



PLAN AND ESTIMATES

FOR THE 2022 FINANCIAL YEAR ENDING 31 DECEMBER 2022
AND THE 2023 FINANCIAL YEAR ENDING 31 DECEMBER 2023

PREPARED IN ACCORDANCE WITH SECTION 24 OF THE PUBLIC MANAGEMENT AND FINANCE ACT (2020 REVISION)

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PLAN AND ESTIMATES

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1. INTRODUCTION

Purpose

This Plan and Estimates (P&E) is the Government's main Budget document and provides a summary of the Government's planned policy actions and forecast financial performance and position covering two financial years – 1 January to 31 December 2022 and 1 January – 31 December 2023. These actions reflect the outcome goals, fiscal strategy and priorities established by the Cabinet.

This document also specifies the expenditure appropriations being requested to fund those policy actions. The appropriation requests form the basis of The Appropriation (Financial Years 2022 and 2023) Bill, 2021.

The 2022 and 2023 Budgets will cover the next two financial years - i.e. 1 January to 31 December 2022 and, 1 January to 31 December 2023. The appropriations for each financial year will not expire on 31 December of that financial year. If there are any unused appropriations at 31 December 2022, these unused amounts will be carried-forward to the 2023 financial year. Conversely, it will be possible to use appropriations approved for the 2023 financial year, to incur expenditures in the 2022 financial year.

The P&E summarises the planned actions and financial performance at an overall Government level. The performance expected of individual Government agencies, Public Authorities and Non-Governmental Organisations supplying outputs, is provided in three other sets of documents that accompany the P&E, namely the Budget Statements, Purchase Agreements and Ownership Agreements.

The Budget Statements for each Ministry, Portfolio and Office detail the output delivery and ownership performance expected of each agency during the 2022 and 2023 financial years.

The Purchase Agreements specify in detail the outputs the Government plans to purchase from Public Authorities, Government Companies and Non-Governmental Output Suppliers during the 2022 and 2023 financial years.

The Ownership Agreements specify the Ownership performance Government expects of each Public Authority (Statutory Authority and Government Company) during the 2022 and 2023 financial years.

Content of the Plan and Estimates

Section A includes:

- A description of the policy Outcomes that the Government is seeking to achieve during the 2022 and 2023 financial years; and
- A summary of the policy actions the Government intends to pursue to influence these policy Outcomes including:
 - Legislation that will be prepared and introduced;
 - Outputs that will be purchased;
 - Transfer Payments that will be made;
 - Other Executive Expenditures; and
 - Ownership actions that will be taken (by way of Equity Investments; the purchase and/or construction of Executive Assets; and Loans to be made by Government).

Section B contains the detailed forecast accrual-based Financial Statements for the 2022 and 2023 financial years for the Core Government and the Entire Public Sector.

Basis of Financial Information

In accordance with the requirements of the Public Management and Finance Act (2020 Revision), the financial information presented in the P&E (and the other budget documents) has been calculated on an accrual accounting basis.

Under Accrual Accounting

A strict operating/capital distinction is maintained with separate statements prepared for operating activity (the Statement of Financial Performance), assets and liabilities (the Statement of Financial Position) and cash flows (Statement of Cash Flows);

Operating revenue is recognised in the Statement of Financial Performance when it is due, not when the cash is collected (which is reported in the Statement of Cash Flows). Revenue due, but not collected, is recorded as accounts receivable in the Statement of Financial Position;

Operating expenses are recognised in the Statement of Financial Performance when the expense is incurred (usually the point at which the expenditure is committed), not when payments are made (which is reported in the Statement of Cash Flows). Expenses payable are recorded in the Statement of Financial Position as a liability; and

Non-Cash expenses are also recognised in the Statement of Financial Performance. The main non-cash expense item is depreciation. This reflects the use (or wearing out) of fixed assets. Any write-off or impairment in the value of fixed assets is also recorded as an accrual expense, as are increases in certain liabilities (such as the Past Service Pension Liability).

SECTION A

2022 AND 2023 PLAN AND ESTIMATES

FOR THE 2022 FINANCIAL YEAR ENDING 31 DECEMBER 2022
AND THE 2023 FINANCIAL YEAR ENDING 31 DECEMBER 2023

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2. OVERVIEW OF OUTCOMES FOR 2022 AND 2023

The specific actions the Government intends to target in order to achieve the 10 Broad Outcomes are shown below.

Broad Outcome 1: Improving Education to Promote Lifelong Learning and Greater Economic Mobility

The Government believes that education is the most worthwhile investment for the country's most precious resource and considers education a top priority. The Government is committed to build on previous commitments and progress the needs to ensure that the next generation – and those that come after – are well equipped to help lead our country.

Key initiatives include:

1. Building a stronger integrated education foundation

- a) Provision of free meals in public schools
- b) Provide mental health education programmes to reduce stigma and to promote emotional wellbeing among children
- c) Increase and strengthen early education programmes
- d) Ensure all schools have adequate reception classes
- e) Programmes to integrate Caymanians and non-Caymanians into school system
- f) Ensure each public school has a teacher's assistant in every class up to year 9
- g) Introduce homework centres through collaboration with Public school's PTA's
- h) Implement programmes to assist with early-morning supervision of students on school premises
- i) Improve the provision of learning support services to offer a learning support centre in each public school
- j) Ensure each public school has a resident nurse
- k) Increase funding and support for after-school programmes
- l) Improve school graduation criteria to end social promotion
- m) Strengthening core curriculum across primary and secondary schools; increasing early education programmes and focusing on stronger Early Childhood learning and Improve the provision of learning support services

2. Provide financial and learning support for lifelong education

- a) Increase capacity in public high schools to allow the reintroduction of A-Levels
- b) Expand the scholarship age limit for post-graduate degree programmes
- c) Incentivise Caymanians for upskilling themselves through implementation of a reward system
- d) Strengthen and enhance the transition year programme between high school and college
- e) Free tertiary education at University College of the Cayman Islands (UCCI) and International College of the Cayman Islands (ICCI)
- f) Offer a Post-Graduate Certificate in Education at UCCI linked to an accredited UK university to develop more Caymanian teachers
- g) Allow afterhours access to school facilities to provide educational opportunities for students

3. Implement the governance model to enhance accountability in education

- a) Enact legislation and create a framework to increase accountability for schools and teachers
- b) Establish Board of Governors to enhance operations of public schools
- c) Introduce programmes to incentivise parents to get involved in school improvement

Broad Outcome 2: Ensure an Equitable, Sustainable and Successful Healthcare System

The Government recognises the importance of strengthening the healthcare system to meet the evolving needs of the population and making healthcare more equitable to all citizens. This includes addressing barriers to health care; improving health care quality; patient education and empowerment; improving health care infrastructure; and modernising health care policy and programme administration.

Key Initiatives include:

1. Promote Caymanians in the healthcare industry

- a) Promote and highlight local career and employment opportunities and programmes
- b) Incentivise Caymanian medical professionals to return home to work

2. Promote healthier living and provide wellness education

- a) Better marketing of public health services
- b) Encourage more wellness checks
- c) Strengthen youth mental health support

3. Modernise the healthcare legal framework

4. Expand public healthcare services throughout our communities

- a) Enhance medical services in public schools
- b) Offer more public health services and improved facilities in district clinics
- c) Implement a district clinic shuttle system for transport to and from doctor appointments and to collect prescriptions

5. Enhance the Cayman Islands Health Services Authority (HSA) building and services

- a) Move to a more efficient service at HSA - less waiting time and a more welcoming approach
- b) Ensure quality control at the hospital
- c) Provide a specialised youth mental health facility
- d) Initiate an overhaul of hospital rooms, waiting areas and Emergency Response area.
- e) Implement proper sleeping facilities for family members staying with patients overnight
- f) Provide increased amenities on site for patients and family members, e.g. a 24- hour snack shop
- g) Beautify and enhance HSA premises and grounds

6. Enhance the overall standard of healthcare services

- a) Develop a Joint-Ministerial Council to establish additional assisted living homes and retirement facilities through public/private partnership
- b) Implement public education programmes on the negative impact of over-utilisation of healthcare services

7. Recognise healthcare as a basic human right

- a) Revamp and expand Cayman Islands National Insurance Company (CINICO) services
- b) Provide free healthcare for children and the elderly
- c) Reform existing criteria to access free healthcare
- d) Promote better mental health and special needs insurance coverage

Broad Outcome 3: Providing Solutions to Improve the Well-Being of Our People so they can Achieve their Full Potential

Social justice issues are at the centre of the Government's priorities. Realignment of agencies and cross collaboration across government will focus on people driven policy. The Government recognises that, to improve the "Well-Being of our people", is a key goal for sustainable development.

Key initiatives include:

1. Support the family system and communities

- a) Provide financial assistance to help working families offset the costs of day care services
- b) Consider a pilot programme at Government Administration Building (GAB) for a day care centre
- c) Increasing the number of parks, civic centres and multi-purpose halls within communities
- d) Promotion of activities that encourage family participation

2. Create safer communities

- a) Support the neighbourhood watch programmes in our communities
- b) encouraging a culture of openness to combat the culture of fear by urging and incentivizing communities to cooperate with the police by providing information.
- c) Improve border security through the continuing development and integration of Customs and Border Control and Coast Guard services;
- d) Work with the National Security Council to improve oversight and accountability of the RCIPS to improve the Service's relationship with the communities it serves
- e) Provide more cultural sensitivity training and support to all front-line police officers, including community safety officers
- f) Provide funding for all necessary equipment and facilities to improve responsiveness and increase law-enforcement visibility and crime deterrence in vulnerable communities
- g) Address the root causes of criminality in our communities in order to develop and implement an effective anti-gang strategy to reduce crime and to support vulnerable young people
- h) Fund programmes to rehabilitate and assist young offenders before they become long-term criminals
- i) Improve anti-recidivism programmes and increase rehabilitation efforts, including the expansion of the Second Chance programme matching ex-offenders with suitable employment opportunities
- j) Develop a modernised Courts building and infrastructure to relieve current backlogs and meets future requirements
- k) Commit to building a modern, fit-for-purpose prison for the Cayman Islands to fully address all security concerns and avoid over-crowding

3. Create a modern social infrastructure

- a) Create new industries and expand existing industries – e.g. film, agriculture
- b) Creation of new opportunities to access capital for homeowners and businesses
- c) Modernisation of Financial Assistance legislation
- d) Reduce import duty on essential items
- e) Create a user- friendly system to access government services
- f) Implementation and enforcement of a consumer protection act
- g) Improved public transport system

- h) Needs Assessment Unit, Department of Children and Family Services and WORC joint collective approach
- i) Promote pride in our national identity

4. Provide adequate and affordable housing in our communities

- a) Government-guaranteed home-assisted mortgages
- b) Provision of quality affordable housing
- c) Lower cost of borrowing through Cayman Islands Development Bank programmes
- d) Reduce stamp duty on land for Caymanians

5. Create healthy communities

- a) Lower overall health insurance rates by increasing CINICO's competitiveness
- b) Promote programmes that offer greater work/life balance
- c) Enact legislation to reform the current pensions system to provide greater retirement protection.
- d) Provision of social and personal development programmes and activities for seniors and other vulnerable groups.
- e) Increase the number of recreational green spaces
- f) Ensure cleaner communities through recycling and improved waste management

6. Create greater employment opportunities for Caymanians

- a) End dependency on cheap labour
- b) Increase training and development opportunities
- c) Reform work permit fees
- d) Increase labour enforcement
- e) Provide lifelong education opportunities for all ages
- f) Partner with private sector to offer on-the-job training programmes
- g) Increase minimum wage and consider the implementation of Universal Basic Income (UBI)
- h) Reduce discrimination against young people in education and employment through decriminalisation of marijuana

Broad Outcome 4: Strengthening Good Governance for More Effective Government

This Government is committed to sound fiscal management and good governance. The Government stands behind the rule of law and continued restoration of public finances to sustainable levels. In achieving a culture of good governance, the Government will seek to enhance public accountability through the timely release of audit reports to stakeholders and meet the deadlines and commitments of the Public Management and Finance Act (2020 revision).

Key initiatives include:

1. Enhance participatory democracy

- a) Create fully-functioning constituency offices
- b) Implement district councils

2. Promote accountability within Parliament and the Executive

- a) Proper compliance with publication of Annual Reports
- b) Develop and implement a transparent Concessions Policy
- c) Timely response to Auditor General reports and recommendations

- d) Appoint Compliance Officer for each ministry
- e) Update the Parliament Standing Orders
- f) Better vetting and background checks of board appointees
- g) Implement a Code of Conduct for both Parliament and Cabinet

3. Promote stronger enforcement of current legislation

- a) Changing current culture by increased enforcement
- b) Enhance access to fair, equitable and timely justice
- c) Increase accountability to the public for private sector and civil organisations
- d) Enact “Sunshine Acts” to provide greater transparency

4. Increase public communications and access to information

- a) Frequent press briefings
- b) Transparency in all Government activities (where able)
- c) Publication of Cabinet decisions in summary form
- d) Provide a platform to encourage greater public participation in decision making
- e) More sharing of information across Government departments to reduce silos

Broad Outcome 5: Supporting Climate Change Resilience and Sustainable Development

The Government has established a ministry to promote integrated policy making among all levels of government to promote and encourage sustainable use of natural resources; and to combat the impact of climate Change.

Key Initiatives include:

1. Provide support and funding for renewable energies

- a) Provide funding for solar and renewable energies
- b) Micro loans to assist with conversion to renewable energy
- c) Change planning fee structure to encourage smaller and energy-efficient homes
- d) Create climate change trust to fund climate change policy

2. Promote the electrification of transport

- a) Reduce the number of second-hand cars being imported from Japan
- b) Increase the number of electric charging stations and promote the use of electric vehicles in the public transport system

3. Secure our natural environment

- a) Stiffer fines for environmental violations
- b) Re-plant buffer zones that have been damaged
- c) Continue the purchase of land, especially beach lands, for public usage and the benefit of future generations
- d) Limit the sale of Crown lands to cases of exceptional circumstances
- e) Ensure the protection of mangroves (natural carbon sinks)
- f) Increase environmental education in schools
- g) Public education campaign on the effects of climate change

4. Build a legacy of sustainability

- a) Offer incentive programmes to encourage recycling and reduce waste
- b) Increase the number of solar farms through public/private partnership
- c) Upgrade CI Government facilities to utilise renewable energy
- d) Update the draft 2011 climate change policy, and adopt a modern 2021-2022 version
- e) Ensure climate change policies are included in development Acts
- f) Fully implement National Energy Policy
- g) Establish a sustainability and climate change task force
- h) Change existing Acts to regulate construction in the dynamic beach zone
- i) Raise duty on items that are not environmentally friendly
- j) Bolster food security efforts
- k) Review and revise the National Development Plan

Broad Outcome 6: Increasing Social Justice in the Workforce

The Government is committed to addressing social justice in the work place through effective and efficient administration, implementation, enforcement, and evolution of employment and labour legislation's monitoring of employment and industry trends and implementing strategies to enhance workforce readiness among Caymanians in alignment with industry demands.

Key initiatives include:

1. Enhance job opportunities for Caymanians through a data-driven and robust compliance approach

- a) Establish a national job criteria list to reduce the number of fraudulent employment ads
- b) Implement a system to match all work permit applications to unemployed Caymanians with the relevant skills and experience
- c) Enact changes to existing labour Acts and regulations
- d) Increase enforcement of existing labour Acts and regulations
- e) Institute a joint approach between WORC and Ministry of Education to match available jobs to new graduates
- f) Introduce a whistle blower programme that incentivises employees to report illegal practices
- g) Implement an accreditation system which rewards employers for hiring, training and development of Caymanians
- h) Establish a culture that discourages abuse of the work permit system
- i) Consider increasing work permit fees in areas where Caymanian labour is readily available
- j) Increase administrative fines for illegal employment practices
- k) Start naming and shaming companies that consistently engage in poor labour practices

2. Create and regulate a fair and safe workplace environment

- a) Enact family leave policies
- b) Ensure maternity, paternity and vacation leave policies are in line with international standards
- c) Promote diversity in the workplace
- d) Introduce a national wellness programme that incentivises employers and encourages employees to strike a better work/life balance
- e) Spread health insurance risk by introducing a CINICO healthcare plan that is affordable and covers pre-existing conditions
- f) Implement national anti-bullying and sexual harassment policies and Legislation

- g) Establish a centre that offers free labour advice so employees are aware of their rights and obligations
- h) Enact stronger legislation to protect the disabled, elderly and other vulnerable groups

Broad Outcome 7: Utilising Sports to Enhance the Lives of Our People

The Government recognises the growing contribution of sport to sustainable development. This represents an important milestone for sport and an opportunity to build on previous commitments and progress with international, national and local stakeholders. The Government intend to support growth through funding and to enhance sports utilisation.

Key initiatives include:

1. Promote the benefits of sports

- a) Encourage a culture of fitness in communities through public education campaigns
- b) Promote academic opportunities through sports
- c) Develop and enhance sports tourism opportunities

2. Improve standards through accountability

- a) Establish a National Sports Council
- b) Set-up criteria to determine national focus sports, and their resourcing needs

3. Facilitate healthy competition to improve performance

- a) Support more competition in schools and inter-island
- b) Promote gender equality in sports
- c) Encourage Caymanian and non-Caymanian integration
- d) Increase regional competitive engagements
- e) Establish district level sports programmes for our seniors

4. Support growth through funding

- a) Provide funding for sports development
- b) Provide funding to augment sports scholarships
- c) Mandate that all sporting organisations seeking funds from Government have vibrant/established youth programmes

5. Enhance facilities for optimum results

- a) Increase access to more localised facilities within communities
- b) Develop national sports academies
- c) Develop existing sporting facilities to include additional general exercise areas
- d) Provide greater access to facilities for persons with disabilities
- e) Establish public/private partnership to increase the number of sporting facilities
- f) Ensure proper lighting/security at all public sports facilities
- g) Increase number of swimming pools available for public use

Broad Outcome 8: Building a Modern Infrastructure to Ensure a Successful Future for Our Islands

The Government recognises that building a modernise infrastructure is essential to the wellbeing of the people, the economy and the environment. The Government intend to continue to support and build a modern infrastructure.

Key Initiatives include:

1. Plan tomorrow's infrastructure today

- a) Provide for public education and consultation on national infrastructure development
- b) Update and revise the National Development Plan
- c) Provide funding for land acquisition for agricultural purposes
- d) Develop a national road transportation plan
- e) Create a national infrastructure fund
- f) Foster healthy partnerships with private sector stakeholders

2. Build a modern infrastructure

- a) Provide funding for the implementation of a new underwater communications cable to ensure Cayman remains connected to the world
- b) Develop and implement a national storm water management plan, including remediation of chronic flooding areas
- c) Enact legislation and regulations to ensure property developments have the proper infrastructure in place, such as drainage, street-lighting, speed bumps, etc.
- a) Establish a public/private partnership to implement a national sewage and wastewater system
- b) Ensure compliance with existing legislation regarding physical access for persons with disabilities
- c) Implement a national early warning system for natural disasters
- d) Establish a public/private partnership to install an underground utilities network, inclusive of fibre
- e) Expansion of water delivery system in Cayman Brac and Little Cayman
- f) Increase the number of final resting places

Broad Outcome 9: Improving our Financial Services as an Industry, Product and Economic Driver for Our Islands

The financial services industry provided a pillar of stability to the Cayman Islands economy despite the impact of COVID 19 pandemic. The Government recognises that this pillar of the economy should be the engine for growth and economic recovery and is committed to build on and progress the need to enhance the financial services, legislation and processes to be in line with international standards and best practices.

Key initiatives include:

1. Pro-actively engage the international and local communities

- a) Centralise the voice of stakeholders
- b) Re-define how we position the Cayman Islands as a tax-neutral jurisdiction
- c) Educate local populace on the positive economic impact of the financial services industry
- d) Increase funding to Non-Governmental Organisations to promote Cayman's financial services industry
- e) Promote compelling initiatives to de-bunk tax haven myths
- f) Engage proactively with international political and regulatory organisations
- g) Network with key EU/UK/US stakeholders

2. Maintain our best-in-class reputation

- a) Implement more IT tools to enhance our regulatory framework
- b) Ensure Cayman Islands Monetary Authority has sufficient resources
- c) International promotion of the Cayman Islands' strong legal, regulatory and compliance infrastructure
- d) Clarify Acts and regulations on the opening of bank accounts
- e) Removal from FATF Grey List (and other consequential high-risk lists)
- f) Pass legislation that makes Cayman a proactive jurisdiction
- g) Continue to keep our financial services products cutting edge

3. Promote greater Caymanian participation and new revenue streams

- a) Identify new fee opportunities with limited adverse impact
- b) Promote more functions performed in Cayman
- c) Continue to promote and support Caymanian participation in the industry

Broad Outcome 10: Improving our Tourism Industry, as a Product and Economic Driver

As travel restarts, the tourism sector still faces unprecedented challenges due to weak consumer confidence and possible loss in market share as a result of months of inactivity.

The Government is focused on and building a sustainable and responsible travel experience that is safe for the Cayman Islands; tourism workers and travellers, while ensuring a safe and stable recovery plan, as the country initiates reopening of borders.

Key initiatives include:

1. Develop a sustainable national tourism plan

- a) Better use of data by policy makers to ensure a sustainable approach
- b) Revamp the national tourism plan

2. Expand and diversify our domestic tourism product

- a) Promote and grow sports and event tourism
- b) Diversify tourism product with greater eco-tourism focus
- c) Expand into emerging and secondary tourism markets
- d) Market to high-net worth visitors
- e) Expand Cayman Airways routes
- f) Promote Cayman Brac and Little Cayman
- g) Reimagine cruise tourism
- h) Increase and improve infrastructure in the Eastern districts

3. Modernise our travel and transport infrastructure

- a) Establish a public/private partnership to construct a new general aviation terminal
- b) Improve public transport through legislative and infrastructure reforms
- c) Improve ports of entry to enhance visitor experience

4. Encourage stronger Caymanian participation in the industry

- a) Expand and enhance the current national tourism education strategy

- b) Promote greater Caymanian ownership of tourism-related businesses

5. Enhance quality and service delivery standards

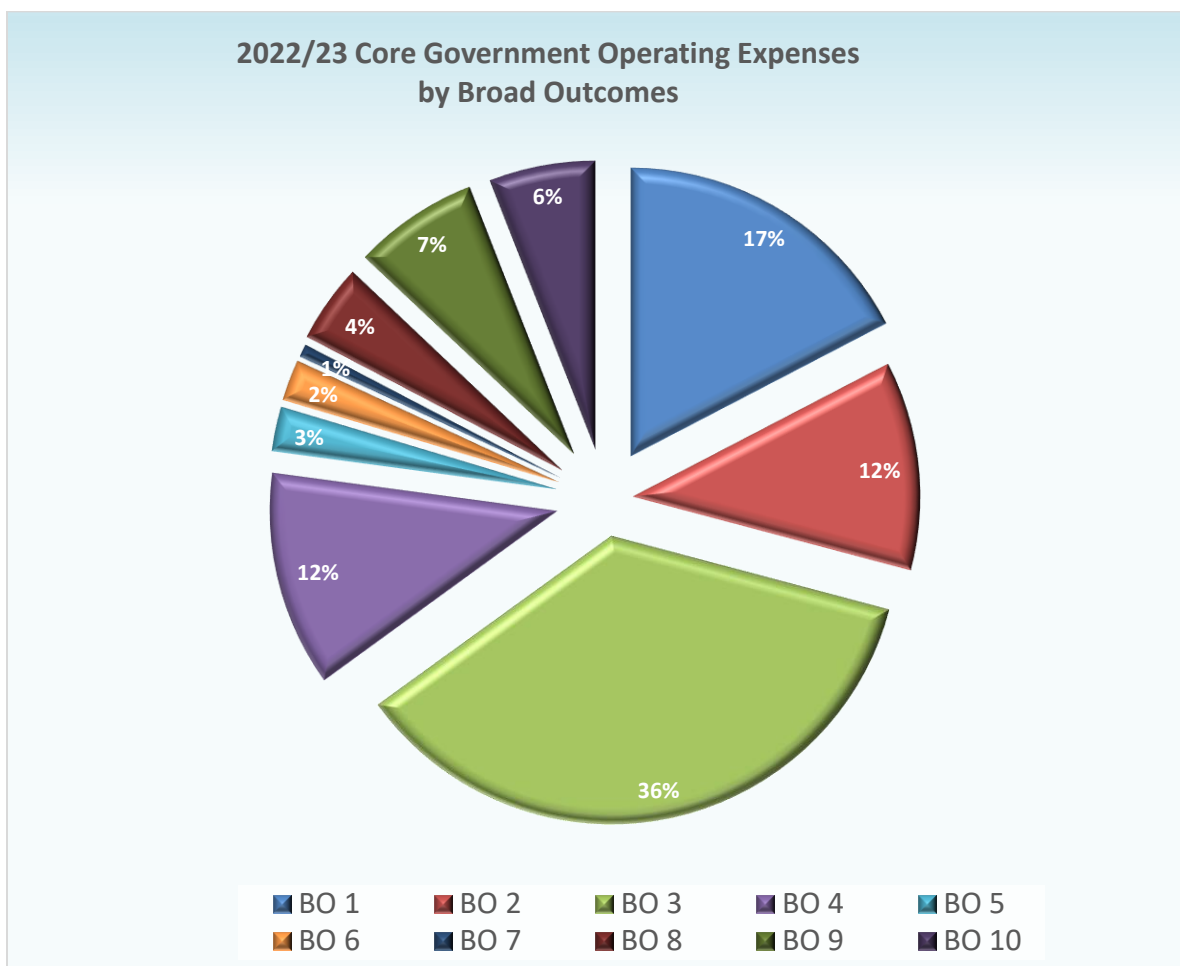
- a) Enact a public transport code of conduct
- b) Create and execute a national beautification plan

The Government's 10 broad outcomes are outlined below:

1. Improving education to promote lifelong learning and greater economic mobility
2. Ensuring an equitable, sustainable and successful healthcare system
3. Providing solutions to improve the well-being of our people so they can achieve their full potential
4. Strengthening good governance for more effective government
5. Supporting climate change resilience and sustainable development
6. Increasing social justice in the workforce
7. Utilising sports to enhance the lives of our people
8. Building a modern infrastructure to ensure a successful future for our Islands
9. Improve our financial services as an industry, product and economic driver for our islands
10. Improve our tourism, as an industry, product and economic driver

The Government's focus is on "people-driven" policies. This is the underlying principle for the 2022 and 2023 budgets. This pie chart shows the allocation of operating expenditure by outcomes. The major areas of funding include Education, Healthcare and Wellbeing.

Pie Chart 1 -Broad Outcomes



3. 2022 AND 2023 BUDGET APPROPRIATIONS

The budget period consists of two financial years i.e. 1 January to 31 December 2022 and 1 January to 31 December 2023.

Furthermore, the 2022 and 2023 Budgets will cover the next two financial years - i.e. 1 January to 31 December 2022 and, 1 January to 31 December 2023. The appropriations for each financial year will not expire on 31 December of that financial year. If there are any unused appropriations at 31 December 2022, these unused amounts will be carried-forward to the 2023 financial year. Conversely, it will be possible to use appropriations approved for the 2023 financial year, to incur expenditures in the 2022 financial year. All appropriations will expire at 31 December 2023.

4. REVISED FORECAST FINANCIAL RESULTS FOR 2021

A summary of the 2021 revised forecast financial statements of the Core Government and the Entire Public Sector is provided in Table 1 below.

TABLE 1
2021 Revised Forecast Financial Statements

Financial Measure	Core Government		Entire Public Sector	
	2021 Forecast \$000s	2021 Budget \$000s	2021 Forecast \$000s	2021 Budget \$000s
Operating Statement				
Operating Revenue	932,315	849,724	1,085,574	1,142,889
Operating Expenses	950,078	764,045	1,156,284	1,071,174
Financing Expenses	11,930	10,949	13,283	13,326
Core Government Surplus/(Deficit)	(29,693)	74,730	(83,993)	58,389
Net Loss of Public Authorities	(54,300)	(16,953)	-	-
Entire Public Sector Net Surplus/(Deficit)	(83,993)	57,777	(83,993)	58,389
Balance Sheet				
Debt (Balance at 31 December 2021)	232,080	215,836	262,106	251,826
Net Worth at 31 December 2021	1,357,058	1,580,054	1,357,058	1,580,054
Cash Flow				
Net Operating Cash Flows	15,524	113,373	48,072	129,762
Net Investing Cash Flows	(38,729)	(116,804)	(42,143)	(147,431)
Net Financing Cash Flows	(16,729)	(34,276)	(25,694)	(37,831)
Net Decrease in Cash	(39,935)	(37,707)	(19,766)	(55,500)
Opening Cash Balance (at 1 January 2021)	147,615	169,138	428,799	390,537
Closing Cash Balance (includes deposits with maturity not exceeding 90 days) at 31 December 2021	107,680	131,431	409,034	335,037
Add: Term Deposits (with maturity > 90 days but < 1 year)	196,865	155,722	274,055	227,172
Closing Cash balance and Term Deposits (at 31 December 2021)	304,545	287,153	683,089	562,209

Forecast Surplus from Operating Activities

The forecast Operating Deficit of the Core Government for the 2021 fiscal year is \$29.7 million. This forecast is based on known circumstances and policies existing as at 25 November 2021. The Forecast Deficit of \$29.7 million differs by \$104.4 million when compared to the \$74.7 million Core Government Surplus estimated in the original 2021 approved Budget.

Forecast Operating Revenues

The Government is forecast to earn \$932.3 million in total revenue for 2021. This amount is \$82.6 million greater than the \$849.7 million estimated in the original 2021 budget. The significant overage is mainly as a result of higher Coercive Revenues.

Overall revenues for Core Government are forecast to be higher than originally budgeted due largely to the impact of higher volumes of dutiable transactions along with the continued growth of local real estate markets. Revenue stream for Private Funds which came on line in 2020 has also brought in strong revenues for the period. These critical revenue streams ultimately mitigated the significant shortfall in revenue from the Tourism Sector due to the impact of COVID-19.

Other Stamp Duty and Stamp Duty – on Land Transfers are forecast to be higher than the 2021 original budget by \$8.1 million and \$54.0 million respectively. Revenue from Private Funds is forecast to bring in \$52.4 million in 2021. Other revenue sources with significant positive variances are: Mutual Fund Administration License Fees (\$6.0 million, positive variance); and Other Company Fees (\$6.0 million, positive variance).

Forecast Operating and Financing Expenses

The forecast Operating and Financing Expenses for the Core Government is projected to be \$962.0 million for 2021, which is \$187.0 million greater than the original budget of \$775.0 million. Outputs from Non-Governmental Output Suppliers are anticipated to be \$22.8 million higher than budgeted. The Non-Governmental Output variance is higher than originally budgeted due to Tertiary Care at Local and Overseas Institutions. Outputs from Public Authorities and Government Companies are also projected to be \$34.0 million more than originally budgeted, primarily due to increased funding to the Health Services Authority. Transfer Payments is forecast to be \$102.8 million greater than the original 2021 budget. This is due primarily to the support given to displaced workers formerly employed by the Tourism Sector. Other Operating Expenses also saw an increase of \$34.0 million over budget which was also a direct result of COVID-19 related expenses.

Performance of Public Authorities and Government Companies

Public Authorities and Government Companies are forecast to have a net Operating Loss of \$54.3 million for the year ending 31 December 2021 compared to an original budgeted loss of \$17.0 million due to COVID-19 impact.

Forecast Cash Position

The Core Government is forecast to have bank account balances totalling \$304.5 million as at 31 December 2021, of which \$107.6 million is expected to be classified as cash and cash equivalents (including fixed deposits with terms less than 90 days to maturity). The other \$196.8 million consists of fixed deposits with maturities greater than 90 days, but not exceeding one (1) year. The original budget for 2021 estimated bank account balances to be \$284.7 million.

Compliance with Principles of Responsible Financial Management

In line with the original 2021 approved Budget, the Government is forecast to comply with five (5) of the six (6) Principles of Responsible Financial Management as at 31 December 2021. The table below details the level of compliance with all the Principles as specified in section 14 and in Schedule 6 of the Public Management and Finance Act (2020 Revision).

The 2021 fiscal year shows a forecast deficit of \$29.7 million for Core Government due to the additional loss of key tourism-sector related revenue streams and additional costs and support provided by the Government.

TABLE 2

Compliance with Principles of Responsible Financial Management

Principle	Degree of Compliance	
	Revised Forecasts for 2021	Approved 2021 Budget
Core Government Operating Surplus : should be positive (Operating surplus = Core Government operating revenue – Core Government operating expenses)	Does Not Comply* Deficit = \$29.7 million	Complies Surplus = \$75.3 million
Net Worth: should be positive (Net worth = Core Government assets – Core Government liabilities)	Complies Net Worth = \$1.4 billion	Complies Net Worth = \$1.6 billion
Borrowing: Debt servicing cost for the year should be no more than 10% of Core Government revenue (Debt servicing = interest + other debt servicing expenses + principal repayments for Core Government debt, Public Authorities debt and self-financing loans)	Complies Debt servicing = 6.2%	Complies Debt servicing = 6.4%
Net Debt: should be no more than 80% of Core Government revenue (Net debt = outstanding balance of Core Government debt + outstanding balance of self-financing loan balance + weighted outstanding balance of Public Authorities guaranteed debt - Core Government liquid assets)	Complies Net debt = 1.2%	Complies Net debt < 0%
Cash Reserves should be no less than estimated executive expenses for 90 Days: (Cash reserves = Core Government cash and other liquid assets at lowest point)	Complies Cash Reserves = 92.9 days	Complies Cash Reserves = 118.5 days
Financial risks should be managed prudently so as to minimise risk	Complies Insurance cover exists for all government buildings, vehicles and major potential liabilities. Hurricane Preparedness Strategy in place.	Complies Insurance cover exists for all government buildings, vehicles and major potential liabilities. Hurricane Preparedness Strategy in place.

5. FINANCIAL FORECASTS FOR 2022 AND 2023

The Government's financial forecasts for 2022 and 2023 are provided in Section C of this document. Those forecasts are summarised and explained in this section of the P&E.

In accordance with the requirements of the Public Management and Finance Act (2020 Revision), the financial forecasts for 2022 and 2023 take the form of a full set of accruals based forecast financial statements. The key forecast financial statements are:

- A Forecast Statement of Financial Performance, which reports the budgeted revenues and expenses measured on an accruals basis and the resulting Net Surplus (which is the key measure of Government's operating performance);
- A Forecast Statement of Financial Position, which reports the assets and liabilities Government is budgeting to own (or in the case of liabilities, owe) at the end of 2022 and 2023 and the resulting Net Worth (which is the key measure of the Government's financial position);
- A Forecast Statement of Cash Flows, which reports the operating, investing and financing cash flows the Government is budgeting for 2022 and 2023 and the resulting Net increase/decrease in Cash and Cash Equivalents (which is a measurement of the Government's cash position); and
- A Forecast Statement of Changes in Net Worth, which reports the increase or decrease in Net Worth, the Government is budgeting for 2022 and 2023 and its composition (which is the key measure of the amount citizens have invested in the Government).

In accordance with the requirements of the Public Management and Finance Act (2020 Revision), there are two sets of forecast financial statements provided; one for the Core Government itself, and another for the Entire Public Sector. Both sets include the financial activity (Statement of Financial Performance, Statement of Financial Position and Statement of Cash Flows) of Public Entities.

The Core Government comprises of Parliament, Ministries, Portfolios, Offices and the Judicial Administration. It also includes the Operating Surpluses/Deficits of Public Entities as a single line in the Statement of Financial Performance entitled 'Surplus/(Deficit) of Public Entities. Similarly, the Net Worth of Public Entities is recognised in a single line in the Statement of Financial Position entitled 'Net Worth – Public Entities.

The Entire Public Sector includes the same information as for the Core Government plus the revenues, expenses, assets and liabilities of Public Authorities on a line-by-line basis by aggregating them with the revenues, expenses, assets and liabilities of the Core Government. Transactions and balances between entities that make-up the Entire Public Sector, are eliminated on consolidation. The key measures of Government's financial performance (Operating Net Surplus and Net Worth), are the same under either method and are therefore the same for both the Core Government and the Entire Public Sector.

A summary of the forecast financial statements for the 2022 and 2023 financial years is provided in Table 3 below.

TABLE 3
Summary of 2022 and 2023 Forecast Financial Statements

Financial Measure	Core Government	Entire Public Sector	Core Government	Entire Public Sector
	2022 Budget \$000s	2022 Budget \$000s	2023 Budget \$000s	2023 Budget \$000s
Operating Statement				
Operating Revenue	940,909	1,133,477	978,133	1,182,431
Operating Expenses	907,292	1,133,069	933,907	1,155,409
Financing Expenses	14,687	16,670	16,962	18,845
Core Government Surplus/(Deficit)	18,931	(16,262)	27,264	8,177
Net Loss of Public Authorities	(35,193)	-	(19,087)	-
Entire Public Sector Net Surplus/(Deficit)	(16,262)	(16,262)	8,177	8,177
Balance Sheet				
Debt (Balance @ 31 December)	485,369	509,278	482,115	500,894
Net Worth at 31 December	1,340,794	1,340,794	1,348,971	1,348,971
Cash Flow				
Net Operating Cash Flows	69,577	92,298	82,266	125,361
Net Investing Cash Flows	(326,480)	(289,937)	(93,117)	(136,941)
Net Financing Cash Flows	255,700	246,219	(3,256)	(12,289)
Net Increase in Cash	(1,204)	48,580	(14,107)	(23,869)
Opening Cash Balance (@ 1 January)	107,680	409,034	106,476	457,614
Closing Cash Balance (includes deposits with maturity not exceeding 90 days) @ 31 December	106,476	457,614	92,369	433,745
Add: Term Deposits (with maturity > 90 days but < 1 year)	296,865	320,627	216,865	274,933
Closing Cash Balance and Term Deposits (@ 31 December)	403,341	778,241	309,234	708,678

The uncertainty about the economic impact of the COVID-19 pandemic, including restrictions imposed to slow the spread of the virus, creates uncertainty for the Cayman Islands' economic and financial outlook. The forecasts assume the ongoing successful suppression of the transmission of the virus to tolerable levels, and are therefore more dependent on assumptions about future developments, than normally is the case.

The COVID-19 pandemic still has lasting impacts on the economic and development landscape of Cayman Islands. The cost of the pandemic continues to linger longer than expected and has left little room for expenditure budgets to be increased unless either taxes or borrowing also rise. However, if the economy performs better than expected, there could be more room to manoeuvre and more programmes funded.

Operating Surplus

For 2022, the Government plans to earn operating revenue of \$940.9 million, incur operating expenditures of \$907.3 million and Financing Expenses of \$14.7 million. This results in a forecast Core Government Surplus of \$18.9 million. This result of the Core Government, when added to the \$35.2 million forecast Operating Loss of Public Entities, results in an overall Net Deficit of \$16.2 million for the Entire Public Sector.

For 2023, the Government plans to earn operating revenue of \$978.1 million, incur operating expenditures of \$933.9 million and Financing Expenses of \$16.9 million. This results in a forecast Core Government Surplus of \$27.3 million. This result of the Core Government, when added to the \$19.1 million forecast Operating Loss of Public Entities, results in an overall Net Surplus of \$8.2 million for the Entire Public Sector.

Operating Revenue

The 2022 and 2023 revenue forecasts do not include any new Revenue Measures. The forecast revenue in 2022 of \$940.9 million consists of \$897.9 million in coercive revenue and \$40.6 million in sales of goods and services and \$2.4 million in other operating revenue. The forecast revenue in 2023 of \$978.1 million consists of \$934.7 million in coercive revenue and \$41.4 million in sales of goods and services and \$2.0 million in other operating revenue.

The Government will be transferring approximately \$6.0 million and \$5.0 million into General Revenue from various trust accounts whose holding period is scheduled to mature in 2022 and 2023, respectively.

Key Initiatives/Summary of initiatives by Ministry, Portfolios and Offices

The Ministry of Education is responsible for policy and legislative advice, development, implementation, monitoring and reporting services for education and public libraries.

Key initiatives of the Ministry are:

- provision of free meals to students across all public schools;
- support the One-to-One laptop programme and the continued roll-out of the Department of Education Services' connectivity programme as part of the overall digital strategy to facilitate effective home learning;
- continuing the enhancement of teaching and learning in schools with a focus on increasing the use of online and computerised testing;
- implement the new secondary curriculum in public high schools;
- strengthen core curriculum across primary and secondary schools;
- support early education programmes and focusing on stronger Early Childhood learning;

- increase funding of scholarships;
- implement a new scholarship database to better enable data collation and analysis to track student outcomes, match employment focus areas (human capital needs), and inform education policies;
- develop and enhance Public Library services to include a comprehensive reference collection that includes local histories, publications written by local authors and selected Act volumes;
- digitise and make available all issues of the Nor’wester Magazine as a cultural and historical resource; and
- develop and implement new library programmes and services for specific target groups.

A new Ministry of Sustainability and Climate Resiliency, has been established with a key focus on developing strategies and programmes to support climate change resilience; reshape and transform development; develop and implement strategies to protect the environment in respect to: innovation, biodiversity, food security, green technology, renewable energy and the further expansion of protected areas

Key initiatives of the Ministry are:

- develop and implement robust programmes and policies that will protect the environment and address existential threats posed by climate change;
- establish safeguards for the biodiversity of the Cayman Islands and the sustainability of our ecosystems through the expansion of protected areas;
- facilitate the country’s transition to a green economy by achieving goals for renewable energy and embracing appropriate green technology;
- regulating transport and incentivizing cost-friendly, electric solutions to promote a cleaner environment and lower the impact of carbon emissions;
- protect native mangroves and preservation of wetlands; and
- full implementation of the National Energy Policy.

Ministry of Health and Wellness is responsible for development and implementation of policies and strategies for a sustainable and successful healthcare system for our Islands and the provision of optimal health and wellbeing for the people.

Key initiatives of the Ministry are:

- continue to enhance and develop and support a comprehensive healthcare system in order to meet the health needs of the population;
- develop and implement measures for the promotion of health;
- regulate the practice of medicine, dentistry and pharmacy and allied health services;
- continue facilitating the transition to the ReGen project (formerly the “Integrated Solid Waste Management System”) for Grand Cayman and the Sister Islands;
- facilitate the promulgation of a new Environmental Health Act (EHA) and Regulations to effectively regulate and manage all environmental health functions of the department, inclusive of: food safety, environmental health, solid waste management, recycling, and waste to energy facilities;
- continuously improve upon the current solid waste management on the landfills in Grand Cayman, Cayman Brac and Little Cayman through; investment in necessary staff, replacement of outdated equipment and inadequate infrastructure;
- enhance environmental health engineering services;

- reduce the abundance of *Aedes aegypti* mosquitoes by implementing a robust, island-wide surveillance and control programme;
- prevent Chikungunya, Zika and Dengue from becoming endemic on the Islands;
- ensure the continued efficiency and cost effectiveness of insecticides used by applied research into the resistance status of mosquito populations on all three islands;
- improve application efficiency by applied research in the area of adulticide and larvicide application dynamics;
- the introduction of a co-occurring disorder component in the residential treatment programme at Caribbean Haven Residential Centre that will allow for the concurrent treatment of those suffering from mental health and substance abuse disorders;
- the continued enhancement and expansion of family therapy services; and
- expanded service provision in Cayman Brac to more adequately meet demand for therapeutic services.

A new Ministry has been established with responsibility for Youth, Sports, Culture and Heritage, its key focus is to enhance and develop organisational structures and programmes for all age groups that will identify and promote all forms of Talent and Potential, empower our Youth, and Preserve our Culture and Heritage, throughout the Cayman Islands which will allow for awareness and competitiveness locally and internationally.

Key initiatives of the Ministry are:

- establish, maintain and manage appropriate sports and recreation facilities in all districts;
- enhance the links and coordination among sport, education, tourism, health and other relevant Governmental subject areas;
- continually build and expand on capacity within National Sports Associations;
- sport talent identification and development;
- enhance the governance standards for National Sports Associations receiving funding from Government;
- promote the Bachelor of Science in Youth Development Work at the University of the West Indies Grand Cayman Open Campus;
- continue to expand forums such as the Cayman Islands Youth Assembly; and
- provide a neutral platform whereby youth can voice their opinions on the National Agenda.

The Ministry of Home Affairs has been established and it has responsibility for public safety and resiliency of the Cayman Islands through continued strategic and operational improvement relevant to national security, emergency response, offender management, and victim support services.

Key initiatives of the Ministry are:

- establish and maintain a relevant and effective comprehensive training programme;
- continue the implementation of Emergency Medical Dispatch function to include a multi-discipline component (law enforcement, Emergency Medical Services, and fire);
- continue the development of the Next Generation 9-1-1 platform;
- complete the execution of the new 300ft radio system;
- expand opportunities for Client Empowerment/Training - establish synergies with public and private organisations to increase the Department of Community Rehabilitation's customers/clients' access to vocational and/or education opportunities; and
- continue to build the CI Regiment to a sustainable level that allows for a safe and effective response to a disaster or emergency situation.

There has been the establishment of a new Ministry responsible for District Administration and Lands – with a key focus to support and improve the business of Government in Cayman Brac and Little Cayman; ensuring the timely and efficient implementation of Government policies; enhance services to Cayman Islands’ citizens and companies in the areas of land registration, surveying, geographic data, valuation, and the management of Government facilities.

Key Initiatives of the Ministry are:

- strengthen the competitive and learn to swim programmes on the Sister Islands as an essential life skill;
- pursue the purchase of land to safeguard beach access and create public parks/open spaces, with the aim of enhancement of 3-4 properties by 2023;
- support beach protection initiatives;
- continue Water Extension and Water Works Facility in Cayman Brac;
- update the Land Registry system to include full electronic transactions and e-Registration;
- provide an efficient cadastral framework and national control geodetic network to facilitate efficient land surveying services; and
- expand provision of Geographic Information Service solutions in tandem with current market trends.

The Ministry of Investment, Innovation and Social Development has been established with a key focus to build Cayman into a highly competitive global jurisdiction, attract inward investment to support Government’s priorities for economic diversification, innovating and creating meaningful, measurable and effective reform to Government’s policies and programs of social assistance for Cayman’s least fortunate, and ensuring that the fruits of innovation and investment raise and improve the lives of all members of society.

Key initiatives of the Ministry are:

- launch digital electronic identification for residents of the Cayman Islands, with a suite of secure supporting technologies and user-friendly systems;
- create solutions that provide residents and businesses with secure and seamless access to online, electronic government information and services;
- adopt a strategic ‘whole of nation’ approach to addressing cyber security threats and risks, provide leadership in building the cyber competence, and protect the reputation of the jurisdiction;
- create and host strategic opportunities to showcase the jurisdiction;
- complete the drafting of design rights regulations, to be able to offer direct registration of industrial designs;
- develop a sui generis IP software which allows for online filing and management of applications;
- improve small business viability and sustainability through advocacy, business counselling, training and increasing access to finance;
- strengthen the work of the Sunrise Adult Training Centre; and temporarily relocate to a new building, with plans to develop a purpose-built building and premises that will empower and serve all existing and prospective clients;
- deliver social programmes, activities and services for older persons at a central location and in the districts; and
- invest in new technology and systems to manage client cases across departments.

The Royal Cayman Islands Police Service (RCIPS) is a single, national police service with a unified command structure that is mandated by statute to deliver the full range of police services across the Cayman Islands and its territorial waters including; emergency response, road and marine safety and enforcement, child protection, criminal investigation, intelligence, drug and firearm interdiction, border security, community outreach

Key initiatives of the Service are:

- continue to develop and improve its operational capability and Coast Guard Unit;
- ensure the maritime safety of all persons and vessels operating within the territorial waters of the Cayman Islands and within its internationally agreed maritime search and rescue region; and
- detect and disrupt the illicit maritime movement of persons and goods within our territorial waters, and on the high seas surrounding our Islands.

The key objectives of the Ministry of Financial Services and Commerce are to enhance its policy functions; support the regulatory services provided by the Cayman Islands Monetary Authority in response to recent international regulatory changes; ensure adequate resources are used effectively to keep the Cayman Islands in compliance with global financial regulations; and using Information Technology tools to strengthen the regulatory framework.

Key initiatives of the Ministry are:

- enhance financial services legislation and processes;
- increase funding to the Cayman Islands Monetary Authority;
- develop and maintain a modern system for the licensing of businesses;
- regulate domestic commercial activity in specified areas to ensure compliance with relevant legislation and to collaborate with stakeholders and other regulatory and law enforcements agencies; and
- continually enhance and use an online platform for licensing, registration and monitoring of businesses.

The Ministry of Finance and Economic Development is responsible for managing the country's Fiscal and Economic Policies.

Key initiatives of the Ministry are:

- achieving a balanced budget through prudent and sustainable fiscal policies;
- ensuring the prudent investment of the government's reserves and other public funds;
- setting out policies for government procurement and accounting standards
- improve public and private sector decision-making, collaboration and resilience;
- improve governance by taking a more direct approach to financial monitoring and advisory services;
- improve quality of revenue forecasts by strengthening working relationships with key revenue collecting agencies, developing robust econometric models for revenue forecasting and obtaining expert technical assistance for forecast training;
- improve the quality and variety of statistical resources in support of economic planning and policy analysis, specifically through the following:
 - the Cayman Islands' Census of Population and Housing 2021 results;
 - continuing the estimation of GDP by expenditures approach, in addition to GDP by production and income approaches;

- sustained estimation of new statistics on the country's international investment position, and the balances of financial and capital transactions with other jurisdictions;
- develop an insurance alternative for certain risks facing the Government; and
- continuing the development of quarterly GDP growth projections using actual indicators of sector economic activities.
- further develop in-house capacity for social and economic statistics compilation and dissemination; and
- implement automated sorting to improve processing and delivery times for letter mail and small packets.

The Ministry of Border Control and Labour has the responsibility matters relating to border security, labour compliance, workforce development, and employment of Caymanians.

Key initiatives of the Ministry are:

- review policies, leverage customer insight, set service standards, and create multiple delivery channels to drive customer-centric service delivery strategies across core business areas;
- continue to enhance effective and efficient administration, implementation, enforcement, the National Pensions Act and employment and labour legislation;
- leverage technology to improve interoperability, effectiveness, and efficiency in the delivery of services;
- improve the intelligence and information sharing capabilities in support of law enforcement, border security, and other core business functions;
- enhance cooperation and collaboration among law enforcement agencies; and
- contribute to regional and international initiatives that strengthen national security and public safety.

The Ministry of Tourism and Transport develops, and monitors the implementation of policy, legislation and services in the areas of tourism and transport, strategic planning and management of the Cayman Islands tourism industry.

Key initiatives of the Ministry are:

- developing legislative and policy framework for the continued success of the Cayman Islands;
- establish a public/private partnership to construct a new general aviation terminal;
- improve ports of entry to enhance visitor experience;
- diversify the tourism product with greater eco-tourism focus;
- expand and enhance the current national tourism education strategy;
- promote greater Caymanian ownership of tourism-related businesses;
- improve public transport through legislative and infrastructure reforms and enact a public transport code of conduct;
- enact tourism strategic to facilitate the recovery of the tourism industry;
- research, monitor and report on the tourism economy more effectively;
- increase awareness of and positive attitudes toward tourism in the community;
- brand management - manage and enhance the image of the Cayman Islands tourism brand;
- ensure the high quality of experience for the visitor;
- highlight and make a distinctive Caymanian experience accessible;
- implement initiatives that support a sustainable approach to tourism development;
- assist in the development of a higher percentage of Caymanians for the tourism workforce; and

- collaborate with the Department of Environment to protect and enhance the marine and terrestrial environment.

Cabinet Office has the responsibility of providing politically neutral advice to the Governor, the Premier, and the Cabinet on matters of policy (including regional and international matters); coordinating the development and implementation of cross-Ministerial policy; and providing administrative support for the Premier, the Cabinet and the National Security Council.

Key initiatives of the Office are:

- the establishment of mechanisms to improve the development, implementation and monitoring of Government Policy, encourage innovation and creativity in policymaking, and identify and oversee policy which encompasses a number of Ministries and Portfolios;
- support senior leaders and business teams across the public service to effectively implement the Cayman Islands Government Privacy Policy;
- coordinate and monitor the implementation of the Older Persons' Policy, the National Disability Policy, the National Policy on Gender Equity and Equality Policy, and the Action and Implementation Plan of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW);
- complete the revision of the National Policy on Gender Equity and Equality;
- pursue amendments to the Gender Equality Act, 2011;
- support and facilitate the implementation of the Sexual Harassment legislation;
- improve the effectiveness of government communication by implementing the Communications Strategy and Plan for the civil service which is informed by and supports agreed policy objectives for the Cayman Islands Government;
- enhancement of internal communication channels and content as a tool to facilitate employee engagement; and
- represent and protect the interests of the Government and people of the Cayman Islands in the United Kingdom.

Operating Expenditure by Categories

Personnel Costs for 2022 and 2023 totals \$897.6 million and is made up of the following components:

- \$655.0 million for Civil Service Salary, wages and allowances;
- \$161.7 million for CINICO Health Insurance Premiums;
- \$77.9 million for Pensions; and
- \$3.0 million in other related personnel costs.

This cost includes planned recruitment activities for additional teachers, bolstering of public safety resources in the Royal Cayman Islands Police Service, Prison Department, Fire Department, Border Control, increased resources for the promotion and regulation of the financial services industry, and increase in Health insurance premiums payable with respect to Civil Servants.

Supplies and Consumables and **Other Operating Expenses** include costs to support enhanced services and programmes.

Depreciation costs for the 2022 and 2023 financial years reflect the increase in the value of the Government's assets as a result of a number of newly completed and planned capital investments.

Outputs Costs from Public Entities for 2022 and 2023 totals \$326.7 million. This amount includes increases to CINICO for health insurance premiums with respect to health care costs for pensioners, seamen and veterans and increases to output funding for the Cayman Islands Monetary Authority.

Outputs from Non-Government Output Suppliers for 2022 and 2023 totals \$93.3 million. This amount includes the free meal programme for all public schools; and tertiary health care expenses for the medical indigents.

Transfer Payments for 2022 and 2023 total \$114.4 million. This amount includes Scholarship funding; Sports Programmes Assistance, Financial Assistance and continued tourism stipend relief.

Collectively, Public Entities are budgeted to produce a net Deficit of \$35.2 million and \$19.1 million in 2022 and 2023, respectively. These Deficits are driven by forecasted lower financial performance by a number of Tourism-related Public Entities due to the impact of COVID-19.

Loans Made include a loan from the Government to the Cayman Islands Airport Authority of \$18.1 million in 2022 and a further \$11.0 million in 2023, and to the Cayman Turtle Centre of \$8.8 million in 2022, and a further \$1.2 million in 2023.

These loans required to assist the Public Entities with their ongoing operations. The loans to both Public Entities are interest-free in 2022 and 2023. Effective 1 January 2024, repayments commence at an interest rate to be negotiated between Government and the Public Entities. The loan to the Airports Authority is to be repaid over 15 years, whilst the loan to the Cayman Turtle Centre is to be repaid over five (5) years.

Compliance with Principles of Responsible Financial Management

The 2022 and 2023 financial forecasts contained in this P&E document comply with all six (6) Principles of Responsible Financial Management and the Framework for Fiscal Responsibility (FFR) specified in the Public Management and Finance Act (2020 Revision) as summarised in Table 4 below.

TABLE 4

Compliance with Principles of Responsible Financial Management

Principle	Degree of Compliance	
	2022 Budget	2023 Budget
Core Government Operating Surplus : should be positive (Operating surplus = Core Government operating revenue – Core Government operating expenses)	Complies Surplus = \$18.9 million	Complies Surplus = \$27.3 million
Net Worth: should be positive (Net worth = Core government assets – Core Government liabilities)	Complies Net Worth = \$1.3 billion	Complies Net Worth = \$1.4 billion
Borrowing: Debt servicing cost for the year should be no more than 10% of Core Government revenue (Debt servicing = interest + other debt servicing expenses + principal repayments for Core Government debt, Public Authorities debt and self-financing loans)	Complies Debt servicing = 7.4%	Complies Debt servicing = 8.3%
Net Debt: should be no more than 80% of Core Government revenue (Net debt = outstanding balance of Core Government debt + outstanding balance of self-financing loan balance + weighted outstanding balance of Public Authorities guaranteed debt - Core Government liquid assets)	Complies Net debt 18.7%	Complies Net debt 27.9%
Cash Reserves should be no less than estimated executive expenses for 90 Days: (Cash reserves = Core Government cash and other liquid assets at lowest point)	Complies Cash Reserves = 137.3 days	Complies Cash Reserves = 94.8 days
Financial risks should be managed prudently so as to minimise risk	Complies Insurance cover exists for all government buildings, vehicles and major potential liabilities. Hurricane Preparedness Strategy in place.	Complies Insurance cover exists for all government buildings, vehicles and major potential liabilities. Hurricane Preparedness Strategy in place.

Core Government's revenues should be greater than its expenses: for 2022 and 2023, the Government's forecast revenue of \$940.9 million and \$978.1 million respectively. Forecast operating and financing expenses are \$921.9 million for 2022 and \$950.8 million for 2023.

Core Government's assets less its liabilities should be positive: at the end of the 2022 and 2023, the Government's assets are forecast to exceed its liabilities by approximately \$1.3 billion and \$1.4 billion, respectively.

Required interest and principal repayments of debts for the Entire Public Sector should be no greater than ten percent of Core Government's revenue for each financial year: The Government is forecasting a debt servicing ratio of 7.4% for 2020 and 8.3% for 2022 and 2023.

The total debt of Core Government, plus the weighted-average debt balance of Public Entities less Core Government's liquid assets, should be no more than 80% of Core Government's revenue for the financial year: for 2022, the Net Debt ratio is forecast to be 18.7% and 27.9% in 2023.

The unrestricted cash reserves of the Government (measured at the lowest point in a financial year) should be sufficient to cover 90 days of estimated operating expenditures: for 2022 the Government is forecast to have sufficient cash reserves to cover approximately 137.3 days of operating expenditures at the lowest point during the financial year and approximately 94.8 days for in 2023.

6. DEBT MANAGEMENT

EPS Debt Portfolio

It is Government's fiscal policy to minimise the extent of borrowing undertaken for any financial year. The longer-term aim is to expand Operating Surpluses to the extent that such can fund Capital Expenditures and Investments. Operating Surpluses for the 2022 and 2023 financial years are not sufficiently large enough to fund Capital Expenditures and Investments in 2022 and 2023: therefore, borrowing will occur in 2022 and 2023. Government does not borrow to fund its day-to-day Operating Expenses and, it will only borrow to fund Capital Expenditure and Investments.

There are an additional two (2) aspects of Government's debt management policy that are important: a fixed interest rate investment is sought so that Government knows – with certainty – the financing costs that will arise in the future; and to seek an amortising debt investment so that at its maturity date, the debt principal is fully repaid. During 2022, Government's borrowings will not exceed \$299.1 million and in 2023, this amount will not be greater than \$50.0 million.

During 2022, the Government will conclude the review of opportunities to reduce financing costs through the refinancing of its existing debt.

7. POST RETIREMENT BENEFITS

The Government has been a leader in the Cayman Islands in terms of being a responsible employer and making payments to reduce its Past Service Pension Liability figure.

The Government, through the Public Service Pensions Board, operates both a Defined Benefit and Defined Contribution pension scheme for Public Servants, Parliamentarians and the Judiciary. These various Public Service pension plans have varying degrees of past service liabilities based on the contributions to the Pension Funds and the accrued length of service of the participants of the various Plans. The overall liability arising from the Plans is recognised in Government's Statement of Financial Position.

IPSAS 39 – Employee Benefit requires that the pension liabilities be revalued annually in order to present the fair value of the Pension Funds' balances. The Government has employed actuaries to perform this annual fair value assessment. The result of the 2020 actuarial valuation is a pension net liability of \$496.1 million. The Government has included \$17.2 million annually throughout the 2022-2023 Budget Period towards reducing the net liability.

The Public Service Pensions Board is able to fund all of the monthly pension payments from its existing resources, and with the regular receipt of monthly pensions contributions from Core Government and other participating Public Sector Entities. This is expected to remain the position over the 2022-2023 Budget Period.

Post-Retirement Healthcare Liability

The Government acknowledges its obligations for the future healthcare benefits that will accrue to Civil Servants (including their dependents).

The Public Service Management Act requires that Civil Servants have a minimum of 10-years' qualifying service with the Cayman Islands Government, and also retire from the Civil Service in order to be entitled to healthcare benefits upon retirement.

The results of a healthcare liability actuarial valuation, completed in April 2021, estimated the post-retirement healthcare obligation of the Government at 31 December 2020 to be \$2.4 billion with an estimated post-retirement medical expense totaling \$184.4 million for the year ended 31 December 2020. The post-retirement healthcare liability and its related annual expenditure, have not been formally recognised in the Statements of Financial Position and Performance.

The Government operates a "pay-as-you-go" plan in respect of post-retirement healthcare liabilities. Currently, no long-term assets are set aside off the balance sheet in respect of the Government's post-retirement healthcare liability.

8. COMPLIANCE WITH 2022 AND 2023 STRATEGIC POLICY STATEMENT

As required by the Public Management and Finance Act (2020 Revision), this section compares the Government's projected performance outlined in this Plan and Estimates (including the financial forecasts provided in Section C) with the parameters established in the Strategic Policy Statement (SPS) for the 2022 and 2023 financial years, and the Principles of Responsible Financial Management contained in Section 14 of the Public Management and Finance Act (2020 Revision).

As outlined in Section 23(2) of the Public Management and Finance Act (2020 Revision), the SPS provides a summary of the broad outcomes, specific outcomes, and the links between them, that the Cabinet intends to achieve in the next financial year (2022) and for at least the following two financial years (2023 and 2024).

Outcomes

The 2022 SPS that was Tabled in the Parliament on 14 July 2021 outlined the Government's 10 Broad Outcome goals. The strategies, proposed legislation, and key policy actions included in the 2022 and 2023 Budgets are consistent with those outlined in the aforementioned 2022 SPS.

The relationship between the specific intervention measures and the Broad Outcomes the Government is seeking to achieve are outlined in Section 2 of this Plan and Estimates document. These measures are consistent with those outlined in the 2021 SPS document.

Fiscal and Policy Strategies

This Government is committed to maintaining compliance with the Principles of Responsible Financial Management (the "Principles") and the Framework for Fiscal Responsibility (the "FFR"), both of which are contained in the Public Management and Finance Act. The FFR is a central fiscal policy for the management of the Government's finances over the Budget period.

As a result, the Government is forecast to maintain full compliance with the Principles and FFR ratios throughout the next two financial years.

- Core Government Operating Expenditures will remain below Operating Revenues thereby generating modest Operating Surpluses. Whilst significant efforts were made to restrict expenditures, the realities of COVID-19 impact on the tourism sector remains uncertain – with the consequent need to continue supporting Agencies by providing critical services such as education, health, enforcement, social development and financial services, means the Government will not be able to achieve larger Surpluses.
- Borrowings are to restricted to a level that will fund Capital expenditures and investments.

Loans made to the Cayman Islands Airports Authority and Cayman Turtle Centre are to enable these entities to continue their operations.

Aggregate Financial Targets

Table 5 provides a comparison of the financial forecasts for the 2022 and 2023 financial years with the aggregate financial targets for the Core Government for these financial years as set out in the 2021 SPS. The Government is forecasting broad compliance with the financial forecasts as stated in the SPS. The variances of the 2022 and 2023 Budgets from the SPS culminate in Core Government's Net Surplus being a modest \$13.6 million less for the 2022-2023 period when compared to Surpluses in the 2021 SPS.

TABLE 5
Comparison of SPS Aggregate Targets and the 2022-2023 Budget Forecast

CORE GOVERNMENT

Financial Measure	2022			2023		
	Budget \$000's	SPS Target \$000's	Variance (over)/ under \$000's	Budget \$000's	SPS Target \$000's	Variance (over)/ under \$000's
Operating Targets						
Total Revenue	940,909	868,650	72,259	978,133	895,769	82,364
Total Expenses	921,979	843,152	(78,826)	950,869	861,496	(89,372)
Personnel Costs	437,724	392,990	(44,734)	459,831	399,230	(60,601)
Supplies and Consumables	149,350	108,645	(40,705)	149,161	113,888	(35,273)
Depreciation	45,036	39,665	(5,371)	47,504	39,915	(7,589)
Financing Expenses	14,687	17,665	2,979	16,962	16,959	(3)
Litigation Costs	1,765	926	(839)	1,770	926	(844)
Outputs from Public Authorities	161,898	160,475	(1,423)	164,821	163,041	(1,780)
Outputs from Non-Governmental Suppliers	42,518	44,563	2,045	50,822	44,563	(6,259)
Transfer Payments	61,495	57,575	(3,920)	52,892	62,575	9,683
Other (Gains)/ Losses	(1,169)	(2,340)	(1,171)	(1,169)	(2,590)	(1,421)
Other Operating Expenses	8,675	22,988	14,313	8,275	22,988	14,713
Core Government Net Surplus	18,931	25,498	(6,567)	27,264	34,273	(7,009)
(Deficit) of Public Entities	(35,193)	(40,114)	4,921	(19,087)	(29,062)	9,975
Entire Public Sector Net Surplus/(Deficit)	(16,262)	(14,616)	(1,646)	8,177	5,211	2,966
Balance Sheet Targets						
Debt (balance at year end)	485,369	499,105	13,736	482,115	446,353	(35,762)
Net Worth	1,340,794	1,347,845	(7,051)	1,348,971	1,353,054	(4,083)
Cash Flow Targets						
Net Cash Flows from Operating Activities	69,577	71,319	(1,742)	82,266	80,183	2,082
Net Cash Flows used by Investing Activities	(326,480)	(200,860)	(125,620)	(93,117)	(77,142)	(15,975)
Net Cash Flows used by Financing Activities	255,700	54,775	200,925	(3,256)	(52,752)	49,496
Net Movement in Cash	(1,204)	(74,766)	73,562	(14,107)	(49,710)	35,603
Closing Cash Balance (includes deposits with maturity not exceeding 90 days) at 31	106,476	109,050	(2,574)	92,369	59,340	33,029
Term Deposits (with maturity > 90 days but < 1 year)	296,865	332,620	(35,755)	216,865	293,121	(76,257)
Closing Cash Balance and Term Deposits (@ 31 December)	403,341	441,670	(38,329)	309,234	352,461	(43,227)
Ratios						
Debt Service Ratio (%)	7.40%	8.20%	0.80%	8.30%	8.60%	0.30%
Net Debt Ratio (%)	18.6%	26.50%	7.90%	27.6%	29.4%	1.80%
Cash Reserves (days)	137.9	167.1	-29.2	95.9	125.2	-29.3

The forecast net Operating Surplus of Core Government for 2022 and 2023 is \$6.6 million and \$7.0 million lower than the targets set by the SPS, respectively.

The 2022 Operating Revenue is approximately \$940.9 million, or \$72.3 million higher than the SPS forecast of \$868.6 million. The 2023 Operating Revenue is approximately \$978.1 million or \$82.4 million higher than the SPS forecast of \$895.8 million. These positive variances are attributed to forecast higher volumes of dutiable transactions along with the forecast continued growth of the local real estate market.

The 2022 Operating Expenses of \$921.9 million are approximately \$78.8 million greater than the SPS forecast of \$843.1 million. The 2023 Operating Expenses are approximately \$950.9 million, or \$89.4 million higher than the SPS forecast of \$861.5 million. This level of expenditure increase is in respect to areas of critical importance such as public safety, education and social programmes.

The negative variances in Personnel Costs in both 2022 and 2023 of \$44.7 million and \$60.6 million, respectively, reflect increased resources for Education, public safety, and financial sector regulatory services.

The cumulative net operating Deficit for Public Entities is forecast to be \$35.2 million in 2022 and \$19.1 million in 2023, primarily due to losses of the Cayman Islands Airport Authority, Cayman Airways, Cayman Turtle Centre and the Port Authority.

9. LEGISLATIVE MEASURES FOR 2022 AND 2023

The Government intends to introduce a number of new legislative measures to Parliament during the 2022 and 2023 financial years. The major pieces of planned legislation are outlined below.

1. Improving education to promote lifelong learning and greater economic mobility

PLANNED LEGISLATION/POLICY REVIEW	PURPOSE
National Anti-Bullying Policy for School Students	- Set out the responsibilities of all government, assisted and independent schools to counter bullying. - Establish consistent expectations about the effective provision and practice in Government, assisted and independent schools to prevent, monitor and tackle bullying. - Promote an understanding of the issues surrounding bullying among students, staff and parents.
National Attendance Requirement Policy	This policy aims to set the parameters, requirements and obligations; as well as outline the legislation under which: - Children in the Cayman Islands must regularly attend school or consistently access full-time education suitable to the child's requirements; - School administrators and other stakeholders must fully comply with relevant Acts and regulations when addressing issues of attendance; - Parents and legal guardians are required to exercise their legal obligations and responsibilities with regards to compulsory attendance.
Teacher Registration	To ensure that all teachers in the Cayman Islands are registered as per the Education Regulations 2017 in accordance with prescribed standards set by the Minister for Education.
Review of the UCCI Act	To remove anomalies with the Public Authorities Act to improve governance and operational efficiencies to meet the needs of the Government/Cayman Islands.

2. Ensuring an equitable, sustainable and successful healthcare system

PLANNED LEGISLATION/POLICY REVIEW	PURPOSE
Health Practice Act	To review and update the Health Practice Act and Regulations and make amendments to address any urgent recommendations
Human Tissue Transplant Act	The purpose of the Human Tissue Transplant Act is to allow for human organ and tissue donation and transplants to be performed in the Cayman Islands. The proposed amendments to the Act and Regulations will allow for increased penalties under Regulation 15 of the Regulations. Under the Act, it is proposed to increase fines to bring them in line with the maximum penalty that may be imposed under the Regulations
Public Health Act	To review and update the Public Health Act and its subsidiary Regulations to reflect current best practice and terminology
Tobacco Act	To review and update the Tobacco Act and its subsidiary Regulations to reflect current best practice and terminology.

2. Ensuring an equitable, sustainable and successful healthcare system (continued)

PLANNED LEGISLATION/POLICY REVIEW	PURPOSE
Pharmacy Act	To review and update the Pharmacy Act that regulates pharmacy, medicinal products and poisons. To allow pharmacists to stay abreast of changes to ensure safe and legal practice; to protect the public through licensure, regulation and information; to bring the Cayman Islands Pharmacists into the 21st century practice of pharmacy; to protect and promote the health of all residents and provide a healthier future for the people of the Cayman Islands
Health Insurance Act	To review and update the Health Insurance Act to give consideration to inclusion of Mental Health coverage for outpatients, Indigents medical coverage and coverage for retirees.
Pharmacy Bill and Regulations	To repeal and replace the Pharmacy Act.
Pesticides Control Bill	To regulate the use of pesticides in the Islands.
COVID Regulations	To combat the spread of the COVID-19 disease in the Islands.

3. Providing solutions to improve the well-being of our people so they can achieve their full potential

PLANNED LEGISLATION/POLICY REVIEW	PURPOSE
Cayman Islands Population Identification Register Bill	A Bill for an act to provide for the establishment, management and oversight of a population identification register, for the Cayman Islands.
Cayman Islands Identification Card Bill	A Bill for an Act to Provide for the issuance and use of an official identification card in the Cayman Islands.
National Cyber Security Competence Authority Legislation	Establish a National Cybersecurity Competent Authority in Cayman.
Cybersecurity and Cyber Crime Legislation	Strengthen Cayman's legal cybersecurity and cybercrime framework, and align to Budapest Convention. Desired components which could be standalone Acts or Regs include: effective cyber legislation, effective regulatory framework(s), and effective cybercrime law enforcement.
Amend - Public Authority Regulations	To mandate reporting of cyberincidents to the competent authority
Amendments to Customs and Border Control (Amendment) Act, 2021	To create the ability for a person granted asylum to be accompanied or joined by a spouse/civil partner to ensure compliance with the Cayman Islands Bill of Rights, the 1951 Convention and the 1967 Protocol relating to the Status of Refugees, and the UN Convention on the Rights of the Child.
Trade and Business Licensing Act	Potential amendments to include Limited Liability Partnerships structures Updates to streamline functioning of the various licensing boards.
Local Companies Control Act	Potential amendments to include Limited Liability Partnerships structures
Liquor Licensing Act	Modernise and update.
Music and Dancing (Control) Act	Modernise and update.
The Merchant Shipping (Marine Pollution) Bill, 2022	To modernise and update Merchant Shipping legislation to reflect obligations imposed by international maritime conventions extended to the Islands.

3. Providing solutions to improve the well-being of our people so they can achieve their full potential (continued)

PLANNED LEGISLATION/POLICY REVIEW	PURPOSE
Review of Alternative Sentencing Act	To have a review of the existing Act in order to identify portions of the Act which need to be activated along with Regulations to support the Act.
Victim Rights	To ensure that victims have legal rights and representation at every stage in the Criminal Justice System.
Surveillance Devices Bill	The National CCTV Programme is regulated by a Code of Practice, drafted by the Office of the AG in consultation with the Human Rights Committee and approved by Cabinet in June 2011. Whilst the Code of Practice is extensive in dictating how the National CCTV system can be used a legal instrument which fortifies the standards and practices and also places criminal penalties on those who breach them has been drafted. The Surveillance Devices Bill has been drafted and is being reviewed by a select team within the Office of the AG to ensure key areas of the regulation are covered.
Prison Act	To modernise the Act and the subordinate Prison Rules.
Management of Offenders Act	To provide for whole term sentences (50% custodial: 50% community) and to introduce the legal basis for statutory post-release supervision for all those leaving prison.
Museum Act	Update the legislation are outdated dated (1999) to reflect the operational, strategic and programming needs of the organisations they serve.
National Gallery Act	Update the legislation are outdated dated (1999) to reflect the operational, strategic and programming needs of the organisations they serve.
Police Regulations	The good order and government of the Police Service and for carrying into effect any of the purposes or provisions of the Police Act.
Police (Welfare Fund) Regulations	Control, administration and application of the Welfare Fund and the appointment, composition, tenure, powers and duties of the Police Welfare Committee, with a view to ensuring good governance, control, transparency and accountability.
Police (Disciplinary) Regulations	Discipline and disciplinary procedures.
Coast Guard (Disciplinary) Regulations	Discipline and disciplinary procedures to ensure preservation of good order and discipline.
Coast Guard (Personnel, Management and Governance) Regulations	Procedures relative to staff recruitment, selection, promotion, and remuneration.
Coast Guard (Domestic Vessel Safety and Operator Proficiency Standards) Regulations	Establishes minimum safety standards and equipment that vessels must meet when used within territorial waters. Establishes basic vessel operator proficiency standards for various classes/sizes of vessels.
Coast Guard (Private and Commercial Vessel Operating Standards) Regulations	Establishes safety standards for vessels operating within territorial waters. Allows for creation of speed limits, offences for operating vessels while under the influence of drugs/alcohol or other sensory impeding substances.
Financial Assistance Bill and Regulations	To reform the Act regulating the provision of financial assistance in the Islands
Matrimonial Causes Bill	To reform the Act relating to matrimonial causes
Family Property (Rights of Spouses) Bill	To reform the Act relating to the ownership of property upon separation or divorce.
Maintenance Bill	To reform the Act relating to maintenance for family members.
Surveillance Devices Bill	To regulate the use of surveillance devices in the Islands.

3. Providing solutions to improve the well-being of our people so they can achieve their full potential (continued)

PLANNED LEGISLATION/POLICY REVIEW	PURPOSE
Foreclosures	To reform the Act relating to the enforcement of charges over real estate.
Contempt of Court	To provide partial codification of the Act of contempt to ensure the proper administration of justice.
Penal Code	To ensure compliance with the Bill of Rights, to remove obsolete offences and generally to modernise the Penal Code.
Consumer Protection	To introduce provisions intended to safeguard the interests of consumers.
Anti-Bullying	To introduce provisions intended to prevent the occurrence of bullying behaviour in the school environment and workplace.
Interpretation Act Reform	To modernise the principles and rules prescribing how legislation should be interpreted.
Plea Agreements	To introduce provisions which facilitate plea agreements between defendant and prosecution when determining the offences to be tried and the penalties to be pursued.
Administrative Appeals Tribunals	To establish a permanent and centralized administrative appeals tribunal.
Defamation	To deal with the emerging issues involving the application of defamation Act principles and the anonymous delivery of opinions which can cause reputational damage.
Succession and Wills	To ensure the fair continuation of rights and obligations after death.
Severance of Joint Tenancies	To provide for the unilateral severance of joint tenancy agreements when certain familial and co-habitational relationships exist.
Cremation	To introduce provisions which will regulate the use of crematoriums in the light of the potential reduction in plots of burial land.
Usury	To regulate the practice of charging excessive interest for the loan of money.
Adverse possession	To reform provisions which permit ownership of land by adverse possession in the light of the modern system of land holding.
Jury Trial	To introduce provisions which will facilitate virtual jury trials.
The Proceeds of Crime (Amendment) Bill	To reform the Proceeds of Crime Act in the areas of intelligence gathering and investigations; to ensure that the Act conforms to international best practices; to clarify the evidential basis on which it may be shown that property is criminal property or is obtained through unlawful conduct; and for incidental and connected purposes.
The Anti-Corruption (Amendment) Bill	To reform the Anti-Corruption Act.
Coast Guard Bill	To regulate the Coast Guard.
Maritime Shipping Bill	To repeal and replace the Merchant Shipping Act.
Governor's Orders (Regiment)	To regulate the appointment, discipline and personnel matters relating to the Regiment.
Explosives Bill and Regulations	To reform the regulation of the use of explosives in the Islands.
National Identification Bill	To provide for identification cards.
Customs Tariff Bill	To repeal and replace the Customs Tariff Act.
Strata Titles Bill	To repeal and replace the Strata Titles Registration Act.
Cayman Islands Population Identification Register Bill, 2021	To provide for the establishment, management and oversight of the Population Identification Register for the Cayman Islands.
Traffic Control (Amendment) Regulations	To provide for the recognition of Cayman Islands licences in the UK.

3. Providing solutions to improve the well-being of our people so they can achieve their full potential (continued)

PLANNED LEGISLATION/POLICY REVIEW	PURPOSE
Children's Cases (Amendment) Regulations	To change the Act relating to the regulation of care plans.
Children (Secure Accommodation) (Amendment) Regulations	To change the Act relating to the provision of secure accommodation for children under the age of 13.
Powers of Attorney (Amendment) Bill, 2021	To provide for the signatures required to execute an instrument creating a power of attorney to be witnessed and attested remotely through any form of electronic communication.

4. Strengthening good governance for more effective government

PLANNED LEGISLATION/POLICY REVIEW	PURPOSE
Regulations for The Parliament Management Act	The Parliament Management Act (PMA) requires the development of rules that govern the Parliament's internal management.
Update to the Standing Orders for the Parliament	Amendment to the general standing orders for the Parliament.
Amendments to Utility Regulations and Competition Act (2021 Revision)	To improve and enhance the governance of the Utility Regulation and Competition Office.
Auditor General's Act	To align with new constitution and strengthen the independence of the Office of the Auditor General.
Amendments to the Personnel Regulations	- Amendments to address discipline and performance provisions to ensure a more effective Civil Service. - Improvements to ensure the continued effectiveness and efficiency of HR Management within the Civil Service. - The review and enhancement of particular leave entitlements, such as maternity and paternity leave, to ensure alignment with the Government's social justice priority.
Amendments to the Elections Act	Amendment to bring the Elections Act into compliance with international standards, implement accepted recommendation from observers and to modernise the Act.
Referendum Act	Introduce legislation to provide the standards for People Initiated and Government initiated referendums.
Update to FOI Act	To strengthen the safeguards of confidential IA reports and working papers.
Amendments to the Personnel Regulations	The review and enhancement of particular leave entitlements, such as maternity and paternity leave, to ensure alignment with the Government's social justice priority.
Procurement (Amendment) Bill and Amendment Regulations	To address duplication, inconsistencies and gaps between the principal Act and other legislation.
Public Management and Finance Bill	As recommended in the Public Management and Finance Act Review Committee Report (February 2015): to eliminate the distinction between entity and executive financial transactions; amend the budgeting framework to shift the focus to an outcomes- based approach; and simplify the budget process and documentation.
Financial Regulations (2018 Revision)	As recommended in the Public Management and Finance Act Review Committee Report (February 2015): to eliminate the distinction between entity and executive financial transactions; amend the budgeting framework to shift the focus to an outcomes- based approach; and simplify the budget process and documentation.

