to Cayman Brac and Little Cayman.

Radio Cayman plays an integral role in providing full-scale emergency broadcasts before, during, and after times of national emergencies such as storms or hurricanes.

Radio Cayman continues to increase its engagement with listeners via social media, live streaming of all broadcasts, creative programming and community outreach.

As a broadcaster, now in its 45th year of continuous service to the people of the Cayman Islands, Radio Cayman is regulated by the Cayman Islands Utility and Competition Office (OfReg). The station remains in compliance with all aspects of the law.





# POLICY COORDINATION UNIT

Pursuant to sections 48 and 55(4) of the Constitution, the Policy Coordination Unit ('PCU') supports the Cabinet Secretary in carrying out his responsibilities to the Premier, Governor and Cabinet by providing frank and politically neutral advice on the development, coordination and implementation of Cabinet approved public policies within the Civil Service and the wider public sector, as well as supporting the conduct of external affairs delegated to the Premier.

neutral advice to the Cabinet and the Honorable Premier.

It coordinates and monitors policy implementation between Ministries/Portfolios and other Government Sector Agencies (promoting policy synergy and resources to maximise cross-ministerial policies, including effective communication, developing guidelines for implementation, monitoring and evaluating policies).



## NATURE & SCOPE OF ACTIVITIES

The PCU contributes significantly to the development and implementation of public policy and provides objective and politically

## OVERVIEW OF KEY ACHIEVEMENTS AND HIGHLIGHTS DURING 2021

Additionally, the PCU provides strategic analysis of the documents to Ministries/ Portfolios to ensure consistency and quality prior to their submission to the Cabinet.

In 2021 the PCU continued to operate and manage the Community of Practice for Policy Practitioners ('CPPP'). Based on the ongoing experiences with the global pandemic of COVID-19, the CPPP provided webinar training opportunities for public servants to develop the mindset and capability to work in uncertainty and ambiguity of a crisis to offer key-decision makers with impartial advice.

Additionally, the PCU facilitates training and capacity building for senior and mid-management across the public servants on policy development workshops and Cabinet Paper template training.

### INTERNATIONAL AFFAIRS

The International Affairs Secretariat ('IAS') is also housed within the PCU. The key purpose of the IAS is to assist in analysing international issues, treaties, multilateral agreements, providing diplomatic responses, and maintaining current

knowledge of procedures and developments within the EU, the Caribbean Community (CARICOM), the Association of Caribbean States (OCTA), the United Nations Economic Commission for Latin America and the Caribbean (ECLAC), and the United Kingdom Overseas Territories Association ('UKOTA').

The Premier (via Section 55 (a) of the Constitution) plays a key role in the external affairs of the Cayman Islands. As such, the IAS provides the necessary support. The PCU also coordinates policy development and reports on the progress of the commitments made during Joint Ministerial Council meetings, including coordinating with Ministries and collating data and assisting with relevant UKOTA matters.

### SECRETARIAT SUPPORT TO THE COUNCIL FOR OLDER PERSONS AND THE COUNCIL FOR PERSONS WITH DISABILITIES

The PCU provides executive administrative support services to the Council of Older Persons in accordance with the Older Persons Act 2017 and the Council for Persons with Disabilities in accordance with the Older Persons Act, 2017 and the Disabilities (Solomon Webster) Act 2016.



# GENDER AFFAIRS UNIT

## GOVERNANCE

The legislation that governs the major activities of the Unit are:

- Gender Equality Act, 2011
- Protection from Domestic Violence Act, 2010
- The Older Persons Act, 2017
- The Cayman Islands Constitution Order, 2009
- Public Service Management Act (2018 Revision)
- Personnel Regulations (2020 Revision)
- Public Management and Finance Act (2020 Revision)
- Financial Regulations (2018 Revision)
- Anti-Corruption Law, (2019 Revision)
- Freedom of Information Law (2020 Revision)
- The Freedom of Information (General) Regulations (2020 Revision)
- Data Protection Act, 2017
- Data Protection Regulations, 2018
- National Archive and Public Record Law (2015 Revision)

## NATURE & SCOPE OF ACTIVITIES

### **GENDER AFFAIRS UNIT (GAU)**

promotes gender mainstreaming through research, policy advice, gender analysis of legislation, policies, operations and programmes within Government entities, in addition to conducting public education activities and sector or issue-specific gender awareness training. The Unit also provides administrative support for the Gender Equality Tribunal.

**GENDER EQUALITY TRIBUNAL (GET)** deals with discrimination complaints as they are submitted. The GET is made up of five members appointed by Cabinet. The Chairperson is an attorney-at-law, and the four other members have experience and qualifications in gender, social development, human rights, labour or related fields.

The Gender Affairs Unit was transferred to the Cabinet Office from the Ministry of Community Affairs following the national election and change of political administration. This became fully effective by July 2021, and it was a generally smooth transition.

It is envisioned that with the GAU centrally located in the entity, which is the nucleus of public policy coordination with the responsibility of monitoring other cross-cutting national diversity-related policies, this will enhance the Unit's ability to infuse a gender-aware perspective across ministerial subject areas.

It has been reported globally that the COVID-19 pandemic has negatively impacted the progress toward the United Nations Sustainable Development Goals 2030 Agenda. It will significantly delay the achievement of the gender equality goals in particular. It is clear that for gender equality goals to be achieved, there is the requirement for increased awareness, understanding and intentional actions to adopt gender mainstreaming practices and a gender transformative approach in projects across subject areas in Government and industry sectors.

Therefore, the GAU continued to educate government officials and the general public on methods to promote and facilitate gender equality to help society "build forward better" as the post-pandemic recovery process continues.

## CROSS GOVERNMENT COMMITMENTS

The Gender Affairs Unit representative serves on the following entities:

- Cayman Islands Council for Older Persons
- Ministry of Agriculture's National Food

and Nutrition Security Policy Steering Committee

- Early Childhood Assistance Programme Oversight Committee
- Alliance Against Domestic Violence

## LEARNING AND PROFESSIONAL DEVELOPMENT

The Senior Policy Analyst (Gender, Diversity & Equality), the sole GAU staffer, continued her professional development by participating in various training sessions in the latter half of the year. These included: the International Leadership and Management Level 3 Programme offered by the Civil Service College (CSC); APM Project Management (Fundamentals); a Master class in Policy Implementation and Evaluation by the International Centre for Parliamentary Studies (ICPS); sessions on Creating Better Policy by the International Centre for Government Excellence (ICGE); as well as other sessions and short webinars provided by universities, professional associations, or international and regional bodies.

In regards to increasing gender-specific subject knowledge, she attended virtual conferences, workshops, panel discussions and regional meetings such as the United Nations Conference on Trade and Development (UNCTAD 15) and its forum on Gender and Development; Climate Change and Gender Equality hosted by COP25; Organization of Eastern Caribbean States (OECS) Social Protection Conference; Gender-lens investing in the Caribbean sponsored by UN Women Multi-Country Office Caribbean; and the XXII International Meeting on Gender Statistics hosted by the National Institute of Women (INMUJERES).

Additionally, the staff member undertook the CIG Economic and Statistics Office (ESO) Census Enumerator training and participated in the 2021 National Population and Housing Census data collection process in October. This provided practical experience on the challenges of conducting large-scale in-person surveys in this community, particularly during a public health crisis. This was an interesting exercise and has provided lessons and insights to consider when planning other studies or research projects. It is anticipated that the results from the Census will yield valuable information on gender demographics and areas to be addressed.

In conclusion, it must be noted that a significant and positive contributory factor to the level of learning and development activities that were undertaken was directly related to the implementation of the Civil Service policies on flexible and remote working, as well as the technological provisions (e.g., online platforms like Zoom, Citrix access, laptops) which were made available to staff.

This enabled staff to attend online learning opportunities in different time zones (sometimes outside of regular workday hours) and in quiet settings conducive to uninterrupted learning activities and intense concentration. Such policies in the Civil Service can contribute significantly to promoting gender equality as it affords better work /life balance as well as opportunities for continuous education and upskilling, subsequently leading to a better workforce. Additionally, the ability to attend online provided increased access and opportunities while also reducing official travel costs, thus resulting in savings for the Unit.

## **OVERVIEW OF KEY ACHIEVEMENTS AND HIGHLIGHTS DURING 2021**

1. The GAU continued to sponsor, collaborate and partner with several local Not for Profit Organisations and other government agencies to support programmes, services or initiatives which promote and facilitate gender equality or empowerment. These organisations include Gender Equality Cayman (GEC); Business and Professional Women's Club (BPW); the Family Resource Centre (FRC); Colours Cayman (CC); The Cayman Islands Crisis Centre (CICC); Women Code Cayman; Lions Club of Tropical Gardens and the Alliance to End Domestic Violence (AEDV).
2. In the latter half of the year, on 22 October, the GAU, in partnership with the BPW, FRC, CICC and the AEDV, marked the 21st Annual Silent Witness Initiative with

a group photo and moment of silence to remember persons who have lost their lives due to domestic violence and to acknowledge those who continue to suffer in silence. Participants included the Honorable Premier and several Ministers, and other civil servants. The event also recognised families who have been impacted and thanked advocates still working to support victims and hold perpetrators accountable in our community.

3. In October, Domestic Violence Awareness Month was observed. As a member of the Alliance to End Domestic Violence (AEDV), the GAU participated in presentations held in collaboration with the Lions Club of Tropical Gardens in their Breast Cancer Awareness District Meetings.
4. The GAU also presented on the topic “Gender-Based Violence: What the community can do to Stop It!” in a special service at Savannah United Church in conjunction with the Lions Club of Tropical Gardens. The Club has selected GBV as a societal concern and theme of focus for their campaigns and activities this year.



5. The GAU participated in several radio interviews on various topics related to gender equality, including discussions on gender-based violence, domestic violence, discrimination and sexual harassment.
6. Radio discussions were also held on the topic of coping with grief and loss during the Christmas holidays. An interactive session was conducted in collaboration with the Department of Children and Family Services and Grief Specialist Rhonda Cornwall of Hope's Dwelling. It was acknowledged that COVID-19 had affected many men and women in the community in varying ways, including causing some to become widows or widowers this year.
7. The GAU also sponsored activities for International



Men's Day in November, as well as the Diversity in the Workplace Survey conducted by Gender Equality Cayman (GEC).

