



MINISTRY OF
HOME AFFAIRS
CAYMAN ISLANDS GOVERNMENT

2024

Annual Report



For the Period:

1 January 2024 – 31 December 2024

Ministry of Home Affairs

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Foreword from the Minister

On 7th November 2024, I was honoured to be assigned the portfolio of Home Affairs following the change of Cabinet that occurred just days earlier. As Minister of Home Affairs (MHA), I am pleased to share some of MHA's significant achievements throughout the reporting period of 1st January 2024 to 31st December 2024, all aimed at maintaining the delivery of public safety and national security services to the people of the Cayman Islands.



During the reporting period, MHA made significant contributions toward enhancing public safety capabilities, modernising security infrastructure, and strengthening strategic partnerships for offender management, rehabilitation and reintegration. These achievements align with the Cayman Islands Government's (CIG) broader objectives of future-proofing national resilience, improving the quality of life for Caymanians, and ensuring public safety and security as outlined in the CIG's Strategic Priorities document for 2024-2026. Some of the highlights of these achievements and successes are captured below:-

Future Proof to Increase Resiliency

To advance emergency management, criminal investigations, and offender monitoring capabilities, in 2024, MHA prioritised upgrading public safety communications technology. The expansion of the national CCTV network, with over 100 new high-definition cameras, has enhanced surveillance and evidence-gathering for law enforcement agencies.

Prison security and offender management strategies were also reinforced. A prison unit focused on intelligence analytics was established, working closely with law enforcement and probation partners, to support national security objectives including disruption of criminal networks and supervision of violent and sexual offenders. CCTV surveillance within the prison environments was increased to enhance safety and security, integrating also with the national CCTV network.

Improve Quality of Life for Caymanians and Residents

Maintaining the operational effectiveness of the Fire Service was a priority. To strengthen aviation readiness, a new Aerodrome Fire-Rescue Truck was procured, with delivery expected in Q1 2025. Exhaust extraction systems were also procured as a measure to mitigate firefighters'

exposure to carcinogens. Additionally, facility upgrades were undertaken, including introduction of a fitness center at Central Fire Station.

MHA also prioritised prisoner wellbeing, rehabilitation, and reintegration initiatives. Professional expert services were engaged to design a modern prison facility in alignment with international standards on security, safety, health, and rehabilitation. Efforts to improve prisoner well-being, in the short-term, included implementing a smoking cessation programme and upgrading fitness facilities, including the installation of a pickleball court through community partnerships. A collaboration with the Ministry of Sports will further enhance physical fitness programmes in the prison setting.

Protect and Promote Caymanian Culture, Heritage and Identity

Focus was also placed on enhancing youth leadership programmes. In partnership with the Coast Guard and the Fire Service, the Cayman Islands Cadet Corps established the Sea Cadets and Fire Cadets. Both programmes are designed to prepare interested cadets for a career in public safety and uniformed services.

Launch of MHA Website

To motivate public engagement, MHA launched a new website integrating all six departments and live social media updates, reinforcing values of transparency and accessibility to public safety information.

These accomplishments reflect MHA's commitment to strengthening public safety, modernising infrastructure, and fostering rehabilitation and reintegration, ensuring a safer and more resilient Cayman Islands.

In closing, I wish to sincerely thank the teams in the core Ministry of Home Affairs (MHA), the Cayman Islands Fire Service (CIFS), His Majesty's Cayman Islands Prisons Service (HMCIPS), the Department of Community Rehabilitation (DCR), the Department of Public Safety Communications (DPSC), the Cayman Islands Regiment (CIR) and the Cayman Islands Cadet Corps (CICC) for their unwavering commitment and support to making the Cayman Islands a safer place for our children, residents and visitors alike.

Hon. Isaac D. Rankine, JP, MP
Minister for Youth, Sports, Heritage and Home Affairs

Foreword from the Acting Chief Officer

It is my privilege to present the 2024 Annual Report for the Ministry of Home Affairs; a testament to our unwavering commitment to public safety, resilience, and national security. Public safety is the foundation of a thriving society—it ensures stability, fosters economic growth, and safeguards the well-being of our people. This year, we have strengthened our emergency response framework, expanded critical public safety infrastructure, and developed innovative rehabilitation strategies to support broader criminal justice objectives.



The Cayman Islands Regiment has proven its operational value, providing essential support during multiple storm responses under the National Emergency Operations Center. Additionally, the Regiment has expanded its emergency medical response capabilities, reinforcing its ability to provide strategic surge capacity in the aftermath of a crisis. These developments demonstrate our dedication to preparedness and responsiveness in times of need.

Investments in technology have been a key priority. We have expanded the national CCTV network, introduced advanced data analytics tools to support law enforcement, and strengthened 9-1-1 emergency communications with a new backup facility located at the Government Administration Building. These enhancements are in pursuit of a modernised, data-driven approach to crime prevention and emergency management.

Our criminal justice services continue to evolve with a focus on rehabilitation—introducing educational programmes, vocational training, and inter-agency collaboration to support reintegration and reduce recidivism. Through a Joint Offender Management framework, we have enhanced information-sharing and cooperation between the Police Service, Prison Service, and Department of Community Rehabilitation.

The Fire Service has also seen significant advancements. From procuring new fire appliances to upgrading facilities and investing in firefighter health and safety. Ultimately, our primary goal is to ensure that our first responders and frontline personnel have the tools, resources, and support of leaders to serve effectively across all operational domains.

Beyond infrastructure and operations, we have proudly invested in our people. Initiatives such as the Emerging Leaders Program and the expansion of Cadet Corps programmes are shaping the

next generation of public safety professionals - reinforcing leadership, accountability, risk management, and customer service across our business lines.

Looking ahead, our work is far from over. The challenges of tomorrow will undoubtedly demand continued vigilance, collaboration, adaptability, and investment. For this reason, the Ministry remains resolute in its mission to modernise, innovate, and strengthen Cayman's national security posture in line with the Government's strategic broad outcomes.

I extend my deepest gratitude to the dedicated men and women—both uniformed and civilian—who serve with distinction. Their professionalism and unwavering commitment are the backbone of our success.

Together, we will continue to build a safer, more resilient Cayman Islands.

Michael Ebanks
Acting Chief Officer

Our Purpose

The Ministry of Home Affairs is focused on strengthening Cayman's resilience through strategy, policy, and operations related to national security and public safety. The Ministry is responsible for providing policy direction and monitoring the overall performance of its six departments:

❖ **DEPARTMENT OF PUBLIC SAFETY COMMUNICATION (DPSC)**

To save lives, protect property and enhance public safety on a 24/7/365 basis by delivering a wide range of critical emergency communication, surveillance and monitoring services.

❖ **CAYMAN ISLANDS FIRE SERVICE (CIFS)**

To provide a professional fire and rescue operational response, as well as fire and community safety related services. Delivered through our Domestic, Aerodrome and Specialised teams we will save lives, reduce injuries and protect property for residents, businesses and visitors across the Cayman Islands.

❖ **HIS MAJESTY'S CAYMAN ISLANDS PRISON SERVICE (HMCIPS)**

To deliver services which improve the life chances of people in our care, enabling them to fulfil their potential and to become active and responsible citizens.

❖ **DEPARTMENT OF COMMUNITY REHABILITATION (DCR)**

To provide a range of services to adult offenders to influence positive behavioural change, promote victim interests and enhance public safety.

❖ **CAYMAN ISLANDS REGIMENT (CIR)**

To provide humanitarian aid, disaster relief, and emergency assistance to civil authorities.

❖ **CAYMAN ISLANDS CADET CORPS (CICC)**

To provide progressive cadet training of a challenging and exciting nature to foster confidence, self-reliance, initiative, responsibility, loyalty, self-respect, alertness, physical and mental endurance and camaraderie.

The enduring goal of the Ministry is to support the government of the day in building a safer Cayman Islands, and to ensure Cayman remains a safe and secure place in which to live, visit, and invest. The MHA does this by leading, stewarding, advising and delivering diverse activities related to security and public safety; working across the public service and extending our reach beyond Cayman's borders to leverage international partnerships.

Legislative Framework

There are a number of pieces of legislation which guide the strategic and operational activities of the entities operating under the auspices of Ministry of Home Affairs. These are listed below.

- ❖ Alternative Sentencing Act (2008 Revision)
- ❖ Bail Act (2015 Revision)
- ❖ Cadet Corps Act (2021 revision)
- ❖ Children Act (2012 Revision)
- ❖ Children Act (Summary Court) Rules (2024 Consolidation)
- ❖ Children Act (Summary Court) Rules, 2013
- ❖ Criminal Procedure Code (2021 Revision)
- ❖ Criminal Procedure Rules, 2019
- ❖ Conditional Release Act (2019 Revision)
- ❖ Conditional Release of Prisoners Regulations, 2016
- ❖ Confidential Information Disclosure Law, 2016
- ❖ Data Protection Act (2021 Revision)
- ❖ Defence Act, 2020
- ❖ Defence (Administrative Action) Governor's Orders, 2023
- ❖ Drug Rehabilitation Court Act (2015 Revision)
- ❖ Fire Brigade Act (2006 Revision)
- ❖ Information and Communications Technology Authority Act (2019 Revision)
- ❖ Juveniles Act (Validation) Act, 2013
- ❖ Mental Health Act, 2023 Revision
- ❖ National CCTV Programme Code of Practice (2011)
- ❖ Penal Code (2022 Revision)
- ❖ Prisons Act (2021 Revision)
- ❖ Prisons Rule (1999 Revision)
- ❖ Prison Officers (Discipline) Regulations, 1998 Revision
- ❖ Public Management and Finance Act (2020 Revision)
- ❖ Public Service Management Act (2018 Revision)
- ❖ Youth Justice Act (2021 Revision)

Overarching Strategic Direction

MHA Vision	<i>Build a safer Cayman Islands community through intelligence-driven, innovative, and effective solutions in public safety.</i>
MHA Mission	<p>Enhancing public safety and resiliency by strengthening operations and achieving strategic reform in the areas of –</p> <ul style="list-style-type: none"> ❖ Public Safety Communications ❖ Offender Management and Rehabilitation ❖ Emergency & Rescue Response ❖ Humanitarian Aid & Disaster Response ❖ Youth Leadership Development

STRATEGIC THEME	STRATEGIC DIRECTION
BUILDING INTELLIGENCE CAPABILITIES	Build intelligence capabilities to support national security policy development and public safety operational response tactics.
PARTNERSHIP & STRATEGIC ALIGNMENTS	Champion public safety reform that is underpinned by strategic partnerships/alignment, effective operations and sharing of information and resources (people, assets, locations, etc.)
BUSINESS & OPERATIONAL SERVICE EXCELLENCE STRATEGY	Steer transition to demonstrate excellence in business through enhanced efficiencies, improved accountability and the measurement of outcomes.
NATIONAL SECURITY & PUBLIC SAFETY POLICY	Lead on national policy and legislation for strategic reform and good governance based on credible intelligence systems.
PUBLIC AWARENESS & COMMUNITY ENGAGEMENT	Support and champion public relations strategies, including branding campaigns and public engagement.
PEOPLE DEVELOPMENT	Invest in our people through training and development opportunities and succession planning in order to future proof, professionalise and modernise our organisations in line with international standards and best practices.
WELLNESS STRATEGY	Enhance employee well-being, promote trauma-informed agencies, and improve staff engagement.

MINISTRY OF HOME AFFAIRS (CORE UNIT)

Ministry Overview

The Core Ministry Team is responsible for the strategic policy, governance, human resources, and fiscal oversight of the Ministry of Home Affairs. The key to the ministry's effectiveness is the unrelenting focus on outcomes.

The Core Team supports six departments that provide public safety and national security services in order to accomplish the mission and vision of the Ministry: Build a safer Cayman Islands community through intelligence-driven, innovative, and effective solutions in public safety; and Enhancing public safety and resiliency by strengthening operations and achieving strategic reform in the areas of –

- ❖ Public Safety Communications
- ❖ Offender Management and Rehabilitation
- ❖ Emergency & Rescue Response
- ❖ Humanitarian aid & Disaster Response
- ❖ Youth Leadership Development



Outcome One: Strategise

To support the Minister in the development of strategies, objectives, and actions to fulfill the Government's broad outcomes and direction.

Outcome Two: Coordinate

To facilitate and coordinate efficient collaboration, strategic partnerships, and the effective sharing of resources that contribute to the development of innovative solutions and improved mechanisms to progress towards the identified objectives.

Outcome Three: Deliver

To provide support to the Minister in the delivery, implementation and evaluation of policy and legislative directives to enhance national security and public safety.

Our People

The Senior Leadership team of the Ministry of Home Affairs comprises the following:

Chief Officer (Acting)	Michael Ebanks
Deputy Chief Officer (Acting)	Julian Lewis
Deputy Chief Officer (Acting)	Lisa Malice
Chief HR Officer	Lilia Conolly
Chief Financial Officer	Carrol Cooper
Senior Policy Analyst	Kacey Mobley
Senior Policy Analyst	Neesah Gode†-McKenzie

At year-end the Ministry’s workforce consisted of sixteen (16) team members, consisting of fourteen (14) Ministry core employees and two (2) shared personnel from a fellow Ministry. There was a recruitment drive for one Human Resources Assistant and the successful candidate will commence working in January 2025. There were no promotions in 2024.

Age					
Gender	18 - 24	25 - 34	35 - 44	45 - 49	50+
Male	1	0	1	0	4
Female	1	1	4	2	2
TOTAL	2	1	5	2	6

2024 Engagement Survey Results:



Core Ministry HA

Returns : 14 Response rate : 100% Civil Service Engagement Survey 2024

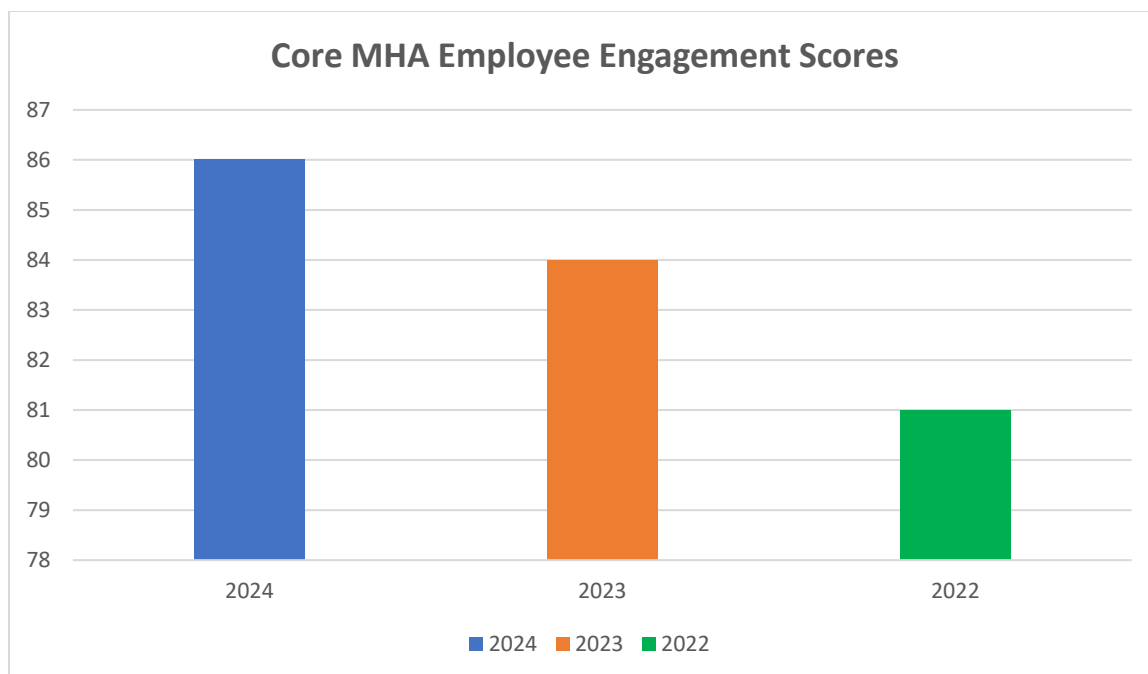
✦ Statistically significant difference from comparison
*Parent = MINISTRY OF HOME AFFAIRS

Employee engagement is shaped by experience at work, as measured by nine themes in the survey shown below.



Prior to 2022, the Ministry of Home Affairs was not a stand-alone ministry.

Survey Year	Engagement Index
2024	86%
2023	84%
2022	81%



Audit requests:

The Human Resources (HR) Unit received several requests from the Auditors for a range of information. Responses were provided for the core Ministry as well as on behalf of the six Departments.

MHA Register of Interests - Policy and Procedures:

The MHA's Register of Interests (RoI) Policy and Procedures document was approved by the Chief Officer on 10th October 2024. The purpose of the RoI is to identify those activities and interests which the Chief Officer, senior leaders and members of staff of the Ministry consider they should declare because those interests might be interpreted as carrying a risk of bias in the conduct of the person's duties. The RoI requires members of staff to declare relevant interests i.e. in their judgment, as impartially as possible, interests relevant to their duties as employees of the Ministry. The RoI Policy and Procedures document was disseminated throughout the Ministry, and Departments, to key staff for their guidance.

my-VISTA System:

The my-VISTA system is still relatively new to the CIG and continued guidance and support is being given to staff on a range of activities including Performance Management and annual leave. Staff members continue to familiarise themselves with the different features by using the various applications themselves.

The HR Unit has been using the Recruitment App more frequently to process and manage employment applications. As the Unit becomes more familiar with the App's features, it will be fully utilised in the future to improve efficiency of the recruitment process.

Learning and Development

As previously reported, recruitment, training and wellbeing are key to the Ministry of Home Affairs team achieving successful outcomes across all of its activities. In 2024, our staff continued to embrace an array of learning and professional development opportunities. Amongst numerous policy and strategic planning, information management and leadership webinars, staff also completed professional certification courses via engagements with partners including the Community of Practice for Policy Practitioners (CPPP), the International Centre for Parliamentary Studies (ICPS), and the Civil Service College. Additionally, two members of staff continued their Academic studies at the University College of the Cayman Islands (UCCI). One completed the Associates Degree programme in Social Work.

Awards and Recognition

1) **Government High School Scholar Recipient – Micah Leon, WO2, CICC**

On 31st January 2024, Warrant Officer Class 2 (WO2) Micah Leon won the 2023-2024 Government High School Scholar award. Established in 2022, the Government High School Scholar Programme supports outstanding Caymanian graduates pursuing tertiary education. It provides scholarships of up to CI \$100,000.00 annually to a maximum of two qualifying students. Micah met all the criteria, impressing the selection committee with thirteen Level 2 external exams passed with Grade 1, A, or distinction, and four with Grade 2. The Ministry surprised Micah by gifting her a fruit basket and congratulating her in person.



Featured image: Chief Officer (Acting) Michael Ebanks presenting Warrant Officer Class 2 (WO2) Micah Leon with a fruit basket, on behalf of the Ministry, for her academic achievement.

2) **Cayman Powerlifting Competition – Anna-Maria Kafizas, Probation Officer 1, DCR**

Ms. Anna-Maria Kafizas participated in the 2023 Cayman Islands Strongman Competition, held on 13th November 2023, scoring high in the female competition. The Ministry celebrated this achievement by hosting a sit-down interview with Ms. Kafizas, on 15th March 2024, providing her with a chance to share her journey and achievements so far.



Featured image: Deputy Chief Officer (Acting) Lisa Malice and Probation Officer I Anna-Maria Kafizas showcasing the “MHA Proud” banner following Ms. Kafizas’ MHA interview on 15th March 2024.

3) Chief Officer’s Choice and the CIG Employee of the Month Award for May 2024 – Dennis Oli, Prison Officer, HMCIPS

Mr. Dennis Oli, a dedicated Prison Officer serving in the High-Risk Unit (HRU) at His Majesty’s Prison (Northward), was recognised as the Chief Officer’s Choice and the CIG Employee of the month for May 2024. These prestigious awards highlight Mr. Oli’s exceptional service, professionalism, and heroism, particularly during a critical incident in late 2023 that led to the rescue of multiple lives both prisoners and prison officers.

Displaying remarkable bravery and composure, Mr. Oli was seen on security cameras racing down the smoke-filled corridor with a fire extinguisher in hand. He swiftly extinguished the flames, assessed the situation, and led the inmates to fresh air and safety. Acting Chief Officer Michael Ebanks highlighted Mr. Oli’s training, access to necessary equipment, leadership, sound decision-making skills, selfless courage and a sense of duty as reasons for his ability to take quick action.

Featured image: Chief Officer (Acting) Michael Ebanks (far left) and Hon. Deputy Governor Franz Manderson, MBE, Cert Hon, JP (far right) presenting Prison Officer Dennis Oli with the Chief Officer’s Choice Award and the CIG Employee of the Month Award for May 2024.



4) Chief Officer’s Choice (CoC) Award - Roger Manderson Jr., Fire Safety Inspector, CIFS

Mr. Roger Manderson won the CoC award in September 2024 for his outstanding customer service in the public education sector. The MHA stated that, “Roger’s passion, professionalism, and integrity shine through in everything he does. Whether he’s tackling complex challenges, mentoring colleagues, or inspiring young minds, Roger exemplifies what it means to go above and beyond. His infectious energy, meticulous attention to

detail, and commitment to excellence have made him an invaluable asset to our team and an inspiration to everyone around him.”

Featured image: Chief Officer (Acting) Michael Ebanks presenting Fire Safety Inspector Roger Manderson Jr. with the September 2024 Chief Officer’s Choice Award.



MHA Frontline Employee Event

On 29th November, the Ministry demonstrated its commitment to recognise and reward frontline excellence and leadership by hosting its inaugural Frontline Employee Event. The event brought together frontline employees to celebrate their invaluable contributions across various sectors. The event was a resounding success and set a high standard for collaboration and excellence in service delivery.



Featured image: MHA emerging leader awardees alongside Deputy Governor Hon Franz Manderson, Minister of Home Affairs Hon Isaac Rankine, and Chief Officer (Acting) Michael Ebanks.

‘One Mission, One Team’

The event highlighted the theme, *“One Mission, One Team: Protecting, Serving, and Leading with Excellence,”* emphasising that while each frontline worker may have a different role, they are united by a common mission of excellence and service to the community.

This special occasion celebrated the dedication and contributions of frontline employees from MHA’s six departments and the Core Ministry. A key takeaway from the event was the emphasis on how collaboration and open communication across departments can enhance the effectiveness of frontline service delivery. The event reinforced the idea that by working together as “One Team” we can achieve extraordinary results in service to the community.

Emerging Leaders Programme and Awards

A highlight of the event was the launch of the Emerging Leaders Programme and Awards, a six-month foundational leadership initiative designed to cultivate future leaders across all departments. This programme aligns with the Cayman Islands Government’s succession planning objectives and underscores MHA’s commitment to nurturing talent and leadership potential.

2024-2025 Emerging Leaders awardees

1. Nathan Dack – Cayman Islands Regiment
2. Bronwen Caraballo – Department of Community Rehabilitation
3. Jaheem Hayles – Cayman Islands Cadet Corps
4. Jermaine Anderson – His Majesty’s Prison Service
5. Camellia Alexander – Department of Public Safety Communications
6. Rhojel Gayle – Cayman Islands Fire Service
7. Abigail Perez – Core Ministry

Priorities and Achievements in 2024

Training and Development

Recruitment, training and wellbeing are key to the Ministry achieving successful outcomes. For the year 2024, the Ministry continued its commitment to the development, empowerment, and diversification of its workforce. The following trainings were attended by MHA staff in 2024:

- Society for Human Resource Management (SHRM) was attended by the HR Manager and the HR Business Partner (23-26 June, 2024);
- MoJ Overseas Territories Prison Superintendents Conference was attended by one of the Acting Deputy Chief Officers (7-18 November, 2024);

- National Homeland Security Conference was attended by the Chief Officer (Acting) and the Policy Analyst (22-25 July 2024); and
- Electronic Monitoring Conference was attended by one of the Probation Officers (3-5 December 2024). This trip was sponsored by MHA Core, for the DCR Employee.

Additionally, the HR Unit embarked on two customised training sessions for all of its departments. The trainings were as follows:-

- Investigator Training which was facilitated by the Management Support Unit and held on 12th – 13th March; and
- Job Evaluation Training which was facilitated by the Portfolio of the Civil Service (PoCS) and held on 5th June.

Legislation and Policy Direction

To support the Ministry's vision and mission in creating safer, stronger and more resilient communities, the Core Team committed to the ongoing review and evaluation of existing legislation and policy gaps. This included the Fire Brigade Act, the Cadet Corps Act, the Criminal Procedure Code, the Prisons Act and other legislation. Amendments to the Criminal Procedure Code were completed during the reporting period. The said amendments will make provisions for persons found not guilty by reason of insanity.

Multi-Agency Collaboration

An important strategic aim for the Ministry continues to be championing public safety reform, underpinned by collaboration and strategic partnerships. The Ministry's entities continue to effectively and efficiently share resources, including funding, infrastructure, equipment, knowledge and information in order to achieve its overarching objectives. A robust framework of cooperation and coordination for public safety partnerships and alignment continues to be vital to success. In light of this, the Ministry continues to actively contribute to ad hoc working groups including the National Security Council (NSC), the National Road Safety Committee (NRSC), the Cayman Islands Child Safeguarding Board (CICSB), the Joint Offender Management Strategic Working Group and the Lanzarote Working Group.

Achievements for 2024

The Ministry of Home Affairs (MHA) made significant contributions in 2024 toward enhancing public safety capabilities, modernising security infrastructure, and strengthening strategic partnerships for offender management, rehabilitation and reintegration. These achievements align with the government's broader objectives of future-proofing national resilience, improving the quality of life for Caymanians, and ensuring public safety and security. They are as follows:

- Maintaining the operational effectiveness of the Fire Service was a priority. To strengthen aviation readiness, a new Aerodrome Fire-Rescue Truck has been procured, with delivery expected in Q1 2025. Exhaust extraction systems were also procured as a measure to mitigate firefighters' exposure to carcinogens. Additionally, facility upgrades were undertaken, including introduction of a fitness center at Central Fire Station.
- To advance emergency management, criminal investigations, and offender monitoring capabilities, MHA has prioritised upgrading public safety communications technology. The expansion of the national CCTV network, with over 100 new high-definition cameras, has enhanced surveillance and evidence-gathering for law enforcement agencies. Integrating CCTV systems at all CIG sports complexes into the national programme further supports public safety. Additionally, upgraded software tools now allows for advanced interrogation of CCTV data, aiding police investigations and emergency management. A new data analysis platform has also been developed to provide comprehensive insights into traffic accidents across all three islands, benefiting police enforcement, rescue response, and road safety planning.
- Prison security and offender management strategies were also reinforced. A prison unit focused on operational analytics was established, working closely with law enforcement and probation partners, to support national security objectives including disruption of criminal networks and supervision of violent and sexual offenders. CCTV surveillance within the prison environments was increased to enhance safety and security, integrating also with the national CCTV network.
- MHA also prioritised prisoner wellbeing, rehabilitation, and reintegration initiatives. Professional expert services were engaged to design a modern prison facility in alignment with international standards on security, safety, health, and rehabilitation. Efforts to improve prisoner well-being in the short-term included implementing a smoking cessation program and upgrading fitness facilities, including the installation of a pickleball court through community partnerships. A collaboration with the Ministry of Sports will further enhance physical fitness programmes in the prison setting.
- Focus was also placed on enhancing youth leadership programmes. In partnership with the Coast Guard and the Fire Service, the Cayman Islands Cadet Corps established the Sea Cadets and Fire Cadets. Both programmes are designed to prepare interested cadets for a career in public safety and uniformed services.



- To motivate public engagement, MHA launched a new website integrating all six departments and live social media updates, reinforcing values of transparency and accessibility to public safety information. The website is www.gov.ky/mha



These accomplishments reflect MHA's commitment to strengthening public safety, modernising infrastructure, and fostering rehabilitation and reintegration, ensuring a safer and more resilient Cayman Islands.

Financial Performance and Analysis

2024 BUDGET VS ACTUALS				(KYD)
Financial Performance	ORIGINAL 2024 BUDGET	FINAL 2024 BUDGET	JAN-DEC 2024 ACTUALS	Variances (Actuals vs Final Budget)
Personnel	\$41,735,508	\$41,648,363	\$40,004,495	\$1,643,868
Supplies & Consumables	\$10,804,026	\$10,835,171	\$11,474,165	(638,994)
Depreciation	\$4,978,467	\$4,978,467	\$4,153,046	\$825,421
Total Expenses	\$57,518,001	\$57,462,001	\$55,631,706	\$1,830,295
		Supplies & Consumables per Financial Statements	\$11,376,830	
		Difference (Gain on Sale of Assets (account 45002))	\$97,335	

2024 CORE MINISTRY BUDGET VS ACTUALS				(KYD)
Financial Performance	ORIGINAL 2024 BUDGET	FINAL 2024 BUDGET	JAN-DEC 2024 ACTUALS	Variances (Actuals vs Final Budget)
Personnel	\$1,892,651	\$1,836,651	\$1,923,570	(\$86,919)
Supplies & Consumables	\$253,297	\$253,297	\$203,894	\$49,403
Depreciation	\$17,000	\$17,000	\$13,421	\$3,579
Total Expenses	\$2,162,948	\$2,106,948	\$2,140,886	(\$33,938)
	Supplementary Transfer (to Ministry of Youth, Sports & Heritage for the National Gallery)	(\$56,000)		

2024 Summary of MHA's Key Activities in Pursuit of the CIG's Strategic Policy Statement (SPS) and Broad Outcomes

Broad Outcome: Improve Quality of Life for Caymanians

- **Specific Outcome:** Building a modern infrastructure to ensure a successful future for our Islands
 - **Strategy:** Procure appropriate fire service appliances and equipment for the Aviation and Domestic sections across all three Islands.
 - Deliverables:
 - Procured new Aerodrome Truck with delivery due February 2025.
 - Procured replacement of all Fire Service radios per life-cycle plan.
 - Approved business case for Dual-Purpose Appliances for Little Cayman.

- Business case submitted to Entity Procurement Committee (EPC) for Domestic Tankers (2).
- **Strategy:** Upgrade facilities at Central Station to align with fitness and wellness objectives, and Cayman Brac Fire Station to satisfy CIAA audit findings.
 - Deliverables:
 - Upgraded gym/fitness center and renovated classroom at Central Station.
 - Implemented exhaust extraction systems to reduce exposure to carcinogens produced by fire trucks.
 - Revised business case for Cayman Brac Fire Station bay extension and fleet servicing pit projects under review by EPC.
- **Strategy:** Continue to maintain the existing Northward Prison facility to support short/medium-term operations and quality service delivery, while progressing the design of a new facility that would align to international standards.
 - Deliverables:
 - Implemented phased smoking cessation plan at Northward to reduce smoking on the wings.
 - Upgraded gym and fitness facilities at Northward (in partnership with community sponsor).
 - Installed pickleball facilities at Northward (in partnership with community sponsor).
 - Forged partnership with Ministry of Sports to enhance physical fitness programmes in support of rehabilitation outcomes.
 - Procured 2 standby generators to support operational continuity per disaster management plans.
 - Signed contract with Bould Consultancy as per authorisation from PPC for the design of the new prison facility.
- **Strategy:** Acquire leased accommodations for Cadet Corps HQ.
 - Deliverables:

- Leased accommodations approved by Cabinet and signed by Governor (located in new AL Thompson business park); fitting out in progress.
- **Specific Outcome:** Improving education to promote lifelong learning and greater economic mobility
 - **Strategy:** Development of Public Safety Career Pathways into the Uniformed Services via the Cadet Corps.
 - Deliverables:
 - Launched new Sea Cadets program (MOU with Coast Guard).
 - Launched new Fire Cadets program (MOU with Fire Service).
 - Hosted Annual Public Safety Career Fair in partnership with UCCI.
 - **Strategy:** Develop leadership capacity among junior officers to support talent develop and succession planning.
 - Deliverables:
 - Ministry launched an Emerging Leaders Program in partnership with POCS and industry partners; begins in January 2025.
- **Specific Outcome:** Positioning the Public Service as an “Employer of choice” to attract and retain world-class talent
 - **Strategy:** Create a robust wellness and talent programme for staff.
 - Deliverables:
 - Implemented additional wellness days (2) p/a for core staff.
 - Implemented quarterly team lunches.
 - Sponsored staff attendance at international conferences (Finance; Public Safety; Policy; Human Resources).
 - Facilitated further education by core staff (Associates of Arts; Bachelors of Law & Bar; Masters of Science).

- Seconded POCS Corporate Wellness Officer to Fire Service in support of organisational change management with focus on employee engagement and accountability.
- **Specific Outcome:** Strengthening, preserving and enhancing public safety and security in the community
 - **Strategy:** Maintain Good Order within the Prison and enhance reintegration outcomes through a joint offender management framework.
 - Deliverables:
 - Development of Prison Intelligence Unit with dedicated team, facility, equipment, and partnership with Police Serious Crimes Taskforce.
 - Increased CCTV surveillance of prison environment with integration of cameras into the national CCTV program via Department of Public Safety Communications (DPSC).
 - Achieved City & Guilds Testing Center designation for Northward Prison to increase educational opportunities and employability prospects during reintegration.
 - MOU with University College of the Cayman Islands (UCCI) to increase educational opportunities and employability prospects for prisoners during reintegration.
 - MOU with Prison/Police/DCR to facilitate intelligence exchange and inter-agency cooperation in the monitoring and managing of serious/violent/sexual and high-risk offenders.
 - **Strategy:** Deliver enhanced training across prison services and criminal justice functions.
 - Deliverables:
 - Through UK government partners – delivered use of force training for prison officers.
 - Through OT partnerships – hosted delegates from OTs, UK, and US for first Prison Chaplains Conference.

- Through OT partnerships – hosted delegates from TCI and St. Lucia for information-sharing on the strategic and operational models utilised by DCR and Prison Service.
- **Strategy:** Enhance working relationships and rehabilitative services across the criminal justice system.
 - Deliverables:
 - MHA Acting Chief Officer designated Chair of the Joint Offender Management Working Group under the National Security Coordination Board.
 - Business case being drafted for technology upgrades to enhance electronic offender monitoring.
 - DPSC & DCR teams attended electronic monitoring conference to explore technology and tactics in support of operations relating to the MOU on offender management.
 - Policy research submitted to AG Chambers and Law Reform Commission for amendments to the Criminal Procedure Code.
 - Policy research conducted to propose amendments to Prison Act.
- **Strategy:** Active engagement with communities via social media to highlight public safety initiatives and measures.
 - Deliverables:
 - Implemented a Communications Plan.
 - Designated and trained Communications Leads across all MHA departments.
 - Established social media channels including Facebook, Instagram, etc.
 - Designed and launched new Ministry website that incorporates all 6 MHA departments and integrates live social media feeds (www.gov.ky/mha).
 - Created “round-table” format for discussion on key initiatives – first episode published on Cadet Corps Public Safety Career Pathways.