4. Strengthening good governance for more effective government (continued)

PLANNED LEGISLATION	PURPOSE
Postal Regulations Amendments	Update of outdated sections of the Postal Regulations to bring them current with industry standards.
Cayman Islands Development Bank (Amendment) Bill	To increase the authorised Capital of the Bank in order to accept further capitalization from Government to enable greater lending by the Bank; to enable the Bank to accept deposits from the public and, to allow for possibility of 'reverse mortgages' being offered by the Bank.

5. Supporting climate change resilience and sustainable development

PLANNED LEGISLATION/POLICY REVIEW	PURPOSE
National Conservation (Amendment) Regulations	To promote and secure biological diversity and the sustainable use of natural resources.
Agriculture Bill and Regulations	To reform the regulation of the agricultural sector.

6. Increasing social justice in the workforce

PLANNED LEGISLATION/POLICY REVIEW	PURPOSE
Amendments to National Pensions Act (2012 Revision)	To align pension legislative framework with government policy directions on the long-term sustainability of private pension plans.
Amendments to Labour Act (2011 Revision)	To align labour legislative framework with government's broad outcome (6) to create and regulate a fair and safe work place environment.
Amendments to Immigration (Transition)(Amendment) Act, 2021 Revision	To align immigration legislative framework with government's broad outcome (6) to enhance job opportunities for Caymanians through data driven and robust compliance approaches. As well as a review of the permanent residency point system.

7. Utilising sports to enhance the lives of our people

PLANNED LEGISLATION/POLICY REVIEW	PURPOSE
Establishment of National Council of Sports	Oversight of sports programmes.
Establishment of a Sports Academy	To create a multi-platform environment that activates, educates and provides an opportunity for Caymanians to unlock their full potential.

8. Building a modern infrastructure to ensure a successful future for our islands

PLANNED LEGISLATION/POLICY REVIEW	PURPOSE
Strata Titles Registration Act and Regulations	To review the Act and associated regulations in order to enhance and modernize the regulatory framework for land surveyors.
Roads Naming and Numbering Act and Regulations	Improve the efficiency and effectiveness of the operations in the legislation.

8. Building a modern infrastructure to ensure a successful future for our islands (continued)

PLANNED LEGISLATION/POLICY REVIEW	PURPOSE
Public Lands Act and Regulations	Improve the efficiency and effectiveness of the operations in the legislation.
Registered Lands Act	Rights of Ways, E-conveyancing and modernization.
Stamp Duty Regulations	E-conveyancing.
Registered Land Regulations	E-conveyancing.
Stamp Duty Act	To review and amend this act in order to enhance the effectiveness of the regulatory framework.
Land Surveyors Act	To review the act in order to enhance and modernize the regulatory framework for land surveyors.
Land Surveyors Regulations	To review the regulations in order to enhance and modernize the regulatory framework for land surveyors.
Land Acquisition Act	To carve out procedures for acquisitions being made through negotiations.
Professional Registration Act	To regulate and protect professionals in architecture, engineering and surveying from unfair overseas competition along with consumer protection.
Development and Planning Act / Regulations Amendments	To strategically improve and/or change the Development and Planning Act in conjunction with and for Plan Cayman with such amendments as change in Zones and Building Architypes. The change in Regulations will keep pace with the construction industry, including improving and modernising the Building Code.

9. Improve our financial services as an industry, product and economic driver for our islands

PLANNED LEGISLATION/POLICY REVIEW	PURPOSE
Bank and Trusts (Amendment) Bill, 2021 (Amendments to POCA may be required.)	To provide for appointment of an AML/CFT supervisor for safekeeping, safe custody services, lending, financial leasing and financial guarantees and commitments where they are being conducted by entities licensed or registered under various regulatory Acts and the Trade and Business Licensing Act.
Securities Investment Business (Amendment) Bill, 2021; Directors Registration and Licensing (Amendment) Bill, 2021; Companies Management (Amendment) (No. 2) Bill, 2021; Insurance (Amendment) (No. 2) Bill, 2021; Money Services (Amendment) Bill, 2021; and Virtual Asset (Service Providers) (Amendment) Bill, 2021. *see also row above re: Monetary Authority Amendment) Bill, 2021	To clarify the Monetary Authority Administrative Fines Regime and other regulatory Acts to ensure fines can be imposed on officers and other related matters.

9. Improve our financial services as an industry, product and economic driver for our islands (continued)

PLANNED LEGISLATION/POLICY REVIEW	PURPOSE
Banks and Trusts Companies (Amendment) Bill, 2021 Companies (Amendment) (No. 2) Bill, 2021 Companies Management (Amendment) Bill, 2021 Exempted Limited Partnership (Amendment) Bill, 2021 Limited Liability Companies Amendment) Bill, 2021 Limited Liability Partnership (Amendment) Bill, 2021 Mutual Funds (Amendment) Bill, 2021 Partnership (Amendment) Bill, 2021 Trusts (Amendment) Bill, 2021 Insurance (Amendment) Bill, 2021 Accountants (Amendment) Bill, 2022	Access to financial information: To provide for the enhancement of oversight and enforcement relating to the accounting obligations of all relevant Cayman entities. Global Forum.
Auditor's Oversight Authority (Amendment) Bill, 2021	Access to financial information: To provide for the enhance the Public Accounting Services Regime. To provide for Independent Regulator for Accountants.
Amendments to various regulatory Acts and/or the creation of new legislation (2022)	Access to financial information: Future of the Auditors Oversight Authority.
Banking Bill, 2022	To provide for the implementation of an Environmental, Social and Governance (ESG) Framework in the Cayman Islands.
Payment Systems and Clearance Bill, 2021	To enhance the legislative framework to ensure financial inclusion
Companies (Amendment) Bill, 2021	To provide for automatic clearing houses oversight of domestic payments clearing and settlement systems.
Amendments to the Tax Information Authority (International Tax Compliance) (Common Reporting Standard) Regulations	To provide for the enhancement of the restructuring regime.
Amendments to the Tax Information Authority (International Tax Compliance) (Country-by-Country Reporting) Regulations	To incorporate mandatory updates to the OECD Common Reporting Standard for automatic exchange of financial account information.
Regulations under the Tax Information Authority Act to introduce OECD model Mandatory Disclosure Rules	To incorporate mandatory updates to the OECD Country-by-Country Reporting rules.
Regulations under the Tax Information Authority Act to introduce OECD rules on BEPS Pillar 2 requirements	To meet commitments to the EU and to support compliance with the CRS.
International Tax Co-operation (Economic Substance) (Amendment) Bill, 2021	To comply with new international reporting requirements on anti-base erosion and profit shifting under OECD BEPS Pillar 2.
Companies (Amendment) Bill, 2021	To provide consequential changes to sanctions and to make other minor changes required as a result of bringing partnerships, exempted limited partnerships and foreign limited partnerships in scope for economic substance.
Insurance (Amendment) Bill, 2021	To provide for virtual meetings for companies.
Tax Information Authority (Mandatory Disclosure Rules) Regulations, 2022	To introduce a new insurance product (capital redemption contract/funding agreement) and new category of insurer.
Monetary Authority (Amendment) Bill, 2022 Stock Exchange Company (Amendment) Bill, 2022	To introduce Mandatory Disclosure Rules (MDR) in the Cayman Islands (OECS -style model rules). To provide for the oversight of the Cayman Islands Stock Exchange by CIMA.

9. Improve our financial services as an industry, product and economic driver for our islands (continued)

PLANNED LEGISLATION/POLICY REVIEW	PURPOSE
All entity/vehicle legislation (companies and partnerships)	Potential amendments to update the legal responsibilities of liquidators, taking particular note of foreign liquidators to ensure that there are no gaps in regards to the collection of information on behalf of entities that are in liquidation.
Tax Information Authority Act	Potential amendments regarding the beneficial ownership information filing obligations with the BO competent authority for entities in liquidation.
Tax Information Authority (International Tax Compliance) (Common Reporting Standard) Regulations	Potential amendments regarding the beneficial ownership information filing obligations with the BO competent authority for entities in liquidation.
Trusts Act	Potential amendments to apply sanctions to trustees that fail to comply with their beneficial ownership transparency obligations
Companies (Amendment) Bill, 2021	To provide for certain commercial enhancements to Part V of the Act, to allow a company to restructure its debt under the supervision of a restructuring officer and to provide for a moratorium on creditor action where a company is restructuring its debt.
Companies (Amendment)(No.2) Bill, 2021 [numbered as a No. 2 depending on which amendments are priority but may be merged]	To address deficiencies identified by the Global Forum on transparency and exchange of information for tax purposes.
Companies (Amendment)(No.3) Bill, 2021 [numbered as a No. 3 depending on which amendments are priority but may be merged]	To allow companies to convene and attend meetings virtually.
Limited Liability Companies (Amendment) Bill, 2021	To require a limited liability company to keep a record of the interest held by and the voting rights of each member of a limited liability company; to remove the penalty for failure of a limited liability company or corporate services provider of a limited liability company to comply with a request by the competent authority for additional information; and for incidental and connected purposes.
Limited Liability Companies (Amendment) (No. 2) Bill, 2021 [numbered as a No. 2 depending on which amendments are priority but may be merged]	To address deficiencies identified by the Global Forum on transparency and exchange of information for tax purposes.
Exempted Limited Partnership (Amendment) Bill, 2021	To address deficiencies identified by the Global Forum on transparency and exchange of information for tax purposes.
Local Companies (Control) (Amendment) Bill, 2021	To require partnership structures to comply with the Caymanian ownership provisions of the Act.
Trade and Business Licensing (Amendment) Bill, 2021	To require partnership structures to comply with the Caymanian ownership provisions of the Act.
Anti-Money Laundering (Amendment) Regulations, 2021	Miscellaneous amendments.
Anti-Money Laundering (Class A and Class B Bank Threshold Reporting) Regulations, 2021	To provide for reporting requirements for Class A and Class B Banks when carrying out wire transfers.
Monetary Authority (Amendment) Bill, 2021	To provide for the disclosure of information with overseas regulatory territories, the sharing of information with beneficial ownership competent authority or its delegate and to clarify how administrative fines may be imposed.

9. Improve our financial services as an industry, product and economic driver for our islands (continued)

PLANNED LEGISLATION/POLICY REVIEW	PURPOSE
Monetary Authority (Amendment) (No. 2) Bill, 2021	To expand the power of the Authority to impose administrative fines; to provide for the liability of partnerships, exempted limited partnerships, limited liability partnerships, partners, unincorporated associations and persons concerned in the management or control of unincorporated associations for offences.
Securities Investment Business (Amendment) Bill, 2021	To provide for the liability of partnerships, exempted limited partnerships, limited liability partnerships, partners, unincorporated associations and persons concerned in the management or control of unincorporated associations for offences
Directors Registration and Licensing (Amendment) Bill, 2021	To provide for the liability of partnerships, exempted limited partnerships, limited liability partnerships, partners, unincorporated associations and persons concerned in the management or control of unincorporated associations for offences.
Monetary Authority (Administrative Fines) (Amendment) Regulations, 2021	To amend regulation 28(1) to allow the Authority to send electronic notices via email to an unincorporated association through a person concerned in the management or control of the association.
Monetary Authority (Amendment) (No. 3) Bill, 2021	To provide for the appointment of a member of the Ministry of Financial Services to sit on the Board of the Monetary Authority.
Money Services (Amendment) Bill, 2021	To provide for the liability of partnerships, exempted limited partnerships, limited liability partnerships, partners, unincorporated associations and persons concerned in the management or control of unincorporated associations for offences.
Insurance (Amendment) (No. 2) Bill, 2021	To provide for the liability of partnerships, exempted limited partnerships, limited liability partnerships, partners, unincorporated associations and persons concerned in the management or control of unincorporated associations for offences.
Companies Management (Amendment) (No. 2) Bill, 2021	To provide for the liability of partnerships, exempted limited partnerships, limited liability partnerships, partners, unincorporated associations and persons concerned in the management or control of unincorporated associations for offences.
Virtual Assets (Service Providers) (Amendment) Bill, 2021	To provide for the liability of partnerships, exempted limited partnerships, limited liability partnerships, partners, unincorporated associations and persons concerned in the management or control of unincorporated associations for offences.
Banks and Trust Companies (Amendment) Bill, 2021	To address deficiencies identified by the Global Forum on transparency and exchange of information for tax purposes.
Mutual Funds (Amendment) Bill, 2021	To address deficiencies identified by the Global Forum on transparency and exchange of information for tax purposes.
Companies Management (Amendment) Bill, 2021	To address deficiencies identified by the Global Forum on transparency and exchange of information for tax purposes.
Insurance (Amendment) Bill, 2021	To address deficiencies identified by the Global Forum on transparency and exchange of information for tax purposes.
International Tax Co-operation (Economic Substance) (Amendment) Bill, 2021	To provide for general partnerships, limited partnerships and exempted limited partnerships; and for incidental and connected purposes.

10. Improve our tourism, as an industry, product and economic driver

PLANNED LEGISLATION/POLICY REVIEW	PURPOSE
Tourism Bill	To reform the management of the tourism sector.
Tourist Accommodation (Taxation) Bill	To reform the management and taxation of the tourism sector.
Tourism Attractions Authority Bill	To reform the management of the tourism sector.
Tourism Regulations	To reform the management of the tourism sector.

10. ECONOMIC OVERVIEW – CAYMAN ISLANDS ECONOMY

Introduction

This section presents a review of the domestic and global economic performance in 2020 and updated macroeconomic forecasts for 2021 to 2025, along with their major underlying assumptions.

World Economic Performance and Forecasts¹

The world economy declined by 3.1 percent in 2020, reflecting a general contraction in general demand as economies struggled to cope with the global pandemic. The global economic contraction was relative to a growth of 2.8 percent in the previous year and affected virtually all economies as both demand and supply declined. Economic output in advanced economies fell by 4.9 percent, compared to a growth of 1.6 percent for the previous year. Global economic activity is projected to expand at a pace of 5.9 percent in 2021 before decelerating to an increase of 4.9 percent and 3.6 percent in 2022 and 2023, respectively. Over the medium term, economic growth is then expected to average 3.3 percent for 2024 and 2025.

Among advanced economies, the United States (U.S.) economy contracted by 3.4 percent in 2020 relative to a growth of 2.2 percent in 2019. Growth in the U.S. is expected to accelerate to 6.0 percent in 2021 and average 3.7 percent between 2022 and 2023.

International Developments and Risks

The success of vaccination programmes worldwide has reduced uncertainty in global demand as most countries gradually return to routine economic activities. Increased international vaccination levels is expected to narrow the progress gap between Cayman and the rest of the world. On the other hand, the fast pace of recovery in the U.S. and other advanced economies has created a short-term mismatch in the labour market and supply chain challenges which has increased pressures on global inflation. Global inflation is projected to accelerate to 4.3 percent in 2021 for 3.2 percent in 2020. Central banks have been scaling back their accommodative posture in exchange for tighter monetary policies in response to this growing risk.

Additionally, the financial services sector continues to face increased risk due to changes in regulatory requirements from international regulatory and political organizations. Notably, the demand for Cayman's financial services could be impacted by the Islands remaining on the FATF grey list and continued talks of increased economic substance requirements from the European Union.

¹ This assessment is based generally on the World Economic Outlook (International Monetary Fund (IMF), April 2021.

Table 1: Comparative Macroeconomic Indicators and Forecasts (%)

	2018	2019	2020	Projections 2021	Forecast 2022 2023 2024 2025			
Real GDP growth (%)								
Cayman Islands*	4.2	3.8	-6.7	1.2	5.0	4.2	2.6	2.7
United States	3.0	2.2	-3.4	6.0	5.2	2.2	1.7	1.7
Advanced Economies	2.3	1.6	-4.9	5.3	4.7	2.0	1.5	1.4
World	3.6	2.8	-3.1	5.9	4.9	3.6	3.4	3.3
Consumer Prices Index (avg. %)								
Cayman Islands	3.0	6.0	1.0	1.3	3.4	2.3	2.2	2.2
United States	2.4	1.8	1.2	4.3	3.5	2.7	2.6	2.5
Advanced Economies	2.0	1.4	0.8	3.0	2.5	2.0	2.0	2.0
Unemployment (%)								
Cayman Islands	2.8	3.5	5.2	5.0	4.4	4.0	3.2	3.7
United States	3.9	3.7	8.1	5.4	3.5	3.0	3.0	3.1
Advanced Economies	5.1	4.8	6.5	5.4	4.5	4.1	4.1	4.1
Current Account of the Balance of Payments (% of GDP)								
Cayman Islands*	-16.8	-9.8	-20.9	-33.0	-22.5	-21.7	-20.3	-20.5
United States	-2.2	-2.2	-3.1	-3.9	-3.1	-2.5	-2.2	-2.1
Advanced Economies	0.8	0.7	-0.8	-0.9	-1.0	-0.9	-0.7	-0.5

* The GDP growth and current account balance for 2020 are preliminary estimates based on actual indicators.

Sources: IMF World Economic Outlook (October 2021) for the United States and other global data; and the Cayman Islands Government, Economic and Statistics Office for the Cayman Islands data.

The Cayman Islands' Economic Performance in 2020

GDP Growth: Gross domestic product is estimated to have contracted by 6.7 percent in 2020 based on actual indicators for the year. The contraction in the economy was in the context of reduced activities associated with the pandemic. The impact of the global lockdown was partly mitigated by implemented stimulus measures to increase construction, increase disposable income and provide liquidity funding for affected businesses. The economic contraction in the year was relatively broad-based, with only the health sector and some government sectors increasing.

The hotels and restaurant sector is estimated to have contracted by 76.6 percent, the largest sectoral decline in the year. The transportation sector is estimated to have contracted by 31.5 percent in 2020, the second-largest sectoral decline. The fall in the transportation sector resulted from the closure of Cayman's air and seaports. Curfew measures implemented in the second and third quarters of the year also affected local transportation. Consequently, Transport storage and communication fell by 14.4 percent as communication services increased by 7.5 percent.

The wholesale and retail sector contracted by 4.3 percent, while the construction sector is estimated to have contracted by 4.4 percent in the year, driven by the sector's lack of activity during the shutdown period. The financing and insurance services sector is estimated to have grown by 0.3 percent for the year, while business services fell by 4.7 percent. These sectors showed some resilience during the year as the industry got employees to work remotely. Despite the general contraction in the overall economy, efforts by the Government to combat the

pandemic and subsequently support the local economy resulted in some sectors expanding. The health and social work sector is estimated to have grown by 15.7 percent due to increased mobilization and purchases. Other Government services are also estimated to have expanded by 7.2 percent for the period.

Inflation: The average consumer price index increased by 1.0 percent in 2020, a moderation from the 6.0 percent recorded in 2019. The slowdown in inflation for the year mainly reflected the decline in global demand, coupled with a fall in crude oil prices on the world market. The fall in international oil prices led to a reduction of 12.2 percent in the electricity sub-index and a 0.8 percent fall in the transportation index. During 2020, inflationary pressures emanated mainly from food and non-alcoholic beverages, communication and education, which rose by 5.1 percent, 5.9 percent and 4.4 percent, respectively.

Employment: The contraction of the local economy in 2020 contributed to a reduction in the demand for labour during the year. Total employment declined by 12.1 percent to reach 41,644 in the Fall 2020 Labour Force survey. With the decline in labour demand outweighing a 10.5 percent fall in the labour force, the overall unemployment rate rose to 5.2 percent in 2020.

Current Account of the Balance of Payments²: The contraction in international demand, particularly in tourism, resulted in a higher deficit on the current account of the Balance of Payments. The fall in tourism revenue was sufficient to outweigh declines in imports and travel payments. During 2020, total merchandise imports declined by 6.3 percent to \$1,114.4 million from a year ago. The total arrival of tourists from abroad fell by 71.7 percent to settle at 660 thousand. The Islands' current account deficit balance in 2020 is projected at \$977.0 million or 20.9 percent of GDP

Projections and Assumptions for 2021 to 2025

GDP Growth: Despite travel restrictions and strict quarantine requirements, the domestic economy is expected to recover partly with a growth of 1.2 percent in 2021. Economic activity is expected to accelerate further by 5.0 percent in 2022 and an average of 3.2 percent per year between 2023 and 2025. Growth in 2021 is expected to be driven by financial services as well as sectors reliant on domestic demand, such as construction, retail trade and government services. Notwithstanding, industries dependent on travel such as hotels and restaurants and transport are projected to contract further for the year.

The financial services sector is expected to continue its robust performance during the year, conditional mainly on continued growth in domestic lending and a rebound in the financial listing and licensing business. Domestic lending should also benefit from low interest rates, as most major economies kept rates low for most of the year. Notwithstanding, inflationary pressures and tighter monetary policy in the last quarter of the year could partially offset some of the demand for loans in the year. Given these assumptions, the finance and insurance sector is projected to expand by 1.9 percent in 2021, with an average growth of 1.0 percent per year between 2022 and 2025. Business services, which includes legal and accounting services, is projected to expand by 3.7 percent in 2021. For the first half of 2021, new company registrations increased by 59.0 percent, while new partnership registrations rose by 27.0 percent. The sector is projected to grow at an average rate of 2.2 percent between 2022 and 2025.

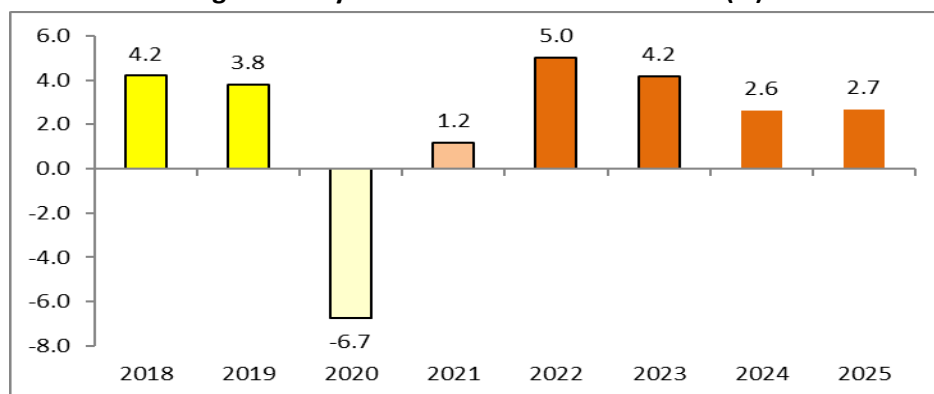
² The current account of the balance of payments measures the total value of the Islands' transactions against the rest of the world in terms of trade in goods and services, income and transfers. A deficit in the current account means that the Cayman Islands made more payments to the rest of the world compared to its receipts from these transactions.

Robust local demand should be driven by the construction sector, which is projected to remain buoyant over the medium term as stimulus measures implemented in 2020 take full effect during 2021. The sector's growth is expected to reflect several large-scale private sector projects, including many high-end apartment complexes coupled with some hotel projects. Some hotel projects expected to contribute to growth in 2021 and 2022 include the NCB Hilton Hotel, the Hyatt Hotel (Pageant Beach site), the starting of the Mandarin Hotel at Beach Bay, and the Indigo Hotel. Additionally, a boom in real estate demand and government projects such as work on the John Grey High School, the construction of a mental health facility and continued road expansions should also contribute to growth over the medium term. Despite the expected growth in the sector, the pace of construction for some hotels project could be impacted by continued uncertainty in the tourism sector as the Government continue to take a cautious approach to reopen the sector. Consistent with these assumptions, the construction sector is projected to expand by 9.4 percent in 2021. In the first half of the year, the importation of cement and aggregates, two indicators of construction activities, rose by 64.8 percent and 36.7 percent, respectively. Growth in construction is projected to average 5.3 percent per year between 2022 and 2025.

The strong performance of the construction sector is expected to have a multiplier effect on growth in some auxiliary sectors. The wholesale and retail sector is projected to rise by 2.2 percent in 2021, with an average increase of 3.7 percent per year between 2022 and 2025. The sector is expected to also benefit from a rebound in tourism activities from 2022 onwards. Electricity and water supply is projected to expand by 1.3 percent in 2021. Growth in this sector is expected to remain subdued as residential consumption fall to reflect a reversal from the high consumption levels seen during the lockdown. This is also in a context where commercial demand remains constrained by the lack of activity in some sectors and the general inclusion of remote work in some business models. For the first half of 2021, electricity production declined by 1.1 percent, while water production fell by 0.3 percent. The sector is projected to grow at an average of 2.9 percent per year between 2022 and 2025.

Activity in the tourism and transport sector is expected to remain repressed for 2021 as the island's borders is expected to remain closed for practically the entire year. Consequently, the hotels and restaurants sector is expected to contract further by 88.0 percent in 2021. The sector is expected to recover partially, with an average annual growth of 224.9 percent per year between 2022 and 2025. The transport sector is also expected to worsen for 2021 due to the Islands' border closure and the national carrier operating on a restricted schedule. Transport activities are projected to contract by 26.9 percent in 2021 before recovering to average annual growth of 12.0 percent in the next four years. With Cruise arrivals also expected to lag, the resumption of stay-over arrivals, growth in transport is expected to peak in the latter part of 2022 to 2023.

Figure 1: Cayman Islands' Real GDP Growth (%)



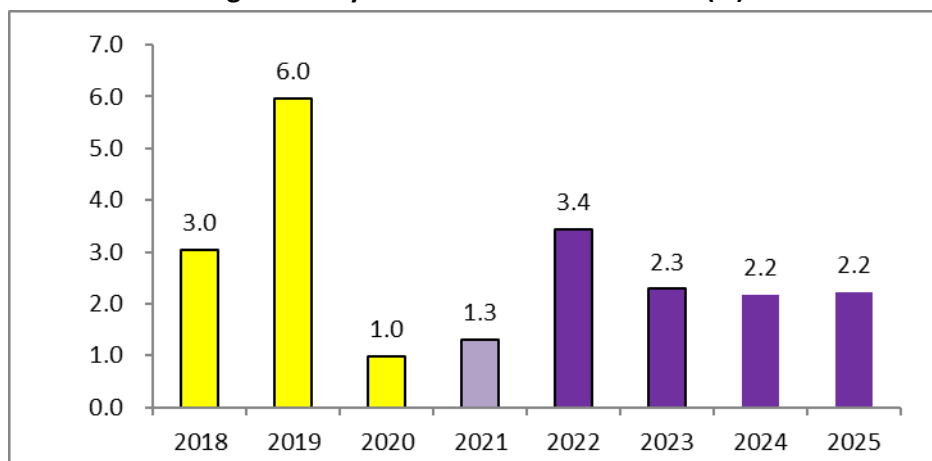
Note: Data for 2020 is preliminary; 2021-25 are forecasts.

Source: Economics and Statistics Office

Inflation rate: Relatively stable rental prices and electricity and transportation rates declines are expected to constrain imported inflation pressures in 2021. For the first half of the year, the index for actual rent fell by 3.5 percent, while the indices for electricity and transport declined by 2.1 percent and 0.5 percent, respectively. The fall in rental prices is in the context of an increase in supply as some short-term rentals convert to longer-term rentals amidst lower demand. The decline in transport and electricity could reflect a combination of lower demand coupled with the pass-through of lower oil prices seen in 2020 when some contract prices for supply may have been negotiated. Given the performance in the first half of the year, inflation in 2021 is projected at 1.3 percent.

Over the near term, the higher crude oil prices in 2021 are projected to persist and add some inflationary pressures over the near term. Additionally, high inflation in the U.S., which is Cayman’s main trading partner, is expected to stimulate higher prices for food and other imported durables. Consumer prices in the U.S. are projected to trend upward by 4.3 percent in 2021 and average 2.8 percent per year for the next four years. Contingent on the factors mentioned above, it is anticipated that there will be some imported inflation in the medium term. The average inflation rate is forecast at 3.4 percent for 2022 and an average of 2.2 percent for the next three years.

Figure 2: Cayman Islands’ Inflation Rates (%)



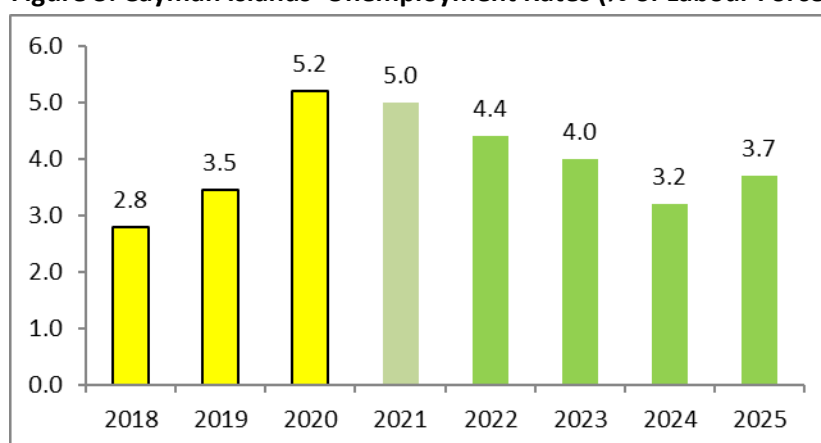
Note: Figures for 2021-25 are forecasts

Source: Economics and Statistics Office

Employment: The demand for labour is expected to track the GDP growth forecast. An increase in employment opportunities is expected from planned construction projects. However, the tourism industry's continued closure will further restructure the local labour market as businesses are forced to recalibrate their business models. Over the medium term, new employment is expected from the Islands’ hotel industry as the sector begins to recover in the latter stage of the forecast window (2022 –2025) and within the context of the added capacity created by current construction projects.

The Government's policy to prioritize the integration of displaced Caymanians into the workforce is also expected to shift the labour market dynamics and minimize the impact of displacements on the overall unemployment figure. Given the projected rise in the labour force and employment, the unemployment rate is forecast at 5.0 percent of the labour force in 2021. The unemployment rate is then expected to improve to 4.4 percent in 2022 and then average 3.6 percent in the remaining three years.

Figure 3: Cayman Islands' Unemployment Rates (% of Labour Force)

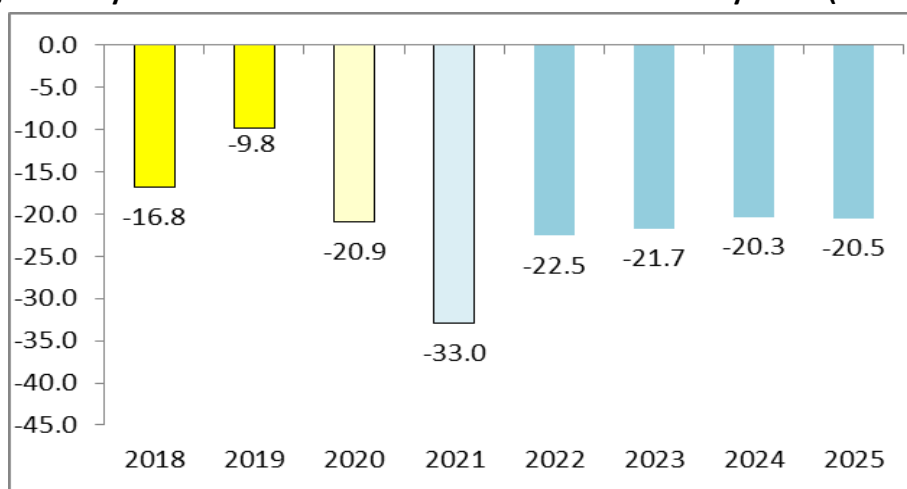


Note: The rates for 2021-25 are forecasts

Source: Economics and Statistics Office

Current account of the balance of payments: The current account deficit is forecast to deteriorate further as the tourism sector remains closed for most of the year. The current account balance is projected at 33.0 percent of GDP in 2021 and an average of 21.3 percent between 2023 and 2025. This is in the context of assumed increases in payments for the importation of goods for new private sector projects. It is also assumed that improvements in current account receipts from new tourism-related projects will partially offset the impact of higher merchandise imports.

Figure 4: Cayman Islands' Current Account of the Balance of Payments (% of GDP)



Note: Data for 2020 is a preliminary estimate; figures for 2021-25 are forecasts

Source: Economics and Statistics Office

11. OUTPUT GROUPS FOR 2022 AND 2023

The Cabinet intends to purchase a number of outputs in the 2022 and 2023 financial years. Some of these are necessary purely for the Government to function on a day-to-day basis. However, the majority are designed to positively contribute to the Government's specific outcome goals.

Outputs will be purchased from three sources:

1. Ministries, Portfolios and Offices;
2. Public Authorities; and
3. Non-Governmental Output Suppliers.

The output groups to be purchased are summarised in this section of the P&E.

Details of the specific outputs within each group to be delivered by Ministries, Portfolios and Offices are specified in the Budget Statement of the relevant Ministry, Portfolio or Office.

Details of the specific outputs within each group to be delivered by Public Authorities and Non-Governmental Output Suppliers can be found in the Purchase Agreement of the relevant organisation.

12. OUTPUT GROUPS TO BE PURCHASED BY THE PREMIER

OUTPUT SUPPLIER: CABINET OFFICE

CBO 1	Development and Coordination of Government Policy		
DESCRIPTION Development and Coordination of Government policy including: - Policy Development Coordination and Advice - Coordinating and monitoring of policy implementation - Information Rights Coordination - Coordination of events and activities to mark celebrations across the Cayman Islands			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of hours of development coordination and advice - Number of hours spent coordinating and monitoring policy implementation - Number of reactive assistance interactions with public entities - Number of official events coordinated or supported throughout the year	5,900-6,400 700-800 550-600 1-4	5,900-6,400 700-800 550-600 1-4	5,900-6,400 700-800 700-750 1
QUALITY - Advice, management, coordination reviewed or provided by senior personnel - Policies coordinated monitored by senior personnel - Assistance based on relevant legislation, policies and good practice - All events coordinated by qualified personnel	95-100% 95-100% 95-100% 100%	95-100% 95-100% 95-100% 100%	95-100% 95-100% 100% 100%
TIMELINESS - All advice submitted in accordance with schedules as agreed with the client - Monitoring is conducted on an on-going basis - Assistance within two business days or within timeframe agreed with public entity - All services are provided within the timeframe	90-100% 100% 90-100% 90-100%	90-100% 100% 90-100% 90-100%	90-100% 100% 95-100% 90-100%
LOCATION Cayman Islands and Overseas	100%	100%	100%
COST	\$2,412,194	\$2,447,883	\$2,357,369
RELATED BROAD OUTCOMES: - Strengthening good governance for more effective government - Increasing social justice in the workforce - Providing solutions to improve the well-being of our people so they can achieve their full potential - Improve our financial services as an industry, product and economic driver to our islands			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: CAB 1, CAB 2, CAB 12, CAB 18			

CBO 2	Cabinet and National Security Council Support and Servicing		
DESCRIPTION Cabinet support servicing involving: • Administrative support for Cabinet and National Security Council • Administrative and secretarial support for the processing of Appeals • Preparation of Tax Undertaking Certificates for Exempted Companies			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number of agendas, minutes and extracts prepared and circulated • Number of Tribunal meetings supported and attended • Number of Tax Undertaking Certificates issued	3,115 - 3,165 45 - 60 6,000 - 6,700	3,115 - 3,165 45 - 60 6,000 - 6,700	3,115 - 3,165 45 - 60 6,000 - 6,700
QUALITY • All agendas, minutes and extracts are prepared in accordance with the Guidelines to the Operation of Cabinet • Tribunal minutes issued are an accurate account of the meeting and signed by the chair of the meeting • Tax undertaking certificates and licenses processed in accordance with the relevant Acts checked and signed by Clerk or Deputy Clerk of the Cabinet	95-100% 100% 95-100%	95-100% 100% 95-100%	95-100% 100% 95-100%
TIMELINESS • Agendas circulated at least two working days prior to meetings • Minutes issued up to three working days after meeting to the chair of the meeting • Tax Undertaking Certificates issued 2 - 3 weeks from receipt of application	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%
LOCATION • Grand Cayman	100%	100%	100%
COST	\$2,035,300	\$2,152,917	\$1,340,771
RELATED BROAD OUTCOMES: • Strengthening good governance for more effective government • Improve our financial services as an industry, product and economic driver to our islands			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: CAB 4, CAB 6, CAB 7			

CBO 9	Protocol Services		
DESCRIPTION			
The provision of a wide range of protocol services and interventions to the Cayman Islands Government and to the wider community as required. Additionally, this output includes various ceremonies including: Heroes Day; Remembrance Day; Queen’s Birthday; Official Funerals; and Inaugurations.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of hours of advice and reporting in relation to protocol matters	3,500 - 4,000	3,500 - 4,000	3,500 – 4,000
Number of protocol policies and services developed	1-2	1-2	1-2
Number of ceremonial and official events coordinated	8-10	8-10	8-10
Number of official visits (local/overseas), conferences and meetings given assistance and/or organised	6-8	6-8	6-8
Number of training sessions delivered	5-6	5-6	5-6
Number of airport courtesies and diplomatic facilitations delivered	200-250	200-250	200-250
QUALITY			
All policies and practices will be developed with key stakeholders in conformance with international best practice while being tailored specifically for the Cayman Islands	100%	100%	100%
Protocol advice, services and training to be provided by suitably experienced staff	100%	100%	100%
Protocol advice, services and training in accordance with agreed policies and guidelines	100%	100%	100%
Delivery of support and services to be provided in a professional and efficient manner	100%	100%	100%
TIMELINESS			
Protocol services will be delivered in line with timetables agreed with the Cabinet Secretary	95-100%	95-100%	95-100%
Ceremonial and official events coordinated as required	95-100%	95-100%	95-100%
Protocol assistance and organisation of visits as required	95-100%	95-100%	95-100%
Training to be provided throughout the year	95-100%	95-100%	95-100%
LOCATION			
Grand Cayman	100%	100%	100%
COST			
	\$943,240	\$815,688	\$701,032
RELATED BROAD OUTCOME:			
Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: PCF 1			

CBO 17	Government Communications Services		
DESCRIPTION Provision of the following services to Other Government Agencies: • Strategic Communications and Campaigns • Written, Photographic and Web Products—News and Public Information • Advertising/Marketing Products and Services • Communications and Media Relations Services • Electronic Media Products – video production, special electronic media programmes, etc. • Internal Communication and Engagement			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number of Campaigns developed or supported • Number of marketing/advertising products • Number of press releases • Number of plans/campaigns developed • Number of special videos including special events, press conferences, copies of archival footage • Number of progress reports submitted	4-6 1,000-1,100 450 – 500 50-100 200-300 3-4	4-6 1,000-1,100 450 – 500 50-100 200-300 3-4	4-6 1,000-1,100 450 – 500 50-100 200-300 2-3
QUALITY • Campaigns meet stated objectives • All products reviewed by manager prior to release • Audience and Client satisfaction survey-Annual • Reports prepared by Qualified Officer	50-100% 100% 90-100% 100%	50-100% 100% 90-100% 100%	50-100% 100% 90-100% 100%
TIMELINESS • Campaigns completed within stated timeframe • As agreed with Client • Reports submitted quarterly	50-100% 100% 100%	60-100% 100% 100%	60-100% 100% 100%
LOCATION • Cayman Islands, Overseas	100%	100%	100%
COST	\$3,217,199	\$3,354,975	\$2,140,123
RELATED BROAD OUTCOMES: • Strengthening good governance for more effective government • Improving education to promote lifelong learning and greater economic mobility • Providing solutions to improve the well-being of our people so they can achieve their full potential • Supporting climate change resilience and sustainable development			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: DOC 1, DOC 2, DOC 3, DOC 4, DOC 5, DOC 6, DOC 7			

CBO 20	Assistance to the Premier and Administration of the Premier's Office		
DESCRIPTION			
This output encompasses the provision of advice and assistance to the Premier during the administration of the Premier's Office.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of hours of administrative support provided	3,600 - 5,000	3,600 - 5,000	3,600 - 5,000
QUALITY			
All personnel is qualified in his/her area of expertise or experience	100%	100%	100%
TIMELINESS			
All services provided within timeframe set by the Premier	90-100%	90-100%	90-100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$791,678	\$965,555	\$986,710
RELATED BROAD OUTCOME:			
Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: OTP 1			

CBO 21	Broadcasting of Public Information and On Air Programmes		
DESCRIPTION • Delivery of general information programmes • Delivery of Bulletin Board items, Newscasts and sports on local and international events • Delivery of Sales, Production and Remote Broadcasts			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number of News Bulletins • Number of information programmes • Number of Commercials sold	3,000-4,000 600-700 50,000-51,000	3,000-4,000 600-700 50,000-51,000	3,000-4,000 900-1,000 24,000-25,000
QUALITY • Compliance for all programmes to good practice broadcast standards • Programmes monitored by Director/Deputy Director • Finished product reviewed for Client	80-100% 80-100% 80-100%	80-100% 80-100% 80-100%	100% 100% 100%
TIMELINESS • Newscasts broadcast on Radio Cayman’s established schedules • All programmes to be delivered on the date and times agreed with the requesting customer • Commercials to be produced before the date required	100% 80-100% 100%	100% 80-100% 100%	100% 100% 100%
LOCATION • Cayman Islands	100%	100%	100%
COST	\$1,771,711	\$1,835,259	\$1,358,995
RELATED BROAD OUTCOME: • Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: RCY 1, RCY 2, RCY 3			

CBO 22	Services Provided by the London Office		
DESCRIPTION The Cayman Islands Government Office - UK (London Office) is led by the UK Representative who reports into the Cabinet Secretary. Established in 1982, the Cayman Islands Government Office in the UK is the official representation of all Cayman Islands Government activities in the United Kingdom and serves as the local point of contact for the Cayman Islands Government in the United Kingdom. CIGO-UK has the following focus areas: - To serve as the hub and advocate for Caymanians and residents in the United Kingdom. - To provide consular services, and act as a contact point, to Caymanians (especially Caymanian students) and other stakeholders in the United Kingdom. - To develop alliances and relationships in the United Kingdom as well as with the 54 nations of the Commonwealth. - To facilitate activities that create unique opportunities for the Cayman Islands Government, people and businesses. - To coordinate and support events that celebrate and promote the Cayman Islands in the UK, as well as opportunities for fellowship amongst Caymanians overseas. - To promote a better economic, social, cultural and political understanding of the Cayman Islands in order to improve and strengthen the country’s relationship with the United Kingdom – culturally, politically, economically, and commercially. - To provide policy and strategic support to Cayman Islands Government entities.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Capacity to provide consular services - Number of ceremonial events, official meetings, conferences and official functions attended - Capacity to provide policy advice and ministerial servicing	12 months 100-140 12 months	12 months 100-140 12 months	12 months 140 12 months
QUALITY - Assistance/advice/support provided by officer experienced in liaising with the Cayman Islands and United Kingdom public and private sector agencies - Assistance/advice/support provided by officer experienced and knowledgeable in relevant Cayman Islands and United Kingdom Acts and policies - Official meetings, conferences, ceremonial events and official functions attended by a qualified officer - Services provided by qualified personnel	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS - Assistance/advice/support provided within three business days of request - Record of attendance of the above filed within three business days of attendance - Deadlines met as per agreement with the requesting parties	95-100% 95-100% 95-100%	95-100% 95-100% 95-100%	95-100% 95-100% 95-100%
LOCATION United Kingdom	100%	100%	100%
COST	\$1,168,969	\$1,284,232	\$1,284,233
RELATED BROAD OUTCOMES: - Strengthening good governance for more effective government - Providing solutions to improve the well-being of our people so they can achieve their full potential - Supporting climate change resilience and sustainable development - Improving our financial services as an industry, product and economic driver for our islands			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: UKO 17, UKO 18, UKO 19			

NGS 87	Gender Equality Cayman		
DESCRIPTION - Learning opportunities for organisations / companies, leaders, Human Resource Professionals and members of the general public to obtain knowledge and skills to address gender diversity within the workplace. - Country- wide poll conducted through a Diversity in the Workplace Survey in order to obtain data on perceptions, trends and practices with regards to gender diversity in workplaces, across various sectors.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of seminars/workshops or training sessions provided, on issues of Diversity within the Workplace, offered to at least 20 participants per session; on behalf of or under the auspices of the Gender Affairs Unit - Design and Distribution of a Diversity in the Workplace Survey - Production of the State of Diversity in the Cayman Islands Workforce Report utilising findings from the Survey	4 N/A N/A	N/A 1 1	N/A 1 1
QUALITY - Appropriately designed and well-presented sessions - Sessions provided by qualified, trained persons with relevant skills - Relevant and appropriately designed survey - Survey designed and analysed by qualified, trained persons with relevant skills - Survey and Report distributed widely - Report is to contain relevant and significant facts and findings, and presented in an appropriate, reader- friendly format	100% 100% 100% 100% N/A N/A	N/A N/A 100% 100% 100% 100%	N/A N/A 100% 100% 100% 100%
TIMELINESS - Sessions offered at least twice in every 6 months of the year - Survey to be conducted within the first 6 months of the year - Report to be completed within the last 6 months of the year	100% N/A N/A	N/A 100% 100%	N/A 100% 100%
LOCATION Cayman Islands	100%	100%	100%
COST	\$6,000	\$14,000	14,000
RELATED BROAD OUTCOME: Increasing social justice in the workforce			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUTS: GEC 1, GEC 2			

13. OTHER EXECUTIVE EXPENSES FOR 2022 AND 2023 FINANCIAL YEARS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
OE 96	Executive Salary Reimbursements	600,000	600,000	453,000

14. OWNERSHIP ACTIONS FOR 2022 AND 2023

EQUITY INVESTMENT

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EI 36	Cabinet Office Equity Investment into the Cabinet Office for the purchase of entity assets	269,000	150,000	588,000

15. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER FOR SUSTAINABILITY AND CLIMATE RESILIENCY

OUTPUT SUPPLIER: MINISTRY OF SUSTAINABILITY AND CLIMATE RESILIENCY

SCR 1	Policy Advice to the Minister on the Development and Coordination of Sustainability and Climate Resiliency Initiatives		
DESCRIPTION • Providing policy advice and development in the area of sustainability and climate resiliency. • Providing policy and technical advice to the Ministers, Deputy Governor, Chief Officers, Government Departments and others on matters relating to the area of sustainability and climate resiliency • Administrative support to the Ministry of Sustainability and Climate Resiliency • Providing support to the Energy Policy Council and continued development of the National Energy Policy • The development of strategies to achieve Government priorities, and activities which relate to statutory obligations, such as the production of budget documents, annual report, responses to FOI requests, and the maintenance of a variety of records			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number of hours spent providing policy advice and ministerial services • Number of Cabinet Papers prepared • Number of Ministerial Speeches prepared • Number of Parliamentary Responses prepared • Number of Press Releases prepared • Number of Coastal Works Permits issued • Number of CITES Permits issued • Number of CITES Report prepared • Number of Annual Reports tabled in Parliament • Number of Policy or Legislation reviews carried out	8,000-8,500 8 - 12 1 - 2 1 - 2 1 - 2 6 - 12 10 - 12 1 – 2 1 – 3 1 - 2	8,500-9,000 8 - 12 1 - 2 1 - 2 1 - 2 6 - 12 10 - 12 1 – 2 1 – 3 1 - 2	4,500-5,000 8 - 12 1 - 2 1 - 2 1 - 2 6 - 12 10 - 12 1 – 2 1 – 3 1 - 2
QUALITY • Policy advice and ministerial servicing will be provided by qualified personnel • Cabinet papers and notes are accurate and meet Cabinet guidelines • Permits are issued in line with statutory and approved conditions • Accurate, easily understood and appropriate: ○ Speeches and statements ○ Responses to parliamentary questions ○ Correspondence ○ Press releases ○ Public service announcements ○ Delivery of clear, appropriate and timely information for media	90-100% 100% 100% 100%	90-100% 100% 100% 100%	90-100% 100% 100% 100%
TIMELINESS • National disaster activities performed in accordance with the timescales agreed with the National Hazard Management Council and the Chief Officer, Ministry of Home Affairs	95-100%	95-100%	95-100%

LOCATION			
Cayman Islands	100%	100%	100%
COST	\$3,438,083	\$3,558,918	\$928,541
RELATED BROAD OUTCOMES: - Improving education to promote lifelong learning and greater economic mobility - Providing solutions to improve the well-being of our people so they can achieve their full potential - Supporting climate change resilience and sustainable development - Building a modern infrastructure to ensure a successful future for our islands			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: SCR 1			

LOCATION			
Cayman Islands	100%	100%	100%
COST	\$1,625,596	\$1,830,477	\$613,167
RELATED BROAD OUTCOMES: - Improving education to promote lifelong learning and greater economic mobility - Providing solutions to improve the well-being of our people so they can achieve their full potential - Supporting climate change resilience and sustainable development - Building a modern infrastructure to ensure a successful future for our islands			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: NEM 1, NEM 3, NEM 4			

SCR 3	Environmental Services and Research			
DESCRIPTION				
To develop and maintain world-class framework for the protection of the natural environment and resources and to provide all licensing, monitoring, reporting and compliance functions under relevant local legislation and international treaties. To provide an operational framework that supports conservation and sustainable management of the natural environment and resources and to coordinate oil spill contingency planning and provide management services.				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY				
Number of policy papers/reports/press releases and advisories issued		15-30	15-30	15-30
Number of Licences and Permits reviewed and issued		150-200	150-200	150-200
- Environmental assessment services and environmental management advice - Reviews of Coastal Works reports - Reviews of Planning Applications - Supervision of Environmental Impact Assessments - Consultation and advice on environmental considerations for local projects		20-60	20-60	20-60
Number of days providing marine oil spill response services		25-400	25-400	25-400
Number of programmes assessing the health of marine communities and species		1-3	1-3	1-3
Number of programmes assessing the health of terrestrial communities and species		20-80	20-80	20-80
Number of days for Island-wide enforcement coverage		365	365	365
QUALITY				
All reports will be based on a thorough understanding of the environmental issues and consensus advice received from the Department of Environment (DOE) Technical Review Committee		100%	100%	100%
Licences and permits issued in accordance with the relevant Acts and treaties		100%	100%	100%
- Reports, findings and recommendations will be written and reported in a clear, concise and professional manner and will be: - Based on a consensus of advice and thorough understanding of environmental and scientific issues following an extensive review by DOE staff - Based on additional advice sought from other agencies and professionals, both locally and overseas as appropriate - Approved by the Director of Environment		100%	100%	100%
First responder actions compliant with IMO guidelines and best practices		90%	90%	90%
TIMELINESS				
All reports prepared within agreed time frames		100%	100%	100%
Licences and permits issued within required legislated timeframe of submission of all necessary documentation		100%	100%	100%
Reports, findings and recommendations produced within agreed timeframes		100%	100%	100%
Marine oil pollution incident investigated within 12 hours of notification 365 days per year		95%	95%	95%

LOCATION			
Cayman Islands	100%	100%	100%
COST	\$5,989,307	\$5,995,662	\$3,276,145
RELATED BROAD OUTCOME: Supporting climate change resilience and sustainable development			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: ENV 14, ENV 15, ENV 22, ENV 23, ENV 24, ENV 25			

SCR 4	Meteorological Services		
DESCRIPTION The meteorological service provides: - Meteorological and related services to the various governmental departments and statutory bodies in the form of reports and special projects - Range of weather information, forecast and warning services to the community at large through the media for protection of life and property - Maintenance of systems for the collection and quality control of observational data to assemble the national climate record and support meteorological research - Maintenance of the national climate archive as an integral part of providing climate monitoring and prediction services.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of Meteorological Aviation Observations - Number of Aviation Forecast - Number of Public Weather Forecast - Number of Weather Warnings - Number of reports as requested/needed due to media request, statistical request and special reports	10,500-11,500 1,800-1,850 1,050-1,150 275-350 75-100	10,500-11,500 1,800-1,850 1,050-1,150 275-350 75-100	10,656 1,812 1,087 170 860
QUALITY - All the work and data gathering is done under the conventions and recommended standards and practices of the World Meteorological Organisation (WMO) and the International Civil Aviation Organisation (ICAO) using most up to date technology where available - All Forecast, Warnings and Reports are undertaken under the guidelines, standards and recommendation practices recognised by the WMO	100% 100%	100% 100%	100% 100%
TIMELINESS - Meteorological Aviation Observations will be submitted on an hourly basis - Aviation Forecasts will be submitted 4 times per day - Public forecast reports will be updated three times daily - Warnings will be issued as required for threatening severe weather systems - Reports as requested by various government departments for climate data to be used in project planning	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
LOCATION Grand Cayman and Cayman Brac	100%	100%	100%
COST	\$1,873,554	\$2,442,248	\$942,968
RELATED BROAD OUTCOME: Supporting climate change resilience and sustainable development			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: NWS 3			

NGS 74	Preservation of Natural Environments and Places of Historic Significance		
DESCRIPTION			
- Administration of programmes to protect and conserve environmentally and historically sensitive sites and species. - Strategic management and administration to successfully recruit, solicit and apply resources from the private and non–government sectors to further environmental conservation and historic preservation. - Programmes and projects whilst working with other respective Government ministries, departments and agencies in order to maximise the available resources and the benefit to the people of the Cayman Islands.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Acres of environmental property protected, managed and supported	3,546	3,546	3,546
Number of historic sites protected, managed and supported	11	11	11
Number of public information centres open	3	3	3
Number of public recreational facilities maintained	8	8	8
Number of flagship species conservation programmes	3	3	3
Number of public events/tours reached through education programme events	6	6	6
Number of reports to government and membership	18	18	18
QUALITY			
Preservation complies with established guidelines	100%	100%	100%
Visitors centres open as sources of information to the public at convenient locations and times	100%	100%	100%
Annual reports prepared in accordance with the National Trust Act 1987 (2010 revision)	100%	100%	100%
Promotion and public education material factual and user friendly for residents, tourists and students	100%	100%	100%
TIMELINESS			
Ongoing	100%	100%	100%
Published annual report and audited financial statements prepared by 30 September 2021	100%	100%	100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$570,000	\$570,000	\$570,000
RELATED BROAD OUTCOME:			
Supporting climate change resilience and sustainable development			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: NAT 1			

16. TRANSFER PAYMENTS FOR 2022 AND 2023

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
TP 58	Support for Services of the Red Cross Annual grant to the Red Cross to continue to provide vital services to the community	70,000	70,000	35,000
TP 110	Sustainability Programme Support	150,000	150,000	-
TP 111	Climate Resiliency Programme	262,000	347,900	-
TP 112	Sustainability and Climate Resiliency - Community Support	500,000	500,000	-

17. OTHER EXECUTIVE EXPENSES FOR THE 2022 AND 2023 FINANCIAL YEARS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
OE 66	United Nations Caribbean Environmental Programme Regional Trust fund for the Implementation of the Action Plan for the Caribbean Environment Programme	7,000	7,000	7,000
OE 125	Caribbean Disaster Emergency Management Agency Membership	90,000	90,000	45,000
OE 132	Depreciation on Ministry of Sustainability and Climate Resiliency Executive Assets	306,461	339,795	-
OE 133	Oil Spills Tier 3 - Annual Fee	50,000	50,000	-

18. OWNERSHIP ACTIONS FOR 2022 AND 2023

EQUITY INVESTMENT

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EI 84	Ministry of Sustainability and Climate Resiliency Increasing Shelter Capacity and equipment for Hazard Management, Weather Service Headquarters building, construction of AWOS and BUOY network for weather forecasting, computer equipment, vehicles and boats, and other entity assets; Beach Re-nourishment Programme	26,987,088	25,113,847	-

PURCHASE OR CONSTRUCTION OF EXECUTIVE ASSETS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EA 162	Protected Area Management	500,000	500,000	-
EA 163	Invasive Species Proof Fence	750,000	-	-

19. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER FOR FINANCE AND ECONOMIC DEVELOPMENT

OUTPUT SUPPLIER: MINISTRY OF FINANCE AND ECONOMIC DEVELOPMENT

FED 1	Policy Advice, Governance and Ministerial Support Services		
DESCRIPTION			
Provision of policy advice and support to the Minister for Finance on matters relating to the following:			
- Budgetary and revenue issues - Capital investments - Matters relating to Government finances - Economic issues - Risk Management issues - Procurement issues			
Ministerial services to support the Minister with the assessment and processing of applications for:			
- Fees and customs duty waivers under the Customs and Border Control Act, 2018; - Stamp duty concessions and assessments under the Stamp Duty Act (2019 Revision); - Waivers under the Companies Act (2013 Revision); - Planning fees waivers under the Development and Planning Act (2015 Revision); and - The Government Guaranteed Home Mortgage Scheme			
Governance on committees and the boards of statutory authorities and government companies.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
- Pieces of policy advice - Number of committee and board meetings attended - Number of applications assessed and processed - Number of Economic updates and forecasts - Number of insurance policies managed - Number of Hours spent providing central procurement services	224-231 112-122 1,000 10 20-24 10,080	224-231 112-122 1,000 10 20-24 10,080	224-231 112-122 1,000 10 20-24 5,040
QUALITY			
- All reports will be subject to managerial and peer review and will be signed off by senior management - Support to committees provided by experience and qualified personnel - Compliance checks for procurement postings/projects	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS			
Advice and services delivered within agreed timeframe	100%	100%	100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$3,969,461	\$5,090,504	\$2,642,711
RELATED BROAD OUTCOME:			
Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: CPO 1, ESO 9, FIN 18, RSK 6, TSY 47			

FED 4	Preparation and Publication of Statistical and Economic Reports		
DESCRIPTION Publication of statistical reports, which include: - Social and economic statistics - Survey services - Distribution and sale of general statistical information Details of development applications for the economic analysis by the public and private sectors			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of reports, updates and requests for information - Number of reports economic monitoring tables/reports for regional and international agencies	117 17	117 27	122 53
QUALITY - All reports to be reviewed by the Director before publication - Internal review and data quality assurance measures applied	100% 100%	100% 100%	100% 100%
TIMELINESS - Annual reports to be completed and submitted to Cabinet for notation within seven months after the end of the preceding year - Quarterly reports to be completed and submitted to Cabinet within the following quarter - Household and Business Register updates to be completed three weeks before the start of the field work for which they are used - Quarterly reports on development submitted within five working days of quarter end	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
LOCATION Cayman Islands	100%	100%	100%
COST	\$2,331,316	\$2,967,075	\$3,931,042
RELATED BROAD OUTCOME: Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: ESO 7, ESO 8			

FED 5	Financial Reporting and Management Services			
DESCRIPTION				
Management of the financial activities of the Government, involving:				
- Monitoring and management of the Government’s Bank accounts and cash funds - Management of debt repayment and loans made - Financial reporting and forecast for whole of Government - Defunct companies trust - Management of centralised accounting information system (IRIS) - Recovering outstanding debts on behalf of Cabinet - Revenue Forecasting				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY				
Number of public debts, Loans-Made, referred debts, investments, reserve funds, trust assets and bank accounts managed		1,077-1,207	1,077-1,207	1,077-1,207
Number of Financial statements, forecasts, strategic policy statements, budgets and government financial reports reviewed and/or produced.		23-25	27-30	26-27
Provision of Oracle e-business licenses, management and support of accounting system		431	431	431
Number of transactions processed inclusive of receipts, payment runs and payroll runs		3,932-4,335	4,032-4,435	3,832-4,235
Number of bank reconciliations, cash and revenue forecasts		1,520-1,624	1,520-1,624	1,420-1,524
QUALITY				
Loans are managed in accordance with conditions laid out in the relevant bank loan agreements		100%	100%	100%
Bank reconciliation statements reviewed by supervisor and approved by manager		100%	100%	100%
Trust Assets to be managed in accordance with Public Management and Finance Act and the Financial Regulations		100%	100%	100%
Training and IRIS Functionality to be consistent with the requirements of the Public Management and Finance Act		100%	100%	100%
TIMELINESS				
Bank reconciliation to be prepared and approved by the end of the following month		85-100%	85-100%	85-100%
Bi - annual and annual trust assets financials to be submitted by statutory deadline		100%	100%	100%
Procedures manual, training and IRIS upgrades, changes and testing to be carried out within agreed deadline		100%	100%	100%
LOCATION				
Cayman Islands		100%	100%	100%
COST				
		\$6,588,586	\$9,131,659	\$6,028,673
RELATED BROAD OUTCOME:				
Strengthening good governance for more effective government				
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: TSY 48, TSY 49				

FED 10	National Mail Service		
DESCRIPTION			
National mail service involving: - Revenue Collection - National Mail Service - Grand Cayman - Philatelic Services - National Mail Service - Sister Islands			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Hours of public access to postal counter services	28,000-28,800	28,000-28,800	28,000
Number of post office boxes available for rent	13,480-15,150	14,480-15,150	13,000-14,000
Number of stamp issues produced	2-4	2-4	4
Number of transactions processed	30,000-50,000	40,000-65,000	33,000
Weight of mail dispatched internationally (kg)	47,500-49,000	47,500-49,000	47,000-49,000
QUALITY			
Revenue collected in accordance with rates established in relevant legislation.	100%	100%	100%
Domestic and International Mail Service / Express Mail Services/ Stamp Sales/ Post Box Rentals / Franking Meter Licenses	100%	100%	100%
Domestic and International Mail Service / Express Mail Services / Stamp Sales/ Post Box Rentals	100%	100%	100%
TIMELINESS			
Maximum 5 – 10 minutes per customer per counter transactions	95-100%	95-100%	96%
- Domestic Mail Service - Mail posted in Grand Cayman by 3:00 p.m. Monday - Friday will be delivered to Grand Cayman and dispatched to the Sister Islands within two business days after posting	90%	95%	95%
- International Mail Service - Outgoing mail posted by 3:00 p.m. Monday - Friday will be processed for overseas dispatch within two business days - Incoming mail delivered to post office boxes or general delivery within two business days of collection	90%	95%	98%
- Express Mail Services - Outgoing and incoming items posted by 1:00 p.m. and 2:00 p.m. respectively Monday - Friday will be processed for dispatched overseas the same business day and delivery same business day respectively. - Dispatch and will be met guided by internal delivery targets	95%	95%	95%
New post box rentals completed within one business day, based on availability and receipt of payment	95-100%	95-100%	98%

LOCATION			
Cayman Islands	100%	100%	100%
COST	\$3,954,004	\$3,983,000	\$3,796,503
RELATED BROAD OUTCOME: Building a modern infrastructure to ensure a successful future for our islands			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: POS 1, POS 2, POS 4			

CIN 1	Health Insurance for Seamen and Veterans for Primary and Secondary Health Care																		
DESCRIPTION																			
Provision of Health Insurance for Seamen and Veterans (Cayman Islands local health providers excluding tertiary care).																			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast																
QUANTITY																			
- Total number of insured persons fully paid by Cabinet - Total number of insure persons – premiums partially paid by Cabinet (Veterans)	1,060 10	1,052 8	1,060 10																
QUALITY																			
All eligible Seamen, Veterans and their dependents are insured who met the definition under the Health Insurance Act, and as maintained by the Ministry of Finance	98-100%	98-100%	98-100%																
TIMELINESS																			
- Insurance cards issued within 15 days of notification of eligibility - Insurance claims (clean claims) processed within 30 days	98-100% 100%	98-100% 100%	98-100% 100%																
LOCATION																			
Grand Cayman, Cayman Brac and Little Cayman	100%	100%	100%																
COST - Determined by the monthly premium rate multiplied by the number of insured:																			
<table><tr><td></td><td colspan="3">Monthly Premium Rates</td></tr><tr><td></td><td>2021</td><td>2022</td><td>2023</td></tr><tr><td>Fully paid by Cabinet</td><td>\$1,049</td><td>\$1,129</td><td>\$1,186</td></tr><tr><td>Partially paid by Cabinet</td><td>\$935</td><td>\$1,015</td><td>\$1,072</td></tr></table>		Monthly Premium Rates				2021	2022	2023	Fully paid by Cabinet	\$1,049	\$1,129	\$1,186	Partially paid by Cabinet	\$935	\$1,015	\$1,072			
	Monthly Premium Rates																		
	2021	2022	2023																
Fully paid by Cabinet	\$1,049	\$1,129	\$1,186																
Partially paid by Cabinet	\$935	\$1,015	\$1,072																
	\$14,482,680	\$15,078,676	\$13,456,842																
RELATED BROAD OUTCOME:																			
Ensuring an equitable, sustainable and successful healthcare system																			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: CIN 1																			

DVB 4	Administration of Lending Activities		
DESCRIPTION Administration of lending activities involving: Human Resource Development - A programme of direct lending for human resource development at the tertiary level and for vocational training - A government guaranteed student loan scheme funded by leading local commercial banks Micro and Small Business Development - promoting the programme through various media, providing a counselling and information service - appraising loans considered for financing - ensuring adequate loan documentation - monitoring the loan portfolio - ensuring debt collection measures - generating periodic performance reports Mortgage Finance Programme including direct lending and support services to assist low to middle income Caymanians in owning their own homes and owners of sub-standard housing in improving their housing accommodation by: - promoting the programme through media advertising - monitoring projects in progress - providing a counselling and information service - appraising loans considered for financing - ensuring adequate loan documentation - monitoring the loan portfolio - enforcing debt collection measures - generating periodic performance reports			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of enquiries responded to - Number of loans processed - Number of new loans approved - Number of site visits - Number of counselling sessions - Number of loans under special debt service arrangements - Number of loans under litigation - Number of performance reports	140-200 70-100 75-95 20-25 80-100 60-80 30-40 24	150-225 80-110 85-100 20-25 85-105 50-70 25-35 24	138-212 65-90 65-90 20-25 50-85 68-86 75-90 24
QUALITY - Minimum percent of customers expressing satisfaction with service when surveyed - Percentage accuracy and relevance of reports as determined by internal peer review - Percentage of borrowers over 90 days in arrears - Percentage value of loan portfolio over 90 days in arrears - Percentage of loan portfolio written off annually	90-100% 90-100% 35-43% 35-42% 4-8%	90-100% 90-100% 30-25% 25-30% 4-6%	90-100% 90-100% 25-30% 20-25% 3-5%
TIMELINESS - Maximum turn-around time of two working days between receipt of all application particulars and the approval of loan - Maximum time of 15 days between end of quarter and submission of reports	80-100% 90-100%	80-100% 90-100%	80-100% 90-100%

LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$526,317	\$526,317	\$526,317
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: DVB 4			

20. FINANCING EXPENSES FOR 2022 AND 2023

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
FE 3	Interest on Public Debt Interest and Fees on Public Debt	14,686,500	16,961,500	11,930,000

21. OTHER EXECUTIVE EXPENSES FOR THE 2022 AND 2023 FINANCIAL YEARS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
OE 9	Caribbean Economic Community (CARICOM) Fees Annual Contributions to CARICOM	170,000	170,000	165,000
OE 10	Caribbean Regional Technical Assistance Centre (CARTAC) Contribution Annual Contributions to CARTAC	85,000	85,000	85,000
OE 27	Past Service Pension Liability Payment Payment to the Pension Funds for past service liability of the Government	17,153,000	17,153,000	18,624,000
OE 54	Caribbean Catastrophe Risk Insurance Facility – Annual Premium	925,000	925,000	778,000
OE 57	Executive Bank Charges Bank charges	64,512	64,512	3,000
OE 110	General Insurance	6,500,000	6,500,000	6,000,000
OE 121	Additional Normal Costs for Pension Plans	5,309,000	4,979,000	3,010,000

22. OWNERSHIP ACTIONS FOR 2022 AND 2023

EQUITY INVESTMENTS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EI 4	Cayman Islands Development Bank Equity Investment to repay debt	4,500,000	4,500,000	4,500,000
EI 70	Ministry of Finance and Economic Development Equity Investment for purchase of entity assets	606,000	313,000	313,000

LOANS MADE

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
LM 1	Civil Service Mortgage Loans Mortgage Loans for Civil Servants Number of Loans Budgeted for 2020/21: 12 Number of Loans Awarded in 2020/21: 8	60,000	60,000	60,000
LM 3	Personal Loans Loans for Civil Servants Number of Loans Budgeted for 2020/21: 20 Number of Loans Awarded in 2020/21: 8	80,000	80,000	80,000
LM 4	Overseas Medical Advances Loans for Overseas Medial Advances for uninsured patients Number of Loans Budgeted for 2020/21: 40 Number of Loans Awarded in 2020/21: 20	220,000	220,000	220,000
LM 11	Settlement Loans Temporary loans for new hires relocating from overseas Number of Loans Budgeted for 2020/21: 80 Number of Loans Awarded in 2020/21: 76	500,000	500,000	750,000
LM 13	Cayman Islands Airports Authority	18,100,000	11,000,000	20,900,000
LM 14	Cayman Turtle Conservation and Education Centre Ltd.	8,851,235	1,148,765	-

BORROWING

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
BO 10	Borrowings Line of Credit Facility	299,137,500	50,000,000	17,375,000

23. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER FOR BORDER CONTROL AND LABOUR

OUTPUT SUPPLIER: MINISTRY OF BORDER CONTROL AND LABOUR

HCA 1	Policy Advice and Ministerial Services on Labour Market, Management, New Government Initiatives, Strategic Reforms and Border Control Matters		
DESCRIPTION Provision of policy advice on matters falling within the scope of activities of the Ministry of Border Control and Labour including: • Policy advice on security, border control, labour management, and other matters • Policy advice on labour and pensions regulation • Managing special projects and the implementation of government priority projects • Activities and deliverables necessary to implement the Government’s new initiatives and strategic reforms as it relates to Border Control and Labour			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Capacity to provide policy advice with competent resources • Continued strategic implementation/improvement of WORC and CBC	12 months 12 months	12 months 12 months	12 months 12 months
QUALITY • All personnel providing advice is qualified in his/her area of expertise • All policy advice, speeches, statements, drafting instructions and Cabinet Papers will be prepared with due professional care and any guidelines set by Cabinet Office and will clearly define the nature and scope of the issues being considered • Provide accurate and concise information inclusive of qualitative and quantitative data to support findings and recommendations • The establishment of a new Human Resources Department is dependent upon the programme implementation plan being approved	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% N/A
TIMELINESS • All advice and reports delivered to timescales agreed • Provide advice on immigration matters in a timely manner depending on the scope and complexity of the exercise and in accordance with any deadlines set by the requester • In accordance with timelines of approved implementation plan	100% 95-100% 100%	100% 95-100% 100%	100% 95-100% N/A
LOCATION • Grand Cayman	100%	100%	100%
COST	\$4,831,469	\$4,909,246	\$4,089,360
RELATED BROAD OUTCOME: • Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: MHA 1			

HCA 5	Border Control Services		
DESCRIPTION			
Provision of Border Control Services to prevent, detect and investigate offenses under the Customs and Border Control Act (2018) and/or any other relevant Acts and international conventions while facilitating trade and travel including:			
• Processing of air and marine craft; • Processing passengers arriving and departing by air and sea; • Inspection, monitoring and clearance of imported and exported cargo; • Processing of Visas and Extensions; • Processing of applications for over stayers, irregular migrants and asylum seekers; • Processing and collections of coercive and entity revenue; • Identify, arrest and investigate offenders suspected of committing offences; and • Conducting K-9 sniff searches of persons, cargo, baggage and vessels.			
Provision of finance, governance and administrative services to the public, ministries, statutory authorities, government owned companies, boards and committees including NPO’s (Non-Profit Organizations) including:			
• Administrative processing of Duty Waivers, Temporary Import Applications, Requests for the Importation of Used Personal Belongings and Extension of Vessels; • Reconciling, recording and reporting of coercive and entity revenues; • Report on statistical information; • Providing competent and qualified input as a member of Executive Boards and Committee in the Cayman Islands; • Responses to Parliamentary Questions; • Preparation and input in Cabinet Papers and Notes; and • Recommendations on request for concessions and wavier of duty.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Number of applications processed	700-850	850-900	1,000
• Number of Statistical Report Produced	22-27	23-30	20
• Number of Boards/ Committee meetings attended	22-24	24-30	13
• Number of Visas and Extensions processed	27,000-30,000	29,000-32,000	1,300
• Number of Cargo Declarations processed	326,100-327,000	375,000-400,000	284,940
• Number of Inspections on cargo conducted	51,400-52,000	64,000-64,500	41,000
• Number of money declarations processed	13-15	13-15	10
• Number of aircraft, vessels, and passengers processed	750,000-760,000	770,500-780,000	780,380
• Number of migrants and asylum applications	48-50	55-60	39
QUALITY			
• All air and cruise arrival passengers processed in accordance with Customs and Border Control Act and established guidelines	98-100%	98-100%	98-100%
• Visits and investigations will be conducted professionally and authorized by Senior CBC Officers and above and as per operation orders	98-100%	98-100%	98-100%
TIMELINESS			
• Passengers from vessels should be cleared within 15-30 minutes and air passengers within 30-90 minutes of arrival	95-100%	95-100%	95-100%
• Visa applications will be processed within 10-15 business days of receipt, providing relevant information is submitted without errors or omissions	90-100%	90-100%	90-100%
• Investigations will be conducted within 3 to 6 months, subject to the nature of the investigation.	90-100%	90-100%	90-100%
• Entries will be processed within 24 to 48 hours, providing submission is made without errors or omissions	90-100%	90-100%	90-100%
• Ensure applications and travel authorisations are processed within 10 days of receipt	100%	100%	100%

LOCATION			
Cayman Islands	100%	100%	N/A
COST	\$26,544,412	\$22,563,539	\$21,835,530
RELATED BROAD OUTCOMES: - Providing solutions to improve the well-being of our people so they can achieve their full potential - Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: CBC 2, TC 1			

HCA 6	Labour Management Services		
DESCRIPTION			
The delivery and provision of Labour Management services: - To improve access to employment for Caymanian job-seekers to include: preferential access to the job market; assisting Job Seekers through registering, assessing, and providing career guidance and counselling, identification of job opportunities, job referrals, referrals for training and other partnering agencies - To assist employers with identifying suitably qualified Caymanians for employment through processing of job vacancies, review of job listings, coding of jobs and referrals - Career counselling, workforce readiness assessment, training, and other employment initiatives (e.g. Ready2Work) and by supporting targeted groups whereby identifying barriers to employment and providing training and development opportunities which support Caymanians in accessing employment - Provide forecasting and strategic information capabilities for policy makers, educators, employees and the general populace - The development and implementation of National Apprenticeship Programmes and National Internship programmes - To provide for the maintenance, upgrade and reporting of the Job Placement Database and provision of Labour Market Information and strategic research - Processing applications submitted to Workforce Opportunities Residency Cayman on behalf of the Director of WORC and the respective boards. - The detection, investigation and prosecution of persons committing offences under the Immigration (Transition) Act 2018 Revision.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of job seekers encounters - Number of job vacancies processed - Number of Job Link portal users assisted - Number of work permit applications processed - Number of Right to be Caymanian applications processed - Number of Permanent Residency applications processed - Number of new Business Staffing Plan applications processed - Number of administrative fines levied - Number of training workshops (max 12 participants per class) - Number of employment initiatives coordinated - Number of public awareness campaigns coordinated/delivered - Number of TVET Councils/Committees provided with guidance and support - Number of Labour Tribunal cases and OT waiver applications scheduled/heard/finalized	1,500-2,000 10,000-15,000 2,520-3,780 31,250-41,000 950-1,600 250-500 25-75 350-550 45-75 20-30 15-30 1-4 112-131	1,500-2,000 10,000-15,000 2,520-3,780 31,250-41,000 950-1,600 250-500 25-75 350-550 45-75 20-30 15-30 1-4 112-131	1,500-2,000 10,000-15,000 2,520-3,780 31,250-41,000 950-1,600 250-500 25-75 350-550 45-75 20-30 15-30 1-4 121-131
QUALITY - All job seekers assisted in accordance with established procedures - All vacancies processed in accordance with established procedures - Board meetings supported by Director or designate - Training workshop programmes delivered in accordance with established criteria - Employment initiatives are developed in accordance with labour market needs - Public awareness campaigns are coordinated/delivered as required	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%

• TVET Council/Committee meetings are supported by Director/Designate in accordance with policies and procedures	100%	100%	100%
• Compliance with Immigration (Transition) Act 2018 Revision, Immigration Directives, Immigration (Amendment) Regulations, 2017 and established guidelines	95-100%	95-100%	95-100%
• Files and agendas prepared with due care accuracy and completeness.	100%	100%	100%
• All investigations will be conducted and managed with the highest degree of probity and professionalism	100%	100%	100%
• Inter-agency enforcement initiatives supporting the “culture of compliance” developed or implemented in accordance with departmental guidelines, and in compliance with overall national policy and strategy;	100%	100%	100%
• Administrators’ supervisory and governance compliance initiatives, including Onsite or Desk-based Inspections/reviews in accordance with established procedures and the National Pensions Act and Regulations, and in compliance with internationally and nationally accepted best practice;	100%	100%	100%
• Support or coordination for implementation of new policies, procedures, or industry guidance in accordance with the National Pensions Act and Regulations; and	100%	100%	100%
• Pension Plans Registered or Renewed during year in accordance with industry best practice.	100%	100%	100%
TIMELINESS			
• Job seeker assisted within established policy timelines	100%	100%	100%
• Response to employers submitting job posting to the National Job Link Portal within 3 working days.	100%	100%	100%
• TVET Council/Committee and Board meetings are supported in accordance with agreed schedules or as required	100%	100%	100%
• Economic Zone Authority meetings supported in accordance with agreed schedules or as required	100%	100%	100%
• Training workshops and employment initiatives are delivered in accordance with agreed schedules	100%	100%	100%
• Data requests on labour market and employment information prepared in accordance with agreed criteria	100%	100%	100%
• Job Link portal users provided with support, guidance, and/or technical assistance in accordance with departmental guidelines	95-100%	95-100%	95-100%
• Processing time of a complete application from receipt to dissemination of decision will be 2-4 weeks for Annual Work Permits and BSP and 1-2 business days for Temporary Work Permits	95-100%	95-100%	95-100%
• Decision letter issued within 1-2 days of decision for Work Permits.	95-100% 90-100%	95-100% 90-100%	95-100% 90-100%
• Processing time from receipt of complete applications for Right to be Caymanian and Permanent Residency applications to dissemination of decision will be 1-9 months	90-100%	90-100%	90-100%
• Letters issued within 5-10 days of decision	95-100%	95-100%	95-100%
• Processing time from receipt of application to dissemination of decision will be the same day for Working by Operation of Act applications	95-100%	95-100%	95-100%
• Reports will be submitted within seven days of the conclusion of the case	95-100%	95-100%	95-100%

LOCATION			
Cayman Islands	100%	100%	100%
COST	\$19,729,824	\$19,538,625	\$17,216,720
RELATED BROAD OUTCOME: Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: WOC 1, WOC 2, WOC 3, WOC 4, WOC 5, DLP 4			

URC 1	Drafting Instructions for the Development of Legislation and Policy Advice			
DESCRIPTION Provision of advice to Cabinet on: - Drafting of additional regulations, and amending existing regulations, under the Utility Regulation and Competition Act, 2021. - Preparation of draft Cabinet Papers and briefs on issues affecting the regulated sectors. - Continuously monitor international technical standards and legislation in competitive jurisdictions and recommend amendments to our legislation where appropriate in order to maintain our competitive position. - Provision of policy advice and support to the Minister, Chief Officer and other Government entities on OfReg matters, including compliance with the Government’s international obligations, market liberalization and competitive pricing. - Provide specialist advice on legislation impacting the regulated sectors. - Policy and economic issues in the related sectors affecting the Cayman Islands. - Provide support for implementing the National Energy Policy 2017-2037.				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY Hours Spent on drafting legislation, providing policy advice, public consultations, research on legislative issues, attendance at meetings and preparation of speeches and written briefs.		350	350	464
QUALITY - Define issues clearly and succinctly, with the nature and scope of the issues being clear - Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques - Have recommendations that are unambiguous - Examine implementation issues and provide guidance where appropriate - Be prepared with due professional care		100%	100%	100%
TIMELINESS All papers delivered by dates required		100%	100%	100%
LOCATION Cayman Islands		100%	100%	100%
COST		\$74,289	\$74,289	\$107,718
RELATED BROAD OUTCOMES: - Strengthening good governance for more effective government - Building a modern infrastructure to ensure a successful future for our Islands - Supporting climate change resilience and sustainable development				
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: URC 1				

URC 6	Regional and International Representation		
DESCRIPTION			
Act as the Cayman Islands point of contact and representative on, and pay membership fees to regional and international organisations and associations such as:			
- American Registry for Internet Numbers (ARIN) - Caribbean Telecommunications Union - Country Code Names Supporting Organisation (ccNSO) - Federal Communications Commission - Internet Corporation for Assigned Names and Numbers (ICANN) - International Maritime Organisation (IMO) - International Telecommunications Union - North American Numbering Plan Association - Organisation of Caribbean Utility Regulators (OCCUR) - Regional ICT Regulators - International Renewable Energy Agency - International Water Association (IWA) - Office of Communications (UK OFCOM)			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Representation at international and regional meetings and conferences (in-person or virtual)	8	8	2
Responses to requests for written input and other correspondence	10	10	N/A
Detailed reports to Ministry	3	3	N/A
QUALITY			
Define issues clearly and succinctly, with the nature and scope of the issues being clear	100%	100%	100%
Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques	100%	100%	100%
Have recommendations that are unambiguous	100%	100%	100%
Examine implementation issues and provide guidance where appropriate	100%	100%	100%
Be prepared with due professional care	100%	100%	100%
TIMELINESS			
All papers delivered by dates required.	100%	100%	100%
LOCATION			
Grand Cayman and Overseas	100%	100%	100%
COST			
	\$50,000	\$50,000	\$7,500
RELATED BROAD OUTCOME:			
Strengthening good governance for more effective government			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: URC 6			

