



Ministry of Home Affairs

Ministry of Youth, Sports, Culture and Heritage

Ministry of Financial Services and Commerce

Ministry of Investment, Innovation and Social
Development

Ministry of Education

Ministry of District Administration and Lands

BUDGET STATEMENTS

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)

This Page is Intentionally Left Blank

TABLE OF CONTENTS

INTRODUCTION.....	1
MINISTRY OF HOME AFFAIRS	7
1. NATURE AND SCOPE OF ACTIVITIES	15
2. STRATEGIC OWNERSHIP GOALS.....	20
3. OWNERSHIP PERFORMANCE TARGETS	22
4. EQUITY INVESTMENTS AND WITHDRAWALS.....	28
5. OUTPUTS TO BE DELIVERED.....	31
FINANCIAL STATEMENTS	53
MINISTRY OF YOUTH, SPORTS, CULTURE AND HERITAGE.....	69
1. NATURE AND SCOPE OF ACTIVITIES	77
2. STRATEGIC OWNERSHIP GOALS.....	79
3. OWNERSHIP PERFORMANCE TARGETS	80
4. EQUITY INVESTMENTS AND WITHDRAWALS.....	84
5. OUTPUTS TO BE DELIVERED.....	87
FINANCIAL STATEMENTS	99
MINISTRY OF FINANCIAL SERVICES AND COMMERCE	115
1. NATURE AND SCOPE OF ACTIVITIES	123
2. STRATEGIC OWNERSHIP GOALS.....	126
3. OWNERSHIP PERFORMANCE TARGETS	127
4. EQUITY INVESTMENTS AND WITHDRAWALS.....	131
5. OUTPUTS TO BE DELIVERED.....	135
FINANCIAL STATEMENTS	153
MINISTRY OF INVESTMENT, INNOVATION AND SOCIAL DEVELOPMENT	169
1. NATURE AND SCOPE OF ACTIVITIES	177
2. STRATEGIC OWNERSHIP GOALS.....	179
3. OWNERSHIP PERFORMANCE TARGETS	183
4. EQUITY INVESTMENTS AND WITHDRAWALS.....	186
5. OUTPUTS TO BE DELIVERED.....	191
FINANCIAL STATEMENTS	207
MINISTRY OF EDUCATION.....	223
1. NATURE AND SCOPE OF ACTIVITIES	231
2. STRATEGIC OWNERSHIP GOALS.....	233

3.	OWNERSHIP PERFORMANCE TARGETS	234
4.	EQUITY INVESTMENTS AND WITHDRAWALS.....	241
5.	OUTPUTS TO BE DELIVERED.....	245
	FINANCIAL STATEMENTS	269
	MINISTRY OF DISTRICT ADMINISTRATION AND LANDS	285
1.	NATURE AND SCOPE OF ACTIVITIES	293
2.	STRATEGIC OWNERSHIP GOALS.....	295
3.	OWNERSHIP PERFORMANCE TARGETS	298
4.	EQUITY INVESTMENTS AND WITHDRAWALS.....	302
5.	OUTPUTS TO BE DELIVERED.....	305
	FINANCIAL STATEMENTS	323

INTRODUCTION

In accordance with the requirements of the Public Management and Finance Act (2020 Revision), this volume of documents contains the Budget Statements, for each Ministry, Portfolio and Office covering two financial years, ending 31 December 2022 and 31 December 2023.

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

In some cases, a Ministry/Portfolio/Office is providing an output which is being funded by way of a user-charge paid by the public but the user-charge is insufficient to cover the full cost of the output. Where this occurs, Cabinet subsidises the shortfall (in other words, part of the output is paid for by the user and part by the Cabinet). In these cases the portion of the output that Cabinet is purchasing is included in Output Performance sections of the Budget Statements and the quantity, quality, timeliness and location measures reflect only the portion Cabinet is purchasing. These outputs are noted accordingly.

The Budget Statement for each Ministry, Portfolio and Office comprises of the following:

PART A Ownership Performance

- A description of the Nature and Scope of Activities to better reflect outputs being purchased by Cabinet;
- Strategic Goals and Objectives;
- Ownership Performance Targets, which includes financial performance, human and physical capability measures, information regarding major entity capital expenditures, and issues of risk; and
- Planned equity investments and withdrawals into or from the Ministry/Portfolio/Office are reported.

PART B Output Performance

Outputs to be delivered pertain only to those outputs which Cabinet is buying. These output costs are measured on an accrual basis and do not include any inter-agency charges, with the exception of the Audit Office. This section details:

- A description of the output to be purchased;
- The quantity and quality of each output to be purchased;
- The delivery dates of each output to be purchased;
- The place of delivery of each output to be purchased;
- The price to be paid for each output to be purchased; and
- Payment arrangements

ACCRUAL-BASED FORECAST FINANCIAL STATEMENTS

Cabinet Purchased Outputs and Interagency Charging

In 2022 and 2023, most agencies, with the exception of the Audit Office, will charge Cabinet the cost of producing their outputs. The Audit Office charges Ministries/Portfolios/Offices and Statutory Authorities and Government Companies for audit work performed.

Output Cost

The cost of outputs purchased by Cabinet reflects the cost of all resources consumed in the production of those outputs. This means that indirect costs (such as depreciation and insurance) are also included in the output costs.

The Capital Charge

The capital charge rate has been set to zero for the 2022 and 2023 financial years.

Payment Arrangements

Cabinet will pay for the outputs at the time those outputs are delivered, and on the actual input costs incurred. This means that the Ministry/Portfolio/Office will only get paid or funded if they deliver outputs, thereby providing an incentive to maintain productivity and ensure output delivery. Ministries/Portfolios/Offices will invoice Cabinet (via their Minister/Official Member) each month for the outputs delivered during that month, and Treasury will fund the Ministry/Portfolio/Office once that invoice has been authorised by the respective Minister/Official Member certifying that the outputs have indeed been delivered. Payment arrangements are agreed between Cabinet and the Ministry/Portfolio/Office.

Ministries/Portfolios/Offices maintain their own bank account (within a suite of accounts overseen by the Treasury) and are responsible for managing their own working capital. Therefore, each Ministry/Portfolio/Office will need to ensure sufficient cash is in their respective bank account before cheques are authorised or payroll is processed. Each Ministry/Portfolio/Office will need to ensure that they collect revenue in a timely manner, and manage the debtor and creditor position to maximise the cash position.

Accrual Forecast Financial Statements

The financial figures presented in the Budget Statements reflect accrual budgeting as specified by the Public Management and Finance Act (2020 Revision). The forecast financial statements of a Ministry/Portfolio/Office for the 2022 and 2023 financial years are provided in the Appendix to its Budget Statement. These statements specify the financial performance the Ministry/Portfolio/Office is seeking to achieve during the financial year, and is specified in four different statements together with a Statement of Accounting Policies and Notes to the Financial Statements as below:

- Forecast Operating Statement;
- Forecast Statement of Changes in Net Worth;
- Forecast Balance Sheet; and
- Forecast Cash Flow Statement.

A Statement of Responsibility, signed by the respective Chief Officer accepting responsibility for the accuracy and integrity of the forecast financial statements, is also provided.

The forecast financial statements comply with the format and accounting policies in accordance with the Public Management and Finance Act (2020 Revision) and the Financial Regulations (2018 Revision).

Financial Performance Measures

The Budget Statement identifies the key measures of a Ministry/Portfolio/Office financial performance on an accrual accounting basis. These measures are the key numbers from the forecast financial statements and include the following:

Operating Statement Measures:

- **Revenue from Cabinet:** this is revenue a Ministry/Portfolio/Office is forecast to earn from Cabinet for producing and delivering outputs for Cabinet's purchase. For the 2022 and 2023 financial years, Cabinet will purchase most outputs from Ministries/Portfolios/Offices.
- **Revenue from Statutory Authorities and Government Companies:** this is the revenue a Ministry/Portfolio/Office is forecast to earn from Statutory Authorities and Government Companies for producing and delivering outputs which those agencies are buying (these outputs are also specified in Part A of the Budget Statement, since in most cases, Cabinet is also buying them).
- **Revenue from Others:** this is the revenue a Ministry/Portfolio/Office is forecast to earn from the public for producing and delivering outputs which members of the public (including private sector businesses) are buying; i.e. paid for directly through user charges (these outputs are also specified in Part B of the Budget Statement, as Cabinet is also buying them).
- **Surplus/Deficit from Outputs:** this is the difference between the amount of revenue earned from producing outputs, and the cost of producing those outputs.
- **Operating Surplus/Deficit:** this is total revenues less total expenses.

Balance Sheet Measures:

- **Net Worth:** this is the value of a Ministry/Portfolio/Office's assets less its liabilities. It is also equal to the amount of capital the Cabinet has invested in a Ministry/Portfolio/Office.

Cash Flow Measures:

Cash Flows from Operating Activities: this is the net amount of cash flowing into and out of a Ministry/Portfolio/Office's bank account as a result of activity recorded from its operating statement.

Cash Flows from Investing Activities: this is the net amount of cash flowing into and out of a Ministry/Portfolio/Office's bank account resulting from the purchase or sale of a Ministry/Portfolio/Office's assets.

Cash Flows from Financing Activities: this is the net amount of cash flowing into and out of a Ministry/Portfolio/Office's bank account as a result of equity investments from Cabinet, or the repayment of the surpluses to Cabinet.

The three measures, previously listed, identify the source of a Ministry/Portfolio/Office's cash and are susceptible to changes in market conditions and/or changes in Cabinet's expenditure priorities.

The surplus/deficit from Outputs measure tells the reader whether the agency is earning enough revenue to cover the cost of producing its outputs (a deficit means it is producing its outputs at a loss; a zero balance means it is breaking even; and a surplus means that it is making a profit). This is an important measure because the Public Management and Finance Act (2020 Revision), prohibits Ministries/Portfolios/Offices from producing an output unless Cabinet, or another entity or person, has agreed to pay for the full cost of the output. Therefore, the 'Surplus/Deficit from Outputs' measure should never be a deficit. In most cases this measure is zero and this is because the budgeting rule states that Cabinet should pay for the outputs they are buying at a price equal to the output cost. However, in a few cases the measure is a surplus; this happens when the user-charge price paid by the public for outputs is higher than the (accrual) cost of producing those outputs.

As a general rule, ownership expenses are not items that can be budgeted for and so this measure would normally be zero in the budget.

The operating surplus/deficit is the key operating statement measure. The Public Management and Finance Act (2020 Revision) states that a Ministry/Portfolio/Office shall not incur entity expenses exceeding in total its entity revenue in the financial years 2022 and 2023. Where it is a surplus, the budgeting assumption is that this surplus is paid over to Cabinet (and therefore forms part of the Executive revenue) rather than be retained by the Ministry/Portfolio/Office concerned.

The Net Worth measure summarises a Ministry/Portfolio/Office's balance sheet position (total assets less total liabilities) at the end of the forecasted year. An increase in net worth during the financial year means that the Cabinet has increased financial investment into the Ministry/Portfolio/Office. Since a Ministry/Portfolio/Office is required to repay all surpluses to Cabinet, its budgeted net worth would normally be expected to remain constant from one year to the next. However, when Cabinet makes an equity investment into a Ministry/Portfolio/Office to fund the purchase of a new entity asset (see the discussion below), then the budgeted net worth increases by this amount.

The operating cash flows measure is normally expected to be positive, because cash expenditures are usually less than accrual expenses because they do not include non-cash items such as depreciation.

The investing cash flows measure is normally expected to be negative, as the value of asset purchases is usually significantly greater than the value of asset sales in a year.

Two Standard Financial Performance ratios are provided in the Budget Statement and these are as follows:

Working Capital Ratio: this shows the relationship between the current assets and liabilities of a Ministry/Portfolio/Office, and is a measure of its ability to meet its commitments/pay its bills as they fall due. In the case of Ministries/Portfolios/Offices this ratio is expected to be at least 1:1 or 100%.

Asset: Liability Ratio: this shows the level of total assets compared to the level of total liabilities of a Ministry/Portfolio/Office, and is an indication of the long-term financial viability of the entity. In the case of Ministries/Portfolios/Offices this ratio is expected to be at least 2:1 or 200%.

Physical Capability Measures

The Budget Statement provides measures to show how well the human and physical capabilities of the Ministries/Portfolios/Offices are being maintained. The human capability measures are the same as in previous years.

These measures are:

- **Value of Total Assets:** this shows the dollar value of a Ministry/Portfolio/Office's assets. As a general rule, a decline in this measure between years indicates a reduction in capability.
- **Book Value of Assets: Cost of those Assets:** the book value of an asset is the cost of the asset less its accumulated depreciation. This ratio provides a measure of how worn the assets of each Ministry/Portfolio/Office are. A high ratio means that (on average) an asset is fairly new, whereas a low ratio means the assets are nearing the end of their useful life and therefore a significant amount of asset replacement is needed or will be needed shortly.
- **Asset Replacement: Total Asset:** this is the amount to be spent during the year buying new assets compared to the total value of these assets. This indicates how much of the stock of assets is being replaced. If assets are old or nearing the end of their useful life, as a general rule, a low value in this measure indicates that the assets are not being replaced at a rate sufficient to maintain capability.
- **Depreciation: Assets Purchases:** depreciation is the measure of how much an asset wears within a year and therefore this ratio indicates whether an asset is being replaced at the same rate as it is wearing out. A ratio of 1:1 (100%) indicates that it is being replaced at the same rate; a ratio greater than 100% indicates that it is being replaced faster than it is being worn out (i.e. capability is being improved), and a ratio of less than 100% indicates that it is being replaced at a rate slower than it is wearing out (i.e. capability is declining).

Entity Capital Expenditure

Depreciation is included in the operating expenses of a Ministry/Portfolio/Office and this cost is therefore recovered as part of a Ministry/Portfolio/Office's revenue. As depreciation reflects the use (or wearing out) of assets, it means that Ministries/Portfolios/Offices are now automatically funded by the amount needed to replace their existing assets as a part of the output revenue earned each year.

Cabinet makes an equity investment in a Ministry/Portfolio/Office for one of two reasons:

- **Where the assets to be replaced are already depreciated:** Many of the assets owned by Ministries/Portfolios/Offices are quite old and are already significantly or fully depreciated though they are still being used. This means Ministries/Portfolios/Offices are receiving little or no depreciation funding for those assets and therefore have no cash with which to replace the asset. An equity investment (conceptually equivalent to the amount of unfunded accumulated depreciation of that asset) is therefore necessary; and

- **Where the assets to be purchased are new rather than replacements of existing assets:** If an asset is new rather than a replacement of an existing asset, it is inappropriate to use depreciation of existing assets to fund that purchase. To do so would mean no cash would be available to fund the replacement of the existing asset when that replacement is due. This situation essentially represents an expansion in the scope of business to a Ministry/Portfolio/Office, and an equity investment is required to increase the balance sheet commensurately.

Where an equity investment is being proposed, this is reflected in the forecast financial statements and financial performance measures in the Budget Statement. Assets funded by way of equity investments are also included in the Major Entity Capital Expenditure of the Year in the Ownership Performance Targets of the Budget Statement.

MINISTRY OF HOME AFFAIRS

BUDGET STATEMENTS

FOR THE 2022 FINANCIAL YEAR ENDING 31 DECEMBER 2022

AND THE 2023 FINANCIAL YEAR ENDING 31 DECEMBER 2023

PREPARED IN ACCORDANCE OF SECTION 42 OF THE PUBLIC MANAGEMENT AND FINANCE ACT (2020 REVISION)

This Page is Intentionally Left Blank

CONTENT

STATEMENTS: STATEMENT OF MINISTER/ CHIEF OFFICER

PART A: OWNERSHIP PERFORMANCE

1. NATURE AND SCOPE OF ACTIVITIES
2. STRATEGIC OWNERSHIP GOALS
3. OWNERSHIP PERFORMANCE TARGETS
4. EQUITY INVESTMENTS AND WITHDRAWALS

PART B: OUTPUT PERFORMANCE

5. OUTPUTS TO BE DELIVERED

APPENDIX: FORECAST FINANCIAL STATEMENTS

This Page is Intentionally Left Blank

STATEMENT OF THE MINISTER

I confirm that the Budget Statements reflect the outputs I wish to purchase for the 2022 and 2023 financial years.



Honourable Bernie Bush
Minister

Ministry of Home Affairs

31 December 2021

STATEMENT OF THE ACTING CHIEF OFFICER

The Budget Statements have been compiled using the best information available and are to the best of my knowledge complete and accurate as of this date.

I take responsibility for the accuracy and completeness of the financial information and outputs contained herein.



Michael Ebanks
Acting Chief Officer

Ministry of Home Affairs

31 December 2021

This Page is Intentionally Left Blank

PART A

OWNERSHIP PERFORMANCE

This Page is Intentionally Left Blank

1. NATURE AND SCOPE OF ACTIVITIES

Nature of Activities

The Ministry of Home Affairs is primarily responsible for public safety, communications, managing behaviours of offenders, reducing recidivism as well as providing assistance in respect to post-disaster recovery. These activities are carried out through the following departments:

- Community Rehabilitation
- Fire Services
- Prison Services
- Public Safety and Communications
- Cadet Corps
- Regiment

Public Safety and Communications

The Cayman Islands Department of Public Safety Communications provides mission critical elements of government service and consists of three distinct functions:

The Cayman Islands Public Safety Communications Centre (PSCC) provides dispatch services and coordination on a 24/7/365 basis to support emergency services response in the Cayman Islands. Telecommunicators process incoming 9-1-1 emergency and non-emergency telephone calls from the public related to RCIPS, Emergency Medical Services or Fire Services; priorities requests for assistance and dispatch appropriate resources; provide life-saving, pre-arrival instructions to callers to lessen the impact of their emergency; and maintain the safety of first responders. PSCC is the nation's Tsunami Warning Focal Point responsible for the immediate dissemination of warnings received from the regional Tsunami Warning Centre in concert with HMCI.

The Cayman Islands Electronic Monitoring Centre (EMC) is co-located with PSCC and maintains two separate programmes. The first is the electronic monitoring of offenders who have been referred by Judicial Administration, the Royal Cayman Islands Police Service, Customs and Border Control, or Her Majesty's Prison Service. These electronic monitoring clients are fitted with an ankle bracelet which uses Global Positioning System (GPS) satellite and cellular technology to notify EMC of curfew violations. The second programme of EMC is the monitoring and operation of CCTV cameras as part of the National CCTV Programme. A CCTV Code of Practice approved by Cabinet provides regulations under which EMC personnel and other authorised users (primarily RCIPS) may utilise CCTV cameras to gather evidence and deter crime whilst at the same time upholding human rights.

The National Public Safety Radio Communications System ensures our agency's RF communications systems work smoothly, supporting interoperability with another communications system. Provides users/stakeholders with a set of basic requirements and acknowledge that all systems need to be maintained, upgraded and eventually replaced. This department is also located within the Public Safety Communications Centre tasked with the remit of managing the use of and ensuring the readiness of emergency telecommunications towers. They are also responsible for managing and monitoring the readiness of the islands seismic monitoring sensors and to assist with the electronic incident management system for NEOC. Internal customers include the Royal Cayman Islands Police Service, Cayman Islands Fire Service, Cayman Islands Health Services Authority's EMS Department, Her Majesty's Prison Service, Customs and Border Control, Department of Environment, Hazard Management Cayman Islands, Civil Aviation, Airports Authority, Water Authority, Cayman Brac Power and Light, Port Authority and Judicial Administration.

Fire Services

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

Prison Services

To build safer, stronger, inclusive and more resilient communities in the Cayman Islands by delivering services which improve the life chances of people in our care, enabling them to fulfil their potential and to become active and responsible citizens.

Community Rehabilitation

Assist in managing behaviours of adult offenders, reducing recidivism and victimization and enabling offenders to become law abiding, productive citizens.

Regiment

The role of the CI Regiment is to provide disaster relief and security within the Cayman Islands and the wider Caribbean region.

Its mission is to recruit, train and develop soldiers and officers within the Cayman Islands in order to fulfil the role of the Cayman Islands Regiment.

Scope of Activities

Public Safety and Communications

- Answer and process emergency and non-emergency telephone calls from the public and internal customers
- Determine nature of emergency and give appropriate pre-arrival instructions
- Dispatch appropriate first responders including RCIPS, Emergency Medical Services, Fire Service, CBC Enforcement and Department of Environment personnel
- Telecommunicators use the Computer Aided Dispatch (CAD) and an Automatic Vehicle Location (AVL) system to track and monitor the status and location of public safety resources.
- Telecommunicators provide information over the radio, Mobile Computer Terminals (MCT), and the telephone to authorized public safety personnel including vehicle registration; driver's license verification; firearms licensing; immigration status; and outstanding wants and warrants information, which enhances officer safety and assists with the apprehension of criminals.
- Coordinate emergency response via the Government's shared trunked radio system
- Liaise with support agencies such as utility companies, towing services, British Red Cross, Hazard Management Cayman Islands, Port Authority, cruise ship agents, U.S. Coast Guard, etc.
- Notify Government agency command personnel of major incidents including HE Governor's staff and Government Information Services
- Maintain records and databases using a Computer Aided Dispatch (CAD) system which is interfaced with the 9-1-1 system and the Records Management (RMS) and Jail Management (JMS) software used by RCIPS, CBC and HM Prison Service
- Educate students and civic organizations on what services the Public Safety Communications Centre provides as well as tips and methods in which callers can receive assistance more rapidly

- Electronic monitoring of offenders (“clients”) who have been referred by Judicial Administration, Prison Service, RCIPS, or Immigration, as an alternative to incarceration or as a way of promoting resettlement through early release.
- Physically attach devices “tag” and monitor clients referred to the Electronic Monitoring Programme
- Resolve, compile reports and statistics on client violations
- Report client violations to relevant authorities
- When requested by authorized personnel, search previously recorded video images captured on National CCTV Programme cameras to assist with evidence gathering and prepare DVD copies of the images for further review and safe-keeping
- Actively monitor video images when notified of a serious criminal act that is either in progress or just occurred, to assist RCIPS in the identification and apprehension of suspects
- Utilize and maintain a variety of electronic technology (computer, radio, telephone, video) to provide required services
- Manage the use of and ensure the readiness of emergency telecommunications towers and public safety radio communications network
- Manage and monitor the readiness and availability of the Islands seismic monitoring sensors. Assist with the electronic incident management system for NEOC
- Utilize and maintain a variety of electronic technology (computer, radio, telephone) to provide required services

Fire Services

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

Prison Services

To provide the Cayman Islands with effective and efficient custodial services for up to 240 prisoners who are detained across 3 distinctly separate sites.

The scope of the activities facilitated by the Prison Service, which focus on protection of the public and the rehabilitation of those in our care, includes a portfolio of interventions facilitated through partnerships, internal rehabilitation specialists, security and law enforcement services, data and performance metric collection and analysis, and the development of gender specific policy that meets the holistic needs of a diverse prison population.

Community Rehabilitation

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

Regiment

Provide Disaster Relief within the Cayman Islands and the wider Caribbean:

- Assist Hazard Management Cayman Islands as part of the National Emergency Operations Centre
- Facilitate the evacuations of at-risk persons
- Support search and rescue operations
- Assist in the clearance of key routes
- Enable critical service providers to reach key destinations post-disaster
- Support the distribution of water post-disaster
- Support the distribution of aid post-disaster

Provide security within the Cayman Islands and the wider Caribbean:

- Support the Royal Cayman Islands Police Service and other regional Police and Military organisations during an emergency situation

Provide support to the Government and Emergency Services during an emergency situation

- Support the Emergency Medical Services during an emergency situation
- Support Her Majesty's Cayman Islands Prison Service during an emergency situation
- Support the Cayman Islands Fire Service during an emergency situation
- Support Hazard Management Cayman Islands during an emergency situation
- Support, develop and educate the men and women within the Cayman Islands Regiment

Cadet Corps

The provision of a youth uniformed programme, which provides training in a wide range of disciplines that include leadership and management skills development through the use of a military structure. The Cadet Corps emphasizes delivered in a disciplined environment while engaging stakeholders in education, youth, sports, culture, other uniformed groups and the wider community.

Customers and Location of Activities

Public Safety and Communications

External customers are the residents and visitors of all three islands – Grand Cayman, Cayman Brac and Little Cayman.

Internal customers include the Royal Cayman Islands Police Service, Cayman Islands Fire Service, Cayman Islands Health Services Authority's EMS Department and secondarily, Her Majesty's Prison Service, Customs and Border Control, Department of Environment, Hazard Management Cayman Islands, CI Regiment, Cadet Corps, Department of Community Rehabilitation, and the Judiciary.

Community Rehabilitation

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

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

Fire Services

Customers include the general public, visitors, public and private organisations, and public servants. Activities are primarily located within the Cayman Islands.

Prison Services

The customer and stakeholder base of the Prison Service is broad, varied and, this partnership network is the conduit that underpins successful operations.

Given the community facing aspect of our business, and recognising that rehabilitation of offenders cannot be the sole responsibility of the Prison Service, the cultivation of appropriate collaborative partners is critical to delivering our vision.

Through such partnerships, the Prison Service as a lead authority, will provide access to interventions and services both in-custody and within local communities.

Regiment

External customers are the residents and visitors of all three islands – Grand Cayman, Cayman Brac and Little Cayman.

Internal customers include the Royal Cayman Islands Police Service, Cayman Islands Fire Service, Cayman Islands Health Services Authority's EMS Department, Her Majesty's Prison Service, Department of Customs and Border Control, Hazard Management Cayman Islands, Cayman Islands Cadet Corp and the Department of Community Rehabilitation.

Location – The Caymans Islands, and the wider Caribbean.

2. STRATEGIC OWNERSHIP GOALS

The Key Strategic Ownership Goals for the Ministry of Home Affairs in the 2022 and 2023 financial years are as follows:

Public Safety and Communications

- IMPROVE HUMAN CAPITAL
 - Ensuring current staffing levels to avoid burnout and turnover which would in turn diminish succession planning efforts
 - Establish and maintain a relevant and effective comprehensive training programme with emphasis on the processing and dispatch of critical incidents and improved opportunities for staff development within public safety communications
- IMPROVE EFFICIENCY AND PRODUCTIVITY
 - Continue the implementation of a refreshed Emergency Medical Dispatch function and implementation of a multi-discipline (law enforcement, Emergency Medical Services, and fire) Quality Assurance component
 - Ensure constant readiness of the alternate backup location for the public safety communications centre and electronic monitoring centre in the event of an evacuation of the primary facility during periods exceeding 30 minutes
- IMPROVE GOOD GOVERNANCE
 - Review and revise Standard Operating Guidelines to ensure that future administrative processes and operational actions are deliberate, systematic and consistent
- IMPROVE PUBLIC SAFETY AND SECURITY
 - Determine, prioritize and implement initiatives to improve the Department, as well as public safety in general, within the Cayman Islands to include regular meetings with User Agencies/User Groups and support of a revitalized multi-discipline public safety-first responder's council
 - Continue development of the Next Generation 9-1-1 platform
 - Complete the execution of the new CIG 300ft radio system
 - Take advantage of opportunities to actively participate as a member of the wider community effort to reduce crime thru positive influences on children and young adults.
- IMPROVE CUSTOMER SERVICE
 - Improve awareness of the Department's mission by promoting the Department's message to the public to use 9-1-1 to "**SAVE A LIFE – REPORT A FIRE – STOP A CRIME**".

Fire Services

- Continually strive to identify areas for improvement to the on-going provision of high-quality fire and rescue services, and to act upon such areas in a prompt, efficient and economically responsible manner.
- Development of the residents/citizens to meet a complex range of challenges that will require the prison staff to acquire new skills and underpinning knowledge.
- Increasing corporate engagement to enable us to unify our collective strengths; our people must know the extent of their worth and their value to what we do.

- Assuring corporate effectiveness through a portfolio of services that are effective and efficient. Value for money will underpin our journey towards creating a world class Civil Service.
- Improving standards to ensure that our estate is fit for purpose, our services meet the individual needs of our population and, excellence becomes our minimum benchmark.
- Development of Partnerships through a very clearly defined stakeholder and relationship management strategy.

Community Rehabilitation

- Offender Management Framework - continue to work collaboratively with partner agencies within the criminal justice system to establish a multi-agency framework based on best-practice to enhance public safety. Key stakeholders represented include Royal Cayman Islands Police Service, Her Majesty's Cayman Islands Prisons, and the Department of Community Rehabilitation.
- Quality Assurance - implement a Quality Assurance Senior Probation Officer post focused specifically on delivering the objective of ensuring DCR is providing data-driven services to meet the needs of clients. Through this dedicated focus, DCR will measure outcomes of the services provided and use the data to increase effectiveness and, ultimately, reduce recidivism for the customers accessing the services.
- Expand opportunities for Client Empowerment/ Training - establish synergies with public and private organizations to increase DCR's customers/ clients' access to vocational and or education opportunities to better support their involvement with prosocial activities that promote engagement with a conventional lifestyle and thereby reduce recidivism.

Regiment

- Build the CI Regiment's personnel, equipment and vehicles to a sustainable level that allows for a safe and effective response to a disaster or emergency situation.
- Train the CI Regiment's personnel so that they are ready to respond to an emergency in a safe, professional, competent and effective manner.
- Establish excellent communication skills and robust communication platforms within the CI Regiment to better aid the effective and efficient transfer of information and command and control functions at all levels.
- Develop relationships with sister agencies within the Cayman Islands Emergency Services and Government to better respond in a joint and coordinated manner during an emergency.
- Implement comprehensive policies and procedures across the CI Regiment to provide good governance and efficient operating procedures.
- Advance members of the CI Regiment in both their personal abilities and their opportunities within the CI Regiment to help develop individuals that better serve the Regiment, their employers and the community.
- Inspire young people in the Cayman Islands to join the CI Regiment in order to better serve their country and community.

3. OWNERSHIP PERFORMANCE TARGETS

The Ownership Performance Targets for the Ministry of Home Affairs for the years ending 31 December 2022 and 31 December 2023 are as follows:

	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	2021 12-Month Forecast \$000's
REVENUE FROM CABINET	50,230	51,403	50,169
REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES AND GOVERNMENT COMPANIES	-	-	-
REVENUE FROM OTHERS	110	110	127
OPERATING EXPENSES	50,520	51,593	50,296
OPERATING SURPLUS/DEFICIT	-	-	-
NET WORTH	45,269	53,330	35,182
CASH FLOWS FROM OPERATING ACTIVITIES	2,336	3,682	1,223
CASH FLOWS FROM INVESTING ACTIVITIES	(10,087)	(8,061)	(7,320)
CASH FLOWS FROM FINANCING ACTIVITIES	10,087	8,061	7,320
CHANGE IN CASH BALANCES	3,559	7,241	1,223

FINANCIAL PERFORMANCE RATIO	2022 1 Jan to 31 Dec 2022 %	2023 1 Jan to 31 Dec 2023 %	2021 12-Month Forecast %
CURRENT ASSETS: CURRENT LIABILITIES	5.6	3.9	16.7
TOTAL ASSETS: TOTAL LIABILITIES	1.0	1.0	2.3

MAINTENANCE OF CAPABILITY

	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
HUMAN CAPITAL MEASURES			
TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED	442	442	442
STAFF TURNOVER (%)			
MANAGERS	-	-	-
PROFESSIONAL AND TECHNICAL STAFF	-	-	-
CLERICAL AND LABOURER STAFF	-	-	-
AVERAGE LENGTH OF SERVICE (CURRENT POSITION)			
MANAGERS	-	-	-
PROFESSIONAL AND TECHNICAL STAFF	-	-	-
CLERICAL AND LABOURER STAFF	-	-	-
CHANGES TO PERSONNEL MANAGEMENT SYSTEM	-	-	-

	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	2021 12-Month Forecast \$000's
PHYSICAL CAPITAL MEASURES			
VALUE OF TOTAL ASSETS	45,804	49,884	35,999
ASSET REPLACEMENTS : TOTAL ASSETS	1:5	1:5	1:5
BOOK VALUE OF ASSETS : COST OF THOSE ASSETS	1:2	1:2	1:2
DEPRECIATION : CASH FLOW ON ASSET PURCHASES	1:3	1:1	1:3
CHANGES TO ASSET MANAGEMENT POLICIES	-	-	-

	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	2021 12-Month Forecast \$000's
MAJOR <u>NEW</u> CAPITAL EXPENDITURE PROJECTS			
NEW PRISON BUILDING	6,920	7,000	-
REPLACE LADDER TRUCKS (2 TRUCKS)	2,100	-	-
REPLACE TANKER #11	536	-	-
EQUIPMENT FOR EMERGENCY RESPONSE	150	150	-
REPLACEMENT / NEW VEHICLES (FIRE, PRISON AND REGIMENT)	50	390	-
ELECTRONIC MONITORING AND ALERT DEVICES FOR ELDERLY PERSONS	50	100	-
THE UPGRADE OF NG-911 SYSTEM	100	100	-
NCCTV CAMERA UPGRADE	25	25	-
MISCELLANEOUS (COMPUTERS, EQUIPMENT ETC.)	156	296	-
TOTAL	10,087	8,061	-

RISK MANAGEMENT

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2021	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Loss of key staff	Unchanged	Cross training of staff to ensure staff are well versed in all areas of operation and facilitate continuity of operations in the event of loss of vital staff.	Unquantifiable
Maintenance of staff certifications to international requirements as appropriate	Aerodrome firefighters must be certified to international standards. Fire truck drivers must also be trained in emergency driving skills – trained trainers received an international certificate and are training all drivers within the agency.	Ensure that adequate funding is provided to ensure compliance with the international and local requirements.	Unquantifiable
Equipment Failure or Loss	Vehicle Replacement Strategy in place	Replace current vehicles with safer, modern and more efficient/cost effective units to improve overall performance, extend the life-span of the existing vehicles, reduce operational cost, and minimize downtimes.	Unquantifiable
Natural disaster	Unchanged	Maintain disaster preparedness plan and appropriate backup systems.	Unquantifiable
Compliance with Aerodrome Regulations (OTAR Part 140 and ICAO Annex 14 Chapter 9-9.2)	Unchanged	To ensure that adequate funding is provided to ensure compliance with the international requirements.	1.25 million (movements for 2016, landing and taking off)
Depletion of firefighting supplies	Unchanged	Careful monitoring of stock and reordering as necessary provided adequate funds are available.	Unquantifiable
Further deterioration of physical estate	Nil	Construction of outline Business case has commenced for a new prison estate	High
Limited programs for prisoners to address offending behaviour	Nil	2022 Clinical Operation Plan seeks to draw additional personnel into specific areas of programmes to introduce additional sex offending related programmes	High
Staff corruption	Nil	Ongoing development of intelligence and security field craft. Also more effective use of technology to support surveillance operations. Awaiting installation of mobile phone blocking equipment.	High
Investment in other law enforcement bodies to enhance criminal detection and prosecution will increase prisoner numbers	Nil	Construction of outline Business case has commenced for a new prison estate	High

RISK MANAGEMENT (CONTINUED)

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2021	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Maintenance of staff certifications to international requirements as appropriate	Unchanged	DCR to ensure that adequate funding and scheduling for the required trainings is implemented to maintain compliance	Unquantifiable
Inadequate offender management strategies	Unchanged	Enhance community based services and supervision through (a) monitoring adherence to standards and policies (b) supporting the offender management framework and (c) ensure adequate training and resources are provided to staff for offender supervision	Unquantifiable with financial, legal, and reputational risks
Data Security	Unchanged	Purchase citrix for the number of staff that would be required to work remotely due to health concerns in the midst of the pandemic (lockdown period)	Unquantifiable with financial, legal and reputational risks
Employee Safety	Unchanged	Enhance safety options for when Officers are in the field to include GPS tracking / radios	Unquantifiable
Losing experienced junior and senior leaders	Unchanged	- Develop leadership skills in cadets providing leadership training and experience. - Emphasize recruitment of Caymanians and Permanent Residents	\$6,000-\$8,000
Insufficient volunteers to support the regular Cadet Training programmes	New	Develop leadership skills in cadets providing leadership training and experience and encouraging them to transition into adult volunteers	\$5,000-\$10,000
Insufficient volunteers to support the number of Cadets attending training camps in accordance with the CIG 1:10 ratio of adults to children in residential camps	New	Develop a system for volunteers to be employed by the CICC on a temporary basis (camp duration) and paid a salary outside of the regular stipend.	\$30,000-\$40,000
Limited incentives for volunteers who are required to give of their time on a consistent basis	New	Establish a more effective reward system for volunteers so that they are more encouraged to offer their services to the CICC	\$10,000-\$15,000

RISK MANAGEMENT (CONTINUED)

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2021	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
No dedicated training facility to host cadet training camps	New	- Identify a plot of crown land - Develop suitable training facility to include offices, barracks, kitchen, dining hall, classrooms, band room - This facility can be used as a multi-purpose youth training/camping facility. It can also be used as an emergency shelter.	\$250,000-\$500,000
Burnout of CICC salaried staff who work above and beyond the call of duty to ensure programme output success.	New	- Recruitment of additional salaried staff and temporary employment arrangements during various camps where supervision is required on a 24 hour basis. HQ CICC requires additional staff as follows: - WO Instructor - SSgt Instructor - SO2 C4 Procurement and Logistics Officer - SO2 C3 Officer Commanding	\$200,000
Aged Coaster (24 seater) Bus which has been removed from the CIG fleet having surpassed the five year life-span. The CICC has been advised that due to the age of this asset that the cost of repairs will no longer be facilitated through DVES. This presents a major safety risk in the transporting of cadets, which is required on a regular basis. It must be noted that due to the increase numbers of Cadets there is a greater demand for additional trips to pick-up and drop-off cadets.	New	- Replacement of old coaster bus with a new bus. - NB There is a need for additional buses to facilitate the increased numbers of Cadets, which is expected to grow even more in the coming months.	\$150,000
Boat Engines require major repairs or replacement engines	New	Effect repairs to existing engines or replace with new engines	\$70,000

4. EQUITY INVESTMENTS AND WITHDRAWALS

EQUITY MOVEMENT	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	2021 12-Month Forecast \$000's
EI 85 MINISTRY OF HOME AFFAIRS – ENTITY ASSETS	10,087	8,061	7,320
TOTAL	10,087	8,061	7,320

PART B

OUTPUT PERFORMANCE

This Page is Intentionally Left Blank

5. OUTPUTS TO BE DELIVERED

HAA 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 statues, 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			

DCR 9	Court Services for Adult Offenders		
DESCRIPTION			
Produce Pre-sentencing Reports and Assessments at the request of the Courts and supervise persons on Court Orders and under Bail Supervision.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of bail supervision/monitoring	2,600-2,700	2,700-2,800	2,600
Number of reports submitted to the Courts	2,000-2,200	2,000-2,200	2,000
Number of risk assessments completed for Courts	500-600	550-650	500
Number of court duty services offered	700-800	700-800	800
Number of orders supervised	6,500-6,800	6,500-6,800	6,000
QUALITY			
Reports are to be prepared in the established format a required by the Court	95-100%	95-100%	95%
Court orders are supervised in accordance with Risk-Need-Responsivity principle and based on specific conditions of the orders	95-100%	95-100%	90%
Supervision is based on the principles of the Changes model	95-100%	95-100%	90%
TIMELINESS			
Reports are submitted to the Court within the agreed requirements of the Court	100%	100%	100%
Supervision is ongoing throughout the period as specified by a Court Order condition or based on the request of the Courts	100%	100%	100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$1,195,276	\$1,220,931	\$1,165,599
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			

DCR 10	Through-Care and After-Care Services		
DESCRIPTION			
Provision of rehabilitative and intervention services for adult offenders in the Prison System in preparation for community release, and supervision of persons on Conditional Release.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of reports submitted to the Conditional Release Board	150-200	150-200	200
Number of Through-Care cases	2,000-2,300	2,100-2,400	2,200
Number of Through-Care reports completed	100-150	100-150	200
Number of Risk Assessments completed	100-150	100-150	100
Number of Conditional Release Licenses supervised	400-500	400-500	500
Number of Case Plans completed	100-150	150-200	150
QUALITY			
Reports are to be prepared in the established format as required by the Conditional Release Board	95-100%	95-100%	95-100%
Conditional Release Licenses are supervised in accordance with Risk-Need-Responsivity principle and based on specific conditions on the license	95-100%	95-100%	95-100%
Supervision is based on the principles of the Changes model	95-100%	95-100%	95-100%
TIMELINESS			
Through-Care services are provided daily Monday through Thursday within the institutions	95-100%	95-100%	95%
Ongoing After-Care services for the period as specified by the supervision requirements of Conditional Release	95-100%	95-100%	95%
LOCATION			
Through-Care services are specific to Her Majesty’s Cayman Islands Prison Service (HMP Northward, HMP Fairbanks, and the Enhanced Re-Entry Unit).	100%	100%	100%
COST			
	\$930,127	\$962,591	\$1,060,125
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			

DCR 11	Public Education and Policy Advice		
DESCRIPTION			
Provision of information, education, and advice on rehabilitative and offender management services aimed at crime reduction 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 public awareness presentations/projects - Number of interdepartmental meetings for strategic advice offered	10-12 50-75	10-12 50-75	15 100
QUALITY			
Information is based on research, evidence, experience, and professional guidelines related to Offender Management, Probation, and Parole Services.	95-100%	95-100%	95%
TIMELINESS			
As deemed necessary.	95-100%	95-100%	95%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$512,851	\$533,218	\$487,470
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			

DCR 12	Programmes and Empowerment Services		
DESCRIPTION			
Provision of Community and Institution Programmes and Empowerment Services/Supervision.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of psychoeducational programmes offered in the community/institutions	12-15	12-15	12
Number of client-related presentations in the community/institutions	8-10	8-10	2
Number of community/institution group sessions	120-170	150-200	120
Number of Community Service Cases	2,500-2,800	2,600-2,900	2,600
Number of Victim/Witness Cases	2,000-2,200	2,100-2,300	2,000
Number of Gender Specific Cases (High-risk/High-need female offenders)	600-800	700-900	700
QUALITY			
Programmes are delivered in accordance with Department guidelines	95-100%	95-100%	95%
Programmes are facilitated by trained/certified staff	95-100%	95-100%	95%
Reports are prepared in the required established format	95-100%	95-100%	95%
Services are provided on an individual and/or group basis to meet the assessed needs of client(s)	95-100%	95-100%	95%
TIMELINESS			
Reports are provided within the established timeframes of the requesting agency (Court, Conditional Release Board, Prison, Police, etc.)	90-100%	90-100%	90%
Programmes are delivered in accordance with the group schedule set out for the budget year	90-100%	90-100%	95%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$1,024,885	\$1,051,879	\$947,706
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			

DCR 16	Specialized and Intensive Supervision Services			
DESCRIPTION				
Provision of Intensive Supervision and Intervention Services to High/Very High-Risk clients.				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY				
• Number of Domestic Violence Cases		1,000-1,200	1,000-1,200	1,000
• Number of Mental Health Cases		1,000-1,100	1,000-1,100	1,100
• Number of Drug Rehabilitation Court Cases		250-300	275-325	300
• Number of (High Risk) Cases		550-650	650-750	800
QUALITY				
• Reports are to be prepared in the established format a required by the Court		90-100%	90-100%	90%
• Court orders are supervised in accordance with Risk-Need-Responsivity principle and based on specific conditions of the orders		90-100%	90-100%	90%
• Supervision is based on the principles of the Changes model		90-100%	90-100%	90-100%
TIMELINESS				
• Reports are submitted to the Court within the agreed requirements of the Court		95-100%	95-100%	95%
• Supervision is ongoing throughout the period as specified by a Court Order condition or based on the request of the Courts				
LOCATION				
• Cayman Islands		100%	100%	100%
COST				
		\$1,077,809	\$1,106,518	\$994,103
RELATED BROAD OUTCOME:				
• Providing solutions to improve the well-being of our people so they can achieve their full potential				

CAD 4	Cadet Training Programme		
DESCRIPTION - Provision of an internationally recognized Star 4 Cadet Corps programme for youth ages 11 – 19 including: - Instructional (practical and theoretical) Training including Band/Music instruction - Land Training including; Drill and Turn-out, Map and compass reading, field craft and, adventure first aid training - Marine training including sailing, kayaking, diving; - Physical Activities including participation in various sport, fun runs/competitions; - Leadership Programmes including Method of Instructions (MOI), Team management and lesson planning - Training for adult volunteer Instructors/Officers and regular reporting to parents - Participation 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, including: - Community clean up - Volunteer services to other Government Departments and Organizations - Man the National Emergency Operating Centre during natural disasters, elections etc. - Plan, operate and attend Camps locally, regionally and internationally within a residential environment. These include: - Senior Cadet’s Camp, - Annual Camp - Recruit Camp - Adult Training Camp for volunteer Instructors and Officers - Caribbean Cadet Camp			
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 participated (including National and Local Cadet Parade) - Number of camps operated locally - Number of camps attended regionally and internationally - Number of community projects facilitated	180-195 4-6 3-4 1-3 6-8	180-195 4-6 3-4 1-3 6-8	180-195 4-6 3-4 1-3 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 authorized Officer.	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% 0%	100% 100% 0%
LOCATION Cayman Islands	100%	100%	100%
COST	\$723,802	\$718,388	\$606,647
RELATED BROAD OUTCOME: Providing solutions to improve the well-being of our people so they can achieve their full potential			

CAD 6	Cadet Corps Vocational Training Programme		
DESCRIPTION • Provide a vocational and technical training programme to Cadets who are at least 16 years of age and Star 2 qualified. • Cadets will cover areas such as: ○ Professional CV preparation, ○ Interviewing techniques, ○ Communication, ○ First aid, ○ Adventure training, ○ Health and nutrition ○ Physical Fitness • For those interested in Music, Cadets will cover areas such as: ○ A basic understanding of music as a profession, ○ Solo and ensemble work, ○ How to manage rehearsals ○ How to market, budget, advertise, programme and publicise a music event			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number of training sessions delivered	32-36	32-36	32-36
QUALITY • 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%
TIMELINESS • Training sessions held once a week during the school calendar year	100%	100%	100%
LOCATION • Cayman Islands • Regional (Caribbean) / International	100%	100%	100%
COST	\$105,345	\$104,948	\$87,299
RELATED BROAD OUTCOME: • Providing solutions to improve the well-being of our people so they can achieve their full potential			