Broad Outcome: Protect and promote Caymanian culture, heritage and identity

- **Specific Outcome:** Protecting the wellbeing of Cayman’s youth so they can achieve their full potential.
 - **Strategy:** Development of Public Safety Career Pathways into the Uniformed Services via the Cadet Corps.
 - Deliverables:
 - MOU with Coast Guard – launched new Sea Cadets programme.
 - MOU with Fire Service – launched new Fire Cadets programme.
 - MOU with Police Service – drafted document under review.
 - Cadet Corps Child Safeguarding Policy drafted for implementation in Q1 2025.
 - **Strategy:** Support to NEOC and other CIG entities with capacity during major incidents, natural disasters, or other emergencies as needed.
 - Deliverables:
 - Certified Gold Commanders for NEOC now include – MHA Acting Chief Officer, MHA Acting Deputy Chief Officer, Chief Fire Officer, Acting Director of Department of Public Safety Communications, Director of Prisons, Commandant of Cadet Corps, and Commandant of Regiment.
 - MHA – Secured Cabinet’s approval of Supplemental Funding (internal) to facilitate recruitment of 30 new Regiment volunteer reservists in Q1 2025.
 - CIR – Developed succession plan framework; Fostered links to UK via Honorary Colonel Lancaster; and Maintained strong partnerships with Fire Service, Prison Service, Police Service, Public Works, HMCI, and Red Cross among others.
 - DPSC - Implemented 911 back-up facilities at GAB to ensure business continuity for emergency call and dispatch during hurricanes.
 - CICC – Trained and equipped teams for managing non-emergency calls during hurricanes.

- CIFS – NEOC Emergency Response Cluster lead; Operational arrangements with Regiment for post-disaster services and support.

Measuring Success

The Core team at Home Affairs continues to make strides towards achieving the broad outcomes outlined in the Strategic Policy Statement for 2024 to 2026. These outcomes include improving quality of life, enhancing competitiveness while meeting international standards, future-proofing to increase resiliency, modernising government to improve public sector performance, and protecting and promoting Caymanian culture, heritage, and identity.

Accordingly, the Core unit remains committed to achieving these outcomes by enhancing public safety and intelligence capabilities, which have lifesaving effects, reduce criminality, and empower the community.

The Core team's focus continues to be on achieving reform and strengthening operations in the areas of security and data intelligence, offender management and rehabilitation, victim safety and advocacy, emergency response, humanitarian aid and disaster relief, and youth development particularly with progression into uniformed services. Armed with a strategic vision for 2023 to 2025, the Core team will be implementing strategies in staff development and wellness, security intelligence, public policy, business excellence, partnership and alignment, and public awareness with each strategy directly contributing to the broad outcomes and the enduring vision of Home Affairs to build a safer Cayman Islands community.

These strategies represent modes of empowerment to develop innovative and effective solutions in public safety. The measures of success will be realised through:

- further professionalising public safety services through accountability, development and appreciation for employees;
- enhancing employee well-being, especially in the face of trauma inherent to the job;
- continuing to tackle legislation and public policy matters for strategic reform and good governance;
- creating efficiencies and measuring the effectiveness of deliverables;
- improving public safety synergies and partnerships; and
- engaging with the public and educating and informing on services and progress.

Strategic Objectives for 2025

MHA's strategic direction prioritises people development, wellness, public policy, service excellence, partnership and alignment, and public awareness with the vision to build a safer Cayman Islands community through innovative and effective solutions in public safety.

The MHA recognises that the strategic and operational environments are changing rapidly, and the Cayman Islands faces an increasingly complex and uncertain set of interconnected threats and risks. As such, we will be deliberate in building capabilities through talent and technology that position the MHA as an intelligence-led ministry. The purpose for this shift is to ensure that our policies are in fact solutions that are based on a deep and comprehensive understanding of the enduring security and public safety issues facing our Islands.

The Home Affairs Core team's major strategic objectives for 2025 include the following:

- Develop public policy solutions to address public safety matters with a focus on detention and rehabilitation of offenders, youth leadership development, emergency communications, firefighting and rescue services, provision of disaster relief and security services;
- Build intelligence capabilities to support policy development and public safety operational response tactics;
- Strategically invest in technology capabilities to advance security and public safety outcomes;
- Develop discipline-oriented youth leadership programmes for Cadets with a strategic focus on building career pathways into the public safety fields;
- Procure and maintain fit-for-purpose fleet, vessels, and equipment to ensure public safety capabilities for a range of services including fire-rescue, custodial management, and disaster response;
- Enhance capabilities related to joint offender management services through advanced offender risk assessments, criminal justice partnerships, and a focus on educational and vocational services to support rehabilitation and reintegration of offenders; and
- Maintain a robust talent management and continuous training programme to advance outcomes related to service delivery in key areas of criminal justice, offender management, emergency response, public safety communications, and disaster response.

HOME AFFAIRS ENTITIES

DEPARTMENT OF PUBLIC SAFETY COMMUNICATIONS

Foreword from the Director (Acting)



It is my privilege to present the Department of Public Safety Communications (DPSC) Annual Report 2024, highlighting our achievements, challenges, and strategic initiatives over the past year. As the lifeline of emergency response in the Cayman Islands, DPSC continues to play a vital role in ensuring public safety, coordinating emergency services, and leveraging technology to enhance communication and security.

Throughout the year, we have strengthened our core operations, including 911 emergency communications, electronic monitoring of offenders, and the national public safety radio network. We have also made significant progress in expanding and modernising the National CCTV Programme, reinforcing our commitment to crime prevention and enhanced public security.

Our emergency telecommunicators, radio technicians, and monitoring specialists work tirelessly, often under immense pressure, to provide critical support to first responders and the wider community. Their professionalism and dedication remain the cornerstone of our success.

Looking ahead, we remain committed to:

- Enhancing public safety infrastructure through technology and innovation.
- Investing in our team by strengthening training and career development.
- Improving inter-agency collaboration to increase efficiency in emergency response.
- Advancing disaster resilience and business continuity planning to ensure uninterrupted services.

As we continue to evolve in a rapidly changing public safety landscape, I want to express my sincere appreciation to all our dedicated staff, government partners, and stakeholders for their unwavering support. I look forward to working collaboratively to furthering our mission of protecting and serving the people of the Cayman Islands.

Working tirelessly to enhance communication systems, improve emergency response capabilities and foster collaboration across agencies.

Mr. Sean Vasquez, Acting Director, Department of Public Safety Communications

Departmental Overview

The Department of Public Safety Communications (DPSC) began as a vital public service in the Cayman Islands with the establishment of the 9-1-1 emergency call system. This service was designed to provide citizens with immediate access to emergency services, ensuring rapid response in critical situations. Over the years, the DPSC's role expanded as technology advanced and the demands for more comprehensive public safety infrastructure grew. The initial focus on emergency calls quickly evolved to encompass a wider range of communication and safety functions, reflecting the changing needs of the community.

As the years passed, the DPSC continued to broaden its scope, playing a central role in national security and emergency management. It took on the responsibility of overseeing the Cayman Islands' National CCTV system, which monitors public spaces to enhance security and assist in criminal investigations. Additionally, the department became home to the Electronic Monitoring Centre, supporting the use of technology in managing offenders and ensuring public safety. Recognising the risks posed by natural disasters, the DPSC also expanded its operations to include the Tsunami Warning Centre, providing critical early warnings to protect lives and property in the event of a tsunami threat.

Today, the DPSC serves as the heart of the Cayman Islands' government radio communications network, enabling seamless communication between various agencies and enhancing the overall coordination of emergency responses. The evolution of the department from a simple 9-1-1 service to a comprehensive, multi-faceted organisation reflects its commitment to innovation, safety, and the protection of the Cayman Islands' residents and visitors. With its growing responsibilities and expanding capabilities, the DPSC continues to lead the way in ensuring that the public is well-served in times of need.

Our Vision

Our vision is to be a leader in public safety and security in the Cayman Islands, recognised for excellence in emergency response, advanced monitoring, and innovative communication technologies. Through our Public Safety Answering Point (PSAP) we ensure rapid, effective emergency support while fostering public trust through compassionate guidance and vigilant oversight of first responders. The Cayman Islands Electronic Monitoring Centre (EMC) plays a key role in crime prevention and judicial support, leveraging technology to uphold security, human rights, and privacy.

We are committed to strengthening the National Public Safety Radio Programme, ensuring seamless and secure communication across emergency agencies. Through continuous improvement, collaboration, and training, we aim to set high standards for public safety communications. By embracing innovation and best practices, we strive to build a safer, more resilient Cayman Islands where every individual feels protected and valued.

Our Mission Statement

The Department of Public Safety Communications (DPSC) is dedicated to enhancing public safety and security in the Cayman Islands through four primary functions: operating the Public Safety Answering Point (PSAP), managing the National Public Safety Radio Programme, overseeing the Cayman Islands Electronic Monitoring Centre (EMC), and administering the National CCTV Programme. Our 24/7 Communications Center ensures rapid emergency



response by handling and dispatching emergency and non-emergency calls, providing life-saving pre-arrival instructions, and supporting first responders. The EMC enhances public safety through electronic offender monitoring, alternative sentencing supervision, and compliance with legal and regulatory frameworks. The National Public Safety Radio Programme ensures seamless, resilient communication for emergency agencies. The National CCTV Programme strengthens security through real-time surveillance, evidence collection, and crime prevention. Through these core functions, DPSC plays a vital role in safeguarding the Cayman Islands.



Our Values

- ✚ **Accountability** – Taking responsibility for our actions and decisions to maintain trust and transparency.
- ✚ **Collaboration** – Working together across departments, agencies, and communities to achieve common goals.
- ✚ **Excellence** – Striving for the highest standards of service and performance in all aspects of our work.
- ✚ **Reliability** – Ensuring consistent, dependable communication and support, particularly in times of crisis.
- ✚ **Empathy** – Understanding and responding to the needs and concerns of the public with compassion and care.
- ✚ **Adaptability** – Being flexible and responsive to evolving situations and technologies to improve outcomes.
- ✚ **Efficiency** – Delivering services in a timely, resource-effective manner while maintaining quality.
- ✚ **Innovation** – Embracing new ideas and technology to improve safety and operational effectiveness.
- ✚ **Integrity** – Acting with honesty and strong moral principles in all our actions and communications.
- ✚ **Public Safety** – Putting the safety and well-being of the community at the forefront of everything we do.

DEPARTMENT OF PUBLIC SAFETY COMMUNICATIONS (DPSC)

The Department of Public Safety Communications has three distinct sections; Public Safety Communications Centre (PSCC) operates as a public answering point (PSAP) and dispatch center on a 24/7/365 basis to support emergency services response (primarily Law Enforcement, Fire Service and Emergency Medical Services) in the Cayman Islands. They are responsible for the answering of emergency and non-emergency requests for assistance from the public, prioritization, and dispatch of the closest, most appropriate first responders; provision of life-saving, pre-arrival instructions to callers with the intent of minimizing the impact of their emergency situation; and to maintain oversight of the safety of public safety personnel.

The Electronic Monitoring Centre (EMC) maintains a central point from which the monitoring of electronically-tagged offenders and other deployed technologies can be coordinated with the intent of collecting evidence, preventing crime, and enhancing border control of the Cayman Islands. The

Cayman Islands Monitoring Centre is responsible for both the National CCTV Program and the electronic offender monitoring provisions of the Alternative Sentencing Law and the provision of supervision options for the executive release of prisoners and those out on bail. Actions are based on the laws, regulations and the organizational needs of the Courts, Her Majesty's Prison Service and the Royal Cayman Islands Police Service with an appropriate regard for the human rights and privacy.

\$5.3M

37
Employees

24 CAYMANIANS
75% CAYMANIANS



PUBLIC SAFETY COMMUNICATIONS

During the period of Jan 2023 to Dec 2023, the Department of Public Safety Communications continued providing mission critical services to both their internal customers (The Royal Cayman Islands Police Service, Fire Service and Emergency Medical Services) and their external customers (the residents and visitors of all three islands).

PSCC was staffed with a compliment of 2 telecommunicators



During non-peak hours (24/7) and 3 during peak hours (Friday and Saturday nights) and maintained a state of readiness during all 8,784 hours of the year to handle whatever may happen.

Workload in Public Safety Communications Centre increased by 5%



90,623
Telephone calls on the 9-1-1 Emergency lines were answered by PSCC Telecommunicators. A significant increase of 77%
In calls answered from 2023.

This **increase** is the result of the additional emergency calls for service post-covid and increase in population growth.

THE HIGHEST NUMBER OF CALLS TO 911 FOR

LAW ENFORCEMENT

Vehicle Stops
Motor Collisions
Domestic
Disturbance
Alarm-Intrusion

AMBULANCE SERVICES

Unknown medical emergencies-
EMS Transport
Breathing difficulties
Unresponsive/Synco

FIRE SERVICES

Alarm-Fire/Smoke Bush Fire 941
EMS Assist by Fire 369

PSCC's Computer Aided Dispatch (CAD) system processed 35,825 Calls for Service including 12,123 from Quarter 4. The annual figure equates to an increase of 0.9% from the 2022 when 35,503 were processed. There was an average of 2986 Calls for Service processed each month.

5.61 SECONDS
was the average call answering time for 2024.

98.6%
was the average percentage of 9-1-1 calls answered within **10 seconds**

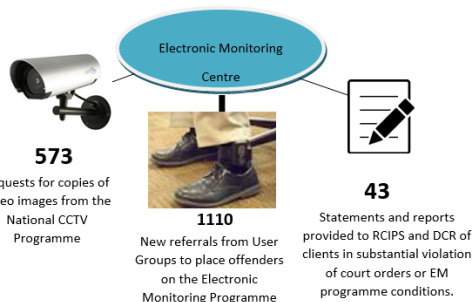
QUALITY

A Quality Assurance/Quality Improvement process continues to be very instrumental in guiding and developing the efforts and goals of the departments training team to maintain establishment "Public Safety Answering Point" standards of customer service and quality improvement programs.

272
Full call reviews on Call for Service during 2024 performed by the Communication Supervisors.

The average score for call reviews was **94%** in 2024.

167
Case reviews in the Electronic Monitoring Centre averaging **94%**



ELECTRONIC MONITORING CENTRE

Offender Monitoring

The Electronic Monitoring Centre monitored an average of 53 separate offenders during each month in 2024. The total number of activated Electronic Monitoring devices that DPSC is currently budgeted for based on forecasted resources was 70. However significant demands from the Cayman Islands Customs & Border Control and the Judicial Administration required further expansion of the Electronic Monitoring program. Enrolments resulted in the average remaining high all year.

Monitoring Days (MD) is defined as how many days during the month, per offender, was the EMC responsible for monitoring and tracking. The average MD in 2024 was 2010.

National CCTV Programme

The National CCTV Programme has the following assets in place at the end of CY2024.

- ✓ 128 Camera (POD) Locations
- ✓ 411 Cameras



283 fixed



102 Pan-Tilt- Zoom



26 ANPR

Phase 1.6.1 which is a public private partnership on public safety cameras continues to form of the discussions on the installation of public space cameras along parts of the Esterley Tibbetts Highway extension and in critical crime areas in the District of West Bay.

The department received 336 requests for video images and 60 ANPR Reports from RCIPS. A large number of these requests for CCTV data have been used to enforce and assist in offences against the penal code and public safety events that required public safety resources to respond.

The National Policy Context

The Department of Public Safety Communications (DPSC) is dedicated to supporting the Cayman Islands Government (CIG) in achieving its Strategic Broad Outcomes. Introduced in July 2021, these Strategic Broad Outcomes consist of ten overarching objectives and forty-four specific initiatives. DPSC plays a critical role in contributing to these objectives, particularly in the areas of:

- Reducing Crime and the Fear of Crime
- Stronger Communities and Support for the Most Vulnerable

DPSC Strategic Themes and Outcomes

To fulfill its principal objectives and contribute to the Strategic Broad Outcomes, DPSC has identified five strategic themes that guide its operations:

Workforce Development	Employee Engagement	Operational Efficiency	Regulatory Excellence	Collaborative Partnerships
Equipping our workforce with the necessary skills and expertise to handle evolving challenges in public safety communications.	Fostering a culture where employees feel valued and recognise their critical contributions to our mission.	Maximising resource utilisation and optimising processes to deliver exceptional public service.	Upholding the highest standards in compliance, regulations, and service delivery to meet the needs of our communities.	Strengthening relationships with key stakeholders through a structured and strategic partnership approach.

DPSC remains committed to continuous improvement and innovation, ensuring that its services align with national priorities and provide the highest level of public safety and emergency communications for the Cayman Islands.

Strategic Priorities and Accomplishments in 2024

1. Enhancing Technology Infrastructure: Expansion and Upgrade of the National CCTV Program

In 2024, the Department of Public Safety Communications (DPSC) successfully completed a series of critical upgrades to the National CCTV Program, enhancing its effectiveness for public safety and law enforcement. Over 50 aging cameras that had been in operation for more than seven years—many of which suffered from deteriorating image quality—were replaced with high-resolution models. This upgrade significantly improved video clarity for investigative use and reinforced safety measures for both the public and law enforcement personnel.

As of 2024, the National CCTV network has **expanded to 411 operational cameras**, reflecting a notable increase from the **352 cameras in 2023**. The current camera distribution includes:

- **26** ANPR Sharp V cameras
- **105** PTZ cameras
- **283** Fixed cameras

Additionally, **128 CCTV pod locations** are now fully operational across the island, with:

- **53 pods** in George Town
- **36 pods** in West Bay
- **39 pods** in the Eastern Districts

Challenges that previously caused delays in expansion have been largely resolved, enabling significant progress in extending CCTV coverage to critical areas. In recent months, key milestones have been reached in the expansion efforts, ensuring that surveillance capabilities align with evolving security needs.

2. Strengthening DPSC's Communication Systems Infrastructure

Throughout 2024, DPSC conducted a comprehensive assessment of its emergency communication infrastructure to evaluate system reliability, coverage, and interoperability. This assessment has been instrumental in identifying areas for enhancement and modernisation, ensuring that emergency response capabilities remain effective.

Key initiatives included:

- **Collaborating with stakeholders**, including public safety agencies and first responders, to refine communication requirements based on population density, geographic challenges, and emergency response needs.
- **Advancing technology integration**, such as AI-driven analytics and real-time data monitoring, to strengthen emergency response capabilities.
- **Enhancing system resilience**, focusing on network redundancy, expanded coverage, and increased bandwidth to support mission-critical communications.

These improvements ensure that CIG/DPSC's emergency communication systems remain robust, adaptive, and equipped to handle evolving public safety challenges.

These accomplishments directly support two of the Government's five strategic priorities (2024 – 2026):

- ☒ **Future Proof to Increase Resiliency**
- ☒ **Modernise Government to Improve Public Sector Performance**

DPSC remains committed to advancing public safety through continuous technological enhancements, infrastructure upgrades, and strategic partnerships. The progress made in 2024 lays a strong foundation for further developments in the coming years.

Enhancing CAD Systems: Stakeholder Engagement and System Expansion

In 2024, the Department of Public Safety Communications (DPSC) conducted extensive stakeholder engagement with key public safety agencies to ensure a comprehensive assessment of the Computer-Aided Dispatch (CAD) system upgrade and expansion of the CAD/RMS server. These discussions focused on gathering operational insights from 911 operators, law enforcement, fire, and EMS agencies to enhance system functionality, efficiency, and interoperability. As a critical tool in emergency response coordination, the CAD system enables the prioritisation and recording of incident calls, tracks responder status and location in real-time, and integrates with essential components such as Geographic Information Systems (GIS), Automatic Vehicle Location (AVL), Caller ID systems, and Logging Recorders. The engagement process provided valuable input on necessary technological improvements, ensuring that CAD enhancements align with evolving public safety needs.

To support this modernisation effort, DPSC released a Request for Information (RFI) in 2024, inviting proposals from qualified vendors for upgrading and expanding both the software and hardware components of the CAD system. This initiative aims to ensure the system remains technologically advanced, scalable, and secure, supporting emergency communications with greater efficiency and accuracy. The RFI outlines long-term implementation and warranty agreements spanning 5 to 7 years, allowing for sustained reliability and support. In collaboration with the current platform vendor and the Computer Services Department (CSD), technical specifications were finalised to align with industry standards and best practices, focusing on advanced GIS mapping, AI-driven analytics, and enhanced data-sharing capabilities to improve situational awareness and emergency response.

Through proactive stakeholder engagement and strategic planning, DPSC is committed to delivering a robust and future-ready CAD system that strengthens inter-agency coordination, optimises emergency response capabilities, and improves overall system performance. By investing in cutting-edge public safety communication technology, DPSC ensures that first responders have the tools they need to efficiently serve and protect the community. This modernisation effort reflects DPSC's continued dedication to innovation, operational excellence, and the safety of the Cayman Islands.

Training and Capacity Building: 2024 Accomplishments

In 2024, the Department of Public Safety Communications (DPSC) made significant investments in training and capacity building, ensuring that personnel across various roles—Emergency Telecommunicators, Electronic Monitoring Officers, technical staff, and Senior Management Teams were equipped with the latest skills and knowledge to enhance emergency response and strategic planning efforts.

Participation in Key International Conferences

DPSC staff attended several high-impact global conferences that focused on best practices, technological advancements, and operational strategies essential for high-performance emergency communication centers. These included:

- **APCO Conference (Association of Public-Safety Communications Officials)** – Covering critical topics such as next-generation 911 (NG911), cybersecurity, and emergency dispatch innovations.
- **NENA Conference (National Emergency Number Association)** – Exploring improvements in emergency communication systems, including location accuracy and system interoperability.
- **Motorola Summit in Technologies** – Providing insights into the latest public safety communication tools, including advancements in radio systems, AI-enhanced dispatching, and emergency network resilience.
- **SHRM Conference (Society for Human Resource Management)** – Focusing on workforce management, leadership development, and recruitment strategies to support a high-functioning emergency services team.
- **Navigator Conference in Washington, D.C.** – Enhancing knowledge on best practices in emergency call handling, quality assurance, and response coordination with an academic component.
- **13th Edition of the Electronic Monitoring Conference** (Cascais/Lisbon, Portugal) – Themed “Beyond Control – Electronic Monitoring and Prevention,” this conference explored the impact of electronic monitoring (EM) on offender behavior and its role as a preventative measure in reducing recidivism. Discussions revolved around EM’s effectiveness, ethical considerations, and evolving technologies shaping the future of community supervision.

Advancements in Training and Skill Development

Building on these experiences, DPSC implemented a range of training initiatives designed to enhance technical proficiency, operational readiness, and emergency response capabilities across the organisation. Key areas of focus included:

- ◇ **Technical Training** – Staff received hands-on training in maintaining and troubleshooting radio networks, dispatch software, CCTV systems, and electronic monitoring technologies, ensuring the continued functionality of critical communication infrastructure during emergencies.
- ◇ **Emergency Response Procedures** – Telecommunicators underwent enhanced training on SOPs for handling diverse emergencies, including natural disasters, medical crises, and law enforcement incidents. Sessions focused on decision-making, real-time coordination, and optimising call-handling techniques.

◇ **Continuing Education & Professional Development** – Staff members engaged in ongoing education, including workshops, certifications, and industry seminars, to stay updated on emerging technologies, cybersecurity risks, and evolving public safety best practices.

◇ **Specialised Training** – Advanced training programmes were introduced in incident command, cybersecurity, offender management, and cultural competency, ensuring DPSC personnel have the expertise to manage complex emergencies and serve diverse communities effectively.

Impact on Public Safety and Community Services

By prioritising strategic training investments, DPSC has enhanced its emergency response capacity, improved service delivery, and strengthened resilience in critical incidents. These advancements equip the organisation to better serve the community, ensuring that first responders, law enforcement, and public safety personnel operate with the highest level of preparedness and efficiency.

Moving forward, DPSC remains committed to furthering professional development, integrating emerging technologies, and fostering a culture of continuous learning to uphold excellence in public safety communications.

Building Capacity – Talent Management, Recruitment, and Succession Planning

In 2024, the Department of Public Safety Communications (DPSC) successfully recruited and hired seven (7) new Telecommunicators, strengthening its operational workforce. Among these new hires were two young Caymanians, reflecting DPSC's commitment to developing local talent and ensuring a strong pipeline for future leadership in emergency communications. Additionally, an Electronic Monitoring Supervisor was recruited, further enhancing the management and oversight of electronic monitoring operations.

This recruitment effort has significantly improved staffing levels, leading to:

- ✓ **Reduced staff burnout** and turnover
- ✓ **Decreased reliance on overtime**, improving work-life balance
- ✓ **More efficient shift rotations**, ensuring personnel receive adequate rest between shifts
- ✓ **Improved morale and overall team effectiveness**

Advancing Leadership and Professional Development

DPSC continues to invest in the growth and advancement of its employees, providing opportunities for career progression and leadership development.

◇ **Industry Certification Achievements** – Two DPSC staff members earned the Communications Training Officer (CTO) through the APCO Institute, a prestigious qualification recognising excellence in emergency communications leadership.

Ongoing Education & Skill Development

DPSC remains committed to fostering a culture of continuous learning by supporting staff in their pursuit of higher education and skill enhancement. Currently, thirteen (13) staff members are actively pursuing advanced degrees and professional certifications to further strengthen their expertise in public safety communications. A huge success milestone from four (4) in 2023.

By prioritising strategic recruitment, leadership development, and ongoing education, DPSC continues to build a resilient, highly skilled team, ensuring effective emergency response and public safety operations for the Cayman Islands.

National Public Safety Radio System – 2024 Updates and Achievements

DPSC continues to strengthen and modernise the National Public Safety Radio System, ensuring reliable, secure, and mission-critical communications for first responders and public safety agencies.

Key Infrastructure and System Enhancements in 2024

☑ **February** – The NICE Logger Upgrade was successfully completed remotely by NICE engineers, with DPSC staff assisting in the process. This upgrade enhances call recording, logging accuracy, and system reliability.

☑ **April – May** – Two Motorola Engineers completed the Annual Maintenance of the radio system as part of the contractual agreement, ensuring that all components remain in optimal working condition.

☑ **June** – All RCIPS radios were encrypted to enhance secure communications, preventing unauthorised access and ensuring confidentiality for law enforcement operations.

☑ **July** – HSA (Health Services Authority) medical channels were encrypted, further strengthening the security of emergency medical communications and protecting patient confidentiality.

☑ **November** – Motorola upgraded the Intelligent Middleware system, which provides location services and remote programming for public safety radios, increasing operational efficiency and real-time situational awareness.

☑ **New Radio Installations** – Six new EMS ambulances and one patient transport vehicle were outfitted with state-of-the-art radios, ensuring seamless communication for paramedics and emergency response teams.

New National Public Safety Radio Site – Northward

The development of the new national public safety radio site at Northward has reached a major milestone:

- Planning permission has been approved for the new radio bunker
- Documentation is now being prepared to go out to tender

The new bunker at the site is expected to be completed in 2025.

The new tower, rated for 150 MPH wind loads, is an upgrade from existing infrastructure and will play a crucial role in strengthening the nation's public safety radio network. This mission-critical infrastructure will:

- ✓ Ensure EMS, Fire, Law Enforcement, and Utility personnel have uninterrupted, high-quality communication during emergencies.
- ✓ Enhance maritime radio traffic monitoring, supporting Coast Guard operations and national security efforts.
- ✓ Improve resilience and redundancy, ensuring reliable emergency communication in severe weather conditions.

By making these key advancements in security, encryption, infrastructure, and system modernisation, DPSC is reinforcing public safety communication capabilities, ensuring that first responders remain connected and equipped to serve the Cayman Islands effectively.

Our People – Taking Care of the Team

DPSC remains committed to fostering a supportive and rewarding work environment, ensuring that employees feel valued, recognised, and supported in both their professional and personal well-being. Through various initiatives, the department continues to acknowledge and invest in its workforce, promoting professional growth, well-being, and excellence in service delivery.



1. Employee Recognition

To celebrate and acknowledge the dedication and hard work of our staff, DPSC has established several employee recognitions programmes, including:

- ✓ **Employee of the Month Awards** – Honoring individuals who demonstrate outstanding performance, dedication, and teamwork.
- ✓ **Monthly Birthday Celebrations** – Strengthening team spirit and fostering a positive workplace culture.
- ✓ **Director's Award Initiative** – Launched to recognise employees who have achieved exceptional performance beyond their normal duties throughout the year.
- ✓ **DPSC Employee Awards Ceremony (November 2024)** – A special recognition event where several employees were honored for their exceptional service, contributions to the department, and impact on the community. This event highlighted the excellence, professionalism, and dedication of our team members in delivering public safety services.

Professional Development and Leadership Recognition

DPSC is proud to celebrate the outstanding achievements of its employees, including one staff member who was selected as a Frontline Hero in recognition of their exceptional service. Additionally, this individual was chosen to participate in the Ministry of Home Affairs Emerging Leaders Program, a newly established initiative aimed at developing the next generation of public safety leaders.

This selection underscores DPSC's dedication to investing in leadership growth, providing employees with opportunities to develop their skills, expand their knowledge, and take on greater responsibilities within the department. By supporting professional development, DPSC continues to cultivate a team of highly skilled, motivated, and future-ready public safety professionals.

These initiatives help reinforce a culture of appreciation, motivating our team and acknowledging their vital contributions to public safety communications.



2. Mental Health and Wellness Support

DPSC recognises the critical importance of mental health in a high-stress environment such as emergency communications. To support our team, we have taken proactive steps to ensure that employees have access to wellness resources and mental health support:

- ✓ **Counseling Services & Support Resources** – Employees are encouraged to seek professional counseling services, with access to confidential support networks for stress management and well-being.
- ✓ **New Wellness Committee (Established in Early 2024)** – Formed in collaboration with a clinical wellness organisation, this initiative provides structured support, wellness programmes, and mental health resources tailored to the unique challenges faced by emergency communications personnel.

3. Responding to Employee Feedback – Engagement Survey Results

DPSC leadership remains committed to actively listening and responding to employee concerns. The Senior Management Team carefully reviewed feedback from the Employee Engagement Survey, leading to positive changes in 2024 that have improved workplace culture, employee satisfaction, and operational efficiency.

Key improvements resulting from survey insights included:

- ✓ **Enhanced internal communication strategies**, ensuring staff members feel informed and engaged.
- ✓ **Improvements in shift scheduling** to provide better work-life balance and reduce burnout.
- ✓ **Increased professional development opportunities**, allowing employees to enhance their skills and advance their careers.

✓ **More recognition initiatives**, reinforcing appreciation for the dedication and hard work of team members.

By prioritising employee feedback, investing in wellness, and recognising outstanding service, DPSC continues to build a strong, motivated, and high-performing team, ensuring our personnel remain engaged and supported in their vital public safety roles.

Community Engagement and Educational Outreach

DPSC remains committed to fostering strong relationships with the community, schools, and public safety partners through programmes designed to encourage cooperation, advance understanding, and address shared concerns. These initiatives reflect our dedication to transparency, accountability, and community collaboration, reinforcing the essential role that DPSC plays in public safety and emergency response.

1. Internship and Educational Partnerships

DPSC actively supports youth development and career readiness through internship programmes and school partnerships. In 2024, we successfully:

- ✓ Completed child safeguarding training to ensure a safe and supportive environment for interns.
- ✓ Hosted a six-month internship program for two students from the Career Services Department at John Gray High School, providing hands-on experience in public safety communications.
- ✓ Engaged with students and educators to bridge the gap between academic learning and real-world professional experience.

These efforts foster early career exposure, helping students gain practical skills and insight into the critical role of 911 operations, electronic monitoring, and emergency response coordination.

2. Community Outreach and Career Development Initiatives

DPSC takes pride in giving back to the community by participating in:

- ✓ **STEM Fairs and Job Fairs** – Educating students about the technological and operational aspects of public safety communications and inspiring interest in emergency management careers.
- ✓ **School Presentations (All Age Groups)** – Engaging students through interactive discussions on 911 operations, digital safety, and the importance of emergency preparedness.
- ✓ **Public Awareness Initiatives** – Highlighting the critical role DPSC plays in emergency response, crisis management, and supporting law enforcement and first responders.

Through these initiatives, we aim to increase public awareness of how DPSC’s work directly contributes to community safety, rapid emergency response, and national security.

3. Strengthening Public Safety Partnerships

Beyond education, DPSC remains dedicated to enhancing collaboration with public safety partners across law enforcement, emergency management, and healthcare. By working together with stakeholders and the wider community, we strive to:

- ✓ Improve emergency response coordination through shared training and strategic planning.
- ✓ Enhance community preparedness by promoting public safety education and awareness.
- ✓ Build a more connected and resilient society, where individuals and organisations work together to create safer communities.

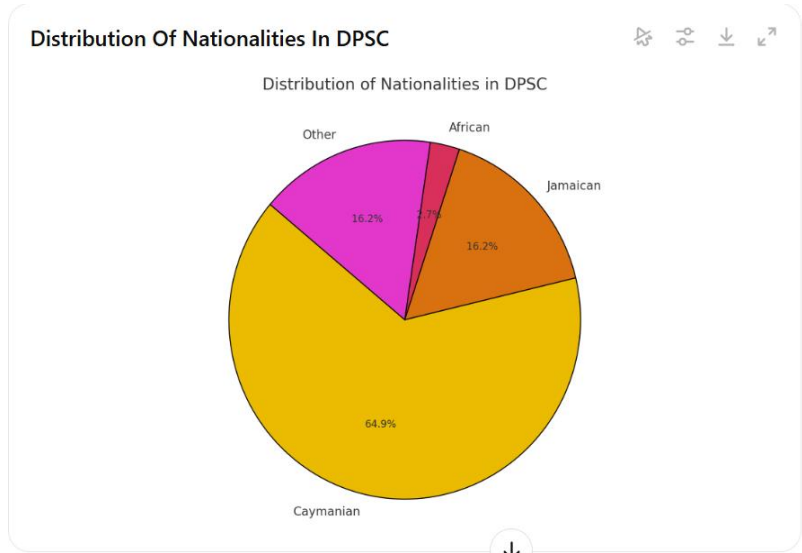


DPSC’s commitment to outreach, cooperation, and engagement ensures that every individual—whether a student, stakeholder, or community member—has a role to play in building a safer, stronger future for all.