URC 7	National Cyber Security Initiatives		
DESCRIPTION			
- Development national cyber security strategy, related ICT policies, ICT license obligations, and related regulations - Coordination of cyber security activities with other Authorities, government entities and Act enforcement. Creation and management of a cyber-security unit to drive and manage strategic objectives - Coordination with regional and international cyber security entities			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Representation at international and regional meetings and conferences	4	4	4
Implementation of the national Cyber Security Strategy	1	1	1
Lead the effort to create a National Cyber Crime Strategic Plan	1	1	1
Management of the national Cybersecurity Incident Response Team (CIRT)	1	1	1
QUALITY			
Define issues clearly and succinctly, with the nature and scope of the issues being clear	100%	100%	100%
Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques	100%	100%	100%
Have recommendations that are unambiguous	100%	100%	100%
Examine implementation issues and provide guidance where appropriate	100%	100%	100%
Be prepared with due professional care	100%	100%	100%
TIMELINESS			
All papers delivered by dates required	100%	100%	100%
LOCATION			
Grand Cayman and Overseas	100%	100%	100%
COST			
	\$100,000	\$100,000	\$100,000
RELATED BROAD OUTCOMES:			
- Strengthening good governance for more effective government - Building a modern infrastructure to ensure a successful future for our Islands			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: URC 7			

URC 10	Monitoring and Controlling the Storage, Handling, Quality and Mensuration of Fuel Products		
DESCRIPTION			
Administration of the Dangerous Substance Act for import, storage, quality control, handling and transport of fuel products across the three islands. Advising on national initiatives relating to the safe handling and storage of hazardous substances to inform policy. Carrying out routine inspections at regulated premises and on permitted vehicles to ensure compliance with safety, health and environmental codes and standards for hazardous materials and locations. Promote and encourage self and co-regulation for compliance and safety across the sector.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• General Inspections (all permitted premises (including OPS) and vehicles)	280-310	280-310	280
• Statutory Consultation (Planning and Permitting)	200	200	225
• Fuel and Energy Initiatives Engagement	5-10	5-10	6
• FOI, Media and Complaints handled/addressed	40	40	35
• Quality control and fuel testing (Number of samples)	55-70	55-70	12
• Issuance of Operating and Import Permits	230-280	230-280	230
• Pump Calibrations witnessed/supervised (Meters on Premises/Vehicles)	395-440	395-440	48
• General Policy Advice and Consultation	35-50	35-50	35
• Emergency spill response Management	8-10	8-10	8
• Technician certification (certificates issued)	30-40	30-40	30
QUALITY			
• Comply with Dangerous Substance Handling and Storage Act, 2017, its Regulations, and relevant industry codes determined by CPI in consultation with relevant stakeholders	100%	100%	100%
• Inspections to be carried out by qualified, competent and experienced inspectors	100%	100%	100%
• Activities to be carried out to the highest ethical and professional standards, using relevant and up-to-date industry information and practice, and engaging certified organisations where necessary	100%	100%	100%
TIMELINESS			
• Inspections completed within five working days	95%	95%	95%
• Calibrations to be completed within 48 hours	95%	95%	95%
• Turnaround time of three days for fully compliant planning applications	95%	95%	95%
• All other tasks to be completed within set/established timeline	100%	100%	100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST	\$812,000	\$812,000	\$812,000
RELATED BROAD OUTCOMES:			
• Strengthening good governance for more effective government			
• Supporting climate change resilience and sustainable development			
• Building a modern infrastructure to ensure a successful future for our Islands			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: URC 10			

URC 11	Monitoring and Regulation of the Fuel Market		
DESCRIPTION			
Administration of the Fuels Market Regulation Act to ensure the Cayman Islands has a proper, adequate and continuous supply of fuel which is obtained and distributed/sold under the most economic and competitive terms, in accordance with global supply and pricing parameters. The efforts of the Office are geared at preventing collusive practices in the market(s), facilitate new entrants and the introduction of viable/feasible alternative fuels into the fuel mix, and the facilitation of investment which provides a fair and reasonable return for sustainable economic and competitive activity in the sector.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Collate and Analyse "Section 10" Data from Importers (Data sets)	200-264	200-264	200
Execute License Agreement with Major Fuel Licensees	10-30	10-30	6
Monitoring and post Fuel Prices and analysis on a fortnightly basis	80-110	80-110	50
Bi-annual market review and report submission on adequacy of regulation and state of competition in relevant markets	2-6	2-6	2
Establish guidelines and criteria for new entrants to relevant Fuels Market	1-2	1-2	1
Evaluate and report on adequacy of fuel mix bi-annually	1-2	1-2	1
Function as Focal Point for CEIS/SRC providing monthly/quarterly data as required under membership agreement	10-13	10-13	10
Annual engagement with Licensees	12-20	12-20	12
Enforce Regulatory Breaches	20-40	20-40	20
Regulatory Investigations	2-5	2-5	2
Consumer and Public Awareness and Engagement on Fuel Sector	4-6	4-6	4
QUALITY			
Comply with Fuels Market Regulation and Utility Regulation and Competition Acts, and relevant regulation and competition Acts, guidelines and determination required by the Office and Cabinet. Economic Regulations to be administeted by qualified, competent and experienced Analysts, Economists and Management team members	100%	100%	100%
Activities to be carried out to the highest ethical and professional standards, using relevant and up-to-date industry information and practice, and engaging certified organisations where necessary to augment the work of the Office	100%	100%	100%
TIMELINESS			
Relevant analysis, research, assessment to be carried out within adequate timeframe to allow the Office to minimise and mitigate against negative competition effects in a timely manner	95%	95%	95%
Local price monitoring data to be posted within 48 hours of the most recent surveyed prices	95%	95%	95%
Turnaround time of three days for fully compliant planning applications	95%	95%	95%
All other tasks to be completed within set/established timeline	100%	100%	100%
LOCATION			
Grand Cayman	100%	100%	100%
COST	\$588,000	\$588,000	\$1,400,000
RELATED BROAD OUTCOME:			
Strengthening good governance for more effective government			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: URC 11			

URC 12	Management of the Cayman Islands Internet Domain and Verification of ICT License Fees			
DESCRIPTION				
Development of policy for, and management of, the Cayman Islands Internet Domain.				
Collection and verification of licence fees from major ICT network and ICT services including but not limited to issuing invoices as required, receiving payments and financial statements, verifying payments against financial statements and licensing provisions, resolving disputes, acting to recover outstanding payments and remitting receipts to Government.				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY				
- Number of license fees processed per year - Hours spent on developing policy for and management of the Cayman Islands Internet Domain		50-70 80	50-70 80	50 80
QUALITY				
Collection of fees due from licensees and amounts verified by the Office		100%	100%	100%
Supporting information provided by licensees verified to quarterly management accounts and annual certificates provided by external auditors of licensee		100%	100%	100%
Define issues clearly and succinctly, with the nature and scope of the issues being clear		100%	100%	100%
Have involved appropriate research, consultation with interested parties, and employed appropriate analytical techniques		100%	100%	100%
Have recommendations that are unambiguous		100%	100%	100%
Examine implementation issues and provide guidance where appropriate		100%	100%	100%
Be prepared with due professional care		100%	100%	100%
TIMELINESS				
All ICT Licensee payments verified within one month of receipt		100%	100%	100%
All papers and services delivered by dates required		100%	100%	100%
LOCATION				
Grand Cayman		100%	100%	100%
COST		\$133,418	\$133,418	\$257,000
RELATED BROAD OUTCOMES:				
- Strengthening good governance for more effective government - Building a modern infrastructure to ensure a successful future for our Islands				
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: URC 12				

NGS 38	Services for Irregular Migrants		
DESCRIPTION			
Services provided to irregular migrants arriving in the Cayman Islands.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of irregular migrants housed and processed	330-350	330-350	330-350
QUALITY			
Services delivered to standards defined in internal guidelines and agreements such as the Memorandum of Understanding with the Cuban Government	90-100%	90-100%	90-100%
TIMELINESS			
Services provided as needed	100%	100%	100%
LOCATION			
Grand Cayman	100%	100%	100%
COST			
	\$768,000	\$768,000	\$3,323,710
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: NGS 38			

Note: Due to the nature of this output group, service will be contracted on an 'as needed' basis

24. TRANSFER PAYMENTS FOR 2022 AND 2023

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
TP 46	Emergency Relief Payments Support assistance for refugees	126,000	126,000	125,640
TP 109	Extraordinary Relief Stipends	10,319,000	-	-

25. OTHER EXECUTIVE EXPENSES FOR THE 2022 AND 2023 FINANCIAL YEARS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
OE 57	Executive Bank Charges Bank charges	7,000	7,000	10,000
OE 115	Regional Security Initiatives Initiatives to support regional security and the security of the Cayman Islands including Advanced Passenger Information	76,000	76,000	90,000

26. OWNERSHIP ACTIONS FOR 2022 AND 2023

EQUITY INVESTMENT

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EI 11	Ministry of Border Control and Labour Equity Injections into the Ministry of Border Control and Labour	3,628,000	2,753,000	5,736,000

27. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER FOR EDUCATION

OUTPUT SUPPLIER: MINISTRY OF EDUCATION

EGA 1	Policy Advice, Governance and Ministerial Support Services		
DESCRIPTION • Policy research, development, communication, implementation and evaluation • Strategy development and management of strategic priority projects • Services to support the development of new or revised legislation • Governance and representation on regulatory Boards and Councils, international boards or committees and boards related to the Ministry and Statutory Authorities and Government Owned Companies (SAGC) (University College of the Cayman Islands) • Administrative and executive services to support the Minister such as events management, speech writing and other mass communications matters • Other administration services provided to the New John Gray High School Project Steering Committee • Provision of National policy, advice, technical expertise and guidance to a range of initiatives to promote inclusion and develop safe and positive learning school climates			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number of contributions to the Throne Speech • Information and decision-making briefs • Cabinet papers and notes • Parliamentary questions • Statements in the Legislative Assembly • Number of strategic priority projects advised on and/or managed • Number of drafting instructions prepared • Number of press releases, press briefings or mass communication prepared • Number of regulatory Boards, Councils and Committees where represented • Number of programmes overseen and/or coordinated by the Inclusion Unit of the Ministry of Education • Number of local scholarships/grants received/monitored • Number of overseas scholarships/grants received/monitored • Number of Purchase Agreements monitored • Number of Grant/Transfer Payment requests processed • Number of training sessions developed and delivered	1 60-80 55-65 5-10 1-5 20-25 1-3 250-275 9-12 8-10 1,225-1,525 900-1,200 41-57 40-50 15-20	1 60-80 55-65 5-10 1-5 20-25 1-3 275-300 9-12 8-10 1,250-1,550 950-1,250 41-57 40-50 15-20	1 100 50 9 1 25 6 275 11 15 1,550 1,035 N/A N/A 16
QUALITY • Policies and advice consistent with any relevant regional or international conventions and/or best practice • Policies and strategies developed through a consultative process with key stakeholders • Policy and strategy documents reviewed and approved by Chief Officer or delegate prior to release • Cabinet papers, drafting instructions, speech notes and press releases reviewed by Chief Officer or delegate and approved by Minister prior to submission • Services provided by appropriately experienced and qualified personnel	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%

Representatives on Boards, Committees, and Councils to be nominated from senior management team by Chief Officer	100%	100%	N/A
Grants and Transfer Payments reviewed and processed in accordance with Government policies and the terms of the Purchase Agreement	100%	100%	New
Training sessions area hosted by trained personnel; 80% of evaluations provided with training sessions are rated good or better	100%	100%	100%
TIMELINESS			
All services delivered within established schedules or as required by Minister	100%	100%	100%
Cabinet Papers and speech notes delivered within established schedules or as required by Minister	100%	100%	100%
Updates on key items/issues from meetings provided to Minister/Chief Officer on ongoing basis	100%	100%	100%
Grants and Transfer Payments reviewed and processed within 20 days at the end of each month following the invoice date.	100%	100%	100%
Development and delivery of training to be provided from January 2021 – December 2022	100%	100%	100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$6,594,045	\$7,024,163	\$6,786,561
RELATED BROAD OUTCOMES: - Improving education to promote lifelong learning and greater economic mobility - Providing solutions to improve the well-being of our people so they can achieve their full potential - Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: MEG 1, MEG 3, MEG 4, MEG 9			

Note: The total cost of supplying this output in 2022 is \$6,686,045 and in 2023 is \$7,116,163. However, revenue from third parties of \$92,000 reduces this to \$6,594,045 and \$7,024,163 respectively.

EGA 4	Public Library Services		
DESCRIPTION Provision of a central George Town library service and five community library branches, to serve as a community destination for information access in support of the following key strategic objectives: • Literacy promotion to encourage a love of appreciation of reading • Connection building to encourage and facilitate self-directed learning • Development and coordination of programme, service and collection offerings in support of primary stakeholders (Ministry of Education as well as other government ministries) • Development of collections, programmes and services that are responsive to the needs of the community (consumer education, small business support, cultural heritage) • Development and implementation of coordinated access to collections, services and resources among the libraries in the Cayman Islands to maximize resources			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number of items circulation throughout the year • Number of Reference Transactions • Number of literacy programs • Number of community/cultural programs • Number of information access/technology programs • Number of adult books acquired • Number of juvenile books acquired • Number of ICT hours accessed • Number of Facilities Operated	50,000 1,750 30 10 15 1,500 1,000 25,000 6	50,000 1,750 30 10 15 1,500 1,000 25,000 6	48,000 5,100 30 15 15 1,100 1,700 26,000 6
QUALITY • Operations in all locations overseen by suitably qualified staff • Reference Services provided by suitably qualified staff • Materials selected and programmes developed and monitored by qualified staff. • All facilities meet safety regulations, are kept clean and neat and are publicly accessible	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS • Materials will be available for loan throughout the library’s opening hours • Ready reference enquiries will be processed within twenty-four hours of receipt • Library materials will be acquired quarterly • Programmes will be prepared and delivered on a monthly basis • Library facilities are operated on an agreed schedule as approved by the Chief Officer	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
LOCATION • Cayman Islands	100%	100%	100%
COST	\$1,722,429	\$1,741,413	\$1,837,208
RELATED BROAD OUTCOMES: • Improving education to promote lifelong learning and greater economic mobility • Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: LIB 5			

Note: The total cost of supplying this output in 2022 is \$1,747,429 and in 2023 is \$1,766,413. However, revenue from third parties of \$25,000.00 reduces this to \$1,722,429 and \$1,741,413 respectively.

EGA 5	Primary Education Services		
DESCRIPTION			
Provision of teaching and learning services for children between the age of 4 and 11 at government reception programmes, primary schools and nursery pilot (age 3) programme in Cayman Brac at Creek and Spot Bay Primary:			
- Provision for children in the reception programme through the delivery of the Cayman Islands Early Years Curriculum Framework (CIEYCF) - Assessment, recording and reporting of students’ achievement - Student progress and achievement reports issued with reference to National Curriculum attainment targets three times annually. - Standardised testing administered to students annually to assess English and Mathematics skills, providing data to inform teaching and learning, to track students’ progress and to report to parents. Students to sit Cognitive Ability Test (CAT) in Years 4 and 6; Student attitude self and school survey to be administered in Years 1 to 6 to provide supporting information for student attainment, engagement and well-being. - National curriculum subject tests in core subjects of Mathematics and English			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of students for whom reception programmes and primary school service is provided	2,500-3,000	2,500-3,000	2,600
Number of schools	10	10	10
Number of instructional days for students	185	185	185
Number of national curriculum subjects taught	12	12	12
Number of annual cognitive abilities tests attitude surveys administered	2	2	2
Number of national student progress and achievement reports per student	3	3	3
Number of standardized national core curriculum subject tests administered	2	2	2
QUALITY			
Lessons, assessment and preparation of student reports by teachers with appropriate training and qualifications	95-100%	95-100%	100%
Overall student/teacher ratio is less than 15:1 (Students per total teaching staff within the primary schools)	95-100%	95-100%	100%
Overall student/teacher ratio is less than or equal to 12: 1 (Students per total teaching staff within the reception programme)	100%	100%	100%
Reception programmes delivered within CIEYCF	100%	100%	100%
Standardised tests selected for reliability, validity and relevance for students educated in the Cayman Islands and for international currency	100%	100%	100%
National curriculum tests internally and/or externally written, in accordance with international/regional best practice	100%	100%	100%
TIMELINESS			
Reception programmes and Primary education programmes to be delivered within the scheduled academic year as outlined in the approved school calendar	100%	100%	100%
Standardised and national curriculum tests administered in May/June 2022 and 2023 and October 2022 and 2023 for the budget ending December 2022 and 2023	100%	100%	100%
Students’ progress reports to parents three times annually	100%	100%	100%

LOCATION			
• Cayman Islands	100%	100%	100%
COST	\$33,371,255	\$38,601,419	\$31,883,332
RELATED BROAD OUTCOME:			
• Improving education to promote lifelong learning and greater economic mobility			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: DES 1			

Note: The total cost of supplying this output in 2022 is \$33,575,068 and in 2023 is \$38,805,232. However, annual revenue from third parties of \$203,813 reduces this to \$33,371,255 and \$38,601,419 respectively.

EGA 6	Secondary Education Services		
DESCRIPTION			
- Provision of secondary level teaching and learning services for children in Years 7 to 11 at Government Secondary schools in Grand Cayman and children in Years 7-12 in Cayman Brac, including: - Delivery of Key Stage 3 (KS 3) National Curriculum, in accordance with the aims and guiding principles of the National Overview document. - Delivery of Key Stage 4 (KS 4) curriculum, to meet the requirements of the exam board syllabi and school curriculum guidance and schemes of work. - Assessment, recording and reporting, of student’s achievement: - Student progress and achievement reports issued with reference to National Curriculum attainment targets (in Key Stage 3) or predicted examination grades (in Years 10 and 11) in Grand Cayman and (Years 10 – 12) in Cayman Brac three time annually. - Standardised testing administered to students in Years 7-9 annually, to assess Reading and Mathematics skills, providing data to inform teaching and learning, to track students’ progress and to report to parents. The Cognitive Ability Test (CAT) is administered in Year 9. Students sit CSEC/GCE and other equivalent external qualifications as appropriate in Year 11 in Grand Cayman and Years 11 and 12 in Cayman Brac. - Student attitude survey to be administered in Years 7-12 to provide supporting information for student attainment, engagement and well-being. - Provision of a Further Education Programme for Year 12 students at the Cayman Islands Further Education Centre (CIFEC), with the following programme strands: - A vocational, career and technical programmes components, including opportunities for work experience - A Foundations Programme, to assist students who need additional support in obtaining key academic qualifications - Supervision of a Dual Entry programme component, to offer guidance and monitoring of students in Grand Cayman and Cayman Brac who attend off-site educational programmes for Year 12 credit (e.g. UCCI, A Levels, approved off-island programmes)			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of students for whom secondary school service is provided	2,000-2,300	2,000-2,300	1,975
Number of secondary high schools	3	3	3
Number of instructional days for students	185	185	185
Number of national curriculum subjects taught in Key Stage 3	13	13	13
Number of core subjects taught at Key Stage 4	6	6	6
Number of optional subjects offered	20-27	20-27	27
Number of annual cognitive abilities tests and Attitude surveys administered	2	2	2
Number of annual standardised national core curriculum tests administered	3	3	-
Number of student progress reports produced per student	3	3	3
Number of standardised diagnostic assessments administered in Year 7	2	2	2
Number of vocational, career and technical subjects offered	10-14	10-14	11
Number of students placed on work experience/community services placements	240-260	240-260	243
Number of students provided services through the advanced Dual-Entry programme	90-150	90-150	146
Number of student places available in career and technical programmes components	250-300	250-300	250
Number of students counselled through the Careers Advisory Service	750-1,000	750-1,000	500
Number of instructional days for students	180	180	180

QUALITY	Lessons, assessments and preparation of student reports by teachers with appropriate training and qualifications	95-100%	95-100%	100%
	National curriculum tests internally and/or externally written in accordance with international/regional best practice.	100%	100%	100%
	Overall student/teacher ratio (Students per total teaching staff within the high school) 10-13:1	100%	100%	100%
	Standardised tests selected for reliability, validity and relevance for students educated in the Cayman Islands and for international currency	100%	100%	100%
	Programmes delivered by staff with appropriate training and qualification	95-100%	95-100%	100%
	Career and technical programmes accredited through external qualification schemes	100%	100%	100%
TIMELINESS	Secondary education programmes to be delivered within the scheduled academic year as outlined in the approved school calendar	100%	100%	100%
	Standardised test administered in October 2021 and 2022 for the budget ending December 2021 and 2022 and National Curriculum testing administered in May/June 2022 for the budget ending December 2022	100%	100%	100%
	Students' progress reports to parents at least three times annually	100%	100%	100%
	Programmes to be delivered over academic year from September to June	90-100%	90-100%	90-100%
LOCATION	Cayman Islands	100%	100%	100%
	COST	\$33,491,368	\$35,316,073	\$31,601,612
RELATED BROAD OUTCOME:				
Improving education to promote lifelong learning and greater economic mobility				
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: DES 2, DES 11				

Note: The total cost of supplying this output in 2022 is \$34,023,905 and in 2023 is \$35,849,610. However, annual revenue from third parties of \$532,537 reduces this to \$33,491,368 and \$35,316,073 respectively.

EGA 7	Education Services for Students with Special Needs		
DESCRIPTION			
Provision of educational and developmental services to students with disabilities within the compulsory education sector at the Lighthouse School (LHS), including:			
• Delivery of the Key Stage 1, 2 and 3 National Curriculum, adapted to the specific needs of the students • Critical Life skills Programme for students at primary and secondary levels with more profound disabilities, emphasizing communication and independent living skills.			
Central co-ordination and oversight of school inclusion services against established operating parameters and expectations for deliverance and student outcome. Provision of school inclusion services for students with social, emotional and behavioural needs who require alternative delivery of the curriculum provided by mainstream schools, including services to both Primary and Secondary school, as follows: In-school inclusion provisions, Behaviour support team, Therapeutic service.			
Provision and co-ordination of assessment, identification and intervention services to children with significant barriers to learning in order to allow them to access the full range of educational opportunities, including:			
• Educational Psychology providing expert assessment and intervention services for students with a range of social, emotional, psychological and cognitive challenges; speech and language and occupational therapy, Early Intervention Services, services for the hearing and visually impaired, music therapy, etc.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Number of students for whom services are provided at LHS • Number of students participating in mainstream inclusion programme LHS • Number of specialized programmes provided LHS • Number of in-school suspension units • Number of secondary students participating in the Secondary Therapeutic Behaviour Services Programme • Students served in occupational therapy sessions • Students served in speech and language therapy sessions • Students served individually in counselling sessions • Number of children served through the Early Intervention Programme	100-110 6-15 6 4 12-18 250-300 300-400 1,500-2,000 121-150	100-110 6-15 6 4 12-18 250-300 300-400 1,500-2,000 125-150	100-110 15 6 4 10 250-300 300 1,500-2,000 121-150
QUALITY			
• Lessons and services provided by teachers with appropriate training and qualifications • All students in Primary Therapeutic Behaviour Services Programme with Individual Educational Plans (IEPs)/Individual Behavioral Plans (IBPs) • All students in Secondary Therapeutic Behaviour Services Programme with Individual Educational Plans (IEPs)/Individual Behavioral Plans (IBPs) • Assessments and interventions to be provided by appropriately trained and qualified individuals	95-100% 100% 100% 95%-100%	95-100% 100% 100% 95%-100%	100% 100% 100% 95%-100%

TIMELINESS			
• All education programmes to be delivered within the scheduled academic year as outlined in the approved school calendar	100%	100%	100%
• Psychological, speech and language, occupational and music therapy assessments provided within 60 days of approved request	100%	100%	100%
• Early childhood assessment and interventions conducted in line with SEN Code of Practice	100%	100%	100%
LOCATION			
• Cayman Islands	100%	100%	100%
COST			
	\$11,616,330	\$11,831,065	\$10,631,903
RELATED BROAD OUTCOME:			
• Improving education to promote lifelong learning and greater economic mobility			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: DES 3, DES 4, DES 5			

Note: The total cost of supplying this output in 2022 is \$11,629,980 and in 2023 is \$11,844,715. However, annual revenue from third parties of \$13,650 reduces this to \$11,616,330 and \$11,831,065 respectively.

EGA 8	Facilities Maintenance and Operational School Support Services		
DESCRIPTION			
Provision of key infrastructural, procurement and other services to support the effective operations of schools and the education system, including: - Centralised tendering and procurement services for capital and recurrent expenditure orders for schools: - Identifying quality suppliers, negotiating and managing contracts, managing supplier relationships, managing tendering processes (Public Procurement Committee (PPC) and Departmental Tenders Committee) - Student transportation to and from schools - Oversight of canteen services at schools - Oversight of Janitorial services - Oversight of Campus Security services			
Provision of building management and facility maintenance services to all schools, Department of Education Services and other educational facilities.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of educational sites for which procurement services are provided - Number of consolidated capital orders processed - Number of consolidated overseas recurrent orders processed - Number of janitorial contracts administered - Number of transportation contracts administered - Number of canteen contracts managed - Number of tender processes managed - Number of security contracts administered - Number of facilities maintained - Number of full inspections - Number of maintenance plans developed - Number of facilities contracts managed - Number of monthly maintenance reports	22 5-10 20-25 20 7 9 9-15 13-17 20 20 20 40-50 12	22 5-10 20-25 20 7 9 9-15 13-17 20 20 20 40-50 12	21 5-10 20-25 20 7 9 9-15 13-17 20 20 20 50 12
QUALITY - Procurement processes managed by appropriately qualified and experienced individuals - Tendering processes administered in line with PPC Regulations - Contracts awarded in line with tender specifications and any relevant legal requirements - Maintenance services to be provided by appropriately qualified and/or experienced personnel - All plant and equipment to be serviced and maintained by qualified technicians - Maintenance services to be delivered in accordance with maintenance plans - Maintenance plans to reflect specific needs and key data for individual schools	100% 100% 100% 100% 100% 90%-100% 90%-100%	100% 100% 100% 100% 100% 90%-100% 90%-100%	100% 100% 100% 100% 100% 100% 100%

TIMELINESS - Consolidated capital and overseas recurrent orders processed within 60 days of confirmation. - Contracts tendered by July 2022 for the budget ending December 2022 and by July 2023 for the budget ending December 2023 - Prescribed transport routes serviced daily and on time - Janitorial and security services provided in accordance with agreed schedule - Canteen services provided daily during the school year - Facility maintenance plans to be developed by December 2020 for the budget period ending December 2022 and December 2022 for the budget period ending December 2023. - New contract documentation to be prepared 30 days prior to expiration of current contract	95%-100%	95%-100%	90%
	95%-100%	95%-100%	95%
	95%-100%	95%-100%	100%
	95%-100%	95%-100%	100%
	95-100%	95-100%	100%
	90-100%	90-100%	100%
	90-100%	90-100%	100%
LOCATION Cayman Islands	100%	100%	100%
COST	\$14,730,102	\$14,764,507	\$13,352,458
RELATED BROAD OUTCOME: Improving education to promote lifelong learning and greater economic mobility			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: DES 6, DES 10			

EGA 10	Education, Early Childhood and Support Services		
DESCRIPTION - Strategic oversight and management of Information, Communications Technology (ICT) throughout the Ministry of Education including integration of systems, ICT Operational Use policies, procurement of ICT resources, and management of Education ICT network. - Provision of strategies and services to improve the quality of and access to Early Childhood Care and Education (ECCE) in private and government settings. - The provision of school improvement services to schools, to provide targeted challenge and support to schools, to raise standards of achievement and improve the quality of teaching and learning in all government schools.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of Online portals and websites supported - Number of laptop, desktop and tablet computers maintained - ECAP application intake period(s) facilitated - Training/professional development plan for the Early Childhood Sector prepared and implemented - Education Council Registration period for early childhood centres facilitated - Transition plan developed/reviewed to support parents, Early Childhood Centres and Schools. - Number of external examination entries processed - Number of School Improvement Plans (SIPs) advised, monitored and reported on - Number of Structured Support Plans developed and implemented	24 4,000-4,500 1 1 1 1 4,500-5,000 15 1-3	24 4,000-4,500 1 1 1 1 4,500-5,000 15 1-3	24 4,350 1 N/A N/A N/A 4,500-5,000 15 1-3
QUALITY - ICT support structure for schools, educational centres, portals and websites to be maintained by certified technical support technicians, systems administrators and qualified vendors with standardized ICT hardware and software infrastructure - PCs, software, servers and network equipment to be maintained with approved hardware peripherals and consistent software updates - ECCE centres are supported through the registration process using the Education Act (2016) with collaboration with other agencies and appropriately qualified and experienced personnel - School Improvement services delivered by professionals with appropriate qualifications, training and experience - Structured support plans to be developed in consultation with key stakeholders - Statistical reports prepared according to template approved by Chief Officer and subject to sign off by Chief Officer prior to publication	100% 85%-95% 100% 100% 100% 100%	100% 85%-95% 100% 100% 100% 100%	100% 95% 100% 100% 100% 100%

TIMELINESS - All ICT services available during normal working hours - Support visits to ECCE centres conducted within agreed times - ECCE Centres are supported through registration and presented to Education Council within the timeliness requirements of the Education Act (2016) - School Improvement Plans submitted by 31 October for each calendar year - All School Support Plans to be delivered over academic year - Statistical reports on standardized, key stage tests and external examinations by 30 September 2021 for each budget year	90-95%	90-95%	97%
	100%	100%	100%
	100%	100%	100%
	90-100%	90-100%	100%
	100%	100%	100%
	95-100%	95-100%	100%
LOCATION Cayman Islands	100%	100%	100%
COST	\$9,509,118	\$9,866,032	\$8,616,037
RELATED BROAD OUTCOME: Improving education to promote lifelong learning and greater economic mobility			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: MEG 6, MEG 7, DES 12			

CCO 1	Teaching of Tertiary Level, Professional and Vocational Programmes		
DESCRIPTION - Develop and deliver tertiary level educational programmes and continuing education courses and complimentary educational services in collaboration and conjunction with relevant private sector organisations - Develop and deliver tertiary level professional programs - Teaching of the Associate Degree specializations - Teaching of adult and continuing education courses - Develop and deliver Tertiary Level Vocational Programmes that contribute to the Islands needs for qualified, trained citizens - Teaching/development of baccalaureate degree/postgraduate programmes - Delivery of comparable programs in Grand Cayman and Cayman Brac			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of professional programmes - Number of academic programmes - Number of adult/continuing classes - Number of vocational programmes - Number of baccalaureate/post graduate courses offered - Number of Adult/Continuing Education student enrollment in Cayman Brac over three semesters	4 13 35-40 7 14 30-100	4 13 35-40 7 14 30-100	4 13 40 7 14 100
QUALITY - Courses are taught by professionally qualified instructors in relevant fields - Courses satisfy the standards required by overseas universities for acceptance of students and their credits. - Staff are qualified to deliver course content - Courses meets International Standards	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS Courses offered over appropriate time frame for curriculum covered	100%	100%	100%
LOCATION Grand Cayman and Cayman Brac	100%	100%	100%
COST	\$6,678,322	\$6,678,322	\$6,684,748
RELATED BROAD OUTCOME: Improving education to promote lifelong learning and greater economic mobility			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUTS: COL 1, COL 2, COL 3, COL 4, COL 5, COL 6			

CDB 1	Disbursement of Government Scholarship Funding		
DESCRIPTION Administration of scholarship funding for the Education Council on behalf of the Government by: - Issuing and monitoring disbursements to approved recipients - Generating periodic performance reports			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of payments to facilitate Education Council scholarship recipients (inclusive of: local and overseas, and direct institutions) - Number of performance reports	400-525	400-525	800
QUALITY - Ensure that Education Council scholarships payments are administered in accordance with agreed arrangements as submitted from time to time by the Ministry of Education - Submit required performance reports with accuracy and relevance of reports as agreed with the Ministry of Education	10-12	10-12	10-12
TIMELINESS - Administer all scholarships in a timely manner to ensure that recipients are in receipt of funds as requested and submitted by the Ministry of Education to CIDB - Maximum time of 7 working days between end of month and submission of reports	100%	100%	100%
LOCATION Cayman Islands	100%	100%	100%
COST	\$40,452	\$40,452	\$40,452
RELATED BROAD OUTCOME: Improving education to promote lifelong learning and greater economic mobility			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: CDB 1			

NGS 25	Teaching of Tertiary Education Courses		
DESCRIPTION Teaching of the following degree courses: • Master of Science: Management (Human Resources and Education) • Master of Business Administration • Bachelor of Science Degrees: Business Administration (Accounting and Finance), Human and Social Services, Liberal Studies and Office Administration. • Associate of Science Degrees: Business (Accounting, Banking, Broadcasting Management, Finance, Hotel and Tourism Management and Information Systems), General Studies, and Office Administration The funds allocated are to be used exclusively for items related to teaching and learning including: student support services; educational supplies; faculty fees; tutors; learning labs.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Master's Level Degree Programmes Offered • Bachelor's Level Degree Programmes Offered • Associate's Level Degree Programmes Offered	2 4 3	2 4 3	2 4 3
QUALITY • Faculty holds a minimum of a Bachelor's degree with appropriate professional experience, professional designation / certification or Master's degree • Programmes taught in accordance with international tertiary educational standards based on an American curriculum • Institutionally accredited by a recognised accreditation agency and business programmes accredited by the International Accreditation Council for Business Education (IACBE)	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS • Fall, Winter, Spring and Summer quarters	100%	100%	100%
LOCATION • ICCI Campus, Grand Cayman	100%	100%	100%
COST	\$250,000	\$250,000	\$250,000
RELATED BROAD OUTCOME: • Improving education to promote lifelong learning and greater economic mobility			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: ICC 1			

NGS 34	Primary and Secondary Education by Private Schools		
DESCRIPTION The provision of a grant to assisted schools providing primary and secondary compulsory education in the Cayman Islands Assisted schools in receipt of these funds are responsible for the delivery of education, in such a manner as to comply with the Education Act, 2016, Education Regulations, 2017 and Ministry of Education Policies and Guidelines			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of assisted schools - Approximate number of students enrolled in Primary Education - Approximate number of students enrolled in Secondary Education	19-21 2,000-2,500 1,400-1,800	19-21 2,000-2,500 1,400-1,800	19 2,015 1,364
QUALITY All assisted schools must: - Be registered and in good standing with the Education Council - Submit approved financial evidence with specific details on how the Government Funding was utilised - Submit complete, accurate and relevant data as requested by the Ministry of Education - Submit, upon request, strategic and/or school improvement plans and annual progress reports including, when relevant, post inspection action plans - Submit evidence of participation in national academic, cultural and sporting initiatives, for example: the National Spelling Bee, Rotary Science Fair, National Children’s Festival of the Arts, Inter-Primary and Inter-Secondary Sporting competitions	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
TIMELINESS - All documentation to be submitted by the third quarter of 2022 and 2023 or by any other date specified by the Ministry of Education. - Post inspection action plans to be submitted 30 days after the final inspection report is issued to the relevant school, if requested.	100% 100%	100% 100%	100% 100%
LOCATION Calvary Baptist Christian Academy, Cayman Academy, Cayman International School, Cayman Learning Centre, Cayman Prep and High School, Clever Fish School, First Baptist Christian School, Footsteps School, Grace Christian Academy, Hope Academy, Island Montessori, Montessori By The Sea, Montessori Del Sol, Montessori School of Cayman, St. Ignatius Catholic School, Triple C School, Truth for Youth School, Village Montessori, Wesleyan Christian Academy	100%	100%	100%

COST	\$2,000,000	\$2,000,000	\$1,000,000
RELATED BROAD OUTCOME: Improving education to promote lifelong learning and greater economic mobility			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: PSA 1			

NGS 79	K-9 Security Services		
DESCRIPTION			
Provision of K-9 security services to reduce incidents of use and distribution of drugs in the schools and to make visits to schools as part of the Drugs Education Programme.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number hours service provided per week	26-30	26-30	30
Number of trained/certified K-9 and handlers	2	2	1
Number of schools visited by K-9 unit as part of Drugs Education Programme	10	10	15
QUALITY			
K-9 security services to be provided by a trained/certified K-9 and handler	100%	100%	100%
Community Police Officer accompanies company personnel in the performance of services	100%	100%	100%
TIMELINESS			
K-9 security services to be delivered over academic year from September through June	100%	100%	100%
Activity reports filed with Ministry liaison on a monthly basis	100%	100%	100%
Final Annual Report of programme outcomes to Ministry by December 2022 and December 2023	100%	100%	100%
LOCATION			
Grand Cayman	100%	100%	100%
COST			
	\$50,000	\$50,000	\$50,000
RELATED BROAD OUTCOME:			
Improving education to promote lifelong learning and greater economic mobility			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: NGS 79			

NGS 91	Public School Meals Programme		
DESCRIPTION			
Provision of free meals to pubic primary and Lighthouse students.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY	1,000 – 2,726	1,000 – 2,726	1,000 – 2,726
Number meals provided per week			
QUALITY	100%	100%	100%
Provision of meals in line with the Cayman Island Public School: Standards for Food Provision (June 2012)			
TIMELINESS	100%	100%	100%
Meals are to be submitted at set times each day to coincide with school scheduled breaks	100%	100%	100%
Activity reports filed with Ministry liaison on a biweekly basis	100%	100%	100%
LOCATION	100%	100%	100%
Grand Cayman			
COST	\$7,446,271	\$14,908,247	\$3,101,000
RELATED BROAD OUTCOME:			
Improving education to promote lifelong learning and greater economic mobility			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: NGS 91			

28. TRANSFER PAYMENTS FOR 2022 AND 2023

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
TP 27	Pre-School Educational Assistance Pre-school education grants for students who qualify for financial assistance Number of persons assisted 2021: 120-160 Number of persons assisted 2022: 150-210 Number of persons assisted 2023: 150-210	783,226	783,226	783,226
TP 30	Local and Overseas Scholarships and Bursaries Scholarships and bursaries awarded by the Education Council to support education at local and overseas tertiary institutions <u>Overseas</u> - Ranges between \$20K and \$25K per student Number of persons assisted 2021 overseas: 602 Number of persons assisted 2022 overseas: 600-700 Number of persons assisted 2023 overseas: 600-800 <u>Oversea SEN Tertiary</u> – Provided for those University students identified as having special education needs and who require additional support available at the university or supplemental programme which is an additional cost to tuition. Number of persons assisted 2021 overseas: 3 Number of persons assisted 2022 overseas: 4 Number of persons assisted 2023 overseas: 6 (\$10K per annum per student) <u>Local</u> – includes all payments for A-Levels/Brac Stipend/Dual Entry/UCCI/ICCI/UWI Open Campus/ST. Matthews/Law School/CIS Number of persons assisted 2021 local: 1,298 Number of persons assisted 2022 local: 1,400 - 1,600 Number of persons assisted 2023 local: 1,500 – 1,700	10,039,273	10,039,273	16,539,273
TP 51	Other Educational and Training Assistance Grants awarded to institutions/individuals for projects/programmes to meet students' or training needs that are not provided for through traditional and/or mainstream educational/training provision. Also includes support of special projects/educational events.	255,225	255,225	255,225
TP 61	Student Enrichment and Support Services Grants awarded to various institutions to support extended after-school programmes	933,934	933,934	933,934

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
TP 82	Scholarships – Special Educational Needs Grants awarded for alternative education placement by Education Council to compulsory aged students with Special Educational Needs who meet criteria and have exhausted all available resources within the Government System. Number of persons assisted 2022: 25-30 – Compulsory Number of persons assisted 2023: 30-35 – Compulsory	1,265,957	1,265,957	1,265,957
TP 83	Scholarships – Medical Specialisation – earmarked for junior Caymanian doctors undertaking formal specialty training who have completed internships Number of persons assisted 2021: 7 Number of persons assisted 2022: 8 Number of persons assisted 2023: 8 -10	863,282	863,282	863,282
TP 93	Public School Grants and COVID Recovery Programme Grants for students who qualify for financial assistance Number of Educational Institutions assisted 2021: 2-5 Number of Educational Institutions assisted 2022: 10-15 Number of Educational Institutions assisted 2023: 10-15	1,362,391	1,362,391	375,000
TP 94	Superior Auto Apprenticeship Programme	150,000	150,000	300,000

29. OTHER EXECUTIVE EXPENSES FOR 2022 AND 2023 FINANCIAL YEARS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
OE 11	Subscription to Caribbean Examinations Council Annual subscription to Caribbean Examinations Council for local Registrar	13,452	13,452	13,452
OE 12	University of the West Indies Membership Levy Annual membership payment to the University of the West Indies	815,568	815,568	815,568

30. OWNERSHIP ACTIONS FOR 2022 AND 2023

EQUITY INVESTMENTS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EI 12	Ministry of Education Equity Investment for purchase of entity assets	45,368,240	29,123,000	42,919,000
EI 46	University College of the Cayman Islands	3,282,000	3,158,000	596,000

31. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER FOR DISTRICT ADMINISTRATION AND LANDS

OUTPUT SUPPLIER: MINISTRY OF DISTRICT ADMINISTRATION AND LANDS

DAL 1	Policy Advice and Support to the Minister for District Administration and Lands		
DESCRIPTION Policy advice and ministerial support to the Minister and Cabinet involving subjects relating to Grand Cayman, Cayman Brac and Little Cayman, including: District Administration, Public Lands Commission, Lands and Surveying, Sister Islands Sports matters, Water Authority and Sister Islands Affordable Housing Development Corporation.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	*2021 12-Month Forecast
QUANTITY - Number of cabinet papers and notes - Number of responses to parliamentary questions - Number of meetings attended - Number of strategic priority projects advised on and/or managed - Number of (PLC) Vendor Permit issued	60-80 6-10 142-196 5-10 35-50	60-80 6-10 140-194 5-10 35-50	New 1 71-75 New 1-10
QUALITY - All Cabinet papers and notes will be signed off by the Chief Officer or designate and will define issues clearly and succinctly, include pertinent research and data, have an unambiguous statement of policy objectives, and identify all viable options and assess the same - Verbal advice, briefings and speeches will be undertaken by knowledgeable and professional personnel - Representations at meetings/briefings by knowledgeable and professional personnel - Written replies will be factual and well researched, and in accordance with the relevant Act - Services provided by appropriately experienced and qualified Persons	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
TIMELINESS - All services will be delivered by agreed target dates - Attendance at meetings within timeframe agreed - Written replies issued within the agreed timelines	100% 100% 100%	100% 100% 100%	100% 100% 100%
LOCATION Cayman Islands	100%	100%	100%
COST	\$3,717,622	\$3,998,254	\$2,238,196
RELATED BROAD OUTCOMES: - Building a modern infrastructure to ensure a successful future for our islands - Providing solutions to improve the well-being of our people so they can achieve their full potential - Supporting climate change resilience and sustainable development - Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: ADL 1, DAD 16, PLC 1			

*2021 forecast based on 6 months estimate

DAL 2	Government Services in Cayman Brac and Little Cayman		
DESCRIPTION			
Provision of Government services in Cayman Brac and Little Cayman which includes: - Develop, implement and support Tourism and Business Initiatives to help energize the economy and create jobs. - Paving and maintenance of roads in Cayman Brac and Little Cayman - Complete the Cayman Brac Sports Complex to encourage sports tourism on Cayman Brac - Complete works to convert the Bluff hurricane shelter site into a new Multi-purpose Hall - Continue road repair in Cayman Brac due to WAC installing pipelines for city water between 2016- 2025 - Collection, documentation and preservation of material and sites of historical significance (in the Sister Islands) - Provision of Child Day-care and Pre-School Services (in the Sister Islands) - The provision of sports coaching and instructing primarily in the 7 focus sports on the Sister Islands			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	*2021 12-Month Forecast
QUANTITY			
Number of responses to world-wide requests for information	2,800-3,700	2,800-3,700	1,400
Number of tours conducted (Tourism)	70-90	70-90	11
Number of miles of road maintenance and construction	350-450	350-450	362
Number of building/facility maintenance job orders processed	1,100-1,400	1,100-1,400	493
Other Projects / Minor Works	1,000-1,200	1,000-1,200	414
Number of tours provided (Preservation/Historical Sites)	350-450	350-450	171
Number of Heritage House Bookings / Event	75-100	75-100	40
Number of students attending the Centre (<i>per day</i>)	25-30	25-30	25
Number of applications for New passports, Visa, British Citizenship, Identity certificates and Renewals processed	250-450	250-450	105
Issuing Births, Death, Marriage and Deed Poll Registration certificates, incumbencies and Annual Returns (Companies)	300-550	300-550	135
Number Official Events arranged	30-45	30-45	20
Number of revenue transactions processed (on behalf of others)	10,100-11,000	10,100-11,000	5,500
Number of Disaster Exercises and Shelters maintained	46-52	46-52	30
Number of Vehicles inspected and licenses issued.	2,500-3,000	2,500-3,000	1,250
Number of Community Sport Development Programmes	10-12	10-12	5-6
QUALITY			
Information provided by highly qualified representatives is accurate and in accordance with established programmes and policies	100%	100%	100%
Tours are conducted by fully qualified Guides	100%	100%	100%
Roads are constructed to National Engineering Standards	100%	100%	100%
Project Management and maintenance by professional staff and Building Code	100%	100%	100%
Historical Sites marked with descriptive signs to U.S. Parks Standards	100%	100%	100%
Artefacts secured, exhibited and preserved in accordance with National Museum Standards	100%	100%	100%
Facility Is licensed by and meets standards set by Education Department for Child Care Facilities and tasks performed by trained and qualified staff	100%	100%	100%
Full compliance with established departmental procedures, in accordance with Public Management and Finance Act (2020 Revision), other legal framework and monthly Reconciliation	100%	100%	100%
Workshops/After-School Programmes/Community/National Coaching are conducted by technical staff trained to standards set by the international governing body for the particular sport	100%	100%	100%

TIMELINESS			
• Respond to inquiries within seven days	100%	100%	100%
• Tours bookings are confirmed as requested	100%	100%	100%
• As set out in Annual Budget Guidelines and approved works program	100%	100%	100%
• Open for public access for five to five and a half (5-5 ½) days per week	100%	100%	100%
• Child care and pre-school service provided 7:30a.m. – 5:30p.m., Monday – Friday	100%	100%	100%
• All Applications – processed within 6-8 weeks- Passports, 4-6 Weeks- Visas, 6-12- Citizenship and 3-5 days- ID Certificates, 1 hr- Birth, death, marriage certificates, 1 Day- Marriage Lisc., Incumbencies and Annual Returns and within 1 week- Deed Polls.	100%	100%	100%
• Revenue Deposits within 2 working days	100%	100%	100%
• Community Coaching held daily 5-6 days a week	100%	100%	100%
LOCATION			
• Cayman Brac and Little Cayman	100%	100%	100%
COST			
	\$10,037,385	\$10,350,312	\$4,681,209
RELATED BROAD OUTCOMES:			
• Supporting climate change resilience and sustainable development • Building a modern infrastructure to ensure a successful future for our Islands • Providing solutions to improve the well-being of our people so they can achieve their full potential • Utilising sports to enhance the lives of our people • Improving education to promote lifelong learning and greater economic mobility • Improve our tourism, as an industry, product and economic driver • Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: DAD 3, DAD 22, DAD 24, DAD 26, DAD 27, DAD 31			

**2021 forecast based on 6 months estimate*

DAL 3	Provision Cadastral Surveying, Planning and Resource Management		
DESCRIPTION			
- Provision of a real estate valuation and appraisal service to Government including the general management of unoccupied Crown-owned Land, property management, leases, inspections, sales, acquisitions and disposals. - Provision and maintenance of Land Surveying and Mapping services covering all aspects of the survey and mapping processes within Lands and Survey - Provision of Land Registration and Stamp Duty Services including a range of activities associated with registered land transactions. The most common includes document searches, examination and registration of interests on land. - National geographic information services which include the provision of geographic datasets of the Cayman Islands, and business development solutions for Government and private sector to ensure full use of data and applications developed by the National Geographic Information Service (GIS)			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	*2021 12-Month Forecast
QUANTITY			
Number of non-Stamp Duty valuation reports completed	25-30	25-30	10-15
Number of inspections and service calls of unoccupied Crown-Owned properties and new leases, renewals and extensions	65-120	65-120	10-20
Number of surveys conducted-cadastral, topographic, investigative	25-35	25-35	15-20
Number of survey plans authenticated and boundary plans approved	185-225	185-225	110-130
Documents examined for registration against a register	15,000-17,000	15,000-17,000	6,000-7,000
New registers/parcels created	700-900	700-900	300-400
Number of duty stamped documents issued and commercial leases assessed	7,000-7,500	7,000-7,500	4,000-5,000
Number of geographic solutions developed, redeveloped, or acquired and number of geographic datasets maintained	20-30	20-30	5-15
Number of consultation and training sessions	60-75	60-75	30-60
QUALITY			
All asset valuations, reports are prepared in compliance with the prevailing Royal Institution of Chartered Surveyors (RICS) Valuation Manual and Regulations	100%	100%	100%
Acquisitions, disposals or leasing are in accordance with Statutory regulations and current applicable Acts- Roads Act (2005 Revision) and Land Acquisition Act (1995 Revision)	100%	100%	100%
Quality Control and Authentication done in compliance with Land Surveyors Act (1996 Revision) and the Land Survey Regulations (1996 Revision) and the Registered Land Act (2018) Revision	100%	100%	100%
All documents meet the requirements of the Registered Land Act (2018 Revision) as directed by the Manual of Land Registry Procedure) and signed off by a qualified person	100%	100%	100%
All documents properly assessed and Stamp duty (plus interest when appropriate) collected in accordance with the Stamp Duty Act (2020 Revision)	100%	100%	100%
All geographic solutions are developed and maintained by professional qualified software developers	100%	100%	100%
Consultations, training, and support provided by qualified personnel	100%	100%	100%

TIMELINESS	Stamp Duty documents sent out within two days of assessment	90%	90%	90%
	Acquisitions concluded within three months of agreement of consideration	90-100%	90-100%	90-100%
	Standard surveys with field work completed to field specification and submitted to Quality Assurance within six weeks of agreed timeliness	85-100%	85-100%	85%
	Turn-around time for authentication of fully compliant submissions within 10 working days	90-100%	90-100%	85%
	All documents are processed within ten working days after receipt of all relevant documents with the exception of valuation and re-assessments which is 2-5 working days	85-100%	85-100%	85%
	Applications developed, redeveloped or acquired within the Timeframe agreed with clients and geographic datasets are reviewed as per schedule and where applicable updated within 5 business days of receipt of information.	85%	85%	85%
	Consultation and training are provided within 10 business days of request	95%	95%	95%
LOCATION	Cayman Islands	100%	100%	100%
COST		\$4,700,550	\$5,446,470	\$1,791,580
RELATED BROAD OUTCOMES: - Building a modern infrastructure to ensure a successful future for our Islands - Strengthening good governance for more effective government				
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: LSU 13, LSU 14, LSU 15, LSU 16				

**2021 forecast based on 6 months estimate*

SIH 1	Sister Islands Affordable Housing Programme		
DESCRIPTION			
To identify the housing needs of Caymanians in the Sister Islands and to continue developing affordable homes to meet these needs and contribute to the economic development of the Sister Islands.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	*2021 12-Month Forecast
QUANTITY			
- Number of hours of general management and administration - Number of homes constructed	900-950 3	900-950 3	100-150 N/A
QUALITY			
- Site visits conducted by qualified personnel - All financial transactions processed in accordance with the Public Management and Finance Act (2020 Revision)	95-100% 100%	95-100% 100%	100% 100%
TIMELINESS			
Site Reports to be completed within five days of the end of each month	90-100%	90-100%	90-100%
LOCATION			
Cayman Brac	100%	100%	100%
COST			
	\$75,000	\$75,000	\$75,000
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: SIH 1			

**2021 forecast based on 6 months estimate*

32. TRANSFER PAYMENTS FOR 2022 AND 2023

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	*2021 12-Month Forecast
TP 66	Sister Islands Home Repairs Assistance Repair senior citizen homes in the Sister Islands	500,000	500,000	850,287
TP 86	Sister Islands Beaches and Community Clean Up Programme	500,000	500,000	603,130
TP 101	Sister Islands Community Programmes/Projects	150,000	150,000	190,000

**2021 forecast based on 6 months estimate*

33. OTHER EXECUTIVE EXPENSES FOR 2022 AND 2023 FINANCIAL YEARS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	*2021 12-Month Forecast
OE 134	Depreciation of Executive Assets – Ministry of District Administration and Lands	625,000	685,000	313,000

**2021 forecast based on 6 months estimate*

34. OWNERSHIP ACTIONS FOR 2022 AND 2023

EQUITY INVESTMENT

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	*2021 12-Month Forecast
EI 87	Ministry of District Administration and Lands Equity Investment for purchase of entity assets	4,066,999	3,358,833	3,536,452

PURCHASE OR CONSTRUCTION OF EXECUTIVE ASSETS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	*2021 12-Month Forecast
EA 4	Land Purchase	1,000,000	1,354,000	4,172,865
EA 9	Land Purchase: Gazetted Claims	500,000	500,000	915,011
EA 42	Cayman Brac and Little Cayman Street Lighting	21,000	21,000	-
EA 55	Cayman Brac and Little Cayman Roads	1,000,000	1,000,000	662,927
EA 60	Cayman Brac: Bluff Playfield	600,000	350,000	352,652
EA 95	Cemetery Vaults: Cayman Brac and Little Cayman	63,000	63,000	13,970
EA 125	Cayman Brac Multi-Purpose Hall	500,000	100,000	417,253
EA 131	Storm Drain and Deep Wells	21,000	21,000	-
EA 139	Little Cayman Boat Launch Ramp	135,000	100,000	249,985
EA 144	Public Restrooms	150,000	126,000	166,686
EA 146	Land Purchase Conservation	7,000,000	-	500,000
EA 158	Little Cayman Sports Field	-	100,000	-

*2021 forecast based on 6 months estimate

35. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER FOR HOME AFFAIRS

OUTPUT SUPPLIER: MINISTRY OF HOME AFFAIRS

HAF 1	Policy Advice, Legislative Initiatives and Ministerial Services		
DESCRIPTION - To support the Minister in the development of the Government strategy for Home Affairs, to enhance national security and public safety; - To facilitate and coordinate the implementation and monitoring of the strategies and evaluate progress against identified objectives, ensuring compliance with statutes, policies and established best practices; - To provide support to the Minister in the delivery and implementation of policy and legislative directives which meet established best practices and industry standards and enhance national security and public safety.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Strategy to support the Government’s objectives for Home Affairs - Annual Report detailing delivery of strategy - Cabinet Papers and notes - Responses to Parliamentary Questions or Private Members Motions - Briefing Papers and speeches - Consultation/policy/research papers - Press releases/advisories	1 1 10-15 4-6 8-10 2-4 20-30	1 1 10-15 4-6 8-10 2-4 20-30	1 1 4-8 4-6 8-10 1-4 10-15
QUALITY - All documents produced for the Minister will be based on consultation where appropriate/ required, the best available information/research and in accordance with applicable templates - Amended and new legislation will be supported by comprehensive comparative analysis of legislation in similar jurisdictions, research into established best practices and industry standards and stakeholder consultation - Consultation will be conducted in an open, broad and transparent manner, followed by published recommendations that include rationale and supporting information	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%
TIMELINESS All work will be completed in accordance with statutory timelines and/or international agreements and standards as required, and within timeframes and deadlines set by the Ministry	90-100%	90-100%	90-100%
LOCATION Services are delivered within the Cayman Islands	100%	100%	100%
COST	\$2,244,396	\$2,314,684	\$806,068
RELATED BROAD OUTCOME: Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: HAA 1			

HAF 2	Correctional Supervision, Intervention and Support Services		
DESCRIPTION Provision of a wide range of rehabilitative and intervention services and programmes to adult offenders in the community to target the underlying factors contributing to their offending behavior in order to reduce their rate of re-offending and support them to become contributing members of society. Victim services are also offered to address the negative impacts of offenders’ behavior and raise awareness in the community, with the goal of empowering and promoting healing at the individual, family and community level.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of persons on bail supervision/monitoring - Number of High-Risk Cases	2,500-2,700 200-240	2,700-2,800 450-550	2,700 200-240
QUALITY - All reports are completed in accordance with established standards and best practice - All programmes and services delivered in accordance with Department guidelines and established best practice by trained staff	100% 100%	100% 100%	100% 100%
TIMELINESS - Supervision in the community is ongoing for the duration of the period specified by a Court Order, Conditional Release License or other condition established by the Courts. - Reports submitted in accordance with timeframe set by the Court and as agreed with CRB and RCIPS	100% 95-100%	100% 95-100%	100% 95%
LOCATION Cayman Islands	100%	100%	100%
COST	\$4,740,941	\$4,875,135	\$4,655,843
RELATED BROAD OUTCOME: Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: DCR 9, DCR 10, DCR 11, DCR 12, DCR 16			

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	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
- Average number of prisoners held in custody – per day - Number of drug tests carried out per month - Number of room and area searches conducted per month - Number of Prisoners attending National Induction Programme (NIP) per month. - Number of prisoners’ disciplinary breaches (per month) - Number of escapes from custody - Reviews conducted of Contingency and Emergency Response Plans (per annum)	220-250 40-50 130-150 20-25 20-25 50-60 1-3	220-250 50-60 130-150 20-25 20-25 50-60 1-3	219 35-45 130-150 20-25 N/A 50 1-3
QUALITY			
- Treatment of prisoners is underpinned by decency and respect and in accordance with the Prisons Act and best practice - All drug tests will conform to appropriate Prison Service Instructions (PSI) and chain of custody requirements - Bars, locks, vents, windows, doors and fabric of walls will be checked at least once per day - Searches are conducted in compliance with the appropriate PSI - Complaints responded to within policy timescales. - NIP modules are delivered to all prisoners. - The investigation and conduct of disciplinary proceedings against prisoners are lawful, reasonable and fair, and in the interests of maintaining order, control and a safe environment. - Contingency and Emergency Response Plans are reviewed in accordance with national policy requirements	95-100% 100% 100% 95-100% 90-100% 95-100% 90-100% 98-100%	95-100% 100% 100% 95-100% 90-100% 95-100% 90-100% 98-100%	95-100% 100% 100% 95-100% 90-100% 95-100% N/A 98-100%
TIMELINESS			
- Secure custodial services provided 24 hours per day - Drug tests and search targets per month to be achieved by the 25th day to allow for performance reporting - Complaints and adjudications completed within PSI prescribed timescales. - Prisoners attend national induction programme within 1 week of admission - Contingency and Emergency Response Plans reviews completed by 30 April each year.	100% 95-100% 95-100% 90-100% 100%	100% 95-100% 95-100% 90-100% 100%	100% 95-100% 95-100% N/A 100%
LOCATION			
Grand Cayman	100%	100%	100%
COST	\$19,542,255	\$20,075,982	\$19,684,323
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: PRI 13, PRI 15			

Note: The total cost of supplying this output in 2022 is \$19,652,255. However, revenue of \$110,000 from third parties reduces the cost to Cabinet to \$19,542,255.

The total cost of supplying this output in 2023 is \$20,185,982. However, revenue of \$110,000 from third parties reduces the cost to Cabinet to \$20,075,982.

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	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - 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 4,000-5,000 2,800-3,150 8,760 55-75 325-375 1,470-1,800	8,760 4,000-5,000 2,800-3,150 8,760 55-100 325-375 1,500-1,800	8,760 4,600-5,250 2,900-3,280 8,760 46-55 325 1,800-2,000
QUALITY - 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: - Call-taking: - Dispatching: - Quality Assurance ratings regarding Electronic Monitoring Centre actions - System infrastructure is continuously monitored for availability and reliability (overall network availability)	250 150 91% 91% 96% 90-95%	250 150 91% 91% 97% 98-99%	250 100 91% 91% 95% 90-95%
TIMELINESS - Percentage of 9-1-1 telephone calls answered within 10 seconds for calendar year (as recorded by PSCC Power911 reports) - Authorized requests from RCIPS or other EMC User Group for information regarding an offender’s violation are processed within 48 hours - Authorized requests from RCIPS for copies of archived CCTV video recordings are processed within five calendar days - Response times for Critical System (911, CIFS, paging) - During normal work hrs.: 15 mins - Outside of normal work hrs.: 45 mins - Response times for Other Systems: - Grand Cayman: within 1 hr. - Cayman Brac and Little Cayman: next available flight	98% 95% 96% 95-99% 90-95% 90-95% 90-95%	98% 95% 96% 95-99% 90-95% 90-95% 0-95%	98% 95% 96% 95-99% 90-95% 90-95% 90-95%

LOCATION			
Cayman Islands	100%	100%	100%
COST	\$5,748,545	\$5,699,670	\$6,011,723
RELATED BROAD OUTCOME: Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: EMC 1, EMC 2, EMC 3			

HAF 5	Domestic and Aerodrome Fire Services		
DESCRIPTION			
Maintain capacity to respond to domestic, aerodrome fire and other emergencies (natural or man-made); conduct inspections to ensure safe, efficient and effective compliance with Fire Code; investigate cause and original of all fires and provide Fire Safety education and training programmes to the public relative to all areas.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of days per annum providing 24-hour response to the community	365	365	365
Number of premises inspected	3,000-3,500	3,000-3,500	3,000-3,500
Number of development drawings inspected	250-300	250-300	250-300
Number of assessment reports prepared (bldg. control, etc.)	400-600	400-600	400-600
Number of cause and origin investigations conducted	150-250	150-250	150-250
Number of fire assessment reports conducted	500-650	500-650	500-650
Number of educational demonstrations	100-150	100-150	100-150
Number of workshops conducted	4-8	4-8	4-8
Number of inspections of distribution of fuel to aircrafts conducted per annum	2-3	2-3	2-3
QUALITY			
Ensure compliance of CI Fire Brigade Act and the CI Fire Service Operational Orders	90-100%	90-100%	90-100%
Inspections carried out by qualified personnel	90-100%	90-100%	90-100%
Reports identify key issues and make recommendations for action related to the implementation of fire safety standards and codes based on CI Acts and Codes	90-100%	90-100%	90-100%
Content is appropriate for various age groups and provides relevant guidance on fire safety measures	90-100%	90-100%	90-100%
Personnel are trained in accordance with required standards	90-100%	90-100%	90-100%
ICAO requirements for RFFS CI airports.	100%	100%	100%
Rescue equipment complies with ICAO standards	95-100%	95-100%	95-100%
TIMELINESS			
24 hours per day, 365 days per year	100%	100%	100%
Respond (exit the station) within 20 seconds on receipt of call for service	95-100%	95-100%	95-100%
Complete inspection within three days of notification	90-100%	90-100%	90-100%
Inspection Reports completed with three days of completion of inspection	90-100%	90-100%	90-100%
Investigation of fire conducted within 48 hrs of event	95-100%	95-100%	50-100%
Response to request for information within three business days	90-100%	90-100%	90-100%
RFFS response time is within 2 to 3 minutes to each end of the runway as required	100%	100%	100%
LOCATION			
Cayman Islands	100%	100%	100%
COST	\$15,625,204	\$16,114,567	\$16,554,263
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: FRE 9, FRE 10, FRE 11, FRE 12, FRE 13			

HAF 6	Regiment Services			
DESCRIPTION Provision of a military regiment specialising in disaster relief and security. Training of personnel in first aid, basic water rescue, drill, navigation, weapon handling, field craft, Humanitarian Assistance and Disaster Relief (HADR). Maintaining high levels of physical fitness, including physical training, endurance training, sport and annual mandatory fitness tests. Specialist Team Training including: • Driver Training • Team Medic Training • Advanced Swimmer Training • Ground - Air Coordination Training • Fire Liaison Training Leadership training including Driver Supervision, Advanced Navigation, Method of Instruction (MOI), Lesson Planning, Team building and supervision and Risk Assessment. Instructor training, including First Aid Instructor, Chainsaw Instructor, Drill Instructor, Physical Training Instructor. Maintain and service a fleet of vehicles used to support the Regiment in its duties. Maintain and service supplies and equipment used to support the Regiment in its duties. Carry out training exercises to test readiness. Participate in National Parades. Provide community service to the wider community, including community projects.				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number of training sessions • Number of camps operated locally • Number of readiness exercises conducted locally • Number of parades attended • Number of community projects facilitated		33-45 1 2-5 3-4 4-6	33-45 1 2-5 3-4 4-6	33-45 1 2-5 3-4 4-6
QUALITY • All instructors must be competent in subject matter areas and should deliver training in accordance with the relevant doctrine and in compliance with regional and international standards • Annual training tests will be held in a range of core subjects • Annual fitness and endurance tests will be held • Persons participating in parades will be experienced in drill and words of command on parade		100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS • Training sessions will happen on a regular monthly basis • Regiment should be able to deploy a squadron-sized compliment of approx. 50 persons within 2hrs • Regiment should be able to deploy a squadron-sized compliment of approx. 50 persons for overseas deployment within 24hrs • Annual camp of between 7 and 14 days to be held each year		100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
LOCATION • Cayman Islands and overseas if deployed		100%	100%	100%
COST		\$1,500,000	\$1,500,000	\$1,909,712
RELATED BROAD OUTCOME: • Providing solutions to improve the well-being of our people so they can achieve their full potential				
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: RGM 1				

HAF 7	Cadet Corp Services			
DESCRIPTION Provision of an internationally recognized Star 4 Cadet Corp programme for youth ages 11 - 19 including: • Instructional (practical and theoretical) Training including Band/Music instruction • Land Training including; Drill and Turn-out, first aid, map and compass, field craft and adventure training • Marine training including sailing, kayaking, diving • Physical Activities including participation in various sport, fun runs • Leadership Programme including Method of Instructions (MOI), Team control and lesson planning • Adult Training for Instructors and Officers and regular reporting to parents Participate in National Parades, local parades, including Passing Out (Enrolment) and Awards/Closing Parades. There are also special ceremonies including state visits, special conferences opening ceremonies where Cadets bear the flags and sing the National Anthem/Song. Provide Community service to the wider community. Plan, operate and attend camps locally and regionally within a residential environment. Provide a vocational and technical training programme to cadets who are at least 16 years of age and Star 2 qualified.				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number of training sessions • Number of parades and camps • Number of community projects facilitated		180-195 4-6 6-8	180-195 4-6 6-8	212-231 8-13 6-8
QUALITY • All instructors must be competent in subject area and should deliver training and camps in accordance with the Army Cadet Force (ACF) Cadet Training handbook, regional and international standards • Persons participating in parades will be experienced in drill and words of command on parade • All community projects will be preauthorized and facilitated by an authorised officer • Delivery of modular units by trained instructors based on regional and international standards • Completion of the Senior Cadet Instructors Course (SCIC) delivered in a separate camp setting in accordance with the Cadet Training Manual		100% 100% 100% 100% 100%	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
TIMELINESS • The training programme operates outside school hours Monday to Friday 4:00pm – 8:00pm and every Saturday 9:00am – 12:00pm during school term; • Attend parades and community projects as scheduled by the organizers • Annual Camp of 10 - 14 days will be held during July and August and weekend camps will be held for two nights		100% 100% 100%	100% 100% 100%	100% 100% 100%
LOCATION • Cayman Islands		100%	100%	100%
COST		\$829,147	\$823,336	\$673,674
RELATED BROAD OUTCOME: • Providing solutions to improve the well-being of our people so they can achieve their full potential				
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: CAD 4, CAD 6				

NGS 90	Cayman Islands Cadet Corps Committee		
DESCRIPTION			
Provision of programme support to deliver the functions of the Cayman Islands Cadet Corps with the involvement of Volunteer Officers and Instructors.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of supervision/command hours	1,600-1,800	1,600-1,800	1,600-1,800
Quarterly submission of timesheet report	4	4	4
Number of reports	1	1	1
QUALITY			
All volunteers must have been active in the CICC for at least 12 consecutive months.	100%	100%	100%
Time recording sheet should be submitted quarterly, which should be signed off by an authorizing Officer.	100%	100%	100%
- Time recording sheet must clearly identify the duty of the volunteers e.g. “instructed star 1 map and compass” - All records must be recorded on the form provided by the Commandant. - Volunteers must attend at least 3 community service projects within a 12-month period. - Volunteers must attend a minimum of 5 camp days throughout the school year, unless a legitimate excuse which should be provided to HQ at least one (1) month in advance of scheduled camps.	100%	100%	100%
Quarterly timesheet report verified by Commandant or designate	100%	100%	100%
Annual report will be submitted (CC Committee)	100%	100%	100%
TIMELINESS			
On-going throughout the year	100%	100%	100%
Time sheet Reports submitted along with invoice by January 5th, 2022 and 2023	100%	100%	N/A
Submission of Annual report within 5 days following the budget period.	100%	100%	N/A
LOCATION			
Grand Cayman and Cayman Brac	100%	100%	100%
COST			
	\$25,000	\$25,000	\$25,000
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: NGS 90			

36. TRANSFER PAYMENTS FOR 2022 AND 2023

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
TP 69	Support for the Bridge Foundation Support assistance for substance abuse rehabilitation	155,000	55,000	155,000

37. OWNERSHIP ACTIONS FOR 2022 AND 2023

EQUITY INVESTMENT

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EI 85	Ministry of Home Affairs Equity Investment for purchase of entity assets	10,087,000	8,061,000	7,320,000

38. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER FOR YOUTH, SPORTS, CULTURE AND HERITAGE

OUTPUT SUPPLIER: MINISTRY OF YOUTH, SPORTS, CULTURE AND HERITAGE

YSC 1	Advice and Support to the Minister for Youth, Sports, Culture and Heritage		
DESCRIPTION			
Provision of policy and strategic advice to the Ministry of Youth, Sports, Culture and Heritage in the areas of: - Sports Department - Youth Services Provision of administrative guidance and services to manage, monitor and review applications, grants and transfer payments. Governance of the Cayman Islands Museum, National Gallery of the Cayman Islands and Cayman National Cultural Foundation.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of cabinet papers, reports, notes, drafting instructions prepared	10-15	10-15	5-11
Number of briefing sessions, meetings, speeches, media release/correspondence	50-65	50-65	20-45
Number of grants, transfer payment and application processed	700-850	700-850	40-60
Number of Freedom of Information (FOI) matters	1-3	1-3	1-3
Number of purchase agreements monitored	40-50	40-50	35-45
Number of meetings, events hosted/attended	9-16	9-16	4-9
Number of correspondences written to or on behalf of the stakeholders/government –owned company	300-450	300-450	150-250
Number of reports prepared and/or reviewed	3-8	3-8	5-6
QUALITY			
All cabinet papers, notes, reports and drafting instructions informed by policy, technical advice and existing Acts and approved by the Chief Officer and/or delegate	100%	100%	100%
Policy advice and support services based on relevant legislation and provided in line with professional standards established by the Chief Officer	100%	100%	100%
All responses to parliamentary questions, speeches, media releases and correspondences reviewed and/or approved by the Chief Officer and/or delegate	100%	100%	100%
All FOI matters handled in accordance with the Freedom of Information Act (2021 Revision)	100%	100%	100%
All payments are accurate and submitted within the agreed timelines	100%	100%	100%
Applications processed meet established criteria	100%	100%	100%
All correspondence must be reviewed by the Chief Officer or delegate	100%	100%	100%
The provision of governance is in compliance with the relevant legislation, purchase and ownership agreements and/or government policy	100%	100%	100%
All reports and correspondence will be in accordance with established legislation, purchase and ownership agreements and reviewed/approved by the Chief Officer and/or delegate	100%	100%	100%

TIMELINESS - All policy advice will be given in the timeframe agreed with the Minister for Youth, Sports, Culture and Heritage - Cabinet papers and notes are to be submitted to the Cabinet Office in accordance with Cabinet Office standards/deadlines - Speeches, media releases, statements, correspondence, reports, drafting instructions and parliamentary questions submitted within agreed timeframe established by the Chief Officer and/or delegate - FOI matters are to be processed in accordance with the timelines established in the Freedom of Information Act (2018 Revision) - All payments, applications, purchase agreement, and correspondences prepared/processed within the agreed timeline - Attendance at meetings, workshops, presentations or training sessions as required by the Chief Officer and/or delegate - Reports or correspondence should be completed within the agreed timeframe as established by the Chief Officer and/or delegate	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
LOCATION Cayman Islands	100%	100%	100%
COST	\$2,183,160	\$2,274,038	\$1,917,597
RELATED BROAD OUTCOMES: - Utilising sports to enhance the lives of our people - Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: YSC 1			

YSC 3	Sports Services		
DESCRIPTION Rental and coordination of Sporting Facilities, provision of Security for Facilities, Maintenance, Cleaning and Inspections for: Stadiums, Fields, Hard Courts, Walking Tracks, and Other Facilities on Grand Cayman. The provision of sports coaching and instructing primarily in the 8 focus sports- Basketball, Cricket, Football, Netball, Squash, Swimming, Track and Field and Volleyball which are conducted to improve the health, well- being, talent identification and development, technical skills and fitness of youths and adults at novice to elite levels via: After-School Programs/Community Sport Development Programs, Talent Identification and Development Programs, Recreational Leagues/Inter-School Leagues and Events, School Sessions, Sports Workshops and Camps To provide professional advice and technical support to the Ministry and national sports associations with particular focus on the core sports of - Basketball, Cricket, Football, Netball, Squash, Swimming, Track and Field, and Volleyball.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of Facility application forms processed, facilities maintained and facility security provided for - Number of after-school/community sports development programs - Number of School Coaching sessions	650-700 44-46 2,350-2,550	650-700 44-46 2,350-2,550	600-650 40-4 2,100-2,300
QUALITY - Application forms are signed, approved and stamped by authorised personnel - Security Services provided within accordance to contractual agreements and/or trained experience personnel - Maintenance, cleaning and inspections of facilities as per departmental regulations - School sessions are aligned and conducted in compliance with school strategy/plan	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS - Applications are processed within two business days - Community Coaching/ Talent Identification Development Programs held daily 5- 6 days per week - Recreational Leagues/Events and Workshop are conducted once every 4-6 months	100% 100% 100%	100% 100% 100%	100% 100% 100%
LOCATION Grand Cayman	100%	100%	100%
COST	\$4,639,769	\$4,639,769	\$4,361,642
RELATED BROAD OUTCOME: Utilising sports to enhance the lives of our people			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: DOS 9, DOS 10, DOS 11			

YSC 4	Youth Services		
DESCRIPTION			
Monitor and report on youth service providers who receive funding from the Ministry of Youth, Sports, Culture and Heritage. Offer support to these providers such that they are able to offer vibrant programmes which reflect the goals and objectives held in the National Youth Policy. Offer feedback and recommendations to the Ministry on opportunities for partnership improvements to effect positive change in society. Coordinating and managing the weekly meetings of the Cayman Islands Youth Assembly and monitoring the progression of the annual Youth Dialogues and Forums produced by the Assembly members. In addition, the coordination and production of newsletters, radio shows and social media updates (Facebook, Instagram, Blogs etc.) to disseminate information to youth.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Deliver Proud of Them Youth Initiative via public nomination process - Number of meetings facilitated for the Cayman Islands Youth Assembly - Number of Youth Dialogues facilitated by the Youth Services Unit and the Cayman Islands Youth Assembly - Number of Youth Forums facilitated by the Youth Services Unit and the Cayman Islands Youth Assembly - Number of progress reports prepared - Number of Life Skills presentations conducted by Unit staff to youth in service provider groups - Number of annual performance reports/requests for further funding from youth service providers on behalf of the Ministry of Youth, Sports, Culture and Heritage - Maintenance of Youth Service Provider Directory	1 20-25 2 1 20-30 9 12-16 1	1 20-25 2 1 20-30 9 12-16 1	1 20 2 1 24 9 12 1
QUALITY - Prepared in accordance with Unit standards and senior management review - Presentations delivered by qualified youth workers - A robust, well-researched annual performance report signed by senior management - A comprehensive update of the listing of the service providers in the 3 Cayman Islands – with exception of sporting organizations – the offer programming of interest to youth ages 10-25 years - Meets the standard set by the Youth Services Unit of meaningful programme planning and well-produced youth events	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
TIMELINESS - Progress reports prepared within 3-4 working days - Presentations delivered in less than 30 minutes with a 5-10 minute period of audience questions, comments and observations - Annual performance report vetted, queried and presented to Ministry of Youth, Sports, Culture and Heritage - Directory completed by December in each year	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
LOCATION Cayman Islands	100%	100%	100%

COST	\$649,300	\$649,299	\$528,900
RELATED BROAD OUTCOME: Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: YSU 7, YSU 8			

NAG 1	National Arts, Exhibitions and Festivals		
DESCRIPTION			
Provision of cultural heritage and art exhibitions, art festivals, public art projects, and related educational programming for students, residents and visitors for promoting the understanding and sharing of Caymanian heritage, art and culture.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Management and upkeep of NGCI Exhibitions Facilities	1	1	1
• Number of National Exhibitions in Central Venue (Lower Gallery)	3	3	4
• Permanent Art Collection Gallery Exhibition	1	1	1
• Sister Islands Exhibitions (Cayman Brac and Little Cayman)	4	4	6
• Community Gallery Exhibitions (Dart Auditorium Gallery)	4	4	4
• Education resources for exhibitions	8	8	8
• Public Art Programme - 1 (Blue Dragon Project)	1	1	1
• Public Art Programme – 2 (Art at the Airport)	1	1	1
• Bendel Hydes Award and Emerging Artist Award (Biennial)	N/A	1	1
• Target of visitors for exhibition programme at central venue	18,000	19,000	17,000
• Target number of visitors for satellite venues	4,000	5,000	3,000
QUALITY			
• Exhibition mounted in accordance with international guidelines	100%	100%	100%
• Quality determined by visitor numbers and feedback	100%	100%	100%
TIMELINESS			
• Management and upkeep of NGCI Exhibitions Facilities	100%	100%	100%
• Number of National Exhibitions in Central Venue (Lower Gallery)	100%	100%	100%
• Permanent Art Collection Gallery Exhibition	100%	100%	100%
• Sister Islands Exhibitions (Cayman Brac and Little Cayman)	100%	100%	100%
• Community Gallery Exhibitions (Dart Auditorium Gallery)	100%	100%	100%
• Education resources for exhibitions	100%	100%	100%
• Public Art Programme - 1 (Blue Dragon Project)	100%	100%	100%
• Public Art Programme - 2 (Art at the Airport Project)	100%	100%	100%
• Bendel Hydes Award and Emerging Artist Award (bi-annual)	100%	100%	100%
• Target of visitors for exhibition programme at Central Venue	100%	100%	100%
• Target number of visitors for satellite venues	100%	100%	100%
LOCATION			
• National Gallery Facility – Upper Gallery	100%	100%	100%
• National Gallery Facility – Lower Gallery	100%	100%	100%
• National Gallery Facility – Dart Auditorium	100%	100%	100%
• Little Cayman Museum	100%	100%	100%
• Cayman Brac Beach Resort	100%	100%	100%
• Public Art Project – Blue Dragon (various)	100%	100%	100%
• Owen Roberts International Airport	100%	100%	100%
• District Satellite Venues in Grand Cayman (various)	100%	100%	100%
COST	\$209,940	\$209,940	\$209,940
RELATED BROAD OUTCOME:			
• Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: GAL 1			