8. The GAU provided advice and contributed to consultations pertaining to Guidelines on increasing diversity in appointed Government Boards, the Ministry of Agriculture's National Food and Nutrition Security Policy, utilising gender-inclusive

language in the Coast Guard Bill and promoting women in the energy sector.

9. The GAU representative continued to participate in the Early Childhood Assistance Programme Oversight Committee, the Council for Older Persons, and the Alliance to End Domestic Violence.
10. Continued engagement with regional, national

gender machinery through UN Women Multi-Country Caribbean Office; in addition to attendance as the Cayman Islands' official representative at international and regional meetings and events pertaining to gender hosted by bodies such as CARICOM, ECLAC, CEPAL, and others.

# PROTOCOL OFFICE

## NATURE & SCOPE OF ACTIVITIES

The Protocol Office has responsibility for an extensive range of protocol matters, including:

- Planning, organising and facilitating official diplomatic visits to the Cayman Islands;
- Facilitating visits by Heads of State, Heads of Government and senior Ministers;
- Administering the Cayman Islands Flag Scheme; organising various official occasions and ceremonies;
- Administering honours and awards within the Cayman Islands honours system;
- Organising ceremonial events and official funerals;
- Offering airport and transport courtesies to Government officials;
- Providing Protocol and Etiquette training for Government entities and community groups;
- The managing of Quincentennial Square; as well as
- The management of the National Symbols permissions process.

The Protocol Office also provides expert advice to the Premier, Cabinet, Government departments, and community members.

## OVERVIEW OF KEY ACHIEVEMENTS AND HIGHLIGHTS DURING 2021

In 2021 the Protocol Office organised the following events:

- The three National Heroes Day Ceremonies with the theme of Celebrating our Seafaring Heritage. This included the first Investiture for the relaunched Order of the Cayman Islands
- The Covid-19 Honours Investiture Ceremonies.
- The new Government Swearing in Ceremony at the House of Parliament.
- The Queen's Birthday Celebrations parade and ceremony at the new venue outside Government House on Seven Mile Beach.

- The National Hero, Sybil McLaughlin's 93rd Birthday recognition; and
- The Remembrance Sunday Wreath Laying Ceremony.

The Protocol Office also provided advice throughout the year provided to the following entities:

- Cayman Islands Regiment.
- Clifton Hunter High School.
- Department of Sports.
- University College of the Cayman Islands.
- National Heroes Day 2022, Nomination Committee
- Calisthenics Park SMB Public Beach.

The Protocol Office provided assistance and support for the following events:

- The groundbreaking of the Seafarers Park;
- The tour of the new John Gray High School site;
- The launch of the 2021 Census;
- The renaming of Seafarers Way Ceremony;
- University of the West Indies and Cayman Islands Prison Service MOU signing;
- Annual Educator's Welcome;
- Honours Convocation (UCCI);

- The Cayman Islands Veterans Association Annual Poppy Appeal and Donation Bins placement;
- Jet Blue Airways resumption ceremony;
- Re-opening airport activities;
- Air Canada Welcome Back Ceremony;
- Miss Cayman Islands Universe / Committee Return;
- Miss World Cayman

Lastly, the Protocol Office also provided the following training during 2021:

- Etiquette training for Miss Cayman Universe Contestants;
- Personal Assistants Sensitisation Training;
- Miss Teen Business Etiquette Session;
- Miss Teen Dining Etiquette Session;
- Miss Cayman Islands Universe: Business Etiquette Session;
- Personal Assistants One-on-one Training;
- Protocol & Dining Etiquette Training for House of Parliament staff;
- Personal Assistant Training; and
- Protocol Drivers & Volunteers Business Etiquette seminar.



# **CAYMAN ISLANDS GOVERNMENT OFFICE – UNITED KINGDOM**

## **NATURE & SCOPE OF ACTIVITIES**

Established in 1982, the Cayman Islands Government Office in the UK (CIGO-UK) is the official representation of all Cayman Islands Government activities in the United Kingdom. It acts as a local point of contact for the Cayman Islands Government in the United Kingdom.

CIGO-UK serves as the hub and advocate for Caymanians and residents in the United Kingdom, provides consular services, and acts as a point of contact for Caymanians (especially Caymanian students) and other stakeholders in the United Kingdom. Through its work, CIGO-UK develops alliances and relationships in the United Kingdom as well as with the 54 nations of the Commonwealth while facilitating activities that create unique opportunities for the Cayman Islands Government, people and

businesses. CIGO-UK takes forward activities designed to promote a better economic, social, cultural and political understanding of the Cayman Islands in order to improve and strengthen the country's relationship with the United Kingdom's other key stakeholders – culturally, politically, economically, and commercially.

## **MEMBERS OF THE CAYMAN ISLANDS GOVERNMENT OFFICE - UK TEAM**

Dr Tasha Ebanks Garcia was appointed to represent the Cayman Islands Government (CIG) in the United Kingdom as the Representative and Head of the Cayman Islands Government Office - the UK from 1 May 2021. Dr Ebanks Garcia joined the Cayman Islands Civil Service in 2013 as a Deputy Chief Officer in the Ministry of Education, Employment and Gender

Affairs. In 2017 she was recruited by the Office of the Deputy Governor to serve as the Deputy Chief Advisor. Having worked across a range of policy areas, she has had the opportunity to provide advice and deliver internal consultancy services to Ministries across the Government.

Dr Ebanks Garcia is supported by the CIGO-UK core team:

- Mr Charles Parchment, Deputy Representative
- Ms Philippa Knights, Assistant Representative
- Ms Melanie Ebanks, Administrative and Communications Assistant

The CIGO-UK team is supported by Kate Kandiah and her team at Cayman Connection – UK and volunteer members of Friends of Cayman.

## **OVERVIEW OF KEY ACHIEVEMENTS AND HIGHLIGHTS DURING 2021**

### **INAUGURAL CAYMAN DAY IN THE UK**

The Cayman Islands Government Office - UK partnered with Cayman Connection to host a special event in London for Caymanians and friends from across the UK and Europe to come together for the first time in 18 months since the early COVID lockdown. Over 100 Caymanians and Friends joined the family day designed to celebrate Caymanians in their

endeavours overseas. New students and Caymanians coming to the UK for the first time were welcomed and were also able to meet fellow Caymanians who live in the UK. Caymanians who had not been home for many years were able to enjoy a slice of home and meet up with old friends. Given the event's success, it is being planned as an annual CIGO-UK event.

### **NATIONAL SERVICE OF REMEMBRANCE**

Cayman Islands Government Representative to the UK attended the National Service of Remembrance, held at the Cenotaph on Whitehall, London, where she laid a wreath to remember the valiant contribution of citizens of the Cayman Islands, who fought and died for the British Crown in both World Wars and later conflicts. This year was only the second time in the history of the National Service of Remembrance; British Overseas Territories Representatives have been invited to lay wreaths for citizens of their respective Territories in their own right. A very significant step in recognising the Overseas Territories' efforts and sacrifices for the United Kingdom.

### **UN CLIMATE CHANGE CONFERENCE (COP26)**

Through its membership in the United Kingdom Overseas Territories Association (UKOTA), CIGO-UK contributed to showcasing the efforts of the Overseas Territories to manage the world's 6th largest marine estate at COP26. CIGO-UK worked with the National Trust Cayman Islands to take a youth delegation to COP26 and secured the opportunity for Dejea Lyons, a Caymanian student studying sustainability at a university in the

UK, to represent the Cayman Islands and all Overseas Territories on the UKOT panel on Nature Day.

## JOINT MINISTERIAL COUNCIL

UK Ministers from across Whitehall joined elected leaders and Overseas Territories representatives in London for the Joint Ministerial Council (JMC). They discussed the global challenges facing the territories. On behalf of the Cayman Islands Government, the CIGO Representative to the UK participated in the planning meetings in the run-up to the JMC and served in the Cayman delegation that attended the JMC.

Gabriella Castillo, a Caymanian student studying in the UK and CIGO-UK Intern, had the opportunity to meet HRH The Duke of Cambridge at the closing reception of the Joint Ministerial Council and was featured on their Instagram (@dukeandduchessofcambridge) for her work and involvement in environmental sustainability. Gabriella was involved in educating the residents of La Carpio, Costa Rica, about sustainable waste management. She also helped create Queen Mary University's Environmental Sustainability and Action Plan and Sustainability Policy.

## FRIENDS OF CAYMAN RECEPTION

CIGO-UK hosted a Friends of Cayman reception for over 90 friends and associates of the Cayman Islands



in London to promote the Cayman Islands as a safe and progressive investment jurisdiction. The Honourable André Ebanks, Minister for Financial Services & Commerce and Investment, Innovation & Social Development, was in attendance to present InvestCayman and speak to the audience about the Cayman Islands as a home and jurisdiction, focusing on the people of the Cayman Islands, and to update friends about the Ministry of Innovation, Investment and Social Development in the Cayman Islands.



Former Governor Mr John Wynne Owen CMG, MBE, DL was presented with a unique thank you gift - a custom hand-sculpted piece of Caymanite from Horacio Esteban - for his long service as a member of the Friends of Cayman and Chairman of the Friends of Cayman group from 2005 to 2019.

## CITY STATUS APPLICATION

A Civic Honours competition was launched across the UK to celebrate Her Majesty The Queen's Platinum Jubilee in 2022. The city status competition was opened to applications from the Crown Dependencies and

Overseas Territories for the first time. This application provides an excellent opportunity for towns and cities in every corner of the United Kingdom, the Commonwealth and the Overseas Territories to showcase their heritage and the people and places that make their local area so unique. Winning city status

can provide a boost to local communities, opening up new opportunities for people who live there, as has been the case with previous winners. CIGO-UK led the team that developed the 'city status' application for our capital, George Town.