FRE 9	Domestic Emergency Response		
DESCRIPTION			
Provide a capacity to respond to Domestic fire and other emergencies, including communication, management, coordination and operations during and after a natural disaster in accordance with the National Hurricane Disaster Plan.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
- Number of days providing 24-hour coverage for the community. - Provide radio/telephone communication to coordinate during all hurricanes and other disasters	365 365	365 365	365 365
QUALITY			
- Ensure that Fire Officers are properly equipped to respond to one call for rescue and fighting per station at any given time - Ensure compliance of CI Fire Brigade Law and the CI Fire Service operation orders - Capacity to provide sufficient staff and equipment - Compliance with National Fire Protection Association's guidelines	80-95% 90-100% 50-66% 50-66%	80-95% 90-100% 50-66% 50-66%	80-95% 90-100% 50-66% 50-66%
TIMELINESS			
24 hours per day 365 days per year, to respond (exit the station) within 20 seconds on receipt of calls to arrive at scene of fire- George Town and Cayman Brac within 25 minutes.	90-100%	90-100%	90-100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$8,797,864	\$9,057,077	\$11,038,895
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			

FRE 10	Aerodrome Fire Services		
DESCRIPTION			
The aim of the Aerodrome Fire Service is to minimize the effects an incident/accident will have on the aerodrome, particularly the saving of lives, and the continuation of airport operations.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Properly equipped to respond to one full emergency at any one time	365	365	365
Provide protection services in accordance with category 8 of the airport at 16 hours per day. However, if staff levels are not reinstated in 16/17 Budget, the category of the airport will have to reduce to a category 7	365	365	365
Inspections of distribution of fuel to aircrafts per annum	2 or 3 Per Year	2 or 3 Per Year	2 or 3 Per Year
QUALITY			
Vehicles and quality are in compliance with International Civil Aviation Organization (ICAO) e.g. performance time 0-50 mph in 40 seconds	90-100%	90-100%	90-100%
Firefighting media in compliance with ICAO.	90-100%	90-100%	90-100%
Equipment Grand Cayman - Category 8 - 4 vehicles, Cayman Brac - Category #6 - 3 vehicles and Little Cayman - 1 vehicle	70-80%	70-80%	70-80%
Number of personnel and training are in compliance with ICAO. However, if adequate funding is not provided in this 2020/19 Budget, the quality of this output will be reduced proportionally, resulting in non-compliance of ICAO requirements for RFFS CI airports.	80-90%	80-90%	80-90%
Rescue equipment is in compliance with ICAO	90-100%	90-100%	90-100%
TIMELINESS			
During all hour’s airport is open to traffic	90-100%	90-100%	90-100%
To respond within 2 to 3 minutes to the end of each runway	90-100%	90-100%	90-100%
Monthly Inspections	90-100%	90-100%	90-100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$6,049,747	\$6,215,664	\$7,590,202
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			

FRE 11	Inspection for Compliance with Fire Code		
DESCRIPTION To provide the Cayman Islands with the legal requirements outlined in the Fire Brigade Law which sanction the provision of safe, efficient, effective code compliance and to outline our legal obligations to the citizens of these islands.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of premises inspected - Number of development drawings reviewed - Number of assessment reports prepared re: building control and relevant development	3,000-3,500 250-350 400-600	3,000-3,500 250-350 400-600	3,000-3,500 250-350 400-600
QUALITY - Developments are in compliance with laws, standard and codes e.g. CI Fire Prevention Code and section of Fire Brigade Law, Liquor Licensing Law, Cinematograph Law etc. - Inspection and drawings cover all methods required by relevant Laws, standards and codes of practice - Inspection carried out by qualified personnel - Reports are comprehensive, relevant and accurate subject to peer review and signed off by qualified personnel	98-100% 90-100% 90-100% 90-100%	98-100% 90-100% 90-100% 90-100%	98-100% 90-100% 90-100% 90-100%
TIMELINESS - Inspection within three days of notifications of completion - Annual inspection to meet deadlines for annual general meetings of CI Tourism Accommodation Board and Liquor Licensing Board - Reports submitted within three days of completion	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%
LOCATION Cayman Islands	100%	100%	100%
COST	\$479,709	\$505,891	\$392,911
RELATED BROAD OUTCOME: Providing solutions to improve the well-being of our people so they can achieve their full potential			

FRE 12	Investigation of Fires		
DESCRIPTION To investigate all fire occurrences to determine their cause and point of origin. Utilise data to develop building, fire, and general safety standards in an effort to reduce fire incidents in the future.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of cause and origin investigated - Number of assessment reports	150-250 500-650	150-250 500-650	150-250 500-650
QUALITY - Inspection undertaken by certified fire investigator and in compliance with laws, codes or standards - Reports identify key issues make recommendations for action related to the implementation of fire safety standards and codes based on Cayman Islands Laws and Codes - Provide comprehensive, relevant and accurate information, which is clearly and succinctly presented	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%
TIMELINESS - Investigation completed within two days - Report completed within three days of incident if further investigation is not required - Witness attendance whenever Courts summons	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%
LOCATION Cayman Islands	100%	100%	100%
COST	\$91,800	\$99,446	\$95,736
RELATED BROAD OUTCOME: Providing solutions to improve the well-being of our people so they can achieve their full potential			

FRE 13	Fire Safety Education and Training Programmes		
DESCRIPTION			
Provide fire and life safety strategy programs through public education and training.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
- Number of educational demonstrations - Number of workshops - Number of media announcements - Number of publications per year	100-150 4-8 12 3-4	100-150 4-8 12 3-4	100-150 4-8 12 3-4
QUALITY			
Ensuring that material is:			
- Clear jargon-free language, concise and accurate - Vetted by professional in their individual areas of expertise and experience - Content is appropriate for various age groups and useful guidance on fire safety measures - Extensive feedback from participants will rate course by formal survey	90-100% 90-100% 90-100% 80-90%	90-100% 90-100% 90-100% 80-90%	90-100% 90-100% 90-100% 80-90%
TIMELINESS			
- Material is available at request - Timeliness required for workshops and publications	90-100% 90-100%	90-100% 90-100%	90-100% 90-100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$206,086	\$236,489	\$254,085
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			

PRI 13	Custodial Services and Administration		
DESCRIPTION			
The broad range of custodial and administrative services which enable a stable, orderly and safety focussed environment. These services provide the basis upon which rehabilitative activities can be engaged.			
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 room and area searches conducted per month - Number of room security checks carried out per month - Number of mandatory and risk assessment drug tests conducted per month - Number of prisoners attending induction programme per month - Number of prisoners disciplinary breaches per month - Contingency Plan reviews - Number of external prisoner escorts - Number of purchase orders raised per month	210-240 130-150 4,047-4,260 30-35 20-25 50-60 1-3 3,300-3,500 125-150	210-240 130-150 4,047-4,260 30-35 20-25 50-60 1-3 3,300-3,500 125-150	219 130-150 N/A N/A 20-25 50 3 N/A N/A
QUALITY			
- All prisoners will be held lawfully and there will be no detains or liberations in error - All searches carried out in accordance with appropriate PSI - Bars, locks, vents, windows, doors and fabric of walls will be checked at least once per day - Drug tests will be conducted in accordance with relevant PSI - Induction programme will be delivered to all admitted remand and convicted prisoners - Investigation, charging and adjudication of prisoner disciplinary matters will be in accordance with Prison Rules and will comply with PSI. - Contingency Plans will be reviewed once per annum - Prisoner escorts will be completed in accordance to PSI - Purchase Orders raised in accordance with PSML	95-100% 90-100% 95-100% 100% 90-100% 98-100% 100% 100% 100%	95-100% 90-100% 95-100% 100% 90-100% 98-100% 100% 100% 100%	98% 100% 95-100% 100% 90-100% 98-100% 100% N/A N/A
TIMELINESS			
- Prisoner accommodation areas searched at least once per quarter - Prisoners attending induction within 2 weeks of admission - Adjudication of disciplinary offences to be completed within PSI prescribed timescale - Contingency Plans reviewed by 30th April each year - Vendors paid within 30 days of receipt of invoice - Drug test quantity concluded by 25th day per month	100% 90-100% 98-100% 100% 95-100% 85-100%	100% 90-100% 98-100% 100% 95-100% 85-100%	100% 90-100% 98-100% 100% N/A 85-100%
LOCATION			
HMP Northward, HMP Fairbanks, Enhanced Reintegration Unit (ERU)	100%	100%	100%
COST	\$14,757,921	\$15,128,480	\$14,763,242
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			

PRI 15	Promoting Wellbeing, Care, Rehabilitation and Citizenship		
DESCRIPTION			
Activities which focus on healthcare services and interventions, support emotional and physical wellbeing, and which present opportunities to assist transformational change, address offending behaviour and aide community reintegration.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of purposeful activity hours delivered per month	13,000-15,000	13,000-15,000	13,300
Number of education hours delivered	3,000-4,000	3,000-4,000	30,000
Average number of prisoners on ROTL per month	10-12	10-12	8
Vocational and employment related qualifications	35	35	29
Number of group/individual sessions attended by prisoners per month	50-60	50-60	N/A
Number of meals provided to prisoners per day	600-720	600-720	657
Throughcare Support Service clients with Community Integration Plan (CIP)	50	50	N/A
Number of family visits per month (Including virtual visits)	250	250	N/A
QUALITY			
Purposeful activity relating to vocational and employability skills meets the requirements of external accreditation bodies	100%	100%	100%
Educational programmes delivered are delivered in accordance with awarding body criteria	100%	100%	100%
ROTL community placements managed in accordance with PSI	100%	100%	100%
Vocational and employment qualifications accredited by external awarding body	100%	100%	100%
Prisoner Programmes facilitated by trained and competent members of the clinical team	100%	100%	100%
Menus nutritionally assessed by qualified nutritionalist	100%	100%	100%
Throughcare Support Service clients Community Integration Plan (CIP) completed 1 month prior to release	90-100%	90-100%	N/A
Visits conducted in accordance with PSI and in compliance with Prisons Rules.	100%	100%	N/A
TIMELINESS			
All purposeful activities conducted within the core day and within specified hours at during the weekend	90-100%	90-100%	90-100%
Nutritional Assessment of food menu to be completed before end January each year	100%	100%	100%
LOCATION			
HMP Northward, HMP Fairbanks, Enhanced Reintegration Unit (ERU)	100%	100%	100%
COST			
	\$4,784,333	\$4,947,502	\$4,921,081
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			

Note: The total cost of supplying this output in 2022 is \$4,894,333. However, revenue of \$110,000 from third parties reduces the cost to Cabinet to \$4,784,333

The total cost of supplying this output in 2023 is \$5,057,502. However, revenue of \$110,000 from third parties reduces the cost to Cabinet to \$4,947,502.

EMC 1	Public Safety Communications Centre		
DESCRIPTION			
The Department operates a 24-hour Public Safety Answering Point (PSAP) to support public safety-first responder services including Police, Fire and Emergency Medical Services known as the Public Safety Communications Centre (PSCC).			
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)	8,760	8,760	8,760
- Minimum staffing of 9-11 Telecommunications staff on duty 24/7 except Friday and Saturday nights (Non-peak) - Friday and Saturday nights (Peak)	3 4	4 4	2 3
Number of incoming 9-1-1 telephone calls answered per month on average	4,600-5,300	4,700-5,300	4,540-5,250
Number of dispatched Calls For Service processed per month on average	2,900-3,150	2,900-3,150	2,900-3,280
Number of RCIPS vehicle stops, pedestrian stops and boat checks tracked by the Public Safety Communications Centre per month on average	650-750	650-750	859-950
QUALITY			
Quality Assurance case reviews completed on Calls For Service (both call-taking and dispatch functions)	250	250	250
Quality Assurance scores regarding Calls For Service call reviews	Call-taking: 90% Dispatching: 90%	Call-taking: 93% Dispatching: 95%	Call-taking: 92% Dispatching: 95%
TIMELINESS			
Percentage of 9-1-1 telephone calls answered within 10 seconds for calendar year (as recorded by PSCC Power911 reports)	98%	98%	98%
Percentage of highest priority Calls For Service dispatched to emergency personnel within 90 seconds from when 9-1-1 telephone call was answered or CAD event was initiated (as recorded by PSCC Computer Aided Dispatch reports)	55%	60%	60%
Average time of highest priority Calls For Service dispatched to emergency personnel from when 9-1-1 telephone call was answered or CAD event was initiated (as recorded by PSCC Computer Aided Dispatch reports)	1 Minute, 10 Seconds	1 Minute, 10 Seconds	1 Minute, 10 Seconds
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$2,921,579	\$2,884,125	\$3,047,934
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			

EMC 2	Electronic Monitoring Centre		
DESCRIPTION			
The Electronic Monitoring Centre (EMC) has two distinct programmes which support the commitment to lessen the impact of crime in the Cayman Islands (electronic monitoring of offenders and National CCTV Programme).			
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 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)	8,760	8,760	8,760
Number of offenders monitored simultaneously	65-100	65-100	65-122
Number of requests for archived CCTV video received from RCIPS during fiscal year	325-385	325-385	355
QUALITY			
Quality Assurance case reviews completed on Electronic Monitoring Centre actions (offender violation processing)	150%	150%	150%
Quality Assurance ratings regarding Electronic Monitoring Centre actions	95%	95%	90%
TIMELINESS			
Authorised requests from RCIPS or other EMC User Group for information regarding an offender’s violation are processed within 48 hours	90%	90%	90%
Authorised requests from RCIPS for copies of archived CCTV video recordings are processed within 5 calendar days	97%	97%	97%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$2,355,489	\$2,360,101	\$2,429,053
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			

EMC 3	Technical Services for Telecommunication System		
DESCRIPTION			
Provision of technical services required for the planning, operating and maintaining of the telecommunication system infrastructure: Switching, Radio and ancillary’s equipment that support the Government Agencies.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
- Number of radios using system infrastructure - Hours of Radio System Management	1,500-1,800 1,400-2,000	1,500-1,800 1,400-2,000	1,500-1,800 1,400-2,000
QUALITY			
System infrastructure is continuous monitored for availability and reliability (overall network availability)	98-99%	98-99%	98-99%
TIMELINESS			
Response Times:			
For Critical System (911 system; paging systems; fire department)			
- During normal working hours: 15 minutes - Outside of normal working hours: 45 minutes	95-99% 90-95%	95-99% 90-95%	95-99% 90-95%
Other Systems			
- Grand Cayman: within 1 Hour - Cayman Brac and Little Cayman: Next available flight	90-95% 90-95%	90-95% 90-95%	90-95% 90-95%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$471,477	\$455,445	\$534,736
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			

RGM 1	Cayman Islands Regiment		
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	33-45	33-45	33-45
• Number of camps operated locally	1	1	1
• Number of readiness exercises conducted locally	2-5	2-5	2-5
• Number of parades attended	3-4	3-4	3-4
• Number of community projects facilitated	4-6	4-6	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	100%	100%	100%
• Annual training tests will be held in a range of core subjects	100%	100%	100%
• Annual fitness and endurance tests will be held	100%	100%	100%
• Persons participating in parades will be experienced in drill and words of command on parade	100%	100%	100%
TIMELINESS			
• Training sessions will happen on a regular monthly basis	100%	100%	100%
• Regiment should be able to deploy a squadron-sized compliment of approx. 50 persons within 2hrs	100%	100%	100%
• Regiment should be able to deploy a squadron-sized compliment of approx. 50 persons for overseas deployment within 24hrs	100%	100%	100%
• Annual camp of between 7 and 14 days to be held each year	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 Page is Intentionally Left Blank



MINISTRY OF HOME AFFAIRS

STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Act (2020 Revision).

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

To the best of my knowledge the statements are:

- a. Complete and reliable;
- b. Fairly reflect the forecast financial position as at 31 December 2022 and 31 December 2023 and performance for the years ending 31 December 2022 and 31 December 2023; and
- c. Comply with Generally Accepted Accounting Practices, (as defined in the Public Management and Finance Act (2020 Revision)).

Michael Ebanks

Acting Chief Officer

Ministry of Home Affairs

31 December 2021

This Page is Intentionally Left Blank

FINANCIAL STATEMENTS

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

This Page is Intentionally Left Blank

MINISTRY OF HOME AFFAIRS
STATEMENT OF ACCOUNTING POLICIES
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Ministry of Home Affairs*.

Basis of preparation

The forecast financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) using the accrual basis of accounting. Where there are currently no IPSAS, other authoritative pronouncements such as International Accounting Standards and United Kingdom reporting standards applicable to the public sector have been used. The measurement base applied is historical cost adjusted for revaluations of certain assets.

The forecast financial statements have been prepared on a going concern basis and the accounting policies have been applied consistently.

Reporting Period

The reporting period is the period ending 31 December 2022 and 2023.

Specific Accounting Policies

Revenue

Output revenue

Output revenue, including revenue resulting from user charges or fees, is recognised when it is earned.

Interest revenue

Interest revenue is recognised in the period in which it is earned.

Expenses

General

Expenses are recognised when incurred.

Depreciation

Depreciation of non-financial physical assets is generally provided on a straight-line basis at rates based on the expected useful lives of those assets.

Assets

Cash and cash equivalents

Cash and cash equivalents include cash held in the Ministry or Portfolio's bank account and on deposit with the Ministry of Finance and Economic Development (Treasury).

Receivables and advances

Receivables and advances are recorded at the amounts expected to be ultimately collected in cash.

MINISTRY OF HOME AFFAIRS

STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

Inventory

Inventories are recorded at the lower of cost and net current value. Where inventories are valued at cost, specific identification or the FIFO method has been used. Appropriate allowance has been made for obsolescence.

Property, Plant and Equipment (including Infrastructure Assets)

Buildings are recorded at historical cost (or fair value as at time of first recognition) or valuation.

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost less accumulated depreciation.

Computer Hardware and Software

Computer hardware and software are recorded at cost, and depreciated in accordance with the policy on depreciation.

Liabilities

Accounts Payable

Accounts payable are recorded at the amount owing after allowing for credit notes and other adjustments.

Provisions

Provisions are recognised in accordance with IPSAS 19 Provisions, Contingent Liabilities and Contingent Assets.

Employee entitlements

Amounts incurred but not paid at the end of the reporting period are accrued. Annual leave due, but not taken, is recognised as a liability. Long service leave liabilities are measured as the present value of estimated leave service entitlements.

MINISTRY OF HOME AFFAIRS
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2022 AND 31 DECEMBER 2023

12-Month Forecast 2021	STATEMENT OF FINANCIAL POSITION	Note	12-Month Budget 2022	12-Month Budget 2023
	Current Assets			
1,222,972	Cash and cash equivalents	1	3,559,369	7,241,154
-	Marketable securities and deposits			
3,655,300	Trade receivables	2	4,547,008	4,623,533
-	Other receivables	2	-	-
-	Inventories	3	-	-
-	Investments	4	-	-
-	Prepayments	5	-	-
4,878,272	Total Current Assets		8,106,377	11,864,687
	Non-Current Assets			
-	Trade receivables	2	92,796	94,358
-	Other receivables	2	-	-
-	Inventories	3	-	-
-	Investments	4	-	-
-	Prepayments	5	-	-
112,321	Intangible Assets	6	20,481	(71,358)
31,008,633	Property, plant and equipment	6	37,505,028	41,916,650
31,120,954	Total Non-Current Assets		37,618,305	41,939,649
35,999,226	Total Assets		45,724,682	53,804,336
	Current Liabilities			
816,900	Trade payables	7	455,356	474,010
-	Other payables and accruals	7	-	-
-	Unearned revenue	8	-	-
-	Employee entitlements	9	-	-
-	Repayment of surplus		-	-
816,900	Total Current Liabilities		455,356	474,010
	Non-Current Liabilities			
-	Trade payables	7	-	-
-	Other payables and accruals	7	-	-
-	Unearned revenue	8	-	-
-	Employee entitlements	9	-	-
-	Total Non-Current Liabilities		-	-
816,900	Total Liabilities		455,356	474,010
35,182,326	Net Assets		45,269,326	53,330,326
	NET WORTH			
35,182,326	Contributed capital		45,269,326	53,330,326
-	Other Reserves		-	-
-	Revaluation reserve		-	-
-	Accumulated surpluses/(deficits)		(0)	(0)
35,182,326	Total Net Worth		45,269,326	53,330,326

MINISTRY OF HOME AFFAIRS

STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

12-Month Forecast 2021	STATEMENT OF FINANCIAL PERFORMANCE	Note	12-Month Budget 2022	12-Month Budget 2023
	Revenue			
50,295,604	Sale of goods and services	10	50,340,488	51,513,374
-	Investment revenue	11	-	-
-	Donations	12	-	-
-	Other revenue		-	-
50,295,604	Total Revenue		50,340,488	51,513,374
	Expenses			
36,430,364	Personnel costs	13	36,987,776	37,809,978
9,802,866	Supplies and consumables	14	9,660,268	9,952,179
4,061,374	Depreciation & Amortisation	6	3,682,445	3,741,218
-	Impairment of property, plant and equipment	6	-	-
-	Impairment of inventory	3	-	-
-	Litigation costs	15	-	-
-	Other expenses		-	-
1,000	Other Gains and Losses	16	10,000	10,000
50,295,604	Total Expenses		50,340,488	51,513,374
-	Surplus or (Deficit) for the period		-	-

MINISTRY OF HOME AFFAIRS

STATEMENT OF CASH FLOWS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

12-Month Forecast 2021	CASH FLOW STATEMENT	Note	12-Month Budget 2022	12-Month Budget 2023
	CASH FLOWS FROM OPERATING ACTIVITIES			
	<i>Receipts</i>			
46,513,304	Outputs to Cabinet		49,245,984	51,325,287
-	Outputs to other government agencies		-	-
127,000	Sale of goods and services - third party		110,000	110,000
-	Interest received		-	-
-	Donations / Grants		-	-
-	Other receipts		-	-
	<i>Payments</i>			
(36,430,364)	Personnel costs		(36,987,776)	(37,809,978)
(8,985,966)	Supplies and consumables		(10,021,812)	(9,933,525)
-	Interest paid		-	-
(1,000)	Other payments		(10,000)	(10,000)
1,222,974	Net cash flows from operating activities		2,336,397	3,681,785
	CASH FLOWS FROM INVESTING ACTIVITIES			
(7,320,200)	Purchase of property, plant and equipment		(10,087,000)	(8,061,000)
-	Proceeds from sale of property, plant and equipment		-	-
(7,320,200)	Net cash flows from investing activities		(10,087,000)	(8,061,000)
	CASH FLOWS FROM FINANCING ACTIVITIES			
7,320,200	Equity Investment from Org 40		10,087,000	8,061,000
-	Repayment of Surplus to Org 40		-	-
7,320,200	Net cash flows from financing activities		10,087,000	8,061,000
1,222,974	Net increase/(decrease) in cash and cash equivalents		2,336,397	3,681,785
-	Cash and cash equivalents at beginning of period		1,222,974	3,559,371
1,222,974	Cash and cash equivalents at end of period	1	3,559,371	7,241,156

MINISTRY OF HOME AFFAIRS

STATEMENT OF CHANGES IN NET WORTH

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

	Contributed Capital	Total
Balance at 31 December 2020 brought forward	-	-
Prior Year Adjustments		
Changes in accounting policy	-	-
Accounting Errors	-	-
Restated balance 31 December 2020	-	-
Changes in net worth for 2021		
Gain/(loss) on property revaluation	-	-
Gain/(loss) on revaluation of investments	-	-
Exchange differences on translating foreign operations	-	-
Equity Investment from Cabinet	35,182,326	35,182,326
Capital withdrawals by Cabinet	-	-
Dividends payable to Cabinet	-	-
Net revenue / expenses recognised directly in net worth	35,182,326	35,182,326
Surplus/(deficit)for the period 2021		-
Total recognised revenues and expenses for the period	35,182,326	35,182,326
Balance at 31 December 2021 carried forward	35,182,326	35,182,326

	Contributed Capital	Total
Balance at 31 December 2021 brought forward	35,182,326	35,182,326
Prior Year Adjustments		
Changes in accounting policy	-	-
Accounting Errors	-	-
Restated balance 31 December 2021	35,182,326	35,182,326
Changes in net worth for 2022		
Gain/(loss) on property revaluation	-	-
Gain/(loss) on revaluation of investments	-	-
Exchange differences on translating foreign operations	-	-
Equity Investment from Cabinet	10,087,000	10,087,000
Capital withdrawals by Cabinet	-	-
Dividends payable to Cabinet	-	-
Net revenue / expenses recognised directly in net worth	10,087,000	10,087,000
Surplus/(deficit)for the period 2022		-
Total recognised revenues and expenses for the period	10,087,000	10,087,000
Balance at 31 December 2022 carried forward	45,269,326	45,269,326

MINISTRY OF HOME AFFAIRS

STATEMENT OF CHANGES IN NET WORTH (CONTINUED)

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

	Contributed Capital	Total
Balance at 31 December 2022 brought forward	45,269,326	45,269,326
Prior Year Adjustments		
Changes in accounting policy	-	-
Accounting Errors	-	-
Restated balance 31 December 2022	45,269,326	45,269,326
Changes in net worth for 2023		
Gain/(loss) on property revaluation	-	-
Gain/(loss) on revaluation of investments	-	-
Equity Investment from Cabinet	8,061,000	8,061,000
Capital withdrawals by Cabinet	-	-
Net revenue / expenses recognised directly in net worth	8,061,000	8,061,000
Surplus/(deficit)for the period 2023		-
Total recognised revenues and expenses for the period	8,061,000	8,061,000
Balance at 31 December 2023	53,330,326	53,330,326

MINISTRY OF HOME AFFAIRS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 1: CASH AND CASH EQUIVALENTS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
1,500	Cash on hand (IRIS Confirmation Account/Petty Cash)	1,500	1,500
-	Cash in transit (IRIS Remittance Account)	-	-
1,221,472	CI\$ Operational Current Account held at Royal Bank of Canada	3,557,869	7,239,654
-	US\$ Operational Current Account held at Royal Bank of Canada	-	-
-	Payroll Current Account held at Royal Bank of Canada	-	-
-	Bank Accounts held at other financial institutions <u>[DISCLOSE ACCOUNT DETAILS IF MATERIAL]</u>	-	-
-	Fixed Deposits held with Treasury (less than 90 days)	-	-
1,222,972	TOTAL	3,559,369	7,241,154

NOTE 2: TRADE AND OTHER RECEIVABLES

12-Month Forecast 2021	Trade Receivables	12-Month Budget 2022	12-Month Budget 2023
-	Sale of goods and services	-	-
3,655,300	Outputs to Cabinet	4,639,804	4,717,891
-	Outputs to other government agencies	-	-
-	Other	-	-
-	Less: provision for doubtful debts	-	-
3,655,300	Total trade receivables	4,639,804	4,717,891

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
	Current		
3,362,876	Past due 1-30 days	(208,791)	(212,305)
182,765	Past due 31-60 days	4,639,804	4,717,891
109,659	Past due 61-90 days	-	-
-	Past due 90 and above	115,995	117,947
	Non-Current		
-	Past due 1 year and above	92,796	94,358
3,655,300	Total	4,639,804	4,717,891

MINISTRY OF HOME AFFAIRS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 6: 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	Water Retriculation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
Balance as at 1 January 2021	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Additions	-	1,531,977	4,113,290	-	-	45,505	-	140,000	85,000	4,297,643	-	-	-	-	10,213,415
Disposals and Derecognition	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	4,030,830	15,589,925	12,098,080	664,198	-	1,186,196	281,897	5,439,765	3,131,593	1,332,458	745,330	99,130	4,488	3,137,022	47,740,912
Balance as at 31 December 2021	4,030,830	17,121,902	16,211,370	664,198	-	1,231,701	281,897	5,579,765	3,216,593	5,630,101	745,330	99,130	4,488	3,137,022	57,954,327

	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Water Retriculation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
Balance as at 1 January 2022	4,030,830	17,121,902	16,211,370	664,198	-	1,231,700	281,897	5,579,765	3,216,593	5,630,101	745,330	99,130	4,488	3,137,022	57,954,327
Additions	-	388,180	6,920,320	-	-	37,500	-	-	-	2,741,000	-	-	-	-	10,087,000
Disposals and Derecognition	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2022	4,030,830	17,510,082	23,131,690	664,198	-	1,269,200	281,897	5,579,765	3,216,593	8,371,101	745,330	99,130	4,488	3,137,022	68,041,327

	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Water Retriculation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
Balance as at 1 January 2023	4,030,830	17,510,082	23,131,690	664,198	-	1,269,200	281,897	5,579,765	3,216,593	8,371,101	745,330	99,130	4,488	3,137,022	68,041,327
Additions	-	531,926	7,040,000	-	57,500	26,574	-	-	-	405,000	-	-	-	-	8,061,000
Disposals and Derecognition	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2023	4,030,830	18,042,008	30,171,690	664,198	57,500	1,295,774	281,897	5,579,765	3,216,593	8,776,101	745,330	99,130	4,488	3,137,022	76,102,327

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Water Retriculation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
Balance as at 1 January 2021	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	11,438,779	2,858,675	648,983	-	1,072,110	237,747	2,104,408	3,086,886	1,093,965	406,033	25,410	-	-	22,972,997
Impairment Reserve 2021 (closing balance)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation Expense 2021	-	1,308,711	882,820	1,494	27,539	164,530	31,166	627,654	529,601	239,116	43,510	8,784	107,775	-	3,972,699
Eliminate on Disposal or Derecognition 2021	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2021	-	12,747,490	3,741,495	650,477	27,539	1,236,640	268,913	2,732,062	3,616,487	1,333,081	449,543	34,194	107,775	-	26,945,696

	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Water Retriculation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
Balance as at 1 January 2022	-	12,747,490	3,741,495	650,477	27,539	1,236,640	268,913	2,732,062	3,616,487	1,333,081	449,543	34,194	107,775	-	26,945,694
Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Impairment change 2022	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation Expense 2022	-	1,069,487	783,990	1,500	23,604	178,055	41,033	545,062	518,275	303,936	43,545	10,000	72,119	-	3,590,605
Eliminate on Disposal or Derecognition 2022	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2022	-	13,816,977	4,525,485	651,977	51,143	1,414,695	309,946	3,277,124	4,134,762	1,637,017	493,087	44,194	179,893	-	30,536,299

	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Water Retriculation	Infrastructure	Motor Vehicles	Marine Vessels	Aircraft	Other assets	Assets under construction or development	Total
Balance as at 1 January 2023	-	13,816,977	4,525,485	651,977	51,143	1,414,695	309,946	3,277,124	4,134,762	1,637,017	493,087	44,194	179,893	-	30,536,299
Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Impairment change 2023	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation Expense 2023	-	1,071,587	802,140	1,545	24,232	178,792	41,877	559,262	528,144	315,836	43,545	10,300	72,119	-	3,649,378
Eliminate on Disposal or Derecognition 2023	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2023	-	14,888,564	5,327,624	653,522	75,375	1,593,486	351,823	3,836,386	4,662,906	1,952,853	536,632	54,494	252,012	-	34,185,677

Net Book value 31 December 2021	4,030,830	4,374,412	12,469,875	13,721	(27,539)	(4,940)	12,984	2,847,703	(399,894)	4,297,020	295,787	64,936	(103,287)	3,137,022	31,008,632
Net Book value 31 December 2022	4,030,830	3,693,105	18,606,206	12,222	(51,143)	(145,494)	(28,049)	2,302,641	(918,169)	6,734,084	252,243	54,936	(175,405)	3,137,022	37,505,028
Net Book value 31 December 2023	4,030,830	3,153,444	24,844,066	10,677	(17,875)	(297,712)	(69,926)	1,743,379	(1,446,313)	6,823,248	208,698	44,636	(247,524)	3,137,022	41,916,650

MINISTRY OF HOME AFFAIRS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 6: INTANGIBLE ASSETS

COST OF INTANGIBLE ASSETS

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2021	-	-
Additions	180,000	180,000
Disposals and Derecognition	-	-
Revaluation	-	-
Transfers	591,673	591,673
Balance as at 31 December 2021	771,673	771,673

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2022	771,673	771,673
Additions	-	-
Disposals and Derecognition	-	-
Revaluation	-	-
Transfers	-	-
Balance as at 31 December 2022	771,673	771,673

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2023	771,673	771,673
Additions	-	-
Disposals and Derecognition	-	-
Revaluation	-	-
Transfers	-	-
Balance as at 31 December 2023	771,673	771,673

MINISTRY OF HOME AFFAIRS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 6: INTANGIBLE ASSETS (CONTINUED)

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2021	-	-
Transfers	570,677	570,677
Impairment Reserve 2021 (closing balance)	-	-
Depreciation Expense 2021	88,675	88,675
Eliminate on Disposal or Derecognition 2021	-	-
Balance as at 31 December 2021	659,352	659,352

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2022	659,352	659,352
Transfers	-	-
Impairment change 2022	-	-
Depreciation Expense 2022	91,840	91,840
Eliminate on Disposal or Derecognition 2022	-	-
Balance as at 31 December 2022	751,192	751,192

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2023	751,192	751,192
Transfers	-	-
Impairment change 2023	-	-
Depreciation Expense 2023	91,840	91,840
Eliminate on Disposal or Derecognition 2023	-	-
Balance as at 31 December 2023	843,031	843,031

Net Book value 31 December 2021	112,321	112,321
--	---------	---------

Net Book value 31 December 2022	20,481	20,481
--	--------	--------

Net Book value 31 December 2023	(71,358)	(71,358)
--	----------	----------

MINISTRY OF HOME AFFAIRS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 7: TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
816,900	Creditors	455,356	474,010
816,900	Total trade payables other payables and accruals	455,356	474,010

12-Month Forecast 2021	Revenue type	12-Month Budget 2022	12-Month Budget 2023
50,168,604	Outputs to Cabinet	50,230,488	51,403,374
-	Outputs to other government agencies	-	-
-	Fees and charges	-	-
127,000	General sales	110,000	110,000
-	Rentals	-	-
-	Other	-	-
50,295,604	Total sales of goods and services	50,340,488	51,513,374
	<i>Fees and Charges</i>		
	General Sales		
90,000	Canteen Sales	90,000	90,000
17,000	Prison Craft Sales	10,000	10,000
20,000	Prison Sales	10,000	10,000
127,000	Total General Sales	110,000	110,000
	Sales of Outputs to Cabinet		
50,168,604	Sales of Outputs to Cabinet	50,230,488	51,403,374
50,168,604	Total Sales of Outputs to Cabinet	50,230,488	51,403,374
50,295,604	Total Goods and Services	50,340,488	51,513,374

NOTE 13: PERSONNEL COSTS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
28,889,296	Salaries, wages and allowances	28,080,493	28,188,510
5,979,448	Health care	7,327,096	8,028,020
1,401,585	Pension	1,472,955	1,493,124
3,000	Leave	3,000	3,000
157,035	Other personnel related costs	104,232	97,324
36,430,364	Total Personnel Costs	36,987,776	37,809,978

MINISTRY OF HOME AFFAIRS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 14: SUPPLIES AND CONSUMABLES

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
2,315,937	Supplies and Materials	2,030,261	2,112,805
3,534,266	Purchase of services	3,459,956	3,562,554
661,050	Lease of Property and Equipment	721,254	721,854
1,646,732	Utilities	1,808,499	1,854,470
775,869	General Insurance	778,840	801,990
67,050	Interdepartmental expenses	125,050	125,700
171,572	Travel and Subsistence	189,813	250,195
367,390	Recruitment and Training	316,594	442,610
263,000	Other	230,000	80,000
9,802,866	Total Supplies & consumables	9,660,268	9,952,179

NOTE 16: GAINS / (LOSSES)

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
1,000	Net (gain) / loss on foreign exchange Transactions	10,000	10,000
1,000	Total gains/ (losses)	10,000	10,000

NOTE 18: RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/ (DEFICIT)

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
-	Surplus/(deficit) from ordinary activities	-	-
	Non-cash movements		
4,061,374	Depreciation expense	3,682,445	3,741,218
-	Impairment	-	-
-	(Gain)/losses on sale of property plant and equipment	-	-
	Changes in current assets and liabilities:		
(3,655,300)	(Increase)/decrease in receivables - Other Government agencies	(984,504)	(78,087)
-	Increase/(decrease) in payables - Other 3rd Party	(361,544)	18,654
406,074	Net cash flows from operating activities	2,336,397	3,681,785

This Page is Intentionally Left Blank

MINISTRY OF YOUTH, SPORTS, CULTURE AND HERITAGE

BUDGET STATEMENTS

FOR THE 2022 FINANCIAL YEAR ENDING 31 DECEMBER 2022

AND THE 2023 FINANCIAL YEAR ENDING 31 DECEMBER 2023

PREPARED IN ACCORDANCE OF SECTION 42 OF THE PUBLIC MANAGEMENT AND FINANCE ACT (2020 REVISION)

This Page is Intentionally Left Blank

CONTENT

STATEMENTS: STATEMENT OF MINISTER/ CHIEF OFFICER

PART A: OWNERSHIP PERFORMANCE

1. NATURE AND SCOPE OF ACTIVITIES
2. STRATEGIC OWNERSHIP GOALS
3. OWNERSHIP PERFORMANCE TARGETS
4. EQUITY INVESTMENTS AND WITHDRAWALS

PART B: OUTPUT PERFORMANCE

5. OUTPUTS TO BE DELIVERED

APPENDIX: FORECAST FINANCIAL STATEMENTS

This Page is Intentionally Left Blank

STATEMENT OF THE MINISTER

I confirm that the Budget Statements reflect the outputs I wish to purchase for the 2022 and 2023 financial years.



Honourable Bernie Bush
Minister

**Ministry of Youth, Sports, Culture and
Heritage**

31 December 2021

STATEMENT OF THE CHIEF OFFICER

The Budget Statements have been compiled using the best information available and are to the best of my knowledge complete and accurate as of this date.

I take responsibility for the accuracy and completeness of the financial information and outputs contained herein.



Teresa Echenique, BA, EMBA
Chief Officer

**Ministry of Youth, Sports, Culture and
Heritage**

31 December 2021

This Page is Intentionally Left Blank

PART A

OWNERSHIP PERFORMANCE

This Page is Intentionally Left Blank

1. NATURE AND SCOPE OF ACTIVITIES

Nature of Activities

The Ministry is responsible for providing policy advice, administrative and governance support and the delivery of a range of programmes and services to the public, to enable the Minister to achieve the strategic goals for these areas of ministerial responsibility: Youth, Sports, Cultural and Heritage.

In addition to the core Administrative duties of the Ministry, the Statutory Authorities and Government Entities included in the remit are: the National Gallery of the Cayman Islands, Cayman Islands National Museum and Cayman National Cultural Foundation.

The Department of Sport's primary function is to provide sporting activities as a mechanism for social integration and development; coordinate and manage recreational facilities; provide guidance to various stakeholders to help maximize the impact their organizations can make in the community.

Scope of Activities

Ministry Administration Unit

The main activities of this unit are:

- Provide policy advice, development, implementation and communication services for the Minister, and support for legislation development.
- Ensure continued operations of the Ministry and provide funding for the department and units.
- Provide advice, governance and monitoring of the Statutory Authorities, Government Companies and Committees under the Ministry remit.
- Provide collaboration with key stakeholders on matters which are part of the Ministry's responsibilities
- Provide policy advice, administrative and general services to the Honorable Minister

Youth Services Unit - Monitor youth service providers to ensure vibrant youth programmes are run in each district and offer secretarial support to the Cayman Islands Youth Assembly, Youth Advisory Board and the Youth Ambassador program, all which empowers youth to be meaningfully involved in decision making forums. The Unit also collaborates with other service providers to ensure that young citizens access all services provided for the general populace and develops gap programme where needed, like 4H clubs and the National Youth Culinary Programme.

Department of Sports - provision of Facility Maintenance and Operational Management services throughout Grand Cayman. The Department also provides, coaching, talent identification and development, technical advice and support services for various stakeholders including Schools, Sports Clubs, Communities and National Associations.

Customers and Location of Activities

The recipients of the Ministry's services are the Ministry of Youth, Sports, Culture and Heritage, Cabinet, the Department of Sports, Youth Services Unit, The Cayman Islands National Museum, The National Gallery of the Cayman Islands and Cayman National Cultural Foundation and Non-Governmental Organisations. Externally, services are provided to the business community, sporting organisations, youth forums and the general public.

Services of the Ministry and the various entities are conducted in various locations throughout the Cayman Islands.

2. STRATEGIC OWNERSHIP GOALS

The Key Strategic Ownership Goals for the Ministry of Youth, Sports, Culture and Heritage in the 2022 and 2023 financial years are as follows:

Sports Department:

- Establish, maintain and manage appropriate sports and recreation facilities in all districts
- Increase the value placed on sport, recreation and physical well-being
- 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
- Sports Facilities Management
- Sport talent identification and development
- Continue to partner with National Sports Associations to deliver relevant sports programs and events
- Enhance the governance standards for National Sports Associations receiving funding from Government
- Technical Advice and support to Ministry and other sporting agencies

Youth Services Unit:

Empowerment of youth by promoting the professionalism of youth development workers, directors and leaders thus increasing the capacity of the various faith-based, uniform and community groups who receive funding from the ministry with responsibility for youth by:

- Promoting the Bachelor of Science in Youth Development Work at the Grand Cayman University of the West Indies Open Campus located at the University College of the Cayman Islands (UCCI) campus to youth leaders, directors and workers and other training and qualifying courses.
- Requiring youth service providers to address a minimum of three National Youth Policy goals in weekly and/or monthly youth programmes.
- Visiting and reporting on service providers who receive funding from the ministry with responsibility for youth to gather and collate data which will indicate the impact of funds invested in programmes.
- Providing access to a number of media (radio show, newsletter, annual youth forum, Youth Assembly membership, travel to CARICOM Youth Ambassador Workshops and Commonwealth Youth Programme (CYP) conferences, summer camp, Teen Summit, leadership workshops etc.) which offer opportunities to develop their leadership abilities.
- Promote the positive contributions of youth through recognition campaigns like Proud of Them and the Youth Ambassadors “Monthly Youth Recognition” campaign.
- Providing opportunities for youth to be a part of decision-making forums such as the Cayman Islands Youth Assembly, Youth Ambassadors programme, Youth Advisory Board, and committees drafting/reviewing/updating national policies pertaining to youth issues.
- Providing neutral platforms whereby youth can voice their opinions on the National Agenda and from which they can be informed of the National Agenda from leaders in Government and their communities (Youth Flex radio show, Unit Facebook, Instagram postings, blogs and newsletters etc.).