NAG 2	National Art Collection		
DESCRIPTION			
Provision to acquire, document and preserve art and cultural artefacts; to manage the National Art Collection, Collection Storage Facility and related research materials and database (conservation materials and art library).			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Management of the National Art Collection	1	1	1
• Management and upkeep of Collections Gallery, Storage Facility and Art Library	1	1	1
• Library Collection (books, art journals, magazines, DVDs and videos for public loan)	3,125	3,175	3,100
• Number of artworks in NGCI’s National Collection	345	347	345
• Collections Management System – database, electronic filing system, research and conservation	1	1	1
• Development of classroom and education materials relating to National Collection and the History of Caymanian Art	15	15	15
• Digital Art Collection Archive (ongoing research/ development/ publishing)	1	1	1
• Conservation audit of collection conditions annually	2	2	2
• New Collection Acquisitions	N/A	2	10
• Art on the Road Collection Program (schools)	15	15	15
QUALITY			
• Managed in accordance with the NGCI Collections Management Policy and the MA (UK) and ICOM Code of Ethics and universal environmental standards for storing artwork	100%	100%	100%
• Increased learning opportunities and access for the public and enjoyment and appreciation for Caymanian culture through increased National Collection through donations and purchases	100%	100%	100%
• Increase Library holdings through donations and purchases	100%	100%	100%
• Accession records of collection kept up to date in hard copy and computer files	100%	100%	100%
• National Art Collection Guide (ongoing research/ development/ publishing)	100%	100%	100%
• Successful condition audits	100%	100%	100%
• Vibrant and culturally rich lessons using visual arts delivered by qualified and knowledgeable personnel	100%	100%	100%
TIMELINESS			
• Data, facilities, collections and files updated continually	100%	100%	100%
• Education resources for school visits – throughout the year	100%	100%	100%
LOCATION			
• National Gallery of the Cayman Islands	100%	100%	100%
• National Gallery Storage Facility	100%	100%	100%
COST	\$120,620	\$120,620	\$120,620
RELATED BROAD OUTCOME:			
• Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: GAL 2			

NAG 3	Art Education, Outreach and Training		
DESCRIPTION			
- Provision of arts education programmes (children and youth), continuing education programmes (adults), to develop and understanding and appreciation of Caymanian culture and Caymanian artists - Provision of internships, career advice and scholarships that promote the practice and appreciation of the visual arts of the Cayman Islands and beyond - Provision of outreach programmes within the community for therapeutic and rehabilitation purposes. - Encourage the development and appreciation of Caymanian culture and heritage - Encourage and provide opportunities for art residencies (locally and internationally)			
Short term goals			
- Promote the appreciation and practice of visual art in the Cayman Islands by teaching art skills - Promote school visits by creating cross curricula tours and supporting worksheets and art activities Ccc - Increase school relationships and teachers knowledge of Caymanian artists and history by providing workshops for teachers - Support the CXC/GCSE/A-level art programmes - Provide students with information and training about creative careers			
Long term goals			
- Foster lifelong interest in the arts and Caymanian culture - Strengthen self-confidence and cultural identity - Improve social behaviour; strengthen peer, mentor and family relationships - Improve critical thinking, academic performance and lifelong learning - Provide opportunities to perform and exhibit art - Provide an after school safe haven; raise self-esteem; and divert at-risk youth from the juvenile justice system - Develop stronger relationships with partner organisations			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
- Full rent for National Gallery Education Centre - Minds Inspired School Tours Programme - Family Fun Days - Administration support for Walkers After School Club (x5) - Seniors Programme (Grand Cayman and Cayman Brac) - Visual Arts Award (Annual graduating student awards) - NGCI Lecture Series - NGCI Art Appreciation Series - Educators Workshops - Artists Away - Residency (provision for international residency for local artists) - Business of Art Programme - NGCI Creative Careers Programme - Ed and Barbara Oliver Teen Scholarships - NGCI Training Sessions - Art Careers Day - Careers Advice/School visits - Paid Internships - Therapeutic Art – Northward - Therapeutic Art – Fairbanks - Therapeutic Art – Caribbean Haven - Digital Education Resources (NEW)	1 40 4 5 15 10 8 8 4 1 12 15 On demand 8 1 10 4 12 12 12 15	1 40 4 5 15 10 8 8 4 1 12 15 On demand 8 1 10 4 12 12 12 15	1 40 4 5 8 10 8 8 4 2 8 15 On demand 8 1 10 4 12 12 12 8

QUALITY	• Lectures/ demos prepared and delivered accurately and professionally	100%	100%	100%
	• Workshops and training sessions delivered by qualified personnel	100%	100%	100%
	• Education programmes managed by Jessica Ebanks and instructed by staff, guest lecturers and instructors (x8); and Simone Scott and Gordon Solomon (Cayman Brac)	100%	100%	100%
TIMELINESS	• Full rent for National Gallery Education Centre	100%	100%	100%
	• School tours (Permanent Collection)	100%	100%	100%
	• School Tours (Temporary Exhibitions)	100%	100%	100%
	• Family Fun Days	100%	100%	100%
	• Parent and Preschool mornings	100%	100%	100%
	• Administration for Walkers Afterschool Club (x5 weekly)	100%	100%	100%
	• Seniors Programme (Grand Cayman and Cayman Brac)	100%	100%	100%
	• Art Rehabilitation	100%	100%	100%
	• Visual Arts Award (Annual graduating student awards)	100%	100%	100%
	• NGCI Lecture Series	100%	100%	100%
	• NGCI Workshop Series	100%	100%	100%
	• Educators Workshops	100%	100%	100%
	• Open Studio	100%	100%	100%
	• Art Residency (funding, provision for international residency for local artists)	100%	100%	100%
	• Business of Art Programme (Creative Industries)	100%	100%	100%
	• NGCI Creative Careers Programme	100%	100%	100%
	• Ed and Barbara Oliver Teen Scholarships	100%	100%	100%
	• NGCI Training Sessions	100%	100%	100%
	• Art Careers Day	100%	100%	100%
	• Careers Advice	100%	100%	100%
	• Summer Internship	100%	100%	100%
	• Art Haven – Northward and Fairbanks	100%	100%	100%
	• Art Haven – Bonaventure	100%	100%	100%
	• Haven Art – Caribbean Haven	100%	100%	100%
LOCATION	• The National Gallery, ETH – Youth Family and Adult Programmes	100%	100%	100%
	• Heritage House and Various Schools in the Brac – Youth Family and Adult Programmes	100%	100%	100%
	• Work Experience and Intern Programmes – National Gallery	100%	100%	100%
	• Seniors Programme – National Gallery and Pines	100%	100%	100%
	• Seniors Programme – Heritage House (Cayman Brac)	100%	100%	100%
	• Therapeutic Art – Northward, Fairbanks, Bonaventure and Caribbean Haven	100%	100%	100%
	• Visual Arts Award – All High Schools (Including the Brac)	100%	100%	100%
	• Careers Day – Chamber of Commerce Expo	100%	100%	100%
	• Staff Training – onsite, locally and internationally	100%	100%	100%
	• Artists Away Grant Programme (international)	100%	100%	100%
	• Online	100%	100%	100%

COST	\$177,760	\$177,760	\$177,760
RELATED BROAD OUTCOME: • Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: GAL 3			

NAG 4	Art Information – Facilities, Promotion, Scholarship and Publication			
DESCRIPTION				
Management of the National Gallery facility (galleries, studio, library, lecture theatre, café, gift shop and gardens). provision for the development, promotion and publication of Cayman Islands Visual Art Information, both locally and overseas; participation in international art competitions, fairs and other events that disseminate knowledge on Caymanian art both locally and internationally. Consultation and support to the Ministry, Cabinet and other Government Departments in matters relating to arts and culture and related policy.				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY				
• Providing a well maintained, accessible and inviting facility		1	1	1
• Management and upkeep of national database of Caymanian artists and artwork		1	1	1
• Development, publication and public presentation of matters relating to Caymanian art, art history and Caymanian cultural heritage (via local and international media, conferences and lectures)		30	30	30
• Management of NGCI website and social media platforms		6	6	6
• Management of the NGCI Membership Database and Volunteer Database		2	2	2
• Management of NGCI Gift Shop, Art Café and Facility Rentals		3	3	3
• Preparation and publishing of NGCI marketing and promotion		12	12	12
• Consultation and support to the Ministry, Cabinet and other Government Departments in matters relating to arts and culture and related policy		10	10	10
• Development and implementation, monitoring and evaluation of the NGCI Strategic Plan		1	1	1
• Consultations with local businesses and artists regarding marketing, selection, installation, education etc. for visual arts		10	10	10
• Provision of NGCI Annual Report and audited Financial Statements		1	1	1
• Participation in international art competitions, fairs and other events that disseminate knowledge on Caymanian art both locally and internationally		2	2	4
QUALITY				
• Information and reporting prepared accurately, professionally and in a timely manner		100%	100%	100%
• Quality determined by visitor and participants comments and feedback, and by attendees improved skill level and increased knowledge base		100%	100%	100%
• Increased international appreciation and understanding of the unique arts and culture of the Cayman Islands		100%	100%	100%
• Marked increase in new membership base and updated		100%	100%	100%
• Continued recruitment and training of volunteers and updated		100%	100%	100%

TIMELINESS			
• Providing a well maintained, accessible and inviting facility	100%	100%	100%
• Management and upkeep of national database of Caymanian artists and artwork	100%	100%	100%
• Development, publication and public presentation of matters relating to Caymanian art, art history and Caymanian cultural heritage (via local and international media, conferences and lectures)	100%	100%	100%
• Management of NGCI website and social media platforms	100%	100%	100%
• Management of the NGCI Membership Database and Volunteer Database	100%	100%	100%
• Management of NGCI Gift Shop, Art Café and Facility Rentals	100%	100%	100%
• Preparation and publishing of NGCI marketing and promotions	100%	100%	100%
• Consultation and support to the Ministry, Cabinet and other Government Department in matters relating to arts and culture and related policy	100%	100%	100%
• Development and adherence to NGCI Marketing Strategy and implementation, monitoring and evaluation of the NGCI Strategic Plan 2014 – 2019	100%	100%	100%
• Consultations with local businesses and artists regarding marketing, selection, installation, education etc for visual arts	100%	100%	100%
• Provision of NGCI Annual Report and audited Financial Statements	100%	100%	100%
• Participation in international art competitions, fairs and other events that disseminate knowledge on Caymanian art both locally and internationally	100%	100%	100%
LOCATION			
• The National Gallery ETH – Youth, Family and Adult Programmes	100%	100%	100%
• Districts and Sister Islands venues (various)	100%	100%	100%
• International venues	100%	100%	100%
• Website and social media platforms	100%	100%	100%
COST	\$241,680	\$241,680	\$241,680
RELATED BROAD OUTCOME:			
• Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: GAL 4			

NCF 1	Arts and Culture Preservation, Documentation and Promotion		
DESCRIPTION			
- Managing the ongoing conservation and promotion of Mind’s Eye (Miss Lassie’s House), the more than one hundred year-old cultural heritage site that is a unique and exceptional example of both traditional Caymanian architecture and of internationally recognised home-grown artistic talent; - Preservation of the national collection of 126 Gladwyn K. Bush artworks acquired on behalf of the people of the Cayman Islands. This may include periodically exhibiting the works, upon invitation. - Producing an annual Arts Awards presentation recognising individuals or groups whose work, or work with others, has made or is expected to make, in the long term, a meaningful contribution to the exploration, promotion or preservation of Caymanian cultural heritage and the development of Caymanian arts. - Maintaining a resource library of video and audio recordings, prints, photographs, books, magazines and other literature on or about art / culture (some of these materials are purchased; some, such as FOUNDATION arts and culture journal and other literary works, are published by the CNCF).			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Mind’s Eye, the Visionary World of Gladwyn K Bush (Miss Lassie’s House): - Number of inspections by preservation specialist - Number of visitors to the property	N/A 800 – 1,000	1 1,000 – 1,250	1 300 – 400
National Collection of GK Bush artworks: - Number of works in the collection - Number of inspections by art conservationist - Number of exhibitions	126 – 130 1 3 – 4	126 – 130 1 3 – 4	126 1 3 – 4
Arts awards presentation(s)	1	1	1
Cultural Resource Library: - Number of titles/materials available for public access - Number of new materials added/developed - Number of new literary works/cultural journals and newsletters published.	745 – 760 5 – 10 1 - 2	750 – 770 5 – 10 1 - 2	745 – 760 5 – 10 1
QUALITY			
Conserve and preserve the art on the interior surfaces and on the windows and doors of Miss Lassie’s house	80%	80%	80%
Make further restorations and repairs to Miss Lassie’s house and grounds to international heritage standards	80%	80%	80%
Paintings to be maintained in a stable environment to international standards for art collections, and to be inspected annually by an art conservationist/restoration expert, who will prepare a report regarding their condition	80%	80%	80%
Arts Awards nominations reviewed and winners selected by panel of experienced persons in relevant fields	100%	100%	100%
- Library materials preserving or promoting Caymanian culture - CNCF produced publications to be reflective and inclusive of a range of local artists/and cultural organisations	80% 80%	80% 80%	80% 80%

TIMELINESS	Ongoing	Ongoing	Ongoing
- Conservation, maintenance and protection of the Mind's Eye property - GK Bush Collection Inspection - Arts Awards - Public Access to Library	Bi-annually 1st Quarter Office Hours	Bi-annually 1st Quarter Office Hours	Bi-annually 1st Quarter Office Hours
LOCATION			
- Mind's Eye (Miss Lassie's House) - The Harquail Theatre	100%	100%	100%
COST	\$108,873	\$108,873	\$99,873
RELATED BROAD OUTCOME: Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: NCF 1			

NCF 2	Cultural Festivals / International Exchange / Local Partnerships		
DESCRIPTION			
- Hosting/sharing the Caymanian arts and cultural experience at local and international arts and culture events, such as the Cayman Islands International Storytelling Festival, GIMISTORY; the Cayman Islands National Festival of Arts, CAYFEST; and/or at overseas arts and culture festivals/conferences/seminars. - Administration of CIG approved funding for other Government-funded festivals and carnivals, including the Cayman Carnival.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Gimistory - Number of district touring presentations arranged - Number of culinary events/competitions arranged	6 – 8 1	6 – 8 1	6 – 8 1
Cayfest and/or arts and culture festivals/conferences/seminars Number of national / international arts and culture events hosted or attended/number of papers presented	3 – 5	3 – 5	2 – 4
Cayman Carnival Number of consolidated carnivals for which funding is to be administered	1	1	1
QUALITY			
Gimistory / Cayfest - Professional standards of production are applied, as determined by Artistic Director - Professional / experienced performers/presenters should be selected based on Board approved criteria - Events/conferences/seminars relevant to the Caymanian context and/or the work of the Cultural Foundation, as approved by Board	80% 80% 100%	80% 80% 100%	80% 80% 100%
Cayman Carnival CNCF to monitor organisers’ achievement of key performance indicators	80%	80%	80%
TIMELINESS			
- Cayman Islands arts and culture festival(s) produced / presented - Events / Conferences / Seminars presented at /attended - Cayman Carnival	1st and 4th Q 2nd Q / 3rd Q By 2nd week of July	1st and 4th Q 2nd Q / 3rd Q By 2nd week of July	1st and 4th Q 2nd Q / 3rd Q By 2nd week of July
LOCATION			
- Various indoor and outdoor venues in Grand Cayman and Cayman Brac - Locations in the Cayman Islands and overseas	100% 100%	100% 100%	100% 100%
COST	\$383,468	\$383,468	\$572,018
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: NCF 2			

NCF 3	Management of Operations and Maintenance of FJ Harquail Cultural Centre (FJHCC)		
DESCRIPTION			
- Actively promote the use of the FJ Harquail Cultural Centre (FJHCC), which fulfills the function of the national theatre of the Cayman Islands and is held in trust for the people of the Cayman Islands for the staging of plays, concerts, conferences, receptions and other events. Manage rentals and maintain the physical plant to a high standard. - Presentation of performing arts events, including at least one locally created theatrical production.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Health and safety inspections of the FJHCC	4 - 6	4 - 6	8
Number of rentals of the FJHCC	145 - 150	145 - 150	145 - 150
Number of Cayman National Cultural Foundation produced / presented stage shows	1 – 3	1 – 3	1 – 3
Mechanical systems upkeep and repairs	Ongoing	Ongoing	Ongoing
QUALITY			
Facilities maintained to a high standard to ensure compliance with fire, health and other safety regulations, as confirmed by annual inspection by Fire Department, Environmental Health and other services	100%	100%	100%
Customer satisfaction with the maintenance and facilities offered at the venue, evidenced by the receipt of fewer than 2 substantiated complaints per year on a customer service evaluation form or other means	100%	100%	100%
Production script(s) to have sound technical structure and production potential	100%	100%	100%
Production script/repertoire to be locally created, or culturally relevant, and / or educational	100%	100%	100%
Production elements to be in keeping with the conventions of theatre, as determined by the Artistic Director	100%	100%	100%
TIMELINESS			
Available for rental.	Year Round	Year Round	Year Round
Presentation of Stage Productions	2nd and 4th Q	2nd and 4th Q	2nd and 4th Q
LOCATION			
The Harquail Theatre and/or other stages/auditoria	100%	100%	100%
COST			
	\$345,320	\$345,320	\$305,320
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: NCF 3			

NCF 4	Training and Support for Artistic Development		
DESCRIPTION			
- Provision of training programmes in the performing, visual and/or literary arts in the form of workshops, screening, seminars or residencies for local performers, teachers and students. - Administration of arts grants and other assistance to individuals and groups to facilitate opportunities for artists to explore, practice, share, learn and benefit from their work.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Workshops in Traditional, Visual, Literary and/or Performing Arts - Artistic grants awarded	1 – 3 8 - 16	1 – 3 8 - 16	3 – 6 12 - 20
QUALITY - Workshops to be taught by professional tutors or other talented persons with expertise in relevant disciplines such as: Dramaturgy, Creative Writing, Theatre-in-Education, Dance-in-Education, Music-in-Education, Traditional Arts and Crafts, Storytelling or Performance Techniques. - Award of scholarships and grants based on merit to individuals, and/or organisations that: - Are not-for-profit, or are units of government, or educational institutions - Result in professional qualifications, and /or produce, present or support the arts - In accordance with CNCF policy, are legally resident in the Cayman Islands and meet the determined criteria for a specific programme	100%	100%	100%
TIMELINESS - Workshops held - Grants publicised	3rd and 4th Q Ongoing	3rd and 4th Q Ongoing	2nd and 4th Q Ongoing
LOCATION The Harquail Theatre and other venues in the Cayman Islands	100%	100%	100%
COST	\$266,437	\$266,437	\$105,987
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: NCF 4			

NCF 5	Youth Arts Programming		
DESCRIPTION			
Provision of youth programmes involving the artistic disciplines of drama, dance, traditional arts and crafts, storytelling and music through the Young-At-Arts extra-curricular classes, performances and field trips, which will culminate in work-shows to showcase to a public audience the participants’ progress over the course of the workshops.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Number of courses/workshops/field trips.	3 – 6	3 – 6	4 – 6
• Number of public performances resulting from courses / workshops	2 – 5	2 – 5	4 – 8
• Number of summer arts camps	1	1	4
QUALITY			
• Classes/programmes are delivered by qualified tutors in the respective field	100%	100%	100%
• Students and youth to have a variety of learning opportunities and experiences aimed at developing skills in and appreciation for arts and culture	100%	100%	100%
TIMELINESS			
• Courses/workshops	Summer Holidays	Summer Holidays	Summer Holidays
• Performances	Summer Holidays	Summer Holidays	Summer Holidays
• Summer Arts Camp	Summer Holidays	Summer Holidays	Summer Holidays
LOCATION			
• The Harquail Theatre and other venues in Grand Cayman and Cayman Brac	100%	100%	100%
COST			
	\$6,152	\$6,152	\$5,602
RELATED BROAD OUTCOME:			
• Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: NCF 5			

MUS 4	Collection and Preservation of Significant Material Evidence		
DESCRIPTION			
Collection and preservation of material evidence significant to our culture, history and heritage, including: - Collection, documentation and preservation of material - Protection, scientific research of, and limited public access to Museum collections, and materials of Caymanian heritage			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of artefacts collected and Processed	50–100	50–100	450–500
Number of new accessions registered	20–40	20–40	20–40
General care and preservation of all the Museum’s collections	12,000–12,100	12,100-12,200	11,500-12,000
Number of artefacts conserved	50–100	50–100	50–100
Number of artefacts de–accessioned	1–5	1–5	1–5
Number of new terrestrial sites	1–3	1–3	1–3
Number of new underwater sites	1–3	1–3	1–3
Number of site visits	1–5	1–5	1–5
Number of sites having data processed	1–5	1–5	1–5
Research into natural/cultural history topics	1–6	1–6	1–6
Reports, papers, films, lectures	1–6	1–6	1–6
Documentary research and field work	4–8 weeks	4–8 weeks	4–8 weeks
QUALITY			
Managed in accordance with the Collections Management Policy, AAM Code of Ethics, SHA Code of Ethics. Standards set by the following Standing Professional Committees: AAM Curators Committee, Registrars Committee, ICOM/ ICCROM/ ICOMOS	100%	100%	100%
Research conducted with due professional care as established in the Museum written Collections Management Policy	100%	100%	100%
TIMELINESS			
Ongoing	100%	100%	100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$154,124	\$154,124	\$147,744
RELATED BROAD OUTCOME:			
Improving education to promote to lifelong learning and greater economic mobility			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: CNM 1			

MUS 5	Museum Facilities, Exhibitions and Displays		
DESCRIPTION			
Public access to and educational services from, displays, exhibitions, library, publications, research collections and programmes of the Cayman Islands National Museum including:			
• Providing museum facilities, exhibitions, displays and general public access to them • Provision of a land-based Maritime Heritage Trail and Shipwreck Preserves • Provision of restaurants, shops and other facilities for the use by the public and in furtherance of the mission and purposes of the Cayman Islands National Museum • Liaising with local and international groups having similar objectives, for loan or exchange of artefacts and exhibits, and the exchange of knowledge and information			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Permanent cultural history exhibition • Permanent natural history exhibition • Permanent Old Gaol exhibition • Traveling exhibition • Special displays and exhibitions • Protection and security for: ○ visitors ○ artefacts ○ buildings • Land-based maritime heritage trail • Shipwreck preserves • Number of visitors to the museum and shop • Number of tours • Number of library users • Number of researchers accessing research collections • Number of participants in programmes • Membership plan that offers a range of benefits • Number of weeks staff are available to participate in conferences, meetings, delivering speeches and lectures • Number of responses to public enquiries • Number of special events and activities • Restaurant, shop, and other facilities • Newsletters	1 1 1 1 4–6 15,000–20,000 12,000-12,100 3 2 0–1 15,000–20,000 50–100 5–20 1–5 50–100 1 4–8 weeks 30–50 per day 5–12 3 4–6	1 1 1 1 4–6 15,000–20,000 12,100-12,200 3 2 0–1 15,000–20,000 50–100 5–20 1–5 50–100 1 4–8 weeks 30–50 per day 5–12 3 4–6	1 1 1 1 4–6 15,000–20,000 12,000 3 2 0–1 10,000-15,000 75–150 5-20 1–5 50-100 1 4–8 weeks 30–50 per day 5–12 3 4–6
QUALITY			
• Exhibitions and displays to accepted international museum standards as set by the National Association of Museum Exhibitions, Smithsonian Guidelines for Accessible Exhibition Design, ICOM, AAM • Professional standards of protection and security including a fully implemented disaster/ emergency preparedness plan and full insurance	100% 80%	100% 80%	100% 80%
TIMELINESS			
• Ongoing	100%	100%	100%
LOCATION			
• Grand Cayman			

COST	\$600,797	\$600,797	\$575,928
RELATED BROAD OUTCOME: Improving education to promote to lifelong learning and greater economic mobility			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: CNM 2			

MUS 6	Provision of Policy and General Advice on Museum Matters		
DESCRIPTION			
Provision of services to support the Ministry: • Direct, manage and assist the Cayman Islands National Museum to fulfil its mission and purposes • Support Government’s request for information to further the cultural well-being of the Cayman Islands • Assist the Ministry in creating national cultural policies and plans and any necessary legislation • Provide reports and other documentation requested by the Ministry, Cabinet and other Government Departments.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Replies to questions from Cabinet, Legislative Assembly and others • Draft replies to correspondence • Information requests • Quarterly and annual reports • Briefings for meetings • Specified and additional papers	2–15 1–10 25–50 4/1 1–6 1–6	2–15 1–10 25–50 4/1 1–6 1–6	2–15 1–10 25–50 4/1 1–6 1–6
QUALITY • All papers will define issues clearly and succinctly, with the nature and scope of the issues being clear, and have recommendations which are unambiguous • All replies to questions, correspondence and reports must be comprehensive and accurate and to professional standards	100% 100%	100% 100%	100% 100%
TIMELINESS • Within timeframes required	100%	100%	100%
LOCATION • Grand Cayman	100%	100%	100%
COST	\$136,999	\$136,999	\$131,328
RELATED BROAD OUTCOME: • Improving education to promote to lifelong learning and greater economic mobility			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: CNM 3			

NGS 47	Mentoring Cayman Programme		
DESCRIPTION			
Mentoring of higher-performing Year 11 high school students by business leaders in work and business practices.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Number of students linked to professional mentors	30-50	30-50	30-50
• Number of sessions for all mentors and students	2	2	2
• Number of mentor 'brainstorming' sessions	4-6	4-6	4-6
• Number of reports	1	1	1
QUALITY			
• Experienced and suitable business persons selected as mentors	95-100%	95-100%	95-100%
• Mentors trained by a professional facilitator	95-100%	95-100%	95-100%
TIMELINESS			
• Throughout the school year	100%	100%	100%
LOCATION			
• Grand Cayman – extending to Cayman Brac (if suitable mentors available)	100%	100%	100%
COST			
	\$9,000	\$9,000	\$9,000
RELATED BROAD OUTCOME:			
• Improving education to promote to lifelong learning and greater economic mobility			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: CHC 1			

NGS 58	Elite Athletes Programme		
DESCRIPTION			
Representation at International sporting and/or educational events, and the attendance at public sporting events in the Cayman Islands and overseas.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of elite athletes	1	1	1
Number of international track meets	5–7	5–7	5–7
Number of local events	2–3	2–3	2–3
Number of visits to primary and secondary schools in the Cayman Islands to address students and staff	2–3	2–3	2–3
Number of quarterly reports submitted	4	4	4
QUALITY			
Must achieve a standard of performance to meet the qualification mark for World Athletic championships or Olympic games during the currency of this agreement	100%	100%	100%
Elite Athletes must promote a good image and be a positive role model	100%	100%	100%
Must meet all of the requirements for a track and field athlete according to the UNESCO convention on doping sport and the World Anti–Doping Agency (WADA)	100%	100%	100%
Reports to be done in accordance with the criteria and procedures of the Ministry and the Department of Sports	100%	100%	100%
TIMELINESS			
Ongoing throughout the year	100%	100%	100%
LOCATION			
Grand Cayman, International	100%	100%	100%
COST			
	\$39,500	\$39,500	\$39,500
RELATED BROAD OUTCOME:			
Utilising sports to enhance the lives of our people			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: KEH 1			

NGS 59	Youth Development Programmes		
DESCRIPTION			
Programmes offered to develop the character, creative, spiritual, physical and social values of a young person.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of programmes, workshops, camps and campaigns	16–34	16–34	33–38
Number of reports, research, safety measures and advocacy positions	1–2	1–2	14
Number of meetings	9	9	1-14
QUALITY			
Programmes evaluated and approved by Youth Services Unit	100%	100%	100%
Programmes must be in line with Scouts, Duke of Edinburgh, Pathfinders Lightbearers, Girl Brigade, International Pathfinders and Girl Guides’ missions, and approved by the Youth Services Unit	100%	100%	100%
Programmes evaluated and approved by Youth Services Unit	100%	100%	100%
Reports to be done in accordance with the criteria and procedures of the Ministry and Youth Services Unit	100%	100%	100%
Safety measures for children and youth must be implemented in programmes	100%	100%	100%
Programmes provided by leaders with appropriate training	100%	100%	100%
TIMELINESS			
Ongoing throughout the year	100%	100%	100%
LOCATION			
Grand Cayman and Cayman Brac	100%	100%	100%
COST			
	\$121,850	\$121,850	\$217,125
RELATED BROAD OUTCOME:			
Improving education to promote to lifelong learning and greater economic mobility			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUTS: YDC 1, DOE 1, GGA 1, TGB 1, SDP 1, WDL 1, NYC 1, CIS 1			

NGS 60	Sports Programmes		
DESCRIPTION			
Provision of sports programmes in basketball, boxing, track and field, cricket, football, rugby, cycling, netball, sailing, squash, darts, equestrian, Special Olympics, swimming and volleyball based on the associations short-term and long-term development plan.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of sport programmes and events	30	30	32
Number of reports	32	32	46
Audited Financials	11	11	4-14
Coordination of attendance at multi-sports games and National Anti-Doping Organization (NADO)	1	1	1
QUALITY			
Rules and standards of play in keeping with those of the International governing body	100%	100%	100%
Sports programmes will be guided by the Technical Director	100%	100%	100%
Reports to be done in accordance with the criteria and procedures of the Ministry and the Department of Sports	100%	100%	100%
National Anti-Doping Organization (NADO) to operate in accordance with UNESCO Convention on Doping in Sport and the World Anti-Doping Agency (WADA)	100%	100%	100%
Audited financials must be submitted for the most recent financial year and must be conducted by a certified Auditor / Firm	100%	100%	100%
TIMELINESS			
Ongoing throughout the year	100%	100%	100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$1,552,325	\$1,552,325	\$764,000
RELATED BROAD OUTCOME:			
Utilising sports to enhance the lives of our people			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUTS: CCA 1, CDA 1, SWI 1, CIA 1, CBB 2, CBB 3, CCC 1, CEF 1, CIM 1, CSQ 1, NET 1, CDC 1, CRC 1, CSC 1, CVF 1, CSO 1, SSA 1			

NGS 82	Other Sports Programmes		
DESCRIPTION			
Support to and development of sports and cultural programmes in various disciplines.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
- Number of sports programmes, events and sponsorships - Number of reports - Flowers 1 Mile Sea Swim	28 – 45 8 1	28 – 45 8 1	28 – 40 9 1
QUALITY			
- Rules and standards of play in keeping with those of the International governing body - Reports to be done in accordance with the criteria and procedures of the Ministry and the Department of Sports	100% 100%	100% 100%	100% 100%
TIMELINESS			
Ongoing throughout the year	90 – 100%	90 – 100%	90 – 100%
LOCATION			
Grand Cayman	100%	100%	100%
COST			
	\$95,000	\$95,000	\$90,000
RELATED BROAD OUTCOME:			
Utilising sports to enhance the lives of our people			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUTS: ASC 1, BTF 1, EEC 1, ESC 1, FSC 1, FSS 1, PWF 1, CAS 1			

NGS 83	Other Cultural Programmes		
DESCRIPTION			
Support to, and development of, cultural programmes in various disciplines.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Number of cultural programmes	2	2	2
QUALITY			
• Cultural productions and activities in accordance with international cultural standards	90-100%	90-100%	90-100%
TIMELINESS			
• Ongoing throughout the year	90–100%	90–100%	90–100%
LOCATION			
• Grand Cayman and Cayman Brac	100%	100%	100%
COST			
	\$40,000	\$40,000	\$20,000
RELATED BROAD OUTCOME:			
• Improving education to promote to lifelong learning and greater economic mobility			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUTS: CME 1, CDS 1			

39. TRANSFER PAYMENTS FOR 2022 AND 2023

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
TP 49	Youth Programmes and Other Non-Governmental Organisations Community gatherings with sports, games, Bible study / After School Programmes Number of institutions/persons assisted 2021: 18-25 Number of institutions/persons assisted 2022: 10-15 Number of institutions/persons assisted 2023: 10-15	130,000	130,000	141,000
TP 107	Youth, Sports, Culture and Heritage Programmes Programmes for promoting cultural and heritage projects and events Sponsorship of Sporting Events and Provision of Partial Scholarships Number of persons assisted 2021: 35-45 Number of persons assisted 2020: 40-50 Number of persons assisted 2021: 40-50	1,618,550	1,618,550	429,000

40. OTHER EXECUTIVE EXPENSES FOR 2022 AND 2023 FINANCIAL YEARS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
OE 81	World Anti-Doping Agency Annual Subscription to WADA	6,000	6,000	6,000
OE 82	Regional Anti-Doping Organization Annual Subscription to RADO	9,000	9,000	9,000

41. OWNERSHIP ACTIONS FOR 2022 AND 2023

EQUITY INVESTMENTS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EI 23	Cayman Islands National Museum Support Facility	424,000	380,000	350,000
EI 47	Cayman National Gallery Restoration of premises	150,000	30,000	150,000
EI 72	Cayman National Cultural Foundation Support Facility	240,000	90,000	150,000
EI 86	Ministry of Youth, Sports, Culture and Heritage Equity Investment to purchase entity assets	1,475,000	1,750,000	453,073

42. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER FOR TOURISM AND TRANSPORT

OUTPUT SUPPLIER: MINISTRY OF TOURISM AND TRANSPORT

DAT 1	Advice and Support to the Minister for Tourism and Transport		
DESCRIPTION			
The provision of policy and strategic advice to the Minister for Tourism and Transport and the Cabinet on the Ministry’s Departments, Statutory Authorities, Government Owned Companies, Boards, Committees and administrative support services to the Minister for Tourism and Transport.			
Monitor and review the delivery of Statutory Authorities, Government Owned Companies and Non-Government Organisations outputs.			
Provision of consultative and secretarial services to boards and committees which require Ministry statutory representation.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Number of cabinet papers, notes, reports and drafting instructions submitted to Cabinet	50-70	50-70	N/A
• Number of briefing sessions/notes, speeches, media releases and digital communication	150-200	150-200	N/A
• Number of responses to parliamentary questions and freedom of Information matters	2-4	2-4	N/A
• Number of written replies to inquiries, board appointments and complaints	40-50	40-50	N/A
• Number of regulatory boards, councils, committees or other organisations where represented	200-300	200-300	N/A
• Number of Purchase Agreements	6	6	N/A
• Number of Ownership Agreements	5	5	N/A
• Number of Annual Reports Tabled	4-6	4-6	N/A
QUALITY			
• All Cabinet papers and notes will be reviewed by the Chief Officer and sign off by the Minister. They will include accurate information, pertinent research and data, have a clear statement of policy objectives, and identify all viable options and assess the same	100%	100%	N/A
• All briefing notes/sessions and policy advice will be based on relevant legislation and accurate research and data	100%	100%	N/A
• Speeches and media releases will be in line with stated policies and subject to review by Chief Officer and/or Minister	90-100%	90-100%	N/A
• Responses to parliamentary questions will be prepared with accurate information and approved by the Minister and/or Chief Officer	90-100%	90-100%	N/A
• Written replies will be factual and well researched, and in accordance with relevant Acts and regulations	90-100%	90-100%	N/A
• Agenda and minutes accurately reflect board decisions, vetted and amended as necessary by respective board	100%	100%	N/A
• Advice is technically accurate	100%	100%	N/A
• Purchase agreements to contain quantity, quality, cost and timeliness measures to meet standards specified in the Public Management and Finance Act (2020 Revision)	100%	100%	N/A

Ownership agreements to conform to approved scope of business and financial parameters in accordance with the Public Management and Finance Act (2020 Revision)	100%	100%	N/A
Satisfaction of the Minister that the material incorporates and accurately reflects the agreed performance	100%	100%	N/A
Reports are accurate, relevant and meet standards specified in the Public Management and Finance Act (2020 Revision)	100%	100%	N/A
TIMELINESS			
All papers and notes will be submitted by the designated deadline established by Cabinet	90-100%	90-100%	N/A
All policy advice will be given in the timeframe agreed with the Minister	90-100%	90-100%	N/A
Speeches and statements will be finalised and approved a minimum of one day before the event	90-100%	90-100%	N/A
Written replies issued within ten working days of receipt	90-100%	90-100%	N/A
Responses to parliamentary questions will be submitted three days in advance of the item appearing on the order paper of the Parliament	90-100%	90-100%	N/A
Attendance when required	90-100%	90-100%	N/A
Agendas - within two to three working days before scheduled meeting	90-100%	90-100%	N/A
Minutes - circulated within ten working days after meeting	90-100%	90-100%	N/A
Purchase Agreements/Ownerships are finalized within specified deadline	90-100%	90-100%	N/A
Reports submitted within statutory deadline	100%	100%	N/A
LOCATION			
Cayman Islands, Overseas	100%	100%	N/A
COST			
	\$2,310,950	\$2,314,165	NIL
RELATED BROAD OUTCOME:			
Improve our tourism, as an industry, product and economic driver			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: MDT 18, MDT 19			

DAT 14	Public Transport Services		
DESCRIPTION Manages or regulates access to public transportation system through issuance of permits to taxis, tours, buses, water sports, vehicles, school buses, limousines and churches prior to operations. Monitoring safety and security standards of all public transportation vehicles, ensuring compliance with rules and appropriate Acts and carrying out incident investigations. Managing the dispatching of Omni Bus operators from the George Town bus depot.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of applications processed	800-1,000	1,000-1,300	1,000
Number of permits / identification cards issued	300-500	400-600	600
Number of replies to permit application complaints	150-200	200-250	240
Number of random inspections carried out	900-1,100	1,500-1,700	N/A
Number of annual inspections conducted annually	400-600	600-800	N/A
Number of complaints investigated	100-200	250-350	197
Number of Omni buses ranked and dispatched per month	4,000-6,000	6,000-8,000	7,000
Number of passengers transported from the bus depot to various destinations per month	10,000-12,000	14,000-16,000	9,000
QUALITY			
Applications process in accordance with established Acts and regulations	100%	100%	100%
Agendas reflect correct decision	100%	100%	100%
Permits issued in accordance with decision by the Public Transport Board	100%	100%	100%
Inspections carried out in accordance with established Acts	100%	100%	100%
Investigations carried out in accordance with the Traffic Act	100%	100%	100%
Responses meeting departmental standards	100%	100%	100%
Omni bus dispatched in accordance with established rules and guidelines	70-100%	70-100%	100%
TIMELINESS			
Approval of applications are done once a month at the monthly board meeting	90-100%	90-100%	100%
Complaint investigations will be conducted within five working days of receipt	75-100%	75-100%	100%
Omni buses will be dispatched every 5-15 minutes	60-100%	60-100%	100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$901,978	\$904,891	\$886,765
RELATED BROAD OUTCOME: Improving our tourism industry, as a product and economic driver			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: PTO 2, PTO 3, PTO 4			

DAT 17	Tourism Support, Training, Promotional and Advertising Activities		
DESCRIPTION • Provide Tourist Accommodation Inspections and Licensing Services on behalf of the Hotel Licensing Board. Provide support to maintain high quality public beach and attractions facilities. Collect and record Tourism Revenue. • Implement the sustainable destination management and product development elements of the National Tourism Strategic Plans (National Tourism Plan- NTP and Road Back to 500k visitors- RB5). • Data Collection, Preparation and Publication of statistical reports, to be provided to local and international stakeholders, industry partners and tourism related associations and the general public. • To increase the community’s awareness of the importance of tourism to the Cayman Islands economy through various programmes and initiatives. • Provide administrative and consultative services to the various Boards and Committees. Provide Tourism Advice to the Ministry of Tourism and other Government Ministries, Departments and other Industry Stakeholders on issues likely to impact the economy and infrastructure of the Cayman Islands. • Promote an awareness of, and travel to, the Cayman Islands using a variety of tools for both our trade and consumer audiences. These tools will range from in person sales calls with travel agents to Familiarization trips for travel agents to online presence through the management of seven websites used for promotional purposes.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number of bedrooms inspected, number of public beach/ attraction inspections and Collection of Revenue • Number of Cayman Islands Tourism product enhancement/ infrastructure projects, number of NTP and RB5 initiatives implemented, number of musical performances by musicians at ports of entry/other selected venues, number of cruise tourism initiatives. • Monthly Public Tourism Statistics Report, Public Reports (i.e.- Annual/ Bi-Annual Reports), Surveys Executed • Number of tourism education and career awareness initiatives, number of workshops/ trainings to be conducted, number of mystery shopping assessments, number of career awareness workshops, number of community/tourism/awareness sponsorships executed, number of assisted events, number of media placements • Number of meetings attended to support Hotels Licensing Board, Public Transportation Board, Tourism Attraction Board, Hospitality School Advisory Council, Cayman Islands Film Commission • Number of technical research reports, policy input and advice in written format, number of special papers, reports, and responses • Number of Trade Activities, Consumer, Public Relations Completed and number of Advertising Methods Employed	9,300-10,186 354-382 12-18 95-113 5-50 3-30 395-415	12,690-13,286 354-382 12-18 95-113 5-50 3-30 395-415	4,254 33 1 27 7 6 N/A
QUALITY • To produce outputs and perform the duties of the department within the standards prescribed by the Acts and Regulations of the Cayman Islands and go beyond that to ensure brand reputation is protected	100%	100%	100%
TIMELINESS • To complete all duties and responsibilities of the department within the regulated and approved timeframes	100%	100%	100%

LOCATION			
Cayman Islands, North America, UK, Canada	100%	100%	100%
COST	\$24,614,891	\$25,356,784	\$20,843,045
RELATED BROAD OUTCOME: Improving our tourism industry, as a product and economic driver			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: TOU 14, TOU 16, TOU 18, TOU 19, TOU 26, TOU 27			

CAL 1	Strategic Domestic Air Services		
DESCRIPTION			
Provision of air service between Grand Cayman and the sister islands of Cayman Brac and Little Cayman using both SAAB and Twin Otter aircraft and specific Jet supplemental flights.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
One-way flights between Grand Cayman and Cayman Brac or Little Cayman	4,000-4,400	4,000-4,400	4,000-4,400
One-way flights between Cayman Brac and Little Cayman	1,800-2,100	1,800-2,100	1,800-2,100
One-way passengers carried	70,000-86,000	70,000-86,000	70,000-86,000
QUALITY			
All flights will be operated in accordance with the airline’s safety, operating and maintenance standards	100%	100%	100%
TIMELINESS			
All flights will be operated with due regard for timeliness and reliability	80%	80%	80%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$3,134,000	\$3,134,000	\$3,154,000
RELATED BROAD OUTCOME:			
Improve our tourism, as an industry, product and economic driver			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: CAL 1			

CAL 2	Strategic Tourism, Regional and Core Air Service		
DESCRIPTION			
Cayman Airways Limited provides direct air service to strategic US and regional gateways identified as key source markets for expanding the Cayman Islands tourism base and for facilitating the economic development of the Cayman Islands.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
- Number of direct, one-way flights per annum - Number of one-way passengers carried	4,000-5,000 300,000-380,000	4,000-5,000 300,000-380,000	4,000-5,000 300,000-380,000
QUALITY			
All flights will be operated in accordance with the airline’s safety, operating and maintenance standards	100%	100%	100%
TIMELINESS			
Operates each month of the year with seasonal fluctuations	80%	80%	80%
LOCATION			
- Strategic US gateways include: New York, Miami, Tampa and Denver - Regional gateways include: Kingston, Montego Bay, La Ceiba and Havana	100% 100%	100% 100%	100% 100%
COST	\$15,435,000	\$15,435,000	\$20,783,059
RELATED BROAD OUTCOME:			
Improve our tourism, as an industry, product and economic driver			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: CAL 2			

TAB 1	Management of Pedro St. James National Historic Site		
DESCRIPTION			
To preserve, facilitate and market Pedro St. James for the enjoyment of both residents and tourists including the provision of: Preservation, protection, and restoration of historical buildings; educational resources and information; maintenance and administration of visitors' center and gift shop; collections and exhibitions; recreational and leisure facility for social events; special events and catering services.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of historical material and artefacts preserved	190 - 200	190 - 200	198
Number of historical buildings and memorials maintained	4	4	4
Number of private/public social events organised	30 - 40	30 - 40	35
Collections and exhibitions arranged/maintained	3	3	3
Hours of administration of Visitor Centre and Gift Shop	3,000 - 3,100	3,000 - 3,100	3,085
Hours of inspection and maintenance of landscaping	1,750 - 2,000	1,750 - 2,000	1,820
QUALITY			
Preservation complies in accordance with established guidelines	100%	100%	100%
Maintenance meets the standard guidelines	100%	100%	100%
Events organised by qualified personnel	100%	100%	100%
Inspection and maintenance of landscaping meets design criteria	100%	100%	100%
TIMELINSS			
Open to the public daily 9:00am to 5:30pm	100%	110%	110%
Special events available as agreed by appointment	100%	100%	100%
LOCATION			
Savannah, Grand Cayman	100%	100%	100%
COST			
	\$950,000	\$950,000	\$980,000
RELATED BROAD OUTCOME:			
Improving our tourism industry, as a product and economic driver			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: TBD 1			

TAB 2	Management of Queen Elizabeth II Botanic Park		
DESCRIPTION			
To preserve, facilitate and market the QE II Botanic Park for the enjoyment of both residents and tourists including the provision of preservation and protection of native fauna and flora; species management; maintenance of specialist gardens; maintenance of Visitor Centre and Gift Shop; recreational and leisure facility; educational resources/information; social venue; walking trails and maintenance of nursery.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Hours of administration of Visitor Centre and Gift Shop	3,000 - 3,100	3,000 - 3,100	3,085
Number of acreages preserved and protected in partnership with the National Trust	65	65	65
Number of specialist gardens	6 - 8	6 - 8	6 - 8
Number of special events	3	3	3
Number of visitor centre displays	2	2	2
Number of workshops organized	2	2	2
QUALITY			
Preservation and maintenance of plants, trails and gardens in accordance with established guidelines	100%	100%	100%
Documented and labelled plant collection	100%	100%	100%
Special events organised by qualified personnel	100%	100%	100%
Safety standards in accordance with Agriculture or Department of Environment regulations	100%	100%	100%
TIMELINSS			
Open to the public daily 9:00am to 5:30pm	100%	100%	100%
Special events available as agreed by appointment	100%	100%	100%
LOCATION			
North side, Grand Cayman	100%	100%	100%
COST	\$850,000	\$850,000	\$1,040,000
RELATED BROAD OUTCOME:			
Improving our tourism industry, as a product and economic driver			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: TBD 2			

TAB 4	Management of the Cayman Islands Craft Market		
DESCRIPTION			
Organize, promote, administer, and execute the Cayman Craft Market as a venue for local artisans and musicians to exhibit and sell their products and crafts to visitors. The Cayman Craft Market will promote on-island offerings and provide an outlet for native arts and crafts.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of applications processed or amended	10 - 15	10 - 15	14
Number of vendors and artists coordinated	25 - 35	25 - 35	27
Number of inspections of supply and quality of products	230 - 250	230 -250	245
Number of craft market buildings, tents, and landscaping maintained	7 – 9	7 -9	7
Number of special events organized when not operated as a market	1 -3	1 -3	1
QUALITY			
Ensure vendor compliance with code of conduct	100%	100%	100%
Scrutinize applications for proper products criteria	100%	100%	100%
Ensure quality presentation	100%	100%	100%
Adherence to good public safety practices	100%	100%	100%
Meet required standard of hygiene for the facilities	100%	100%	100%
Events organised by qualified personnel	100%	100%	100%
TIMELINSS			
Events and activities are arranged by October of each year	100%	110%	110%
Open to the public daily 9:00am to 5:30pm	100%	100%	100%
LOCATION			
George Town, Grand Cayman	100%	100%	100%
COST			
	\$140,000	\$140,000	\$140,000
RELATED BROAD OUTCOME:			
Improving our tourism industry, as a product and economic driver			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: TBD 4			

TAB 5	Management of the Hell Geological Site		
DESCRIPTION To preserve and protect the natural resources of the attraction for the enjoyment of both residents and tourists, manage rental agreements for the operation of the on-site gift shops, oversee the general upkeep of the site, including buildings and restroom facilities, and the monitoring of visitors.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of rental agreements managed - Number of buildings and landscaping maintained - Number of acres of natural resources preserved and protected	3 2 1.44	3 2 1.44	3 2 1.44
QUALITY - Rental agreements signed by authorized personnel and meets contractual agreements - Adherence to good public safety practices - Preservation and maintenance of property in accordance with established guidelines	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS The site is open to the public daily	100%	100%	100%
LOCATION West Bay, Grand Cayman	100%	100%	100%
COST	\$40,000	\$40,000	\$40,000
RELATED BROAD OUTCOME: Improving our tourism industry, as a product and economic driver			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: TBD 5			

NGS 1	Organise, Administer and Execute the Cayman Islands Fishing Tournament		
DESCRIPTION			
Organize, administer and execute the Cayman Islands International Fishing Tournament to promote sport fishing in the Cayman Islands. Key focal point of the tournament is to help promote the Cayman Islands as a World Class Sport Fishing destination and attract tourists who will spend money in the local economy on charter boats, hotels, rental cars, restaurants and shops.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY	1	1	1
One International Sport Fishing Tournament each calendar year.			
QUALITY	100%	100%	100%
Well organised and promoted internationally at the Miami and Fort Lauderdale boat shows as well as through international fishing magazines and television shows. Tournament to span a one week period containing the Registration event, 4 fishing days and an Awards Ceremony. The tournament will be a qualifying event for the Offshore World Championships. Key focal points of the tournament will be to attract international anglers and secure international media coverage to promote the Cayman Islands as a World Class Sport Fishing destination. Tournament rules will match that of International Game Fish Association, target entries will be 40+ teams.			
TIMELINESS	100%	100%	100%
April/May each year depending on lunar phases			
LOCATION	100%	100%	100%
Grand Cayman			
COST	\$30,000	\$30,000	\$30,000
RELATED BROAD OUTCOME:			
Improving our tourism industry, as a product and economic driver			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: CAC 1			

NGS 7	Management of Small Business Development			
DESCRIPTION				
Management assistance for small business development within the tourism industry. Services include: • Receipt and dispatching of pre-booked tours • Administrative matters pertaining thereto including liaising with cruise ship representatives, fundraising, human resources, marketing, banking, pay-outs to all operators and vendors • Corporate matters and all other matters relative thereto				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number of members consisting of boat owners, taxi drivers, bakers, owners of water-sports businesses, machinery repair shops, pest control, taxi and tour services; divers, upholstery cleaners, condo managers and members of staff with water-sports, corporate, accounting, banking, tourism and computer related experience • Number of active members • Number of land tours organized • Number of sea tours organized • Average number of tours per boat operator • Average number of tours per taxi/bus operator • Number of tourism sub-sector represented		100-200	100-200	100-200
QUALITY • Quarterly reports will provide accurate, relevant and timely information • Tourism career activities will be accurate and relevant to audience		30-45	30-45	30-45
		625-750	1,250-1,500	N/A
		200-300	400-600	N/A
		12-17	25-35	N/A
		23-35	55-70	N/A
		10	10	10
TIMELINESS • Members queries answered within 24 hours, within the hour if urgent • General reports issued as required • Quarterly financial reports provided to Ministry of Tourism and Transport within 30 days of end of quarter		100%	100%	100%
LOCATION • Grand Cayman		100%	100%	100%
COST		\$311,000	\$230,000	\$437,000
RELATED BROAD OUTCOME: • Improving our tourism industry, as a product and economic driver				
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: LSC 1				

NGS 26	Miss Cayman Committee		
DESCRIPTION			
The administration, organisation, promotion and execution of the Miss Cayman Islands Pageant.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
- Local Miss Cayman Beauty Pageant arranged for 2022/2023 - Representation at an international pageant in 2022/2023	1 1	1 1	1 1
QUALITY			
Pageant conducted in accordance with international industry standards	90-100%	90-100%	90-100%
TIMELINESS			
January 2022 and 2023	100%	100%	100%
LOCATION			
Cayman Islands and internationally	100%	100%	100%
COST			
	\$100,000	\$100,000	\$146,056
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: MCI 1			

NGS 57	Gardening Projects and Landscaping		
DESCRIPTION To promote gardening and all things related to the enjoyment of the natural beauty of the Cayman Islands, to undertake projects to beautify the community and help educate children in their natural surroundings. 2022 /2023 Landscaping for Scouts Building, East End Sunrise Cottage and West Bay Golden Age Home. 2022/2023 The Cayman Islands Hospice: landscape and complete gardens outside the individual units. UCCI: Centre Courtyard complete. Commence Youth Garden Club through schools starting with GT Primary and Clifton Hunter. 2021/22 Botanic Park Children's Garden: the Maze and Sensory Garden have been planted and are moving toward further development and completion. Various community landscaping projects including The Pines, BT Police Station, as and when requested. Major tree planting projects to span during the period 2022-23 throughout the Island - some locations designated and in varying stages of planning and implementation. Searches for additional suitable locations ongoing. Full international Flower Show planned for 2022.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY Number of beautification projects	2-4	2-4	2-4
QUALITY - Use local plants wherever possible - Comply with relevant policies and guidelines	100% 100%	100% 100%	100% 100%
TIMELINESS Projects completed within agreed timeline	100%	100%	100%
LOCATION Cayman Islands	100%	100%	100%
COST	\$4,000	\$4,000	\$4,000
RELATED BROAD OUTCOME: Improving our tourism industry, as a product and economic driver			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: GCG 1			

43. TRANSFER PAYMENTS FOR 2022 AND 2023

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
TP 12	Tourism Scholarships Payments to Tourism Scholarship Recipients Number of Persons Assisted 2022: 49 Number of Persons Assisted 2023: 49 Less persons being individually assisted but support is provided to the Hospitality School	815,000	815,000	880,163
TP 13	Miss Cayman Scholarships Scholarship Prize for Miss Cayman Winner Number of Persons Assisted in 2022: 8 Number of Persons Assisted in 2023: 10	75,000	75,000	10,000
TP 67	Sports and Cultural Tourism Programmes Assistance	1,850,000	2,350,000	63,814,259

44. OTHER EXECUTIVE EXPENSES FOR 2022 AND 2023 FINANCIAL YEARS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
OE 91	Depreciation of Ministry of Tourism and Transport Executive Assets Depreciation of Executive Assets for the Ministry of Tourism and Transport	5,000	5,000	833,750

45. OWNERSHIP ACTIONS FOR 2022 AND 2023

EQUITY INVESTMENTS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EI 1	Cayman Airways Limited Equity Investment to cover debt servicing and operating expenditure	9,100,000	9,100,000	3,758,000
EI 39	Tourism Attraction Board	220,000	220,000	-
EI 49	Cayman Turtle Conservation and Education Centre Ltd. Equity Investment to cover operating expenditure	2,500,000	2,500,000	5,960,000

PURCHASE OR CONSTRUCTION OF EXECUTIVE ASSET

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EA 159	Waterfront Tourism Experience	1,000,000	560,000	100,000

46. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER FOR FINANCIAL SERVICES AND COMMERCE

OUTPUT SUPPLIER: MINISTRY OF FINANCIAL SERVICES AND COMMERCE

FSC 20	Framework for the Functioning of the Financial Services Industry		
DESCRIPTION			
- To provide support to the Minister in the delivery and implementation of policy and legislative directives which meet international standards and facilitates the successful operation of the financial services industry - To ensure effective coordination of and timely responses to peer reviews and evaluations by various international standards setters - To engage with stakeholders and organisations to establish and foster relationships to maintain the jurisdiction’s positive reputation and deepen understanding of the financial services industry in order to protect and if possible, enhance Cayman’s reputation as a global financial services centre			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Development and execution of a business plan to facilitate the policy direction of the Minister for Financial Services, Commerce and Environment	1	N/A	N/A
Development of an Annual Report	1	1	1
Cabinet Paper and Notes prepared	40-50	40-50	40-50
Number of research papers and advice	10-12	10-12	N/A
QUALITY			
Activities will be produced in accordance with relevant legislation or best practice.	100%	100%	100%
Advice and service will be complete, accurate and reviewed by management	100%	100%	100%
Consultation will be conducted in an open, broad and transparent manner, followed by published recommendations that include rationale and supporting information	90-100%	90-100%	N/A
TIMELINESS			
Documents produced according to statutory timelines	100%	100%	100%
All work to be carried out within timeframes established by applicable legislation, international agreements and standards, and deadlines set by the Ministry	100%	100%	100%
Work carried out within timeframes established by international standards and internal deadlines	90-100%	90-100%	N/A
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$6,874,052	\$7,470,473	\$3,124,174
RELATED BROAD OUTCOME:			
Improve our financial services as an industry, product and economic driver for our islands			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: FSA 1, FSA 2, FSA 5			

FSC 22	Registers of Corporate, Intellectual Property and Vital Information		
DESCRIPTION			
The Registry manages the processing of registration applications for vital information.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of registrations of Births, Deaths, Marriages and Civil Partnerships per annum	1,500-2,000	1,500-2,000	1,500-2,000
Number of recordings of Public records (deed polls, wills, promissory notes affidavits, bills of sale and debentures) per annum	1-2	1-2	1-2
Number of Certificates per annum	70,000-100,000	70,000-100,000	70,000-100,000
Provide training to Administration staff (sub-office) in Cayman Brac	2-4	2-4	2-4
Number of Vital Events Documents to be converted	TBD	TBD	TBD
Number of benevolent entities Register per annum;	15-25	15-25	15-25
Number of cancellation and suspension of benevolent entities;	1-8	1-8	1-8
Number of Recording of filings (annual returns, reports of the review of financial statements);	200-225	225-300	170-200
Number of statistics published on NPO activities	10 - 12	10 - 12	10-12
Number of Outreach sessions per annum	1-4	1-4	1-4
Number of audits per annum	6-12	10-15	1-6
QUALITY			
All registrations processed in accordance with standards and requirements as outlined in the relevant legislation	100%	100%	100%
Train staff and stakeholders in the use of new systems	100%	100%	100%
Process all applications in accordance with the relevant Legislations, regulations and policies	100%	100%	100%
TIMELINESS			
Registrations completed within time period specified in legislations or as set out in published policy	100%	100%	100%
- Migration of all registers of vital events online - Civil Partnership Module – DEC 2022 - Public Records – JUN 2022 - Marriage System – DEC 2022	100%	100%	100%
LOCATION			
Grand Cayman	100%	100%	100%
COST	\$4,419,147	\$5,071,272	\$2,376,505
RELATED BROAD OUTCOME:			
Improve our financial services as an industry, product and economic driver for our islands			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: REG 14, REG 15, REG 16, REG 20			

FSC 23	International Cooperation in Tax Matters		
DESCRIPTION In fulfilment of agreed international obligations in accordance with international standards, the Cayman Islands maintains a number of mechanisms for exchange of information for tax purposes and collaborates with competent authorities in partner jurisdictions on all methods of exchange of information and to complete the fulfilment of obligations and membership commitments to international bodies, and to uphold the positive reputation of the Cayman Islands as an international financial centre, the Cayman Islands actively participates in relevant international fora on tax cooperation.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of exchange relationships with treaty partners - Number of meetings, working groups and bilateral engagements - Number of hours analysing data, making assessments, and carrying out compliance and enforcement	100-120 25-30 12,000-15,000	100-120 25-30 17,000-22,000	115-125 25-30 7,000-9,000
QUALITY - All functions to be performed in accordance with statutory and treaty obligations - All engagement and meeting attendance to be carried out within the relevant parameters for the relevant international initiatives and meetings	100% 100%	100% 100%	100% 100%
TIMELINESS All work to be carried out within timeframes established by applicable legislation, international agreements and standards and deadlines set by international organization agendas	100%	100%	100%
LOCATION - Services are delivered primarily within the Cayman Islands - Services are delivered primarily in various global locations set for meetings	100% 100%	100% 100%	100% 100%
COST	\$3,992,107	\$4,788,206	\$3,575,596
RELATED BROAD OUTCOME: Improve our financial services as an industry, product and economic driver for our islands			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: TIA 7, TIA 8, TIA 9			

FSC 36	Commerce and Maritime Policy		
DESCRIPTION			
To provide support to the Minister in the delivery and implementation of policy directives and legislative development relative to these sectors.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Business Licences Issued / renewed	9,500 – 11,500	9,500 – 11,500	6,500 – 7,500
Film Exhibition Premises Licences Issued / renewed	1 – 10	1 – 10	1 – 10
Tobacco Permits Issued / renewed	130-150	130-150	130-150
SEZ Trade Licences Issued / renewed	220 -300	220 -300	70 -1240
Liquor Licences / Music and Dancing Licences Issued / renewed	500-700	500-700	450-650
Number of businesses investigated for licensing violations (case files)	3-10	3-10	3-10
Number of Site Visits	1,500 – 2,000	1,500 – 2,000	1,000 – 1,500
Number of DNFBP inspections	60-100	65-110	35-75
Number of legislative items finalized	3-5	3-5	N/A
Number of Cabinet notes and Papers sent to Cabinet	5-10	5-10	N/A
Number of Speeches and Statements drafted	5-10	5-10	N/A
Number of Press Releases and Advisories issued	5-10	5-10	N/A
QUALITY			
All applications processed in accordance with standards and requirements as outlined in the relevant Act	95%	95%	95%
Compliance checks conducted on all new applications and on a routine basis. Investigation started within five business days of receipt of a complaint	95%	95%	95%
Inspections based on standards set out in the AML regulations	95%	95%	95%
Amendments and new legislation supported by a robust industry consultation process, analysis of current data and metrics and existing legislative provisions in comparable jurisdictions;	100%	100%	N/A
Consultation conducted in an open and transparent manner, with published recommendations for review that include rationale and supporting research/ evidence, including established best practice guidelines and standards where applicable;	100%	100%	N/A
TIMELINESS			
Licence application decisions communicated within time period specified in Act or as set out in published policy	95%	95%	95%
Final reports issued within 45 days of inspections	95%	95%	95%
Documents for Cabinet and Parliament submitted in accordance with established timelines; and	100%	100%	N/A
Documents provided to the Minister in accordance with requested timeframe.	100%	100%	N/A
LOCATION			
Services are delivered primarily within the Cayman Islands	100%	100%	100%
COST	\$3,635,134	\$4,027,522	\$2,581,487
RELATED BROAD OUTCOMES:			
- Providing solutions to Improve the well-being of our people so they can achieve their full potential - Supporting climate change resilience and sustainable development			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: DCI 13, DCI 14, FSA 6, NMS 1			

FSC 37	International Engagement for Financial Services		
DESCRIPTION			
To support the Minister in developing Government’s strategy and policy to promote the jurisdiction’s interests and reputation regarding financial services by advocating with key regional industry stakeholders and advising the Ministry on regional policy issues, trends and development.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Organise and/or attend meetings and other opportunities to develop and enhance relations with relevant regional key stakeholders	5 – 15	5 – 15	N/A
Report on regional issues, trends and developments, and possible actions to be undertaken by the Ministry	10 – 12	10 – 12	N/A
Attend events and other opportunities to advocate and promote the Cayman Islands’ interests, products and reputation	3 – 9	5-10	N/A
QUALITY			
As determined by priority based on relevant regional issues using various channels	90 – 100%	90 – 100%	N/A
Based on accurate and up-to-date information and including the provision of cited documents, legislation, etc.	90 – 100%	90 – 100%	N/A
In line with agreed strategic messaging	90 – 100%	90 – 100%	N/A
TIMELINESS			
Within 3 months of office set-up and continual thereafter	90 – 100%	90 – 100%	N/A
Monthly or sooner dependent on relevance, urgency, and priority	90 – 100%	90 – 100%	N/A
Ongoing	90 – 100%	90 – 100%	N/A
LOCATION			
European Union, North America and Asia	100%	100%	N/A
COST			
	\$1,184,922	\$1,603,566	NIL
RELATED BROAD OUTCOME:			
Improve our financial services as an industry, product and economic driver for our islands			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: FSA 7			

AOA 1	Operation of Registration and Oversight Functions Under the Auditors Oversight Act		
DESCRIPTION There is an on-going reassessment of remit of the Audit Oversight Authority (AOA) in the absence of a currently sustainable scope of operations (see AOA 2 below). In the meantime, the AOA must maintain its operational effectiveness and discharge its obligations under the Act.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY Delivery of an independent system of oversight in accordance with the Act, Regulations and Rules	1	1	1
QUALITY - All regulatory and related administrative functions are carried out in accordance with applicable legislation, AOA Rules and Board policies and directives - All regulatory activities are performed by qualified and experienced personnel who are independent of the firms regulated	100%	100%	100%
TIMELINESS - Timelines set out in applicable legislation and the AOA Rules to be adhered to - All financial and other reporting to be completed by stipulated deadlines - Queries and inquiries (including those from equivalent overseas regulatory authorities) are to be acknowledged within 1 business day and substantively responded to as soon as practically possible	100%	100%	100%
LOCATION All regulatory activities to be conducted within the Cayman Islands	100%	100%	100%
COST	\$175,000	\$180,000	\$200,000
RELATED BROAD OUTCOME: Improve our financial services as an industry, product and economic driver for our islands			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: AOA 1			

AOA 2	Complete Future of the Auditors Oversight Authority Project		
DESCRIPTION			
The “Future of the AOA” project is an on-going reassessment of remit of the AOA in the absence of a currently sustainable scope of operations. The object is to consider the needs of the Cayman Island’s regulatory regime in the light of international developments in audit regulation, and to develop policy recommendations for Government to consider; then implement the resulting policy decisions.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Complete the critical reassessment of the AOA’s role and scope of activities and make policy recommendation to Government.	1	1	1
Implement the practical implications of the completion of the “Future of the AOA” project including adjusting, as necessary, the staffing, organizational capability, legal framework and AOA Rules	1	1	1
QUALITY			
Policy proposals are produced in the form of a formal report to Government after appropriate consultation with the private and public sectors. Formal report to show accurately all pertinent information required to support policy recommendations and related implementation issues, and to be reviewed by AOA Board of Directors prior to submission.	95-100%	95-100%	95-100%
Resulting Government policy decisions are effectively implemented in an orderly manner.	95-100%	95-100%	95-100%
TIMELINESS			
Information to be submitted within timeframes agreed by parties involved	90-100%	90-100%	90-100%
LOCATION			
Within the Cayman Islands	100%	100%	100%
COST			
	\$94,144	\$93,602	\$100,000
RELATED BROAD OUTCOME:			
Improve our financial services as an industry, product and economic driver for our islands			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: AOA 2			

AOA 3	Maintaining Relationships with Key Cayman Islands Based Stakeholders		
DESCRIPTION			
Maintaining relationships with key Cayman Islands based stakeholders is important to both outputs AOA 1 and AOA 2.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Periodic meetings/discussions with the Cayman Islands Institute of Professional Accountants (generally at least quarterly)	4	4	4
Periodic meetings/discussions with the Cayman Islands Monetary Authority (generally at least every six months; more often as required)	2	2	2
Periodic meetings/discussions with the Cayman Islands Stock Exchange (generally at least annually; more often as required)	1	1	1
Periodic meetings/discussions with the Office of the Auditor General (generally at least quarterly via board meetings; more often as required)	4	4	4
Periodic meetings/discussions with the Ministry of Financial Services (generally at least quarterly; more often as required)	4	4	4
QUALITY			
Meaningful, open dialogue on matters of mutual interest	100%	100%	100%
TIMELINESS			
Within timeframes noted under “quantity” above	100%	100%	100%
LOCATION			
Within the Cayman Islands	100%	100%	100%
COST			
	\$15,000	\$12,000	\$10,000
RELATED BROAD OUTCOME:			
Improve our financial services as an industry, product and economic driver for our islands			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: AOA 3			

AOA 4	Membership of and Participation in the International Forum of Independent Audit Regulators (IFIAR)		
DESCRIPTION			
IFIAR has over 50 members including the independent audit regulators in the major financial centres. It operates a mutual memoranda of understanding (MMOU) framework for cross-border cooperation.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• AOA’s membership in IFIAR	1	1	1
• AOA’s participation in MMOU framework	1	1	1
• Participation in IFIAR surveys, voting sessions and programmes	4-8	4-8	4-8
QUALITY			
• AOA’s membership in IFIAR continues	100%	100%	100%
• AOA’s participation in MMOU framework continues	100%	100%	100%
• Participation in IFIAR surveys voting sessions and programmes continues	95-100%	95-100%	95-100%
TIMELINESS			
• In accordance with all IFIAR imposed deadlines	100%	100%	100%
LOCATION			
• From Cayman Islands but attending annual IFIAR Plenary session overseas when it resumes on face to face basis	100%	100%	100%
COST	\$30,000	\$32,000	\$30,000
RELATED BROAD OUTCOME:			
• Improve our financial services as an industry, product and economic driver for our islands			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: AOA 4			

MOA 6	Regulation of the Cayman Islands Currency		
DESCRIPTION			
Regulation of the Cayman Islands Currency, in accordance with Monetary Authority Act, involving the issue and redemption of currency notes and coins.			
MEASURES	2022 1 Jan to 31 Dec 022	2023 1 Jan to 31 Dec 023	2021 12 Month Forecast
QUANTITY			
- Number of Currency transactions - Number of banknotes sorting sessions - Number of banknotes destruction sessions - Number of banknote and coin re-order	40-60 140-160 20-30 3-5	40-60 140-160 20-30 3-5	40-60 140-160 20-30 3-5
QUALITY			
- All procedures necessary for issuance and redemption of currency are carried out in accordance with internal policies and verified by management - Sorting – Carried out by a minimum of 2 Currency Officers with any discrepancies verified by Management in accordance with internal policies and the Indemnity Agreement with the banks - Destruction – The destruction of currency is carried out by at least two Currency Division staff and is witnessed by the Authority’s Internal Audit Unit	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS			
- Issuance and redemption of notes once per week - Sorting conducted at least an average of 2 per week - Banknotes Destruction 1 per month	100% 100% 100%	100% 100% 100%	100% 100% 100%
LOCATION			
Grand Cayman	100%	100%	100%
COST			
	\$1,400,000	\$1,400,000	\$1,400,000
RELATED BROAD OUTCOME:			
Improve our financial services as an industry, product and economic driver for our islands			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: MOA 6			

MOA 8	Collection of Fees		
DESCRIPTION			
Collection of fees on behalf of the Cayman Islands Government as set out in the Regulatory Acts and Regulations. Reporting and analysis on actual and projected fees.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12 Month Forecast
QUANTITY			
- Number of receipts processed/verified - Number of refunds processed - Number of reports produced	60,000-80,000 70-100 4-6	60,000-80,000 70-100 4-6	60,000-80,000 120-140 4-6
QUALITY			
- All fee receipts and bank deposits are processed in accordance with internal policies and verified by Management - The information related to the deposited fees is entered in the Government’s accounting system according to the established procedures - Reports are compiled by knowledgeable and professional personnel, to ensure that quality standards are met	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS			
- Deposits are prepared and lodged with the bank within the same day - Reports are prepared in accordance with reporting timelines and as agreed and required	100% 100%	100% 100%	100% 100%
LOCATION			
Grand Cayman	100%	100%	100%
COST			
	\$300,000	\$300,000	\$300,000
RELATED BROAD OUTCOME:			
Improve our financial services as an industry, product and economic driver for our islands			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: MOA 8			

MOA 12	Regulation of the Financial Services Industry		
DESCRIPTION			
To regulate and supervise financial services business carried on in or from within the Islands in accordance with the Regulatory Acts, namely:			
• The Bank and Trust Companies Act • The Companies Management Act • The Insurance Act • The Money Services Act • The Mutual Funds Act • The Private Funds Act • The Securities Investment Business Act • Development Bank Act • Building Societies Act • Cooperative Societies Act • Virtual Asset (Service Providers) Act			
To perform any other regulatory or supervisory duties that may be imposed on the Authority by any other Act. To create and maintain a high quality and effective regulatory environment to attract users and providers of financial services. To monitor compliance with Money Laundering Regulations.			
MEASURES	2022 1 Jan to 31 Dec 022	2023 1 Jan to 31 Dec 023	2021 12 Month Forecast
QUANTITY			
• Number of applications for new licenses/registrations processed	4,000-5,000	4,000-5,000	4,000-5,000
• Number of applications for cancellations of licenses/registrations processed	1,000-1,500	1,000-1,500	1,000-1,500
• Number of applications for the approval of new auditors processed	2-5	2-5	2-5
• Number of industry queries and other prudential matters processed.	50,000-55,000	50,000-55,000	45,000-50,000
• Number of incoming/outgoing ORAs (overseas request for assistance) matters processed.	250-300	275-325	200-250
• Number of statistical returns of licensees and registrants processed	1,000-1,500	1,000-1,500	1,000-1,500
• Number of financial statements and returns collected and processed	25,000-28,000	25,000-28,000	25,000-28,000
• Number of additional analysis and supervisory reports on financial statements and returns	225-275	225-275	225-275
• Number of on-site inspections conducted /facilitated (locally and overseas)	75-100	75-100	75-100
• Number of prudential and non-routine meetings conducted with licensees	375-425	400-450	350-400
• Number of meetings held and presentations made to local market participants and associations	100-150	100-150	175-225
• Number of meetings with External Bodies and overseas groups, attended or at which CIMA’s position was represented or presented	150-200	150-200	150-200
• Number of rules, statement of guidance and principle, and policies and procedures issued	25-50	25-50	75-100
• Number of reviews of regulatory functions of the jurisdiction and judicial reviews processed	150-200	150-200	200-250
• Number of public notices, publications, advisories, and press releases on which CIMA provided technical advice, information and support to financial services businesses and the general public	40-50	40-50	10-20
• Number of issues addressed regarding problem entities	550-650	550-650	400-500

- Number of Enforcement Actions (including Court Proceedings) taken - Number of serious breaches investigated - Number of compliance checks conducted - Number of Investigative matters such as Onward Disclosures from the Financial Reporting Authority, investor complaints and whistle blowing obligations of auditors - Number of Administrative Fines levied on regulated entity - Number of Directors/Officer/Shareholder approvals - Number of Statistical reports compiled and published/disseminated on domestic financial services industry	75-125 75-125 500-600 25-50 15-20 1,500-2,000 15-20	75-125 75-125 600-700 25-50 15-20 2,000-2,500 15-20	75-125 100-150 600-700 25-50 5-10 1,000-1,200 5-10
QUALITY - Licensing and supervisory matters approved timely and with little or no industry complaints - Statistical returns processed in accordance with guidelines - Regulatory functions and advice are carried out in accordance with applicable legislation, CIMA rules, statement of guidance, policies, procedures and Board directives - Professional litigation services in accordance with expectations of attorneys-at-law in the Courts of the Cayman Islands	90-100% 90-100% 100% 95-100%	90-100% 90-100% 100% 95-100%	90-100% 90-100% 100% 95-100%
TIMELINESS - Process applications for new licensees/registrants within 6 weeks - Process applications for cancellation of licensees/registrants within 6 weeks - Process incoming/outgoing ORA's, industry queries and other prudential matters within 6 weeks - Information and statistics submitted to requesting party on (mutually) agreed timetable - Statistics processed according to established schedules - Analyse financial statements and returns filed with CIMA within 6 months of receipt - Conduct on-site inspections and issue final report within 4 months - Rules, SOGs internal guidance and procedures papers submitted, posted to web-site, gazetted and notification provided to private sector in accordance with approved deadlines - Prepare submissions for approval within 3 to 5 weeks of: (i) receiving a referral from a regulatory division; (ii) receiving a report from an appointed person; or (iii) the end of a representation period in connection with a Warning Notice - Comply with statutory deadlines for filing of documents in court proceedings - Process due diligence applications within 2 to 4 weeks of receiving the request - Investigative Onward Disclosures from the Financial Reporting Authority, investor complaints and whistle blowing obligations of auditors in a timely manner	95-100% 80-100% 90-100% 95-100% 95-100% 85-100% 90-100% 90-100% 75-100% 100% 95-100% 95-100%	95-100% 80-100% 90-100% 95-100% 95-100% 85-100% 90-100% 90-100% 75-100% 100% 95-100% 95-100%	95-100% 80-100% 90-100% 95-100% 95-100% 85-100% 90-100% 90-100% 75-100% 100% 95-100% 95-100%

LOCATION			
Grand Cayman and Overseas	100%	100%	100%
COST			
	\$21,895,652	\$22,945,652	\$18,290,020
RELATED BROAD OUTCOME:			
Improve our financial services as an industry, product and economic driver for our islands			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: MOA 12			

MOA 13	Assistance to Overseas Regulatory Authorities		
DESCRIPTION			
Provision of assistance to Overseas Regulatory Authorities in accordance with the Monetary Authority Act.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of requests for assistance processed	300-350	300-350	300-350
Number of Memoranda of Understanding negotiated	5-10	3-5	10-15
Number of meetings - Attend, represent or present CIMA’s position to external bodies and overseas groups on Co-operative functions	30-40	30-40	3-5
Number of Court Proceedings attended and/or conducted	30-40	30-40	20-30
(New) Number of recurring periodic statistical or metadata reports to international organizations or international groups of financial authorities	20-30	20-30	N/A
(New) Number of internal and Working Group co-operation and inputs to jurisdiction responses to international reviews	10-15	10-15	N/A
QUALITY			
Co-operative functions are carried out in accordance with Monetary Authority Act and relevant procedure manuals developed by the Authority and published as part of its Handbook	95 - 100%	95 - 100%	95 - 100%
TIMELINESS			
Complete initial request for assistance form within 1 to 3 days of receiving the request from the overseas regulatory authority	95 - 100%	95 - 100%	95 - 100%
Provide information requested by overseas regulatory authority within 8 to 10 weeks of receiving the request.	75 - 100%	75 - 100%	75 - 100%
Attend meetings/proceedings within the agreed time frame	100%	100%	100%
LOCATION			
Grand Cayman and Overseas	100%	100%	100%
COST			
	\$980,000	\$980,000	\$980,000
RELATED BROAD OUTCOME:			
Improve our financial services as an industry, product and economic driver for our islands			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: MOA 13			

MOA 14	Policy Advice and Ministerial Services		
DESCRIPTION			
Provision of advice to Cabinet on Matters set out above with regard to:			
- the regulatory functions and the co-operative function being consistent with functions discharged by an overseas regulatory authority - the Regulatory Acts being consistent with the Acts and regulations of countries and territories outside the Islands and the recommendations of international organisations - Preparation of Cabinet papers/notes/briefings; drafting of new and amending Financial Services Industry legislation - Implementation of Cayman Islands Statutory requirements - Policy and economic issues regarding Financial Services affecting the Cayman Islands			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Cabinet papers/notes/briefings	15-20	10-15	10-15
Legislative Proposals (Acts and Regulations)	15-25	15-25	15-25
Meetings attended and participated in, at the request of Cabinet	10-15	10-15	5-10
Number of international fora, participated in and attended	20-30	20-30	20-30
Provide technical advice and support to the Minister for Finance and other Government Agencies	40-50	40-50	75-100
Freedom of Information operations	2-5	2-5	2-5
QUALITY			
Legislative proposals are produced in the form of draft bills and regulations after appropriate consultation with the private and public sectors	95-100%	95-100%	95-100%
Cabinet papers, notes, and briefings are prepared showing accurately all pertinent information required to support legislative proposals, recommendations or other issues being addressed; reviewed by the MD and CIMA Board of Directors	95-100%	95-100%	95-100%
Policy position determined after appropriate consultation (CIMA, Industry, Cabinet etc.) and Cayman Islands position then presented to the relevant forum through Cayman delegation at meetings	95-100%	95-100%	95-100%
Rules and SOGS submitted to Cabinet, posted to website, gazetted and notification provided to private sector	95-100%	95-100%	95-100%
TIMELINESS			
Legislative proposals, Cabinet papers, notes, briefings submitted to Cabinet by target date	90-100%	90-100%	90-100%
Policies and Agreements reviewed and updated as the need arises	90-100%	90-100%	90-100%
Information submitted within timeframes agreed by parties involved	90-100%	90-100%	90-100%
LOCATION			
Grand Cayman and Overseas	100%	100%	100%
COST			
	\$875,000	\$875,000	\$875,000
RELATED BROAD OUTCOME:			
Improve our financial services as an industry, product and economic driver for our islands			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: MOA 14			

MOA 25	Monitor Compliance with the Anti-Money Laundering Regulations (“AMLRs”)		
DESCRIPTION - To strengthen the Anti-Money Laundering and Counter Terrorism Financing (“AML/CFT”) supervisory framework - To engage adequate staff members for conducting risk-based AML/CFT supervision - To collect and analyse information for understanding the Money Laundering and Terrorism Financing (“ML/TF”) risks associated with the sectors under the Authority’s remit - To conduct more AML/CFT specific on-site inspections - To monitor regulated entities’ compliance with the applicable AML/CFT obligations - To provide necessary guidance to the private sector to assist them in complying with the applicable AML/CFT obligations - To conduct outreach to the private sector to assist them in understanding the ML/TF risks, emerging trends and applicable AML/CFT obligations - To impose administrative fines and enforcement actions as necessary - To make recommendations to the Cabinet to rectify the gaps identified in the Mutual Evaluation Report of the Cayman Islands and enhance the jurisdiction’s AML/CFT regime			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of industry queries with regards to the (new) AML/CFT obligations processed.350-400350-400350-400 - Number of cash flow and data collection and other AML/CFT returns of licensees and registrants processed4,000-5,0004,000-5,0004,000-5,000 - Number of ML/TF risk assessments conducted3,500-4,5003,500-4,5002,000-3,000 - Number of on-site inspections conducted /facilitated (locally and overseas)100-125100-125100-125 - Number of meetings held and presentations made to local market participants and associations20-3020-3020-30 - Number of meetings with External Bodies and overseas groups, attended or at which CIMA’s position was represented or presented40-5040-5040-50 - Number of rules, statement of guidance (“SOG”) and principle, and policies and procedures issued5-105-105-10 - Number of reviews of regulatory functions of the jurisdiction and judicial reviews processed3-53-53-5 - Number of public notices, publications, advisories, and press releases on which CIMA provided technical advice, information and support to financial services businesses and the general public5-105-105-10 - Number of issues addressed regarding problem entities50-7550-7550-75 - Number of Enforcement Action taken, administrative fines (including Court Proceedings) imposed25-5025-5010-15 - Number of serious breaches investigated50-7525-5025-50 - Number of Investigative matters such as Onward Disclosures from the Financial Reporting Authority.50-7525-5050-75 - Legislative Proposals (Acts and Regulations)1-51-51-5 - Number of international fora, participated in and attended15-2515-2515-25 - Cabinet papers/notes/briefings5-105-105-10 - Provide technical advice and support to the Minister for Finance and other Government Agencies10-1510-1510-15 - AML/CFT Policy and Legislative Research25-5025-50N/A - Ongoing monitoring of regulated entities to ensure compliance of AML/CFT inspection or other issued requirements80-11080-110N/A - Number of Suspicious Activity Reports made to the Financial Reporting Authority10-1515-205-10			