## **CAYMANKIND CHRISTMAS IN THE UK**

CIGO-UK sponsored a concert at the historic Lambeth Palace for the charity WellChild as part of the 12 Days of Christmas. The charity event featured Cayman products for sale, a host of performers, including the Cayman Folk Band, and refreshments such as hot chocolate mulled wine and mince pies for the winter affair. The event served as an opportunity to showcase Caymanian culture and share some 'Caymankind' in the UK while strengthening our relationship with the UK as part of the British global family.

The performance by the Cayman Folk Band brought a taste of traditional Caymanian holiday spirit to the event, and prestigious performers such as members of the London Philharmonic Orchestra and Natalie Rushdie infused the evening with Christmas cheer. Premier Wayne Panton wished the audience a happy and healthy Christmas from the Cayman Islands by recorded video message.

Cayman Christmas festivities in London continued with CIGO-UK's Christmas Party for UK-based Caymanian students. With Cayman rum cakes and Jamaican patties, the students were able to get a taste of the Caribbean for the holidays. CIGO-UK were pleased to host the activity and gather with students away from home. As students commented that the event was "exactly what they needed", the evening was met with joy.

# **CELEBRATE CAYMAN**

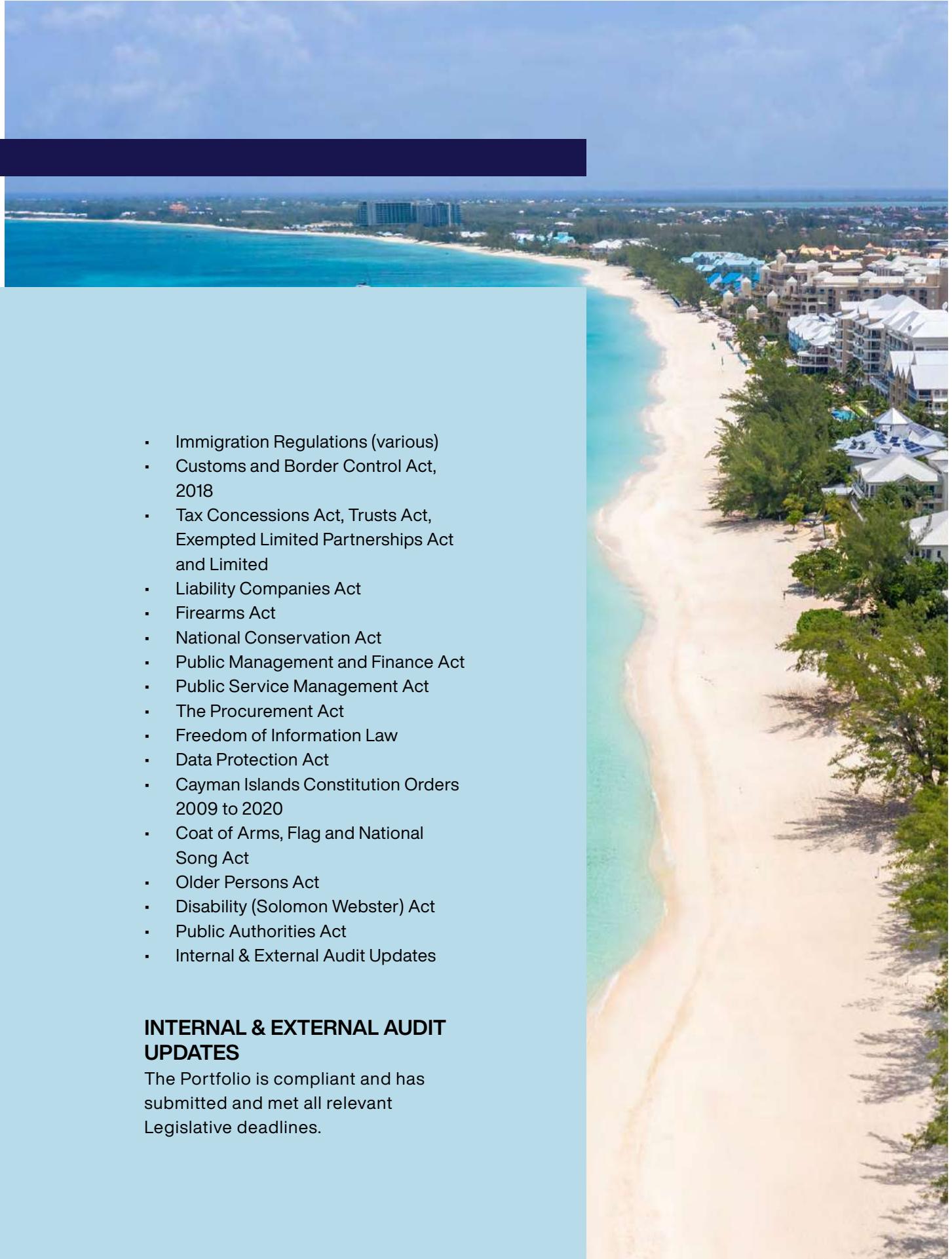
## **NATURE & SCOPE OF ACTIVITIES**

The Celebrate Cayman team was created in March 2018 to organise initiatives, campaigns, events, and experiences that educate not only the public but also provide an opportunity to celebrate the country's diversity and inspire national pride around two significant milestones – the 60th Anniversary of the conferral of the Cayman Islands Coat of Arms and the 60th Anniversary of the first written Constitution. These activities took place over two years, from May 2018 – to July 2020.

## **LEGAL FRAMEWORK**

The Specific Acts which govern the Departments and Units under the Cabinet Office are:

- Immigration Act



- Immigration Regulations (various)
- Customs and Border Control Act, 2018
- Tax Concessions Act, Trusts Act, Exempted Limited Partnerships Act and Limited
- Liability Companies Act
- Firearms Act
- National Conservation Act
- Public Management and Finance Act
- Public Service Management Act
- The Procurement Act
- Freedom of Information Law
- Data Protection Act
- Cayman Islands Constitution Orders 2009 to 2020
- Coat of Arms, Flag and National Song Act
- Older Persons Act
- Disability (Solomon Webster) Act
- Public Authorities Act
- Internal & External Audit Updates

## **INTERNAL & EXTERNAL AUDIT UPDATES**

The Portfolio is compliant and has submitted and met all relevant Legislative deadlines.

# CONTACT INFORMATION

## CABINET SECRETARIAT & APPEALS SECRETARIAT

Box 105, 133 Elgin Avenue, George Town  
4th Floor Government Administration Bldg  
Grand Cayman KY1-9000  
Tel: (345) 244-2208  
Email: CabinetOffice@gov.ky  
Emails: Appeals Tribunal matters IAT@gov.ky  
Website: [www.cabinetoffice.gov.ky](http://www.cabinetoffice.gov.ky)

Tel: (345) 244-2254  
Email: [communications@gov.ky](mailto:communications@gov.ky)

## POLICY COORDINATION UNIT

Box 105, 133 Elgin Avenue, George Town  
4th Floor Government Administration Bldg  
Grand Cayman KY1-9000  
Tel: (345) 244-2206  
Email: [deborah.webb-sibblies@gov.ky](mailto:deborah.webb-sibblies@gov.ky)  
Website: [www.cabinetoffice.gov.ky](http://www.cabinetoffice.gov.ky)

## RADIO CAYMAN

P.O. Box 1110, Broadcasting House, 71B  
Elgin Avenue,  
Grand Cayman KY1-1102 Cayman Islands  
Emails: [rcsales@gov.ky](mailto:rcsales@gov.ky)  
Emails: [rcnews@gov.ky](mailto:rcnews@gov.ky)

## GOVERNMENT INFORMATION SERVICE

2nd Floor, Government Admin Bldg,  
Elgin Avenue, George Town, Grand Cayman  
Cayman Islands  
Tel: (345) 925-7738

## INFORMATION RIGHTS UNIT

Box 105, 133 Elgin Avenue, George Town  
4th Floor Government Administration Bldg  
Grand Cayman KY1-9000  
Tel: (345) 244-3607  
Email: [informationrights@gov.kyy](mailto:informationrights@gov.kyy)

## INTERNAL COMMUNICATIONS

Box 105, 133 Elgin Avenue, George Town  
4th Floor Government Administration Bldg  
Grand Cayman KY1-9000  
Tel: (345) 244-3605  
Email: [internal.communications@gov.ky](mailto:internal.communications@gov.ky)

## PROTOCOL OFFICE

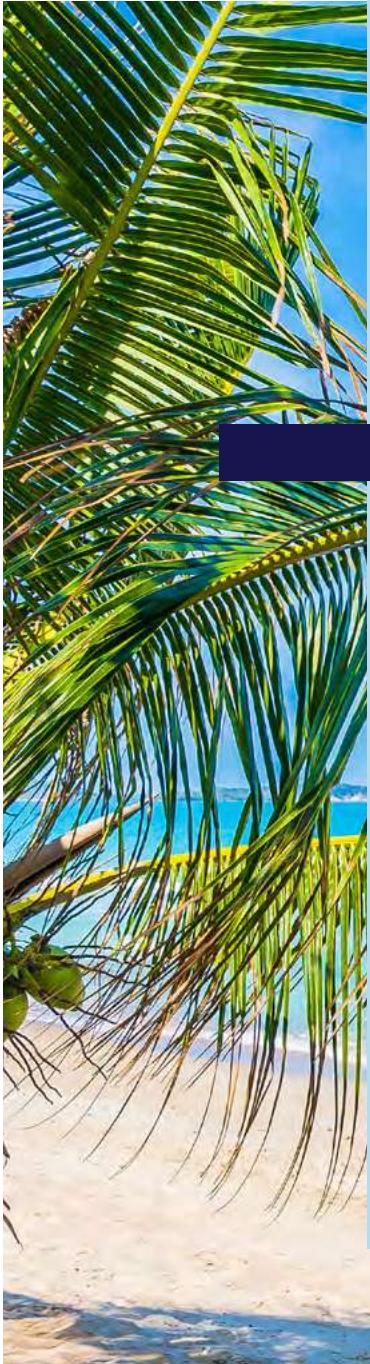
Box 105, 133 Elgin Avenue, George Town  
4th Floor Government Administration Bldg  
Grand Cayman KY1-9000  
Tel: (345) 244-3612  
Email: [protocol@gov.ky](mailto:protocol@gov.ky)  
Website: [www.cabinetoffice.gov.ky](http://www.cabinetoffice.gov.ky)