3. OWNERSHIP PERFORMANCE TARGETS

The Ownership Performance Targets for the Ministry of Youth, Sports, Culture and Heritage for the years ending 31 December 2022 and 31 December 2023 are as follows:

	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	2021 12-Month Forecast \$000's
REVENUE FROM CABINET	7,472	7,563	3,230
REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES AND GOVERNMENT COMPANIES	-	-	-
REVENUE FROM OTHERS	24	24	-
OPERATING EXPENSES	7,472	7,563	3,280
OPERATING SURPLUS/DEFICIT	24	(52)	(50)
NET WORTH	15,037	16,811	13,978
CASH FLOWS FROM OPERATING ACTIVITIES	1,150	1,152	468
CASH FLOWS FROM INVESTING ACTIVITIES	(1,475)	(1,750)	(719)
CASH FLOWS FROM FINANCING ACTIVITIES	1,475	1,750	719
CHANGE IN CASH BALANCES	1,150	1,152	468

FINANCIAL PERFORMANCE RATIO	2022 1 Jan to 31 Dec 2022 %	2023 1 Jan to 31 Dec 2023 %	2021 12-Month Forecast %
CURRENT ASSETS : CURRENT LIABILITIES	1,046%	1,225%	941%
TOTAL ASSETS : TOTAL LIABILITIES	2,442%	2,719%	2,277%

MAINTENANCE OF CAPABILITY

	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
HUMAN CAPITAL MEASURES			
TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED	57	57	57
STAFF TURNOVER (%)			
MANAGERS	1%	1%	1%
PROFESSIONAL AND TECHNICAL STAFF	2%	2%	2%
CLERICAL AND LABOURER STAFF	2%	2%	2%
AVERAGE LENGTH OF SERVICE (CURRENT POSITION)			
MANAGERS	11	11	11
PROFESSIONAL AND TECHNICAL STAFF	8	8	8
CLERICAL AND LABOURER STAFF	6	6	6
CHANGES TO PERSONNEL MANAGEMENT SYSTEM	-	-	-

	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	2021 12-Month Forecast \$000's
PHYSICAL CAPITAL MEASURES			
VALUE OF TOTAL ASSETS	15,678	17,452	14,179
ASSET REPLACEMENTS : TOTAL ASSETS	9%	10%	-
BOOK VALUE OF ASSETS : COST OF THOSE ASSETS	62%	59%	66%
DEPRECIATION : CASH FLOW ON ASSET PURCHASES	73%	64%	-
CHANGES TO ASSET MANAGEMENT POLICIES	NONE	NONE	NONE

	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	2021 12-Month Forecast \$000's
MAJOR <u>NEW</u> CAPITAL EXPENDITURE PROJECTS			
MINISTRY CAPITAL PROJECTS	1,475	1,750	25
TOTAL	1,475	1,750	25

RISK MANAGEMENT

SPORTS DEPARTMENT

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2021	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Covid-19 pandemic	None	Promote vaccination among staff. Practice hygiene measures in work place. Secure safety supplies for staff prior to borders opening.	Unable to quantify
Hurricane/tropical storm	None	Updating of CoOP document	Unable to quantify

RISK MANAGEMENT (CONTINUED)

YOUTH SERVICES UNIT

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2021	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Youth Services Unit's office is located in flood zone	No change in 2021	Relocate office to proposed office space upstairs Truman Bodden Sports Complex changing rooms	\$180,000 fit out and furnishings for new office space

4. EQUITY INVESTMENTS AND WITHDRAWALS

EQUITY MOVEMENT	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	2021 12-Month Forecast \$000's
EQUITY INVESTMENT FROM CABINET	1,475	1,750	13,537
TOTAL	1,475	1,750	13,537

PART B

OUTPUT PERFORMANCE

This Page is Intentionally Left Blank

5. OUTPUTS TO BE DELIVERED

YSC 1	Policy Advice, Legislative Initiatives and Ministerial Services			
DESCRIPTION				
The provision of policy and strategic advice to the Minister for Youth, Sports, Culture and Heritage and the Cabinet on the Ministry’s Department, Unit, Government Owned Company, Boards and Committees. 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 cabinets papers, reports, notes and drafting instructions prepared		10-15	10-15	5-11
• Number of briefing sessions, meetings, speeches, media release and/or correspondences.		50-65	50-65	20-45
• Number of responses Freedom of Information (FOI) matters.		1-3	1-3	1-3
• Number of grants, transfer payment and application processed		700-850	700-850	40-60
• Number of purchase agreements monitored		40-50	40-50	35-45
• Number of meeting, events hosted/attended		9-16	9-16	4-9
• Number of correspondences written to or on behalf of 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 laws 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 Law (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.	100%	100%	100%
Cabinet papers and notes are to be submitted to the Cabinet Office in accordance with Cabinet Office standards/deadlines.	100%	100%	100%
Speeches, media releases, statements, correspondence, reports, drafting instructions and parliamentary questions submitted within agreed timeframe established by the Chief Officer and/or delegate.	100%	100%	100%
FOI matters are to be processed in accordance with the timelines established in the Freedom of Information Law (2018 Revision).	100%	100%	100%
All payments, applications, purchase agreement, and correspondences prepared/processed within the agreed timeline	100%	100%	100%
Attendance at meetings, workshops, presentations or training sessions as required by the Chief Officer and/or delegate.	100%	100%	100%
Reports or correspondence should be completed within the agreed timeframe as established by the Chief Officer and/or delegate	100%	100%	100%
LOCATION			
Grand Cayman	100%	100%	100%
COST			
	\$2,183,161	\$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			

DOS 9	Sports Facilities Management		
DESCRIPTION			
Rental and maintenance of Sporting Facilities, inclusive of Stadiums, Fields, Courts, and walking tracks.			
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 - Number of Facilities being maintained and cleaned - Number of facility inspection reports completed	650-700 27 1,000-1,500	650-700 27 1,000-1,500	600-650 27 N/A
QUALITY			
- Application forms are signed, approved and stamped by authorised personnel in the Department of Sports as approved by the Ministry - Maintenance and security of facilities as per departmental regulation policies and procedures approved by the Ministry - Facility inspection reports to be completed in accordance with departmental policies and procedures approved by the Ministry	100% 100% 100%	100% 100% 100%	100% 100% N/A
TIMELINESS			
- Applications are processed within two business days - Maintenance and security of facilities completed 5-6 days per week- daily, before and after special events in accordance to the Departments’ Operational Procedures - Summary of facility inspection reports to be provided to the Ministry by the 1st of every month	100% 100% 100%	100% 100% 100%	100% 100% 100%
LOCATION			
Grand Cayman	100%	100%	100%
COST			
	\$2,281,723	\$2,226,955	\$2,315,510
RELATED BROAD OUTCOME:			
Utilising sports to enhance the lives of our people			

Notes:

- Stadiums-** Ed Bush Sports Stadium, Haig Bodden Sports Stadium, Jimmy Powell Cricket Oval, Ronald J Forbes Sports Stadium, T. E. McField Stadium, Truman Bodden Sports Complex
- Fields –** Breakers Field, Ed Bush Sports Stadium, Donovan Rankin Field, David Gerrard Powell Field, Haig Bodden Sports Stadium, John Gray High School, Ronald J Forbes Sports Stadium, Smith Road Cricket Oval, Sir John A. Cumber Primary School, T. E. McField Stadium, Truman Bodden Sports Complex, West Bay Softball Field
- Hard Courts-** East End Basketball Court, Eastern Avenue Basketball Court, Haig Bodden Sports Stadium Basketball/Netball Courts, Sir John A. Cumber Primary School Basketball/Netball Courts
- Walking Tracks-** John Gray School, Ronald J Forbes Sports Stadium, Theoline L. McCoy Primary School, Savannah Primary School
- Other Facilities-** Dalmain Ebanks Boxing Gym, Lions Aquatic Centre

DOS 10	Sports Training, Talent Identification and Development			
DESCRIPTION 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 – Programs are designed to enable students/adults to participate in recreational events by enhancing their sport-specific skill and fitness needs as the more confident a person is in their ability to play a sport the more active they will be for life. - Talent Identification and Development Programs– Caters specifically to elite athletes (juniors/seniors) in preparing them to compete in regional and international sports events. - Recreational Leagues/Inter-School Leagues and Events – Organized to encourage physical activities for corporations and also for students by fostering school competitions, interaction amongst students and opportunities for students to apply skills acquired through coaching/training sessions - School Sessions– Coaching Sessions are provided in compliance to the Public and Private Schools curriculum. - Sports Workshops– Educate as well as develop the technical skills of volunteers in various sports organizations to enhance the quality of coaching. - Camps– Camps serves a two-fold purpose; to provide a highly concentrated, sport-specific learning period during which skills are taught for a particular sport and then implemented in game simulations; to keep children positively engaged during periods where there is a huge amount of unsupervised time (e.g. Summer Holidays) and cause children to expend most of their energy, reducing the likelihood of deviant activities taking place.				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY Number of Community Sport Programs conducted: - After-School/Community Sport Development Programs - Talent Identification and Development Programs - Recreational/ Inter-School Leagues/Events Organized - School Sessions - Sports Workshops - Camps		44-46 8 16-18 2,350-2,550 3-6 10-12	44-46 8 16-18 2,350-2,550 3-6 10-12	40-44 2 14-16 2,100-2,300 2-4 8-10
QUALITY - Community/Talent Identification and Development Programs, workshops and camps, are conducted by technical staff trained to standards set by the international governing body for the particular sport - School sessions are aligned and conducted in compliance with the Department of Education Services school strategy/plan and the Department of Sports		100% 100%	100% 100%	100% 100%
TIMELINESS - 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 - Workshops and Camp schedules are provided to the Ministry at least a month in advance of the activity		100% 100% 100%	100% 100% 100%	100% 100% N/A

LOCATION			
• Grand Cayman	100%	100%	100%
COST			
	\$2,326,168	\$2,380,937	\$1,986,418
RELATED BROAD OUTCOME:			
• Utilising sports to enhance the lives of our people			

Notes:

After-School Programs/Community Sport Development Programs – Programs are designed to enable students/adults to participate in recreational events by enhancing their sport-specific skill and fitness needs as the more confident a person is in their ability to play a sport the more active they will be for life.

Talent Identification and Development Programs– Caters specifically to elite athletes (juniors/seniors) in preparing them to compete in regional and international sports events.

Recreational Leagues/Inter-School Leagues and Events – Organized to encourage physical activities for corporations and also for students by fostering school competitions, interaction amongst students and opportunities for students to apply skills acquired through coaching/training sessions

School Sessions– Coaching Sessions are provided in compliance to the Public and Private Schools curriculum.

Sports Workshops– Educate as well as develop the technical skills of volunteers in various sports organizations to enhance the quality of coaching.

Camps– Camps serves a two-fold purpose; to provide a highly concentrated, sport-specific learning period during which skills are taught for a particular sport and then implemented in game simulations; to keep children positively engaged during periods where there is a huge amount of unsupervised time (e.g. Summer Holidays) and cause children to expend most of their energy, reducing the likelihood of deviant activities taking place.

DOS 11	Technical Advice/Support to the Management, Utilization and Operations of Sport Facilities and Associations		
DESCRIPTION			
To provide Technical advice and support to the Ministry and core national sports associations on the management, utilization and operations of sport facilities managed by the Department of Sports.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of Stakeholder meetings for the development of technical guidelines for the focus sports	30-50	30-50	N/A
Number of reports on the guidance & utilization of sporting facilities	5-10	10-15	N/A
QUALITY			
Stakeholder meetings to be coordinated by the Department of Sports with meeting minutes provided to the Ministry	100%	100%	100%
Reports provided in accordance with the Ministry standards and in compliance with best practice for the particular focus sport(s)	100%	100%	N/A
TIMELINESS			
Stakeholder meetings to be done quarterly with minutes provided within 5 business days to the Ministry	100%	100%	100%
Reports is provided within the agreed timeframe set by the Ministry	100%	100%	100%
LOCATION			
Grand Cayman	100%	100%	100%
COST			
	\$31,876	\$31,876	\$59,714
RELATED BROAD OUTCOME:			
Utilising sports to enhance the lives of our people			

YSU 7	Monitoring Youth Service Providers		
DESCRIPTION			
Monitor, report on and support youth service providers who receive Ministry funding to ensure that they offer vibrant programmes which reflect the goals and objectives of the Ministry, National Policies and needs of the community. Offer feedback and recommendations to youth organisations to ensure progress, development and programme sustainability.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number of Monitoring reports prepared • Number of annual funding request reports from youth service organisations • Number of Life Skills presentations conducted by Unit staff to youth and service provider groups • Develop, update and publish a comprehensive Youth Service Provider Directory • Annual performance report	30-40 10-15 10-20 1 1	30-40 10-15 10-20 1 1	24 N/A 9 1 N/A
QUALITY • Monitoring assessments and reports are completed by trained Youth Services employees • Annual funding requests are completed by Youth Services Unit • Presentations delivered by qualified Youth Services staff • A comprehensive listing of the service providers in the Cayman Islands offer programming to youth ages 10-25 years	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% 100%
TIMELINESS • Monitoring reports prepared within 4 working days of assessment • Presentations delivered in less than 30 minutes with a 5-10 minute period of audience questions, comments and observations • Annual performance report presented to Ministry of Youth, Sports, Culture and Heritage by January 31st of the following year • Directory completed by December in each year	100% 100% 100% 100%	100% 100% 100% 100%	N/A 100% N/A 100%
LOCATION • Grand Cayman and Cayman Brac	35%	35%	35%
COST	\$235,412	\$238,197	\$185,115
RELATED BROAD OUTCOME:			
• Providing solutions to improve the well-being of our people so they can achieve their full potential			

YSU 8	Youth Leadership Programmes and Governance		
DESCRIPTION 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. The delivery of summer camp and Summit which keep youth productively engaged and adequately supervised during their summer holidays and the delivery of FAN (Financial Awareness Now) Club which exposes young people to personal and public wealth management – personal financial, talent and education and public natural resources etc. Cayman Youth Ambassadors which provides a regional and global platform for the voice of Cayman’s youth that includes. - YouthFlex Radio Show - My FAN Club - Cayman Islands Youth Assembly - Proud Of Them Recognition Campaign - Cayman Islands Youth Ambassador Programme - Youth Advisory Board - National Youth Culinary Programme 4H Association - Scouts Training			
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 Unit newsletters produced - Number of radio shows produced - Number of Summer Camps produced - Number of Special Events - Research report on an identified youth related issue - Number of FAN Club meetings - Number of Scouts training sessions - Number of Youth Ambassador training sessions and trips to regional or international forums - Number of 4H Club meetings during pilot in schools and communities - Youth Advisory Board meetings and events - Number of Culinary masterclasses and competitions	1 20-25 2 1 4 20-30 2 3 1 20-25 12-14 1-6 25-30 4-6 13-15	1 20-25 2 1 4 20-30 2 3 1 20-25 12-14 1-6 25-30 4-6 13-15	1 20 2 1 4 30 2 3 1 25 14 N/A N/A N/A N/A
QUALITY - Track public comments in local media and on social media - Meets best practice standards for productive meetings - Meet best practice standards of qualitative research reporting - Meet best practice standards for forum event and reporting - Meet Ethical Journalism Network standards for newsletters - Adheres to BBC Editorial Values - Meets the camp standards established by the Youth Services Unit - Meets the standard for coordinating a Special Event as held by the Youth Services Unit - Meets generally accepted academic standards for research - Meets the standard established by the Youth Services Unit of a meaningful and well-produced youth event - Meets best practice standards for productive meetings - Meets the standards of excellence for productive training sessions as set forth by the Scouts Association - Youth Ambassadors attend recognized CARICOM or other youth forum of workshops and local training sessions - Meets best practice standards for productive 4H meetings	100% 100% 80-100% 100% 100% 100% 100% 80-100% 100% 80-100% 100% 100%	100% 100% 80-100% 100% 100% 100% 100% 100% 100% 80-100% 100% 100%	100% 100% 80-100% 100% 100% 100% 100% 100% 100% 100% N/A N/A N/A

- Meets best practice standards for productive YAB meetings - Master-classes and competitions meet Food and Hospitality Industry standards	100%	100%	N/A
	100%	100%	N/A
TIMELINESS			
Services are delivered within the agreed timeliness established for the programme	80-100%	80-100%	80-100%
Newsletters are disbursed by the last day of March, June, September or December annually	100%	100%	100%
Weekly, Radio, Television or Social Media activity	100%	100%	100%
Camps or Special Events are facilitated at least twice a year	100%	100%	100%
Training to be facilitated by a trained/specialised instructor and meets the development needs of the participant	100%	100%	100%
Travel reports to be submitted to YSU using agreed template within 10 working days of return from the trip	100%	100%	100%
4H meetings are operated utilising the international 4H information, standards and expectations for operations	100%	100%	100%
Strategic plan for implementation of 4H clubs developed, reviewed and update by January 31st of the following year	80-100%	80-100%	80-100%
Policy/Legislative papers are submitted by the established deadline	100%	100%	100%
LOCATION			
Cayman Islands	65%	65%	65%
COST			
	\$413,888	\$411,102	\$343,785
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			

Note: Programmes such as;

- Youth Flex Radio Show*
- My FAN Club*
- Cayman Islands Youth Assembly*
- Proud of Them Recognition Campaign*
- Cayman Islands Youth Ambassador Programme*
- Youth Advisory Board*
- National Youth Culinary Programme*
- 4H Association*
- Scouts Training*

This Page is Intentionally Left Blank



MINISTRY OF YOUTH, SPORTS, CULTURE AND HERITAGE
STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Act (2020 Revision).

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

To the best of my knowledge the statements are:

- a. Complete and reliable;
- b. Fairly reflect the forecast financial position as at 31 December 2022 and 31 December 2023 and performance for the years ending 31 December 2022 and 31 December 2023; and
- c. Comply with Generally Accepted Accounting Practices, (as defined in the Public Management and Finance Act (2020 Revision)).

Teresa Echenique, BA, EMBA
Chief Officer

Ministry of Youth, Sports, Culture and Heritage

31 December 2021

This Page is Intentionally Left Blank

FINANCIAL STATEMENTS

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

This Page is Intentionally Left Blank

MINISTRY OF YOUTH, SPORTS, CULTURE AND HERITAGE
STATEMENT OF ACCOUNTING POLICIES
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Ministry of Youth, Sports, Culture and Heritage*.

Basis of preparation

The forecast financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) using the accrual basis of accounting. Where there are currently no IPSAS, other authoritative pronouncements such as International Accounting Standards and United Kingdom reporting standards applicable to the public sector have been used. The measurement base applied is historical cost adjusted for revaluations of certain assets.

The forecast financial statements have been prepared on a going concern basis and the accounting policies have been applied consistently.

Reporting Period

The reporting period is the period ending 31 December 2022 and 2023.

Specific Accounting Policies

Revenue

Output revenue

Output revenue, including revenue resulting from user charges or fees, is recognised when it is earned.

Interest revenue

Interest revenue is recognised in the period in which it is earned.

Expenses

General

Expenses are recognised when incurred.

Depreciation

Depreciation of non-financial physical assets is generally provided on a straight-line basis at rates based on the expected useful lives of those assets.

Assets

Cash and cash equivalents

Cash and cash equivalents include cash held in the Ministry or Portfolio's bank account and on deposit with the Ministry of Finance and Economic Development (Treasury).

Receivables and advances

Receivables and advances are recorded at the amounts expected to be ultimately collected in cash.

MINISTRY OF YOUTH, SPORTS, CULTURE AND HERITAGE
STATEMENT OF ACCOUNTING POLICIES (CONTINUED)
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

Inventory

Inventories are recorded at the lower of cost and net current value. Where inventories are valued at cost, specific identification or the FIFO method has been used. Appropriate allowance has been made for obsolescence.

Property, Plant and Equipment (including Infrastructure Assets)

Buildings are recorded at historical cost (or fair value as at time of first recognition) or valuation.

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost less accumulated depreciation.

Computer Hardware and Software

Computer hardware and software are recorded at cost, and depreciated in accordance with the policy on depreciation.

Liabilities

Accounts Payable

Accounts payable are recorded at the amount owing after allowing for credit notes and other adjustments.

Provisions

Provisions are recognised in accordance with IPSAS 19 Provisions, Contingent Liabilities and Contingent Assets.

Employee entitlements

Amounts incurred but not paid at the end of the reporting period are accrued. Annual leave due, but not taken, is recognised as a liability. Long service leave liabilities are measured as the present value of estimated leave service entitlements.

MINISTRY OF YOUTH, SPORTS, CULTURE AND HERITAGE

STATEMENT OF FINANCIAL POSITION

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

12-Month Forecast 2021	STATEMENT OF FINANCIAL POSITION	Note	12-Month Budget 2022	12-Month Budget 2023
	Current Assets			
4,038,447	Cash and cash equivalents	1	5,188,945	6,340,786
-	Marketable securities and deposits			
1,544,234	Trade receivables	2	1,513,349	1,513,349
7,510	Other receivables	2	7,510	7,510
633	Inventories	3	633	633
-	Investments	4	-	-
3,941	Prepayments	5	3,941	3,941
5,594,765	Total Current Assets		6,714,378	7,866,219
	Non-Current Assets			
-	Trade receivables	2	30,885	30,885
-	Other receivables	2	-	-
-	Inventories	3	-	-
-	Investments	4	-	-
-	Prepayments	5	-	-
-	Intangible Assets	6	(1,200)	(2,400)
8,584,857	Property, plant and equipment	6	8,934,559	9,557,918
8,584,857	Total Non-Current Assets		8,964,244	9,586,403
14,179,622	Total Assets		15,678,622	17,452,622
	Current Liabilities			
138,719	Trade payables	7	138,719	138,719
139,774	Other payables and accruals	7	139,774	139,774
173,814	Unearned revenue	8	173,814	173,814
189,661	Employee entitlements	9	189,661	189,661
-	Repayment of surplus		-	-
641,968	Total Current Liabilities		641,968	641,968
	Non-Current Liabilities			
-	Trade payables	7	-	-
-	Other payables and accruals	7	-	-
-	Unearned revenue	8	-	-
-	Employee entitlements	9	-	-
-	Total Non-Current Liabilities		-	-
641,968	Total Liabilities		641,968	641,968
13,537,654	Net Assets		15,036,654	16,810,654
	NET WORTH			
13,537,654	Contributed capital		15,012,654	16,762,654
-	Other Reserves		-	-
-	Revaluation reserve		-	-
0	Accumulated surpluses/(deficits)		24,000	48,000
13,537,654	Total Net Worth		15,036,654	16,810,654

MINISTRY OF YOUTH, SPORTS, CULTURE AND HERITAGE
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

12-Month Forecast 2021	STATEMENT OF FINANCIAL PERFORMANCE	Note	12-Month Budget 2022	12-Month Budget 2023
	Revenue			
2,446,562	Sale of goods and services	10	7,496,229	7,587,106
-	Investment revenue	11	-	-
-	Donations	12	-	-
-	Other revenue		-	-
2,446,562	Total Revenue		7,496,229	7,587,106
	Expenses			
2,170,852	Personnel costs	13	4,570,704	4,650,194
256,115	Supplies and consumables	14	1,775,027	1,785,071
19,595	Depreciation & Amortisation	6	1,126,498	1,127,841
-	Impairment of property, plant and equipment	6	-	-
-	Impairment of inventory	3	-	-
-	Litigation costs	15	-	-
-	Other expenses		-	-
-	Other Gains and Losses	16	-	-
2,446,562	Total Expenses		7,472,229	7,563,106
0	Surplus or (Deficit) for the period		24,000	24,000

MINISTRY OF YOUTH, SPORTS, CULTURE AND HERITAGE
STATEMENT OF CASH FLOWS
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

12-Month Forecast 2021	CASH FLOW STATEMENT	Note	12-Month Budget 2022	12-Month Budget 2023
	CASH FLOWS FROM OPERATING ACTIVITIES			
	<i>Receipts</i>			
2,443,562	Outputs to Cabinet		7,472,229	7,563,106
-	Outputs to other government agencies		-	-
-	Sale of goods and services - third party		-	-
-	Interest received		-	-
-	Donations / Grants		-	-
3,000	Other receipts		24,000	24,000
	<i>Payments</i>			
(2,170,852)	Personnel costs		(4,570,704)	(4,650,194)
(256,115)	Supplies and consumables		(1,775,027)	(1,785,071)
-	Interest paid		-	-
-	Other payments		-	-
19,595	Net cash flows from operating activities		1,150,498	1,151,841
	CASH FLOWS FROM INVESTING ACTIVITIES			
(25,000)	Purchase of property, plant and equipment		(1,475,000)	(1,750,000)
-	Proceeds from sale of property, plant and equipment		-	-
(25,000)	Net cash flows from investing activities		(1,475,000)	(1,750,000)
	CASH FLOWS FROM FINANCING ACTIVITIES			
25,000	Equity Investment from Org 40		1,475,000	1,750,000
-	Repayment of Surplus to Org 40		-	-
25,000	Net cash flows from financing activities		1,475,000	1,750,000
19,595	Net increase/(decrease) in cash and cash equivalents		1,150,498	1,151,841
4,018,852	Cash and cash equivalents at beginning of period		4,038,447	5,188,945
4,038,447	Cash and cash equivalents at end of period	1	5,188,945	6,340,786

MINISTRY OF YOUTH, SPORTS, CULTURE AND HERITAGE
STATEMENT OF CHANGES IN NET WORTH
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

	Contributed Capital	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2020 brought forward	-	-	-
Prior Year Adjustments			
Changes in accounting policy	-	-	-
Accounting Errors	-	-	-
Restated balance 31 December 2020	-	-	-
Changes in net worth for 2021			
Gain/(loss) on property revaluation	-	-	-
Gain/(loss) on revaluation of investments	-	-	-
Exchange differences on translating foreign operations	-	-	-
Equity Investment from Cabinet	13,537,654	-	13,537,654
Capital withdrawals by Cabinet	-	-	-
Dividends payable to Cabinet	-	-	-
Net revenue / expenses recognised directly in net worth	13,537,654	-	13,537,654
Surplus/(deficit) for the period 2021		-	-
Total recognised revenues and expenses for the period	13,537,654	-	13,537,654
Balance at 31 December 2021 carried forward	13,537,654	-	13,537,654

	Contributed Capital	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2021 brought forward	13,537,654	-	13,537,654
Prior Year Adjustments			
Changes in accounting policy	-	-	-
Accounting Errors	-	-	-
Restated balance 31 December 2021	13,537,654	-	13,537,654
Changes in net worth for 2022			
Gain/(loss) on property revaluation	-	-	-
Gain/(loss) on revaluation of investments	-	-	-
Exchange differences on translating foreign operations	-	-	-
Equity Investment from Cabinet	1,475,000	-	1,475,000
Capital withdrawals by Cabinet	-	-	-
Dividends payable to Cabinet	-	-	-
Net revenue / expenses recognised directly in net worth	1,475,000	-	1,475,000
Surplus/(deficit) for the period 2022		24,000	24,000
Total recognised revenues and expenses for the period	1,475,000	24,000	1,499,000
Balance at 31 December 2022 carried forward	15,012,654	24,000	15,036,654

MINISTRY OF YOUTH, SPORTS, CULTURE AND HERITAGE
STATEMENT OF CHANGES IN NET WORTH (CONTINUED)
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

	Contributed Capital	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2022 brought forward	15,012,654	24,000	15,036,654
Prior Year Adjustments			
Changes in accounting policy	-	-	-
Accounting Errors	-	-	-
Restated balance 31 December 2022	15,012,654	24,000	15,036,654
Changes in net worth for 2023			
Gain/(loss) on property revaluation	-	-	-
Gain/(loss) on revaluation of investments	-	-	-
Equity Investment from Cabinet	1,750,000	-	1,750,000
Capital withdrawals by Cabinet	-	-	-
Net revenue / expenses recognised directly in net worth	1,750,000	-	1,750,000
Surplus/(deficit) for the period 2023		24,000	24,000
Total recognised revenues and expenses for the period	1,750,000	24,000	1,774,000
Balance at 31 December 2023	16,762,654	48,000	16,810,654

MINISTRY OF YOUTH, SPORTS, CULTURE AND HERITAGE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 1: CASH AND CASH EQUIVALENTS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
-	Cash on hand (IRIS Confirmation Account/Petty Cash)	-	-
3,626	Cash in transit (IRIS Remittance Account)	3,626	3,626
3,794,321	CI\$ Operational Current Account held at Royal Bank of Canada	4,944,819	6,096,660
15,500	US\$ Operational Current Account held at Royal Bank of Canada	15,500	15,500
225,000	Payroll Current Account held at Royal Bank of Canada	225,000	225,000
-	Bank Accounts held at other financial institutions	-	-
-	Fixed Deposits held with Treasury (less than 90 days)	-	-
4,038,447	TOTAL	5,188,945	6,340,786

NOTE 2: TRADE AND RECEIVABLES

12-Month Forecast 2021	Trade Receivables	12-Month Budget 2022	12-Month Budget 2023
6,674	Sale of goods and services	6,674	6,674
1,537,560	Outputs to Cabinet	1,537,560	1,537,560
-	Outputs to other government agencies	-	-
-	Other	-	-
-	Less: provision for doubtful debts	-	-
1,544,234	Total trade receivables	1,544,234	1,544,234

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
	Current		
1,420,695	Past due 1-30 days	1,474,743	1,474,743
77,212	Past due 31-60 days	-	-
46,327	Past due 61-90 days	-	-
-	Past due 90 and above	38,606	38,606
	Non-Current		
-	Past due 1 year and above	30,885	30,885
1,544,234	Total	1,544,234	1,544,234

MINISTRY OF YOUTH, SPORTS, CULTURE AND HERITAGE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 2: TRADE AND RECEIVABLES (CONTINUED)

12-Month Forecast 2021	Other Receivables	12-Month Budget 2022	12-Month Budget 2023
1,000	Advances (salary, Official Travel, etc)	1,000	1,000
120	Dishonoured cheques	120	120
-	Interest receivable	-	-
-	Loans	-	-
-	Interentity Due from	-	-
-	Other Non-Current Assets	-	-
6,390	Other	6,390	6,390
-	Less: provision for doubtful debts	-	-
7,510	Total other receivables	7,510	7,510

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
	Current		
7,510	Past due 1-30 days	7,510	7,510
7,510	Total	7,510	7,510

NOTE 3: INVENTORIES

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
633	Inventory held for use in the provision of goods and services	633	633
-	Work in Progress and finished goods	-	-
633	TOTAL INVENTORIES	633	633

NOTE 5: PREPAYMENTS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
3,941	Accrued Prepayments	3,941	3,941
-	Prepaid Insurance	-	-
-	Other	-	-
3,941	Total	3,941	3,941

MINISTRY OF YOUTH, SPORTS, CULTURE AND HERITAGE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 6: PROPERTY, PLANT AND EQUIPMENT

COST OF PROPERTY, PLANT AND EQUIPMENT

	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Other assets	Assets under construction or development	Total
Balance as at 1 January 2021	-	-	-	-	-	-	-	-	-	-
Additions	-	-	-	-	-	-	-	-	-	-
Disposals and Derecognition	-	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-	-
Transfers	328,825	12,257,214	64,580	68,795	5,701	45,927	79,202	105,113	-	12,955,357
Balance as at 31 December 2021	328,825	12,257,214	64,580	68,795	5,701	45,927	79,202	105,113	-	12,955,357

	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Other assets	Assets under construction or development	Total
Balance as at 1 January 2022	328,825	12,257,214	64,580	68,795	5,701	45,927	79,202	105,113	-	12,955,357
Additions	-	450,000	-	25,000	-	-	-	-	1,000,000	1,475,000
Disposals and Derecognition	-	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2022	328,825	12,707,214	64,580	93,795	5,701	45,927	79,202	105,113	1,000,000	14,430,357

	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Other assets	Assets under construction or development	Total
Balance as at 1 January 2023	328,825	12,707,214	64,580	93,795	5,701	45,927	79,202	105,113	1,000,000	14,430,357
Additions	-	750,000	-	-	-	-	-	-	1,000,000	1,750,000
Disposals and Derecognition	-	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2023	328,825	13,457,214	64,580	93,795	5,701	45,927	79,202	105,113	2,000,000	16,180,357

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Other assets	Assets under construction or development	Total
Balance as at 1 January 2021	-	-	-	-	-	-	-	-	-	-
Transfers	126,588	4,107,588	19,145	37,463	4,701	16,342	39,078	-	-	4,350,905
Impairment Reserve 2021 (closing balance)	-	-	-	-	-	-	-	-	-	-
Depreciation Expense 2021	198	-	1,168	4,000	1,000	3,000	10,229	-	-	19,595
Eliminate on Disposal or Derecognition 2021	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2021	126,786	4,107,588	20,313	41,463	5,701	19,342	49,307	-	-	4,370,500

	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Other assets	Assets under construction or development	Total
Balance as at 1 January 2022	126,786	4,107,588	20,313	41,463	5,701	19,342	49,307	-	-	4,370,500
Transfers	-	-	-	-	-	-	-	-	-	-
Impairment change 2022	-	-	-	-	-	-	-	-	-	-
Depreciation Expense 2022	61,008	1,040,206	2,256	8,220	600	5,004	8,004	-	-	1,125,298
Eliminate on Disposal or Derecognition 2022	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2022	187,794	5,147,794	22,569	49,683	6,301	24,346	57,311	-	-	5,495,798

	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Other assets	Assets under construction or development	Total
Balance as at 1 January 2023	187,794	5,147,794	22,569	49,683	6,301	24,346	57,311	-	-	5,495,798
Transfers	-	-	-	-	-	-	-	-	-	-
Impairment change 2023	-	-	-	-	-	-	-	-	-	-
Depreciation Expense 2023	61,008	1,040,206	2,256	9,564	600	5,003	8,004	-	-	1,126,641
Eliminate on Disposal or Derecognition 2023	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2023	248,802	6,188,000	24,825	59,247	6,901	29,349	65,315	0	0	6,622,439

Net Book value 31 December 2021	202,039	8,149,626	44,267	27,332	-	26,585	29,895	105,113	-	8,584,857
Net Book value 31 December 2022	141,031	7,559,420	42,011	44,112	(600)	21,581	21,891	105,113	1,000,000	8,934,559
Net Book value 31 December 2023	80,023	7,269,214	39,755	34,548	(1,200)	16,578	13,887	105,113	2,000,000	9,557,918

MINISTRY OF YOUTH, SPORTS, CULTURE AND HERITAGE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 6: INTANGIBLE ASSETS

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2022	-	-
Transfers	-	-
Impairment change 2022	-	-
Depreciation Expense 2022	1,200	1,200
Eliminate on Disposal or Derecognition 2022	-	-
Balance as at 31 December 2022	1,200	1,200

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2023	1,200	1,200
Transfers	-	-
Impairment change 2023	-	-
Depreciation Expense 2023	1,200	1,200
Eliminate on Disposal or Derecognition 2023	-	-
Balance as at 31 December 2023	2,400	2,400

Net Book value 31 December 2021	-	-
--	---	---

Net Book value 31 December 2022	(1,200)	(1,200)
--	---------	---------

Net Book value 31 December 2023	(2,400)	(2,400)
--	---------	---------

MINISTRY OF YOUTH, SPORTS, CULTURE AND HERITAGE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 7: TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
138,719	Creditors	138,719	138,719
-	Creditors Ministries/Portfolios	-	-
-	Creditors other government agencies	-	-
-	Non current Accounts payable	-	-
-	Payroll Deductions	-	-
-	Operating Lease	-	-
139,224	Accrued Expenses	139,224	139,224
-	Accrued Expenses Ministries/Portfolios	-	-
-	Accrued Expenses other government agencies	-	-
550	Inter-entity due to	550	550
-	Accrued Entity Interest	-	-
-	Provisions	-	-
-	Other payables	-	-
278,493	Total trade payables other payables and accruals	278,493	278,493

NOTE 8: UNEARNED REVENUE

12-Month Forecast 2021	Details	12-Month Budget 2022	12-Month Budget 2023
-	Rentals paid in advance	-	-
-	Immigration deposits	-	-
-	Customs deposits	-	-
-	Revenue deposits	-	-
173,814	Other unearned revenue	173,814	173,814
-	Non current Unearned revenue	-	-
173,814	Total unearned reveune	173,814	173,814

MINISTRY OF YOUTH, SPORTS, CULTURE AND HERITAGE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 9: EMPLOYEE ENTITLEMENTS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
188,597	Annual Leave	188,597	188,597
-	Retirement and long service leave	-	-
1,064	Accrued salaries	1,064	1,064
-	Travel	-	-
-	Pension	-	-
-	Other salary related entitlements	-	-
189,661	Total current portion	189,661	189,661
	<i>Non-current employee entitlements are represented by:</i>		
-	Retirement and long service leave	-	-
189,661	Total employee entitlements	189,661	189,661

NOTE 10: SALES OF GOOD AND SERVICES

12-Month Forecast 2021	Revenue type	12-Month Budget 2022	12-Month Budget 2023
2,443,562	Outputs to Cabinet	7,472,229	7,563,106
-	Outputs to other government agencies	-	-
-	Fees and charges	-	-
-	General sales	-	-
-	Rentals	-	-
3,000	Other	24,000	24,000
2,446,562	Total sales of goods and services	7,496,229	7,587,106
3,000	Miscellaneous Receipts	24,000	24,000
-	Tax And Trust Undertakings	-	-
3,000		24,000	24,000
	Sales of Outputs to Cabinet		
2,443,562	Sales of Outputs to Cabinet	7,472,229	7,563,106
2,443,562	Total Sales of Outputs to Cabinet	7,472,229	7,563,106
	<i>Other Interdepartmental Revenue</i>		
-	Financial Attest Services	-	-
-	Revenue from Ministries/Portfolios & Public Authorities	-	-
-	Total Other Interdepartmental Revenue	-	-
2,446,562	Total Goods and Services	7,496,229	7,587,106

MINISTRY OF YOUTH, SPORTS, CULTURE AND HERITAGE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 13: PERSONNEL COSTS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
1,769,535	Salaries, wages and allowances	3,612,182	3,656,540
295,315	Health care	748,546	781,168
98,403	Pension	203,976	206,487
5,000	Leave	5,000	5,000
2,600	Other personnel related costs	1,000	1,000
2,170,852	Total Personnel Costs	4,570,704	4,650,194

NOTE 14: SUPPLIES AND CONSUMABLES

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
16,675	Supplies and Materials	93,008	93,008
49,500	Purchase of services	879,771	882,075
-	Lease of Property and Equipment	-	-
16,440	Utilities	461,440	469,180
-	General Insurance	-	-
61,000	Interdepartmental expenses	99,500	99,500
46,200	Travel and Subsistence	50,000	50,000
42,500	Recruitment and Training	89,200	89,200
23,800	Other	102,108	102,108
256,115	Total Supplies & consumables	1,775,027	1,785,071

NOTE 18: RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES SURPLUS / (DEFICIT)

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
0	Surplus/(deficit) from ordinary activities	24,000	24,000
	Non-cash movements		
19,595	Depreciation expense	1,126,498	1,127,841
-	Impairment	-	-
-	(Gain)/losses on sale of property plant and equipment	-	-
	Changes in current assets and liabilities:		
(1,537,560)	(Increase)/decrease in receivables - Other Government agencies	-	-
(1,517,965)	Net cash flows from operating activities	1,150,498	1,151,841

MINISTRY OF FINANCIAL SERVICES AND COMMERCE

BUDGET STATEMENTS

FOR THE 2022 FINANCIAL YEAR ENDING 31 DECEMBER 2022

AND THE 2023 FINANCIAL YEAR ENDING 31 DECEMBER 2023

PREPARED IN ACCORDANCE OF SECTION 42 OF THE PUBLIC MANAGEMENT AND FINANCE ACT (2020 REVISION)

This Page is Intentionally Left Blank

CONTENT

STATEMENTS: STATEMENT OF MINISTER/ CHIEF OFFICER

PART A: OWNERSHIP PERFORMANCE

1. NATURE AND SCOPE OF ACTIVITIES
2. STRATEGIC OWNERSHIP GOALS
3. OWNERSHIP PERFORMANCE TARGETS
4. EQUITY INVESTMENTS AND WITHDRAWALS

PART B: OUTPUT PERFORMANCE

5. OUTPUTS TO BE DELIVERED

APPENDIX: FORECAST FINANCIAL STATEMENTS

This Page is Intentionally Left Blank

STATEMENT OF THE MINISTER

I confirm that the Budget Statements reflect the outputs I wish to purchase for the 2022 and 2023 financial years.



Honourable Andre Ebanks
Minister

Ministry of Financial Services and Commerce

31 December 2021

STATEMENT OF THE CHIEF OFFICER

The Budget Statements have been compiled using the best information available and are to the best of my knowledge complete and accurate as of this date.

I take responsibility for the accuracy and completeness of the financial information and outputs contained herein.



Dax Basdeo, JP
Chief Officer

Ministry of Financial Services and Commerce

31 December 2021

This Page is Intentionally Left Blank

PART A

OWNERSHIP PERFORMANCE

This Page is Intentionally Left Blank

1. NATURE AND SCOPE OF ACTIVITIES

Nature of Activities

Ministry Administration

The core agency for the development, articulation, and multi-agency coordination of policies and legislation that support Ministry strategies and departmental sub-strategies. Four distinct teams within MFS are:

- **FS Policy and Communications Unit (PCU):** provides policy advice and is the main channel for consultation and interaction with the financial services industry and other key stakeholders, such as regulatory and other bodies, with regard to policy, legal and other issues affecting the industry.
- **Regulatory Affairs Unit (RAU):** assists in the implementation of policy for the Ministry's agencies, namely the General Registry, the Department of Commerce and Investment and the Department for International Tax Cooperation, providing strategic guidance and oversight as well as advisory and IT support.
- **Operations and Administration:** responsible for Human Resources, Operations, Finance and Administration for the Ministry and its agencies.
- **Commerce and Maritime Policy Unit:** in collaboration with the Ministry's regulatory, policy and legislative teams, the Unit provides the Department of Commerce and Investment (DCI), the Maritime Authority of the Cayman Islands (MACI) and the National Maritime Services Secretariat (NMSS) with support, guidance and coordination on key policy, legislative and strategic matters related to commerce and maritime services, and affiliated issues/ subjects.

General Registry

The General Registry oversees the registration of legal entities (such as companies, trusts and partnerships), financial structures (such as bill of sales or debentures) and vital events (i.e., births, deaths, marriages and civil partnerships), in compliance with the relevant laws, policies and procedures.

Department for International Tax Cooperation

The Department for International Tax Cooperation is responsible for Cayman's compliance with international obligations in tax matters with countries overseas. It works to improve international tax compliance by making sure the Cayman Islands is well represented at international regulatory bodies, helping Cayman to be part of the global discussion in tax matters.

Department of Commerce and Investment

The Department of Commerce and Investment provides business licensing services to specified sectors, and ensures compliance of licenced businesses with commerce legislation and local and international standards. This includes the administration of the issuance of Trade and Business Licences, Local Company (Control) Licences, Tobacco Permits, Liquor Licences, Music and Dance Licenses, Second Hand Dealers Licenses, Public Film Exhibition Premises Licences, and Special Economic Zone Company Licences.

National Maritime Affairs Secretariat (NMAS)

The Secretariat provides strategic level oversight, coordination, monitoring and support to all stakeholders contributing to the ongoing delivery of the National Maritime Strategy, to ensure compliance with all relevant international conventions related to Maritime Administration, Port, Coastal and Flag State activities. The NMAS will also proactively identify potential benefits that can be leveraged across all maritime sectors.

Overseas Offices (North America, Europe, Asia)

The role of the overseas offices is to take the lead in representing the interests of the Cayman Islands in various strategically placed overseas locations serving as a two-way public affairs bridge between relevant stakeholders and the Ministry. Representatives in each office will establish and foster relationships with key industry stakeholders, advocating with such stakeholders regarding the Cayman Islands' interests and reputation; and advising the Ministry on regional policy issues, trends and developments, and their potential risks and opportunities for the Cayman.

Scope of Activities

- Engagement with relevant stakeholders in order to advance the work of the Ministry, by gathering intelligence that informs Government's strategic priorities and direction, including the attraction and retention of appropriate business activity in the jurisdiction;
- Consultation and coordination of strategic policy initiatives with Government Boards, Committees, NGOs and private-sector organisations;
- Provision of policy advice and preparation, and subsequent legislative services, to the Minister as relating to agencies under the Ministry;
- Engage with international stakeholders and organisations to establish and foster relationships to maintain the jurisdiction's positive reputation and deepen understanding of the financial services industry;
- Enable a proactive response to international initiatives affecting the financial services industry;
- Registration of varying forms of legal entities, financial structures and vital events;
- Maintain and improve storage mediums and facilities for records to ensure that vital events statistics and other information is readily available now and in the future;
- Maintenance of a centralized platform for beneficial ownership information;
- Regulation of non-profit organisations;
- International cooperation in tax matters, including for the administration, management and implementation of all agreements and arrangements in respect of international tax cooperation;
- Exchanging information for tax purposes under all exchange of information mechanisms with over 115 partner jurisdictions in accordance with international standards, as required by international agreements and relevant domestic legislation;
- Implementation of economic substance legislation and compliance -mechanisms for all forms of exchange of tax information in accordance with international standards and treaty obligations.
- Provide support to various Boards in licensing of local business in accordance with relevant legislation and delegated authority.
- Deliver enhanced policy research, development and advice, suggestions for legislative reform related to maritime affairs.
- Identify future maritime initiatives at a national level through a coordinated, collaborative, cross-sectoral approach to maritime affairs.
- Create an efficient compliance and monitoring program in which infractions of local licensing acts and money laundering regulations can be identified and action taken within a reasonable period of time.
- To cultivate and maintain relevant stakeholder relationships which positively influences and further enhances perceptions of Cayman's financial services.
- To gather intelligence, monitor activities, and report on legislative, policy and regulatory changes, trends and developments in the relevant region to inform the Government's strategic priorities and direction.
- To ensure effective compliance of entities in the Cayman Islands with statutory obligations.

Customers and Location of Activities

Activities are primarily provided in the Cayman Islands, and stakeholders are located within and outside the Cayman Islands. Overseas offices are located in and service the following regions: North America, Europe and Asia.