- Feedback forms to the Financial Reporting Authority - Process MLAT Requests in accordance with Court Order - Inter-Agency requests processed (Incoming and Outgoing including referrals to CIBFI and DPP) - Administrative Fines levied on regulated entity (AML) - Processing of due diligence applications (Med and High Risk)	15-20 5-10 20-30 40-55 375-425	15-20 5-10 20-30 40-55 300-350	5-10 5-10 20-30 10-15 300-3350
QUALITY			
- Cash flow and AML/CFT returns processed in accordance with the guidelines - Regulatory functions and advice are carried out in accordance with applicable legislation, CIMA rules, statement of guidance, policies, procedures and Board directives - Rules and SOGS submitted to Cabinet, posted to website, gazetted and notification provided to private sector - Professional litigation services in accordance with expectations of attorneys-at-law in the Courts of the Cayman Islands - Cabinet papers, notes, and briefings are prepared showing accurately all pertinent information required to support legislative proposals, recommendations or other issues being addressed; reviewed by the MD and CIMA Board of Directors. - Process MLAT requests in accordance with Court Order - In accordance with the Inter-Agency MOU	90-100% 95-100% 95-100% 95-100% 95-100% 95-100% 95-100%	90-100% 95-100% 95-100% 95-100% 95-100% 95-100% 95-100%	90-100% 95-100% 95-100% 95-100% 95-100% 95-100% 95-100%
TIMELINESS			
- Conduct AML/CFT specific on-site inspections according to the established Calendar - Cash flow statements and other AML/CFT returns processed according to established schedules - Rules, SOGs internal guidance and procedures papers submitted, consulted where necessary, posted to website, gazetted and notification provided to private sector in accordance with approved deadlines - Prepare submissions for approval within 3 to 5 weeks of: (i) receiving a referral from a regulatory division; (ii) receiving a report from an appointed person; or (iii) the end of a representation period in connection with a Warning Notice - Comply with statutory deadlines for filing of documents in court proceedings - Process due diligence applications (mainly for EPs) per the scheduled calendar - Investigative Onward Disclosures from the Financial Reporting Authority in a timely manner - Legislative proposals, Cabinet papers, notes, briefings submitted to Cabinet by target date - Process MLAT requests in accordance with Court Order - Process IARs within 30 days of receiving the request	85-100% 90-100% 80-100% 75-100% 100% 95-100% 95-100% 95-100% 95-100% 95-100%	85-100% 90-100% 80-100% 75-100% 100% 95-100% 95-100% 95-100% 95-100% 95-100%	85-100% 90-100% 80-100% 75-100% 100% 95-100% 95-100% 95-100% 95-100% 95-100%
LOCATION			
Grand Cayman and Overseas	100%	100%	100%
COST			
	\$6,407,000	\$6,957,000	\$6,807,000
RELATED BROAD OUTCOME:			
Improve our financial services as an industry, product and economic driver for our islands			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: MOA 25			

CMA 1	Policy Advice to Cabinet on Maritime Matters			
DESCRIPTION				
Provision of advice to Cabinet on:				
• Drafting of new and amending existing shipping legislation; • Preparation of draft Cabinet Papers and briefs on shipping matters; • Implementation of Cayman Islands statutory requirements; • Preparation and upkeep of Classification Society Agreements; • Effect of International Maritime Affairs on domestic policy; • Extension of International maritime conventions, treaties and similar agreements to the Cayman Islands; • Policy and economic issues in the maritime and related sectors affecting the Cayman Islands; and • Attendance at and Cayman Islands input to international fora (e.g. IMO and ILO).				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY				
• Number of hours providing policy advice, ministerial services, and fulfilling information request		1,799	1,799	1,400
QUALITY				
• Legislative proposals are produced in the form of draft bills and regulations after appropriate consultation with the private and public sectors		100%	100%	100%
• Cabinet papers, notes and briefings are prepared showing accurately all pertinent information required to support legislative proposals, recommendations or other issues being addressed; reviewed by Chief Executive Officer (CEO)		100%	100%	100%
• Shipping Notices prepared in response to needs within the industry and reviewed by relevant sections within MACI with final review by CEO		100%	100%	100%
• Agreements with outside bodies prepared in consultation with relevant sections of MACI and the outside body concerned, with final review by CEO		100%	100%	100%
• Extension and application of international conventions under constant review and where applicable to Cayman Islands are given effect through national shipping legislation		100%	100%	100%
• Return of information to the International Maritime Organization (IMO) as required under international agreement		100%	100%	100%
• Policy position determined after appropriate consultation (MACI, Industry, Cabinet etc) and Cayman Islands position then presented to the relevant forum through Cayman delegation at meetings		100%	100%	100%
TIMELINESS				
• Legislative proposals, Cabinet papers, notes, briefings and shipping notices delivered by target date where applicable, otherwise as the need arises		100%	100%	100%
• Agreements with outside bodies kept under constant review and updated or replaced as the need arises - at least once per year		100%	100%	100%
• Extension of Conventions under constant review and procedures for acceptance invoked as required, including development of appropriate national legislation		100%	100%	100%
• Information returned to IMO by target dates as appropriate		100%	100%	100%

LOCATION			
George Town, Grand Cayman; Southampton, UK	100%	100%	100%
COST			
	\$332,633	\$332,633	\$339,430
RELATED BROAD OUTCOME:			
Improve our financial services as an industry, product and economic driver for our islands			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: SHP 1			

NGS 85	Cayman Finance Services		
DESCRIPTION			
- International engagement with industry stakeholders that proactively protect the reputation of the Cayman Islands Financial Services Industry (CIFS) and its value to the global financial system, while reinforcing the jurisdictional brand, and attracting appropriate business for the jurisdiction - Activities that are designed to raise the awareness and understanding of the financial services industry with domestic stakeholders, and which contribute to pathways to future career opportunities for young Caymanians - Production of an Annual Business Plan with proposed outputs to be agreed with the Minister for Financial Services with quarterly reporting on progress to deliver on the activities outlined and budget incurred			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of paid articles or editorials in international publications or other appropriate media	4 – 12	6 - 12	N/A
Number of research project(s) completed	0 – 1	1	N/A
Number of Student Education CIFS Textbook Development Projects	1	0 – 1	N/A
Number of Local Events and Seminars	0 – 2	1 - 2	N/A
Number of Local Awareness Campaigns executed	1 – 2	1 – 2	N/A
Quarterly Report on Output Delivery	4	4	N/A
QUALITY			
Enhanced digital stakeholder engagement will be designed to focus on engagement with key international industry stakeholders	100%	100%	N/A
Articles and editorials will use messaging developed with input from/in coordination with the Ministry and placed in publications appropriate for the relevant industry sectors	100%	100%	N/A
CIFS Textbook Development Project designed to explain Cayman’s financial services industry and its sectors, address myths, and inform students about career opportunities	100%	100%	N/A
Quarterly Reports to provide evidence of successfully completed activities; an indication of work in progress; and an indication of any challenges with the delivery of the business plan; and Cayman Finance financial reports	100%	100%	N/A
TIMELINESS			
Quarterly Reports to be submitted within two weeks of the end of a quarter	100%	100%	N/A
CIFS Textbook Development Project(s) completed within timelines agreed with the Ministry	100%	100%	N/A
Articles and editorials scheduled at times in consultation with the Ministry to maximize positive exposure for the jurisdiction	100%	100%	N/A
Research project(s) completed within timelines agreed with the Ministry	100%	100%	N/A
LOCATION			
Cayman Islands	100%	100%	N/A
COST			
	\$750,000	\$750,000	NIL
RELATED BROAD OUTCOME:			
Improve our financial services as an industry, product and economic driver for our islands			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUTS: CF 4, CF 5			

47. TRANSFER PAYMENTS FOR 2022 AND 2023

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
TP 63	Support to Local Business Associations	75,000	75,000	75,000
TP 85	Support to Local Financial Services Associations	110,000	110,000	110,000

48. OTHER EXECUTIVE EXPENSES FOR THE 2022 AND 2023 FINANCIAL YEARS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
OE 94	Organisation for Economic Co-operation Development (OECD) Global Forum Annual Membership Subscription	55,000	55,000	55,000

49. OWNERSHIP ACTIONS FOR 2022 AND 2023

EQUITY INVESTMENT

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EI 67	Ministry of Financial Services and Commerce Equity Investment for purchase of entity assets	2,261,419	2,920,627	2,758,386

50. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER FOR INVESTMENT, INNOVATION AND SOCIAL DEVELOPMENT

OUTPUT SUPPLIER: MINISTRY OF INVESTMENT, INNOVATION AND SOCIAL DEVELOPMENT

ITI 1	International Engagement and Representation of the Cayman Islands			
DESCRIPTION				
Building and enhancing the reputation of the Cayman Islands to promote suitable foreign investment in the Cayman Islands’ economy;				
Advance the economic and political interests of the government, the people and the business community and foster an investment and business friendly environment, including acting as a single doorway for potential foreign direct investment.				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY				
Capacity to execute international promotion and identify local and global investment opportunities for Cayman’s people, businesses and Government		12 months	12 months	12 months
Number of businesses enrolled in the Incubator Programme		16	16	16
Number of registrations Design Rights, Patents and Trade Marks		850-950	850-950	800-900
Enhanced Business Development Initiative Activations		2	4	N/A
Investor/investment activations developing investor relationships		4	6	N/A
QUALITY				
Advice Information provided by qualified personnel and is accurate and up to date		100%	100%	100%
Reports and policy advice supported by data and credible sources		100%	100%	100%
Businesses successfully enter and sustain their operations in the market upon completion of the Incubator Programme		N/A	70%	N/A
All applications to be processed in accordance with relevant Acts, regulations, policies and best practices.		95-98%	95-98%	90-98%
Activations result in serious investment opportunities		90-100%	90-100%	N/A
Economic impact assessment of activations indicate positive ROI		90-100%	90-100%	N/A
TIMELINESS				
Proposal for attendance/staging of events on the local and international stage provided within twenty working days following identification		95-100%	95-100%	95-100%
Reports and policy advice provided within ten working days of request		100%	100%	100%
Completion of the Incubator Programme within the designated two year cycle according to schedule		95-100%	95-100%	95-100%
New application for trademarks – six months				
Other application types – 30 days		90-95%	90-95%	85-90%
Serious investment inquires occur within six months of activation		90-95%	90-95%	85-90%
Economic Impact Data captured annually according to number of investments/investors on island		90-95%	90-95%	N/A
		100%	100%	N/A

LOCATION			
Cayman Islands/International	100%	100%	100%
COST	\$7,004,237	\$7,206,602	\$4,976,874
RELATED BROAD OUTCOMES: - Providing solutions to improve the well-being of our people so they can achieve their full potential - Improving our financial services as an industry, product and economic driver for our islands			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: MIT 1, MIT 4, IPO 1, BDC 1			

ITI 2	Social Development and Support - Children and Family		
DESCRIPTION			
Provision of social work services that safeguard children, youth, supporting families, empowering communities and promoting self-sufficiency of all clients.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of children safeguarding investigations	750-800	750-800	1,002
Number of Intervention Services	18,043-23,961	18,043-23,961	18,542
Number of direct community-based contacts	1,750-2,300	1,750-2,300	2,287
QUALITY			
Serviced delivered in accordance with Department guidelines and professional practice standards	100%	100%	100%
Services provided in accordance with Departmental policies and the Children Act 2012 Revision, Adoption Act 2013 and the Youth Justice Act	100%	100%	100%
All child safeguarding referrals are managed in compliance with the Children Act (2012 Revision), MASH Policies and Procedures	100%	100%	100%
Delivery of activities and services that promote a healthy and nurturing environment for children and families thereby enhancing their quality of life	100%	100%	100%
All training will be facilitated and supervised by qualified staff	100%	100%	100%
TIMELINESS			
Reports completed within stipulated timeframe	100%	100%	100%
Child safeguarding investigations actioned within 24 hours of referral	24 hours	24 hours	24 hours
Info sessions, workshops and social development events held monthly	100%	100%	100%
Policy papers will be provided within the timeframe agreed	100%	100%	100%
All programmes to be delivered over the Training Year	100%	100%	100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$19,222,495	\$19,858,419	\$9,088,517
RELATED BROAD OUTCOMES:			
- Ensuring an equitable, sustainable and successful healthcare system - Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: CFS 3, SRC 1, FAD 1, FAD 2			

ITI 3	Digital Services and Strategy		
DESCRIPTION			
Making it easier to do business with the Cayman Islands government by: - Implementing, improving, and promoting Government’s digital infrastructure platforms and digital service, - Ensuring adequate tools and resources to carry out the government’s digital and technological objectives, including operation of an internal, standard business hours IT helpdesk - Continuously strengthening Government’s cybersecurity response and defense based on a ‘whole-of-government’ strategic, risk adverse approach			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of online transactions per month as a result of e-Government Unit development, enhancement or promotion - Number of projects undertaken by e-Government Unit to improve or digitize provision of government services or implement digital infrastructure - Number of online Government services created/hosted/managed by CSD - Number of cybersecurity audits and assessment completed	65,000-85,000 4-7 50-75 30-45	75,000-100,000 6-10 50-75 40-60	60,000-70,000 5 12-15 12-15
QUALITY - Percentage of online services developed or enhanced by e-Government Unit achieving greater than 20% of transactions per month online within 1st year - Percentage of customer feedback with positive rating for digital services/ processes developed or enhanced by e-Government Unit - Customer satisfaction survey results for online Government services (created/hosted/managed) by CSD - Customer Satisfaction Scores for IT Helpdesk Assistance. - Respond to all cybersecurity incidents in accordance with incident response plan - Maintain full cybersecurity compliance with relevant Acts and regulations, with mitigation plans created within three business days in the event of a change	80% 75% 80-85% 85% 100% 100%	80% 75% 80-85% 85% 100% 100%	80% 75% 80-85% 85% 100% 100%
TIMELINESS - Projects to improve or digitize government services are completed on time (against approved timeline) - IT Projects to create/host/manage online government services completed in agreed timeframe, including change requests and time changes approved - IT Help Desk Requests are responded to in published timeframe - Requested cybersecurity audits and audit assessments completed within ten (10) business days of receipt, or on agreed timeframe if additional resources required - Mobilize cybersecurity response team within 15 minutes threat notification 24/7	70-80% 80% 80-100% 90% 90-100%	70-80% 80% 80-100% 95% 90-100%	60-70% 80% 80-100% 80-90% 80-100%

LOCATION			
Cayman Islands	100%	100%	100%
COST	\$16,671,255	\$18,190,640	\$13,476,897
RELATED BROAD OUTCOMES: - Providing solutions to improve the well-being of our people so they can achieve their full potential - Strengthening good governance for more effective government - Building a modern infrastructure to ensure a successful future for our islands - Improving financial services as an industry, product, and economic driver for our islands			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: CSD 42, CSU 1, EGU 1			

CAY 2	Children and Youth Services (CAYS) Foundation		
DESCRIPTION			
Children and Youth Services (CAYS) Foundation will manage and operate:			
- Frances Bodden Children’s Home (for girls and boys) is a 24-hour residential facility for youth in need of care and protection who have been court ordered and placed in the care of the CAYS Foundation by the Department of Children and Family Services. The CAYS Foundation delivers a Trauma Informed Programme within a structured and positive environment. The Programme assists residents in developing appropriate behaviours and coping skills to facilitate their reintegration into their family, school and community. In addition, family education and preparation for independent living is also provided. - Bonaventure Boys' Home (BBH) is a 24- hour Detention Centre and Youth Rehabilitation School under the Youth Justice Act (2005 Revision) for males who have been remanded or committed by the Courts for youth rehabilitation services. The CAYS Foundation delivers the Cayman Behavioural Model Treatment Approach which provides therapeutic and educational services (vocational and academic) as well as services provided through multi-agency and community partnerships and aftercare. - Phoenix House, located on the BBH site, is designated as an assisted community home under the Children Act (2012 Revision) for the purposes of secure accommodation.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of residential homes managed	4	4	4
Number of placements offered at Bonaventure Boys Home	22	22	22
Number of placements offered at Phoenix House	10	10	10
Number of groups offered to residents per week	14	14	14
Number of family education groups offered	18	18	18
Number of monthly reports submitted to the Ministry	36	36	36
Number of annual reports submitted to the Ministry	1	1	1
QUALITY			
Percentage of children who have comprehensive treatment plans developed	90-100%	90-100%	90-100%
Percentage of residents who successfully complete programme as measured by achievement of treatment plan goals	50-70%	50-70%	50-70%
Treatment plan goals achieved prior to reintegration into society	80-100%	80-100%	80-100%
Accurate, timely and current reports submitted to the Ministry are reviewed/approved by the General Manager and Board of Directors	80-100%	80-100%	80-100%
TIMELINESS			
Treatment plans developed within 72 hours of admission	90-100%	90-100%	90-100%
Treatment team meeting to discuss resident progress held monthly	90-100%	90-100%	90-100%
Discharge planning to occur within 90 days of discharge	90-100%	90-100%	90-100%
Monthly reports submitted on the 10th working day of the month with the approval of the Board of Directors	80-100%	80-100%	80-100%
Annual reports submitted within one month after the end of the budget year with the approval of the Board of Directors	80-100%	80-100%	80-100%

LOCATION			
• Grand Cayman	100%	100%	100%
COST			
	\$3,100,000	\$3,100,000	\$3,100,000
RELATED BROAD OUTCOME:			
• Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: CAY 1			

NGS 64	Care of the Indigent and Disabled Elderly Persons		
DESCRIPTION			
Accommodation and care for indigent, and/or disabled elderly persons.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of residents requiring residential nursing care	15-20	15-20	15-20
Number of persons cared for	15-20	15-20	15-20
Number of homes managed	1	1	1
QUALITY			
Responsive to the needs of each resident	100%	100%	100%
Nursing care and supervision provided by experienced Registered Nurses licensed by Cayman Islands Health Practice Commission	100%	100%	100%
Residents encouraged maintaining a level of independence appropriate to their physical and mental ability	100%	100%	100%
Residents to actively participate in decisions related to his/her daily life	100%	100%	100%
Medical treatment is delivered in accordance with their doctor’s orders	95-100%	95-100%	95-100%
All resident care is overseen by a General Practitioner, in collaboration with Health Care Team, responsive to individual needs of each resident, including Registered Nurses, Physiotherapist, Dietician, and Pines Board of Directors acting through the Manager of the Pines	80-100%	80-100%	80-100%
Activities coordinated to suit the individual needs and abilities of each resident	80-100%	80-100%	80-100%
Standards of care are delivered in accordance with the internal Policy and Procedures Manual. (Policies and procedures for Nursing Facilities in compliance with U.S. Federal Regulations 2nd Edition’) and as assessed by the Department of Children and Family Services	95-100%	95-100%	95-100%
The Manager is trained and experienced in Residential Home Management	100%	100%	100%
TIMELINESS			
General Practitioner visits the Pines at least once per week	90-100%	90-100%	90-100%
Continuous, 24 hours per day, 365 days per year	90-100%	90-100%	90-100%
LOCATION			
The Pines Retirement Home, Grand Cayman	100%	100%	100%
COST			
	\$2,040,000	\$2,040,000	\$2,040,000
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUTS: PRH 1, PRH 2, PRH 3			

NGS 66	Foster Care for Children		
DESCRIPTION			
Provision of foster care for children who are unable to be placed in private homes as determined by the Courts and the Department of Children and Family Services.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY Number of children fostered	4-9	4-9	4-9
QUALITY Foster care meets standards as assessed by the Department of Children and Family Services	90-100%	90-100%	90-100%
TIMELINESS Foster care is provided up to 24 hours per day, and up to 7 days per week, throughout the year, depending upon the placement	90-100%	90-100%	90-100%
LOCATION Grand Cayman	100%	100%	100%
COST	\$393,000	\$393,000	\$225,000
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: NCV 2			

NGS 67	Community Programmes - Afterschool		
DESCRIPTION			
Provision of community programmes including afterschool and day care activities.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY	1	1	1
• Number of programmes offered to the community			
QUALITY	90-100%	90-100%	90-100%
• Programmes designed by Programme Director and delivered by trained and experienced personnel			
TIMELINESS	90-100%	90-100%	90-100%
• After school and day care activities available 5 days per week			
LOCATION	100%	100%	100%
• Grand Cayman			
COST	\$78,982	\$78,982	\$71,982
RELATED BROAD OUTCOME:			
• Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: RBM 1			

NGS 71	Support for Battered Women and Children		
DESCRIPTION			
Provision of short-term shelter and rehabilitative services for female victims of domestic violence and sexual violence and their children including: • Provision of case management and counselling for clients and their children in the shelter • Provision of public education programmes on domestic abuse and sexual violence and its effects on the individual, family and community • Provision of referral services and victim advocacy services through the confidential telephone crisis line or the Centre			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number of shelter facilities with a 26-bed emergency capacity • Provision of a 24-hour Crisis Hotline • Number of public education presentations • Provision of a shelter follow-up programme	1 1 24-36 1	1 1 24-36 1	1 1 36-54 1
QUALITY • Shelter provides residents and staff with 24-hour security • Shelter services provided by qualified, trained persons with relevant skills • Hotline answered and programmes provided by qualified, trained persons with relevant skills • Programme is culturally specific and age appropriate	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS • Shelter services are available 24 hours a day 7 days a week • Confidential crisis line is provided 24 hours a day 7 days a week	100% 100%	100% 100%	100% 100%
LOCATION • Cayman Islands	100%	100%	100%
COST	\$325,000	\$430,000	\$325,000
RELATED BROAD OUTCOME: • Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUTS: CIC 1, CIC 2, CIC 3, CIC 4			

NGS 86	Community Programmes – Meals on Wheels		
DESCRIPTION			
Provision of preparation of meals throughout Grand Cayman.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of meals delivered	25,000-48,000	25,000-48,000	25,000-48,000
QUALITY			
Preparation and delivery of nutritious balanced meals	90-100%	90-100%	90-100%
TIMELINESS			
Meals on Wheels Programme available 5 days per week	100%	100%	100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$75,000	\$175,000	\$79,018
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: MOW 1			

51. TRANSFER PAYMENTS FOR 2022 AND 2023

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
TP 41	Financial Assistance Financial assistance payments to the elderly and disabled	13,687,000	14,527,000	-
TP 47	Ex-Gratia Benefit Payments to Seafarers and Ex-Servicepersons Benefit payments to recipients of Seamen and Ex-Servicemen Ex-Gratia benefits	11,115,000	11,115,000	10,410,100
TP 57	Children and Family Services Support Support towards medical assistance, utilities, clothing, furniture and other client needs in Foster Care Programme	350,000	350,000	350,000
TP 60	Housing Assistance Minor housing repairs and other assistance	375,000	375,000	-
TP 80	Support for Business Initiatives	540,000	40,000	-
TP 114	Cayman Finance	-	300,000	-
TP 115	Hope for Today Foundation	-	90,000	-

52. OWNERSHIP ACTIONS FOR 2022 AND 2023

EQUITY INVESTMENT

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EI 78	Ministry of Investment, Innovation and Social Development Equity Investment for purchase of entity assets	5,438,440	5,531,940	-

53. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER FOR PLANNING, AGRICULTURE, HOUSING AND INFRASTRUCTURE

OUTPUT SUPPLIER: MINISTRY OF PLANNING, AGRICULTURE, HOUSING AND INFRASTRUCTURE

PAH 1	Advice and Support to the Minister for Planning, Agriculture, Housing and Infrastructure		
DESCRIPTION Provision of ministerial services and policy advice to the Minister for Planning, Agriculture, Housing and Infrastructure and other matters, including: vehicle purchase and servicing, vehicle inspections and licensing, upkeep of parks and cemeteries and management of public buildings (town halls and civic centres). The development of strategies to achieve Government priorities, and activities which relate to statutory obligations, such as the production of budget documents, annual report, responses to FOI requests, and the maintenance of a variety of records.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of hours spent providing policy advice and ministerial services - Number of reports issued	2,500-4,000 2-5	2,500-4,000 2-5	2,500-4,000 2-3
QUALITY - Policy advice and ministerial servicing will be provided by qualified personnel - Advice papers and reports prepared by knowledgeable persons in the subject area	100% 95%	100% 95%	100% 95%
TIMELINESS - All policy advice, ministerial services and reports are provided within the timeframes agreed by the Minister - Advice papers and reports to be provided within agreed timeframes	100% 95%	100% 95%	100% 95%
LOCATION Cayman Islands	100%	100%	100%
COST	\$3,306,562	\$3,144,004	\$2,484,528
RELATED BROAD OUTCOMES: - Providing solutions to improve the well-being of our people so they can achieve their full potential - Building a modern infrastructure to ensure a successful future for our Islands			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: MPA 1, PWD 1, VLT 10			

PAH 2	Emergency Response Services		
DESCRIPTION			
Provide emergency response services to include: - Maintenance and repairs of stand-by generators in the event of a hurricane or any other natural emergency. - Carry out disaster preparedness activities for hurricane, earthquake and other natural and man-made disasters including: (1) Executing an annual hurricane preparedness exercise; (2) Responding to live storms/disasters.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of work orders for maintenance and inspection for 42 stand-by generators - Number of buildings prepared / inspected including mechanical, electrical and plumbing systems	450-650 41-120	450-650 41-120	450-650 41-120
QUALITY - Services performed in accordance with international and established departmental maintenance and repair standards - Public Shelters and Government Buildings prepared in accordance with the requirements of Public Works Department’s Hurricane Plan and Inspectors checklists - All Public Shelters / critical facilities’ generators, water supply systems and other MEP services inspected in accordance with inspectors checklists and all functioning normally under load	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS - Monthly and Bi-weekly maintenance checks during inactive and during hurricane season - Preparedness activities in hurricane exercise (or live event) completed within 6 Hour timeframe - Annual hurricane preparedness exercise carried out in May each year (prior to the start of the hurricane season)	100% 100% 100%	100% 100% 100%	100% 100% 100%
LOCATION Cayman Islands	100%	100%	100%
COST	\$351,056	\$358,787	\$234,794
RELATED BROAD OUTCOMES: - Strengthening good governance for more effective government - Building a modern infrastructure to ensure a successful future for our islands			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: DVE 5, PWD 10			

PAH 4	Public Parks and Cemeteries Maintenance and Management		
DESCRIPTION			
Maintain and manage public toilets, docks, ramps, cemeteries, beaches and parks.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Number of public toilets maintained	16	16	16
• Number of docks/ramps maintained	13	13	13
• Number cemeteries maintained	12	12	12
• Number of beaches maintained	17	17	17
• Number of beach accesses maintained	23	23	23
• Number of parks and sites maintained	18	18	18
• Number of streets/sidewalks maintained	9	9	9
• Number of miles of road cleaned	10-20	10-20	10-20
QUALITY			
• General Manager and Supervisors monitor toilets, docks/ramps cemeteries, beaches, beach accesses upkeep, and parks maintenance.	100%	100%	100%
• Inspection of downtown streets/sidewalks by Supervisor and General Manager	80-100%	80-100%	80-100%
• Inspection of town centre streets/clean with MADVAC Street Sweeper by General Manager	80-100%	80-100%	80-100%
TIMELINESS			
• Public Toilets maintained daily	100%	100%	100%
• Docks / Ramps and Parks maintained weekly	100%	100%	100%
• Cemetery grounds maintained weekly	100%	100%	100%
• Beaches and beach accesses maintained weekly	100%	100%	100%
• Streets/sidewalks/roads works and services to be consistent with the scheduled time table	80-100%	80-100%	80-100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST			
	\$2,130,512	\$2,234,723	\$2,409,269
RELATED BROAD OUTCOMES:			
• Providing solutions to improve the well-being of our people so they can achieve their full potential			
• Building a modern infrastructure to ensure a successful future for our Islands			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: PWD 6			

PAH 8	Management of Special Projects		
DESCRIPTION			
Provision for architectural, project management and quantity surveying services.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Total Number of hours executing and monitoring Special Projects	850-1,650	850-1,650	1,250-2,500
Number of drawings/plans produced	35-50	35-50	35-50
Number of cost estimates produced	45-55	45-55	45-55
Number of Project Service Level Agreements (PSLA) signed	35-50	35-50	35-50
Number of major projects being managed	3	3	6
QUALITY			
Drawings/plans produced in accordance with the Central Planning Authority and Building Control Unit requirements	85%	85%	85%
Pre-tendered estimates within 10% of successful tender received	90%	90%	90%
Project Service Level Agreements (PSLA) to define project scope, time-frame and budget	100%	100%	100%
Meeting client’s requirements and successfully fulfilling planning (CPA) and building control (BCU) approval	90%	90%	90%
Chief Officer will approve terms of reference	100%	100%	100%
Multi – disciplinary approach will be taken to all projects	100%	100%	100%
TIMELINESS			
Plans, cost estimates and project management within time frames agreed, at outset / in project SLA or within client agreed extensions to that time frame	85%	85%	85%
LOCATION			
Cayman Islands	100%	100%	100%
COST	\$2,935,823	\$3,137,629	\$2,100,073
RELATED BROAD OUTCOMES:			
- Providing solutions to improve the well-being of our people so they can achieve their full potential - Building a modern infrastructure to ensure a successful future for our Islands			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: MPA 3, PWD 8			

Note: The total cost of supplying this output in 2022 is \$2,936,323. However, revenue of \$500 from third parties reduces the cost to Cabinet to \$2,935,823.

The total cost of supplying this output in 2023 is \$3,138,129. However, revenue of \$500 from third parties reduces the cost to Cabinet to \$3,137,629.

PAH 10	Management of Government Properties		
DESCRIPTION			
Management of Government properties including; - Provision of Facilities Management services for multi-user Government Buildings - Advice and services on government buildings and facilities and related matters to support various entities - Maintenance, renovations and construction of government facilities			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of contracts managed - Number of meetings attended - Number of advice papers issued - Number of maintenance work orders completed	50-60 20-25 5-12 4,000-5,000	50-60 20-25 5-12 4,000-5,000	50-60 25 12 4,000-5,000
QUALITY - All contracts go through a tendering process, are monitored and managed to deliver the expected outcomes - Meetings attended by qualified/experienced persons - Advice papers and Reports prepared by knowledgeable persons in the subject area and reviewed/ signed off by senior management - Work orders signed off by Supervisor confirming work completed to acceptable standard	100% 95% 95% 95%	100% 95% 95% 95%	100% 95% 95% 95%
TIMELINESS - Weekly inspection of each site and preparation of maintenance schedule once per year - Expected outcomes are delivered within the timeframe stipulated in all contracts. - Meetings attended as scheduled. - Advice papers and reports to be provided within agreed timeframes. - Routine work orders and preventative maintenance work orders to be completed in accordance with timeframes in “work order timeframes” guide	95-100% 100% 95% 95% 95%	95-100% 100% 95% 95% 95%	95-100% 100% 95% 95% 95%
LOCATION Cayman Islands	100%	100%	100%
COST	\$12,073,657	\$12,105,442	\$12,717,036
RELATED BROAD OUTCOMES: - Providing solutions to improve the well-being of our people so they can achieve their full potential - Building a modern infrastructure to ensure a successful future for our Islands			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: MPA 4, PWD 2, PWD 9			

Note: The total cost of supplying this output in 2022 is \$12,390,361. However, revenue of \$45,000 from third parties and \$271,704 from government owned companies reduces the cost to Cabinet to \$12,073,657.

The total cost of supplying this output in 2023 is \$12,422,146. However, revenue of \$45,000 from third parties and \$271,704 from government owned companies reduces the cost to Cabinet to \$12,105,442.

PAH 11	Procurement and Maintenance of Government Fleet		
DESCRIPTION - Conducting and performing acquisition processes leading to the purchase of most suitable fleet for its intended purpose(s). - Preventative maintenance and repair services - Disposal of obsolete and fully depreciated fleet that have no economic or useful value to the client - Maintain a fuel capacity at the Government’s Refuelling Facility that meets the needs of the client’s fleet - Provide technical advice and assistance to the client on fleet related matters			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of authorised fleet applications processed - Number of authorised maintenance work orders processed - Number of units authorised for disposal - Imperial gallons of fuel disbursed - Number of reports for advice, discussions and recommendations relating to fleet	25-35 2,500-3,000 60-80 350,000-400,000 70-110	25-35 2,500-3,000 60-80 350,000-400,000 70-110	25-35 2,500-3,000 60-80 350,000-400,000 70-110
QUALITY - Perform technical researches to assist with selecting and developing suitable unit specifications - Assessment of the condition of a vehicle/equipment and provision of a disposal recommendation with an estimated value of the unit - Authorization from the relevant Chief Officer is received prior to implementation of disposal recommendation - Fully automated fuel system available - Auxiliary power and manual back-up systems are in place in the event of a power failure - Daily stock-checks and re-stocking measures ensure fuel is available at all times - Professional technical advice based on current Automotive Technology, Industry Standards, Chilton and Mitchel labour guides - Ensure the vehicle defect sheet is completed correctly and that it includes sufficient and accurate details on the work to be performed to generate and process the work order - Ensure that proper authorisation is documented on the Requisition form for the request and distribution of parts.	100% 100% 100% 95% 100% 100% 100% 95% 95%	100% 100% 100% 95% 100% 100% 100% 95% 95%	100% 100% 100% 95% 100% 100% 100% 95% 95%
TIMELINESS - Orders placed within fourteen (14) working days of receiving approval from the client’s Chief Officer - Maintenance and repairs will commence within 8 hours from the time the parts have been acquired and as determined by the Fleet Manager - Disposal by public auction is advertised in the local media for two weeks, twice per week followed by the public auction within fifteen working days after the advertisements - Fuel is available 24 hours per day, 365 days per year - Processing of applications for advice will commence within two (2) working days of receipt	100% 95% 95% 100% 95%	100% 95% 95% 100% 95%	100% 95% 95% 100% 95%

LOCATION			
Cayman Islands	100%	100%	100%
COST	\$3,646,859	\$4,051,254	\$3,594,890
RELATED BROAD OUTCOME:			
Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: DVE 1, DVE 2, DVE 3, DVE 4, DVE 6			

Note: The total cost of supplying this output in 2022 is \$4,984,170. However, revenue of \$1,469 from third parties and \$1,335,842 from government owned companies reduces the cost to Cabinet to \$3,646,859.

The total cost of supplying this output in 2023 is \$5,388,565. However, revenue of \$1,469 from third parties and \$1,335,842 from government owned companies reduces the cost to Cabinet to \$4,051,254.

PAH 13	Provision of Planning Services		
DESCRIPTION			
Preparation of statistical reports on the details of development applications for the economic analysis by the public and private sectors.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of statistical information reports produced	20-25	20-25	18-20
QUALITY			
Reviewed for compliance with applicable legislation, vetted through internal review processes and quality assurance measures, where applicable	98-100%	98-100%	98-100%
TIMELINESS			
Quarterly Reports submitted within Five (5) working days of the reporting period ending	95-100%	95-100%	95-100%
Other reports processed within fifteen (15) working days of request	95-100%	95-100%	95-100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$35,187	\$35,148	\$156,867
RELATED BROAD OUTCOMES:			
- Supporting climate change resilience and sustainable development - Building a modern infrastructure to ensure a successful future for our islands			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: PLN 33			

PAH 14	Management of Planning Applications		
DESCRIPTION			
- Provide advice to the Hon. Minister for Planning, Agriculture, Housing and Infrastructure, the Central Planning Authority and Development Control Board on policy matters relating to planning and development matters throughout the three islands - Prepare the annual report as required pursuant to Section 50 of the Development and Planning Act (2011 Revision) - The processing of development applications for planning permission - The enforcement of planning Acts and regulations - The review of development applications for compliance with the Building Code for the issuance of building permits and the carrying out of inspections to ensure compliance with approved plans and certify buildings fit for occupancy - The provision of administrative and technical support to the Central Planning Authority (CPA), Development Control Board (DCB), Electrical Board of Examiners (EBE), and Development Planning Act and Regulatory Review Committee (DPL and RRC) to assist them in carrying out their mandates			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Hours spent on briefings, papers and reports	4,000-5,000	5,000-5,500	1,500-1,800
Processing Development Applications	250-300	225-250	180-200
Processing Development Applications for consideration by the CPA/DCB	650-700	600-650	500-600
Number of enforcement cases opened	200-250	250-350	150-200
Number of reviews	7,000-7,500	7,400-7,800	6,000-6,200
Number of Inspections	12,000-13,500	12,000-13,500	10,500-11,000
Number of Certificate of Occupancy	400-500	400-500	450-500
QUALITY			
Reviewed for compliance with applicable legislation and vetted through internal review processes, where applicable	95-100%	95-100%	95-100%
Reviewed for compliance with the Development and Planning Act (2017 Revision), the Development and Planning Regulations (2017 Revision), the Development Plan Statement, the Appeal Rules, and Central Planning Authority policies	95-100%	95-100%	95-100%
TIMELINESS			
Respond to requests for advice within assigned timeframes	95-100%	95-100%	95-100%
Routine applications – seven calendar days completion of initial review	90-100%	90-100%	90-100%
Zoning queries – seven calendar days	90-100%	90-100%	90-100%
Contact relevant parties – within 15 calendar days of Case being opened	90-100%	90-100%	90-100%
Processing routine (R3) applications – 10-15 calendar days	90-100%	90-100%	90-100%
Inspections conducted within 5 calendar days of request	95-100%	95-100%	95-100%
LOCATION			
Cayman Islands	100%	100%	100%
COST	\$4,362,721	\$4,420,379	\$3,975,021
RELATED BROAD OUTCOMES:			
- Supporting climate change resilience and sustainable development - Building a modern infrastructure to ensure a successful future for our islands			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: PLN 24, PLN 27, PLN 28, PLN 30, PLN 34			

Note: The total cost of supplying this output in 2022 is \$5,595,808. However, revenue of \$633,087 from third parties reduces the cost to Cabinet to \$4,362,721.

The total cost of supplying this output in 2023 is \$5,072,870. However, revenue of \$652,491 from third parties reduces the cost to Cabinet to \$4,420,379.

PAH 16	Licensing of Drivers and Vehicles		
DESCRIPTION			
Provision of services relating to the testing and licensing of vehicles and drivers.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Number of Vehicle Inspections	43,500-44,000	44,500-45,500	42,300-43,000
• Number of Vehicle Licensed	80,000-81,200	82,000-83,000	75,000-75,900
• Number of Written tests	10,500-11,600	12,000-12,500	9,400-10,000
• Number of Road testing of Drivers	7,500-7,750	8,000-8,200	7,000-7,100
• Provisional and Full Drivers’ Licenses issued	21,500-22,000	22,500-23,000	20,000-21,000
QUALITY			
• Compliance with Traffic Act and Regulations, PFML and strict departmental standard by qualified personnel.	95-100%	95-100%	95-100%
TIMELINESS			
• Vehicle Inspection and Licensing, Written Tests and Road Testing of Drivers within 5 – 15 minutes	95-100%	95-100%	95-100%
• Provisional and Full Drivers’ Licenses issued within 5 – 15 minutes	95-100%	95-100%	95-100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST			
	\$610,677	\$917,197	\$1,094,763
RELATED BROAD OUTCOME:			
• Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: VLT 9			

Note: The total cost of supplying this output in 2022 is \$4,012,372. However, revenue of \$3,401,695 from third parties reduces the cost to Cabinet to \$610,677.

The total cost of supplying this output in 2023 is \$4,352,909. However, revenue of \$3,435,712 from third parties reduces the cost to Cabinet to \$917,197.

PAH 23	Construction, Trades and Vocational Apprenticeship Programme		
DESCRIPTION			
Delivery of a construction vocational training program for the development of Caymanians aspiring to careers in the construction sector.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of apprentices enrolled in training on levels 1, 2 and 3	50	50	50
Number of apprentices graduating from program at level 2	12	22	9
Number of apprentices graduating from program at level 3	5	8	N/A
QUALITY			
80% of enrolees completing training during each cohort	90%	90%	90%
95% of completers receiving Level 1, 2 or 3 internationally recognised City and Guilds certifications	95%	95%	85%
TIMELINESS			
Apprentices to complete each level in one calendar year	100%	100%	100%
LOCATION			
Grand Cayman	100%	100%	100%
COST			
	\$802,765	\$1,037,715	\$462,932
RELATED BROAD OUTCOMES:			
- Improving education to promote lifelong learning and greater economic mobility - Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: PWD 11			

PAH 24	Agriculture Support and Regulatory Services		
DESCRIPTION • Provide agricultural supplies to farmers, backyard gardeners and the general public to support agricultural production • Provide technical advice and extension information on matters relating to the proper care and maintenance of plant and the propagation of vegetable seedlings and fruit trees to farmers and backyard gardeners • Administration of programmes to provide plant pest diagnostic services to farmers, backyard gardeners to facilitate the effective management of pests and plant health • Provide technical guidance in order to optimize the productivity of livestock at the farm level • Slaughter and dressing of animals for human consumption in compliance with the regulations and departmental standards, and delivery of carcasses to clients • Ambulatory medical and surgical service to farm animals including after-hours emergencies • Administration of programmes to regulate the importation and exportation of plants, plant products, animals, animal products, and aggregate to prevent the entry, establishment, spread of new pests and diseases into the Cayman Islands and to manage and control existing pests and diseases • To reduce the number of stray and neglected animals; educate residents on matters of animal welfare and investigate complaints of inhumane treatment of animals • Provision of training, educational, marketing, agri-business, promotional, public relations or logistical services to support the development of the Agricultural Sector and the enhancement of National Food Security • Provision of professional advice and support to the Ministry on scientific, technical and strategic matters relating to the Agriculture sector by way of providing information for drafting instructions, policy statements, Cabinet Papers, Parliamentary Questions or other requests for information			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number of sale transactions processed • Number of plants propagated for sale • Number of hours spent providing technical advice • Number of animals slaughtered • Number of animals attended to (animal health) • Number of plant inspections at the ports of entry • Number of animal related inspections at the ports of entry • Number of animals euthanized, returned and adopted (animal welfare and control) • Number of replies to the Ministry providing support and/or advice to requests for information in relation to legal drafting, policy development, Cabinet Papers, Parliamentary Questions or other matters • Number of training and educational interventions and programmes coordinated or delivered targeted to adult population	30,000-40,000 100,000-115,000 500-750 600-700 750-900 6,750-7,000 4,500-5,500 225-325 50-75 8-10	30,000-40,000 100,000-115,000 500-750 600-700 750-900 6,750-7,000 4,500-5,500 225-325 50-75 8-10	35,000 11,000 500 650 850 6,750 4,765 200 75 8
QUALITY • Transactions and orders are placed in accordance with the Public Management and Finance Act (2020 Revision), internal guidelines and are subject to approval by the Head of Department or his designate • Percentage of plants that reach stage suitable for sale • All technical advice to be provided by appropriately trained and experienced livestock extension personnel • Percentage of animals slaughtered and dressed in compliance with Departmental Standards • Medical/surgical services carried out by qualified personnel	100% 90-100% 100% 100% 100%	100% 90-100% 100% 100% 100%	100% 100% 100% 100% 100%

Plant inspections executed in compliance with departmental procedures	100%	100%	100%
Percentage of port inspections and/examinations that are executed in compliance with Departmental Standard Operating Procedures	99-100%	99-100%	100%
Maintenance and care of the animals impounded at DOA in accordance with established standard of care and Animal Act	98-100%	99-100%	100%
Animals euthanized in accordance with humane standards	100%	100%	100%
Appropriately qualified personnel provide support and prepare all advice with professional care. Information provided is well researched, accurate, current and relevant. All advice is subject to internal peer review and must be signed off by the Head of Department	100%	100%	100%
Training programmes, educational interventions and/or educational activities delivered have a clearly defined outcome and are approved by the Head of Department	90-100%	90-100%	100%
TIMELINESS			
Grand Cayman:			
Service available to customer for a total of 33 hours during the weekly period of Monday, Tuesday, Thursday, Friday (closed Wednesday) and 4.5 hours on Saturday	100%	100%	100%
Cayman Brac:			
Service available to customer 7.5 hours per day Monday-Friday	100%	100%	100%
Nursery to be open for sales to the public for a total of 33 hours during the weekly period of Monday, Tuesday, Thursday, Friday (closed Wednesday) and 4.5 hours on Saturday (public holidays exclude)	98-100%	98-100%	100%
Percentage of animals slaughtered within 12 hours of delivery to the Abattoir and within one hour of entering the slaughter floor	100%	100%	100%
Emergency calls: percentage of calls responded to within two hours of receipt	99-100%	99-100%	100%
- Maximum period between receipt of application to import and rendering a decision: - For previously imported products: three working days - For new product from a country where no bi-lateral protocol exists: 14 working days - For Pesticide Authorization Letters: 3 to 5 days - For products requiring the conduct of a Pest Risk Analysis (PRA): 3 to 4 months	100%	100%	100%
Maximum period between receipt of completed compliant application and rendering a decision: 3 working days	100%	100%	100%
Impounding of animals done within 24 hours of receipt of request	85-100%	85-100%	100%
Support/advice provided in accordance with agreed deadlines with the Ministry	90-100%	90-100%	100%
All applications for registration, renewals and/or letters of support made under the Agricultural Membership Programme are to be processed within the timeframe established in the published guidelines and operating procedures	85-100%	85-100%	100%

LOCATION			
• Grand Cayman and Cayman Brac	100%	100%	100%
COST			
	\$5,106,540	\$5,316,614	\$9,027,292
RELATED BROAD OUTCOME:			
• Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: AGR 33, AGR 34, AGR 35			

Note: The total cost of supplying this output in 2022 is \$8,048,268. However, revenue of \$2,941,728 from third parties reduces the cost to Cabinet to \$5,106,540.

The total cost of supplying this output in 2023 is \$8,258,342. However, revenue of \$2,941,728 from third parties reduces the cost to Cabinet to \$5,316,614.

NHT 4	Administration of the Affordable Housing Initiative		
DESCRIPTION			
Administer the Affordable Housing Initiative (AHI) Program and provide support services to low income Caymanian families.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
- Number of sites - Number of leases under special debt servicing arrangements - Number of rental applications assessed - Number of job orders processed and client assessed - Number of community service projects	80-100 20-24 N/A 740-900 4	80-100 20-24 N/A 740-900 4	120-150 30-39 N/A 740-900 6
QUALITY			
- Site visit conducted by qualified personnel - All special debt service arrangements in accordance with guidelines set by the trust - Job orders process in order of priority by Maintenance Manager - Rental applications assessed with the guidance set by the Trust - Customers expressing satisfaction with the effects of the community service to the community	100% 95-100% 95-100% 95-100% 95-100%	100% 95-100% 95-100% 95-100% 95-100%	100% 95-100% 95-100% 95-100% 95-100%
TIMELINESS			
- Site reports to be conducted within five days at the end of each month - Maximum time for submitting arrears report – 15 days after end of the quarter - Minimum of one report per month	95-100% 95-100% 95-100%	95-100% 95-100% 95-100%	95-100% 95-100% 95-100%
LOCATION			
- George Town Affordable Home Sites, Windsor Park and Off Linford Pierson By-Pass, George Town - West Bay Affordable Home Site, Apple Blossoms Site, West Bay - West Bay Affordable Home Site, Light House Gardens, West Bay - East End Affordable Home Site, Off John Mclean Drive, East End - Bodden Town Affordable Home Site, Off Sitwell Road, Bodden Town - North Side New Affordable Housing Site, North Side Road, North Side 118 Dorcy Drive, Grand Cayman	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%
COST			
	\$170,000	\$178,000	\$170,000
RELATED BROAD OUTCOMES:			
- Providing solutions to improve the well-being of our people so they can achieve their full potential - Building a modern infrastructure to ensure a successful future for our Islands			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: NHT 4			

NHT 5	Administration of the Government Guaranteed Home Assisted Mortgage		
DESCRIPTION			
Administer the Government Guarantee Home Assisted Mortgage (GGHAM) Programme and provide support services to low income Caymanian families.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of applications processed	250-300	250-300	375-450
Number of special debt servicing arrangements	250-300	250-300	375-450
Number of financial counseling	100-150	100-150	150-225
Number of client meetings/interviews	300-400	300-400	425-550
Number of GGHAM meetings	20-30	20-30	30-50
Number of guarantees processed	50-75	50-75	75-150
QUALITY			
Applications processed according to approved guidelines	95-100%	95-100%	95-100%
All special debt service arrangements in accordance with guidelines set by the Trust	95-100%	95-100%	95-100%
Financial counseling done by qualified personnel	95-100%	95-100%	95-100%
Site visits conducted by qualified personnel	95-100%	95-100%	95-100%
TIMELINESS			
Maximum of three days for processing of applications	95-100%	95-100%	95-100%
Maximum of five days for approval/decline response	95-100%	95-100%	95-100%
Counseling done within five days of request	80-90%	80-90%	80-90%
Site reports to be completed with five days at the end of each month	95-100%	95-100%	95-100%
LOCATION			
Grand Cayman	100%	100%	100%
COST			
	\$270,000	\$282,000	\$270,000
RELATED BROAD OUTCOMES:			
- Providing solutions to improve the well-being of our people so they can achieve their full potential - Building a modern infrastructure to ensure a successful future for our Islands			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: NHT 5			

NHT 6	Administration of the New Affordable Housing Initiative		
DESCRIPTION			
Administer the New Affordable Housing Initiative (AHI) Programme and provide support services to low income Caymanian families.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Number of applications processed	150-200	150-200	225-300
• Number of site visits	150-200	150-200	225-300
• Number of client meetings/interview	150-200	150-200	225-300
• Number of project development meetings	150-200	150-200	225-300
• Number of “Home Buyer Educational Counseling” classes	2	2	4
QUALITY			
• Applications processed according to approved guidelines	95-100%	95-100%	95-100%
• Site visits conducted by qualified personnel	95-100%	95-100%	95-100%
• Development approval recorded in minutes and distributed to qualified persons	95-100%	95-100%	95-100%
TIMELINESS			
• Maximum of three days for processing of applications	95-100%	95-100%	95-100%
• Maximum of two site visit reports completed quarterly	95-100%	95-100%	95-100%
• Maximum of five days for distribution of minutes	100%	100%	100%
• Maximum of two days for reports on class conducted	95-100%	95-100%	95-100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST			
	\$215,000	\$230,000	\$215,000
RELATED BROAD OUTCOMES:			
• Providing solutions to improve the well-being of our people so they can achieve their full potential			
• Building a modern infrastructure to ensure a successful future for our Islands			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: NHT 6			

NHT 7	Administration of the Build on Your Own Property Initiative		
DESCRIPTION			
Administer the Build on Your Own (BYOP) Program and provide support services to low income Caymanian families.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Number of applications processed	9-12	9-12	14-22
• Number of site visits	45-60	45-60	65-90
• Number of client meetings	50-60	50-60	70-90
QUALITY			
• Applications processed according to approved guidelines	95-100%	95-100%	95-100%
• Site visits conducted by qualified personnel	95-100%	95-100%	95-100%
• Client meetings recorded in file notes and secured on client files	95-100%	95-100%	95-100%
TIMELINESS			
• Maximum of three days for processing of applications	95-100%	95-100%	95-100%
• Maximum of two site visit reports completed quarterly	95-100%	95-100%	95-100%
• Maximum of one day for completing file note	100%	100%	100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST			
	\$20,000	\$20,000	\$20,000
RELATED BROAD OUTCOMES:			
• Providing solutions to improve the well-being of our people so they can achieve their full potential			
• Building a modern infrastructure to ensure a successful future for our Islands			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: NHT 7			

NGS 24	Spaying and Neutering of Dogs and Cats		
DESCRIPTION Provide shelter, care and attention to all unwanted companion animals (dogs and cats), and seek out responsible homes for them; and provide a low cost/financially assisted spay/neuter programme for local companion animals as well as to cover administrative costs.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of reports on the shelter operations/costs submitted one month after the end of each quarter - Number of companion animals spayed or neutered	4 720	4 720	N/A 720
QUALITY Shelter operations are run by qualified personnel, and all procedures will be supervised by trained professionals to ensure treatment is done in a humane manner	100%	100%	100%
TIMELINESS - A report will be submitted one month after the end of each quarter - Spay/Neuter Programme is available throughout the year	100% 100%	100% 100%	100% 100%
LOCATION Grand Cayman	100%	100%	100%
COST	\$30,000	\$30,000	\$30,000
RELATED BROAD OUTCOME: Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: HUS 1			

NGS 84	Cayman Islands Agricultural Society		
DESCRIPTION			
- Contribution towards the coordination of the annual Cayman Islands Agricultural Show and a smaller agricultural/harvest festival for the public as a means to support the agricultural industry by exhibiting the produce, plants, animals, recreational activities, etc. associated with agriculture and animal husbandry. - Contribution towards the salaries of the Agricultural Society’s staff required to carry out its daily operations. These activities include but not limited to: administrative duties, the daily operations of the Cayman Islands Agriculture Society’s office; maintenance duties at the grounds, preparatory and planning activities for the agricultural show, activities relating to the operation of the livestock breeding programme.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of Agricultural Shows	1	1	1
Number of reports on the Cayman Islands Agricultural Show	1	1	1
Staff	3	3	1
QUALITY			
Events will be organised by qualified personnel with input received from all stakeholders	100%	100%	100%
Reports submitted in accordance to Ministry established standards	100%	100%	100%
Staff members have relevant skills and receive suitable training in their roles	100%	100%	100%
TIMELINESS			
Agricultural Show takes place on Ash Wednesday	100%	100%	100%
Report on the Cayman Islands Agricultural Show submitted one month after the event	100%	100%	100%
Work plan and performance review submitted annually.	100%	100%	100%
Staff invoices and Attendance log submitted monthly	100%	100%	100%
LOCATION			
Grand Cayman	100%	100%	100%
COST			
	\$186,500	\$186,500	\$75,600
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: CAG 1			

54. TRANSFER PAYMENTS FOR 2022 AND 2023

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
TP 76	Assistance for Infrastructure Development Hurricane Shelter - Church of God Chapel Bodden Town	200,000	200,000	10,000
TP 84	Agriculture Sector Development Grant funding available to farmers or agricultural organisations/committees for small and medium projects which support the agricultural industry, improving the sector's infrastructure and/or enhancing food security.	500,000	800,000	500,000
TP 90	Assistance to George Town Revitalisation	100,000	500,000	40,000
TP 113	Agricultural Sustainable Production Programme	1,000,000	800,000	-

55. OTHER EXECUTIVE EXPENSES FOR THE 2022 AND 2023 FINANCIAL YEARS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
OE 93	Caribbean Agriculture Research and Development Institute (CARDI) Annual Subscription for Membership in CARDI	122,000	122,000	-
OE 101	Depreciation of the Ministry of Planning, Agriculture, Housing and Infrastructure Executive Assets	9,694,000	9,694,000	9,694,000
OE 122	Commonwealth Telecommunication Organisation	20,000	20,000	20,000
OE 123	Global Island Partnership	5,000	5,000	5,000
OE 124	Caribbean Telecommunication Union	12,000	12,000	12,000

56. OWNERSHIP ACTIONS FOR 2022 AND 2023

EQUITY INVESTMENTS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EI 57	National Housing Development Trust	10,000,000	9,000,000	-
EI 71	Ministry of Planning, Agriculture, Housing and Infrastructure Equity Investment for purchase of entity assets	4,088,000	1,988,000	3,111,000

PURCHASE OR CONSTRUCTION OF EXECUTIVE ASSETS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EA 36	Miscellaneous Road Surface Upgrades	3,000,000	3,000,000	7,000,000
EA 37	Farm Roads	500,000	500,000	-
EA 78	Government Office Accommodation Project 1	850,000	850,000	700,000
EA 142	George Town Revitalisation Complete the George Town revitalization project	500,000	500,000	1,000,000
EA 147	Minor District Works	500,000	500,000	250,000
EA 148	Major Road Works - Expansion Projects	12,543,000	11,934,000	12,000,000
EA 149	Government Solar Charging Stations	100,000	100,000	200,000
EA 150	Electronic Vehicle Registration Gantries	100,000	100,000	-
EA 151	Upgrade Ramps and Jetties	300,000	300,000	250,000
EA 152	Civic Centre/Town Halls Upgrades	458,000	458,000	300,000
EA 153	Upgrade of Parks	1,000,000	1,000,000	150,000
EA 160	Design and Construction of New Civic Centres	1,000,000	1,000,000	-
EA 161	Submarine Cable	15,000,000	15,000,000	-

57. OUTPUT GROUPS TO BE PURCHASED BY THE MINISTER FOR HEALTH AND WELLNESS

OUTPUT SUPPLIER: MINISTRY OF HEALTH AND WELLNESS

HES 1	Policy Advice and Ministerial Services to the Minister for Health and Wellness			
DESCRIPTION				
Provision of policy advice and administrative services for the Minister and Cabinet including: • Preparation of policy advice papers and papers for Cabinet • Preparation of drafting instructions • Monitor and review the delivery of outputs for, Statutory Authorities, Government-Owned Companies and Non-Government Organisations • Environmental Policy/Issues				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number Cabinet Papers and Notes produced • Number of drafting instructions or commentary prepared • Collate Annual Reports		30-40 3-6 2	30-40 3-6 2	30 3 2
QUALITY • Cabinet Papers and Notes are accurate and meet Cabinet guidelines • Provide clear, accurate and relevant drafting instructions and comments for the above Bills • Reports are accurate, relevant and submitted within agreed timelines		100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS • Cabinet Papers and Notes submitted to Cabinet Office by Thursday to be placed on the agenda of the following week • Drafting instructions and commentary submitted to Legislative Counsel within timelines stipulated by the Honourable Minister • Reports submitted on or before the 10th working day after the end of the quarter		100% 100% 100%	100% 100% 100%	100% 100% 100%
LOCATION • Cayman Islands		100%	100%	100%
COST		\$8,161,762	\$8,138,603	\$9,156,887
RELATED BROAD OUTCOMES: • Ensuring an equitable, sustainable and successful healthcare system • Providing solutions to improve the well-being of our people so they can achieve their full potential				
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: MHE 1, MHE 2, MHE 3, MHE 7				

HES 2	Health Regulatory Services		
DESCRIPTION			
Inspection and regulatory services including: - Investigate and resolve complaints - Administer the Segregated Health Insurance Fund - Registration and certification of health professionals - Inspection and certification of health care facilities - Enforcement Issues Pertaining to the Health Insurance Act and Regulations			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of certificates issued	45-75	45-75	250
Number of on-site inspections	50-75	50-75	70
Number of publications (pamphlets) disseminated	40-50	40-50	40
Number of investigations conducted	20-24	20-24	40
Number of papers, reports, speeches, statements, responses to questions and replies to correspondence	1,100-1,600	1,100-1,600	8
QUALITY			
Certificates issued in accordance with established policies and procedures	100%	100%	100%
All disseminated information compliant with the health insurance and health practice legislation	100%	100%	100%
On-site inspections and investigations are carried out based on approved policies and procedures	100%	100%	100%
All reports, papers, speeches will be reviewed and signed off by the head of department	100%	100%	100%
TIMELINESS			
Certificates issued 20 days after approval by Health Practice Commission Board	100%	100%	100%
Monthly - Distribution of materials	100%	100%	100%
Initial response to complaints provided within 10 working days	100%	100%	100%
All contributions, reports, papers, statements will be given within the agreed timeframe	100%	100%	100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$2,460,814	\$2,487,417	\$1,734,501
RELATED BROAD OUTCOMES:			
- Ensuring an equitable, sustainable and successful healthcare system - Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: HRB 9, HRB 10, HRB 11, HRB 12, HRB 13, HRB 14, HRB 15, HRB 16, HRB 17, HRB 18			

HES 7	Collection, Recycling and Disposal of Waste		
DESCRIPTION			
- Management of landfills including disposal of biomedical and hazardous waste. - Collection of all solid waste materials and the provision and maintenance of roadside litter control programme			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
- Total Infectious waste incinerated /Managed (tons) - Tons of waste collected from commercial and residential properties	275-300 40,000-60,000	275-300 45,000-65,000	280 54,000
QUALITY			
- Infectious waste incinerated to applicable environmental/industry standards - Collection of solid waste is in accordance to international standards	95-100%	95-100%	95-100%
TIMELINESS			
- Infectious waste incinerated within 24-48 hours - Twice per week as per current residential collection scheduled	95-100% 95-100%	95-100% 95-100%	95-100% 95-100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$7,241,094	\$7,460,361	\$6,279,388
RELATED BROAD OUTCOMES:			
- Ensuring an equitable, sustainable and successful healthcare system - Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: EVH 5, EVH 18			

Note 1: The total cost of supplying this output in fiscal 2022 is \$10,027,502. However, the receipt of \$2,755,108 from third parties and \$31,300 from other agency revenues reduce the cost to Cabinet to \$7,241,094.

Note 2: The total cost of supplying this output in fiscal 2023 is \$10,246,769. However, the receipt of \$2,755,108 from third parties and \$31,300 from other agency revenues reduce the cost to Cabinet to \$7,460,361.

HES 8	Public Health Services		
DESCRIPTION			
- Environmental health awareness and promotion to the public and government. - Rodent control services including de-ratting certifications. - Provide support services and policy advice by means of reports, briefing notes, speeches and replies to Parliamentary questions and correspondence to the Minister and Cabinet on Boards and Committees.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of School visits/ promotions	30-35	35-40	18
Number of leaflets on rodent control issued	800-1,200	800-1,200	588
Number of indoor air quality assessments conducted and reported	30-40	30-40	3
Engineering advice and reports	125-150	125-150	115
Number of replies to parliamentary questions	3-5	3-5	3
QUALITY			
School visits, programs and promotions to meet internal peer review standards for format, accuracy and comprehensiveness	95-100%	95-100%	95-100%
Printed leaflets to be clear, concise and informative in compliance with departmental standards.	100%	100%	100%
Air and noise assessments complying with acceptable scientific protocol	95-100%	95-100%	95-100%
Engineering advice and reports compliant with Internationally accepted codes and standards including local Acts	95-100%	95-100%	95-100%
Parliamentary questions properly researched, format accurate and submitted by deadlines	100%	100%	100%
TIMELINESS			
School visits/promotions and lectures to be conducted as scheduled	95-100%	95-100%	95-100%
Printed leaflets available for immediate distribution	100%	100%	100%
Air quality and noise assessments conducted as schedule between clients	95-100%	95-100%	95-100%
Other reports which are completed within 7 days after completion of the investigation/research	95-100%	95-100%	95-100%
Written questions or requests from Cabinet, Legislative Assembly or Minister prepared and presented by due date	100%	100%	100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$3,120,121	\$3,155,903	\$2,445,045
RELATED BROAD OUTCOMES:			
- Ensuring an equitable, sustainable and successful healthcare system - Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: EVH 1, EVH 8, EVH 9, EVH 10, EVH 11, EVH 15			

Note 1: The total cost of supplying this output in fiscal 2022 is \$3,297,445. However, the receipt of \$152,124 from third parties and \$25,200 from other agency revenues reduce the cost to Cabinet to \$3,120,121.

Note 2: The total cost of supplying this output in fiscal 2023 is \$3,333,227. However, the receipt of \$152,124 from third party revenue and \$25,200 from other agency revenues reduces the cost to Cabinet to \$3,155,903.

HES 9	Environmental Health Monitoring Services		
DESCRIPTION Provision of services such as, statutory nuisance monitoring and enforcements, occupational hygiene and safety services, surveillance inspections and monitoring; control of pollution from sources; and protection of public premises and correspondence to the Minister and Cabinet on Boards and Committees.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of complaints investigated - Number of water samples procured	700-800 600-800	700-800 600-800	1,137 504
QUALITY - Investigations and reports which meet internal peer review standards for accuracy, relevance and adherence to applicable standards - Food and water samples collected and managed in accordance with acceptable laboratory standards	90-100% 90-100%	90-100% 90-100%	90-100% 90-100%
TIMELINESS - Responses to complaints within allotted period: High-risk complaints within 24 hours, medium within 72 hours, and low 120 hours - Samples collected and delivered to laboratory standards	90-100% 90-100%	90-100% 90-100%	90-100% 90-100%
LOCATION Cayman Islands	100%	100%	100%
COST	\$754,086	\$764,736	\$651,752
RELATED BROAD OUTCOMES: - Ensuring an equitable, sustainable and successful healthcare system - Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: EVH 17			

HES 10	Emergency Response Services		
DESCRIPTION			
Hazardous waste operations and emergency response to natural or manmade events.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
- Number of responses to all hazardous material incidents - Number of disaster management responses	1-3 2-3	1-3 2-3	1 1
QUALITY			
- Responses and drills which are appropriately conducted and assessed by peer review which will consider human and environmental safety - The ability to respond promptly to a storm, hurricane or other event based on national and departmental plans	95-100% 90-100%	95-100% 90-100%	95-100% 90-100%
TIMELINESS			
- Responses within 6-8 hours of receiving notification of a hazardous material spill or situation - Activate the pre-hurricane response plan before the events as outlined in the departmental documents and along national plans	95-100% 95-100%	95-100% 95-100%	95-100% 95-100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$190,199	\$171,417	\$153,335
RELATED BROAD OUTCOMES:			
- Ensuring an equitable, sustainable and successful healthcare system - Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: EVH 14			

HES 11	Mosquito Control Services		
DESCRIPTION			
- Maintain the capability to carry out a Larviciding programme to control swamp-breeding mosquitoes - Mosquito control call-out service - Provide education programme to promote awareness of mosquito control methods and public safety - Programme to control swamp-breeding mosquitoes by non-chemical (physical and biological) means, Including the annual hatch and strand programme. - Programme to reduce the number of disease vector mosquitoes, monitor populations of these species, and prevent the importation of disease-carrying mosquitoes			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
- Ground Applications - Number of call-out requests - Number of visits/presentations - Number of swamps flooded and drained - Number of Ovipots collected	150-200 200-250 2-4 2 5,000-6,000	150-200 200-250 2-4 2 5,000-6,000	220 450 10 2 8,400
QUALITY			
- Applications conform to the operations manual and other relevant guidelines - Call-out requests responded to and mosquito complaints resolved - Visits/presentations carried out by qualified personnel - Operations to be completed with supervisor sign-off and in compliance with the operational plan	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS			
- On-going throughout period. Provide capability to make larvicide applications at any time, as environmental conditions require - Respond to call-out request within 24 hours - Completed according to departmental schedule - Operations completed within timescale set by supervisor	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$11,328,997	\$11,380,498	\$9,988,598
RELATED BROAD OUTCOMES:			
- Ensuring an equitable, sustainable and successful healthcare system - Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: MRC 3, MRC 4, MRC 8, MRC 11, MRC 12, MRC 14, MRC 15			

HES 18	Counselling and Support Services		
DESCRIPTION			
Counselling and support services involving: - Provision of individual, couples, family and group therapy and programmes to residents needing assistance with drug and alcohols issues, and family and relationship problems. - Provision of psycho-educational and experiential parent programme to support the personal, social and/or life skills growth of adolescent parents. - The provision of social work intervention services including: supervision, advocacy, counselling, case conferences, mediation and conflict resolution, home school and facility visits and overseas travel with client.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of sessions, visits, assessments, screenings, conferences, workshops, and presentations - Number of placements offered	10,862-11,543 493	10,862-11,543 493	13,177 595
QUALITY - Assessments, sessions, workshops, and presentations conducted by skilled and qualified staff - Placement in compliance with agency standards	100% 100%	100% 100%	100% 100%
TIMELINESS - Assessments, sessions, programmes, workshops offered on a rotational basis throughout the year - Social Work services offered during normal working hours and after hours where required	100% 90-100%	100% 90-100%	100% 90-100%
LOCATION Cayman Islands	100%	100%	100%
COST	\$4,750,083	\$4,782,681	\$3,806,921
RELATED BROAD OUTCOMES: - Ensuring an equitable, sustainable and successful healthcare system - Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: DCS 15, DCS 16, DCS 17, DCS 18, DCS 21, DCS 22, DCS 24, DCS 27, DCS 28, DCS 29, DCS 31, DCS 32, DCS 33			

HES 19	Policy Advice and Awareness Programmes		
DESCRIPTION Provision of policy advice and administrative services including: • Preparation of policy advice papers and papers • Preparation of Parliamentary Questions Public education and training activities relating to: • Life skills and vocational training for young parents Community outreach presentations			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Reports, written or verbal, responses and advice provided to the Ministry • Number of meetings attended • Number of parliamentary questions, cabinet papers and speaking notes drafted • Number of public awareness campaigns • Number of media events • Number of newsletters produced and distributed • Number of other public relation events participated in to raise awareness	3-5 15-18 3-5 6-10 50-60 12 9-10	3-5 15-18 3-5 6-10 50-60 12 9-10	7 19 5 15 60 18 15
QUALITY • Information provided based on research and best practice guidelines • Accurate and relevant information is provided by qualified and trained professionals • Public awareness campaigns utilize various mediums	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS • Advice and reports provided in accordance with agreed deadlines with the Ministry • Newsletter published monthly • Public Awareness Campaigns throughout the year	100% 100% 100%	100% 100% 100%	100% 100% 100%
LOCATION • Cayman Islands	100%	100%	100%
COST	\$224,938	\$224,730	\$212,843
RELATED BROAD OUTCOMES: • Ensuring an equitable, sustainable and successful healthcare system • Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: DCS 19, DCS 26			

HEA 2	Medical Care for Indigents		
DESCRIPTION Provision of medical care to indigent patients which includes: • Primary care • Secondary care services • Dental and mental health care			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number of emergency visits to Accident and Emergency • Number of General Practice (GP) clinic visits • Number of specialist clinic visits • Number of dialysis patient treatment sessions • Number of in-patient days • Number of dental clinic visits • Number of Inpatient admissions	1,800-3,800 3,000-6,500 2,500-5,500 1,800-2,400 2,000-5,000 500-1,000 400-1,000	1,800-3,800 3,000-6,500 2,500-5,500 1,800-2,400 2,000-5,000 500-1,000 400-1,000	3,312 4,706 4,218 3,486 6,866 833 892
QUALITY • Percentage of patients satisfied with the service • Emergency services available 24 hours per day, 365 days per year • Outpatient visits scheduled on average within two weeks of request • Elective inpatient admissions scheduled within two weeks of request	95-100% 100% 95-100% 95-100%	95-100% 100% 95-100% 95-100%	95% 100% 95% 95%
TIMELINESS • Percentage of patients seen in GP within 30 minutes of appointment • Percentage of patients seen in SPC within 30 minutes of appointment • Percentage of patients seen in Dental Clinic within 30 minutes of appointment time	75-80% 75-80% 75-80%	75-80% 75-80% 75-80%	75% 75% 75%
LOCATION • Cayman Islands Hospital, Faith Hospital and District Clinics (the latter for outpatients only.	100%	100%	100%
COST	\$12,000,000	\$12,000,000	\$20,971,006
RELATED BROAD OUTCOME: • Ensuring an equitable, sustainable and successful healthcare system			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: HSA 7			

HEA 6	Medical Services in Cayman Brac and Little Cayman			
DESCRIPTION				
Maintenance of health care facilities in Cayman Brac and Little Cayman.				
Provision of public health, mental health, specialist services and pre-hospital emergency care (ambulance service).				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY				
Maintenance of facilities including utilities for Faith Hospital, Dental Clinic and Little Cayman Clinic		3	3	3
Total number of public health visits		2,000-3,000	2,000-3,000	1,391
Total number of Specialist clinic visits		3,500-6,500	3,500-6,500	5,343
Total number of mental health visits		250-500	250-500	492
Total number of ambulance calls, patient transport and home visits		400-700	400-700	448
QUALITY				
Emergency services available 24 hours per day		100%	100%	100%
Percentage of school aged children fully immunized as per National Immunization Schedule		90-100%	90-100%	95%
Percentage of infants (<5yrs) fully immunized as per National Immunization Schedule		95-100%	95-100%	98%
TIMELINESS				
Outpatient visits scheduled on average within one week of request		95-100%	95-100%	95%
Elective Inpatient admissions scheduled within two weeks of request		95-100%	95-100%	100%
LOCATION				
Health Service Authority facilities on Cayman Brac and Little Cayman		100%	100%	100%
COST				
		\$3,783,158	\$3,783,158	\$3,783,158
RELATED BROAD OUTCOME:				
Ensuring an equitable, sustainable and successful healthcare system				
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: HSA 21				

HEA 10	Ambulance Services		
DESCRIPTION			
Provision of 24 hours a day pre-hospital emergency care and non-emergency transport for residents and visitors in Grand Cayman.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
- Total number of emergency and non-emergency calls - Total number of transport refusals	4,000-7,500 400-600	4,000-7,000 400-600	6,124 N/A
QUALITY			
All vehicles and equipment check thoroughly daily (as per protocol) for roadworthiness and operational effectiveness	100%	100%	95%
TIMELINESS			
- Unit responded within 1.5 to 2 minutes of call (unless unit on another call) - All Emergency Calls for service will receive a response time of 8 minutes (8:59) or less 90% of the times, within their coverage area. - All patients requiring cardiac resuscitation will have the Cardiac Monitor applied within 3 minutes of arrival (driven by early access defibrillation when warranted).	100% 90% 100%	100% 90% 100%	95% 90% 100%
LOCATION			
- Station at West Bay Clinic, Grand Cayman - Station at North Side Clinic, Grand Cayman - Cayman Islands Hospital, Grand Cayman	100% 100% 100%	100% 100% 100%	100% 100% 100%
COST			
	\$3,638,537	\$3,395,337	\$2,547,293
RELATED BROAD OUTCOME:			
Ensuring an equitable, sustainable and successful healthcare system			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: HSA 23			

HEA 11	Services at District Health Clinics		
DESCRIPTION Provision of primary health care services: routine medical care, home health care of the elderly and home bound; antenatal and postnatal care, mental health care, child health services, health promotion, nutrition counselling and communicable disease surveillance. Services provided at four District Health Centres on Grand Cayman.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of doctor’s clinic sessions - Number of Nurse’s Clinic sessions - Number of Child Health clinic sessions - Number of Postnatal clinic sessions (Mothers, Babies and Public Health) - Number of physicians Home visit sessions - Number of Nurse home visits	3,450-5,500 6,000-9,450 645-1,020 530-850 245-385 2,150-3,350	3,450-5,500 6,000-9,450 645-1,020 530-850 245-385 2,150-3,350	4,089 5,751 758 175 388 3,354
QUALITY - Percentage of infants fully immunized against diphtheria, whooping cough, tetanus, polio and haemophilus influenzae b (annual data) - Percentage of postnatal mothers with at least two home visits - Percentage of clients satisfied with the service (periodic survey)	90-100% 90-100% 80-90%	90-100% 90-100% 80-90%	90% 90% 80%
TIMELINESS Clinics held as per schedule.	98-100%	98-100%	98%
LOCATION North Side, Bodden Town, East End, George Town	100%	100%	100%
COST	\$2,489,947	\$2,489,947	\$2,242,947
RELATED BROAD OUTCOME: Ensuring an equitable, sustainable and successful healthcare system			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUTS: HSA 31, HSA 32, HSA 33, HSA 34			

HEA 12	Mental Health Services		
DESCRIPTION			
Provide residents and visitors of the Cayman Islands with 24-hour inpatient and outpatient mental health services. Providing mental health/status assessments and treatment of patients referred for care of psychiatric disorders, diagnostic testing, and psychological consultation. Consultation with other Government departments and assessment and management of acute exacerbation of symptoms.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of beds	8	8	8
Number of patients	100-200	100-200	132
Number of patient days	1,800-3,000	1,800-3,000	2,328
Number of patient days for clients detained under involuntary status (Mental Health Act, Remand)	400-800	400-800	467
Number of visits to Day Centre	800-1,550	800-1,550	1,577
Number of Clients using Day Centre	50-100	50-100	280
Number of Outpatient Clinic Visits	3,000-5,500	3,000-5,500	5,363
Number of home visits	20-100	20-100	55
QUALITY			
Average length of stay in hospital (days)	10-15	10-15	18
Percentage of patients requiring re-admission for the same condition within three days of discharge	<20%	<20%	<20%
Percentage compliance with an internal clinical quality review program)	95-100%	95-100%	95%
TIMELINESS			
Percentage of patients seen within 12 hours of emergency call	100%	100%	100%
Percentage of admissions accepted within one hour of notification	75-80%	75-80%	76%
Percentage of patients seen within 30 minutes of appointment time	95-100%	95-100%	<95%
Percentage of patients who receive appointment within 72 hrs of request	95-100%	95-100%	95%
LOCATION			
Cayman Islands Hospital, Mental Health In-Patient and Out-Patient Units, Grand Cayman.	100%	100%	100%
COST	\$4,395,204	\$4,245,204	\$3,481,204
RELATED BROAD OUTCOME:			
Ensuring an equitable, sustainable and successful healthcare system			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: HSA 28			

HEA 16	Geriatric Services		
DESCRIPTION			
To provide comprehensive health care to residents > 59 years old who are uninsured or under insured or have exhausted their coverage.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of admissions (excluding indigents)	10-150	10-150	71
Number of inpatient days	200-1,000	200-1,000	381
Number of outpatient visits (primary, specialist and dental)	400-1,200	400-1,200	1,067
Number of prescriptions dispensed	500-1,000	500-1,000	1,108
QUALITY			
Average Length of Stay (LOS)	2-5 days	2-5 days	5 days
Readmissions within 1/52 with same diagnosis	<1%	<1%	1.4%
Patient safety events	0%	0%	0%
Average number of prescriptions/patient)	1-6	1-6	5.99
TIMELINESS			
Average time from decision to admission within 2 hours	95-100%	95-100%	95%
Waiting time to SPC appointment less than 4 weeks	80-90%	80-90%	80%
Outpatient visits scheduled on average within 2 weeks of request	90-100%	90-100%	90%
Elective inpatient admissions scheduled within 2 weeks of request	100%	100%	100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$4,376,497	\$4,376,497	\$615,364
RELATED BROAD OUTCOME:			
Ensuring an equitable, sustainable and successful healthcare system			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: HSA 37			

HEA 17	Medical Care Beyond Insurance Coverage/Uninsured		
DESCRIPTION			
Provision of Medical care for beyond insurance coverage/ uninsured children which includes: General Practice, Specialist clinic visits, emergency medical care, diagnostic and therapeutic support services and inpatient care for children <18 years of age.			
Provision of Medical care for pregnant women beyond Insurance Coverage which includes: Specialist clinic visits, emergency medical care, diagnostic and therapeutic support services and inpatient care.			
Provision of Postnatal and Family Planning Services to Uninsured /Underinsured Caymanians (including spouses of Caymanians) beyond Insurance Coverage. The service provides clinic visits, family planning services and methods.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Number of emergency visits at Accident and Emergency	1,800-2,400	1,800-2,400	3,593
• Number of visits to General Practice	3,750-5,000	3,750-5,000	5,708
• Number of specialist clinic visits	3,500-5,000	3,500-5,000	6,758
• Total number of antenatal visits	1,000-1,600	1,000-1,600	2,138
• Total Number of family planning clinic visits (OB/GYN)	300-600	300-600	450
QUALITY			
• Percentage of compliance with internal quality review programme	95-100%	95-100%	95%
• Percentage of parents satisfied with the service	95-100%	95-100%	95%
• Percentage of pregnant women booking before 16 weeks gestation	70-100%	70-100%	100%
• Percentage of pregnant women with at least 8 antenatal visits	90-100%	90-100%	90%
TIMELINESS			
• Emergency services available 24 hours per day, 365 days per year	100%	100%	100%
• Outpatient visits scheduled on average within two weeks of request	95-100%	95-100%	95%
• Elective inpatient admissions scheduled within two weeks of request	95-100%	95-100%	95%
• Availability of appointment as per protocol	98-100%	98-100%	98%
LOCATION			
• Cayman Islands Hospital and Faith Hospital	100%	100%	100%
• Women’s Health Centre; Faith Hospital, West Bay and Bodden Town— Obstetrician/Gynaecological visits (Midwives visits are in Public Health output)	100%	100%	100%
COST	\$4,034,418	\$4,034,418	\$1,170,000
RELATED BROAD OUTCOME:			
• Ensuring an equitable, sustainable and successful healthcare system			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUTS: HSA 1, HSA 2, HSA 3			