## STRATEGIC COMMUNICATIONS

Box 105, 133 Elgin Avenue, George Town  
4th Floor Government Administration Bldg  
Grand Cayman KY1-9000

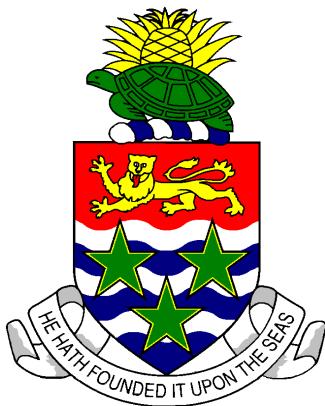
## CELEBRATE CAYMAN PROJECT TEAM

Box 105, 133 Elgin Avenue, George Town  
4th Floor Government Administration Bldg  
Grand Cayman KY1-9000  
Emails: [celebratecayman@gov.ky](mailto:celebratecayman@gov.ky)  
Website: [www.celebratecayman.ky/contact](http://www.celebratecayman.ky/contact)



# **FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER 2021**





**GOVERNMENT OF THE CAYMAN ISLANDS**

**CABINET OFFICE**

**FINANCIAL STATEMENTS  
FOR THE YEAR ENDED  
31<sup>st</sup> DECEMBER 2021**

## **CABINET OFFICE**

### **Financial Statements for the year ended 31 December 2021**

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Statement of Cash Flows	10
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## CABINET OFFICE

Cayman Islands Government  
Government Administration Building  
Grand Cayman, Cayman Islands

### STATEMENT OF RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

These financial statements have been prepared by the CABINET OFFICE 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 CABINET OFFICE.

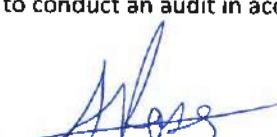
As Chief Officer and Chief Financial Officer we are responsible for the preparation of the CABINET OFFICE financial statements, representation and judgements made in these statements.

The financial statements fairly present the financial position, financial performance and cash flows of the CABINET OFFICE for the financial year ended 31 December 2021.

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

- (a) Completely and reliably reflect the financial transactions of the CABINET OFFICE for the year ended 31 December 2021;
- (b) fairly reflect the financial position as at 31 December 2021 and performance for the year ended 31 December 2021;
- (c) comply with International Public Sector Accounting Standards as set out by International Public Sector Accounting Standards Board. 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.



Samuel Rose  
Cabinet Secretary & Chief Officer, JP

Date 30 April 2022



Krista Seymour-Mohammed  
Chief Financial Officer

Date 30 April 2022

## AUDITOR GENERAL'S REPORT

**To the Members of Parliament and the Chief Officer of Cabinet Office**

### **Opinion**

I have audited the financial statements of Cabinet Office (the "Office"), which comprise the statement of financial position as at 31 December 2021 and the statement of financial performance, statement of changes in net worth and cash flows statement for the year ended 31 December 2021, and notes to the financial statements, including a summary of significant accounting policies as set out on pages 11 to 37.

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

### **Basis for Opinion**

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

### **Emphasis of Matter**

As outlined in Note 17 of the financial statements, the Cabinet of Ministers authorized supplementary funding of \$650,000 for the Office during the year. \$450,269 of the funding was authorized under section 11(5) and \$199,371 was authorized under section 12(1) of the Public Management and Finance Act (2020 Revision) ("PMFA") for exceptional circumstances in accordance with the PMFA. This along with other legislative noted were not introduced in Parliament by 31 March 2022 as required by sections 11(6) and 12(3) of the PMFA. My opinion is not qualified with respect to this matter.

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

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

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

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

## AUDITOR GENERAL'S REPORT (continued)

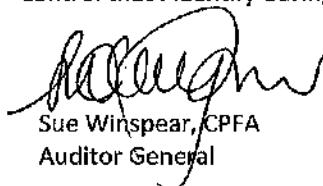
### Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

30 April 2022  
Cayman Islands

**CABINET OFFICE**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 31 December 2021**  
**(Expressed in Cayman Islands Dollars)**

GOVERNMENT OF THE CAYMAN ISLANDS STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2021						
Prior Year Actual CI\$000	Note	Current Year Actual CI\$000		Original Budget CI\$000		Variance (Original vs Actual) CI\$000
		Current Year Actual CI\$000	Original Budget CI\$000	Final Budget CI\$000		
<b>Current Assets</b>						
4,755	Cash and cash equivalents	2	6,681	5,652	5,773	(1029)
2,167	Trade Receivables	3	1,406	3,254	3,254	1,848
379	Other Receivables	3	572	9	9	(563)
48	Prepayments		182	3	3	(179)
<b>7,350</b>	<b>Total Current Assets</b>		<b>8,841</b>	<b>8,918</b>	<b>9,039</b>	<b>77</b>
<b>Non-Current Assets</b>						
-	Trade Receivables			66	66	66
851	Property, plant and equipment	4	999	672	865	(327)
10	Intangible Assets	5	5	26	26	21
<b>861</b>	<b>Total Non-Current Assets</b>		<b>1,004</b>	<b>764</b>	<b>957</b>	<b>240</b>
<b>8,211</b>	<b>Total Assets</b>		<b>9,844</b>	<b>9,683</b>	<b>9,997</b>	<b>161</b>
<b>Current Liabilities</b>						
6	Trade Payables	6	16	182	182	166
516	Accruals and other liabilities	6	486	142	142	(344)
51	Unearned revenue		59	5	5	(54)
362	Employee entitlements	7	529	75	75	(454)
2	Provisions	20	12	-	-	(12)
204	Repayment of surplus	8	1,187	2,194	2,194	1007
<b>1,140</b>	<b>Total Current Liabilities</b>		<b>2,289</b>	<b>2,598</b>	<b>2,598</b>	<b>309</b>
<b>Non Current Liabilities</b>						
-	Employee entitlements	7	-	145	145	145
-	<b>Total Non Current Liabilities</b>		<b>-</b>	<b>145</b>	<b>145</b>	<b>145</b>
<b>1,140</b>	<b>Total Liabilities</b>		<b>2,289</b>	<b>2,743</b>	<b>2,743</b>	<b>454</b>
<b>7,071</b>	<b>Net Assets</b>		<b>7,556</b>	<b>6,940</b>	<b>7,254</b>	<b>616</b>
<b>Equity</b>						
6,885	Contributed Capital		7,366	6,754	7,068	(612)
186	Revaluation reserve		190	186	182	(4)
<b>7,071</b>	<b>Total net assets/equity</b>		<b>7,556</b>	<b>6,940</b>	<b>7,250</b>	<b>(616)</b>

The accounting policies and notes on pages 11-35 form an integral part of these financial statements.

**CABINET OFFICE**  
**STATEMENT OF FINANCIAL PERFORMANCE**  
**FOR THE YEAR ENDED 31 December 2021**  
**(Expressed in Cayman Islands Dollars)**

Prior Year Actual CI\$000		Note	Current Year Actual CI\$000	Original Budget CI\$000	Revised Original Budget CI\$000	Final Budget CI\$000	Variance (Original vs Actual) CI\$000
<b>Revenue</b>							
10,014	Sales of goods & services	9	11,969	10,263	11,536	12,296	(1,706)
6	Investment revenue	10	2	-	-	-	(2)
<b>10,020</b>	<b>Total Revenue</b>		<b>11,971</b>	<b>10,263</b>	<b>11,536</b>	<b>12,296</b>	<b>(1,708)</b>
<b>Expenses</b>							
6,748	Personnel costs	11	7,504	6,312	6,798	7,290	(1,192)
2,892	Supplies and consumables	12	3,236	3,683	4,462	4,641	447
5	Leases	12	82	-	-	82	(82)
187	Depreciation and amortization	4 & 5	159	268	276	283	109
(13)	Litigation costs		10	-	-	-	(10)
<b>9,819</b>	<b>Total Expenses</b>		<b>10,991</b>	<b>10,263</b>	<b>11,536</b>	<b>12,296</b>	<b>(728)</b>
<b>Other Gains/(Losses)</b>							
<b>2</b>	<b>Net gains on financial and non-financial instruments</b>	<b>13</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(4)</b>
<b>204</b>	<b>Surplus for the year</b>		<b>984</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(984)</b>

The accounting policies and notes on pages 11-37 form an integral part of these financial statements.

**CABINET OFFICE**  
**STATEMENT OF CHANGES IN NET WORTH**  
**FOR THE YEAR ENDED 31 December 2021**  
**(Expressed in Cayman Islands Dollars)**

	Contributed Capital	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total Net worth	Original Budget	Final Budget	Variance (Orig. vs Actual)
<b>Balance at 31 December 2019</b>	<b>6,928</b>	<b>186</b>	<b>-</b>	<b>7,114</b>	<b>6,653</b>	<b>6,588</b>	<b>(461)</b>
Prior Year Adjustments	-	-	(142)	(142)	-	-	(142)
<b>Restated balance</b>	<b>6,928</b>	<b>186</b>	<b>(142)</b>	<b>6,972</b>	<b>6,653</b>	<b>6,588</b>	<b>(319)</b>
<b>Changes in net worth for 2020</b>							
Equity Investment from Cabinet	99	-	-	99	197	197	98
Ministry Reorganization_1 May 2019	-	-	-	-	-	-	-
Repayment of Surplus to Cabinet	-	-	(203)	(203)	-	-	203
Surplus for the year	-	-	203	203	-	-	(203)
<b>Balance at 31 December 2020</b>	<b>7,027</b>	<b>186</b>	<b>(142)</b>	<b>7,071</b>	<b>6,850</b>	<b>6,785</b>	<b>(221)</b>

The accounting policies and notes on pages 11-37 form an integral part of these financial statements.