- Financial services industry
- Other Cayman Islands Government agencies
- Foreign government officials
- International regulatory organisations
- General public
- Local and international media (mainstream and trade)
- NGOs

2. STRATEGIC OWNERSHIP GOALS

The Key Strategic Ownership Goals for the Ministry of Financial services and Commerce in the 2022 and 2023 financial years are as follows:

- Enhance financial services legislation and processes in line with international standards and best practices.
- Assess, evaluate and build capacity (people and systems) to meet current and future demand.
- Robust, secure and efficient data management.
- Ensure operational effectiveness in line with applicable standards and best practices.
- Develop, strengthen and effectively manage stakeholder relationships.
- Develop and maintain a modern system for the licensing of business activity that is comprehensive, simple and effective.
- 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
- Continually enhance and use an online platform for licensing, registration and monitoring of businesses

3. OWNERSHIP PERFORMANCE TARGETS

The Ownership Performance Targets for the Ministry of Financial Services and Commerce for the years ending 31 December 2022 and 31 December 2023 are as follows:

	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	2021 12-Month Forecast \$000's
REVENUE FROM CABINET	20,105	22,961	13,792
REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES AND GOVERNMENT COMPANIES	-	-	-
REVENUE FROM OTHERS	3,175	3,318	3,038
OPERATING EXPENSES	23,280	26,276	16,830
OPERATING SURPLUS/DEFICIT	-	-	-
NET WORTH	32,805	23,280	30,543
CASH FLOWS FROM OPERATING ACTIVITIES	149	921	5,483
CASH FLOWS FROM INVESTING ACTIVITIES	(2,261)	(2,920)	(521)
CASH FLOWS FROM FINANCING ACTIVITIES	2,261	2,920	6,259
CHANGE IN CASH BALANCES	149	921	11,220

FINANCIAL PERFORMANCE RATIO	2022 1 Jan to 31 Dec 2022 %	2023 1 Jan to 31 Dec 2023 %	2021 12-Month Forecast %
CURRENT ASSETS : CURRENT LIABILITIES	41.92	43.49	41.05
TOTAL ASSETS : TOTAL LIABILITIES	45.63	49.60	42.55

MAINTENANCE OF CAPABILITY

	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
HUMAN CAPITAL MEASURES			
TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED	-	-	-
STAFF TURNOVER (%)			
MANAGERS	-	-	-
PROFESSIONAL AND TECHNICAL STAFF	-	-	-
CLERICAL AND LABOURER STAFF	-	-	-
AVERAGE LENGTH OF SERVICE (CURRENT POSITION)			
MANAGERS	-	-	-
PROFESSIONAL AND TECHNICAL STAFF	-	-	-
CLERICAL AND LABOURER STAFF	-	-	-
CHANGES TO PERSONNEL MANAGEMENT SYSTEM	-	-	-

	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	2021 12-Month Forecast \$000's
PHYSICAL CAPITAL MEASURES			
VALUE OF TOTAL ASSETS	32,433	33,476	31,278
ASSET REPLACEMENTS : TOTAL ASSETS	-	-	-
BOOK VALUE OF ASSETS : COST OF THOSE ASSETS	-	-	-
DEPRECIATION : CASH FLOW ON ASSET PURCHASES	-	-	-
CHANGES TO ASSET MANAGEMENT POLICIES	NONE	NONE	NONE

	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	2021 12-Month Forecast \$000's
MAJOR <u>NEW</u> CAPITAL EXPENDITURE PROJECTS			
IT INFRASTRUCTURE AND ENHANCEMENTS	750	650	2,538
COMPUTER EQUIPMENT AND REPLACEMENTS	192	193	220
OFFICE FIT-OUTS	173	190	-
FURNITURE	40	10	-
TOTAL	1,155	1,043	2,758

RISK MANAGEMENT

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2021	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Loss of staff or inability to recruit knowledgeable/qualified staff	Decreased	- Improvements made in Talent Management - Cross-training of staff - Review and action planning based on Engagement Survey results	Unknown
Breach in confidentiality of information	Unchanged	- Use of ECM systems to manage access - Attention to cybersecurity in all IT system builds	Unquantifiable
Business interruption due to natural disasters	Decreased	- Continuity of operations plans maintained - Equip essential staff for remote working	Unknown
Negative media reports regarding the financial services industry	Unchanged	- proactive communications - reactive challenge to negative reporting	Unknown
IT Systems failure	Somewhat decreased	- IT upgrades throughout 2022-23 - business continuity plan in effect - robust backup procedures for data	Unknown
Loss of physical files	Significantly decreased	The electronic storage EDMS which should be less susceptible to loss was introduced in September 2009. This is continuously upgraded to gradually eliminate paper By Law corporate records have to be kept for 10 years.	Unquantifiable
Resignation of Board members – no quorum	Unchanged	New Board / Public Sector appointments	Minimal
Change in Government policies, Laws, Regulations that are unfavourable to clients.	Unchanged	Guidance notes for new legislations or policies are generally prepared and circulated to clients and staff. Staff training is also conducted. Online System The system is continuously being upgraded and more subscribers and users added As at 16th August 2021 there were ____ users and a total of ____ active subscribers.	Unquantifiable
Technological advancement in competing jurisdictions that could result in the services offered by Cayman Islands being unattractive when compared with other jurisdictions	As at 16th August 2021 there were ____ users and a total of ____ active subscribers.	There is continuous improvement being carried out to the Companies Online Registry Information System (CORIS).	Unquantifiable
Less than favourable acceptance of new products and services by clientele	Unchanged	There is collaboration with Stakeholders prior to introduction to ensure support for new services.	Unquantifiable

RISK MANAGEMENT (CONTINUED)

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2021	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Unfavourable outcome of an external review.	Decreased	- Greater cross-agency collaboration to review and improve platform against international standards. - Focus on inter-agency best-practice with regards to compliance programmes.	Unquantifiable
Staff resistance to change	Unchanged	Training and active communication is ongoing. “Keep it Popping”, an information sharing session is held weekly for 1 hour with staff to disseminate information, gather feedback and suggestions for change. To date it has been well supported.	Unquantifiable

4. EQUITY INVESTMENTS AND WITHDRAWALS

	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	2021 12-Month Forecast \$000's
EQUITY MOVEMENT			
MINISTRY OF FINANCIAL SERVICES AND COMMERCE ENTITY ASSETS	2,261	2,920	521
TOTAL	2,261	2,920	521

This Page is Intentionally Left Blank

PART B

OUTPUT PERFORMANCE

This Page is Intentionally Left Blank

5. OUTPUTS TO BE DELIVERED

FSA 1	Ministerial Services and Inter-Agency Cooperation		
DESCRIPTION The development and execution of strategies to achieve stated goals and objectives, and the coordination of necessary activities of the agencies under the Ministry. Compliance across the Ministry with requirements and responsibilities stated in law or established by administrative policy. - This output comprises of several categories of activities including HR, Finance and information management support to all of the agencies under the Ministry. - Further activities included relate to statutory obligations, such as the production of budget documents, an 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 - Development and execution of a strategic plan to facilitate the policy direction of the Minister for Financial Services and Commerce - Production of an Annual Report - Responses to FOI requests	1 1 0-3	N/A 1 0-3	N/A 1 0-3
QUALITY Activities will be conducted in accordance with relevant legislation or best practice	100%	100%	100%
TIMELINESS Documents produced according to statutory timelines	100%	100%	100%
LOCATION Cayman Islands	100%	100%	100%
COST	\$2,036,597	\$2,094,568	\$690,322
RELATED BROAD OUTCOME: Improving our financial services as an industry, product and economic driver for our islands			

FSA 2	Policy Development and Implementation for the Financial Services Industry			
DESCRIPTION				
To provide support to the Minister in the delivery, implementation and communication of policy and legislative directives which meet international standards and facilitates the successful operation of the financial services industry.				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY				
Cabinet Paper and Notes prepared		40-50	40-50	40-50
New legislation and amendments		25-35	25-35	25-35
Consultations conducted		15-20	15-20	15-20
Briefing and research papers		10-15	10-15	10-15
Communications strategies executed		10-15	10-15	10-15
Advisories and press releases		20-30	20-30	20-30
Statements and speeches		25-30	25-30	25-30
QUALITY				
Advice and service will be complete, accurate and reviewed by management		100%	100%	100%
Policy advice includes all relevant information and designed to deliver efficient and effective responses		100%	100%	100%
Director vets all reports, policy papers and minutes		100%	100%	100%
Communications advice, strategies and products will be delivered to agreed timeframes		100%	100%	100%
TIMELINESS				
A proactive response to international initiatives affecting the financial services industry.		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%
LOCATION				
Cayman Islands		100%	100%	100%
COST				
		\$3,129,070	\$3,429,434	\$2,179,540
RELATED BROAD OUTCOME:				
Improve our financial services as an industry, product and economic driver for our islands				

FSA 5	Guidance and Inter-Agency Coordination on Regulatory Operations for Financial Services		
DESCRIPTION			
To provide advisory and technical support across the Ministry’s operational agencies, in respect of the implementation of policy and regulatory measures which meet international standards, applicable to the financial services industry.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Number of consultation papers	5-8	5-8	N/A
• Number of research papers and advice	10-12	10-12	N/A
• Number of Regulatory Audit reports	5	5	N/A
• Number of Systems Implementation	5	5	N/A
• Number of IT Systems and Architectural Diagrams	4	4	N/A
• Number of Project management framework	1	1	N/A
• Number of Business Process Mapping	9-15	9-15	N/A
QUALITY			
• Compliance with international standards will be applied	90-100%	90-100%	N/A
• 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
• Director vets all reports, consultation papers, technical requirements before further distribution / submission	90-100%	90-100%	N/A
TIMELINESS			
• System work carried out within approved timeframes	90-100%	90-100%	N/A
• Work carried out within timeframes established by international standards and internal deadlines	90-100%	90-100%	N/A
LOCATION			
• Cayman Islands	100%	100%	N/A
COST			
	\$1,708,385	\$1,946,471	NIL
RELATED BROAD OUTCOME:			
• Improve our financial services as an industry, product and economic driver for our islands			

Note: FSA 5 is a newly defined output.

FSA 6	Policy Development, Implementation and Monitoring for Commerce and Maritime Affairs			
DESCRIPTION				
To provide support to the Minister in the execution of his duties through the delivery of policy advice, legislative services and related activities, to facilitate the continued enhancement of the existing frameworks for the delivery of commerce and maritime services.				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY				
• Number of legislative items finalized		3-5	4-6	N/A
• Number of Cabinet notes and Papers sent to Cabinet		5-10	7-12	N/A
• Number of Responses to Parliamentary Questions		1-5	3-8	N/A
• Number of Speeches and Statements drafted		5-10	7-12	N/A
• Number of Press Releases and Advisories issued		5-10	8-15	N/A
• Number of Briefing Papers, Reports and Policy Papers		1-5	3-8	N/A
QUALITY				
• 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; and		100%	100%	N/A
• All documents produced for the Minister will be factual, error-free, inclusive of stakeholder feedback/ consultation where appropriate, and in accordance with required templates/ formats.		100%	100%	N/A
TIMELINESS				
• 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%	N/A
COST				
		\$543,793	\$550,779	NIL
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				

Note: FSA 6 is a newly defined output.

FSA 7	International Engagement and Representation of the Cayman Islands		
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 developments.			
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. - Report on regional issues, trends and developments, and possible actions to be undertaken by the Ministry. - Attend events and other opportunities to advocate and promote the Cayman Islands’ interests, products and reputation.	5-15 10-12 3-9	5-15 10-12 5-10	N/A N/A N/A
QUALITY - As determined by priority based on relevant regional issues using various channels. - Based on accurate and up-to-date information and including the provision of cited documents, legislation, etc. - In line with agreed strategic messaging.	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%	N/A N/A N/A
TIMELINESS - Within 3 months of office set-up and continual thereafter - Monthly or sooner dependent on relevance, urgency, and priority - Ongoing	90-100% 90-100% 90-100%	90-100% 90-100% 90-100%	N/A N/A 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			

Note: FSA 7 is a newly defined output.

DCI 13	Licensing, Monitoring and Enforcement of Specified Business Types		
DESCRIPTION			
Provide support to various Boards in licensing of local business in accordance with relevant legislation and delegated authority.			
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	70-120
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
QUALITY			
All applications processed in accordance with standards and requirements as outlined in the relevant law	95-100%	95-100%	95-100%
Compliance checks conducted on all new applications and on a routine basis. Investigation started within five business days of receipt of a complaint	95-100%	95-100%	95-100%
TIMELINESS			
Licence application decisions communicated within time period specified in law or as set out in published policy	95%	95%	95%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$1,192,844	\$1,408,990	\$2,581,487
RELATED BROAD OUTCOME:			
Providing Solutions to Improve the well-being of our people so they can achieve their full potential			

Note: The total cost of supplying this output in 2022 is \$2,229,323. However, revenue of \$826,000 from third parties reduces the cost to Cabinet to \$1,403,323.

The total cost of supplying this output in 2023 is \$2,323,583. However, revenue of \$857,000 from third parties reduces the cost to Cabinet to \$1,466,583.

DCI 14	Supervision of Designated Non-Financial Business Persons		
DESCRIPTION			
To comply with international obligations in the supervision of Designated Non-Financial Businesses and Persons (DNFBPs) and to constructively engage with local industry stakeholders on a regular and proactive basis.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY	60-100	65-110	35-75
• Number of DNFBP inspections.			
QUALITY	95%	95%	95%
• Inspections based on standards set out in the AML regulations			
TIMELINESS	95%	95%	95%
• Final reports issued within 45 days of inspections			
LOCATION	100%	100%	100%
• Cayman Islands			
COST	\$813,943	\$842,536	N/A
RELATED BROAD OUTCOME:			
• Providing solutions to Improve the well-being of our people so they can achieve their full potential			

Note: DCI 14 is a newly defined output for which the output and budget were previously included in 2020-21 under DCI 13.

REG 14	Vital Events Registry Services		
DESCRIPTION The Registry manages the processing of registration for vital events: births, adoptions, deaths, marriages, civil partnerships and public records (wills, debentures, deed polls, bill of sales etc) and provides certification upon request of all such events. The Registry also provides training and supervision of officers involved in the formalization of marriages and civil partnerships.			
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 - Number of recordings of Public records (deed polls, wills, promissory notes affidavits, bills of sale and debentures) per annum - Number of Certificates per annum - Provide training to Administration staff (sub-office) in Cayman Brac 87 Volumes of public records (Years 1810 - 2002) to be converted	1,500-2,000 1,000-1,200 70,000-100,000 2-4 10-15	1,500-2,000 1,000-1,200 70,000-100,000 2-4 50-77	1,500-2,000 1,000-1,200 70,000-100,000 2-4 N/A
QUALITY - All registrations processed in accordance with standards and requirements as outlined in the relevant legislation - Train staff and stakeholders in the use of new systems	100% 100%	100% 100%	100% 100%
TIMELINESS - Registrations completed within time period specified in legislations or as set out in published policy. - Development and implementation of online systems: - Civil Partnership Module – DEC 2022 - Public Records – JUN 2022 - Marriage System – DEC 2022	100% 100%	100% 100%	100% 100%
LOCATION Grand Cayman	100%	100%	100%
COST	\$415,501	\$487,933	\$450,075
RELATED BROAD OUTCOME: Improve our financial services as an industry, product and economic driver for our islands			

REG 15	Benevolent Entities Registry Services		
DESCRIPTION			
Registration, regulation and maintenance of benevolent entities: Non-Profit Organizations, Friendly Societies, Corporative Societies, Trade Unions and Building Societies.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
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 recordings 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			
Process all applications in accordance with the relevant Legislations, regulations and policies	100%	100%	100%
TIMELINESS			
Meet published turnaround time for NPO applications: Registration - Thirty (30) days; Changes	100%	100%	100%
LOCATION			
Grand Cayman	100%	100%	100%
COST			
	\$78,811	\$64,719	\$61,231
RELATED BROAD OUTCOME:			
Improve our financial services as an industry, product and economic driver for our islands			

REG 16	Legal Entities and Arrangements Registry Services		
DESCRIPTION Registration and maintenance of registered of legal entities and arrangements namely: Companies, Partnerships, Trusts, Friendly Societies, Building Societies and Trade Unions. Provision and maintenance of a platform for the filing of beneficial ownership registers by licensed Corporate Service Providers and by resident companies not having a CSP.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of legal entities and arrangements registered per annum - Number of termination Requests processed for the legal entities and arrangements - Number of recordings of filings for legal entities and arrangements (Annual Returns, changes to particulars, registers etc.) - Number of stakeholder outreach sessions	14,000-20,000 11,000-15,000 200,000-300,000 4-6	14,000-20,000 11,000-15,000 200,000-300,000 4-6	14,000-20,000 11,000-15,000 200,000-300,000 2-4
QUALITY - All registrations processed in accordance with standards and requirements as outlined in the relevant legislation - Destruction of files which have been closed for over ten years (1994 – 2001) to be completed by end of March 2022 in accordance with approved File Plan. - Beneficial Ownership Information to be held secured and confidential in accordance with Beneficial Ownership legislative provisions, amended Police Legislation and policies	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS - Applications to be completed within time period specified in legislations or as set out in published policy - Systems implementation and staff training for new services to be completed prior to commencement of the relevant legislation. - Conversion of Trust records expected to be completed by the ending of 2023. - Collaborate with the Ministry to develop legislation within agreed or published timeframes - Responses to legislative consultation requests to be provided within agreed timeframe - System to facilitate the public register for BO to be implemented before commencement of relevant legislation. - The Action Plan is to be implemented by 5 January 2022. - To complete migration of all registers of legal entities and arrangements online by end of 2023. - Transfer other defunct/dissolved files from the filing room at the Government building to the warehouse by end of June 2022 - Implementation of customer service initiative by March 2022	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	\$2,817,412	\$3,363,054	\$1,865,199
RELATED BROAD OUTCOME: Improve our financial services as an industry, product and economic driver for our islands <i>Note: 2022 – The total cost of supplying this output is \$5,251,333. However, the revenue of \$2,349,048 from other third parties reduces the cost to Cabinet to \$2,817,412.</i>			

Note: 2022 – The total cost of supplying this output is \$5,251,333. However, the revenue of \$2,349,048 from other third parties reduces the cost to Cabinet to \$2,817,412.

2023 – The total cost of supplying this output is \$5,954,899. However, the revenue of \$2,461,192 from other third parties reduces the cost to Cabinet to \$3,363,054.

REG 20	Assessment, Compliance and Enforcement Actions			
DESCRIPTION				
The application of proportionate and dissuasive administrative sanctions aimed at increasing the adequacy, accuracy and timeliness of beneficial ownership submissions. Assessment includes processes to ensure adequacy and accuracy of the beneficial ownership information; compliance processes ensure statutory obligations are complied with and enforcement actions include, warning letters, administrative fine, additional fine and strike off from the companies register.				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY				
• Number of ongoing compliance audits conducted on submissions made by corporate service providers		250-300	300-350	N/A
• Number of reports prepared (Exchange of Notes (EoN) – CFATF, FATF and Joint Group)		3-5	3-5	N/A
• Number of Outreach sessions per annum		2-3	2-3	N/A
QUALITY				
• Audits to be performed in accordance with EoN and Department BO policy		100%	100%	N/A
• Good standing certificate to attests to compliance with all explicit statutory obligations.		100%	100%	N/A
• Assess and levy fines for all instances of non-compliance in accordance with legislation		100%	100%	N/A
TIMELINESS				
• Compliance audits to be performed quarterly		100%	100%	N/A
• Non-compliance to be reported to the relevant entity within 30 days of finding		100%	100%	N/A
• Provide information within agreed turnaround time in accordance with legislation, MoUs and policies requests per annum		100%	100%	N/A
• System to facilitate the enhanced good standing framework to be implemented before commencement of relevant legislation.		100%	100%	N/A
• All new vacancies to be filled within 6 month of agreed recruitment period.		100%	100%	N/A
LOCATION				
• Grand Cayman		100%	100%	N/A
COST				
		\$1,107,424	\$1,155,567	NIL
RELATED BROAD OUTCOME:				
• Improve our financial services as an industry, product and economic driver for our islands				

Note: REG 20 is a newly defined output.

TIA 7	Exchange of Information for Tax Purposes		
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.			
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	100-120	100-120	115-125
QUALITY All functions to be performed in accordance with statutory and treaty obligations	100%	100%	100%
TIMELINESS All work to be carried out within timeframes established by applicable legislation, international agreements and standards	100%	100%	100%
LOCATION Services are delivered primarily within the Cayman Islands	100%	100%	100%
COST	\$1,958,300	\$2,161,605	\$1,314,898
RELATED BROAD OUTCOME: Improve our financial services as an industry, product and economic driver for our islands			

TIA 8	International Engagement in Tax Matters		
DESCRIPTION In 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 or tax cooperation. The number and frequency of meetings has increased, and membership obligations to international bodies together with reviews of the effective implementation by the Cayman Islands of international standards on tax matters requires attendance.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY Number of meetings, working groups and bilateral engagements	25-30	25-30	25-30
QUALITY All engagement and meeting attendance to be carried out within the relevant parameters for the relevant international initiatives and meetings	100%	100%	100%
TIMELINESS All work to be carried out within timeframes established by international agreements and standards, and deadlines set by international organization agendas	95-100%	95-100%	95-100%
LOCATION Services are delivered primarily in various global locations set for meetings	100%	100%	100%
COST	\$249,873	\$238,973	\$589,762
RELATED BROAD OUTCOME: Improve our financial services as an industry, product and economic driver for our islands			

TIA 9	Assessment, Compliance and Enforcement Actions			
DESCRIPTION				
Implementation of the legislative, administrative and IT frameworks for Economic Substance, and the establishment of enforcement mechanisms and resources to ensure effective compliance across all forms of collection, analysis and exchange of information for tax purposes.				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY				
Number of hours analysing data, making assessments, and carrying out compliance and enforcement.		12,000-15,000	17,000-22,000	7,000-9,000
QUALITY				
All functions to be performed in accordance with legal requirements and international standards.		100%	100%	100%
TIMELINESS				
All work to be carried out within timeframes established by applicable legislation, international agreements and standards.		95-100%	95-100%	95-100%
LOCATION				
Services are delivered primarily within the Cayman Islands		100%	100%	100%
COST				
		\$1,783,934	\$2,387,628	\$995,884
RELATED BROAD OUTCOME:				
Improve our financial services as an industry, product and economic driver for our islands				

NMS 1	National Maritime Services		
DESCRIPTION			
Ensure compliance with international conventions and instruments (SOLAS, MARPOL, STCW, LOAD LINE, ITC, COLREG) by all agencies responsible for service delivery within Maritime Administration, Flag State, Coastal State, and Port State sectors, in the interest of global maritime safety and the protection of the marine environment, and implement a coordinated, collaborative, cross-sectoral approach to legislative reform and policy development to champion maritime matters within both 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			
• Annual Roundtable meeting for National Maritime Strategy III Code Compliance;	1	1	N/A
• Number of meetings of the National Maritime Strategy III Code Compliance Steering Group (NMSIIICCSG)	4-6	4-6	N/A
• Number of progress reports on action taken to address IMO audit findings	1-6	1-6	N/A
QUALITY			
• Roundtable meeting includes all relevant stakeholders per the National Strategy;	100%	100%	N/A
• Meetings include relevant key stakeholders and minutes reflecting all discussions/ decisions taken and circulated to all members;	100%	100%	N/A
• Reports are accurate, inclusive of relevant stakeholder feedback/ consultation where appropriate, and prepared in accordance with required templates/ formats.	100%	100%	N/A
TIMELINESS			
• Meetings held per established timelines;	100%	100%	N/A
• Reports submitted in accordance with required deadlines.	100%	100%	N/A
LOCATION			
• Services are delivered primarily within the Cayman Islands.	100%	100%	N/A
COST			
	\$1,084,554	\$1,225,217	NIL
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			

Note: NMS 1 is a newly defined output.

This Page is Intentionally Left Blank



MINISTRY OF FINANCIAL SERVICES AND COMMERCE
STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Act (2020 Revision).

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

To the best of my knowledge the statements are:

- a. Complete and reliable;
- b. Fairly reflect the forecast financial position as at 31 December 2022 and 31 December 2023 and performance for the years ending 31 December 2022 and 31 December 2023; and
- c. Comply with Generally Accepted Accounting Practices, (as defined in the Public Management and Finance Act (2020 Revision)).

Dax Basdeo, JP

Chief Officer

Ministry of Financial Services and Commerce

31 December 2021

This Page is Intentionally Left Blank

FINANCIAL STATEMENTS

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

This Page is Intentionally Left Blank

MINISTRY OF FINANCIAL SERVICES AND COMMERCE
STATEMENT OF ACCOUNTING POLICIES
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Ministry of Financial Services and Commerce*.

Basis of preparation

The forecast financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) using the accrual basis of accounting. Where there are currently no IPSAS, other authoritative pronouncements such as International Accounting Standards and United Kingdom reporting standards applicable to the public sector have been used. The measurement base applied is historical cost adjusted for revaluations of certain assets.

The forecast financial statements have been prepared on a going concern basis and the accounting policies have been applied consistently.

Reporting Period

The reporting period is the period ending 31 December 2022 and 2023.

Specific Accounting Policies

Revenue

Output revenue

Output revenue, including revenue resulting from user charges or fees, is recognised when it is earned.

Interest revenue

Interest revenue is recognised in the period in which it is earned.

Expenses

General

Expenses are recognised when incurred.

Depreciation

Depreciation of non-financial physical assets is generally provided on a straight-line basis at rates based on the expected useful lives of those assets.

Assets

Cash and cash equivalents

Cash and cash equivalents include cash held in the Ministry or Portfolio's bank account and on deposit with the Ministry of Finance and Economic Development (Treasury).

Receivables and advances

Receivables and advances are recorded at the amounts expected to be ultimately collected in cash.

MINISTRY OF FINANCIAL SERVICES AND COMMERCE
STATEMENT OF ACCOUNTING POLICIES (CONTINUED)
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

Inventory

Inventories are recorded at the lower of cost and net current value. Where inventories are valued at cost, specific identification or the FIFO method has been used. Appropriate allowance has been made for obsolescence.

Property, Plant and Equipment (including Infrastructure Assets)

Buildings are recorded at historical cost (or fair value as at time of first recognition) or valuation.

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost less accumulated depreciation.

Computer Hardware and Software

Computer hardware and software are recorded at cost, and depreciated in accordance with the policy on depreciation.

Liabilities

Accounts Payable

Accounts payable are recorded at the amount owing after allowing for credit notes and other adjustments.

Provisions

Provisions are recognised in accordance with IPSAS 19 Provisions, Contingent Liabilities and Contingent Assets.

Employee entitlements

Amounts incurred but not paid at the end of the reporting period are accrued. Annual leave due, but not taken, is recognised as a liability. Long service leave liabilities are measured as the present value of estimated leave service entitlements.

MINISTRY OF FINANCIAL SERVICES AND COMMERCE
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2022 AND 31 DECEMBER 2023

12-Month Forecast 2021	STATEMENT OF FINANCIAL POSITION	Note	12-Month Budget 2022	12-Month Budget 2023
	Current Assets			
28,650,264	Cash and cash equivalents	1	28,800,052	29,721,718
-	Marketable securities and deposits			
1,149,361	Trade receivables	2	1,641,938	1,875,152
225,698	Other receivables	2	225,698	225,698
-	Inventories	3	-	-
-	Investments	4	-	-
150,000	Prepayments	5	150,000	150,000
30,175,323	Total Current Assets		30,817,687	31,972,567
	Non-Current Assets			
-	Trade receivables	2	33,509	38,268
-	Other receivables	2	-	-
-	Inventories	3	-	-
-	Investments	4	-	-
-	Prepayments	5	-	-
456,626	Intangible Assets	6	2,045,645	4,149,616
646,430	Property, plant and equipment	6	642,957	299,973
1,103,056	Total Non-Current Assets		2,722,111	4,487,857
31,278,379	Total Assets		33,539,798	36,460,424
	Current Liabilities			
50,000	Trade payables	7	50,000	50,000
287,460	Other payables and accruals	7	287,460	287,460
-	Unearned revenue	8	-	-
397,640	Employee entitlements	9	397,640	397,640
-	Repayment of surplus		-	-
735,100	Total Current Liabilities		735,100	735,100
	Non-Current Liabilities			
-	Trade payables	7	-	-
-	Other payables and accruals	7	-	-
-	Unearned revenue	8	-	-
-	Employee entitlements	9	-	-
-	Total Non-Current Liabilities		-	-
735,100	Total Liabilities		735,100	735,100
30,543,279	Net Assets		32,804,698	35,725,324
	NET WORTH			
30,662,811	Contributed capital		32,924,230	35,844,857
-	Other Reserves		-	-
-	Revaluation reserve		-	-
(119,532)	Accumulated surpluses/(deficits)		(119,532)	(119,532)
30,543,279	Total Net Worth		32,804,698	35,725,325

MINISTRY OF FINANCIAL SERVICES AND COMMERCE

STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

12-Month Forecast 2021	STATEMENT OF FINANCIAL PERFORMANCE	Note	12-Month Budget 2022	12-Month Budget 2023
	Revenue			
16,830,322	Sale of goods and services	10	23,280,410	26,279,231
-	Investment revenue	11	-	-
-	Donations	12	-	-
-	Other revenue		-	-
16,830,322	Total Revenue		23,280,410	26,279,231
	Expenses			
12,114,725	Personnel costs	13	15,714,181	17,902,611
4,373,906	Supplies and consumables	14	6,640,356	6,966,980
285,491	Depreciation & Amortisation	6	675,873	1,159,640
-	Impairment of property, plant and equipment	6	-	-
-	Impairment of inventory	3	-	-
56,200	Litigation costs	15	250,000	250,000
-	Other expenses		-	-
-	Other Gains and Losses	16	-	-
16,830,322	Total Expenses		23,280,410	26,279,231
-	Surplus or (Deficit) for the period		(0)	(0)

MINISTRY OF FINANCIAL SERVICES AND COMMERCE

STATEMENT OF CASH FLOWS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

12-Month Forecast 2021	CASH FLOW STATEMENT	Note	12-Month Budget 2022	12-Month Budget 2023
	CASH FLOWS FROM OPERATING ACTIVITIES			
	<i>Receipts</i>			
17,379,999	Outputs to Cabinet		19,579,277	22,723,066
-	Outputs to other government agencies		-	-
3,708,412	Sale of goods and services - third party		3,175,048	3,318,192
-	Interest received		-	-
-	Donations / Grants		-	-
-	Other receipts		-	-
	<i>Payments</i>			
(9,125,136)	Personnel costs		(15,714,181)	(17,902,611)
(6,480,241)	Supplies and consumables		(6,640,356)	(6,966,980)
-	Interest paid		-	-
-	Other payments		(250,000)	(250,000)
5,483,034	Net cash flows from operating activities		149,788	921,667
	CASH FLOWS FROM INVESTING ACTIVITIES			
(521,880)	Purchase of property, plant and equipment		(2,261,419)	(2,920,627)
-	Proceeds from sale of property, plant and equipment		-	-
(521,880)	Net cash flows from investing activities		(2,261,419)	(2,920,627)
	CASH FLOWS FROM FINANCING ACTIVITIES			
6,259,166	Equity Investment from Org 40		2,261,419	2,920,627
-	Repayment of Surplus to Org 40		-	0
6,259,166	Net cash flows from financing activities		2,261,419	2,920,627
11,220,320	Net increase/(decrease) in cash and cash equivalents		149,788	921,667
17,429,945	Cash and cash equivalents at beginning of period		28,650,265	28,800,053
28,650,265	Cash and cash equivalents at end of period	1	28,800,053	29,721,720

MINISTRY OF FINANCIAL SERVICES AND COMMERCE

STATEMENT OF CHANGES IN NET WORTH

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

	Contributed Capital	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2020 brought forward	53,926,343	(873,009)	53,053,334
Prior Year Adjustments			
Changes in accounting policy	-	-	-
Accounting Errors	-	-	-
Restated balance 31 December 2020	53,926,343	(873,009)	53,053,334
Changes in net worth for 2021			
Gain/(loss) on property revaluation	-	-	-
Gain/(loss) on revaluation of investments	-	-	-
Exchange differences on translating foreign operations	-	-	-
Equity Investment from Cabinet	521,880	-	521,880
Capital withdrawals by Cabinet	(23,785,412)	753,477	(23,031,935)
Dividends payable to Cabinet	-	-	-
Net revenue / expenses recognised directly in net worth	(23,263,532)	753,477	(22,510,055)
Surplus/(deficit)for the period 2021		-	-
Total recognised revenues and expenses for the period	(23,263,532)	753,477	(22,510,055)
Balance at 31 December 2021 carried forward	30,662,811	(119,532)	30,543,279

	Contributed Capital	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2021 brought forward	30,662,811	(119,532)	30,543,279
Prior Year Adjustments			
Changes in accounting policy	-	-	-
Accounting Errors	-	-	-
Restated balance 31 December 2021	30,662,811	(119,532)	30,543,279
Changes in net worth for 2022			
Gain/(loss) on property revaluation	-	-	-
Gain/(loss) on revaluation of investments	-	-	-
Exchange differences on translating foreign operations	-	-	-
Equity Investment from Cabinet	2,261,419	-	2,261,419
Capital withdrawals by Cabinet	-	-	-
Dividends payable to Cabinet	-	0	0
Net revenue / expenses recognised directly in net worth	2,261,419	0	2,261,419
Surplus/(deficit)for the period 2022		(0)	(0)
Total recognised revenues and expenses for the period	2,261,419	-	2,261,419
Balance at 31 December 2022 carried forward	32,924,230	(119,532)	32,804,698

MINISTRY OF FINANCIAL SERVICES AND COMMERCE
STATEMENT OF CHANGES IN NET WORTH (CONTINUED)
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

	Contributed Capital	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2022 brought forward	32,924,230	(119,532)	32,804,698
Prior Year Adjustments			
Changes in accounting policy	-	-	-
Accounting Errors	-	-	-
Restated balance 31 December 2022	32,924,230	(119,532)	32,804,698
Changes in net worth for 2023			
Gain/(loss) on property revaluation	-	-	-
Gain/(loss) on revaluation of investments	-	-	-
Equity Investment from Cabinet	2,920,627	-	2,920,627
Capital withdrawals by Cabinet	-	-	-
Net revenue / expenses recognised directly in net worth	2,920,627	-	2,920,627
Surplus/(deficit) for the period 2023		(0)	(0)
Total recognised revenues and expenses for the period	2,920,627	(0)	2,920,627
Balance at 31 December 2023	35,844,857	(119,532)	35,725,325

MINISTRY OF FINANCIAL SERVICES AND COMMERCE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 1: CASH AND CASH EQUIVALENTS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
400	Cash on hand (IRIS Confirmation Account/Petty Cash)	400	400
28,649,864	CI\$ Operational Current Account held at Royal Bank of Canada	28,799,652	29,721,318
28,650,264	TOTAL	28,800,052	29,721,718

NOTE 2: TRADE AND OTHER RECEIVABLES

12-Month Forecast 2021	Trade Receivables	12-Month Budget 2022	12-Month Budget 2023
1,149,361	Outputs to Cabinet	1,675,447	1,913,420
1,149,361	Total trade receivables	1,675,447	1,913,420

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
	Current		
1,057,412	Past due 1-30 days	1,600,052	1,827,316
57,468	Past due 31-60 days	-	-
34,481	Past due 61-90 days	-	-
-	Past due 90 and above	41,886	47,835
	Non-Current		
-	Past due 1 year and above	33,509	38,268
1,149,361	Total	1,675,447	1,913,420

12-Month Forecast 2021	Other Receivables	12-Month Budget 2022	12-Month Budget 2023
698	Dishonoured cheques	698	698
225,000	Other	225,000	225,000
225,698	Total other receivables	225,698	225,698

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
	Current		
225,698	Past due 1-30 days	225,698	225,698
225,698	Total	225,698	225,698

MINISTRY OF FINANCIAL SERVICES AND COMMERCE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 5: PREPAYMENTS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
150,000	Accrued Prepayments	150,000	150,000
150,000	Total	150,000	150,000

NOTE 6: 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	Water Retriculation	Infrastructure	Motor Vehicles	Aircraft	Other assets	Total
Balance as at 1 January 2021	4,644,180	21,471,372	12,453,978	1,095,317	667,394	1,871,160	625,464	5,477,075	10,898,020	1,731,242	844,460	74,087	61,853,750
Additions	-	173,052	135,782	-	20,097	282,351	14,915	9,570	83,734	-	-	-	719,501
Disposals and Derecognition	-	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	(4,644,180)	(21,644,424)	(12,589,760)	(1,095,317)	(548,675)	(1,262,581)	(517,936)	(5,486,645)	(10,981,754)	(1,625,707)	(844,460)	(73,612)	(61,315,051)
Balance as at 31 December 2021	-	(0)	-	-	138,816	890,930	122,443	-	-	105,535	-	475	1,258,199

	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Water Retriculation	Infrastructure	Motor Vehicles	Aircraft	Other assets	Total
Balance as at 1 January 2022	-	-	-	-	138,816	890,930	122,443	-	-	105,535	-	475	1,258,199
Additions	-	-	-	173,000	40,000	187,000	5,000	-	-	-	-	-	405,000
Disposals and Derecognition	-	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2022	-	-	-	173,000	178,816	1,077,930	127,443	-	-	105,535	-	475	1,663,199

	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Water Retriculation	Infrastructure	Motor Vehicles	Aircraft	Other assets	Total
Balance as at 1 January 2023	-	-	-	173,000	178,816	1,077,930	127,443	-	-	105,535	-	475	1,663,199
Additions	-	-	-	190,000	10,000	188,000	5,000	-	-	-	-	-	393,000
Disposals and Derecognition	-	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2023	-	-	-	363,000	188,816	1,265,930	132,443	-	-	105,535	-	475	2,056,199

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Water Retriculation	Infrastructure	Motor Vehicles	Aircraft	Other assets	Total
Balance as at 1 January 2021	-	12,398,220	3,631,027	673,156	368,964	1,616,113	530,283	2,626,974	5,372,744	1,389,910	-	-	28,607,390
Transfers	-	(12,398,220)	(3,631,027)	(673,156)	-	-	-	(2,626,974)	(5,372,744)	(1,316,756)	-	-	(26,018,877)
Impairment Reserve 2021 (closing balance)	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation Expense 2021	-	-	-	-	-	95,917	21,575	-	-	23,200	-	-	140,692
Eliminate on Disposal or Derecognition 2021	-	-	-	-	(234,021)	(1,372,915)	(510,501)	-	-	-	-	-	(2,117,437)
Balance as at 31 December 2021	-	-	(0)	(0)	134,943	339,115	41,357	-	-	96,354	-	-	611,768

	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Water Retriculation	Infrastructure	Motor Vehicles	Aircraft	Other assets	Total
Balance as at 1 January 2022	-	-	-	-	134,943	339,115	41,357	-	-	96,354	-	-	611,769
Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-
Impairment change 2022	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation Expense 2022	-	-	-	17,300	13,333	347,256	20,384	-	-	10,200	-	-	408,473
Eliminate on Disposal or Derecognition 2022	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2022	-	-	-	17,300	148,276	686,371	61,741	-	-	106,554	-	-	1,020,242

	Land	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Water Retriculation	Infrastructure	Motor Vehicles	Aircraft	Other assets	Total
Balance as at 1 January 2023	-	-	-	17,300	148,276	686,371	61,741	-	-	106,554	-	-	1,020,242
Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-
Impairment change 2023	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation Expense 2023	-	-	-	36,300	16,667	652,433	20,384	-	-	10,200	-	-	735,984
Eliminate on Disposal or Derecognition 2023	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2023	-	-	-	53,600	164,943	1,338,804	82,125	-	-	116,754	-	-	1,756,226

Net Book value 31 December 2021	-	(0)	-	-	3,874	551,814	81,086	-	-	9,182	-	475	646,431
Net Book value 31 December 2022	-	-	-	155,700	30,540	391,559	65,702	-	-	(1,019)	-	475	642,957
Net Book value 31 December 2023	-	-	-	309,400	23,873	(72,874)	50,318	-	-	(11,219)	-	475	299,973

MINISTRY OF FINANCIAL SERVICES AND COMMERCE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 6: INTANGIBLE ASSETS

COST OF INTANGIBLE ASSETS

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2021	2,474,542	2,474,542
Additions	30,000	30,000
Disposals and Derecognition	-	-
Revaluation	-	-
Transfers	(294,503)	(294,503)
Balance as at 31 December 2021	2,210,039	2,210,039

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2022	2,210,039	2,210,039
Additions	1,856,419	1,856,419
Disposals and Derecognition	-	-
Revaluation	-	-
Transfers	-	-
Balance as at 31 December 2022	4,066,458	4,066,458

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2023	4,066,458	4,066,458
Additions	2,527,627	2,527,627
Disposals and Derecognition	-	-
Revaluation	-	-
Transfers	-	-
Balance as at 31 December 2023	6,594,085	6,594,085

MINISTRY OF FINANCIAL SERVICES AND COMMERCE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 6: INTANGIBLE ASSETS (CONTINUED)

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2021	2,304,336	2,304,336
Transfers	(695,722)	(695,722)
Impairment Reserve 2021 (closing balance)	-	-
Depreciation Expense 2021	144,799	144,799
Eliminate on Disposal or Derecognition 2021	-	-
Balance as at 31 December 2021	1,753,413	1,753,413

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2022	1,753,413	1,753,413
Transfers	-	-
Impairment change 2022	-	-
Depreciation Expense 2022	267,400	267,400
Eliminate on Disposal or Derecognition 2022	-	-
Balance as at 31 December 2022	2,020,813	2,020,813

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2023	2,020,813	2,020,813
Transfers	-	-
Impairment change 2023	-	-
Depreciation Expense 2023	423,656	423,656
Eliminate on Disposal or Derecognition 2023	-	-
Balance as at 31 December 2023	2,444,469	2,444,469

Net Book value 31 December 2021	456,626	456,626
Net Book value 31 December 2022	2,045,645	2,045,645
Net Book value 31 December 2023	4,149,616	4,149,616

MINISTRY OF FINANCIAL SERVICES AND COMMERCE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 7: TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
50,000	Creditors	50,000	50,000
228,847	Accrued Expenses	228,847	228,847
58,613	Other payables	58,613	58,613
337,460	Total trade payables other payables and accruals	337,460	337,460

NOTE 9: EMPLOYEE ENTITLEMENTS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
123,140	Annual Leave	123,140	123,140
274,500	Retirement and long service leave	274,500	274,500
397,640	Total current portion	397,640	397,640
397,640	Total employee entitlements	397,640	397,640

NOTE 10: SALE OF GOODS AND SERVICES

12-Month Forecast 2021	Revenue type	12-Month Budget 2022	12-Month Budget 2023
13,792,334	Outputs to Cabinet	20,105,362	22,961,039
3,037,988	Fees and charges	3,175,048	3,318,192
16,830,322	Total sales of goods and services	23,280,410	26,279,231
	Fees and Charges		
12,000	Local Companies Administration Fees	12,000	12,000
170,974	Other Company Fees - Exempt (Entity)	174,393	177,881
2,129,514	Private Sector Computing Fees	2,172,104	2,280,709
2,500	Refund Processing Fees	2,550	2,601
100,000	Special Econ. Zone - Trade Certificate Fee	114,000	120,000
623,000	Trade and Business Administration Fees	700,000	725,000
3,037,988	Fees & Charges	3,175,048	3,318,192
	Sales of Outputs to Cabinet		
13,792,334	Sales of Outputs to Cabinet	20,105,362	22,961,039
13,792,334	Total Sales of Outputs to Cabinet	20,105,362	22,961,039
16,830,322	Total Goods and Services	23,280,410	26,279,231

MINISTRY OF FINANCIAL SERVICES AND COMMERCE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 13: PERSONNEL COSTS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
9,684,632	Salaries, wages and allowances	12,097,904	13,571,204
1,840,309	Health care	2,882,960	3,512,072
517,248	Pension	656,694	733,648
72,536	Other personnel related costs	76,623	85,688
12,114,725	Total Personnel Costs	15,714,181	17,902,611

NOTE 14: SUPPLIES AND CONSUMABLES

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
112,368	Supplies and Materials	228,557	232,297
3,681,351	Purchase of services	5,390,437	5,512,788
164,940	Lease of Property and Equipment	281,136	369,886
57,291	Utilities	73,749	82,835
-	General Insurance	4,750	6,856
171,117	Interdepartmental expenses	66,794	66,600
16,700	Travel and Subsistence	243,875	359,097
167,139	Recruitment and Training	283,058	278,620
3,000	Other	68,000	58,000
4,373,906	Total Supplies & consumables	6,640,356	6,966,980

NOTE 15: LITIGATION COST

12-Month Forecast 2021	Litigation Cost	12-Month Budget 2022	12-Month Budget 2023
56,200	Legal Fees	250,000	250,000
56,200	Total Litigation cost	250,000	250,000

NOTE 18: RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/ (DEFICIT)

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
	Non-cash movements		
285,491	Depreciation expense	675,873	1,159,640
	Changes in current assets and liabilities:		
3,587,665	(Increase)/decrease in receivables - Other Government agencies	-	-
-	(Increase)/decrease in receivables - Other 3rd Party	(526,085)	(237,976)
3,873,156	Net cash flows from operating activities	149,788	921,664

MINISTRY OF FINANCIAL SERVICES AND COMMERCE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 21: RELATED PARTY AND KEY MANAGEMENT PERSONNEL DISCLOSURES

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
2,123	Salaries & other short-term employee benefits	2,643	2,666
2,123	Total	2,643	2,666

MINISTRY OF INVESTMENT, INNOVATION AND SOCIAL DEVELOPMENT

BUDGET STATEMENTS

FOR THE 2022 FINANCIAL YEAR ENDING 31 DECEMBER 2022

AND THE 2023 FINANCIAL YEAR ENDING 31 DECEMBER 2023

This Page is Intentionally Left Blank

CONTENT

STATEMENTS: STATEMENT OF MINISTER/ CHIEF OFFICER

PART A: OWNERSHIP PERFORMANCE

1. NATURE AND SCOPE OF ACTIVITIES
2. STRATEGIC OWNERSHIP GOALS
3. OWNERSHIP PERFORMANCE TARGETS
4. EQUITY INVESTMENTS AND WITHDRAWALS

PART B: OUTPUT PERFORMANCE

5. OUTPUTS TO BE DELIVERED

APPENDIX: FORECAST FINANCIAL STATEMENTS

This Page is Intentionally Left Blank

STATEMENT OF THE MINISTER

I confirm that the Budget Statements reflect the outputs I wish to purchase for the 2022 and 2023 financial years.



Honourable André Ebanks

Minister

**Ministry of Investment, Innovation and
Social Development**

31 December 2021

STATEMENT OF THE CHIEF OFFICER

The Budget Statements have been compiled using the best information available and are to the best of my knowledge complete and accurate as of this date.

I take responsibility for the accuracy and completeness of the financial information and outputs contained herein.



Eric L. Bush, Cert. Hon., JP

Chief Officer

**Ministry of Investment, Innovation and
Social Development**

31 December 2021

This Page is Intentionally Left Blank

PART A

OWNERSHIP PERFORMANCE

This Page is Intentionally Left Blank

1. NATURE AND SCOPE OF ACTIVITIES

Nature of Activities

The Ministry is responsible for providing policy advice, administrative and governance support and the delivery of a range of programmes and services to the public, to enable the Minister to achieve the strategic goals for these areas of ministerial responsibility: Investment, Innovation and Social Development.

Outside of the core Administrative arm of the Ministry, the Departments/Units within the Ministry's remit include:

- InvestCayman
- Intellectual Property Office
- Centre for Business Development

- eGovernment Unit
- Computer Services Department
- Cybersecurity Unit

- Sunrise Adult Training Centre (SRC).
- Department of Children and Family Services (DCFS)
- Needs Assessment Unit (NAU)

Scope of Activities

The main goals of the Ministry are to elevate the Cayman Islands and advance the economic, social and political interests of Government, people and businesses, for a prosperous and sustainable future.

In pursuit of these goals, the Ministry will seek inward investment to grow the economy, and facilitate a smooth and efficient delivery of Government services to both new investors and current residents with the innovative use of technology and the fostering of modern business processes across Government.

To assist and uplift the less fortunate in our society, we will reimagine social development by creating meaningful, measurable, efficient 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 our society.

Description of Departments and Units

- **InvestCayman** - Facilitates and supports global opportunities, partnerships and connections for Cayman's people, businesses and Government that elevates the Cayman Islands for a prosperous and sustainable future. As the investment promotion agency of the Government, attracts desirable direct investment, building equity that the country can leverage over the long term.
- **Intellectual Property Office** - Fosters innovation and creativity through a structure that utilizes efficient systems for the registration of intellectual property, and aligns legislation, policies and practices with global industry standards and best practices.

- **Centre for Business Development** – Provides business advisory, business development and technical assistance services to entrepreneurs and business owners in order to support local micro, small and medium sized businesses.
- **eGovernment Unit** - Implements, improves and promotes Government’s digital infrastructure platforms and digital service solutions to enhance people’s lives and enable business in a digital society.
- **Computer Services Department** – Provides strategic solutions and acts as an internal business partner to serve the whole of core Government and select Statutory Authorities/Government Companies, to achieve their digital and technological objectives and deliver a world class experience.
- **Cybersecurity Unit** – Protects, defends and strengthens the Cayman Islands Government’s cyber security capability, its online services and digital assets. Maintains and promotes trust and confidence in the jurisdiction globally, and increases awareness and understanding of cybersecurity in the community.
- **Sunrise Adult Training Centre** – Empowers and advocates for adults with different abilities and a range of special needs, through therapeutic and recreational programmes, and vocational training including supervision of employment in the community as well as wider inclusion.
- **Department of Children and Family Services** – Delivers best practice social work services to care for and protect children, families and the elderly.
- **Needs Assessment Unit** – Improves quality of life by providing financial assistance to Caymanians on a temporary or permanent basis, including assessments.