HEA 18	School Health Services		
DESCRIPTION			
- Provision of health education, screening and immunization services at all schools and treatment of minor ailments in school-based clinics. - Provision of routine dental care at the clinics and hospitals. Care, diagnostic and therapeutic support services and inpatient care.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of school nurse clinic sessions	1,000-1,400	1,000-1,400	1,673
Number of school health screening sessions	800-1,600	800-1,600	881
Number of health education sessions	300-400	300-400	365
Number of clinic sessions by school dental office	300-550	300-550	488
Number of clinic sessions by school dental therapists	800-1,400	800-1,400	452
Number of clinic sessions by dental hygienists	200-600	200-600	1,413
QUALITY			
Percentage of school aged children fully immunized as per National Immunization Schedule	95-100%	95-100%	95%
Percentage of compliance with clinical quality programs	95-100%	95-100%	95%
TIMELINESS			
Percentage of students assessed prior to school entry per school year (September – July).	90-100%	90-100%	90%
LOCATION			
School nursing service--School Health Centres (John Gray and Clifton Hunter High Schools) full time nurse; Red Bay Primary – twice weekly; George Town Primary – twice weekly; Savannah Primary – twice weekly; Prospect Primary-twice weekly; Private schools –twice weekly (excluding the <u>New School at Frank Sound</u>)	95-100%	95-100%	95%
School dental service—George Town dental clinic, West Bay Health Centre, Bodden Town Health Centre, John Gray High School, Clifton Hunter High School, Red Bay primary, Prospect Primary, John A. Cumber Primary, and dental caravan (rotating at various schools)	100%	100%	100%
COST			
	\$1,918,778	\$2,018,778	\$1,720,445
RELATED BROAD OUTCOME:			
Ensuring an equitable, sustainable and successful healthcare system			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUTS: HSA 11, HSA 12			

HEA 19	Medical Care for Chronic Ailments		
DESCRIPTION			
To provide care to Cayman residents with chronic non-communicable diseases who are either uninsured or under insured.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Patients seen with chronic non-communicable diseases e.g. cancer, hypertension, diabetes, renal failure etc.	40-200	40-200	60
QUALITY			
% of chronic patients seen by a physician monthly	100%	100%	100%
% of patients seen by nutritionist monthly	100%	100%	100%
% of patients with blood studies completed monthly	100%	100%	100%
TIMELINESS			
Number of patients seen within 30 minutes of appointment.	100%	100%	100%
LOCATION			
Cayman Islands Hospital	100%	100%	100%
COST			
	\$1,359,255	\$1,359,255	\$775,608
RELATED BROAD OUTCOME:			
Ensuring an equitable, sustainable and successful healthcare system			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: HSA 38			

HEA 20	Public Health Programmes, Investigations and Treatments		
DESCRIPTION Provision of administrative services for the Public Health programmes such as communicable disease surveillance and control, HIV/AIDS, Immunization, Tobacco Control, Health Promotion programmes and their implementation. This includes provision of medical examinations or tests in the interest of the public health of these islands and medical care at H.S.A. to clients with AIDS, Tuberculosis (TB), Malaria or other communicable disease as certified by the Medical Officer of Health, as per the Health Fees Act and regulations.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of hours of administrative services - Number of Communicable Disease reports compiled from thirteen sentinel sites - Number of antigens included in the vaccination programme - Number of PLWHA (person living w/HIV/AIDS) living on Island - Number of TB patients treated	500-800 45-55 14-16 70-80 0-8	500-800 45-55 14-16 70-80 0-8	750 80 21 106 5
QUALITY - Programme documents and programme meet the quality review of Caribbean Epidemiology Centre (CAREC) / Pan American Health Organization (PAHO) - Percentage of sites reporting weekly - Percentage of participants satisfied (average per survey respondents) - Percentage of TB patients that completed the full treatment protocol	95-100% 95-100% 75-85% 100%	95-100% 95-100% 75-85% 100%	95% 95% 75% 100%
TIMELINESS - Percentage Compliance with weekly surveillance reports to CAREC - Percentage of Health Promotion sessions and events conducted as scheduled - Emergency Service Available 24 hours per day	98-100% 95-100% 100%	98-100% 95-100% 100%	98% 95-100% 100%
LOCATION Services provided through Public Health Department at H.S.A. and Health Centres George Town, West Bay, Bodden Town, East End, North Side and Cayman Brac	100%	100%	100%
COST	\$2,409,835	\$2,409,835	\$1,508,909
RELATED BROAD OUTCOME: Ensuring an equitable, sustainable and successful healthcare system			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUTS: HSA 39, HSA 41			

HEA 21	Medical Internship Programme		
DESCRIPTION			
Provision of medical internship at the Health Services Authority to strengthen the capacity building of the cadre of junior doctors and to support and sustain clinical development through interaction with consultant level staff at the Authority.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Number of Interns	3	3	5
QUALITY			
• Programme satisfies the requirements of the Caribbean Association of Medical Councils (CAMC)	100%	100%	100%
TIMELINESS			
• In accordance with CAMC’s requirements	100%	100%	100%
LOCATION			
• Cayman Islands Hospital	100%	100%	100%
COST			
	\$227,160	\$263,445	\$150,000
RELATED BROAD OUTCOME:			
• Ensuring an equitable, sustainable and successful healthcare system			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: HSA 40			

HEA 23	Provision of Antiretroviral Medication		
DESCRIPTION This output provides antiretroviral medication for People living with HIV/AIDS(PLWHA) and prophylaxis for uninfected partners. - Average monthly cost of antiretroviral to patients (\$3,825) - Monthly cost of prophylaxis per patient (\$600)			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of PLWHA under H.S.A. care (with HSA-PH card) - Number of persons on prophylactic treatment	30 5	30 5	58 2
QUALITY % of patients complying with antiretroviral regime.	100%	100%	100%
TIMELINESS % of PLWHA having quarterly reviews - Percentage of patients commencing treatment within one week of diagnosis	100% 100%	100% 100%	100% 100%
LOCATION Cayman Islands	100%	100%	100%
COST	\$492,000	\$492,000	\$492,000
RELATED BROAD OUTCOME: Ensuring an equitable, sustainable and successful healthcare system			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: HSA 42			

HEA 24	Provision of Psychological Trauma Diagnosis and Treatment for Children		
DESCRIPTION Provision of psychological trauma services and psychological expertise in child sexual abuse treatment to the Cayman Islands Government Health Service. To provide high quality assessments, trauma related diagnoses, treatment planning and support for children who have been abused or who are at high risk for abuse. Works with other health care professionals and community partners to provide a comprehensive multi-disciplinary team approach to service users’ care and treatment planning. To provide factual and evidence-based information to the community towards the reduction of child abuse and their role in providing a safe and nurturing environment for the healthy development of the Children of the Cayman Islands.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Total number of new child abuse cases referred per year - At least one activity report per quarter to the Medical Director. This report shall include statistical data as well as any relevant activities for that month - Facilitation of at least 4 public education events/ seminars per year that provide evidence-based information on child abuse prevention and/or creation of safer communities for the children of the Cayman Islands - Completion of full trauma assessment reports for all new cases referred through the Family Support Unit - Participation in at least one training per year focusing on development of international standard child trauma service provision for child abuse victims and their families	30-60 4 4 10-12 1-2	30-60 4 4 10-12 1-2	86 6 4 36 2
QUALITY - Percentage of children referred in writing, seen within 4 weeks of initial referral - Percentage of persons attending community trainings that provide written feedback on provided feedback forms indicating average or above satisfaction with the content of the training	100% 100%	100% 100%	100% 100%
TIMELINESS - Available 8 hours per day, 5 days per week - Available for special events/activities on weekends	100% 100%	100% 100%	100% 100%
LOCATION Cayman Islands Hospital	100%	100%	100%
COST	\$105,000	\$105,000	\$100,000
RELATED BROAD OUTCOME: Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: HSA 43			

HEA 25	Management and Maintenance of Cancer Registry		
DESCRIPTION			
Collection, management, and analysis of cancer surveillance data for Cayman Islands. The purpose of the Cayman Islands Cancer Registry is to gain the most accurate understating of cancer trends in the Cayman Islands population in order to learn how to best prevent and manage this disease of high public health significance.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Total number of new cancer cases registered per year	24-36	24-36	92
At least one activity report per month to the Cancer Registry Board. This report shall include statistical data as well as any relevant activities for that month	12	12	18
Attendance at least 4 events per year through the Cayman Islands Cancer Society which provide the opportunity for cancer survivors to register	4-6	4-6	11
Participation in at least one training per year focusing on cancer surveillance and cancer trends	1-2	1-2	2
QUALITY			
Percentage of cancer surveillance data collected that meets the minimum requirements as set forth by the World Health Organization.	100%	100%	100%
Percentage of data collected of a high quality, free of errors and/or duplicates.	100%	100%	100%
TIMELINESS			
Available 8 hours per day, 5 days per week.	100%	100%	100%
Available for special events/activities on weekends	50%	50%	50%
LOCATION			
Cayman Islands Hospital	100%	100%	100%
COST			
	\$62,027	\$62,027	\$62,027
RELATED BROAD OUTCOME:			
Ensuring an equitable, sustainable and successful healthcare system			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: HSA 44			

HEA 26	Adolescent Mental Health Programme		
DESCRIPTION			
Provision of Mental Health Services to Adolescents (age 13 thru 19) thru the Mental Health Hub.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
- Number of Outpatient visits - Number of Inpatient visits	1,300-1,400 25-50	1,400-1,500 30-60	650-700 15-20
QUALITY			
- Percentage of compliance with internal quality review program - Percentage of parents satisfied with the service	95-100% 95-100%	95-100% 95-100%	95-100% 95-100%
TIMELINESS			
- Emergency services available 24 hrs per day, 365 days per year - Outpatient visits scheduled on average within one week of request - Elective inpatient admissions scheduled within one week of request	100% 95-100% 95-100%	100% 95-100% 95-100%	100% 95-100% 95-100%
LOCATION			
Cayman Islands Hospital	100%	100%	N/A
COST			
	\$840,000	\$840,000	\$840,000
RELATED BROAD OUTCOME:			
Ensuring an equitable, sustainable and successful healthcare system			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: HSA 45			

NDC 1	Policy, Prevention, Surveillance Research, Information, Monitoring and Evaluation		
DESCRIPTION			
To detect the characteristics and patterns of alcohol and other drug abuse in the Cayman Islands; develop, advocate and implement effective policies and programming to reduce the negative impacts of such substances; disseminate relevant information in an effort to increase awareness and understanding; and evaluate programs in an effort to improve services and determine effectiveness of such activities.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Review and provide advice to legislation and policy development, as it relates to the impact of licit and illicit substances in the Cayman Islands	1	1	1
Develop curriculum or framework for programming	2	2	2
Implement curriculum and framework for prevention	2	2	2
Facilitate prevention, education and awareness presentations related to licit and illicit substances.	500	500	500
Create awareness campaigns	3	3	3
Implement awareness campaigns	3	3	3
Training of key stakeholders in community	2	2	2
INCB data is collected and reviewed quarterly/annually	4	4	4
INCB data reports are submitted on a quarterly/annually basis	4	4	4
Survey Instruments are developed	N/A	N/A	N/A
Survey Instruments are reviewed	1	1	1
Surveys are administered	1	1	1
Data from surveys and evaluations is entered	150	150	150
Survey Reports Issued	2	2	2
Survey Briefs Issued	3	3	3
Meetings with stakeholders for programming	25	25	25
Facilitate Programme Evaluations	1	1	1
QUALITY			
Policy/Legislative documents include local and international data/information and recommendations for development.	90-100%	90-100%	100%
Curricula for prevention is completed to ensure standardization, and accurate delivery of programs	95-100%	95-100%	90%
Presentations, meetings/trainings are conducted by qualified personnel	90-100%	90-100%	90%
Substance abuse prevention campaigns utilize local data	80-100%	100%	100%
INCB reporting is conducted within agreed standards	100%	100%	100%
Survey Instruments are reviewed by key stakeholders and any relevant committees	90-100%	90-100%	90%
Research administration, data collection, analysis and reporting are conducted using established best practice methodology	90-100%	90-100%	100%
Evaluation reports are conducted by qualified evaluator	100%	100%	100%

TIMELINESS			
• Policy documents are submitted within timelines established by legislative drafting	90-100%	90-100%	100%
• Survey/research reports or information is distributed to stakeholders within 5 months and the public within 6 months of administration	90-100%	90-100%	75%
• School Presentations conducted as agreed with the establishment, whether weekly or otherwise	90-100%	90-100%	100%
• Curricula modules/programming developed by 31 st December 2019	75-100%	75-100%	100%
• INCB reports conducted within timeframes established by the reporting body	90-100%	90-100%	70%
• All other measures completed within agreed timelines	80-100%	80-100%	100%
LOCATION			
• Cayman Islands	100%	100%	100%
COST			
	\$714,855	\$714,855	\$689,355
RELATED BROAD OUTCOMES:			
- Ensuring an equitable, sustainable and successful healthcare system - Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: NDC 1			

NGS 4	HIV/AIDS and First Aid Public Education Programmes		
DESCRIPTION			
British Red Cross Cayman Islands Branch Health Care Education Programme to increase safe sex practices among youth between the ages of 13 – 19 years old by providing information and education about the means of transmitting and preventing the spread of HIV/AIDS and other Sexually Transmitted Diseases.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY	3	3	3
• Number of courses.			
QUALITY	100%	100%	100%
• Programmes are delivered by trained educators that meet the standards of International Federation of Red Cross and Red Crescent Society, UNAIDS, and World Health Organisation			
TIMELINESS	90-100%	90-100%	90-100%
• Programmes are ongoing:(a report will be submitted one week after the end of each quarter).			
LOCATION	100%	100%	100%
• Cayman Islands			
COST	\$39,325	\$39,325	\$39,325
RELATED BROAD OUTCOMES:			
• Ensuring an equitable, sustainable and successful healthcare system			
• Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: BRC 1			

NGS 53	Palliative Care Nursing		
DESCRIPTION The rate above is the minimum amount needed to fund one Jasmine nurse for one year. We currently employ three full-time nurses, one part time nurse and two full time care-givers to provide our services. Jasmine provides total care to patients at any time from diagnosis of cancer or of any other end stage non-malignant disease to a time when life expectancy is very short. Controlling pain and other symptoms, facilitating the patients’ remaining at home if they wish, providing psychosocial support to patients’ and their families and interfacing with the patients’ primary care physician with end of life decisions are the programs primary goals. We provide Advanced Home Care which comprises care in a dedicated home (located at the CHC Villa, in-patient facility) – mainly to individuals whose own home is not safe, suitable or perhaps where families need short breaks.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number patients visited/cared for.	75-85	75-85	75-85
QUALITY • Care should be in accordance with requests/needs of each patient.	90-100%	90-100%	90-100%
TIMELINESS • Service will be provided as needed.	90-100%	90-100%	90-100%
LOCATION • Grand Cayman – in patients’ homes, in hospital and in the CHC Villa.	100%	100%	100%
COST	\$100,158	\$100,158	\$80,158
RELATED BROAD OUTCOMES: • Ensuring an equitable, sustainable and successful healthcare system • Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: HOC 1			

NGS 55	Tertiary Medical Care at Various Local and Overseas Institutions		
DESCRIPTION			
Provision of Non-HSA tertiary health care for indigents, seamen and veterans who are referred for treatment locally and overseas.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of patients treated abroad			
• Indigents	1,000-1,100	1,000-1,100	1,000-1,100
• Seamen and Veterans	1,300-1,335	1,300-1,335	1,300-1,335
QUALITY			
• Medical services provided in accordance to that agreed by Third Party Administrator (TPA) through Cayman Islands National Insurance Company (CINICO)	95-100%	95-100%	95-100%
• Care meets acceptable clinical standards	95-100%	95-100%	95-100%
TIMELINESS			
• On-going throughout the year	95%	95%	95%
LOCATION			
• Various locations in the United States, Canada and the Caribbean	100%	100%	100%
COST			
	\$20,926,911	\$21,593,371	\$35,000,000
RELATED BROAD OUTCOMES:			
• Ensuring an equitable, sustainable and successful healthcare system			
• Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: See note below.			

Note: Due to the demand driven nature of this Output there is no specific Purchase Agreement. Suppliers are various suppliers as determined by the Chief Medical Officer.

58. TRANSFER PAYMENTS FOR 2022 AND 2023

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
TP 44	Temporary Poor Relief Payments for Young Parents Programme (YPP) Students	70,000	70,000	30,000
TP 73	Other Health and Wellness Programme Assistance Various	500,000	500,000	1,500,000

59. OTHER EXECUTIVE EXPENSES FOR 2022 AND 2023 FINANCIAL YEARS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
OE 15	Pan American Health Organization Subscription Annual subscription to Pan American Health Organization (PAHO)	15,000	15,000	15,000
OE 103	Caribbean Public Health Agency (CARPHA)	18,500	18,500	18,500
OE 127	Caribbean Association of Medical Councils (CAMC)	10,500	1,500	-

60. OWNERSHIP ACTIONS FOR 2022 AND 2023

EQUITY INVESTMENT

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EI 53	Ministry of Health and Wellness Equity Investment for purchase of entity assets	7,875,000	3,776,000	20,000,000

PURCHASE OR CONSTRUCTION OF EXECUTIVE ASSETS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EA 30	Cemetery Vaults - Grand Cayman	173,700	173,700	100,000

61. OUTPUT GROUPS TO BE PURCHASED BY THE DEPUTY GOVERNOR

OUTPUT SUPPLIER: PORTFOLIO OF THE CIVIL SERVICE

CIV 1	Policy Advice to the Head of the Civil Service		
DESCRIPTION Policy advice to the Head of the Civil Service and the Governor relating to civil service matters including: • Policy advice to the Head of the Civil Service and the Governor • Strategic Human Resource Services Provision of support in relation to employment arrangements for Chief Officers.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number of hours of policy advice provided.	2,800-3,500	2,800-3,500	2,800-3,500
QUALITY • Policy advice reviewed by Chief Officer prior to submission • All reports and papers to be subject to review and sign off by the Chief Officer and subsequent approval by Head of the Civil Service prior to distribution. Standard reports to be delivered in required format	95-100% 95-100%	95-100% 95-100%	95-100% 95-100%
TIMELINESS • All advice submitted in accordance with schedules as agreed by the Head of the Civil Service	95-100%	95-100%	95-100%
LOCATION • Cayman Islands	100%	100%	100%
COST	\$2,541,979	\$2,680,648	\$2,264,325
RELATED BROAD OUTCOMES: • Strengthening good governance for more effective government • Increasing social justice in the workforce • Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: PCS 1			

CIV 2	Auditing Compliance with Human Resource and Internal Financial Policies			
DESCRIPTION				
- Provision of Internal Auditing assurance and advisory services to the Deputy Governor and the entire public sector. - Provision of advice and guidance on governance, risk management and internal controls to the entire public sector. - To provide a service to the Portfolio of the Civil Service to help fulfill its obligations under Section 24 of the Public Service Management Act (PSMA).				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY				
Number of Investigations		0-5	0-5	0-5
% of Audit reports issued from the annual audit plan		85-100%	85-100%	85-100%
General PSML compliance-based monitoring reports		12	12	N/A
QUALITY				
Audits and Compliance Assignments conducted in accordance with established methodology and policies		100%	100%	100%
TIMELINESS				
Audits and Reports will be completed within agreed timeframes		90-100%	90-100%	90-100%
LOCATION				
Cayman Islands		100%	100%	100%
COST				
		\$1,451,319	\$1,466,820	\$1,438,212
RELATED BROAD OUTCOME:				
Strengthening good governance for more effective government				
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: IAS 1, IAS 2				

Note: 2022: The total costing of supplying the output is \$1,568,319. However, entity revenue of \$117,000 from other third parties reduces the cost to Cabinet to \$1,451,319.

Note: 2023: The total costing of supplying the output is \$1,583,820. However, entity revenue of \$117,000 from other third parties reduces the cost to Cabinet to \$1,466,820.

CIV 3	Management of Public Sector Reform		
DESCRIPTION			
Management of Public Sector Reform including: - Leading, monitoring and supporting the effective implementation of the Civil Service 5-Year Strategic Plan. - Provide advice and capability support to civil service entities in relation to public sector management issues. - Deliver support services, at an enterprise level, to help the Civil Service effectively manage and deliver projects and programmes.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Hours spent on 5-Year Strategic Plan Initiative - Number of hours of advice and support provided - Number of policy papers or reports to Deputy Governor	12,000-12,150 1,900-2,100 2-5	12,000-12,150 1,900-2,100 2-5	12,000-12,150 1,900-2,100 2-5
QUALITY - Advice provided by qualified and experienced advisors who have a good knowledge of the Cayman Islands public sector management system and the technical areas concerned - Monitoring and support provided by qualified SRIU personnel - All policy advice approved by Chief Advisor prior to submission to Deputy Governor - Programme reports and documents approved by PFSC prior to onward distribution	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS - Delivery of activities in line with timelines agreed with Deputy Governor - Advice provided in accordance with a schedule agreed with the relevant client - Delivery of Project Future reform activities in line with timelines agreed with Deputy Governor - Policy Documents submitted on or before agreed deadlines	95-100% 100% 100% 100%	95-100% 100% 100% 100%	95-100% 100% 100% 100%
LOCATION Grand Cayman and Cayman Brac	100%	100%	100%
COST	\$854,471	\$973,413	\$885,845
RELATED BROAD OUTCOME: Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: PCS 5, PCS 7			

CIV 7	Workforce Development within the Civil Service			
DESCRIPTION				
Provision of; - HR Services on behalf of the Chief Officer PoCS including; the implementation of HR reform initiatives, the development of PoCS as a center of expertise for an expanded suite of HR disciplines and the development and delivery of Civil Service wide programs, surveys and reward initiatives. - An enhanced HR management system, data and analytics capability including; the development and maintenance of an integrated HR system, the delivery of corporate reports relating to workforce management and management of employee records. - Life-long learning and development opportunities to the Civil Service and other clients, through continued strategic development and management of the Civil Service College. - Corporate HR services including; job evaluation, recruitment, selection and orientation and support to entities during complex employee relations matters.				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of HR meetings/forums held - Number of reports delivered - Number of agencies records maintained - Number of accredited courses delivered through the Civil Service College - Number of Job Descriptions evaluated		10-20 50-75 90-100 100-150 250-300	10-20 50-75 90-100 125-175 250-300	10-20 50-75 90-100 60-80 250-300
QUALITY - Reports and papers to be subject to review and sign off by the Chief Officer - Records to be maintained in compliance with any record keeping standards established by government policy and in compliance with Freedom of Information (FOI) requirements - Courses and programmes subject to approval by Director of CSC, and other participating institutions where appropriate - Job evaluation process conducted in compliance with HAY standards		95-100% 95-100% 90-100% 100%	95-100% 95-100% 90-100% 100%	95-100% 95-100% 90-100% 100%
TIMELINESS - Services delivered in line with agreed timelines/schedule - Payroll information to be managed in line with TSY deadlines - Job Evaluation (including feedback) completed within 10 working days of receipt of Job Description meeting compliance standards		90-100% 95-100% 100%	90-100% 95-100% 100%	90-100% 95-100% 100%
LOCATION Cayman Islands and Overseas		90-100%	90-100%	90-100%
COST		\$3,325,263	\$3,408,217	\$3,107,141
RELATED BROAD OUTCOMES: - Strengthen good governance for more effective government - Increase social justice in the workforce				
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: PCS 2, PCS 12, PCS 15, PCS 19				

CIV 11	Servicing and Support for His Excellency the Governor		
DESCRIPTION			
Servicing and support for His Excellency the Governor including: • Management of the Government House • Coordination of engagement programmes			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number of days of upkeep of Governor’s house and grounds • Number of invitations prepared and issued	365 5,500-8,000	365 6,000-8,500	365 6,000-8,500
QUALITY • Meals served in line with internal rules • Refer to checklist and verified by the Executive Manager ensuring all details are accurate for an event Her Excellency is attending	99-100% 98-100%	99-100% 98-100%	99-100% 98-100%
TIMELINESS • Maintenance of house and grounds – items resolved within 1-3 weeks • Invitations to be distributed three weeks prior to function date	95-100% 95-100%	95-100% 95-100%	95-100% 95-100%
LOCATION • Grand Cayman	100%	100%	100%
COST	\$851,019	\$854,376	\$817,035
RELATED BROAD OUTCOME: • Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: GOV 1, GOV 2			

CIV 12	Preservation and Management of Records		
DESCRIPTION			
• Provide access to historical collections to researchers, students and the general public. • Acquisition of items for inclusion into the Historical Collections to ensure long-term preservation and accessibility of information. • Development of standards, policies and guidance to ensure that best records and information management practices that are in compliance with the National Archive and Public Records Act (2015 Revision).			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Number of research inquiries answered • Number of oral history interviews conducted • Number of master images produced • Number of government file requests processed	300-310 6-8 15,000-18,000 600-610	300-310 6-8 15,000-18,000 600-610	300-310 6-8 18,000-20,000 600-610
QUALITY			
• Research advice provided by qualified archive staff. • Oral history interviews conducted in accordance with CINA’s Oral History Collection procedures. • All records management tasks carried out in accordance with the National Archive and Public Records Act (2015 Revision)	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS			
• Research advice produced within 5 working days, or as agreed with client. • Oral history interviews conducted as agreed with clients. • File requests processed, Monday – Friday, 8:30a.m-5:00p.m	100% 100% 100%	100% 100% 100%	100% 100% 100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST			
	\$1,406,461	\$1,568,772	\$1,422,420
RELATED BROAD OUTCOME:			
• Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: CNA 25, CNA 28			

CIV 13	Operations of the Elections Office		
DESCRIPTION - Maintenance of the electoral register including addition of eligible voters and deletion of deceased or ineligible voters. - Production and distribution of quarterly revised and official list of Electors. - Maintain readiness for a by-election or referendum. - Plan and execute the mid-term Boundaries Commission Review			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of electoral registers produced and distributed - Number of General Elections held	8 N/A	8 N/A	8 1
QUALITY Registers provided are accurate to the information provided by registered voters and are in compliance with the Elections Act (2000 Revision).	100%	100%	100%
TIMELINESS Registers produced quarterly in accordance with legal deadline.	100%	100%	100%
LOCATION Cayman Islands	100%	100%	100%
COST	\$671,372	\$686,161	\$1,761,672
RELATED BROAD OUTCOME: Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: ELO 1, ELO 2			

CIV 14	Support for Commissions		
DESCRIPTION Provision of research, analytical, operational, policy, strategic and administrative support services to the Human Rights Commission, the Constitutional Commission, the Commission for Standards in Public Life, the Judicial and Legal Services Commission, the Civil Service Appeals Commission, the Anti-Corruption Commission and the proposed Public Police Complaints Commission. - Assist with the continued development and implementation of systems, policies, procedures and in defining the methodology through sound research in accordance with the constitutional and legislative mandates of each Commission. - Continue to assist with developing mechanisms for addressing and handling civil service appeals and public complaints as mandated legislatively and constitutionally for each commission; breaches of the Anti-Corruption Act. - Ensure compliance with the Constitution and other relevant legislation such as the Public Service Management Act/Regulations, the Anti-Corruption Act and the Public Police Complaints Act (2013). - Support recruitment activities on behalf of Her Excellency the Governor for those posts listed in Section 106 (4) of the Cayman Islands Constitution Order 2009 (Judges, Magistrates, Attorney General, Director of Public Prosecutions and any other legal post prescribed by Act). - Develop, coordinate and implement PR strategies and educational initiatives relevant to each commission. - Further establishment and continued maintenance of the Department as a valued source of information to the public on topics related to oversight and good governance.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of meetings facilitated - Number of Commissions supported	32-45 7	32-45 7	32-45 7
QUALITY Work carried out by qualified staff	100%	100%	100%
TIMELINESS Work carried out in accordance with the timetable agreed upon with each Commission	100%	100%	100%
LOCATION Grand Cayman	100%	100%	100%
COST	\$1,728,283	\$1,843,522	\$1,322,617
RELATED BROAD OUTCOME: Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: COS 1, COS 2			

CIV 15	Policy Advice and Administrative Support Provided to the Deputy Governor		
DESCRIPTION • Provision of policy advice and strategic support to the Deputy Governor. • Provision of Personal Assistant to the Deputy Governor and general office administrative services. • Delivery of services to the public, including: Processing of applications and administration of pledges for British Overseas Territories Citizenship (BOTC) and Registration as a British Citizen; • Delivery of services to support official duties of Deputy Governor: Deportation and Exclusion Orders and Cabinet Permits; Official Government Liaison regarding Cuban Migrants; Repatriation of Caymanians stranded Overseas; Coordination of official visits and ceremonial occasions. • Provision of Secretariat Services to Boards and Committees on behalf of the Governor and Deputy Governor: Conditional Release Board; the Expungement Board; the Advisory Committee of the Prerogative of Mercy Board (ACPM); the CI Independent Prisons’ Monitoring Board; the Child Safeguarding Board; and the Audit and Risk Assurance Committee. • Delivery of strategic project support services, by the Strategic Reforms Implementation Unit.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number of hours spent on providing policy advice and strategic support to the Deputy Governor • Number of BOTC applications processed • Number of applications for Registration as a British Citizen processed • Number of Pledge ceremonies coordinated • Number of applications for Expungement processed • Number of Boards and Committees provided with Secretariat Services • Number of Deportation & Exclusion Orders & Cabinet Permits prepared • Number of hours of administrative support for Consular Matters, including the repatriation of Cuban Migrants and Caymanians stranded overseas • Number of hours of strategic project support services • Number of training courses facilitated	3,500 – 4,000 500-700 70-150 40-50 40-50 6 20-25 50-60 5,000-5,500 8-10	4,000 – 4,500 500-700 70-150 40-50 40-50 6 20-25 50-60 5,000-5,500 8-10	1,600 1,000 125 30 55 6 8 New 5,000 8
QUALITY • Policy advice, strategic support and secretariat services provided by suitably qualified and experienced personnel • All services to the public and on behalf of the Governor and Deputy Governor handled in accordance with the relevant Acts. • All arrangements for repatriation of Cuban migrants made in accordance with the MOU between the Government of Cuba and the Cayman Islands Government • Project advice, support and delivery provided by qualified SRIU personnel • Advice approved by Chief Advisor prior to submission to the Deputy Governor (DG) • Training delivered by individuals with relevant qualifications and experience	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%

TIMELINESS			
• Policy advice, strategic support and other services to the DG delivered in accordance with timelines agreed with the DG	95-100%	95-100%	95-100%
• Services to the public delivered within timelines set by the Office of the DG	95-100%	95-100%	95-100%
• Secretariat services delivered in line with timelines agreed with the DG and Board or Committee requirements and protocols.	100%	100%	100%
• All repatriations of Cuban migrants completed within timelines set within the Memorandum of Understanding between the Government of Cuba and the Cayman Islands Government	100%	100%	100%
• Delivery of strategic support services within agreed timelines.	100%	100%	100%
• Training courses facilitated in line with agreed schedule	100%	100%	100%
LOCATION			
• Cayman Islands	100%	100%	100%
COST	\$1,750,772	\$2,008,374	\$1,508,863
RELATED BROAD OUTCOME:			
• Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: DGO 1, DGO 2			

CIV 16	Reports on Educational Standards and Education Related Matters			
DESCRIPTION				
The provision of services to inspect and report on standards in educational institutions in the Cayman Islands through • Annual reporting • Updating and continuous alignment of the inspection tools to international standards • Inspection tools familiarisation training (Framework, Handbook, Judgement Analysis Record, Report, Data capture) • Educational inspections (Full, Quality Assurance, Follow-through, Focused – thematic) • Reporting on individual educational inspections				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY				
• Number of annual reports		2	2	1
• Number of new tools or updates		1-3	1-3	N/A
• Number of training plans		1-3	1-3	2
• Number of education inspections		28-32	28-32	31
• Number of education inspection reports		28-32	28-32	26
QUALITY				
• Implemented by appropriately qualified and experienced inspectors		100%	100%	100%
• All inspections follow the inspection handbook and utilize the current inspection framework		100%	100%	100%
• Training provided by appropriate facilitators and rated 80% good or better on participant feedback		100%	100%	100%
• Reports follow the required writing guide and template		100%	100%	100%
• Tools meet the international standards		80%	80%	80%
TIMELINESS				
• Inspections comply with ministerial guidance (2 years)		80%	80%	80%
• Reports completed within the agreed timeframe		80%	80%	80%
• Training sessions completed within the training plan schedule		80%	80%	80%
LOCATION				
• Cayman Islands		100%	100%	100%
COST				
		\$1,132,991	\$1,137,275	\$1,066,351
RELATED BROAD OUTCOME:				
• Improving education to promote lifelong learning and greater economic mobility				
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: ESA 4				

CIN 2	Health Insurance for Civil Service Pensioners		
DESCRIPTION			
Provision of Health Insurance for Civil Servant Pensioners and their Dependents.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Total number of insured persons (Insured = Enrollees + Dependents)	2,350-2,374	2,374-2,397	2,350
QUALITY			
All eligible pensioners and dependents are insured who are deemed eligible by the Public Service Pensions Board (PSPB) and the Portfolio of the Civil Service (POCS)	98-100%	98-100%	98-100%
As PSBP and POCS have accountability for the eligible members it is important that they update changes accurately	98-100%	98-100%	98-100%
TIMELINESS			
Insurance cards issued within 15 days of notification of eligibility	98-100%	98-100%	98-100%
PSPB – update changes to eligibility within 5 days	98-100%	98-100%	98-100%
LOCATION			
Grand Cayman, Cayman Brac and Little Cayman	100%	100%	100%
COST			
	\$35,632,069	\$36,564,714	\$32,531,358
RELATED BROAD OUTCOMES:			
- Ensuring an equitable, sustainable and successful healthcare system - Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: CIN 2			

NGS 20	Employee Assistance Programme		
DESCRIPTION			
Provision of counselling, consultation and training services to managers, employees and their families.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
- Counseling sessions provided - Managers/employees trained	1,800-2,200 450-550	2,000-2,400 550-650	1,200-1,400 250-350
QUALITY			
Managers/employees rating training effective. Copies of quality assurance survey summaries of all trainings to be provided	90-100%	90-100%	90-100%
TIMELINESS			
- Counseling commenced within four working days of request - Training provided in accordance with timetable agreed with Training Service Manager	100% 100%	100% 100%	100% 100%
LOCATION			
- Grand Cayman – In person / Virtual - Cayman Brac and Little Cayman - Virtual	100% 100%	100% 100%	100% 100%
COST	\$242,550	\$286,650	\$198,450
RELATED BROAD OUTCOMES:			
- Ensuring an equitable, sustainable and successful healthcare system - Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: EAP 1			

62. OTHER EXECUTIVE EXPENSES FOR 2022 AND 2023 FINANCIAL YEARS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
OE 2	Personal Emoluments for His Excellency the Governor and Official Members of Cabinet Salary, personal allowances and (where relevant) pension contributions for His Excellency the Governor, Deputy Governor and Attorney General	850,000	850,000	830,000
OE 19	Ex-Gratia Recipients Plan Payments Payments to the Pension Fund for Past Government Employees entitled to payments under the Ex-Garcia Recipient Plan	1,358,042	1,377,162	1,295,852
OE 100	Depreciation of the Portfolio of Civil Service Executive Assets	2,000	2,000	20,000
OE 107	Major Governance Projects	170,000	170,000	170,000
OE 116	Pension Uplift Uplift Payments to the Pension Fund for Past Government Employees entitled to payments under the Ex-Garcia Recipient Plan	2,619,058	2,794,092	1,999,259
OE 117	Civil Service Hospitality Fund Central Fund for Employee events (i.e. Christmas Functions)	175,000	183,750	145,000
OE 119	Second Chances Programme Employment initiative programme for ex-offenders	196,000	196,000	196,00
OE 120	Repairs and Maintenance of Executive Buildings Governor's Residence	50,000	50,000	50,000
OE 126	Anti-Gang and Child Safeguarding Support	230,000	230,000	230,000
OE 141	Emerging Talent Programme	400,000	400,000	400,000

63. OWNERSHIP ACTIONS FOR 2022 AND 2023

EQUITY INVESTMENT

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EI 35	Portfolio of the Civil Service Equity Investment for purchase of entity assets	734,160	252,840	-

64. OUTPUT GROUPS TO BE PURCHASED BY THE PREMIER ON BEHALF OF THE OFFICE OF THE COMMISSONER OF POLICE

OUTPUT SUPPLIER: OFFICE OF THE COMMISSIONER OF POLICE

OCP 1	Crime Prevention and Protection Services		
DESCRIPTION - Provision of community policing, roads policing, uniform patrol and incident response on a 24/7/365 basis and crime prevention initiatives throughout the Cayman Islands. - Provide security services to persons, locations or events warranting police security. These include personal protection for witnesses, the Governor and Chief Justice; security services at the Law Courts and the Detention Centre. - Detect the presence of illegal substances, dangerous chemicals or explosives. Pursue and apprehend fugitives. - Conduct aerial patrols of the territorial jurisdiction of the Cayman Islands and provide tactical support to the land and maritime operations. Provide support to the UK Overseas Territories for disaster management and security. Use as a Medevac capability when required.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of calls for uniformed patrol service attended - Number of traffic accident calls for service attended - Number of road safety education campaigns conducted - Number of calls for armed service attended - Number of actual aerial patrol hours - Number of Medevac operations	30,000 - 40,000 2,500 - 3,500 2 - 4 800 - 1,200 500 - 600 24 - 48	30,000 - 40,000 2,500 - 3,500 2 - 4 800 - 1,200 500 - 600 24 - 48	36,000 2,800 2 1,000 450 35
QUALITY - Customer satisfaction levels with police patrols provided (Independent annual customer satisfaction surveys done in Q4) - Level of satisfaction with police incident response by quality call-back surveys to 10% of persons reporting incidents (District Inspectors to report quarterly) - Conduct one crime prevention clinic, presentation, seminar, media release or media interview per month - NPD / COP to attend and participate in quarterly Business Watch meetings - Publish crime prevention advice on RCIPS website and RCIPS social media accounts, reviewed and updated monthly or as required 100% of Detention Centre personnel trained in Human Rights obligations, and Police Act and Regulations requirements - Monthly self-inspection of Detention Centre (plant and operations), reporting to the Deputy Commissioner of Operations 15 Officers trained in VIP protection over the next two years - Monthly report to the Commissioner of Police through line management on compliance with Government House Protection Policy. - Road safety campaign (Prevention Education) - One major Traffic Enforcement operation each month - Monthly reports on the number of offences detected - Firearm officers recertified in the use and handling of firearms annually - RCIPS Armorer to provide an inventory at the end of each month, of all police firearms, ammunition, Tasers and related accessories to the Superintendent Uniform Operations - Superintendent Uniform Operations to conduct at least 2 audits of police armoury, firearms, ammunition, Tasers and related accessories, in each calendar year, reporting to the Deputy Commissioner (Operations) 100% of Aerial Patrol Staff trained to Paramedic standard	60% - 75% 90% - 100% 100% 100% 100% 100% 100% 50% 100% 100% 80% - 90% 80% - 90% 100% 100% 100%	60% - 75% 90% - 100% 100% 100% 100% 100% 100% 50% 100% 100% 80% - 90% 80% - 90% 100% 100% 100%	65% 90% 100% 100% 100% 100% 100% 50% 100% 100% 80% 80% 100% 100% 100%

TIMELINESS			
Provide an emergency response time of 10 minutes in urban and 20 minutes in rural areas	80 - 100%	80 - 100%	80%
All prisoners processed and booked into custody within 1 hour of arrival at the Detention Centre	100%	100%	100%
If Aerial team on duty: Maximum of 10 minutes to deploy from time call for service is received	85 - 90%	85 - 90%	85%
If Aerial team is off duty: Maximum of 45 minutes to deploy from time call for service is received	65 - 70%	65 - 70%	65%
The Commanders of each Unit to prepare and submit annual reports on KPIs by January 15 of the following year	100%	100%	100%
LOCATION			
Cayman Islands	100%	100%	100%
Within 100 square miles of the Cayman Islands	100%	100%	100%
Within the Overseas Territories as required	100%	100%	100%
COST	\$28,061,770	\$28,700,606	\$23,503,397
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: POL 2, POL 4, POL 5, POL 7			

OCP 2	Crime Investigation and Criminal Justice Services		
DESCRIPTION - Investigations, crime prevention and reduction strategies conducted by the various units within the OCP. - Work in partnership with key stakeholders to manage offenders through the full cycle of the Criminal justice system. - Enhance understanding of the criminal threats by exploiting OCP’s intelligence opportunities and through partnership working with other law enforcement agencies, to support proactive policing and prevention strategies. - Utilise international engagement to pursue cases against individuals who use the Cayman Islands to move funds derived from illicit purposes, including the proactive identification of Terrorist Financing in the financial sector.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of financial crime investigations undertaken - Number of digital forensics examinations undertaken - Number of cybercrime investigations undertaken - Number of MASH referrals managed - Number of Crime Scenes attended - Number of cold case reviews undertaken - Number of RMS records processed	200 - 500 500 - 800 50 - 100 1,000 - 1,200 500 - 1,500 5 - 10 30,000 - 40,000	200 - 500 500 - 800 50 - 100 1,000 - 1,200 500 - 1,500 5 - 10 30,000 - 40,000	300 672 69 1,000 1,000 5 36,000
QUALITY - Increase overall detection rate by 2.5% 100% of all reports meeting referral threshold to the appropriate agencies by the MASH/ FSU - One Strategic Threat Assessment and one Organized Crime Threat Assessment completed annually - One monthly report on all Cyber Crime investigations - Conduct one Financial Crimes prevention clinic, presentation, seminar, media release or media interview per month - Publish current Financial Crimes prevention advice on RCIPS website and RCIPS social media accounts	80% - 90% 80% - 90% 100% 100% 100% 100%	80 - 90% 80% - 90% 100% 100% 100% 100%	90% 90% 100% 100% 100% 100%
TIMELINESS - An effective investigative response to all reported incidents within 10 minutes in urban and 20 minutes in rural areas - Increase victim updates by investigating officers to 100% of victims over the two-year period - FSU Referrals made within 30 days of receipt - All financial crimes reports referred to the Financial Crimes Investigative Unit within 12 hours of receipt - Prosecutions within six months of coming to police notice - Unit Heads to prepare and submit annual reports on KPIs by January 15 of the following year	80% - 85% 70% - 80% 80% - 85% 85% - 90% 90% - 100% 100%	80% - 85% 70% - 80% 80% - 85% 85% - 90% 90% - 100% 100%	85% 80% 80% 85% 90% 100%
LOCATION Cayman Islands	100%	100%	100%
COST	\$14,200,321	\$14,438,579	\$12,947,406
RELATED BROAD OUTCOME: Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: POL 3			

Note: The total cost of supplying this output in 2022 is \$14,237,264, however the receipt of \$36,943 from third parties reduces the cost to Cabinet to \$14,200,321.

OCP 3	Policy Advice, Administrative and Support Services		
DESCRIPTION • Provide policy and security advice to His Excellency the Governor, Deputy Governor, Cabinet, National Security Council and the Anti-Corruption Commission as well as non-Government entities. • Provide advice and support as required to the management and staff of the Office of the Commissioner of Police and the Cayman Islands Coast Guard on matters of strategy, business and resources management, human resources, finance, information technology, and best business practices. • Issue certified criminal records and other police reports to applicants. • Vet firearm applications (new licenses, renewals and transfers) and the inspection of premises for the secure storage of firearms by applicants; Issuance of import/export permits for firearms and ammunition. • Receipt, processing and vetting of applications for the licensing of Security Companies and Guards.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number of oral briefings, policy advice papers and reports provided • Number of management reports provided to the Senior Leadership Team • Number of workforce management requests processed • Number of internal training courses conducted • Number of IT service requests processed • Number of media campaigns undertaken • Number of social interactions recorded • Number of Police Clearance Certificates processed • Number of Police Reports processed • Number of other applications processed	60 – 65 12 - 24 1,500 - 2,000 6 - 12 600 - 800 2 - 4 1,000 - 1,500 32,000 - 38,000 400 - 600 10,000 - 13,000	60 – 65 12 – 24 1,500 - 2,000 6 - 12 600 - 800 2 - 4 1,000 - 1,500 32,000 - 38,000 400 - 600 10,000 - 13,000	60 15 1,800 6 725 2 1,350 35,000 525 11,750
QUALITY • Provide accurate and concise information inclusive of qualitative and quantitative data to support findings and recommendations. • Applications for Police Clearance Certificates and other Police Reports accurately processed • Police Clearance Certificates only issued to persons with no criminal convictions • Licenses issued in compliance with Firearms Act	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS • Oral briefings: Weekly, Fortnightly • Reports: Weekly, Monthly, Quarterly, Annually • Policy papers: ongoing throughout the period • Responses to requests for advice and support provided in a timely manner • Applications for police records and reports processed within established timelines • Firearms applications vetted within established timelines • Unit Heads to prepare and submit annual reports on KPIs by January 15 of the following year	100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100%

LOCATION			
• Cayman Islands	100%	100%	100%
COST	\$7,669,673	\$8,007,383	\$9,613,724
RELATED BROAD OUTCOME:			
• Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: POL 1			

Notes: The total cost of supplying this output group in 2022 is \$8,616,294, however the receipt of \$1,037,271 from third parties in POL 8 reduces the cost to Cabinet to \$7,669,673.

The total cost of supplying this output in 2023 is \$8,963,244, however, the receipt of \$1,041,420 from third parties in POL 8 reduces the cost to Cabinet to \$8,007,383.

OCP 4	Coast Guard Services		
DESCRIPTION • Provide search and rescue response capability within a 100 nautical mile radius of the Cayman Islands. • Provide search and rescue coordination service within a 100 nautical mile radius of the Cayman Islands. • Ensure compliance of commercial and domestic vessel safety standards. • Patrol the territorial waters extending out to 100 Nautical Miles of the Cayman Islands with a view of detecting and disrupting the illegal maritime movement of persons and items.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number of patrol and search and rescue hours for the Cayman Islands Coast Guard including training • Number of search and rescue operations conducted • Number of Maritime Safety Awareness Campaigns • Advise to Local Government and International Organizations	1,675 - 1,790 90 - 100 6 12	1,675 - 1,790 90 - 100 6 12	1,720 60 6 12
QUALITY • Increase number of days that all vessels are available for maritime patrol • Increase number of deployments dedicated to proactive maritime patrols by 10% • Increase percentage of staff holding accredited maritime training by 10% in one or more of the following categories: engineering, boat handling and captaincy	85% - 90% 60% - 70% 100%	85% - 90% 60% - 70% 100%	85% 60% 100%
TIMELINESS • If team on duty: Maximum of 30 minutes to deploy from time call for service is received • If team is off duty: Maximum of 90 minutes to deploy from time call for service is received • The Coast Guard Commander to prepare and submit annual reports on KPIs by January 15 of the following year	75% - 80% 60% - 70% 100%	75% - 80% 60% - 70% 100%	75% 60% 100%
LOCATION • Within 100 miles radius of the Cayman Islands	100%	100%	100%
COST	\$3,382,971	\$3,621,474	\$3,021,958
RELATED BROAD OUTCOME: • Providing solutions to improve the well-being of our people so they can achieve their full potential			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: POL 6			

65. OWNERSHIP ACTIONS FOR 2022 AND 2023

EQUITY INVESTMENT

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EI 79	Office of the Commissioner of Police Purchase of Entity Assets - RCIPS (Upgrades to GTPS, WBPS, Detention Centre, AFIS, RMS and Cyber Hub; Vehicles; Specialist Equipment); Purchase of Entity Assets - Coast Guard (Boats and Equipment)	4,876,400	4,841,200	3,198,000

66. OUTPUT GROUPS TO BE PURCHASED BY CABINET ON BEHALF OF THE PARLIAMENT

OUTPUT SUPPLIER: PARLIAMENT OF THE CAYMAN ISLANDS

LEA 1	Servicing of the Parliament and the Members of Parliament		
DESCRIPTION			
Servicing of the House of Parliament and the Members of the Parliament including: - Sale of Cayman Acts to the public - Servicing and supporting sittings of the House - Administrative support and research for the Speaker and MPs and the local branch of the Commonwealth Parliamentary Association - Management of the House of Parliament Building - Media Production of Parliament House Sitings - IT Administration and Servicing IT issues and other IT related matters for the Parliament			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of Acts sold - Number of sitting days for Parliament - Number of hours spent on administrative support and research - Number of working days that the House of Parliament Building is operative - Number of hours spent on media production for Parliament - Number of hours spent on website management, social media and IT matters	200-250 30-40 7,000-8,500 200-250 800-1,000 800-1,000	200-250 30-40 7,000-8,500 200-250 800-1,000 800-1,000	50 33 7,800 248 800-1,000 800-1,000
QUALITY - Acts provided are the current revision or amendment - Papers, agendas and minutes are accurate and reflect decisions - Advice provided by suitably qualified personnel - Equipment operative when building is open; security provided by trained security staff	100% 99-100% 100% 95-100%	100% 99-100% 100% 95-100%	100% 99-100% 100% 95-100%
TIMELINESS - Orders for Acts taken at window processed within five minutes; orders received via email/fax/letter processed within 15 minutes - Documents prepared timely for Parliament sittings - Advice and information research provided within three days of request - House of Parliament Building facilities are operative every working day	90-100% 99-100% 95-100% 100%	90-100% 99-100% 95-100% 100%	90-100% 99-100% 95-100% 100%
LOCATION Grand Cayman	100%	100%	100%
COST	\$2,732,685	\$2,775,379	\$2,231,427
RELATED BROAD OUTCOME: Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: LGL 2, LGL 3, LGL 4			

67. OTHER EXECUTIVE EXPENSES FOR 2022 AND 2023 FINANCIAL YEARS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
OE 5	Constituency Allowance Allowances for the Premier, Deputy Premier, Speaker of the Parliament, Ministers, and Elected Members of the Parliament	1,374,691	1,374,691	1,636,000
OE 71	Commonwealth Parliamentary Association Support for the Commonwealth Parliamentary Association	125,000	125,000	125,000
OE 128	Personal Emoluments for the Premier, Deputy Premier, Speaker of Parliament, Ministers and Members of Parliament Salary, personal allowances and (where relevant) pension contributions for the Premier, Deputy Premier, Speaker of the Parliament, Ministers, and Elected Members of the Parliament	4,029,204	4,067,102	4,000,000
OE 129	Executive Depreciation - Parliament Depreciation of Executive Assets for which the Deputy Governor is responsible (House of Parliament)	220,000	220,000	153,000
OE 130	Administrative and Advisory Support to Members of Parliament Salary, personal allowances and (where relevant) pension contributions for Personal Assistants, and Constituency Office Administrative Assistants	3,636,112	3,676,004	2,119,413

68. OWNERSHIP ACTIONS FOR 2022 AND 2023

EQUITY INVESTMENT

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EI 88	Parliament Equity Investment for Fit-out of Parliamentary Library and Other Entity Assets (Software)	222,000	-	-

PURCHASE OR CONSTRUCTION OF EXECUTIVE ASSET

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EA 141	Upgrades and Repairs to the Parliament Building Upgrades and Renovations to the Parliament Building	475,000	-	75,000

69. OUTPUT GROUPS TO BE PURCHASED BY THE ATTORNEY GENERAL

OUTPUT SUPPLIER: PORTFOLIO OF LEGAL AFFAIRS

LGA 1	Legal Advice and Representation in Civil Matters		
DESCRIPTION			
- Provision of legal advice in civil matters to Government Ministries and Departments, the Governor’s Office, Cabinet and statutory authorities. - Legal representation on behalf of Government Ministries and Departments, Cabinet and Statutory Authorities in civil litigation and tribunal proceedings.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY	540-580	550-590	490-520
- Number of requests for legal advice actioned - Number of civil litigation cases and tribunal proceedings in which Crown Counsel have represented the Cayman Islands Government and/or statutory authorities	60-75	70-80	50-70
QUALITY	100%	100%	100%
Legal advice and representation provided by qualified Crown Counsel and Attorneys.			
TIMELINESS	100%	100%	100%
- Legal advice is generally provided within 14 days from date of receipt of request. However, the response time may vary according to the urgency or complexity of a request and the time-frame within which any client instructions are provided - Representation is provided on an ongoing basis and in accordance with timelines specified in the Grand Court Rules, Court of Appeal Rules and applicable Acts	100%	100%	100%
LOCATION	100%	100%	100%
Cayman Islands			
COST	\$2,510,176	\$2,528,032	\$2,042,768
RELATED BROAD OUTCOME:			
Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: PLG 16			

LGA 3	Law Teaching and Publications		
DESCRIPTION			
Provision of law teaching relating to: • PPC Completion Certificate leading to the Attorney at Law Certificate of the Cayman Islands • Individual courses with or without University of Liverpool certification • LLB (Hons) degree from the University of Liverpool • Continuing education, professional development seminars and short courses for Magistrates, Justices of the Peace and local interest groups • General advice and training for various government agencies			
Publication of: • Legal research in various local, regional and international law journals			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Number of students ○ PPC Completion Certificate ○ Full -Time LLB degree ○ Part-Time LLB degree ○ Individual courses ○ LLM/PG Dip • PPC Completion Certificate ○ Courses provided within academic year ○ Hours of classroom lecturing per academic year • LLB (Hons) ○ Modules taught over three academic years ○ Hours of classroom teaching per module ○ Hours of classroom lecturing per academic year • LLM/PG Dip ○ Modules taught over two academic years ○ Hours of classroom contact time per module ○ Hours of classroom contact time per academic year • Number of publications • Number of CI Act Reviews	10 40-45 20-25 1-2 5-10 8 200 16-19 25-50 950 9 10-20 80-160 2-4 1-2	10 40-45 20-25 1-2 5-10 8 200 16-19 25-50 950 9 10-20 80-160 2-4 1-2	12 45 26 N/A 6 8 200 16-19 25-50 950 9 10-20 80-160 3-6 1
QUALITY			
• Professional Practice Course ○ Percentage of courses taught by lecturers qualified to teach in the field. ○ Percentage of courses taught in accordance with a curriculum approved by Legal Advisory Council/Oxford Brookes University ○ Peer review of assessment criteria (setting of examinations) by External examiners Peer review of internal assessment of coursework by external examiners. • LLB Degree ○ Percentage of courses taught by lecturers qualified to teach in the field. ○ Percentage of courses taught in accordance with a curriculum approved by the University of Liverpool	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%

○ Peer review of assessment criteria (setting of examinations and coursework) by staff of the Faculty of Law, Liverpool University ○ Peer review of internal assessment of coursework by staff of Faculty of Law, Liverpool University • LLM Degree/PGDIP ○ Percentage of courses taught by lecturers qualified to teach in the field. ○ Percentage of courses taught in accordance with a curriculum approved by the University of Liverpool ○ Peer review of assessment criteria (setting of examinations and coursework) by staff of the Faculty of Law, Liverpool University ○ Peer review of internal assessment of coursework by staff of Faculty of Law, Liverpool University • Publications ○ Meet standards required for publication	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
TIMELINESS			
• Courses offered during each academic year • Research papers are completed on an ongoing basis throughout the calendar year	100%	100%	100%
	100%	100%	100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST			
	\$1,455,870	\$1,492,909	\$1,337,229
RELATED BROAD OUTCOME:			
• Improving Education to Promote Lifelong Learning and Greater Economic Mobility.			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: PLG 26			

Note: This output is partly subsidized by the general public in the amount of \$504,100 in 2022 and \$504,100 in 2023. The number of students above is the total number in attendance and is not pro-rated for fees paid by the general public. The total cost of this output in 2022 and 2023 are \$1,959,970 and \$1,997,009 respectively.

LGA 4	Drafting of Legislation and Regulations			
DESCRIPTION				
- Drafting principal and subsidiary legislation for the Government - Advising government entitles on legislation during the legislative process				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY		150-200	150-200	150-200
Number of legislative proposals received by the Legislative Drafting Department				
QUALITY		100%	100%	100%
Percentage of legislative proposals that were implemented by the drafting of Bills, regulations, orders and notices				
Work undertaken by qualified and experienced legal drafters		100%	100%	100%
TIMELINESS		100%	100%	100%
Percentage of Bills, regulations, orders and notices in respect of which drafting instructions were received by the Legislative Drafting Department and which were drafted				
LOCATION		100%	100%	100%
Grand Cayman				
COST		\$910,831	\$921,355	\$856,159
RELATED BROAD OUTCOMES:				
- Strengthening good governance for more effective government - Increasing social justice in the workforce				
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: PLG 2				

LGA 5	Policy Advice and Administrative Support to the Attorney General		
DESCRIPTION Provision of services to support the Attorney General including secretarial administrative, Act revision and policy advice. Provision of Anti-Money Laundering (AML)/Countering Financing Terrorism (CFT) Policy Advice to the Attorney General Oversee and coordinate the development of integrated policies and their implementation through the Anti-Money Laundering Steering Group (AMLSG) - Provide advice and guidance to the Attorney General, AMLSG, and Cabinet on issues relating to AML/CFT policy - Prepare initial drafts of Cabinet Papers and Notes for the Attorney General’s review			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - AML/CFT research and policy advice - Coordinate ML/TF Risk Assessment Reports and Strategy - ML/TF Action Plan - Cabinet Papers to update AML/CFT Acts and enforceable means - Drafting instructions for changes to relevant AML/CFT acts and regulations - Coordination of the response to Mutual Evaluation Questionnaire, Post Observation Report, or Follow-up Report - Response to FATF and CFATF surveys and questionnaires - Outreach to Industry Associations - Reports to AMLSG and other bodies/agencies (National Coordination Team) - Drafting of Act Revision	3 N/A 1 4 4 2 6 3 5-8 22-30	3 N/A 1 4 4 2 6 3 N/A 22-30	2 2 1 4 4 3 7 3 8-12 22-30
QUALITY - Advice provided by competent professionals - ML/TF Risk Assessment Reports and Strategy approved by AMLSG and Cabinet with minimal changes - ML/TF Action Plan approved by AMLSG and Cabinet, minimal changes - Cabinet Papers approved with minimal changes - Drafting instructions clear and concise - Concise responses to ME Questionnaire, Post Observation Report, or Follow-up Report - Surveys and questionnaires require no further clarification - Industry Associations engagement and feedback - Act Revisions accurately reflect amendment Acts	95-100% 95-100% 95-100% 95-100% 95-100% 95-100% 95-100% 90-100% 100%	95-100% 95-100% 95-100% 95-100% 95-100% 95-100% 95-100% 90-100% 100%	95-100% 95-100% 95-100% 95-100% 95-100% 95-100% 95-100% 90-100% 100%
TIMELINESS - Work and other services provided on an ongoing basis and in a timely manner - Risk Assessment Reports and Strategy completed by the end of the calendar year - Action Plan completed by the end of the calendar year - Cabinet Papers completed within the calendar year - Drafting instructions completed within the calendar year - Questionnaire, Post Observation Report, or Follow-up Report completed within the timeframe specified - Responses to surveys completed in times specified - Coinciding with new developments or as requested - Percentage of Act Revisions prepared	100% 100% 100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100% 100% 100%

LOCATION			
• Grand Cayman	100%	100%	100%
COST	\$1,842,059	\$1,738,596	\$1,809,559
RELATED BROAD OUTCOMES: - Strengthening good governance for more effective government - Improving our financial services as an industry, product and economic driver for our islands			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: PLG 20, PLG 27			

Note: The total cost of supplying this output in 2022 is \$1,852,059. However, the receipt of \$10,000 from third parties reduce the cost to Cabinet to \$1,842,059. The total cost of supplying this output in 2023 is \$1,748,596. However, the receipt of \$10,000 from third parties reduce the cost to Cabinet to \$1,738,596.

LGA 6	Financial Intelligence Services		
DESCRIPTION			
Provision of financial intelligence services to the Attorney General including:			
• Receipt of Suspicious Activity Reports (SARs) under the Proceeds of Crime Act (POCA); • Processing requests for information (RFIs)from overseas Financial Intelligence Units (OFIUs); • Processing RFIs from local Act Enforcement Agencies (LLEAs) and Competent Authorities (CAs); • Appropriately disseminate financial intelligence in a timely manner pursuant to the requirements of POCA; • Conduct Industry Outreach events and issue typologies to combat money laundering, terrorist financing and proliferation financing; • Produce periodic statistical reports and an Annual Report relating to financial intelligence services for the Anti-Money Laundering Steering Group (AMLSG); and • Represent the Cayman Islands in the Egmont Group, CFATF and other international forums.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Total number of cases (SARs, requests and disclosures from OFIUs, and requests from LLEAs and CAs): 1. SARs 2. RFIs from OFIUs 3. Disclosures from OFIUs 4. RFIs from LLEAs and CAs	835-866	876-910	795-825
Total	1,001-1,094	1,042-1,138	961-1,053
• Total number of cases analysed • Total number of cases closed • Number of Industry Outreach events • Produce Annual Report pursuant to Section 11(b) of POCA • Produce Strategic Analysis Report(s) pursuant to Section 4 (1A) (b) of POCA • Number of days spent on representation activities	1,022-1,478	1,070-1,550	822-1,119
	842-1,298	878-1,358	690-910
	28-44	28-44	28-44
	1	1	1
	1-2	1-2	1-2
	67-87	67-87	67-87
QUALITY			
• Perform the FRA’s functions in compliance with the requirements of POCA, including: 1. Maintaining the confidentiality of information submitted to the FRA, pursuant to Section 10 of POCA 2. Ensuring that all disclosures made by the FRA comply with Section 138 of POCA, or Section 4(2)(ca) 3. Collect and compile statistical information relating to disclosures made to the FRA under POCA and the onward disclosures of the information made by the FRA (Section 4(2)(f) of POCA	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
• Performing high-quality analysis as prescribed by its operating procedures in order to generate high-quality financial intelligence that is useful to LLEAs, CAs and OFIUs • Produce high quality responses for CFATF Mutual Evaluation process • Continuation of high-quality solutions implemented to address CFATF Recommended Actions	100%	100%	100%
	100%	100%	100%
	100%	100%	100%

TIMELINESS			
• Cases to Director for initial review within 2 days of receipt by the FRA	95-100%	95-100%	95-100%
• Cases acknowledged within four days of receipt	90-100%	90-100%	90-100
• Priority 1 cases closed within 35 days of receipt	60-75%	60-75%	28-70
• Priority 2 cases closed within 60 days of receipt	50-70%	50-70%	36-63
• Priority 3 cases closed within 80 days of receipt	50-60%	50-60%	32-63
• Priority 4 cases closed within 90 days of receipt	50-60%	50-60%	58-59
• Annual Report produced on or before the 31 st March as per Section 11(b) of POCA	100%	100%	100
• Strategic Analysis Report produced by specified date	100%	100%	100
• Meet deadlines set for CFATF Mutual Evaluation process	80-100%	80-100%	80-100
LOCATION			
• Grand Cayman	100%	100%	100%
COST			
	\$2,036,906	\$2,171,005	\$1,655,132
RELATED BROAD OUTCOME:			
• Improving our financial services as an industry, product and economic driver for our islands			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: PLG 21			

LGA 7	Review and Modernisation of Acts		
DESCRIPTION The study and review of statutes and other acts comprising the Act of the Cayman Islands with a view to its systematic development and reform, including: - the modification of any branch of the Act as far as that is practicable; - the elimination of anomalies in the Act, the repeal of obsolete and unnecessary enactments and the simplification and modernisation of the Act; - the development of new areas in the Act with the aim of making them more responsive to the changing needs of the Cayman Islands society; - the adoption of new or more effective methods for the administration of the Act and the dispensation of justice; and - the codification of the unwritten Acts of the Cayman Islands; - formulating policy papers, scoping papers, issues papers, discussion papers, final reports, Cabinet papers, parliamentary notes and draft primary and secondary legislation to give effect to recommendations for reform; and - providing technical assistance to the Legislative Drafting Department in the drafting of primary and secondary legislation upon request by the Attorney General or the Solicitor General.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of reviews - Number of papers, reports, bills, parliamentary notes opinions/advice, presentations, Commission meetings and/or consultation meetings - Annual Report - Number of other Legislative proposals – legislative drafting, legislative editing, and/or opinions/advice	6-8 8-12 1 2-6	6-8 8-12 1 2-6	6-8 8-12 1 2-6
QUALITY Work undertaken by qualified and experienced attorneys-at-law.	100%	100%	100%
TIMELINESS Within the deadlines agreed by members of the Commission.	100%	100%	100%
LOCATION Grand Cayman	100%	100%	100%
COST	\$451,486	\$454,613	\$433,064
RELATED BROAD OUTCOMES: - Strengthening good governance for more effective government - Increasing social justice in the workforce			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: PLG 24			

NGS 89	Cayman Islands Legal Practitioners Association Ltd		
DESCRIPTION - To regulate, supervise and monitor firms of attorneys-at-law (including sole practitioners) conducting relevant financial business for compliance with the Anti-Money Laundering Regulations (“AMLRs”). - To create and maintain a high quality and effective AML/CFT/CPF/TFS regulatory environment by working with supervised firms to help strengthen public confidence and trust in the legal profession, both locally and internationally. Ensuring supervised firms have effective AML processes, procedures and systems and controls in place to prevent the legal system being used to launder criminal or terrorist funds. - To maintain a registry of supervised firms. - To apply a risk-based approach to supervision. - To collect and analyze information for understanding the inherent ML, TF, and PF risks in the supervised population. - To conduct on-site inspections, desk-based reviews, follow up inspections/ monitoring remediation and thematic reviews. - To monitor supervised firms’ compliance with the applicable AML/CFT/CPF/TFS obligations. - To impose administrative fines and enforcement action as necessary. - To provide the necessary guidance and procedures to be followed by supervised firms to assist them in complying with the applicable AML/CFT/CPF/TFS obligations. - To deliver outreach to supervised firms to assist them in understanding the ML/TF/PF risks, emerging threats and trends and applicable obligations. - To provide internal staff training and development in anti-money laundering, combating terrorism and proliferation financing and targeted financial sanctions.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of applications for registration and cancellations of registration processed - Number of ML/TF/PF/TFS risk assessments conducted - Number of supervisory activities and or enforcement actions applied to supervised firms - Number of outreach events and activities delivered to supervised firms - Number of meetings held, and presentations made to other supervisory authorities, LEAs, and relevant stakeholders - Number of public notices, publications, advisories, press releases and responses to industry queries in which CARA provided technical advice, guidance, information, and support to the legal sector	2-8 50-65 30-60 2-4 12-15 5-10	2-8 50-65 30-60 2-4 12-15 5-10	N/A N/A N/A N/A N/A N/A
QUALITY Regulatory and supervisory functions carried out in accordance with applicable legislation, CARA Guidance, policies and procedures and Board directives.	95-100%	95-100%	N/A
TIMELINESS Conduct supervisory and enforcement activity according to established timelines.	85-100%	85-100%	N/A
LOCATION Grand Cayman	100%	100%	85-100%

COST	\$1,212,000	\$1,212,000	\$1,212,000
RELATED BROAD OUTCOME: Improving our financial services as an industry, product and economic driver for our islands			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: NGS 89			

Note: Performance measures for 2021 were discontinued, and new measures were provided for 2022 and 2023 to be more in line with current service offerings.

70. OTHER EXECUTIVE EXPENSES FOR 2022 AND 2023 FINANCIAL YEARS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
OE 6	Contribution to Caribbean Financial Action Task Force Annual Contributions to CFATF	70,000	70,000	65,000

71. OWNERSHIP ACTIONS FOR 2022 AND 2023

EQUITY INVESTMENT

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EI 34	Portfolio of Legal Affairs Equity investment for purchase of entity assets	147,000	42,000	43,700

72. OUTPUT GROUPS TO BE PURCHASED BY THE CABINET ON BEHALF OF CHIEF JUSTICE

OUTPUT SUPPLIER: JUDICIAL ADMINISTRATION

JAD 1	Administrative Support to the Judiciary		
DESCRIPTION			
Support to the Judiciary, involving: - Secretarial, correspondence, transcripts, listing and support for cases and appeals to the Chief Justice and the Judiciary - Compiling statistics for Chief Justice and Economic and Statistics Office of the previous year - Order Law Reports and relevant material for the comprehensive legal library to be used by Judges, Magistrates, Attorneys and Public			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of judgments prepared - Number of statistical reports - Number of transcripts - Number of Law Reports in library - Number of Law Reports and Reference Books	200 1 35-38 N/A 5,500-6,000	200 1 38-40 N/A 5,800-6,200	200 1 33-36 4,000-4,550 N/A
QUALITY - Judgments prepared accurately in accordance with the Judge’s and Magistrates drafts and directions - Statistical reports are accurate and subject to peer review - Transcripts of trials and hearings prepared accurately and based on Judges/Magistrates directions - Order Law Reports, catalogue material, reference books and track books borrowed from Library	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 95%
TIMELINESS - Judgments are prepared in accordance with Judges request - Statistical report available by 1 January annually - Transcripts are prepared within 2-4 weeks of appeals being lodged - Library opens 9am – 5:00pm on Monday-Friday	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
LOCATION Grand Cayman	100%	100%	100%
COST	\$2,645,962	\$2,755,306	\$2,170,582
RELATED BROAD OUTCOME: Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: JUD 1			

JAD 2	Support for Court Proceedings		
DESCRIPTION			
Administrative Support for the Conduct of Civil and Criminal Proceedings, Administration of Legal Aid, Management of Courts and Administration of the Drug Rehabilitation Court (DRC).			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Legal Aid Certificates Issued	1,600-2,800	1,700-3,000	1,500-2,600
• Legal Aid Taxation Certificates Issued	1,900-2,600	2,000-2,800	1,800-2,600
• Number of files prepared	515-530	530-560	500-515
• Number of Gazette Notices prepared	96-98	100-105	94.96
• Number of Civil appeals registered/prepared	38-39	40-42	37-38
• Number of Grand Court cases registered/prepared	262-269	270-277	255-262
• Number of Court documents served	180-183	186-189	177-180
• Number of Maintenance Matters registered/prepared	79-81	83-85	77-79
• Number of Summary cases registered/processed	241-248	255-260	234-241
• Number of Divorce cases processed	327-336	343-352	318-327
• Number of Probate and Administration registered/processed	210-216	222-228	204-210
• Number of Financial Service Division cases registered/processed	185-385	185-385	185-385
• Number of Foreign Process registered/processed	120-123	120-126	117-120
• Number of Domestic Violence registered/processed	16-18	16-18	14-16
• Number of criminal charges registered	1,000-2,000	1,000-2,000	1,000-2,000
• Number of traffic matters registered	1,000-2,000	1,000-2,000	1,000-2,000
• Number of traffic tickets registered	7,000-9,000	8,000-10,000	5,000-7,000
• Number of indictments registered	150-200	150-200	150-200
• Number of Drug Court Cases registered	50-100	50-100	40-70
• Number of Summary Court Appeal cases registered	40-60	40-60	40-60
• Number of Domestic Violence cases registered	60-100	60-100	50-75
• Number of Cayman Brac Criminal and Traffic cases registered	40-60	40-60	25-30
• Number of Coroners cases registered	60-75	60-75	45-60
• Number of Mental Health matters registered	100-150	100-150	75-100
• Number of Youth criminal and Traffic cases registered	50-70	50-70	50-70
• Number of DRC applications processed	50-70	50-70	40-50
• Number of DRC Provisional Orders made	40-70	40-70	35-40
• Number of DRC Prescribed Treatment Programme Orders Made	40-60	40-60	30-40
• Number of DRC graduates	35-50	35-50	30-40
• Number of Urine Analysis conducted	2,000-2,500	2,000-2,500	1,800-2,000
• Number of DRC Team meeting	30-40	30-50	20-30

QUALITY			
• Certificates issued and signed by authorized Officer in accordance with Legal Aid Act	100%	100%	100%
• Taxation Certificates processed and signed by Clerk of the Court or Taxation Officer in accordance with Legal Aid Act and Practice Direction	100%	100%	100%
• Appeal bundles prepared in accordance with the relevant Act	100%	100%	100%
• Court documents: to be served and executed in accordance with the rules of the relevant court and convention	100%	100%	100%
• Administration of the Maintenance and Affiliation Act (child and spouse support) summonses prepared accurately and in accordance with the relevant Acts and procedures	100%	100%	100%
• Applications processed in accordance with the Drug Rehabilitation Court Act for consideration by the DRC Team	95%	95%	80%
• Orders signed and issued in accordance with the Rules of the Court	100%	100%	95%
• Assessment for suitability completed within the 30-day provisional period. The treatment provider and the probation officer must interview clients and provide an assessment on whether the client is suitable to participate in the programme. This assessment must be completed within 30 days while the client is on a provisional order of the court	100%	100%	100%
• Client progress is assessed before advancement to next phase of programme. Progress reports must be reviewed before a client can move to the next phase of the programme	95%	95%	90%
• Client meets all the requirements for graduation as set out in Rule of Court. Criteria for graduation are prescribed in the Rules of the Court Client must meet the criteria if he/she is to be considered for graduation	100%	100%	100%
TIMELINESS			
• Legal Aid notification certificate issued and sent out within 2 to 5 working days	100%	100%	100%
• Taxation Certificate issued within 5 to 7 working days	100%	100%	95%
• Files prepared within 2-5 working days based on urgency	100%	100%	100%
• Bundles prepared before the relevant court session	100%	100%	100%
• Court documents served within 14 days	100%	100%	100%
• Summonses for child and spousal support issued within one week	100%	100%	100%
• Applications processed within 14 days	95%	95%	90%
• DRC materials and reports prepared before the relevant court session	95%	95%	90%
• Orders processed within two working days	95%	95%	90%
LOCATION			
• Grand Cayman	100%	100%	100%
COST			
	\$7,816,922	\$8,154,333	\$6,821,067
RELATED BROAD OUTCOME:			
• Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: JUD 7, JUD 15, JUD 16, JUD 17			

JAD 3	Collection of Revenue		
DESCRIPTION			
The collection and receipting of Revenue in JEMS in accordance with Acts and court orders for Court Fines, Traffic Tickets, Court Fees, Notary Public Fees, Bailiff Fees, Legal Practitioners Fees, and Law Firm Operational Licenses.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Number of receipts issued	21,000-28,000	21,000-28,000	20,000-26,000
QUALITY			
• Amount receipted equates to funds received	100%	100%	100%
• Funds received in JEMS posted to IRIS	100%	100%	100%
TIMELINESS			
• Money received deposited to the bank within one working day	100%	100%	100%
• Money posted from JEMS to IRIS by the end of the current month	100%	100%	100%
LOCATION			
• Grand Cayman	100%	100%	100%
COST			
	\$929,596	\$943,787	\$752,174
RELATED BROAD OUTCOME:			
• Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: JUD 2			

JAD 4	Financial Management of Court Funds		
DESCRIPTION			
Collection (receipting) and distribution (payments) made of funds receipted in JEMS for Family Support, Court Trust, Compensations, Cash Bonds, and Nominated Accounts as prescribed by court order(s).			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
- Number of receipts issued - Number of payments issued - Number of nominated accounts	20,000-21,000 15,000-20,000 150-175	20,000-21,000 15,000-20,000 150-175	15,000-16,000 14,000-15,000 125-150
QUALITY			
- Amount receipted equates to funds received - Payments processed in accordance with Court orders	100% 100%	100% 100%	100% 100%
TIMELINESS			
- Money received deposited to the bank within one working day - Payments processed in a timely manner and in accordance with Court rules or policies	100% 100%	100% 100%	100% 100%
LOCATION			
Grand Cayman	100%	100%	100%
COST			
	\$646,175	\$658,252	\$433,700
RELATED BROAD OUTCOME:			
Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: JUD 13			

HEA 8	Autopsies, Coroner and Other Related Services		
DESCRIPTION			
Autopsies and Coroner Services and other related services.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Number of autopsies, coroner and other related services	50-100	50-100	50-75
QUALITY			
• In accordance with standard industry professional practice.	100%	100%	100%
TIMELINESS			
• Throughout the year	100%	100%	100%
LOCATION			
• Cayman Islands	100%	100%	100%
COST			
	\$279,560	\$292,538	\$267,200
RELATED BROAD OUTCOME:			
• Strengthening good governance for more effective government			
THIS GROUP COMPRISES PURCHASE AGREEMENT OUTPUT: HEA 8			

NGS 2	Legal Aid Services		
DESCRIPTION			
Provision of legal representation for persons eligible under the Legal Aid Act.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of Criminal Applications filed	400-450	400-450	440
Number of Civil Applications filed	300-360	300-360	360
Number of Criminal Applications approved	350-400	350-400	390
Number of Civil Applications approved	250-300	250-300	275
Number of Duty Counsel Applications (Police and Court Claims)	700-750	700-750	725
QUALITY			
Appearance in Court as required	100%	100%	100%
Undertake duties in a professional manner and make appropriate representations in accordance with the relevant Act	100%	100%	100%
Relevant document clear and accurate	100%	100%	100%
TIMELINESS			
Throughout the year in accordance with the listing of cases and the Court schedule.	100%	100%	100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$2,700,000	\$2,700,000	\$2,650,000
RELATED BROAD OUTCOME:			
Strengthening good governance for more effective government			

73. OTHER EXECUTIVE EXPENSES FOR 2022 AND 2023 FINANCIAL YEARS

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
OE 1	Personal Emoluments for the Judiciary Salary, personal allowances, health care and pension contributions for Chief Justice, three Judges and three Magistrates	3,350,000	3,350,000	3,255,708
OE 4	Judiciary Expenses Expenditure relating to members of the Judiciary including entertainment expenses, training, travel, recruitment expenses and security services	1,912,494	1,812,494	1,712,494
OE 43	Depreciation of Judicial Executive Assets Depreciation of Executive Assets managed by Judicial Administration (Court House Building)	380,000	380,000	271,659
OE 57	Executive Bank Charges Bank charges	10,000	10,000	6,000
OE 65	Court of Appeal Expenses Emoluments, travel and accommodation for a panel of four Court of Appeal Judges	1,133,790	1,083,790	1,033,790
OE 102	New Court House Project Fees for development following outline business case	250,000	-	350,000

74. OWNERSHIP ACTIONS FOR 2022 AND 2023

EQUITY INVESTMENT

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EI 21	Judicial Administration Equity investment for purchase of entity assets	410,000	275,000	1,275,094

PURCHASE OR CONSTRUCTION OF EXECUTIVE ASSET

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EA 145	Court House Upgrade, renovate, construction of court facilities	2,816,640	4,204,720	3,564,000

75. OUTPUT GROUPS TO BE PURCHASED BY THE CABINET ON BEHALF OF THE OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS

OUTPUT SUPPLIER: DIRECTOR OF PUBLIC PROSECUTIONS

DPA 1	Prosecution and International Cooperation		
DESCRIPTION - Provision of prosecution services relating to criminal matters - International Legal Cooperation Activities - Justice Protection Act Activities			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of cases for which legal rulings provided - Number of cases prosecuted - Number of requests for mutual legal assistance from International Authorities - Number of applications under Justice Protection Act reviewed - Number of witnesses to whom Witness Care Unit provides witness liaison	2,600-3,000 1,900-2,200 28-38 10-15 200-300	2,600-3,000 1,900-2,200 28-38 10-15 200-300	2,000-2,500 1,500-2,000 28-38 10-14 100-160
QUALITY - Availability of qualified Crown Counsel - Percentage of indictments that were drafted correctly and did not require revision - Percentage of indictments that were successfully lodged - Percentage of times that disclosures provided to the defence were satisfactory to the expectations of the end-user - Qualified Attorneys to provide requested assistance - Qualified Attorneys and Administrative Staff to execute required activities	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%	95% 100% 100% 95% 100% 100%
TIMELINESS - Percentage of rulings given within specified time - Percentage of advice given within specified time - Percentage of prosecutions undertaken within a given period or as required - Percentage of disclosures provided within reasonable time to assist the defence in their preparation prior to trial/hearing - Percentage of Preliminary Bundles prepared within time specified by the Court - Assistance given within required timeline - Applications processed within required time line - Witnesses contacted within required time line after trial date set or trial date changed	100% 100% 100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100% 100% 100%	95% 95% 100% 95% 95% 100% 100% 100%
LOCATION Grand Cayman	100%	100%	100%
COST	\$5,335,818	\$5,747,167	\$4,350,895
RELATED BROAD OUTCOME: Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: DPP 1, DPP 2, DPP 3			

76. OWNERSHIP ACTIONS FOR 2022 AND 2023

EQUITY INVESTMENT

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EI 60	Office of Director of Public Prosecutions Equity investment for purchase of entity assets	74,000	75,000	55,049

77. OUTPUT GROUPS TO BE PURCHASED BY THE PUBLIC ACCOUNTS COMMITTEE

OUTPUT SUPPLIER: OFFICE OF THE AUDITOR GENERAL

ADO 2	Services to the Parliament and its Committees		
DESCRIPTION			
Audit reports and advice to the Public Accounts Committee (PAC) and other Parliament Committees.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
- Number of reports issued to the Parliament - Number of audits in progress / partial reports at year end	3-5 2-3	3-5 2-3	3-5 2-3
QUALITY			
- Issued reports reviewed and signed off by Deputy Auditor General and/or Auditor General - Request client’s comments on the draft reports and amend the final report if necessary - Report recommendations are endorsed by PAC - Report recommendations are accepted by the client	100% 100% 90-100% 75-100%	100% 100% 90-100% 75-100%	100% 100% 90-100% 75-100%
TIMELINESS			
- Auditor General Reports become public documents within two weeks of submission to the Speaker of the Parliament - All reports are publically available through website within two days after becoming a public document.	100% 100%	100% 100%	40-60% 100%
LOCATION			
64 Shedden Road, George Town and Client premises (nationally and internationally).	100%	100%	100%
COST			
	\$960,000	\$960,000	\$950,000
RELATED BROAD OUTCOME:			
Strengthening good governance for more effective government			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUT: AUD 2			

78. OUTPUT GROUPS TO BE PURCHASED BY THE OVERSIGHT COMMITTEE OF PARLIAMENT

OUTPUT SUPPLIER: OFFICE OF THE OMBUDSMAN

OBM 1	Independent Public Complaints and Information Rights		
DESCRIPTION The Office of the Ombudsman is responsible for the following outputs: - Investigations of written complaints and dealing with information appeals including: - Enquiries: advice and guidance given to the public - Investigate written complaints made regarding injustice caused by improper, unreasonable or inadequate administrative conduct on the part of the Royal Cayman Islands Police Service and any Ministry/Portfolio, Government Owned Company and Statutory Authority. - Investigate Whistleblower Disclosures throughout the public and private sectors.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of inquiries received and answered - Number of maladministration complaints received - Number of Police Complaints received - Number of whistleblower disclosures received - Number of FOI and DP inquiries responded to - Number of FOI appeals and data breaches processed, investigated and/or decided - Number of investigations to monitor public authorities and data controllers (as defined by FOI and DP Acts)	50-100 50-75 30-50 1-10 100-150 80-120 2-10	50-100 50-75 30-50 1-10 100-150 80-120 2-10	50-100 50-60 30 1-10 120 100 3
QUALITY - All complaints will be thoroughly assessed and discussed with complainants. Expectations will be reviewed and clarified - All Complainants will be apprised of file status every 30 days - All complainants and authorities will be notified in writing of outcomes of early/informal resolutions and investigations - All investigative material and contact with witnesses, complainants and authorities will be documented and uploaded to the case file - All appeals, DP complaints and breaches processed and investigated by suitably qualified and trained staff - All appeals, DP complaints and breaches processed and investigated in accordance with policies and procedures, and parameters established under the FOI and DP Acts	100% 90% 100% 100% 90% 90%	100% 90% 100% 100% 90% 90%	100% 90% 100% 100% 90% 90%
TIMELINESS - All Inquiries to be answered within five days - All complaints will be acknowledged within five days - Assessments of complaints will be conducted within thirty days of receipt - Informal resolution or investigation initiated within 30 days - All appeals, DP complaints and breaches processed and investigated in accordance with policies and procedures, and parameters established under the FOI and DP Acts	90% 90% 100% 90% 90%	90% 90% 100% 90% 90%	90% 90% 100% 90% 90%

LOCATION			
Cayman Islands	100%	100%	100%
COST	\$2,483,736	\$2,498,458	\$2,242,441
RELATED BROAD OUTCOMES: - Strengthening good governance for more effective government - Increasing social justice in the workforce			
THIS GROUP COMPRISES BUDGET STATEMENT OUTPUTS: OOB 1, OOB 2			

79. OWNERSHIP ACTIONS FOR 2022 AND 2023

EQUITY INVESTMENT

APPROPRIATION REFERENCE	NAME AND DESCRIPTION	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
EI 75	Office of the Ombudsman Equity Investment for purchase of entity assets	25,000	25,000	10,000

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SECTION B

FORECAST FINANCIAL STATEMENTS

FOR THE 2022 FINANCIAL YEAR ENDING 31 DECEMBER 2022
AND THE 2023 FINANCIAL YEAR ENDING 31 DECEMBER 2023

ALL FIGURES ARE STATED IN \$000s

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STATEMENT OF RESPONSIBILITY FOR THE FORECAST FINANCIAL STATEMENTS
FORECAST FINANCIAL STATEMENTS
FOR THE 2022 FINANCIAL YEAR ENDING 31 DECEMBER 2022
AND THE 2023 FINANCIAL YEAR ENDING 31 DECEMBER 2023

The Forecast Financial Statements have been prepared in accordance with the provisions of the Public Management and Finance Act (2020 Revision). The forecast financial statements report the expected financial transactions for the Core Government and the Entire Public Sector for the forthcoming 2022 financial year ending 31 December 2022 and the 2023 financial year ending 31 December 2023.