**CABINET OFFICE**  
**STATEMENT OF CHANGES IN NET WORTH**  
**FOR THE YEAR ENDED 31 December 2021**  
**(Expressed in Cayman Islands Dollars)**

**(continued)**

	Note	Contributed Capital	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total Net worth	Original Budget	Final Budget	Variance (Orig. vs Actual)
<b>Balance at 31 December 2020</b>		<b>7,027</b>	<b>186</b>	<b>(142)</b>	<b>7,071</b>	<b>6,850</b>	<b>6,850</b>	<b>(221)</b>
Prior Year Adjustments	<b>1</b>	-	-	(1)	(1)	-	-	1
<b>Restated balance</b>		<b>7,027</b>	<b>186</b>	<b>(143)</b>	<b>7,070</b>	<b>6,850</b>	<b>6,850</b>	<b>(220)</b>
<b>Changes in net worth for 2021</b>								
Gain/(loss) on property revaluation			4	-	4	-	-	(4)
Equity Investment from Cabinet	<b>4</b>	121	-	-	<b>121</b>	90	283	(31)
Ministry Reorganization_1 July 2021		361	-	-	<b>361</b>	-	121	(361)
Repayment of Surplus to Cabinet		-	-	(984)	<b>(984)</b>	-	-	984
Surplus for the year		-	-	984	<b>984</b>	-	-	(984)
<b>Balance at 31 December 2021</b>		<b>7,509</b>	<b>190</b>	<b>(143)</b>	<b>7,556</b>	<b>6,940</b>	<b>7,254</b>	<b>(616)</b>

Equity investments to the Cabinet Office during the financial year consisted of funds related to the purchase of computer and communications equipment, upgrades to studio equipment and building.

The accounting policies and notes on pages 11-37 form an integral part of these financial statements.

**CABINET OFFICE**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 December 2021**  
**(Expressed in Cayman Islands Dollars)**

Prior Year Actual		Actual Current Year	Original Budget	Final Budget	Variance (Original vs Actual)
CI\$'000		CI \$'000	CI \$'000	CI \$'000	CI \$'000
	Cash flows managed on behalf of Cabinet				
	<b>Operating Activities</b>				
	<i>Cash received</i>				
3,403	Sale of goods and services - third party	3,514	1,248	1,248	(2,266)
8,712	Outputs to Cabinet	9,606	9,015	11,195	(591)
8	Interest received	2	-	-	(2)
12,123	Total cash received	13,122	10,263	12,443	(2,859)
	<i>Cash used</i>				
(8,611)	Personnel costs	(8,088)	(6,312)	(7,289)	1,776
(2,285)	Supplies and consumables	(3,207)	(3,683)	(4,802)	(476)
(2)	Financing/interest expense	(1)	-	-	1
(10,898)	Total cash used	(11,296)	(9,995)	(12,091)	1,301
	Net cash flows (used)/ from operating activities	1,826	268	352	(1,666)
	<b>Investing activities</b>				
	<i>Cash used</i>				
(99)	Purchase of property, plant and equipment	(105)	(90)	(283)	15
(99)	Total cash used	(105)	(90)	(283)	15
(99)	Net cash flow used by investing activities	(105)	(90)	(283)	15
	<b>Financing activities</b>				
	<i>Cash received</i>				
49	Equity Investment from Org 40	59	90	283	31
49	Total cash received	59	90	283	31
	<i>Cash used</i>				
-	Ministry Reorganization_1 July 2021	145	-	-	(145)
(1,610)	Repayment of Surplus to Org 40	-	-	-	-
(1,610)	Total cash used	204	-	-	(204)
(1,561)	Net cash flows from financing activities	204	90	283	(114)
	Net (decrease)/ increase in cash and cash equivalents held	1,925	267	352	(1658)
(435)	Cash and cash equivalents at beginning of the year	4,755	5,385	5,385	630
5,189	Cash and cash equivalents at the end of the year	6,680	5,652	5,737	(1028)

The accounting policies and notes on pages 11-37 form an integral part of these financial statements.

**CABINET OFFICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 December 2021**  
**(Expressed in Cayman Islands Dollars)**

**Description and principal activities**

The Cabinet Office (“the Office”) is a Government owned entity as defined by section 2 of the Public Management and Finance Act (2020 Revision) (“the Act”) 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 Premier as defined in the Plan and Estimates for the Government of Cayman Islands for the fiscal year ending 31 December 2021.

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

**Note 1: Significant Accounting Policies**

**(a) Basis of preparation**

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 (IPSASB) 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.

Certain new accounting standards have been published that are not mandatory for the 31 December 2021 reporting period and have not been early adopted by the Office. The Office’s assessment of the impact of these new standards is 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 2022. IPSAS 41 establishes new requirements for classifying, recognizing and measuring financial instruments to replace those in IPSAS 29, Financial Instruments: Recognition and Measurement. It is anticipated that IPSAS 41 will not have a significant impact on the Authority’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 2022. IPSAS 42 defined social benefits and determines when expenses and liabilities for social benefits are recognized and how they are measured.

Segment reporting has been included in accordance with IPSAS 18.

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 presentations have been rounded to the nearest thousand.

**CABINET OFFICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 December 2021**  
**(Expressed in Cayman Islands Dollars)**

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

**(a) Reporting Period**

The reporting period is the year ended 31 December 2021.

**(b) Budget amounts**

The original budget amounts for the fiscal year are as presented in the 2020 -21 Budget Statements and approved by the Legislative Assembly (Parliament) on the 5<sup>th</sup> December 2019. The Final Budget is adjusted for appropriations remaining at the end of the 2020 fiscal year, carried forward to the 2021 financial period; remaining budgets in the departments transferred to the Cabinet Office Portfolio following the post-election restructuring and additional supplementary fund approved in the Parliament on the 19 July 2021 through a Supplementary Appropriation Bill. These are highlighted in Note 17.

The budget period is understood to be a two-year period; and in the case of these financials, extends from January 1, 2021 to December 31, 2021. It is understood that any appropriation remaining at the end of fiscal year 2021, will lapse.

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

**(c) 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.

**(d) 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.

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

**CABINET OFFICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 December 2021**  
**(Expressed in Cayman Islands Dollars)**

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

**(e) Prepayments**

The portion of recognised expenditure paid in advance of receiving goods and/or services has been recognised as a prepayment.

**(f) Property, Plant and Equipment**

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

**Asset Revaluation**

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 and the net amount restated to the revalued amount of the asset.

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

**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).

**CABINET OFFICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 December 2021**  
**(Expressed in Cayman Islands Dollars)**

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

- The definition of 'Depreciated Replacement Cost', as contained in The Standards, is as follows: "The current cost of replacing an asset with its modern equivalent asset less deductions for physical deterioration and all relevant forms of obsolescence and optimization."

**Valuation assumptions**

Plant and machinery have only been included in the valuation of building assets where these form an integral part of the fabric of the building (e.g. lifts or air conditioning equipment) or where 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
- Caymanlandinfo System (Mapping, aerial photography, evidence of comparable sales and lettings).
- Copies of and extracts from leases.
- Architect scaled floor plans.
- Ministries and users / occupiers of operational property assets.

**CABINET OFFICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 December 2021**  
**(Expressed in Cayman Islands Dollars)**

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

**(f) Property, Plant and Equipment (continued)**

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

- Measurements taken on site.
- Measurements extracted from Cayman Islands Government property records.
- Land and Buildings were revalued as entire classes of asset.

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

<b><u>Asset Type</u></b>	<b><u>Estimated Useful life</u></b>
• Buildings and structures	10 – 60 years
• Building fit-out (when accounted for separately)	5 – 25 years
• Leasehold Improvement	shorter of the unexpired period of the lease or the useful life improvement
• Computer Equipment	3 – 10 years
• Office equipment and furniture	3 – 25 years
• Motor vehicles	3 – 20 years
• Other equipment	5 - 20 years

**Disposals**

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

**(g) Employee Benefits**

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

Pension contributions for employees of the Cabinet Office are paid to the Public Service Pension Fund and administered by the Public Service Pension Board (the “Board”). Contributions of 12% - employer 6% and employee 6% - on basic salary, acting allowance or duty allowance are made to the fund by the Cabinet Office.

**CABINET OFFICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 December 2021**  
**(Expressed in Cayman Islands Dollars)**

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

**(g) Employee Benefits (continued)**

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

**(h) 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 Cabinet Office 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.

**(i) Expenses**

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

**(j) 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.

**(k) Financial Instruments**

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

**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 instruments comprise of accounts payable, accrued expenses and surplus payable.

**CABINET OFFICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 December 2021**  
**(Expressed in Cayman Islands Dollars)**

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

**Recognition**

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

**(I) Contingent Liabilities and Assets (including guarantees)**

Contingent liabilities and assets are reported at the point the contingency becomes evident. Contingent liabilities are disclosed when there is a possible obligation or present obligations that may, but probably will not, require an outflow of resources. Contingent assets are disclosed if it is probable that the benefits will be realised.

**(m) Foreign Currency**

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

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

- Foreign currency monetary items are to be reported in Cayman Islands dollars using the closing rate 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 in Cayman Islands dollars using the exchange rates that existed when the fair values were determined.

**CABINET OFFICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 December 2021**  
**(Expressed in Cayman Islands Dollars)**

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

**(n) Revenue from Non-Exchange Transactions**

The Cabinet Office receives various services from other government entities for which payment is made by the Cayman Islands Government. The Cabinet Office 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 property, plant and equipment (PP&E), such service in-kind is recognized in the cost of the PP&E.

**Note 2: Cash and cash equivalents**

Cash and cash equivalents include cash on hand, bank accounts in the name of the Cabinet Office maintained at Royal Bank of Canada and short term deposits invested with the Cayman Islands Government Treasury. As at 31 December 2021, the Cabinet Office's cash balances were as presented below. No restricted cash balances were held by the Cabinet Office at 31 December 2021 (2020: Nil).