Customers and Location of Activities

The Ministry’s customers are the Cabinet, the Minister for Investment, Innovation and Social Development, all its departments and Units, and other Government Ministries. Externally, services are provided to the business community, adult learners with special education needs and disabilities, and the general public.

2. STRATEGIC OWNERSHIP GOALS

The Key Strategic Ownership Goals for the Ministry of Investment, Innovation and Social Development in the 2022 and 2023 financial years are as follows:

Over the next four years, the PACT Government's key priorities and broad outcomes are:

1. Improving Education to Promote Lifelong Learning and Greater Economic Mobility;
2. Ensure 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. Improving our Financial Services as an Industry, Product and Economic Driver for our Islands; and
10. Improving our Tourism Industry, as a Product and Economic Driver.

Relevant Broad Outcomes

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

Sunrise Adult Training Centre

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

Department of Children and Family Services (CFS 2, CFS 3)

Needs Assessment Unit (FAD 1)

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

InvestCayman (ITI 1)

Centre for Business Development (BDC 1)

eGovernment Unit (EGU 01)

Sunrise Adult Training Centre (SRC7)

Department of Children and Family Services (CFS 2, CFS 3)

Needs Assessment Unit (FAD 1)

Broad Outcome 4. Strengthening good governance for more effective government

Intellectual Property Office (IPO 1)

eGovernment Unit (EGU 01)

Cybersecurity Unit (CSU 1)

Computer Services Department (CSD 42)

Broad Outcome 6. Increasing social justice in the workforce

Department of Children and Family Services (CFS 2, CFS 3)

Broad Outcome 8. Building a modern infrastructure to ensure a successful future for our Islands

eGovernment Unit (EGU 01)

Cybersecurity Unit (CSU 1)

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

Intellectual Property Office (IP 1)

eGovernment Unit (EGU 01)

Cybersecurity Unit (CSU 1)

Ministry Strategic Objectives for 2022 and 2023

1. The Ministry will pursue material additions, changes and revisions to foster a high quality legal, regulatory, and policy framework, to modernise and update the system of financial assistance, protect vulnerable people of all ages, create a robust intellectual property regime, and support the creation and development of a digital society and economy.
2. Create innovative and cost-effective solutions to modernise and streamline the delivery of Government services to people and businesses, and foster accountability.
3. In pursuit of enhanced and improved delivery of services to clients, identify necessary reforms to capabilities, systems, and resources, and foster change through upskilling of current employees and prudent investment in new infrastructure.

Key Initiatives of Departments and Units

InvestCayman

1. Increase the visibility of Cayman Islands, its competitive advantages and attributes, and potential investment opportunities that align with Government's Broad Outcomes
2. Create and host strategic opportunities to showcase the jurisdiction
3. Liaise on behalf of Government to foster relationships with private sector entities and strategic partners operating in the Cayman Islands

Intellectual Property Office

1. Complete the drafting of design rights regulations, to be able to offer direct registration of industrial designs
2. Build greater IP literacy through cross-Government collaborations, and a robust public awareness and education campaign
3. Develop a *sui generis* IP software which allows for online filing and management of applications.
4. Provide expert support to the government in the development and implementation of IP policies through

its legal and practical expertise.

5. Continue collaborations with the UK IPO and other IP offices and organisations, both regionally and internationally

Centre for Business Development

1. Improve small business viability and sustainability through advocacy, business counselling, training and increasing access to finance.
2. Evaluate the economic impact of grant funding in 2020 and 2021, through assessment of performance metrics
3. Improve the regulatory system and business environment through enterprise development, strengthening the entrepreneurial ecosystem, and institutional learning and growth.

eGovernment

1. Launch digital eID for residents of the Cayman Islands, with a suite of secure supporting technologies and user-friendly systems.
2. Create solutions that provide residents and businesses with secure and seamless access to online, electronic government information and services.
3. Continue to enhance the delivery of social development services to our most vulnerable.
4. Public awareness and education initiatives.

Computer Services Department

1. Maintain, support and develop resilient Government information systems and information infrastructure.
2. Enhance ease of use for citizens and businesses to access and utilise Government information systems.
3. Improve Government's IT estate and processes including payments that form a significant portion of core Government revenue.

CyberSecurity Unit

1. 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.
2. Ensure core Government infrastructure, its digital services as well as the data entrusted to it, are robustly protected and resilient to the rising global tide of cyber-attacks.
3. Undertake innovative public education and awareness initiatives on cybersafety.

Sunrise Adult Training Centre

1. Strengthen delivery of quality vocational training programmes for adults with special needs, including continued and expanded partnerships with other Government entities and community businesses, and public advocacy for inclusion.
2. Increase employment and internship placements for clients.
3. Restructure admission criteria, service pathways, and scope of service offered by the Centre – ultimately to reduce waitlist.
4. 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

Department of Children and Family Services

1. Continue to provide residential care homes for elderly and vulnerable people, improve service delivery and quality of care

2. Create public education and awareness initiatives on social issues including children, families, elderly, foster care, adoption
3. Offer and support youth diversion services (intervention).
4. Deliver social programs, activities and services for older persons at a central location and in the districts.

Needs Assessment Unit

1. Continue to deliver temporary and permanent financial assistance, ex-gratia benefit payments to Seafarers and Ex-Servicemen, conduct assessments for rentals and CINICO for indigent medical coverage.
2. Continue to host NAU clinics in districts.
3. Serve clientele with expanded and upgraded premises.
4. Invest in new technology and systems to manage client cases across departments.

3. OWNERSHIP PERFORMANCE TARGETS

The Ownership Performance Targets for the Ministry of Investment, Innovation and Social Development for the years ending 31 December 2022 and 31 December 2023 are as follows:

	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	2021 12-Month Forecast \$000's
REVENUE FROM CABINET	42,898	45,256	27,495
REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES AND GOVERNMENT COMPANIES	208	208	192
REVENUE FROM OTHERS	57	57	39
OPERATING EXPENSES	42,878	45,243	27,890
OPERATING SURPLUS/DEFICIT	315	278	(148)
NET WORTH	13,779	13,311	8,340
CASH FLOWS FROM OPERATING ACTIVITIES	2,216	2,304	3,926
CASH FLOWS FROM INVESTING ACTIVITIES	(5,429)	(5,327)	73
CASH FLOWS FROM FINANCING ACTIVITIES	5,438	5,216	-
CHANGE IN CASH BALANCES	2,225	2,283	3,999

FINANCIAL PERFORMANCE RATIO	2022 1 Jan to 31 Dec 2022 %	2023 1 Jan to 31 Dec 2023 %	2021 12-Month Forecast %
CURRENT ASSETS : CURRENT LIABILITIES	2.41	2.84	1.94
TOTAL ASSETS : TOTAL LIABILITIES	5.02	6.21	3.68

MAINTENANCE OF CAPABILITY

	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
HUMAN CAPITAL MEASURES			
TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED	444	444	326
STAFF TURNOVER (%)			
MANAGERS	5%	5%	1%
PROFESSIONAL AND TECHNICAL STAFF	5%	5%	3%
CLERICAL AND LABOURER STAFF	10%	10%	5%
AVERAGE LENGTH OF SERVICE (CURRENT POSITION)			
MANAGERS	13	14	12
PROFESSIONAL AND TECHNICAL STAFF	12	13	11
CLERICAL AND LABOURER STAFF	9	10	8
CHANGES TO PERSONNEL MANAGEMENT SYSTEM	-	-	-

	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	2021 12-Month Forecast \$000's
PHYSICAL CAPITAL MEASURES			
VALUE OF TOTAL ASSETS	17,205	23,015	-
ASSET REPLACEMENTS : TOTAL ASSETS	0.6	0.44	-
BOOK VALUE OF ASSETS : COST OF THOSE ASSETS	2,469	2,436	-
DEPRECIATION : CASH FLOW ON ASSET PURCHASES	-	-	-
CHANGES TO ASSET MANAGEMENT POLICIES	-	-	-

	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	2021 12-Month Forecast \$000's
MAJOR <u>NEW</u> CAPITAL EXPENDITURE PROJECTS			
NONE	-	-	-
TOTAL	NIL	NIL	NIL

RISK MANAGEMENT

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2021	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
There is a risk that should critical national infrastructure (CNI), such as telecommunications or power, be compromised through a disruptive or significant cyber-attack or service outage, this has the potential to impact safety of life and a wide range of public and private sector online services.	Risk profile remains the same.	Effective implementation of the Cayman Islands National C-SIRT across both the public and private sector.	Unquantified
There is a risk that should there be a significant data breach (subject to the nature of the data breach), the potential exists to give rise to international sanctions and / or penalties under international law and regulations.	Reduction in the profile of this risk.	Continuation with the National Cybersecurity Strategy and risk mitigation measures	Unquantified
There is a risk that should an external party (i.e. supplier, party that we exchange data with, private sector entity), suffer a data breach or disruptive cyber incident, this potential to have a wider impact, on the international reputation of the Cayman Islands jurisdiction.	Reduction in the profile of this risk.	Continuous Risk Assessment and Mitigation measures.	Unquantified
There is a risk of a significant service outages of the Government's online services, through the failure of a critical infrastructure component.	Reduction of this risk profile.	Continue resilience, diversification and mitigation measures	Limited financial exposure.

RISK MANAGEMENT (CONTINUED)

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2021	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Non-compliance with legislation regarding intellectual property laws	None	Investment in bespoke management system	Unquantifiable
Liability inherent in the type of programmes operated by Sunrise Adult Training Centre and Department of Children and Family Services	Unchanged	• Exercise all due care and best practice • Liability Insurance in place • Training has occurred in relation to risk reduction/safe management of clients • Pre-visit risk assessments are undertaken for all community outings • Policy/procedures in production to further mitigate risk	Unquantifiable

4. EQUITY INVESTMENTS AND WITHDRAWALS

EQUITY MOVEMENT	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	2021 12-Month Forecast \$000's
EQUITY INVESTMENT FOR PURCHASE OF ENTITY ASSETS	5,438	5,531	73
TOTAL	5,438	5,531	73

This Page is Intentionally Left Blank

PART B

OUTPUT PERFORMANCE

This Page is Intentionally Left Blank

5. OUTPUTS TO BE DELIVERED

MIT 1	Guidance, Promotion and Information to Foreign Stakeholders and Other Business/Economic Development		
DESCRIPTION Building and enhancing the reputation of the Cayman Islands to promote suitable foreign investment in the Cayman Islands' economy; continuing to develop global opportunities and connections for Cayman's people, businesses and Government. This includes identifying and securing strategic marketing and promotional opportunities that will connect the Government, local businesses and the Caymanian people to the global marketplace. In addition, key economic and political partnerships will also be established and nurtured for the benefit of the Cayman Islands and to foster an investment and business friendly environment, including acting as a single doorway for desirable foreign direct investment that build up equity the country can leverage for years to come. Organisation and procurement of services and suppliers to hold events locally and where appropriate, internationally.			
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 provide local and global investment opportunities for Cayman's people, businesses and Government - Enhanced Business Development Initiative Activations - Investor/investment activations developing investor relationships	12 months 2 4	12 months 4 6	12 months N/A N/A
QUALITY - Information provided by qualified personnel - Information is accurate and up to date - Activations result in serious investment opportunities - Economic impact assessment of activations indicate positive ROI	100% 100% 90-100% 90-100%	100% 100% 90-100% 90-100%	100% 100% N/A N/A
TIMELINESS - Information provided to internal and external stakeholders within five working days of request - Proposal for attendance/staging of events on the local and international stage provided within twenty working days following identification - Serious investment inquiries occur within six months of activation - Economic Impact Data captured annually according to number of investments/investors on island	100% 100% 90-95% 100%	100% 100% 90-95% 100%	100% 100% N/A N/A
LOCATION Cayman Islands/International	100%	100%	100%
COST	\$1,125,142	\$1,233,598	\$1,064,251
RELATED BROAD OUTCOME: Providing solutions to improve the well-being of our people so they can achieve their full potential			

MIT 4	Policy Advice and Ministerial Servicing			
DESCRIPTION				
Provision of policy advice advocating the Ministry’s vision of creating sustainable, long term economic and social growth and development aligned with the United Nations Sustainable Development Goals including:				
• Production of Policy Papers • Drafting responses to Parliamentary/Supplementary questions • Briefing notes • Attending meetings				
MEASURES		2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY				
• Number of policy papers prepared • Number of meetings attended • Number of responses to parliamentary/supplementary questions		Up to 20 Up to 600 Up to 30	Up to 20 Up to 600 Up to 30	Up to 20 Up to 600 Up to 30
QUALITY				
• Advice and information provided by qualified personnel • Briefing notes, reports and policy advice supported by data and credible sources		100% 100%	100% 100%	100% 100%
TIMELINESS				
• Meetings attended as scheduled • Briefing notes, reports and initial policy advice provided within timeframe agreed		100% 100%	100% 100%	100% 100%
LOCATION				
• Cayman Islands/ International		100%	100%	100%
COST				
		\$4,101,259	\$4,095,618	\$2,565,697
RELATED BROAD OUTCOME:				
• Providing solutions to improve the well-being of our people so they can achieve their full potential				

IPO 1	Cayman Islands Intellectual Property Office		
DESCRIPTION To maintain a robust Intellectual Property Office that utilizes efficient systems for the registration of intellectual property. To keep the Cayman Islands Intellectual Property legislation, policies and practices in line with global industry standards and best practices.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of registrations Design Rights, Patents and Trade Marks - Number of certificates for Design Rights, Patents and Trade Marks; - Number of training to be provided to licensed agents - Number of Tribunal Meetings held	850-950 950-1,050 2-3 4	850-950 950-1,050 2-3 4	800-900 900-1,000 2-3 4
QUALITY - All applications to be processed in accordance with relevant Laws, regulations and policies - All applications to be processed in accordance with industry best practices and standards - All applications to be processed by trained and qualified personnel	95-98% 95-98% 100%	95-98% 95-98% 100%	90-98% 90-95% 100%
TIMELINESS Turnaround time: - New application for trademarks – six months - Other application types within – 30 days	90-95% 90-95%	90-95% 90-95%	85-90% 85-90%
LOCATION Cayman Islands	100%	100%	100%
COST	\$681,499	\$594,368	\$538,469
RELATED BROAD OUTCOME: - Strengthening good governance for more effective government - Improving our Financial Services as an Industry, Product and Economic Driver for Our Islands			

BDC 1	Cayman Islands Centre for Business Development		
DESCRIPTION			
Provision of technical assistance to entrepreneurs and small business owners; delivered through seminars, workshops, facilitated programmes utilizing the skills of local experts as well as one-on-one confidential business counselling. The delivery of a business incubator programme as well as other activations and programmes designed to equip local micro, small and medium sized businesses with the tools to successfully operate in the Cayman Islands economy.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Small business workshops	15-20	15-20	8-12
Number of businesses enrolled in the Incubator Programme	16	16	16
Number of other programmes focused on developing local micro/small/medium sized businesses successfully executed	2-3	2-3	N/A
QUALITY			
All services provided by trained staff or expert outside advisors	100%	100%	100%
Businesses successfully enter and sustain their operations in the market upon completion of the Incubator Programme	N/A	75%	N/A
TIMELINESS			
Economic Impact Data captured bi-annually as scheduled	100%	100%	100%
Workshops held monthly according to schedule	100%	100%	100%
Completion of the Incubator Programme within the designated two year cycle according to schedule	100%	100%	100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$1,096,341	\$1,183,018	\$808,457
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential.			

CSD 42	Information Technology Support Services		
DESCRIPTION Ensure adequate tools and resources to carry out the government’s digital and technological objectives. - Operate a 7.5-hours/working day manned IT service helpdesk (Call in Support Answering Service (CSAS)) for core government and select SAGCs to resolve “bug fixes” (faults, service outages, password reset and basic requests for IT services). - Produce in-house software (applications, intranet, websites, and e-services) development/support along with third party software packages support/assistance. - Provide IT infrastructure administration, management, and support (for datacenters, PCs, networks, servers, internet, backups/restores, security, emails, files access, mobile devices, remote access, storage, databases, and software).			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY Helpdesk: - Number of hours CSD Helpdesk operates per fiscal year - Number of dispatched Service Logs Resolved Projects: - Number of major projects completed per year Software: - Number of applications (including databases) supported - Number of online Government services created/hosted/managed - Number of Remote Work Services (accesses granted-Forward Email/Token/Active Sync Devices) Hardware: - Number of PCs Supported - Number of IT Infrastructure devices maintained (Network Switches, Servers)	6,000-6,600 10,500-10,000 25-30 410-450 50-75 3,900-4,200 2,600-2,900 885-900	6,000-6,600 10,500-10,000 25-30 410-450 50-75 4,200-4,600 2,600-2,900 900-1000	6,000-6,600 10,500-10,000 25-30 375-400 12-15 3,500-3,900 2,600-2,900 830-800
QUALITY - Maintain compliance with industry IT best practice guidance. In the event a guidance cannot be implemented in three business days CSD will notify the process owner and risk registry so that mitigation plans can be created. Helpdesk: - CSD’s Helpdesk Customer Satisfaction Scores regarding IT Helpdesk assistance - All CSD Logs addressed per operating procedure. Projects: - CSD Customer Satisfaction Scores regarding IT Project Reviews Software and Hardware: - Respond to all reported cybersecurity threats and vulnerabilities per operating procedure. - All CIG IT system back-ups completed per operating procedure. - Resolve all Hardware System notifications per operating Change Advisory Board	90-100% 90% 90-95% 85-90%	90-100% 90% 90-95% 85-90%	90-100% 85% 85-90% 80-85%
TIMELINESS - CSD’s Helpdesk telephone calls answered within an average of 20 seconds - CSD’s Helpdesk Requests responded to in published timeframes - CSD’s IT Projects completed within the agreed scheduled timeframe, including change requests and time changes approved - IT Audits (software and hardware) completed quarterly - Review Operating Procedures and revise as required	90+% 85+% 90-100% 5-10 Annually	90+% 85+% 90-100% 5-10 Annually	80-90% 80% 80-100% 5-10 Annually

LOCATION			
• Cayman Islands	100%	100%	100%
COST			
	\$11,414,002	\$12,039,995	\$10,084,213
RELATED BROAD OUTCOME:			
• Strengthening good governance for more effective government			

EGU 1	e-Government Programme		
DESCRIPTION			
Implement, improve and promote Government’s digital infrastructure platforms and digital service solutions to enhance people’s lives and enable business in digital society.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
- Number of Cayman Islands eID cards issued - Number projects undertaken to improve or digitize provision of government services or implement digital infrastructure - Number of online transactions per month (online services developed, enhanced or promoted by e-Government unit) - Number of public outreach and relationship building initiatives completed	3,000-5,000 4-7 65,000-85,000 4-8	4,000-6,000 5-10 75,000-100,000 6-12	N/A 4 60,000-70,000 1-3
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 services developed or enhanced by e- Government unit.	80% 75%	80% 75%	80% 75%
TIMELINESS			
- Cayman Islands eID card issuance to start - Projects are completed on time (against approved timeline) - Public outreach and relationship building initiatives per quarter	Q3 70-80% 1-3	N/A 70-80% 2-5	N/A 60-70% N/A
LOCATION			
Cayman Island and Overseas	100%	100%	100%
COST			
	\$3,380,694	\$4,474,292	\$2,218,712
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			

CSU 1	Ministry of Investment, Innovation and Social Development - Cyber Security Unit		
DESCRIPTION To continuously strengthen the protection and defense of the Cayman Islands Government’s Cyber Security capability based on a ‘whole-of-government’ strategic, risk adverse approach. Respond to any cyber-attack(s) targeting our online services or digital assets. Maintain trust and confidence in Cayman’s international reputation with regards to protection and safeguarding of digital assets and entrusted data. To increase awareness and understanding of cybersecurity.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of civil servants and SAGC staff who pass Cyber Awareness Training. - Number of public education campaigns and cybersafe workshops administered. - Distribute actionable CISO Security Advisories to CIG/SAGC Center of Excellence IT Leadership Group twice a week. - Hours of Cybersecurity Intern work experience completed - Number of Audits and Assessment Completed	60 20-30 104 8,500 (hours) 30-45	75 25-35 104 10,000 (hours) 40-60	50 10 24 6,750 (hours) 12-15
QUALITY - Respond to all cyber security incidents in accordance with incident response plan. - Maintain full compliance with relevant laws and regulations, with mitigation plans created within three business days in the event of a change. - Complete annual Independent Security Operations Capability Maturity Assessment, receiving ‘High’ Competence Score. - All professionally certified staff maintain their relevant certifications. - Junior staff complete professional certifications within agreed timeframe approved by CISO /Director.	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
TIMELINESS - Achieve ISO 27001 Information Security Management System certification. - Mobilize cybersecurity response team within 15 minutes threat notification 24/7. - Review and update incident response plans and policies annually. - Requested audits and audit assessments completed within ten (10) business days of receipt, or on agreed timeframe if additional resources required. - Complete four educational campaigns and/or workshops a quarter.	Q2 2021% 95-100% 100% 90% 90-100%	- 95-100% 100% 95% 90-100%	N/A 95-100% 100% 95% N/A
LOCATION Cayman Islands	100%	100%	100%
COST	\$1,876,559	\$1,676,353	\$1,173,972
RELATED BROAD OUTCOMES: - Strengthening good governance for more effective government - Building a modern infrastructure to ensure successful future of our islands - 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			

SRC 7	Training and Therapeutic Programmes for Adults with Disabilities		
DESCRIPTION			
Provide training, therapeutic, and recreational programmes for adults with disabilities, in order to promote the development of client functioning, independence, and community inclusion.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
- Number of clients accessing training and services - Number of programme days for clients - Number of specialized programmes provided - Number of employed clients enrolled in Vocational Programmes	50-65 190-205 3 20-30	50-65 190-205 3 25-35	58 203 3 23
QUALITY			
- All training will be facilitated and supervised by qualified staff - All formal evaluations and assessments will be done by qualified staff - Vocational training, placement, and support needs determined by assessment	90-100% 90-100% 100%	90-100% 90-100% 100%	90% 100% 100%
TIMELINESS			
- All programmes to be delivered over the Training Year from September – July - Programmes delivery will be Monday through Friday from 8:30am to 2:30pm	100% 100%	100% 100%	100% 100%
LOCATION			
Sunrise Adult Training Centre and Community locations as arranged inGrand Cayman	100%	100%	100%
COST			
	\$2,707,020	\$2,642,075	\$1,635,767
RELATED BROAD OUTCOME:			
1. Improving education to promote lifelong learning and greater economic mobility 3. Providing solutions to improve the well-being of our people so they can achieve their full potential 6. Increasing social justice in the workforce			

CFS 1	Children and Family Services		
DESCRIPTION			
Provision of social work services that safeguard children, youth, supporting families, empowering communities and promoting self-sufficiency of all clients.			
Provision of residential care services for special needs children placed in care			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of reports	175-200	175-200	180
Number of children safeguarding investigations	750-800	750-800	1,002
Number of Intervention Services	15,000-20,000	15,000-20,000	15,000
Number of community presentations, info sessions, and workshops conducted	80-100	80-100	69
Number of social development events and programs hosted	170-200	170-200	163
Number of direct community-based contacts	1,500-2,000	1,500-2,000	2,000
Number of Children in Residential Care	4-8	4-8	4
Number of Residential Home Manage (Children)	1	1	1
QUALITY			
Reports prepared in the established format by qualified Social Workers and approved by Social Work Manager or Deputy Director.	100%	100%	100%
Services 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%
Meetings and events facilitated by persons knowledgeable in subject areas.	100%	100%	100%
Services provided by trained, experienced care givers.	100%	100%	100%
TIMELINESS			
Reports completed within stipulated timeframe	1-6 months	1-6 months	1-6 months
Child safeguarding investigations actioned within 24 hours of referral	24 hours	24 hours	24 hours
Info sessions, workshops and social development events held monthly.	12 months	12 months	12 months
Residential Care provided with allocated shift schedule	12 hour shifts	12 hour shifts	12 hour shifts
Social work services offered during normal working hours and after hours where required.	8:30a.m. – 5p.m.	8:30a.m. – 5p.m.	8:30a.m. – 5p.m.
LOCATION			
Grand Cayman, Cayman Islands	100%	100%	100%
COST			
	\$6,156,598	\$6,588,955	\$4,886,714
RELATED BROAD OUTCOME:			
- Ensure an Equitable, Sustainable and Successful Healthcare System - Providing Solutions to Improve the Well-Being of Our People so they can Achieve their Full Potential			

CFS 8	Services for Older Persons		
DESCRIPTION			
Provision of residential care services for Older Persons & disabled adults in care.			
Provision of Social Work Intervention Services to enhance the well-being of Older Persons.			
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	3-5	3-5	3
Number of persons in residential care	50-60	50-60	51
Number of older persons safeguarding investigations	35-45	35-45	27
Number of community presentations, info sessions, and workshops conducted targeting older persons.	60-70	60-70	40
Number of social development events and programs hosted for older persons.	20-30	20-30	20
Number of Intervention Services (Older Persons)	500-600	500-600	N/A
QUALITY			
Services delivered in accordance with department guidelines and professional practice standards.	100%	100%	100%
Services provided by trained social work professionals	100%	100%	100%
Care provided in accordance with client’s individualised care plans	100%	100%	100%
Services provided by trained, experienced care givers	100%	100%	100%
Services offered supporting quality of life in accordance with the Disabilities (Solomon Webster) Act, 2016	100%	100%	100%
Services offered supporting independence and quality of life in accordance with the Older Persons Act, 2017	100%	100%	100%
TIMELINESS			
Info sessions, workshops and social development events held monthly.	1-12 months	1-12 months	1-12 months
Residential Care provided with allocated shift schedule	12 hour shifts	12 hour shifts	12 hour shifts
Social work services offered during normal working hours and after hours where required.	8:30 a.m. – 5 p.m.	8:30 a.m. – 5 p.m.	8:30 a.m. – 5 p.m.
LOCATION			
Grand Cayman, Cayman Islands	100%	100%	100%
COST			
	\$6,322,422	\$6,453,205	\$5,553,348
RELATED BROAD OUTCOME:			
2. Ensure 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			

FAD 1	Financial Assistance Assessments and Case Management		
DESCRIPTION			
Assessments to determine eligibility for financial assistance and coordinated case management to achieve positive outcomes for all clients and assist in meeting their holistic needs.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of families approved for financial assistance	1,500-2,000	1,500-2,000	1,800
Number of Seafarers and Ex-Servicemen approved for Ex-Gratia Benefit Payments	850-1,000	850-1,000	1,000
Number of clients assessed for indigent medical coverage	350-500	350-500	400
Number of home visits	75-150	75-150	50
Number of referrals made to partner agencies	100-150	100-150	25
Number of public awareness delivered	45-60	45-60	30
QUALITY			
Assessments conducted are in compliance the eligibility criteria and relevant Laws	100%	100%	100%
FAD staff/management conduct their work in accordance with policies and protocols established in the Policy and Procedural handbook	100%	100%	100%
All recommendations for services vetted and signed off by Supervisor	100%	100%	100%
TIMELINESS			
Assessments to be completed within six weeks of application for services.	100%	100%	100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$3,990,163	\$4,127,748	\$2,536,161
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			

FAD 2	Policy Advice on Matters Relating to Financial Assistance		
DESCRIPTION			
Provide policy advice to the Minister for Social Development on evidence-based best practice, policies and strategies relating to financial assistance in the Islands.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
- Number of meetings attended - Number of policy papers, parliamentary and supplementary questions, bills and notes prepared	20-25 2-5	20-25 2-5	15 1
QUALITY			
- Meetings will be attended by professionals, knowledgeable on the subject matter - Policy papers informed by technical advice, existing laws and subjected to peer review by professional and experienced personnel and signed off by Director or Deputy	100% 100%	100% 100%	100% 100%
TIMELINESS			
- Meetings will be attended as scheduled - Policy papers will be provided within the timeframe agreed	100% 100%	100% 100%	100% 100%
LOCATION			
Grand Cayman, Cayman Islands	100%	100%	100%
COST	\$46,293	\$46,435	\$29,875
RELATED BROAD OUTCOME:			
Providing solutions to improve the well-being of our people so they can achieve their full potential			

This Page is Intentionally Left Blank



MINISTRY OF INVESTMENT, INNOVATION AND SOCIAL DEVELOPMENT
STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Act (2020 Revision).

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

To the best of my knowledge the statements are:

- a. Complete and reliable;
- b. Fairly reflect the forecast financial position as at 31 December 2022 and 31 December 2023 and performance for the years ending 31 December 2022 and 31 December 2023; and
- c. Comply with Generally Accepted Accounting Practices, (as defined in the Public Management and Finance Act (2020 Revision)).

Eric Bush
Chief Officer

Ministry of Investment, Innovation and Social Development

31 December 2021

This Page is Intentionally Left Blank

FINANCIAL STATEMENTS

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

This Page is Intentionally Left Blank

MINISTRY OF INVESTMENT, INNOVATION AND SOCIAL DEVELOPMENT
STATEMENT OF ACCOUNTING POLICIES
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Ministry of Investment, Innovation and Social Development*.

Basis of preparation

The forecast financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) using the accrual basis of accounting. Where there are currently no IPSAS, other authoritative pronouncements such as International Accounting Standards and United Kingdom reporting standards applicable to the public sector have been used. The measurement base applied is historical cost adjusted for revaluations of certain assets.

The forecast financial statements have been prepared on a going concern basis and the accounting policies have been applied consistently.

Reporting Period

The reporting period is the period ending 31 December 2022 and 2023.

Specific Accounting Policies

Revenue

Output revenue

Output revenue, including revenue resulting from user charges or fees, is recognised when it is earned.

Interest revenue

Interest revenue is recognised in the period in which it is earned.

Expenses

General

Expenses are recognised when incurred.

Depreciation

Depreciation of non-financial physical assets is generally provided on a straight-line basis at rates based on the expected useful lives of those assets.

Assets

Cash and cash equivalents

Cash and cash equivalents include cash held in the Ministry or Portfolio's bank account and on deposit with the Ministry of Finance and Economic Development (Treasury).

Receivables and advances

Receivables and advances are recorded at the amounts expected to be ultimately collected in cash.

MINISTRY OF INVESTMENT, INNOVATION AND SOCIAL DEVELOPMENT
STATEMENT OF ACCOUNTING POLICIES (CONTINUED)
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

Inventory

Inventories are recorded at the lower of cost and net current value. Where inventories are valued at cost, specific identification or the FIFO method has been used. Appropriate allowance has been made for obsolescence.

Property, Plant and Equipment (including Infrastructure Assets)

Buildings are recorded at historical cost (or fair value as at time of first recognition) or valuation.

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost less accumulated depreciation.

Computer Hardware and Software

Computer hardware and software are recorded at cost, and depreciated in accordance with the policy on depreciation.

Liabilities

Accounts Payable

Accounts payable are recorded at the amount owing after allowing for credit notes and other adjustments.

Provisions

Provisions are recognised in accordance with IPSAS 19 Provisions, Contingent Liabilities and Contingent Assets.

Employee entitlements

Amounts incurred but not paid at the end of the reporting period are accrued. Annual leave due, but not taken, is recognised as a liability. Long service leave liabilities are measured as the present value of estimated leave service entitlements.

MINISTRY OF INVESTMENT, INNOVATION AND SOCIAL DEVELOPMENT

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2022 AND 31 DECEMBER 2023

12-Month Forecast 2021	STATEMENT OF FINANCIAL POSITION	Note	12-Month Budget 2022	12-Month Budget 2023
	Current Assets			
5,851,079	Cash and cash equivalents	1	8,076,152	10,359,327
-	Marketable securities and deposits			
12,774	Trade receivables	2	12,519	12,519
75,336	Other receivables	2	75,336	75,336
-	Inventories	3	-	-
-	Investments	4	-	-
81,041	Prepayments	5	81,041	81,041
6,020,230	Total Current Assets		8,245,048	10,528,223
	Non-Current Assets			
-	Trade receivables	2	255	255
-	Other receivables	2	-	-
-	Inventories	3	-	-
-	Investments	4	-	-
-	Prepayments	5	-	-
553,508	Intangible Assets	6	2,498,777	3,350,045
4,877,134	Property, plant and equipment	6	6,460,874	9,136,614
5,430,643	Total Non-Current Assets		8,959,906	12,486,914
11,450,873	Total Assets		17,204,954	23,015,137
	Current Liabilities			
369,158	Trade payables	7	369,158	369,158
341,489	Other payables and accruals	7	341,489	341,489
134,398	Unearned revenue	8	134,398	134,398
73,514	Employee entitlements	9	73,514	73,514
2,191,614	Repayment of surplus		2,507,255	2,785,498
3,110,173	Total Current Liabilities		3,425,814	3,704,057
	Non-Current Liabilities			
-	Trade payables	7	-	-
-	Other payables and accruals	7	-	-
-	Unearned revenue	8	-	-
-	Employee entitlements	9	-	-
-	Total Non-Current Liabilities		-	-
3,110,173	Total Liabilities		3,425,814	3,704,057
8,340,700	Net Assets		13,779,140	19,311,080
	NET WORTH			
8,340,700	Contributed capital		13,779,140	19,311,080
-	Other Reserves		-	-
-	Revaluation reserve		-	-
-	Accumulated surpluses/(deficits)		-	-
8,340,700	Total Net Worth		13,779,140	19,311,080

MINISTRY OF INVESTMENT, INNOVATION AND SOCIAL DEVELOPMENT
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

12-Month Forecast 2021	STATEMENT OF FINANCIAL PERFORMANCE	Note	12-Month Budget 2022	12-Month Budget 2023
	Revenue			
27,725,948	Sale of goods and services	10	43,163,629	45,521,303
-	- Investment revenue	11	-	-
15,000	Donations	12	30,000	-
-	- Other revenue		-	-
27,740,948	Total Revenue		43,193,629	45,521,303
	Expenses			
20,705,165	Personnel costs	13	29,263,952	31,341,710
5,551,024	Supplies and consumables	14	11,683,136	11,874,950
1,633,603	Depreciation & Amortisation	6	1,930,900	2,026,400
-	- Impairment of property, plant and equipment	6	-	-
-	- Impairment of inventory	3	-	-
-	- Litigation costs	15	-	-
-	- Other expenses		-	-
-	- Other Gains and Losses	16	-	-
27,889,792	Total Expenses		42,877,988	45,243,060
(148,844)	Surplus or (Deficit) for the period		315,641	278,243

MINISTRY OF INVESTMENT, INNOVATION AND SOCIAL DEVELOPMENT
STATEMENT OF CASH FLOWS
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

12-Month Forecast 2021	CASH FLOW STATEMENT	Note	12-Month Budget 2022	12-Month Budget 2023
	CASH FLOWS FROM OPERATING ACTIVITIES			
	<i>Receipts</i>			
27,494,903	Outputs to Cabinet		42,897,986	44,895,660
192,003	Outputs to other government agencies		208,340	208,340
1,007,124	Sale of goods and services - third party		-	-
-	Interest received		-	-
-	Donations / Grants		-	-
39,042	Other receipts		57,303	57,303
	<i>Payments</i>			
(20,570,074)	Personnel costs		(29,263,952)	(30,981,710)
(5,139,084)	Supplies and consumables		(11,683,136)	(11,874,950)
-	Interest paid		-	-
902,578	Other payments		-	-
3,926,492	Net cash flows from operating activities		2,216,541	2,304,643
	CASH FLOWS FROM INVESTING ACTIVITIES			
73,343	Purchase of property, plant and equipment		(5,429,908)	(5,237,767)
-	Proceeds from sale of property, plant and equipment		-	-
73,343	Net cash flows from investing activities		(5,429,908)	(5,237,767)
	CASH FLOWS FROM FINANCING ACTIVITIES			
-	Equity Investment from Org 40		5,438,440	5,531,940
-	Repayment of Surplus to Org 40		-	(315,641)
-	Net cash flows from financing activities		5,438,440	5,216,299
3,999,835	Net increase/(decrease) in cash and cash equivalents		2,225,073	2,283,175
1,851,244	Cash and cash equivalents at beginning of period		5,851,079	8,076,152
5,851,079	Cash and cash equivalents at end of period	1	8,076,152	10,359,327

MINISTRY OF INVESTMENT, INNOVATION AND SOCIAL DEVELOPMENT
STATEMENT OF CHANGES IN NET WORTH
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

	Contributed Capital	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2020 brought forward	578,482	-	578,482
Prior Year Adjustments			
Changes in accounting policy	-	-	-
Accounting Errors	-	-	-
Restated balance 31 December 2020	578,482	-	578,482
Changes in net worth for 2021			
Equity Investment from Cabinet	7,762,218	-	7,762,218
Dividends payable to Cabinet	-	148,844	148,844
Net revenue / expenses recognised directly in net worth	7,762,218	148,844	7,911,062
Surplus/(deficit)for the period 2021		(148,844)	(148,844)
Total recognised revenues and expenses for the period	7,762,218	-	7,762,218
Balance at 31 December 2021 carried forward	8,340,700	-	8,340,700

	Contributed Capital	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2021 brought forward	8,340,700	-	8,340,700
Prior Year Adjustments			
Changes in accounting policy	-	-	-
Accounting Errors	-	-	-
Restated balance 31 December 2021	8,340,700	-	8,340,700
Changes in net worth for 2022			
Equity Investment from Cabinet	5,438,440		5,438,440
Dividends payable to Cabinet		(315,641)	(315,641)
Net revenue / expenses recognised directly in net worth	5,438,440	(315,641)	5,122,799
Surplus/(deficit)for the period 2022		315,641	315,641
Total recognised revenues and expenses for the period	5,438,440	-	5,438,440
Balance at 31 December 2022 carried forward	13,779,140	-	13,779,140

	Contributed Capital	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2022 brought forward	13,779,140	-	13,779,140
Prior Year Adjustments			
Changes in accounting policy	-	-	-
Accounting Errors	-	-	-
Restated balance 31 December 2022	13,779,140	-	13,779,140
Changes in net worth for 2023			
Equity Investment from Cabinet	5,531,940	-	5,531,940
Capital withdrawals by Cabinet	-	(278,243)	(278,243)
Net revenue / expenses recognised directly in net worth	5,531,940	(278,243)	5,253,697
Surplus/(deficit)for the period 2023		278,243	278,243
Total recognised revenues and expenses for the period	5,531,940	-	5,531,940
Balance at 31 December 2023	19,311,080	-	19,311,080

MINISTRY OF INVESTMENT, INNOVATION AND SOCIAL DEVELOPMENT
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 1: CASH AND CASH EQUIVALENTS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
75	Cash in transit (IRIS Remittance Account)	75	75
6,861,269	CI\$ Operational Current Account held at Royal Bank of Canada	9,086,341	11,369,517
(1,110,679)	Payroll Current Account held at Royal Bank of Canada	(1,110,679)	(1,110,679)
100,414	Bank Accounts held at other financial institutions <u>[DISCLOSE ACCOUNT DETAILS IF MATERIAL]</u>	100,414	100,414
5,851,079	TOTAL	8,076,152	10,359,327

NOTE 2: TRADE AND OTHER RECEIVABLES

12-Month Forecast 2021	Trade Receivables	12-Month Budget 2022	12-Month Budget 2023
12,774	Sale of goods and services	12,774	12,774
12,774	Total trade receivables	12,774	12,774

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
	Current		
11,752	Past due 1-30 days	12,199	12,199
639	Past due 31-60 days	-	-
383	Past due 61-90 days	-	-
-	Past due 90 and above	319	319
	Non-Current		
-	Past due 1 year and above	255	255
12,774	Total	12,774	12,774

12-Month Forecast 2021	Other Receivables	12-Month Budget 2022	12-Month Budget 2023
75,336	Other	75,336	75,336
75,336	Total other receivables	75,336	75,336

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
	Current		
75,336	Past due 1-30 days	75,336	75,336
75,336	Total	75,336	75,336

MINISTRY OF INVESTMENT, INNOVATION AND SOCIAL DEVELOPMENT
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 5: PREPAYMENTS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
81,041	Accrued Prepayments	81,041	81,041
-	Prepaid Insurance	-	-
-	Other	-	-
81,041	Total	81,041	81,041

NOTE 6: PROPERTY, PLANT AND EQUIPMENT

COST OF PROPERTY, PLANT AND EQUIPMENT

	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Other assets	Assets under construction or development	Total
Balance as at 1 January 2021	-	-	218,014	57,779	68,684	8,204	8,261	40,942	-	74,301	476,184
Additions	-	-	-	-	-	-	-	-	-	-	-
Disposals and Derecognition	-	-	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-	-	-
Transfers	111,848	3,657,857	(35,289)	(47,914)	5,154,684	94,438	1,736,210	664,172	-	227,355	11,563,362
Balance as at 31 December 2021	111,848	3,657,857	182,725	9,865	5,223,368	102,642	1,744,471	705,114	-	301,655	12,039,546

	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Other assets	Assets under construction or development	Total
Balance as at 1 January 2022	111,848	3,657,857	182,725	9,865	5,223,368	102,642	1,744,471	705,114	-	301,655	12,039,546
Additions	50,000	-	480,000	-	2,282,500	-	-	145,940	-	-	2,958,440
Disposals and Derecognition	-	-	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2022	161,848	3,657,857	662,725	9,865	7,505,868	102,642	1,744,471	851,054	-	301,655	14,997,986

	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Other assets	Assets under construction or development	Total
Balance as at 1 January 2023	161,848	3,657,857	662,725	9,865	7,505,868	102,642	1,744,471	851,054	-	301,655	14,997,986
Additions	50,000	1,500,000	-	-	2,405,000	-	-	145,940	-	-	4,100,940
Disposals and Derecognition	-	-	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2023	211,848	5,157,857	662,725	9,865	9,910,868	102,642	1,744,471	996,994	-	301,655	19,098,926

MINISTRY OF INVESTMENT, INNOVATION AND SOCIAL DEVELOPMENT
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 6: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Other assets	Assets under construction or development	Total
Balance as at 1 January 2021	-	-	60,698	17,253	32,498	7,069	962	7,506	-	-	125,988
Transfers	34,892	1,164,645	(15,963)	(42,443)	3,571,117	35,129	658,156	449,797	(21,473)	-	5,833,855
Impairment Reserve 2021 (closing balance)	-	-	-	-	-	-	-	-	-	-	-
Depreciation Expense 2021	14,139	88,847	-	25,529	905,240	20,411	87,398	39,532	21,473	-	1,202,568
Eliminate on Disposal or Derecognition 2021	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2021	49,031	1,253,492	44,735	339	4,508,855	62,609	746,516	496,834	-	-	7,162,411

	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Other assets	Assets under construction or development	Total
Balance as at 1 January 2022	49,031	1,253,492	44,735	339	4,508,855	62,609	746,516	496,834	-	-	7,162,411
Transfers	-	-	-	-	-	-	-	-	(21,468)	-	(21,468)
Impairment change 2022	-	-	-	-	-	-	-	-	-	-	-
Depreciation Expense 2022	9,240	117,000	108	25,536	1,024,881	45,896	86,842	65,197	21,468	-	1,396,168
Eliminate on Disposal or Derecognition 2022	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2022	58,271	1,370,492	44,843	25,875	5,533,736	108,505	833,358	562,032	-	-	8,537,112

	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Other assets	Assets under construction or development	Total
Balance as at 1 January 2023	58,271	1,370,492	44,843	25,875	5,533,736	108,505	833,358	562,032	-	-	8,537,112
Transfers	-	-	-	-	-	-	-	-	(21,468)	-	(21,468)
Impairment change 2023	-	-	-	-	-	-	-	-	-	-	-
Depreciation Expense 2023	9,240	117,000	108	25,536	1,055,636	60,642	86,842	70,197	21,468	-	1,446,668
Eliminate on Disposal or Derecognition 2023	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2023	67,511	1,487,492	44,951	51,411	6,589,372	169,146	920,200	632,229	-	-	9,962,312

Net Book value 31 December 2021	62,818	2,404,365	137,990	9,526	714,514	40,033	997,955	208,279	-	301,655	4,877,134
---------------------------------	--------	-----------	---------	-------	---------	--------	---------	---------	---	---------	-----------

Net Book value 31 December 2022	103,578	2,287,365	617,882	(16,010)	1,972,132	(5,863)	911,113	289,022	-	301,655	6,460,874
---------------------------------	---------	-----------	---------	----------	-----------	---------	---------	---------	---	---------	-----------

Net Book value 31 December 2023	144,338	3,670,365	617,774	(41,546)	3,321,497	(66,505)	824,271	364,765	-	301,655	9,136,614
---------------------------------	---------	-----------	---------	----------	-----------	----------	---------	---------	---	---------	-----------

NOTE 6: INTANGIBLE ASSETS

COST OF INTANGIBLE ASSETS

	Computer Software	Total
Balance as at 1 January 2021	-	-
Additions	-	-
Disposals and Derecognition	-	-
Revaluation	-	-
Transfers	5,356,473	5,356,473
Balance as at 31 December 2021	5,356,473	5,356,473

	Computer Software	Total
Balance as at 1 January 2022	5,356,473	5,356,473
Additions	2,480,000	2,480,000
Disposals and Derecognition	-	-
Revaluation	-	-
Transfers	-	-
Balance as at 31 December 2022	7,836,473	7,836,473

MINISTRY OF INVESTMENT, INNOVATION AND SOCIAL DEVELOPMENT
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 6: INTANGIBLE ASSETS (CONTINUED)

COST OF INTANGIBLE ASSETS

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2023	7,836,473	7,836,473
Additions	1,431,000	1,431,000
Disposals and Derecognition	-	-
Revaluation	-	-
Transfers	-	-
Balance as at 31 December 2023	9,267,473	9,267,473

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2021	-	-
Transfers	4,371,930	4,371,930
Impairment Reserve 2021 (closing balance)	-	-
Depreciation Expense 2021	431,035	431,035
Eliminate on Disposal or Derecognition 2021	-	-
Balance as at 31 December 2021	4,802,965	4,802,965

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2022	4,802,965	4,802,965
Transfers	-	-
Impairment change 2022	-	-
Depreciation Expense 2022	534,732	534,732
Eliminate on Disposal or Derecognition 2022	-	-
Balance as at 31 December 2022	5,337,697	5,337,697

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2023	5,337,697	5,337,697
Transfers	-	-
Impairment change 2023	-	-
Depreciation Expense 2023	579,732	579,732
Eliminate on Disposal or Derecognition 2023	-	-
Balance as at 31 December 2023	5,917,428	5,917,428

MINISTRY OF INVESTMENT, INNOVATION AND SOCIAL DEVELOPMENT
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 6: INTANGIBLE ASSETS (CONTINUED)

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

Net Book value 31 December 2021	553,508	553,508
Net Book value 31 December 2022	2,498,777	2,498,777
Net Book value 31 December 2023	3,350,045	3,350,045

NOTE 7: TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
369,158	Creditors	369,158	369,158
17	Payroll Deductions	17	17
326,058	Accrued Expenses	326,058	326,058
15,415	Other payables	15,415	15,415
710,648	Total trade payables other payables and accruals	710,648	710,648

NOTE 8: UNEARNED REVENUE

12-Month Forecast 2021	Details	12-Month Budget 2022	12-Month Budget 2023
134,398	Other unearned revenue	134,398	134,398
134,398	Total unearned revenue	134,398	134,398

NOTE 9: EMPLOYEE ENTITLEMENTS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
57,296	Annual Leave	57,296	57,296
16,229	Accrued salaries	16,229	16,229
(11)	Pension	(11)	(11)
73,514	Total current portion	73,514	73,514
73,514	Total employee entitlements	73,514	73,514

MINISTRY OF INVESTMENT, INNOVATION AND SOCIAL DEVELOPMENT
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 10: SALE OF GOODS AND SERVICES

12-Month Forecast 2021	Revenue type	12-Month Budget 2022	12-Month Budget 2023
27,494,903	Outputs to Cabinet	42,897,986	45,255,660
192,003	Outputs to other government agencies	208,340	208,340
39,042	Other	57,303	57,303
27,725,948	Total sales of goods and services	43,163,629	45,521,303
	<i>Fees and Charges</i>		
39,042	Miscellaneous Receipts	57,303	57,303
39,042		57,303	57,303
	Sales of Outputs to Cabinet		
27,494,903	Sales of Outputs to Cabinet	42,897,986	45,255,660
27,494,903	Total Sales of Outputs to Cabinet	42,897,986	45,255,660
192,003	Revenue from Ministries/Portfolios & Public Authorities	208,340	208,340
192,003	Total Other Interdepartmental Revenue	208,340	208,340
27,725,948	Total Goods and Services	43,163,629	45,521,303

NOTE 12: DONATIONS

12-Month Forecast 2021	Source	12-Month Budget 2022	12-Month Budget 2023
15,000	Description	30,000	
-	Balance	-	
15,000	Total donations	30,000	

NOTE 13: PERSONNEL COSTS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
15,471,777	Salaries, wages and allowances	22,201,144	23,537,746
4,172,563	Health care	5,693,886	6,368,095
876,147	Pension	1,240,309	1,315,328
106,635	Leave	9,080	9,080
78,043	Other personnel related costs	119,533	111,461
20,705,165	Total Personnel Costs	29,263,952	31,341,710

MINISTRY OF INVESTMENT, INNOVATION AND SOCIAL DEVELOPMENT
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 14: SUPPLIES AND CONSUMABLES

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
431,763	Supplies and Materials	1,032,995	1,488,735
3,329,721	Purchase of services	7,294,219	7,055,537
774,225	Lease of Property and Equipment	1,478,077	1,451,597
278,813	Utilities	548,042	559,668
-	General Insurance	100,000	100,000
35,000	Interdepartmental expenses	82,142	81,213
221,278	Travel and Subsistence	341,211	359,037
236,037	Recruitment and Training	620,192	586,344
244,186	Other	186,258	192,819
5,551,024	Total Supplies & consumables	11,683,136	11,874,950

NOTE 18: RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/ (DEFICIT)

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
(148,844)	Surplus/(deficit) from ordinary activities	315,641	278,243
	Non-cash movements		
1,633,603	Depreciation expense	1,930,900	2,026,400
	Changes in current assets and liabilities:		
2,441,733	Increase/(decrease) in payables - Other 3rd Party	(30,000)	-
3,926,492	Net cash flows from operating activities	2,216,541	2,304,643

This Page is Intentionally Left Blank

MINISTRY OF EDUCATION

BUDGET STATEMENTS

FOR THE 2022 FINANCIAL YEAR ENDING 31 DECEMBER 2022

AND THE 2023 FINANCIAL YEAR ENDING 31 DECEMBER 2023

This Page is Intentionally Left Blank

CONTENT

STATEMENTS: STATEMENT OF MINISTER/ CHIEF OFFICER

PART A: OWNERSHIP PERFORMANCE

1. NATURE AND SCOPE OF ACTIVITIES
2. STRATEGIC OWNERSHIP GOALS
3. OWNERSHIP PERFORMANCE TARGETS
4. EQUITY INVESTMENTS AND WITHDRAWALS

PART B: OUTPUT PERFORMANCE

5. OUTPUTS TO BE DELIVERED

APPENDIX: FORECAST FINANCIAL STATEMENTS

This Page is Intentionally Left Blank

STATEMENT OF THE MINISTER

I confirm that the Budget Statements reflect the outputs I wish to purchase for the 2022 and 2023 financial years.