The forecast financial statements were prepared by the Ministry of Finance and Economic Development on behalf of the Government. The Ministry has used its best professional judgement in preparing the forecast statements based on the economic and financial information available.

The forecast financial statements incorporate the fiscal and economic implications of all Government decisions and circumstances as at 25 November 2021.

We accept responsibility for the accuracy and integrity of the financial information in these forecast financial statements and the statements compliance with the Public Management and Finance Act (2020 Revision).

To the best of my knowledge the Forecast Financial Statements are:

- a) Complete and reliable;
- b) Fairly reflect the forecast financial positions at 31 December 2022 and 31 December 2023 and the performance for the financial years ending 31 December 2022 and 31 December 2023;
- c) Include all policy decisions and other circumstances that have, or may have, a material effect on the forecast statements; and
- d) Comply with generally accepted accounting practices as defined by International Public Sector Accounting Standards (IPSAS), except for full compliance with IPSAS 35 and IPSAS 39.

Honourable Chris Saunders, MP
Deputy Premier and Minister for
Finance and Economic Development

25 November 2021

Mr. Kenneth Jefferson, JP
Financial Secretary and Chief Officer for the
Ministry of Finance and Economic Development

25 November 2021

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CORE GOVERNMENT

2022 AND 2023 FINANCIAL STATEMENTS

FOR THE 2022 FINANCIAL YEAR ENDING 31 DECEMBER 2022
AND THE 2023 FINANCIAL YEAR ENDING 31 DECEMBER 2023

ALL FIGURES ARE STATED IN \$000s

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GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2022 AND 31 DECEMBER 2023

12-Month Actual 2020	12-Month Forecast 2021		Notes	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000			\$000	\$000
		Current Assets			
147,615	107,680	Cash and Cash Equivalents	2	106,476	92,369
300,347	196,865	Term Deposit (with maturities > 90 days but < 1 year)	5	296,865	216,865
13,490	16,672	Trade Receivables	3	16,915	17,526
17,048	19,687	Other Receivables	3	17,644	17,718
4,657	4,608	Inventories	4	5,056	5,045
9,393	9,671	Prepayments	6	7,373	7,427
138	89	Loans	7	917	917
492,688	355,271	Total Current Assets		451,246	357,867
		Non-Current Assets			
427	427	Trade Receivables	3	427	427
-	113	Other Receivables	3	785	860
831	831	Investments	5	831	831
13,000	20,992	Loans	7	47,851	60,000
397,117	315,892	Net Worth - Public Entities	10	309,556	317,487
1,494,474	1,563,037	Property, Plant and Equipment	8	1,682,786	1,765,447
2,814	5,729	Intangible Assets	9	12,273	16,810
1,908,663	1,907,021	Total Non-Current Assets		2,054,509	2,161,862
2,401,351	2,262,292	Total Assets		2,505,755	2,519,729
		Current Liabilities			
45,682	40,297	Trade Payables	11	38,681	43,656
63,126	55,703	Other Payables and Accruals	11	56,844	58,441
84,265	57,450	Unearned Revenue	12	65,691	68,227
9,134	10,034	Employee Entitlements	13	8,776	8,705
23,595	23,595	Unfunded Pension Liability	14	23,595	23,595
34,225	43,438	Current Portion of Borrowings	1	53,253	48,073
260,027	230,517	Total Current Liabilities		246,840	250,697
		Non-Current Liabilities			
48	42	Trade Payables	11	-	-
13,476	13,532	Unearned Revenue	12	13,504	13,518
472,501	472,501	Unfunded Pension Liability	14	472,501	472,501
214,331	188,643	Long Term Portion of Borrowings	1	432,116	434,042
700,356	674,718	Total Non-Current Liabilities		918,121	920,061
960,383	905,235	Total Liabilities		1,164,961	1,170,758
1,440,968	1,357,058	Net Assets		1,340,794	1,348,971
		NET WORTH			
171,536	164,383	Reserves	15	161,853	168,105
490,968	491,051	Revaluation reserve		491,051	491,051
(72,111)	(83,992)	Current Year surplus/(deficit)		(16,262)	8,177
850,576	785,616	Other Accumulated surpluses/(deficits)		704,152	681,638
1,440,968	1,357,058	Total Net Worth		1,340,794	1,348,971

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF FINANCIAL PERFORMANCE
FOR YEAR ENDING 31 DECEMBER 2022

12-Month Actual 2020	12-Month Forecast 2021		Notes	12-Month Budget 2022	Jan-22	Feb-22	Mar-22	Apr-22
\$000	\$000			\$000	\$000	\$000	\$000	\$000
		Revenue						
741,931	890,500	Coercive Revenue	16	897,860	271,963	73,131	76,898	51,799
39,545	38,846	Sales of Goods and Services	18	40,563	3,357	3,357	3,357	3,357
8,496	2,579	Investment Revenue	19	2,197	80	80	330	80
3,125	202	Donations	20	184	15	15	15	15
4,262	188	Other Revenue	17	105	9	14	9	9
797,359	932,315	Total Revenue		940,909	275,424	76,597	80,609	55,260
		Expenses						
352,991	383,383	Personnel Costs	21	437,724	36,477	36,477	36,477	36,477
134,067	110,932	Supplies and Consumables	22	149,350	11,904	11,904	11,904	11,904
38,695	38,643	Depreciation and Amortisation	8	45,036	3,753	3,753	3,753	3,753
-	1,821	Impairment of Property, Plant and Equipment		-	-	-	-	-
13,267	11,930	Finance Costs	23	14,687	1,034	1,034	1,034	1,034
393	624	Litigation Costs	24	1,765	147	147	147	147
164,867	168,869	Outputs from Public Entities	26	161,898	13,822	13,327	13,327	13,822
43,360	52,064	Outputs from Non-Governmental Suppliers	27	42,518	3,635	3,528	3,503	3,638
69,706	149,247	Transfer Payments	28	61,495	6,976	4,258	6,805	4,262
(2,934)	(3,220)	Other (Gains)/losses	25	(1,169)	(97)	(97)	(97)	(97)
41,021	47,713	Other Operating Expenses	29	8,675	723	723	723	723
855,433	962,008	Total Expenses		921,979	78,374	75,054	77,576	75,663
(58,074)	(29,693)	Core Government Net Surplus/ (Deficit)		18,931	197,050	1,543	3,033	(20,403)
(14,037)	(54,299)	Surplus/ (Deficit) of Public Entities		(35,193)	(2,933)	(2,933)	(2,933)	(2,933)
(72,111)	(83,992)	Entire Public Sector Net Surplus/ (Deficit)		(16,262)	194,118	(1,389)	101	(23,335)

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF FINANCIAL PERFORMANCE (CONTINUED)
FOR YEAR ENDING 31 DECEMBER 2022

	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Revenue								
Coercive Revenue	52,780	53,583	52,210	50,788	48,647	49,876	51,301	64,884
Sales of Goods and Services	3,357	3,357	3,357	3,357	3,357	3,357	3,357	3,636
Investment Revenue	80	330	80	80	330	80	80	567
Donations	15	15	15	15	15	15	15	15
Other Revenue	9	12	9	9	9	9	7	-
Total Revenue	56,241	57,297	55,671	54,249	52,358	53,337	54,760	69,102
Expenses								
Personnel Costs	36,477	36,477	36,477	36,477	36,477	36,477	36,477	36,477
Supplies and Consumables	11,402	12,904	12,904	12,904	12,904	12,904	12,904	12,908
Depreciation and Amortisation	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753
Finance Costs	1,034	1,034	1,414	1,414	1,414	1,414	1,414	1,414
Litigation Costs	147	147	147	147	147	147	147	148
Outputs from Public Entities	13,327	13,327	13,822	13,327	13,327	13,822	13,327	13,321
Outputs from Non-Governmental Suppliers	3,488	3,488	3,566	3,610	3,488	3,566	3,488	3,520
Transfer Payments	4,257	6,806	4,257	4,453	6,768	4,220	4,219	4,214
Other (Gains)/Losses	(97)	(97)	(97)	(97)	(97)	(97)	(97)	(102)
Other Operating Expenses	723	723	723	723	723	723	723	723
Total Expenses	74,511	78,562	76,966	76,711	78,904	76,929	76,355	76,376
Core Government Net Surplus/ (Deficit)	(18,270)	(21,265)	(21,295)	(22,462)	(26,546)	(23,592)	(21,595)	(7,274)
Surplus/ (Deficit) of Public Entities	(2,933)	(2,933)	(2,933)	(2,933)	(2,933)	(2,933)	(2,933)	(2,933)
Entire Public Sector Net Surplus/(Deficit)	(21,202)	(24,197)	(24,227)	(25,394)	(29,478)	(26,524)	(24,527)	(10,206)

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF FINANCIAL PERFORMANCE
FOR YEAR ENDING 31 DECEMBER 2023

	Notes	12-Month Budget 2023	Jan-23	Feb-23	Mar-23	Apr-23	May-23
		\$000	\$000	\$000	\$000	\$000	\$000
Revenue							
Coercive Revenue	16	934,655	282,269	76,939	81,293	54,737	55,384
Sales of Goods and Services	18	41,426	3,429	3,429	3,429	3,429	3,429
Investment revenue	19	1,733	70	70	320	70	70
Donations	20	203	17	17	17	17	17
Other revenue	17	116	9	9	9	9	9
Total Revenue		978,133	285,794	80,464	85,068	58,262	58,909
Expenses							
Personnel costs	21	459,831	37,995	37,995	37,955	37,955	37,955
Supplies and consumables	22	149,161	12,430	12,430	12,430	12,430	12,430
Depreciation and Amortisation	8	47,504	3,959	3,959	3,959	3,959	3,959
Finance costs	23	16,962	1,414	1,414	1,414	1,414	1,414
Litigation costs	24	1,770	148	148	148	148	148
Outputs from Public Entities	26	164,821	14,065	13,570	13,570	14,065	13,570
Outputs from Non-Governmental Suppliers	27	50,822	4,313	4,187	4,202	4,316	4,187
Transfer Payments	28	52,892	7,203	3,068	3,082	6,986	3,068
Other (Gains)/Losses	25	(1,169)	(97)	(97)	(97)	(97)	(97)
Other Operating expenses	29	8,275	690	690	690	690	690
Total Expenses		950,869	82,120	77,364	77,351	81,864	77,322
Core Government Net Surplus/ (Deficit)		27,264	203,674	3,100	7,675	(23,644)	(18,455)
Surplus/ (Deficit) of Public Entities		(19,087)	(1,591)	(1,591)	(1,591)	(1,591)	(1,591)
Entire Public Sector Net Surplus/(Deficit)		8,177	202,084	1,510	6,085	(25,234)	(20,045)

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF FINANCIAL PERFORMANCE (CONTINUED)
FOR YEAR ENDING 31 DECEMBER 2023

	Notes	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
		\$000	\$000	\$000	\$000	\$000	\$000	\$000
Revenue								
Coercive Revenue	16	56,251	54,912	53,139	50,587	51,889	53,732	63,523
Sales of Goods and Services	18	3,429	3,429	3,429	3,429	3,429	3,429	3,707
Investment Revenue	19	320	70	320	70	70	70	213
Donations	20	17	17	16	16	16	16	20
Other Revenue	17	9	9	9	9	9	9	17
Total Revenue		60,026	58,437	56,913	54,111	55,413	57,256	67,480
Expenses								
Personnel Costs	21	37,995	37,995	37,995	37,995	37,995	37,995	41,886
Supplies and Consumables	22	12,430	12,430	12,430	12,430	12,430	12,430	12,430
Depreciation and Amortisation	8	3,959	3,959	3,959	3,959	3,959	3,959	3,955
Finance Costs	23	1,414	1,414	1,414	1,414	1,414	1,414	1,408
Litigation Costs	24	148	148	148	148	148	148	142
Outputs from Public Entities	26	13,570	14,065	13,570	13,570	14,065	13,570	13,571
Outputs from Non-Governmental Suppliers	27	4,187	4,244	4,309	4,187	4,244	4,187	4,259
Transfer Payments	28	3,082	6,982	3,264	6,958	3,031	3,031	3,137
Other (Gains)/Losses	25	(97)	(97)	(97)	(97)	(97)	(97)	(102)
Other Operating Expenses	29	690	690	690	690	690	690	690
Total Expenses		77,378	81,830	77,682	81,254	77,879	77,327	81,376
Core Government Net Surplus/ (Deficit)		(17,352)	(23,393)	(20,769)	(27,143)	(22,466)	(20,071)	(13,896)
Surplus/ (Deficit) of Public Entities		(1,591)	(1,591)	(1,591)	(1,591)	(1,591)	(1,591)	(1,591)
Entire Public Sector Net Surplus/ (Deficit)		(18,942)	(24,983)	(22,359)	(28,733)	(24,056)	(21,661)	(15,486)

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDING 31 DECEMBER 2022

12-Month Actual 2020 \$000	12-Month Forecast 2021 \$000	Notes	12-Month Budget 2022 \$000	Jan-22 \$000	Feb-22 \$000	Mar-22 \$000	Apr-22 \$000	May-22 \$000
CASH FLOWS FROM OPERATING ACTIVITIES								
<i>Receipts</i>								
763,711	860,192	Coercive Receipts	908,106	272,798	73,966	77,733	52,634	53,615
1,718	1,851	Outputs to Other Government Agencies	1,981	165	165	165	165	165
34,879	46,465	Sale of goods and services - Third Party	39,751	3,341	3,341	3,307	3,307	3,307
10,214	2,349	Interest Received	2,197	217	203	184	142	112
-	-	Donations / Grants received	221	-	-	-	-	-
15,220	11,350	Other Receipts	10,633	886	886	886	886	886
<i>Payments</i>								
(353,598)	(383,127)	Personnel Costs	(437,842)	(36,491)	(36,486)	(36,486)	(36,491)	(36,486)
(104,003)	(94,100)	Supplies and Consumables	(147,475)	(12,283)	(12,291)	(12,291)	(12,283)	(12,291)
(153,234)	(151,999)	Outputs from Public Entities	(161,899)	(13,822)	(13,327)	(13,327)	(13,822)	(13,327)
(43,772)	(50,422)	Outputs from Non-Governmental Supplies	(44,368)	(4,250)	(3,620)	(3,635)	(3,698)	(3,620)
(67,650)	(151,561)	Transfer Payments	(61,646)	(8,085)	(3,777)	(7,729)	(3,781)	(3,777)
(13,395)	(12,984)	Financing/Interest Payments	(14,453)	(1,014)	(1,014)	(1,014)	(1,014)	(1,014)
(49,232)	(62,489)	Other Payments	(25,630)	(2,137)	(2,136)	(2,136)	(2,136)	(2,136)
40,858	15,524	Net cash flows from operating activities	69,577	199,325	5,910	5,657	(16,091)	(14,566)
CASH FLOWS FROM INVESTING ACTIVITIES								
<i>Cash received</i>								
543	-	Proceeds from Sale of Property, Plant and Equipment	-	-	-	-	-	-
807,866	720,165	Proceeds from Sale of Loans/Investments	579,229	48,269	48,269	48,269	48,269	48,269
3,078	5,785	Receipt of Dividends/Capital withdrawal from Public Entities	1,840	-	-	-	1,840	-
<i>Cash Used</i>								
(53,754)	(109,686)	Purchase of Property, Plant and Equipment	(170,103)	(20,244)	(9,016)	(15,436)	(19,163)	(9,017)
(706,167)	(624,679)	Purchase of Loans/Investments	(706,030)	(58,836)	(58,836)	(58,836)	(58,836)	(58,836)
(21,780)	(30,314)	Equity Injection in Public Entities	(30,416)	(1,462)	(1,259)	(1,259)	(4,795)	(1,259)
29,786	(38,729)	Net Cash Flows from Investing Activities	(326,480)	(32,273)	(20,842)	(27,262)	(32,685)	(20,843)
CASH FLOWS FROM FINANCING ACTIVITIES								
-	17,375	Borrowings	299,138	-	-	-	-	-
(35,825)	(34,225)	Repayment of Borrowings	(43,438)	(2,810)	(2,810)	(2,810)	(2,810)	(2,810)
5,288	121	Deposits from Public Entities	-	-	-	-	-	-
(30,537)	(16,729)	Net Cash Flows From Financing Activities	255,700	(2,810)	(2,810)	(2,810)	(2,810)	(2,810)
40,107	(39,935)	Net Increase/(Decrease) in Cash and Cash Equivalents	(1,204)	164,242	(17,742)	(24,415)	(51,586)	(38,219)
107,508	147,615	Cash and cash Equivalents at Beginning of Period	107,680	107,680	271,922	254,181	229,766	178,180
147,615	107,680	Cash and Cash Equivalents at End of Period	106,476	271,922	254,181	229,766	178,180	139,962

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF CASH FLOWS (CONTINUED)
FOR THE YEAR ENDING 31 DECEMBER 2022

	Notes	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22
		\$000	\$000	\$000	\$000	\$000	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES								
<i>Receipts</i>								
Coercive Receipts		54,418	53,045	51,623	49,482	50,711	52,136	65,944
Outputs to Other Government Agencies		165	165	165	165	165	165	166
Sale of Goods and Services - Third Party		3,307	3,307	3,307	3,307	3,307	3,307	3,306
Interest Received		278	274	232	191	155	122	86
Donations / Grants received		221	-	-	-	-	-	-
Other Receipts		886	886	886	886	886	886	887
<i>Payments</i>								
Personnel Costs		(36,486)	(36,491)	(36,486)	(36,486)	(36,486)	(36,486)	(36,481)
Supplies and Consumables		(12,291)	(12,289)	(12,291)	(12,291)	(12,291)	(12,291)	(12,292)
Outputs from Public Entities		(13,327)	(13,822)	(13,327)	(13,327)	(13,822)	(13,327)	(13,322)
Outputs from Non-Governmental Supplies		(3,620)	(3,698)	(3,670)	(3,620)	(3,698)	(3,620)	(3,619)
Transfer Payments		(7,729)	(3,777)	(3,973)	(7,691)	(3,739)	(3,739)	(3,849)
Financing/Interest Payments		(1,018)	(1,394)	(1,394)	(1,394)	(1,394)	(1,394)	(1,394)
Other Payments		(2,136)	(2,136)	(2,136)	(2,136)	(2,136)	(2,136)	(2,133)
Net cash flows from operating activities	30	(17,332)	(15,930)	(17,064)	(22,914)	(18,342)	(16,377)	(2,701)
CASH FLOWS FROM INVESTING ACTIVITIES								
<i>Cash received</i>								
Proceeds from Sale of Loans/Investments		48,269	48,269	48,269	48,269	48,269	48,269	48,269
Receipt of Dividends/Capital withdrawal from Public Entities		-	-	-	-	-	-	-
<i>Cash Used</i>								
Purchase of Property, Plant and Equipment		(17,285)	(12,416)	(15,763)	(11,798)	(10,354)	(9,016)	(21,595)
Purchase of Loans/Investments		(58,836)	(58,836)	(58,836)	(58,836)	(58,836)	(58,836)	(58,836)
Equity Injection in Public Entities		(3,509)	(1,462)	(4,592)	(1,259)	(1,462)	(1,259)	(6,839)
Net cash flows from investing activities		(31,361)	(24,445)	(30,922)	(23,624)	(22,383)	(20,842)	(39,001)
CASH FLOWS FROM FINANCING ACTIVITIES								
Borrowings		299,138	-	-	-	-	-	-
Repayment of Borrowings		(2,810)	(4,430)	(4,430)	(4,430)	(4,430)	(4,430)	(4,428)
Deposits from Public Entities								
Net Cash Flows from Financing Activities		296,328	(4,430)	(4,430)	(4,430)	(4,430)	(4,430)	(4,428)
Net Increase/(Decrease) in Cash and Cash Equivalents		247,635	(44,805)	(52,416)	(50,967)	(45,155)	(41,649)	(46,130)
Cash and cash Equivalents at Beginning of Period		139,962	387,597	342,792	290,376	239,409	194,254	152,605
Cash and Cash Equivalents at End of Period	2	387,597	342,792	290,376	239,409	194,254	152,605	106,476

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDING 31 DECEMBER 2023

	Notes	12-Month Budget 2023 \$000	Jan-23 \$000	Feb-23 \$000	Mar-23 \$000	Apr-23 \$000	May-23 \$000
CASH FLOWS FROM OPERATING ACTIVITIES							
<i>Receipts</i>							
Coercive Receipts		944,623	283,113	77,782	82,136	55,580	56,227
Outputs to Other Government Agencies		1,981	165	165	165	165	165
Sale of Goods and Services - Third Party		40,636	3,386	3,386	3,386	3,386	3,386
Interest Received		1,733	219	219	216	193	178
Donations / Grants received		203	-	-	-	-	-
Other Receipts		11,333	886	886	886	964	964
<i>Payments</i>							
Personnel Costs		(455,507)	(38,001)	(38,001)	(38,001)	(38,001)	(38,001)
Supplies and Consumables		(147,864)	(12,325)	(12,322)	(12,322)	(12,322)	(12,322)
Outputs from Public Entities		(164,823)	(14,065)	(13,570)	(13,570)	(14,065)	(13,570)
Outputs from Non-Governmental Supplies		(50,822)	(4,331)	(4,205)	(4,220)	(4,262)	(4,205)
Transfer Payments		(52,893)	(7,203)	(3,068)	(6,995)	(3,072)	(3,068)
Financing/Interest Payments		(16,725)	(1,394)	(1,394)	(1,394)	(1,394)	(1,394)
Other Payments		(29,110)	(2,427)	(2,426)	(2,426)	(2,426)	(2,426)
Net cash flows from operating activities	30	82,266	208,023	7,452	7,861	(15,254)	(14,067)
CASH FLOWS FROM INVESTING ACTIVITIES							
<i>Cash received</i>							
Proceeds from sale of Loans/Investments		580,267	48,356	48,356	48,356	48,356	48,356
Receipt of Dividends/Capital Withdrawal from Public Entities		2,246	-	-	-	2,246	-
<i>Cash Used</i>							
Purchase of Property, Plant and Equipment		(134,386)	(15,054)	(7,568)	(12,082)	(14,751)	(7,070)
Purchase of Loans/Investments		(512,266)	(42,689)	(42,689)	(42,689)	(42,689)	(42,689)
Equity Injection in Public Entities		(28,978)	(1,373)	(1,248)	(1,248)	(4,373)	(1,248)
Net cash flows from investing activities		(93,117)	(10,760)	(3,149)	(7,663)	(11,211)	(2,651)
CASH FLOWS FROM FINANCING ACTIVITIES							
Borrowings		50,000	-	-	-	-	-
Repayment of Borrowings		(53,256)	(4,438)	(4,438)	(4,438)	(4,438)	(4,438)
Net Cash Flows from Financing Activities		(3,256)	(4,438)	(4,438)	(4,438)	(4,438)	(4,438)
Net Increase/(Decrease) in Cash and Cash Equivalents		(14,107)	192,824	(136)	(4,240)	(30,903)	(21,156)
Cash and cash Equivalents at Beginning of Period		106,476	106,476	299,301	299,165	294,925	264,022
Cash and Cash Equivalents at End of Period	2	92,369	299,301	299,165	294,925	264,022	242,866

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF CASH FLOWS (CONTINUED)
FOR THE YEAR ENDING DECEMBER 2023

	Notes	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
		\$000	\$000	\$000	\$000	\$000	\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES								
<i>Receipts</i>								
Coercive Receipts		57,094	55,755	53,982	51,430	52,732	54,575	64,219
Outputs to Other Government Agencies		165	165	165	165	165	165	166
Sale of Goods and Services - Third Party		3,386	3,386	3,386	3,386	3,386	3,386	3,390
Interest Received		153	131	112	88	69	89	67
Donations / Grants received		203	-	-	-	-	-	-
Other Receipts		964	964	964	964	964	964	963
<i>Payments</i>								
Personnel Costs		(38,001)	(38,001)	(38,001)	(38,001)	(38,001)	(38,001)	(37,996)
Supplies and Consumables		(12,322)	(12,322)	(12,322)	(12,322)	(12,322)	(12,322)	(12,319)
Outputs from Public Entities		(13,570)	(14,065)	(13,570)	(13,570)	(14,065)	(13,570)	(13,573)
Outputs from Non-Governmental Supplies		(4,205)	(4,262)	(4,255)	(4,205)	(4,262)	(4,205)	(4,205)
Transfer Payments		(6,995)	(3,068)	(3,264)	(6,958)	(3,031)	(3,031)	(3,140)
Financing/Interest Payments		(1,394)	(1,394)	(1,394)	(1,394)	(1,394)	(1,394)	(1,391)
Other Payments		(2,426)	(2,426)	(2,426)	(2,426)	(2,426)	(2,426)	(2,423)
Net cash flows from operating activities	30	(16,948)	(15,137)	(16,624)	(22,843)	(18,185)	(15,771)	(6,243)
CASH FLOWS FROM INVESTING ACTIVITIES								
<i>Cash received</i>								
Proceeds from Sale of Loans/Investments		48,356	48,356	48,356	48,356	48,356	48,356	48,356
Receipt of Dividends/Capital withdrawal from Public Entities		-	-	-	-	-	-	-
<i>Cash Used</i>								
Purchase of Property, Plant and Equipment		(14,912)	(14,437)	(7,062)	(9,325)	(8,458)	(7,065)	(16,602)
Purchase of Loans/Investments		(42,689)	(42,689)	(42,689)	(42,689)	(42,689)	(42,689)	(42,689)
Equity Injection in Public Entities		(3,498)	(1,373)	(4,248)	(1,248)	(1,373)	(1,248)	(6,500)
Net cash flows from investing activities		(12,743)	(10,143)	(5,643)	(4,906)	(4,164)	(2,646)	(17,435)
CASH FLOWS FROM FINANCING ACTIVITIES								
Borrowings		-	-	-	-	-	50,000	-
Repayment of Borrowings		(4,438)	(4,438)	(4,438)	(4,438)	(4,438)	(4,438)	(4,438)
Net Cash Flows from Financing Activities		(4,438)	(4,438)	(4,438)	(4,438)	(4,438)	45,562	(4,438)
Net Increase/(Decrease) in Cash and Cash Equivalents		(34,129)	(29,718)	(26,705)	(32,187)	(26,787)	27,145	(28,116)
Cash and cash Equivalents at Beginning of Period		242,866	208,737	179,019	152,314	120,127	93,340	120,485
Cash and Cash Equivalents at End of Period	2	208,737	179,019	152,314	120,127	93,340	120,485	92,369

GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF CHANGES IN NET WORTH
AS AT 31 DECEMBER 2022 AND 31 DECEMBER 2023

	Statutory Reserves	Revaluation/ Other Reserve	Accumulated Surplus/ (Deficits)	Total
Balance at 31 December 2020	171,536	490,968	778,464	1,440,968
Changes in accounting policy	-	-	-	-
Prior Year Adjustments	-	-	-	-
Restated balance 31 December 2020	171,536	490,968	778,464	1,440,968
Transfers	-	-	-	-
Movement in Reserve	(7,153)	83	7,153	83
Net revenue / Expenses Recognised Directly in Net Worth	(7,153)	83	7,153	83
Surplus for the period 2021			(83,992)	(83,992)
Total Recognised revenues and expenses for the period	(7,153)	83	(76,839)	(83,909)
Balance at 31 December 2021 carried forward	164,383	491,051	701,625	1,357,058
Movement in Reserve	(2,529)	-	2,529	-
Net revenue / Expenses Recognised Directly in Net Worth	(2,529)	-	2,529	-
Surplus for the period 2022			(16,262)	(16,262)
Total Recognised revenues and expenses for the period	(2,529)	-	(13,733)	(16,262)
Balance at 31 December 2022	161,853	491,051	687,892	1,340,795
Balance at 31 December 2022 brought forward	161,853	491,051	687,892	1,340,795
Changes in net worth for 2022				
Changes in accounting policy	-	-	-	-
Prior Year Adjustments	-	-	-	-
Restated balance 31 December 2022	161,853	491,051	687,892	1,340,795
Movement in Reserve	6,252	-	(6,252)	-
Net revenue / Expenses Recognised Directly in Net Worth	6,252	-	(6,252)	-
Surplus for the period 2023			8,177	8,177
Total Recognised revenues and expenses for the period	6,252	-	1,925	8,177
Balance at 31 December 2023	168,105	491,051	689,817	1,348,971

NOTE 1: STATEMENT OF DEBT – MATURITY PROFILE

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
		<i>Foreign Currency Debt (stated in \$CI)</i>		
34,225	43,438	Not later than one year	53,253	48,073
34,225	49,177	Between one and two years	48,073	48,073
81,896	80,117	Between two and five years	121,085	105,662
98,209	59,348	Later than five years	262,958	280,307
248,556	232,081	Total Foreign Currency Debt	485,369	482,115
248,556	232,081	Total Outstanding Debt	485,369	482,115
		<i>Local Currency Marketable Securities and Deposits</i>		
300,347	196,865	Not later than one year	296,865	216,865
-	-	Between one and two years	-	-
-	-	Between two and five years	-	-
-	-	Later than five years	-	-
300,347.0	196,865	Total Local Currency Marketable Securities and Deposits	296,865	216,865
300,347	196,865	Total Marketable Securities and Deposits	296,865	216,865
(51,791)	35,216	Net Public Debt	188,504	265,250

NOTE 1: STATEMENT OF DEBT (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	Statement of Debt	Borrowing	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000	\$000
9,625	6,125	First Caribbean International Bank (Cayman) Limited	US\$ 63,000	2,625	-
		The final drawdown of US\$62,999,949.60 on Loan Agreement of US\$155,759,875.39 was drawn on 27th June 2008. The loan has been amortised over 15 yrs. with 1/4ly payments of Principal US\$1,050,000 plus interest commencing 24 Oct 08 with final repayment due 24 June 2023. The loan was converted to a fixed rate loan for 5 years from 24 Jan 09 to 23 Jan 2014 at 4.25% pa at which time the interest rate was fixed @ 2.71% for the remaining life of the loan.			
6,967	4,433	First Caribbean International Bank (Cayman) Limited	US\$ 45,600	1,900	-
		A second draw down in the amount of US\$45,599,963.52 on Loan Agreement of US\$155,759,875.39 was drawn on 24 June 2008 at 1 month labor plus 0.50% margin. The loan has been amortised over 15 yrs. with quarterly payments of Principal US\$760,000 plus interest commencing 24 Oct 2008. The loan was converted to a fixed rate loan for 5 years from 24 Jan 09 to 24 Jan 2014 at 4.25% pa. at which time the rate was fixed at 2.71% for the remaining life of the loan.			
5,895	3,150	First Caribbean International Bank (Cayman) Limited	US\$471,600	655	-
		Facility in the amount of US\$155,759,875.39 (CI\$129.8million @ 0.833334) with an availability period of 12 months. Bridge Loan of CI\$16m drawdown 26 Oct 07, CI\$7.3m drawdown on 23 Nov 07 and a third drawdown of CI\$16m on 14 December 2007 at 1-week Libor. Amortised over 15 yrs. with 1/4ly payments of Principal US\$786,000 plus interest commencing 11 May 2008. Converted to a fixed rate loan for 5 yrs. from 11 Feb 09 to 10 Feb 2014 @ 4.25%pa. Interest rate was fixed at 2.67% on 11 February 2014 for the remaining life of the loan.			
84,826	69,403	First Caribbean International Bank (Cayman) Limited	US\$185,074	53,980	38,557
		15 - Year fixed rate loan of US\$185,074,000 advanced on 19 April 2011 at an interest rate of 5.44% p.a. Semi-annual payments of interest only commencing 19 October 2011 with Principal payments of US\$9,253,700 plus interest to commence 19 October 2016.			
141,243	131,094	2019 Butterfield Borrowings - Loan Agreement Dated 25th November 2019	US\$182,687	120,945	110,796
		Facility in the amount of US\$182.6 million, (first advance on 4 Dec 2019 for US\$91,343,283.58 and final advance of US\$91,343,284.42 on 23rd December 2019), amortised over 15 years with principal payments of US\$1,014,925.38 plus interest payable monthly commenced 31st December 2019 and final repayment due on 31 December 2034. The interest rate was fixed at 3.25% on 25 November 2019 for the remaining life of the loan.			
-	17,875	FCIB Convertible Loan US403 M	US\$403,000	305,264	332,762
		Facility in the amount of US\$403 million, (first tranche on 31 Jul 2021 for US\$10, 000, 000, 2nd tranche of US\$9,403,000 on 31 December 2021 and 3rd tranche of US\$357,179,000 on 30 Jun 2022), amortised over 15 years with principal payments of US\$1,833,333 plus interest payable monthly commenced 31st Jul 2022 and final repayment due on 30 June 2037. The interest rate was fixed at 3.25% on 31 Jul 2021 for the remaining life of the loan.			
248,556	232,080	Sub-Total		485,369	482,115
248,556	232,080	Total Gross Central Government Debt		485,369	482,115

NOTE 1A: CONTINGENT LIABILITIES AND ASSETS

12-Month Actual 2020 \$000	12-Month Forecast 2021 \$000	Description	12-Month Budget 2022 \$000	12-Month Budget 2023 \$000
		Guarantees		
17,479	15,738	Cayman Airways Limited	14,798	14,257
5,849	3,811	Cayman Islands Development Bank	1,773	-
2,841	2,185	National Housing Community Development Trust	1,494	766
26,169	21,734	Total Quantifiable Guarantees	18,065	15,023
2,000	2,000	Government guarantee of 35% of \$27.5 million of mortgages	2,000	2,000
	2,500	Government guarantee of Medium and Large Business Loans, 50% of 5 Million	2,500	2,500
2,000	4,500	Total Other Contingent Liabilities	4,500	4,500
28,169	26,234	Total contingent liabilities	22,565	19,523

NOTE 2: CASH AND CASH EQUIVALENTS

12-Month Actual 2020 \$000	12-Month Forecast 2021 \$000	Description	12-Month Budget 2022 \$000	12-Month Budget 2023 \$000
4,848	3,536	US \$ Operational Current Account	3,497	3,034
18,354	13,389	CI\$ Cash in transit (IRIS Remittance Account)	13,239	11,485
(148)	(108)	CI\$ Executive Current Account	(107)	(93)
850	620	CI\$ Cash in Hand	613	532
74,409	54,279	CI \$ Operational Current Account	53,672	46,561
316	231	CI\$ Other Bank Accounts	228	198
(78,981)	(57,614)	US\$ Executive Current Revenue Account	(56,970)	(49,422)
2,111	1,540	CI\$ Executive Current Revenue account	1,523	1,321
115,120	83,976	Other Short-Term Investments	83,037	72,036
5,406	3,943	MLAT KYD Bank Account	3,899	3,383
2,866	2,091	MLAT USD Bank Account	2,067	1,793
2,464	1,797	CI\$ Payroll Account	1,777	1,542
147,615	107,680	TOTAL	106,476	92,369

NOTE 3: TRADE AND OTHER RECEIVABLES

12-Month Actual 2020 \$000	12-Month Forecast 2021 \$000	Trade Receivables	12-Month Budget 2022 \$000	12-Month Budget 2023 \$000
15,582	14,983	Trade Receivables - Coercive Revenue	16,520	16,670
360	304	Outputs to other Public Entities	833	915
16,872	17,710	Sale of goods and services	16,701	17,378
427	427	Non-Current trade receivables and other receivables	427	427
(19,324)	(16,325)	Less: Provision for Trade Receivables	(17,139)	(17,437)
13,917	17,099	Total trade receivables and other receivables	17,342	17,953

NOTE 3: TRADE AND OTHER RECEIVABLES (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000	Current	\$000	\$000
7,095	8,814	Past due 1-30 days	8,946	9,406
4,557	5,599	Past due 31-60 days	5,679	5,780
709	871	Past due 61-90 days	883	914
1,129	1,387	Past due 90 and above	1,407	1,426
		Non-Current		
427	427	Past due 1 year and above	427	427
13,917	17,099	Total	17,342	17,953

12-Month Actual 2020	12-Month Forecast 2021	Other Receivables	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
417	484	Advances (salary, Official Travel, etc.)	414	414
1,021	1,186	Dishonoured cheques	1,185	1,183
1,471	1,840	Dividend receivable	2,246	2,246
14,145	16,183	Other Receivables - Other	13,799	13,875
		Non-Current		
-	113	Other Receivables	785	860
(6)	(7)	Less: provision for doubtful debts - Other Receivables	-	-
17,048	19,800	Total other receivables	18,429	18,578

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
		Current		
17,048	19,687	Past due 1-30 days	17,644	17,718
		Non-Current		
-	113	Past due 1 year and above	785	860
17,048	19,800	Total	18,429	18,578

MOVEMENTS IN THE PROVISION OF LOANS, TRADE AND OTHER RECEIVABLES

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
17,343	19,330	Balance at 1 January	16,332	17,139
2,032	189	Additional provisions made during the year	809	308
(45)	(3,187)	Receivables written off during the period	(2)	(10)
19,330	16,332	Total	17,139	17,437

NOTE 4: INVENTORIES

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
3,606	3,568	Inventory held for use in the provision of goods and services	4,220	4,067
1,051	1,040	Inventory held for sale	836	978
4,657	4,608	Total Inventories	5,056	5,045

NOTE 5: INVESTMENTS

12-Month Actual 2020	12-Month Forecast 2021	Description	Holding	Market Value December 31, 2022	Market Value December 31, 2023
\$000	\$000			\$000	\$000
		Short - Term Investments			
300,347	196,865	Fixed Deposits with Maturities greater than 90 days but not exceeding one (1) year		296,865	216,865
		Long - Term Investments			
		Investment in Associates			
240	240	Cayman First Insurance	16% of Company's issued shares	240	240
591	591	Caribbean Development Bank	213 Shares	591	591
831	831	Total		831	831
301,178	197,695	Total Investments		297,696	217,696

NOTE 6: PREPAYMENTS

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
3,838	3,952	Accrued Prepayments	3,195	3,198
1,820	1,874	Prepaid Insurance	2,079	2,129
3,735	3,846	Other Prepayments	2,099	2,100
9,393	9,671	Total	7,373	7,427

NOTE 7: LOANS

12-Month Actual 2020	12-Month Forecast 2021	Loan Description	Current	Non-Current	12-Month Budget 2022
\$000	\$000		\$000	\$000	\$000
11,810	19	Overseas Medical loans	220	-	220
-	7	Personal loans to staff	80	-	80
81	39	Civil Service Mortgages to staff	117	-	117
13,139	20,900	Loans to Public Entities	-	47,851	47,851
74	-	Home School Association	-	-	-
-	116	Settlement Loans	500	-	500
(11,966)	-	Provision outstanding loans	-	-	-
13,138	21,081	TOTAL	917	47,851	48,768

Loan Description	Current	Non-Current	12-Month Budget 2023
	\$000	\$000	\$000
Overseas Medical loans	220	-	220
Personal loans to staff	80	-	80
Civil Service Mortgages to staff	117	-	117
Loans to Public Entities	-	60,000	60,000
Settlement Loans	500	-	500
TOTAL	917	60,000	60,917

NOTE 8: PROPERTY, PLANT AND EQUIPMENT

Cost of Property, Plant & Equipment

	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Roads and Sidewalks	Water Reticulation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 January 2021	619,714	41,090	383,274	6,828	8,115	24,659	6,057	-	6,031	387,673	41,644	5,859	19,563	8,087	168,674	1,727,268
Additions	5,888	3,143	70,962	311	149	4,252	180	666	150	704	6,842	1,152	3,551	1,471	6,442	105,863
Balance as at 31 December 2021	625,602	44,233	454,236	7,139	8,264	28,911	6,237	666	6,181	388,377	48,486	7,011	23,114	9,558	175,116	1,833,131

	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Roads and Sidewalks	Water Reticulation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 January 2022	625,602	44,233	454,236	7,139	8,264	28,911	6,237	666	6,181	388,377	48,486	7,011	23,114	9,558	175,116	1,833,131
Additions	9,000	2,173	35,029	1,398	2,419	6,670	203	1,500	-	1,844	5,394	595	-	25,403	70,955	162,583
Transfers	-	-	3,120	-	-	-	-	-	-	-	-	-	-	-	(3,120)	-
Balance as at 31 December 2022	634,602	46,406	492,385	8,537	10,683	35,581	6,440	2,166	6,181	390,221	53,880	7,606	23,114	34,961	242,951	1,995,714

	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Roads and Sidewalks	Water Reticulation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 January 2023	634,602	46,406	492,385	8,537	10,683	35,581	6,440	2,166	6,181	390,221	53,880	7,606	23,114	34,961	242,951	1,995,714
Additions	2,354	1,387	40,086	220	278	4,822	119	1,500	-	400	3,495	58	-	24,766	48,049	127,534
Balance as at 31 December 2023	636,956	47,793	532,471	8,757	10,961	40,403	6,559	3,666	6,181	390,621	57,375	7,664	23,114	59,727	291,000	2,123,248

NOTE 8: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Accumulated Depreciation and Impairment losses

	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Roads and Sidewalks	Water Reticulation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 January 2021	-	33,229	78,545	3,678	6,637	19,804	4,872	-	2,805	41,021	29,641	3,666	2,865	6,031	-	232,794
Transfers	-	186	3,483	15	(349)	(129)	250	-	(522)	(2,254)	(3,017)	1,159	999	179	-	-
Depreciation Expense 2021	-	2,423	18,818	257	363	3,216	442	-	652	5,797	3,152	228	1,527	425	-	37,300
Balance as at 31 December 2021	-	35,838	100,846	3,950	6,651	22,891	5,564	-	2,935	44,564	29,776	5,053	5,391	6,635	-	270,094

	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Roads and Sidewalks	Water Reticulation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 January 2022	-	35,838	100,846	3,950	6,651	22,891	5,564	-	2,935	44,564	29,776	5,053	5,391	6,635	-	270,094
Depreciation Expense 2022	-	2,668	21,875	542	370	4,655	491	-	580	5,950	3,462	324	1,481	436	-	42,834
Balance as at 31 December 2022	-	38,506	122,721	4,492	7,021	27,546	6,055	-	3,515	50,514	33,238	5,377	6,872	7,071	-	312,928

	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Roads and Sidewalks	Water Reticulation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 January 2023	-	38,506	122,721	4,492	7,021	27,546	6,055	-	3,515	50,514	33,238	5,377	6,872	7,071	-	312,928
Depreciation Expense 2023	-	2,800	22,783	447	457	5,539	509	-	594	5,972	3,490	345	1,529	408	-	44,873
Balance as at 31 December 2023	-	41,306	145,504	4,939	7,478	33,085	6,564	-	4,109	56,486	36,728	5,722	8,401	7,479	-	357,801

Net Book value 31 December 2021	625,602	8,395	353,390	3,189	1,613	6,020	673	666	3,246	343,813	18,710	1,958	17,723	2,923	175,116	1,563,037

Net Book value 31 December 2022	634,602	7,900	369,664	4,045	3,662	8,035	385	2,166	2,666	339,707	20,642	2,229	16,242	27,890	242,951	1,682,786

Net Book value 31 December 2023	636,956	6,487	386,967	3,818	3,483	7,318	(5)	3,666	2,072	334,135	20,647	1,942	14,713	52,248	291,000	1,765,447

NOTE 9: INTANGIBLE ASSETS

	Computer Software	Intangible Assets under construction or development	Total
	\$000	\$000	\$000
Balance as at 1 January 2021	13,227	-	13,227
Additions	3,533	-	3,533
Balance as at 31 December 2021	16,760	-	16,760

	Computer Software	Intangible Assets under construction or development	Total
	\$000	\$000	\$000
Balance as at 1 January 2022	16,760	-	16,760
Additions	8,496	250	8,746
Balance as at 31 December 2022	25,256	250	25,506

	Computer Software	Intangible Assets under construction or development	Total
	\$000	\$000	\$000
Balance as at 1 January 2023	25,256	250	25,506
Additions	6,918	250	7,168
Balance as at 31 December 2023	32,174	500	32,674

Accumulated Depreciation and Impairment Losses

	Computer Software	Intangible Assets under construction or development	Total
	\$000	\$000	\$000
Balance as at 1 January 2021	10,413	-	10,413
Transfers	(725)	-	(725)
Depreciation Expense 2021	1,343	-	1,343
Balance as at 31 December 2021	11,031	-	11,031

NOTE 9: INTANGIBLE ASSETS (CONTINUED)

	Computer Software	Intangible Assets under construction or development	Total
	\$000	\$000	\$000
Balance as at 1 January 2022	11,031	-	11,031
Depreciation Expense 2022	2,202	-	2,202
Balance as at 31 December 2022	13,233	-	13,233

	Computer Software	Intangible Assets under construction or development	Total
	\$000	\$000	\$000
Balance as at 1 January 2023	13,233	-	13,233
Depreciation Expense 2023	2,631	-	2,631
Balance as at 31 December 2023	15,864	-	15,864

Net Book value 31 December 2021	5,729	-	5,729
Net Book value 31 December 2022	12,023	250	12,273
Net Book value 31 December 2023	16,310	500	16,810

NOTE 10: NET WORTH OF PUBLIC ENTITIES

12-Month Actual 2020	12-Month Forecast 2021	Description	1-Jan-22	Equity Injection	Surplus or Deficit	Dividends and Capital Withdrawal	Other Adjustments	31-Dec-22
\$000	\$000		\$000	\$000	\$000	\$000	\$000	\$000
418	464	Auditors Oversight Authority	464	-	-	-	-	464
(21,018)	(21,446)	Cayman Airways Ltd.	(21,446)	9,100	(7,158)	-	-	(19,504)
179,427	148,342	Cayman Islands Airport Authority	148,342	-	(14,900)	-	-	133,442
27,166	31,471	Cayman Islands Development Bank	31,471	4,500	(19)	-	-	35,952
40,041	36,412	Cayman Islands Monetary Authority	36,412	-	20	-	-	36,432
24,308	20,730	Cayman Islands National Insurance Company	20,730	-	1,875	-	-	22,605
8,239	11,334	Cayman National Cultural Foundation	11,334	240	-	-	-	11,574
13,915	8,713	Cayman Turtle Centre	8,713	2,500	(8,822)	-	-	2,391
1,769	1,911	Children and Youth Services Foundation	1,911	-	(799)	-	-	1,112
9,379	9,633	Civil Aviation Authority	9,633	-	1,359	(1,019)	-	9,973
(28,275)	(70,698)	Health Services Authority	(70,698)	-	646	-	-	(70,052)
3,047	251	Maritime Authority of the Cayman Islands	251	-	513	(333)	(89)	342
563	625	National Drug Council	625	-	(1)	-	-	624
5,871	6,045	National Gallery	6,045	150	(115)	-	-	6,080
18,406	22,076	National Housing and Development Trust	22,076	10,000	(1,382)	-	-	30,694
1,768	2,092	National Museum	2,092	424	(68)	-	-	2,448
(20,176)	(20,434)	National Roads Authority	(20,434)	-	(3,067)	-	-	(23,501)
29,484	22,445	Port Authority	22,445	-	(4,925)	-	370	17,890
1,296	1,304	Sister Islands Affordable Housing	1,304	-	(80)	-	-	1,224
5,530	5,469	Stock Exchange	5,469	-	988	(238)	-	6,219
6,651	6,640	Tourism Attraction Board	6,640	220	(100)	-	-	6,760
9,311	10,363	University College of the Cayman Islands	10,363	3,282	-	-	-	13,645
2,931	3,619	Utility Regulation and Competition Office	3,619	-	198	-	-	3,817
77,066	78,531	Water Authority	78,531	-	644	(250)	-	78,925
397,117	315,892	Total	315,892	30,416	(35,193)	(1,840)	281	309,556

NOTE 10: NET WORTH OF PUBLIC ENTITIES (CONTINUED)

Description	1-Jan-23	Equity Injection	Surplus or Deficit	Dividends and Capital Withdrawal	Other Adjustments	31-Dec-23
	\$000	\$000	\$000	\$000	\$000	\$000
Auditors Oversight Authority	464	-	-	-	-	464
Cayman Airways Ltd.	(19,504)	9,100	(6,494)	-	-	(16,898)
Cayman Islands Airport Authority	133,442	-	(3,221)	-	-	130,221
Cayman Islands Development Bank	35,952	4,500	246	-	-	40,698
Cayman Islands Monetary Authority	36,432	-	5	-	-	36,437
Cayman Islands National Insurance Company	22,605	-	(69)	-	-	22,536
Cayman National Cultural Foundation	11,574	90	-	-	-	11,664
Cayman Turtle Centre	2,391	2,500	(7,098)	-	-	(2,207)
Children and Youth Services Foundation	1,112	-	(835)	-	-	277
Civil Aviation Authority	9,973	-	1,708	(1,281)	-	10,400
Health Services Authority	(70,052)	-	375	-	-	(69,677)
Maritime Authority of the Cayman Islands	342	-	520	(333)	(112)	417
National Drug Council	624	-	(2)	-	-	622
National Gallery	6,080	30	(143)	-	-	5,967
National Housing and Development Trust	30,694	9,000	(1,365)	-	-	38,329
National Museum	2,448	380	(171)	-	-	2,657
National Roads Authority	(23,501)	-	(3,067)	-	-	(26,568)
Port Authority	17,890	-	(805)	-	398	17,483
Sister Islands Affordable Housing	1,224	-	(80)	-	-	1,144
Stock Exchange	6,219	-	763	(382)	-	6,600
Tourism Attraction Board	6,760	220	(100)	-	-	6,880
University College of the Cayman Islands	13,645	3,158	-	-	-	16,803
Utility Regulation and Competition Office	3,817	-	143	-	-	3,960
Water Authority	78,925	-	603	(250)	-	79,278
Total	309,556	28,978	(19,087)	(2,246)	286	317,487

NOTE 11: TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
12,741	11,240	Creditors	18,638	17,933
1,905	1,681	Payroll Deductions	1,162	1,212
32,941	29,057	Outputs to other government agencies SAGC	20,043	25,723
13,126	13,264	Accrued Expenses	12,773	12,156
1,910	-	Transfers payable	-	-
1,128	995	Loan Interest Payable	621	425
32,139	28,352	Deposits from Public Entities	27,743	30,103
48	42	Non-current current payables and accruals	-	-
12,918	11,396	Other payables	14,545	14,545
108,856	96,026	Total trade payables other payables and accruals	95,525	102,097

NOTE 12: UNEARNED REVENUE

12-Month Actual 2020	12-Month Forecast 2021	Details	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
237	172	Customs deposits	218	218
84,020	61,017	Revenue deposits	70,417	72,921
13,484	9,792	Other unearned revenue	8,560	8,606
97,741	70,982	Total unearned revenue	79,195	81,745

NOTE 13: EMPLOYEE ENTITLEMENTS

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
6,287	6,906	Annual Leave	3,398	3,396
1,983	2,178	Retirement and long service leave	3,330	3,255
864	949	Accrued salaries	490	490
	-	Pension	1,558	1,564
9,134	10,034	Total current portion	8,776	8,705
		<i>Non-current employee entitlements are represented by:</i>		
9,134	10,034	Total employee entitlements	8,776	8,705

NOTE 14: UNFUNDED PENSION LIABILITY

IPSAS 39 – Employee Benefits requires that the pension liabilities be revalued annually in order to present the fair value of the fund balances. The Government and Public Entities have employed an actuary to conduct this annual fair value assessment. The amount recognised by the Central Government is estimated based on the 31 December 2020 valuation as shown in the table below.

SUMMARY PENSIONS PLANS ACTUARIAL VALUATION

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
473,333	473,333	Public Service Pensions Plan	473,333	473,333
22,936	22,936	Parliamentarian Pensions Plan	22,936	22,936
(173)	(173)	Judicial Pensions Plan	(173)	(173)
496,096	496,096	Entire Core Government Pensions Liability	496,096	496,096

The principal assumptions used in the computation of the actuarial estimate of the pension liability for the pension plans are as follows:

- (a) Annual salary increases of 2.5%;
- (b) Long term inflation rate of 2.0% per annum;
- (c) Valuation interest rate to discount future benefit payments of 4.5%;
- (d) Anticipated future pensions payments increases of 2.0% per annum;
- (e) Estimated retirement age of 55 years and 10 years of service for the Parliamentarian Pensions Plan, 57 years and 10 years of service for the Public Service Pensions Plan, and age 65 years for Judiciary Pensions Plan;
- (f) Liability Cost Method – Projected unit credit method; and
- (g) Asset Value Method – Market value of assets.

Unfunded post-retirement health care

The results of health care liability actuarial valuation, completed in April 2021, estimated the post-retirement health care obligation as at 31 December 2020 to be \$2.4 billion with a post-retirement medical expense totaling \$184.4 million for the year ended 31 December 2020.

The Government operates a “pay-as-you-go” plan in respect of post-retirement health care liabilities. Currently, no long-term assets are set aside in respect of the Government’s post healthcare liability.

NOTE 15: RESERVES

12-Month Actual 2020	12-Month Forecast 2021	Reserve	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
355	355	Housing Guarantee Reserve Fund	355	355
58,037	48,977	Environmental Protection Fund	44,498	48,823
6,239	7,170	Infrastructure Development Fund	8,112	9,049
104,308	104,762	Retained Earnings held as General Reserves	105,255	105,728
2,597	2,719	Student Loan Reserve	2,832	2,945
-	400	National Disaster Fund	802	1,206
171,536	164,383	Total Reserves	161,853	168,105

NOTE 15: RESERVES (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
		ENVIRONMENTAL PROTECTION FUND		
57,197	58,037	Opening Balance	48,977	44,498
915	241	Interest	326	238
2,090	381	Transfer into EPF	4,021	4,825
(915)	(241)	Interest transfer to General Revenue	(326)	(238)
(1,250)	(9,441)	Transfer to General Revenue	(8,500)	(500)
58,037	48,977	Closing Balance	44,498	48,823
		INFRASTRUCTURE DEVELOPMENT FUND		
5,193	6,239	Opening Balance	7,170	8,112
93	31	Interest	42	37
-	900	Fund Receipts	900	900
953	-	Transfer from General Revenue	-	-
6,239	7,170	Closing Balance	8,112	9,049
		STUDENT LOAN RESERVE		
2,459	2,597	Opening Balance	2,719	2,832
39	22	Interest	13	13
100	100	Transfers from General Revenues	100	100
2,597	2,719	Closing Balance	2,832	2,945
		HOUSING LOAN RESERVE		
482	355	Opening Balance	355	355
(128)	-	Outflow	-	-
355	355	Closing Balance	355	355
		NATIONAL DISASTER FUND		
7,136	-	Opening Balance	400	802
80	-	Interest	2	4
400	400	Transfers from General Funds	400	400
(7,617)	-	Transfer to General Revenue	-	-
-	400	Closing Balance	802	1,206
		GENERAL RESERVES		
102,673	104,308	Opening Balance	104,762	105,255
1,635	454	Interest Income	493	473
104,308	104,762	Closing Balance	105,255	105,728
171,536	164,383	Total	161,853	168,105

NOTE 16: COERCIVE REVENUE

12-Month Actual 2020	12-Month Forecast 2021	Revenue Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
21,102	21,672	Alcoholic Beverages Duty	21,409	24,496
34	34	Annual fee for Certificate of Direct Investment - Fee equivalent to that payable for a work permit	35	37
17,361	14,752	Annual Permanent Resident Work Permit Fee	19,402	21,183
1		Bank Charges Reimbursable	-	-
27,479	27,694	Banks and Trust Licenses	26,551	25,667
99	118	Birth, Deaths & Marriages Registration	123	130
7,376	7,883	Building Permit Fees	9,339	9,806
21	56	Business Staffing Plan Board Fees	57	60
189	536	Caymanian Status Fees	319	333
11		Cinematographic Licenses	-	-
20	34	Compounded Penalties	26	8
2,064	1,648	Court Fees	1,900	1,900
2,415	2,300	Court Fines	2,226	2,560
3,273	-	Cruise Ship Departure Charges	6,473	7,771
2,400	2,400	CUC - License	2,400	2,400
1	-	DCI - Penalties & Fines	61	71
3,370	3,659	Debit Transaction Fees	3,735	4,035
1	1	Dependent of Caymanian Grant Fee	2	2
16	6	Directors Register Inspection	11	12
2,090	253	Environmental Protection Fund Fees	4,021	4,825
243	476	EZG- Special Economic Zone Employment Certificate Grant Fee	386	403
52	10	Firearms Licenses	75	75
1		Fisheries Licenses	-	-
45	86	Foundation Companies	132	135
9	1	FPW - Final WP Non-renewal (90days) - Grant	10	10
13,687	11,550	Gasoline Diesel Duty	12,096	12,282
-	1,000	General Registry - Penalties and Fines	656	505
696	875	General Search Fees	970	991
5	4	Grant of Temporary Work Permit - Seasonal Worker	4	4
1,353	1,876	Health Practitioners' Board Fee	700	700
176	158	Hotel Licenses	339	407
1	-	HRS-Administrative Fines for Health Insurance Offences	-	-
7,892	7,500	ICTA Licences	7,500	7,500
92	244	Immigration Fines	137	143
760	1,566	Immigration Non-Refundable Repatriation Fee	1,179	1,231
938	877	Infrastructure Fund fee	4,542	3,143
8,742	9,621	Insurance Licenses	9,301	9,842
1,724	1,816	Insurance Stamp Duty	1,376	1,418
20	20	Issue Fee for Certificate of Direct Investment	20	20
51	43	Issue Fee for Specialist Caregiver Certificate	46	48
542	2,081	Land Holding Companies Share Transfer Charge	300	300
1,143	1,438	Land Registry Fees	1,178	1,119
3,291	3,278	Law Firm Operational	3,770	4,336
1,890	1,982	Legal Practitioner Fee	2,279	2,621
3,418	4,909	Limited Liability Companies	5,123	5,659
1	26	Limited Liability Partnership	43	47
723	242	Liquor Licenses	706	717
3,463	3,428	Local Co. and Corp. Mgmt. Fees	3,268	3,300
428	483	Local Company Control License Grants/Renewals	464	475
-	38	Local Vessel Licenses	25	25
375		Miscellaneous Income (Executive Only)	-	-
45	40	Miscellaneous Licenses	71	71
426		MLAT proceeds	-	-
50	49	Money Services Licence	46	46

NOTE 16: COERCIVE REVENUE (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	Revenue Description	12-Month Budget 2022	12-Month Budget 2023
3,000	3,166	Money Transfer Fees	3,004	3,069
10,565	15,324	Motor Vehicle Charges	2,505	2,529
326	381	Motor Vehicle Drivers Licences	255	257
15,311	21,162	Motor Vehicle Duty	25,383	26,775
2,257	2,235	Motor Vehicle Environmental Tax	3,108	3,278
44,601	50,094	Mutual Fund Administrators	47,370	47,933
3	1	Non-Profit Organizations	6,005	5,062
379	456	Notary Public Fees	523	601
100,123	109,552	Other Company Fees - Exempt	113,440	116,601
7,609	8,526	Other Company Fees - Foreign	9,590	10,314
2,072	1,953	Other Company Fees - Non-Resident	1,745	1,543
2,600	2,831	Other Company Fees - Resident	2,945	2,947
114,952	135,274	Other Import Duty	174,255	180,188
12,087	18,264	Other Stamp Duty	12,595	12,175
606	1,202	Package Charges	1,254	1,341
62,136	63,484	Partnership Fees	69,127	73,383
1,693	1,456	Patents and Trademarks	1,500	1,500
976	-	PCW - Provision for continuation of work permit - Grant	1,564	1,633
1,620	2,999	Planning Fees	2,392	2,511
5,670	52,381	Private Fund Fees	58,468	60,443
115	82	Procedural Fines	20	115
47	-	Proceeds of Crime Act (PoCA)	-	-
31,963	36,167	Proceeds of Liquidated Entities	6,001	5,023
-	-	Public Land Commission Permit Fees	25	30
-	-	Public Land Commission Fines for Offenses	15	25
115	115	Public Records	118	126
10	-	Public Transport - Drivers Licenses	36	36
29	22	Public Transport - Operator Licenses	6	6
2	3	Residency & Employ. Rights Cert.- Surviving Spouse of a Caymanian	3	4
65	204	Residency & Employment Rights Certificate by Dependent of a P.R	294	338
1,642	1,230	Residency & Employment Rights Certificate Issue Fee	1,828	1,908
78	133	Residency and Employment Rights Certificate by Spouse of a Caymanian	129	134
134	946	Residency Certificate for Persons of Independent Means Grant Fee	178	186
1,425	6,519	RFI - Permanent Residence - Persons of Independent Means	2,325	2,382
-	-	RJC - Residency Certificate (Substantial Business Presence)	34	51
29	62	Royalties and Dredging	650	650
9,404	9,591	Security Investments	10,612	11,679
2	5	Spear Gun Licenses	5	5
10	10	Special Marriage Licenses	1	1
65,591	98,898	Stamp Duty - Land Transfers	68,500	68,500
9,972	11,983	Tax and Trust Undertakings	9,500	9,500
179	176	Timeshare Ownership	296	518
128	97	Tobacco Dealer Registration fees	113	116
8,309	7,763	Tobacco Products Duty	9,249	10,691
10,282	3,954	Tourist Accommodation Charges	18,265	25,570
6,184	6,413	Traders Licenses	6,001	6,060
732	720	Trust Registration Fees	744	752

NOTE 16: COERCIVE REVENUE (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	Revenue Description	12-Month Budget 2022	12-Month Budget 2023
-	-	Virtual Asset (Service Providers)	25	25
193	274	Website - Recovery Fees	315	362
21	20	W.I.Z. - Boat Licensing	20	20
65,045	73,721	Work Permits Fees	70,635	72,830
34	76	Working Under Operation of Act Fees	57	60
741,931	890,500	Total Coercive Revenue	897,860	934,655

NOTE 17: OTHER REVENUE

12-Month Actual 2020	12-Month Forecast 2021	Revenue Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
42	84	Save the Mortgage Loan Repayment	45	45
4,220	104	Other revenue	60	71
4,262	188	Total	105	116

NOTE 18: SALE OF GOODS AND SERVICES

12-Month Actual 2020	12-Month Forecast 2021	Revenue Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
2,038	2,166	Outputs to other government agencies	2,388	2,480
23,184	27,876	Fees and charges	30,054	30,884
5,166	5,774	General sales	6,278	6,216
1,217	1,320	Rentals	1,294	1,295
7,940	1,710	Other	549	551
39,545	38,846	Total Revenue	40,563	41,426

NOTE 18: SALE OF GOODS AND SERVICES (CONTINUED)

12-Month Actual 2020 \$000	12-Month Forecast 2021 \$000	Fees and Charges	12-Month Budget 2022 \$000	12-Month Budget 2023 \$000
163	169	Agricultural Department Fees	131	131
822	1,300	Annual Work Permit Application Fees (Entity)	1,615	1,686
5	4	APA - Appeal to Board against decision made by an Immigration Officer Application Fee	5	5
4	7	Application Fee for Specialist Caregiver Certificate	7	7
9	-	Audit Fees - Outside Entities	-	-
1,703	1,700	Authentication and Apostille of Documents Fees	2,467	2,541
8	12	Business Staffing Plan Application Fees (Entity)	12	13
7	1	Business Visitors Administration Fees	9	9
17	1	BVX - Business Visitors Permit - Express Determination Fee	17	18
86	100	Cabinet Appeal Fees (formerly Executive Council Appeal Fees)	66	66
92	135	Caymanian Status Application Fees (Entity)	141	147
337	-	CIMA - Penalties and Fines	-	-
3	2	Coat of Arms & Other National Symbols Usage Fee	-	-
36	42	Customised Motor Vehicle Licence Plate Fees	34	34
324	350	Customs Special Attendance Fees	753	759
3	4	Dependent of a Caymanian Admin Fee	4	4
294	468	Drivers Examination Fees	476	481
43	68	Duplicate Vehicle Log Books	66	67
13	13	Electrical Inspection Fees	13	14
60	79	Electrical Licence Fees	83	87
46	47	Elevator Inspection Fees	44	47
8	19	Environmental Service Fees	25	25
2	14	Estate Management Fees	-	-

NOTE 18: SALE OF GOODS AND SERVICES (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	Fees and Charges	12-Month Budget 2022	12-Month Budget 2023
2,655	2,783	Examination Fees	3,038	3,179
502	980	Express Fee - Work Permits	594	620
37	83	Express Land Registry	80	80
-	2	External Training	2	2
1	1	FPA - Final WP Non-renewal (90days) - Admin	1	1
-	-	Funds Received From Department of Tourism (DOT) Events	4	4
2	-	Funds Received from RCY Events	-	-
2,386	2,735	Garbage Fees	2,741	2,741
14	22	Heavy Equipment Application Fees	17	17
226	280	Land Survey Fees	200	200
509	516	Law School Fees	500	500
16	14	Local Companies Administration Fees	12	12
338	360	Mail Terminal Credits	460	480
150	181	Mapping Services	180	180
1,435	1,600	Motor Vehicle Inspection Fees	1,969	1,988
443	523	Motor Vehicle Licence Plate Fees	552	557
461	680	Naturalisation and Registration Fees	453	453
156	157	Online Planning System Fees	347	355
162	170	Other Company Fees - Exempt (Entity)	174	178
51	2	Other Fees	-	-
26	33	Other Immigration Fees	23	24
249	327	Passport Fees	673	692
1	1	PCA - Provision for Continuation of WP - Amendment - Admin	1	1
1,245	1,100	Pension Plan Registration Fees	980	980
80	155	Permanent Residence/Residency & Employment Rights Certificate/Residency Certificate for	126	132
1	1	Planning Appeal Fees	1	1
17	15	Planning Inspection Call-Out Fee	16	16
2,104	2,130	Private Sector Computing Fees	2,172	2,281
9	22	Public Library Fees	25	25
65	79	PWA - Provision for continuation of work permit - Admin	79	83
6	6	Recycling Fees	25	25
1	6	Refund Processing Fees	3	3
1	1	Residency & Employment Rights Cert. - Surviving spouse of a Caymanian Application Fee	1	1
211	380	Residency & Employment Rights Certificate Admin Fee	505	631
22	35	Residency and Employment Rights Certificate by the Dependent of a Permanent Resident	50	57
70	110	Residency and Employment Rights Certificate by the Spouse of a Caymanian Admin Fee	105	109
11	12	Residency Certificate for Persons of Independent Means Admin Fee	36	38
-	-	Restoration of Seized Goods	1	1
5	12	RFA - Permanent Residence - Persons of Independent Means - Application Fee	-	-
-	-	RFA - Permanent Residence - Persons of Independent Means - Renewal Application Fee	8	8
1	7	RGA - Variation of Permanent Residence - Person of Independent Means - Application Fee	2	2
1	6	RJA - Residency Certificate (Substantial Business Presence) Application Fee	-	-
1	1	Sale of Custom Forms	1	3
519	500	School Fees	500	500

NOTE 18: SALE OF GOODS AND SERVICES (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	Fees and Charges	12-Month Budget 2022	12-Month Budget 2023
144	100	Special Econ. Zone – Trade Certificate Renewal Fee	114	120
3	-	Special Marriage License Application Fee	4	4
559	820	Temporary Work Permit Application Fees (Entity)	1,022	1,084
-	-	Tourist Reservation Fees	1	1
275	25	Tower Licence Fees	-	-
709	623	Trade and Business Administration Fees	700	725
4	-	Transcript Fees	-	-
20	31	Variation/Amendment Fee for BSP	36	37
113	160	Vault Sales (Cemetery Fees)	157	157
-	1	Vehicle and Equip. Maintenance Fees	1	1
51	50	Vehicle Bank Liens	53	54
233	250	Vehicle Change of Ownership	278	281
11	1,732	Vehicle Disposal Fees	1,894	1,894
57	10	VWA - Visitor's Work Visa Application Fee	15	20
1,081	1,360	Warehousing	1,290	1,336
621	600	Web Receipts	600	600
3	2	Work Under Operation of Act Fees	3	3
777	1,150	VEA - Extension of a Visitor's Work Visa Application Fee	1,081	1,081
248	150	Trade and Business Penalty Fees	175	175
-	-	Public Land Commission Application Fee	5	10
23,184	27,876	Total Fees & Charges	30,054	30,884

NOTE 18: SALE OF GOODS AND SERVICES (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	General Sales	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
-	-	Auction Receipts	10	10
104	85	Canteen Sales	90	90
38	155	Miscellaneous Sales	168	5
50	55	Other Postal Business	60	63
3	4	Philatelic Sales	6	7
7	10	Plumbers Examination Board Fees	10	11
730	720	Police Clearances	942	946
608	600	Postal Stamps	864	936
16	15	Prison Craft Sales	10	10
9	20	Prison Sales	10	10
420	427	Sale Of Advertising Space	427	427
2,238	2,855	Sale of Agric. Supplies/Produce	2,811	2,811
859	754	Sale Of Gazettes And Subscriptions	729	746
33	21	Sale Of Acts	21	21
51	53	Sale of Planning Documents	120	122
5,166	5,774	Total General Sales	6,278	6,215

NOTE 18: SALE OF GOODS AND SERVICES (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	Rentals	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
9	2	Equipment Rental - PWD (Cayman Brac)	10	10
1,015	1,035	Postal Box Rental Fees	1,038	1,040
41	100	Rental - School Canteens	100	100
15	3	Rentals - Craft Market	6	6
10	16	Rentals - Government Housing	17	17
105	124	Rentals - Other Properties	92	92
22	40	Rentals - Town Halls	31	30
1,217	1,320	Total Rentals	1,294	1,295

12-Month Actual 2020	12-Month Forecast 2021	Other Goods & Services Revenue Goods & Services Revenue	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
133	85	GIS Applications	140	140
17	8	GPS Licenses Refund	17	17
48	60	Internal Audit Service Fees	117	117
41	57	Miscellaneous Licensing Receipts	49	49
7,699	1,500	Miscellaneous Receipts	226	228
2	-	Refund of Salaries	-	-
7,940	1,710	Total Other Goods & Services Revenue	549	551
		Other Interdepartmental Revenue		
2,038	2,166	Financial Attest Services	2,388	2,480
2,038	2,166	Total Other Interdepartmental Revenue	2,388	2,480
39,545	38,846	Total Goods and Services	40,563	41,426

NOTE 19: INVESTMENT REVENUE

12-Month Actual 2020	12-Month Forecast 2021	Revenue type	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
8,488	2,572	Interest on cash balances	2,120	1,656
7	7	Interest on Loans	7	7
1	-	Royalties	-	-
-	-	Other Investment Revenue	70	70
8,496	2,579	Total Investment revenue	2,197	1,733

NOTE 20: DONATIONS

12-Month Actual 2020	12-Month Forecast 2021	Source	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
3,125	202	Other Donations	184	203
		Balance		
3,125	202	Total Donations	184	203

NOTE 21: PERSONNEL COSTS

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
264,563	287,190	Salaries, wages and allowances	320,714	334,298
51,550	55,988	Health care CINICO	76,654	85,061
14,103	15,317	Pension - Normal Cost Employer	16,394	16,903
19,821	21,680	Pension - Employer	22,462	22,132
1,204	1,308	Leave	431	384
1,750	1,901	Other personnel related costs	1,069	1,053
352,991	383,383	Total Personnel Costs	437,724	459,831

NOTE 22: SUPPLIES AND CONSUMABLES

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
49,345	38,857	Supplies and Materials	47,847	48,951
54,671	40,396	Purchase of services	56,750	54,929
6,757	7,363	Lease of Property and Equipment	9,746	9,957
11,427	11,919	Utilities	13,376	12,998
6,593	6,090	General Insurance	7,407	7,432
898	743	Travel and Subsistence	3,238	3,577
1,052	870	Recruitment and Training	4,758	4,902
3,324	4,694	Other Supplies and Consumables	6,228	6,415
134,067	110,932	Total Supplies & consumables	149,350	149,161

NOTE 23: FINANCE COST

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
10,826	11,565	Interest on borrowings	14,453	16,725
2,075	187	Other borrowing costs	54	56
366	178	Interest on Deposits from Public Entities	180	181
13,267	11,930	Total Finance cost	14,687	16,962

NOTE 24: LITIGATION COST

12-Month Actual 2020	12-Month Forecast 2021	Litigation Costs	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
393	624	Legal Fees	1,765	1,770
393	624	Total Litigation cost	1,765	1,770

NOTE 25: (GAINS) / LOSSES

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
455	-	Net (gain) / loss on disposal of property, plant and equipment	-	-
(3,389)	(3,220)	Net (gain) / loss on foreign exchange transactions	(1,169)	(1,169)
(2,934)	(3,220)	Total (gains)/ losses	(1,169)	(1,169)

NOTE 26: OUTPUTS FROM PUBLIC ENTITIES

12-Month Actual 2020 \$000	12-Month Forecast 2021 \$000	Output Group	12-Month Budget 2022 \$000	12-Month Budget 2023 \$000
187	165	AOA 1 - Operation of registration and oversight functions under the AO Act	175	180
100	134	AOA 2 - Complete Future of AOA Project	94	94
16	14	AOA 3 - Maintaining relationships with key Cayman Islands based stakeholders	15	12
32	27	AOA 4 - Membership of and participation in the International Forum of Independent Audit Regulators	30	32
4,934	3,134	CAL 1 - Strategic Domestic Air Services	3,134	3,134
31,467	20,783	CAL 2 - Strategic Tourism, Regional and Core Air Services	15,435	15,435
3,100	3,100	CAY 2 - Children and Youth Services (CAYS) Foundation	3,100	3,100
7,060	6,685	CCO 1 Teaching of Tertiary Level and Vocational Programmes (UCCI)	6,678	6,678
40	40	CDB 1 Government Scholarship Funding Programme	40	40
526	526	CIDB 1 - Administration of Lending Activities	526	526
12,712	14,025	CIN 1 - Health Insurance for Seamen and Veterans	14,483	15,079
29,586	32,593	CIN 2 - Health Insurance for Civil Service Pensioners	35,632	36,565
148	148	CINM 1 - Collection and Preservation of Significant Material Evidence	154	154
576	576	CINM 2- Museum Facilities, Exhibitions and Displays	601	601
131	131	CINM 3 - Services to Support the Ministry, Cabinet and Other Departments	137	137
210	210	GAL 1 - National Arts, Exhibitions and Festivals	210	210
121	121	GAL 2 - National Art Collections	121	121
405	405	GAL 3 - Art Education, Outreach and Training	178	178
-	-	GAL 4 - Art Information - Facilities, Promotion, Scholarship and Publication	242	242
2,547	2,547	HEA 10 - Ambulance Services	3,639	3,395
2,243	2,243	HEA 11 - Services at District Health Clinics	2,490	2,490
3,481	3,481	HEA 12 - Mental Health Services	4,395	4,245
4,376	4,376	HEA 16 - Medical care patients over 60 Years Old	4,376	4,376
3,415	4,034	HEA 17 - Beyond Insurance Coverage/Un-insured	4,034	4,034
1,720	1,754	HEA 18 - School Health Services	1,919	2,019
1,359	1,359	HEA 19 - Chronic Diseases	1,359	1,359
17,318	22,548	HEA 2 - Medical Care for Indigents	12,000	12,000
3,143	2,359	HEA 20 - Public Health Services	2,410	2,410
150	227	HEA 21 - Medical Internship Program	227	263
166	492	HEA 23 - Provision of Antiretroviral Medication	492	492
100	100	HEA 24 - Child Sex Abuse Program – Child Psychologist	105	105
39	39	HEA 25 - Cancer Registrar	62	62
-	280	HEA 26 - Adolescent Mental Health Program	840	840
3,783	3,783	HEA 6 - Medical Services in Cayman Brac and Little Cayman	3,783	3,783
247	247	HEA 8 - Autopsy, Coroner, and Other Court Ordered Reports	280	293
13,384	18,290	MOA 12 - Regulation of the Financial Services Industry	21,896	22,946
980	980	MOA 13 - Assistance to Overseas Regulatory Authorities	980	980
875	875	MOA 14 - Policy Advice and Ministerial Services	875	875
5,781	7,833	MOA 25 - Monitor compliance with the Anti-Money Laundering Regulations	6,407	6,957
1,400	1,400	MOA 6 - Regulation of the Cayman Islands Currency	1,400	1,400
300	300	MOA 8 - Collection of Fees	300	300