Prior Year CI\$'000	Description	Current Year CI\$'000	Budget CI\$'000	Variance CI\$'000
2,110	Operational Current Account - KYD	3,923	2,319	(1,604)
5	Cash in Transit	10	51	41
15	Payroll Current Account	10	66	56
2,614	Deposits held with Treasury	2,616	2,548	(68)
11	Operational Current Account - USD	23	668	645
-	Other Bank Accounts	99	-	(99)
<b>4,755</b>	<b>Cash and cash equivalents</b>	<b>6,681</b>	<b>5,652</b>	<b>(1,029)</b>

**CABINET OFFICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 December 2021**  
**(Expressed in Cayman Islands Dollars)**

**Note 3: Trade receivables and other receivables**

Prior Year CI \$'000	Trade Receivables	Current Year CI \$'000	Budget CI\$'000	Variance CI\$'000
3,064	Sale of goods and services	1,959	1,788	(171)
418	Receivables from Cabinet and other Ministries	1,249	2,357	937
(1,314)	Less: provision for doubtful debts	(1,802)	(824)	978
<b>2,168</b>	<b>Net Trade receivables</b>	<b>1,406</b>	<b>3,321</b>	<b>1,879</b>

Included in Trade receivables is \$1.4M relating to output receivables from Cabinet and other Ministries.

Prior Year CI \$'000	Maturity Profile	Current Year CI \$'000	Budget CI\$'000	Variance CI\$'000
1,744	Current	1,536	3,171	1,635
389	Past due 1-30 days	263	-	(2630)
15	Past due 31-60 days	64	-	(64)
19	Past due 61-90 days	115	-	(115)
1,314	Past due 90 and above	1,802	149	(1,653)
<b>2,168</b>	<b>Total Trade Receivables</b>	<b>3,780</b>	<b>3,320</b>	<b>460</b>

Movements in the provision for doubtful debts are as follows:

Prior Year CI \$'000	Description	Current Year CI \$'000	Budget CI\$'000	Variance CI\$'000
640	Balance at 1 January	1,314	824	(490)
674	Additional provisions made during the year	488	-	(488)
-	Receivables written off during the year	-	-	-
<b>1,314</b>	<b>Provision for Doubtful Debts</b>	<b>1,802</b>	<b>824</b>	<b>(978)</b>

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

Prior Year CI\$'000	Description	Current Year CI\$'000	Budget CI\$'000	Variance CI\$'000
47	Advances	137	2	(135)
11	Dishonoured cheques	12	7	(5)
1	Interest receivable	-	-	-
320	Other	423	-	(423)
<b>379</b>	<b>Total Other Receivables</b>	<b>572</b>	<b>9</b>	<b>(563)</b>

Included in other receivables is \$63k due from Cabinet relating to equity injections for the current fiscal year.

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**Note 3: Trade receivables and other receivables (continued)**

Prior Year CI \$'000	Maturity Profile	Current Year CI \$'000	Budget CI\$'000	Variance CI\$'000
379	Trade Receipts due in one year	572	9	(563)
<b>379</b>	<b>Net Total Other Receivables</b>	<b>572</b>	<b>9</b>	<b>(563)</b>

**CABINET OFFICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**Note 4: Property, plant and equipment**

Cost of Property, plant & equipment	Plant and equipment	Buildings	Furniture and Other Equipment	Computer Hardware	Office Equipment	Leasehold Improvements	Other assets	Infrastructure	Motor Vehicles	Assets under construction or development	Total Property Plant and Equipment	Original Budget	Final Budget	Variance (Orig vs Actual)
<b>Balance as at 1 January 2020</b>	<b>269</b>	<b>885</b>	<b>69</b>	<b>213</b>	<b>13</b>	<b>-</b>	<b>1</b>	<b>155</b>	<b>306</b>	<b>(0)</b>	<b>1,910</b>	<b>1,888</b>	<b>2,245</b>	<b>(22)</b>
Additions	32	11	9	34	1	-	-	12	-	-	99	162	162	63
Capitalized from WIP											-	-	-	-
Disposal/ Derecognition				(4)	(0)						-	(4)		4
Transfers to intangible assets	-										-	-	-	-
<b>Balance as at 31 December 2020</b>	<b>301</b>	<b>896</b>	<b>78</b>	<b>243</b>	<b>14</b>	<b>-</b>	<b>1</b>	<b>167</b>	<b>306</b>	<b>(0)</b>	<b>2,005</b>	<b>2,050</b>	<b>2,407</b>	<b>45</b>

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**Note 4: Property, plant and equipment (continued)**

Cost of Property, plant & equipment	Plant and equipment	Buildings	Furniture and Other Equipment	Computer Hardware	Office Equipment	Leasehold Improvements	Other assets	Infrastructure	Motor Vehicles	Assets under construction or development	Total	Original Budget	Final Budget	Variance (Orig vs Actual)
Balance as at 1 January 2021	301	896	78	243	14	-	1	167	306	(0)	2,005	2,050	2,050	45
Additions	5		-	51	-	-	-	22	28	105	210	90	90	(120)
Revaluations	-	(275)		-	-	-	-	-	-	-	(275)	-	-	-
Disposal/ Derecognition	(88)		-	(32)	(5)	-	-	(1)	-	-	(127)			127
Transfers	-	-	58	23	8	218	-	-	-	(105)	202	-	-	(202)
Balance as at 31 December 2021	218	621	135	284	16	218	1	188	334	0	2,015	2,140	2,140	(150)

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**Note 4: Property, plant and equipment (continued)**

Accumulated Depreciation and impairment losses	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture and Other Equipment</i>	<i>Computer Hardware</i>	<i>Office Equipment</i>	<i>Leasehold Improvements</i>	<i>Other assets</i>	<i>Infrastructure</i>	<i>Motor Vehicles</i>	<i>Assets under construction or development</i>	<i>Total</i>	<i>Original Budget</i>	<i>Final Budget</i>	<i>Variance (Orig vs Actual)</i>
<b>Balance as at 1 January 2020</b>	240	216	33	159	11	(0)	1	124	191	-	974	995	995	21
Eliminate on Disposal/Derecognition	-	-	-	(4)	0	-	-	-	-	-	(4)	-	-	4
Depreciation Expense	11	64	6	38	1	-	-	7	55	-	183	238	238	55
Transfers											-	-	-	-
<b>Balance as at 31 December 2020</b>	<b>251</b>	<b>280</b>	<b>39</b>	<b>193</b>	<b>11</b>	<b>(0)</b>	<b>1</b>	<b>131</b>	<b>246</b>	<b>-</b>	<b>1,153</b>	<b>1,233</b>	<b>1,233</b>	<b>80</b>

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**Note 4: Property, plant and equipment (continued)**

Accumulated Depreciation and impairment losses	<i>Plant and equipment</i>	<i>Buildings</i>	<i>Furniture and Other Equipment</i>	<i>Computer Hardware</i>	<i>Office Equipment</i>	<i>Leasehold Improvements</i>	<i>Other assets</i>	<i>Infrastructure</i>	<i>Motor Vehicles</i>	<i>Assets under construction or development</i>	<i>Total</i>	<i>Original Budget</i>	<i>Final Budget</i>	<i>Variance (Orig vs Actual)</i>
<b>Balance as at 1 January 2021</b>	251	280	39	193	11	(0)	1	131	246	-	1,153	1,233	1,233	80
Eliminate on Disposal/Derecognition	(88)	(279)	0	(32)	(5)	(0)	(1)	(1)	-	-	(407)	-	-	407
Transfers	-	-	20	18	8	69	-	-	-	-	114			(114)
Depreciation Expense	15	29	7	33	1	8	1	10	50	-	154	235	235	81
<b>Balance as at 31 December 2021</b>	<b>178</b>	<b>30</b>	<b>66</b>	<b>212</b>	<b>14</b>	<b>76</b>	<b>1</b>	<b>140</b>	<b>296</b>	<b>-</b>	<b>1,015</b>	<b>1,468</b>	<b>1,468</b>	<b>453</b>
<b>Net Book value 31 December 2020</b>	50	616	38	49	2	0	(1)	36	60	(0)	851	817	1,174	(34)
<b>Net Book value 31 December 2021</b>	<b>40</b>	<b>591</b>	<b>70</b>	<b>72</b>	<b>2</b>	<b>142</b>	<b>(1)</b>	<b>48</b>	<b>38</b>	<b>0</b>	<b>999</b>	<b>671</b>	<b>672</b>	<b>(328)</b>

**CABINET OFFICE**  
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**Note 5: Intangible Assets**

Cost of Intangible Asset	Computer Software	Total	Original Budget	Final Budget	Variance (Orig vs Actual)
Balance as at 1 January 2020	47	47	27	27	(20)
Additions	-	-	35	35	35
Balance as at 31 December 2020	47	47	62	62	15

Cost of Intangible Asset	Computer Software	Total	Original Budget	Final Budget	Variance (Orig vs Actual)
Balance as at 1 January 2021	47	47	62	62	15
Disposal/ Derecognition	(4)	(4)	-	-	4
Balance as at 31 December 2021	43	43	62	62	19

Accumulated Amortization and impairment losses	Computer Software	Total	Original Budget	Final Budget	Variance (Orig vs Actual)
Balance as at 1 January 2020	32	32	51	51	19
Amortization Expense	5	5	32	32	27
Balance as at 31 December 2020	37	37	83	83	46

Accumulated Amortization and impairment losses	Computer Software	Total	Original Budget	Final Budget	Variance (Orig vs Actual)
Balance as at 1 January 2021	37	37	83	83	46
Amortization Expense	5	5	32	32	27
Eliminate on Disposal/Derecognition	(4)	(4)	-	-	4
Balance as at 31 December 2021	38	38	115	115	77

Net Book value 31 December 2020	10	10	(21)	(21)	(31)
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Net Book value 31 December 2021	5	5	(53)	(53)	(58)
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**CABINET OFFICE**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**Note 6: Trade payables, accruals and other liabilities**

Prior Year CI\$'000	Description	Current Year CI\$'000	Budget CI\$'000	Variance CI\$'000
6	Trade Payables	16	182	166
58	Payroll Deductions	62	16	(46)
425	Accruals	391	129	(262)
-	Core government trade with other public entities	-	2	2
33	Other	33	11	(22)
<b>522</b>	<b>Total Trade Payables, Accruals and Other Liabilities</b>	<b>502</b>	<b>340</b>	<b>(162)</b>

Trade and other payables are non-interest bearing and are normally settled on 30-day terms. Payroll deductions includes an amount for pensions payable for period ending December 31, 2021.