Honourable Julianna O'Connor-Connolly, JP
Minister

Ministry of Education

31 December 2021

STATEMENT OF THE CHIEF OFFICER

The Budget Statements have been compiled using the best information available and are to the best of my knowledge complete and accurate as of this date.

I take responsibility for the accuracy and completeness of the financial information and outputs contained herein.



Cetonya Cacho
Chief Officer

Ministry of Education

31 December 2021

This Page is Intentionally Left Blank

PART A

OWNERSHIP PERFORMANCE

This Page is Intentionally Left Blank

1. NATURE AND SCOPE OF ACTIVITIES

Nature of Activities

The Ministry of Education provides policy and legislative advice, development, implementation, monitoring and reporting services for education and public libraries. The Ministry will continue to develop a world-class education system that positions our children and young people for success in further learning, employment and life.

The Departments/Units within its remit include the:

- Department of Education Services (DES);
- Public Libraries (LIB);
- Early Childhood Care and Education Unit (ECCE); and
- Scholarship Secretariat Unit; and

The Authorities, boards and committees within its remit include the:

- University College of the Cayman Islands (UCCI);
- Education Council;
- Caribbean Examinations Council National Committee; and
- Public Libraries Management Committee

Scope of Activities

The scope of the Ministry's activities includes:

- **Core Ministry** - The Core Ministry develops National Policy and Legislation for Education and Public Libraries. Education ranges from early childhood to post-secondary provision. In addition the Ministry provides the administration and post-secondary scholarships. General secretarial and administrative services are also provided to the Honourable Minister, as well as services to support the administration of the Education Council.

- **Departments and Units**

Department of Education Services (DES) overseas the provision of Primary, Secondary, Further Education, Special Education and alternative education services in public schools. The Department of Educational Services is the operational arm of the core Ministry. The DES provides the following for all public schools:

- School improvement support
- Centralized business services (e.g. procurement of transportation, canteen services, classroom furniture and supplies)
- Exams and testing provision
- Data collation
- Registration
- Truancy monitoring
- Recruitment
- Facilities management

Cayman Islands Public Library Service provides literary and other materials and services for community residents of all ages for personal enrichment, enjoyment and educational needs. The Library has a special mission to young children and their parents to encourage a love of reading and learning.

Early Childhood Care and Education Unit - provision of services to enhance the quality of and access to early childhood care and education, in private and public settings.

Scholarship Secretariat manages the Ministry of Education's scholarship funding programmes which include the intake and processing of scholarship applications to be presented to the Education Council for consideration in line with Ministry's approved policies and guidelines. These include scholarships for Local Post Secondary Studies as well as Local and Overseas Tertiary studies.

Information Communication Technology- strategic oversight and management of Information, Communications Technology (ICT) throughout the Ministry of Education including management of Education ICT network (approximately 800 teachers and 5,000 students) and provision of ICT support for end-users; procurement; systems integration and ICT policy.

University College of the Cayman Islands – provision of tertiary educational opportunities at several levels including, Pre-College, Dual Entry and Technical programmes; and Associate's, Bachelor's and Master's degree programmes.

Customers and Location of Activities

The Ministry's customers are the Cabinet, the Minister for Education, all its departments and Units, UCCI, and other Government Ministries. Externally, services are provided to the business community, students, and the general public.

Services of this Ministry are provided from various locations throughout the Cayman Islands.

2. STRATEGIC OWNERSHIP GOALS

The Key Strategic Ownership Goals for the Ministry of Education in the 2022 and 2023 financial years are as follows:

- Develop and implement policies that prioritize the health and safety of children and students, including focus areas such as child protection, anti-bullying and serious incident reporting
- Develop and implement policies that increase academic progress and achievement for students such as, but not limited to:
 - Special Education Needs and Disabilities (SEN)
 - National education data and reporting
 - National assessments
 - Strategies for attainment, numeracy, literacy, science and ICT and computing
 - Addressing schools judged 'WEAK' through the inspection process
 - Digital learning
 - Post-Secondary learning
 - Early Childhood Care and Education
 - Technical and vocational education and training TVET
- Improving the quality of teaching and learning through the up skilling of staff in key focus areas of special education, behavior support, subject area knowledge, and leadership.
- Improve teacher recruitment with the use of performance data requirements and a revision of the recruitment process/requirements
- Implement the new secondary curriculum in public high schools
- Continue with the completion of the new John Gray High School (JGHS) campus
- 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.
- Continue reorganizing all Public Library branches in order to provide enhanced customer service and to ensure that the needs of the community are being met
- Develop a comprehensive reference collection that includes local histories, publications written by local authors and selected Act volumes.
- Digitize and make available all issues of the Nor'wester Magazine as a cultural and historical resource
- Continue to develop the Library as a central location for research and study
- Develop and implement new library programmes and services for specific target groups and to support lifelong learning and to encourage a love of reading
- Revise and update the Libraries Act
- Implement yearly preventative maintenance schedule for all six library branches
- Continue to advance the use of technology in the Public Libraries
- Continue to partner with the Workforce Opportunities and Residency Cayman (WORC) to utilize the Libraries in the national workforce development and training agenda.

3. OWNERSHIP PERFORMANCE TARGETS

The Ownership Performance Targets for the Ministry of Education for the years ending 31 December 2022 and 31 December 2023 are as follows:

	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	2021 12-Month Forecast \$000's
REVENUE FROM CABINET	111,035	119,145	104,845
REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES AND GOVERNMENT COMPANIES	-	-	-
REVENUE FROM OTHERS	867	867	993
OPERATING EXPENSES	111,902	120,012	105,837
NET SURPLUS/DEFICIT	442,862	471,985	397,493
TOTAL ASSETS	448,632	477,755	403,264
TOTAL LIABILITIES	5,770	5,770	5,770
NET WORTH	442,862	471,985	397,494
CASH FLOWS FROM OPERATING ACTIVITIES	13,457	13,090	14,067
CASH FLOWS FROM INVESTING ACTIVITIES	(45,368)	(29,123)	(68,000)
CASH FLOWS FROM FINANCING ACTIVITIES	45,368	29,123	68,000
CHANGE IN CASH BALANCES	13,457	13,090	14,067

FINANCIAL PERFORMANCE RATIO	2022 1 Jan to 31 Dec 2022 %	2023 1 Jan to 31 Dec 2023 %	2021 12-Month Forecast %
CURRENT ASSETS : CURRENT LIABILITIES	25.32	27.65	23.15
TOTAL ASSETS : TOTAL LIABILITIES	77.75	82.80	69.89

MAINTENANCE OF CAPABILITY

	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
HUMAN CAPITAL MEASURES			
TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED	969	1,079	968
STAFF TURNOVER (%)	6%	6%	6%
MANAGERS	1%	1%	0.4%
PROFESSIONAL AND TECHNICAL STAFF	6%	6%	6%
CLERICAL AND LABOURER STAFF	1%	1%	24%
AVERAGE LENGTH OF SERVICE (CURRENT POSITION)	10	10	9
MANAGERS	15	15	15
PROFESSIONAL AND TECHNICAL STAFF	8	8	8
CLERICAL AND LABOURER STAFF	12	12	12
CHANGES TO PERSONNEL MANAGEMENT SYSTEM	-	-	-

	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	2021 12-Month Forecast \$000's
PHYSICAL CAPITAL MEASURES			
VALUE OF TOTAL ASSETS	386,099	414,482	341,557
ASSET REPLACEMENTS : TOTAL ASSETS	1%	-	-
BOOK VALUE OF ASSETS : COST OF THOSE ASSETS	78%	75%	79%
DEPRECIATION : CASH FLOW ON ASSET PURCHASES	35%	75%	15%
CHANGES TO ASSET MANAGEMENT POLICIES	NONE	NONE	NONE

	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	2021 12-Month Forecast \$000's
MAJOR <u>NEW</u> CAPITAL EXPENDITURE PROJECTS			
PHASED CONSTRUCTION NEW HIGH SCHOOLS PROJECT JGHS	23,882	11,243	36,292
OTHER SCHOOLS PROJECTS	16,800	16,900	4,125
DES CAPITAL PURCHASES AND OTHER CAPITAL WORKS	1,628	252	-
FURNITURE AND EQUIPMENT FOR NEW JOHN GRAY HIGH SCHOOL	1,500	-	1,258
ICT NETWORK REFRESH (SCHOOLS)	1,394	674	1,164
LIBRARIES	64	4	2
CORE MINISTRY (ADMIN, DES, ICT SCHOLARSHIPS)	100	50	78
TOTAL	45,368	29,123	42,919

MAJOR CAPITAL EXPENDITURE COMMENCED BUT NOT COMPLETED IN PREVIOUS YEARS	ANTICIPATED PROJECT STATUS AT 31 DEC 2021
PROJECT A NEW HIGH SCHOOL JGHS	SECTIONS COMMISSIONED

RISK MANAGEMENT

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2021	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Loss of key Personnel	Unchanged	• Succession planning • Cross training • Developing of existing staff • Work to attract and retain more Caymanians to work in key roles in education and to build capacity for leadership and other key roles within the organisation	Unquantifiable at this time
Data Security Loss of network use from external attacks on data and applications.	Unchanged	• Established data security protocols including use of anti-virus and anti-spy software. Software protocols supplemented by hardware firewall to protect against unauthorized access to data through the Internet • Offsite and off-island backups implemented	Unquantifiable at this time
Environmental Potential legal claims for environmental health hazards	Unchanged	• All buildings insured by CIG- Risk Management or a recognised Insurer • Managing Environmental controls i.e. air/heating systems • Regular environmental testing • Regular cleaning and maintenance of properties • Improve preparation procedures for a disaster	Risk should be adequately covered by public liability insurance
Damage of school by natural/man-made disasters	Revised	• Continue with wire upgrades and alarm systems; • Identify fire exits; • All buildings insured by CIG- Risk Management insurance providers; • Continuity of Operations Plans is maintained for all departments and the Ministry • Conduct emergency drills and procedures	Unquantifiable at this time

RISK MANAGEMENT (CONTINUED)

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2021	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Injury or death of students or staff as a direct result of using transportation services contracted or owned by the Department of Education Services	Revised	- All contractors or transportations staff is required to provide up to date proof of a valid driver's license with no traffic related convictions; - Vehicle insurance is checked by the DES - Vehicle inspections carried out by Public Transport Board, Department of Vehicle and Equipment Services (DVES) and Department and Vehicle and Licenses (DVDL) - Conduct staff training in emergency first aid - Handbook provided to staff outlining safety procedures	Risk should be adequately covered by comprehensive insurance
Canteen Operations – settlement of liability claim from food related illness	Revised	- All contractors and their staff providing the service must have valid food handling certificates issued by the health department; - All contractors must have at least \$2 million in public liability coverage - Conduct monthly inspections of kitchens by DEH - Monthly maintenance of kitchen equipment via contracted services	Unquantifiable at this time
Potential health and safety risks associated with poor indoor environments	Revised	- Regular cleaning and maintenance of buildings; - Regular environmental monitoring of buildings - Hire suitably qualified companies to provide remediation services	Unquantifiable at this time
Injury to staff and students while engaging in school related activities	New	Ensure policies and procedures surrounding behaviour management and facilities management are current and adhered to by all stakeholders to promote a safe school environment	Unquantifiable at this time

RISK MANAGEMENT (CONTINUED)

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2021	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Potential school closure due to COVID-19 presence		- Enact operational procedures established in 2020: - Operationalise 1-1 laptop computing remote learning protocols - Mobilise Facilities Unit to enhance maintenance checks to schools during that period - Facilitate support for students and teachers for mental and emotional well-being and availability of meals and resources.	Unquantifiable at this time
Loss of key personnel	One professional staff (Branch Manager) resignation One Saturday Labourer resignation One Full Time Labourer resignation	- Succession planning - Cross training - Developing of existing staff Work to attract and retain Caymanians to work in key roles in education and to build capacity for leadership and other key roles within the organization	Unquantifiable at this time
Data Security Loss of network use from external attacks on data and applications.	Unchanged	- Established data security protocols including use of anti-virus and anti-spy software. Software protocols supplemented by hardware firewall to protect against unauthorised access to data through the Internet. - Offsite and off-island backups implemented.	Unquantifiable at this time
Environmental Potential legal claims for environmental health hazards	Unchanged	- All buildings insured by CIG- Risk Management. or a recognized Insurer - Managing Environmental controls i.e. air/heating systems - Regular environmental testing - Regular cleaning and maintenance of properties - Improve preparation procedures for a disaster	Risk should be adequately covered by public liability insurance
Damage of library buildings by natural/manmade disasters	Unchanged	- Continue with wire upgrades and alarm systems - Identify fire exits - All buildings insured by CIG- Risk Management insurance providers	Unquantifiable at this time

RISK MANAGEMENT (CONTINUED)

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2021	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Loss of key Personnel	JD's currently being updated for employees in key roles	• All JD's are been revised except the ICT Manager • Succession planning • Cross training • Developing of existing staff • Work to attract and retain more Caymanians to work in key roles in education and to build capacity for leadership and other key roles within the organization	Unquantifiable at this time
Data Security Loss of network use from external attacks on data and applications.	Risk has increased due to emerging threat landscape in cybersecurity	• Established data security protocols including use of anti-virus and anti-spy software. Software protocols supplemented by hardware firewalls to protect against unauthorized access to data through the Internet. • Additional cybersecurity software and hardware solutions planned to be implemented in 2021-23 due to the student laptop initiative • Offsite and off-island backups implemented.	Unquantifiable at this time

4. EQUITY INVESTMENTS AND WITHDRAWALS

	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	2021 12-Month Forecast \$000's
EQUITY MOVEMENT			
EQUITY INVESTMENT FORM CABINET IN TO THE MINISTRY OF EDUCATION	45,368	29,123	68,000
TOTAL	45,368	29,123	68,000

This Page is Intentionally Left Blank

PART B

OUTPUT PERFORMANCE

This Page is Intentionally Left Blank

5. OUTPUTS TO BE DELIVERED

MEG 1	Legislative Initiatives, Policy Advice, Development and Implementation		
DESCRIPTION			
Provision of services to support the development of new or revised legislation or policies. Services to include: • Research and consultation with key stakeholders • Cabinet papers on legislative proposals and objectives and other policies and administrative matters • Preparation of drafting instructions and subsequent ongoing liaison with and advice to Legal Draftsperson Provision of policy advice and support services to the Minister in the areas of Education in relation to: • Policy research, development, communication, implementation and evaluation • Strategic development and management of strategic priority projects			
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 • Number of drafting instructions prepared • 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	1 1 1 20-30 20-30 10-15 1-5 20-30	1 1 1 20-30 20-30 10-15 1-5 20-30	1 1 1 30-40 35-45 5-10 1-5 20-30
QUALITY • Drafting instructions prepared by suitably qualified and experienced personnel • Drafting instructions developed through a consultative process to include relevant stakeholders • Cabinet papers, drafting instructions, speech notes and press releases reviewed by Chief Officer or delegate and approved by Minister prior to submission • 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	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%
TIMELINESS • All services delivered within established schedules or as required by Minister.	100%	100%	100%
LOCATION • Cayman Islands	100%	100%	100%
COST	\$2,384,772	\$2,508,502	\$2,544,650
RELATED BROAD OUTCOMES: • A strong economy to help families and businesses • Improving education to promote lifelong learning and greater economic mobility • Stronger communities and support for the most vulnerable • Ensuring Caymanians benefit from a healthy environment			

MEG 3	Ministerial Services		
DESCRIPTION			
Provision of administrative, executive, and governance services to support the Minister, including: - Events Management and Speech Writing Services - Public relations advice and support including promotions of Ministry/Departmental initiatives through various mediums, Government Information Services liaison and other mass communication matters - Education Council Secretariat Services, including correspondence, research as requested, preparation of agendas and supporting documentation and minute-taking - Administration services provided to John Gray High School Project Steering Committee and Cayman Islands Agricultural Society - 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) - Project/Facilities Management and oversight - Administrative Services provided for the review and management of Grants and Transfer Payments to Youth, Sports, and other organisations			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of events hosted or promotions managed - Number of press releases, press briefings or mass communications prepared - Number of speeches written - Number of regulatory Boards, Councils, Committees or other organisations where represented - Number of memberships on SAGC boards represented - Number of facilities management projects undertaken for the Ministry and its Departments - Number of larger scale projects receiving project management services for the Ministry and its Departments - Number of Education Council Meetings supported - Number of Purchase Agreements monitored - Number of Grant/Transfer Payment requests processed	2-5 20-30 10-20 2-5 1 40-50 3 12 2-4 2-10	2-5 20-30 10-20 2-5 1 40-50 3 12 2-4 2-10	5-10 40-50 30-40 9-12 2 80-90 6-8 14 44-50 40-50
QUALITY - Services provided by appropriately experienced and qualified Personnel - Speeches, briefings, mass communications, etc. are peer reviewed and/or approved by Chief Officer or designate as necessary - Representatives on Boards, Committees and Councils to be nominated from senior management team by Chief Officer - Grants and Transfer Payments reviewed and processed in accordance with Government policies and the terms of the Purchase Agreement	100% 100% 100% 100%	100% 100% 100% 100%	100% 100% 100% New

TIMELINESS			
• Press releases, briefings, promotions and speeches: as scheduled or agreed with Minister or Chief Officer	100%	100%	100%
• Secretariat/administration services provided within proposed schedule for Education Council meetings hearings and/or as directed by Chairpersons	100%	100%	100%
• Updates on key items/issues from meetings provided to Minister/Chief Officer on ongoing basis	100%	100%	100%
• Capital Works deliverables by agreed upon deadlines	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%
LOCATION			
• Cayman Islands	100%	100%	100%
COST	\$2,680,386	\$2,951,414	\$2,577,607
RELATED BROAD OUTCOMES:			
- Improving education to promote lifelong learning and greater economic mobility - Stable, effective and accountable government			

MEG 4	Safer Schools Initiative		
DESCRIPTION			
Provision of technical expertise and guidance by the Inclusion Unit, along with the implementation of strategies and programmes to promote inclusion and develop safe and positive learning school climates. • Research and evaluation of provision of services and consultation with key stakeholders • Provide recommendations to develop services and build capacity • Provide strategic oversight of specific initiatives to facilitate the development of inclusive, safe and positive school climates for all students • Support the implementation of legislation through development of guidance and policy documents for special education needs and at-risk youth			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number of programmes overseen and/or coordinated by the Inclusion Unit of the Ministry of Education • Number of training sessions developed and delivered • Number of inter-ministerial/agency meetings, workshops, presentations, training sessions attended or hosted	8-10 15-20 20-25	8-10 15-20 20-25	8-10 21 22
QUALITY • Purchase agreements or MOUs established for all programmes overseen and inform monitoring functions • Training sessions area hosted by trained personnel; 80% of evaluations provided with training sessions are rated good or better • Consultation meetings are attended and documented	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS • Purchase agreements or MOUs established for all programmes overseen and inform monitoring functions • Training sessions area hosted by trained personnel; 80% of evaluations provided with training sessions are rated good or better • Consultation meetings are attended and documented	100% 100% 100%	100% 100% 100%	100% 100% 100%
LOCATION • Cayman Islands	100%	100%	100%
COST	\$517,410	\$529,925	\$904,584
RELATED BROAD OUTCOME:			
• Improving education to promote lifelong learning and greater economic mobility			

MEG 6	Information, Communication and Technology 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 helpdesk services to support ICT users (teachers and students) in the public schools - Provision of ICT infrastructure, wireless and internet access and appropriate software and hardware technology (all public schools including Little Cayman and Cayman Brac schools, Cayman Brac Teacher’s Centre, Department of Education Services) - Management of ICT procurement process for educational sites ensuring compliance with the Public Management and Finance Act (2019 Revision), and the Financial Regulations (2020 Revision) - Provision of technical advice and recommendations for strategic purchasing decisions and implementation of ICT hardware, software and online resources to support ICT integration in Education and other Ministry objectives and key initiatives - Piloting new hardware and software initiatives in all schools - Development of ICT Operational Use policies			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of sites fully operational with ICT infrastructure, wireless and internet access and appropriate software and hardware technology - Number of online portals and websites supported - Number of software applications supported - Number of end users supported - Number of laptop, desktop and tablet computers maintained - Number of wireless access points supported - Number of servers supported - Number of network equipment devices supported - Policies developed for ICT related strategies and management	21 24 30-35 5,700-5,800 4,000-4,500 275-300 90-100 150-170 2-3	21 24 30-35 5,700-5,800 4,000-4,500 275-300 90-100 150-170 2-3	20 24 30-35 5,700-5,800 4,000-4,500 275-300 90-100 150-170 2-3
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 standardised ICT hardware and software infrastructure - End-users (students, teachers, admin staff) provided with appropriate support for ICT hardware and software by ICT unit and helpdesk system - PC’s, software, servers and network equipment to be maintained with approved hardware peripherals and consistent software updates - Policies Developed through a consultative process with strategic partners	100% 100% 85-95% 100%	100% 100% 85-95% 100%	100% 100% 95% 100%
TIMELINESS - All ICT services available during normal working hours - Response to helpdesk tickets within two business days - Policies to be completed by 31 December	90-95% 100% 100%	90-95% 100% 100%	97% 100% 100%
LOCATION Cayman Islands	100%	100%	100%
COST	\$4,274,127	\$4,507,068	\$3,240,683
RELATED BROAD OUTCOME: Improving education to promote lifelong learning and greater economic mobility			

MEG 7	Early Childhood Care and Education Unit		
DESCRIPTION			
Provision of strategies and services to improve the quality of and access to early childhood care and education (ECCE) in private and government settings including: • Provide support with the registration process for new and existing early childhood care and education establishments • Provide programmes and opportunities to strengthen the families of young children to provide early stimulation and care • Supporting ECCE centre owners through the provision of leadership and management tools to include training to implement these with the goal of improving service provision • Develop and facilitate training to ensure confident and competent practitioners who provide quality provision for young children • Support for implementation of early years curriculum • Developing policies and guidance documents to regularize and support assessment in the early years • Embedding a data driven culture in early childhood care and education in order to make informed decisions • Collaboration between early childhood centres, Early Intervention, and primary schools to ensure that children have a smooth transition to schools • Administering the Early Childhood Assistance Programme (ECAP) to support access to ECCE centres • Investigating methods to expand offerings in the early childhood sector and access to provision for families • Interagency collaboration and promotion of ECCE within the community to support health, social care and education			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • ECAP application intake period(s) facilitated • Education Council Registration period for early childhood centres facilitated • Training/professional development plan for the early childhood sector prepared and implemented • Training/support development plan for parents of young children prepared and implemented • Transition plan developed/reviewed to support parents, early childhood centres and schools • Document prepared/reviewed detailing options for expanding offerings in the early childhood sector and presented to Minister and/or Education Council • Research database created and is being used to make decisions • National assessment policy developed and broken down into centre-based actions	1 1 1 1 1 1 1 1	1 1 1 1 1 1 1 1	1 N/A N/A N/A N/A N/A N/A N/A
QUALITY • ECCE settings to which support is given • ECAP process consistently applied within the approved guidelines • ECCE centres are supported through the registration process using the Education Act (2016) with collaboration with other agencies and appropriately qualified and experienced personnel • Training sessions are held with early childhood care and education practitioners and other stakeholders as lead by need and developments in society and the profession by qualified staff • Implementation of curriculum is supported by qualified staff • Necessary policy or guidance document/s developed	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%	100% 100% 100% 100% 100% 100%

TIMELINESS - Support sessions with ECCE centres and schools facilitated within agreed times - ECAP applications processed within the intake period time and approved payments made to relevant early childhood centres within the acceptable period - Centres are supported through registration and presented to Education Council within the timeliness requirements of the Education Act (2016) - Professional Development sessions held during the specified time - Meetings facilitated during the specified time - Research-based data are actively collected and reported on Policies /guidance document developed and enacted	100%	100%	100%
	90-100%	90-100%	95%
	90-100%	90-100%	80%
	90-100%	90-100%	100%
	90-100%	90-100%	100%
	90-100%	90-100%	New
LOCATION Cayman Islands	100%	100%	100%
COST	\$600,839	\$622,242	\$724,182
RELATED BROAD OUTCOME: Improving education to promote lifelong learning and greater economic mobility			

MEG 9	Scholarship and Grant Administration Services		
DESCRIPTION			
The Scholarship Secretariat provides the following services:			
- Administrative services for the delivery of the scholarship programmes for the Ministry of Education, namely the Education Council Scholarship, including applications and appeals, which provide students with scholarships and grants to support their tertiary education either locally or overseas; - Presentation of shortlisted applicants, appeals and requests to Education Council, as required - Management and support in the application and award stages, monitoring to ensure compliance with scholarship criteria and standards, communications, record-keeping, reporting and promotional activities for scholarship recipients - Disbursement of funds and career guidance/counseling for students as required throughout the scholarship process			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of new local scholarship/grant applications received and processed	300-500	300-500	365
Number of new overseas scholarship applications received and processed	300-500	300-500	300-500
Number of current local scholarships or grants being monitored	1,400-1,600	1,400-1,600	1,298
Number of current overseas scholarships being monitored	600-700	600-700	602
QUALITY			
Services provided by appropriately experienced and qualified personnel	100%	100%	100%
Scholarship or grant awards are governed by agreed criteria by Education Council	100%	100%	100%
TIMELINESS			
Recommended new Overseas Scholarship applicants for the 22/23 and 23/24 school year are submitted to Education Council by stipulated deadlines	90-100%	90-100%	100%
Recommended new Local Scholarship applicants for the 22/23 and 23/24 school year to be approved by stipulated deadlines	90-100%	90-100%	100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$1,011,477	\$1,034,322	\$759,720
RELATED BROAD OUTCOME:			
Improving education to promote lifelong learning and greater economic mobility			

LIB 5	Community Information, Education and Recreational Resource Centre			
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, Youth, Sports, Agriculture and Lands 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 resource’s among the libraries in the Cayman Islands to maximise 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		50,000	50,000	48,000
• Number of Reference Transactions		4,000-4,500	4,000-4,500	4,000
• Number of literacy programs		30	30	30
• Number of community/cultural programs		10	10	15
• Number of information access/technology programs		15	15	15
• Number of adult books acquired		1,500	1,500	1,100
• Number of juvenile books acquired		1,000	1,000	1,700
• Number of ICT hours accessed		25,000	25,000	26,000
• Number of facilities operated		6	6	6
QUALITY				
• Operations in all locations overseen by suitably qualified staff		100%	100%	100%
• Reference Services provided by suitably qualified staff		100%	100%	100%
• Materials selected and programmes developed and monitored by qualified staff		100%	100%	100%
• All facilities meet safety regulations, are kept clean and neat and are publicly accessible		100%	100%	100%
TIMELINESS				
• Materials will be available for loan throughout the library’s opening hours		100%	100%	100%
• Ready reference enquiries will be processed within twenty-four hours of receipt		100%	100%	100%
• Library materials will be acquired quarterly		100%	100%	100%
• Programmes will be prepared and delivered on a monthly basis		100%	100%	100%
• Library facilities are operated on an agreed schedule as approved by the Chief Officer		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 economy mobility • Stronger communities and support for the most vulnerable				

DES 1	Primary Level Teaching and Learning			
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: • Implementation and delivery of a new curriculum for early years and primary students • Assessment, recording and reporting of students’ progress and attainment • Student progress and achievement reports issued with reference to 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/guardians. Students to sit Cognitive Ability Test (CAT) in Years 4 and 6; Student attitude to self and school survey to be administered in Years 1-6 to provide supporting information for student attainment, engagement and well-being. • Curriculum in core subjects of English, Mathematics and Science at Key Stage 1 and Key Stage 2				
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 and 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		5	5	5
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%
• Nursery and Reception programmes delivered		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 (English National Curriculum Assessments in the Cayman Islands)		100%	100%	100%

TIMELINESS	100%	100%	100%
	100%	100%	100%
	100%	100%	100%
LOCATION	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			

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.

DES 2	Secondary Level Teaching and Learning			
DESCRIPTION				
Provision of secondary level teaching and learning services for children in Years 7-11 at government secondary schools in Grand Cayman and children in Years 7-12 in Cayman Brac, including:				
• Implementation and delivery of new Key Stage 3 (KS 3) National Curriculum, in accordance with the aims and guiding principles of the National Curriculum Overview document • Delivery of existing Key Stage 4 (KS 4) curriculum, to meet the requirements of exam board syllabi and school curriculum guidance and schemes of work (January to June 2022) • Review of existing Key Stage 4 (KS 4) curriculum, to meet the requirements of exam board syllabi and school curriculum guidance and schemes of work (January to June 2022) • Implementation and delivery of new Key Stage 4 (KS 4) National Curriculum, in accordance with the aims and guiding principles of the National Curriculum Overview document (August 2022 to December 2023) • Assessment, recording and reporting of students’ progress and attainment: ○ 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 1) in Grand Cayman and (Years 10-12) in Cayman Brac three times annually. ○ Standardised testing administered to students in Years 7-9 annually, to assess English, Science and Mathematics skills, providing data to inform teaching and learning, to track students’ progress and to report to parents/guardians. The Cognitive Ability Test (CAT) is administered in Year 9. Students sit CSEC/GCSE 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				
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 schools		3	3	3
• Number of instructional days for students		185	185	185
• Number of national curriculum subjects taught in KS3		13	13	13
• Number of core subjects taught at KS4		6	6	6
• Number of optional subjects offered		20-27	20-27	20-27
• 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
QUALITY				
• Lessons, assessment and preparation of student reports by teachers with appropriate training and qualifications		95-100%	95-100%	95-100%
• Overall student/teacher ratio (Students per total teaching staff within the schools) 10-15:1		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%
• National curriculum tests internally and/or externally written in accordance with international/regional best practice		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 tests administered in June and October 2022 and 2023 for the budget ending December 2022 and 2023	100%	100%	100%
• Students' progress reports to parents at least three times annually	100%	100%	100%
LOCATION			
• Cayman Islands, Overseas	100%	100%	100%
COST			
	\$29,929,112	\$31,573,918	\$28,435,412
RELATED BROAD OUTCOME:			
• Improving education to promote lifelong learning and greater economic mobility			

Note: The total cost of supplying this output in 2022 is \$30,364,774 and in 2023 is \$32,009,580. However, annual revenue from third parties of \$435,662 reduces this to \$29,929,112 and \$31,573,918 respectively.

DES 3	Teaching and Learning at Lighthouse School		
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 • Mainstream inclusion programme, for students up to Year 10, to give eligible primary and secondary students opportunities to be educated part-time in mainstream schools, where communication, social and academic needs can be appropriately addressed outside the Lighthouse School. • Specialised programmes for secondary students, with reference to students’ Individual Education Plans, including: ○ Pre-Vocational Programme for students who experience moderate disabilities and who may be able to access future vocational settings or sheltered workshop programmes ○ Vocational Work Experience Programme for students in their last year of enrolment capable of supervised employment in supportive work settings. ○ (Various aspects of work for students in Year 7- Vocational Programme is accredited using the internationally recognised Award Scheme Development and Accreditation Network (ASDAN) programme) • Assessment, recording and written reports of students’ achievement ○ Student progress and achievement reports issued, against targets within Individual Educational Plans (IEPs) [including in Year’s 10/11, introduction of reporting against P Levels (pre-national curriculum levels)], to inform teaching and learning, to track students’ progress and to report to parents three times annually.			
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	100-110	100-110	100-110
• Number of students participating in mainstream inclusion programme	6-15	6-15	15
• Number of school days for students at LHS	185	185	185
• Number of specialized programmes provided	6	6	6
• Number of student progress reports produced per student	3	3	3
QUALITY			
• Lessons provided by teachers with appropriate training and qualifications	95-100%	95-100%	100%
• ASDAN framework used to accredit aspects of work of secondary students	100%	100%	100%
• Students with current IEPs	100%	100%	100%
TIMELINESS			
• All education programmes to be delivered over academic year from September through June	100%	100%	100%
• Students’ progress reports to parents three times annually	100%	100%	100%
LOCATION			
• Cayman Islands	100%	100%	100%
COST			
	\$4,526,224	\$4,603,481	\$4,205,315
RELATED BROAD OUTCOME:			
• Improving education to promote lifelong learning and greater economic mobility			

Note: The total cost of supplying this output in 2022 is \$4,539,874 and in 2023 is \$4,617,131. However, annual revenue from third parties of \$13,650 reduces this to \$4,526,224 and \$4,603,481 respectively.

DES 4	School Inclusion Services		
DESCRIPTION - Co-ordination and devolved 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 Primary Inclusion Services - Provision of a: - Primary behaviour specialist support team for students in Primary schools who present behavioural, emotional, social and/or mental health issues as allocated to provide support, training, advice and strategies so that students remain in mainstream placements. - Primary Therapeutic Service for primary students with significant behavioural, emotional, social and/or mental health issues who require temporary withdrawal from mainstream schools by providing appropriate interventions to support the reintegration of these students to their Primary/Secondary school (Key Stage 1, Key Stage 2 and Key Stage 3). Secondary Inclusion Services - Provision of: - School Inclusion Specialists to provide support to allocated Secondary Schools, providing intensive support for learning and behaviour to reduce the risk of exclusion. - Secondary Therapeutic service for Key Stage 3/ Key Stage 4 students providing intensive support for learning and behaviour with a curriculum linked at Key Stage 4 which supports individual student needs towards reintegration at Key Stage 3 and attendance at CIFEC following Key Stage 4 as appropriate.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY - Number of in-school secondary inclusion provisions - Number of in-school suspension units - Number of secondary students participating in the Secondary Therapeutic Behaviour Services Programme - Number of Secondary Therapeutic provision - Number of Primary Therapeutic provision - Number of students provided for through the Transition Unit - Number of Students provided for in the Primary Key Stage 1 Therapeutic Unit - Number of Students provided for in the Primary KS 2 Therapeutic Unit - Number of students supported in the mainstream settings through the Primary Behaviour Support Service - Number of students supported in mainstream settings through the Secondary Behaviour Support Service - Days of operation of School Inclusion services	4 4 12-16 1 2 6-8 6-8 6-8 150-250 350-400 185	4 4 12-16 1 2 6-8 6-8 6-8 150-250 350-400 185	4 4 10 1 1 6 10 9 150-250 350-400 259
QUALITY - Services by school inclusion specialists to be provided by staff with appropriate training, qualifications and experience - All students in Primary Therapeutic Behaviour Services Programme with Individual Educational Plans (IEPs)/Individual Behavioural Plans (IBPs) - All students in Secondary Therapeutic Behaviour Services Programme with IEP/IBPs	100% 100% 100%	100% 100% 100%	100% 100% 100%

TIMELINESS			
• All education programmes to be delivered within the scheduled academic year as outlined in the approved school calendar	100%	100%	100%
• Student progress reports to parents three times annually	100%	100%	100%
LOCATION			
• Cayman Islands, Overseas	100%	100%	100%
COST			
	\$2,357,529	\$2,399,804	\$1,521,384
RELATED BROAD OUTCOME:			
• Improving education to promote lifelong learning and greater economic mobility			

DES 5	Student Services		
DESCRIPTION			
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 Therapy for students with difficulties in communication • Occupational Therapy • School Counselling • English as a Second Language services • Services for the Hearing Impaired and the Visually Impaired • Early Intervention Services to promote the growth and development of children in the early years with significant barriers to learning • Music Therapy for students with Emotional, Behavioural difficulties and motor skill issues			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
• Individual student psychological assessments	150-200	150-200	150-200
• Individual speech and language assessments	350-400	350-400	350-400
• Individual occupational therapy assessments	100-200	100-200	150
• Students supported through English as a Second Language instruction	90-100	90-100	90-100
• Number of students served by the occupational therapy programme	250-300	250-300	250-300
• Number of students served by the speech and language therapy programme	300-400	300-400	300
• Number of students served by the counselling programme	1,500-2,000	1,500-2,000	1,500-2,000
• Number of students served in the Hearing Impaired Programme	20-25	20-25	20-25
• Number of students served in the Visually Impaired Programme	35-40	35-40	35-40
• Number of children served through the Early Intervention Programme	121-150	121-150	121-150
• Students served by the Music Therapy Programme	40-60	40-60	40-60
QUALITY			
• Assessments and interventions to be provided by appropriately trained and qualified individuals	95-100%	95-100%	95-100%
• All services to be aligned with student IEP’s and IBDs	100%	100%	100%
• Early intervention assessments and interventions carried out by appropriately qualified and experienced staff	100%	100%	100%
TIMELINESS			
• Psychological assessments provided within 60 days of approved request	95-100%	95-100%	100%
• Speech and language assessments provided within 60 days of approved request	100%	100%	100%
• Occupational therapy assessments 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			
	\$4,732,577	\$4,827,780	\$4,905,204
RELATED BROAD OUTCOME:			
• Improving education to promote lifelong learning and greater economic mobility			

DES 6	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 Entity Tenders Committee - ETC) - Student transportation to and from schools, and local educational excursions - Sanitisation school buses and education sites - Oversight of canteen services at schools - Oversight of janitorial services - Oversight of campus security services			
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 service provided - Number of consolidated capital orders processed - Number of consolidated overseas recurrent orders processed - Number of janitorial contracts managed - Number of transportation contracts managed - Number of canteen contracts managed - Number of security contracts managed - Number of tender processes managed	22 5-10 20-25 20 7 9 13-17 9-15	22 5-10 20-25 20 7 9 13-17 9-15	21 5-10 20-25 20 7 9 13-17 9-15
QUALITY - Procurement processes managed by appropriately qualified and experienced individuals - Tendering processes administered in line with The Procurement Act, 2016 and The Procurement Regulations, 2018 - Contracts awarded in line with tender specifications and any relevant legal requirements	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS - Consolidated capital and overseas recurrent orders processed within 60 – 90 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	95-100% 95-100% 95-100% 95-100% 95-100%	95-100% 95-100% 95-100% 95-100% 95-100%	90% 70% 100% 100% 100%
LOCATION Cayman Islands	100%	100%	100%
COST	\$10,764,865	\$10,795,364	\$9,324,724
RELATED BROAD OUTCOME: Improving education to promote lifelong learning and greater economic mobility			

DES 10	Facilities Maintenance Services		
DESCRIPTION			
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 facilities maintained	20	20	20
Number of full inspections	20	20	20
Number of maintenance plans developed	20	20	20
Number of facilities contracts managed	45-50	45-50	50
Number of monthly maintenance reports	12	12	12
QUALITY			
Maintenance services and inspection to be provided by appropriately qualified and/or experienced personnel	100%	100%	100%
All plant and equipment to be serviced and maintained by qualified technicians	100%	100%	100%
Maintenance services to be delivered in accordance with maintenance plans	90-100%	90-100%	100%
Maintenance plans to reflect specific needs and key data for individual schools	90-100%	90-100%	100%
TIMELINESS			
Facilities Inspections conducted annually in (August 2022 for the budget ending December 2022 and August 2023 for the budget ending December 2023).	100%	100%	100%
Facility maintenance plans to be developed by (December 2022 for the budget ending December 2022 and December 2023 for the budget ending December 2023).	90-100%	90-100%	100%
New contract documentation to be prepared 30 days prior to expiration of current contract	90-100%	90-100%	100%
Facility Maintenance reports submitted monthly	100%	100%	100%
LOCATION			
Cayman Islands	100%	100%	100%
COST			
	\$3,965,237	\$3,969,143	\$4,027,734
RELATED BROAD OUTCOME:			
Improving education to promote lifelong learning and greater economic mobility			

DES 11	Further Education Programme		
DESCRIPTION Provision of Further Education programmes, to offer a wide range of academic, career and technical education opportunities for students in Year 12 in Grand Cayman. Programme strands to include: • 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. UCCL, A Levels, approved off-island programmes) In addition, a key component of the Further Education Programme will be enhanced career guidance, advisory and counselling for all secondary students, with a significant emphasis on supporting further education students.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY • Number of students provided services through the advanced Dual-Entry programme • Number of student places available in career and technical programmes • Number of vocational, career and technical subjects offered • Number of students placed on work experience/community services placements • Number of students counselled through the Careers Advisory Service • Number of instructional days for students	90-150 250-300 10-14 240-260 750-1,000 180	90-150 250-300 10-14 240-260 750-1,000 180	146 250 11 243 500 180
QUALITY • Career and technical programmes accredited through external qualification schemes • Programmes delivered by staff with appropriate training and qualification	100% 95-100%	100% 95-100%	100% 100%
TIMELINESS • Programmes to be delivered over academic year from September to June	90-100%	90-100%	90-100%
LOCATION • Cayman Islands	100%	100%	100%
COST	\$3,562,257	\$3,742,154	\$3,166,200
RELATED BROAD OUTCOME: • Improving education to promote lifelong learning and greater economic mobility			

Note: The total cost of supplying this output in 2022 is \$3,659,132 and in 2023 is \$3,839,029. However, annual revenue from third parties of \$96,875 reduces this to \$3,562,257 and \$3,742,154 respectively.