HR Analytics:

- Total number of full-time staff at the end of 2024 = 37
- Uniformed staff = 31; civilian staff = 6
- Male staff = 10 (27%); female staff = 27 (63%)
- Staff breakdown by nationality:

Nationality	Number	Percentage
Caymanian	24	65%
Jamaican	6	16%
African	1	3%
Other	6	16%



○ Staff
breakdown by
age brackets:

Age Bracket	Number	Percentage
18-29	9	24%
30-39	7	18%
40-49	18	49%
50-59	1	3%
60+	2	6%

Financial Performance and Analysis

HAF 4	Public Safety, Electronic Monitoring and Incident Responses		
DESCRIPTION Operate a Public Safety Communications Centre (PSCC) which provides a 24-hour Public Safety Answering Point (PSAP) to support public safety first-responder services including Police, Fire and Emergency Medical Services; Operate the Electronic Monitoring Centre (EMC), which delivers two distinct programmes which contribute to a reduction in the impact of crime in the Cayman Islands: electronic monitoring of offenders and the National CCTV Programme; Oversee the operation of the National Telecommunication System infrastructure.			
MEASURES	2023 Actual	2024 Budget	YTD Activity DEC24

QUANTITY <ul style="list-style-type: none"> Number of hours that the PSCC operates per fiscal year (24/7/365 basis). Number of incoming 9-1-1 telephone calls answered per month on average. Number of dispatched Calls for Service processed per month on average. Number of hours that the EMC maintains the capacity to tag, monitor, document, and report violations of Electronic Monitoring Programme offenders and monitor and support the National CCTV project with backup provided by Public Safety Communications Centre (24/7/365 basis). Number of offenders monitored simultaneously. Number of requests for archived CCTV video received from RCIPS during fiscal year. Number of radios using system infrastructure. 	8,760 15,511 45,247 8,760 66 480 1,678	8,760 4,000-5,000 2,800-3,150 8,760 55-100 325-375 1,500-1,800	8,760186,136 2,985 8,760 47 583 1700
QUALITY <ul style="list-style-type: none"> Quality Assurance case reviews completed on Calls for Service (both call-taking and dispatch functions). Quality Assurance case reviews completed on Electronic Monitoring Centre actions (offender violation processing). Quality Assurance scores regarding Calls for Service case reviews: <ul style="list-style-type: none"> Call-taking: Dispatching: Quality Assurance ratings regarding Electronic Monitoring Centre actions. System infrastructure is continuously monitored for availability and reliability (overall network availability). 	273 165 94% 97% 96% 97%	250 150 91% 91% 97% 98-99%	272 167 94% 98% 96% 98%
TIMELINESS <ul style="list-style-type: none"> Percentage of 9-1-1 telephone calls answered within 10 seconds for calendar year (as recorded by (PSCC Solacom NG911 reports). Authorised requests from RCIPS or other EMC User Group for information regarding an 	98% 98%	98% 95%	99% 90%

offender's violation are processed within 48 hours. <ul style="list-style-type: none"> • Authorised requests from RCIPS for copies of archived CCTV video recordings are processed within five calendar days. • Response times for Critical System (911, CIFS, paging). <ul style="list-style-type: none"> ○ During normal work hrs.: 15 mins ○ Outside of normal work hrs.: 45 mins • Response times for Other Systems: <ul style="list-style-type: none"> ○ Grand Cayman: within 1 hr. ○ Cayman Brac & Little Cayman: next available flight 	99% 98% 98% 96% 95%	96% 95-99% 90-95% 90-95% 0-95%	100% 97% 98% 98% 95%
LOCATION <ul style="list-style-type: none"> • Cayman Islands 	100%	100%	100%
COST	\$5,511,996	\$5,699,670	\$5,374,626
RELATED BROAD OUTCOME: <ul style="list-style-type: none"> • Providing Solutions to Improve the Well-Being of our People so they can Achieve their Full Potential. 			
This Group Comprises ABS Outputs: EMC 1, EMC 2, EMC 3			

Financial Performance and Analysis Continued

2024 BUDGET VS ACTUALS				(KYD)
Financial Performance	ORIGINAL 2024 BUDGET	FINAL 2024 BUDGET	JAN-DEC 2024 ACTUALS	VARIANCES (Actuals vs Final Budget)
Personnel	\$2,649,587	\$2,649,587	\$2,335,727	\$313,860
Supplies & Consumables	\$2,085,701	\$2,085,701	\$2,668,912	(\$583,211)
Depreciation	\$1,338,990	\$1,338,990	\$478,797	\$860,193
Total Expenses	\$6,074,278	\$6,074,278	\$5,483,436	\$590,842

DPSC Strategic Priorities 2025

Broad Outcome: Future-Proof to Increase Resiliency

Specific Outcome: Building a modern infrastructure to ensure a successful future for our islands.

Strategy: Upgrade public safety communications technology to advance capabilities in emergency management, public surveillance, and offender monitoring.

SMART Objectives:

1. **Objective:** Oversee the integration of **100+** national CCTV cameras into the DPSC system, ensuring full operational capability by December 31, 2025.
 - **Deliverable:** Monitor installation progress and conduct system testing.
 2. **Objective:** Ensure the continuous updates of the Arc GIS data analysis platform to provide comprehensive traffic accident analytics across all three islands by December 31, 2025.
 - **Deliverable:** Review monthly analytics reports and provide feedback to stakeholders.
 3. **Objective:** Finalise the business case for the Northward Tower Bunker in partnership with the Cabinet Office by July 31, 2025.
 - **Deliverable:** Submit the business case for approval.
-

Broad Outcome: Improve Quality of Life for Caymanians

Specific Outcome: Improving education to promote lifelong learning and greater economic mobility.

Strategy: Development of Public Safety Career Pathways into the Uniformed Services.

SMART Objectives:

1. **Objective:** Host/Participate the Annual Public Safety Career Fair in partnership with the University of the Cayman Islands (UCCI), attracting at least 200 participants by June 30, 2025.
 - **Deliverable:** Coordinate with UCCI and other stakeholders to plan and execute the event.
2. **Objective:** Continue the Emerging Leaders Program in partnership with POCS and industry partners by October 2025.
 - **Deliverable:** Participate in upcoming program curriculum and participant selection.

Broad Outcome: Strengthening, preserving, and enhancing public safety and security in the community.

Strategy: Enhance working relationships and rehabilitative services across the criminal justice system.

SMART Objectives:

1. **Objective:** Draft a business case for technology upgrades to enhance electronic offender monitoring by March 31, 2025.
 - **Deliverable:** Submit the business case to the Entity Procurement Committee (EPC).
2. **Objective:** Facilitate the attendance of DPSC and DCR teams at an electronic monitoring conference to explore new technologies and tactics by September 30, 2025.
 - **Deliverable:** Coordinate travel and conference participation.

2. Assistant Director Level

Broad Outcome: Future-Proof to Increase Resiliency

Specific Outcome: Building a modern infrastructure to ensure a successful future for our islands.

Strategy: Upgrade public safety communications technology.

SMART Objectives:

1. **Objective:** Procure and install upgraded CCTV network switches to enhance data quality and reduce latency by June 30, 2025.
 - **Deliverable:** Oversee procurement and installation processes.
2. **Objective:** Implement the BriefCam software upgrade to enhance CCTV data interrogation capabilities by September 30, 2025.
 - **Deliverable:** Conduct staff training on the new software.

Broad Outcome: Improve Quality of Life for Caymanians

Specific Outcome: Positioning the Public Service as an "Employer of Choice."

Strategy: Create a robust wellness and talent program for staff.

SMART Objectives:

1. **Objective:** Implement 2 additional wellness days per annum for core staff by December 31, 2025.
 - **Deliverable:** Update HR policies and communicate changes to staff.
 2. **Objective:** Facilitate further education opportunities including assigned online course for core staff, including Associates of Arts, Bachelors of Law & Bar, and Masters of Science programmes, by December 31, 2025.
 - **Deliverable:** Identify eligible staff and coordinate with educational institutions.
-

Broad Outcome: Strengthening, preserving, and enhancing public safety and security in the community.

Specific Outcome: Enhancing public safety through advanced technology and efficient emergency response systems.

Strategy: Expand and optimise electronic monitoring, National CCTV (NCCTV), and 911 emergency response systems to improve public safety and security.

SMART Objectives:

1. **Objective:** Enhance the electronic monitoring system by integrating advanced GPS tracking and real-time data analytics to improve offender monitoring and reduce recidivism rates by December 31, 2025.
 - **Deliverable:** Draft and submit a business case for technology upgrades to enhance electronic monitoring capabilities by June 30, 2025.
2. **Objective:** Implement a pilot program for GPS-enabled electronic monitoring devices, covering at least 50 high-risk offenders, by September 30, 2025.
 - **Deliverable:** Coordinate the necessary training needed for EMO to successfully execute

SMART Objective:

Assist with expansion of the National CCTV (NCCTV) network in all three (3) islands by monitoring the progress and installation of 50 cameras in high-crime areas and critical public spaces, ensuring full integration with the DPSC system by December 31, 2025.

- **Deliverable 1:** Conduct a site assessment and identify 50 locations for new CCTV installations by July 31, 2025.
- **Deliverable 2:** Complete installation and integration of the new cameras into the NCCTV network, ensuring 100% operational capability by December 31, 2025.

SMART Objective:

Improve the 911 emergency response system by reducing average call response time to 60 seconds and ensuring 99.9% system uptime by December 31, 2025.

- **Deliverable 1:** Upgrade 911 call routing software and conduct staff training on the new system by August 31, 2025.
 - **Deliverable 2:** Identify a suitable location for a backup 911 call center to ensure business continuity during emergencies by September 30, 2025.
-

3. Supervisor Level

Broad Outcome: Future-Proof to Increase Resiliency

Specific Outcome: Building a modern infrastructure to ensure a successful future for our islands.

Strategy: Upgrade public safety communications technology.

SMART Objectives:

1. **Objective:** Ensure the successful integration of CCTV cameras at all CIG Sports Complexes into the national CCTV program by September 30, 2025.
 - **Deliverable:** Coordinate with sports complex management and DPSC technical teams.
 2. **Objective:** Conduct quarterly system audits to ensure 99.9% uptime of the emergency communication system by December 31, 2025.
 - **Deliverable:** Document audit findings and implement corrective actions.
-

Broad Outcome: Improve Quality of Life for Caymanians

Specific Outcome: Improving education to promote lifelong learning and greater economic mobility.

Strategy: Development of Public Safety Career Pathways into the Uniformed Services.

SMART Objectives:

1. **Objective:** Launch new emergency management programmes by June 30, 2025.
 - **Deliverable:** Finalise MOUs with the emergency services stakeholders including Coast Guard, Prison, Courts and DCR.
 2. **Objective:** implement an internship program by June 2025.
-

- **Deliverable:** Draft and approve the policy documents.
-

4. Staff Level

Broad Outcome: Future-Proof to Increase Resiliency

Specific Outcome: Building a modern infrastructure to ensure a successful future for our islands.

Strategy: Upgrade public safety communications technology.

SMART Objectives:

1. **Objective:** Assist with the effective monitoring of the upgraded CCTV network switches and provide feedback by November 30, 2025.
 - **Deliverable:** Provide technical support during installation.
 2. **Objective:** Attend training on the new program software by September 30, 2025.
 - **Deliverable:** Complete training and provide feedback.
-

Broad Outcome: Improve Quality of Life for Caymanians

Specific Outcome: Positioning the Public Service as an "Employer of Choice."

Strategy: Create a robust wellness and talent program for staff.

SMART Objectives:

1. **Objective:** Participate in quarterly team lunches and wellness activities by December 31, 2025.
 - **Deliverable:** Attend and provide feedback on wellness initiatives.
 2. **Objective:** Enroll in further education programmes (e.g., Associates of Arts, Bachelors of Law & Bar, Masters of Science) by December 31, 2025.
 - **Deliverable:** Submit application and progress reports.
 - **Deliverable:** Complete training and apply knowledge in daily operations.
-

Government Public Safety Radio Programme

Broad Outcome: Future-Proof to Increase Resiliency

Specific Outcome: Building a modern infrastructure to ensure a successful future for our islands.

Strategy: Upgrade public safety communications technology to ensure interoperability and reliability of government radio systems.

SMART Objectives:

1. **Objective:** Ensure 100% operational readiness of all government-used radios by conducting quarterly maintenance checks and resolving any issues within 48 hours of identification by December 31, 2025.
 - **Deliverable:** Develop and implement a maintenance schedule for all radios and towers, with monthly progress reports submitted to the Director.
2. **Objective:** Complete the installation of 50 new Motorola radios in critical government vehicles (police, fire, and prison) to enhance interoperability by June 30, 2025.
 - **Deliverable:** Coordinate with Motorola Solutions to procure, install, and test the new radios, ensuring full integration with existing systems.
3. **Objective:** Upgrade and maintain 100% of radio towers to ensure 99.9% uptime and seamless communication across all emergency services by December 31, 2025.
 - **Deliverable:** Conduct quarterly audits of tower performance and implement necessary upgrades or repairs within 30 days of identifying issues.
4. **Objective:** Train 100% of emergency service personnel on the proper use of the new Motorola radios and interoperability protocols by September 30, 2025.
 - **Deliverable:** Develop and execute a training program, with attendance records and feedback submitted to the Director.
5. **Objective:** Implement a backup power solution for all radio towers to ensure continuous operation during power outages by December 31, 2025.
 - **Deliverable:** Conduct a feasibility study, procure backup power systems, and complete installation across all towers.

2. CAD and RMS Systems Administrator

Broad Outcome: Future-Proof to Increase Resiliency

Specific Outcome: Building a modern infrastructure to ensure a successful future for our islands.

Strategy: Ensure the reliability and efficiency of all IT systems supporting the 911 Centre, fire, police, prison, and courts.

SMART Objectives:

1. **Objective:** Achieve 99.9% system uptime for the CAD (Computer-Aided Dispatch) and RMS (Records Management System) by conducting monthly system audits and resolving any issues within 24 hours by December 31, 2025.
 - **Deliverable:** Submit monthly audit reports and corrective action plans to the Director.
2. **Objective:** Implement a system-wide upgrade of the CAD and RMS software to the latest version, ensuring compatibility with all emergency service systems by June 30, 2025.
 - **Deliverable:** Coordinate with software vendors, conduct testing, and deploy the upgrade with minimal downtime.
3. **Objective:** Provide 100% of 911 Centre, fire, police, prison, and courts staff with training on the upgraded CAD and RMS systems by September 30, 2025.
 - **Deliverable:** Develop and execute a training program, with attendance records and feedback submitted to the Director.
4. **Objective:** Develop and implement a disaster recovery plan for the CAD and RMS systems to ensure business continuity during emergencies by December 31, 2025.
 - **Deliverable:** Submit the disaster recovery plan to the Director for approval and conduct quarterly drills to test its effectiveness.
5. **Objective:** Reduce system response time for CAD and RMS queries to under 20 seconds by optimising database performance and upgrading server infrastructure by December 31, 2025.
 - **Deliverable:** Conduct a performance review, implement necessary upgrades, and submit monthly performance reports to the Director.

3. CAD System Administrator and Radio Communication Technicians

Broad Outcome: Strengthening, preserving, and enhancing public safety and security in the community.

Specific Outcome: Enhancing public safety through advanced technology and efficient emergency response systems.

Strategy: Expand and optimise public safety communication systems to improve interoperability and response times.

SMART Objectives:

1. **Objective:** Ensure 100% integration of the CAD and RMS systems with the National CCTV (NCCTV) network to provide real-time data to emergency responders by December 31, 2025.
 - **Deliverable:** Conduct system integration testing and submit a final report to the Director.
 2. **Objective:** Implement a pilot program for real-time data sharing between the CAD/RMS systems and the electronic monitoring system to enhance offender tracking and public safety by September 30, 2025.
 - **Deliverable:** Develop and execute the pilot program, with a final evaluation report submitted to the Director.
 3. **Objective:** Reduce the average response time for 911 calls by 10% through improved CAD system efficiency and staff training by December 31, 2025.
 - **Deliverable:** Submit monthly performance metrics and training completion reports to the Director.
-

4. Staff Level Objectives

Broad Outcome: Future-Proof to Increase Resiliency

Specific Outcome: Building a modern infrastructure to ensure a successful future for our islands.

Strategy: Upgrade public safety communications technology.

SMART Objectives:

1. **Objective:** Assist with the installation and testing of new Motorola radios in government vehicles, ensuring 100% functionality by June 30, 2025.
 - **Deliverable:** Provide technical support during installation and submit testing reports.
 2. **Objective:** Attend training on the upgraded CAD and RMS systems and apply knowledge in daily operations by September 30, 2025.
 - **Deliverable:** Complete training and provide feedback on system improvements.
-

Conclusion

These **SMART objectives** for the Department of Public Safety Communications for 2025 budgetary period is to ensure that the DPSC continues to enhance its communication

infrastructure, improve interoperability, and maintain high system reliability. These objectives align with the department's broader goals of increasing resiliency, improving public safety, and ensuring the efficient operation of emergency services. This Cascading Performance Agreement 'CPA' ensures alignment across all levels of the department, with clear objectives and deliverables to drive performance and achieve the desired outcomes.



CAYMAN ISLANDS FIRE SERVICE



Foreword from the Chief Fire Officer

As the Chief Fire Officer, I am privileged to present this Annual Report from the Cayman Islands Fire Service (CIFS). This report underscores the dedication, bravery, and steadfast commitment demonstrated by our team over the past year. With immense pride, I detail the achievements and milestones reached by the CIFS as we fulfilled our diverse and demanding responsibilities

The CIFS offers round-the-clock Emergency Fire and Rescue Services, operating 24 hours a day, 365 days a year, across Grand Cayman, Cayman Brac, and Little Cayman. Additionally, in compliance with Civil Aviation Authority (CAA) Airport Certification requirements and in collaboration with the Cayman Islands Airports Authority (CIAA), CIFS provides Airport Rescue and Fire Fighting Services at Owen Roberts, Charles Kirkconnell, and Edward Bodden Airports.

Throughout the year, my team has faced a myriad of emergencies, from Domestic Fires to Aviation incidents, Inshore Search and Rescue Operations to promoting Fire Safety and Education initiatives. In each instance, my team has demonstrated exceptional skill, professionalism, and compassion in serving our Community.

The safety and well-being of my team, the citizens and visitors of the Cayman Islands remain my top priority. Whether responding to various types of distress calls on land or at sea, we stand ready to provide swift and effective assistance to make the lives of the people we serve better. Our collaboration with local partner agency organisations e.g. the Department of Public Safety and Communications, The Royal Cayman Islands Police Service and the Health Services Authority and Hazard Management Cayman Islands to name a few, has been instrumental in enhancing our capabilities and ensuring coordination during emergencies.

Equally important to our mission is our commitment to proactive Fire Prevention and education efforts. By engaging with schools, community groups, and businesses, we strive to empower individuals with the knowledge and resources to prevent hazards, and minimise risks in emergency situations. Through social media campaigns and outreach programmes, we aim to foster a culture of safety and preparedness within our community.

As we reflect on the past year's achievements and challenges, I extend my heartfelt gratitude to my Firefighters, Support Staff, and Inter-Agency partners for their dedication and sacrifice. Their

tireless efforts and selfless service are a testament to the strength and resilience of the CIFS's team.

This Annual Report provides a comprehensive overview of our activities, accomplishments, and future goals. Together, we remain committed to upholding the highest standards of excellence in fire and rescue services, ensuring the safety and security of all those we serve.

Thank you for your continued support and trust in our department.

Mr. D. Randy Rankin, Chief Fire Officer, Cayman Islands Fire Service

Departmental Overview

The core role of the Cayman Islands Fire Service (CIFS) is to provide an emergency response to Domestic and Aviation incidents throughout the Caymans Islands. The scope of incidents includes fires, emergency medical services, motor vehicle accidents, aircraft accidents, water rescues, other rescues and special services. It is also responsible for providing fire prevention practices, fire investigation and educational services to the local community, business and commercial sectors. The CIFS' scope of activities includes:

- Supporting rapid response to fires; and to other emergencies including air, land and sea accidents, for the public safety of the people of the Cayman Islands and our visitors;
- The aim of the Aerodrome Fire Service is to minimise the effects an incident/accident will have on the aerodrome, particularly the saving of lives, and the continuation of airport operations;
- To provide the Cayman Islands with the legal requirements outlined in the Fire Brigade Act which sanction the provision of safe, efficient, effective code compliance and to outline our legal obligations to the citizens of these islands;
- To investigate all fire occurrences and determine their cause and point of origin. The data gathered is used to develop building, fire, and general safety standards in an effort to reduce fire incidents in the future; and
- To educate the public and private sectors on fire prevention and extinguishment of fires.

Our Vision

Our vision is to be a recognised leader in fire and emergency services, renowned for our innovation, responsiveness, and unwavering commitment to the well-being of our community.

Our Mission

The mission of the Cayman Islands Fire Service is to deliver progressive, high-quality emergency and preventive services, ensuring the safety and well-being of our community.

Core Operations:

❖ Domestic Emergency Response

Provide a capacity to respond to domestic fire and other emergencies, including communication, management, coordination and operations during and after a natural disaster in accordance with the National Hurricane Disaster Plan.

❖ Aerodrome Fire Service

Minimise the effects an incident/accident will have on the aerodrome, particularly the saving of lives, and the continuation of airport operations.

❖ Inspection for Compliance with Fire Code

Provide the Cayman Islands with the legal requirements outlined in the Fire Brigade Act which sanction the provision of safe, efficient, effective code compliance and to outline the legal obligations to the citizens of these Islands.

❖ Investigation of Fires

Investigate all fire occurrences to determine their cause and point of origin. Utilise data to develop building, fire and general safety standards in an effort to reduce fire incidents in the future.

❖ Fire Safety Education and Training Programmes

Provide fire and life safety programmes through public education and training. We accomplish this via interactive school workshops, career fairs, safety campaigns (seasonal and customised programmes for seniors or people with disabilities). We also utilise social media and local radio to spread fire safety messages.

Our People

The demographic breakdown of staff within the Cayman Islands Fire Service is as follows:

Demographic								
Male	Female	Caymanian	Non-Caymanian	Under 20	20-29	30-39	40-49	50-60
154	9	159	5	0	50	41	25	42

Awards and Recognition

FSI Roger Manderson Jr. was the proud recipient of the Chief Officer's Choice Award for the month of September 2024.

Promotions/Leavers in 2024

A total of 26 Officers were promoted in 2024; (24) Sub Officers and (2) Fire Safety Inspectors.

A total of 10 Officers left the Service in 2024 (there were 5 resignations, 4 dismissals and 1 retirement) with ranks of Trainee Firefighter, Firefighter, Pump Engineer, Sub Officer, Fire Safety Inspector and Deputy Chief Fire Officer.



The Cayman Islands Fire Service issued one recognition award in 2024.

Priorities and Achievements for 2024

Strategic Priorities and Projects Identified for 2024

In 2024, the Cayman Islands Fire Service focused on strategic investment in comprehensive training and development programmes. This initiative aims to:

- **Bolster Succession Planning:** Ensure a well-prepared talent pool ready to step into critical positions.
- **Elevate Professionalism:** Equip current personnel with essential knowledge and skills.
- **Structured Career Development:** Implement career development paths, mentorship programmes, secondments, and leadership training.
- **Continuous Learning:** Enable staff to handle evolving challenges and emergencies through ongoing training.
- **High Standards and Ethics:** Maintain high competence and ethics, cultivating excellence and integrity.



This commitment not only ensures smooth leadership transitions but also enhances overall professionalism and service delivery, leading to improved community safety.

Enhancing Emergency Response Capabilities and Fostering Partnerships for the Cayman Islands

CIFS is dedicated to maintaining and enhancing its 24/7 Domestic and Aviation emergency response capabilities by –

- ***Strategic Investments:*** In training, equipment, personnel, and infrastructure.
- ***Collaboration:*** Foster partnerships with agencies like 911, Police, EMS, Regiment, and HMCI for seamless coordination during emergencies.

These efforts aim to -

Minimise Impact: Swiftly respond to emergencies to save lives and protect property.

Resilience and Adaptability: Strengthen CIFS's capabilities to handle evolving threats and challenges.

Together, these initiatives demonstrate CIFS's commitment to excellence in training, development, and emergency response, ultimately ensuring a safer community.

Personnel Development, Professionalising and Stabilising the Service

The Cayman Islands Fire Service has made significant strides in its ongoing efforts to professionalise the service and enhance organisational stability. In the past year, we proudly promoted 24 sub officers and warmly welcomed 22 new Caymanian recruit firefighters into our ranks. This commitment to recruitment and internal advancement underscores our dedication to building a highly skilled and diverse workforce.

Furthermore, we recognise the importance of investing in the development and succession planning of our personnel. As such, we have allocated resources towards training programmes aimed at enhancing skills across various disciplines within the fire service. These initiatives not only ensure that our firefighters remain at the forefront of best practices, but also pave the way for future leaders to step into key roles within the organisation.



By prioritising professional development, recruitment, and succession planning, CIFS is positioning itself to meet the evolving challenges of fire and rescue services while upholding the highest standards of excellence and service to the community.

In 2024, CIFS attained many accomplishments including:

- The completion of 99% of the extension of the existing Aviation Bays and the construction of there (3) new storage rooms and one (1) new decontamination room;
- The hiring of Two level 1 and Two level 2 Mechanics;
- The review and update of the Fire Brigade Law (ongoing);
- The review and update of the existing Training Policy;
- The implementation of a new monthly standardised training roster across the service;
- The implementation of a new mandatory Physical Fitness Program across the Service;
- The implementation and delivery of a new Health and Safety Program across the Service;
- Training and Certification of new ISARs team members;
- Training and Certification of new Pump Operators for the Aviation and Domestic Sections;
- Training and Certification of staff members in Emergency Response Driving;
- Training and Certification of approximately 45 staff members as Hazmat First Responders;
- Completed heavy vehicle driving training with 10 members of the Cayman Islands Coast Guard;
- 3 staff members completed CUC First Responders Awareness Training;
- 4 CIFS Fleet team members and 1 Cayman Islands Regiment team member completed On Island Tech Training facilitated by an Oshkosh Factory Certified Representative;
- 4 CIFS Fleet Team members completed on Island tech training facilitated by a Rosenbauer Factory certified representative;
- 2 Officers were trained and certified in Multi Agency Gold Incident Command training (MAGIC);
- 3 Officers were trained and certified in Silver Multi Agency Tactical Incident Command training;
- The creation of a new MOU between the Regiment and the CIFS to provide specialist equipment in the aftermath of a storm and hurricane;
- The creation of an MOU between the Cadet Corps and CIFS that supports a Junior Firefighter Programme (Fire Cadets);
- The creation of an international advertisement video for Rosenbauer International to display the features of the Department's new Cayman Brac Tanker;
- Received, commissioned and trained staff to operate the new Tanker for Cayman Brac;
- Renovations of the main Training Room;
- The completion of a new ramp area for the new Aviation Bays and Mechanic Pit areas;

- Obtained approval for the renovation and construction of a new gym at the Central Fire Station;
- Staff members completed Chainsaw Operator Training hosted by the Cayman Islands Regiment;
- Staff members completed Team Medic First Aid Instructor training in partnership with the Regiment;
- Obtained approval for the procurement of a new vehicle exhaust system for Aviation appliances bays;
- Promoted 21 new sub-officers and hired 21 new firefighters;
- Obtained approval for the work to reallocate the a/c and repair ceiling works above mechanics pit (unable to complete due to lack of bids);
- Obtained approval for the purchase of a back-up ARFF vehicle;
- Completion of new job descriptions for the Control Room Staff;
- Completion of a new Emergency Response Driving Policy;
- Closure of three (3) CAACI audit findings and one (1) observation;
- Complete installation of CCTV coverage of the movement area at Owen Roberts International Airport and Charles Kirkconnell International Airport;
- Review and update the Department's Continuity of Operations Plan;
- Maintained 24/7 365 days of emergency coverage and response to all calls for service;
- Obtained approval of supplementary funding to cover overtime expense;
- Officers attended required compliance training in UK;
- Officers completed Secondment opportunities with Newcastle International Airport Ltd (Aerodrome);
- Officers completed Secondment opportunities with Tyne & Wear Fire Service UK (Domestic); and
- Three Officers completed the IYT Small Power Boat & Rib Master Course.

Financial Performance and Analysis

The Cayman Islands Fire Service came in within budget for 2024. Supplementary was awarded for the overspend on overtime incurred throughout the year.

2024 BUDGET VS ACTUALS				(KYD)
Financial Performance	ORIGINAL 2024 BUDGET	FINAL 2024 BUDGET	JAN-DEC 2024 ACTUALS	VARIANCES (Actuals vs Final Budget)
Personnel	\$14,496,424	\$14,496,424	\$14,337,097	\$159,327
Supplies & Consumables	\$2,036,017	\$2,036,017	\$1,864,585	\$171,432
Depreciation	\$1,298,855	\$1,298,855	\$1,384,532	\$85,677
Total Expenses	\$17,831,296	\$17,831,296	\$17,586,214	\$245,082

Recruitment and Cost Savings:

Ten (10) new firefighters were recruited at Cayman Brac, leading to a 45% decrease in personnel overtime costs since 1 May 2024.

Overtime costs for the first 4 months of 2024 amounted to approximately \$278,000, while from 1 May 2024 to 31 December 2024, overtime costs have been approximately \$125,000.

New Shift System Implementation:

The implementation of a new shift system at Station 4 has contributed to the savings in overtime.

The Aerodrome Section/Control Room in Grand Cayman observed a reduction in overtime of 40-45%.

However, the Domestic Section in Grand Cayman experienced a 10% increase in overtime due to coverage for overseas training, vacations, and sick leave.

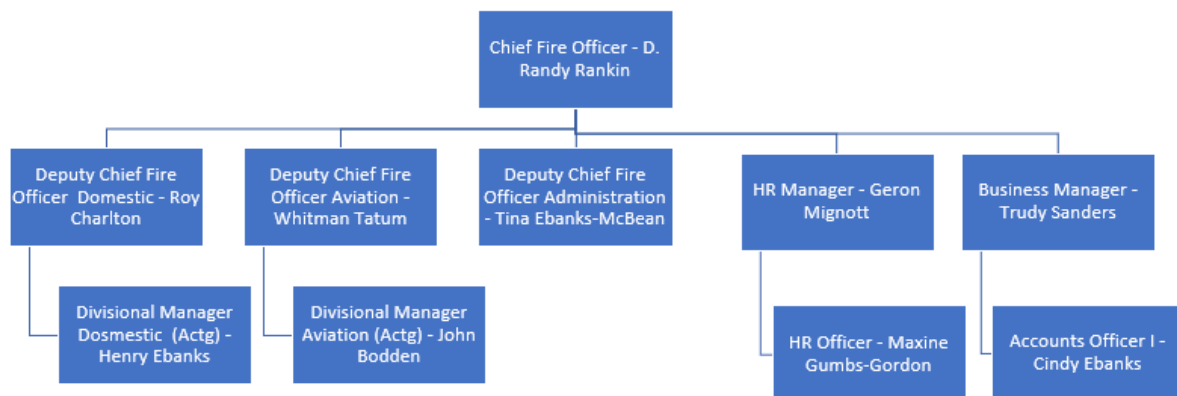
Scrutiny by Parliament and Public in 2024

- There were no Parliamentary Questions raised;
- There were no queries raised by the Public Accounts Committee;

- Freedom of Information Requests – 2 were received (1 request was transferred to RCIPS);
- There were no complaints recorded; and
- No data protection breaches were recorded.

Our People

- Snapshot of team / Organisational Chart



Engagement Survey Results

CATEGORY	CHANGE FROM 2023
Leaders actively role model the behaviours set out in the Core Competency Framework.	Increase
CIFS keeps me informed about matters that affect me.	Increase
Senior managers in CIFS will act on the results from this survey.	Increase
Effective action has been taken on the results of the last survey.	Increase
Persons feel bullied or harassed at work in the past 12 months.	Decrease
Access to the right learning and development opportunities when needed.	Increase
Learning and development activities helping develop career.	Increase

Throughout 2024, The Cayman Islands Fire Service demonstrated significant progress in several critical areas of employee satisfaction and organisational culture, as compared to 2023.

Overall the improvements in these areas reflect our commitment to fostering a positive and supportive workplace culture, enhancing communication and prioritising employee development and well-being.

Strategic Objectives for 2025-2026

Business Plan for 2025-2026

1. Maintain 24/7 Response Readiness:

- Sub-objective 1: Ensure continuous availability of personnel, equipment, and resources to respond promptly to emergencies, 24 hours a day, 7 days a week.
- Sub-objective 2: Implement robust scheduling and staffing protocols to optimise coverage and minimise response times across all CIFS stations.

2. Enhance Recruitment Efforts:

- Sub-objective 1: Conduct targeted recruitment campaigns to attract 22 trainee firefighters, focusing on diversity, inclusivity, and excellence.
- Sub-objective 2: Streamline the recruitment process to expedite candidate selection, training, and integration into operational roles within the CIFS.

3. Promote Career Advancement:

- Sub-objective 1: Facilitate the promotion of 21 Sub Officers through comprehensive assessment, recognition of skills, and adherence to merit-based criteria.
- Sub-objective 2: Establish clear pathways for career advancement within the CIFS, providing opportunities for professional growth, leadership development, and specialisation.

4. Continued Training and Development:

- Sub-objective 1: Ongoing training programmes to ensure that all personnel are proficient in firefighting techniques, rescue operations, medical response, and other essential skills.
- Sub-objective 2: Invest in sending team members to advanced training facilities that provide realistic and hands-on training experiences that simulate real-world emergency scenarios.