**Note 7: Employee entitlements**

Prior Year CI\$'000	Details	Current Year CI\$'000	Budget CI\$'000	Variance CI\$'000
	<i>Employee entitlements are represented by:</i>			
304	Annual leave	401	60	(341)
-	Retirement and long service leave	-	145	145
58	Other	128	-	(128)
<b>362</b>	<b>Total employee entitlements</b>	<b>529</b>	<b>205</b>	<b>(324)</b>

The annual leave, retirement and long-service leave and other employee entitlements are calculated based on current salary paid to those employees who are eligible for this benefit. Other employee entitlements includes an amount for compensatory time.

**Note 8: Surplus Payable.**

As at 31 December 2021, the Cabinet Office is reporting a total surplus payable in the amount of \$1.2M. This amount is a combination of unpaid surplus from the prior accounting period (2020: \$204k) and the current year surplus in the amount of \$984k. The Portfolio's original budget was to break even and therefore the change in surplus payable is unaccounted for. In accordance with the requirements of section 39 (3) of aforementioned Act, the Portfolio is required to repay the surplus generated to date to the Ministry of Finance.

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**Note 9: Revenue**

Prior Year CI\$'000	Description	Current Year CI\$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance (Original vs Actual) CI\$'000
8,644	Outputs to Cabinet	10,437	9,015	11,195	(1,422)
1,279	General sales	1,398	1,180	1,180	(218)
88	Fees and charges	132	66	66	(66)
3	Other	2	-	-	(2)
<b>10,014</b>	<b>Total Sale of Goods &amp; Services</b>	<b>11,969</b>	<b>10,261</b>	<b>12,441</b>	<b>(1,708)</b>

*Outputs to Cabinet*

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

Fees and charges, General sales, and Other revenue is made up of advertising revenues; gazette fees; 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 Acts and regulations.

During the 2020 financial year the Cabinet Office began to process requests to the “Cabinet” for the public use of National Symbols (namely the Coat of Arms). Each application levies a fee of \$500; this is included in “Other” fees collected by the Portfolio.

**Note 10: Investment Revenue**

Prior Year CI\$'000	Description	Current Year CI\$'000	Budget CI\$'000	Variance CI\$'000
6	Interest on Deposits held with Cabinet	2	-	(2)
<b>6</b>	<b>Total Investment Revenue</b>	<b>2</b>	<b>-</b>	<b>(2)</b>

During the 2018 fiscal year, the Cabinet Office placed \$2.5M on internal Treasury Fixed deposit. At December 31, 2021, the deposit balance was \$2.6M and interest earned during the year was \$2k.

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**Note 11: Personnel costs**

Prior Year CI\$'000	Description	Current Year CI\$'000	Original Budget CI\$'000	Final Budget CI\$'000	Variance (Original vs Actual) CI\$'000
5,355	Salaries, wages and allowances	5,844	5,138	5,976	(706)
989	Health care	1,128	892	982	(236)
289	Pension	319	281	327	(37)
104	Leave	182	-	(1)	(182)
11	Other Personnel related costs	31	1	3	(30)
<b>6,748</b>	<b>Total Personnel Cost</b>	<b>7,504</b>	<b>6,312</b>	<b>7,287</b>	<b>(1,192)</b>

**Note 12: Supplies and consumables**

Prior Year CI\$'000	Description	Current Year CI\$'000	Budget CI\$'000	Final Budget CI\$'000	Variance (Original vs Actual) CI\$'000
371	Supplies and Materials	427	391	420	(36)
1,382	Purchase of services	1,791	2,336	3,176	545
5	Lease of Property and Equipment	82	17	99	(65)
160	Utilities	170	161	185	(9)
-	General Insurance	-	3	5	3
67	Travel and Subsistence	34	408	501	374
57	Recruitment & Training	152	129	233	(23)
59	Interdepartmental expenses	80	49	61	(31)
674	Doubtful debt expense	488	-	-	(488)
116	Other	95	186	200	82
<b>2,892</b>	<b>Total Supplies &amp; Consumables</b>	<b>3,319</b>	<b>3,680</b>	<b>4,880</b>	<b>361</b>

**Note 13: Gains and Losses on Foreign Exchange Transactions**

Prior Year CI\$'000	Description	Current Year CI\$'000	Budget CI\$'000	Variance CI\$'000
-	Net Loss on disposal of property, plant & equipment	-	-	-
2	Net gain/ (loss) on foreign exchange transactions	4	-	(4)
<b>2</b>	<b>Total Gain/(Losses)</b>	<b>4</b>	<b>-</b>	<b>(4)</b>

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**Note 14: Revenue from Non- Exchange Transactions**

During the year ended 31 December 2021, the Cabinet Office received services in-kind in the form of accommodation in the central government building, computer repairs and software maintenance by the computer services department. The fair value of these services cannot be determined and therefore no expense has been recognized in these financial statements.

**Note 15: Reconciliation of net cash flows from operating activities to surplus**

Actual Prior Year	Reconciliation of Surplus to Net Operating Cash	Actual Current Year 2020	Original Budget	Final Budget	Variance (Original vs Actual)
CI \$'000		CI \$'000	CI \$'000	CI \$'000	CI \$'000
203	<b>Surplus/(deficit) from ordinary activities</b>	984	-	-	(984)
(142)	Prior Period Adjustment	1	-	-	(1)
	<b>Non-cash movements</b>				
188	Depreciation	159	267	269	108
(2)	(Gain) on Foreign Exchange	(5)	-	-	5
674	Increase in provision for bad debt	488	-	-	(488)
(13)	Other provisions	10	-	-	(10)
	<b>Changes in current assets and liabilities:</b>				
169	(Increase)/decrease in receivable	351	-	-	(351)
(25)	(Increase)/decrease in other current assets	(193)	-	-	193
6	Increase/(decrease) in payables and other accruals	(134)	-	-	134
107	Increase/(decrease) in other current liabilities	(2)	-	-	2
60	Increase/(decrease) in provisions relating to employee costs	167	-	-	(167)
1,225	<b>Net cash flows from operating activities</b>	1,826	267	269	(1,559)

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**Note 16: Related party and key management personnel disclosures**

**Related party disclosure**

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

**Key management personnel**

Key management personnel are considered to be related parties. There are eleven (11) members of staff at the senior management level as at December 2021 (2020: 11).

Prior Year CI\$'000	Description	Current Year CI\$'000
1,569	Salaries & other short term employee benefits	1,743
<b>1,569</b>	<b>Total Remuneration</b>	<b>1,743</b>

During the fiscal year, one settlement loan was granted to key management staff through the Treasury Department. This arrangement and terms of repayment is in accordance with Cayman Islands Government policies. No loans were granted to any close relatives of key management personnel during the fiscal year.

**Note 17: Explanation of major variances against budget**

The Cabinet Office's performance is compared between actual balances as at December 31, 2021 and the original budget for the financial year. These variances will be explained as it relates to the financial statements.

Additionally, it is noted that the actual budget for the financial year was increased and the variance between the original budget and final budget is explained below.

**Variance between Original Budget and Final Budget**

The original budget for the fiscal year ending December 31, 2021 was CI\$10.3M. During the financial year, this budget was impacted by three major events.

On January 1, 2021, a carry forward amount of \$1.3M from the prior year (2020) was rolled forward to the Office's budget in accordance with *Section 9 (5) of the Public Management and Finance Act*. Which represented unused funds under the Strategic Communications Unit and the Office of the Premier.

This amount combined with the original budget for the 2021 financial year resulted in a total revised original budget amount of \$11.5M.

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**Note 17: Explanation of major variances against budget (continued)**

On March 9, 2021, at a meeting of the Cabinet, a supplementary funding amount of \$451k was approved under Section 11(5) of the Public Management and Finance Act (2020 Revision). Furthermore, on July 19, 2021, at a meeting of Finance Committee, approval was granted for additional funding in the amount of \$199k under Section 12 of the *Public Management and Finance Act (2020 Revision)*. This brought the total supplementary appropriation for FY 2021 to \$650k.

The 2021 supplementary funding was to support the Government Communication Services in the further implementation of the Department of Communications Improvement Plan. These funds were predominately to cover an increase in personnel costs. The costs directly relate to the amount of \$650k borrowed during financial year 2020 (from FY 2021). Therefore the supplementary funding of \$650k in FY 2021 would offset this amount.

On July 1 2021, following the post-election restructuring, the Cayman Islands Government Office (UK) and the Gender Affairs Unit were transferred to the Cabinet Office. The London Office budget for the six (6) month period ending December 2021 (as approved in the original budget) was \$640k and the Gender Affairs Unit's was \$120k, respectively. Each entity was transferred with the remaining budget to cover related costs for the final six (6) months of the financial year.

**Statement of financial performance**

**Sales of goods and services**

Sales of goods and services are a combination of revenue from Outputs delivered to the Cabinet, General sales revenue and fees and charges. The variance between the actuals and original budget was \$1.7M, and is largely as a result of higher Cabinet Output revenue billed.

*Output revenue*

The original output revenue budget for the 2021 financial year was CI\$9M. The final revised original output revenue budget in 2021 during the 12 month period ending December 31, 2021 was \$10.3M. A carry forward amount of \$1.3M from the prior year (2020) was added to the Outputs to Cabinet.

The final budget was impacted by supplementary funding during the year in the amount of \$650k which offset the amount that was carried forward from 2021 to 2020 during the prior year financials. Following the post-election restructuring, the Cayman Islands Government Office (UK) and the Gender Affairs Unit were transferred to the Cabinet Office effective July 1, 2021. This adding a combined budget to Output Revenue of approximately \$760k. The total final budget amount relating to Output Revenue is \$11M.

*General Sales revenue*  
General Sales of \$1.4M exceeded the budget of \$1.2M by \$218k for the fiscal period ending December 31, 2021. This was as a result of higher revenue in three (3) of the third party revenue areas. An increase in the sale of Gazettes, Appeals Tribunal revenue and sale of advertising revenue.