NOTE 26: OUTPUTS FROM PUBLIC ENTITIES (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	Output Group	12-Month Budget 2022	12-Month Budget 2023
100	100	NCF 1 - Arts and Culture Preservation, Documentation and Promotion	109	109
877	877	NCF 2 - Cultural Festivals/International Exchange/Local Partnerships	383	383
-	-	NCF 3 - Management of Operations and Management of FJ Harquail Cultural Center (FJHCC)	345	345
112	112	NCF 4 - Training and Support For Artistic Development	266	266
-	-	NCF 5 - Youth Arts Programming	6	6
689	689	NDC 1 - Policy, Prevention, Surveillance Research, Information, Monitoring and Evaluation	715	715
240	240	NHT 4 - Administration of the Affordable Housing Initiative	170	178
231	231	NHT 5 - Administration of the Government Guaranteed Home Assisted Mortgage	270	282
187	187	NHT 6 - Administration of the New Affordable Housing Initiative	215	230
17	17	NHT 7 - Administration of the Build on Your Own Property Initiative	20	20
-	-	CMA 1 - Policy Advice to Cabinet on Maritime Matters	333	333
56	94	SIH 1 Sister Islands Affordable Housing Corporation	75	75
880	980	TAB 1 - Management of Pedro St. James National Historic Site	950	950
700	1,040	TAB 2 - Management of Queen Elizabeth II Botanic Park	850	850
140	140	TAB 4 - Management of the Cayman Islands Craft Market	140	140
40	40	TAB 5 - Management of the Hell Geological Site	40	40
152	74	URC 1 - Drafting Instructions for the Development of Legislation and Policy Advice	74	74
13	50	URC 6 -Regional and International Representation	50	50
25	100	URC 7 -National Cyber Security Initiatives	100	100
1,167	812	URC 10 -Monitoring and Controlling the Storage, Handling, Quality and Mensuration of Fuel Products	812	812
882	588	URC 11 -Economic Regulations; Monitoring and Directing the Fuel Sector and Relevant Market	588	588
200	133	URC 12 -Management of the Cayman Islands Internet Domain and Verification of ICT Licensee Fees	133	133
164,867	168,869	Total	161,898	164,821

NOTE 27: OUTPUTS FROM NON-GOVERNMENT SUPPLIERS

12-Month Actual 2020 \$000	12-Month Forecast 2021 \$000	Output Group	12-Month Budget 2022 \$000	12-Month Budget 2023 \$000
15	30	NGS 1 - Organise, Administer and Execute the Cayman Islands Fishing Tournament	30	30
2,582	2,650	NGS 2 - Legal Aid Services	2,700	2,700
39	39	NGS 4 - Aids and First Aid Education Program	39	39
130	440	NGS 7 - Management of Small Business Development	311	230
189	198	NGS 20 - Employee Assistance Programme	243	287
23	30	NGS 24 - Spaying and neutering of dogs and cats	30	30
250	250	NGS 25 Teaching of Tertiary Education Course (ICCI)	250	250
54	146	NGS 26 - Miss Cayman Committee	100	100
500	-	NGS 34 - Primary and Secondary Education by Private Schools	2,000	2,000
1,556	4,334	NGS 38 - Services for Irregular Migrants	768	768
-	9	NGS 47 - Mentoring Cayman Programme	9	9
80	80	NGS 53 - Palliative Care Nursing - Jasmine	100	100
32,882	32,578	NGS 55 - Tertiary Medical Care at Various Overseas and Local Providers	20,927	21,593
	8	NGS 57 - Gardening Projects and Landscaping	4	4
10	40	NGS 58 - Elite Athletes Programme	40	40
5	122	NGS 59 - Youth Development Programme	122	122
108	1,607	NGS 60 - Sports Programme	1,552	1,552
1,964	2,358	NGS 64 - Care of the Indigent, Elderly and Disabled Persons	2,040	2,040
343	343	NGS 66 - Foster Care for Children - NCVO	393	393
72	72	NGS 67 - Community Programmes – Rehoboth	79	79
325	325	NGS 71 - Support for Battered Women and Children- CI Crisis Center	325	430
1	49	NGS 72 - Therapeutic Services for Young Persons	-	-
570	570	NGS 74 - Preservation of Natural Environment and Places of Historic Significance	570	570
-	50	NGS 79 - Cayman Islands Protective Services (K9-Security Services)	50	50
-	90	NGS 82 - Other Sports Programmes	95	95
20	60	NGS 83 - Other Cultural Programmes	40	40
76	76	NGS 84 - Cayman Islands Agricultural Society	187	187
393	1,104	NGS 85 - Cayman Finance	750	750
79	79	NGS 86 - Community Programmes – Meals on Wheels	75	175
6	14	NGS 87- Gender Equality Cayman	6	14
1,088	1,212	NGS 89 - Cayman Islands Legal Practitioners Association Ltd	1,212	1,212
-	-	NGS 90 - Cayman Islands Cadet Corps Committee	25	25
-	3,101	NGS 91 - Public School Meals Programme	7,446	14,908
43,360	52,064	Total	42,518	50,822

NOTE 28: TRANSFER PAYMENTS

12-Month Actual 2020 \$000	12-Month Forecast 2021 \$000	Output Group	12-Month Budget 2022 \$000	12-Month Budget 2023 \$000
750	880	TP 12 - Tourism Scholarships	815	815
7	143	TP 13 - Miss Cayman Scholarship	75	75
540	1,161	TP 27 - Pre-School Educational Assistance	783	783
10,000	22,467	TP 30 - Local, Overseas Scholarships and Bursaries	10,039	10,039
10,984	11,502	TP 41 - Financial Assistance	13,687	14,527
26	34	TP 44 - Temporary Poor Relief Payments for Young Parents Programme (YPP) Students	70	70
143	1,210	TP 46 - Poor Relief for Refugees	126	126
9,784	10,969	TP 47 Ex- Gratia Benefit Payments to Seafarers and Ex-Servicepersons	11,115	11,115
97	185	TP 49 - Youth Programmes and Other Non-Government Organisations	130	130
43	367	TP 51 Other Educational & Training Assistance	255	255
351	357	TP 57 - Children and Family Services Support	350	350
70	70	TP 58 - Support for Services of the Red Cross	70	70
24	3,726	TP 60 Housing Assistance	375	375
380	934	TP 61 Student Enrichment & Support Services	934	934
68	75	TP 63 - Support to Local Business Associations	75	75
333	1,016	TP 66 - Sister Islands Home Repairs Assistance	500	500
15,877	65,912	TP 67 - Sports and Cultural Tourism Programmes Assistance	1,850	2,350
155	155	TP 69 - Support for the Bridge Foundation	155	55
35	736	TP 72 - Other Youth and Sports Programme Assistance	-	-
978	1,887	TP 73 - Other Health & Cultural Program Assistance	500	500
166	10	TP 76 - Assistance for Infrastructure Development	200	200
4,160	8,578	TP 80 - Support for Business Initiatives	540	40
897	1,266	TP 82 - SEN Scholarships	1,266	1,266
137	863	TP 83 - Medical Scholarships	863	863
103	1,437	TP 84 - Agriculture Sector Development	500	800
9	210	TP 85 - Support to Local Financial Services Associations	110	110
640	957	TP 86 - Sister Islands Beaches and Community Clean Up Programme	500	500
8,419	5,330	TP 87 - Temporary Financial Assistance	-	-
124	124	TP 88 - Look After Care Payments	-	-
107	53	TP 89 - Youth After Care Payments	-	-
-	35	TP 90 - Assistance to George Town Revitalisation	100	500
140	1,985	TP 93 Public School Grants and COVID Recovery Programme	1,362	1,362
-	300	TP 94 Superior Auto Apprenticeship Programme	150	150
320	1,015	TP 95 - Private and Public School Grants	-	-
2,402	83	TP 97 Education, Agriculture and Land Services - Covid Response and Recovery	-	-
1,437		TP 98 - Youth and Sports Services -Covid Response and Recovery	-	-
	215	TP 101 - Sister Islands Community programmes/projects	150	150
	3,000	TP 105 - Assistance to Farmers - Tropical Storm Grace	-	-
-	-	TP 107 - Youth, Sport, Culture and Heritage Programs	1,619	1,619
-	-	TP 109 - Extraordinary Relief Stipends	10,319	-
-	-	TP 110 - Sustainability Programme Support	150	150
-	-	TP 111 - Climate Resiliency Programme	262	348
-	-	TP 112 - Sustainability and Climate Resiliency - Community Support	500	500
-	-	TP 113- Agricultural Sustainable Production Programme	1,000	800
-	-	TP 114 - Cayman Finance	-	300
-	-	TP 115 - Hope for Today Foundation	-	90
69,706	149,247	Total	61,495	52,892

NOTE 29: OTHER EXECUTIVE EXPENSES (OE'S)

12-Month Actual 2020 \$000	12-Month Forecast 2021 \$000	Output Group	12-Month Budget 2022 \$000	12-Month Budget 2023 \$000
3,476	3,034	OE 1 - Personnel Emoluments to the Judiciary	3,350	3,350
734	720	OE 2 - Personal Emoluments for H.E. the Governor, Premier, Deputy Premier, Speaker of the Legislative Assembly, Ministers, Elected Members of the Legislative Assembly and Deputy Governor	850	850
1,090	1,713	OE 4 - Judiciary Expenses	1,912	1,812
1,078	1,636	OE 5 - Constituency Allowance	1,375	1,375
19	65	OE 6 - Contribution to Caribbean Action Task Force	70	70
168	162	OE 9 - Caricom Fees	170	170
84	85	OE 10 - Caribbean Regional Technical Assistance Centre	85	85
10	13	OE 11 Subscription to Caribbean Examinations Council	13	13
544	816	OE 12 University of the West Indies Membership Levy	816	816
	15	OE 15 - Pan American Health Organization Subscription	15	15
1,290	1,355	OE 19 - Ex-Gratia Plan Recipients Plan Payments	1,358	1,377
18,624	18,515	OE 27 - Past Service Pension	17,153	17,153
		OE 43 - Depreciation on Exec Assets	380	380
680	100	OE 54 - Caribbean Catastrophic Risk Insurance	925	925
79	16	OE 57 - Executive Bank Charges	82	82
827	1,034	OE 65 - Court of Appeal Expenses	1,134	1,084
6	8	OE 66 - United Nations Caribbean Environmental Programme	7	7
125	125	OE 71 - Commonwealth Parliament Association	125	125
4	6	OE 81 - World anti-doping agency	6	6
9	9	OE 82 - Regional anti-doping organization	9	9
34	-	OE 86 - Compensation	-	-
725	113	OE 91- Depreciation of District Administration, Tourism and Transport Executive Assets	5	5
112	122	OE 93-Caribbean Agricultural Research and Development (CARDI)	122	122
38	55	OE 94 - OECD Global Forum	55	55
216	-	OE 96 -Executive Salary Reimbursements	600	600
	20	OE 100 - Executive Depreciation	2	2
9,620	9,694	OE 101-Depreciation of Executive Assets	9,694	9,694
137		OE 102 - New Court Building Project Costs	250	-
18	19	OE 103 - Caribbean Public Health Agency (CARPHA)	19	19
	170	OE 107 - Project Future Fund (Major Governance Projects)	170	170
5,936	6,090	OE 110 - General Insurance	6,500	6,500
80	125	OE 111 - Disability Policy	-	-
39	125	OE 112 - Older Persons Policy	-	-
1,950	453	OE 113 - Administrative and Advisory Support to Members of the Legislative Assembly	-	-
58	70	OE 115 - Regional Security Initiatives	76	76
	2,618	OE 116 - Pension Uplift	2,619	2,794
144	144	OE 117 - CIG Core Christmas Stipend	175	184
196	196	OE 119 - Second Chance Program	196	196
	50	OE120 - Repairs to Governor's Residence	50	50
2,926	3,765	OE 121 Additional Normal Cost Pension	5,309	4,979
-	20	OE 122-Commonwealth Telecommunication Organisation	20	20
-	5	OE 123-Global Island Partnership	5	5

NOTE 29: OTHER EXECUTIVE EXPENSES (OE'S) (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	Output Group	12-Month Budget 2022	12-Month Budget 2023
-	12	OE 124-Caribbean Telecommunication Union	12	12
78	90	OE125 - Caribbean Disaster Emergency Management Agency Membership	90	90
	230	OE 126 - Anti-Gang and Child Safeguarding Support	230	230
-	-	OE 127 - Caribbean Association of Medical Councils (CAMC)	11	2
3,597	4,000	OE 128 - Personal Emoluments for Premier, Deputy Premier, Speaker of the Legislative Assembly, Ministers of Cabinet, Elected Members of the Legislative Assembly	4,029	4,067
-	153	OE 129 - Executive Depreciation - Legislative Assembly	220	220
138	2,250	OE 130 - Administrative and Advisory Support to the Members of the Legislative Assembly	3,636	3,676
-	306	OE 132 - Depreciation on Ministry of Sustainability and Climate Resiliency Executive Assets	306	340
-	-	OE 133 - Oil Spills - Annual Fee	50	50
-	625	OE 134 - Depreciation of Executive Assets – Ministry of District Administration and Lands	625	685
35,444	40,077	OE 140 - Supplies and Other Items to Combat COVID-19	-	-
-	400	OE 141 - Emerging Talent Programme	400	400
90,333	101,423	Total	65,311	64,947

12-Month Actual 2020	12-Month Forecast 2021	Other Executive Expenses (OE's) categorisation	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
33,031	36,709	Personnel Costs	38,904	38,846
10,345	10,911	Depreciation	11,232	11,326
5,936	6,090	General Insurance	6,500	6,500
41,021	47,713	Other operating expenses	8,675	8,275
90,333	101,423	Total OE's	65,311	64,947

NOTE 30: RECONCILIATION OF SURPLUS TO NET CASH FLOWS FROM OPERATING ACTIVITIES

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
(72,111)	(83,992)	Surplus/(deficit) from ordinary activities	(16,262)	8,177
		Non-cash movements		
38,695	38,643	Depreciation and Amortisation	45,036	47,504
-	-	Increase in Provision for Bad Debt	814	298
14,037	54,299	(Profit)/Loss on Public Entities	35,193	19,087
455	-	(Gain)/losses on sale of property plant and equipment	-	-
		Changes in current assets and liabilities:		
6,464	6,001	(Increase)/decrease in current assets	(2,822)	728
-	-	Increase/(decrease) in payables - Other Government agencies	-	-
53,318	573	Increase/(decrease) in other current liabilities	7,617	6,471
40,858	15,523	Net cash flows from operating activities	69,577	82,266

ENTIRE PUBLIC SECTOR

2022 AND 2023 FINANCIAL STATEMENTS

FOR THE 2022 FINANCIAL YEAR ENDING 31 DECEMBER 2022
AND THE 2023 FINANCIAL YEAR ENDING 31 DECEMBER 2023

ALL FIGURES ARE STATED IN \$000s

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GOVERNMENT OF THE CAYMAN ISLANDS
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2022 AND 31 DECEMBER 2023

12-Month Actual 2020 \$000	12-Month Forecast 2021 \$000		Notes	12-Month Budget 2022 \$000	12-Month Budget 2023 \$000
		Current Assets			
433,551	413,849	Cash and Cash Equivalents	2	457,614	434,951
344,563	274,055	Marketable Securities and Deposits	5	320,627	274,933
27,863	25,364	Trade Receivables	3	27,427	26,468
17,273	19,781	Other Receivables	3	21,817	21,665
26,024	26,105	Inventories	4	25,656	26,442
20,623	15,933	Prepayments	6	13,616	13,810
1,732	1,139	Loans	7	2,141	2,295
871,629	776,226	Total Current Assets		868,898	800,564
		Non-Current Assets			
427	427	Trade Receivables	3	427	427
41	113	Other Receivables	3	2,585	2,760
57,537	56,905	Investments	5	56,982	57,948
17,786	19,999	Loans	7	23,416	26,309
2,012,511	2,081,641	Property, Plant and Equipment	8	2,237,025	2,337,473
4,898	8,461	Intangible Assets	9	10,910	15,446
2,093,201	2,167,547	Total Non-Current Assets		2,331,345	2,440,363
2,964,830	2,943,772	Total Assets		3,200,244	3,240,927
		Current Liabilities			
30,886	36,437	Trade Payables	10	34,666	37,904
51,746	52,938	Other Payables and Accruals	10	40,961	46,365
4,752	4,815	Bank Overdraft	2	-	1,206
93,820	71,341	Unearned Revenue	11	79,726	82,689
10,748	13,061	Employee Entitlements	12	11,813	11,876
25,226	23,595	Unfunded Pension Liability	13	23,595	23,595
41,298	50,554	Current Portion of Borrowings	1	59,884	51,207
258,475	252,741	Total Current Liabilities		250,645	254,842
		Non-Current Liabilities			
-	2,098	Trade Payables	10	4,741	4,453
10,995	10,358	Other Payables and Accruals	10	11,067	9,793
13,476	13,532	Unearned Revenue	11	13,570	13,425
12,773	-	Employee Entitlements	12	-	-
501,157	506,695	Unfunded Pension Liability	13	506,695	506,695
318,897	411,554	Unfunded Post-Retirement Health Care		431,392	447,355
164,426	178,185	Currency Issued		191,946	205,706
243,663	211,551	Long Term Portion of Borrowings	1	449,394	449,687
1,265,387	1,333,973	Total Non-Current Liabilities		1,608,805	1,637,114
1,523,862	1,586,714	Total Liabilities		1,859,450	1,891,956
1,440,968	1,357,058	Net Assets		1,340,794	1,348,971
		NET WORTH			
236,920	203,258	Reserves	14	200,735	206,988
640,801	640,884	Revaluation Reserve		640,884	640,884
(72,112)	(83,993)	Current Year surplus/(deficit)		(16,262)	8,177
635,359	596,908	Other Accumulated surpluses/(deficits)		515,437	492,922
1,440,968	1,357,058	Total Net Worth		1,340,794	1,348,971

GOVERNMENT OF THE CAYMAN ISLANDS

STATEMENT OF FINANCIAL PERFORMANCE

FOR THE FINANCIAL YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

12-Month Actual 2020	12-Month Forecast 2021		Notes	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000			\$000	\$000
		Revenue			
741,864	890,500	Coercive Revenue	15	897,860	934,655
215,397	168,079	Sales of Goods and Services	17	220,703	234,516
14,087	5,697	Investment revenue	18	5,096	5,105
4,008	12,958	Donations	19	3,131	1,173
4,869	8,340	Other revenue	16	6,687	6,982
980,225	1,085,574	Total Revenue		1,133,477	1,182,431
		Expenses			
562,804	568,157	Personnel Costs	20	629,493	649,077
265,653	263,395	Supplies and Consumables	21	290,354	289,343
64,769	65,287	Depreciation and Amortisation	8	73,045	77,844
(209)	1,945	Impairment of Property, Plant and Equipment		370	334
14,297	13,283	Finance Costs	22	16,670	18,845
1,215	794	Litigation Costs	23	1,970	2,006
43,360	52,064	Outputs from Non-Governmental Suppliers	25	42,518	50,822
69,706	149,247	Transfer Payments	26	61,495	52,892
443	(271)	Other (Gains)/Losses	24	221	(1,040)
30,299	55,666	Other Operating Expenses	27	33,603	34,131
1,052,337	1,169,566	Total Expenses		1,149,739	1,174,254
(72,112)	(83,993)	Entire Public Sector Net Surplus/(Deficit)		(16,262)	8,177

GOVERNMENT OF THE CAYMAN ISLANDS

STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

12-Month Actual 2020	12-Month Forecast 2021		Notes	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000			\$000	\$000
		CASH FLOWS FROM OPERATING ACTIVITIES			
		<i>Receipts</i>			
763,711	860,192	Coercive Receipts		907,376	944,623
247,418	177,276	Sale of Goods and Services - Third Party		219,890	243,411
15,850	4,753	Interest Received		3,295	3,671
20,583	12,700	Donations / Grants received		1,168	1,173
18,998	37,286	Other Receipts		36,319	36,386
		<i>Payments</i>			
(571,350)	(585,335)	Personnel Costs		(679,500)	(700,353)
(120,270)	(168,387)	Supplies and Consumables		(238,016)	(245,195)
(43,772)	(50,422)	Outputs from Non-Governmental Suppliers		(43,885)	(50,822)
(67,650)	(151,561)	Transfer Payments		(61,496)	(52,893)
(16,057)	(14,777)	Financing/Interest Payments		(17,003)	(19,143)
(72,493)	(73,653)	Other Payments		(35,850)	(35,497)
174,969	48,072	Net Cash Flows from Operating Activities	28	92,298	125,361
		CASH FLOWS FROM INVESTING ACTIVITIES			
		<i>Cash received</i>			
1,222	3,480	Proceeds from Sale of Property, Plant and Equipment		3,627	3,650
833,888	699,292	Proceeds from Sale of Loans/Investments		756,022	722,400
		<i>Cash Used</i>			
(121,090)	(141,366)	Purchase of property, Plant and Equipment		(235,192)	(185,978)
(690,577)	(603,549)	Purchase of Loans/Investments		(814,394)	(677,013)
23,444	(42,143)	Net cash Flows from Investing Activities		(289,937)	(136,941)
		CASH FLOWS FROM FINANCING ACTIVITIES			
-	17,750	Borrowings		299,112	50,000
(45,506)	(43,444)	Repayment of Borrowings		(52,893)	(62,289)
(45,506)	(25,694)	Net Cash Flows from Financing Activities		246,219	(12,289)
152,907	(19,766)	Net Increase/(Decrease) in Cash and Cash Equivalents		48,580	(23,869)
275,893	428,799	Cash and Cash Equivalents at Beginning of Period		409,034	457,614
428,799	409,034	Cash and Cash Equivalents at End of Period	2	457,614	433,745

GOVERNMENT OF THE CAYMAN ISLANDS

STATEMENT OF CHANGES IN NET WORTH

FOR THE FINANCIAL YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

	Statutory Reserves	Revaluation/ Other Reserve	Accumulated Surplus/ (Deficits)	Total
	\$000	\$000	\$000	\$000
Balance at 31 December 2020	236,920	640,801	563,247	1,440,968
Changes in accounting policy	-	-	-	-
Restated balance 31 December 2020	236,920	640,801	563,247	1,440,968
Transfers	(33,662)		33,662	-
Movement in Reserve		83		83
Net revenue / Expenses Recognised directly in net worth	(33,662)	83	33,662	83
Surplus for the period 2021	-	-	(83,993)	(83,993)
Total Recognised revenues and expenses for the period	(33,662)	83	(50,331)	(83,910)
Balance at 31 December 2021 carried forward	203,258	640,884	512,917	1,357,058

	Statutory Reserves	Revaluation/ Other Reserve	Accumulated Surplus/ (Deficits)	Total
	\$000	\$000	\$000	\$000
Balance at 31 December 2021 brought forward	203,258	640,884	512,917	1,357,058
Changes in net worth for 2021				-
Changes in accounting policy	-	-	-	-
Other Adjustments	-	-		
Restated balance 31 December 2021	203,258	640,884	512,917	1,357,058
Transfers/Adjustments	(2,523)		2,522	-
Net revenue / Expenses Recognised directly in net worth	(2,523)	-	2,522	-
Surplus for the period 2022	-	-	(16,262)	(16,262)
Total Recognised revenues and expenses for the period	(2,523)	-	(13,740)	(16,263)
Balance at 31 December 2022	200,735	640,884	499,176	1,340,795

	Statutory Reserves	Revaluation/ Other Reserve	Accumulated Surplus/ (Deficits)	Total
	\$000	\$000	\$000	\$000
Balance at 31 December 2022 brought forward	200,735	640,884	499,176	1,340,795
Changes in net worth for 2022				-
Changes in accounting policy	-	-	-	-
Other Adjustments	-	-		
Restated balance 31 December 2022	200,735	640,884	499,176	1,340,795
Transfers/Adjustments	6,253	-	(6,253)	-
Net revenue / expenses Recognised directly in net worth	6,253	-	(6,253)	-
Surplus for the period 2023	-	-	8,177	8,177
Total Recognised revenues and expenses for the period	6,253	-	1,924	8,177
Balance at 31 December 2023	206,988	640,884	501,100	1,348,972

NOTE 1: STATEMENT OF DEBT

12-Month Actual 2020	12-Month Forecast 2021	Description		12-Month Budget 2022	12-Month Budget 2023
\$000	\$000			\$000	\$000
		Local Currency Debt			
820	3,040	Not later than one year		3,086	3,134
864	5,262	Between one and two years		5,310	4,352
1,867	7,486	Between two and five years		6,529	6,529
-	6,616	Later than five Years		5,440	4,764
3,551	22,404	Total Local Currency Debt		20,365	18,779
		Foreign Currency Debt (state in \$CI)			
40,478	47,514	Not later than one year		56,798	48,073
40,095	52,722	Between one and two years		48,073	48,073
90,706	80,117	Between two and five years		121,085	105,662
110,130	59,348	Later than five years		262,957	280,307
281,409	239,702	Total Foreign Currency Debt		488,913	482,115
284,961	262,106	Total Outstanding Debt		509,278	500,894
		Local Currency Marketable Securities and Deposits		-	-
312,110	239,886	Not later than one year		286,257	240,065
-	-	Between one and two years		-	-
-	-	Between two and five years		-	-
-	-	Later than five years		-	-
312,110	239,886	Total Local Currency Marketable Securities and Deposits		286,257	240,065
		Foreign Currency Marketable Securities and Deposits			
32,453	34,169	Not later than one year		34,370	34,868
39,597	38,965	Between one and two years		39,044	40,010
17,109	17,109	Between two and five years		17,107	17,107
-	-	Later than five years		-	-
89,159	90,243	Total Foreign Currency Marketable Securities and Deposits		90,521	91,985
401,269	330,129	Total Marketable Securities and Deposits		376,778	332,050
(116,308)	(68,023)	Net Public Debt		132,499	168,844

NOTE 1: STATEMENT OF DEBT (CONTINUED)

12-Month Actual 2020 \$000	12-Month Forecast 2021 \$000	Description	Borrowing \$000	12-Month Budget 2022 \$000	12-Month Budget 2023 \$000
9,625	6,125	First Caribbean International Bank (Cayman) Limited The final drawdown of US\$62,999,949.60 on Loan Agreement of US\$155,759,875.39 was drawn on 27th June 2008. The loan has been amortised over 15 yrs. with 1/4ly payments of Principal US\$1,050,000 plus interest commencing 24 Oct 08 with final repayment due 24 June 2023. The loan was converted to a fixed rate loan for 5 years from 24 Jan 09 to 23 Jan 2014 at 4.25% pa at which time the interest rate was fixed @ 2.71% for the remaining life of the loan.	USD 62,999	2,625	-
6,967	4,433	First Caribbean International Bank (Cayman) Limited A second draw down in the amount of US\$45,599,963.52 on Loan Agreement of US\$155,759,875.39 was drawn on 24 June 2008 at 1 month libor plus 0.50% margin. The loan has been amortised over 15 yrs. with 1/4ly payments of Principal US\$760,000 plus interest commencing 24 Oct 2008. The loan was converted to a fixed rate loan for 5 years from 24 Jan 09 to 24 Jan 2014 at 4.25% pa. at which time the rate was fixed at 2.71% for the remaining life of the loan.	USD 45,600	1,900	-
5,895	3,150	First Caribbean International Bank (Cayman) Limited Facility in the amount of US\$155,759,875.39 (CI\$129.8million @ 0.833334) with an availability period of 12 months. Bridge Loan of CI\$16m drawn down 26 Oct 07, CI\$7.3m drawn down on 23 Nov 07 and a third drawdown of CI\$16m on 14 December 2007 at 1 week Libor. Amortised over 15 yrs. with 1/4ly payments of Principal US\$786,000 plus interest commencing 11 May 2008. Converted to a fixed rate loan for 5 yrs. from 11 Feb 09 to 10 Feb 2014 @ 4.25%pa. Interest rate was fixed at 2.67% on 11 February 2014 for the remaining life of the loan.	USD 47,160	655	-

NOTE 1: STATEMENT OF DEBT (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	Description	Borrowing	12-Month Budget 2022	12-Month Budget 2023
84,826	69,403	First Caribbean International Bank (Cayman) Limited	USD 185,074	53,980	38,557
		15 - Year fixed rate loan of US\$185,074,000 advanced on 19 April 2011 at an interest rate of 5.44% p.a. Semi-annual payments of interest only commencing 19 October 2011 with Principal payments of US\$9,253,700 plus interest to commence 19 October 2016.			
141,243	131,094	2019 Butterfield Borrowings - Loan Agreement Dated 25th November 2019	US\$182,687	120,945	110,796
		Facility in the amount of US\$182.6 million, (first advance on 4 Dec 2019 for US\$91,343,283.58 and final advance of US\$91,343,284.42 on 23rd December 2019), amortised over 15 years with principal payments of US\$1,014,925.38 plus interest payable monthly commenced 31st December 2019 and final repayment due on 31 December 2034. The interest rate was fixed at 3.25% on 25 November 2019 for the remaining life of the loan.			
-	17,875	FCIB Convertible Loan US403 M	US\$403,000	305,264	333,762
		Facility in the amount of US\$403 million, (first tranche on 31 Jul 2021 for US\$10,000,000, 2nd tranche of US\$9,403,000 on 31 December 2021 and 3rd tranche of US\$357,179,000 on 30 Jun 2022), amortised over 15 years with principal payments of US\$1,833,333 plus interest payable monthly commenced 31st Jul 2022 and final repayment due on 30 June 2037. The interest rate was fixed at 3.25% on 31 Jul 2021 for the remaining life of the loan.			
248,556	232,081	Total Central Government Debt		485,369	485,115

NOTE 1: STATEMENT OF DEBT (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	Description	Borrowing	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000	\$000
21,156	19,673	Cayman Airways Ltd.		18,497	17,821
11,698	7,621	Cayman Islands Development Bank		3,545	-
3,551	2,731	National Housing and Development Trust		1,867	958
36,405	30,025	Sub-Total		23,909	18,779
		-			
284,961	262,106	Total Entire Public Sector Debt		509,278	500,894

NOTE 2: CASH AND CASH EQUIVALENTS

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
142,740	136,443	US \$ Operational Current Account	141,895	137,569
2,410	2,299	CI\$ Cash in Hand	2,791	2,735
93,147	88,853	CI \$ Operational Current Account	112,264	122,493
(4,752)	(4,815)	Bank Overdrafts	0	(1,206)
8,893	8,483	CI\$ Other Bank Accounts	2,175	2,176
146,079	139,345	Other Short Term Investments	158,084	129,073
40,283	38,426	CI\$ Payroll Account	41,905	43,905
428,799	409,034	TOTAL	459,114	436,745

NOTE 3: TRADE AND OTHER RECEIVABLES

12-Month Actual 2020	12-Month Forecast 2021	Trade Receivables	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
15,036	15,983	Coercive Revenue	16,520	16,670
44,248	36,568	Sale of goods and services	33,547	31,730
6,522	6,130	Other Trade Receivables	3,273	3,466
427	427	Non-Current Trade Receivables and Other Receivables	427	427
(37,943)	(33,316)	Less: Provision for Trade Receivables	(25,913)	(25,398)
28,290	25,791	Total Trade Receivables and Other Receivables	27,854	26,895

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
		Current		
2,110	1,924	Past due 1-30 days	3,887	2,006
14,416	13,143	Past due 31-60 days	13,407	13,705
5,207	4,747	Past due 61-90 days	4,808	4,950
6,130	5,551	Past due 90 and above	5,325	5,807
		Non-Current		
427	427	Past due 1 year and above	427	427
28,290	25,791	Total	27,854	26,895

NOTE 3: TRADE AND OTHER RECEIVABLES (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	Other Receivables	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
244	351	Advances (salary, Official Travel, etc)	146	146
1,021	1,423	Dishonoured cheques	1,185	1,183
219	306	Interest receivable	512	509
16,061	18,093	Other Receivables - Other	22,396	22,424
41	113	Other Non-Current Assets	169.00	169.00
(272)	(391)	Less: provision for doubtful debts - Other Receivables	(6)	(6)
17,314	19,894	Total Other Receivables	24,402	24,425

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
		Current		
15,365	15,933	Past due 1-30 days	19,543	19,391
912	1,854	Past due 31-60 days	2,274	2,274
990	1,994	Past due 61-90 days	-	-
-	-	Past due 90 and above	-	-
		Non-Current		
47	113	Past due 1 year and above	2,585	2,760
17,314	19,894	Total	24,402	24,425

MOVEMENTS IN THE PROVISION OF LOANS, TRADE AND OTHER RECEIVABLES

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
(25,364)	(38,215)	Balance at 1 January	(33,707)	(25,919)
(13,070)	(1,608)	Additional provisions made during the year	(8,904)	(8,523)
219	6,116	Receivables written off during the period	16,692	9,038
(38,215)	(33,707)	Total	(25,919)	(25,404)

NOTE 4: INVENTORIES

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
18,815	19,508	Inventory held for use in the provision of goods and services	19,605	20,327
6,362	6,596	Inventory held for sale	6,051	6,115
25,177	26,105	TOTAL INVENTORIES	25,656	26,442

NOTE 5: INVESTMENTS

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
		Short - Term Investments		
344,563	274,055	Fixed Deposits with Maturities greater than 90 days but not exceeding one (1) year	320,627	274,933
		Long - Term Investments		
56,706	56,074	Marketable Securities	56,151	57,117
		Investment in Associates:		
240	240	Cayman First Insurance	240	240
591	591	Caribbean Development Bank	591	591
57,537	56,905	Total	56,982	57,948
402,100	330,960	Total Investments	377,609	332,881

NOTE 6: PREPAYMENTS

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
5,776	4,462	Accrued Prepayments	3,567	3,570
2,029	1,568	Prepaid Insurance	2,343	2,025
12,818	9,903	Other Prepayments	7,706	8,215
20,623	15,933	Total	13,616	13,810

NOTE 7: LOANS

12-Month Actual 2020	12-Month Forecast 2021	Loan Description	Current	Non-Current	12-Month Budget 2022
\$000	\$000		\$000	\$000	\$000
11,810	19	Overseas Medical loans	220	0	220
81	39	Civil Service Mortgages to staff	117	171	288
74	-	Home School Association	-	-	-
20,999	22,681	Other Loans	1,398	25,042	26,440
-	-	Settlement Loans	500	-	500
(13,446)	(1,601)	Provision outstanding loans	(94)	(1,797)	(1,891)
19,518	21,138	TOTAL	2,141	23,416	25,557

NOTE 7: LOANS (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	Loan Description	Current	Non-Current	12-Month Budget 2023
\$000	\$000		\$000	\$000	\$000
11,810	19	Overseas Medical loans	220	-	220
81	39	Civil Service Mortgages to staff	117	159	276
20,999	22,681	Other Loans	1,563	28,169	29,732
-	-	Settlement Loans	500	-	500
(13,446)	(1,601)	Provision outstanding loans	(105)	(2,019)	(2,124)
19,518	21,138	TOTAL	2,295	26,309	28,604

NOTE 8: PROPERTY, PLANT AND EQUIPMENT
COST OF PROPERTY, PLANT AND EQUIPMENT

	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Roads and Sidewalks	Water Retriculation
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 January 2021	745,165	74,680	576,309	13,193	18,288	43,939	8,543	-	123,335
Additions	6,258	8,276	78,427	2,830	922	5,727	485	816	4,304
Transfers	-	(2,701)	11,688	(397)	(905)	(1,506)	(209)	8,862	(37)
Balance as at 31 December 2021	751,423	80,255	666,424	15,626	18,305	48,160	8,819	9,678	127,602
	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Roads and Sidewalks	Water Retriculation
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 January 2022	751,423	80,255	666,424	15,626	18,305	48,160	8,819	9,678	127,602
Additions	11,000	9,884	56,603	1,698	2,864	8,561	542	4,400	16,150
Disposals and Derecognition	-	-	3,114	-	-	-	-	-	-
Balance as at 31 December 2022	762,423	90,139	726,141	17,324	21,169	56,721	9,361	14,078	143,752
	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Roads and Sidewalks	Water Retriculation
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 January 2023	762,423	90,139	726,141	17,324	21,169	56,721	9,361	14,078	143,752
Additions	2,354	4,687	64,804	520	578	6,283	377	1,500	18,950
Transfers	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2023	764,777	94,826	790,945	17,844	21,747	63,004	9,738	15,578	162,702

NOTE 8: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 January 2021	413,233	63,065	5,859	44,989	33,614	304,250	2,468,462
Additions	14	7,224	1,152	3,551	7,748	7,927	135,661
Transfers	(7,863)	(921)	2,973	(736)	79	(8,327)	-
Balance as at 31 December 2021	405,384	69,368	9,984	47,804	41,441	303,850	2,604,123
	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 January 2022	405,384	69,368	9,984	47,804	41,441	303,850	2,604,123
Additions	6,214	5,865	595	1,000	30,010	69,318	224,704
Disposals and Derecognition	-	-	-	-	-	(3,114)	-
Balance as at 31 December 2022	411,598	75,233	10,579	48,804	71,451	370,054	2,828,827
	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 January 2023	411,598	75,233	10,579	48,804	71,451	370,054	2,828,827
Additions	12,200	3,495	58	1,000	28,350	32,107	177,263
Transfers	350	-	-	-	-	(3,500)	(3,150)
Balance as at 31 December 2023	424,148	78,728	10,637	49,804	99,801	398,661	3,002,940

NOTE 8: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Roads and Sidewalks
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 January 2021		58,025	140,325	6,197	14,103	35,930	6,879	-
Transfers		186	3,483	15	(349)	(129)	250	-
Impairment Reserve 2021 (closing balance)		-	-	-	-	-	-	-
Depreciation Expense 2021		5,944	32,319	1,451	1,081	4,734	653	84
Eliminate on Disposal or Derecognition 2021		-	-	-	-	-	-	-
Balance as at 31 December 2021		64,155	176,127	7,663	14,835	40,535	7,782	84

	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Roads and Sidewalks
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 January 2022		64,155	176,127	7,663	14,835	40,535	7,782	84
Transfers		-	-	-	-	-	-	-
Impairment change 2022		-	-	-	-	-	-	-
Depreciation Expense 2022		6,688	32,777	1,963	1,155	6,347	761	90
Eliminate on Disposal or Derecognition 2022		-	-	-	-	-	-	-
Balance as at 31 December 2022		70,843	208,904	9,626	15,990	46,882	8,543	174

	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Roads and Sidewalks
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 January 2023		70,843	208,904	9,626	15,990	46,882	8,543	174
Transfers		-	-	-	-	-	-	-
Impairment change 2023		-	-	-	-	-	-	-
Depreciation Expense 2023		6,896	33,853	1,903	1,293	7,129	794	90
Eliminate on Disposal or Derecognition 2023		-	-	-	-	-	-	-
Balance as at 31 December 2023		77,739	242,757	11,529	17,283	54,011	9,337	264

Net Book value 31 December 2021	751,423	16,100	490,297	7,963	3,470	7,625	1,037	9,594

Net Book value 30 December 2022	762,423	19,296	517,237	7,698	5,179	9,839	818	13,904

Net Book value 30 December 2023	764,777	17,087	548,188	6,315	4,464	8,993	401	15,314

NOTE 8: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

	Water Reticulation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 January 2021	67,719	46,778	41,812	3,667	18,438	16,078	-	455,951
Transfers	(522)	(2,254)	(3,017)	1,159	999	179	-	-
Impairment Reserve 2021 (closing balance)	-	-	647	597	-	-	-	1,244
Depreciation Expense 2021	3,260	6,381	3,785	228	1,865	3,502	-	65,287
Eliminate on Disposal or Derecognition 2021	-	-	-	-	-	-	-	-
Balance as at 31 December 2021	70,457	50,905	43,227	5,651	21,302	19,759	-	522,482
	Water Reticulation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 January 2022	70,457	50,905	43,227	5,651	21,302	19,759	-	522,482
Transfers	-	-	-	-	-	-	-	-
Impairment change 2022	-	-	-	-	-	-	-	-
Depreciation Expense 2022	3,489	6,900	4,058	324	1,963	3,805	-	70,320
Eliminate on Disposal or Derecognition 2022	-	-	-	-	-	-	-	-
Balance as at 31 December 2022	73,946	57,805	47,285	5,975	23,265	23,564	-	592,802
	Water Reticulation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Balance as at 1 January 2023	73,946	57,805	47,285	5,975	23,265	23,564	-	592,802
Transfers	-	-	-	-	-	-	-	-
Impairment change 2023	-	-	-	-	-	-	-	-
Depreciation Expense 2023	4,574	7,152	4,074	345	2,263	4,299	-	74,665
Eliminate on Disposal or Derecognition 2023	-	-	-	-	-	-	-	-
Balance as at 31 December 2023	78,520	64,957	51,359	6,320	25,528	27,863	-	667,467
Net Book value 31 December 2021	57,145	354,479	26,141	4,333	26,502	21,682	303,850	2,081,641
Net Book value 30 December 2022	69,806	353,793	27,948	4,604	25,539	47,887	370,054	2,236,025
Net Book value 30 December 2023	84,182	359,191	27,369	4,317	24,276	71,938	398,661	2,335,473

NOTE 9: INTANGIBLE ASSETS

COST OF INTANGIBLE ASSETS

	Computer Software	Intangible Assets under construction or development	Total
	\$000	\$000	\$000
Balance as at 1 January 2021	23,034	-	23,034
Additions	5,645	60	5,705
Disposals and Derecognition	-	-	-
Revaluation	-	-	-
Transfers	-	-	-
Balance as at 31 December 2021	28,679	60	28,739
	Computer Software	Intangible Assets under construction or development	Total
	\$000	\$000	\$000
Balance as at 1 January 2022	28,679	60	28,739
Additions	9,146	342	9,488
Disposals and Derecognition	-	(29)	(29)
Revaluation	-	-	-
Transfers	-	-	-
Balance as at 31 December 2022	37,825	373	38,198
	Computer Software	Intangible Assets under construction or development	Total
	\$000	\$000	\$000
Balance as at 1 January 2023	37,825	373	38,198
Additions	7,465	250	7,715
Disposals and Derecognition	-	-	-
Revaluation	-	-	-
Transfers	-	-	-
Balance as at 31 December 2023	45,290	623	45,913

NOTE 9: INTANGIBLE ASSETS (CONTINUED)
ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Computer Software	Other Intangible Assets	Total
	\$000	\$000	\$000
Balance as at 1 January 2021	22,314	136	22,450
Transfers	-	-	-
Impairment Reserve 2021 (closing balance)	-	-	-
Depreciation Expense 2021	2,161	7	2,168
Eliminate on Disposal or Derecognition 2021	(26)	-	(26)
Balance as at 31 December 2021	24,449	143	24,592
	Computer Software	Intangible Assets under construction or development	Total
	\$000	\$000	\$000
Balance as at 1 January 2022	24,449	143	24,592
Transfers	-	-	-
Impairment change 2022	-	-	-
Depreciation Expense 2022	2,719	6	2,725
Eliminate on Disposal or Derecognition 2022	-	(29)	(29)
Balance as at 31 December 2022	27,168	120	27,288
	Computer Software	Intangible Assets under construction or development	Total
	\$000	\$000	\$000
Balance as at 1 January 2023	27,168	120	27,288
Transfers	-	-	-
Impairment change 2023	-	-	-
Depreciation Expense 2023	3,173	6	3,179
Eliminate on Disposal or Derecognition 2023	-	-	-
Balance as at 31 December 2023	30,341	126	30,467
Net Book value 31 December 2021	8,408	53	8,461
Net Book value 30 December 2022	10,657	253	10,910
Net Book value 30 December 2023	14,949	497	15,446

NOTE 10: TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
30,886	36,437	Creditors	34,519	37,745
2,851	2,065	Payroll Deductions	2,356	2,047
11,203	15,465	Accrued Expenses	21,018	21,522
1,917	-	Transfers payable	-	-
1,128	995	Loan Interest Payable	621	425
10,995	10,358	Non-current current payables and accruals	4,741	4,453
34,647	34,413	Other payables	25,294	29,310
93,627	99,733	Total trade payables other payables and accruals	91,435	98,515

NOTE 11: UNEARNED REVENUE

12-Month Actual 2020	12-Month Forecast 2021	Details	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
237	172	Customs deposits	218	218
93,575	74,908	Revenue deposits	81,417	83,921
13,484	9,792	Other unearned revenue	11,661	11,975
107,296	84,873	Total unearned revenue	93,296	96,114

NOTE 12: EMPLOYEE ENTITLEMENTS

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
7,172	8,740	Annual Leave	5,166	5,164
-	-	Retirement and long service leave	3,330	3,255
1,231	2,126	Accrued salaries	1,632	1,766
-	-	Pension	1,558	1,564
2,345	2,195	Other salary related entitlements	127	127
10,748	13,061	Total current portion	11,813	11,876
12,773	-	Non-current Retirement and long service leave	-	-
23,521	13,061	Total employee entitlements	11,813	11,876

NOTE 13: UNFUNDED PENSION LIABILITY

IPSAS 39 – Employee Benefits requires that the pension liabilities be revalued annually in order to present the fair value of the fund balances. The Government and Public Entities have employed an actuary to conduct this annual fair value assessment. The amount recognised by the Central Government is estimated based on the 31 December 2020 valuation as shown in the table below.

Summary Pensions Plans Actuarial Valuation

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
503,620	507,527	Total Public Service Pensions	507,527	507,527
22,936	22,936	Parliamentarian Pensions	22,936	22,936
(173)	(173)	Judicial Public Service Pensions	(173)	(173)
526,383	530,290	Entire Public Sector Pensions Liability	530,290	530,290

The principal assumptions used in the computation of the actuarial estimate of the pension liability for the pension plans are as follows:

- (a) Annual salary increases of 2.5%;
- (b) Long term inflation rate of 2.0% per annum;
- (c) Valuation interest rate to discount future benefit payments of 4.5%;
- (d) Anticipated future pensions payments increases of 2.0% per annum;
- (e) Estimated retirement age of 55 years and 10 years of service for the Parliamentarian Pensions Plan, 57 years and 10 years of service for the Public Service Pensions Plan, and age 65 years for Judiciary Pensions Plan;
- (f) Liability Cost Method – Projected unit credit method; and

Unfunded post-retirement health care

In addition to the Past Service Pension Liability, the Government also acknowledges its obligations for the future health care costs of Civil Servants who earned that benefit based on their service with the Government.

Previously, Civil Servants who worked for a minimum of 10 years with the Government would be entitled to a health care benefit upon retirement. However, the Public Service Management Act now requires that the employee puts in the same amount of years of qualifying service and also retire from the Civil Service in order to obtain such benefits in the future.

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
318,897	411,554	Unfunded Health Care Liability - Public Entities	431,392	447,355
318,897	411,554	Total Unfunded Health Care Liability	431,392	447,355

NOTE 14: RESERVES

12-Month Actual 2020	12-Month Forecast 2021	Reserve	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
355	355	Housing Guarantee Reserve Fund	360	360
58,037	48,977	Environmental Protection Fund	44,498	48,823
6,239	7,170	Infrastructure Development Fund	8,113	9,050
169,692	143,637	Retained Earnings held as General Reserves	144,130	144,604
2,597	2,719	Student Loan Reserve	2,832	2,945
-	400	National Disaster Fund	802	1,206
236,920	203,258	Total Reserves	200,735	206,988

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
		ENVIRONMENTAL PROTECTION FUND		
57,197	58,037	Opening Balance	48,977	44,498
915	241	Interest	-	-
2,090	381	Transfer into EPF	4,021	4,825
-	(241)	Interest transfer to General Revenue	-	-
(2,165)	(9,441)	Transfer to General Revenue	(8,500)	(500)
58,037	48,977	Closing Balance	44,498	48,823
		INFRASTRUCTURE DEVELOPMENT FUND		
5,193	6,239	Opening Balance	7,171	8,113
93	31	Interest	42	37
953	-	Interest Transfer to General Revenue	-	-
6,239	7,170	Closing Balance	8,113	9,050
		STUDENT LOAN RESERVE		
2,459	2,597	Opening Balance	2,719	2,832
39	22	Interest	13	13
100	100	Transfers from General Revenues	100	100
2,597	2,719	Closing Balance	2,832	2,945
		HOUSING LOAN RESERVE		
482	355	Opening Balance	360	360
-	-	Interest	-	-
(128)	-	Outflow	-	-
355	355	Closing Balance	360	360

NOTE 14: RESERVES (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
		NATIONAL DISASTER FUND		
7,136	-	Opening Balance	400	802
80	-	Interest	2	4
400	400	Transfers from General Funds	400	400
(7,617)	-	Transfer to General Revenue	-	-
(0)	400	Closing Balance	802	1,206
		GENERAL RESERVES		
105,668	169,692	Opening Balance	143,637	144,130
62,389	(26,509)	Transfer to Gen Reserve	-	-
1,635	454	Interest Income	493	474
169,692	143,637	Closing Balance	144,130	144,604
236,920	206,669	Total	200,735	206,988

NOTE 15: COERCIVE REVENUE

12-Month Actual 2020 \$000	12-Month Forecast 2021 \$000	Revenue Description	12-Month Budget 2022 \$000	12-Month Budget 2023 \$000
21,102	21,672	Alcoholic Beverages Duty	21,409	24,496
34	34	Annual fee for Certificate of Direct Investment - Fee equivalent to that payable for a work permit	35	37
17,361	14,752	Annual Permanent Resident Work Permit Fee	19,402	21,183
1	-	Bank Charges Reimbursable	-	-
27,479	27,694	Banks and Trust Licenses	26,551	25,667
99	118	Birth, Deaths and Marriages Registration	123	130
7,376	7,883	Building Permit Fees	9,339	9,806
21	56	Business Staffing Plan Board Fees	57	60
189	536	Caymanian Status Fees	319	333
11	-	Cinematographic Licenses	-	-
20	34	Compounded Penalties	26	8
2,064	1,648	Court Fees	1,900	1,900
2,415	2,300	Court Fines	2,226	2,560
3,273	-	Cruise Ship Departure Charges	6,473	7,771
2,400	2,400	CUC - License	2,400	2,400
1	-	DCI - Penalties & Fines	61	71
3,370	3,659	Debit Transaction Fees	3,735	4,035
1	1	Dependent of Caymanian Grant Fee	2	2
16	6	Directors Register Inspection	11	12
2,090	253	Environmental Protection Fund Fees	4,021	4,825
243	476	EZG- Special Economic Zone Employment Certificate Grant Fee	386	403
52	10	Firearms Licenses	75	75
1	-	Fisheries Licenses	-	-
45	86	Foundation Companies	132	135
9	1	FPW - Final WP Non-renewal (90days) - Grant	10	10
13,687	11,550	Gasoline Diesel Duty	12,096	12,282
696	875	General Search Fees	970	991
-	1,000	General Registry - Penalties and Fines	656	505
5	4	Grant of Temporary Work Permit - Seasonal Worker	4	4
1,302	1,876	Health Practitioners' Board Fee	700	700
176	158	Hotel Licenses	339	407
1	-	HRS-Administrative Fines for Health Insurance Offences	-	-
7,892	7,500	ICTA Licences	7,500	7,500
92	244	Immigration Fines	137	143
760	1,566	Immigration Non-Refundable Repatriation Fee	1,179	1,231
938	877	Infrastructure Fund fee	4,542	3,143
8,742	9,621	Insurance Licenses	9,301	9,842
1,724	1,816	Insurance Stamp Duty	1,376	1,418
20	20	Issue Fee for Certificate of Direct Investment	20	20
51	43	Issue Fee for Specialist Caregiver Certificate	46	48
542	2,081	Land Holding Companies Share Transfer Charge	300	300

NOTE 15: COERCIVE REVENUE (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	Revenue Description	12-Month Budget 2022	12-Month Budget 2023
1,142	1,438	Land Registry Fees	1,178	1,119
3,291	4,627	Law Firm Operational	3,770	4,336
1,890	2,549	Legal Practitioner Fee	2,279	2,621
3,418	4,909	Limited Liability Companies	5,123	5,659
1	26	Limited Liability Partnership	43	47
723	242	Liquor Licenses	706	717
3,463	3,428	Local Co. and Corp. Mgmt. Fees	3,268	3,300
428	483	Local Company Control License Grants/Renewals	464	475
-	38	Local Vessel Licenses	25	25
375	-	Miscellaneous Income (Executive Only)	-	-
45	40	Miscellaneous Licenses	71	71
426	-	MLAT proceeds	-	-
50	49	Money Services Licence	46	46
3,000	3,166	Money Transfer Fees	3,004	3,069
10,565	15,324	Motor Vehicle Charges	2,505	2,529
326	381	Motor Vehicle Drivers Licences	255	257
15,311	21,162	Motor Vehicle Duty	25,383	26,775
2,257	2,235	Motor Vehicle Environmental Tax	3,108	3,278
44,601	50,094	Mutual Fund Administrators	47,370	47,933
3	1	Non-Profit Organizations	6,005	5,062
379	456	Notary Public Fees	523	601
100,123	109,552	Other Company Fees - Exempt	113,440	116,601
7,609	8,526	Other Company Fees - Foreign	9,590	10,314
2,072	1,953	Other Company Fees - Non-Resident	1,745	1,543
2,600	2,831	Other Company Fees - Resident	2,945	2,947
114,952	135,274	Other Import Duty	174,255	180,188
12,087	18,264	Other Stamp Duty	12,595	12,175
606	1,202	Package Charges	1,254	1,341
62,136	63,484	Partnership Fees	69,127	73,383
1,693	1,456	Patents and Trademarks	1,500	1,500
976	-	PCW - Provision for continuation of work permit - Grant	1,564	1,633
1,620	2,999	Planning Fees	2,392	2,511
5,670	52,381	Private Fund Fees	58,468	60,443
100	82	Procedural Fines	20	115
31,963	36,167	Proceeds of Liquidated Entities	6,001	5,023
47	-	Proceeds of Crime Act (PoCA)	-	-
-	-	Public Land Commission Permit Fees	25	30
-	-	Public Land Commission Fines for Offenses	15	25
115	115	Public Records	118	126
10	-	Public Transport - Drivers Licenses	36	36
29	22	Public Transport - Operator Licenses	6	6
2	3	Residency and Employ. Rights Cert.- Surviving Spouse of a Caymanian	3	4

NOTE 15: COERCIVE REVENUE (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	Revenue Description	12-Month Budget 2022	12-Month Budget 2023
65	204	Residency and Employment Rights Certificate by Dependent of a P.R	294	338
1,642	1,230	Residency and Employment Rights Certificate Issue Fee	1,828	1,908
78	133	Residency and Employment Rights Certificate by Spouse of a Caymanian	129	134
134	946	Residency Certificate for Persons of Independent Means Grant Fee	178	186
1,425	6,519	RFI - Permanent Residence - Persons of Independent Means	2,325	2,382
-	-	RJC - Residency Certificate (Substantial Business Presence)	34	51
29	62	Royalties and Dredging	650	650
-	-	Royalty Fees from ICTA Licences	-	-
9,404	9,591	Security Investments	10,612	11,679
2	5	Spear Gun Licenses	5	5
10	10	Special Marriage Licenses	1	1
65,591	98,898	Stamp Duty - Land Transfers	68,500	68,500
9,972	11,983	Tax and Trust Undertakings	9,500	9,500
179	176	Timeshare Ownership	296	518
128	97	Tobacco Dealer Registration fees	113	116
8,309	7,763	Tobacco Products Duty	9,249	10,691
10,282	3,954	Tourist Accommodation Charges	18,265	25,570
6,184	6,413	Traders Licenses	6,001	6,060
732	720	Trust Registration Fees	744	752
-	-	Virtual Asset (Service Providers)	25	25
21	20	W.I.Z. - Boat Licensing	20	20
193	170	Website - Recovery Fees	315	362
65,045	73,721	Work Permits Fees	70,635	72,830
34	76	Working Under Operation of Act Fees	57	60
741,864	890,500	Total Revenue	897,860	934,655

NOTE 16: OTHER REVENUE

12-Month Actual 2020	12-Month Forecast 2021	Revenue Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
42	42	Save the Mortgage Loan Repayment	5	5
4,827	8,298	Other revenue	6,682	6,977
4,869	8,340	Total	6,687	6,982

NOTE 17: SALES OF GOODS AND SERVICES

12-Month Actual 2020	12-Month Forecast 2021	Revenue Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
49,708	36,021	Fees and charges	38,126	38,929
124,447	96,231	General sales	142,188	153,847
2,516	2,239	Rentals	3,146	3,614
38,726	33,588	Other	37,243	38,126
215,397	168,079	Total Revenue	220,703	234,516

12-Month Actual 2020	12-Month Forecast 2021	<i>Fees and Charges</i>	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
163	169	Agricultural Department Fees	131	131
822	1,300	Annual Work Permit Application Fees (Entity)	1,615	1,686
5	4	APA - Appeal to Board against decision made by an Immigration Officer Application Fee	5	5
4	7	Application Fee for Specialist Caregiver Certificate	7	7
-	-	Audit Fees - Statutory	-	-
1,703	1,700	Authentication and Apostille of Documents Fees	2,467	2,541
66	-	Building Permit Fees	-	-
8	12	Business Staffing Plan Application Fees (Entity)	12	13
7	1	Business Visitors Administration Fees	9	9
17	1	BVX - Business Visitors Permit - Express Determination Fee	17	18
86	100	Cabinet Appeal Fees (formerly Executive Council Appeal Fees)	66	66
92	135	Caymanian Status Application Fees (Entity)	141	147
36	42	Customised Motor Vehicle Licence Plate Fees	34	34
260	350	Customs Special Attendance Fees	753	759
3	4	Dependent of a Caymanian Admin Fee	4	4
294	468	Drivers Examination Fees	476	481
43	68	Duplicate Vehicle Log Books	66	67

NOTE 17: SALES OF GOODS AND SERVICES (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	Fees and Charges	12-Month Budget 2022	12-Month Budget 2023
13	13	Electrical Inspection Fees	13	14
60	79	Electrical Licence Fees	83	87
46	47	Elevator Inspection Fees	44	47
8	19	Environmental Service Fees	25	25
2,655	2,783	Examination Fees	3,038	3,179
502	980	Express Fee - Work Permits	594	620
37	83	Express Land Registry	80	80
-	2	External Training	2	2
1	1	FPA - Final WP Non-renewal (90days) - Admin	1	1
-	-	Funds Received From Department of Tourism (DOT) Events	4	4
2	-	Funds Received from RCY Events	-	-
2,361	2,735	Garbage Fees	2,741	2,741
14	22	Heavy Equipment Application Fees	17	17
187	280	Land Survey Fees	200	200
509	765	Law School Fees	500	500
16	14	Local Companies Administration Fees	12	12
338	360	Mail Terminal Credits	460	480
150	181	Mapping Services	180	180
570	-	Miscellaneous Fees	-	-
1,435	1,600	Motor Vehicle Inspection Fees	1,969	1,988
443	523	Motor Vehicle Licence Plate Fees	552	557
461	680	Naturalisation and Registration Fees	453	453
156	157	Online Planning System Fees	347	355
162	170	Other Company Fees - Exempt (Entity)	174	178
23,680	2	Other Fees	-	-
26	33	Other Immigration Fees	23	24
249	327	Passport Fees	673	692
1	1	PCA - Provision for Continuation of WP - Amendment - Admin	1	1
1,297	1,100	Pension Plan Registration Fees	980	980
80	155	Permanent Residence/Residency & Employment Rights Certificate/Residency Certificate for	126	132
1	1	Planning Appeal Fees	1	1
17	15	Planning Inspection Call-Out Fee	16	16
2,104	2,130	Private Sector Computing Fees	2,172	2,281
9	22	Public Library Fees	25	25
65	79	PWA - Provision for continuation of work permit - Admin	79	83

NOTE 17: SALES OF GOODS AND SERVICES (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	Fees and Charges	12-Month Budget 2022	12-Month Budget 2023
6	6	Recycling Fees	25	25
1	6	Refund Processing Fees	3	3
1	1	Residency & Employment Rights Cert. - Surviving spouse of a Caymanian Application Fee	1	1
211	380	Residency & Employment Rights Certificate Admin Fee	505	631
22	35	Residency and Employment Rights Certificate by the Dependant of a Permanent Resident	50	57
70	110	Residency and Employment Rights Certificate by the Spouse of a Caymanian Admin Fee	105	109
11	12	Residency Certificate for Persons of Independent Means Admin Fee	36	38
-	-	Restoration of Seized Goods	1	1
5	12	RFA - Permanent Residence - Persons of Independent Means - Application Fee	-	-
-	-	RFA - Permanent Residence - Persons of Independent Means - Renewal Application Fee	8	8
1	7	RGA - Variation of Permanent Residence - Person of Independent Means - Application Fee	2	2
1	6	RJA - Residency Certificate (Substantial Business Presence) Application Fee	-	-
1	1	Sale of Custom Forms	1	3
1,561	500	School Fees	500	500
144	100	Special Econ. Zone – Trade Certificate Renewal Fee	114	120
3	-	Special Marriage License Application Fee	4	4
559	820	Temporary Work Permit Application Fees (Entity)	1,022	1,084
-	-	Tourist Reservation Fees	1	1
275	25	Tower Licence Fees	-	-
709	623	Trade and Business Administration Fees	700	725
4	-	Transcript Fees	-	-
20	31	Variation/Amendment Fee for BSP	36	37
113	160	Vault Sales (Cemetery Fees)	157	157
-	1	Vehicle And Equip. Maintenance Fees	1	1
51	50	Vehicle Bank Liens	53	54
233	250	Vehicle Change of Ownership	278	281
11	1,732	Vehicle Disposal Fees	1,894	1,894
57	10	VWA - Visitor's Work Visa Application Fee	15	20
1,081	1,360	Warehousing	1,295	1,338
619	600	Web Receipts	600	600
3	2	Work Under Operation of Act Fees	3	3
2,662	9,461	Fees and Charges - Public Entities	9,327	9,308
49,708	36,021	Total Fees & Charges	38,125	38,928

NOTE 17: SALES OF GOODS AND SERVICES (CONTINUED)

12-Month Actual 2020 \$000	12-Month Forecast 2021 \$000	Description	12-Month Budget 2022 \$000	12-Month Budget 2023 \$000
		General Sales		
-	-	Auction Receipts	10	10
104	85	Canteen Sales	90	90
50	155	Miscellaneous Sales	168	5
47	55	Other Postal Business	60	63
3	4	Philatelic Sales	6	7
7	-	Plumbers Examination Board Fees	10	11
730	720	Police Clearances	942	946
608	600	Postal Stamps	864	936
16	15	Prison Craft Sales	10	10
9	20	Prison Sales	10	10
420	427	Sale Of Advertising Space	427	427
2,238	2,855	Sale of Agric. Supplies/Produce	2,811	2,811
859	754	Sale Of Gazettes And Subscriptions	729	746
33	21	Sale Of Acts	21	21
51	53	Sale of Planning Documents	120	122
119,272	90,467	General Sales - Public Entities	135,910	147,631
124,447	96,231	Total General Sales	142,188	153,846

NOTE 17: SALES OF GOODS AND SERVICES (CONTINUED)

12-Month Actual 2020 \$000	12-Month Forecast 2021 \$000	Description	12-Month Budget 2022 \$000	12-Month Budget 2023 \$000
		Rentals		
-	2	Equipment Rental - PWD (Cayman Brac)	10	10
1,015	1,035	Postal Box Rental Fees	1,038	1,040
41	100	Rental - School Canteens	100	100
5	-	Rental of CSD Equipment	-	-
15	3	Rentals - Craft Market	6	6
10	16	Rentals - Government Housing	17	17
1,408	1,043	Rentals - Other Properties	92	92
22	40	Rentals - Town Halls	31	31
-	-	Rentals - Public Entities	1,853	2,320
2,516	2,239	Total Rentals	3,147	3,616

NOTE 17: SALES OF GOODS AND SERVICES (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
		Other Goods & Services Revenue		
		Goods & Services Revenue		
133	85	GIS Applications	140	140
13	8	GPS Licenses Refund	17	17
-	60	Internal Audit Service Fees	117	117
41	57	Miscellaneous Licensing Receipts	49	49
6,923	1,500	Miscellaneous Receipts	226	228
31,616	31,878	Other Goods & Services - Public Entities	36,694	37,575
38,726	33,588	Total Other Goods & Services Revenue	37,243	38,126
215,397	168,079	Total Goods and Services	220,703	234,516

NOTE 18: INVESTMENT REVENUE

12-Month Actual 2020	12-Month Forecast 2021	Revenue type	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
-	-	Interest on deposits	108	83
11,971	2,704	Interest on cash balances	2,120	1,657
1,561	-	Interest on Loans	7	7
555	910	Royalties	919	929
-	2,083	Other Investment Revenue	1,942	2,429
14,087	5,697	Total Investment revenue	5,096	5,105

NOTE 19: DONATIONS

12-Month Actual 2020	12-Month Forecast 2021	Source	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
4,008	12,958	Other Donations	3,131	1,173
4,008	12,958	Total Donations	3,131	1,173

NOTE 20: PERSONNEL COSTS

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
454,049	475,574	Salaries, wages and allowances	528,611	545,684
55,070	29,030	Health care - Other	31,402	32,727
24,874	32,010	Pension - Normal Cost Employer	38,652	39,983
21,920	21,680	Pension - Employer	22,462	22,132
1,257	1,476	Leave	601	556
5,634	8,387	Other personnel related costs	7,765	7,995
562,804	568,157	Total Personnel Costs	629,493	649,077

NOTE 21: SUPPLIES AND CONSUMABLES

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
74,118	62,892	Supplies and Materials	69,425	92,608
94,575	97,450	Purchase of services	94,213	92,802
13,615	14,729	Lease of Property and Equipment	13,130	13,966
21,330	21,677	Utilities	24,365	24,150
8,931	12,255	General Insurance	8,558	8,773
1,995	1,870	Travel and Subsistence	5,334	5,797
2,058	2,212	Recruitment and Training	6,479	6,294
49,031	50,309	Other Supplies and Consumables	69,403	45,505
265,653	263,395	Total Supplies & consumables	290,907	289,895

NOTE 22: FINANCE COST

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
11,720	12,897	Interest on borrowings	16,579	18,752
2,577	222	Other borrowing costs	90	92
-	164	Overdraft Expenses	1	1
14,297	13,283	Total Finance cost	16,670	18,845

NOTE 23: LITIGATION COST

12-Month Actual 2020	12-Month Forecast 2021	Litigation Costs	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
1,215	794	Legal Fees	1,970	2,006
1,215	794	Total Litigation cost	1,970	2,006

NOTE 24: (GAINS)/ LOSSES

12-Month Actual 2020	12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
\$000	\$000		\$000	\$000
4,032	-	Net (gain) / loss on disposal of property, plant and equipment	-	-
-	2,090	Net (gain) / loss on derecognition and/or revaluation of assets	825	275
(3,588)	(2,362)	Net (gain) / loss on foreign exchange transactions	(604)	(1,315)
444	(272)	Total (gains)/ losses	221	(1,040)

NOTE 25: OUTPUTS FROM NON-GOVERNMENT SUPPLIERS

12-Month Actual 2020 \$000	12-Month Forecast 2021 \$000	Output Group	12-Month Budget 2022 \$000	12-Month Budget 2023 \$000
15	30	NGS 1 - Organise, Administer and Execute the Cayman Islands Fishing Tournament	30	30
2,582	2,650	NGS 2 - Legal Aid Services	2,700	2,700
39	39	NGS 4 - Aids and First Aid Education Program	39	39
130	440	NGS 7 - Management of Small Business Development	311	230
189	198	NGS 20 - Employee Assistance Programme	243	287
23	30	NGS 24 - Spaying and neutering of dogs and cats	30	30
250	250	NGS 25 Teaching of Tertiary Education Course (ICCI)	250	250
54	146	NGS 26 - Miss Cayman Committee	100	100
500	-	NGS 34 Primary and Secondary Education by Private Schools	2,000	2,000
1,556	4,334	NGS 38 - Services for Irregular Migrants	768	768
-	9	NGS 47 Mentoring Cayman Programme	9	9
80	80	NGS 53 - Palliative Care Nursing - Jasmine	100	100
32,882	32,578	NGS 55 - Tertiary Medical Care at Various Overseas and Local Providers	20,927	21,593
-	8	NGS 57 - Gardening Projects and Landscaping	4	4
10	40	NGS 58 Elite Athletes Programme	40	40
5	122	NGS 59 Youth Development Programme	122	122
108	1,607	NGS 60 Sports Programme	1,552	1,552
1,964	2,358	NGS 64 Care of the Indigent, Elderly and Disabled Persons	2,040	2,040
343	343	NGS 66 Foster Care for Children - NCVO	393	393
72	72	NGS 67 Community Programmes – Rehoboth	79	79
325	325	NGS 71 Support for Battered Women and Children- CI Crisis Center	325	430
1	49	NGS 72 Therapeutic Services for Young Persons	-	-
570	570	NGS 74 - Preservation of Natural Environment and Places of Historic Significance	570	570
-	50	NGS 79 Cayman Islands Protective Services (K9-Security Services)	50	50
-	90	NGS 82 Other Sports Programmes	95	95
20	60	NGS 83 Other Cultural Programmes	40	40
76	76	NGS 84 - Cayman Islands Agricultural Society	187	187
393	1,104	NGS 85 - Cayman Finance	750	750
79	79	NGS 86 Community Programmes – Meals on Wheels	75	175
6	14	NGS 87- Gender Equality Cayman	6	14
1,088	1,212	NGS 89 - Cayman Islands Legal Practitioners Association Ltd	1,212	1,212
-	-	NGS 90 - Cayman Islands Cadet Corps Committee	25	25
-	3,101	NGS 91 Public School Meals Programme	7,446	14,908
43,360	52,064	Total	42,518	50,822

NOTE 26: TRANSFER PAYMENTS

12-Month Actual 2020 \$000	12-Month Forecast 2021 \$000	Output Group	12-Month Budget 2022 \$000	12-Month Budget 2023 \$000
750	880	TP 12 - Tourism Scholarships	815	815
7	143	TP 13 - Miss Cayman Scholarship	75	75
540	1,161	TP 27 - Pre-School Educational Assistance	783	783
10,000	22,467	TP 30 - Local, Overseas Scholarships and Bursaries	10,039	10,039
10,984	11,502	TP 41 - Financial Assistance	13,687	14,527
26	34	TP 44 - Temporary Poor Relief Payments for Young Parents Programme (YPP) Students	70.00	70.00
143	1,210	TP 46 - Poor Relief for Refugees	126	126
9,784	10,969	TP 47 Ex- Gratia Benefit Payments to Seafarers and Ex-Servicepersons	11,115	11,115
97	185	TP 49 - Youth Programmes and Other Non-Government Organisations	130	130
43	367	TP 51 Other Educational & Training Assistance	255	255
351	357	TP 57 - Children and Family Services Support	350.00	350.00
70	70	TP 58 - Support for Services of the Red Cross	70	70
24	3,726	TP 60 Housing Assistance	375.00	375.00
380	934	TP 61 Student Enrichment & Support Services	934	934
68	75	TP 63 - Support to Local Business Associations	75	75
333	1,016	TP 66 - Sister Islands Home Repairs Assistance	500	500
15,877	65,912	TP 67 - Sports and Cultural Tourism Programmes Assistance	1,850	2,350
155	155	TP 69 - Support for the Bridge Foundation	155	55
35	736	TP 72 - Other Youth and Sports Programme Assistance	0	0
978	1,887	TP 73 - Other Health & Cultural Program Assistance	500	500

NOTE 26: TRANSFER PAYMENTS (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	Output Group	12-Month Budget 2022	12-Month Budget 2023
166	10	TP 76 - Assistance for Infrastructure Development	200	200
4,160	8,578	TP 80 - Support for Business Initiatives	540	40
897	1,266	TP 82 - SEN Scholarships	1,266	1,266
137	863	TP 83 - Medical Scholarships	863	863
103	1,437	TP 84 - Agriculture Sector Development	500	800
9	210	TP 85 - Support to Local Financial Services Associations	110	110
640	957	TP 86 - Sister Islands Beaches and Community Clean Up Programme	500.00	500.00
8,419	5,330	TP 87 - Temporary Financial Assistance	-	-
124	124	TP 88 - Look After Care Payments	-	-
107	53	TP 89 - Youth After Care Payments	-	-
-	35	TP 90 - Assistance to George Town Revitalisation	100	500
140	1,985	TP 93 Public School Grants and COVID Recovery Programme	1,362	1,362
-	300	TP 94 Superior Auto Apprenticeship Programme	150	150
320	1,015	TP 95 - Private and Public School Grants	0	0
2,402	83	TP 97 Education, Agriculture and Land Services - Covid Response and Recovery	0	0
1,437		TP 98 - Youth and Sports Services -Covid Response and Recovery	0	0
	215	TP 101 - Sister Islands Community programmes/projects	150	150
	3,000	TP 105 - Assistance to Farmers - Tropical Storm Grace		
-	-	TP 107 - Youth, Sport, Culture and Heritage Programs	1,619	1,619
-	-	TP 109 - Extraordinary Relief Stipends	10,319	-
-	-	TP 110 - Sustainability Programme Support (events, sponsorship etc)	150	150
-	-	TP 111 - Public Sector (Buildings) + Efficiency + Climate Resiliency Programme	262	348
-	-	TP 113- Agricultural Sustainable Production Programme	1,000	800
-	-	TP 112 - Supporting Sustainability and Climate Resiliency in the Community (GGHAM type)	500	500
-	-	TP 114 - Cayman Finance	-	300
-	-	TP 115 - Hope for Today Foundation	-	90
-	-			
69,706	149,247	Total	61,495	52,892

NOTE 27: OTHER OPERATING EXPENSES

12-Month Actual 2020 \$000	12-Month Forecast 2021 \$000	Output Group	12-Month Budget 2022 \$000	12-Month Budget 2023 \$000
3,476	3,034	OE 1 - Personnel Emoluments to the Judiciary	3,350	3,350
734	720	OE 2 - Personal Emoluments for H.E. the Governor, Premier, Deputy Premier, Speaker of the Legislative Assembly, Ministers, Elected Members of the Legislative Assembly and Deputy Governor	850	850
1,090	1,713	OE 4 - Judiciary Expenses	1,912	1,812
1,078	1,636	OE 5 - Constituency Allowance	1,375	1,375
19	65	OE 6 - Contribution to Carribean Action Task Force	70	70
168	162	OE 9 - Caricom Fees	170	170
84	85	OE 10 - Caribbean Regional Technical Assistance Centre	85	85
10	13	OE 11 Subscription to Caribbean Examinations Council	13	13
544	816	OE 12 University of the West Indies Membership Levy	816	816
-	15	OE 15 - Pan American Health Organization Subscription	15	15
1,290	1,355	OE 19 - Ex-Gratia Plan Recipients Plan Payments	1,358	1,377
18,624	18,515	OE 27 - Past Service Pension	17,153	17,153
-	-	OE 43 - Depreciation on Exec Assets	380	380
680	100	OE 54 - Caribbean Catastrophic Risk Insurance	925	925
827	1,034	OE 65 - Court of Appeal Expenses	1,134	1,084
6	8	OE 66 - United Nations Caribbean Environmental Programme	7	7
125	125	OE 71 - Commonwealth Parliament Association	125	125
4	6	OE 81 - World anti-dopping agency	6	6
9	9	OE 82 - Regional anit-dopping organisation	9	9
34	-	OE 86 - Compensation	-	-
725	113	OE 91- Depreciation of District Administration, Tourism and Transport Executive Assets	5	5
112	122	OE 93-Caribbean Agricultural Research and Development (CARDI)	122	122
38	55	OE 94 - OECD Global Forum	55	55
216	-	OE 96 -Executive Salary Reimbursements	600	600

NOTE 27: OTHER OPERATING EXPENSES (CONTINUED)

12-Month Actual 2020	12-Month Forecast 2021	Output Group	12-Month Budget 2022	12-Month Budget 2023
-	20	OE 100 - Executive Depreciation	2	2
9,620	9,694	OE 101-Depreciation of Executive Assets	9,694	9,694
137		OE 102 - New Court Building Project Costs	250	-
18	19	OE 103 - Caribbean Public Health Agency (CARPHA)	19	19
-	170	OE 107 - Project Future Fund (Major Governance Projects)	170	170
5,936	6,090	OE 110 - General Insurance	6,500	6,500
80	125	OE 111 - Disability Policy	-	-
39	125	OE 112 - Older Persons Policy	-	-
1,950	453	OE 113 - Administrative and Advisory Support to Members of the Legislative Assembly	-	-
58	70	OE 115 - Regional Security Initiatives	76	76
-	2,618	OE 116 - Pension Uplift	2,619	2,794
144	144	OE 117 - CIG Core Christmas Stipend	175	184
196	196	OE 119 - Second Chance Program	196	196
-	50	OE120 - Repairs to Governor's Residence	50	50
2,926	3,765	OE 121 Additional Normal Cost Pension	5,309	4,979
-	20	OE 122-Commonwealth Telecommunication Organisation	20	20
-	5	OE 123-Global Island Partnership	5	5
-	12	OE 124-Caribbean Telecommunication Union	12	12
78	90	OE125 - Caribbean Disaster Emergency Management Agency Membership	90	90
	230	OE 126 - Anti-Gang and Child Safeguarding Support	230	230
3,597	4,000	OE 128 - Personal Emoluments for Premier, Deputy Premier, Speaker of the Legislative Assembly, Ministers of Cabinet, Elected Members of the Legislative Assembly	4,029	4,067
-	153	OE 129 - Executive Depreciation - Legislative Assembly	220	220
138	2,250	OE 130 - Administrative and Advisory Support to the Members of the Legislative Assembly	3,636	3,676
-	-	OE 132 - Caribbean Association of Medical Councils (CAMC)	11	2
-	625	OE 133 - Executive Assets depreciation DAL	625	685
-	306	OE 134 - Depreciation on Ministry of Sustainability and Climate Resiliency Executive Assets	306	340
-	-	OE 135-Oil Spills Tier 3 Call out Contract-Annual fee (membership)	50	50
35,444	40,077	OE 140 - Supplies and Other Items to Combat COVID-19	-	-
-	400	OE 141 - Emerging Talent Programme	400	400
8,933	24,633	Other Expenses	24,323	25,244
79,605	109,223	Total	89,634	90,191

NOTE 27: OTHER OPERATING EXPENSES (CONTINUED)

12-Month Actual 2020 \$000	12-Month Forecast 2021 \$000	Other Executive Expenses (OE's) Categorisation	12-Month Budget 2022 \$000	12-Month Budget 2023 \$000
32,810	36,709	Personnel Costs	38,904	38,846
10,561	10,758	Depreciation	10,627	10,714
5,936	6,090	General Insurance	6,500	6,500
30,299	55,666	Other operating expenses	33,603	34,131
79,605	109,223	Total OE's	89,634	90,191

NOTE 28: RECONCILIATION OF SURPLUS TO NET CASH FLOWS FROM OPERATING ACTIVITIES

12-Month Actual 2020 \$000	12-Month Forecast 2021 \$000	Description	12-Month Budget 2022 \$000	12-Month Budget 2023 \$000
(72,112)	(83,993)	Surplus/(deficit) from ordinary activities	(16,262)	8,177
		Non-cash movements		
64,769	65,287	Depreciation and Amortisation	73,045	77,844
9,478	4,627	Increase in Provision for Bad Debt	(7,403)	(515)
9,633	-	(Gain)/losses on sale of property plant and equipment	-	-
		Changes in current assets and liabilities:		
11,244	(5,193)	(Increase)/decrease in current assets	2,335	23
151,957	67,344	Increase/(decrease) in other current liabilities	40,583	39,832
174,969	48,072	Net cash flows from operating activities	92,298	125,361



**CAYMAN ISLANDS
GOVERNMENT**

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PLAN AND ESTIMATES

END