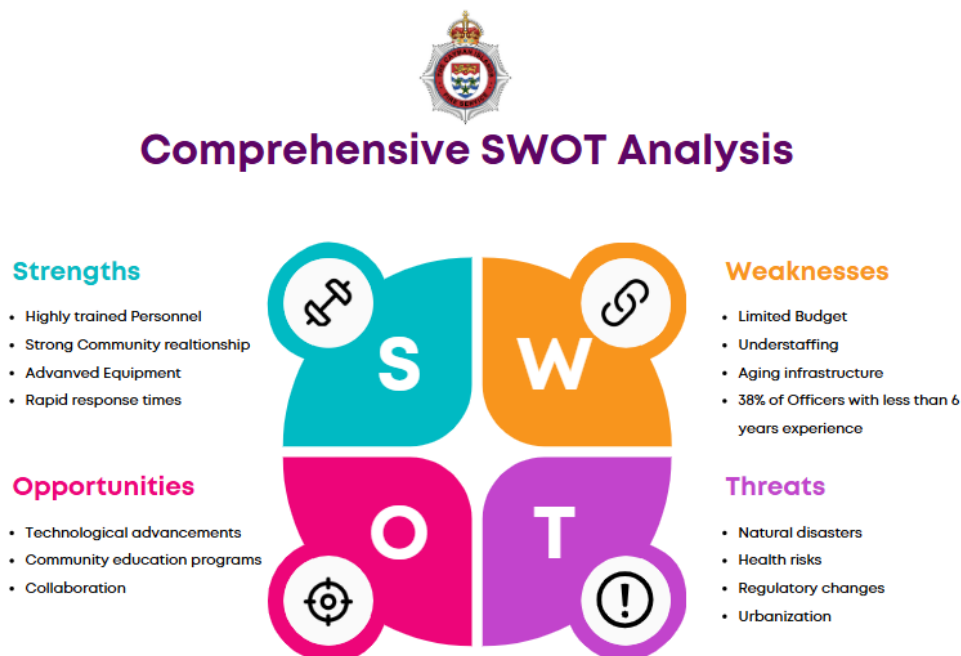
5. Professionalise Operational Procedures:

- Sub-objective 1: Align operational protocols and procedures to enhance consistency, efficiency, and effectiveness in emergency response operations across all three Islands whenever possible.
- Sub-objective 2: Maintain quality assurance measures and performance metrics to monitor and evaluate the effectiveness of operational practices and identify areas for improvement.

6. Cultivate a Culture of Excellence and Continuous Improvement:

- Sub-objective 1: Foster a culture of professionalism, teamwork, and accountability within the CIFS, where personnel are committed to upholding the highest standards of service delivery.
- Sub-objective 2: Encourage innovation, creativity, and knowledge sharing among team members to drive continuous improvement and adaptation to evolving challenges in emergency response.

SWOT Analysis



Breakdown of SWOT Analysis

Strengths:

- **Highly trained personnel:** Well-trained firefighters with expertise in various emergency response areas.
- **Strong community relationship:** Good rapport with local residents and business owners, fostering trust and cooperation.
- **Advanced equipment:** Access to the latest firefighting technologies and equipment for efficient response.
- **Rapid response times:** Strategic placement of fire stations ensures quick arrival at emergency scenes.

Weaknesses:

- **Limited budget:** Financial constraints that may restrict the purchase of new equipment, training programmes, or facility upgrades.
- **Understaffing:** Challenges in maintaining adequate staffing levels to meet increasing demands.
- **Aging infrastructure:** Older fire stations and equipment that might require frequent maintenance or replacement.
- **Training gaps:** Potential for complacency in training frequency or comprehensiveness, leading to skill gaps.

Opportunities:

- **Technological advancements:** Incorporation of new technologies like drones, AI for fire prediction, and advanced communication systems.
- **Community education programmes:** Expanding public awareness and education initiatives to prevent fires and improve emergency responses.
- **Grant opportunities:** Securing funding and grants for equipment, training, and research.
- **Collaboration:** Partnering with other emergency services and local governments for resource sharing and joint training exercises.

Threats:

- **Natural disasters:** Increased frequency and severity of natural disasters like hurricanes and wildfires.
- **Urbanisation:** Growing districts with denser populations presenting higher risks and complexity in firefighting.
- **Health risks:** Exposure to hazardous materials and potential long-term health implications for firefighters.
- **Regulatory changes:** New policies or regulations that might impose additional demands on resources without corresponding funding.

Strategic Capital Projects for 2025-2026

- Dual Appliances for Little Cayman – the Business Case was drafted and reviewed by EPC, amendments are being made following this review. The contract is to be awarded in early 2025;
- The contract for Small Fleet Vehicles for the Service was executed in collaboration with DVES and was awarded in December 2024;
- Bay Doors for all Stations;
- The Cayman Brac Bay Extension and Storage Facility is set to be advertised in early 2025;
- 1000-1500-gallon Tankers (x 2);
- Flood Barriers for Central and West Bay Station; and
- Fire Fighting Equipment – throughout the year.

Measuring Success

The year 2024 was a busy year operationally, with CIFS attending in excess of 1,600 operational fire and rescue incidents. Of note, the Domestic Unit attended 626 fire alarm or smoke alarm calls, 31 motor vehicle entrapments and extrications, 200 brush fires, 474 emergency medical assist service calls, 28 water related rescue assist incidents, 37 vehicle fires, 8 landfill incidents and 231 incidents involving CUC powerlines or transformers.

Accordingly, this operational data is critical to support the service target prevention and training activities linked to our predominant risk areas. The Aviation Unit attended or stood by for 6 full emergencies, 5 local standbys, 49 emergency medical evacuation assists, 248 aircraft refueling standbys and provided the required crewing and operational fire and rescue cover at all three Cayman Islands Airports during operating hours.

The Administration Section carried out 2,014 fire safety inspections, 673 building regulation consultations and 56 fire investigations.

The CIFS strengthened the fleet team by hiring two (2) Mechanic I and two (2) Mechanic II positions (4 in total). The hiring of these positions will continue to ensure the operational readiness of fire and rescue vehicles.

Overall Risk Management

In 2024, CIFS effectively managed risks across various operational areas, from fire alarms to medical emergencies and aviation incidents. The continuous focus on fire safety inspections, building regulation consultations, and fire investigations reflects a strong commitment to prevention and preparedness.

In summary, CIFS demonstrated a comprehensive and multifaceted approach to risk management in 2024, covering a wide range of emergencies and preventive measures.

HIS MAJESTY'S CAYMAN ISLANDS PRISON SERVICE

Foreword from the Director of Prisons



Being the country's sole penal/correctional facility, HM Cayman Islands Prison Service (HMCIPS), continued to meet the challenge of caring for inmates who have been convicted by the Courts. In addition to ensuring their safe confinement, this care also involves encouraging inmates to lead productive, law-abiding lives after their release.

Our staff of over 170 individuals works with complex individuals who have serious convictions, including those related to physical and sexual violence, in some of the most challenging environments in the Cayman Islands. Many of the people under our supervision struggle with addiction, mental health disorders, and severe learning difficulties.

HMCIPS's responsibility to rehabilitate inmates is undeniable. As we work to increase the life changes of those under our care so they can reach their full potential and develop into engaged, responsible citizens, which contributes to a significant role in the nation's growth.

In 2024, HMCIPS persisted in its objective to promote rehabilitation and reintegration while guaranteeing the safe and secure custody of inmates. We worked to incorporate rehabilitative methods to staff management, succession planning, and staff development, among other strategic concerns. We also concentrated on using technology and data exchange to improve operational effectiveness and intelligence collection. Our initiatives continued to be anchored by cooperation with outside partners, such as law enforcement and community organisations. We achieved substantial advancement in our dedication to quality and service in spite of obstacles including capacity limitations and upkeep problems in our aged prison estate.

As we look back on 2024, I am incredibly proud of the commitment and tenacity shown by every Cayman Islands Prison Service personnel. Without the dedication, perseverance, and hard work of our employees, the assistance of our partners, and the readiness of the people under our care to participate in significant rehabilitation activities, the accomplishments detailed in this report

would not have been possible. We achieved significant progress in a number of areas of our business throughout the year.

We must admit, though, that there were times when we fell short of meeting our expectations. However, we are still dedicated to improving our operations, funding employee training, and reaffirming our objective to secure, educate, and rehabilitate.

Mr. Daniel Greaves, Director of Prisons, His Majesty's Cayman Islands Prison Service

Departmental Overview

Originally founded in 1981, HMCIPS is a division of the Cayman Islands Government (CIG). The policy and resource foundation for HMCIPS's operations is outlined in the Prisons Act (2021 Revision).

People on remand, short-term, and long-term sentences, as well as those in need of special management because of risk factors or rehabilitation requirements, are housed at HMCIPS, a safe, multipurpose correctional facility. HMCIPS complies with the laws and regulations of the CIG and operates in accordance with international human rights standards. In addition to offering security and oversight, the facility guarantees that inmates receive equitable and compassionate treatment, as well as access to medical care, education, vocational training, and psychological assistance.

The goal of HMCIPS is transformation, not merely confinement. In order to lower recidivism and foster safer communities, it prioritises rehabilitation, skill development, and reintegration in addition to maintaining stringent security and discipline. In order to build a more efficient and compassionate correctional system, HMCIPS is modernising its operations, fortifying partnerships, and investing in the training of both staff and inmates.

HMCIPS's scope extends far beyond a prison sentence. The scope of services has been configured to include:

- **Security & Public Protection:** Ensuring that, via stringent operational procedures and intelligence-driven risk assessments, all incarcerated inmates are safely controlled and that public safety is maintained.
- **Rehabilitation & Reintegration:** By providing education, vocational training, and psychological assistance, a significant emphasis is placed on lowering recidivism. Important elements of this endeavor include certified programmes like City & Guilds certifications, literacy campaigns, and drug addiction treatment programmes.

- **Collaborative Partnerships:** To develop an all-encompassing and restorative approach to prisons, the Prison Service collaborates extensively with law enforcement, social services, mental health organisations, and international correctional bodies.
- **Operational Support to National Security:** The service goes beyond the confines of prison by supporting national security initiatives, such as the monitoring of migrants and immigration detainees, in collaboration with Customs and Border Control Department (CBC).
- **Staff Development & Training:** Prison officers' professionalisation is a top goal, and their skills and readiness are improved through specialised courses like Mental Health First Aid, support for further education, and continuous training programmes.

In line with the CIG's Annual Budget Statement, HMCIPS is held accountable by the Ministry of Home Affairs for providing custodial services and is in charge of people who have been entrusted to its care by the Courts.

OUR VISION	Creating safer, stronger, inclusive and more resilient communities in the Cayman Islands.
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OUR MISSION	To deliver services which improve the life chances of people in our care, enabling them to fulfil their potential and to become active and responsible citizens.
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OUR VALUES	We are a values-led organisation. Our four shared values enable our people to practice from a value-led perspective.
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DECENCY

We will demonstrate decency in everything we do. We will be polite, honest, and respectful to those in our care, our colleagues, and managers and in the application of our policies and procedures.

INTEGRITY

We will follow our moral compass and be guided by that which is honest, to ensure that we do the

COMMITMENT

We will give our very best to support and improve HMCIPS, by displaying a positive attitude, professional approach, and undivided loyalty.

EXCELLENCE

We will provide for our stakeholders, prisoners, and the public with a high quality of service that

right thing. We will challenge those that seek to gossip and spread rumors to the detriment of an individual, group, or the organisation.

will protect them from harm. Our aim is to change attitudes and lives, as well as to reduce re-offending, to make Cayman a safer place to live.

Our Role in Public Safety

Providing information and administrative support to the Cayman Islands Conditional Release Board, implementing rehabilitative and reintegrative interventions, and maintaining safe, secure, and orderly detention facilities are among HMCIPS' primary duties.

Three facilities are under the management of HMCIPS. HMCIPS had 249 inmates as of 31 December 2024, down from a record-breaking 306 in September 1999 and also down from 272 on 31 December 2023. Out of the three facilities, HMP Fairbanks houses females, while HMP Northward and the Enhanced Reintegration Unit (ERU) houses adult males.

Every prison has a different profile of inmates; therefore, procedures are needed to handle inmates with different security classifications (from Category A to D) and statuses (from remand to sentenced). The ERU is intended to oversee the reintegration of the least dangerous inmates into society.

Given that inmates come from a variety of backgrounds and have different demands, the prison environment is complex. In this setting, HMCIPS is in charge of making sure that the people under its care are safe, rehabilitated, healthy, and generally happy. We offer vital services including food, clothes, primary healthcare, and mental health support as part of our commitment that goes beyond simple incarceration. Furthermore, we provide programmes targeted at rehabilitation and reintegration into society with the benefit of cultural and spiritual support. HMCIPS provides support to enable a seamless transition as persons get ready for release, making sure they have the tools and resources they need to successfully and safely reintegrate into their communities. By means of these all-encompassing initiatives, HMCIPS seeks to uphold the humanity and dignity of every person incarcerated, creating an atmosphere that supports recovery and constructive transformation.

Providing Information and Administrative Services to the Conditional Release Board

In contrast to HMCIPS, the Cayman Islands Conditional Release Board (CRB) functions as a separate legislative authority. The Conditional Release Law (2019 Revision) requires HMCIPS to provide administrative and informational support to the CRB. In order to facilitate informed decision-making, this partnership entails providing the CRB with relevant reports prior to parole hearings. HMCIPS contributes significantly to the quality and integrity of release decisions by offering insights and counsel based on our knowledge and experience in the prison system. Through this collaboration, we support our common objective of enabling just and efficient conditional release procedures, which will ultimately aid in people's recovery and smooth reintegration back into society.

Delivering Rehabilitative and Reintegrative Interventions

Each person's path to rehabilitation is different and influenced by a number of variables, including the type of offense committed, the likelihood that they would commit the same crime again, their desire to change, and their general state of physical and mental health. Reducing reoffending is our top priority at HMCIPS, and we understand how critical it is to provide thorough rehabilitation programmes and reintegration services to help people change their life.

A vast array of programmes designed to address various needs are included in our suite of interventions. In addition to addressing health issues, this also entails offering cultural support, educational opportunities, vocational training, motivational sessions, offense-focused programmes, alcohol and drug treatment programmes, and customised psychological care.

When providing education and vocational intervention services to inmates, HMCIPS adopts a proactive stance. A mixed-delivery strategy is used to enable these programmes, with internal professionals including psychologists, literacy and adult educators, and vocational technology trainers providing certain essential services. We also work with volunteers and non-profit community organisations to improve program offerings and assist with comprehensive rehabilitation initiatives.

The goal of our reintegration services is to get people ready for a smooth transition back into society. These services include temporary and emergency housing choices, job placement programmes with continuous support, through-care support to build or sustain strong relationships, help securing financial aid, and help learning useful life skills.

HMCIPS is also committed to enhancing our capacity to provide health care. In all of our facilities, we currently offer primary healthcare services, such as nursing, medicine, mental health, and dental. By giving thorough rehabilitation and reintegration services top priority, HMCIPS hopes to enable people to live law-abiding, productive lives after being released, which will ultimately make communities safer and recidivism rates lower.



Our Principal Mandate

Our main mandate is to use national security and public safety strategy, operations, and policy to help Cayman become more resilient. The primary duty of HMCIPS is to safeguard the public by ensuring that prisoners who have been sentenced are held in a secure environment. HMCIPS serves as the correctional facility in the Cayman Islands and is vital to national security,

rehabilitation, and public safety. Both the safe detention of criminals and their effective reintegration into society via organised rehabilitation programmes are included in its purpose.

Our commitment to public safety is delivered through: -

- Improved public protection;
- Reduced reoffending;
- Improved opportunities for rehabilitation and reintegration;
- Maintaining safe, secure and humane environments;
- Skilled, professional and valued workforce;
- Workplace Health and Safety;
- Improved and targeted service delivery for women offenders;
- and Accountable and better public services.

As at December 31, 2024, HMCIPS operated three facilities: -

- HMP Northward - Adult and Children Males
- HMP Fairbanks – Adult and Children Females
- Enhance Rehabilitation Unit – Adult Males

Roughly 246 inmates are housed in HMCIPS's care every day, and we have over 170 employees. Safe correctional facilities, monitoring adherence to orders and punishments, supporting the courts and the Conditional Release Board with administrative services, and providing rehabilitative and reintegrative treatments are all part of our obligations to the people under our care.

The National Policy Context

HMCIPS is dedicated to helping CIG achieve its 5 Strategic Board Outcomes (2024 – 2026) as follows:

1. Improve Quality of Life for Caymanians and Residents;
2. Enhance Competitiveness While Meeting International Standards;
3. Future Proof to Increase Resiliency;
4. Modernise Government to Improve Public Sector Performance; and
5. Protect and Promote Caymanian Culture, Heritage and Identity.

HMCIPS directly and indirectly supports each of the CIG's 5 Strategic Board Outcomes, but particularly Broad Outcome 1. Improve Quality of Life for Caymanians and Residents.

- Creating Safer Communities

In contributing to the delivery of our principal objectives and strategic broad outcomes, HMCIPS has five strategic themes and outcomes.

DEVELOPMENT	ENGAGEMENT	EFFECTIVENESS	STANDARDS	PARTNERSHIPS
Strategic Outcome	Strategic Outcome	Strategic Outcome	Strategic Outcome	Strategic Outcome
Development of our workforce to address a wide range of complex challenges that will require our staff to acquire new fundamental knowledge and abilities.	Increasing corporate involvement is important, and our employees need to understand how valuable they are to what we do.	Value for money will be the foundation of our efforts to build a world-class civil service.	Enhancing standards to make sure that our laws, regulations, and property are suitable, that our services cater to the specific needs of our people, and that excellence becomes our minimal requirement.	Partnerships are developed using a stakeholder and relationship management strategy that is extremely well defined.

Our Strategy

Our organisational strategy is outlined in HMCIPS' Strategic Plan. It describes our dedication to enhancing the results for and alongside the individuals we serve. A number of important strategic priorities and initiatives have been established for 2024 as HMCIPS develops and improves its operational efficacy. In order to improve service delivery, these programmes aim to strengthen professional development, rehabilitation, and security while cultivating regional and global collaborations. We are expanding on our previous efforts while acknowledging the need to discover fresh approaches to improving results for the people we serve through the strategic direction.

The Strategic Plan targets changes that are needed now, but also focuses on the long-term changes for people we serve. It has the following key strategic outcomes:

- **Reducing Crime and the Fear of Crime (Reduce Re-offending):** Throughout the duration of their incarceration, we offer rehabilitation and reintegration services to assist individuals in addressing the reasons behind their criminal behavior and fostering healthy relationships with their families. Our communities are safer when we assist individuals in ending the cycle of reoffending.
- **Stronger Communities and Support for the Most Vulnerable (Improved Public Safety).**

The strategy has specific actions to build progress across our five strategic ownership goals:

- **Development of our people:** Development of our workforce to address a wide range of complex challenges that will require our staff to acquire new fundamental knowledge and abilities.
- **Increasing our corporate engagement:** Increasing corporate involvement is important, however our employees need to understand how valuable they are to what we do.

- **Assuring corporate performance:** Value for money will be the foundation of our efforts to build a world-class civil service.
- **Improving our standards:** Enhancing standards to make sure that our laws, regulations, and property are suitable, that our services cater to the specific needs of our people, and that excellence becomes our minimal requirement.
- **Development of Partnerships:** Partnerships are developed using a stakeholder and relationship management strategy that is extremely well defined.

HMCIPS's dedication to improving security, rehabilitation, and professional development while promoting a cooperative and forward-thinking criminal justice system is reflected in these strategic priorities and initiatives. HMCIPS keeps up its efforts to improve rehabilitation, national security, and the training of correctional staff.

Strategic Priorities:

1. **Collaborative Design of Prison Build:** In an effort to develop a more comprehensive, modernised infrastructure and improved operational efficiency, we have been working with pertinent partners to facilitate the design stages of a new prison facility.
2. **People Strategy and Staff Development:** HMCIPS placed a high priority on the growth and welfare of its employees through a number of programmes, such as employee appreciation events, mental health assistance, and training and promotion opportunities through departmental succession planning.
3. **Leadership Development & Succession Planning:** Create a framework for succession planning to find and train the Prison Service's future leaders. Establish mentorship and training programmes to guarantee leadership continuity and operational excellence. Initiate a transition process inside the department to ensure continuity and efficacy in the leadership and operational roles.
4. **Enhance Intelligence & Security Development:** Improvement of our intelligence capabilities by utilising technology and data sharing to improve operational outcomes and decision-making. Invest in technology, training, and intelligence-sharing systems to advance the Security and Intelligence Department.

Strategic Goals:

1. **Enhancing Inter-Agency Collaborations with Agencies (SLAs & MOUs):** To guarantee smooth support for offenders both before and after release, by fully operationalising the MOU with the Department of Community Rehabilitation (DCR). The creation of MOUs with overseas territories such as the Jamaica Defense Force Intelligence Department to set up officer exchange programmes that will improve leadership development, intelligence sharing, cooperative training, and knowledge exchange across correctional facilities. HMCIPS has created SLAs with other agencies, such as the Health Services

Authority (HSA) and other law enforcement authorities, to encourage cooperation and coordination in the pursuit of shared objectives.

2. **Improvement of Intel Unit:** Improvement of our capacity to collect intelligence and data sharing as a part of the Ministry of Home Affairs' strategy. Improve risk assessment procedures to guarantee proactive threat management within the prison environment.
3. **Expanding Educational & Vocational Training:** Strive to have the Prison Education Department certified as a National Learning Center so that inmates can obtain accredited degrees/certifications that enhance their chances of reintegrating into society. Vocational programmes should be expanded to meet the demands of the industry and new job markets.

Accomplishments:

Significant progress has been made by HMCIPS in the areas of infrastructure improvements, rehabilitation initiatives, security upgrades, and staff training. An outline of our year's major successes, developments, and difficulties may be seen below.

1. **Escapes and Recaptures:** HMCIPS is happy to announce that there were no escapes in 2024. Ensuring the safety and security of both employees and inmates is still of utmost importance, and we keep putting strong safeguards in place to protect the integrity of our facilities and stop illegal exits. Staff members receive continual training to strengthen security, making sure they are prepared to manage possible threats and uphold stringent operational procedures. As security concerns change, PSI protocols are examined and changed as necessary. To further demonstrate our dedication to safe and effective prison administration, thorough risk evaluations are also performed for each inmate leaving the facility for court appearances or hospital escorts.

HMCIPS is committed to upholding a secure, regulated, and effectively managed correctional environment through ongoing monitoring and proactive security improvements.

2. **Control and Restraint Training (C&R):** In October 2024, HMCIPS sent 5 staff members to Bermuda to be recertified as C&R Instructors. We are pleased to report that all participants successfully completed the instructor training, contributing to the enhancement of our security protocols and ensuring that all staff will now be in compliance.
3. **Progress on New Prison Building:** The steering committee dedicated to the new prison building made significant progress in this project, holding several stakeholder meetings to discuss the design phase. While further development is expected in the coming months, this initial step lays a solid foundation for the project's advancement.

Challenges:

1. **Capacity Constraints:** Due to a lack of room and capability for securely housing inmates, HMCIPS has faced numerous difficulties. This circumstance emphasises how urgently infrastructure upgrades and more housing options are needed, especially to accommodate those who need segregation, protection, and mental health treatment. The prison system's current space and capacity limitations make it difficult to manage and accommodate inmates with a range of requirements and vulnerabilities. To guarantee the security, welfare, and appropriate treatment of every prisoner in HMCIPS's care, these issues must be resolved.

HMCIPS is actively looking for ways to improve infrastructure and increase lodging options where it is financially feasible in order to overcome the obstacle. This involves determining whether infrastructure improvements, including additions or renovations, are feasible in order to provide enough room for people who require segregation, protection, or mental health care. In order to reduce overcrowding and provide all inmates with appropriate living conditions, HMCIPS is also looking into creative ideas and alternate housing possibilities. HMCIPS hopes to strengthen its capacity to efficiently manage and assist inmates with a range of needs within the prison system by tackling the pressing need for infrastructure upgrades and increasing the number of available housing options. This will ultimately create a more secure and favorable setting for rehabilitation and reintegration.

2. **Maintaining Aging Infrastructure:** For HMCIPS, overseeing an aged prison estate with a relatively small workforce remains a major concern that necessitates careful resource allocation and setting of priorities for necessary maintenance works. Despite continuous operational limitations, maintaining the facilities' structural integrity and the security of both inmates and personnel continues to be of utmost importance.

A significant obstacle has been the irreparable collapse of a deep well. Drilling a replacement well is currently prohibited after an inspection by Water Authority, which makes water management at the plant even more difficult. Furthermore, HMCIPS recently experienced a significant electrical problem that presented a significant risk of fire. The problem was quickly identified and fixed with the help of CUC and the maintenance team's rapid response.

However, a huge power surge that happened when the electrical lines were being fully repaired and replaced resulted in catastrophic damage to the prison's mechanical and electrical systems. A final cost analysis for replacing all impacted equipment is still in progress, as is an assessment of the damage's magnitude.

Notwithstanding these obstacles, HMCIPS is dedicated to upholding facility standards, guaranteeing operational effectiveness, and providing the community with high-quality

correctional services. Solutions that lessen the effects of deteriorating infrastructure while preserving the health and welfare of inmates and employees are still being sought.

3. **Smoking Cessation and Air Quality:** For HMCIPS, controlling smoking in prison buildings and enhancing indoor air quality continue to be major challenges that call for preventative actions to safeguard the health and welfare of both inmates and employees. Understanding that smoking and exposure to secondhand smoke pose major health concerns, HMCIPS is dedicated to promoting a smoke-free, healthier environment through focused programmes.. HMCIPS is creating comprehensive smoking cessation programmes that are suited to the unique requirements of each inmate in order to combat smoking among inmates. In order to help inmates stop smoking, these programmes will offer information, counseling, and tools, encouraging better lifestyle choices and general wellbeing.

HMCIPS is also taking steps to reduce the amount of secondhand smoke that inmates and employees are exposed to. This entails fortifying ventilation systems, implementing smoke-free zones, and increasing the availability of smoking cessation assistance for both staff and inmates. HMCIPS seeks to establish a safer, healthier environment that promotes rehabilitation, lowers health risks, and improves overall prison conditions by giving priority to smoking cessation and air quality improvements. The wing regions now have cleaner air thanks to smoking bans and regulations that designate outdoor smoking spaces. This requirement has also boosted time spent outside.

4. **Kitchen Concerns:** In keeping with the department's and the Ministry's overall strategic goals, HMCIPS is actively tackling the difficulties brought on by growing food costs and equipment sourcing. The present emphasis is on improving the culinary unit's operational efficiency and hygienic requirements. By giving these areas top priority, HMCIPS hopes to maximise workflow management and resource utilisation while guaranteeing the delivery of safe and sanitary culinary services.

Our People

Taking Care of the Team:

1. **Employee Recognition:** In order to recognise staff accomplishments, HMCIPS established employee recognition programmes, such as Employee of the Month awards and frequent events like our monthly birthday celebrations and quarterly staff breakfasts. HMCIPS has also created a “Director’s Desk Initiative” to recognise and reward staff for achieving perfect attendance during the year.



2. **Mental Health Support:** By encouraging access to counseling services and support resources, the department placed a high priority on the mental health and wellbeing of its employees. Early in 2025, we hope to establish a cooperative Prison Health and Wellness committee in collaboration with the Health Services Authority (HSA) and the National Drug Council (NDC). Implemented training for staff members in Mental Health First Aid so that they could properly provide support to each other and the inmates.
3. **Recruitment & Training:** Staff members were retrained on the updated Control and Restraint methods. The Vocational Training Department holds a City & Guilds Center certification. HMCIPS Education Instructors were certified to instruct juvenile offenders.

HMCIPS and Community Involvement:

1. **Community Engagement:** Through a number of programmes designed to encourage cooperation, advance understanding, and address shared concerns, HMCIPS has been actively involved with the community. These programmes are essential to our dedication to openness, responsibility, and fostering constructive connections with the larger community. HMCIPS is committed to connecting with external rehabilitation partners in the community and has signed four agreements so far this year and there are plans to sign three more in the near future.

One such effort is community outreach initiatives, in which HMCIPS personnel interact with stakeholders, local leaders, and people to talk about important prison-related topics. These conversations offer a forum for communication, criticism, and understanding between participants, which aids in closing gaps and clearing up misunderstandings. This involves giving back to the community by taking part in events like helping to repair and clean up the Bodden Town Heritage site and the CI Agriculture Department in advance of their yearly display.

We hope to increase public understanding of the value of rehabilitation, reintegration, and the prison service's contribution to public safety by actively interacting with the community in various contexts.



In addition, HMCIPS works on a number of community service initiatives in partnership with volunteer organisations, non-profits, and local organisations. Through these collaborations, we are able to improve our programmes and services by utilising community resources, knowledge, and support, which eventually helps both inmates and the general public. All things considered, HMCIPS is still dedicated to building strong ties with the community via continued outreach, cooperation, and engagement. Together with stakeholders and people of the community, we want to build a more secure and welcoming society where everyone may contribute and prosper.

2024 Engagement Survey

Based on the engagement survey findings from 2021 to 2024, it's wonderful to see that our organisation is improving and making progress. A synopsis of some of the aspects measured is provided below:

1. **Managerial Confidence and Team Satisfaction:** Both managerial confidence and team satisfaction have remained stable in 2024. However, manager visibility declined by 6%, an area that will be addressed in 2025.
2. **Learning and Development:** There has been a significant increase in learning and development opportunities, with consistent training provided throughout 2024, including specialised UK training programmes.

3. **Inclusion and Fair Treatment:** Figures for inclusion and fair treatment have risen to 54% in 2024 with an increase of 7%, indicating efforts to ensure all staff feel appreciated and included, including initiatives like monthly awards and staff functions.

HMCIPS Top-Scoring Engagement Survey Results

- Interest in Work: 96%
- Confidence in Skills: 96% (B37 – "I have the skills I need to do my job effectively")
- Pride in Being a Civil Servant: 95%
- Awareness of Civil Service Vision: 95% (B75 – "I am aware of the Civil Service vision to be a 'World Class Civil Service'")
- Understanding of Contribution to HMPS Objectives: 94%

All things considered, it is clear that the organisation is committed to enhancing many facets of its operations, from employee happiness to the application of policies and future planning. Maintaining a healthy work atmosphere and accomplishing organisational goals need a constant pursuit of development.

HR Analytics:

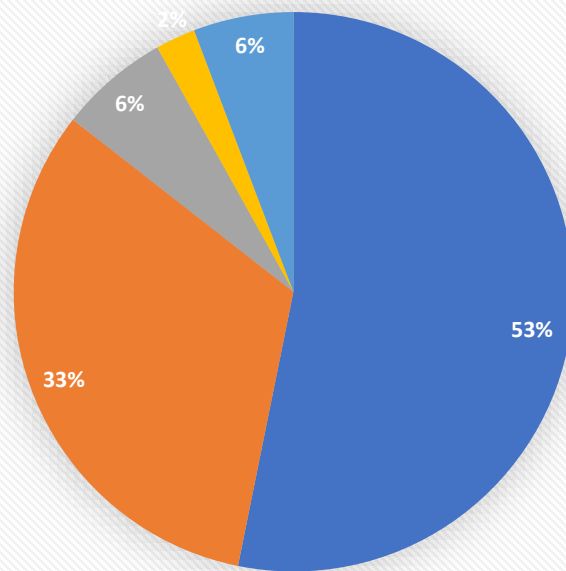
- Total number of full-time staff at the end of 2024 = 177.
- Uniformed staff = 152; civilian staff = 25
- Male staff = 135 (76%); female staff = 41 (24%)
- Staff breakdown by nationality:

Nationality	Number	Percentage
Caymanian	98	55%
Jamaican	56	32%
Filipino	11	6%
Guyanese	3	2%
Other	9	5%

- Staff breakdown by age brackets:

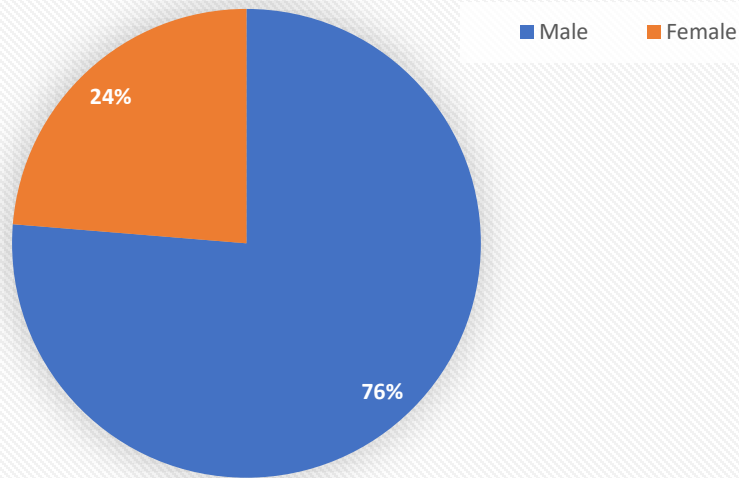
Age Bracket	Number	Percentage
18-29	16	9%
30-39	29	16%
40-49	53	30%
50-59	51	29%
60+	28	16%

Staff by Nationality

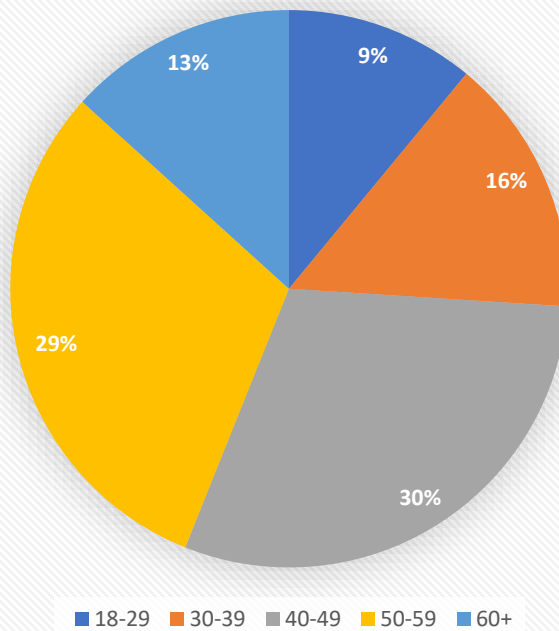


■ Caymanian ■ Jamaican ■ Filipino ■ Guyanese ■ Other

Staff by Gender



Staff by Age Range



Joiners:

Human Resources & FOI Manager- commenced March 2024

Prison Officers: Six (6) commenced 3rd April 2024

Maintenance Officer: One (1) commenced 1st February 2024

Resignations:

Prison Officers: 2

Correctional Counsellor: 1

OSG (Prison Officer Trainee): 1

Employee Recognition:

1. Internal Employee of the month Scheme - Eight (8) successful employees recognised in the year 2024.
2. Chief officer Awards/Employee of the month: Two (2) successful employees selected from the HMCIPS in the year 2024. (Months: May & August).