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Sale of Gazettes represents 71% (\$832k) of total general sales and was \$77k above the budget. Sale of advertising revenue from Radio Cayman was \$565k and was \$108k higher than budget. General sales are customer demand driven and the increase in revenue resulted from higher private sector placement of commercial notices (GIS) and higher advertising revenue due to the 2021 General elections.

Fees and charges for the fiscal year ending December 31, 2021 was \$130k, and exceeded the budget of \$66k by \$64k (97%). This was as a result of higher than budgeted Appeals Tribunal fees.

The total revenue for 2021 (\$12M) is significantly higher than total revenue for 2020. It is 20% percent higher than the prior year revenue of \$10M.

***Personnel Costs***

At the financial year end, personnel costs exceeded the original budget by \$1.2M, which was 19% above the budget for this category of expense. Basic salary and pension expense were impacted by a 5% Cost of Living Adjustment (COLA) approved in January 2020. Prior to this, an unbudgeted increase of CINICO health insurance premiums for all civil servants was made effective in January 2019. This impacted the Portfolio's overall health insurance costs. These items were not approved in the original budget and there were no supplementary appropriations approved to finance these adjustments.

Additionally, costs for staff from the post-election restructuring were not included in the original 2021 budget.

***Supplies and Consumables***

During the year, the Cabinet Office had lower than budgeted supplies and consumables expenditure. The net difference between the original budget and the actual budget was a positive \$374k.

The largest area of savings was represented by the Purchase of Services, which was 23% (\$545k) lower than the anticipated spend. The entity budgeted \$2.3M for the purchase of services in the 2021 financial year, however the actual expense in this area totaled \$1.8M (2020:\$1.4M).

The second largest positive variance in supplies and consumables was travel and subsistence, which was 92% (\$374k) lower than the budget. This was a direct impact of the restrictions that COVID-19 placed on overseas travel.

These two areas were largely offset by the unbudgeted increase in the provision for doubtful debt expense, which totaled \$488k. The variance in the doubtful debt expense is mainly attributed to \$488k in new provisions for uncollected receivables. A large number of these receivables are with other

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**Note 17: Explanation of major variances against budget (continued)**

government ministries/ departments and were not budgeted for. Despite the provision, collection efforts will continue into the following year.

**Statement of financial position**

***Cash and cash equivalents***

The actual year end cash balances were \$6.7M; which was \$1M above the original budget. This variance is significantly higher than the budget of \$5.7M and was impacted by the accumulated surplus to be transferred to Cabinet (org 40) in accordance with the PMF Act.

***Trade receivables***

The actual year end trade receivable balance (due in one year) net of provisions for doubtful debts was \$1.4M, which was \$1.9M lower than the budget. This balance consists of current year executive salary reimbursement to entity in the amount of \$138k; however also includes uncollected receivables from Cabinet.

At December 31, 2021, the total outstanding Cabinet Billing was in the amount of \$1.4M (2020: \$418k). The full amount of each balance had been received at the date of the audit opinion.

***Other receivables***

Other receivables were \$572k (2020: \$379k) and was unbudgeted for the financial year ending 31 December 2021. These balances largely consist of balances owed from other Ministries with the Government.

***Accruals and other liabilities***

Accruals and other payables at financial year end was \$486k, being \$344k higher than budget . Accrued expenses was again the largest contributing factor this year and was higher than the budget and includes accruals for audit and professional services rendered.

***Employee Entitlements***

The employee entitlement balance as at December 31, 2021 was \$529k; which was \$454k higher than the original budget. This resulted from accrued leave owed to staff, as well as the accrued pension attributed to these balances. While this balance is higher than the previous year (2020: 362k), the Portfolio made great efforts to manage accumulated leave during the year. Unfortunately, due to our involvement in the response to the COVID-19 pandemic, we did see increases in some areas.

***Repayment of Surplus***

The surplus payable for the 2021 financial year was \$984k (2020: \$204k) which was significantly lower than the original budget of \$2.2M. At the end of the financial year ending 31 December 2021 the Cabinet Office Portfolio's accumulated surplus was in the amount of \$1.2M.

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**Note 18: Financial instrument risks**

The Cabinet Office is party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash and bank balances, 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.

As at 31 December 2021, 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.

**Credit risk**

In the normal course of its business the Cabinet Office is subject to credit risk from cash held with its banker, RBC Royal Bank (Cayman Islands) and debtors other than the Government. The Cabinet Office does not have significant concentrations of credit risk for its other financial instruments.

**Currency and interest rate risk**

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

**Liquidity risk**

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

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**Note 19: Segment reporting**

	Policy Advice and Support		Broadcasting		Communications		Grand Totals	
	2020	2021	2020	2021	2020	2021	2020	2021
<b>Revenue</b>	<b>4,876</b>	<b>6,080</b>	<b>2,053</b>	<b>2,056</b>	<b>3,092</b>	<b>3,834</b>	<b>10,021</b>	<b>11,970</b>
<i>Cabinet Revenue</i>	4,781	5,947	1,631	1,489	2,232	3,001	8,644	10,437
<i>Third Party Revenue</i>	95	133	422	567	860	833	1,377	1,533
<b>Expenses</b>	<b>4,773</b>	<b>5,720</b>	<b>1,988</b>	<b>1,914</b>	<b>3,058</b>	<b>3,352</b>	<b>9,819</b>	<b>10,987</b>
<i>Personnel Costs</i>	2,829	3,402	1,521	1,597	2,398	2,505	6,748	7,504
<i>Supplies and Consuma</i>	1,879	2,246	381	270	624	806	2,884	3,324
<i>Depreciation</i>	66	71	86	47	36	41	188	159
<b>Surplus/(Deficit)</b>	<b>104</b>	<b>360</b>	<b>65</b>	<b>142</b>	<b>35</b>	<b>482</b>	<b>204</b>	<b>983</b>
<b>Assets</b>	<b>6,874</b>	<b>8,602</b>	<b>888</b>	<b>554</b>	<b>588</b>	<b>688</b>	<b>8,350</b>	<b>9,844</b>
<i>Current Assets</i>	7,006	8,412	(161)	(114)	504	543	7,349	8,841
<i>Non-current Assets</i>	(132)	190	911	668	83	145	862	1,003
	<b>(807)</b>	<b>(1,854)</b>	<b>(66)</b>	<b>(80)</b>	<b>(267)</b>	<b>(356)</b>	<b>(1,140)</b>	<b>(2,289)</b>
<b>Liabilities</b>	<b>(807)</b>	<b>(1,854)</b>	<b>(66)</b>	<b>(80)</b>	<b>(267)</b>	<b>(356)</b>	<b>(1,140)</b>	<b>(2,289)</b>

The segments of the Cabinet Office and their respective functions are:

**Policy Advice and Support – Office of the Premier; Cabinet Secretariat; Policy Coordination Unit; Protocol Unit, London Office**

- Support for the Cabinet in coordinating the collection and dissemination of information regarding the decisions of the Cabinet.
- Developing, coordinating and monitoring the policy initiatives of the Government and providing secretarial, administrative and policy support for The Premier.
- Providing advice, training and coordination of services through the management of formal and informal Government ceremonial, protocol and diplomatic events and activities.
- Facilitating the further administration of freedom of information and data protection coordination.

Facilitating policy training for senior and mid-management civil servants, Statutory Authorities and Government Companies

- Gather information about the political and economic environment in the UK and EU to advise the Cabinet Office on relevant developments.

**CABINET OFFICE****NOTES TO THE FINANCIAL STATEMENTS****FOR THE YEAR ENDED 31 December 2021 (Expressed in Cayman Islands Dollars)****Note 19: Segment reporting (continued)****Broadcasting – Radio Cayman**

Providing on air broadcasting of government bulletins, commercials, news, public affairs programmes, entertainment and public service announcements as well as educational, cultural and religious programmes.

**Communications – Strategic Communications; Internal Communications; Government Information Services**

- Providing for the support of Government agencies in communicating proactively and responsively with the public, utilising the mass media as primary partners.

**Note 20: Provisions and contingent Liabilities**

Provisions are recognized in the financial statement in relation to pending litigations against the Office where legal advice received from the Attorney General's office indicates that the plaintiff is more likely than not to succeed in the matter. At 31 December 2021, provisions of \$12k (2020: \$2k) have been recognized in the financial statements.

**Note 21: Events Occurring After Reporting Date (31 December 2021)****1. *Conditions existing at reporting date***

The Cayman Islands economy has been negatively impacted by the COVID-19 pandemic and measures put in place to minimise the impact across the islands. Some of the Portfolio's debtors at year end were not be able to meet their obligations to the Office when they fell due.

**2. *Conditions 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 place 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.

**CABINET OFFICE****NOTES TO THE FINANCIAL STATEMENTS****FOR THE YEAR ENDED 31 December 2021 (Expressed in Cayman Islands Dollars)****Note 21: Events Occurring After Reporting Date (continued)**

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 2021.

**Note 22: Commitments**

Prior Period CI\$'000	Type of Operating commitments	One Year CI\$'000	One to Five Years CI\$'000	Five to Fifteen Years CI\$'000
-	Other Operating Commitments	158	533	533
-	<b>Total Operating Commitments</b>	<b>158</b>	<b>533</b>	<b>533</b>

The UK London Office has a long term accommodation lease relating to the premises at Fourth Floor, 34 Dover Street, London, England. The lease is for a term of fifteen (15) years and expires on 16 May 2031 with an option to break (by Tenant or Landlord) on May 17, 2022 and May 17, 2027 respectively. The amounts disclosed above as future commitments are based on the current rental rates.



# **STATEMENT OF EXECUTIVE FINANCIALS FOR THE YEAR ENDED 31ST DECEMBER 2021**





**Cabinet Office**  
Cayman Islands Government

## **CABINET OFFICE**

5th Floor Government Administration Building  
Box 105, 133 Elgin Avenue, George Town,  
Cayman Islands

Phone: (345) 244-2208

Email: [cabinetoffice@gov.ky](mailto:cabinetoffice@gov.ky)

Website: [www.cabinetoffice.gov.ky](http://www.cabinetoffice.gov.ky)