DES 12	School Improvement Support Services		
DESCRIPTION			
The provision of school improvement services to schools to provide targeted challenge and support, to raise standards of achievement and improve the quality of teaching and learning in all government schools, including:			
- Assisting /mentoring school leadership to evaluate school performance, using evidence-based assessment, to identify priorities for improvement and plan effective change - Monitoring and reporting on student achievement and overall school performance - Identifying training and professional development needs - Developing and implementing school improvement strategies and Structured Support Plans for schools requiring additional external support - Collecting, collating, analysing and reporting of educational data, to inform strategic planning and decision-making - Communicating and ensuring the effective implementation of Ministry policy and strategic initiatives - Advising and informing the Ministry to support policy and strategy development - Coordinating and reporting on results of standardized tests; and managing entry process, submissions, reports and statistics for external examinations - Managing and monitoring school attendance and registration			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	2021 12-Month Forecast
QUANTITY			
Number of School Improvement Plans (SIPs) advised, monitored and reported on	15	15	15
Number of Post Inspection Plans (PIPs) advised, monitored and reported on	16	16	16
Number of Structured Support Plans developed and implemented	1-3	1-3	1-3
Number of consolidated monthly statistical reports	10	10	10
Number of strategic data analysis reports	5-10	5-10	10
Number of DES Annual reports on School Performance and Development	1	1	1
Number of strategic initiatives supported	4-6	4-6	6
Number of external examination entries processed	4,500-5,000	4,500-5,000	4,500-5,000
Number of reports per primary/secondary school on standardised tests and KS tests	8	8	8-10
Number of statistical reports on external exams results	1	1	1
Number of new student registrations processed	500-600	500-600	500-600
Number of student transcripts completed	400-450	400-450	400-450
Number of temporary teacher licence applications processed	80-120	80-120	80-120
Number of full teacher licence applications and home school licences processed for approval by Education Council	275-350	275-350	350
	100-130	100-130	130
QUALITY			
School improvement services delivered by professionals with appropriate, qualifications, training and experience	100%	100%	100%
Structured Support Plans to be developed in consultation with key stakeholders	100%	100%	100%
Statistical reports prepared according to template approved by Chief Officer (CO) and subject to sign off by Chief Officer prior to publication	100%	100%	100%
Annual DES report prepared according to template agreed with Chief Officer	100%	100%	100%
Transcripts completed according to template approved by CO	100%	100%	100%
Teacher licences completed according to template approved by Education Council	100%	100%	100%

TIMELINESS			
• SIPs submitted by 31 October 2022 for budget ending December 2022 and 31 October 2023 for budget ending December 2023	90-100%	90-100%	100%
• PIPs submitted by 31 October 2022 for budget ending December 2022 and 31 October 2023 for budget ending December 2023	100%	100%	100%
• All School Support Plans to be delivered over the period	100%	100%	100%
• Evaluation report on previous year's SIPs by 30 September 2022 for budget ending December 2022 and 30 September 2023 for budget ending December 2023	90-100%	90-100%	100%
• Evaluation report on previous year's PIPs by 30 September 2022 for budget ending December 2022 and 30 September 2023 for budget ending December 2023	95-100%	95-100%	100%
• Statistical reports on standardised and key stage tests by 30 September 2022 for budget ending December 2022 and 30 September 2023 for budget ending December 2023	95-100%	95-100%	100%
• Statistical report on external examinations by 30 September 2022 for budget ending December 2022 and 30 September 2023 for budget ending December 2023	100%	100%	100%
• Annual Data Report by 31 December 2022 for budget ending December 2022 and 31 December 2023 for budget ending December 2023	95-100%	95-100%	100%
• Transcripts completed within 10 working days of receipt of payment	100%	100%	100%
• Temporary teacher licence applications processed within ten days of application	100%	100%	100%
• Full Teacher licence applications completed for approval by Education Council within three days of application			
LOCATION			
• Cayman Islands	100%	100%	100%
COST			
	\$4,634,152	\$4,736,722	\$4,651,172
RELATED BROAD OUTCOME:			
Improving education to promote lifelong learning and greater economic mobility			



MINISTRY OF EDUCATION
STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Act (2020 Revision).

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

To the best of my knowledge the statements are:

- a. Complete and reliable;
- b. Fairly reflect the forecast financial position as at 31 December 2022 and 31 December 2023 and performance for the years ending 31 December 2022 and 31 December 2023; and
- c. Comply with Generally Accepted Accounting Practices, (as defined in the Public Management and Finance Act (2020 Revision)).

Cetonya Cacho

Chief Officer

Ministry Education

31 December 2021

This Page is Intentionally Left Blank

FINANCIAL STATEMENTS

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

This Page is Intentionally Left Blank

MINISTRY OF EDUCATION
STATEMENT OF ACCOUNTING POLICIES
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

General Accounting Policies

Reporting entity

These forecast financial statements are for the Ministry of Education.

Basis of preparation

The forecast financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) using the accrual basis of accounting. Where there are currently no IPSAS, other authoritative pronouncements such as International Accounting Standards and United Kingdom reporting standards applicable to the public sector have been used. The measurement base applied is historical cost adjusted for revaluations of certain assets.

The forecast financial statements have been prepared on a going concern basis and the accounting policies have been applied consistently.

Reporting Period

The reporting period is the period ending 31 December 2022 and 2023.

Specific Accounting Policies

Revenue

Output revenue

Output revenue, including revenue resulting from user charges or fees, is recognised when it is earned.

Interest revenue

Interest revenue is recognised in the period in which it is earned.

Expenses

General

Expenses are recognised when incurred.

Depreciation

Depreciation of non-financial physical assets is generally provided on a straight-line basis at rates based on the expected useful lives of those assets.

Assets

Cash and cash equivalents

Cash and cash equivalents include cash held in the Ministry or Portfolio's bank account and on deposit with the Ministry of Finance and Economic Development (Treasury).

Receivables and advances

Receivables and advances are recorded at the amounts expected to be ultimately collected in cash.

MINISTRY OF EDUCATION

STATEMENT OF ACCOUNTING POLICIES (CONTINUED)

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

Inventory

Inventories are recorded at the lower of cost and net current value. Where inventories are valued at cost, specific identification or the FIFO method has been used. Appropriate allowance has been made for obsolescence.

Property, Plant and Equipment (including Infrastructure Assets)

Buildings are recorded at historical cost (or fair value as at time of first recognition) or valuation.

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost less accumulated depreciation.

Computer Hardware and Software

Computer hardware and software are recorded at cost, and depreciated in accordance with the policy on depreciation.

Liabilities

Accounts Payable

Accounts payable are recorded at the amount owing after allowing for credit notes and other adjustments.

Provisions

Provisions are recognised in accordance with IPSAS 19 Provisions, Contingent Liabilities and Contingent Assets.

Employee entitlements

Amounts incurred but not paid at the end of the reporting period are accrued. Annual leave due, but not taken, is recognised as a liability. Long service leave liabilities are measured as the present value of estimated leave service entitlements.

MINISTRY OF EDUCATION
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2022 AND 31 DECEMBER 2023

12-Month Forecast 2021	STATEMENT OF FINANCIAL POSITION	Note	12-Month Budget 2022	12-Month Budget 2023
	Current Assets			
118,657,073	Cash and cash equivalents	1	132,113,642	145,203,810
-	Marketable securities and deposits			
13,011,590	Trade receivables	2	12,966,590	13,346,590
31,620	Other receivables	2	31,620	31,620
-	Inventories	3	-	-
-	Investments	4	-	-
1,892,950	Prepayments	5	1,000,010	1,000,010
133,593,233	Total Current Assets		146,111,862	159,582,030
	Non-Current Assets			
-	Trade receivables	2	-	-
-	Other receivables	2	-	-
-	Inventories	3	-	-
-	Investments	4	-	-
-	Prepayments	5	-	-
55,747	Intangible Assets	6	846,804	1,476,014
269,615,314	Property, plant and equipment	6	301,673,868	316,697,490
269,671,061	Total Non-Current Assets		302,520,672	318,173,504
403,264,294	Total Assets		448,632,534	477,755,534
	Current Liabilities			
61,870	Trade payables	7	61,870	61,870
4,881,360	Other payables and accruals	7	4,881,360	4,881,360
-	Unearned revenue	8	-	-
827,250	Employee entitlements	9	827,250	827,250
-	Repayment of surplus		-	-
5,770,480	Total Current Liabilities		5,770,480	5,770,480
	Non-Current Liabilities			
-	Trade payables	7	-	-
-	Other payables and accruals	7	-	-
-	Unearned revenue	8	-	-
-	Employee entitlements	9	-	-
-	Total Non-Current Liabilities		-	-
5,770,480	Total Liabilities		5,770,480	5,770,480
397,493,814	Net Assets		442,862,054	471,985,054
	NET WORTH			
428,738,520	Contributed capital		474,106,760	503,229,759
17,925	Other Reserves		17,925	17,925
36,365,540	Revaluation reserve		36,365,540	36,365,540
(67,628,170)	Accumulated surpluses/(deficits)		(67,628,170)	(67,628,169)
397,493,815	Total Net Worth		442,862,054	471,985,054

MINISTRY OF EDUCATION
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

12-Month Forecast 2021	STATEMENT OF FINANCIAL PERFORMANCE	Note	12-Month Budget 2022	12-Month Budget 2023
	Revenue			
105,762,479	Sale of goods and services	10	111,809,645	119,919,671
75,000	Investment revenue	11	92,000	92,000
-	Donations	12	-	-
-	Other revenue		-	-
105,837,479	Total Revenue		111,901,645	120,011,671
	Expenses			
73,140,230	Personnel costs	13	77,010,508	84,144,520
22,192,803	Supplies and consumables	14	22,372,510	22,396,983
10,504,446	Depreciation & Amortisation	6	12,518,628	13,470,168
-	Impairment of property, plant and equipment	6	-	-
-	Impairment of inventory	3	-	-
-	Litigation costs	15	-	-
-	Other expenses		-	-
-	Other Gains and Losses	16	-	-
105,837,479	Total Expenses		111,901,645	120,011,670
(0)	Surplus or (Deficit) for the period		-	1

MINISTRY OF EDUCATION
STATEMENT OF CASH FLOWS
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

12-Month Forecast 2021	CASH FLOW STATEMENT	Note	12-Month Budget 2022	12-Month Budget 2023
	CASH FLOWS FROM OPERATING ACTIVITIES			
	<i>Receipts</i>			
106,304,679	Outputs to Cabinet		110,959,646	118,464,672
-	Outputs to other government agencies		-	-
579,170	Sale of goods and services - third party		595,000	775,000
91,700	Interest received		92,000	92,000
	Donations / Grants		-	-
-	Other receipts		-	-
	<i>Payments</i>			
(71,250,650)	Personnel costs		(77,010,508)	(84,144,520)
(21,658,299)	Supplies and consumables		(21,179,570)	(22,096,983)
	Interest paid		-	-
-	Other payments		-	-
14,066,600	Net cash flows from operating activities		13,456,568	13,090,169
	CASH FLOWS FROM INVESTING ACTIVITIES			
(68,000,000)	Purchase of property, plant and equipment		(45,368,240)	(29,123,000)
	Proceeds from sale of property, plant and equipment		-	-
(68,000,000)	Net cash flows from investing activities		(45,368,240)	(29,123,000)
	CASH FLOWS FROM FINANCING ACTIVITIES			
68,000,000	Equity Investment from Org 40		45,368,240	29,123,000
	Repayment of Surplus to Org 40		-	-
68,000,000	Net cash flows from financing activities		45,368,240	29,123,000
14,066,600	Net increase/(decrease) in cash and cash equivalents		13,456,568	13,090,169
104,590,473	Cash and cash equivalents at beginning of period		118,657,073	132,113,641
118,657,073	Cash and cash equivalents at end of period	1	132,113,641	145,203,810

MINISTRY OF EDUCATION
STATEMENT OF CHANGES IN NET WORTH
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

	Contributed Capital	Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2020 brought forward	341,891,375	17,925	40,287,065	(58,607,300)	323,589,065
Prior Year Adjustments					
Changes in accounting policy	294,618	-	-	(294,618)	-
Accounting Errors	18,552,507	-	-	696,454	19,248,961
Restated balance 31 December 2020	360,738,500	17,925	40,287,100	(58,205,464)	342,838,061
Changes in net worth for 2021					
Gain/(loss) on property revaluation	-	-	-	-	-
Gain/(loss) on revaluation of investments	-	-	-	-	-
Exchange differences on translating foreign operations	-	-	-	-	-
Equity Investment from Cabinet	68,000,000	-	-	-	68,000,000
Capital withdrawals by Cabinet	20	-	(3,921,560)	(9,422,706)	(13,344,246)
Dividends payable to Cabinet	-	-	-	-	-
Net revenue / expenses recognised directly in net worth	68,000,020	-	(3,921,560)	(9,422,706)	54,655,754
Surplus/(deficit) for the period 2021					-
Total recognised revenues and expenses for the period	68,000,020	-	(3,921,560)	(9,422,706)	54,655,754
Balance at 31 December 2021 carried forward	428,738,520	17,925	36,365,540	(67,628,170)	397,493,815

	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2021 brought forward	428,738,520	17,925	36,365,540	(67,628,170)	397,493,815
Prior Year Adjustments					
Changes in accounting policy	-	-	-	-	-
Accounting Errors	-	-	-	-	-
Restated balance 31 December 2021	428,738,520	17,925	36,365,540	(67,628,170)	397,493,815
Changes in net worth for 2022					
Gain/(loss) on property revaluation	-	-	-	-	-
Gain/(loss) on revaluation of investments	-	-	-	-	-
Exchange differences on translating foreign operations	-	-	-	-	-
Equity Investment from Cabinet	45,368,240	-	-	(1)	45,368,239
Capital withdrawals by Cabinet	-	-	-	-	-
Dividends payable to Cabinet	-	-	-	-	-
Net revenue / expenses recognised directly in net worth	45,368,240	-	-	(1)	45,368,239
Surplus/(deficit) for the period 2022				-	-
Total recognised revenues and expenses for the period	45,368,240	-	-	(1)	45,368,239
Balance at 31 December 2022 carried forward	474,106,760	17,925	36,365,540	-67,628,170	442,862,054

	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2022 brought forward	474,106,760	17,925	36,365,540	(67,628,170)	442,862,054
Prior Year Adjustments					
Changes in accounting policy	-	-	-	-	-
Accounting Errors	-	-	-	-	-
Restated balance 31 December 2022	474,106,760	17,925	36,365,540	(67,628,170)	442,862,054
Changes in net worth for 2023					
Gain/(loss) on property revaluation	-	-	-	-	-
Gain/(loss) on revaluation of investments	-	-	-	-	-
Equity Investment from Cabinet	29,123,000	-	-	-	29,123,000
Capital withdrawals by Cabinet	-	-	-	(1)	(1)
Net revenue / expenses recognised directly in net worth	29,123,000	-	-	(1)	29,122,999
Surplus/(deficit) for the period 2023				1	1
Total recognised revenues and expenses for the period	29,123,000	-	-	-	29,123,000
Balance at 31 December 2023	503,229,759	17,925	36,365,540	(67,628,169)	471,985,054

MINISTRY OF EDUCATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 1: CASH AND CASH EQUIVALENTS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
413	Cash on hand (IRIS Confirmation Account/Petty Cash)	413	413
6,090	Cash in transit (IRIS Remittance Account)	6,090	6,090
17,682,860	CI\$ Operational Current Account held at Royal Bank of Canada	16,139,429	19,229,597
440,270	US\$ Operational Current Account held at Royal Bank of Canada	440,270	440,270
1,000,000	Payroll Current Account held at Royal Bank of Canada	1,000,000	1,000,000
-	Bank Accounts held at other financial institutions <u>[DISCLOSE ACCOUNT DETAILS IF MATERIAL]</u>	-	-
99,527,440	Fixed Deposits held with Treasury (less than 90 days)	114,527,440	124,527,440
118,657,073	TOTAL	132,113,642	145,203,810

NOTE 2: TRADE AND OTHER RECEIVABLES

12-Month Forecast 2021	Trade Recivables	12-Month Budget 2022	12-Month Budget 2023
4,866,110	Sale of goods and services	5,046,110	5,226,110
9,175,000	Outputs to Cabinet	9,250,000	9,750,000
2,800,000	Outputs to other government agencies	2,800,000	2,800,000
-	Other	-	-
(3,829,520)	Less: provision for doubtful debts	(4,129,520)	(4,429,520)
13,011,590	Total trade receivables	12,966,590	13,346,590

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
	Current		
11,905,605	Past due 1-30 days	11,864,430	12,212,130
65,058	Past due 31-60 days	64,833	66,733
780,695	Past due 61-90 days	777,995	800,795
260,232	Past due 90 and above	259,332	266,932
13,011,590	Total	12,966,590	13,346,590

12-Month Forecast 2021	Other Receivables	12-Month Budget 2022	12-Month Budget 2023
6,070	Advances (salary, Official Travel, etc)	6,070	6,070
2,620	Dishonoured cheques	2,620	2,620
-	Interest receivable	-	-
-	Loans	-	-
-	Interentity Due from	-	-
-	Other Non-Current Assets	-	-
28,630	Other	28,630	28,630
(5,700)	Less: provision for doubtful debts	(5,700)	(5,700)
31,620	Total other receivables	31,620	31,620

MINISTRY OF EDUCATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 2: TRADE AND OTHER RECEIVABLES (CONTINUED)

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
	Current		
31,620	Past due 1-30 days	31,620	31,620
31,620	Total	31,620	31,620

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
(3,535,500)	Balance at 1 July/1 January	(3,835,220)	(4,135,220)
(300,000)	Additional provisions made during the year	(300,000)	(300,000)
280	Receivables written off during the period	-	-
(3,835,220)	Balance at 30 June	(4,135,220)	(4,435,220)

NOTE 5: PREPAYMENTS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
1,446,040	Accrued Prepayments	1,000,000	1,000,000
446,910	Prepaid Insurance	10	10
-	Other	-	-
1,892,950	Total	1,000,010	1,000,010

NOTE 6: PROPERTY, PLANT AND EQUIPMENT

COST OF PROPERTY, PLANT AND EQUIPMENT

	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Water Retriculation	Infrastructure	Motor Vehicles	Marine Vessels	Other assets	Assets under construction or development	Total
Balance as at 1 January 2021	2,919,486	211,752,308	148,322	4,946,875	9,296,749	2,275,550	53,826	864,500	4,216,410	64,500	3,770,700	58,375,000	298,684,226
Additions	89,853	90,918,531	-	6,228	2,464,832	35,618	-	-	75,900	-	-	(26,466,588)	67,124,374
Disposals and Derecognition	-	-	-	-	-	-	-	-	(105,058)	-	-	-	(105,058)
Revaluation	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	(1,390,549)	(17,304,427)	(148,322)	(257,880)	(1,319,180)	(223,697)	-	(74,288)	(2,273,830)	(64,500)	(359,813)	(730,022)	(24,146,509)
Balance as at 31 December 2021	1,618,790	285,366,412	-	4,695,223	10,442,401	2,087,471	53,826	790,212	1,913,422	-	3,410,887	31,178,390	341,557,033

	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Water Retriculation	Infrastructure	Motor Vehicles	Marine Vessels	Other assets	Assets under construction or development	Total
Balance as at 1 January 2022	1,618,789	285,366,414	-	4,695,223	10,442,400	2,087,471	53,826	790,213	1,913,422	-	3,410,887	31,178,390	341,557,035
Additions	411,000	16,979,706	25,000	1,850,000	2,180,485	120,000	-	-	65,000	-	-	22,911,048	44,542,240
Disposals and Derecognition	-	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2022	2,029,789	302,346,120	25,000	6,545,223	12,622,885	2,207,471	53,826	790,213	1,978,422	-	3,410,887	54,089,439	386,099,275

	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Water Retriculation	Infrastructure	Motor Vehicles	Marine Vessels	Other assets	Assets under construction or development	Total
Balance as at 1 January 2023	2,029,789	302,346,120	25,000	6,545,223	12,622,885	2,207,471	53,826	790,213	1,978,422	-	3,410,887	54,089,439	386,099,275
Additions	-	21,292,965	-	-	49,000	-	-	-	-	-	-	7,041,035	28,383,000
Disposals and Derecognition	-	-	-	-	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2023	2,029,789	323,639,085	25,000	6,545,223	12,671,885	2,207,471	53,826	790,213	1,978,422	-	3,410,887	61,130,474	414,482,275

MINISTRY OF EDUCATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 6: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Water Retriculation	Infrastructure	Motor Vehicles	Marine Vessels	Other assets	Assets under construction or development	Total
Balance as at 1 January 2021	2,155,600	40,945,900	144,300	4,592,700	8,056,800	1,973,800	18,200	669,500	2,926,500	22,100	3,682,100	-	65,187,500
Transfers	(865,202)	(5,678,547)	(144,266)	(155,188)	(1,255,062)	(174,703)	-	(47,704)	(1,878,738)	(22,085)	(297,896)	-	(10,519,391)
Impairment Reserve 2021 (closing balance)	-	-	-	-	-	-	-	-	-	-	-	6,862,500	6,862,500
Depreciation Expense 2021	79,751	8,949,235	-	143,592	976,461	106,874	3,401	50,311	141,335	-	7,207	-	10,458,167
Eliminate on Disposal or Derecognition 2021	614	(283)	(34)	(21,476)	(4,017)	(48)	45	1,067	(23,352)	(15)	444	-	(47,055)
Balance as at 31 December 2021	1,370,763	44,216,305	-	4,559,628	7,774,182	1,905,923	21,646	673,174	1,165,745	-	3,391,855	6,862,500	71,941,720

	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Water Retriculation	Infrastructure	Motor Vehicles	Marine Vessels	Other assets	Assets under construction or development	Total
Balance as at 1 January 2022	1,370,763	44,216,305	-	4,559,628	7,774,182	1,905,923	21,646	673,174	1,165,745	-	3,391,855	6,862,500	71,941,721
Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-
Impairment change 2022	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation Expense 2022	89,474	10,668,893	2,502	65,890	1,388,205	90,555	3,241	34,240	135,969	-	4,717	-	12,483,685
Eliminate on Disposal or Derecognition 2022	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2022	1,460,237	54,885,198	2,502	4,625,518	9,162,386	1,996,478	24,887	707,414	1,301,715	-	3,396,572	6,862,500	84,425,407

	Plant and equipment	Buildings and Leasehold	Leasehold Improvements	Furniture and Fittings	Computer Hardware	Office Equipment	Water Retriculation	Infrastructure	Motor Vehicles	Marine Vessels	Other assets	Assets under construction or development	Total
Balance as at 1 January 2023	1,460,237	54,885,198	2,502	4,625,518	9,162,386	1,996,478	24,887	707,414	1,301,715	-	3,396,572	6,862,500	84,425,407
Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-
Impairment change 2023	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation Expense 2023	104,889	11,324,285	5,004	142,238	1,588,441	84,561	3,241	2,088	100,926	-	3,704	-	13,359,378
Eliminate on Disposal or Derecognition 2023	-	-	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2023	1,565,126	66,209,483	7,506	4,767,757	10,750,828	2,081,039	28,128	709,502	1,402,641	-	3,400,276	6,862,500	97,784,784

Net Book value 31 December 2021	248,027	241,150,107	-	135,595	2,668,218	181,548	32,180	117,037	747,677	-	19,032	24,315,890	269,615,312
Net Book value 31 December 2022	569,552	247,460,922	22,498	1,919,704	3,460,499	210,993	28,939	82,799	676,708	-	14,314	47,226,939	301,673,868
Net Book value 31 December 2023	464,663	257,429,602	17,494	1,777,466	1,921,058	126,432	25,698	80,711	575,781	-	10,611	54,267,974	316,697,490

NOTE 6: INTANGIBLE ASSETS

COST OF INTANGIBLE ASSETS

	Computer Software	Total
Balance as at 1 January 2021	739,100	739,100
Additions	45,965	45,965
Disposals and Derecognition	-	-
Revaluation	-	-
Transfers	(123,965)	(123,965)
Balance as at 31 December 2021	661,100	661,100

	Computer Software	Total
Balance as at 1 January 2022	661,100	661,100
Additions	826,000	826,000
Disposals and Derecognition	-	-
Revaluation	-	-
Transfers	-	-
Balance as at 31 December 2022	1,487,100	1,487,100

MINISTRY OF EDUCATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 6: INTANGIBLE ASSETS (CONTINUED)

COST OF INTANGIBLE ASSETS

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2023	1,487,100	1,487,100
Additions	740,000	740,000
Disposals and Derecognition	-	-
Revaluation	-	-
Transfers	-	-
Balance as at 31 December 2023	2,227,100	2,227,100

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2021	649,000	649,000
Transfers	(89,926)	(89,926)
Impairment Reserve 2021 (closing balance)	-	-
Depreciation Expense 2021	46,279	46,279
Eliminate on Disposal or Derecognition 2021	-	-
Balance as at 31 December 2021	605,353	605,353

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2022	605,353	605,353
Transfers	-	-
Impairment change 2022	-	-
Depreciation Expense 2022	34,943	34,943
Eliminate on Disposal or Derecognition 2022	-	-
Balance as at 31 December 2022	640,296	640,296

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2023	640,296	640,296
Transfers	-	-
Impairment change 2023	-	-
Depreciation Expense 2023	110,790	110,790
Eliminate on Disposal or Derecognition 2023	-	-
Balance as at 31 December 2023	751,086	751,086

MINISTRY OF EDUCATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 6: INTANGIBLE ASSETS (CONTINUED)

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

Net Book value 31 December 2021	55,747	55,747
Net Book value 31 December 2022	846,804	846,804
Net Book value 31 December 2023	1,476,014	1,476,014

NOTE 7: TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
61,870	Creditors	61,870	61,870
4,537,280	Accrued Expenses	4,537,280	4,537,280
344,080	Other payables	344,080	344,080
4,943,230	Total trade payables other payables and accruals	4,943,230	4,943,230

NOTE 9: EMPLOYEE ENTITLEMENTS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
314,830	Annual Leave	314,830	314,830
512,420	Pension	512,420	512,420
827,250	Total current portion	827,250	827,250
827,250	Total employee entitlements	827,250	827,250

MINISTRY OF EDUCATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 10: SALE OF GOODS AND SERVICES

12-Month Forecast 2021	Revenue type	12-Month Budget 2022	12-Month Budget 2023
104,844,979	Outputs to Cabinet	111,034,646	119,144,672
-	Outputs to other government agencies	-	-
815,500	Fees and charges	775,000	775,000
-	General sales	-	-
102,000	Rentals	-	-
-	Other	-	-
105,762,479	Total sales of goods and services	111,809,645	119,919,671
	<i>Fees and Charges</i>		
250,000	Examination Fees	250,000	250,000
22,000	Public Library Fees	25,000	25,000
540,000	School Fees	500,000	500,000
3,500	Transcript Fees	-	-
815,500	Fees & Charges	775,000	775,000
	Rentals		
81,000	Rental - School Canteens	-	-
21,000	Rentals - Other Properties	-	-
102,000	Total Rentals	-	-
	Sales of Outputs to Cabinet		
104,844,979	Sales of Outputs to Cabinet	111,034,646	119,144,672
104,844,979	Total Sales of Outputs to Cabinet	111,034,646	119,144,672
105,762,479	Total Goods and Services	111,809,645	119,919,671

MINISTRY OF EDUCATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 11: INVESTMENTS

12-Month Forecast 2021	Revenue type	12-Month Budget 2022	12-Month Budget 2023
75,000	Interest on deposits held with cabinet	92,000	92,000
75,000	Total Investment revenue	92,000	92,000

NOTE 13: PERSONNEL COSTS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
57,096,714	Salaries, wages and allowances	57,572,411	61,145,236
12,690,621	Health care	16,168,100	19,536,493
3,135,802	Pension	3,215,197	3,404,991
5,718	Leave	1,200	1,200
211,375	Other personnel related costs	53,600	56,600
73,140,230	Total Personnel Costs	77,010,508	84,144,520

NOTE 14: SUPPLIES AND CONSUMABLES

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
1,059,660	Supplies and Materials	1,140,104	1,140,105
15,137,761	Purchase of services	15,898,354	15,918,327
93,601	Lease of Property and Equipment	106,920	106,920
4,069,342	Utilities	3,651,405	3,651,405
-	General Insurance	-	-
193,531	Interdepartmental expenses	131,427	131,427
150,904	Travel and Subsistence	127,717	127,217
199,147	Recruitment and Training	217,538	222,538
1,288,857	Other	1,099,045	1,099,044
22,192,803	Total Supplies & consumables	22,372,510	22,396,983

MINISTRY OF EDUCATION

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 18: RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/ (DEFICIT)

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
(0)	Surplus/(deficit) from ordinary activities	-	1
	Non-cash movements		
10,504,446	Depreciation expense	12,518,628	13,470,168
	Changes in current assets and liabilities:		
1,459,700	(Increase)/decrease in receivables - Other Government agencies	(75,000)	(500,000)
(321,630)	(Increase)/decrease in receivables - Other 3rd Party	(180,000)	(180,000)
2,424,084	Increase/(decrease) in payables - Other 3rd Party	1,192,940	300,000
14,066,600	Net cash flows from operating activities	13,456,568	13,090,169

NOTE 20: COMMITMENTS

Type	One year or less	One to five Years	Total
Capital Commitments			
Property, plant and equipment	36,035	12,549	48,584
Other fixed assets	-	-	-
Other commitments (list separately if material)	-	-	-
Total Capital Commitments	36,035	12,549	48,584
Operating Commitments			
Non-cancellable accommodation leases	-	-	-
Other non-cancellable leases	1	-	1
Non-cancellable contracts for the supply of goods and services	-	-	-
Other operating commitments	7,261	3,588	10,849
Total Operating Commitments	7,262	3,588	10,850
Total Commitments	43,297	16,137	59,434

NOTE 21: RELATED PARTY AND KEY MANAGEMENT PERSONNEL DISCLOSURE

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
770,000	Salaries & other short-term employee benefits	792,200	792,200
770,000	Total	792,200	792,200

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS

BUDGET STATEMENTS

FOR THE 2022 FINANCIAL YEAR ENDING 31 DECEMBER 2022

AND THE 2023 FINANCIAL YEAR ENDING 31 DECEMBER 2023

PREPARED IN ACCORDANCE OF SECTION 42 OF THE PUBLIC MANAGEMENT AND FINANCE ACT (2020 REVISION)

This Page is Intentionally Left Blank

CONTENT

STATEMENTS: STATEMENT OF MINISTER/ CHIEF OFFICER

PART A: OWNERSHIP PERFORMANCE

1. NATURE AND SCOPE OF ACTIVITIES
2. STRATEGIC OWNERSHIP GOALS
3. OWNERSHIP PERFORMANCE TARGETS
4. EQUITY INVESTMENTS AND WITHDRAWALS

PART B: OUTPUT PERFORMANCE

5. OUTPUTS TO BE DELIVERED

APPENDIX: FORECAST FINANCIAL STATEMENTS

This Page is Intentionally Left Blank

STATEMENT OF THE MINISTER

I confirm that the Budget Statements reflect the outputs I wish to purchase for the 2022 and 2023 financial years.



Honourable Julianna O'Connor-Connolly, JP

Minister

Ministry of District Administration and Lands

31 December 2021

STATEMENT OF THE ACTING CHIEF OFFICER

The Budget Statements have been compiled using the best information available and are to the best of my knowledge complete and accurate as of this date.

I take responsibility for the accuracy and completeness of the financial information and outputs contained herein.



Wilbur Welcome

Acting Chief Officer

Ministry of District Administration and Lands

31 December 2021

This Page is Intentionally Left Blank

PART A

OWNERSHIP PERFORMANCE

This Page is Intentionally Left Blank

1. NATURE AND SCOPE OF ACTIVITIES

Nature of Activities

The Ministry is responsible for providing policy advice, administrative and governance support and the delivery of a range of programmes and services to the public, to enable the Minister to achieve the strategic goals for these areas of ministerial responsibility: District Administration and Lands.

Outside of the core Administrative arm of the Ministry, the Departments/Units within the Ministry's remit include: District Administration (DA); Sister Islands Sports (SIS); Lands and Survey Department (LSU), and the Public Lands Commission (PLC).

Government Owned Companies, the Water Authority and Sister Islands Housing Development, also fall within the remit of the Ministry.

Scope of Activities

The scope of the Ministry's activities includes:

Core Ministry

- Policy advice, development, implementation, communication and evaluation services to the Honourable Minister, and support for legislative revisions and development.
- Funding and governance services by the Core Ministry to its Departments/Units, and, on the Minister's behalf, for Sister Islands Housing Development. The Ministry also manages executive expenditure and executive assets which fall within the Minister's areas of responsibility.
- General secretarial and administrative services to the Honourable Minister, as well as services to support the governance of the Development Council Board and Roads Assessment Committee, Sister Islands Planning Tribunal.

Departments and Units

- **District Administration - Sister Islands' Administration**
 - Passports and Other Travel Documents
 - Registration of Births, Deaths and Marriages
 - Official Visits and Ceremonial Events
 - Hurricane and Other Disaster Preparedness Response Service
 - Sister Islands' Tourism and Business Development
 - Public Information
 - Construction and Maintenance of Public Facilities
 - Vehicle Inspection and Various Licensing Services
 - Historic Preservation and Exhibitions
 - Child Care and Preschool Services
- **Sister Islands Sports** - the provision of sports coaching and instruction primarily in the 7 focus sports - Basketball, Cricket, Football, Netball, Track and Field, Swimming and Volleyball via:
 - Community Sport Programmes
 - National Programmes
 - After-School Programmes

- School sessions
- Recreational Leagues and events
- **Lands and Survey** - provision of services to Cayman Islands citizens and companies in the areas of land registration, surveying, geographic data, valuation, and the management of government facilities
- **Public Lands Commission** – provision of secretariat and inspection services in relation to public lands.
- **Water Authority** – the Authority is principally engaged in the management of water supply and sanitation affairs of the Caymans Islands including the provision of public water supplies, sewerage systems and the management, development and protection of water resources.
- **Sister Islands Affordable Housing Development Corporation (SIAHDC)**- to identify the housing needs of Caymanians in the Sister Islands and to continue developing and constructing affordable homes to meet these needs and which will contribute to the economic development of the Sister Islands.

Customers and Location of Activities

The Ministry's customers are the Cabinet, the Minister of District Administration and Lands, all its departments and Units, Sister Islands Affordable Housing Development Corporation, Water Authority, and other Government Ministries. Externally, services are provided to the business community, and the general public.

Services of this Ministry are provided from various locations throughout the Cayman Islands.

2. STRATEGIC OWNERSHIP GOALS

The Key Strategic Ownership Goals for the Ministry of District Administration and Lands in the 2022 and 2023 financial years are as follows:

- To strengthen communications, innovation and customer service within and across the Ministry as a whole as a means to improving the effectiveness of government.
- To enhance the efficiency and effectiveness of centralised HR functions.
- To continue to strengthen governance, budget preparation, monitoring and reporting systems and processes across the ministry.
- To continue to strengthen performance management systems and processes to imbed formal succession planning processes across the ministry.

The main strategy of the Ministry of District Administration and Lands are to:

Continue 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

Broad Outcome 7 – Utilising sports to enhance the lives of our people

1. The Ministry, through the Sister Islands Sports Unit will continue to improve the lives of all through sport by using the National Sports Policy and Strategic Plan as a guiding document for Cayman Brac and Little Cayman.

Some key initiatives:

- Strengthen the competitive and learn to swim programs on the Sister Islands as an essential life skill.
- Establish, maintain and manage appropriate sports and recreation facilities in the Sister Islands.
- Increase the value placed on sport, recreation and physical well-being.
- 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.
- Continue to strengthen and support the delivery of effective sports programmes in the Sister Islands.
- Sports Facilities Management.
- Sports Education and Training (community and schools).
- Continue to partner with National Sports Associations to deliver relevant sports programmes and events.
- Technical Advice and support to Ministry and other sporting agencies.

Broad Outcome 5 –Supporting climate change resilience and sustainable development

Broad Outcome 8 - Building a modern infrastructure to ensure a successful future for our Islands

1. The Ministry, through the Lands and Survey Department and core Ministry will continue to:

- pursue the purchase of land to safeguard beach access and create public parks/open spaces.
 - support beach protection initiatives
2. The Ministry, through the Public Lands Commission, will continue to ensure that beach access is maintained and safeguarded. It will also begin to regulate and license commercial activity occurring on public lands to ensure its continued safe and proper use.
 3. The Cayman Islands Water Authority-
The Authority strategy includes the following:
 - GCM - Maintain Water Production Capacity, Distribution and Storage to ensure distribution reliability
 - GCM – Maintain Adequate Infrastructure to Operate Efficiently
 - CYB – Water Distribution Extension and Water Works Facility
 - Wastewater – Improve Integrity of existing Collection System and Future Expansions

Key initiatives include:

1. The Ministry, through the Lands and Survey Department, will continue to maintain and improve efficient, timely and transparent systems and services regarding the land registry, land surveying, National Geographic Information System, and valuations and estate matters. Some key initiatives include:
 - To efficiently manage Crown property including acquisitions and disposals.
 - To provide an up to date Land Registry system to include full electronic transactions and e-Registration.
 - To provide an efficient cadastral framework and national control geodetic network to facilitate efficient land surveying services.
 - To deliver surveying services to all Government entities in Grand Cayman and both public and private sectors in the Sister Islands.
 - To provide land valuations for all government properties.
 - To expand provision of Geographic Information Service solutions in tandem with current market trends.
 - To improve Stamp Duty assessments and collection of revenue.
2. The core Ministry's strategy includes:
 - Secure land and public beach land: 3-4 properties by 2023
 - Become a paper free entity by actively reducing paper usage by 80-90% by 2023.
 - Promote the progressive transition from diesel/petrol powered vehicles throughout the Ministry where electrical vehicle alternatives exist, by 2023
3. The Ministry, through the Department of District Administration will continue to:
 - Market and promote the Sister Islands, particularly Cayman Brac, as a prime destination for tourists and business.
 - Expand and upgrade the Sister Islands roads network.
 - Expand and upgrade historical sites and nature trails.
 - Continue developing and promoting the Eco-Tourism project.
 - Enhance the programme for domestic tourism and cruise passenger day tours from Grand Cayman.
 - Expand anti-drug campaigns, awareness and interdiction programmes.

- Continue upgrading cemetery pier and related park facility.
- Expand and improve sporting facilities and activities in the Sister Islands.
- Continue staff training and development initiatives as part of the Human Resource Development Plan.
- Expand and improve disaster management capabilities in the Sister Islands.
- Expand and upgrade the public beach facilities in Cayman Brac.
- Expand the District Administration Building to facilitate improved public services.
- Expand cemetery space in Cayman Brac and Little Cayman.

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

The strategic objectives of the SIAHDC are as follows (shared by them):

- To identify the housing needs of Caymanians in the Sister Islands and to continue developing affordable homes to meet these needs and which will contribute to the economic development of the Sister Islands.
- Construction of affordable homes to be sold to the Caymanian public in the Sister Islands at an affordable price.
- Assisting with financing Caymanian households in the Sister Islands that qualify under criteria set by the Corporation for the purchase of an affordable home that have been constructed under the supervision of the Corporation.