Development of staff:

In support of staff development, opportunities have been made available for employees to engage in further learning initiatives aimed at enhancing leadership and managerial skills.

Additionally, there has been a structured rotation of acting appointments across various roles, including **Supervisor, Custodial Manager, Deputy Director, and Director**, to provide employees with hands-on leadership experience and career growth opportunities.

These initiatives are part of our commitment to professional development and succession planning within the organisation.

Financial Performance and Analysis

Financial Performance	ORIGINAL 2024 BUDGET	FINAL 2024 BUDGET	2024 ACTUALS	VARIANCES (Actuals vs Final Budget)
Personnel	\$16,145,434	\$16,145,434	\$15,913,215	\$232,219
Supplies & Consumables	\$5,122,235	\$5,122,235	\$5,349,997	(\$227,762)
Depreciation	\$1,965,000	\$1,965,000	\$1,807,992	\$157,008
Total Expenses	\$23,232,669	\$23,232,669	\$23,071,204	\$161,465

HAF 3	Prison Custodial Services		
DESCRIPTION To provide a broad range of custodial services within a secure and fit for purpose estate, whilst ensuring that good order and discipline is maintained. The estate will provide a safe environment which encourages engagement with rehabilitative services.			
MEASURES	2023 Actual	2024 Budget	YTD Activity DEC 24
QUANTITY <ul style="list-style-type: none">Average number of prisoners held in custody – per dayNumber of drug tests carried out per monthNumber of room and area searches conducted per monthNumber of Prisoners attending National Induction Programme (NIP) per month.Number of prisoners’ disciplinary breaches (per month)Number of meals provided to prisoners per dayNumber of family visits per month (including virtual visits)	250 47 72 37 47 N/A N/A	210 - 240 30 - 35 130 - 150 20 - 25 50 - 60 600 - 720 250 - 300	253 42 72 28 42 778 601
QUALITY <ul style="list-style-type: none">All prisoners will be held lawfully and there will be no detains or liberations in errorAll searches carried out in accordance with appropriate PSIDrug tests will be conducted in accordance with relevant PSIInduction programme will be delivered to all admitted remand and convicted prisoners	N/A 100% 100% 100%	95 - 100% 90 - 100% 100% 90 - 100%	95% 95% 100% 100%

<ul style="list-style-type: none"> Investigation, charging and adjudication of prisoner disciplinary matters will be in accordance with Prison Rules and will comply with PSI. Menus nutritionally assessed by qualified nutritionist Visits conducted in accordance with PSI and in compliance with Prisons Rules. 	100%	98 - 100%	100%
	N/A	100%	100%
	N/A	100%	100%
TIMELINESS			
<ul style="list-style-type: none"> Prisoner accommodation areas searched at least once per quarter. 	N/A	100%	100%
<ul style="list-style-type: none"> Prisoners attend induction within 2 weeks of admission 	100%	90 - 100%	95%
<ul style="list-style-type: none"> Adjudication of disciplinary offences to be completed within PSI prescribed timescale 	N/A	98 - 100%	100%
<ul style="list-style-type: none"> Drug test quantity concluded by 25th day of the month 			95%
<ul style="list-style-type: none"> Nutritional Assessment of food menu to be completed before end January each year. 	95%	85 - 100%	
	N/A	100%	100%
LOCATION			
<ul style="list-style-type: none"> Grand Cayman 	100%	100%	100%
COST	\$21,297,866	\$23,097,669	\$23,163,371
RELATED BROAD OUTCOME: <ul style="list-style-type: none"> Providing Solutions to Improve the Well-Being of our People so they can Achieve their Full Potential 			
This Group Comprises ABS Outputs: PRI 13, PRI 15			

1. Explanation for any financial material variances for the Year to Date (YTD) spend versus YTD Budget allocated

Personnel:

- Savings have been found in Personnel due mainly to the fact that there are still a number of vacant posts; this is reflected in the savings found in salary and staff health insurance costs.
- It is now expected that the majority of, if not all, these posts will be filled in Q1 2025.
- The large overage in overtime (OT) has been offset by the above savings so far. However, if OT does not decrease in December (highly unlikely due to the number of holidays), there is the potential for a deficit in Personnel.
- Once the vacancies are filled in 2025, the existing buffer that we currently have with the overage in OT will cease.
- The one time honorarium in December is estimated to cost \$350,000.
- The current trend of OT and the honorarium is expected to contribute to an overall expected deficit of nearly \$120K in Personnel.

Supplies and Consumables:

- Supplies and Consumables (S&C) has an overall spend portion of 84.4%, which is the lowest of the four sections, however S&C is typically the second most volatile section (after health insurance) in terms of spikes in spend.
- High value line items in this section such as Food and Electricity have seen quite a high overage for the period, and this trend is expected to carry over into the remainder of the year.
- For these lines, increased cost of living is considered to be the main driving factor for these overages.
- Inmate Pay is notable for its overage, which is proportionally higher than the others. The Inmate Pay Policy was reviewed and a more stringent framework was implemented to manage costs, which included the removal of Premium Pay (\$45 per week). Premium Pay significantly increased costs.
- Though there are some savings in lines such as Maintenance of Buildings, it should be noted that these lines can be volatile in terms of unplanned spends due the condition of the estates. Emergency repairs are unfortunately common and costly.
- The power surge of 06th October has incurred significant expenses as it relates to assessing and repairing / replacing damaged equipment from table fans to generators. The claims process with CUC is still ongoing. Prisoner's Health Insurance (examined separately from S&C)
- Payments made / owed to HSA alone for the period is estimated to be \$679,000. This includes the monthly SLA payments as well as medical treatments.
- Occasionally there will be significant one-time payments for inmates depending on their health conditions. For example, \$36K for Inmate L. W. \$25K for Inmate L. D., \$11K for Inmate R. M. hand surgery and \$10K for treatment rendered to Inmate T. O.
- Inmate A. P. is a notable case, as his health conditions (cancer and brain surgery) has incurred costs of \$160K for him alone. He has been discharged from custody in early November.
- There is also the case of Inmate E. W., who has been transferred to a secure medical institution in the UK. So far, this arrangement has costed over \$200K.

Business Plan for 2025-2026

HMCIPS is still dedicated to providing a safe, effective, and rehabilitative correctional system. The main strategic goals, priorities, and projects for the 2025–2026 timeframe are outlined in this business plan to guarantee ongoing advancements in infrastructure improvements, security, personnel training, and rehabilitation. The HMCIPS 2025–2026 Business Plan lays forth a thorough plan for improving infrastructure development, security, staff welfare, and rehabilitation. Our goal is to establish a correctional environment that is more secure, effective, and rehabilitative through strategic investments, legislative changes, and operational

enhancements. HMCIPS will continue to be a premier correctional facility in the area, not least because of our ongoing collaborations and dedication to quality.

Strategic Objectives and Sub-Objectives

1. **Infrastructure Development & Capital Investment:** Continue using already allotted funds to finance the design phase for a new prison. Enhance the planning and design stages while making sure the project stays on schedule and within budget. To guarantee compliance with contemporary correctional standards and best practices, bolster project oversight.
2. **Workforce Development & Staff Welfare:** To guarantee leadership continuity, create an organisational framework for staff succession planning. In order to guarantee competitive pay and benefits, reevaluate staff emoluments. Advance the staff structure reorganisation to generate more opportunities at all levels and balance equity.

















Improve staff training initiatives, such as security instruction, leadership development, and education with a rehabilitation focus.

3. **Security & Intelligence Enhancements:** To reduce security threats, bolster and extend intelligence collection systems. Create Memorandums of Understanding (MOUs) for intelligence sharing and cooperative training exercises which can strengthen cooperation with foreign law enforcement agencies. Expanding the Intelligence Unit's capacity to enhance incident response and operational security.
4. **Rehabilitation & Reintegration Programmes:** Become certified as a National Learning Center and fortify the prison's education division. Extend the programmes for skill development and vocational training to improve the employability prospects of prisoners. Launch fresh rehabilitation programmes to deal with behavioral issues, substance misuse, and mental health issues.
5. **Legislative & Policy Development:** Advise on legislation amendments to advance long-term prison sustainability solutions, and put in place operational policies that promote advances in rehabilitation, security, and employee welfare. Enhance release and parole procedures to improve reintegration results.

Future Plans and Priorities for 2025-2026

1. **Organisational Development & Workforce Stability:** Complete and execute a well-organised plan for staff succession. Put in place fair changes to employee pay and advancement prospects. Boost initiatives for workplace well-being and staff recognition programmes.
2. **Prison Security & Intelligence Improvement:** To improve internal and external security measures, increase the scope of intelligence-led activities. Boost cooperation with regional partners such as the Jamaica Defense Force Intelligence Department as well as local law enforcement organisations.
3. **Infrastructure & Facility Management:** While overseeing the maintenance of deteriorating infrastructure, maintain the focus on the new prison construction project. Enhance maintenance plans by allocating resources more effectively and implementing preventative maintenance programmes.
4. **Rehabilitation & Reintegration Programmes:** Improve inmate mental health support programmes and expand community involvement programmes to enhance reintegration and rehabilitation efforts. Increase the scope of educational and career training initiatives with the goal of increasing inmate completion rates.
5. **Legislative & Policy Priorities:** Encourage the revision of policies to facilitate contemporary rehabilitation and correctional management. Examine and improve the alternative sentencing, parole, and probation systems while working collaboratively with the Courts. To enhance training and knowledge sharing, fortify MOUs with regional and global partners.

Conclusion: In 2024, HMCIPS remained dedicated to its mission of promoting safety, rehabilitation, and excellence in the prison system. While the year presented its share of challenges, it also offered opportunities for growth and improvement. Despite facing challenges, we made significant progress in strategic priorities, collaborated with stakeholders, and achieved notable accomplishments. Looking ahead, we are committed to addressing our challenges and shortcomings, building on our successes, fostering innovation, upholding our commitment to excellence in all aspects of our operations and continuing to serve our community with integrity and professionalism.

2024 By the Numbers			
 249 total prison population at December 31, 2024	 246 average prisoners daily	 177 full-time staff at December 31, 2023	 0 Breakout escapes from prison
 23M budget allocation	 338/347 persons received into and discharged from prison	 HMCIPS established in 1981	 15 Literacy volunteers The Cayman Legal Practitioners Association has partnered with HMCIPS on Literacy
 73% prisoner literacy rate	 29 lbs. recovered from general and targeted interceptions	 approximately 1,623 individual prisoner escorts conducted	 550 general and random drug test undertaken – of these 80% returned a negative result
 1,447 treatment session hours provided 588 individual sessions and 308 group sessions offered in 2023	 89 persons completed education programmes	 15 Freedom of Information (FOI) Requests responded to	 376,625 individual meals produced



DEPARTMENT OF COMMUNITY REHABILITATION



Foreword from the Director (Acting)

As we reflect on the achievements and challenges of 2024, I am pleased to present this year's end-of-year report, which highlights the resilience, dedication, and hard work of our department. Despite the constraints posed by reduced resources, our team has consistently demonstrated the ability to adapt and continue delivering critical services with unwavering commitment.

This year, the importance of our partnerships with key stakeholders has been more evident than ever. Through collaboration and effective communication, we have been able to enhance our service delivery, ensuring that we meet the evolving needs of those we serve. These partnerships have been integral to our success, and I would like to take this opportunity to express our sincere gratitude for the ongoing support and cooperation from all involved.

2024 has been a year of significant progress for the department. We have successfully delivered on key outputs, conducted comprehensive reviews of our services, and made measurable strides in advancing our strategic objectives. The Offender Management Framework has continued to evolve, strengthening our approach to rehabilitation and reducing reoffending. Our Client Empowerment initiatives have further empowered individuals, providing them with the tools and support they need to choose to live a prosocial lifestyle. Additionally, our focus on Quality Assurance has ensured that the foundation is being laid to provide services that are consistently of the highest standard and which align with best standards.

These achievements are a testament to the hard work of our staff, whose dedication and flexibility in the face of challenges have been critical to the department's success. As we look to the future, we remain committed to our mission and are confident that, with the continued support of our stakeholders, government partners, and private-government partnerships, we will achieve even greater success in the years ahead.

Thank you for your continued trust and support.

Mrs. Melissa Rivas, Director (Acting), Department of Community Rehabilitation

Departmental Overview

Nature of Activities

The Department of Community Rehabilitation (DCR) activities assist in managing behaviours of adult offenders, reducing recidivism and victimisation and enabling offenders to become law abiding, productive citizens.

Scope of Activities

- Preparation of assessments and reports to assist the Courts and Conditional Release Board with the disposal of cases;
- Empower and facilitate the rehabilitation of adult offenders through Individual and Group Sessions/Counseling;
- Supervision of adult offenders in the Community on Court Orders and Conditional Release Licenses;
- Victim empowerment, support, and advocacy;
- To engage the general community in the re-integration of offenders;
- To play an active role in the revision or implementation of new or existing policies and laws related to Probation and Parole services; and
- Work in partnership with other agencies to enhance public safety through effective offender management strategies.

Customers and Location of Activities

The primary customers of DCR are adult offenders (17 years and older) and victims of crimes (17 years and older). Secondary customers also include people directly connected with the offenders that can support their rehabilitation efforts, such as family members. Other customers include the general public seeking to access intervention/ support services voluntarily as well as partners in the criminal justice system, public, and private sector.

Services are offered consistently across all three islands of the Cayman Islands.

The DCR's vision is to be a leading agency in the field of offender management and rehabilitation. The goal is to reduce reoffending through evidence-based practices and data-driven services to enhance public safety and support victims of crime. The DCR utilises a multi-agency framework to assess, identify, and manage the risk of offenders in the community as well as to support, advocate, and strengthen victim services at a local and national level.

Key Services of the DCR include:

- Preparation of reports to support decision-making by the Courts, HMCI Prison Services, and the Conditional Release Board. DCR provides a variety of reports that focus on the

identification of critical supervision measures to be undertaken to manage the assessed risks of offenders in the community and/or to support offenders re-entering the community following a period of custody imposed by the Courts. Victim reports are prepared when requested by partner agencies to secure the voice of the victim through the criminal justice process and to identify and assess specific risks to victims of crime;

- Supervision of offenders in the community who are subject to specific orders imposed by the Courts or a Conditional Release License issued by the Conditional Release Board;
- Rehabilitation and Intervention programmes are delivered in the community as well as in all HMCI Prison Service institutions. These programmes can be educational and or evidence-based to target specific criminogenic factors, support the process of offenders developing insight into their offending behaviour, and to strengthen victim empathy through identifying how their offending behaviour impacted the victims of their crime. Programme services are gender-specific and DCR staff are trained in facilitation techniques to enhance effectiveness in the delivery of services; and
- Public Education is provided in collaboration with partner agencies through media outlets and community engagement.

DCR's operations are continually adapting, advancing and developing as the field of offender management continues to emerge on a global level. As such, the DCR undertakes reviews of key services to ensure alignment with updated research on effective risk management and rehabilitation services to address criminogenic factors with the aim of reducing each offender's risk of reoffending whilst in the community. Intervention services are offered through group programmes and through one-to-one sessions and are individualised based on the risk assessment of the offender.

Key Projects Undertaken Throughout 2024 Included:

- **Progression of a National Offender Management Framework through:**
 - Signing a Sharing of Information Agreement for the management of high risk offenders between DCR, HMCIPS, and RCIPS;
 - Review of the Specialty Services Courts with the signing of a revised MOU between DCR, Courts, ODPP specifically for the Specialty Domestic Violence Court;
 - Review of the Service Level Agreement for the partnership in services provided to inmates between DCR and HMCIPS; and
 - Delivered internal training on risk assessments, case planning, working with specialised offender populations, and link to service identification to support a multi-agency framework for offender management.
- **Quality Assurance Framework**
 - Review of the existing outputs of the department to determine if they are still adequate;
 - Identifying what measures need to be in place to track outcomes for key services;

- Reviewing operational and HR policies to gaps to improve procedures and provide clarity to staff;
 - Delivered specific training based on individual discussions with staff members to strengthen professional confidence in skills, develop competencies, and improve service delivery;
 - Reviewed and adjusted data reporting processes to improve efficiencies for frontline staff and increase accuracy of reporting;
 - Conducted initial audits of service deliveries and records to assess frontline compliance with operational policies and procedures;
 - Strengthen Data Protection measures through implementation of privacy notices, internal training, and investigations led by the Data Protection Lead;
 - Review of HR policies issued internally and by PoCS to identify gaps or adjustments required to support staff in delivering Job Descriptions whilst supporting overall wellbeing;
 - Reviewing job descriptions to ensure accuracy and relevancy of tasks to be aligned with the mission and goal of the DCR and or CIG; and
 - Review and update of recruitment exercises to ensure robust and competitive exercises that are appropriately transparent and aligned with HR best practices, CIG standards, and PSMA.
- **Expanded Client Empowerment / Training:**
 - Engaged with government and private-sector companies to support client access to services;
 - Engaged with Government agencies to support offenders receiving funding for educational/ vocational skills training to strengthen employment opportunities;
 - Delivered workshops that supported improved client access for those employed;
 - Implemented pre-and post-group assessments to assess impact of services for clients;
 - Collaborated with government departments for partner agency services to be delivered in-house to address transportation and employment commitments for shared clients;
 - Advocated for victims of crime who lost employment or housing as a result of being a victim of crime to reduce their risk of further trauma and re-victimisation; and
 - Delivered presentations collaboratively with partner agencies to demonstrate link in support services for clients and to provide public education.

Strategic Priorities and Projects Identified for 2024

- **Offender Management Framework** – Continue to work collaboratively with partner agencies

within the criminal justice system to establish a multi-agency framework based on best-practice to enhance public safety. Key stakeholders represented include the Royal Cayman Islands Police Service, His Majesty's Cayman Islands Prison Service, and the Department of Community Rehabilitation.

- **Quality Assurance** – Continue to implement a framework that can support the department in providing data-driven services to meet the needs of clients. Through this dedicated focus, DCR will measure outcomes of the services provided and identify services to address criminogenic factors with the aim of reducing recidivism and promoting public safety.
- **Expand Opportunities for Client Empowerment/Training** – Explore and establish synergies with public and private organisations to increase DCR's customers'/clients' access to opportunities to better support their involvement with prosocial activities that promote engagement with a conventional lifestyle and thereby reduce recidivism.

Financial Performance and Analysis

Financial Performance	ORIGINAL 2024 BUDGET	FINAL 2024 BUDGET	2024 ACTUALS	VARIANCES (Actuals vs Final Budget)
Personnel	\$4,297,713	\$4,145,315	\$3,513,888	\$631,427
Supplies & Consumables	\$544,508	\$544,508	\$562,102	(\$17,594)
Depreciation	\$62,101	\$62,101	\$120,050	(\$57,949)
Total Expenses	\$4,904,322	\$4,751,924	\$4,196,040	\$555,884
	Funds transferred to CIR	(\$152,398)	\$4,189,467	
		Cabinet Revenue booked		

DCR 9 Output	Budgeted	Actual	Variance Explanation
# of bail supervision/monitoring 1800-2000	1800-2000	1899	Overall, the Court Services for Adult Offenders was as expected for 2024. There was a slight increase in the actual number of reports submitted and the number of court duty services; however, it was not a significant variance.
# of reports submitted to the courts 1000-1200	1000-1200	1379	
# of Risk Assessments conducted 200-350	200-350	323	

# of court duty services offered	400-500	640
# of court orders supervised	4500-5300	5026

DCR 10 Through-Care & After-Care Services	Budgeted	Actual	Variance Explanation
# of reports submitted to the Secretary of the C. R. Board	110-150	175	This output exceeded the budgeted amount. Throughout 2024, DCR and HMCIPS strengthened the partnership to support rehabilitative services with an increased inmate population.
# of Through-care-cases	2160-2400	2910	
# of Through-care-reports completed	180-280	379	
# of Risk Assessments conducted	150-250	252	
# of Parole Licences supervised	450-550	514	
# Case Plans Completed	150-250	164	
DCR 11 Public Education & Policy Advice	Budgeted	Actual	Variance Explanation
# of public awareness presentations/projects	4-5	13	DCR actively engaged with a variety of partner agencies to progress and advance strategic objectives, particularly with the offender management multi-agency framework. DCR also prioritised increasing its public messaging to enhance the public's understanding of the role of Probation within the criminal justice system.
	75-150	97	
# of Stakeholder meetings attended to provide advice			
DCR 12 Programmes & Empowerment	Budgeted	Actual	Variance Explanation
# of Psycho-educational programmes offered in the community/institutions	3-5	13	Due to the increase in the inmate population and the growing need for specialised offender management strategies, the DCR prioritised programme delivery instead of workshop-style presentations to support the supervision and
# of client-related presentations in the community and Institutions	2-3	1	

# of Community/ institution Support group sessions	45-90	129	intervention support services for risk management.
# of Community Payback Service Cases	1000-1200	2065	
# of Victim/Witness Cases	1000-1200	2083	
# of gender specific cases (females)	350-500	606	

DCR 15 Specialised Need & Intensive Supervision Services	Budgeted	Actual	Variance Explanation
# of DV cases	700-900	588	Data trends highlight a steadily growing specialised offender population, particularly with mental health offenders. DV cases were reported down, however, DCR and its partner agencies also noted a significant decrease in cases being brought before the SDVC. Multi-agency meetings were held to further examine and monitor through 2025. Although high/very high-risk cases were reduced in 2024, note must be made that other specialised caseloads, such as the mental health and DRC, recorded higher risk cases. Therefore, the DCR still managed within range but the numbers were reflected in other offender populations.
# of MH cases	850-1000	1377	
# of DRC cases	150-300	302	
# of very high/high risk cases	600-800	439	
# of DV cases	700-900	588	
# of MH cases	850-1000	1377	

Performance Measures and Analysis

DCR ceased opportunities in 2024 to collaborate with MHA and Ministry of Finance on the Service Inventory Assessment, which focused on reviewing existing outputs and identifying how to measure outcomes. It is hoped that by end of 2024, DCR will be able to report on objective KPI measurements by focusing on improving data collection processes internally.

Separately from KPIs, DCR began an initial phased roll-out of internal audits. Randomly selected records were examined by supervisors to review individual staff compliance with policy and procedure. Feedback on the process will support the establishment and implementation of a formal Quality Assurance Framework that will be linked to performance management across the department.

DCR was also subject to a governance audit undertaken by the Internal Audit Services, which provided recommendations aligned with the Quality Assurance Framework that DCR intends to establish and for which a foundation has been laid.

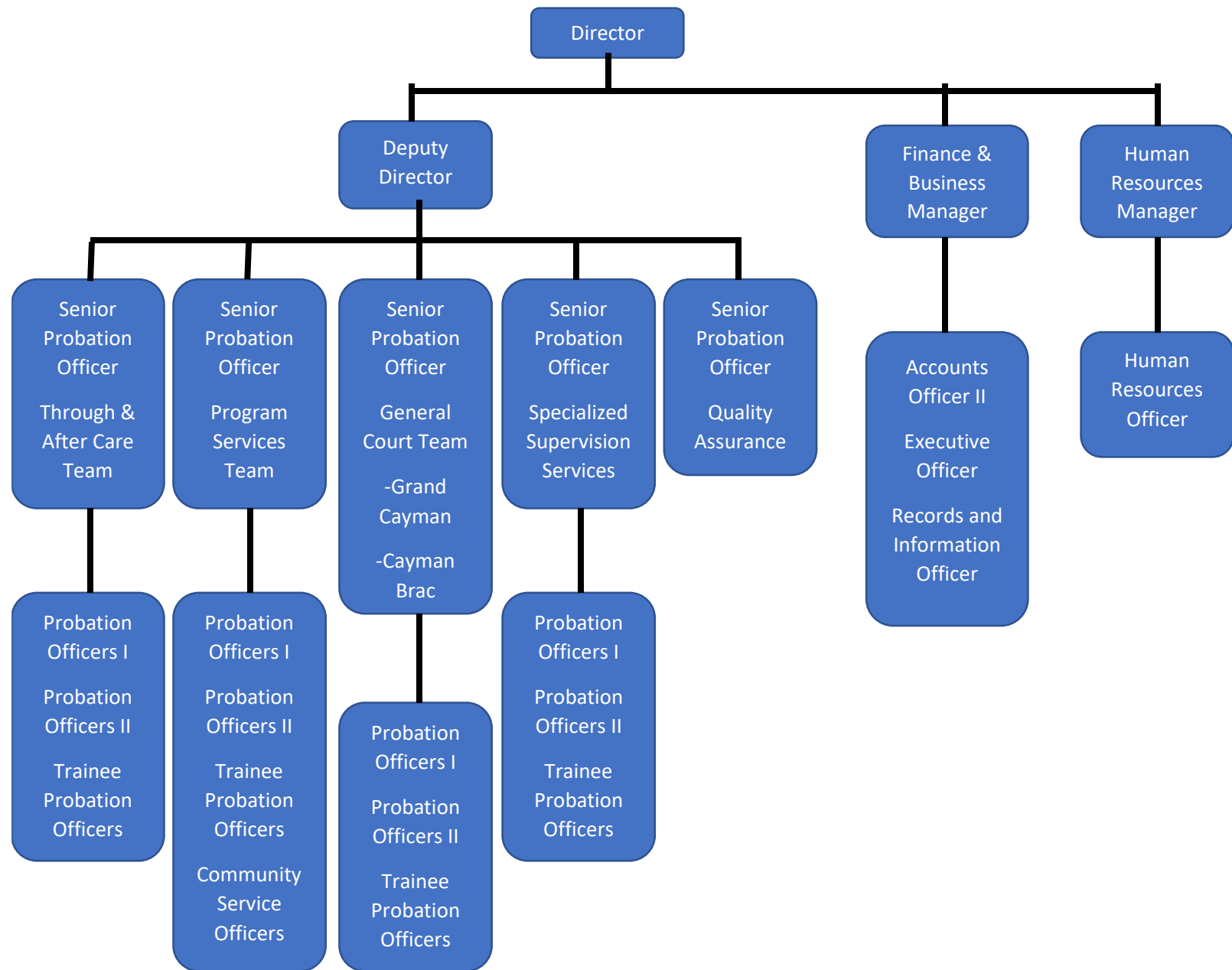
Scrutiny by Parliament and Public

There were no Parliamentary Questions or Public Accounts Committee questions that DCR received directly.

There was one (1) Freedom of Information Request for general information on the department, which was responded to, and closed, within thirty (30) days.

No complaints were received from the general public. Two complaints were received; one from a current client of the department who requested to see his community-assigned Probation Officer whilst on remand at HMCIPS and one complaint from a former client of the department who had not completed his community-sentence of the court and is therefore challenged with not having an offence expunged. The first complaint was addressed and closed within a two (2) week period. This second complaint is currently active with Ombudsman Office.

Our People



The DCR consists of thirty-nine (39) members of staff, ranging in age from twenty-four (24) to sixty-six (66) years. The average length of service with the department is currently thirteen (13) years; however, a number of staff members have achieved more than fifteen (15) years of service with the DCR to date. The demographics of the staff are:

- 54% Caymanian, 21% Jamaica national on contract, 10% UK nationals on contract, 10% American nationals on contract, and 2% Barbados and Nicaragua, respectively, on contract;
- 90% Female, 10% Male;
- 1 staff member is on secondment from March 2024 to support the opening of a critical local service: Poinciana;
- 8% staff received internal promotions following robust recruitment exercises;
- 4 staff left the department having served an average tenure of 1 year and 4 months each;
- 2 new staff members were onboarded to fill vacancies;
- 1 staff member was awarded the MHA Emerging Leader Award, 1 staff member was awarded the annual Steven Smith Award, 6 staff were nominated for the Chief Officer Award; 4 staff were awarded HOD Discretionary Leave for exceptional service delivery;
- 12 staff members, 31%, were granted discretionary study-leave to support their ongoing educational development to strengthen career progression opportunities within the CIG; this included staff studying a certificate level, professional qualification, Bachelor's level, and a Master's level.

DCR was not allocated any additional posts to support the staff in the delivery of services. There were challenges in completing recruitment exercises swiftly and successfully which negatively impacted the mental wellbeing of staff due to the growing number of clients with complex higher needs than previously identified through risk assessments.



Recruitment exercises were hindered due to the absence, and then subsequent departure of a HR Manager. Additional recruitment for entry-level positions were unsuccessful due to the pay and benefits package and multiple exercises had to be undertaken for the same position. In total, there were six (6) different recruitment exercises undertaken throughout 2024, and the department received 357 applications for the posts of Community Service Officer, Probation Officer I, Probation Officer II, Human Resources Manager, and Finance & Business Manager. The reduced staff compliment therefore had a negative impact on the workflow demands, particularly for specialised populations such as teams working with inmates, mental health offenders in the community, community service order supervision, and victim services. Although these challenges were

experienced, it was an opportunity for the department to build capacity across the staff through cross-training and cross-teams support throughout the year. Ultimately, this supported the successful promotions of three (3) staff to higher-level posts within the department.



The senior management team was significantly impacted with the sudden departure of an HR Manager and the required additional duties placed on the Acting Director and Acting Deputy Director, who are also carrying the responsibility for Quality Assurance, whilst they continued to make efforts to manage daily operations, track positively towards the department's strategic objectives, and manage the growing needs of the staff who were being negatively impacted by the reduced resources to manage an intensifying caseload across the department.

Learning and Development

The following learning and professional development trainings were accessed, and does not include internal training within, and across, teams within DCR:

- 1) BH&D (All Staff);
- 2) Crisis Intervention (Cayman Brac Staff);
- 3) ChAngeS Supervision Strategy (All Staff);
- 4) Data Protection (All Staff);
- 5) DCR Risk Assessment and Case Planning (All Staff);

- 6) Facilitation Skills (Foundational) (All Staff);
- 7) Fraud Training (HOD);
- 8) GEARS (online risk assessment and case planning platform) (All Staff);
- 9) HMCIPS Key Training (Staff working in HMCIPS);
- 10) MHA Led Basic Workplace Investigations (HOD, DD, & HRM);
- 11) Personal Protection Training (staff working in HMCIPS);
- 12) Cyber Security (All Staff);
- 13) Offender Interventions and Case Planning (All Staff);
- 14) Motivational Interviewing (All Staff);
- 15) Use of Force Training (staff working in HMCIPS);
- 16) Steps for the CRB License for first DCR Office Visit (Staff working with Through-Care and Aftercare Team Clients);
- 17) Emotional Intelligence (All Staff);
- 18) Drug Rehabilitation Court Conference in California, USA (DRC Officer);
- 19) Community Justice Overseas Territories Network "CJOT"/ Probation in Overseas Territories (All Staff);
- 20) CIG Leadership Event (Senior Management Team);
- 21) Confederation of European Probation Conference (Senior Probation Officer);
- 22) Caribbean Association of Probation & Parole Conference (Senior Probation Officer);
- 23) Working with Mental Health Offenders (Through Care and After Care Team);
- 24) ILM (various levels) (various staff registered);
- 25) CIG and DCR Budget Presentation (process) (All Staff);
- 26) Specialty Court Workshop (X2) (DV, VS, and DRC Teams);
- 27) UKOTA Mental Health Webinar (All Staff);
- 28) BOTC Prison Superintendents Conference (DD); and
- 29) Electronic Monitoring Conference (Senior Probation Officer).



Engagement Survey Results:

2022 Results:

Drivers of Engagement

Rank			% Positive	Difference from 2021 survey	Difference from Parent ^o	Difference from CIG
1	B46	I have the opportunity to contribute my views before decisions are made that affect me	32%	-1	+1	-13 ◇
2	B41	I believe the most senior leaders within DCR have a clear vision for our organisation's future	68%	-2	+17 ◇	+1
3	B44	When changes are made in DCR they are usually for the better	45%	+1	+5	-7
4	B60	DCR is committed to creating a diverse and inclusive workplace	71%	+2	+15 ◇	+5
5	B29	I think DCR appropriately supports people with special needs	68%	+23 ◇	+15 ◇	+3

^oParent = MINISTRY OF HOME AFFAIRS

2023 Results:

Drivers of Engagement

Rank			% Positive	Difference from 2022 survey	Difference from Parent ^o	Difference from CIG
1	B66	Leaders and Directors in DCR actively role model the behaviours set out in the Core Competency Framework	44%	-23 ◇	-3	-24 ◇
2	B65	DCR is committed to creating a diverse and inclusive workplace	53%	-18 ◇	+5 ◇	-14 ◇
3	B64	I feel able to challenge inappropriate behaviour in the workplace	53%	+6	+4	-7 ◇
4	B62	In DCR, people are encouraged to speak up when they identify a serious policy or delivery risk	50%	+5	+2	-17 ◇
5	B25	There are opportunities for me to develop my career in DCR	44%	+2	-10 ◇	-15 ◇

Drivers of Engagement

Rank			% Positive	Difference from 2023 survey	Difference from Parent ^a	Difference from CIG
1	B72	DCR is committed to creating a diverse and inclusive workplace	36%	-17	-14	-32
2	B51	I believe the actions of senior managers are consistent with the Civil Service values of Professionalism, Integrity and Passion	36%	-20	-6	-31
3	B52	I believe the most senior leaders within DCR have a clear vision for our organisation's future	64%	+8	+16	-5
4	B04	I feel involved in the decisions that affect my work	35%	-4	-7	-23
5	B12	Overall, I have confidence in the decisions made by my manager	31%	-19	-26	-40

^aParent = MINISTRY OF HOME AFFAIRS

In reviewing the reports, it is evident that the Drivers of Engagement has not remained the same for the department. This reflects the department remaining committed to understand the critical issues occurring within the organisation, impacts on the organisational culture, clearly understanding the needs of the staff, and taking appropriate actions each year. One driver, however, has been identified as requiring particular attention based on the 2023 and 2024 results: creating a diverse and inclusive workplace. Note is taken that there was a low response rate, 68%, which therefore impacts the data provided. When examining the results in depth, it was noted that there are a lot of neutral/ neither answers. Since 2023, DCR has been collaborating with MHA to identify and resolve problematic behaviours and attitudes present in the workplace with the aim of creating a healthier and more respectful work environment. Key takeaways with positive upward trends recorded in the 2024 engagement survey are:

- 1) An improvement in staff feeling comfortable to challenge the way things are done in DCR to improve services, processes, policies, and workflows;
- 2) Staff reported being more confident and believe that the most senior leaders within DCR have a clear vision for the department's future;
- 3) Staff feel prouder to tell other they are a part of the DCR and that they are a civil servant;

- 4) Staff believe that senior managers in DCR will act on the results from the survey and that they think effective action has been taken on the results of the last survey;
- 5) Staff feel more trusted to carry out their job effectively since 2023;
- 6) Staff reported positive increases in “My Work” including that their work is interesting, engaging, challenging, and gives a personal sense of accomplishment;
- 7) There was a positive increase in staff feeling respected by the people they work, and also feeling valued for the work they do in the department; and
- 8) A significant increase was reported by staff in having a good balance between their work life and private life.



In reviewing, staff reported a decreased in their overall wellbeing and reported feeling worse in their mental wellbeing, emotional wellbeing, financial wellbeing, physical wellbeing, and being socially connected to family/ friends. For DCR, this highlights the importance of introducing wellbeing initiatives outside of what is already offered to civil servants through the Wellness Committee in CIG, and therefore yoga, meditation, facilitated discussions and mediation to manage conflict amongst staff, and utilising the DG Wellness Days have been offered and encouraged by supervisors. Additional training and support will continue to be provided through 2025 for developing emotional intelligence, leadership skills, and managing difficult conversations for all staff across the organisation.

Strategic Priorities Identified for 2025-2026

Business Plan for 2025-2026

1) Offender Management Framework

- a. Pilot Offender Management Agreement;
- b. Document and track changes in assessed risk levels and assessed needs levels of offenders to determine effectiveness of arrangement;
- c. Establish Sharing of Information Agreement between DCR-RCIPS for offender management services outside the scope of the Offender Management Agreement;

- d. Review SLA between DCR and HMCIPS for rehabilitative services in the prisons;
- e. Review and update SLA between DCR and Judicial Administration;
- f. Establish MOU between DCR and DPSC particularly for Electronic Monitoring of Offenders to support efficiency; and
- g. Continue to review programme services to align with.

2) Quality Assurance Framework

- a. Review outputs of the department and proposed revisions;
- b. Identify measurable outcomes;
- c. Collaborate with Records & Information Officer in DCR to establish data tracking mechanism within the current monthly data processing;
- d. Establish a comprehensive and relevant Standards of Operation:
 - i. Review DCR's operational policies and identify gaps;
 - ii. Update DCR's operational policies and provide training to all staff;
 - iii. Review DCR's HR Policies and identify gaps; and
 - iv. Update DCR's HR Policies and provide training to all staff.
- e. Draft policy and procedure for auditing compliance with DCR policies, procedures, and stakeholder agreements:
 - i. Clearly identify purpose, roles and responsibilities and align the framework with the strategic objectives linked to the vision of the MHA and connection to SPS as well as align with performance management;
 - ii. Clearly identify process, methods, and tools for the audit process;
 - iii. Provide schedule of activities for transparency across the department;
 - iv. Draft policy and procedures for supervisors and colleagues to audit client interviews, field work, and engagement with stakeholders;
- f. Request survey feedback from essential partner agencies for input on the quality of services delivered by DCR in Q2 and Q4 of 2025; and
- g. Continue reviewing and updating job descriptions in the organisation.

3) Human Resources

- a. Complete recruitment and onboarding of HR Manager;
- b. Collaboratively between HRM & HOD establish an HR framework:
 - i. Clearly identify purpose, roles, and responsibilities and align with the strategic objectives, MHA vision, and SPS;
 - ii. Collate and update HR policies and procedures into one policy;
 - iii. Establish a transparent and strong plan for talent development across the department;
 - iv. Develop a workforce plan to support building capability across the department; and
 - v. Apply critical skills to build relationships across the department and support positive staff engagement whilst addressing poor behaviour and

poor attitudes consistently and aligned with Core Competency Framework for CIG.

4) Legislative / Policy Priorities:

- a. 2025: Initiate meetings to identify first steps in addressing the gap of a Victim Rights Bill:
 - i. Meet with stakeholders to gather current gaps and current services and identify the challenges of not having a Victim Rights Bill; and
- b. 2026: Initiate meetings with MHA to identify first steps to consider establishing a Probation Officer Act to clearly identify the purpose, role, and responsibilities of a Probation Officer and a Community Service Officer in the Cayman Islands.

Capital Projects for 2025-2026

There are no approved capital projects for the DCR.

Measuring Success

How will we measure our success?

- a) Track the risk levels of high-risk offenders participating in the pilot programme of the Offender Management Arrangement (initial assessment and completion assessment to determine if there was a reduction in the risk of reoffending);
- b) Track the risk levels of clients active in the Specialty Courts (initial assessment and completion assessment);
- c) Track the risk levels of offender's subject to supervision through a Conditional Release License;
- d) Conduct, document, and track randomly audited operational services to determine compliance with supervision strategy and operational policies;
- e) Update and manage a risk register for the department to maintain the organisation's flexibility to adapt services based on needs of offenders and stakeholders; and
- f) Administer pre-and post-assessments of staff engaging in training provided by the department.

Closing Remarks

As we conclude this report, it is important to acknowledge the remarkable progress made by our department over the past year. Despite the challenges faced, we have remained steadfast in our commitment to delivering high-quality services and achieving the strategic goals set forth. The dedication of our staff, the strength of our partnerships, and the support of our stakeholders have been fundamental to our success.

The year 2024 has not only been a time of continued service delivery and refinement of processes but also a period in which we have laid a solid foundation for future growth and improvement.

As we move into the coming year, we will continue to build on these successes, further strengthening our ability to serve the public and meet the evolving needs of those we support.

We look forward to continuing our work in partnership with government, stakeholders, and the community to further enhance the impact of our services. Together, we are well-positioned to meet the challenges and opportunities that lie ahead.

Thank you for your ongoing support and confidence in our work.



CAYMAN ISLANDS REGIMENT



Foreword from Commanding Officer

The Cayman Islands Regiment (CIR) is a unique military organisation that focuses on protecting the people who live, work and visit the Cayman Islands by mitigating the harms that can be caused by disasters and other emergencies. The Regiment is also engaged in strengthening Cayman's resilience through the provision of training in Humanitarian Aid and Disaster Relief (HADR) to our Reservists and other members of the community.

Less than five (5) years old, the Regiment is still a very young organisation but is filled with potential and promise. While we recognise the importance of responding when disasters and emergencies occur, the Regiment actively seeks opportunities to contribute to the development of the Cayman Islands through resilience building, community and youth engagement and by acting as a catalyst for inter-agency cooperation.

As a military organisation dedicated to the support and protection of the community, the Regiment continues to work in collaboration with its fellow uniformed services to ensure that the Cayman Islands remains a safe and secure place. Our mission success is based on our three (3) operational pillars, which are most likely to succeed when they are optimised and in balance. These pillars are:

1. **Our People** - Having a sufficient pool of appropriately trained personnel to respond to disasters and emergencies, and to provide support to the other emergency services;
2. **Our Plant** - Having the right equipment that is maintained in good working condition, ready to respond to disasters and emergencies or requests for assistance; and
3. **Our Plans** - Having a reliable system for calling in our personnel and pre-established and rehearsed plans for deploying them at the right time and place to have the best operational effect.

In 2024, the Regiment was able to develop these pillars by improving training for our Reservists and taking steps to ensure that our plant and equipment are maintained and serviced as well as by acquiring an operational vehicle for our personnel in Cayman Brac. Additionally, we have redesigned our operational deployment plans to ensure that our personnel will be more

dispersed and therefore more responsive during disasters. We anticipate that 2025 will bring additional improvements that will allow us to serve the Cayman Islands better.

Simply put, we see ourselves as **YOUR Regiment**; of the people and for the people. We will be there for you when bad things happen, and you need some help. Our motto is to be “Prepared in Adversity”.

Lieutenant Colonel Roger Glen Carter, Commanding Officer, Cayman Islands Regiment

Departmental Overview

Nature and Scope of Activities

The CIR is dedicated to providing humanitarian assistance and disaster relief (HADR) to the people of the Cayman Islands while supporting civil authorities during emergencies. With a commitment to excellence, CIR stands ready to respond to both domestic and regional crises, ensuring the safety and well-being of affected communities.

Mission:

The CIR’s mission is to provide humanitarian assistance and disaster relief to the people of the Cayman Islands and to assist the civil authorities during emergencies.

Vision:

The CIR aspires to be the standard for excellence in disaster response and the partner of choice for building emergency response capacity within the Cayman Islands. Its vision encompasses:

- Becoming a highly capable and responsive military unit that deploys swiftly and effectively in times of disaster and emergency.
- Serving as the preferred partner for emergency services, providing additional capacity and expertise when required.
- Collaborating with key stakeholders to establish an inter-agency disaster response training facility, positioning itself as a center of excellence in disaster preparedness and response.
- Representing a source of national pride, inspiring young Caymanians through professional excellence and service to the community.

Scope of Activities

The CIR engages in a broad range of activities to ensure readiness and effectiveness in disaster response, including:

- **Training and Capacity Building:** Planning and delivering training in HADR, Urban Search and Rescue (USAR), medical aid, leadership, Group 4 driving, drill, communications, and mechanics. These training sessions benefit both CIR personnel and domestic and regional partners, enhancing collective emergency preparedness.
- **Emergency Deployments:** Responding to both slow- and rapid-onset incidents across the Cayman Islands, while also providing surge capacity to assist partner agencies when required.
- **Resource and Equipment Management:** Maintaining and deploying vehicles and specialised equipment for disaster relief and military aid to civilian authorities, ensuring readiness for any emergency scenario.

Through these activities, the Cayman Islands Regiment plays a vital role in safeguarding the community, strengthening disaster preparedness, and fostering resilience within the nation.

Summary of Operations, Programmes/Projects

In the past year, the CIR remained focused on strengthening its capabilities in HADR, USAR, and medical aid. These efforts were instrumental in supporting multiple operational deployments, including responses to February's nor' wester, June's flash floods, Hurricane Beryl, and Hurricane Rafael. Notably, during Hurricane Rafael, CIR successfully deployed personnel to Cayman Brac and Little Cayman for the first time, providing critical support to agencies in both locations in the immediate aftermath.

CIR also prioritised regional and international collaboration, enhancing training partnerships with the UK and regional allies. Several junior officers and soldiers participated in joint exercises, further developing their operational expertise. Domestically, CIR worked closely with partner agencies to develop a mobile command unit, designed to be a shared resource for all uniformed services during large-scale events and emergency incidents.

Strategic Priorities and Projects Identified for 2024

With its Strategic Plan finalised and pending approval, CIR has solidified its operational framework and organisational structure. This long-term vision—projecting out to 2030—includes detailed job descriptions to ensure optimal operational effectiveness while creating a sustainable and rewarding career pathway for Caymanians in both Reservist and Full-time roles.

In support of this strategic direction, CIR continues to enhance its internal policies and administrative processes, ensuring a professional and well-structured working environment as the organisation evolves.

Key initiatives for 2024 include:

- **Development of an Inter-Agency HADR Training Facility:** CIR has collaborated with stakeholders to create an initial business case for a dedicated training center. This facility will serve as a hub for inter-agency disaster response training, fostering stronger coordination among emergency services.
- **Strengthening Strategic Partnerships and Leadership Development:** CIR has expanded its international training opportunities, with junior officers and soldiers attending specialised courses in the UK, USA, Bahamas, Bermuda, and Jamaica. These initiatives are designed to enhance leadership capacity and further develop operational readiness.

Through these efforts, CIR continues to position itself as a highly capable, responsive, and collaborative force, dedicated to safeguarding the Cayman Islands and supporting regional and international disaster response initiatives.

Highlights/Achievements for 2024

In 2024, the CIR made significant strides in strengthening its operational capacity, training programmes, and strategic partnerships, reinforcing its role as a key player in national disaster response and resilience. Progress against the Strategic Plan remained on track, with key milestones achieved in leadership development, multi-agency collaboration, and equipment acquisition.



Training and Operations

The CIR continued to enhance its training and operational readiness through a series of professional development programmes and field deployments:

- Approval for the accreditation of the Junior Non-Commissioned Officer Cadre to Chartered Management Institute (CMI) Level 3, with four individuals achieving certification.
 - Two officers completed their Institute of Leadership & Management (ILM) Level 5 qualifications, further strengthening the regiment's leadership capacity.
- International training opportunities also played a crucial role in advancing CIR's operational expertise.

One officer attended a five-week Junior Officers Tactical Awareness Course run by the British Army in the UK.

- One officer participated in a Joint Operations Planning Course in Jamaica.
- One officer attended a Psychology of Leadership course in the Bahamas.
- To foster regional cooperation, two full-time staff members joined the Bermuda Regiment's Annual Camp, gaining valuable experience in joint training exercises.

In terms of operational deployments, CIR provided critical response and support during multiple emergency incidents throughout the year. These included the February nor 'wester, June flash floods, Hurricane Beryl in July, and Hurricane Rafael in November, ensuring rapid assistance and disaster relief to affected communities.

Personnel

To strengthen operational capacity, CIR onboarded a new permanent staff member specialising in fleet management, ensuring improved maintenance and readiness of critical vehicles. Leadership development within the regiment continued, with one officer promoted to the rank of Captain, while one Reservist was promoted to Corporal, and four Reservists advanced to Lance Corporal.

Looking towards the future, CIR finalised its 2030 Organisational Structure, which is now prepared for presentation to the Defence Board and National Security Council. Additionally, funding has been successfully secured to recruit 30 new Reservists in 2025, further expanding the regiment's capabilities.

Multi Agency Collaboration

Collaboration with other uniformed services and emergency response agencies remained a priority. In partnership with Hazard Management Cayman Islands (HMCI), the Royal Cayman Islands Police Service (RCIPS), the Cayman Islands Coast Guard (CICG), the Cayman Islands Fire Service (CIFS), and the Department of Public Safety Communications (DPSC), CIR has initiated Phase 1 of the inter-agency Mobile Command Unit (MCU) development. This unit is designed to

enhance coordination during major incidents and large-scale events. The MCU has already been deployed in support of the Max60 Caribbean Tournament, where it assisted RCIPS operations.

Training was also delivered to partner agencies, including Group 4 driver and ceremonial drill in order to develop capability across the island.

Equipment and Infrastructure

To improve disaster response capabilities, CIR acquired a new Hilux vehicle, fully equipped with HADR and medical equipment, and deployed it to Cayman Brac, ensuring enhanced support for emergency operations in the Sister Islands.

Challenges

The cancellation of Annual Camp due to a budgetary reallocation for the Hurricane Beryl deployment resulted in a significant reduction in training days for Reservists. However, to mitigate this impact, additional training sessions were scheduled throughout the year. A refined focus on key training objectives and scenario-based team exercises ensured that operational readiness was maintained despite the loss of the camp. This adaptive approach allowed CIR to continue developing its personnel while effectively responding to real-world emergencies.

The absence of a dedicated training facility limited the scope of training that could be conducted and reduced flexibility in training plans. However, continued support from partner agencies helped mitigate these challenges, ensuring that essential training programmes remained on track.

Financial Performance and Analysis

2024 BUDGET VS ACTUALS				(KYD)
Financial Performance	ORIGINAL 2024 BUDGET	FINAL 2024 BUDGET	JAN-DEC 2024 ACTUALS	VARIANCES (Actuals vs Final Budget)
Personnel	\$1,527,095	\$1,648,348	\$1,473,897	\$174,451
Supplies & Consumables	\$387,454	\$418,599	\$351,380	\$67,219
Depreciation	\$253,320	\$253,320	\$289,106	(\$35,786)
Total Expenses	\$2,167,869	\$2,320,267	\$2,114,383	\$205,884
	Funds received from DCR	\$152,398		

Performance Measures and Analysis

The CIR continued to maintain the quality of its training programmes through adherence to its Training Quality Manual and conducting regular assessments across all subject areas. Training sessions were successfully delivered on a monthly basis, except when urgent response efforts took precedence. Due to these operational commitments, CIR was unable to conduct its Annual Camp; however, additional training days were incorporated to ensure that essential skills and competencies were still covered. This adaptive approach allowed the Regiment to maintain high training standards while fulfilling its primary role in disaster response.

Through both its training initiatives and operational deployments, the CIR has been able to achieve its outcome of enhancing public safety, as well as advancing its strategic priorities. Key achievements include expanding in-house training capabilities, strengthening leadership capacity, improving major incident response, and deepening strategic partnerships critical to long-term success. Additionally, CIR has continued to foster a challenging and rewarding work environment, improving staff retention and ensuring sustained growth and development within the regiment.

Scrutiny by Parliament and Public

During the period under review the CIR was not subject to scrutiny by Parliament, the Public Accounts Committee or from the Public. There were no FOI requests and no complaints.

Our People

As of December 2024, there was a total of 74 full-time and reservist personnel.

Breakdown of staff by gender and age:

Age						
Gender	18 - 24	25 - 34	35 - 44	45 - 49	50+	Total
Male (Fulltime)	1	1	3	1	4	10
Male (Reservist)	2	18	19	9	9	57
Female (Fulltime)	0	2	0	0	0	2
Female (Reservist)	0	2	3	0	0	5
Total	3	23	25	10	13	74

Breakdown of staff by Nationality:

Nationalities/Status	
Caymanian	44
PR	6
Married to KY	16
Other	8
Total	74

Engagement Survey Results

The Engagement Survey does not apply to the CIR, due to its small team size, in accordance with the PoCS' policy.

Awards and Recognitions

The Cayman Islands Regiment was awarded a 'Certificate of Appreciation' by the National Trust in recognition of assistance given to the Colliers Wilderness Reserve, Protected Area.



Promotions/Leavers in 2024

In 2024, a total of seven (7) Reservists left the Regiment due to lack of attendance, relocation and personal reasons. In addition, two (2) Full-time Members left the Regiment due to relocation and personal reasons. Four (4) Reservists were promoted to the position of Lance Corporal, one (1) Reservist was promoted to the position of Corporal and one (1) Full-time Officer was promoted to Captain.

Learning and Professional Development

The CIR continued to invest in the professional development of its personnel, achieving key milestones in leadership training and international collaboration. A significant achievement was the certification of four individuals in CMI Level 3 following completion of the Junior Non-Commissioned Officer (JNCO) Cadre. Additionally, two officers completed their Institute of

Leadership & Management (ILM) Level 5 qualifications, further strengthening the Regiment's leadership capacity.

International training opportunities played a crucial role in enhancing CIR's operational expertise. One officer attended a five-week Junior Officers Tactical Awareness Course run by the British Army in the UK, gaining critical tactical and leadership skills. Another officer participated in a Joint Operations Planning Course in Jamaica, while a third officer attended a Psychology of Leadership course in the Bahamas, deepening their understanding of leadership dynamics in high-pressure environments.

To foster regional cooperation, two full-time staff members joined the Bermuda Regiment's Annual Camp, where they gained valuable experience in joint training exercises, reinforcing CIR's commitment to collaboration and operational excellence.

Business Plan for 2025-2026

The CIR remains committed to advancing its Strategic Plan to strengthen its capabilities and enhance organisational resilience. To achieve this, CIR is focused on several key objectives:

- **Relocating CIR's vehicle and equipment stores from Fairbanks to a more suitable location.** In keeping with the CIR's second pillar for mission success, the CIR will seek to move its vehicles and critical disaster response equipment to a site that will allow for better management and is large enough to facilitate more efficient deployment during emergencies.
- **Expanding leadership development for officers and other ranks.** As CIR moves towards greater Caymanian leadership, opportunities for advanced leadership and military skills training, as well as opportunities to undergo on-the-job training with more developed military partners, will be afforded to officers and other ranks.
- **Commence security training to provide CIR with the capacity to support RCIPS and other regional partners as required.** The CIR must be able to perform all of its statutory roles. Given the changing security climate within the region, CIR must begin to prepare to fulfill its mandate to provide security assistance when called upon to do so. Consequently, CIR will begin by providing training for a small group of trainers who will deliver security training to the Regiment in the future.
- **Expansion of CIR to meet its proposed organisational structure.** In keeping with the CIR's first pillar for mission success, the CIR has developed a five (5) year plan for creating the organisational capacity that is required to meet the operational needs of the Cayman Islands. In order to meet its operational requirements, the CIR will need to recruit 30 new members annually, over the next 5 years. This recruitment should include the

augmentation of its full-time staff to fill critical operational, administrative and logistics roles.

- **Rationalisation of CIR's vehicle fleet and major operational equipment.** The CIR fleet of vehicles and equipment is made up of items that were bought second hand to fast track the formation of the Regiment in the most cost effective manner. During 2025, CIR will engage in an audit of its vehicle and equipment to determine what should be retained and what needs to be put out of service. Additionally, CIR will develop a Table of Organisation and Equipment (TO&E) that is matched with its operational design so that future capital purchases can be measured against operational requirements.

Capital Projects for 2025-2026

The Capital Projects planned for 2025 are designed to enhance equipment longevity and strengthen logistical support during deployments. Key initiatives include the installation of air-conditioning at the CIR warehouse, ensuring that clothing, rations, and other essential personnel support items are properly stored and maintained. Additionally, the acquisition of a ruggedised forklift will improve the regiment's ability to transport equipment efficiently, even in challenging environments and adverse conditions. These upgrades will enhance operational readiness and support CIR's ability to respond effectively to emergencies.

How Will We Measure Our Success?

The CIR conducts a quarterly assessment of its progress towards accomplishment of its strategic objectives. Progress is measured quantitatively as the percentage completion of our 13 strategic priorities. Goals for the next quarter are established as required.

Additionally, the CIR has aligned its goals with the 5 CIG Broad Outcomes. All of our activities are tested against their relevance to these outcomes. Activities not in alignment with CIG outcomes are discarded or deferred. Specifically, CIR focusses on the following outcomes:

1. Improving quality of life for Caymanians and residents - The Regiment engages in community service projects and outreach activities to schools and youth organisations.
2. Future proof to increase resiliency - CIR accomplishes this through providing training of its Reservists and other emergency services as well as by preparing for and responding to disasters and emergencies.
3. Protect and promote Caymanian culture, heritage and identity - CIR participates in ceremonial parades to mark important events. Additionally, as CIR develops its own culture and traditions, it does so with Caymanian culture, heritage and identity in mind.

How Will We Manage Risks?

To manage risks a thorough After Action Review process will continue to be used after any major event or exercise in order to identify lessons learned and areas to improve. In addition, the CIR's internal risk register will continue to be maintained to analyse risks across all areas of business, implement mitigations where possible and elevate those that cannot be treated or tolerated.



CAYMAN ISLANDS CADET CORPS

Foreword from the Commandant



It is with great pride and optimism that I present the Cayman Islands Cadet Corps (CICC) 2024 Annual Report, showcasing our continued commitment to developing the leaders of tomorrow and strengthening our nation's workforce. This year has been one of significant transformation and growth, with key initiatives designed to better align our programmes with both national priorities and the evolving needs of our cadets.

Operating under the Ministry of Home Affairs, the CICC has made substantial progress in restructuring our Cadet Programme. We've introduced impactful new initiatives, such as the Fire Cadet Programme and the restructuring of the Marine Detachment into the Cayman Islands Sea Cadets, which are paving the way for greater collaboration with other uniformed entities. Through strategic partnerships and formal memoranda of understanding (MOUs), including our membership with the International Sea Cadet Association (ISCA), we are creating clear pathways for young Caymanians to transition into careers in public safety and related sectors.

At the core of our strategy is a commitment to high standards in Quality, Efficiency, Customisation, and Cost-effectiveness. These principles ensure that our cadets receive hands-on training that builds essential leadership and life skills. Our focus is on fostering resilience, adaptability and collaboration, qualities critical for success in both public service and the private sector.

In 2024, the CICC continued to innovate, offering a dynamic training programme designed to challenge cadets intellectually and physically. Our Adventurous Training/Expeditions are designed to push cadets out of their comfort zones, developing critical skills such as teamwork, problem-solving, and decision-making. These experiences are more than just physical challenges; they prepare our cadets for the demands of leadership, both in the Corps and in their future careers.

As we look to the future, the CICC remains unwavering in its mission to provide the tools, mentorship, and opportunities that will empower young people to succeed. By focusing on the holistic development of our cadets, we aim to cultivate a generation of leaders ready to tackle the challenges of tomorrow. All done in a regimented and wholesome environment where Child Safeguarding remains the vanguard of our service delivery.

I would like to extend my sincere gratitude to all cadets, adult leaders, parents/guardians and stakeholders for their continued dedication and support. Together, we are shaping the leaders of the future, leaders who will make a lasting impact on our beloved Cayman Islands community and beyond.

Colonel Errol L. Brathwaite, Commandant, Cayman Islands Cadet Corps

Departmental Overview

Nature and Scope of Activities

The CICC is dedicated to inspiring young people aged 12 to 18 years by providing opportunities to engage in meaningful activities that push their boundaries, sharpen their skills, and strengthen their self-confidence. We achieve this by setting high standards and maintaining a strong focus on safety in all training and social activities.

A key aspect of the CICC's mission is fostering partnerships with public sector organisations through memoranda of understanding. This is crucial in creating clear pathways for cadets interested in pursuing careers in specialised fields, ensuring they have the guidance and support needed to reach their goals.

Role of the Cadet Corps

The CICC seeks to teach secondary school students the value of citizenship, leadership, service to the community, personal responsibility, and a sense of accomplishment, while instilling in them self-esteem, teamwork, and self-discipline. It prepares them for responsible leadership roles while developing a sense of civic mindedness.

- **Mission Statement:** Deliver dynamic and progressive cadet training that is both challenging and engaging, instilling confidence, self-reliance, initiative, and responsibility. Our training programme fosters loyalty, self-respect, alertness, and resilience—both physically and mentally, while strengthening camaraderie and teamwork.

- **Vision:** The Cayman Islands Cadet Corps envisions empowering secondary school students to unlock their full potential, guiding them toward lifelong success. With a foundation rooted in service to God, the Sovereign, the Cayman Islands, and their community, we strive to inspire a future of leadership, resilience, and dedication.
- **Our Core Values:** Ensuring that all Cadets are exposed to opportunities that instill important values in them while they develop strength of character. We fashion our values on those prescribed for our civil service. This will ensure that the foundation is well built for the future of the Cayman Islands and include:
 - **Enthusiasm.** Commitment to teamwork and team spirit while developing their creative skills and working hard toward success.
 - **Honesty.** Acknowledging that honesty and integrity are important we develop in our Cadets a strong sense of loyalty and fair play in the way we work and play.
 - **Professionalism.** We work hard to achieve success through diligence and delivery to ensure positive growth.

Summary of Cadet Corps Operations

The Cayman Islands Cadet Corps provides young people with exciting, hands-on experiences that build character, leadership, and essential life skills. Through engaging and dynamic training, Cadets are empowered to become active and responsible members of their community. The programme is structured into specialised units, each offering unique opportunities for growth and development:

- **Infantry Unit:**
Focused on discipline, teamwork, and various practical activities.
- **Sea Cadet Division:** Providing maritime training, seamanship, and water survival skills.



- **Band Unit:** Enhancing musical talent while fostering teamwork and performance discipline.



- **Fire Cadet Unit:** Offering hands-on firefighting and emergency response training.

By participating in these units, cadets gain invaluable experiences that shape them into confident, capable, and community-driven leaders.

Strategic Priorities and Projects Identified for 2024

In 2024, the CICC established a series of strategic priorities aimed at enhancing its operational capacity and ensuring the delivery of a structured and effective training programme. The key initiatives for the year included:

- **Recruitment of Additional Personnel:** Efforts to recruit a Deputy Commandant in 2024 were successful.
- **Review of Job Descriptions:** A review of two job descriptions was done, which will be submitted to the Portfolio of Civil Service (PoCS) for evaluation in Q1 of 2025.
- **Service Inventory:** The CICC reviewed its Service Inventory and remains committed to delivering a high-quality Cadet Programme through ensuring quality, efficiency, customisation and cost-effectiveness.

- **Wellness and Mental Health Support:** Ongoing efforts to strengthen wellness support, including mental health initiatives, remained a key priority throughout 2024.
- **Support Mechanisms for Staff, Volunteers, and Cadets:** The CICC remained resolute in its Child Safeguarding protocols and practices and continued to work closely with key stakeholders where support was required. This included the Multi-Agency Safety Hub (MASH) and the RCIPS.



- **Acquisition of New Headquarters:** A new facility to house CICC Headquarters has been acquired and operations will commence during Q1 and an official opening ceremony during Q2 of 2025.

These initiatives reflect the CICC's commitment to enhancing its operations and ensuring the continued growth and development of all participants.

Highlights and Achievements for 2024

In 2024, the CICC's key achievements included:

- Outstanding participation in the National Heroes Day Parade, National Heroes Square on Monday, 22 January. The CICC Band once again supported the RCIPS Band in providing marching music for the detachments on parade and playing of the respective fanfares for the arrival and departure of the Honourable Premier and Her Excellency (HE) the Governor;
- A Junior Cadet Instructor Cadre (JCIC) was conducted during the period Monday, 2 – Friday, 5 April at the Layman Scott High School (LSHS) Cayman Brac;



- Two Cadets and one staff member became the first from the Cayman Islands to attend the International Sea Cadet Association's exchange camp in Australia from 10 – 26 April;
- The CICC launched the newly rebranded Sea Cadet Division and jointly held a commissioning ceremony and Sea Launch the Sea Cadets newly acquired vessel MV Miss Gwen on Friday, 17 May. The ceremonies were held at the Coast Guard Base. HE Jane Owen and former Minister of Home Affairs, HM Sabrina Turner, delivered remarks at the ceremony and were among the first passengers on the vessel's first journey;
- The CICC enrolled sixty Cadets between Grand Cayman and Cayman Brac on 19 May and 26 May respectively. HM Sabrina Turner MP and former Minister of Home Affairs delivered remarks at both ceremonies;





- The CICC launched the Fire Cadet Programme on Thursday, 13 June at the George Town Fire Station. HM Sabrina Turner MP and former Minister of Home Affairs delivered remarks at the ceremony;
- Two Cadets and two volunteer adult staff members attended the International Sea Cadet Association's exchange camp International in Washington DC from 21 June – 2 July;
- Two staff members, Captains N Edman and A Whyte attended a course in Essentials of Business Etiquette, Diplomacy Writing and Protocol in Miami in July;
- Captain C Palmer proceeded on attachment to Barbados Defence Force/Barbados Cadet Corps as part of his upgrade training during the period July/August 2024;



- The Commandant CICC, Deputy Commandant and Captain Palmer attended the Caribbean Cadet Commandants' Conference in Barbados in July/August 2024;



- The Commandant and four Cadets participated in a round-table discussion on Cadet Career Pathways with former Minister of Home Affairs, HM Sabrina Turner, ACO Ebanks, Cadet Corps' Chairman Cdt R Scotland and Chief Fire Officer R Rankine held in August 2024;
- Commandant E Brathwaite attended the International Sea Cadets Association's virtual Conference hosted by Canada in October 2024;
- CICC held its annual camp for Star 1 and Star 2 Cadets during the period 19 – 25 October 2024. Additional training camps were conducted for Star 3, Star 4, Master Cadets and Sea Cadets in December 2024;
- The CICC conducted a Selections Board (SB) training session for Potential Adult Volunteers during the period 23 – 25 October 2024. Assistance for all camps held in October and for the SB was provided by a training team comprising Officers from Barbados and St. Lucia.
- Deputy Commandant Major H Farley completed the ILM 7 Course in November 2024; and
- Commandant E Brathwaite Completer a course in "Conducting Crucial Conversations" in December, 2024.



Cadets Appointed to Key Roles at their Respective Schools

The CICC takes pride in celebrating with the following individuals on their appointment to leadership positions at their respective school:

- Lance Corporal Rayne Harding, Head boy, John Gray High School
- Cadet Dijhaunae Simmonds, Head girl, Clifton Hunter High School

Proud of Them Awardees (Cadets) 2024

The CICC takes pride in celebrating with the following individuals:

- Tobias Mejia West presented for Sports and Community Service
- Rayne Harding presented for Culture
- Micah Leon presented for Academics

Emerging Leader Awardee MHA

The CICC takes pride in celebrating with the following individual:

- Staff Sergeant Jaheem Hayles



Financial Performance and Analysis

2024 BUDGET VS ACTUALS			(KYD)	
Financial Performance	ORIGINAL 2024 BUDGET	FINAL 2024 BUDGET	2024 ACTUALS	VARIANCES (Actuals vs Final Budget)
Personnel	\$726,604	\$726,604	\$506,101	\$220,503
Supplies & Consumables	\$374,814	\$374,814	\$266,239	\$108,575
Depreciation	\$43,201	\$43,201	\$59,147	(\$15,946)
Total Expenses	\$1,144,619	\$1,144,619	\$831,487	\$313,132

The actual cost savings of \$404,466.81 resulted from vacant posts (Deputy Commandant and Sergeant Major Instructor) being unfilled. As per the previous reporting period the CICC had a pause on hiring additional Staff as we continue to restructure JDs to ensure compliance with the restructuring of the organisation to ensure greater resiliency and future proofing.

Based on needs assessment the CICC has adjusted its supplies and consumables spend, which was based on a reduction of camps and training activities due to the unavailability of acceptable numbers of staff and adult volunteers to ensure adequate Child Safeguarding during training and social evolutions. This adjustment resulted in reduced use of funds allocated. This development is expected to change in the 2025 financial year as the CICC anticipates the successful recruitment of additional human resources.

Performance Measures and Analysis

1. Instructor Competency and Training Delivery (As per Output Tracking for 2024)

- **Standard.** All instructors must be competent in their subject area and deliver training and camps in accordance with the Army Cadet Force (ACF) Cadet Training Handbook, as well as regional and international standards.
 - **KPIs:** (All achieved)
 - 100% of instructors must be certified in their respective training areas.
 - Annual instructor assessments to ensure adherence to training standards.
 - At least one professional development session per year for all instructors.

2. Parade Participation and Drill Proficiency

- **Standard.** All persons participating in parades must be experienced in drill and words of command on parade.
- **KPIs:** (All achieved)
 - Minimum of two drill rehearsals before official parades.
 - 90% pass rate in drill competency evaluations for parade participants.
 - At least one refresher drill training per quarter.