3. OWNERSHIP PERFORMANCE TARGETS

The Ownership Performance Targets for the Ministry of District Administration and Lands for the years ending 31 December 2022 and 31 December 2023 are as follows:

	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	*2021 12-Month Forecast \$000's
REVENUE FROM CABINET	18,456	19,795	8,711
REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES AND GOVERNMENT COMPANIES	-	-	-
REVENUE FROM OTHERS	1,443	1,449	750
OPERATING EXPENSES	19,899	21,244	9,461
OPERATING SURPLUS/DEFICIT	-	-	-
NET WORTH	18,111	21,470	14,044
CASH FLOWS FROM OPERATING ACTIVITIES	1,053	1,201	(513)
CASH FLOWS FROM INVESTING ACTIVITIES	(4,067)	(3,359)	(2,805)
CASH FLOWS FROM FINANCING ACTIVITIES	4,067	3,359	2,805
CHANGE IN CASH BALANCES	1,053	1,201	(513)

	2022 1 Jan to 31 Dec 2022 %	2023 1 Jan to 31 Dec 2023 %	*2021 12-Month Forecast %
FINANCIAL PERFORMANCE RATIO			
CURRENT ASSETS : CURRENT LIABILITIES	352	484	238
TOTAL ASSETS : TOTAL LIABILITIES	1,731	2,033	1,365

*2021 forecast based on 6 months estimate

MAINTENANCE OF CAPABILITY

	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	*2021 12-Month Forecast
HUMAN CAPITAL MEASURES			
TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED	304	308	257
STAFF TURNOVER (%)			
MANAGERS	-	-	-
PROFESSIONAL AND TECHNICAL STAFF	3%	3%	3%
CLERICAL AND LABOURER STAFF	4%	4%	23%
AVERAGE LENGTH OF SERVICE (CURRENT POSITION)			
MANAGERS	11 Years	12 Years	10 Years
PROFESSIONAL AND TECHNICAL STAFF	11 Years	12 Years	10 Years
CLERICAL AND LABOURER STAFF	11 Years	12 Years	10 Years
CHANGES TO PERSONNEL MANAGEMENT SYSTEM	NONE	NONE	1

	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	*2021 12-Month Forecast \$000's
PHYSICAL CAPITAL MEASURES			
VALUE OF TOTAL ASSETS	15,310	17,200	12,514
ASSET REPLACEMENTS : TOTAL ASSETS	20%	18%	5%
BOOK VALUE OF ASSETS : COST OF THOSE ASSETS	53%	68%	59%
DEPRECIATION : CASH FLOW ON ASSET PURCHASES	31%	44%	17%
CHANGES TO ASSET MANAGEMENT POLICIES	1	1	1

	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	*2021 12-Month Forecast \$000's
MAJOR <u>NEW</u> CAPITAL EXPENDITURE PROJECTS			
DISTRICT ADMIN:			
DA MAIN BUILDING	1,000	1,000	2,037
OTHER/ OTHER BUILDINGS	885	400	-
MOTOR VEHICLES	482	1,479	484
OTHER	354	312	-
LANDS AND SURVEY	851	80	183
PUBLIC LANDS COMMISSION	45	10	101
SISTER ISLANDS SPORTS	115	75	-
CORE MINISTRY	335	3	-
TOTAL	4,067	3,359	2,805

*2021 forecast based on 6 months estimate

RISK MANAGEMENT

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2021	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Loss of key Personnel	Unchanged	• Succession planning • Cross training • Developing of existing staff • Work to attract and retain more Caymanians to work in key roles in education and to build capacity for leadership and other key roles within the organisation	Unquantifiable at this time
Data Security Loss of network use from external attacks on data and applications.	Unchanged	• Established data security protocols including use of anti-virus and anti-spy software. Software protocols supplemented by hardware firewall to protect against unauthorized access to data through the Internet • Offsite and off-island backups implemented	Unquantifiable at this time
Environmental Potential legal claims for environmental health hazards	Unchanged	• All buildings insured by CIG- Risk Management or a recognised Insurer • Managing Environmental controls i.e. air/heating systems • Regular environmental testing • Regular cleaning and maintenance of properties • Improve preparation procedures for a disaster	Risk should be adequately covered by public liability insurance
Risk to programming due to: • unsecured sports facilities • lack of capacity to maintain sports facilities (Grounds) • lack of maintenance capacity for sports facilities (buildings)	Transfer of Sister Islands Sports from District Administration to Min EYSAL	Liaise with partner agency to mitigate risk	Unquantified public liability risk
Lack of capacity to operate the new 25 M swimming pool programmes	New facility	Additional Sports Instructor	Under-utilisation of resources. Public liability issues due to insufficient staff and safety considerations
Lack of resources to fund the operation of the new pool	New facility	Provide funds for utilities, maintenance and other operational costs	Under-utilization of resources. Public liability issues due inadequate maintenance and operational standards

RISK MANAGEMENT (CONTINUED)

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2021	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Loss of staff on fixed-term contract	No change	Encourage staff to further their education. Formulation of succession plans for key staff.	Unquantifiable
Damage to buildings by natural disasters, fire, flooding, natural deterioration and burglary or vandalism.	No change	Maintain older property as funding permits.	Unquantifiable
Lack of qualified/skilled person within the local labour force to fill key positions within the Department.	No change	Attempt to cross train and further develop incumbent staff. Encourage professional development by offering relevant courses for upward movement. Department may have to look to the foreign labour market for certain suitable staff. Formulation of succession plans for key staff.	Unquantifiable
Aged computers and obsolete equipment	No change	Maintain current equipment. Replace where feasible and where funding permits.	Unquantifiable

4. EQUITY INVESTMENTS AND WITHDRAWALS

EQUITY MOVEMENT	2022 1 Jan to 31 Dec 2022 \$000's	2023 1 Jan to 31 Dec 2023 \$000's	*2021 12-Month Forecast \$000's
MINISTRY OF DISTRICT ADMINISTRATION AND LANDS	4,067	3,359	2,805
TOTAL	4,067	3,359	2,805

**2021 forecast based on 6 months estimate*

PART B

OUTPUT PERFORMANCE

This Page is Intentionally Left Blank

5. OUTPUTS TO BE DELIVERED

ADL 1	Policy Advice, Legislative Initiatives and Ministerial Services		
DESCRIPTION			
Provision of services to support the development of new or revised legislation or policies. Services to include:			
• Research and consultation with key stakeholders • Cabinet papers on legislative proposals and objectives and other policies and administrative matters • Preparation of drafting instructions and subsequent on-going liaison with and advice to Legal Draftsperson			
Provision of policy advice and support services to the Minister in the areas of District Administration, Sister Islands Sports, Public Lands and Lands and Surveying in relation to:			
• Policy research, development, communication, implementation and evaluation • Strategic development and management of strategic priority projects			
Provision of administrative, executive, and governance services to support the Minister, including:			
• Events Management and Speech Writing Services • Public relations advice and support including promotions of Ministry/Departmental initiatives through various mediums, Government Information Services liaison and other mass communication matters • Secretariat Services, including correspondence, research as requested, preparation of agendas and supporting documentation and minute-taking • Administration services provided • 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) • Project/Facilities Management and oversight			
Establishing and developing the provision of Adult Learning and Training in Cayman Brac to service the Sister Islands			
Administrative Services provided for the review and management of Grants and Transfer Payments to District Administration, and other organisations.			
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 • Number of drafting instructions prepared • 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 events hosted or promotions managed • Number of press releases, press briefings or mass communications prepared • Number of speeches written • Number of regulatory Boards, Councils, Committees or other organisations where represented • Number of memberships on SAGC boards represented • Number of facilities available for Adult Training in the Sister Islands • Number of clients attending the Adult Training Centre in the Sister islands	1 5-10 20-30 60-80 5-8 1-3 5-10 3-5 5-12 5-15 1-2 1 1 5-10	1 5-10 20-30 60-80 5-8 1-3 5-10 3-5 5-12 5-15 1-2 1 1 5-10	New

QUALITY	Drafting instructions prepared by suitably qualified and experienced personnel	100%	100%	New
	Drafting instructions developed through a consultative process to include relevant stakeholders	100%	100%	
	Cabinet papers, drafting instructions, speech notes and press releases reviewed by Chief Officer or designate and approved by Minister prior to submission	100%	100%	
	Policies and advice consistent with any relevant regional or international conventions and/or best practice	100%	100%	
	Policies and strategies developed through a consultative process with key stakeholders	100%	100%	
	Policy and strategy documents reviewed and approved by Chief Officer or designate prior to release	100%	100%	
	Services provided by appropriately experienced and qualified Personnel	100%	100%	
	Speeches, briefings, mass communications, etc. are peer reviewed and/or approved by Chief Officer or designate as necessary	100%	100%	
	Representatives on Boards, Committees and Councils to be nominated from senior management team by Chief Officer	100%	100%	
	New facility for adult training to be developed with suitable specifications for the accessibility and other needs of anticipated clients	100%	100%	
	All training will be facilitated and supervised by qualified staff	90-100%	90-100%	
TIMELINESS	All services delivered within established schedules or as required by Minister	100%	100%	New
	Press releases, briefings, promotions and speeches: as scheduled or agreed with Minister or Chief Officer	100%	100%	
	Secretariat/administration services provided within proposed schedule for meetings hearings and/or as directed by Chairpersons	100%	100%	
	Updates on key items/issues from meetings provided to Minister/Chief Officer on ongoing basis	100%	100%	
	Capital Works deliverables by agreed upon deadlines	100%	100%	
	New facility will be opened for service of clients within established hours	100%	100%	
	All programmes to be delivered over the Adult Training Year from September – July	100%	100%	
LOCATION				
Cayman Islands		100%	100%	New
COST		\$1,803,044	\$2,011,050	\$774,910
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				

*2021 forecast based on 6 months estimate

DAD 3	Sister Islands Sports		
DESCRIPTION			
- The provision of sports coaching and instructing primarily in the 7 focus sports - Basketball, Cricket, Football, Netball, Track and Field Swimming and Volleyball which are conducted to improve the health, well- being, technical skills and fitness of youth and adults at novice to elite levels via: - Community Sport Programmes – Development Programmes conducted in all districts throughout Cayman Brac which involves age groups ranging from age One to Adult - National Programmes – Caters specifically to high performing athletes (juniors/seniors) in preparing them to compete in regional and international sports events - After-School Programmes – Programmes are designed to enable students to participate in recreational events by enhancing their sport-specific skills and fitness needs - School sessions – Assistance with Coaching Sessions are provided in compliance with the Public and Private Schools’ curriculum in specific instances - Sports Workshops – Develop the technical skills of volunteers in various sports organizations to enhance the quality of coaching throughout Cayman Brac - Provide professional advice and technical support to the ministry, sporting associations and schools with particular focus on the core sports of basketball, cricket, football, netball, track and field and swimming. - Recreational Leagues and Events – Organized to encourage physical activities for corporations and students. For students this is done by fostering school competitions, interaction amongst students and opportunities to apply skills.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	*2021 12-Month Forecast
QUANTITY			
- Number of Community Sport Development Programmes - Number of National Athletes coached - Number of Recreational Leagues/events organised - Number of School Coaching Sessions delivered - Number of Workshops conducted - Number of After-School Programmes offered	10-12 7-10 80-100 350-400 2-4 7-10	10-12 7-10 80-100 350-400 2-4 7-10	5-6 5-6 30-50 100-150 2-3 7-10
QUALITY			
- 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 - Recreational Leagues/events organised according to relevant international rules and standards - School sessions are aligned and conducted in compliance with school strategy/plan/curriculum	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS			
- Community Coaching held daily 5-6 days a week - National programmes held during the respective sporting season - Recreational leagues /events are conducted on a weekly basis - Workshops are conducted once every 4 – 6 months - School sessions provided daily five days per week and as requested - After-School Programmes provided held daily 5-6 days a week	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			
	\$408,633	\$448,927	\$195,575
RELATED BROAD OUTCOME:			
Utilising sports to enhance the lives of our people			

**2021 forecast based on 6 months estimate*

PLC 1	Public Lands Commission Secretariat Services		
DESCRIPTION			
Provision of administrative, executive, and governance services to support the Minister, including: - Secretariat Services, including correspondence, research as requested, preparation of agendas and supporting documentation and minute-taking - Enforcement of access to and regulation of commercial activity on public lands by the Public Lands Commission (PLC) - Governance and representation on regulatory Boards and Councils			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	*2021 12-Month Forecast
QUANTITY - Number of Vendor Permit issued - Number of Non-vendor Permit Issued - Number of regulatory Boards, Councils, Committees or other organisations where represented - Number of Board meeting supported	35-50 25-60 12-14 10-12	35-50 22-60 10-12 10-12	1-10 1-10 (New) 6-10 (New) 6-10 (New)
QUALITY - Services provided by appropriately experienced and qualified Person - Representatives on Boards, Committees and Councils to be nominated from senior management team by Chief Officer	95-100% 30%	94-100% 30%	90-100% 25%
TIMELINESS - All services delivered within established schedules or as required by Minister - Secretariat/administration services provided within proposed schedule for meetings hearings and/or as directed by Chairpersons - Updates on key items/issues from meetings provided to Minister/Chief Officer on ongoing basis - Vendor permits issued within timeframe outlined by the Public Lands Act, 2017	97-100% 97-100% 98-100% 99-100%	96-100% 95-100% 95-100% 98-100%	95-100% 60-100% 50-100% 90-100%
LOCATION Cayman Islands	100%	100%	100%
COST	\$414,714	\$440,623	\$213,639
RELATED BROAD OUTCOME: Building a modern infrastructure to ensure a successful future for our islands			

**2021 forecast based on 6 months estimate*

Note: The total cost of supplying this output in 2022 is \$419,714 and in 2023 to \$450,623. However, annual revenue from third parties of \$5,000 and \$10,000 respectively reduces this to \$414,714 and \$440,623.

LSU 13	Real Estate Valuation, Property Management and Disposal Services		
DESCRIPTION			
The provision of a real estate valuation and appraisal service to Government including the general management of unoccupied Crown-owned Land and the provision of services for acquisitions and disposals for Government by various methods such as lease, compulsory acquisition, Crown grants etc.			
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 leases, inspections, and service calls of unoccupied Crown Owned properties	50-100	50-100	5-10
Number of sales, acquisitions and disposals	20-30	20-30	10-15
Number of new leases, renewals and extensions	15-20	15-20	5-10
QUALITY			
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 laws - Roads Act (2005 Revision) and Land Acquisition Act (1995 Revision)	100%	100%	100%
Inspections signed off by the Chief Valuation Officer	100%	100%	100%
Queries answered by professional and 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%
LOCATION			
Grand Cayman, Cayman Brac and Little Cayman	100%	100%	100%
COST			
	\$373,052	\$414,098	\$138,711
RELATED BROAD OUTCOME:			
Strengthening good governance for more effective government			

**2021 forecast based on 6 months estimate*

Note: The total cost of supplying this output is \$589,552 in 2022 and \$630,598 in 2023. However, annual revenue from third parties of \$216,500 per annum reduces this to \$373,052 and \$414,098 respectively.

LSU 14	Land Surveying Services		
DESCRIPTION			
To undertake quality control and authentication of all surveys as well as provide land surveying services to Government Departments and Authorities.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	*2021 12-Month Forecast
QUANTITY - Number of surveys conducted – cadastral, topographic and investigative - Number of survey plans authenticated and boundary plans approved - Number of tide gauge and global positioning station (GPS) inspections	25-35 185-225 40-60	25-35 185-225 40-60	15-20 110-130 15-20
QUALITY - Quality Control done in compliance with Land Surveyors Act (1996 R) and the Land Survey Regulations (1996 Revision) - Authentication is in compliance with the Land Surveyors Act (1996 R), the Land Survey Regulations (1996 R) and the Registered Land Act (2018 R). - Control network station inspections are conducted according to Lands and Survey policies and principles.	100% 100% 100%	100% 100% 100%	100% 100% 100%
TIMELINESS - Standard surveys with field work completed to field specification and submitted to Quality Assurance within six weeks of agreed timelines - Turn-around time for authentication of fully compliant submissions within 10 working days - Tide gauges and GPS inspections completed a minimum of once per month or as needed	85-100% 90-100% 90-95%	85-100% 90-100% 90-95%	85% 85% 90%
LOCATION Grand Cayman and Cayman Brac	100%	100%	100%
COST	\$1,307,668	\$1,656,658	\$427,508
RELATED BROAD OUTCOME: Strengthening good governance for more effective government			

**2021 forecast based on 6 months estimate*

Note: The total cost of supplying this output in 2022 is \$1,366,956 and in 2023 is \$1,715,946. However, annual revenue from third parties of \$59,288 per annum reduces this to \$1,307,668 and \$1,656,658 respectively.

LSU 15	Land Registration and Stamp Duty Services		
DESCRIPTION Land Registration and Stamp Duty Services include a range of activities associated with registered land transactions. The most common includes document searches, examination and registration of interests on land. Examination and registration involve incorporating changes made to land registers. Typically, changes concern land ownership details on a register, applications for a new title for sub-divisional land development (including strata), cautions, leases, powers of attorney, and other minor adjustments to land registers.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	*2021 12-Month Forecast
QUANTITY - Documents examined for registration against a register. - New registers/parcels created. - Number of duty stamped documents issued and commercial leases Assessed. - Number of valuations completed. - Number of re-assessments actioned.	15,000-17,000 700-900 7,000-7,500 1,500-2,000 350-450	15,000-17,000 700-900 7,000-7,500 1,500-2,000 350-450	6,000-7,000 300-400 4,000-5,000 1,500-2,000 200-250
QUALITY - All documents meet the requirement of the Registered Land Act (2018 R) as directed by the manual of Land Registry Procedure and signed off by a qualified person. - All documents properly assessed and stamp duty plus interest when required collected, in accordance with the Stamp Duty Act (2020 R).	100% 100%	100% 100%	100% 100%
TIMELINESS All documents are processed within ten working days after receipt of all relevant documents with the exception of valuations and re-assessments which is 2-5 working days	85-100%	85-100%	85%
LOCATION Grand Cayman and Cayman Brac	100%	100%	100%
COST	\$2,627,913	\$2,718,921	\$1,175,048
RELATED BROAD OUTCOME: Strengthening good governance for more effective governance			

**2021 forecast based on 6 months estimate*

Note: The total cost of supplying this output in 2022 is \$2,707,913 and in 2023 is \$2,798,921. However, annual revenue from third parties of \$80,000 per annum reduces this to \$2,627,913 and \$2,718,921 respectively.

LSU 16	National Geographic Information Services		
DESCRIPTION National Geographic Information Services (GIS)includes: - Provision of business development solutions for Government and private Sector to ensure full use of data and applications developed by the National GIS - Development or acquisition of new geographic Information solutions in support of government mandates and initiatives - Maintenance and deployment of geographic applications and the Cayman Land Info website - Provision of geographic data/ user training and support /applications to users			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	*2021 12-Month Forecast
QUANTITY - Number of geographic solutions developed, redeveloped or acquired. - Number of consultations and training sessions - Number of new users with access to GIS data/applications (including subscribers to Cayman Land Info.) - Number of custom maps, buffer maps, boundary plans, prescribed composite maps produced and number of parcel mutations to the Registry Map. - Number of streets and building numbers processed	20-30 60-75 25-100 1,000-1,200 250-300	20-30 60-75 25-100 1,000-1,200 250-300	5-15 30-60 15-50 400-600 80-120
QUALITY - All geographic solutions are developed and maintained by professional qualified software developers. - Consultation, training and support are provided by qualified personnel - All user agreement for GIS data and applications are signed by the Director of Lands and Survey - Custom maps, buffer maps, boundary plans, prescribed composite maps are processed in accordance with the Survey Plan and Land Registry Standards - Building Numbers are issued in accordance with the Roads (Naming and Numbering) Act, 1997	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%
TIMELINESS - 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 - Consultation and Training are provided within 10 business days of request. - User access occurs within 1 business day of receipt of signed agreement for Government Agency and inclusive of payment Private Sector - CM and BM are completed within 2 business days of request, BP and PCM within 5 business days from receipt of instructions, and parcel mutations within 2 business days after generating Land Registry. - Building Numbers and Streets are processed within 1 business day of receipt of information	85% 95% 85% 85-95% 85%	85% 95% 85% 85-95% 85%	85% 95% 85% 85% 85%
LOCATION Grand Cayman	100%	100%	100%
COST	\$391,917	\$656,795	\$50,313
RELATED BROAD OUTCOME: Strengthening good governance for more effective government			

*2021 forecast based on 6 months estimate

Note: The total cost of supplying this output in 2022 is \$1,311,917 and in 2023 is \$1,576,795. However, annual revenue from third parties of \$920,000 per annum reduces this to \$391,917 and \$656,795 respectively.

*Note that changes have been made to the quantity measures under this output for 2022 and 2023.

DAD 16	Policy Advice on Cayman Brac and Little Cayman Matters		
DESCRIPTION			
Provision of Information and Policy Advice to Cabinet, Legislative Assembly, Portfolios and other Departments on matters relating to 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 parliamentary questions/ministry papers answered/prepared	1-2	1-2	1
• Number of meetings held/attended	120-170	120-170	65
QUALITY			
• Questions answered by qualified and experienced personnel	100%	100%	100%
• Meetings held and attended by senior personnel	100%	100%	100%
TIMELINESS			
• Parliamentary questions answered within agreed-upon timeline	100%	100%	100%
• Meetings held and attended as required	100%	100%	100%
LOCATION			
• Cayman Brac and Little Cayman	100%	100%	100%
COST			
	\$1,499,864	\$1,546,581	\$1,249,647
RELATED BROAD OUTCOME:			
• Strengthening good governance for more effective government			

**2021 forecast based on 6 months estimate*

Note: The total cost of supplying this output is \$1,517,364 in 2022 and \$1,564,081 in 2023. However, the revenue of \$17,500 in each year from third parties reduces the cost to the cabinet to \$ 1,499,864 in 2022 and \$1,546,581 in 2023.

DAD 22	Tourism and Business Development		
DESCRIPTION			
Develop, implement and support Tourism and Business Initiatives to help energize the economy and create jobs.			
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 - Number of tours conducted	2,800-3,700 70-90	2,800-3,700 70-90	1,400 11
QUALITY			
- Information provided by highly qualified representatives is accurate and in accordance with established programs and policies - Tours are conducted by fully qualified guides	100% 100%	100% 100%	100% 100%
TIMELINESS			
- Respond to inquiries within seven days - Tours bookings are confirmed as requested	100% 100%	100% 100%	100% 100%
LOCATION			
Cayman Brac and Little Cayman	100%	100%	100%
COST	\$581,896	\$593,452	\$407,979
RELATED BROAD OUTCOME:			
Improve our tourism, as an industry, product and economic driver			

**2021 forecast based on 6 months estimate*

DAD 24	Construction and Maintenance of Public Facilities		
DESCRIPTION			
Construction and Maintenance of Public Facilities broad outcomes:			
- 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			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	*2021 12-Month Forecast
QUANTITY			
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
QUALITY			
Roads are constructed to National Engineering Standards	100%	100%	100%
Project Management and maintenance by professional staff and Building Code	100%	100%	100%
TIMELINESS			
As set out in Annual Budget Guidelines and approved works program.	100%	100%	100%
LOCATION			
Cayman Brac and Little Cayman	100%	100%	100%
COST			
	\$5,933,438	\$6,142,528	\$2,890,000
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 - Building a modern infrastructure to ensure a successful future for our Islands			

**2021 forecast based on 6 months estimate*

Note: The total cost of supplying this output is \$5,989,738 in 2022 and \$6,198,828 in 2023. However, the revenue of \$56,300 in each year from third parties reduces the cost to the cabinet to \$5,933,438 in 2022 and \$6,142,528 in 2023.

DAD 26	Preservation and Display of Materials and Sites of Historical Significance		
DESCRIPTION - Collection, preservation and display of material evidence significant to our culture, history and heritage, including: - Collection, documentation and preservation of material - Providing exhibitions and displays and general public access to them and museum facilities - Preservation of historical sites			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	*2021 12-Month Forecast
QUANTITY - Number of tours provided - Number of Heritage House Bookings/ Event	350-450 75-100	350-450 75-100	171 40
QUALITY - Historical Sites marked with descriptive signs to U.S. Parks Standards - Artifacts secured, exhibited and preserved in accordance with National Museum Standards	100% 100%	100% 100%	100% 100%
TIMELINESS Open for public access for five to five and a half (5-5 ½) days per week.	100%	100%	100%
LOCATION Cayman Brac and Little Cayman	100%	100%	100%
COST	\$150,529	\$155,793	\$24,852
RELATED BROAD OUTCOME: Improve our tourism, as an industry, product and economic driver			

**2021 forecast based on 6 months estimate*

DAD 27	Child Care and Pre-School Services		
DESCRIPTION			
Provision of Child Day-care and Pre-School Services.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	*2021 12-Month Forecast
QUANTITY Number of students attending the Centre (per day).	25-30	25-30	25
QUALITY 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%
TIMELINESS Services Provided 7:30a.m. – 5:30p.m., Monday – Friday	100%	100%	100%
LOCATION Cayman Brac and Little Cayman	100%	100%	100%
COST	\$986,120	\$1,013,938	\$450,131
RELATED BROAD OUTCOME:			
Improving education to promote lifelong learning and greater economic mobility			

**2021 forecast based on 6 months estimate*

DAD 31	Government Services in Cayman Brac and Little Cayman		
DESCRIPTION			
Processing of Passports and Registration related Application, Events Organizing, Revenue Collection, Hurricane and Disaster Preparedness, Public Information, Inspection and Licensing Services, Accounting Transactions, Support Services, CS, Finance and HR Related Services.			
MEASURES	2022 1 Jan to 31 Dec 2022	2023 1 Jan to 31 Dec 2023	*2021 12-Month Forecast
QUANTITY			
• Number of applications of 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 of Official Events arranged	30-45	30-45	20
• Number of revenue transactions processed	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	2,500-3,500	2,500-3,500	1,250
QUALITY			
• Guidelines and regulations from HM Passport Office and Passport and Corporate Services, Home Office-London and each requested jurisdiction requirements.	100%	100%	100%
• Regulated by the General Registry acts.	100%	100%	100%
• Instructions from the Governors’ Office, Ministry Management team to the DC/DDC per event	100%	100%	100%
• Full compliance with established departmental procedures, in accordance with Public Management and Finance Act (2020 Revision), and other legal framework and monthly Reconciliation	100%	100%	100%
• SI Hazard/Disaster Management Plan	100%	100%	100%
• In accordance with Licensing, inspection and Electrical Codes and guidelines	100%	100%	100%
TIMELINESS			
DA processing times:			
• All Applications - within 6-8 weeks- Passports, 4-6 weeks – Visas, 6-12 – Citizenship and 3-5 days – ID Certificates, 1hr- Birth, death, marriage certificates, 1 day – Marriage Lisc, Incumbencies and Annual Returns and within 1 week – Deed Polls	100%	100%	100%
• In accordance with Itinerary requirement	100%	100%	100%
• All documents meet legislative requirements and internal management review: 1-2 days	100%	100%	100%
• Revenue Deposited within 2 working days	100%	100%	100%
• Routine enquires: 2-3 days to acknowledge receipt of request; Research/ Respond within an average of 30 days	100%	100%	100%
• All payments processed within one week of receipt	100%	100%	100%

LOCATION			
• Cayman Brac and Little Cayman	100%	100%	100%
COST			
	\$1,976,769	\$1,995,674	\$712,672
RELATED BROAD OUTCOME:			
• Improving education to promote lifelong learning and greater economic mobility			

**2021 forecast based on 6 months estimate*

Note: The total cost of supplying this output is \$2,065,694 in 2022 and \$2,084,599 in 2023. However, the revenue of \$88,925 in each year from third parties reduces the cost to the cabinet to \$1,976,769 in 2022 and \$1,995,674 in 2023.

This Page is Intentionally Left Blank



MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Act (2020 Revision).

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

To the best of my knowledge the statements are:

- a. Complete and reliable;
- b. Fairly reflect the forecast financial position as at 31 December 2022 and 31 December 2023 and performance for the years ending 31 December 2022 and 31 December 2023; and
- c. Comply with Generally Accepted Accounting Practices, (as defined in the Public Management and Finance Act (2020 Revision)).

Wilbur Welcome

Acting Chief Officer

Ministry of District Administration and Lands

31 December 2021

This Page is Intentionally Left Blank

FINANCIAL STATEMENTS

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

This Page is Intentionally Left Blank

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
STATEMENT OF ACCOUNTING POLICIES
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

General Accounting Policies

Reporting entity

These forecast financial statements are for the *Ministry of District Administration and Lands*.

Basis of preparation

The forecast financial statements have been prepared in accordance with International Public Sector Accounting Standards (IPSAS) using the accrual basis of accounting. Where there are currently no IPSAS, other authoritative pronouncements such as International Accounting Standards and United Kingdom reporting standards applicable to the public sector have been used. The measurement base applied is historical cost adjusted for revaluations of certain assets.

The forecast financial statements have been prepared on a going concern basis and the accounting policies have been applied consistently.

Reporting Period

The reporting period is the period ending 31 December 2022 and 2023.

Specific Accounting Policies

Revenue

Output revenue

Output revenue, including revenue resulting from user charges or fees, is recognised when it is earned.

Interest revenue

Interest revenue is recognised in the period in which it is earned.

Expenses

General

Expenses are recognised when incurred.

Depreciation

Depreciation of non-financial physical assets is generally provided on a straight-line basis at rates based on the expected useful lives of those assets.

Assets

Cash and cash equivalents

Cash and cash equivalents include cash held in the Ministry or Portfolio's bank account and on deposit with the Ministry of Finance and Economic Development (Treasury).

Receivables and advances

Receivables and advances are recorded at the amounts expected to be ultimately collected in cash.

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
STATEMENT OF ACCOUNTING POLICIES (CONTINUED)
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

Inventory

Inventories are recorded at the lower of cost and net current value. Where inventories are valued at cost, specific identification or the FIFO method has been used. Appropriate allowance has been made for obsolescence.

Property, Plant and Equipment (including Infrastructure Assets)

Buildings are recorded at historical cost (or fair value as at time of first recognition) or valuation.

Other plant and equipment, which includes motor vehicles and office equipment, is recorded at cost less accumulated depreciation.

Computer Hardware and Software

Computer hardware and software are recorded at cost, and depreciated in accordance with the policy on depreciation.

Liabilities

Accounts Payable

Accounts payable are recorded at the amount owing after allowing for credit notes and other adjustments.

Provisions

Provisions are recognised in accordance with IPSAS 19 Provisions, Contingent Liabilities and Contingent Assets.

Employee entitlements

Amounts incurred but not paid at the end of the reporting period are accrued. Annual leave due, but not taken, is recognised as a liability. Long service leave liabilities are measured as the present value of estimated leave service entitlements.

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2022 AND 31 DECEMBER 2023

12-Month Forecast 2021	STATEMENT OF FINANCIAL POSITION	Note	12-Month Budget 2022	12-Month Budget 2023
	Current Assets			
496,546	Cash and cash equivalents	1	1,549,512	2,750,928
-	Marketable securities and deposits			
1,725,024	Trade receivables	2	1,942,556	2,209,715
300	Other receivables	2	300	300
350,188	Inventories	3	350,188	350,188
-	Investments	4	-	-
68,862	Prepayments	5	68,862	68,862
2,640,920	Total Current Assets		3,911,419	5,379,993
	Non-Current Assets			
-	Trade receivables	2	-	-
-	Other receivables	2	-	-
-	Inventories	3	-	-
-	Investments	4	-	-
-	Prepayments	5	-	-
123,301	Intangible Assets	6	131,001	90,992
12,390,237	Property, plant and equipment	6	15,179,037	17,109,305
12,513,538	Total Non-Current Assets		15,310,038	17,200,297
15,154,458	Total Assets		19,221,457	22,580,290
	Current Liabilities			
20,000	Trade payables	7	20,000	20,000
181,744	Other payables and accruals	7	181,744	181,744
370,000	Unearned revenue	8	370,000	370,000
538,794	Employee entitlements	9	538,794	538,794
-	Repayment of surplus		-	-
1,110,538	Total Current Liabilities		1,110,538	1,110,538
	Non-Current Liabilities			
-	Trade payables	7	-	-
-	Other payables and accruals	7	-	-
-	Unearned revenue	8	-	-
-	Employee entitlements	9	-	-
-	Total Non-Current Liabilities		-	-
1,110,538	Total Liabilities		1,110,538	1,110,538
14,043,920	Net Assets		18,110,919	21,469,752
	NET WORTH			
14,043,920	Contributed capital		18,110,919	21,469,752
-	Other Reserves		-	-
-	Revaluation reserve		-	-
-	Accumulated surpluses/(deficits)		(0)	-
14,043,920	Total Net Worth		18,110,919	21,469,752

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS

STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

12-Month Forecast 2021	STATEMENT OF FINANCIAL PERFORMANCE	Note	12-Month Budget 2022	12-Month Budget 2023
	Revenue			
9,461,348	Sale of goods and services	10	19,899,069	21,243,550
-	Investment revenue	11	-	-
-	Donations	12	-	-
-	Other revenue		-	-
9,461,348	Total Revenue		19,899,069	21,243,550
	Expenses			
7,509,691	Personnel costs	13	16,104,894	17,303,920
1,484,659	Supplies and consumables	14	2,523,376	2,470,756
480,986	Depreciation & Amortisation	6	1,270,499	1,468,574
-	Impairment of property, plant and equipment	6	-	-
-	Impairment of inventory	3	-	-
-	Litigation costs	15	-	-
-	Other expenses		-	-
(13,987)	Other Gains and Losses	16	300	300
9,461,348	Total Expenses		19,899,069	21,243,550
-	Surplus or (Deficit) for the period		-	-

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS

STATEMENT OF CASH FLOWS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

12-Month Forecast 2021	CASH FLOW STATEMENT	Note	12-Month Budget 2022	12-Month Budget 2023
	CASH FLOWS FROM OPERATING ACTIVITIES			
	<i>Receipts</i>			
7,122,902	Outputs to Cabinet		18,238,024	19,527,879
-	Outputs to other government agencies		5,000	5,000
519,715	Sale of goods and services - third party		1,282,013	1,287,013
-	Interest received		-	-
	Donations / Grants		-	-
93,957	Other receipts		156,500	156,500
	<i>Payments</i>			
(6,970,897)	Personnel costs		(16,104,894)	(17,303,920)
(1,292,527)	Supplies and consumables		(2,523,676)	(2,471,056)
	Interest paid		-	-
13,987	Other payments		-	-
(512,862)	Net cash flows from operating activities		1,052,967	1,201,415
	CASH FLOWS FROM INVESTING ACTIVITIES			
(2,804,576)	Purchase of property, plant and equipment		(4,066,999)	(3,358,833)
	Proceeds from sale of property, plant and equipment		-	-
(2,804,576)	Net cash flows from investing activities		(4,066,999)	(3,358,833)
	CASH FLOWS FROM FINANCING ACTIVITIES			
2,804,576	Equity Investment from Org 40		4,066,999	3,358,833
	Repayment of Surplus to Org 40		-	-
2,804,576	Net cash flows from financing activities		4,066,999	3,358,833
(512,862)	Net increase/(decrease) in cash and cash equivalents		1,052,967	1,201,415
1,009,408	Cash and cash equivalents at beginning of period		496,546	1,549,512
496,546	Cash and cash equivalents at end of period	1	1,549,512	2,750,928

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS

STATEMENT OF CHANGES IN NET WORTH

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

	Contributed Capital	Total
Balance at 31 December 2020 brought forward	-	-
Prior Year Adjustments		
Changes in accounting policy	-	-
Accounting Errors	-	-
Restated balance 31 December 2020	-	-
Changes in net worth for 2021		
Gain/(loss) on property revaluation	-	-
Gain/(loss) on revaluation of investments	-	-
Exchange differences on translating foreign operations	-	-
Equity Investment from Cabinet	14,043,920	14,043,920
Capital withdrawals by Cabinet	-	-
Dividends payable to Cabinet	-	-
Net revenue / expenses recognised directly in net worth	14,043,920	14,043,920
Surplus/(deficit) for the period 2021		-
Total recognised revenues and expenses for the period	14,043,920	14,043,920
Balance at 31 December 2021 carried forward	14,043,920	14,043,920

	Contributed Capital	Total
Balance at 31 December 2021 brought forward	14,043,920	14,043,920
Prior Year Adjustments		
Changes in accounting policy	-	-
Accounting Errors	-	-
Restated balance 31 December 2021	14,043,920	14,043,920
Changes in net worth for 2022		
Gain/(loss) on property revaluation	-	-
Gain/(loss) on revaluation of investments	-	-
Exchange differences on translating foreign operations	-	-
Equity Investment from Cabinet	4,066,999	4,066,999
Capital withdrawals by Cabinet	-	-
Dividends payable to Cabinet	-	-
Net revenue / expenses recognised directly in net worth	4,066,999	4,066,999
Surplus/(deficit) for the period 2022		-
Total recognised revenues and expenses for the period	4,066,999	4,066,999
Balance at 31 December 2022 carried forward	18,110,919	18,110,919

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
STATEMENT OF CHANGES IN NET WORTH (CONTINUED)
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

	Contributed Capital	Total
Balance at 31 December 2022 brought forward	18,110,919	18,110,919
Prior Year Adjustments		
Changes in accounting policy	-	-
Accounting Errors	-	-
Restated balance 31 December 2022	18,110,919	18,110,919
Changes in net worth for 2023		
Gain/(loss) on property revaluation	-	-
Gain/(loss) on revaluation of investments	-	-
Equity Investment from Cabinet	3,358,833	3,358,833
Capital withdrawals by Cabinet	-	-
Net revenue / expenses recognised directly in net worth	3,358,833	3,358,833
Surplus/(deficit)for the period 2023		-
Total recognised revenues and expenses for the period	3,358,833	3,358,833
Balance at 31 December 2023	21,469,752	21,469,752

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 1: CASH AND CASH EQUIVALENTS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
2,460	Cash on hand (IRIS Confirmation Account/Petty Cash)	2,460	2,460
-	Cash in transit (IRIS Remittance Account)	-	-
464,486	CI\$ Operational Current Account held at Royal Bank of Canada	1,517,453	2,718,869
-	US\$ Operational Current Account held at Royal Bank of Canada	-	-
29,599	Payroll Current Account held at Royal Bank of Canada	29,599	29,599
-	Bank Accounts held at other financial institutions <u>[DISCLOSE ACCOUNT DETAILS IF MATERIAL]</u>	-	-
-	Fixed Deposits held with Treasury (less than 90 days)	-	-
496,546	TOTAL	1,549,512	2,750,928

NOTE 2: TRADE AND OTHER RECEIVABLES

12-Month Forecast 2021	Trade Recivables	12-Month Budget 2022	12-Month Budget 2023
299,894	Sale of goods and services	299,894	299,894
1,424,581	Outputs to Cabinet	1,642,113	1,909,271
550	Outputs to other government agencies	550	550
-	Other	-	-
-	Less: provision for doubtful debts	-	-
1,725,024	Total trade receivables	1,942,556	2,209,715

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
	Current		
1,587,022	Past due 1-30 days	1,787,152	2,032,937
86,251	Past due 31-60 days	97,128	110,486
51,751	Past due 61-90 days	58,277	66,291
1,725,024	Total	1,942,556	2,209,715

12-Month Forecast 2021	Other Receivables	12-Month Budget 2022	12-Month Budget 2023
300	Other	300	300
-	Less: provision for doubtful debts	-	-
300	Total other receivables	300	300

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
	Current		
300	Past due 1-30 days	300	300
300	Total	300	300

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 3: INVENTORIES

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
350,188	Inventory held for use in the provision of goods and services	350,188	350,188
-	Work in Progress and finished goods	-	-
350,188	TOTAL INVENTORIES	350,188	350,188

NOTE 5: PREPAYMENTS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
68,862	Accrued Prepayments	68,862	68,862
-	Prepaid Insurance	-	-
-	Other	-	-
68,862	Total	68,862	68,862

NOTE 6: PROPERTY, PLANT AND EQUIPMENT

COST OF PROPERTY, PLANT AND EQUIPMENT

	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Aircraft	Other assets	Assets under construction or development	Total
Balance as at 1 January 2021	-	-	-	-	-	-	-	-	-	-	-
Additions	78,108	58,156	-	9,470	20,076	-	491,994	-	-	2,036,682	2,694,486
Disposals and Derecognition	12,773	4,418	-	36,397	-	-	58,800	-	-	(112,388)	-
Revaluation	-	-	-	-	-	-	-	-	-	-	-
Transfers	1,121,297	9,900,561	116,268	1,194,313	92,585	11,972	4,474,564	35,554	334,347	1,183,353	18,464,813
Balance as at 31 December 2021	1,212,178	9,963,135	116,268	1,240,180	112,661	11,972	5,025,358	35,554	334,347	3,107,647	21,159,299

	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Aircraft	Other assets	Assets under construction or development	Total
Balance as at 1 January 2022	1,212,178	9,963,135	116,268	1,240,180	112,661	11,972	5,025,358	35,554	334,347	3,107,647	21,159,299
Additions	403,000	1,032,000	150,000	436,999	38,000	-	547,000	-	250,000	1,160,000	4,016,999
Disposals and Derecognition	-	3,120,282	-	-	-	-	-	-	-	(3,120,282)	-
Revaluation	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2022	1,615,178	14,115,417	266,268	1,677,179	150,661	11,972	5,572,358	35,554	584,347	1,147,365	25,176,298

	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Aircraft	Other assets	Assets under construction or development	Total
Balance as at 1 January 2023	1,615,178	14,115,417	266,268	1,677,179	150,661	11,972	5,572,358	35,554	584,347	1,147,365	25,176,298
Additions	245,000	567,000	150,000	52,833	15,000	-	1,479,000	-	-	840,000	3,348,833
Disposals and Derecognition	-	-	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2023	1,860,178	14,682,417	416,268	1,730,012	165,661	11,972	7,051,358	35,554	584,347	1,987,365	28,525,131

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 6: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Aircraft	Other assets	Assets under construction or development	Total
Balance as at 1 January 2021	-	-	-	-	-	-	-	-	-	-	-
Transfers	937,929	2,267,665	67,658	1,162,333	77,398	11,974	3,480,706	5,567	289,233	-	8,300,463
Impairment Reserve 2021 (closing balance)	-	-	-	-	-	-	-	-	-	-	-
Depreciation Expense 2021	49,886	225,863	4,090	21,455	6,468	-	145,261	538	15,038	-	468,599
Eliminate on Disposal or Derecognition 2021	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2021	987,815	2,493,528	71,748	1,183,788	83,866	11,974	3,625,967	6,105	304,271	-	8,769,062

	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Aircraft	Other assets	Assets under construction or development	Total
Balance as at 1 January 2022	987,815	2,493,528	71,748	1,183,788	83,866	11,974	3,625,967	6,105	304,271	-	8,769,062
Transfers	-	-	-	-	-	-	-	-	-	-	-
Impairment change 2022	-	-	-	-	-	-	-	-	-	-	-
Depreciation Expense 2022	84,394	509,024	13,179	132,399	16,253	-	389,713	1,077	82,159	-	1,228,199
Eliminate on Disposal or Derecognition 2022	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2022	1,072,209	3,002,552	84,927	1,316,188	100,119	11,974	4,015,681	7,182	386,430	-	9,997,262

	Plant and equipment	Buildings and Leasehold	Furniture and Fittings	Computer Hardware	Office Equipment	Infrastructure	Motor Vehicles	Aircraft	Other assets	Assets under construction or development	Total
Balance as at 1 January 2023	1,072,209	3,002,552	84,927	1,316,188	100,119	11,974	4,015,681	7,182	386,430	-	9,997,262
Transfers	-	-	-	-	-	-	-	-	-	-	-
Impairment change 2023	-	-	-	-	-	-	-	-	-	-	-
Depreciation Expense 2023	108,368	575,213	23,179	191,605	19,962	-	436,661	1,077	62,500	-	1,418,565
Eliminate on Disposal or Derecognition 2023	-	-	-	-	-	-	-	-	-	-	-
Balance as at 31 December 2023	1,180,577	3,577,766	108,106	1,507,793	120,080	11,974	4,452,341	8,259	448,930	-	11,415,826

Net Book value 31 December 2021	224,363	7,469,607	44,519	56,392	28,795	(1)	1,399,390	29,450	30,076	3,107,647	12,390,237
Net Book value 31 December 2022	542,968	11,112,865	181,340	360,991	50,543	(1)	1,556,677	28,372	197,917	1,147,365	15,179,037
Net Book value 31 December 2023	679,601	11,104,652	308,161	222,219	45,581	(1)	2,599,016	27,295	135,417	1,987,365	17,109,305

NOTE 6: INTANGIBLE ASSETS

COST OF INTANGIBLE ASSETS

	Computer Software	Total
Balance as at 1 January 2021	-	-
Additions	110,090	110,090
Disposals and Derecognition	-	-
Revaluation	-	-
Transfers	119,552	119,552
Balance as at 31 December 2021	229,642	229,642

	Computer Software	Total
Balance as at 1 January 2022	229,642	229,642
Additions	50,000	50,000
Disposals and Derecognition	-	-
Revaluation	-	-
Transfers	-	-
Balance as at 31 December 2022	279,642	279,642

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 6: INTANGIBLE ASSETS (CONTINUED)

COST OF INTANGIBLE ASSETS

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2023	279,642	279,642
Additions	10,000	10,000
Disposals and Derecognition	-	-
Revaluation	-	-
Transfers	-	-
Balance as at 31 December 2023	289,642	289,642

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2021	-	-
Transfers	93,954	93,954
Impairment Reserve 2021 (closing balance)	-	-
Depreciation Expense 2021	12,387	12,387
Eliminate on Disposal or Derecognition 2021	-	-
Balance as at 31 December 2021	106,341	106,341

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2022	106,341	106,341
Transfers	-	-
Impairment change 2022	-	-
Depreciation Expense 2022	42,300	42,300
Eliminate on Disposal or Derecognition 2022	-	-
Balance as at 31 December 2022	148,641	148,641

	<i>Computer Software</i>	<i>Total</i>
Balance as at 1 January 2023	148,641	148,641
Transfers	-	-
Impairment change 2023	-	-
Depreciation Expense 2023	50,009	50,009
Eliminate on Disposal or Derecognition 2023	-	-
Balance as at 31 December 2023	198,650	198,650

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 6: INTANGIBLE ASSETS (CONTINUED)

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

Net Book value 31 December 2021	123,301	123,301
Net Book value 31 December 2022	131,001	131,001
Net Book value 31 December 2023	90,992	90,992

NOTE 7: TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
20,000	Creditors	20,000	20,000
-	Creditors Ministries/Portfolios	-	-
-	Creditors other government agencies	-	-
-	Non current Accounts payable	-	-
2,033	Payroll Deductions	2,033	2,033
-	Operating Lease	-	-
167,500	Accrued Expenses	167,500	167,500
-	Accrued Expenses Ministries/Portfolios	-	-
-	Accrued Expenses other government agencies	-	-
-	Inter-entity due to	-	-
-	Accrued Entity Interest	-	-
-	Provisions	-	-
12,211	Other payables	12,211	12,211
201,744	Total trade payables other payables and accruals	201,744	201,744

NOTE 8: UNEARNED REVENUE

12-Month Forecast 2021	Details	12-Month Budget 2022	12-Month Budget 2023
370,000	Other unearned revenue	370,000	370,000
-	Non current Unearned revenue	-	-
370,000	Total unearned revenue	370,000	370,000

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 9: EMPLOYEE ENTITLEMENTS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
118,130	Annual Leave	118,130	118,130
375,324	Retirement and long service leave	375,324	375,324
-	Accrued salaries	-	-
-	Travel	-	-
45,340	Pension	45,340	45,340
-	Other salary related entitlements	-	-
538,794	Total current portion	538,794	538,794
	<i>Non-current employee entitlements are represented by:</i>		
-	Retirement and long service leave	-	-
538,794	Total employee entitlements	538,794	538,794

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 10: SALE OF GOODS AND SERVICES (CONTINUED)

12-Month Forecast 2021	Revenue type	12-Month Budget 2022	12-Month Budget 2023
8,547,483	Outputs to Cabinet	18,455,556	19,795,037
-	Outputs to other government agencies	5,000	5,000
742,170	Fees and charges	1,185,925	1,190,925
9,975	General sales	10,500	10,500
67,764	Rentals	85,588	85,588
93,957	Other	156,500	156,500
9,461,348	Total sales of goods and services	19,899,069	21,243,550
	Fees and Charges		
-	Customised Motor Vehicle Licence Plate Fees	300	300
4,725	Drivers Examination Fees	9,000	9,000
674	Duplicate Vehicle Log Books	1,575	1,575
54,551	Express Land Registry	80,000	80,000
188,731	Land Survey Fees	200,000	200,000
112,382	Mapping Services	180,000	180,000
33,548	Motor Vehicle Inspection Fees	52,000	52,000
6,201	Motor Vehicle Licence Plate Fees	6,500	6,500
4,035	Passport Fees	17,500	17,500
21,000	Vault Sales (Cemetery Fees)	25,000	25,000
422	Vehicle Bank Liens	1,050	1,050
4,500	Vehicle Change of Ownership	8,000	8,000
311,402	Web Receipts	600,000	600,000
-	Public Land Commission Application Fee	5,000	10,000
742,170	Fees & Charges	1,185,925	1,190,925
	General Sales		
9,975	Police Clearances	10,500	10,500
9,975	Total General Sales	10,500	10,500
	Rentals		
3,948	Equipment Rental - PWD (Cayman Brac)	9,500	9,500
3,000	Rentals - Craft Market	6,000	6,000
7,973	Rentals - Government Housing	16,800	16,800
52,843	Rentals - Other Properties	53,288	53,288
67,764	Total Rentals	85,588	85,588
	Other Goods & Services Revenue		
	Goods & Services Revenue		
84,663	GIS Applications	140,000	140,000
8,250	GPS Licenses Refund	16,500	16,500
606	Miscellaneous Licensing Receipts	-	-
438	Miscellaneous Receipts	-	-
93,957		156,500	156,500
	Sales of Outputs to Cabinet		
8,547,483	Sales of Outputs to Cabinet	18,455,556	19,795,037
8,547,483	Total Sales of Outputs to Cabinet	18,455,556	19,795,037
	Other Interdepartmental Revenue		
-	Financial Attest Services	-	-
-	Revenue from Ministries/Portfolios & Public Authorities	5,000	5,000
-	Total Other Interdepartmental Revenue	5,000	5,000
9,461,348	Total Goods and Services	19,899,069	21,243,550

MINISTRY OF DISTRICT ADMINISTRATION AND LANDS

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2022 AND 31 DECEMBER 2023

NOTE 13: PERSONNEL COSTS

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
5,638,078	Salaries, wages and allowances	11,923,010	12,460,592
1,495,077	Health care	3,466,085	4,091,962
294,043	Pension	655,694	693,011
49,087	Leave	-	-
33,407	Other personnel related costs	60,105	58,355
7,509,691	Total Personnel Costs	16,104,894	17,303,920

NOTE 14: SUPPLIES AND CONSUMABLES

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
175,609	Supplies and Materials	327,575	326,575
901,816	Purchase of services	1,342,092	1,316,092
22,610	Lease of Property and Equipment	34,000	34,000
279,401	Utilities	459,718	459,718
-	General Insurance	-	-
1,842	Interdepartmental expenses	91,700	91,580
34,207	Travel and Subsistence	135,367	135,867
45,192	Recruitment and Training	104,103	78,103
23,982	Other	28,821	28,821
1,484,659	Total Supplies & consumables	2,523,376	2,470,756

NOTE 16: GAINS / (LOSSES)

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
(13,987)	Net (gain) / loss on disposal of property, plant and equipment, revaluation	-	-
-	Gain/Loss on Derecognition of Assets	-	-
-	Net (gain) / loss on foreign exchange Transactions	300	300
(13,987)	Total gains/ (losses)	300	300

NOTE 18: RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/ (DEFICIT)

12-Month Forecast 2021	Description	12-Month Budget 2022	12-Month Budget 2023
-	Surplus/(deficit) from ordinary activities	-	-
	Non-cash movements		
480,986	Depreciation expense	1,270,499	1,468,574
-	Impairment	-	-
(13,987)	(Gain)/losses on sale of property plant and equipment	-	-
	Changes in current assets and liabilities:		
(979,861)	(Increase)/decrease in receivables - Other 3rd Party	(217,532)	(267,158)
(512,862)	Net cash flows from operating activities	1,052,967	1,201,415

This Page is Intentionally Left Blank



CAYMAN ISLANDS GOVERNMENT

BUDGET STATEMENTS

END