3. Community Project Authorisation and Facilitation

- **Standard.** All community projects must be preauthorised and facilitated by an authorised officer.
- **KPIs:** (All achieved)
 - 100% of projects must receive pre-authorisation before execution.
 - Submission of post-event reports for all projects within two weeks of completion.
 - At least two community projects successfully completed per year.

4. Modular Unit Delivery by Trained Instructors

- **Standard.** Modular units must be delivered by trained instructors based on regional and international standards.
- **KPIs:** (All achieved)
 - 100% of modular units are delivered by certified instructors.
 - Annual review of modular content for compliance with regional/international standards.
 - 90% satisfaction rate in participant feedback surveys.

5. Junior/Senior Cadet Instructors Course (JCIC/SCIC) Completion

- **Standard.** The JCIC/SCIC must be conducted in a separate camp setting in accordance with the Cadet Training Manual.
- **KPIs:** (All achieved)
 - 100% of cadet instructors must complete JCIC/SCIC before taking on leadership roles.
 - Minimum of one JCIC/SCIC course held annually.

- 85% pass rate for cadets enrolled in the course.

Scrutiny by Parliament and Public

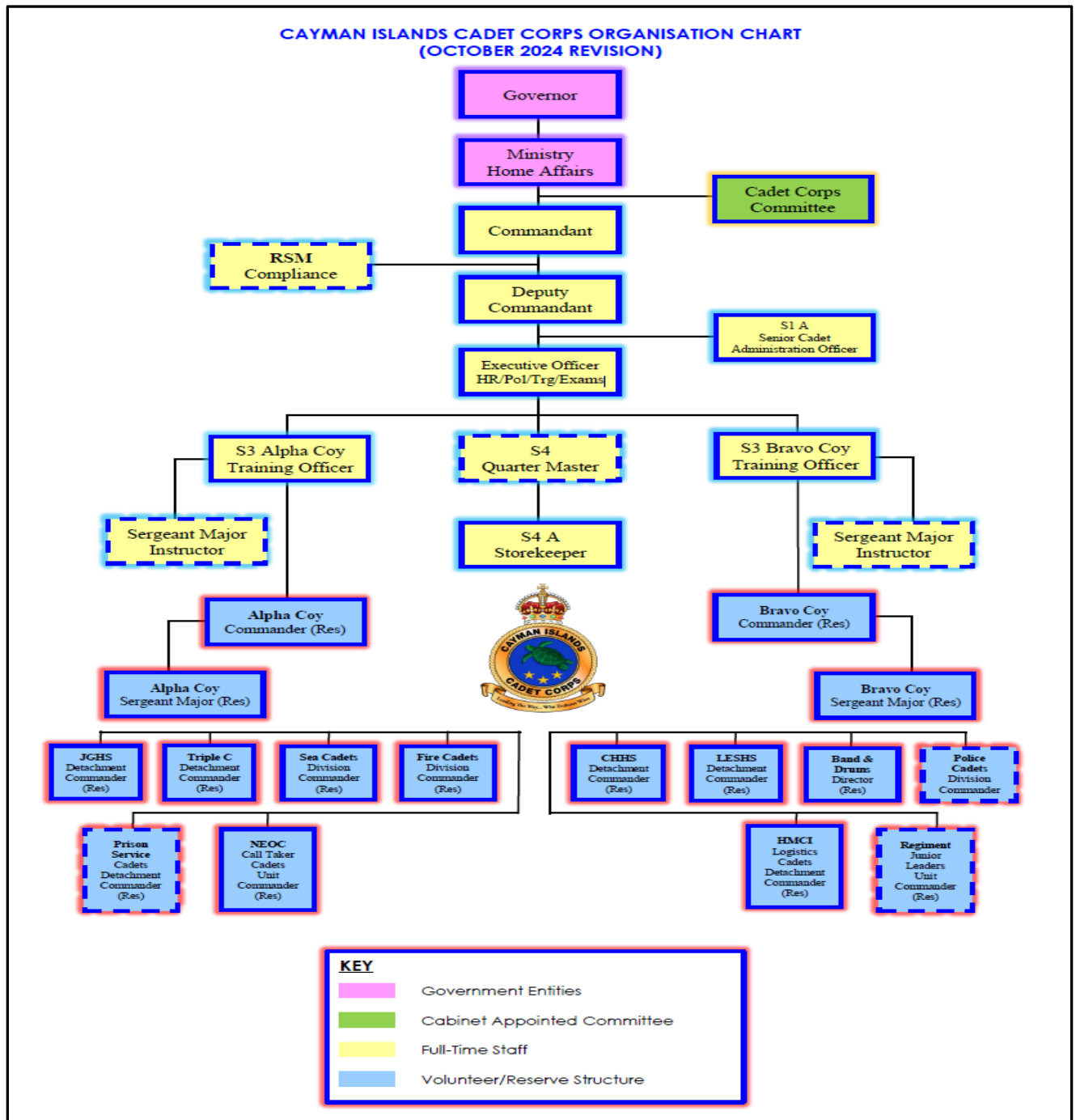
During the period under review the CICC was not subject to scrutiny by Parliament, the Public Accounts Committee or from the Public. There were no FOI requests and no complaints.

Our People

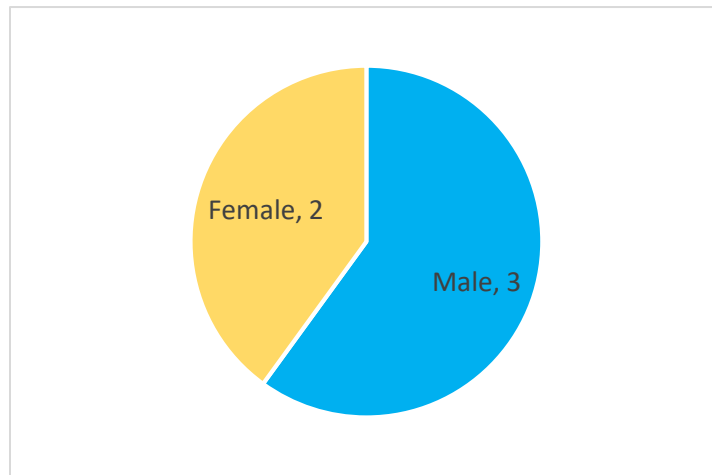
During the period January – December 2024, HQ CICC was staffed with five (5) full-time staff members. The post of Deputy Commandant was filled in July 2024. The following table lists the staff members:

Ser	Rank	Name	Post Held
1	Colonel	Errol L. Brathwaite	Commandant
2	Major	Halston Farley	Deputy Commandant
3	Captain	Craig Palmer	Training Officer (CYB)
4	Captain	Anneka Whyte	Training Officer (GCM)
5	Captain	Romaine N. Edman	Senior Cadet Administrative Officer

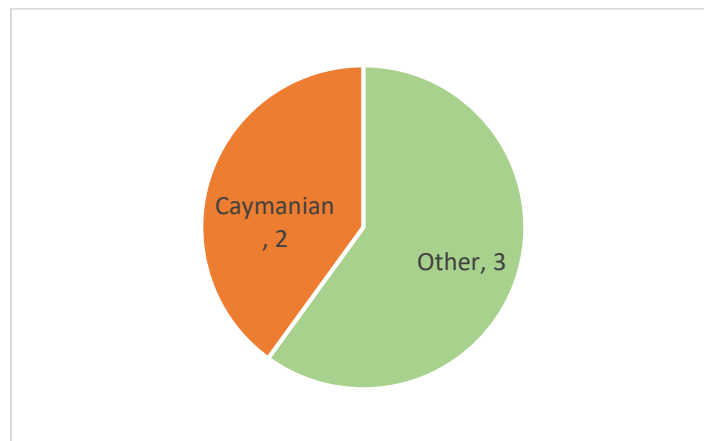
Cadet Corps Organisation Chart



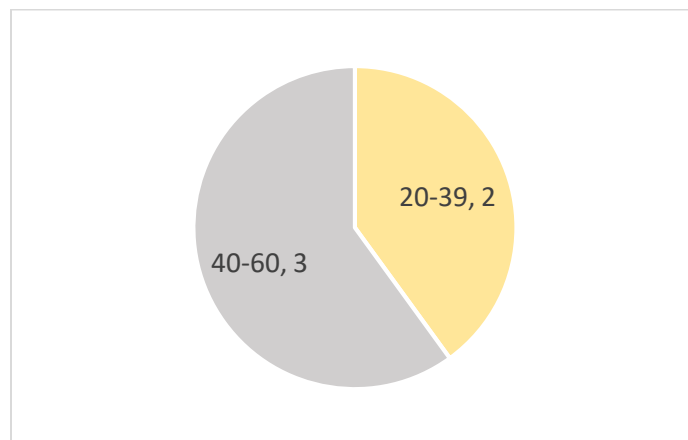
Gender of CICC Staff



Nationality of CICC Staff



Age Ranges of CICC Staff



Engagement Survey Results

The Engagement Survey does not apply to the CICC, due to its small team size, in accordance with the PoCS' policy.

Business Plan for 2025-2026

Strategic Objective 1: Strengthen the Identity and Global Alignment of the CICC

To enhance the reputation and operational effectiveness of the CICC by aligning with regional and international best practices.

Key Actions:

- Promote the core values and mission of the CICC to reinforce its public image and impact.
- Define and communicate the attributes of the ideal Cadet, Officer, and Adult Volunteer.
- Develop strategic partnerships with regional and international cadet organisations.

Strategic Objective 2: Enhance Cadet Training with Standardised and Practical Modules

To provide high-quality, relevant training that prepares cadets for real-world leadership and service.

Key Actions:

- Assess the capacity of the CICC team to facilitate increased enrolment.
- Diversify training modules to include modern, scenario-based, and technology-enhanced learning experiences.
- Refine Non-Commissioned Officer (NCO) training syllabi to ensure relevance and effectiveness.
- Standardise training protocols across Detachment and Company levels to ensure consistency.

Strategic Objective 3: Implement a Unified Assessment Framework

To establish clear and measurable benchmarks for cadet development and performance.

Key Actions:

- Develop and enforce assessment protocols for all Star Level programmes.
- Create an electronic database to systematically track cadet progress and achievements.
- Conduct annual evaluations of assessment methodologies to improve training effectiveness.

Strategic Objective 4: Expand and Strengthen Cadet Participation and Mentorship

To increase engagement and ensure that cadets receive the guidance needed for success.

Key Actions:

- Establish mentorship programmes to develop self-confidence and leadership among cadets.
- Expand the CICC footprint across the Cayman Islands, regionally, and internationally.
- Enhance academic and social stability through a diverse training programme incorporating practical experiences.

Business Plan for 2025-2026

Operational and Strategic Development

- Strengthen command and governance structures to support growth and efficiency.
- Invest in facilities and resources to accommodate an expanding cadet population.
- Leverage technology for training, assessment, and administrative efficiency.

Legislative and Policy Priorities

- Continue with the revisions to the Cadet Corps Laws and Policies to solidify the legal framework supporting cadet operations.
- Develop policies for enhanced adult volunteer recruitment, training, and retention.
- Establish clear guidelines for integrating cadet training with national youth development policies.

Community and International Engagement

- Forge partnerships with educational institutions to create seamless pathways for cadet advancement.
- Establish collaborative initiatives with emergency response agencies and national security services.
- Increase participation in regional and international cadet exchanges and leadership forums.

Through these strategic objectives and priorities, the CICC aims to cultivate a robust, well-trained, and community-focused Cadet Corps that is recognised regionally and internationally as a well-structured entity.

Capital Projects for 2025-2026

The CICC has no budgeted Capital Projects currently budgeted for the 2025, however, we will continue to outfit the new Cadet Headquarters to ensure greater operational efficiency.

How Will We Measure Our Success?

The Cadet Corps intends to measure success based on set goals as follows:

Leadership & Organisational Success

- **Growth in Cadet Enrollment.** Are more young people joining the Cadet Corps?
- **Cadet Retention & Progression.** How many cadets stay and advance through the ranks?
- **Efficiency & Readiness.** Are training programmes improving skills and preparedness?

Youth Development Impact

- **Discipline & Character Development.** Are cadets demonstrating stronger leadership, discipline, and responsibility?
- **Career Pathways.** How many former cadets pursue military, security, or leadership roles in society?
- **Cadet Achievements.** Awards, scholarships, or international recognition of cadets.

Organisational Influence & Regional Engagement

- **Regional Collaboration.** Growth in partnerships with other Caribbean Cadet Corps/Forces.
- **Policy Contributions.** Implementation of new policies and training standards.
- **Visibility & Recognition.** Increased recognition of the Corps in national and regional forums.

Personal Leadership Impact

- **Mentorship and Influence.** Testimonials from cadets, officers, and colleagues.
- **Programme Initiatives.** Successfully implemented new programmes or strategies.
- **Legacy & Sustainability.** Ensuring long-term structures for continuity and growth.

Framework for Measuring Our Success

1. Leadership & Organisational Success

- Growth in Cadet Enrollment

- Increase cadet enrollment by 15% over the next two years.
- Expand recruitment efforts in at least three new schools/communities across the Cayman Islands.

Cadet Retention & Progression

- Achieve an 85% retention rate of cadets moving from junior to senior school.
- Ensure at least 50% of senior cadets attain NCO (Non-Commissioned Officer) ranks.

Efficiency & Readiness

- Conduct two training camps annually focused on star level qualifications and leadership.
- Maintain an 80% attendance rate for major training sessions.
- Ensure 100% of cadets complete at least one certified skills training course annually (e.g., First Aid, Navigation, musicianship).

2. Youth Development Impact

- Discipline & Character Development
 - Conduct half-yearly leadership and conflict-resolution based training sessions.
 - Implement a cadet mentorship programme where senior cadets guide juniors, with at least 70% participation.

Career Pathways

- Ensure at least 5% of graduating cadets pursue careers in public safety, or leadership roles.
- Establish internship or scholarship partnerships with at least three external organisations.

Cadet Achievements

- Target top 3 finishes in at least two regional competitions annually.
- Recognise at least five cadets per year for exceptional performance in leadership, academics, culture or sports.

3. Organisational Influence & Regional/International Engagement

Regional/International Collaboration

- Organise or participate in at least two regional/international exchange programmes or joint training annually.
- Strengthen partnerships with at least three other Caribbean Cadet Corps/Forces.

Policy Contributions

- Develop and implement at least two new policies enhancing training, recruitment, or retention.
- Publish a revised standard operating procedure (SOP) document within two years.

Visibility & Recognition

- Secure national media coverage at least four times per year.
- Increase social media engagement by 50% within twelve (12) months through improved content and outreach.

4. Personal Leadership Impact

Mentorship & Influence

- Mentor at least six (6) officers or senior cadets annually, tracking their leadership growth.
- Conduct two leadership seminars per year open to cadets and officers.

Programme Initiatives

- Successfully implement one major initiative annually, such as a new leadership camp, a skill-based programme, or an expansion into a new community.

Legacy & Sustainability

- Ensure a structured succession plan is in place within three – five years for future leadership.
- Develop a cadet alumni network with at least 25 active members in the first year.

The above set targets provide clear benchmarks to track CICC outcomes over the next one to three years.

Looking Ahead to 2025

As we look ahead to 2025, the Ministry of Home Affairs remains committed to building on the progress of the past year, continuing to evolve in response to a shifting landscape of public safety risks. Our focus will continue to be on enhancing public safety services, strengthening resilience, and fostering a culture of cooperation across all levels of government and with our partner organisations.

In the coming year, we will prioritise further modernisation of our emergency response assets, communications infrastructure, and capacity-building programmes to ensure the delivery of world-class services in an increasingly complex environment. The continued development of the Cayman Islands Regiment will be critical in this regard, enabling the government to provide enhanced operational surge capacity to support emergency first-responders and essential-service partners in times of crisis. At the same time, we will continue building strategic bridges that provide pathways into public safety careers for our young, aspiring future leaders within the Cadet Corps.

Additionally, we will continue to strengthen public safety analytics through technological advancements, including expanding the national CCTV infrastructure and implementing data-driven solutions to improve decision-making, interagency cooperation, and response times across law enforcement and emergency services. Our commitment to maintaining the safety of our islands is unwavering, and we aim to continue investing in resources that enable our operators to understand and effectively meet emerging threats to national security.

On the rehabilitation front, the Ministry will remain focused on expanding opportunities for offenders through education, vocational training, and reintegration programmes. The redesign of Northward Prison will be a key milestone, ensuring that the government has relevant information by which to evaluate and prioritise this major project in accordance with Strategic Broad Outcomes.

Leadership development and capacity-building for our uniformed and civilian staff will remain a cornerstone of our work in 2025. Initiatives such as the Emerging Leaders Programme, internal secondments, and formal education through the Civil Service College will be embraced as opportunities that provide young professionals with the tools, experiences, and mentorship they need to step into future leadership roles across the Ministry.

By strengthening partnerships and maintaining focus on service excellence, the Ministry of Home Affairs aims to serve as a pillar of stability and public safety for the people of the Cayman Islands.

Together, we will face the future with resilience, innovation, and a continued commitment to the well-being of all who call these islands home.

Freedom of Information Requests

ENTITY	FOIs Received	FIOs Closed
Ministry of Home Affairs	3	4
Department of Public Safety Communications	0	0
Cayman Islands Fire Service	2	2
HM Cayman Islands Prison Service	15	15
Department of Community Rehabilitation	1	1
Cayman Islands Regiment	0	0
Cayman Islands Cadet Corps	0	0

ACRONYMS

ACF	Army Cadet Force
CAACI	Civil Aviation Authority of the Cayman Islands
CFO	Chief Financial Officer
CO	Commanding Officer
CICC	Cayman Islands Cadet Corps
CICG	Cayman Islands Coast Guard
CIFS	Cayman Islands Fire Service
CIIMB	Cayman Islands Independent Monitoring Board
CIR	Cayman Islands Regiment
CRB	Conditional Release Board
DCR	Department of Community Rehabilitation
DPSC	Department of Public Safety Communications
EMC	Electronic Monitoring Centre
EMS	Emergency Medical Service
ERU	Enhanced Reintegration Unit
FOI	Freedom of Information
GEARS	GIFR Electronic Assessment and Reporting System
HADR	Humanitarian Assistance and Disaster Relief
HMCIPS	His Majesty's Cayman Islands Prison Service
KPI	Key Performance Indicator
MHA	Ministry of Home Affairs
MOI	Method of Instruction
MOU	Memorandum of Understanding
NCCTV	National Closed-Circuit Television
NDC	National Drug Council

NEOC	National Emergency Operations Centre
NG9-1-1	Next Generation 9-1-1
PSCC	Public Safety Communications Centre
RCIPS	Royal Cayman Islands Police Service
ROTL	Release on Temporary License
RSM	Regimental Sergeant Major
SCIC	Senior Cadet Instructors Course
SLA	Service Level Agreement
SOTP	Sex Offender Treatment Programme

APPENDIX A – FINANCIAL STATEMENTS



GOVERNMENT OF THE CAYMAN ISLANDS

MINISTRY OF HOME AFFAIRS

AUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 DECEMBER 2024

MINISTRY OF HOME AFFAIRS

Financial Statements for the year ended 31 December 2024

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MINISTRY OF HOME AFFAIRS

STATEMENT OF RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

These financial statements have been prepared by the Ministry of Home Affairs (the "Ministry") 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 Acting Chief Officer, I am responsible for establishing; and have established and maintained a system of internal controls designed to provide reasonable assurance that the transactions recorded in the financial statements are authorised by Act, and properly record the financial transactions of the Ministry.

As Acting Chief Officer and Chief Financial Officer we are responsible for the preparation of the Ministry's financial statements, representation and judgments made in these statements.

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


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

- (a) Completely and reliably reflect the financial transactions of the Ministry for the year ended 31 December 2024;
- (b) Fairly reflect the financial position as at 31 December 2024 and performance for the year ended 31 December 2024;
- (c) Comply with International Public Sector Accounting Standards as set out by International Public Sector Accounting Standards Board under the responsibility of the International Federation of Accountants. Where guidance is not available, the financial statements comply with International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board.

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.



Michael Ebanks
Acting Chief Officer
Date: 30 April 2025



Carrol A. Cooper
Chief Financial Officer
Date: 30 April 2025

AUDITOR GENERAL'S REPORT

To the Members of Parliament and the Chief Officer of the Ministry of Home Affairs

Opinion

I have audited the financial statements of the Ministry of Home Affairs (the "Ministry"), which comprise the statement of financial position as at 31 December 2024 and the statement of financial performance, statement of changes in net assets/ equity and cash flow statement for the year ended 31 December 2024, and notes to the financial statements, including a summary of significant accounting policies as set out on pages 9 to 40.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Ministry as at 31 December 2024 and its financial performance and its cash flows for the year ended 31 December 2024 in accordance with International Public Sector Accounting Standards.

Basis for Opinion

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

Emphasis of Matter

As outlined in Note 23 of the financial statements, the Cabinet authorised several supplementary appropriations under section 11(5) of the Public Management and Finance Act (PMFA). One of the supplementary appropriations reduced the Ministry's 2024 capital expenditure budget by \$830,000. A supplementary appropriations bill for these changes in the Ministry's budget was not introduced in Parliament by 31 March 2025 as required by section 11(6) of the PMFA.

My opinion is not qualified with respect to this matter.

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

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

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

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

AUDITOR GENERAL'S REPORT (continued)

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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



Angela Cullen
Acting Auditor General

30 April 2025
Cayman Islands

Prior Year Actual (\$'000)	MINISTRY OF HOME AFFAIRS STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2024	Note	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
	Current Assets					
649	Cash and cash equivalents	3	4,283	14,277	14,277	9,994
14,049	Trade receivables	4	15,290	5,134	5,134	(10,156)
3,013	Other receivables	4	729	16	16	(713)
125	Inventories	5	97	150	150	53
49	Prepayments	5b	98	104	104	6
17,885	Total Current Assets		20,497	19,681	19,681	(816)
	Non-Current Assets					
-	Trade receivables	4	-	105	105	105
3	Intangible Assets	7	-	18	18	18
37,835	Property, plant and equipment	6	35,486	39,752	39,752	4,266
37,838	Total Non-Current Assets		35,486	39,875	39,875	4,389
55,723	Total Assets		55,983	59,556	59,556	3,573
	Current Liabilities					
714	Trade payables	8	92	552	552	460
1,978	Other payables and accruals	8	1,790	1,232	1,232	(558)
120	Unearned revenue	9	120	120	120	-
3,142	Employee entitlements	10	2,618	2,692	2,692	74
5,954	Total Current Liabilities		4,620	4,596	4,596	(24)
5,954	Total Liabilities		4,620	4,596	4,596	(24)
49,769	Net Assets		51,363	54,961	54,961	3,597
	NET ASSETS/EQUITY					
51,936	Contributed capital		53,631	55,393	55,393	1,762
(2,167)	Accumulated surpluses/(deficits)		(2,268)	(432)	(432)	1,835
49,769	Total Net Assets/Equity		51,363	54,961	54,961	3,597

The accounting policies and notes starting on pages 9-40 form an integral part of these financial statements.

Prior Year Actual (\$'000)	MINISTRY OF HOME AFFAIRS STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 31 DECEMBER 2024	Note	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
54,087	<i>Revenue</i> Sale of goods and services	13	55,391	57,518	57,462	2,127
54,087	Total Revenue		55,391	57,518	57,462	2,127
39,566	<i>Expenses</i> Personnel costs	14	40,004	41,736	41,648	1,732
10,723	Supplies and consumables	15	11,300	10,804	10,835	(496)
5,002	Depreciation & Amortisation	6&7	4,152	4,978	4,978	826
56	Litigation costs	15(b)	31	-	-	(31)
2	Other Gains and Losses	16	(62)	-	-	62
55,350	Total Expenses		55,425	57,518	57,462	2,094
(1,263)	Deficit for the year		(34)	-	-	34

The accounting policies and notes starting on pages 9-40 form an integral part of these financial statements.

MINISTRY OF HOME AFFAIRS
STATEMENT OF CHANGES IN NET ASSETS/EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2024

	Contributed Capital (\$'000)	Accumulated Surplus/ (deficits) (\$'000)	Total (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
Balance at 31 December 2022 brought forward	48,014	(651)	47,363	47,581	47,581	(218)
Prior Year Adjustments						
Prior Year Adjustments	-	(252)	(252)	-	-	(252)
Restated balance 31 December 2022	48,014	(904)	47,110	47,581	47,581	(471)
Changes in net worth for 2023						
Transfer of departments	(4)	-	(4)	-	-	4
Equity Investment from Cabinet	3,926	-	3,926	-	-	(3,926)
Surplus payable to Cabinet	-	-	-	(54)	(54)	(54)
Net revenue / expenses recognised directly in net worth	3,922	-	3,922	(54)	(54)	(3,976)
Surplus/(deficit) for the year ending December 2023	-	(1,263)	(1,263)	-	-	1,263
Total recognised revenues and expenses for the period	3,922	(1,263)	2,659	(54)	(54)	(2,712)
Balance at 31 December 2023 carried forward	51,936	(2,167)	49,768	47,528	47,528	(2,240)
	Contributed Capital	Accumulated Surplus/ (deficits)	Total	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual)
Balance at 31 December 2023 brought forward	51,936	(2,167)	49,768	47,528	47,528	(2,240)
Prior Year Adjustments						
Prior Year Adjustments	-	(67)	(67)	-	-	67
Restated balance 31 December 2023	51,936	(2,234)	49,701	47,528	47,528	(2,173)
Changes in net worth for year ending December 2024						
Transfer of departments	(222)	-	(222)	-	-	222
Equity Investment from Cabinet	1,917	-	1,917	7,433	7,433	5,516
Net revenue / expenses recognised directly in net worth	1,695	-	1,695	7,433	7,433	5,738
Surplus/(deficit) for the year ending December 2024	-	(34)	(34)	-	-	34
Total recognised revenues and expenses for the period	1,695	(34)	1,662	7,433	7,433	5,771
Balance at 31 December 2024 carried forward	53,631	(2,268)	51,363	54,961	54,961	3,598

The accounting policies and notes starting on pages 9-40 form an integral part of these financial statements.

Prior Year Actual (\$'000)	MINISTRY OF HOME AFFAIRS CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2024		Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
	CASH FLOWS FROM OPERATING ACTIVITIES					
	<i>Receipts</i>					
46,892	Outputs to Cabinet		53,858	57,116	57,116	3,258
443	Outputs to other government agencies		326	-	-	(326)
163	Sale of goods and services - third party		196	402	402	205
-	Other receipts		-	-	-	-
	<i>Payments</i>					
(38,685)	Personnel costs		(39,556)	(41,736)	(41,736)	(2,179)
(11,828)	Supplies and consumables		(14,213)	(10,804)	(10,804)	3,409
-	Other payments		-	-	-	-
(3,015)	Net cash flows from operating activities		611	4,978	4,978	4,367
	CASH FLOWS FROM INVESTING ACTIVITIES					
(2,688)	Purchase of property, plant and equipment		(1,371)	(7,433)	(7,433)	(6,062)
-	Proceeds from sale of property, plant and equipment		-	-	-	-
(2,688)	Net cash flows from investing activities		(1,371)	(7,433)	(7,433)	(6,062)
	CASH FLOWS FROM FINANCING ACTIVITIES					
2,594	Equity Investment from Org 40		4,394	7,433	7,433	3,039
-	Funds received from Ministry reorganisation		-	-	-	-
2,594	Net cash flows from financing activities		4,394	7,433	7,433	3,039
(3,109)	Net increase/(decrease) in cash and cash equivalents		3,634	4,978	4,978	1,345
3,758	Cash and cash equivalents at beginning of period		649	9,299	9,299	8,650
649	Cash and cash equivalents at end of period	3	4,283	14,277	14,277	9,995

The accounting policies and notes starting on pages 9-40 form an integral part of these financial statements.

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 1: Description and Principal Activities

The Ministry of Home Affairs (the “Ministry”) is a Government owned entity as defined by the *Public Management and Finance Act (2020 Revision)* and it is domiciled in the Cayman Islands.

The Ministry funds, develops and monitors the implementation of policy, legislation and services in the areas of prison services, community rehabilitation, fire services and public safety and communication, including the management of 911. The principal activities of the Ministry include national security, emergency management operations and public safety communications. The Ministry’s capacity to respond to national disasters/emergencies is further enhanced by the Cayman Islands Cadet Corps and the Cayman Islands Regiment.

Following the General Elections in April 2021, the home affairs departments were transferred to the new Ministry of Home Affairs. These departments included: The Prison Services, Community Rehabilitation, Fire Services and Public Safety and Communication. In addition, the Cayman Islands Cadet Corps and the Cayman Islands Regiment were transferred from the Ministry of Education, Youth, Sports, Agriculture and Lands and the Ministry of Employment and Border Control respectively, to complete the Ministry of Home Affairs.

Note 2: Significant Accounting Policies

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

The accounting policies set out below have been applied consistently over the period presented in these financial statements.

(a) Basis of Preparation

The financial statements are presented in Cayman Islands dollars and are prepared on the accrual basis of accounting, unless otherwise stated. The measurement basis applied to these financial statements is the historical cost basis (Land and Buildings are stated at revalued amounts). All numbers in these financial statements are rounded to the nearest thousand.

Reporting Period

The reporting period is the year ended 31 December 2024.

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 2: Significant Accounting Policies (continued)

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

IPSAS 43, Leases was issued in January 2022 and shall be applied for financial statements covering periods beginning on or after 1 January 2025. Inter alia, IPSAS 43 requires lessees to measure and account for the right-of-use asset and the lease liability; exemptions apply to short-term leases what will continue to be accounted for in the same manner that operating leases are accounted for under IPSAS 13. It is anticipated that IPSAS 43 will have a significant impact on the MHA's financial statements, but this is currently being assessed.

IPSAS 44, Non-current Assets Held for Sale and Discontinued Operations was issued in May 2022 and shall be applied for financial statements covering periods beginning on or after 1 January 2025. IPSAS 44 provides guidance on how to account for non-current assets when they are made available for sale on commercial terms; no such guidance existed prior to IPSAS 44. It is anticipated that IPSAS 44 will not have a significant impact on the MHA's financial statements, but this is currently being assessed.

IPSAS 45, Property, Plant, and Equipment (Issued in May 2023 and effective for periods beginning on or after 1 January 2025) replaces IPSAS 17, Property, Plant, and Equipment by adding current operational value as a measurement basis in the updated current value model for assets within its scope, identifying the characteristics of heritage and infrastructure assets, and adding new guidance on how these important types of public sector assets should be recognised and measured. It is anticipated that IPSAS 45 will not have a significant impact on the MHA's financial statements, but this is currently being assessed.

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 2: Significant Accounting Policies (continued)

IPSAS 46, Measurement (effective for periods beginning on or after 1 January 2025) provides new guidance in a single standard addressing how commonly used measurement bases should be applied in practice. It brings in generic guidance on fair value for the first time, and introduces current operational value, a public sector specific current value measurement basis addressing constituents' views that an alternative current value measurement basis to fair value is needed for certain public sector assets. It is anticipated that IPSAS 46 will not have a significant impact on the MHA's financial statements, but this is currently being assessed.

IPSAS 47, Revenue (issued in May 2023 and effective for periods beginning on or after 1 January 2026) replaces IPSAS 9, Revenue from Exchange Transactions, IPSAS 11, Construction Contracts, and IPSAS 23, Revenue from Non-Exchange Transactions and is a single source for revenue accounting guidance in the public sector, which presents two accounting models based on the existence of a binding arrangement. It is anticipated that IPSAS 47 will not have a significant impact on the Ministry's financial statements, but this will be assessed more fully closer to the effective date of adoption.

IPSAS 48, Transfer Expenses (issued in May 2023 and effective for periods beginning on or after 1 January 2026) provides accounting requirements for transfer expenses, and presents two accounting models based on the existence of a binding arrangement. It is anticipated that IPSAS 48 will not have an impact on the Ministry's financial statements, but this will be assessed more fully closer to the effective date of adoption.

IPSAS 49, Retirement Benefit Plans (issued in November 2023 and effective for periods beginning on or after 1 January 2026) provides a principle-based approach to accounting for retirement benefit plans offering a completed view of their financial activities, assets, and obligations and establishes comprehensive accounting and reporting requirements for the financial statements of retirement benefit plans. It is anticipated that IPSAS 49 will not have an impact on the Ministry's financial statements.

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

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 2: Significant Accounting Policies (continued)

Changes in Accounting Policies

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

The financial statements show comparison of actual amounts with amounts in the original and final budget. Explanations of material differences between original budget and actual amounts are provided as required by IPSAS 24.

(b) Budget Amounts

The original budget amounts for the period ended 31 December 2024 are as presented in the 2024-2025 Budget Statement and were approved by Parliament. The budget was prepared based on the accrual accounting concept and the going concern basis.

(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, revenues 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.

Changes in Accounting Estimates

IPSAS 3 requires disclosure of any changes in accounting estimates and the nature, amount and the financial effect on present, past and/or future period. There were no changes in accounting estimates.

(d) Revenue

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

Cabinet revenue is recognized at the monthly cost to produce the outputs agreed in the Annual Budget Statement for 2024. Other revenues are recognized at the fair value of services provided. Revenue earned but not yet received at year end is recorded as a receivable.

(e) Expenses

Expenses are recognized in the accounting period in which they are incurred. Expenses incurred but not paid at year end are recognized as payables.

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 2: Significant Accounting Policies (continued)

(f) Operating Leases

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

(g) Cash and Cash Equivalents

Cash and cash equivalents include cash in hand, deposits held on call with banks, other short-term, highly liquid investments with original maturities of three months or less which are subject to an insignificant risk of changes in value.

(h) Prepayments

The portion of recognized expenditure paid in advance of receiving services has been recognized as a prepayment.

(i) Inventories

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

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

Inventories held for sale or use in the production of goods and services on a commercial basis are valued at the lower of cost and net realizable value. Costs are assigned to inventories using first-in first-out (FIFO) as appropriate.

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 2: Significant Accounting Policies (continued)

(j) Property, Plant and Equipment

Property, plant and equipment, are stated at historical cost less accumulated depreciation except for land stated at revalued amounts and buildings which are stated at revalued amounts 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.

In accordance with IPSAS 17, when buildings are revalued, any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the 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.

<u>Asset Type</u>	<u>Estimated Useful life</u>
• Buildings	40 – 60 years
• Marine vessels	5 – 7 years
• Motor vehicles	4 – 12 years
• Furniture and fittings	3 – 20 years
• Computer equipment and software	3 – 10 years
• Office equipment	3 – 20 years
• Other plant and equipment	5 – 25 years
• Other assets	3 – 25 years

Impairment

The assets' residual values and useful lives are reviewed and adjusted, if appropriate, at the period end. Assets that are subject to amortization are reviewed for impairment whenever events of changes in circumstances indicate that the carrying amount may not be recoverable. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amounts. The recoverable amount is the higher of the asset's fair value less costs to sell and its value for use in service.

See **Note 6** below in respect to the carrying values of buildings for Her Majesty's Cayman Islands Prison Service.

Assets under construction or development

Work in progress items are valued at cost. No depreciation is applied to work in progress items until such time as they are commissioned.

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 2: Significant Accounting Policies (continued)

(j) Property, Plant and Equipment (continued)

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 year are included in the Statement of Financial Performance.

(k) Employee Entitlements

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

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

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

(l) Financial Instruments

Financial assets and financial liabilities are recognised in the Ministry's statement of financial position when the Ministry becomes a party to the contractual provisions of the instrument. The Ministry is party to financial instruments as part of its normal operations. These financial instruments include cash and cash equivalents, trade and accounts receivables and trade and accounts payable, all of which are recognized 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, term deposits and trade 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 unfavorable. Financial liabilities comprise of accounts payable, accrued expenses and repayment of surplus.

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 2: Significant Accounting Policies (continued)

(l) Financial Instruments (continued)

Initial Recognition

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

Subsequent measurement and classification

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

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

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

De-recognition

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

(m) 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 realized.

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 2: Significant Accounting Policies (continued)

(n) Foreign Currency

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

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

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

(o) Revenue from Non-Exchange Transactions

The Ministry receives various services from other government entities for which payment is made by the Cayman Islands Government. These services include but are not limited to accommodation in the central government building and human resources management by the Portfolio of the Civil Service. The Ministry has designated these non-exchange transactions as services in-kind as defined under **IPSAS 23- Revenue from non-exchange Transactions**. When fair values of such services can be 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 an item of property, plant and equipment, such service in-kind is recognized in the cost of property, plant and equipment.

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 3: Cash and Cash Equivalents

The Ministry's cash and cash equivalents as at the end of the year amounted to \$4.3 million, which was below the budget by \$10 million. However, the Ministry had receivables of \$15.3 million for Cabinet revenue and \$520 thousand for equity injection outstanding from Cabinet at the end of the financial year.

Although cash and cash equivalents at 31 December 2024 are subject to the expected credit loss requirements of IPSAS 41, no allowance has been recognised as the estimated allowance is negligible due to the high credit quality of the counterparty banks.

Prior Year Actual (\$'000)	Description	Foreign Currency	Exchange Rate	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
1	Cash in transit (IRIS Remittance Account)			1	1	1	-
408	CI\$ Operational Current Account held at Royal Bank of Canada			4,077	11,955	11,955	7,878
251	US\$ Operational Current Account held at Royal Bank of Canada	245	0.8375	205	97	97	(108)
(11)	Payroll Current Account held at Royal Bank of Canada			-	2,224	2,224	2,224
649	TOTAL			4,283	14,277	14,277	9,994

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 4: Trade and Other Receivables

Trade receivables

Trade receivables as at the end of the year totalled \$15 million, which was \$10 million over the budget. The outstanding Cabinet revenue accounted for 99% of the trade receivables and represents amounts outstanding for the last quarter of 2024 totaling \$15.0 million.

Of the trade receivable for sale of goods and services, 90% (\$266 thousand) represents outstanding amounts in relation to the use of the Department of Public Safety Communication's towers billed to third parties (2023: \$281 thousand).

Trade receivables are amounts due from customers for items sold or services performed in the ordinary course of business. Trade receivables and other receivables comprise of balances due from other Government entities, including Output Receivables and balances due from third parties.

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

Prior Year Actual (\$'000)	Trade Receivables	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
207	Sale of goods and services	296	251	251	(45)
13,953	Outputs to Cabinet	15,056	4,988	4,988	(10,068)
14,160	Total trade receivables	15,352	5,239	5,239	(10,113)
(111)	Less: expected credit losses	(62)	-	-	62
14,049	Net trade receivables - (due in one year)	15,290	5,239	5,239	(10,051)

Prior Year Actual (\$'000)		Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
	Current				
5,559	Past due 1-30 days	10,486	5,003	5,003	(5,483)
4,173	Past due 31-60 days	4,718	-	-	(4,718)
4,372	Past due 61-90 days	3	-	-	(3)
56	Past due 90 and above	145	131	131	(14)
	Non-Current				
-	Past due 1 year and above	-	105	105	105
14,160	Total	15,352	5,239	5,239	(10,113)

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 4: Trade and Other Receivables (continued)

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

	2023	2024
	(\$'000)	(\$'000)
Allowance for credit losses as at 1 January	-	111
Revision in loss allowance made during the year	111	(49)
Receivables written off during the year	-	-
Balance at 31 December	111	62

As at 31 December 2024 expected credit losses resulting from balances less than 90 days past due amounted to \$62 thousand (2023: \$111k). These are primarily expected credit losses resulting from full provisioning for balances outstanding for over 90 days (excluding Tower Fees) and \$27 thousand in respect to historical average provision less than 90 days.

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

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 4: Trade and Other Receivables (continued)

Other receivables

Other receivables largely comprised \$520 thousand outstanding from Cabinet for Equity Injection (EI 85) in respect to the acquisition of fixed assets. These funds will be received in 2025.

Prior Year Actual (\$'000)	Other Receivables	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
-	Advances (salary, Official Travel, etc.)	2	16	16	14
-	Other non-current assets	10	-	-	(10)
3,013	Other	736	-	-	(736)
3,013	Total other receivables	748	16	16	(732)
-	Less: expected credit losses	(19)	-	-	19
3,013	Net other receivables	729	16	16	(713)

Prior Year Actual (\$'000)		Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
	Current				
2,994	Past due 1-30 days	706	16	16	(690)
19	Past due 90 and above	23	-	-	(23)
3,013	Total	729	16	16	(713)

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

The Ministry performed an individual/specific ECL assessment on any related party debtors with qualitative or quantitative factors indicating doubts around collectability. Given the low risk of default on the remaining related party receivables held by the Ministry, the impact of the expected credit losses on these have been estimated to be negligible. These have a low risk of default due to the Cayman Islands Government's high credit rating, absence of historical losses on amounts due. The Ministry believes that the amounts outstanding on related party receivables are recoverable.

The Ministry's policy is to recognise ECL of 100% for receivables over 90 days past due because historical experience has indicated that these receivables are generally not recoverable. Receivables are written off and or fully provided for when there is no reasonable expectation of recovery.

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 5: Inventories

Inventories held at the end of December 2024 amounted to \$97 thousand dollars and were largely held by the Prison Service. These mainly included food supplies and consumables.

Prior Year Actual (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
125	Inventory held for use in the provision of goods and services	97	150	150	53
125	Total	97	150	150	53

Note 5b: Prepayments

Prepayments at the end of December 2024 amounted to \$98 thousand and were largely held by the Prison Services for certain preventive maintenance services and the Department of Public Services and Communications for software licences.

Prior Year Actual (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
49	Accrued Prepayments	98	104	104	6
49	Total	98	104	104	6

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 6: Property, Plant & Equipment

Cost	Land	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Roads & Sidewalks	Water Retriculation	Infrastructure	Motor Vehicles	Marine Vessels	Other assets	Assets under construction or development	Total	Original Budget 2023	Final Budget 2023	Variance
Balance as at 1 January 2023	4,582	20,222	22,675	421	1,540	191	23	81	8,621	2,270	768	937	2,897	65,229	65,226	65,226	(2,281)
Additions	-	675	310	43	67	113	-	-	46	700	87	287	2,920	5,246	4,157	4,157	(1,089)
Disposals and Derecognition	-	(493)	-	-	(8)	-	-	-	-	-	-	-	-	(500)	-	-	500
Impairment	-	14	-	-	-	-	-	-	-	-	-	-	(15)	(1)	-	-	(1,337)
Transfer out	-	-	-	-	-	-	-	-	-	-	-	-	(2,248)	(2,248)	(1,338)	(1,338)	2,248
Balance as at 31 December 2023	4,582	20,418	22,984	464	1,599	304	23	81	8,667	2,968	855	1,224	3,555	67,724	68,045	68,045	319

Cost	Land	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Roads and Sidewalks	Water Retriculation	Infrastructure	Motor Vehicles	Marine Vessels	Other assets	Assets under construction or development	Total	Original Budget 2024	Final Budget 2024	Variance
Balance as at 1 January 2024	4,582	20,419	22,984	464	1,599	304	23	81	8,667	2,968	855	1,224	3,555	67,724	68,045	68,045	319
Additions	-	240	119	34	103	17	-	126	54	226	-	37	1,726	2,684	7,418	7,418	4,734
Disposals and Derecognition	-	(7)	(61)	(1)	(44)	(3)	-	-	-	(100)	(46)	-	-	(261)	-	-	261
Adjustment	-	-	-	-	-	-	-	-	-	36	-	6	-	43	-	-	(43)
Transfer out	-	-	-	-	-	-	-	-	-	-	-	-	(841)	(841)	-	-	841
Balance as at 31 December 2024	4,582	20,653	23,042	497	1,658	319	23	207	8,721	3,132	810	1,267	4,439	69,350	75,463	75,463	6,112

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 6: Property, Plant & Equipment (continued)

Accumulated Depreciation and impairment losses	Land	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Roads and Sidewalks	Water Retriculation	Infrastructure	Motor Vehicles	Marine Vessels	Other assets	Assets under construction or development	Total	Original Budget 2023	Final Budget 2023	Variance
Balance as at 1 January 2023	-	10,517	3,864	247	1,391	119	3	19	6,589	1,273	529	835	-	25,384	25,384	25,384	-
Transfers	-	9	-	-	-	-	-	-	-	-	-	-	-	9	-	-	(9)
Depreciation Expense	-	1,225	1,821	26	105	33	3	6	1,367	333	39	40	-	4,997	5,352	5,352	354
Impairment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Eliminate on Disposal or Derecognition	-	(492)	-	-	(8)	-	-	-	-	-	-	-	-	(500)	-	-	500
Balance as at 31 December 2023	-	11,258	5,685	274	1,488	152	5	25	7,956	1,606	568	875	-	29,890	30,737	30,737	845

	Land	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Roads and Sidewalks	Water Retriculation	Infrastructure	Motor Vehicles	Marine Vessels	Other assets	Assets under construction or development	Total	Original Budget 2024	Final Budget 2024	Variance
Balance as at 1 January 2024	-	11,258	5,685	274	1,488	152	5	25	7,956	1,606	568	875	-	29,890	30,737	30,737	845
Adjustment	-	(2)	4	-	-	-	-	-	-	-	-	-	-	2	-	-	(2)
Depreciation Expense	-	1,270	1,835	29	84	39	3	11	430	363	37	48	-	4,149	4,975	4,975	826
Eliminate on Disposal or Derecognition	-	(7)	(18)	(1)	(44)	(3)	-	-	-	(88)	(18)	-	-	(179)	-	-	179
Balance as at 31 December 2024	-	12,519	7,505	301	1,529	189	8	36	8,387	1,881	587	922	-	33,862	35,711	35,711	1,847

Net Book value 31 December 2023	4,582	9,160	17,300	190	111	152	17	55	711	1,362	287	349	3,555	37,835	37,309	37,309	(526)
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Net Book value 31 December 2024	4,582	8,134	15,538	196	129	130	14	171	335	1,251	222	345	4,439	35,486	39,752	39,752	4,266
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Reference is made to "Asset Revaluation" below. It should be noted that buildings and leasehold include net book value of \$12.5 million properties for the Prison Service. However, there is plan afoot to build a new prison building on a phased basis over a period of approximately ten (10) years. As there is no immediate plan to demolish the existing infrastructure, the current revaluation values have been used. However, the Director's House was impaired in 2022 as it is no longer habitable. This resulted in an impairment adjustment of \$362 thousand.

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 6: Property, Plant & Equipment (continued)

Assets under construction or development

Assets under construction or development mainly comprise the following:

	(\$'000)
Cell-Shield Mobile Jamming Equipment	257
Central Station Bay Extension and Storage Facility	963
New Northward Tower	1,290
New Prison Facilities	1,119
Total	3,629

The above represents 82% of the total assets under construction.

Asset Revaluation

Properties (buildings and structures) were revalued as at 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. The previous revaluation was conducted on 30 June 2016. Whilst properties were revalued 1 January 2021, the values in these accounts represent the net book value as at 30 June 2021, when the assets were transferred to this ministry, and then further depreciated up to 31 December 2024.

Valuation methods

The valuations of the Ministry's buildings have been prepared in accordance with IPSAS, Royal Institute of Chartered Surveyors (RICS) Red Book, 2021 Valuation Standards references with the International Valuation Standards, and the guidance notes provided by the RICS. Particular regard should be paid to the following definitions and methodology having been adopted in the assessment of value:

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

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 6: Property, Plant & Equipment (continued)

Valuation assumptions

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

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

Where an asset has been valued by Depreciated Replacement Cost (DRC) it is subject to the prospect and viability of the asset continuing to be used for the existing use.

These valuations do not take into account any form of selling or purchase costs, tax (including Stamp Duty), inflation or finance costs. In Cayman, there is no tax on property except for Stamp Duty which is ordinarily required to be paid by a purchaser.

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

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

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

- Cayman Islands Government 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.

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

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

Buildings were revalued as an entire class of asset.

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 7: Intangible Assets

Intangible Assets

Cost	Computer Software	Other Intangible Assets	Total	Original Budget 2023	Final Budget 2023	Variance (Orig. vs Actual)
Balance as at 1 January 2023	522	-	522	522	522	-
Balance as at 31 December 2023	522	-	522	522	522	-
Cost	Computer Software	Other Intangible Assets	Total	Original Budget 2024	Final Budget 2024	Variance (Orig. vs Actual)
Balance as at 1 January 2024	522	-	522	522	522	-
Additions	-	-	-	15	15	15
Balance as at 31 December 2024	522	-	522	537	537	15
Accumulated Amortisation and impairment losses						
	Computer Software	Other Intangible Assets	Total	Original Budget 2023	Final Budget 2023	Variance (Orig. vs Actual)
Balance as at 1 January 2023	515	-	515	515	515	-
Amortisation Expense	4	-	4	-	-	(4)
Balance as at 31 December 2023	519	-	519	515	515	(4)
Accumulated amortisation and impairment losses	Computer Software	Other Intangible Assets	Total	Original Budget 2024	Final Budget 2024	Variance (Orig. vs Actual)
Balance as at 1 January 2024	519	-	519	515	515	(4)
Amortisation Expense	3	-	3	4	4	-1
Balance as at 31 December 2024	522	-	522	519	519	(3)
Net Book value 31 December 2023	3	-	3	7	7	4
Net Book value 31 December 2024	-	-	-	18	18	18

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 8: Trade Payables, Other Payables & Accruals

Prior Year Actual (\$'000)		Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
712	Creditors	90	552	552	462
2	Creditors Ministries/Portfolios	2	-	-	(2)
-	Payroll Deductions	2	16	16	14
1,924	Accrued Expenses	1,571	1,206	1,206	(365)
54	Other payables	218	10	10	(208)
2,692	Total trade payables other payables and accruals	1,882	1,784	1,784	(98)

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

Total trade payables, other payables and accruals amounted to \$1.9 million as at 31 December 2024, which was only 5% above the budget.

Note 9: Unearned Revenues

Prior Year Actual (\$'000)	Details	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
120	Other unearned revenue	120	120	120	-
120	Total unearned revenue	120	120	120	-

Unearned revenue at the end of the year was \$120 thousand. This represents grant funding of \$10 thousand held by the Prison Service in respect to assistance to released-persons continued education and re-introduction into the community. The programme activities were expected to be delivered in the current financial year but have not yet occurred as the programme had not been finalized. In addition, \$110 thousand was transferred from the Ministry of Financial Services for the Prison Services which is to be used to acquire specialised equipment.

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 10: Employee Entitlements

Prior Year Actual (\$'000)		Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
633	Comp time	302	521	521	219
1,767	Annual leave accrual	1,911	1,605	1,605	(306)
476	Accrued salaries	383	313	313	(70)
266	Pension	22	253	253	231
3,142	Total current portion	2,618	2,692	2,692	74
3,142	Total employee entitlements	2,618	2,692	2,692	74

Annual leave entitlements are calculated on current salary, pay scale, and years of service in accordance with the *Public Service Management Act (2018 Revision)* and the accompanying Regulations.

Note 11: Surplus Payable

There was no surplus payable as at 31 December 2024 (2023: nil).

Note 12: Revenue from Non-Exchange Transactions

During the year ended 31 December 2024, the Ministry received services in-kind in the form of accommodation in the central government building and human resources management by the Portfolio of the Civil Service. The fair value of these services cannot be determined and therefore no expense has been recognised in these financial statements for the twelve months ended 31 December 2024.

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 13: Sales of Goods & Services

Prior Year Actual (\$'000)	Revenue type	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
53,544	Outputs to Cabinet	54,961	57,116	57,060	2,155
283	Fees and charges	268	267	267	(1)
187	General sales	156	135	135	(21)
73	Other	6	-	-	(6)
54,087	Total sales of goods and services	55,391	57,518	57,462	2,127

Outputs to Cabinet comprise goods delivered to and services performed on behalf of the Cayman Islands' Government. Cabinet revenues are drawn down based on the entity costs incurred.

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

The Ministry, on a monthly basis, bills Cabinet for the cost to produce and deliver the agreed outputs. For the 2024 financial year, Cabinet revenue was just about \$55 million, which was \$2.1 million less than the original budget.

Fees and charges amounted to \$268 thousand and represent fees in relation to use of radio communication system. General sales of \$156 thousand largely represent Canteen sales at HM Cayman Islands' Prison Services as well as services provided to another jurisdiction.

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 14: Personnel costs

Prior Year Actual (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
30,714	Salaries, wages and allowances	31,322	31,131	31,044	(191)
6,970	Health care	7,250	8,934	8,934	1,684
1,407	Pension	1,436	1,592	1,592	156
312	Leave	(187)	3	3	190
163	Other personnel related costs	183	75	75	(108)
39,566	Total Personnel Costs	40,004	41,736	41,648	1,731

For the year ending 31 December 2024, overall personnel costs were over the original budget by \$1.7 million. This included overtime cost of over \$3.4 million for Prison and Fire Services, versus budget of only \$1.5 million for overtime. However, this was off-set by savings in vacant posts through out the year.

Salaries and benefits of \$294 thousand were paid to two senior officers who have been on required leave (2023: \$136 thousand). In addition, there was settlement of \$25 thousand to a senior officer at Prison.

Note 15: Supplies and consumables

Prior Year Actual (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
2,197	Supplies and Materials	2,242	2,737	2,768	495
3,542	Purchase of services	3,626	3,490	3,490	(136)
817	Lease of Property and Equipment	842	870	870	28
1,926	Utilities	1,899	1,810	1,810	(89)
1,149	General Insurance	1,615	802	802	(814)
113	Interdepartmental expenses	89	125	125	36
239	Travel and Subsistence	277	294	294	17
439	Recruitment and Training	621	612	612	(9)
301	Other	89	66	66	(23)
10,723	Total Supplies & consumables	11,300	10,804	10,835	(496)

For the year ending 31 December 2024, the cost of supplies and consumables was just about \$500 thousand above the budget. This overage includes food supplies and medical charges for inmates, and utilities.

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 15b: Legal fees

Prior Year Actual (\$'000)	Litigation Costs	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
56	Legal Fees	31	-	-	(31)
56	Total Litigation cost	31	-	-	(31)

Legal fees incurred related to settlement of case in relation to senior staff on required leave.

Note 16: (Gains) /losses

Prior Year Actual (\$'000)		Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
-	Net (gain) / loss on disposal of property, plant and equipment	(62)	-	-	62
3	Net (gain) / loss on foreign exchange Transactions	-	-	-	-
3	Total (gains)/ losses	(62)	-	-	62

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 17: Related party and key management personnel disclosures

The Ministry is a wholly owned entity of the government from which it derives its major source of its revenue. The Ministry and its key management personnel transact with other government entities on a regular basis.

While the ministries and portfolios do not settle the cost of the services directly with the Ministry, the Cabinet compensates the Ministry for the provision of these services to government departments under the agreed purchase agreements. These transactions are consistent with normal operating relationships between entities under common control and are being disclosed in compliance with the requirements of IPSAS.

Key management personnel, for the purposes of this disclosure, is defined as chief officer and deputies, chief HR officer, chief financial officer, heads of department, deputies and finance managers. The summary of the remuneration paid to the key management personnel is as outlined below.

The Ministry requires all employees to complete the Individual Notice of Interest annually. In addition, all senior employees are required to complete annual declarations to the Commission for Standards in Public Life.

Prior Year Actual (\$'000)	Description	Current Year Actual (\$'000)	Original Budget 2024 (\$'000)	Final Budget 2024 (\$'000)	Variance (Orig. vs Actual) (\$'000)
3,149	Salaries & other short-term employee benefits	3,085	3,150	3,150	(65)
3,149	Total	3,085	3,150	3,150	(65)

Number of key management personnel in December 2024: 26 (2023: 26).

There were no loans granted to key management personnel or their close relatives during the year.

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 18: Segment Reporting

	Fire Services		Prison Services		Community Rehabilitation		Regiment		MHA Admin		Public Safety		Cadets		CONSOLIDATED	
	Jan-Dec2023	Jan-Dec2024	Jan-Dec2023	Jan-Dec2024	Jan-Dec2023	Jan-Dec2024	Jan-Dec2023	Jan-Dec2024	Jan-Dec2023	Jan-Dec2024	Jan-Dec2023	Jan-Dec2024	Jan-Dec2023	Jan-Dec2024	Jan-Dec2023	Jan-Dec2024
	\$'000		\$'000		\$'000		\$'000		\$'000		\$'000		\$'000		\$'000	
Revenue																
Outputs from Cabinet	17,166	17,586	21,298	22,914	4,257	4,196	2,317	2,114	1,915	2,107	5,876	5,212	716	832	53,545	54,961
Outputs - Other gov't agencies	-	-	13	7	-	-	-	-	-	-	-	-	-	-	13	7
Other revenue	-	-	228	150	-	-	-	-	1	1	301	272	-	-	530	423
Total Revenue	17,166	17,586	21,539	23,071	4,257	4,196	2,317	2,114	1,916	2,108	6,177	5,484	716	832	54,088	55,391
Expenses																
Personnel	14,110	14,337	15,920	15,913	3,549	3,514	1,548	1,474	1,623	1,924	2,321	2,336	495	506	39,566	40,004
Supplies & Consumables	1,733	1,865	5,088	5,350	558	562	507	351	281	204	2,431	2,669	185	266	10,783	11,267
Depreciation	1,334	1,385	1,768	1,808	136	120	275	289	13	13	1,439	479	37	59	5,002	4,153
Other expenses																-
Total Expenses	17,177	17,587	22,776	23,071	4,243	4,196	2,330	2,114	1,917	2,141	6,191	5,484	717	831	55,351	55,424
Surplus/(Deficit) from Operating Activities	(11)	(1)	(1,237)	-	14	-	(13)	-	(1)	(33)	(14)	-	(1)	1	(1,263)	(33)
Assets																
Current Assets	5,130	4,612	4,732	6,873	1,128	1,069	712	531	4,172	5,457	1,772	1,548	239	407	17,885	20,497
Fixed Assets	14,576	13,314	18,932	18,475	162	73	1,482	1,240	21	8	2,348	1,878	314	498	37,835	35,486
Intangible Assets	-	-	3	-	-	-	-	-	-	-	-	-	-	-	3	-
Total Assets	19,706	17,926	23,667	25,348	1,290	1,142	2,194	1,771	4,193	5,465	4,120	3,426	553	905	55,723	55,983
Liabilities																
Current Liabilities	(995)	(441)	(3,044)	(3,056)	(205)	(218)	(89)	(40)	(448)	(227)	(1,159)	(584)	(15)	(54)	(5,955)	(4,620)
Total Liabilities	(995)	(441)	(3,044)	(3,056)	(205)	(218)	(89)	(40)	(448)	(227)	(1,159)	(584)	(15)	(54)	(5,955)	(4,620)

The Ministry's segments for the year ending 31 December 2024 were based on services provided by the following departments: Fire Services, HM's Cayman Islands Prison Services, Community Rehabilitation, the Cayman Islands Regiment, Public Safety and Communication and the Cayman Islands Cadet Corps. The Ministry Administration is responsible for policy and strategic direction.

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 19: Subsequent Events

The Government implemented a 5% COLA effective 1 January 2025. Management is not aware of any other events after the reporting date which will have an impact on the financial statements at 31 December 2024.

Note 20: Financial Instruments Risks

Credit risk

At 31 December 2024, the Ministry held various sums in financial instruments represented by cash and cash equivalents at one financial institution in the Cayman Islands. The Ministry is a party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash & cash equivalents, short-term deposits, trade receivables, and accounts payable. The Ministry seeks to minimise exposure from financial instruments and does not enter into speculative financial instrument transactions.

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

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

The average credit period on sales is 30 days. The Ministry manages its Credit risk by limiting the counter parties it transacts business with to counterparties it believes to be capable of performing their contractual obligations. Generally, the Ministry does not require collateral.

Ongoing credit risk is managed through review of ageing analysis, together with credit limits per customer.

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

Expected credit losses (ECL)

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

Concentrations of credit risk

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

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 20: Financial Instruments Risks (continued)

Currency and interest rate risk

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

Liquidity risk

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

All of the Ministry financial liabilities (creditors and payables) will be settled in less than twelve months from the date of these financial statements.

Note 21: Contingent Liabilities and Assets

The Ministry received representation from eight prison officers in respect to a pension matter, whose circumstances are under review by the SG Chambers. In addition, the Ministry was made aware of a number of other CIG employees who have filed legal proceedings in respect to the same matter. This is being reviewed by the SG Chambers in conjunction with the Office of the Deputy Governor and the Portfolio of the Civil Service. The Ministry will continue to review these cases and make the necessary provisions.

Note 21(b): Lease Commitments and Fixed Asset Commitments

2023 Total (\$'000)		No later than one year or less (\$'000)	Later than one year and not later than five years (\$'000)	Later than five years (\$'000)	2024 Total (\$'000)
-	Operating commitments	-	-	-	-
1,676	Non-cancellable accommodation leases	920	1,055	-	1,975
1,676		920	1,055	-	1,975

Operating leases include space at Apollo House East, Building #2 which houses Community Rehabilitation with monthly commitments of \$22 thousand, and falls due for renewal in December 2025. Public Safety incurs \$13 thousand monthly in lease expense for office space at the Citrus Grove Building. This lease comes up for renewal in September 2029. The Regiment had monthly lease commitments of \$7 thousand for office space at the Windjammer Building which is set for renewal in 2025. The Cadet Corps has a 5-year lease with A.L. Thompson Property Ltd starting in 2024 at \$7 thousand monthly. In addition, the Department of Public Safety had commitments of \$31 thousand monthly in respect to CCTV Pole Attachment.

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 21(b): Lease Commitments and Fixed Asset Commitments (continued)

2023 Total (\$'000)		No later than one year or less (\$'000)	Later than one year and not later than five years (\$'000)	Later than five years (\$'000)	2024 Total (\$'000)
874	Fixed asset commitments	793	1,689	-	2,482
874		793	1,689	-	2,482

Fixed asset commitments as at 31 December 2024 was \$2.5 million. This included balance on contract in respect to acquisition of fire appliance which was received in April 2025, and balance on consultancy contract in respect to the design of the new prison building.

Note 22: Budget Period

The government operates a budget period of appropriations covering two financial years. Under section 9(5), Public Management and Finance Act (2020 Revision), an appropriation lapses at the end of the budget period, meaning at the end of the two-year budget cycle.

Accordingly, under section 9(5) of the said Act, funds can be brought forward from the second year of the budget period to supplement the approved budget of the first year in that same budget period. The funds so transferred are added to the original budget of the first year to form the revised budget for that year. As a consequence, the budget allocation of the second year will be equally reduced by the amounts brought forward to the first year of the budget period.

Conversely, unused budget at the end of the first year can be carried forward to the second year, where required to execute agreed outputs for the Cabinet. Such amounts are added to the budget of the second year to form the revised budget for that year.

The current budget period covers 2024 and 2025.

In 2024, \$830 thousand in equity injection was brought forward from 2025, and transferred to the Cabinet Office.

At the end of 2024, \$2.0 million of unused budget will be carried forward to 2025.

Appropriation Group	2024 Balance (\$'000)
HAF2 - Correctional Supervision, Intervention and Support Services	555
HAF3 - Prison Custodial Services	183
HAF4 - Public Safety, Electronic Monitoring and Incident Responses	596
HAF5 - Fire Services	245
HAF6 - Cayman Islands Regiment	206
HAF7 - Cadet Corps Services	313
Total c/f to 2025	2,098

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 23: Changes to the Budget

The changes between the original and final budget are a result of supplementary approvals under sections 9(5) and 11(5), Public Management and Finance Act (2020 Revision). However, the supplementary appropriation bill for the section 11(5) funding was not tabled in Parliament by 31 March 2025 as required by section 11(6) of the Public Management and Finance Act (2020 Revision).

Description	Operating Budget (\$'000)	Capital Budget (\$'000)
2024 Original budget	57,518	7,433
Section 9(5) C/Fwd. from 2025	-	830
Section 11(5)	(56)	(830)
Final Budget	57,462	7,433

Details are provided below:

Section 11(5)

Appropriation	Description	(\$'000)
HAF 1 Advice and Support to the Minister of Home Affairs	Transferred to the Ministry of Youth, Sports & Heritage for the National Gallery	(56)
HAF 06 - Cayman Islands Regiment	Transferred from HAF 2 for further development of the Regiment.	152
HAF 2 - Correctional Supervision, Intervention and Support Services	Transferred to HAF 06 - Cayman Islands Regiment for further development of the Regiment.	(152)
EI 85 Purchase of Assets – Ministry of Home Affairs	Transferred to Cabinet Office for establishment of domain awareness around the Cayman Islands.	830

	Published Budget Statement (\$'000)	In these Financial Statements (\$'000)	Difference (\$'000)
Cash and cash equivalents	14,272	14,277	(5)
Property, plant and equipment	39,757	39,752	5
Surplus payable	2,888	-	2,888
Accumulated surpluses/ (deficits)	(3,321)	(432)	(2,889)

The budget included in these financial statements have been taken from the final budget consolidated document (held by the Ministry of Finance). The amounts above as published in the Budget Statements were not amended following late changes to the Ministry's budget.

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 24: Budget Variances

Explanations for major variances – actual performance vs. original budget are as follows:

	Actual (\$'000)	Budget (\$'000)	Variances (\$'000)	Var. (%)	Explanation
Statement of Financial Performance					
Sale of goods and services	55,391	57,518	(2,127)	-4%	Cabinet revenue was \$2.1 million less than the budget mainly due to savings in personnel budget. Several budgeted vacant posts held by DCR, CIFS, HMCIPS and the Min Core remained vacant throughout the year. As the expense was lower than planned there was no need to drawdown the Cabinet revenue.
Personnel costs	40,004	41,736	1,731	4%	See comment above; several budgeted vacant posts held by DCR, CIFS, HMCIPS and the Min Core remained vacant throughout the year.
Supplies and consumables	11,300	10,804	(496)	-5%	This variance is only 6% and includes food supplies and medical charges for inmates and utilities.
Depreciation & amortisation	4,153	4,978	826	17%	Variance due to under-budgeting for this expenditure.

MINISTRY OF HOME AFFAIRS

Notes to the Financial Statements

For the year ended 31 December 2024

Note 24: Budget Variances (continued)

	Actual (\$'000)	Budget (\$'000)	Variances (\$'000)	Var. (%)	Explanation
Statement of Financial Position					
Cash and cash equivalents	4,283	14,277	9,995	70%	The Ministry had receivables of \$15 million for Cabinet revenue and \$520 thousand for equity injection outstanding from Cabinet at the end of the financial year. The Cabinet revenue have already been received in 2025 and the equity injection will also be drawn-down in 2025.
Trade receivables	15,290	5,134	(10,156)	-198%	The outstanding Cabinet revenue accounted for 99% of the trade receivables and represents amounts outstanding for the last quarter of 2024. These funds have already been received in 2025.
Other receivables	729	16	(713)	4456%	Other receivables largely comprised \$520 thousand outstanding from Cabinet for Equity Injection (EI 85) in respect to the acquisition of fixed assets and \$193 thousand for tower fee revenues.
Property, plant and equipment	35,486	39,752	4,266	11%	There are a number of projects initiated in 2024 for which the costs will arise in 2025. These include the procurement of the airport Rescue & Firefighting Vehicles (\$1.4m), dual appliance trucks \$1.1m and two 15,000-gallon tanker (\$1.5m). In addition, work is ongoing on the new prison facilities.
Trade payables	92	552	460	83%	The Ministry has processed payments in a timely manner except for those received late. The latter would have been included in the accruals (see below).
Other payables and accruals	1,790	1,232	(558)	-45%	In accordance with the accrual accounting principle the Ministry accrued all liabilities that had not been booked via the accounts payable system, mainly due to the late receipt of invoices.
Unearned revenue	120	120	-	0%	This is held by the Prison Services in respect to assistance to released-persons continued education and re-introduction into the community (\$10k). In addition, \$110 thousand was transferred from the Ministry of Financial Services for balance of funds to acquire specialised equipment which has not yet been acquired.
Employee entitlements	2,618	2,692	74	3%	Variance is only 3%.
Contributed capital	53,631	55,393	1,762	3%	The contributed capital is directly linked to progress made in respect to capital projects and the rate at which the Ministry was able to drawdown the funds.
Accumulated deficits	(2,267)	(432)	1,836	-425%	The Ministry does not budget for deficits.
Cash Flow Statement					
Cash from Operating Activities	611	4,978	4,367	88%	Cabinet revenue for December were received in 2025. Actual operating activities did not align with budget.
Cash from Investing Activities	(1,371)	(7,433)	(6,062)	82%	Timelines in respect to investing activities did not align with budget.
Cash from Financing Activities	4,394	7,433	3,039	41%	Timelines in respect to financing activities did not align with budget.